

# **FISCAL YEAR 2025 ANNUAL BUDGET BOOK**

of the

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



## **PREPARED BY THE FINANCE DEPARTMENT**

Leonard Antmann, Chief Financial Officer

Michelle Daley, Director of Finance

David Vance, Manager of Financial Planning & Analysis

Vivian Revis, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Central Florida Regional Transportation Authority  
dba LYNX**

For the Fiscal Year Beginning

**October 01, 2023**

*Christopher P. Monill*

Executive Director



## HOW TO USE THIS BUDGET DOCUMENT

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

### **Table of Contents**

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

### **Budget Message**

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

### **Introduction**

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

### **Budget Summary**

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

### **Staffing**

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

### **Departmental Budgets**

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

### **Capital Budget**

This section provides an overview of the LYNX Capital Budget.

### **Appendices**

This section provides the reader with general reference material.

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# 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

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

### LYNX EXECUTIVE STAFF

Tiffany Homler Hawkins	<b>Chief Executive Officer</b>
Leonard Antmann	<b>Chief Financial Officer</b>
David Burrowes	<b>Chief Operating Officer</b>
Vacant	<b>Chief Administrative Officer</b>
James Boyle	<b>Chief Planning &amp; Development Officer (Interim)</b>

### DEPARTMENT HEADS

Michelle Daley	<b>Director of Finance</b>
Terri Setterington	<b>Director of Human Resources</b>
Craig Bayard	<b>Director of Information Technology</b>
Elvis Dovales	<b>Director of Maintenance</b>
Matt Friedman	<b>Director of Marketing Communications</b>
Norm Hickling	<b>Director of Mobility Services</b>
Vacant	<b>Director of Planning &amp; Development</b>
Maurice Jones	<b>Director of Procurement</b>
Rey Quinones	<b>Director of Transportation</b>
John Burkholder	<b>Director of Risk Management &amp; Safety</b>

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October 1, 2024

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

I respectfully present the Adopted LYNX Operating and Capital Budget for Fiscal Year 2025. The development of the Operating Budget \$208,132,943 and Capital Budget \$145,174,812 included various internal departmental meetings, discussions with LYNX' Finance and Audit Committee, Oversight Committee and LYNX' Board.

Today, LYNX has sixty-eight (68) fixed route bus routes and eleven (11) NeighborLink bus routes operated within a 2,500 square mile service area. LYNX operates service within Orange, Seminole and Osceola counties, serving an estimated population of 2.3 million. Small portions of Polk and Lake counties are served as well. LYNX operates service seven days a week including holidays and provides service on various modes including local, FastLink, bus rapid transit (BRT), and door-to-door demand response (paratransit) traveling more than 28.1 million miles. LYNX offers Vanpool for a group of people who live and work near one another, have similar work schedules and commute to work at the same time each day using a van provided by LYNX. The Road Ranger fleet roams a 48-mile stretch of I-4 to help stranded motorists and minimize traffic congestion caused by breakdowns. The trucks are equipped to make minor car repairs, assist with accidents and communicate with law enforcement and emergency services.

### **FY2025 Budget Details**

The Regional Funding Model is used to establish the level of funding by each Funding Partner during each fiscal year. Using the model, LYNX is able to properly allocate the cost of services to the appropriate funding partner. The LYNX' Board of Directors adopted the current "Funding Model" in January 2013.

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

The prevailing market conditions remain challenging for securing essential resources like manpower, parts, supplies, and vendor services needed for ongoing operations. Furthermore,

labor costs have risen, encompassing healthcare and other employee benefits. In Florida, the unemployment rate is currently around 3.4%, indicating a tight labor market that further complicates recruitment efforts and drives up wages for skilled labor such as vehicle maintenance technicians and bus operators.

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

### **The Budget in Brief**

The Adopted FY2025 budget totals \$353,307,755 (\$208,132,943 for Operating and \$145,174,812 for Capital). This represents an overall increase of 5.1% from the FY2024 amended budget.

### **The Operating Budget**

The operating budget for FY2025 is a balanced budget of \$208,132,943, an increase of 5.7% over the FY2024 amended operating budget.

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

Federal operating assistance is budgeted at approximately \$14.6 million for FY2025 while State operating assistance is budgeted at \$15.5 million. Local operating assistance is expected to be approximately \$124.8 million, with \$24 million coming from the budget stabilization fund. LYNX expects to generate \$29.13 million from its operations. The budget continues to reflect increased support from various local jurisdictions due to increased business environment costs associated with operating a transit system, such as employee compensation and cost of services.

### **Capital Budget**

The Capital Budget is \$145,174,812, an increase of 4.2% over the FY2024 amended capital budget. Approximately 62% of the approved capital budget for FY2025 includes carryover projects incomplete from FY2024. This budget is primarily funded from federal and state sources and includes items such as the planned purchase of replacement vehicles, expansion of passenger amenities (bus shelters and transit centers), security, technology and facility improvements.

Respectfully Submitted,



Leonard Antmann  
Chief Financial Officer



Tiffany Homler Hawkins  
Chief Executive Officer



## GENERAL INFORMATION ABOUT LYNX

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### Background

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

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

Sixty-eight (68) routes called "Links" and 11 NeighborLink on demand routes serve the tri-county area. Peak service is provided from 6 to 9 AM and 3:30 to 6:30 PM. Earliest service begins at 3:50 AM. The latest bus leaves LYNX Central Station at 12:15 AM. Peak frequency is every 15 minutes on heavily used links, 30 minutes on average urban links and outlying areas receive hourly service. LYNX provides fixed-route bus service seven days a week and on holidays. Free circulator service (LYMMO) operates in downtown Orlando via a transportation partnership with the City of Orlando. Vanpool service provides vans to business commuters for a small monthly fee. Paratransit service called ACCESS LYNX is a shared ride door-to-door transportation service. The ACCESS LYNX program provides service for eligible individuals who are not able to use the regular fixed route bus service because of a disability or other limitations. The Road Rangers program provides a roadside assistance program for disabled vehicles on I-4.

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

Responsibility for managing the many day-to-day tasks rests with the Chief Executive Officer (CEO). To assist in this effort, LYNX has four (4) different divisions that conduct business under the direction of the CEO. The divisions are the Office of Administration, the Office of Planning and Development, the Office of Finance and the Office of Operations.



## GENERAL INFORMATION ABOUT LYNX

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These major divisions are further divided into 15 separate departments.

The Office of the Chief Executive Officer is made up of Executive, In House Legal and Marketing.

The Office of Finance is made up of Finance, Procurement, Information Technology and Engineering and Construction.

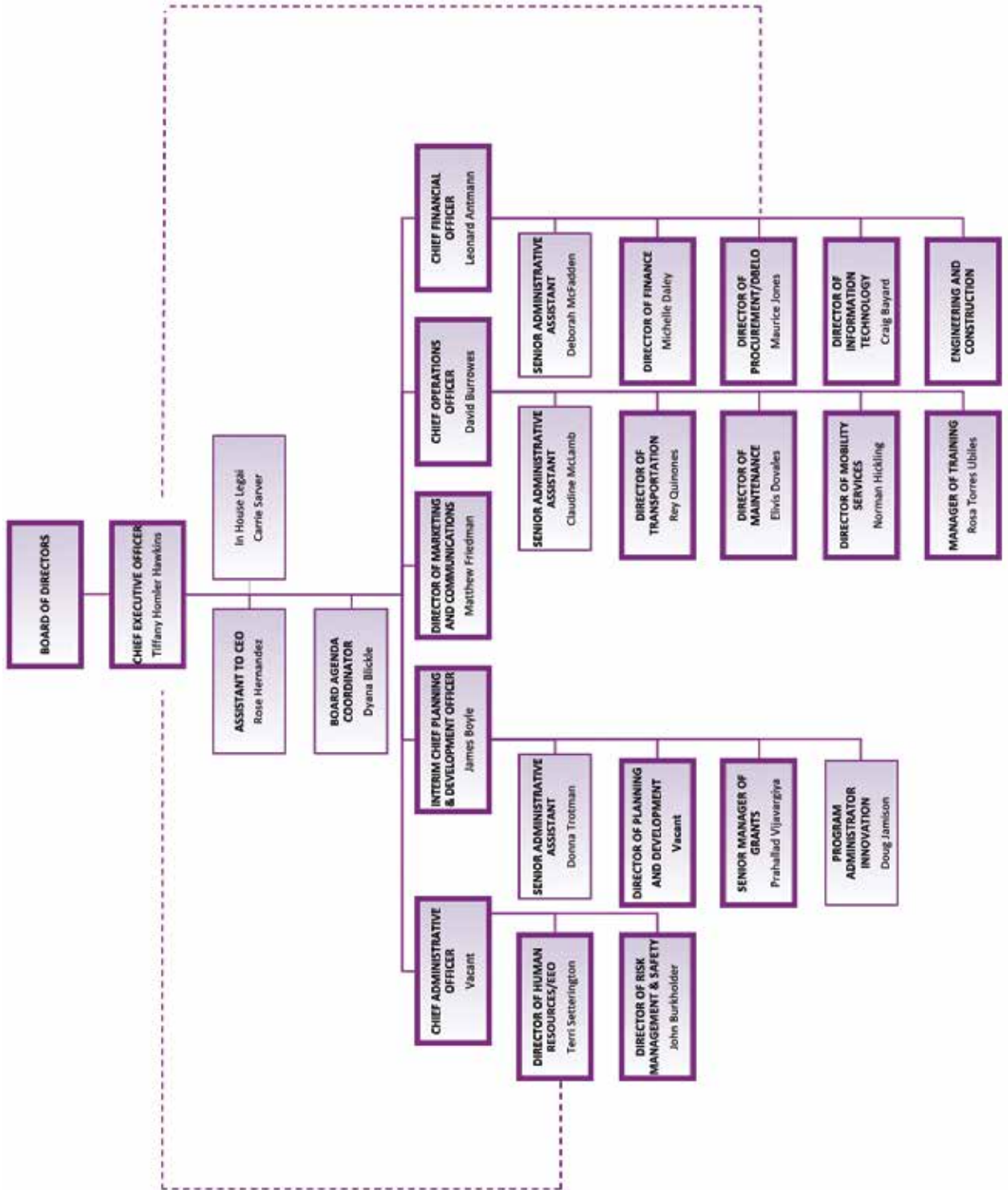
The Office of Operations is made up of Transportation, Maintenance, Mobility Services and Training.

The Office of Planning & Development is made up of Planning and Development and Grants.

The Office of Administration is made up of Human Resources and Risk Management & Safety.



## LYNX ORGANIZATIONAL CHART





## STRATEGIC LONG-TERM GOALS AND STRATEGIES

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### Vision

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

### LYNX Public Transit Mission

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

### LYNX Core Values

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

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

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

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

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

### Goals & Objectives

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

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

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

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



## STRATEGIC LONG-TERM GOALS AND STRATEGIES

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

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

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

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

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

Beginning with the 2018-2027 Transit Development Plan (TDP) Major Update, and followed up by a Route Optimization Study (ROS) and county-specific updates in 2021 and 2022, LYNX and its funding partners have re-imagined what public transportation needs to be for Central Florida. The Orange County Transit Plan received further adjustments, based on 2025 dollars, in March 2024.

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

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

SunRail, the regional commuter rail system, has expanded north to DeLand and began operations during the summer of 2024. While the future transit plans for Orange County include commuter rail access to the Orlando International Airport (OIA). Lastly, the private high-speed rail operator, Brightline, began service between OIA and Miami in 2023.

LYNX completed a major update to its TDP for the 2023-2032 horizon. The TDP Major Update consolidated the first 10 years of the individual county transit plans for Orange, Osceola, and Seminole counties into one strategic vision plan for the agency. These plans were carried forward in the TDP Annual Update for 2024-2033.





## FINANCIAL POLICIES AND GOALS

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### Financial Policy

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

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

### Financial Structure

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

### Accounting and Financial Reporting

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

### Fund Balance

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

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

### Basis of Accounting

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





## FINANCIAL POLICIES AND GOALS

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

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

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

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

### **Operating Revenues**

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

### **Non-operating Revenues**

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

### **Operating Expenses**

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

### **Non-operating Expenses**

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



## DEBT MANAGEMENT

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### **Debt Capacity**

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

### **Issuance of Revenue Bonds**

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

**LYNX currently has no debt.**



## BUDGET PHILOSOPHY AND PROCESS

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### Budget Philosophy

#### The LYNX budget is designed to:

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

### Fiscal Year

LYNX' budget is prepared on a fiscal year basis rather than on a calendar year basis. The fiscal year begins October 1 and ends September 30. For the purpose of this budget, the fiscal year begins October 1, 2024 and ends September 30, 2025.

### Basis of Budgeting

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

### Adoption Process

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

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



## BUDGET PHILOSOPHY AND PROCESS

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The primary elements of the manual are:

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

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

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

### **Budget Transfers**

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

### **Budget Amendments**

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



## BUDGET PHILOSOPHY AND PROCESS

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### **FY2025 Budget Preparation Process**

In February, the Finance & Audit Committee were presented with the following FY2025 key budget development assumptions:

- No Fare Increases
- Project Fixed Route ridership will be projected consistent with current trends
- Project Paratransit ridership will be projected consistent with current trends
- Preventative Maintenance funding level at Board Approved \$6.8 million
- State Operating Assistance will be based latest FDOT projections
- Advertising revenue consistent with the contract minimum guarantee
- Interest Income projections at historical levels
- Wage increases consistent with Funding Partners and Board approved Union Labor Agreements.
- Increased costs for Medical Expenses based on current trends
- The Fuel Hedging program will be utilized to stabilize the costs of diesel, unleaded fuel, and compressed natural gas (CNG) as appropriate
- Provide route optimization in coordination with Operations

LYNX began the process to develop the fiscal year (FY) 2025 budget that covers the period of October 1, 2024 through September 30, 2025.

### **Operating:**

- FY2025 operating budget requests were to be status quo with written justification provided in the budget system for any items that exceed the status quo.
- Any area requiring additional staff needs to submit a request with the appropriate justification to Human Resources.
- Software maintenance contracts are included in the operating budget; with any new purchasing costs greater than \$300 were evaluated for capital funding.
- For all travel, training, dues and subscriptions, documents were received to evaluate which training was required for maintaining certifications.
- In the Budget request detail, departments indicated whether the expense was to be grant funded and if known, the specific grant funding source.

### **Capital:**

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



## **BUDGET PHILOSOPHY AND PROCESS**

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### **Roles and Responsibilities**

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

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

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

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

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

### **Public Involvement**

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

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



## **BUDGET PHILOSOPHY AND PROCESS**

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

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

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

### **Budget Transfers**

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

### **Budget Amendments**

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



## TIMETABLE FOR FY2025 BUDGET PREPARATION

<b>November 1, 2023</b>	Budget System Active
<b>November 30, 2023</b>	FY2025 Budget Kick Off <ul style="list-style-type: none"> <li>• Instructional Memo &amp; forms sent to departments</li> </ul>
<b>December 20, 2023</b>	Draft Budget completed by Department
<b>January 3 – 10, 2024</b>	FY2025 Departmental Budget Meetings Scheduled <ul style="list-style-type: none"> <li>• <b>Discuss budget request(s) and justifications, if necessary.</b></li> <li>• <b>The following information needs to be developed:</b> <ol style="list-style-type: none"> <li>(1) Line-Item Budget Request entered into budget software</li> <li>(2) Position Modifications or Request form submitted to Human Resources (HR) by <b>January 4, 2024</b></li> <li>(3) Project/Grant Development Summary Form for any grant funded operating projects (typically studies)</li> <li>(4) LYNX Technology Acquisition Request Form for Review</li> <li>(5) Departmental Strategic Plan Mission, Goals, Objectives and Performance Measures</li> </ol> </li> </ul>
<b>January 18, 2024</b>	Finance Committee Meeting – Discussion regarding Budget assumptions
<b>January 31, 2024</b>	Additional departmental meetings with CEO, CFO and Director of Finance (if necessary)
<b>January 31, 2024</b>	Department Budget Write Up
<b>January 31, 2024</b>	Preliminary Operating Budget finalized in system
<b>January 31, 2024</b>	Finance department budget review meeting with CEO and CFO to discuss Operating Budget submittals and Revenue Assumption.
<b>February 9, 2024</b>	Department Capital Budget Requests due to Finance
<b>February 15, 2024</b>	Finalize Finance & Audit Committee Items/Presentations (Present Final Budget Assumptions)
<b>March 28, 2024</b>	Finalize Board Items/Presentations (Present Final Budget Assumptions)
<b>March 25, 2024</b>	Finance & Audit Committee Meeting <ul style="list-style-type: none"> <li>• Present FY2025 Preliminary Operating Budget</li> </ul>





## TIMETABLE FOR FY2025 BUDGET PREPARATION

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<b>April 1 – April 12, 2024</b>	Departmental Capital Budget Meetings
<b>May 16, 2024</b>	Finance & Audit Committee Meeting <ul style="list-style-type: none"> <li>Present FY2024 Amended Operating Budget <i>(if necessary)</i></li> <li>Present FY2024 Amended Capital Budget <i>(if necessary)</i></li> <li>Present FY2025 Preliminary Capital Budget</li> </ul>
<b>May 23, 2024</b>	Board Meeting <ul style="list-style-type: none"> <li>Present FY2024 Amended Operating Budget <i>(if necessary)</i></li> <li>Present FY2024 Amended Capital Budget <i>(if necessary)</i></li> </ul>
<b>June 20, 2024</b>	Finalize Finance & Audit Committee Items/Presentation
<b>June – July 2024</b>	Budget presentations to funding partners
<b>July 18, 2024</b>	Finance & Audit Meeting to review FY2025 Preliminary Capital Budget
<b>August 2024</b>	Finalize Board items and presentation for FY2025 Operating and Capital Budget
<b>September 14, 2024</b>	Finalize Finance & Audit Committee Items/Presentation
<b>September 16, 2024</b>	Finalize Board Items/Presentations
<b>September 19, 2024</b>	Finance & Audit Committee Meeting to review FY2025 final Operating and Capital Budgets
<b>September 26, 2024</b>	Board Meeting to request approval of the FY2025 Operating and Capital Budget and final Amended FY2024 Operating and Capital Budget
<b>October 1, 2024</b>	<b>FY 2025 Budget Commences</b>
<b>December 27, 2024</b>	<b>Submission Deadline for GFOA Budget Book</b>



## THE ECONOMY AND CENTRAL FLORIDA

The tri-county area which includes Orange, Seminole and Osceola counties remains one



of the top growth areas of the country and is a premier tourist destination of the world. This area is home to numerous tourist

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



indoor football team. The city of Orlando has a vibrant, downtown core including community

venues: the Kia Center, Dr. Phillips Center for the performing Arts, and Camping World Stadium. Additionally, Orlando hosts many conventions utilizing some of the bigger hotels in the country and America's second largest convention center. The University of Central Florida, is one of the largest universities in the nation and many other places of higher education also reside in the tri-county area.

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

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

As of 2023, Orlando has a growth rate four times that of the national average. The recent historical growth in the region is spurring additional growth from individuals that previously resided in slower growth states in the Northeast and Midwest. From 2020 to 2023, Florida had the second highest population growth in the nation.

### Orange County

Orange County's economy and job market continues to thrive. The theme parks, including Universal Orlando, Sea World Orlando, and Walt Disney World Resorts have all made new major capital investments this year bringing tourist to the region. In addition, the Orange County Convention Center brings millions of attendees to Orange County each year. In 2022, the Orlando International Airport ranked as the 8th busiest in the United States, serving approx. 24 million passengers. Some of the major events that were held in the region included the 2023 NCAA Basketball Tournament first/second rounds and the Electric Daisy Carnival. New businesses are relocating to the area while existing companies are expanding such as Lockheed Martin, CMG Cleantech, and Deloitte.

### Seminole County

Seminole County is home to corporate headquarters, such as American Automobile Association (AAA), Mitsubishi-Hitachi Power Systems, Verizon Communication as well as the emergence of many high-tech companies, including Finastra, Deloitte, and JP Morgan



## THE ECONOMY AND CENTRAL FLORIDA

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Chase and on-going expansion of the Orlando Sanford International Airport. The airport is also home to the Orlando Sanford Airport Commerce Park. This 395-acre park includes rail service and easy access to major roadways, including the Central Florida Greenway. Seminole County also offers incentives to companies that create new jobs within targeted industries, when the jobs meet the program criteria.

### Osceola County

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

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

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

### Transportation

The tri-county area has experienced significant growth in population over the last several years and is expected to continue growth in the next ten years. The population is projected to be 2.7

million by 2030. This growth can be attributed to the numerous activity centers throughout the region.

With an estimated 74 million visitors a year Orlando is a major tourism destination with one of the busiest airports in the world. From Orlando, Port Canaveral and the Atlantic Ocean are within a 45 minute-drive and the Port of Tampa on the Gulf of Mexico is only an hour away, putting European, North American and South American markets at our gateway. On land, the region sits at the crossroads of Florida's highway network, serving as a hub for distribution.

SunRail, the region's commuter rail system, spans 61 miles from Volusia to Osceola County, with a new Volusia County station planned to open in the summer of 2024. The availability of commuter rail service and LYNX bus service together allows businesses and research and education centers to tap into geographically broader talent pools. While SunRail provides the spine of the regional transportation system, LYNX continues to provide an array of public transit options to respond to the wide-range of transportation needs. Furthermore, Brightline launched its inter-city higher-speed rail service between Miami and Orlando International Airport in the fall of 2024, offering a seamless travel experience between Central and South Florida.

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



## FIXED ROUTE PERFORMANCE INDICATORS

Service	FY 2020	FY 2021	FY 2022	FY 2023
<b>Transit Service Demand</b>				
Ridership (All Services)	16,775,803	13,380,485	15,821,169	17,426,273
Annual Passenger Miles	86,395,385	65,564,377	80,687,962	97,587,129
Passenger Trips per Revenue Hour	15.8	12.0	14.4	15.5
Passenger Trip per Revenue Mile	1.17	0.90	1.06	1.16
<b>Peak/Off-Peak Characteristics</b>				
Peak Period Vehicles	255	258	248	256
Total Vehicles	306	309	295	308
<b>Transit Service Supply</b>				
Annual Vehicle Miles	16,062,984	16,327,040	16,493,174	16,871,457
Annual Vehicle Revenue Miles	14,326,496	14,805,152	14,872,236	15,205,750
Annual Vehicle Revenue Hours	1,058,545	1,110,437	1,100,786	1,123,155
Directional Route Miles	1,337	1,396	1,431	2,009
<b>Transit Operational Service</b>				
Operating Expenses	112,189,385	107,543,494	114,306,241	142,661,049
Capital Expenditures	25,110,987	36,885,046	20,374,332	29,684,799
Operating Revenue	28,909,667	30,728,576	35,254,389	40,682,181
Passenger Fare Revenue	10,769,417	13,071,004	15,924,790	17,734,887

Source: Information provided to the Florida Transportation Commission



## FAST FACTS

<b>FOUNDED:</b>	May of 1972 as Orange-Seminole-Osceola Transportation Authority (OSOTA). Became Tri-County Transit in 1984. Began doing business as LYNX in 1992, and changed official name to Central Florida Regional Transportation Authority in March 1994.
<b>AREA SERVED:</b>	Orange, Seminole and Osceola counties; an area of approximately 2,500 square miles with a resident population of more than 2.3 million people. Small portions of Polk and Lake counties are served as well.
<b>FLEET SIZE:</b>	321 air-conditioned coaches for fixed route 182 ACCESS LYNX for paratransit 150 Vanpool Vehicles 18 NeighborLinks
<b>DAILY SERVICE:</b>	<ul style="list-style-type: none"> <li>○ 68 routes, called “Links” serve the tri-county area.</li> <li>○ Earliest service begins at 3:50 a.m.</li> <li>○ Last bus leaves downtown at 12:15 a.m./Overall 3:00 a.m.</li> <li>○ Peak frequency is every 15 minutes on heavily used Links.</li> <li>○ Average frequency in urban areas is every 30 minutes.</li> <li>○ Outlying areas receive hourly service.</li> <li>○ Over 50% of our ridership occurs on routes serving major tourism destinations.</li> </ul>
<b>SERVICES:</b>	<ul style="list-style-type: none"> <li>• <b>Fixed Route</b> - Bus service seven days a week and on holidays.</li> <li>• <b>LYMMO</b> - Fare Free downtown circulator (a transportation partnership with the city of Orlando).</li> <li>• <b>Vanpool</b> - Commuter services for which LYNX provides the vans.</li> <li>• <b>FastLink</b> - Limited stop service designed to provide a quicker trip along a specific corridor</li> <li>• <b>ACCESS LYNX</b> - Door-to-door paratransit van service for qualified individuals who cannot access other modes of transportation.</li> <li>• <b>Road Rangers</b> - Presented by State Farm - Roadside assistance program for disabled vehicles on I-4.</li> <li>• <b>NeighborLink</b> - 11 flex service routes that operate in a specific area and make connections to LYNX fixed-route buses or SunRail. Reservations required two hours in advance via phone app or calling.</li> </ul>
<b>RIDERSHIP:</b>	More than 61,000 rides provided each weekday pre-pandemic. Post pandemic 55,000 rides provided each weekday.
<b>MILES TRAVELED:</b>	More than 16 million vehicle miles traveled annually.



## FAST FACTS

<b>FUEL USED:</b>	<p>LYNX uses nearly 2.7 million gallons of fuel per year for our diesel buses.</p> <p>Compressed Natural Gas (CNG) is used to fuel about 68% of its buses and has a private/public partnership with NoPetro to operate the largest CNG facility in the USA near its LYNX Operations Center facility.</p> <p>LYNX entered its first eight (8) zero emission battery electric buses into revenue service in January 2021 on the LYMMO Bus Rapid Transit service. During the evaluation period from January 2021 through May 2022, these buses traveled 194,065 miles, which saved 59,712 diesel gallons of fuel and prevented the release of 325 metric tons of carbon dioxide, which is like reducing 806,717 miles of passenger car travel. LYNX now has 14 electric vehicles in its fleet.</p>																																								
<b>HOURS</b>	<p><b><u>Customer Service</u></b></p> <p>Monday - Friday</p> <p>Saturday</p> <p>Sunday</p> <p><b><u>Bus Service</u></b></p> <p>Monday - Friday</p> <p>Saturday</p> <p>Sunday</p>	<p><b>407-841-LYNX (5969)</b></p> <p>8:00 AM - 8:00 PM</p> <p>8:00 AM - 6:00 PM</p> <p>8:00 AM - 6:00 PM</p> <p>3:50 AM - 2:50 AM</p> <p>4:00 AM - 1:30 AM</p> <p>4:35 AM - 1:20 AM</p>																																							
<b>FARES:</b>	<table><tr><th>Service</th><th>LYNX Fare Structure Fare Type</th><th>Fare</th></tr><tr><td rowspan="17"><b>Fixed Route/ NeighborLink</b></td><td>Full Fare</td><td>\$2.00</td></tr><tr><td>Youth Fare</td><td>\$1.00</td></tr><tr><td>Senior and Disabled Fare</td><td>\$1.00</td></tr><tr><td>Income Qualified (IQ) Fare</td><td>\$1.00</td></tr><tr><td>Transfers</td><td>Free</td></tr><tr><td>Express</td><td>\$3.50</td></tr><tr><td>Express Discount Fare</td><td>\$1.75</td></tr><tr><td>Children (age 6 and under)*</td><td>Free</td></tr><tr><td>Daily</td><td>\$4.50</td></tr><tr><td>Discount Daily</td><td>\$2.25</td></tr><tr><td>7-Day</td><td>\$16.00</td></tr><tr><td>Discount 7-Day</td><td>\$8.00</td></tr><tr><td>30-Day</td><td>\$50.00</td></tr><tr><td>Discount 30-Day</td><td>\$25.00</td></tr><tr><td>Express Daily</td><td>\$6.50</td></tr><tr><td>Express Daily Discount</td><td>\$3.25</td></tr><tr><td>Express 7-Day</td><td>\$23.00</td></tr></table>	Service	LYNX Fare Structure Fare Type	Fare	<b>Fixed Route/ NeighborLink</b>	Full Fare	\$2.00	Youth Fare	\$1.00	Senior and Disabled Fare	\$1.00	Income Qualified (IQ) Fare	\$1.00	Transfers	Free	Express	\$3.50	Express Discount Fare	\$1.75	Children (age 6 and under)*	Free	Daily	\$4.50	Discount Daily	\$2.25	7-Day	\$16.00	Discount 7-Day	\$8.00	30-Day	\$50.00	Discount 30-Day	\$25.00	Express Daily	\$6.50	Express Daily Discount	\$3.25	Express 7-Day	\$23.00		
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## FAST FACTS

<b>NOTABLE:</b>	<b>(Continued from previous page)</b>		
		Express 7-Day Discount	\$11.50
		Express 30-Day	\$70.00
		Express 30-Day Discount	\$35.00
		Stored Value Discount Card	10%
	<b>LYMMO</b>	Single Ride	Free
	<b>ACCESS LYNX</b>  <i>As Authorized by the Local Coordinating Board</i>	ADA Fare (Inside $\frac{3}{4}$ mile radius)	\$4.00
		ADA Fare (Outside $\frac{3}{4}$ mile radius)	\$7.00
		TD Fare - 0 to 4.99 Miles	\$2.50
		TD Fare - 5 to 9.99 Miles	\$3.50
		TD Fare - 10 Miles	\$4.50
	<p>The LYNX Finance team earned the GFOA of the United States and Canada award for Excellence in Financial Reporting for its comprehensive financial report for the fiscal year ending Sept. 30, 2020. This is the 29th consecutive year the agency has won this award.</p>		
	<p>LYNX Marketing won two first-place FPTA awards in 2021. The team also won awards 16 out of the last 17 years.</p>		
	<p>LYNX Marketing won APTA Awards in 2019, 2018, 2017, 2015 and 2014.</p>		
	<p>In 2018 the LYNX Maintenance team won its 5th consecutive State Bus Rodeo Championship. The LYNX Maintenance team was crowned the “Best of the Best” at the 2016 International Bus Rodeo Championship. The team also won in 2006 &amp; 2010.</p>		
	<p>As part of a public-private partnership agreement between LYNX and Nopetro, the nation’s largest public-private compressed natural gas fueling facility opened in April 2016.</p>		
	<p>In November 2014, Operator Alvin Randall won the Florida Public Transportation Association Operator of the Year Award.</p>		



## SERVICE PERFORMANCE MEASURES

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In the last five years, LYNX ridership has increased by 11.4%. Annual system-wide ridership in 2020 was 17,796,562. The forecasted 2024 ridership has increased relative to 2020 up to 19,821,164 riders per year. Ridership is forecasted to increase approximately 11% compared to Fiscal Year 2023. This continues the upward trend in ridership seen in 2021, 2022, and 2023. Ridership drastically decreased in March 2020 with the onset of the COVID-19 pandemic and has maintained a slow and steady recovery from that point. LYNX has seen a recovery to approximately 80% of the pre-pandemic, Fiscal Year 2019, ridership levels.

SunRail, Central Florida's commuter rail system, started service on May 1, 2014, and its ridership had continued to grow. SunRail Phase II began operation in July 2018 and ridership increased significantly. When the system total ridership of SunRail is combined with the system total ridership of LYNX to examine transit ridership for the region, we can see that regional transit ridership was relatively consistent between FY 2018 and FY2019. One influencing factor is that a number of LYNX riders switched over to SunRail for at least a portion of their daily commute. Ridership decreased significantly starting in March 2020 due to COVID-19 and remained low throughout the pandemic. During FY2024, ridership has continued to trend upward since the reopening of businesses after the COVID-19 pandemic and has shown an increase system-wide compared to FY2023.

Over the last few years, there have been changes in the travel patterns of LYNX customers due to the introduction of SunRail, a shifting economy, a fall followed by a rise in gas prices, and the overall impacts of the COVID-19 pandemic. The recent increase in gasoline prices over the past year encouraged more transit use and helped boost the recovery to ridership following the COVID-19 pandemic. Additionally, more people are utilizing rideshares such as Uber and LYFT for trips that would have typically been made on public transit. The COVID-19 pandemic also contributed to a large decrease in public transit usage, as workplaces and other public areas were shut down and slowly reopened, and an increase in telecommuting and solo driving that has resulted.

Total LYNX system-wide forecasted ridership for the Fiscal Year period of October 2023 through September 2024 is 19,821,164. This is forecasted to be an 11% increase in ridership compared to Fiscal Year 2023 and was expected as it is a continuation of the trends seen in Fiscal Years' 2021, 2022, and 2023. LYNX continues to trend up with ridership growth this year in the service it provides through Fixed Route, LYMMO, NeighborLink, ACCESS LYNX, and Vanpool as the demand for transit continues to rise in the service area.





## SERVICE PERFORMANCE MEASURES

### RIDERSHIP

Total Ridership by Mode						
	Average Month FY22	Average Month FY23	Average Month FY24*	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024*
LYMMO	34,615	40,086	36,446	415,378	481,029	437,358
Fixed Route	1,280,608	1,409,754	1,519,193	15,367,291	16,917,053	18,230,312
NeighborLink	7,659	7,861	8,117	91,910	94,334	97,403
ACCESS LYNX	46,243	53,479	65,082	554,919	641,748	780,986
Vanpool	21,538	21,407	21,419	258,459	256,889	257,026
Special Events	2,853	2,379	1,507	34,232	28,548	18,080
<b>SYSTEM TOTAL</b>	<b>1,393,516</b>	<b>1,534,967</b>	<b>1,651,764</b>	<b>16,722,189</b>	<b>17,796,562</b>	<b>19,821,164</b>

\*Fiscal Year 2024 Data is Forecasted

<b>Fiscal Year 2023</b>	256 Weekdays	53 Saturdays	56 Sundays
<b>Fiscal Year 2024</b>	254 Weekdays	52 Saturdays	60 Sundays

Average Daily Ridership by Mode									
Mode	Weekday			Saturday			Sunday		
	FY 2023	FY 2024	% Δ	FY 2023	FY 2024	% Δ	FY 2023	FY 2024	% Δ
LYMMO	1,541	1,318	-14.5%	857	934	9.0%	730	894	22.5%
Fixed Route	51,208	55,661	8.7%	37,029	37,939	2.5%	25,236	28,383	12.5%
NeighborLink	327	336	2.8%	193	202	4.7%	-	-	-
ACCESS LYNX	2,117	2,601	22.9%	1,105	1,327	20.1%	707	811	14.7%
Vanpool	495	563	13.7%	137	160	16.8%	54	84	55.6%
<b>SYSTEM TOTAL</b>	<b>55,688</b>	<b>60,479</b>	<b>8.6%</b>						

Fiscal Year 2024 Data is Forecasted

**LYNX** forecasted average monthly ridership increased by about 115K, or 7.6%, compared to Fiscal Year 2023. Average weekday service is forecasted to increase by 8.6%. The biggest increases came from Fixed Route and ACCESS LYNX services.

**LYMMO** forecasted average monthly ridership decreased by about 4K, or 9.1%, compared to Fiscal Year 2023. Average weekday service is projected to decrease by 14.5%, although average Saturday and average Sunday is projected to increase by 9.0% and 22.5% respectively.

**Fixed Route** forecasted average monthly ridership increased by about 110K, or 7.8%, compared to Fiscal Year 2023. Average weekday ridership is forecasted to increase by 8.7% compared to Fiscal Year 2023. Ridership is showing a steady recovery from losses incurred from the COVID-19 pandemic with routes such as the 38, 55, and 426 exceeding their pre-COVID ridership.

**NeighborLink** forecasted average monthly ridership increased by about 300, or 3.3%, compared to Fiscal Year 2023. NeighborLink is forecasted with an average weekday increase of 2.8% and an average Saturday increase of 4.7%.

**ACCESS LYNX** forecasted average monthly ridership increased by about 12K, or 21.7%, compared to Fiscal Year 2023. ACCESS LYNX services are projected to have an increase to



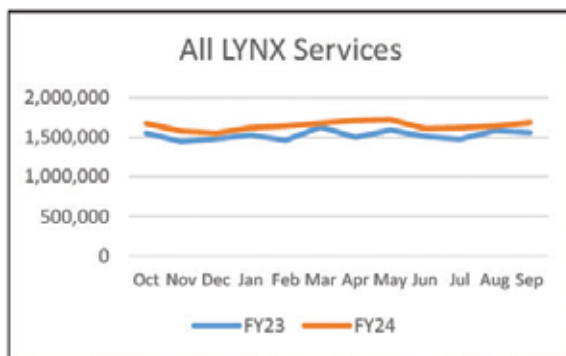
## SERVICE PERFORMANCE MEASURES

### RIDERSHIP (continued)

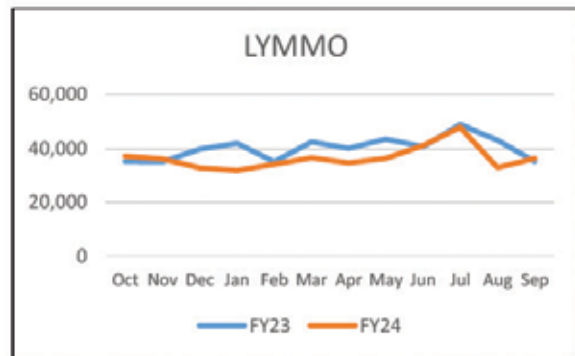
average weekday and average Saturday are projected to increase by over 20% and average Sunday increased by nearly 15% compared to Fiscal Year 2023.

**Vanpool** forecasted average monthly ridership had a marginal increase of 0.1% compared to Fiscal Year 2023. Vanpool ridership is forecasted to remain consistent to what was seen in Fiscal Year 2022 and Fiscal Year 2023.

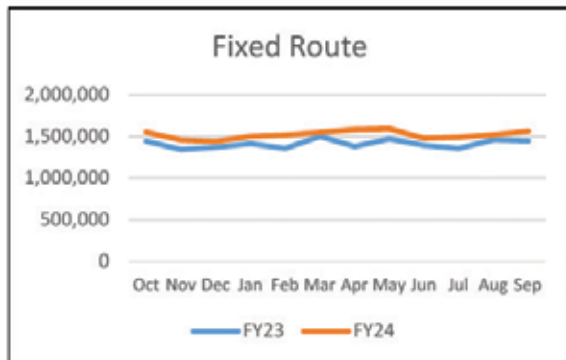
### MONTHLY RIDERSHIP TRENDS BY MODE



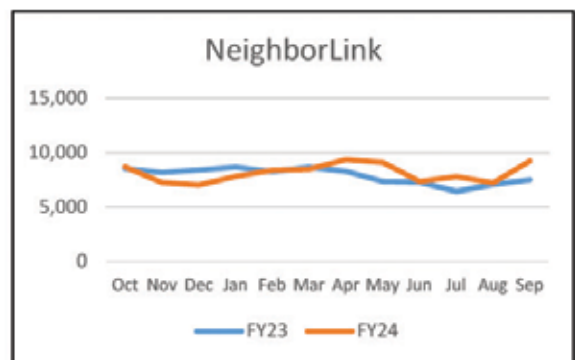
Forecasted Fiscal Year 2024 LYNX system-wide ridership is projected to increase by 11.4% compared to Fiscal Year 2023.



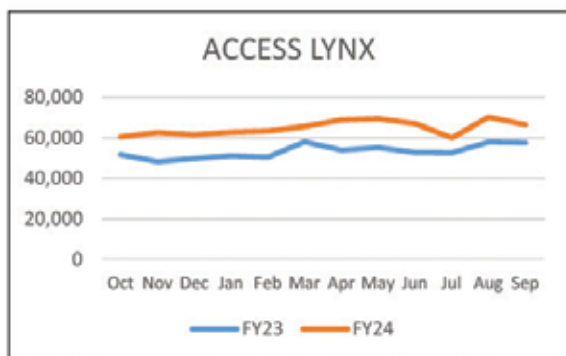
Forecasted Fiscal Year 2024 LYMMO ridership is projected to decrease by 9.1% compared to Fiscal Year 2023.



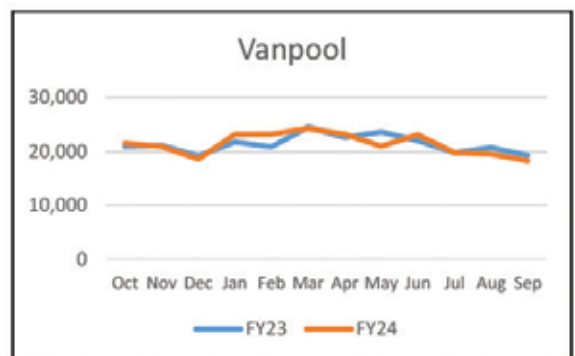
Forecasted Fiscal Year 2024 Fixed Route ridership is projected to increase by 7.8% compared to Fiscal Year 2023.



Forecasted Fiscal Year 2024 NeighborLink ridership is projected to increase by 3.3% compared to Fiscal Year 2023.



Forecasted Fiscal Year 2024 ACCESS LYNX ridership is projected to increase by 21.7% compared to Fiscal Year 2023.



Forecasted Fiscal Year 2024 Vanpool ridership is projected to increase by 0.1% compared to Fiscal Year 2023.



## SERVICE PERFORMANCE MEASURES

### FIXED ROUTE AND LYMMO PERFORMANCE DATA

Month	Ridership	Passengers per Trip	On-Time Performance	Farebox Recovery	NTD Reportable Accidents	Total Trips Scheduled	% of Trips Operated	Fleet Availability	On-Time Preventative Maintenance
Fixed Route - Modal Performance Data - FY24									
Oct	1,550,580	17	59%	14%	10	90,603	98%	224	83%
Nov	1,455,339	17	60%	10%	10	87,373	98%	199	97%
Dec	1,439,194	17	62%	13%	9	88,578	98%	195	56%
Jan	1,501,160	17	69%	11%	10	90,587	99%	193	96%
Feb	1,516,805	18	65%	14%	7	85,581	98%	203	94%
Mar	1,548,560	17	66%	15%	5	90,024	99%	206	75%
Apr	1,580,459	18	66%	12%	3	89,663	99%	203	100%
May	1,591,175	17	66%	15%	8	93,081	99%	204	99%
Jun*	1,475,242	17	66%	13%	9	87,942	98%	211	97%
Jul*	1,490,933	16	71%	10%	10	93,086	97%	209	94%
Aug*	1,519,381	16	67%	14%	8	93,865	98%	206	84%
Sep*	1,561,483	18	65%	11%	7	88,474	98%	210	89%
YTD	18,230,312	17	65%	13%	96	1,078,857	98%	205	89%
LYMMO - Modal Performance Data - FY 2024									
Oct	37,109	5	65%	Not Applicable	1	7,128	95%	14	83%
Nov	36,094	5	66%		0	6,867	97%	8	97%
Dec	32,686	5	65%		0	6,914	97%	8	56%
Jan	31,816	5	72%		0	7,128	98%	10	96%
Feb	34,117	5	71%		0	6,713	98%	9	94%
Mar	36,484	5	71%		0	7,021	98%	8	75%
Apr	34,667	5	69%		0	6,974	98%	8	100%
May	36,284	5	65%		0	7,128	98%	6	100%
Jun*	41,130	6	67%		0	6,653	97%	2	100%
Jul*	47,921	7	68%		0	7,128	96%	0	97%
Aug*	32,796	5	68%		0	7,128	98%	0	97%
Sep*	36,254	5	70%		0	6,760	98%	0	94%
YTD	437,358	5	68%		1	83,542	97%	6	91%

\* June through September data is forecasted



## SERVICE PERFORMANCE MEASURES

### NEIGHBORLINK AND ACCESS LYNX PERFORMANCE DATA

Month	Ridership	On-Time Performance	Collected Fares	NTD Reportable Accidents	Fleet Availability	On-Time Preventative Maintenance
NeighborLink - Modal Performance Data - FY 2024						
Oct	8,680	100%	100%	0	15	100%
Nov	7,221	100%	100%	0	15	100%
Dec	6,982	100%	100%	0	14	100%
Jan	7,775	100%	100%	0	14	100%
Feb	8,370	100%	100%	0	14	100%
Mar	8,463	100%	100%	0	14	80%
Apr	9,346	100%	100%	0	15	100%
May	9,093	100%	100%	0	14	100%
Jun*	7,327	100%	100%	0	15	100%
Jul*	7,762	100%	100%	0	15	100%
Aug*	7,180	100%	100%	0	15	100%
Sep*	9,204	100%	100%	0	15	100%
<b>YTD</b>	<b>97,403</b>	<b>100%</b>	<b>100%</b>	<b>0</b>	<b>15</b>	<b>98%</b>
ACCESS LYNX - Modal Performance Data - FY 2024						
Oct	60,701	87%	94%	1	148	77%
Nov	62,947	91%	95%	0	153	77%
Dec	61,774	90%	99%	0	157	77%
Jan	62,973	93%	99%	0	160	80%
Feb	63,588	91%	99%	1	161	79%
Mar	65,829	91%	99%	4	161	75%
Apr	69,031	92%	99%	2	155	75%
May	69,618	90%	99%	0	155	69%
Jun*	67,253	87%	99%	1	159	79%
Jul*	60,287	92%	97%	0	161	77%
Aug*	70,391	93%	99%	0	161	77%
Sep*	66,595	89%	99%	1	162	78%
<b>YTD</b>	<b>780,986</b>	<b>91%</b>	<b>98%</b>	<b>10</b>	<b>158</b>	<b>77%</b>

\* June through September data is forecasted



## SERVICE PERFORMANCE MEASURES

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### Definitions of Metrics Used on the Monthly Performance Data Sheets

**Ridership** – The number of trips taken by people using a public transportation system in a given time period.

**Passengers per Trip** – The average number of passengers who ride on a revenue trip.

**On-Time Performance** – Refers to the level of success of the service operating according to the published schedule (LYNX defines a bus as on-time if it falls within 0 minutes early to five (5) minutes late of the published schedule).

**Farebox Recovery** – The percent of a trip's operating costs recovered through passenger fares.

**National Transit Database (NTD) Reportable Accidents** – A safety or security event occurring on transit right-of-way or infrastructure, at a transit revenue facility, at a transit maintenance facility or rail yard, during a transit related maintenance activity or involving a transit revenue vehicle that results in one or more of the following conditions:

- A fatality confirmed within 30 days of the event
- An injury requiring immediate medical attention away from the scene for one or more person
- Property damage equal to or exceeding \$25,000
- Collisions involving transit revenue vehicles that require towing away from the scene for a transit roadway vehicle or other non-transit roadway vehicle
- An evacuation for life safety reasons

**Complaints per 100,000 Miles** – Total number of complaints received based off of every 100,000 vehicle miles.

**Total Trips Scheduled** – Number of vehicle revenue trips scheduled to operate for the month.

**Percentage of Scheduled Trips Operated** – Percentage of the total of the revenue trips that were actually operated for the month compared to the number that were scheduled to operate.

**Fleet Availability** – Shows the extent to which the bus vehicle fleet is available for revenue-earning work.

**Preventative Maintenance Completed On Time** – Percentage of the total number of scheduled preventive maintenance inspections that were completed on time.

**Collected Fares** – Percentage of fares collected from passengers to use the service.



## ACCOMPLISHMENTS AND HIGHLIGHTS

### LYNX' accomplishments from October 1, 2023 through September 30, 2024

#### Ridership and Service Initiatives

LYNX initiates service changes to improve system-wide efficiency three times each calendar year. During FY2024, there were three service changes that went into effect (December 2023, April 2024, and August 2024). Some of the key service initiatives are listed below and categorized by enhancements, NeighborLink re-imagining, and new service. A complete listing of all service changes initiated during this fiscal year are presented in the following tables.

#### Enhanced Service to Support Central Florida Workers

- Added evening trips on select routes on weekends to provide later service.
- Implemented numerous minor schedule adjustments to improve route on-time performance.
- Adjusted schedules on select routes to focus on safety and connections to SunRail service.

#### NeighborLink Re-Imagining

- Continued a re-imagining of NeighborLink services, resulting in a restructuring of NeighborLinks 821, 841 and 852.

#### New Service

- New 307 – Disney Circulator
- New 311 – Disney/Orlando International Airport

#### December 2023 Service Changes

The December 2023 service change included many minor schedule and route adjustments. Additional trips were added to seven (7) routes and a new route began service.

**Table 1** indicates all the service changes that went into effect December 10, 2023.

**Table 1: December 2023 Service Changes**

<b>New Routes:</b>
<b>Link 307</b> – Disney Circulator (Orange County) – Route operates between Disney Springs Transfer Center, Epcot Cast Service and J.W. Marriott Bonnet Creek. Daily service every 30 minutes 5:45 a.m. – 12:24 a.m.
<b>Schedule Adjustments:</b>
<b>Link 8</b> – W. Oak Ridge Road/International Drive (Orange County) <b>Link 42</b> – International Drive/Oak Ridge Road/OIA (Orange County) <b>Link 49</b> – W. Colonial Drive/Pine Hills Road (Orange County)
<b>Route and Schedule Adjustments:</b>
<b>Link 103</b> – North 17-92/Seminole Centre (Seminole County) – Discontinuing daily morning trips on Eslinger Way. Saturday and Sunday service will not serve Seminole State College. Minor schedule adjustments.



## ACCOMPLISHMENTS AND HIGHLIGHTS

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**NeighborLink 621** – North 17-92/Seminole Centre (Seminole County) - Discontinuing daily morning trips on Eslinger Way. Saturday and Sunday service will not serve Seminole State College. Minor schedule adjustments.

**NeighborLink 621** – East Colonial Drive/Bithlo (Orange County) – Eliminating zone service in Avalon Park. Adding a weekday and Saturday 7:05 p.m. trip from Bithlo Health Center and 7:45 p.m. trip from East Orange Community Center. Renumbering to 821.

**NeighborLink 641** – Williamsburg (Orange County) – Reducing zone coverage in Williamsburg and extending north to Dr. Phillips. Discontinuing weekday and Saturday 5:15 a.m. trip from the Destination Parkway SuperStop. The entire route will operate as an on-demand pilot. Renumbering to 841.

**NeighborLink 652** – Maitland (Orange County) – Extending zone south to Lucien Way. Renumbering to 852.

### **Trip Additions:**

**Link 8** – W. Oak Ridge Road/International Drive (Orange County) – Adding a Saturday 4:51 a.m. trip from International Drive/Oak Ridge Road.

**Link 42** – International Drive/Oak Ridge Road/OIA (Orange County) – Adding weekday 4:25 a.m. and Saturday 4:35 a.m. trip from International Drive/Oak Ridge Road to OIA. Sunday 5:25 a.m. trip from Florida Mall to Destination Parkway SuperStop will be added.

**Link 48** – W. Colonial Drive/Powers Drive (Orange County) – Adding a Saturday 10:45 p.m. trip from LYNX Central Station.

**Link 49** – W. Colonial Drive/Pine Hills Road (Orange County) – Adding a Saturday 11:15 p.m. trip from LYNX Central Station.

**Link 104** – East Colonial Drive (Orange County) – Adding Sunday 8:45 p.m. trip from LYNX Central Station.

**Link 105** – West Colonial Drive (Orange County) – Adding Sunday 8 p.m. trip from West Oaks Mall SuperStop.

**Link 107** – U.S. 441 (Orange Blossom Trail)/Florida Mall (Orange County) – Adding a weekday 4:30 a.m. trip from Florida Mall.





## ACCOMPLISHMENTS AND HIGHLIGHTS

### Trip Reductions:

**Link 11** – S. Orange Avenue/Orlando International Airport (Orange County) Discontinuing Saturday 4:50 a.m. trip from LYNX Central Station.

**Link 20** – Malibu Street/Pine Hills/Washington Shores (Orange County) Discontinuing Saturday 5:05 a.m. and Sunday 5:15 a.m. trips from LYNX Central Station.

**Link 23** – Winter Park/Rosemont/Springs Plaza (Orange County/Seminole County) – Discontinuing Saturday 8:50 p.m. trip from Seminole State College.

**Link 28** – E. Colonial Drive/Azalea Park (Orange County) – Discontinuing weekday 11:38 p.m. trip from SR 436/ Curry Ford Road.

**Link 44** – Hiawassee Road/Zellwood/Apopka (Orange County) – Discontinuing weekday 4:51 a.m. and Saturday 5:12 a.m. trips from Harry Street/Janet Avenue.

**Link 49** – W. Colonial Drive/Pine Hills Road (Orange County) – Discontinuing weekday 12:05 a.m. trip from Pine Hills Road/ Silver Star Road.

**Link 102** – Orange Avenue/South 17-92 (Orange County/ Seminole County) Discontinuing weekday midnight trip from Fernwood Boulevard/Oxford Road.

**Link 106** – North U.S. 441 (Orange Blossom Trail)/Apopka (Orange County) – Discontinuing weekday midnight trip from Apopka SuperStop.

**Source: LYNX Service Planning**

### April 2024 Service Changes

The April 2024 service change included many schedule and route adjustments, including a new express route connecting Orlando International Airport to Disney Springs. Table 2 indicates all the service changes that were implemented on April 21, 2024.

**Table 2** indicates all the service changes that were implemented on April 21, 2024.

**Table 2: April 2024 Service Changes**

### **New Route**

**Link 311** – Disney/Orlando International Airport Express (Orange County) – Route will operate between Disney Springs Transfer Center and Orlando International Airport with stops at Destination Parkway SuperStop, International Drive (Convention Center), Florida Mall SuperStop and the Sand Lake SunRail Station. Will operate every 30 minutes daily 5:15 a.m. – 11:20 p.m.





## ACCOMPLISHMENTS AND HIGHLIGHTS

### **Discontinued Route:**

**Link 111** – Orlando International Airport/Destination Parkway/SeaWorld (Orange County) – Route will be discontinued and replaced by Links 42, 108, 311, 350 and NeighborLink 841.

### **Schedule Adjustments:**

**Link 15** – Curry Ford Road (Orange County) – Adding weekday 5 a.m. trip and discontinuing 11:25 p.m. trip from Valencia College West to downtown Orlando.

**Link 18** – South Orange Ave./Kissimmee (Orange County/Osceola County) – Minor Saturday schedule adjustments.

**Link 19** – Richmond Heights (Orange County) – Minor weekday schedule adjustments.

**Link 21** – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) –Increasing Sunday frequency to every 30 minutes 5:15 a.m. – 8:15 p.m. Adding Sunday 4:45 a.m. trip from Universal Orlando to LYNX Central Station. Minor Sunday schedule adjustments.

**Link 40** – Americana Boulevard/Universal Orlando (Orange County) – Minor weekday schedule adjustments.

**Link 42** – International Drive/Oak Ridge Road/OIA (Orange County) – Increasing Sunday frequency to every 30 minutes. Adding Sunday 5 a.m. trip from Orlando Premium Outlets to Orlando International Airport and 5:05 a.m. trip from Florida Mall SuperStop to Destination Parkway SuperStop. Minor schedule adjustments.

**Link 103** – North U.S. 17-92/Seminole Centre (Orange County/Seminole County) – Minor Sunday schedule adjustments.

**Link 105** – West Colonial Drive (Orange County) – Minor Saturday schedule adjustments.

**Link 301** – Disney Direct/Pine Hills (Orange County) – Minor daily schedule adjustments.

**Link 302** – Disney Direct/Rosemont (Orange County) – Minor daily schedule adjustments.

**Link 303** – Disney Direct/Washington Shores (Orange County) – Minor daily schedule adjustments.

**Link 304** – Disney Direct/Rio Grande/Vistana (Orange County) – Minor daily schedule adjustments.

**Link 306** – Disney Direct/Poinciana (Orange County/Osceola County) – Minor daily schedule adjustments.



## ACCOMPLISHMENTS AND HIGHLIGHTS

**Link 405** – Apopka Circulator (Orange County) – Minor Sunday schedule adjustments.

**Link 436N** – SR 436/Fernwood/Apopka (Orange County/Seminole County) – Minor Sunday schedule adjustments.

**Link 436S** – SR 436/Fernwood/Orlando International Airport (Orange County/Seminole County) – Increasing Sunday frequency to every 30 minutes between Orlando International Airport and SR 436 and University Boulevard. Adding Sunday 4:50 a.m. trip from SR 436/Colonial Drive and 6 a.m. trip from SR 436/University Boulevard to Orlando International Airport. Minor Sunday schedule adjustments.

### Route and Schedule Adjustments:

**Link 7** – S. Orange Avenue/Florida Mall (Orange County) – Discontinuing segment on Florida Mall Avenue between Golden Sky Lane and Voltaire Drive. Route will operate on Sand Lake Road and Summer Day Lane.

**Link 11** – S. Orange Avenue/Orlando International Airport (Orange County) – Extending all trips on weekends into Sand Lake SunRail Station. Minor schedule adjustments.

**Link 37** – Pine Hills/Kirkman Road/Florida Mall (Orange County) – Extending route via Sand Lake Road and Greenbriar Parkway to Universal Orlando's Epic Universe team member entrance. Increasing Sunday frequency to every 30 minutes. Daily schedule adjustments.

**Link 46E** – East First St. / Downtown Sanford (Seminole County) – Eastbound route will operate along Celery Avenue and Lake Mary Boulevard to True Health. Minor weekday and Saturday schedule adjustments.

### Source: LYNX Service Planning

### August 2024 Service Changes

The August 2024 service change included several service improvements, including the new Route 701, increased frequencies on Links 37 and 40, and expansions to NeighborLinks 811, 812, and 851.

**Table 3** indicates all the service changes that were implemented on August 25, 2024.

### **Table 3: August 2024 Service Changes**

#### **New Route:**

**Link 701** – Orange Tech College Shuttle (Orange County) – Route will operate between the West Oaks Mall SuperStop and Orange Technical College's new west campus in Ocoee. Will operate only when college is in session with one morning, midday and evening round trip.



## ACCOMPLISHMENTS AND HIGHLIGHTS

### Schedule Adjustments:

**Link 15** – Curry Ford Road/Valencia College East (Orange County) – Moving timepoint from Goldenrod Road/Nolton Road to Lake Underhill Road by AdventHealth East. Discontinuing Saturday 7:50 p.m. trip from Valencia College East to downtown Orlando. Adding Saturday 10:15 p.m. trip from LYNX Central Station to Valencia College East campus.

**Link 37** – Pine Hills/Kirkman Road/Florida Mall (Orange County) – Increasing weekday peak hour service frequency to 20 minutes in both directions.

**Link 40** – Americana Boulevard/Universal Orlando (Orange County) – Increasing weekday service frequency to 30 minutes during peak and midday.

### Schedule Reductions:

**Link 13** – University Boulevard/Winter Park (Orange County) – Discontinuing the weekday and Saturday 11 p.m. trip from UCF SuperStop to LYNX Central Station.

**Link 36** – Lake Richmond (Orange County) – Discontinuing the weekday 10:44 p.m. trip from Prince Hall Boulevard/Bruton Boulevard to LYNX Central Station and 11:15 p.m. trip from LYNX Central Station to Prince Hall Boulevard/Bruton Boulevard.

**Link 300** – Disney/Orlando Express (Orange County) – Discontinuing the daily 10:45 p.m. trip from LYNX Central Station to Disney University and the 11:40 p.m. trip from Disney University to LYNX Central Station.

### Route Adjustments:

**NeighborLink 811** – Ocoee (Orange County) – Zone extending to Orange Technical College's new west campus in Ocoee.

**NeighborLink 812** – Winter Garden (Orange County) – Zone extending to Orange Technical College's new west campus in Ocoee.

**NeighborLink 851** – Sanford (Seminole County) – Zone extending to Mellonville Avenue.

**Source: LYNX Service Planning**



## ACCOMPLISHMENTS AND HIGHLIGHTS

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### NeighborLink Re-Imagining

A re-imaging of NeighborLink services was initiated in April 2022 and continued through FY 2024. As part of this analysis, LYNX reviewed the existing service boundaries for several NeighborLinks to identify destinations that may be in close proximity but right outside of the existing boundary. LYNX staff also rode the NeighborLink buses to collect information from passengers on how the service may be improved. Using geographic analysis and customer input, LYNX restructured several NeighborLinks to expand the service areas and include more passenger destinations.

Some of the areas studied included Bithlo, Williamsburg, Maitland, Poinciana, and Intercession - Campbell City.



### Transit Development Plan FY 2025-2034 Annual Progress Report

The Transit Development Plan (TDP) Annual Progress Report was completed and will be submitted to the Florida Department of Transportation before September 1, 2024. This progress report serves as a self-evaluation tool to evaluate progress towards meeting the goals and objectives established in the TDP Major Update. The progress report provides an opportunity for LYNX to make any adjustments to the previous year's implementation plan, add a new 10th year, and update the financial plan to reflect new projects, costs, and revenues. The FY2025 TDP Annual Progress Report financial plan reflects the current year's budget assumptions, including maintaining the existing level of service.



### System-Wide Survey and Report

In Fall 2022 and Spring 2023, LYNX conducted an on-board origin and destination survey of its fixed-route and NeighborLink passengers, as well as users of the SunRail commuter rail system. Over 7,500 passengers responded to the survey throughout the LYNX service area, providing detailed insights of who is riding transit in the Central Florida region, trip purposes, riding patterns, and transfer behavior. A summary of findings report was completed in October 2023 and can be found on LYNX' website.

### Mobility Services

During FY2024, the Mobility Services department continued to experience an increase in trips and call volumes. New technology was implemented to improve call center functions and other strategies were identified through the development of the TDSP Major Update. Some of the FY2024 department accomplishments include the following:



## ACCOMPLISHMENTS AND HIGHLIGHTS

- ACCESS LYNX reached the on-time performance goal of > 90%.
- Technology upgrades included improvements to the WebACCESS customer portal and a new “My Agency Portal” that allows dialysis centers and common destinations’ staff to view scheduled paratransit trips per location and information on customer’s estimated arrival.
- Integrated new “Rides on Demand” reservation scheduling software with Trapeze PASS software for NeighborLink mode of service.
- Developed a user friendly “How to Ride” guide that is provided to each new ACCESS LYNX client and is also published on LYNX’ website.



### Vehicle Fleet and Technology



LYNX has transitioned seventy-eight percent (78%) of fixed route transit buses to Low-Emission Compressed Natural Gas (CNG) and Zero-Emission Battery Electric power. Through an agreement with the CNG supplier, LYNX fuel usage is credited with offsetting Renewable Natural Gas (RNG) added to the natural gas pipeline.

In FY2024, LYNX added six (6) 35’ Proterra electric buses, two (2) New Flyer 60’ articulated CNG buses, and 25 40’ Gillig CNG buses.

### Fare Payment System Upgrade

All fareboxes on the fixed route fleet have been upgraded to enable the acceptance of credit and debit cards for payment of single ride fares, commonly referred to as “open payment.” This will also include mobile devices and wearables such as smart watches that can process near-field payments. The functionality will become available to passengers during Summer 2024.

A new fare payment mobile application is also being released during Summer 2024 to replace the legacy mobile application. The new application includes additional functionality to plan a transit trip and to get real-time bus arrival updates.

### Automatic Passenger Counter Software System Upgrades

LYNX completed upgrades to its automatic passenger counter software in the Fall of 2023. The software is used by LYNX staff to analyze and report ridership data. With the planned upgrade, the data will move from a locally hosted system to a cloud-based software system.





## ACCOMPLISHMENTS AND HIGHLIGHTS

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### **BEEP Autonomous Vehicle Demonstration**



The City of Orlando and LYNX have completed a six-month demonstration of autonomous vehicle transit service, branded as Swan Shuttle. The shuttle operated on a portion of the existing LYMMO Orange Line Bus Rapid Transit services during two four-hour off-peak shifts per day. Service started on August 20, 2023 and ended on June 21, 2024.

The demonstration was intended to determine how autonomous vehicles can perform transit services, and where they may still require additional development.

It also focused on a customer-centric examination of vehicle operations to ensure that customer needs and expectations are being met.

Lessons learned were documented and shared with the Federal Transit Administration, peer transit agencies, local leaders, and vendors who manufacture and operate the vehicles. Autonomous vehicles used during the demonstration were required by the National Highway Traffic Safety Administration (NHTSA) to operate with service attendants aboard to monitor the technology and ensure safe operations. It was found that the vehicles were able to provide service to transit passengers under normal operating conditions, but were affected by weather, construction, lane blockages, and occasional traffic signal issues requiring intervention by service attendants or suspension of autonomous services during the duration of the incident. Transit services were still provided, but sometimes required the regular buses to return to service. The conclusion of the demonstration was that while the autonomous vehicles worked, they were not able to reliably provide service under all conditions normally experienced during the provision of transit services. Autonomous vehicle manufacturers and operators are already working to address some of the issues identified.

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



LYNX was awarded a Transit-Oriented Development (TOD) Planning grant through the Federal Transit Administration Pilot Program and is being used to study and create plans for nine bus rapid transit stations along SR 436. LYNX engaged a project consultant and kicked off the project in FY 2023 and began work in FY2024. Draft station area plans have been created and were shown at three (3) public workshops in April 2024. A final report is expected in the Fall of 2024.



## ACCOMPLISHMENTS AND HIGHLIGHTS

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### Vanpool

LYNX coordinates with a third-party vendor to operate the Vanpool program. The mission of the Vanpool program is to offer alternative transportation options for businesses, agencies, and commuters. This program continues to be a viable mode of transportation for employees who desire



a rideshare option at cost-effective monthly rates. Participation in the program provides participants a more affordable and social mode of transportation while also reducing traffic in the area. LYNX is excited to meet the increased demand and grow the number of actively operating vanpools during FY 2024. As of September 30, 2023, LYNX Vanpool accounts for 952 passenger trips per weekday and 133 vehicles in service. LYNX' Vanpool program was responsible for 1,517,195 revenue miles in FY2023.

### Human Resources

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

### Facilities and Construction

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



#### *Pine Hills Transfer Center*

The construction of the new Pine Hills Transfer Center began in October 2023 and is expected to be completed by January 2025. The new transfer center will have room for eight bus bays and provide amenities such as a customer service window, shaded waiting areas, and a driver breakroom.



## ACCOMPLISHMENTS AND HIGHLIGHTS

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### *Florida Mall SuperStop Renovation*

The renovation to the Florida Mall SuperStop was completed in December 2023.

In addition to the facilities described in this section, LYNX is also expected to complete more than 17 shelter installations and refurbish 45 bus shelters in FY2024.

### **Southern Operations and Maintenance Facility**

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

During FY2024, LYNX continued the site selection analysis to examine potential parcels in Orange and Osceola County for the development of the new southern transit operations, maintenance and storage facility. Through this collaborative effort with LYNX and its partners, two (2) vacant parcels in northern Osceola County, with an area of 59 acres, near the Florida Turnpike and Osceola Parkway was selected to move forward. This location will all LYNX to support current services in orange and Osceola County, while also being able to support future system and population growth, especially in Osceola County.

In FY2025, LYNX will begin engaging with a commercial real-estate broker about purchasing the parcels, conducting an archaeological and cultural survey, and begin a Title VI analysis that will include public outreach.

### **Safety & Security**

LYNX' Safety and Security department and the Transportation Security Administration (TSA) work closely on agency initiatives. In the spring of 2024 LYNX was one of only five transit agencies to receive the prestigious TSA Gold Standard Award for security. Furthermore, TSA provided a safety officer a certificate of appreciation for their efforts put forth with security related issues.



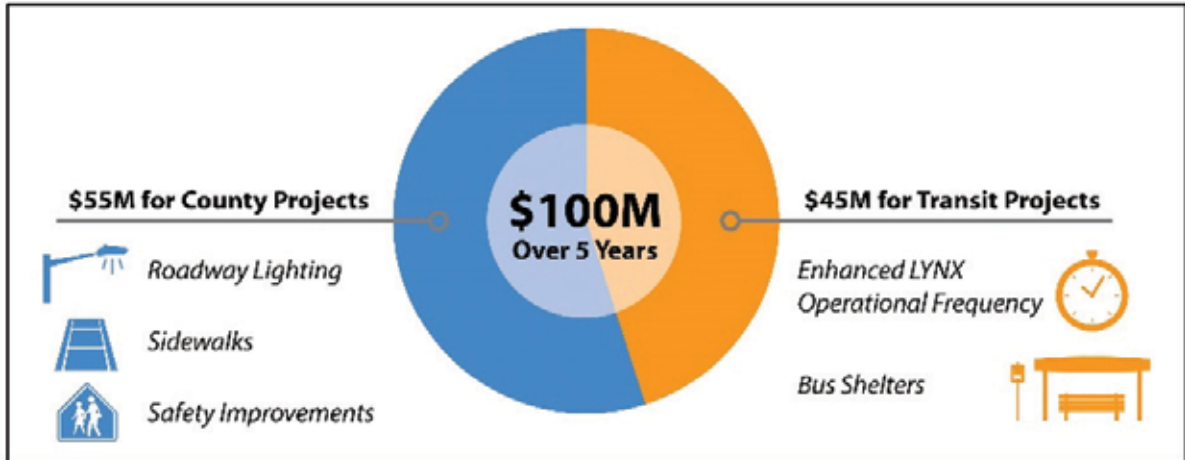


## ACCOMPLISHMENTS AND HIGHLIGHTS

### Orange County's Accelerated Transportation Safety Program

At the June 2023 Orange County Board meeting, Orange County and LYNX introduced the Accelerated Transportation Safety Program (ATSP). This program will fund \$100 million in county transportation needs over five (5) years, allotting \$45 million towards transit projects, including enhanced service frequencies and bus shelter improvements. The first service improvements implemented under the ATSP took place in the April 2024 service change, with subsequent improvements in the August 2024 service change. These improvements included the following:

- New Link 311 that provides express service between Orlando International Airport and Disney Springs with 30-minute frequencies.
- Increased weekday frequencies on Links 37 and 40 to every 30 minutes.
- Increased Sunday service frequencies on Links 21, 37, 42, and 436S to every 30 minutes.



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## FY2025 OPERATING REVENUE AND EXPENSES

	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Approved Budget	FY2025 Approved Budget
<b>REVENUES</b>				
Customer fares	18,032,866	20,222,126	20,167,662	21,271,417
Contract services	5,261,638	4,303,854	3,902,810	3,878,350
Advertising	2,830,622	2,963,066	2,605,000	2,705,000
Interest & Other income	784,019	7,756,014	2,136,949	1,280,000
Federal Revenue	11,330,030	14,973,479	13,168,951	14,618,873
CARES/CRRSA/ARPA	46,435,174	0	0	0
State Revenue	14,384,177	15,182,445	14,684,756	15,475,742
Local Revenue	10,004,987	11,934,242	15,316,367	18,563,608
Local Revenue Funding Partner	71,422,119	79,992,773	91,991,691	106,250,401
Budget Stabilization Funds	0	0	32,929,484	24,089,552
<b>TOTAL REVENUE</b>	<b>180,485,632</b>	<b>157,327,999</b>	<b>196,903,670</b>	<b>208,132,943</b>
<b>EXPENSES</b>				
Salaries, Wages & Fringe Benefits				
Salaries and Wages	66,917,451	78,512,773	82,585,815	88,527,273
Taxes and Fringe Benefits	17,848,996	30,182,666	32,713,687	34,766,827
Total Salaries, Wages & Fringe	84,766,447	108,695,439	115,299,502	123,294,100
Professional & Other Services				
Professional Services	2,060,768	2,472,262	4,243,135	5,225,460
Contract Maintenance	2,692,417	3,315,304	3,377,777	3,501,525
Legal Services	1,042,314	836,126	1,650,000	1,320,000
Security Services	1,286,164	1,250,124	2,264,637	2,724,330
Custodial Services	282,378	286,052	425,000	425,000
Other Professional & Other Services	1,525,606	1,815,357	1,676,933	1,893,701
Total Professional & Other Svc.	8,889,647	9,975,224	13,637,482	15,090,016
Fuel Expenses	15,468,647	12,577,177	14,087,408	14,087,408
Materials and Supplies				
Repairs & Maintenance	5,577,622	7,157,477	6,628,443	6,659,460
Tires and Lubricants	1,223,789	1,397,702	1,728,136	1,719,460
Office Supplies	55,824	63,645	81,990	95,970
Cleaning Supplies and Small Tools	234,765	270,782	254,250	288,100
Printing, Production & Mail Services	327,501	260,426	378,903	379,917

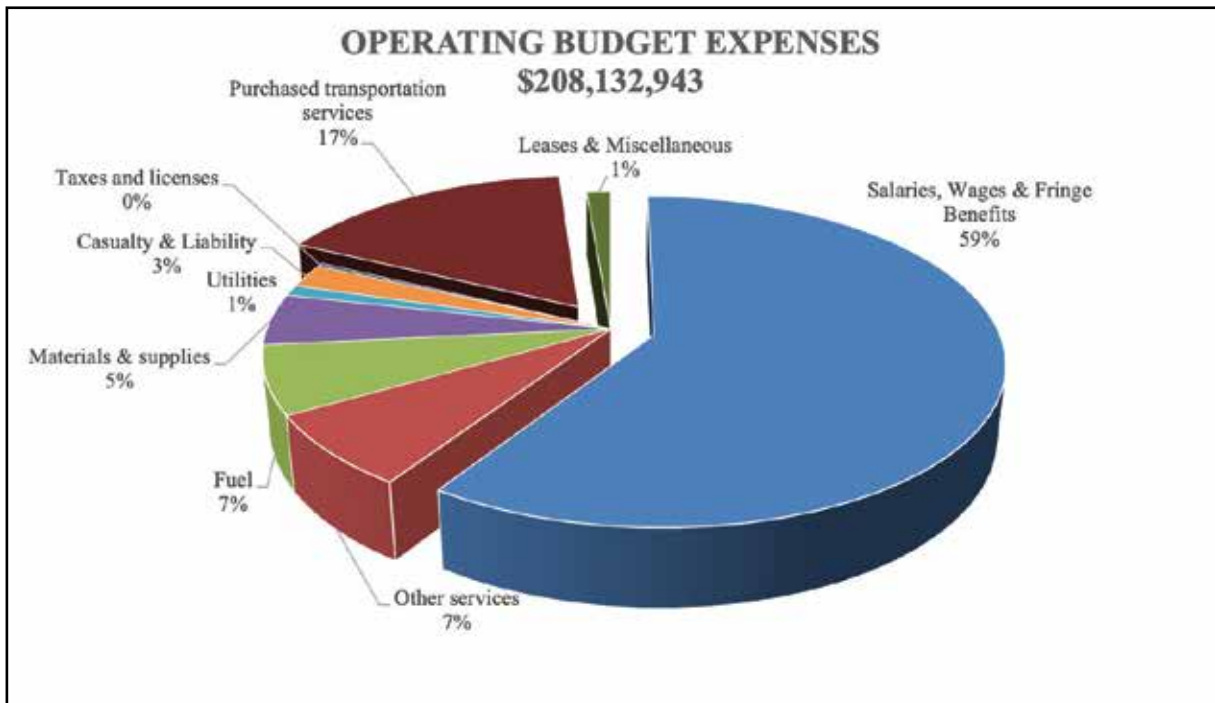
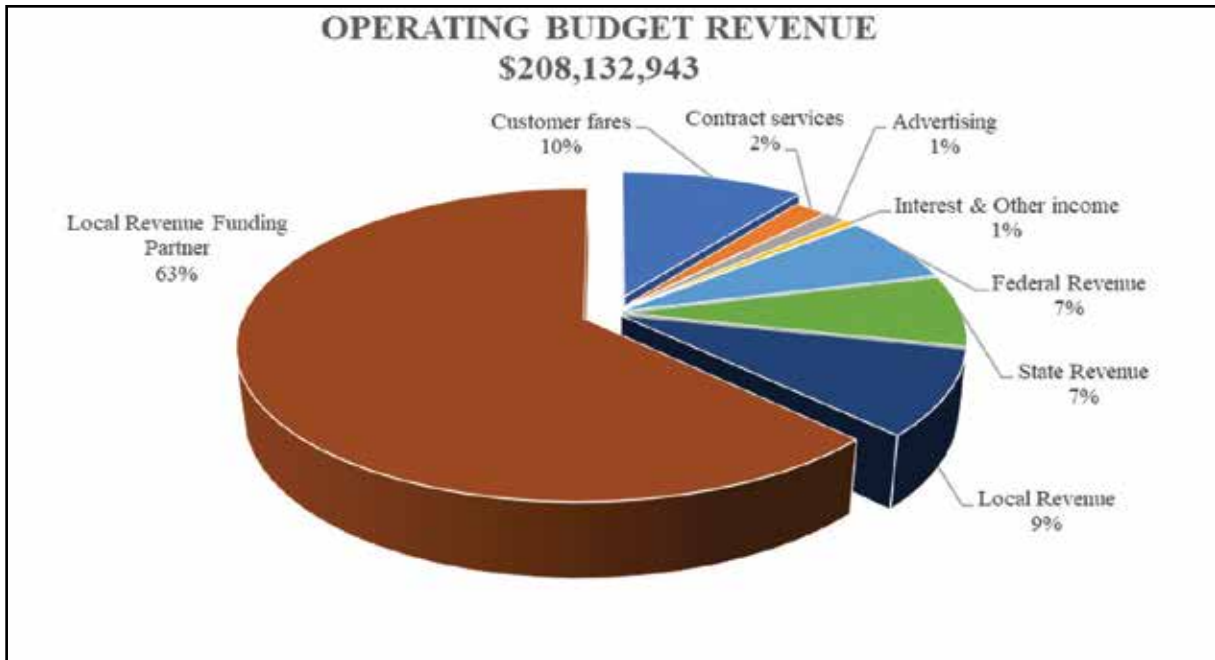


## FY2025 OPERATING REVENUE AND EXPENSES

Other Materials and Supplies	477,753	397,289	1,083,907	1,350,644
Emergency Supplies (Hurricane)	15,077	17,461	40,500	41,500
Total Materials & Supplies	7,912,331	9,564,782	10,196,129	10,535,051
Utility Expenses	1,605,252	1,958,626	2,133,621	2,229,634
Casualty and Liability Insurance				
Professional Fees for GL & WC	264,267	312,561	361,200	319,000
Insurance Expense	829,606	869,887	1,132,516	1,533,301
Settlements and Recoveries	3,489,459	2,604,624	3,125,000	3,075,000
Total Casualty & Liability Ins.	4,583,332	3,787,073	4,618,716	4,927,301
Taxes and Licenses	626,468	594,332	633,738	642,086
Purchased transportation Services	28,165,714	32,787,955	32,686,488	34,166,500
Lease and Miscellaneous				
Dues & Subscriptions	287,745	743,102	2,098,045	1,574,390
Training & Travel Expenses	260,888	248,729	534,124	569,665
Leases	262,678	263,354	265,708	266,035
Other Miscellaneous Exp	218,259	188,057	279,509	296,767
Total Lease & Miscellaneous	1,029,570	1,443,242	3,177,386	2,706,856
GASB 87 Lease & Interest	0	377,045	347,081	378,638
Interest Expense	67,285	66,321	86,118	75,352
Total GASB87 Lease & Interest	67,285	443,366	433,199	453,990
<b>TOTAL EXPENSE</b>	<b>153,114,693</b>	<b>181,827,216</b>	<b>196,903,670</b>	<b>208,132,943</b>
<b>CHANGE IN NET OPERATING POSITION</b>	<b>27,370,939</b>	<b>(24,499,217)</b>	<b>0</b>	<b>0</b>



## FY2025 OPERATING REVENUE AND EXPENSES





## **FY2025 BUDGET SUMMARY**

---

### **REVENUE HIGHLIGHTS**

#### **Customer Fares**

Customer Fares increased by 5% from the FY2024 budget, this is a result of increased ridership.

#### **Contract Services**

Contract Services revenue decreased by 1% from FY2024 budget, this is primarily the result from the decrease of the Transportation Disadvantage contract with the state.

#### **Other Revenue**

This category, which is made up of interest revenue, advertising installation revenue, miscellaneous revenue, and other minor sources of revenue, decreases by 16% or \$756,949. This is mainly due to the expected decline in interest revenues.

#### **Governmental Contributions**

Federal, State, and Local support has increased by 13% or \$5,488,149. Local revenue has increased \$3,247,241 mainly due to the Orange County Accelerated Transportation Safety Program and rate increases with local bus contracts.

#### **Local Partner Funding**

The Local Partner Funding continues to get back on track to normal operating levels, the Local Partners agreed to a 15.5% increase. For FY2025, the funding model was used to allocate the total amount from funding partners based upon the equitable share of service within each county. The budget stabilization fund will be utilized to make up the difference.



## FY2025 BUDGET SUMMARY

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### EXPENSE HIGHLIGHTS

#### **Personnel Services**

Total salaries, wages, and associated fringe benefits increased by 7%. This is due to salary increases consistent with LYNX' local funding partners for administrative employees and the union contract for unionized staff. There are additional operators to cover services related to Orange County ATSP contract as well as increases budgeted for pension and medical benefits.

#### **Other Services**

Other Services are budgeted to increase by 11%. The FY2025 budget includes service-related expenses for engineering, multi-modal planning, legal, human resources, I.T., and financial support, professional services. The increase is primarily due to the planning studies and the security services contract.

#### **Fuel**

Fuel expenses are estimated to remain the same from the FY2024 budget. This is primarily due to the diminishing reliance on diesel vehicles as more CNG vehicles are placed in service.

#### **Materials and Supplies**

Materials and Supplies are estimated to increase by 3%; the increase is related to one time project to repair the parking lot.

#### **Taxes and Utilities**

Utilities are up by 5% primarily due to increases in monthly average costs of electricity and slight increases in taxes and licenses.

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

Casualty and Liability costs are expected to increase by 7% driven by increased settlement expenses.

#### **Purchased Transportation Services**

Purchased Transportation Services have increased by 5%; the cost per trip increases each year of the contract with Transdev. The increase is a combined result of the average cost per trip and the increased number of trips performed.



## FY2025 BUDGET EMPHASIS AREAS

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To adequately prepare expense and revenue budgets for FY2025, several key assumptions have been made. These assumptions are based on available economic data and priorities as adopted by LYNX.

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

- Maintain 2024 level of service.
- Funding Partners contributions based on the approved Regional Funding Model.

### **Revenue Assumptions:**

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

- No fare increases.
- Fixed Route ridership will be projected consistent with current trends.
- Paratransit trip levels will be projected consistent with current trends.

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

- Preventative Maintenance funding level at Board Approved \$6.8 million.

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

- State Operating Assistance will be based on the latest FDOT projections.

#### ***Other Revenue***

- Advertising revenue consistent with the contract minimum guarantee.
- Interest Income projections at historical levels.

### **Expense Assumptions:**

#### ***Wages and Benefits***

- Wage increases will be consistent with Funding Partners and Board approved Union Labor Agreements.
- Increased costs for Medical Expenses based on current trends.

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

- Provide route optimization in coordination with Operations.
- Continue right sizing operational staff through service planning.
- Continue focus on improving customer service through new technology.
- Control Paratransit trip growth focusing on eligibility and travel training.
- Fleet expansion for paratransit to keep up with the increasing trip demands.

#### ***Technology Expenses***

- Continued migration to cloud environment.
- New ERP system for all financial functionality scheduled to be live in FY25.

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

- The Fuel Hedging program will be utilized to stabilize the costs of diesel, unleaded fuel, and compressed natural gas (CNG) as appropriate.
- The revenue vehicle fleet replacements will be low/no emission vehicles.
- In FY2025 it is projected to be greater than 80% of the fleet will be low/no emission vehicles.





## HISTORY OF OPERATING REVENUE - FIVE YEAR SUMMARY

	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Adopted Budget	FY2025 Adopted Budget
<b>FUNDING SOURCE</b>					
Customer fares	15,037,923	18,032,866	20,222,126	20,167,662	21,271,417
Other Revenue	8,095,478	8,084,926	14,652,025	8,246,022	7,535,144
Subtotal	23,133,401	26,117,792	34,874,151	28,413,684	28,806,561
Federal	61,203,626	57,765,204	14,973,478	13,168,951	14,618,873
State	12,453,836	14,384,177	15,182,076	14,572,756	15,475,742
Subtotal	73,657,462	72,149,381	30,155,554	27,741,707	30,094,615
Orange County	53,758,012	52,805,637	59,280,043	69,041,652	79,414,961
Seminole County	8,468,010	9,133,862	10,248,484	11,416,995	13,122,392
Osceola County	9,196,097	9,482,620	10,464,246	11,533,044	13,713,048
SUNRAIL FUNDED BY PARTNERS	0	0	0	0	1,157,081
Subtotal	71,422,119	71,422,119	79,992,773	91,991,691	107,407,482
City of Orlando	6,907,215	6,906,775	7,141,239	7,121,512	7,567,626
SunRail (FDOT)	1,295,975	1,234,780	1,675,510	2,157,842	980,484
Disney	370,325	345,354	441,445	1,145,046	1,170,170
Altamonte Springs	120,900	120,900	120,900	120,900	120,900
Sanford	93,000	93,000	93,000	93,000	93,000
City of Kissimmee	244,666	480,812	0	0	0
Osceola County SDG 612	0	0	528,165	1,278,543	247,028
Lake County	306,885	314,571	207,000	228,737	163,206
Econ River High School	61,955	0	0	0	0
Universal Boulevard	112,484	40,599	0	0	0
Orange County I-Drive	0	1,304,178	1,884,766	2,082,893	2,096,677
Orange County ATSP	0	0	0	1,316,631	5,130,642
UCF/Valencia & Seminole College	168,491	166,007	163,909	170,000	165,000
Subtotal	9,681,895	11,006,976	12,255,934	15,715,103	17,734,733
<b>TOTAL</b>	<b>177,894,877</b>	<b>180,696,267</b>	<b>157,278,412</b>	<b>163,862,186</b>	<b>184,043,390</b>



## SUMMARY OF MAJOR REVENUE SOURCES

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

### **(1) LYNX-Generated Revenue Sources**

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

#### **Customer Fares**

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

#### **Contract Services**

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

#### **Other Revenue**

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

### **(2) Non-LYNX-Generated Revenue Sources**

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

#### **Federal Government**

The U.S. Department of Transportation and the Federal Transit Administration, (USDOT/FTA) apportions these funds to the Orlando, Florida area on an annual basis, under Bipartisan Infrastructure Law.

The federal formula grant program apportionments are made on the basis of a statutory formula that includes population, population density, fixed guide way route miles, bus and fixed guide way vehicle revenue miles, and bus and fixed guide way passenger miles traveled.



## SUMMARY OF MAJOR REVENUE SOURCES

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### **State of Florida Government**

The State of Florida Department of Transportation (FDOT) under the Public Transit Block Grant Program allocates these funds to LYNX on an annual basis. The Public Transit Block Grant Program was enacted by the Florida Legislature to provide a stable source of funding for public transit providers eligible to receive funding from the Federal Transit Administration (FTA). Funds allocated under the Public Transit Block Grant Program are available for operating assistance. State participation is limited to 50% of the non federal share of operating costs, excluding all other state-funded projects. State funds represent 8% of operating revenue.

### **Local Government**

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



## **FY2025 OPERATING EXPENSES BY FUNCTION**

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LYNX consists of many different functional areas that contribute to providing our transportation services. Presentation of the FY2025 Operating Budget by functional area identifies the expenses associated with each of these functions, and provides an alternative approach to analyzing the Operating Budget.

### **Executive Department**

Includes expenses related to the Chief Executive Officer which includes development of promotional information, the LYNX staff attorney, and marketing.

### **Operations Department**

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

### **Administrative Support**

Includes expenses for the oversight of the general administration of the Authority including, risk management and safety, human resources, and government affairs.

### **Finance Department**

Includes expenses for procurement, accounting, financial reporting, informational technology and construction and engineering.

### **Innovation & Planning**

Includes expenses for providing professional services in the areas of transportation planning, technical studies and grant administration.



## BUDGETED POSITIONS

Department	FY23	FY24	FY25	Change From FY24
Executive Dept	9	9	6	-3
Marketing	9	9	9	0
<b>EXECUTIVE DIVISION</b>	<b>18</b>	<b>18</b>	<b>15</b>	<b>-3</b>
Finance	40	39	39	0
Material Control	15	15	15	0
Engineering & Construction	3	4	4	0
Procurement	10	10	11	1
Information Technology	11	11	12	1
<b>FINANCE DIVISION</b>	<b>79</b>	<b>79</b>	<b>81</b>	<b>2</b>
Human Resources	12	12	14	2
Government Affairs	2	2	2	0
Risk Management & Safety	13	13	12	-1
<b>ADMINISTRATIVE DIVISION</b>	<b>27</b>	<b>27</b>	<b>28</b>	<b>1</b>
Grants	5	5	5	0
Planning and Development	19	19	19	0
<b>PLANNING AND DEVELOPMENT DIVISION</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>
Training	13	13	12	-1
Transportation	783	772	772	0
Maintenance	200	200	201	1
Customer Service	26	26	26	0
Paratransit	33	33	33	0
NeighborLink	33	43	43	0
Road Ranger	13	14	14	0
<b>OPERATIONS DIVISION</b>	<b>1101</b>	<b>1101</b>	<b>1101</b>	<b>0</b>
<b>TOTAL STAFFING</b>	<b>1249</b>	<b>1249</b>	<b>1249</b>	<b>0</b>

### From FY23 to FY24 LYNX

Transportation transferred 10 positions to NeighborLink , and 1 to Road Ranger

Finance transferred 1 position to Engineering

### From FY24 to FY25 LYNX

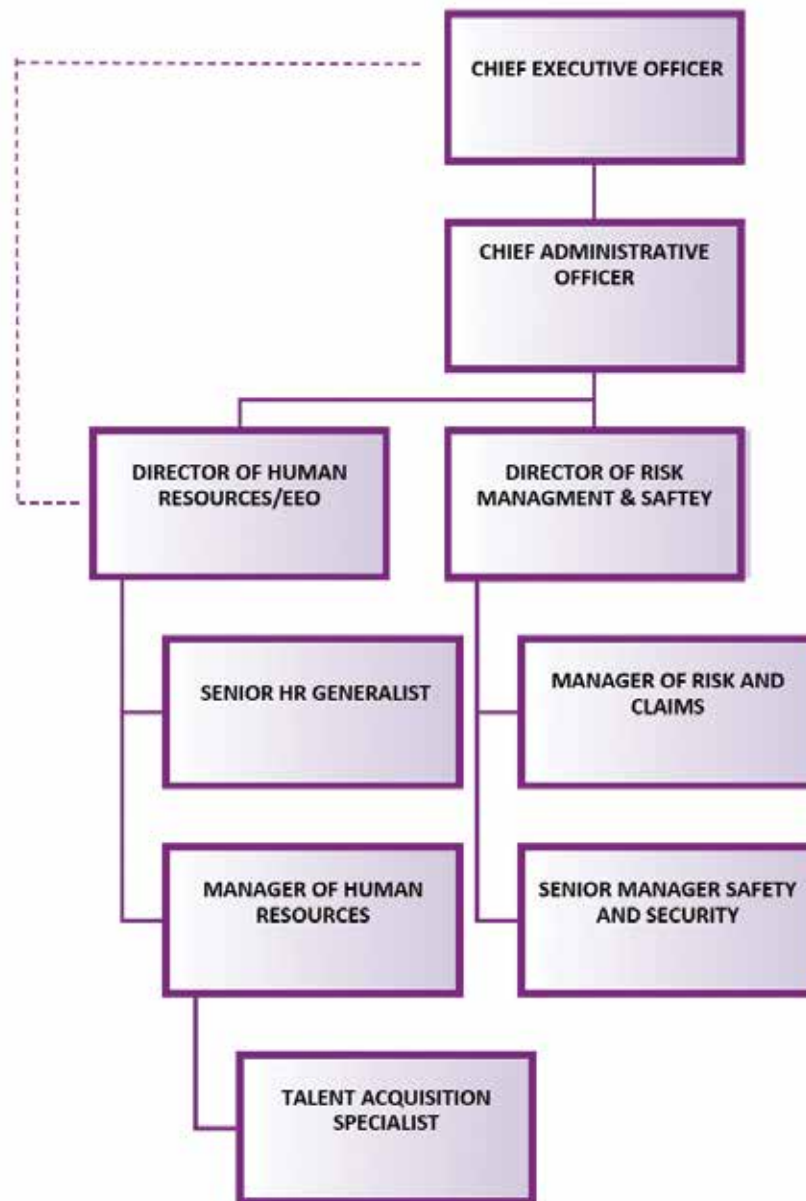
Executive transferred 1 position to Procurement, and 2 to Human Resources

Safety transferred 1 vacancy to Maintenance

Training transferred 1 vacancy to Information Technology



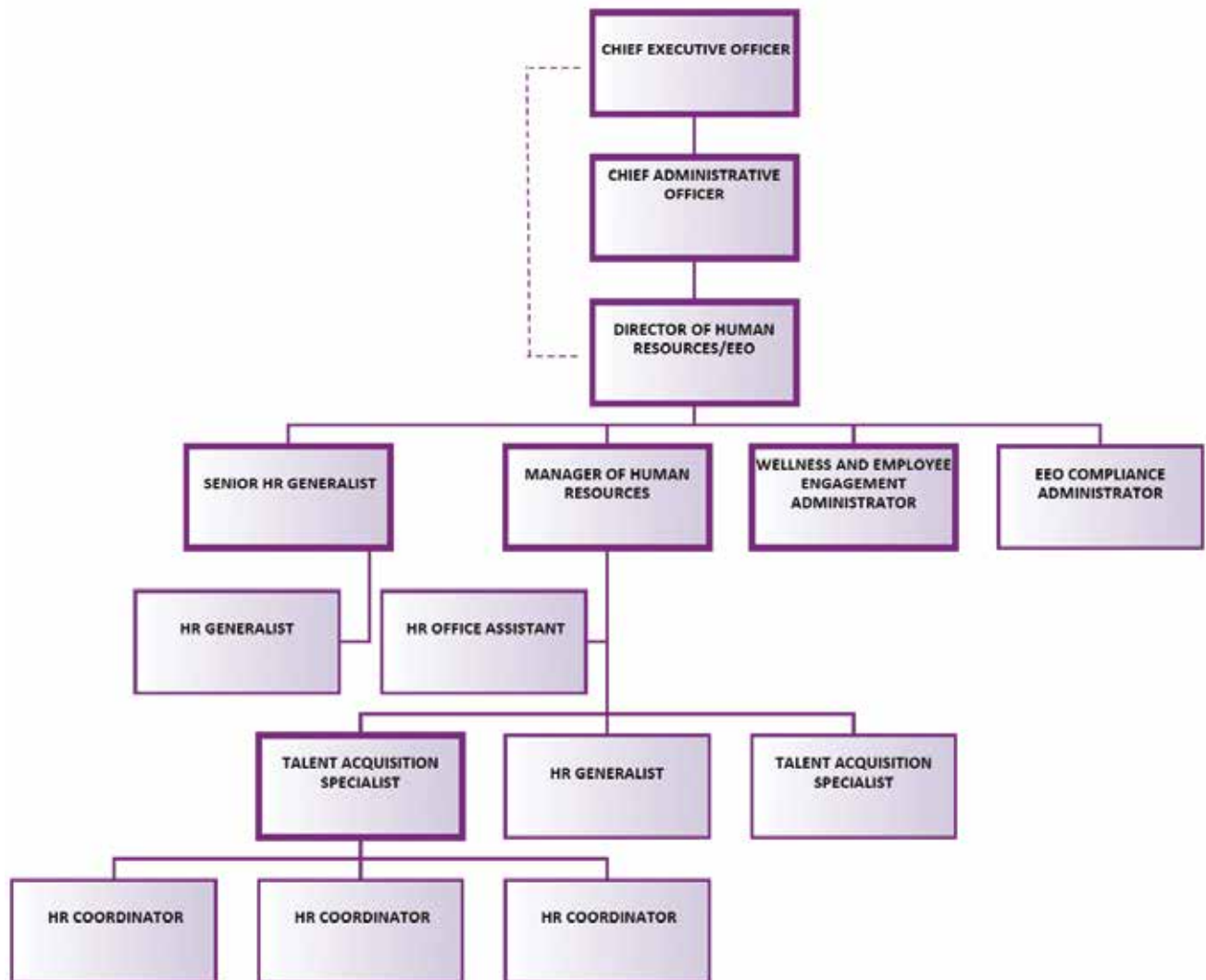
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



### OFFICE OF ADMINISTRATION



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

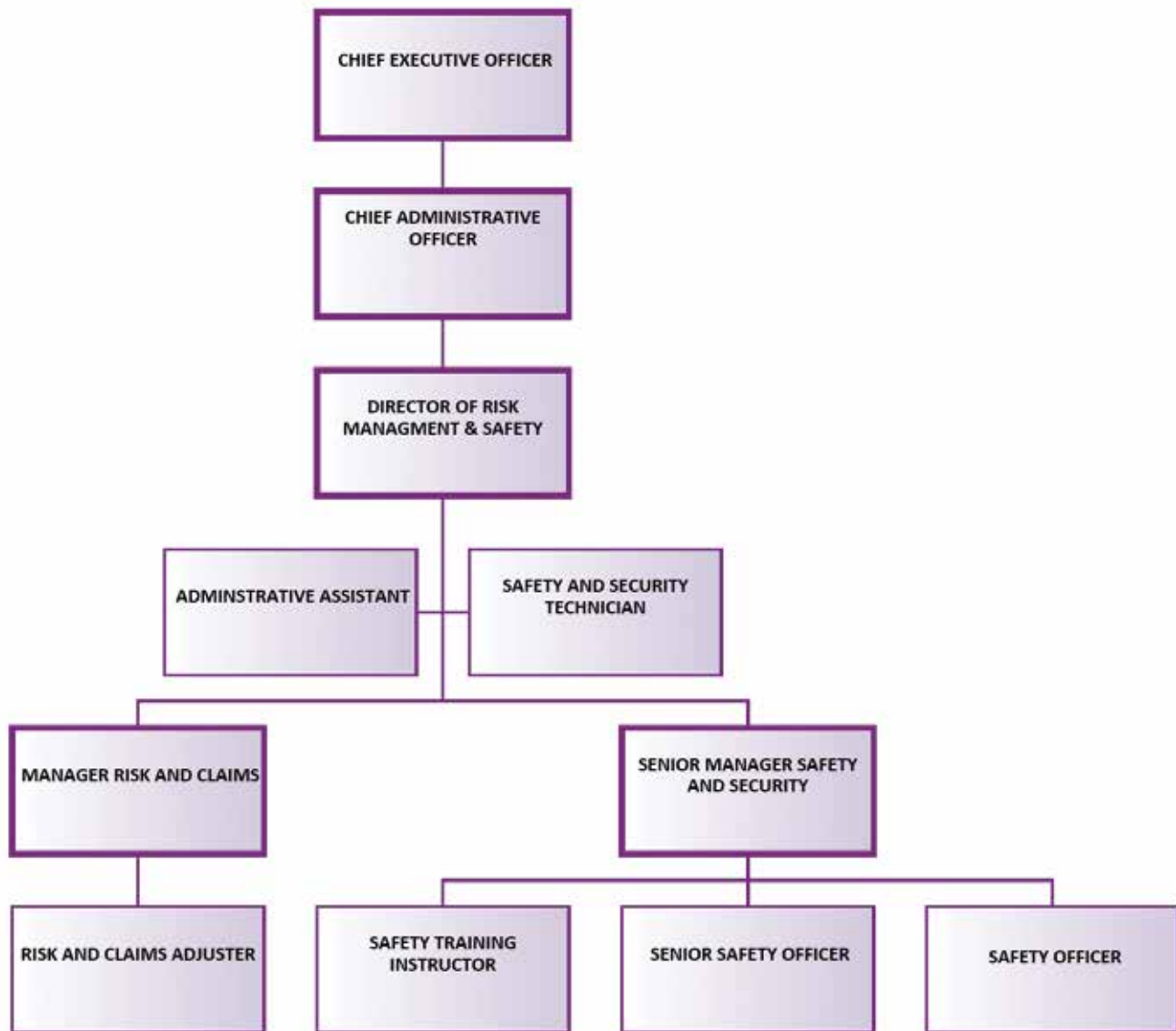


### HUMAN RESOURCES DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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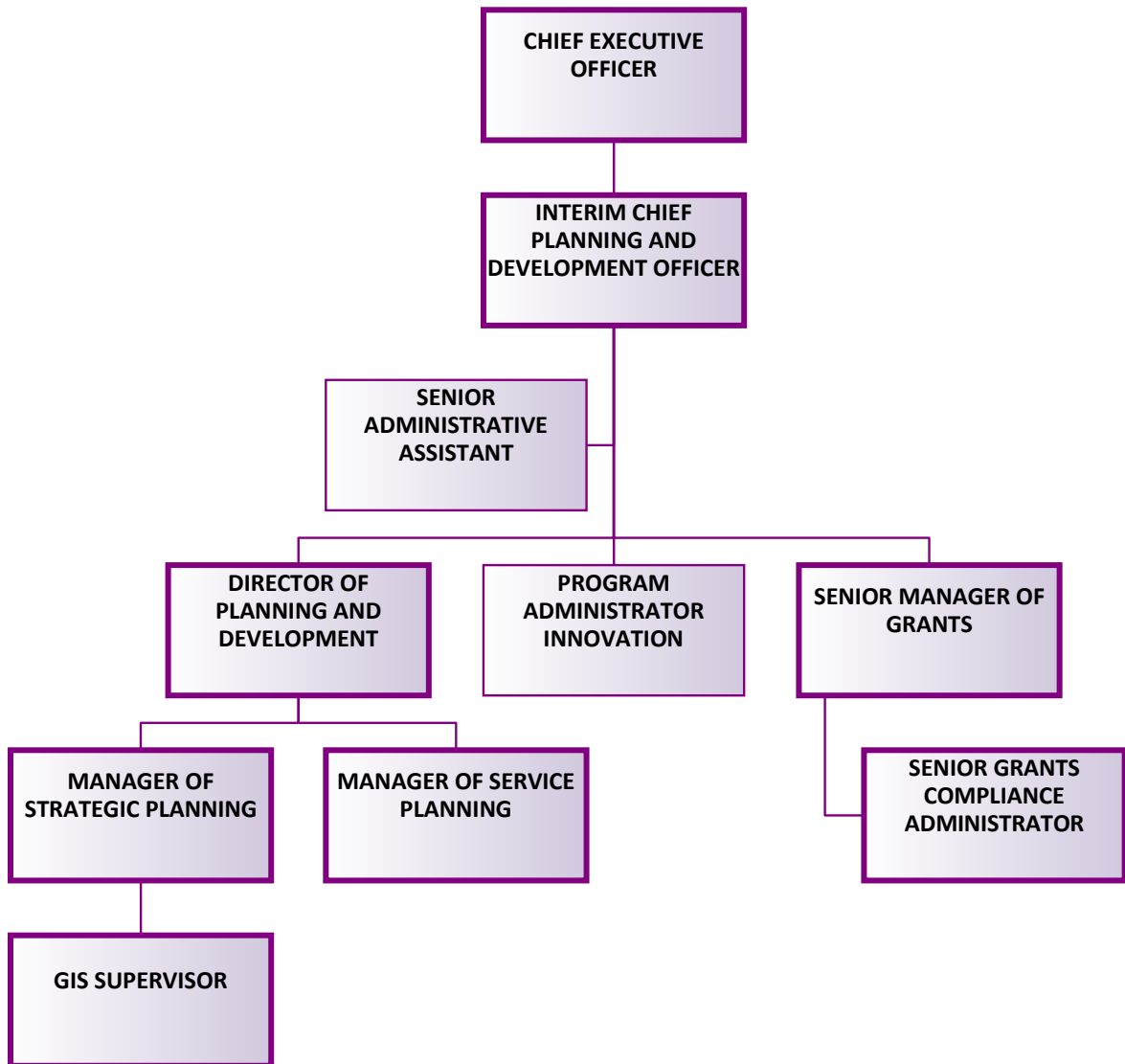
### RISK MANAGEMENT AND SAFETY DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

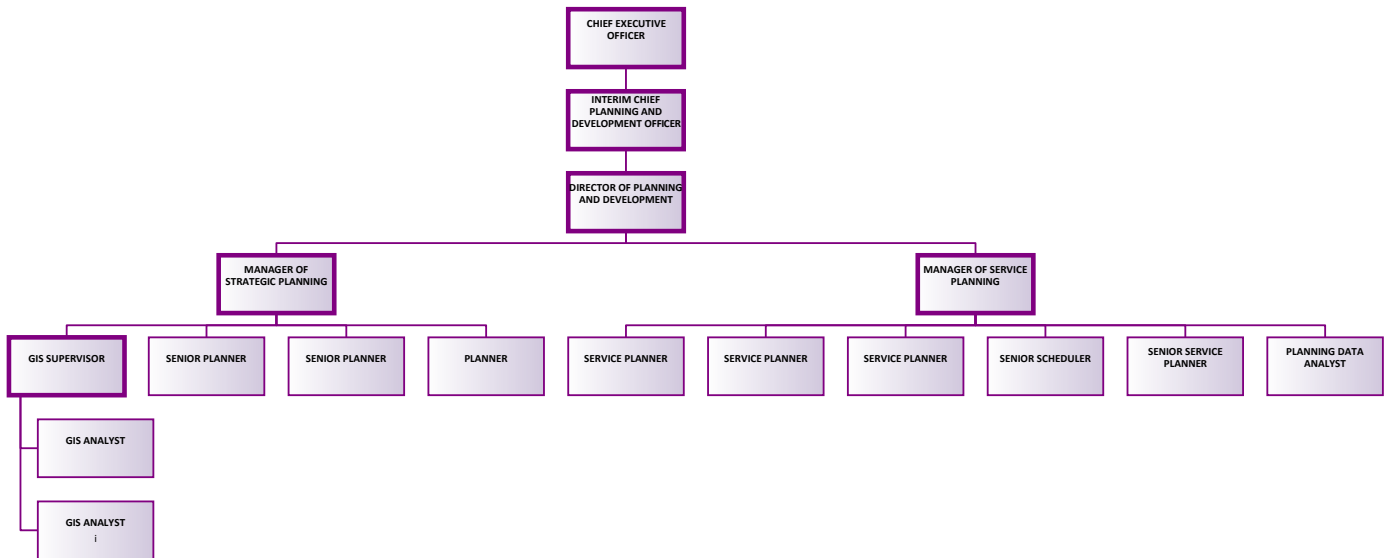
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### OFFICE OF PLANNING AND DEVELOPMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

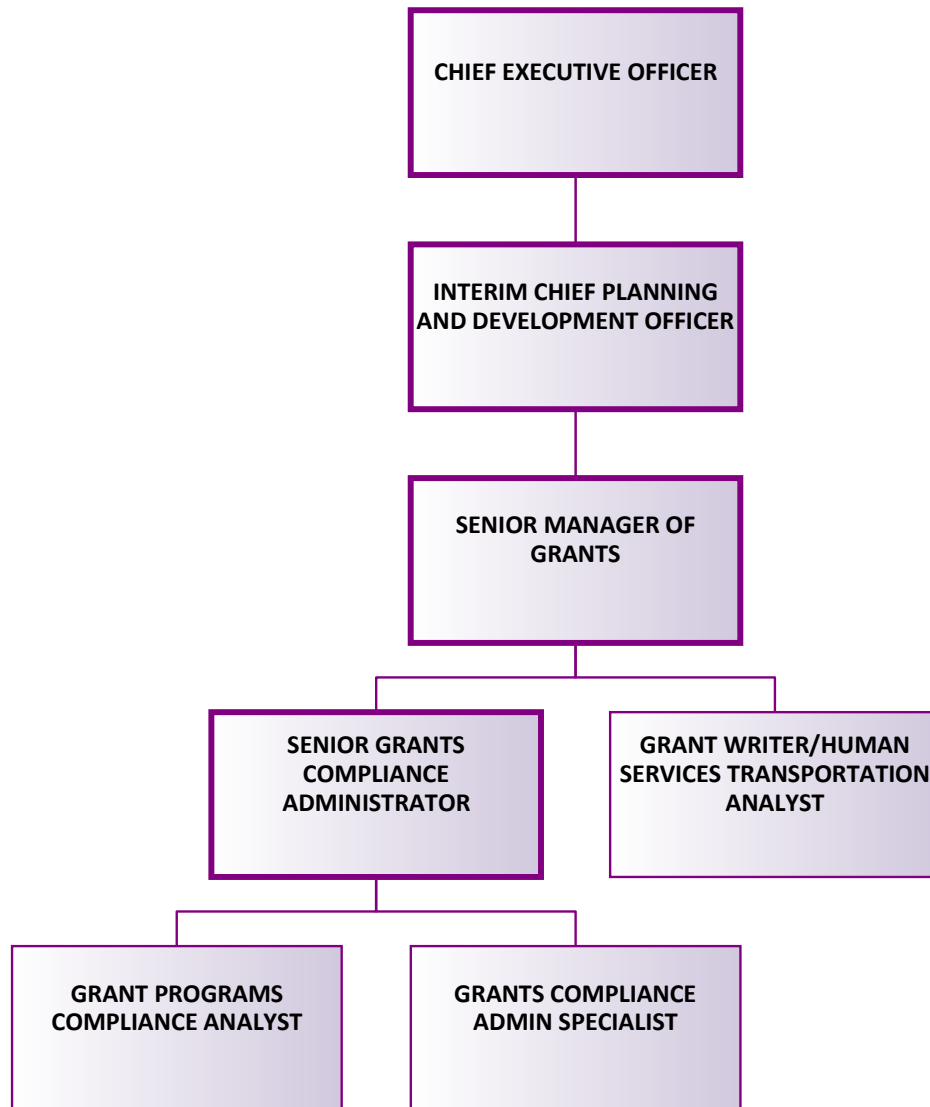


## PLANNING AND DEVELOPMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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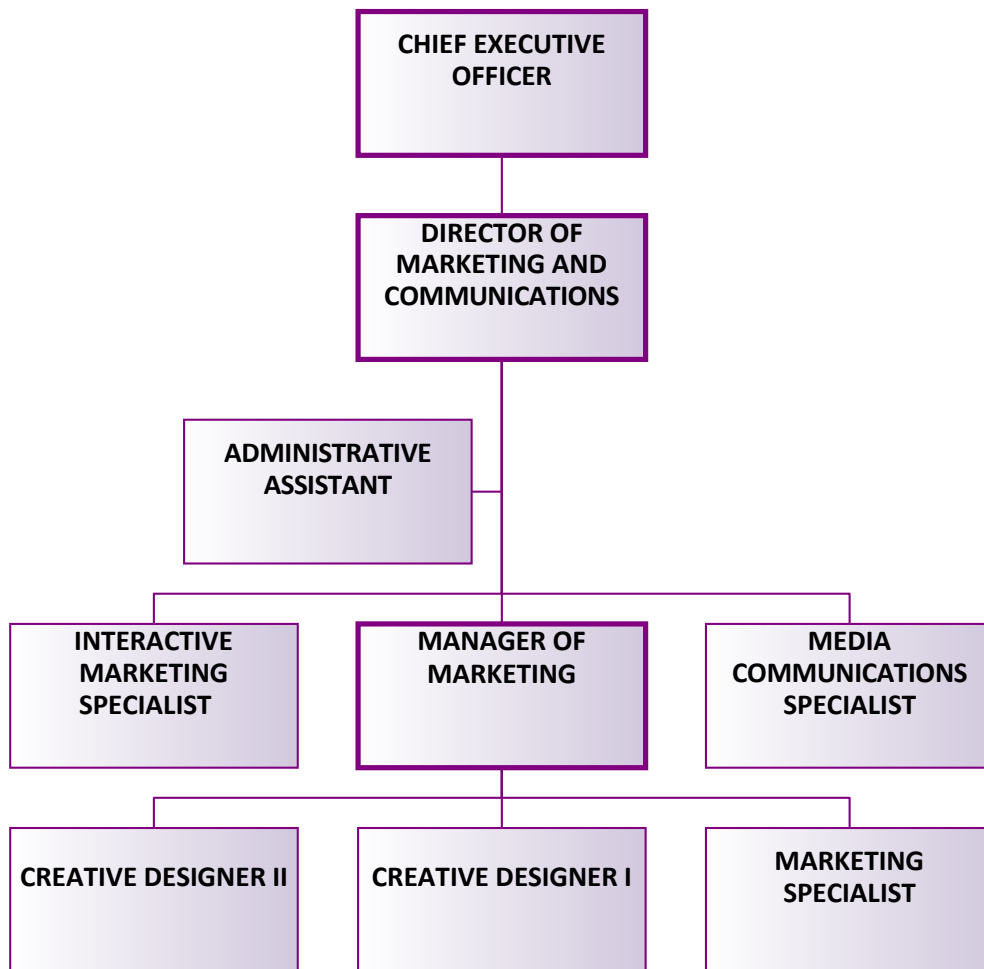


### GRANTS DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

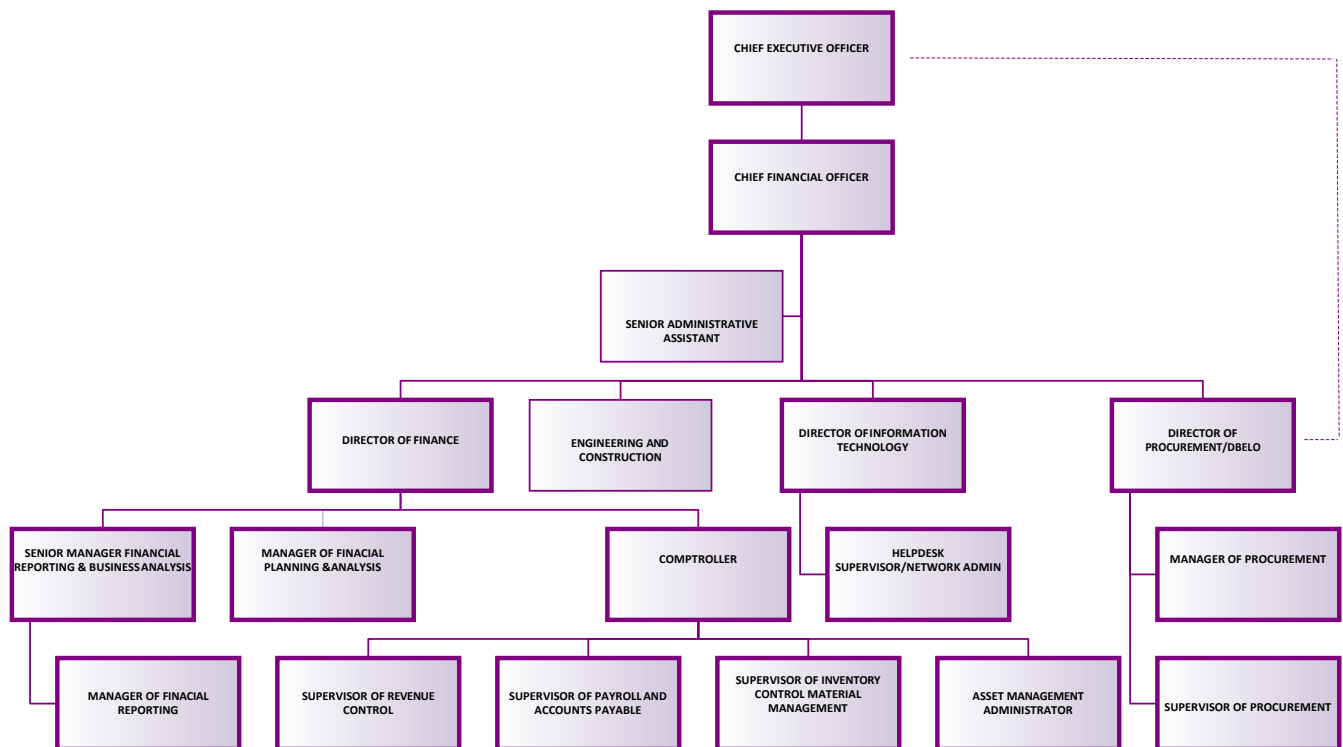
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### MARKETING AND COMMUNICATIONS DEPARTMENT



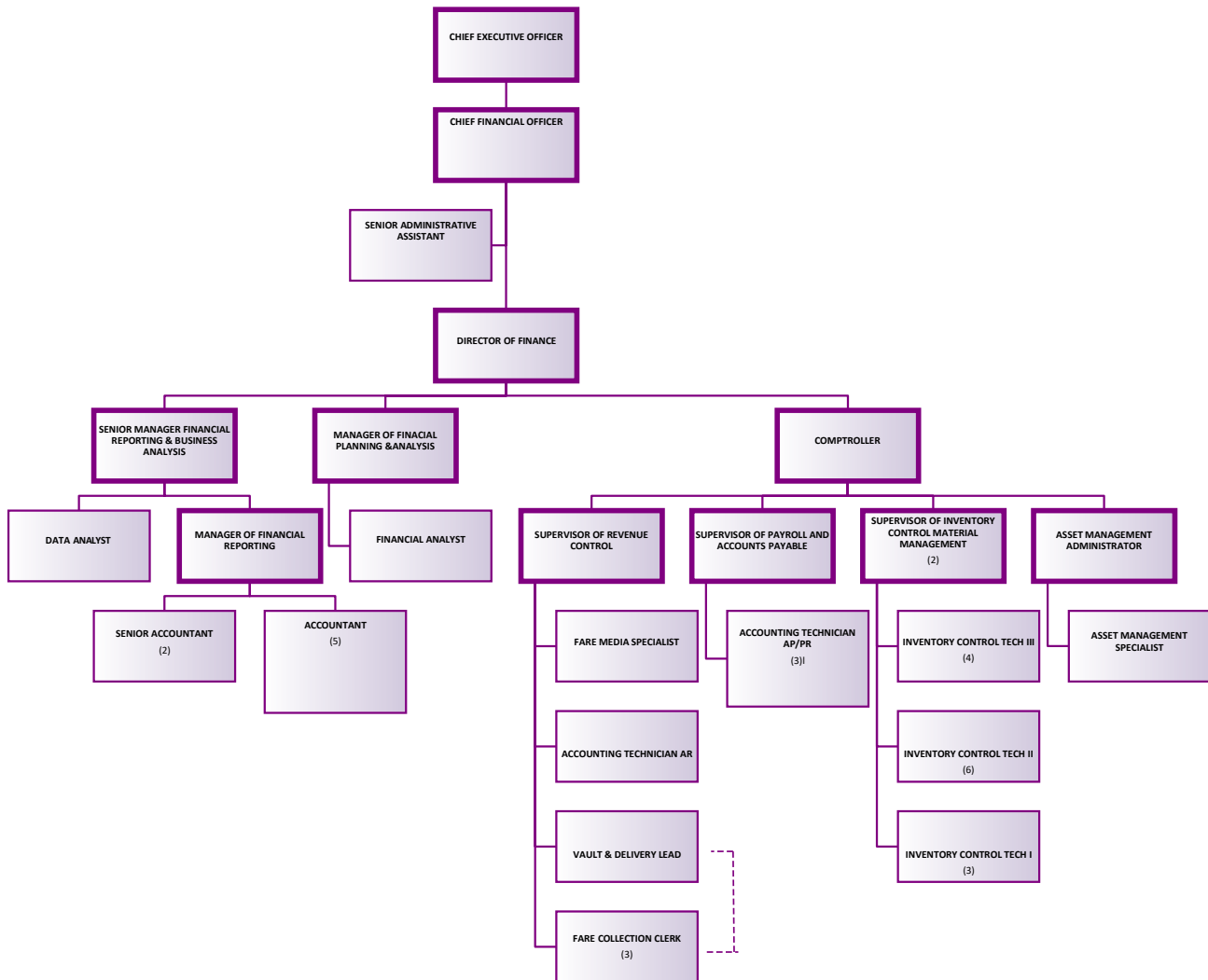
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



### OFFICE OF FINANCE



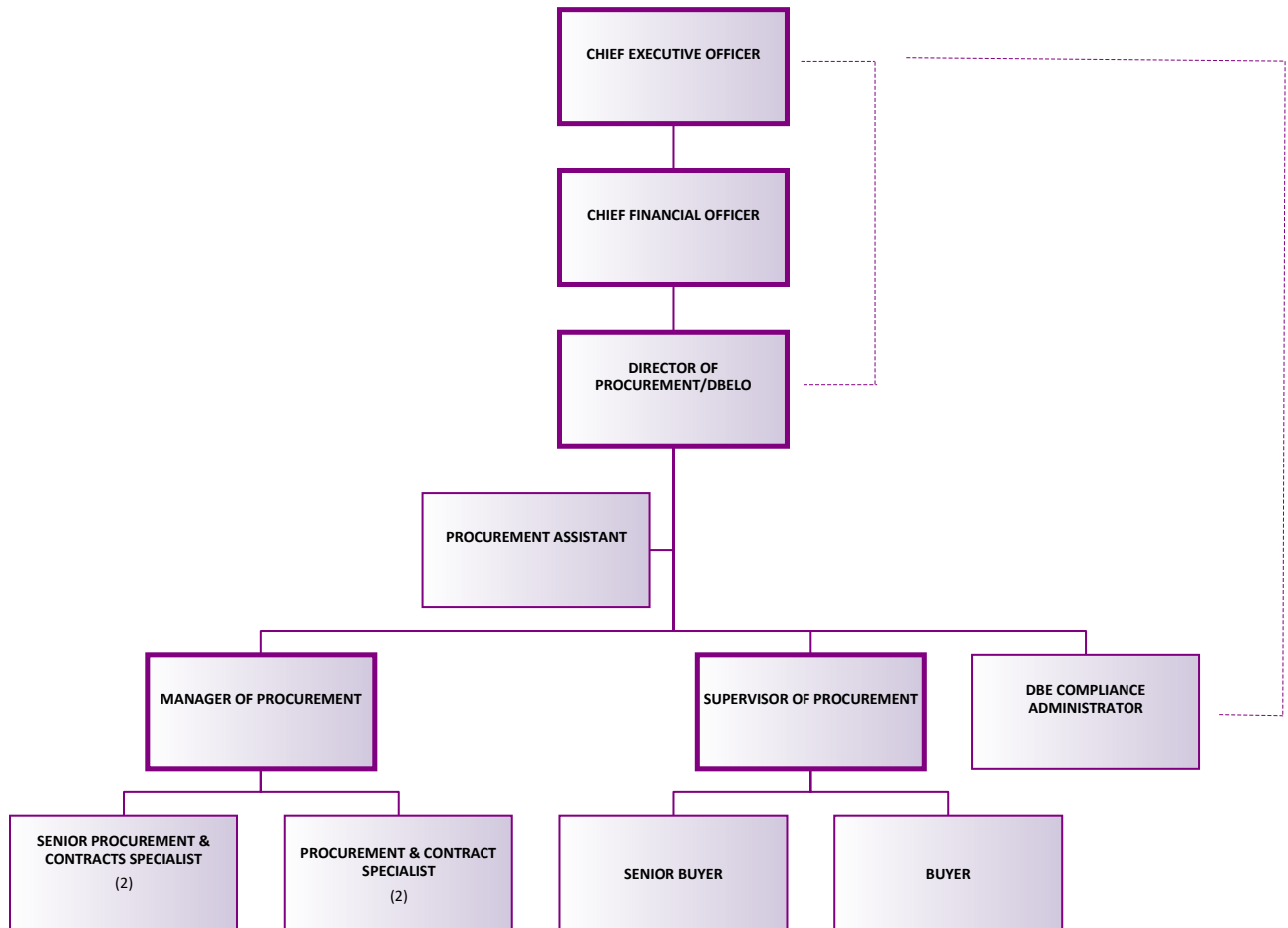
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## FINANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

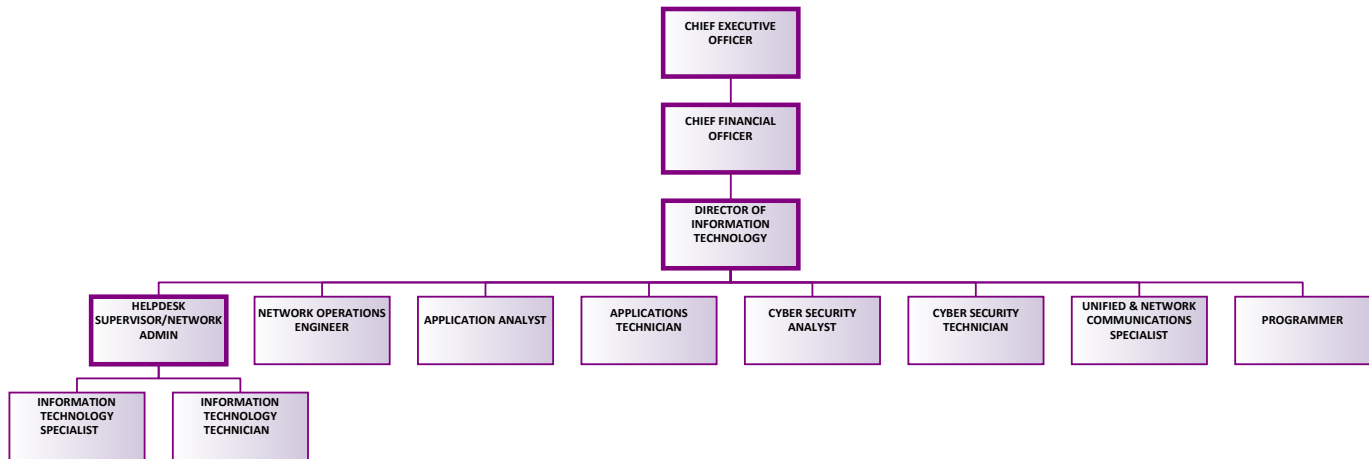


## PROCUREMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

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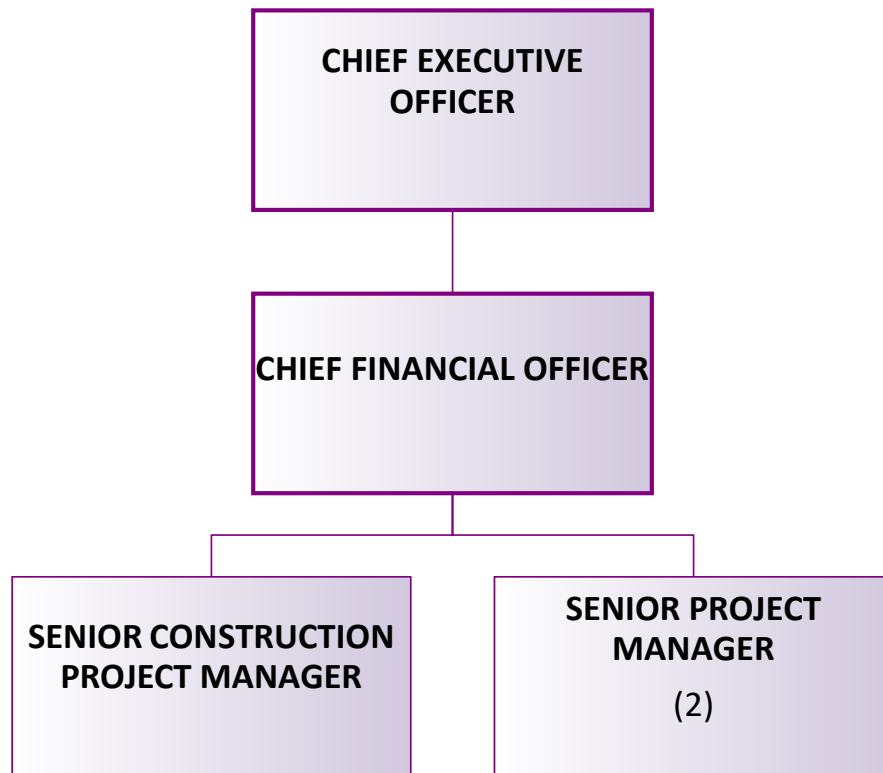
### INFORMATION TECHNOLOGY DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

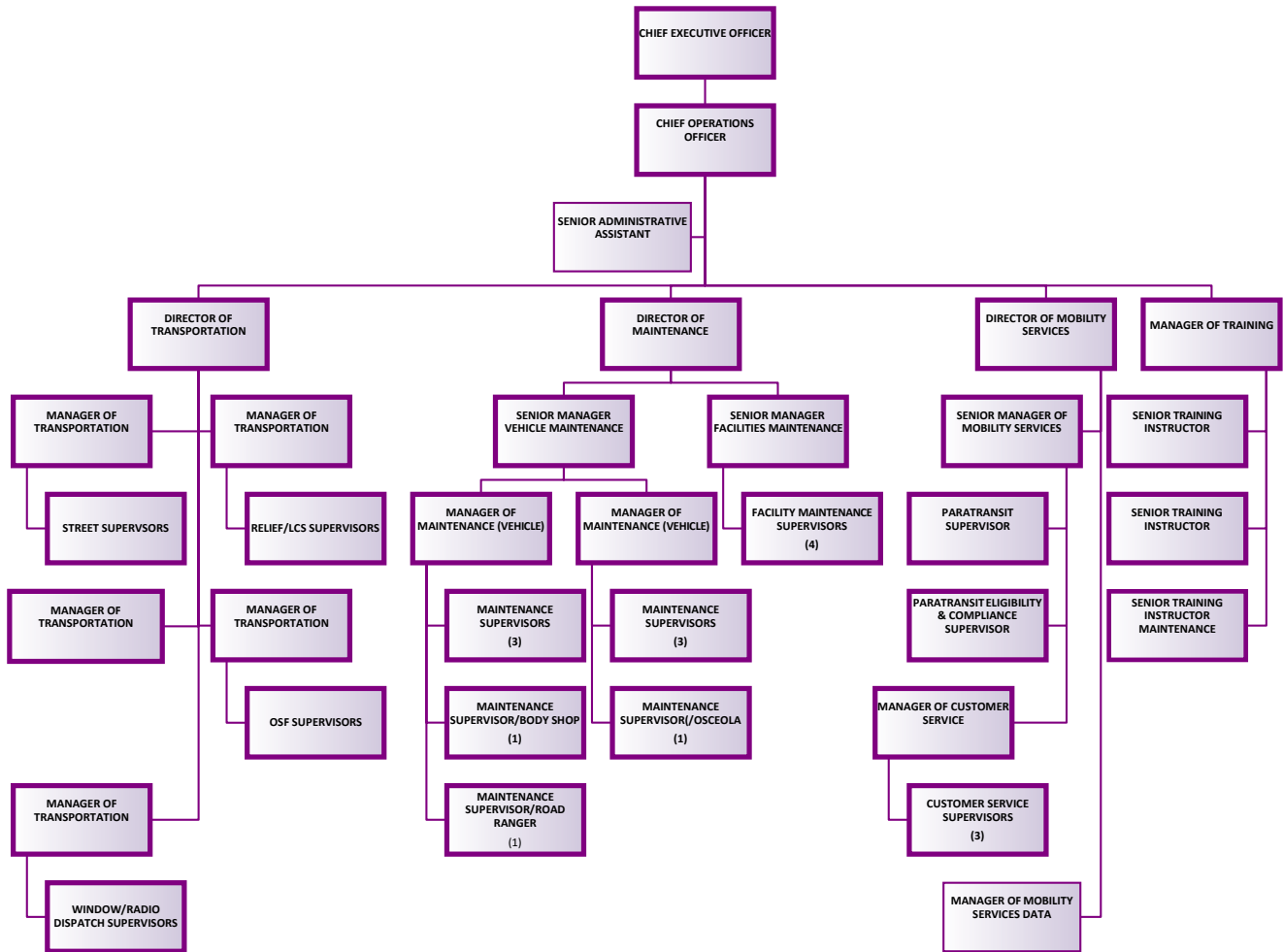
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### ENGINEERING AND CONSTRUCTION DEPARTMENT



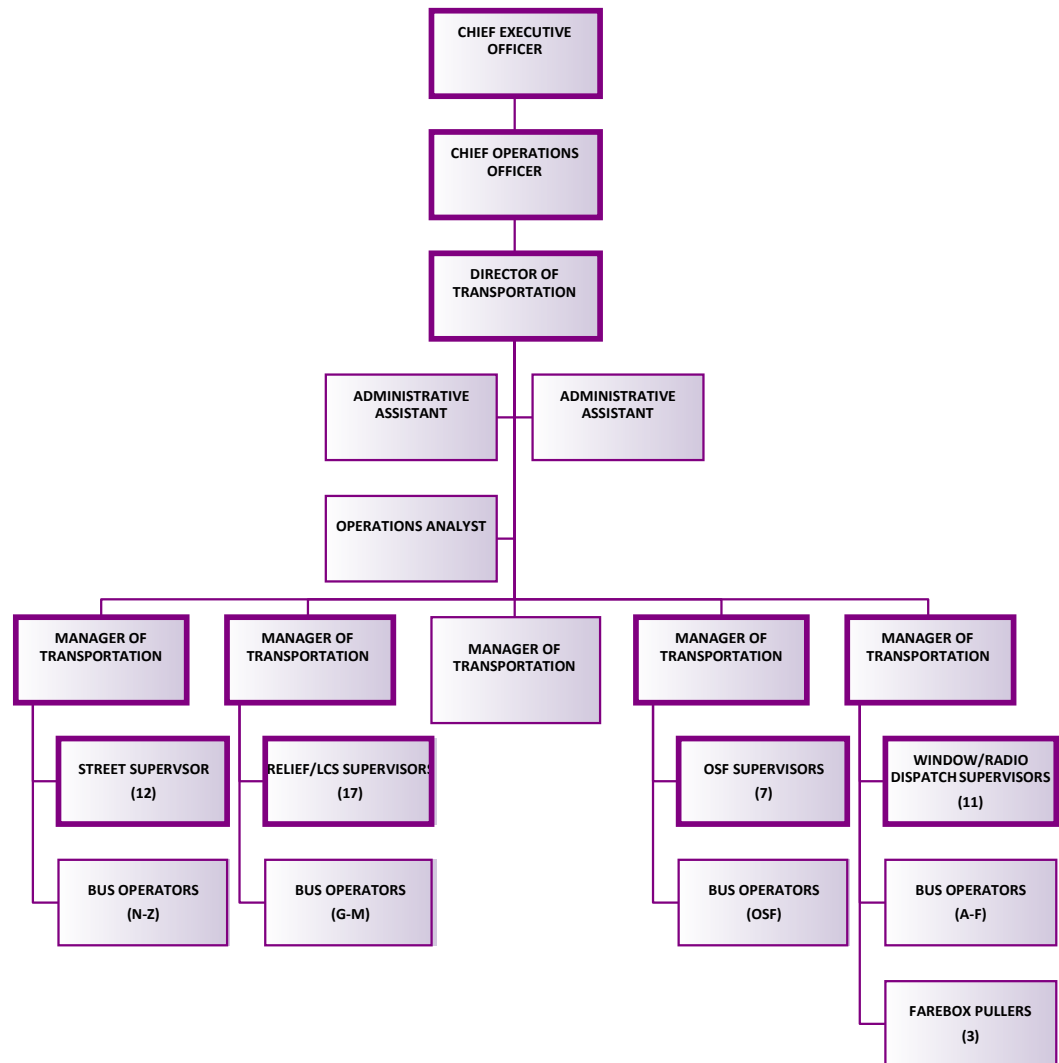
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## OFFICE OF OPERATIONS



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

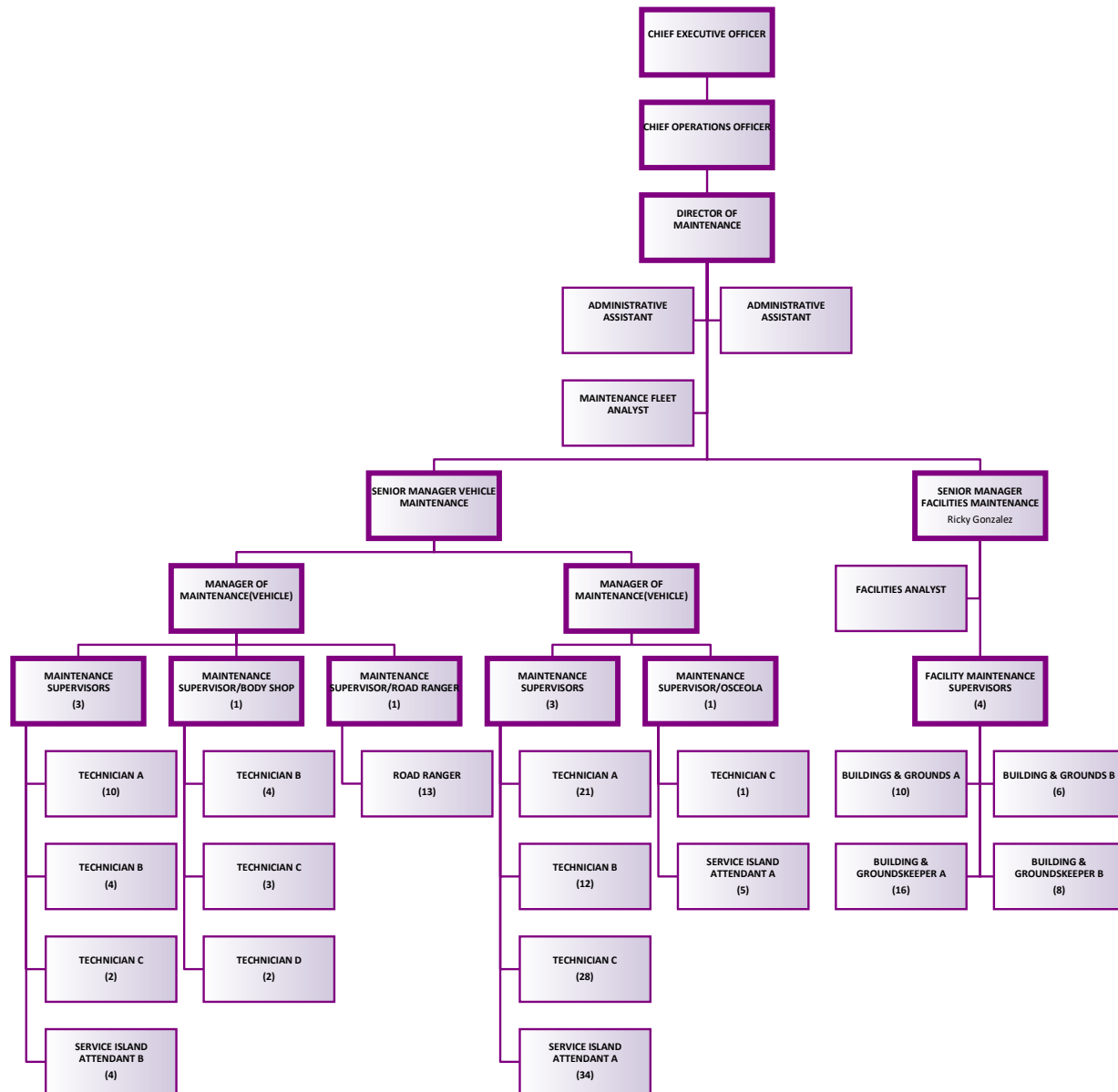


- 672 FT Bus Operator A's
- 38 PT Bus Operator A's
- 34 FT Bus Operator B's

## TRANSPORTATION DEPARTMENT



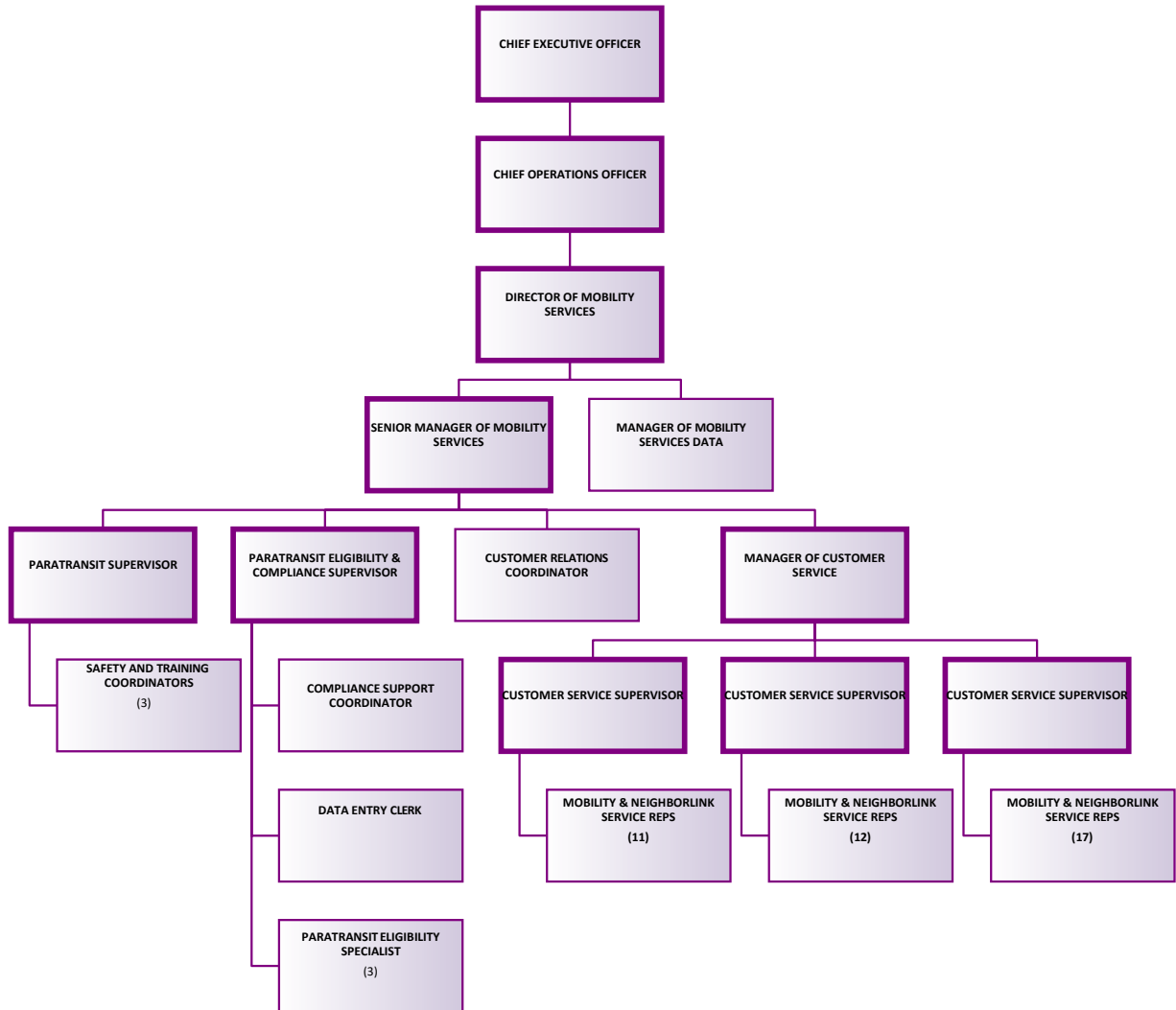
## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## MAINTENANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

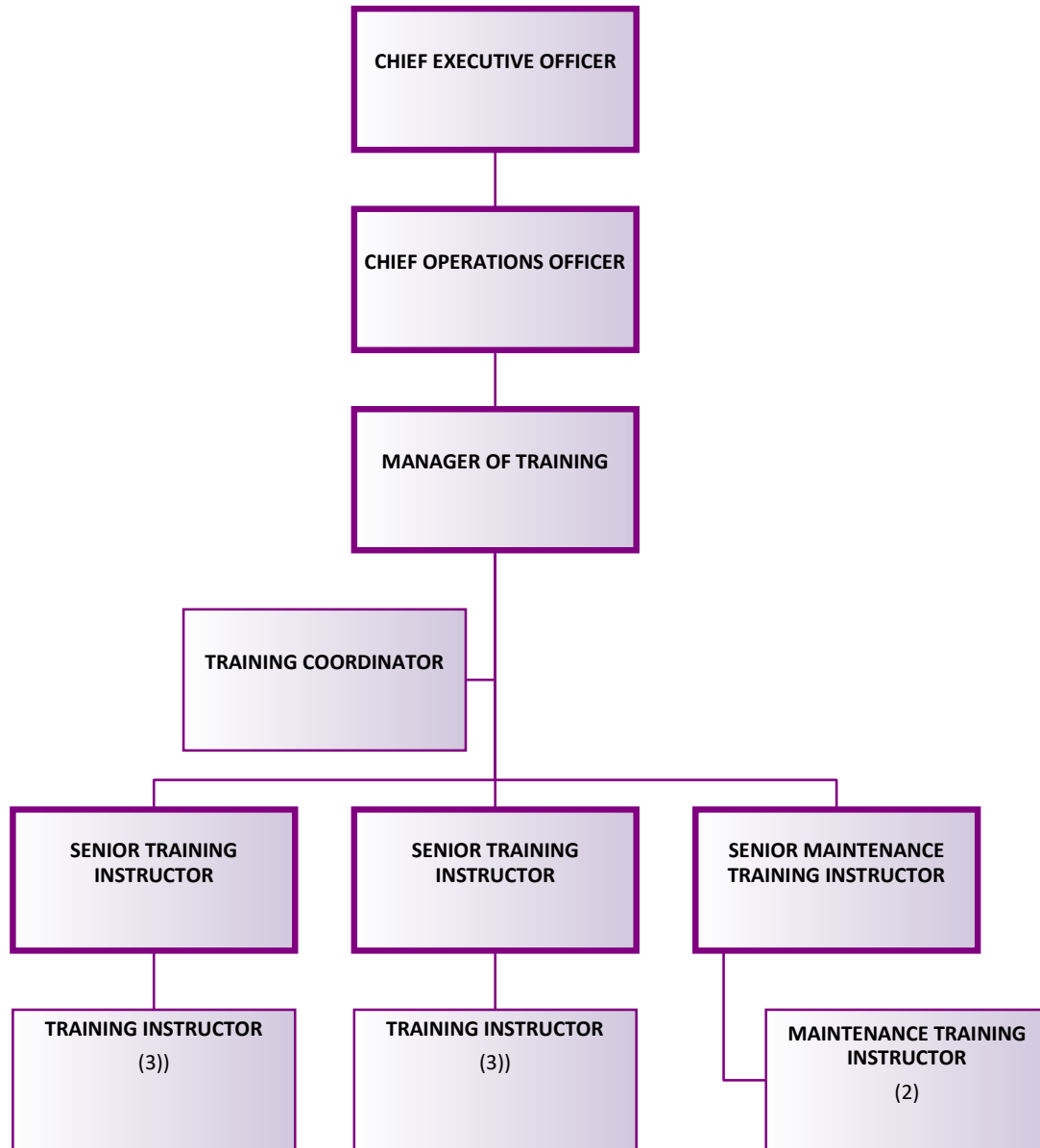


### MOBILITY SERVICES DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

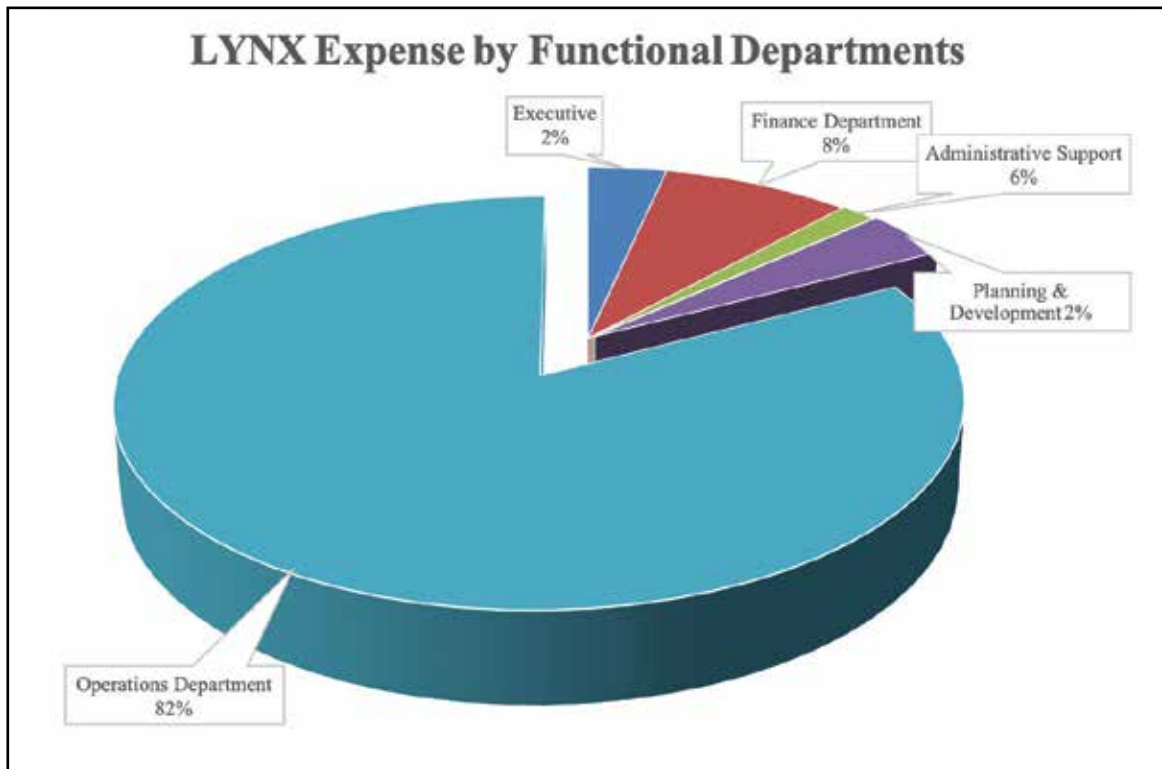
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### TRAINING DEPARTMENT



## FY2025 EXPENSE BUDGET BY DEPARTMENT



	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Amended Budget	FY2025 Adopted Budget
<b>Departments:</b>					
Executive	2,662,041	2,774,994	3,020,207	4,585,946	4,553,356
Finance Department	9,044,843	9,814,252	11,068,886	16,865,201	17,587,556
Administrative Support	7,910,722	9,298,492	8,669,860	11,165,099	12,453,709
Planning & Development	2,651,868	3,152,737	3,610,625	4,650,143	5,150,505
Operations Department	116,186,544	128,074,218	155,457,638	159,911,781	168,387,817
<b>Total Expense</b>	<b>138,456,018</b>	<b>153,114,693</b>	<b>181,827,216</b>	<b>196,903,670</b>	<b>208,132,943</b>





## FY2025 EXECUTIVE DEPARTMENT



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

	Actual (Audited)	Actual (Audited)	Actual (Audited)	Adopted Budget	Adopted Budget
<b>Salaries, Wages &amp; Fringe Benefits</b>					
Salaries and Wages	1,011,134	1,190,084	1,376,767	1,726,224	1,787,713
Taxes and Fringe Benefits	241,126	293,396	295,949	526,776	568,262
<b>Total Salaries, Wages &amp; Fringe</b>	<b>1,252,260</b>	<b>1,483,480</b>	<b>1,672,716</b>	<b>2,253,000</b>	<b>2,355,975</b>
<b>Professional &amp; Other Services</b>					
Professional Services	235,306	136,910	248,549	379,995	410,381
Legal Services	400,915	411,352	250,106	730,000	580,000
Security Services	18,227	0	0	0	0
Other Professional & Other Svc.	503,805	463,187	427,981	702,728	726,728
<b>Total Professional &amp; Other Svc.</b>	<b>1,158,253</b>	<b>1,011,450</b>	<b>926,637</b>	<b>1,812,723</b>	<b>1,717,109</b>
<b>Materials and Supplies</b>					
Office Supplies	2,969	2,700	4,373	6,360	6,360
Printing, Production & Mail Services	109,152	130,273	119,302	198,606	200,000
Other Materials and Supplies	0	5,130	1,757	4,233	5,420
<b>Total Materials &amp; Supplies</b>	<b>112,121</b>	<b>138,102</b>	<b>125,432</b>	<b>209,199</b>	<b>211,780</b>
<b>Lease and Miscellaneous</b>					
Dues & Subscriptions	133,158	106,151	272,546	181,900	194,370
Training & Travel Expenses	2,587	29,655	12,440	44,383	55,366
Other Miscellaneous Exp.	3,663	6,156	10,436	16,956	18,756
<b>Total Lease &amp; Miscellaneous</b>	<b>139,407</b>	<b>141,962</b>	<b>295,422</b>	<b>243,239</b>	<b>268,492</b>
<b>Total Operating Expenses</b>	<b>2,662,041</b>	<b>2,774,994</b>	<b>3,020,207</b>	<b>4,518,161</b>	<b>4,553,356</b>



## FY2025 EXECUTIVE DEPARTMENT

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### EXECUTIVE DEPARTMENT

#### LYNX Executive Department Objective:

##### CEO's Objective:

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

##### Marketing's Objective:

It is the objective of the marketing team to act as a strong support department for both the internal and external customer. We strive to be the experts in marketing, protection of the brand and masters of agency messaging.

##### LYNX Marketing Department Performance Measures:

- Was the client happy with our work.
- Was messaging clear and concise for customer to comprehend.
- Were revenue opportunities increased for the agency.
- Was the department able to save the agency money by utilizing the appropriate vendor.

#### LYNX Executive Department Goals:

##### CEO's Goals:

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

##### Marketing's Goals:

- Create supporting documents that fulfill the end users request
- Create award-winning customer centric material
- Create inspired collateral for the end user
- Increase brand awareness
- Acquire new customers
- Increase website traffic
- Establish industry authority
- Increase customer value
- Boost brand engagement
- Increase revenue

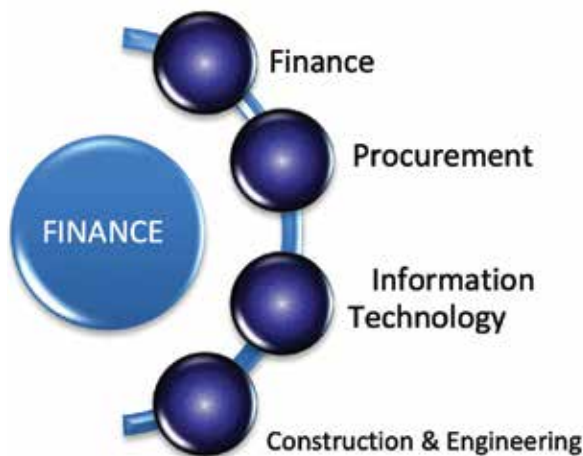
#### LYNX Executive Department Accomplishments:

##### Marketing's Accomplishments:

- Created fun and local buzz around LYNX 30 and LCS 20 celebrations.
- Advertising sales numbers are above FY2023 numbers.
- Completed a successful RFP for vanpool management services.



## FY2025 FINANCE DEPARTMENT



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

	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Adopted Budget	FY2025 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits					
Salaries and Wages	4,025,050	3,847,969	4,788,915	6,137,386	6,416,860
Taxes and Fringe Benefits	1,232,491	1,423,356	1,591,669	2,149,327	2,417,805
Total Salaries, Wages & Fringe	5,257,542	5,271,325	6,380,584	8,286,713	8,834,665
Professional & Other Services					
Professional Services	336,241	446,629	295,273	1,097,150	1,480,700
Contract Maintenance	1,015,102	1,026,248	1,105,841	1,373,812	1,343,685
Security Services	70,431	28,336	28,340	36,500	64,100
Other Professional & Other Svc.	364,260	792,183	608,732	1,242,946	1,411,106
Total Professional & Other Svc.	1,786,035	2,293,395	2,038,186	3,750,408	4,299,591
Materials and supplies					
Office Supplies	18,281	20,461	28,070	40,050	38,050
Cleaning Supplies and Small Tools	265	0	215	400	400
Printing, production & mail services	64,937	168,504	116,280	149,300	147,600
Other Materials and Supplies	234,479	226,127	168,720	806,400	1,081,900
Emergency Supplies (Hurricane)	20,127	15,077	17,461	40,500	41,500
Total Materials & Supplies	338,089	430,168	330,746	1,036,650	1,309,450
Utility Expenses	1,375,116	1,459,245	1,806,260	1,701,236	1,809,510
Taxes and Licenses	32,332	32,627	32,728	39,793	41,991
Lease and miscellaneous					
Dues & Subscriptions	102,179	101,813	281,265	1,589,370	1,049,541
Training & Travel Expenses	23,332	23,280	24,988	81,880	80,980
Leases and Interest Exp.	103,740	195,248	156,072	130,000	120,000
Other Miscellaneous Exp.	26,476	7,151	18,057	42,300	41,828
Total Lease & Miscellaneous	255,728	327,492	480,383	1,843,550	1,292,349
<b>Total Operating Expenses</b>	<b>9,044,843</b>	<b>9,814,252</b>	<b>11,068,886</b>	<b>16,658,351</b>	<b>17,587,556</b>



## FY2025 FINANCE DEPARTMENT

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### FINANCE DEPARTMENT

#### LYNX Finance Department Objective:

##### Finance's Objective:

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

##### Material Control's Objective:

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

##### Procurement's Objective:

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

##### Information Technology's Objective:

It is the objective of the Information Technology Department to support the agencies core mission by providing and maintaining integrated information & communications technology infrastructure and systems, that are reliable, cost-effective, and as flexible as possible to meet the future needs, along with prompt and accurate support services required by all internal and external end-users that exceed their expectations.

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

To facilitate the design, engineering and ultimate construction of needed internal and external projects for the Authority and the surrounding community.

##### Finance's Performance Measures:

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



## **FY2025 FINANCE DEPARTMENT**

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### **Material Control's Performance Measures:**

- Complete End of Year Physical Inventory with less than 1% adjustment between physical and statistical values.
- Achieve an Inventory Turn Rate greater than 3.7 while monitoring Inventory investment levels to ensure any change is reasonable and prudent.
- Work with Purchasing to assemble and issue the IFB for bus parts, janitorial supplies, engine and transmission parts timely.
- Monitor and record tank fluid levels daily for all bulk storage tanks, as well as before and after deliveries to detect variances that are inconsistent with activity.
- Maintain proper security procedures for all bulk storage tanks with lockable covers.
- Support compliance inspection activity by providing bulk storage audit records for inspection.
- Review and inspect all shipping Manifests of Hazardous and Controlled waste to ensure compliance and consistency with documentation.
- Assist Maintenance and Purchasing in the development of Contracts/Blanket Orders to facilitate redundant purchases of non-inventory supplies with fixed unit price.
- Work with Maintenance, Grants, Finance, Purchasing and Accounts payable to improve the process and accountability of grant funded items such as Engines, Transmissions, and electronic parts.

### **Procurement's Performance Measures:**

- Issued:
  - 30 RFP's
  - 24 IFB's
  - 3,283 Purchase Orders

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

- Systems Availability
- Network Availability
- Systems Performance
- Time to repair issues
- Project completion, on-time, on-budget with required functionality

### **Engineering and Construction's Performance Measures:**

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





## **FY2025 FINANCE DEPARTMENT**

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

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

- Successfully completed the 2023 Annual Financial and Single Audit with no findings.
- Published the FY2024 Budget Book
- Received the GFOA award for Excellence in Financial Reporting for the Annual Comprehensive Financial Report for FY2022.
- Received the GFOA award for Distinguished Budget Presentation for FY2024 Budget Book.

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

- Completed the annual physical inventory of 4280-line items valued at \$3.2 million, with a net variance of -0.62 percent.
- Maintained an inventory turn rate greater than 1.7 times per year through optimal inventory stock levels and the disposal of obsolete stock items.
- Continued to stock inventory parts by product category to enhance the efficiency of ordering, maintaining, and distributing parts.
- Continued to develop a spare parts model inventory for new bus fleets based on past systems and current or updated system specifications and analyzing "on demand" needs to minimize investment and bus down time.
- Continued to maintain and expand the assembly of kits within the inventory software to efficiently capture and track all related component costs directly to a bus work order.
- Continued to utilize annual Fuel Contracts / Blanket Purchase Orders (approx. \$8.3 million) to eliminate administrative costs for recurring purchases and improve efficiencies in maintaining stock levels.

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

- Yielded zero (0) Procurement deficiencies in the Federal Transit Administration (FTA) Triennial Review.
- Purchased 50, 40' Compressed Natural Gas (CNG) Buses, 1, 40' Electric Bus, and 2 "NeighborLink" Buses to support Fixed Route Operations.
- Purchased 65, Paratransit Buses, and 14 Subrecipient Buses to support Mobility Services Operations.
- Purchased 144, Non-Revenue Vehicle to support multiple Departments within LYNX.
- Completed several noteworthy RFP's to support the agency's strategic goals and mission. (Paratransit Services, Florida Mall SuperStop Construction, St. Cloud Walmart Bus Bay Construction, Security Guard Services, ERP Management Solutions, and Banking & Financial Related Services).
- Released an RFP for Vanpool Management Services.
- Solicited merchants to respond to the Authority's need for Fuel Transport & Delivery services.
- Conducted multiple vendor outreach explaining the process on how to do business with LYNX.



## **FY2025 FINANCE DEPARTMENT**

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

- Supported other departments major projects
  - Radio room build out
  - CCTV installation and maintenance
  - SuperStop video retrieval and storage
  - Trapeze Pass hosted to a SaaS model
  - Electronic door lock change-out
- Backups to the cloud – Enhanced current backup and recovery.
- Replace core network for greater security and control.
- Updated technology for staff working remotely.

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

#### **SHELTER PROGRAM**

- Rehabbed 45 shelters.
- Installed 11 shelters, with 2 more shelters currently being constructed, and 32 shelters in permitting (which may carry over to FY2025).

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

- Completed the construction of both the Florida Mall Transfer Center (December 2023) and St. Cloud Walmart Bus Bay and Shelter Construction (June 2024).
- Pine Hills Bus Transfer Center started construction in October 2023. Tentative completion early Q2 FY2025.

#### **FACILITIES**

- Completed construction of the following projects:
  - Concrete and Drainage Improvements:
  - LCS Bus Facility
  - LOC Bus Wash Exit
  - LOC Fuel Island Drain
  - Tool Crib Renovation
  - Wellness Center Renovation
- Completed the design of the HVAC improvements for LOC and LCS. Started the procurement of the equipment.
- Completed design & permit for:
  - LCS - Improvement, Passenger Terminal Restrooms
  - LYNX Kissimmee Intermodal Station (LKIS)
  - Completed the construction of the Guard Shack



## **FY2025 FINANCE DEPARTMENT**

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- Discussed new project requirements in FY2025 for:
  - LCS Window Replacement
  - LOC A/B Concrete Improvements
  - LOC A/B Roof Improvements
  - LOC A/B Restrooms Improvements
  - LCS - Improvement, Building color lights
  - LCS - Improvement, Customer Service LED and Bus Bays Information Displays
  - LCS - Improvement, Passenger Terminal Restrooms
  - LB McLeod New Bus Wash

### **LOC EXPANSION**

- Completed the installation of LOC Expansion New Administrative Building Generator
- Completed the construction of the Guard Shack

### **SOUTH OPERATIONS BASE FACILITY**

- Serve as engineering lead for Southern Operations Base





## FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT



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

	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Adopted Budget	FY2025 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits					
Salaries and Wages	1,635,619	1,604,439	1,752,312	2,240,706	2,578,336
Taxes and Fringe Benefits	569,704	612,318	651,734	760,900	953,112
Total Salaries, Wages & Fringe	2,205,323	2,216,757	2,404,046	3,001,606	3,531,448
Professional & Other Services					
Professional Services	242,467	377,403	382,247	581,860	667,556
Contract Maintenance	320	1,711	1,995	3,565	3,565
Legal Services	744,592	630,962	586,020	920,000	740,000
Security Services	1,440,309	1,257,828	1,221,784	2,228,137	2,660,230
Other Professional & Other Svc.	100,376	159,652	183,486	213,715	245,645
Total Professional & Other Svc.	2,528,063	2,427,556	2,375,532	3,947,277	4,316,996
Materials and Supplies					
Office Supplies	8,880	9,007	9,889	13,130	13,274
Printing, Production & Mail Services	1,177	911	972	1,812	500
Other Materials and Supplies	0	3,234	66	1,008	1,008
Total Materials & Supplies	10,057	13,153	10,927	15,950	14,782
Casualty and Liability Insurance					
Professional Fees for GL & WC	138,420	264,267	312,561	361,200	319,000
Insurance Expense	594,684	749,667	811,548	1,027,516	1,428,301
Settlements and Recoveries	2,346,788	3,489,459	2,604,624	2,535,000	2,535,000
Total Casualty & Liability Insurance	3,079,892	4,503,393	3,728,734	3,923,716	4,282,301
Lease and Miscellaneous					
Dues & Subscriptions	13,327	12,426	12,080	17,136	17,410
Training & Travel Expenses	2,916	18,305	20,738	81,448	99,222
Other Miscellaneous Exp.	71,144	106,902	117,804	177,965	191,550
Total Lease & Miscellaneous	87,387	137,634	150,622	276,549	308,182
<b>Total Operating Expenses</b>	<b>7,910,722</b>	<b>9,298,492</b>	<b>8,669,860</b>	<b>11,165,099</b>	<b>12,453,709</b>



## **FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT**

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### **ADMINISTRATIVE SUPPORT DEPARTMENT**

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

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

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

##### **Human Resource's Objective:**

It is the objective of the marketing team to act as a strong support department for both the internal and external customer. We strive to be the experts in marketing, protection of the brand and masters of agency messaging.

##### **Risk Management's and Safety Objective:**

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

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

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

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

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

##### **Human Resource's Goals:**

- Actively recruit and refer qualified and diverse candidates to departments for employment while tracking the progress of KPIs and projects, which will include cost per hire.
- Establish collaborative partnerships with departments to plan, anticipate, and respond in a cost-effective way to changes and priorities in recruitment and selection, including staffing trends, succession planning, and LYNX initiatives.



## FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT

- We strive for LYNX to be an Employer of Choice in the Central Florida area through ongoing marketing and education about LYNX services, competitive pay and benefits, and a positive working environment.
- Focus on proactively sourcing a diverse pool of candidates by expanding branding, marketing efforts, social media presence, and candidate sourcing.
- Provide strategic guidance and advice to operating departments in areas of staffing and agile workforce options using the 9-Box Talent Grid for employee retention.



- Ensure that all employees are treated equitably and consistently, and implement employee development for growth within the company.
- Foster a work environment which values cooperation and collaboration where issues are resolved at the lowest possible level.
- Provide accurate and timely workforce communication.
- Maintain positive working relationships with labor organizations collaborating on retiree health and other emerging employee/employer needs.
- Develop and strengthen partnerships with departments through communication, information, and support on employee relations issues allowing for prevention, early discovery, and/or prompt resolution.
- Expand and sustain the benefits and wellness program by engaging and empowering all employees to access resources for their health and well-being, based on their interests and needs.
- Develop and deliver wellness programs offerings that enhance overall employee well-being and provide a supportive work environment.
- Maximize resources in benefits and wellness programs through focused communication and the use of technology such as the online open enrollment process.
- Increase and maximize employee engagement throughout the organization.



## **FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT**

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### **Risk Management and Safety Goals:**

To protect LYNX and its team members from adverse financial and reputational risks by partnering with internal and external stakeholders to identify and eliminate, transfer, or mitigate exposures to loss.

- Improve underwriting information to better market LYNX' insured exposures.
- Partner with Safety, Operations, Maintenance, Planning, and other internal stakeholders to mitigate or reduce exposures that cannot be avoided.
- Improve the claims and subrogation process to reduce costs.

To improve LYNX through a continuous, systematic, evidence-based approach that seeks to maximize opportunities. We achieve this by promoting improved communication, continuous learning, process improvement, cultural refinement, and alignment with our organizational goals and values.

- Develop and maintain cooperative relationships with local law enforcement agencies within the LYNX service area, as well as collaborate with the local Transportation Security Agency (TSA) team.
- Research, develop and design security and crime prevention programs to reduce the opportunity for crime and disruptive behavior on our vehicles or at our facilities throughout the LYNX transportation system.
- Be held accountable to high ethical standards to foster trust and confidence in LYNX Safety Officers and the LYNX transportation system.
- Continually improving upon the establishment of a safety-first culture.
- Promoting a sense of personal responsibility for employees and employee leadership.
- Complying with federal, state, and local laws and regulations which establish a safe working environment.
- Raising awareness among employees to be vigilant in reporting unsafe conditions and practices.
- Implementing education/training processes to increase the safety of LYNX transit system.
- Reviewing safety procedures and practices to ensure that they provide effective solutions.

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

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

- In FY2023, HR attended, supported, and documented at least 518 hearings for disciplinary actions and grievances.
- Zero grievances went to arbitration in FY2023.
- Filled 271 positions with new hires plus had 24 internal promotions during FY2023.



## **FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT**

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- Recruiting efforts included engaging with the community through multiple job fairs in person and virtually; on site visits with local technical schools to speak with graduating students about job opportunities with LYNX and to promote the transportation field as a career choice; engaged in outreach efforts through social media advertising and communication.
- OMADA Diabetes Prevention, Diabetes Management and Hypertension Management Programs continued to help employees with chronic health issues; 326 total applications since inception, 209 enrollees.
- 74 employees participated in the Simply IOA Corporate 5k at Lake Eola Park.
- 5th Annual LYNX Funding Partners Softball Tournament was held in March of 2024; 6 agencies, 9 teams and 30 LYNX employees participated.
- 2023 Annual On-Site Health Fair was held for employee education; 21 vendors and over 200 employees attended.
- 170 employees walked over 65 million steps in the 2023 Step Challenge.
- 230 employees registered for the 2024 Step Challenge.
- RFP for vending services was completed December 2022.
- Kissimmee Intermodal received a new dual snack/drink vending machine.
- Existing blood pressure machines were re-furbished and one new machine was placed at OSF.
- LOC-B wellness center renovation project completed.
- Began new initiative with the American Heart Association to teach Hands-Only CPR to workforce.
- Refreshed employee service award recognition processes; began January 2024.
- Refreshed employee retirement recognition processes; began December 2023.
- Updated retirement plan documents to Comply with Secure Act 2.0.
- Held retirement education seminars for the employees with Voya.
- Processed de-minimis accounts distributions through Voya per plan guidelines.
- RFP was completed for EAP Services, and a new vendor was selected.
- RFP was completed for HSA/Cobra, Retiree Billing services.
- RFP was completed for Health Insurance Broker/Consultant, and a new vendor was selected.
- Monthly on-site Voya Rep visits.
- Conducted Annual Open Enrollment Sessions for employee Benefits.
- Held weekly attendance meetings with both Transportation and Maintenance to monitor absence patterns, FMLA, and employee attendance issues.
- Began working with Denovo on Oracle ERP implementation.



## **FY2025 ADMINISTRATIVE SUPPORT DEPARTMENT**

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

- Procured an additional Liability Law Firm.
- Procured two additional Workers' Compensation Defense Firms
- Lowered the required reserves for liability claims by over \$1,000,000 by resolving old claims.
- Completed the transfer of all claims to the new contracted third-party administrator, CCMSI.
- Restructured claims management/oversight responsibilities.
- Access Control – LOC B entrance security gate arm
- Phase 5 of the access control doors project
- Additional cameras for LOC building A and B
- New Dell Server

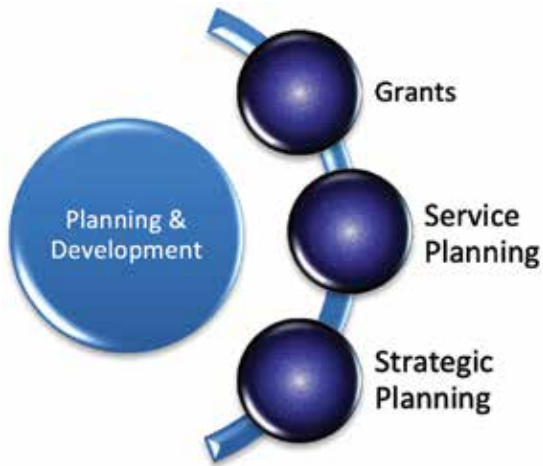
### **Risk Management's and Safety Performance Measures:**

- Loss Ratio
- Claim Duration
- Cost per Claim
- Claim Closure rate
- Less than 3 preventable accidents per 100,000 miles, current (1.78)
- Less than 5 non-preventable accidents per 100,00 miles, current (2.40)
- Less than 1.03 injuries per 100,00 miles, current (0.66)
- Less than 0.56 safety events (Major Accidents) per 100,000 miles, current (0.52)
- Less than 5 preventable operator assaults for FY25, current (0.01)
- Less than 5 preventable operator battery for FY25, current (0.02)
- Less than 5 non-preventable operator assaults for FY25, current (0.02)
- Less than 5 non-preventable operator battery for FY25, current (0.01)





## FY2025 PLANNING AND DEVELOPMENT DEPARTMENT



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

	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Adopted Budget	FY2025 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits					
Salaries and Wages	1,511,165	1,591,395	1,804,085	2,167,567	2,200,996
Taxes and Fringe Benefits	429,249	500,117	533,873	715,366	754,264
Total Salaries, Wages & Fringe	1,940,414	2,091,512	2,337,959	2,882,933	2,955,260
Professional & Other Services					
Professional Services	561,470	874,183	1,086,761	1,440,000	1,897,293
Contract Maintenance	89,930	80,206	54,940	60,000	50,000
Other Professional & Other Svc.	760	4,068	5,113	9,700	6,700
Total Professional & Other Svc.	652,160	958,456	1,146,814	1,509,700	1,953,993
Materials and Supplies					
Office Supplies	1,713	3,067	3,649	4,266	4,812
Printing, Production & Mail Services	55	0	0	250	1,000
Total Materials & Supplies	1,768	3,067	3,649	4,516	5,812
Lease and Miscellaneous					
Dues & Subscriptions	50,172	65,783	80,817	147,215	150,315
Training & Travel Expenses	3,869	30,292	36,942	99,689	80,135
Other Miscellaneous Exp.	3,485	3,625	4,445	6,090	4,990
Total Lease & Miscellaneous	57,526	99,701	122,204	252,994	235,440
<b>Total Operating Expenses</b>	<b>2,651,868</b>	<b>3,152,737</b>	<b>3,610,625</b>	<b>4,650,143</b>	<b>5,150,505</b>



## **FY2025 PLANNING AND DEVELOPMENT DEPARTMENT**

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### **PLANNING AND DEVELOPMENT DEPARTMENT**

#### **LYNX Planning and Development Department Objective:**

##### **Service & Strategic Planning Objective:**

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

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

It is the objective of the Grants Department to assist all the departments in advancing the capital and planning projects while complying with processes, procedures and policies established by the Federal Transit Administration (FTA), the Florida Department of Transportation (FDOT), LYNX and all other funding entities, as applicable

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

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

#### **LYNX Planning and Development Department Performance Measures:**

##### **Service & Strategic Planning Performance Measures:**

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

##### **Grants' Performance Measures:**

- Accurate Milestone Progress Reports and Federal Financial Reports submitted on time to FTA
- Submitting accurate and on time semi-annual and quarterly progress reports to FDOT
- Submitting accurate and on time monthly progress reports to MetroPlan Orlando
- Submitting quality Grant applications on time
- Closeout grants within the timeline established by the grantor(s)
- Meet the funding and vehicle needs of sub-recipients under Section 5310 Program
- On time monitoring oversight of sub-recipients under section 5310 Program
- Close all open findings, as applicable in a timely manner





## **FY2025 PLANNING AND DEVELOPMENT DEPARTMENT**

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

- Confirmation of complete responses to internal and external requests.
- Implementation of safe, reliable, and fiscally responsible service changes.
- Completion of required plans and reports in accordance with established deadlines.
- Provide analytics from GIS services for internal staff and the public.

### **LYNX Planning and Development Department Accomplishments:**

#### **Service & Strategic Planning Accomplishments:**

- Sixty-eight percent (68%) of the fixed route fleet of buses (218 of 322) are currently operating on Low- Emission Compressed Natural Gas (CNG) or Zero-Emission Battery Electric power. Through an agreement with the CNG supplier, LYNX fuel usage is credited with offsetting Renewable Natural Gas (RNG) added to the natural gas pipeline.
- Obtained reimbursement through the Florida Department of Environmental Protection using VW Settlement funds for partial reimbursement toward two (2) Battery Electric buses procured by LYNX
- Completed upgrade of all fixed route fareboxes to electronically accept electronic payments from an upgraded fare payment mobile application and from credit and debit cards
- Demonstrated two (2) autonomous shuttle vehicles on the LYMMO Bus Rapid Transit service for a six (6) month period, one of the most advanced deployments of autonomous vehicles in transit revenue service

#### **Grants' Performance Measures:**

- Accurate Milestone Progress Reports and Federal Financial Reports submitted on time to FTA
- Submitting accurate and on time semi-annual and quarterly progress reports to FDOT
- Submitting accurate and on time monthly progress reports to MetroPlan Orlando
- Submitting quality Grant applications on time
- Closeout grants within the timeline established by the grantor(s)
- Meet the funding and vehicle needs of sub-recipients under Section 5310 Program
- On time monitoring oversight of sub-recipients under section 5310 Program
- Close all open findings, as applicable in a timely manner

#### **Grants' Accomplishments:**

- 6 grants awarded to Sub-recipients under regular Section 5310
- 10 Section 5310 Sub-recipient grant awards closed
- 6 Competitive Grant Applications submitted to FDOT, FTA
  - One (1) of the awarded grants was for 30 CNG Buses \$27.6 million and another one was for 10 CNG Buses for \$9.2 million.



## **FY2025 PLANNING AND DEVELOPMENT DEPARTMENT**

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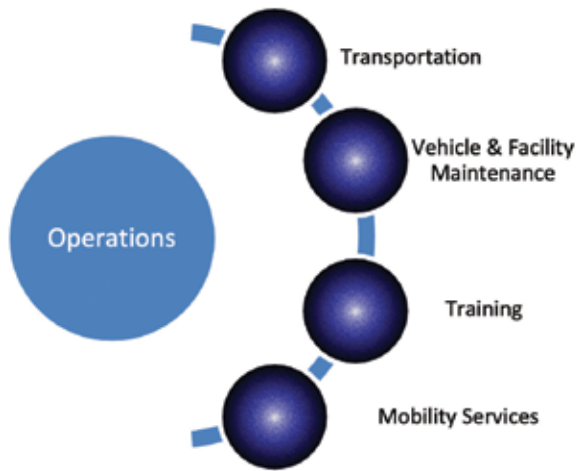
- 5 Formula Grant Applications submitted and awarded
- \$5.8 million Protect grant received for LCS Windows
- \$2.3 million receive through Community projects
- 4 FTA & 9 FDOT Grants Closed
- Successfully assist with the annual audit
- Successfully completed FDOT Triennial

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

- Completed the TDSP Annual Update (FY2024).
- Completing TDP Annual Update (FY2024).
- Completed three (3) service changes in FY2023 and preparing to implement the third service change of FY2024.
- Began a restructuring initiative for routes that will utilize the new Pine Hills Transfer Center, with expected implementation in January 2025 (FY2025).
- Began a restructuring initiative for routes in Seminole County, with focus on implementing more on- demand services (FY2024).
- Implemented service improvements on Links 21, 37, 40, 42, 311, and 436S funded through the Orange County Accelerated Transportation Safety Program (FY2024).
- Began NEPA assessment and Title VI Report for final sites under consideration for the southern operations and maintenance facility (FY2024)
- Continued with the NeighborLink Re-imagining Program, with route changes to NL 841 and 852. NL 841 was also converted to all on-demand service, marking the first NeighborLink route to go all on-demand (FY2024).
- Implemented two new routes: Link 307 Disney Circulator (FY2024); Link 311 Disney/ Destination Parkway/Orlando Int'l Airport Express (FY2024).
- Submitted National Transit Database (NTD) report for FY2023.
- Completed the system-wide passenger survey for Fixed-route, NeighborLink, LYMMO and SunRail services (FY2024).
- Completed upgrade of the agency's system of record software for bus stops, passenger amenities and facilities – VUEWorks (FY2024).
- Began work on an updated to the agency's Bus Stop and Passenger Amenity Design Guide (FY2024).
- Began work on an ADA Transition Plan, examining LYNX' bus stops, buildings and vehicles for their accessibility (FY2024).
- Began work on a Sustainability Plan and a Resilience Plan (FY2024).
- Began work on the State Road 436 Transit-Oriented Development (TOD) Plan, in partnership with the City of Orlando (FY2024).



## FY2025 OPERATIONS DEPARTMENT



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

	FY2021 Actual (Audited)	FY2022 Actual (Audited)	FY2023 Actual (Audited)	FY2024 Adopted Budget	FY2025 Adopted Budget
<b>OPERATING EXPENSES</b>					
Salaries, Wages & Fringe Benefits					
Salaries and Wages	54,205,201	58,683,563	68,790,694	70,313,931	75,543,367
Taxes and Fringe Benefits	18,577,549	15,019,810	27,109,441	28,561,318	30,073,384
Total Salaries, Wages & Fringe	72,782,750	73,703,374	95,900,135	98,875,249	105,616,751
Professional & Other Services					
Professional Services	372,585	225,644	459,432	744,130	769,530
Contract Maintenance	1,760,465	1,584,252	2,152,528	1,940,400	2,104,275
Custodial Services	219,480	282,378	286,052	425,000	425,000
Other Professional & Other Svc.	185,353	106,516	590,044	97,844	43,522
Total Professional & Other Svc.	2,537,882	2,198,790	3,488,056	3,207,374	3,342,327
Fuel Expenses	9,040,677	15,468,647	12,577,177	14,087,408	14,087,408
Materials and Supplies					
Repairs & Maintenance	4,791,701	5,577,622	7,157,477	6,628,443	6,659,460
Tires and Lubricants	1,104,090	1,223,789	1,397,702	1,728,136	1,719,460
Office Supplies	10,488	20,589	17,665	18,184	33,474
Cleaning Supplies and Small Tools	217,523	234,765	270,567	253,850	287,700
Printing, Production & Mail Services	25,371	27,813	23,872	28,935	30,817
Other Materials and Supplies	214,049	243,262	226,746	272,266	262,316
Total Materials & Supplies	6,363,222	7,327,840	9,094,029	8,929,814	8,993,227
Utility Expenses	73,645	146,007	152,366	432,385	420,124
Casualty and Liability Insurance					
Insurance Expenses	94,133	79,939	58,339	105,000	105,000
Total Casualty & Liability Ins.	94,133	79,939	58,339	105,000	105,000
Taxes and Licenses	563,056	593,842	561,604	593,945	600,095
Purchased Transportation Services	24,179,741	28,165,714	32,787,955	32,686,488	34,166,500



## FY2025 OPERATIONS DEPARTMENT

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Lease and Miscellaneous					
Dues & Subscriptions	2,321	1,571	96,394	162,424	162,754
Training & Travel Expenses	106,794	159,356	153,620	226,724	253,962
Leases and Interest Exp.	410,120	134,715	173,603	221,826	221,387
GASB 87 Lease Exp.	0	0	377,045	347,081	378,639
Other Miscellaneous Exp.	32,204	94,425	414,359	383,144	418,282
Total Lease & Miscellaneous	551,439	390,066	837,977	994,118	1,056,385
<b>Total Operating Expenses</b>	<b>116,186,544</b>	<b>128,074,218</b>	<b>155,457,637</b>	<b>159,911,781</b>	<b>168,387,817</b>



## **FY2025 OPERATIONS DEPARTMENT**

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### **OPERATIONS DEPARTMENT**

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

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

The Transportation Operations Department's objective and focus is to provide transportation services by maintaining a diverse workforce that inspires communication, integrity, excellence and cooperation through empowerment.

##### **Vehicle Maintenance's Objective:**

The Maintenance Divisions core objective is to support the LYNX Public Transit Mission by ensuring all of the organization's vehicle needs are met.

##### **Facilities Maintenance's Objective:**

The Facilities department's objective is to develop, manage, maintain, repair, and remodel the LYNX' infrastructure and facilities; to manage energy usage, and to provide whatever services are needed to support the mission.

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

It is the objective of the Mobility Services department to provide specialized transportation services to meet the mobility needs of members of our diverse community. This includes clients that are elderly, individuals with lower incomes, and individuals with disabilities, through the arrangement of customer focused, safe, cost-effective, and appropriate transportation services within its service area.

##### **Training's Objective:**

The Training department is directly responsible for the onboarding and job training of all new Bus Operators, Maintenance professionals, Para-Transit Operators, Commercial Driver's License (CDL) permit holders, and new Maintenance and Transportation Supervisors. The Training department is also responsible for providing continuous learning opportunities regarding Leadership and Professional Development, return to work training, Biennial refresher training, and accident-avoidance training to Bus Operators and Transportation Supervisors.

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

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

- Improve On time performance by reducing early departs
- Accident and Incident reduction
- Reduce customer complaints
- Absenteeism
- Reduce Supervisor Complaints

##### **Vehicle Maintenance's Performance Measures:**

- Mean Distance Between Failures (MDBF) - < 10,000 Miles
- Preventive Maintenance On-Time Compliance - > 90%
- Fleet Readiness - < 40 Buses OOS (Out of Service)



## **FY2025 OPERATIONS DEPARTMENT**

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### **Facilities Maintenance's Performance Measures:**

- Preventive maintenance (PM) of equipment – PM compliance 98% or better
- Work order assessment – pilot program ongoing
- Amenities Contractor for trash removal and lawn maintenance monitoring - pilot program

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

- On-Time Performance of 90%
- Call Answer Rate of 3 minutes or less (based on Transportation Disadvantaged Service Plan)
- The ACCESS LYNX Monthly Standards for Valid Complaints Relating to Contractor's Performance are to have fewer than three (3) valid complaints for every 1,000 one-way passenger trips provided (based on Transportation Disadvantage Service Plan)
- Compliance with Federal and State regulatory agencies.
- Compliance with 21-day Client Eligibility review and assessment.

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

- Standardize Training Process and program for Operations, and Maintenance.
- Complete Biennial Bus Operator Refresher Training for 300 Bus Operators by the end of FY2025.
- Assess and update all training curriculums to ensure that each training session is complete, relevant, and right for the organization's needs. Partner with external institutions or organizations, as needed, to ensure the best possible outcome.
- Transition training documentation from paper to electronic.
- Work with the Transportation, Maintenance and Safety Department to decrease the number of accidents with Smith System defensive driving training.
- Implement leadership and refresher training for Maintenance Supervisors.
- Develop and implement leadership and refresher training for Maintenance Supervisors.
- Develop and implement refresher training for Transportation Supervisors.

### **LYNX Operation Department Accomplishments:**

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

- Successfully negotiated wage increase with ATU 1596
- Collaboration with vehicle maintenance in revamping the staging and assignment of buses for a fluid and efficient pullout at Osceola Satellite Facility (OSF)
- In support of green initiative efforts, operations partnered with LYNX safety department in training all operating employees in the new paperless accident/incident QR code reporting.
- Preparation for the 2024 ROADEO
- Revising/updating LYNX "Operator's Guide & Work Rules"





## FY2025 OPERATIONS DEPARTMENT

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### Vehicle Maintenance's Accomplishments:

- Planned and executed a cooperative Intern Technician program with Orange Technical College. The purpose of this program is to develop a pipeline of vehicle maintenance technicians and provide an employment path for students enrolled in the OTC Diesel Program.
- In partnership with Transportation, implemented a Service Pullout Team chat using MS Teams to better communicate service pull out needs and responses.
- In partnership with Transportation planned and installed an emergency fire lane at the LOC-B bus parking lot.
- Completed FDOT Triennial inspection with no Vehicle Maintenance findings.
- Transitioned the maintenance department work uniforms to reflective uniforms to increase the safety of maintenance employees during nighttime operations.
- Moved quarterly Maintenance Town Halls and Supervisor Meetings to monthly to increase communication and moral among all levels of the Maintenance group.
- Acquired, received, and put into fixed route service, 50 Gillig 40' CNG and 2 New Flyer 60' articulated CNG buses.
- Planned and executed the relocation of the Auto Shop to the LOC Expansion facility to increase support vehicle maintenance capacity and overall efficiency.
- Planned and executed the relocation of the Facility Maintenance Shop to the LOC Expansion facility to the vacated Auto Shop location to increase facility maintenance capacity and overall efficiency.
- Moved Road Ranger and Amenities operations to the LOC Expansion Facility to make more room at LOC-A for fixed route vehicle maintenance operations.
- Worked with the Procurement Department to successfully procure and implement the following vehicle purchases, sole source agreements, service and materials contracts:
  - Purchase of replacement Road Ranger Vehicles
  - Purchase of replacement Operator Relief Vehicles
  - Purchase of replacement Amenities Vehicles
  - Purchase of Pressure Washing Trailer for in-house SuperStop and LCS pressure cleaning services.
  - Sole source agreement for the purchase of GFI fareboxes and parts for in-house NeighborLink service delivery.
  - Sole source agreement for the purchase of Trapeze Talking Bus Components
  - Purchase of body shop frame straightening tools and equipment that are used to performing body damage that was formally outsourced resulting quicker repair turnaround time



## FY2025 OPERATIONS DEPARTMENT

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### Facilities Maintenance's Accomplishments:

- Implemented High-pressure washing service of LYNX SuperStops
- Automotive shop moves to LOC Ex
- Paratransit operations move to the LB McLeod facility
- Prep and restore the LB McLeod facility for operations in record time.
- Enhance front lighting at the LB McLeod facility
- Build a cage for relocation of COVID inventory
- Expand and move the facilities workshop
- Guard booth AC enhancement
- LCS 20th Anniversary celebration preparation – ongoing
  - Plant bed renovation
  - Paint terminal – ongoing
  - Concrete barrier renovation
  - Canopy wave light restored – ongoing
  - Building color light repairs
- Worked with the Procurement Department to successfully procure and implement the following service and materials contracts:
  - Replace the LB McLeod HVAC rooftop units
  - Upgrade LB McLeod fuel Pnuemicator System
  - Refurbish LB McLeod Diesel fuel tanks
  - Replacement of two Amenities service trucks
  - Installation of fuel pump off pump LOC Ex.
  - Installation of the LOC Ex. Backup generator
  - Complete HR dept floor renovation project
  - Maintenance break room floor renovation
  - Generator Service Contract renewal
  - Wellness Center Build-out
  - Tool Crib Build-out
  - Replacement of Facilities golf carts
  - Replacement of Facilities transit van
  - LOC C drain/oil water separator repairs
  - LOC C bus wash exit concrete repairs
  - Install new automotive shop post lifts





## FY2025 OPERATIONS DEPARTMENT

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### Mobility's Accomplishments:

- Implemented new ACCESS LYNX “How to Ride Guide” for all eligible clients.
- Transitioned ACCESS LYNX to a new service provided within a one-month period.
- Integrate a new “My agency Portal” to better communicate ACCESS trips with Dialysis Centers.
- Initiated the procurement of 70 new Paratransit vehicles for FY2024. This will substantially upgrade the fleet, reducing maintenance cost and service delays.

### Training's Accomplishments:

- Completed Biennial Bus Operator Refresher Training for 267 Bus Operators by December 15, 2022.
- Developed CDL Training program to comply with The Federal Motor Carrier Safety Administration (FMCSA) Entry-Level Driver Training (ELDT) Minimum Federal Curricula Requirements by March 21, 2022.
- Facilitated 11 monthly Transportation Supervisor refresher training for 2022.
- Implemented Line Instructor refresher training.
- Successful partnership with Valencia State College
  - 48 CDL trained, tested, and passed at Valencia College for 2023.
  - 33 CDL trained, tested, and passed at Valencia College for 2024. January 2024 to June 2024.
- Trained, tested and passed 9 In-House CDL for beginning of 2023.
- Retrained 100 Bus Operators for accidents, red lights and re-turn to work.
- Trained and graduated 7 new Transportation Supervisors.
- Implemented 10 months of Transportation Supervisors Leadership Program with an average attendance of 38 supervisors per month.
- Trained and graduated 42 NeighborLink Bus Operators in 2023
- Trained and graduated 136 Bus Operators for 2023
  - Start vs. Graduation Ratio overall for 2023 = 76%
- Trained and graduated 70 Bus Operators from January 2024 to May 2024
  - Start vs. Graduation Ratio Overall for beginning of 2024 = 81%
  - January to June 2024: Developed and implemented the Bus Operator Probationary Period Evaluation Program. Successfully completed 19 Probationary Period Evaluation for NBO 24- 01: 100% completion by Probation End Date.
- Hosted TSI Instructor Course for Transit Trainers in 2023
- Developed, implemented and trained facilities personnel in New Pressure Washer Training.



## FY2025 OPERATIONS DEPARTMENT

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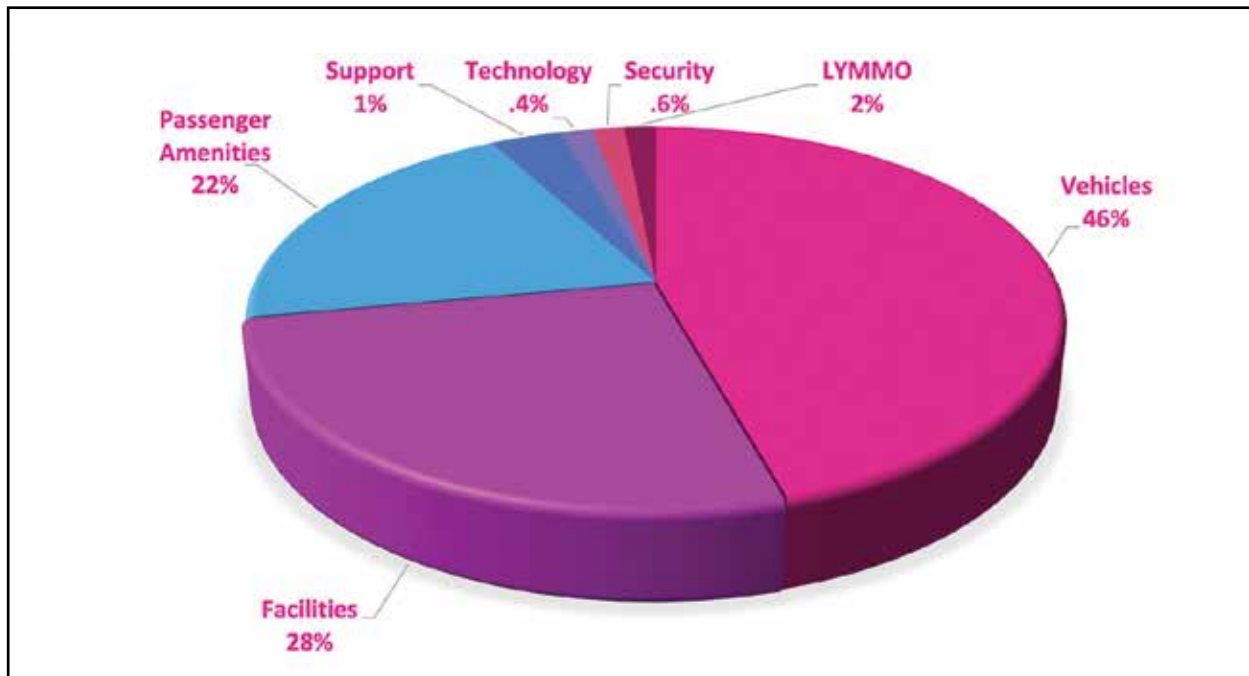
- Maintenance Training Completion for 2023
  - Tech C: 10
  - Tech B: 2
  - Service Island Attendant: 15
  - Buildings and grounds: 4
  - Road Ranger: 1
  - Maintenance Supervisor: 1
  - Inventory Control: 2
- Maintenance Training Completion for January to June 2024:
  - Tech C: 5
  - Service Island Attendant: 4
  - Inventory Control: 3
  - Buildings and grounds: 1

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## FY2025 CAPITAL BUDGET

		<i>Sources of Revenue for Capital</i>		
Uses of Capital	Total Budget	Federal	State	Local
Vehicles	67,020,371	64,590,346	1,970,025	460,000
Facilities	40,383,034	40,383,034		
Passenger Amenities	32,007,252	20,708,252	2,615,000	8,684,000
LYMMO	2,897,345	2,897,345		
Support	1,402,770	1,322,770	80,000	
Technology	818,040	818,040		
Security	646,000	646,000		
<b>Grand Total</b>	<b>145,174,812</b>	<b>131,365,787</b>	<b>4,665,025</b>	<b>9,144,000</b>





## FY2025 CAPITAL BUDGET

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### BACKGROUND

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

The proposed Capital Budget for FY2025 is \$145,174,812. This budget contains approximately 62% of projects carried over from FY2024. The capital budget is funded from a combination of Federal, State, and Local sources, and includes items such as the planned purchase of replacement buses and vans, bus shelters, and the use of technology to assist in service delivery and improvements. The majority of the capital budget, 91% is funded through federal grants, 3% is funded through state grants, and the remaining through local capital funds.

With the numerous supply chain challenges during FY2024 goods and services were delayed for many months. The budget increase is primarily in three categories vehicles, facilities and passenger amenities. Many of the vehicle purchases placed in the FY2024 budget will not be fulfilled until FY2025. The Facilities' main projects are LCS window replacement, HVAC improvements, and LCS Bus Bay upgrades. Included in the passenger amenities category are an accumulation of the first two years of new shelters for the Accelerated Transportation Safety Program (ATSP). In addition, the Pine Hills Transfer Center project has been delayed until early FY2025.

### Revenue and Support Vehicles

**Total Budget: \$67,020,371**

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

### LYMMO

**Total Budget: \$2,897,345**

LYMMO includes the State of Good Repair funding to maintain the Orange lines.

### Facility Improvements

**Total Budget: \$40,383,034**

Facility Improvements include funds for the Southern Ops site for selection and design. Improvements to the LYNX Central Station and LYNX Operations Center.

### Passenger Amenities

**Total Budget: \$32,007,252**

Passenger amenities include shelters, transfer centers, solar power, benches, and trash receptacles to support providing customers with safe and adequate waiting and transfer locations. The Pine Hills Transfer center is scheduled to be complete in early 2025.



## FY2025 CAPITAL BUDGET

### Technology

**Total Budget: \$646,000**

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

### Security

**Total Budget: \$818,040**

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

### Support Equipment

**Total Budget: \$1,402,770**

Support equipment includes items such as shop tools, radios, vehicle lifts, vehicle training modules, and other miscellaneous support equipment to support the authority.

<u>Facilities</u>	<u>ADOPTED FY25 BUDGET</u>	<u>Vehicles</u>	<u>QTY</u>	<u>ADOPTED FY25 BUDGET</u>
Southern Operations Facility	\$ 17,040,000	CNG Revenue Vehicles 40'	50	\$ 38,978,250
LCS and LOC Facility Improvements	23,343,034	Paratransit Vehicles	130	20,710,712
<b>Total Facilities</b>	<b>\$ 40,383,034</b>	Electric Vehicles	1	1,158,619
		Vanpool Vehicles	66	3,270,000
<u>Passenger Amenities</u>		Sub-Recipient Vehicles	10	1,340,000
Super Stop - Pine Hills	\$ 17,477,340	NeighborLink Vehicles	7	1,044,790
Shelters	14,019,912	Road Ranger Vehicles	2	210,000
Super Stop MCO intermodal	510,000	Support Vehicles	6	308,000
<b>Total Passenger Amenities</b>	<b>\$ 32,007,252</b>	<b>Total Vehicles</b>		<b>\$ 67,020,371</b>
<u>Support</u>		<u>Technology</u>		
Vehicle Maintenance Equipment	\$ 883,000	Life Cycle Replacements		\$ 365,000
Facility Maintenance Equipment	46,000	Software		60,000
Other Support Equipment	375,600	Technology Equipment		221,000
Training Equipment	98,170	<b>Total Technology</b>		<b>\$ 646,000</b>
<b>Total Support</b>	<b>\$ 1,402,770</b>			
		<u>LYMMO (State of Good Repair)</u>		<b>\$ 2,897,345</b>
<u>Security</u>				
Access Control	\$ 520,000			
Cameras	255,000			
Equipment	43,040	<b>Total Capital Budget</b>		<b>\$ 145,174,812</b>
<b>Total Security</b>	<b>\$ 818,040</b>			



## THE IMPACT OF CAPITAL SPENDING ON OPERATIONS

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From a long-term perspective, LYNX has been status quo for a number of years. Based on previous years of a slow economy, a pandemic and restrained funding, operations have been maintained.

Vehicle replacement is a priority for the Authority as it will have a positive impact on operating maintenance expenses. A well-maintained fleet reduces breakdowns and associated parts costs. The warranty on vehicle parts also assists with maintaining vehicle costs. LYNX has continued to strive to replace the contractor's paratransit fleet with LYNX-owned vehicles, which has a positive impact on operating expenses. Additionally, with the purchase of additional CNG buses and the introduction of electric buses to our fleet this also impacts the operating costs positively. LYNX direction is to eventually eliminate diesel buses from the fixed route fleet. It is expected by the end of FY2025, our CNG vehicles will make up 78% of the LYNX fixed route fleet.

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

The increase of shelters within our service area has increased operating costs. Trash pick-up and regular maintenance at bus shelters and transfer facilities has also been included in the operating budget based on the level of the capital amenities program. The Passenger Amenities budgeted are mostly funded from Federal sources except for Orange County shelters which are also funded through the Orange County Accelerated Transportation Safety Plan ATSP. The shelters improve currently existing passenger amenities as well as construct new ones to improve the overall customer experience and satisfaction. In FY2025, LYNX will complete the construction of the Pine Hills Transfer Center.



## OPERATING AND CAPITAL CONTRIBUTIONS BY LOCAL JURISDICTIONS

Operating Funding	FY2025 Funding Agreement	SunRail Feeder Route	Total
Orange County	\$ 79,417,236	\$ 505,495	\$ 79,922,731
Osceola County	13,735,147	108,675	13,843,822
Seminole County	13,098,018	542,911	13,640,929
Subtotal	106,250,401	1,157,081	107,407,482
City of Orlando	4,003,006	-	4,003,006
City of Orlando - LYMMO	3,564,620	-	3,564,620
FDOT (SunRail Feeder Route)	585,230	-	585,230
Central Florida Tourism Oversight District	1,506,258	-	1,506,258
Altamonte Springs	120,900	-	120,900
City of Sanford	93,000	-	93,000
Subtotal	9,873,014	-	9,873,014
Subtotal Operating Funding	\$ 116,123,415	\$ 1,157,081	\$ 117,280,496
Capital Contributions			
Orange County	\$ 3,030,684	\$ -	\$ 3,030,684
Osceola County	429,706	-	429,706
Seminole County	376,308	-	376,308
Subtotal	3,836,698	-	3,836,698
Total Local Funds	\$ 119,960,113	\$ 1,157,081	\$ 121,117,194



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## LARGEST EMPLOYERS – SERVICE AREA EMPLOYERS

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

Company	2023			2014		
	Number of Full Time Employees	Rank	Percentage of Total Employment	Number of Full Time Employees	Rank	Percentage of Total Employment
Walt Disney World Company (WDW)	75,000	1	5.66%	69,000	1	5.68%
Advent Health <sup>A</sup>	35,938	2	2.71%	16,700	5	1.37%
Universal Studios Florida	28,000	3	2.11%	17,300	3	1.42%
Orlando Health <sup>B</sup>	26,397	4	1.99%	14,310	6	1.18%
Orange County Public Schools (OCPS)	24,718	5	1.87%	22,000	2	1.81%
Publix Super Markets, Inc.	18,600	6	1.40%	16,806	4	1.38%
Orlando International Airport	16,125	7	1.22%	14,100	7	1.16%
Lockheed Martin	14,547	8	1.10%	12,000	8	0.99%
University of Central Florida	13,078	9	0.99%	11,078	9	0.91%
Other Employers	1,072,858	N/A	80.95%	1,021,413	N/A	84.09%
<b>Region Total</b>	<b>1,325,261</b>		<b>100.00%</b>	<b>1,214,707</b>		<b>100.00%</b>

Notes:

<sup>A</sup> Effective January 2019, Advent Health merged subsidiaries from FL Hospital significantly increasing their FTE headcount

<sup>B</sup> Effective April 2021, Orlando Health acquired FHVHealth which significantly increased their staff's size in Central FL.

N/A = Not Available

Sources:

Metro Orlando Economic Development Commission

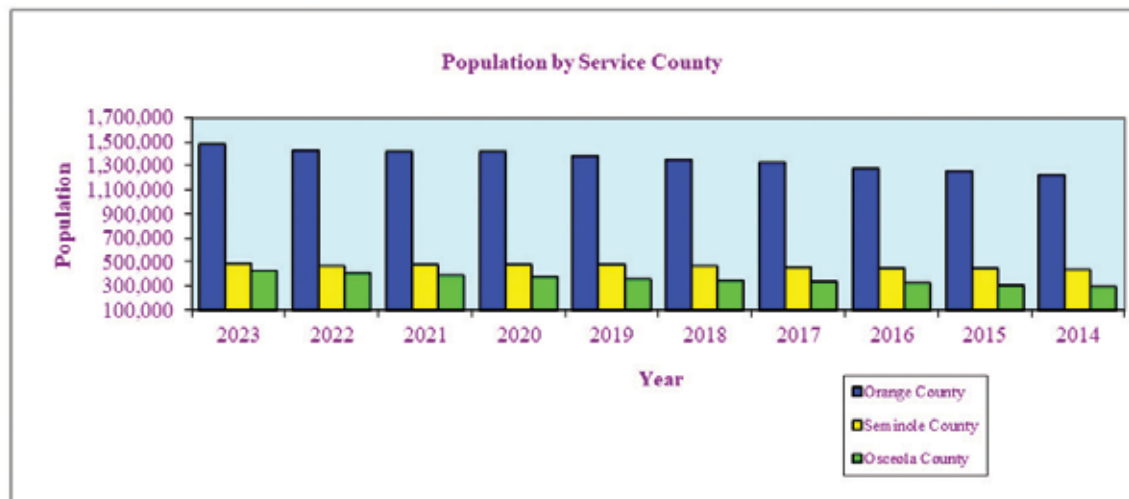
Orange County Public Schools



## POPULATION BY SERVICE AREA

### Population by County within LYNX Service Area Previous Ten Fiscal Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Total
2023	1,486,698	484,054	424,946	2,395,698
2022	1,429,908	470,856	403,282	2,304,046
2021	1,418,813	477,736	390,500	2,287,049
2020	1,415,672	480,752	374,510	2,270,934
2019	1,378,538	476,413	355,959	2,210,910
2018	1,347,885	465,036	342,454	2,155,375
2017	1,332,714	457,650	333,980	2,124,344
2016	1,280,387	449,124	322,862	2,052,373
2015	1,252,396	442,903	308,327	2,003,626
2014	1,227,995	437,086	295,553	1,960,634



The aggregate population of the tri-county area grew by 3.98% in 2023 versus 2022. Within LYNX's service area, Osceola welcomed the largest number of new residents in 2023 (a 5.37% increase YoY).

Source: Florida Economic and Demographic Research, <http://edr.state.fl.us>



## FARE TRENDS – LAST TEN YEARS

### Fare Structure: Cash Fares and Multi-Day Passes

#### Previous Ten Fiscal Years

(Unaudited)

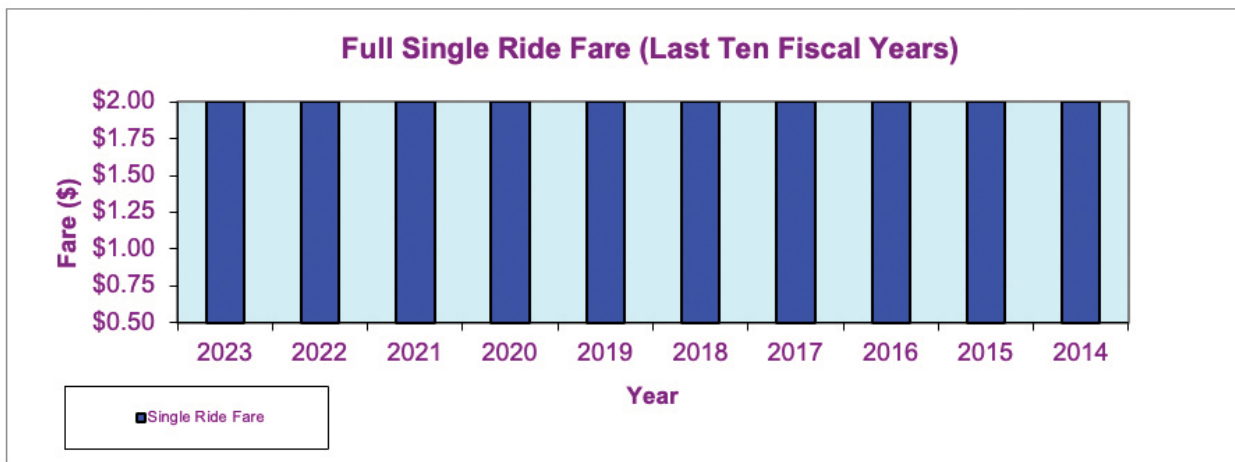
CASH FARES					PASSES			
Fiscal Year	Single Fare	Discount Single	1 Day Fare	Discount 1 Day	7 Day Pass	Discount 7 Day	30 Day Pass	Discount 30 Day
2023	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2022	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2021	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2020	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2019	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2018	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2017	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2016	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2015	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2014	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00

#### Discounted Fares Include:

Students  
Elderly and  
Handicapped

#### Discounted Passes Include:

Youth  
  
Advantage  
IQ



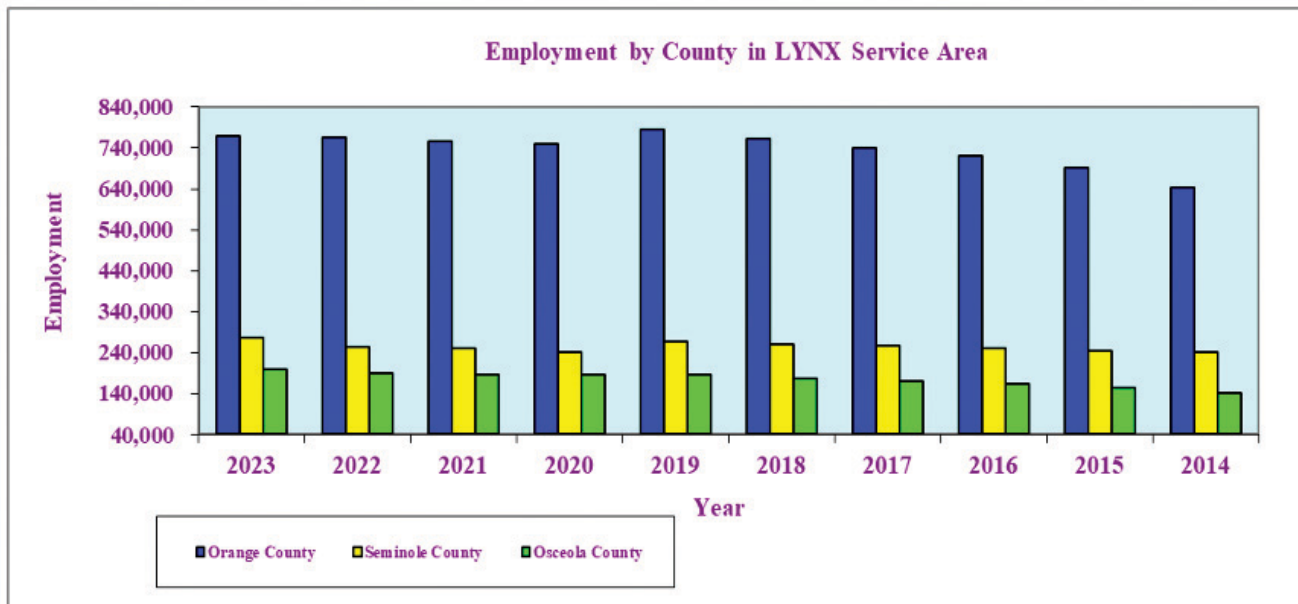
The table and graph above show the amount of both standard fixed-route fares and passes by fiscal year. In keeping with the Authority's commitment to keep fares affordable; no fare structure increases were proposed during 2023. The Authority's last fare increase was implemented in January 2009.



## STATISTICS BY COUNTY

### Employed Persons by County within LYNX Service Area Previous Ten Fiscal Years (Unaudited)

Year	Orange County	Seminole County	Osceola County	Region Total
2023	769,611	277,425	199,906	1,246,942
2022	765,445	255,115	189,641	1,210,201
2021	754,627	251,449	185,895	1,191,971
2020	748,262	240,574	185,686	1,174,522
2019	784,788	265,748	186,128	1,236,664
2018	762,710	261,502	176,891	1,201,103
2017	741,512	256,066	169,568	1,167,146
2016	719,253	250,888	162,005	1,132,146
2015	692,813	243,253	154,029	1,090,095
2014	643,006	241,166	142,438	1,026,610



The tri-county area experienced steady employment growth over the last ten years. The region's total employed person count grew 3.04% in 2023 versus 2022.

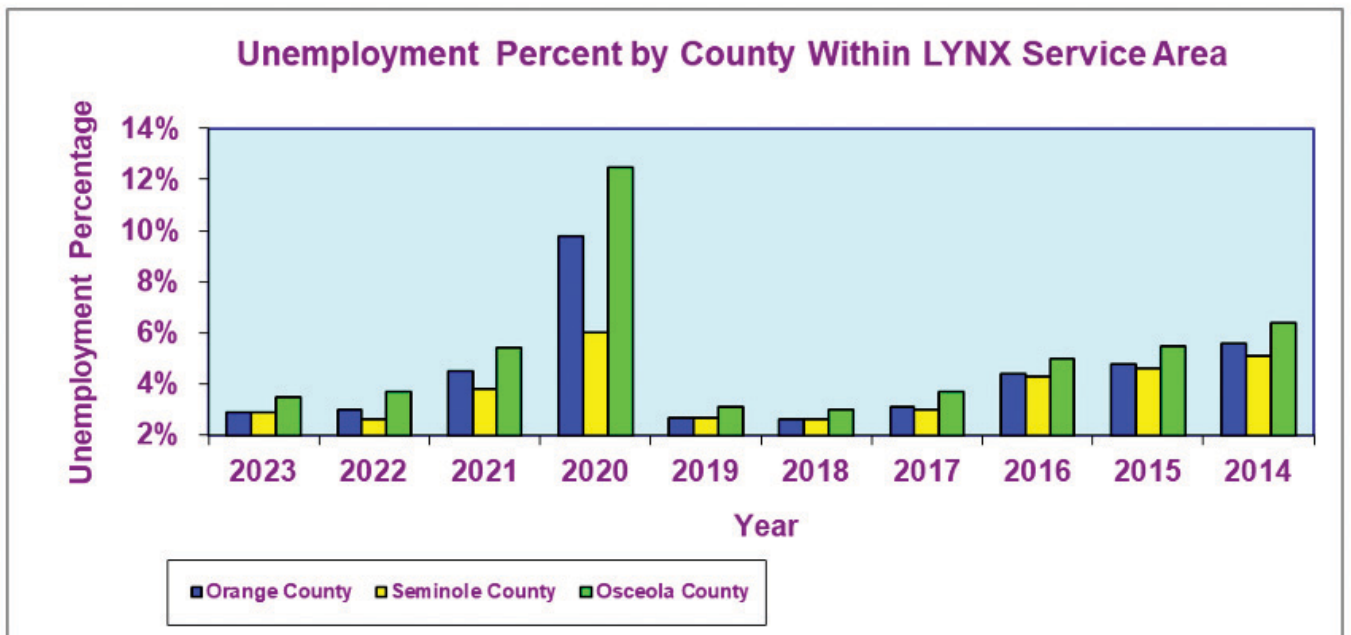
Source: Civilian Labor Force, Federal Reserve Bank of St. Louis website: <https://fred.stlouisfed.org>





## STATISTICS BY COUNTY

<b>Unemployment Percentage by County within LYNX Service Area</b> <b>Previous Ten Fiscal Years</b> (Unaudited)				
<b>Year</b>	<b>Orange County</b>	<b>Seminole County</b>	<b>Osceola County</b>	<b>Region Average</b>
2023	2.9%	2.9%	3.5%	3.1%
2022	3.0%	2.6%	3.7%	3.1%
2021	4.5%	3.8%	5.4%	4.5%
2020	9.8%	6.0%	12.5%	9.2%
2019	2.7%	2.7%	3.1%	2.8%
2018	2.6%	2.6%	3.0%	2.7%
2017	3.1%	3.0%	3.7%	3.2%
2016	4.4%	4.3%	5.0%	4.5%
2015	4.8%	4.6%	5.5%	5.0%
2014	5.6%	5.1%	6.4%	5.7%



Tracking regional unemployment is useful to determine the economic vitality of Central Florida. The annual percentage by county is aggregated and non-seasonally based. The average unemployment percentage for fiscal year 2023 is 3.1%; unchanged from 2022.

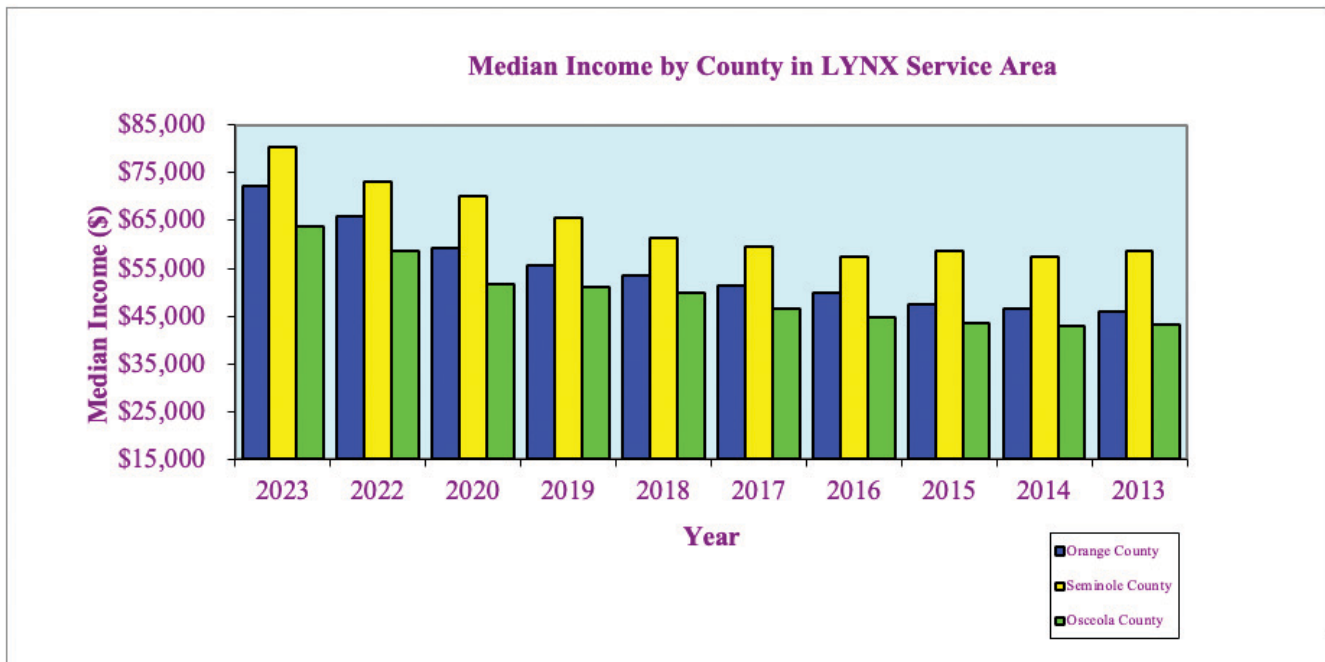
Source: Federal Reserve Bank of St. Louis Economic Data, <https://fred.stlouisfed.org/>



## STATISTICS BY COUNTY

### Median Household Income by County within LYNX Service Area Previous Ten Fiscal Years (Unaudited)

Year	Orange County	Seminole County	Osceola County
2023	\$ 72,129	\$ 80,296	\$ 63,782
2022	65,784	73,002	58,513
2020	59,150	70,152	51,579
2019	55,509	65,691	51,040
2018	53,407	61,291	49,870
2017	51,232	59,441	46,528
2016	49,910	57,369	44,785
2015	47,295	58,481	43,620
2014	46,507	57,538	42,838
2013	45,968	58,573	43,332



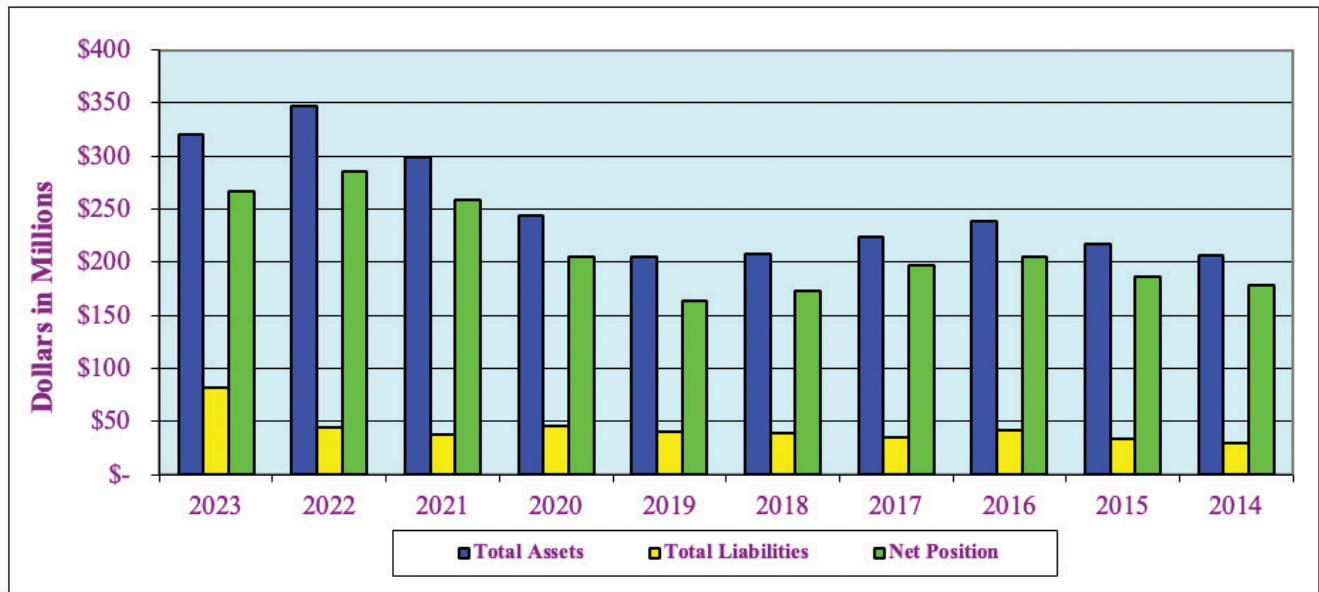
A useful method of determining the demand for public transportation is by tracking median household income. Generally, public transportation provides service for people earning lower than the median income within the service area.



## STATEMENT OF NET POSITION/EQUITY/FUND BALANCE

**Condensed Summary of the Authority's Net Position**  
**Previous Ten Fiscal Years**  
in Millions of Dollars (\$1.0M)  
(Unaudited)

Year	2023	2022	(Restated) 2021	2020	2019	2018	2017	2016	2015	2014
Total Assets	\$320.3	\$347.4	\$301.6	\$244.6	\$204.8	\$207.4	\$224.1	\$238.0	\$216.6	\$206.7
Deferred Outflow of Resources	\$30.1	\$4.3	\$6.2	\$9.5	\$5.5	\$6.5	\$8.1	\$10.3	\$4.1	\$0.8
Deferred Inflow of Resources	\$1.8	\$21.7	\$8.4	\$2.4	\$6.1	\$2.3	\$0.7	\$0.5	\$1.3	\$0.0
Total Liabilities	\$82.3	\$44.9	\$40.1	\$46.3	\$40.1	\$38.7	\$35.0	\$42.2	\$33.5	\$29.2
Ending Net Position	\$266.3	\$285.1	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3
Net Investment in Capital Assets	\$153.8	\$148.2	\$155.4	\$146.1	\$137.1	\$139.3	\$153.0	\$149.9	\$142.7	\$147.6
Restricted	\$2.2	\$2.0	\$2.3	\$1.7	\$9.6	\$1.7	\$1.7	\$1.6	\$0.0	\$0.0
Unrestricted	\$110.3	\$134.9	\$101.6	\$57.6	\$17.4	\$31.9	\$41.8	\$54.0	\$43.2	\$30.7
Ending Net Position	\$266.3	\$285.1	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3



This chart compares total assets, liabilities, and net position over the last 10 fiscal years. Total assets rose 54.9% from 2014-2023 as the Authority acquired rolling stock, constructed new bus shelters, and built transfer centers throughout LYNX's service area to improve rider experience. Total liabilities at the end of fiscal year 2023 were 181.5% greater than in 2014. Net position decreased by \$18.8m to \$266.3m in 2023 due to cost increases in preventative maintenance, vendor service contracts, and the utilization of the budget stabilization funds made up of funding partner contributions received in prior periods.





## GLOSSARY

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

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

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

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

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

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

**ACCELERATED TRANSPORTATION SAFETY PROGRAM (ATSP)** is a 5-year program for enhanced LYNX operational frequency, including an increase in frequency on major corridors throughout each district. Increasing bus shelters within Orange County, with the creation of approximately 150 bus shelters.

**AUTHORIZATION** see approval.

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

**BRT** means Bus Rapid Transit.

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

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

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

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

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

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

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



## GLOSSARY

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

**COLLECTED FARES** Percentage of fares collected from passengers to use the service.

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

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

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

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

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

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

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

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

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

**ENTERPRISE FUND** means a fund established to account for operations that are financed and operated in a manner similar to private business.

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

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

**FDOT** means Florida Department of Transportation.

**FTA** means Federal Transit Administration.

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

**FAREBOX RECOVERY** means the percentage of a trip's operating costs recovered through passenger fares.



## GLOSSARY

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

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

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

**FLEET AVAILABILITY** Shows the extent to which the bus vehicle fleet is available for revenue-earning work.

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

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

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

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

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

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

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

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

**MANAGEMENT INFORMATION SYSTEMS (MIS)** means a system (manual or computerized) in which financial and operational data is collected and analyzed for management's use.

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

**ON-TIME PERFORMANCE** Refers to the level of success of the service operating according to the published schedule (LYNX defines a bus as on-time if it falls within 0 minutes early to five (5) minutes late of the published schedule).

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



## GLOSSARY

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

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

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

**PASSENGERS PER TRIP** The average number of passengers who ride on a revenue trip.

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

**PROJECT** means a task or sets of tasks undertaken in order to accomplish a specified outcome.

**PUBLIC TRANSIT** See Public Transportation.

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

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

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

**RIDERSHIP** is the number of trips taken by people using a public transportation system in a given time period.

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

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

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

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

**TDP** means Transit Development Plan.

**TOTAL TRIPS SCHEDULED** Means the number of vehicle revenue trips scheduled to operate for the month.

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

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



## GLOSSARY

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

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