

# LYNX<sup>®</sup>

## FISCAL YEAR 2024 ANNUAL BUDGET BOOK



LYNX<sup>®</sup>

CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

**FISCAL YEAR 2024  
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

Tony DeGuzman, Manager of Financial Planning & Budgets

Vivian Revis, Financial Analyst



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**LYNX  
Florida**

For the Fiscal Year Beginning

**October 01, 2022**

*Christopher P. Morill*

Executive Director

---

# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

## d/b/a LYNX

---

### FISCAL YEAR 2024 ANNUAL BUDGET BOOK

#### TABLE OF CONTENTS

#### BUDGET MESSAGE

BUDGET MESSAGE FROM THE EXECUTIVE DIRECTOR	1
HOW TO USE THIS BUDGET DOCUMENT	3

#### INTRODUCTION

GENERAL INFORMATION ABOUT LYNX	5
LYNX ORGANIZATIONAL CHART	7
STRATEGIC LONG TERM GOALS AND STRATEGIES	8
FINANCIAL POLICIES AND GOALS	10
DEBT MANAGEMENT	12
BUDGET PHILOSOPHY AND PROCESS	13
BUDGET PREPARATION CALENDAR	18
THE ECONOMY AND CENTRAL FLORIDA	20
FIXED ROUTE PERFORMANCE INDICATORS	22
FAST FACTS	23
LYNX RIDERSHIP INFORMATION	27
ACCOMPLISHMENTS AND HIGHLIGHTS	32

#### BUDGET SUMMARY

FY2024 OPERATING REVENUE AND EXPENSES	43
OPERATING BUDGET (GRAPH)	44
BUDGET SUMMARY	45
BUDGET EMPHASIS AREAS	47
HISTORY OF OPERATING SUMMARY	48
SUMMARY OF MAJOR REVENUE SOURCES	49
OPERATING EXPENSE BY FUNCTION	51

---

# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

## d/b/a LYNX

---

### FISCAL YEAR 2024 ANNUAL BUDGET BOOK

#### TABLE OF CONTENTS

#### STAFFING

BUDGETED POSITIONS	53
EXECUTIVE DEPARTMENT	54
GOVERNMENT AFFAIRS	55
OFFICE OF FINANCE	56
FINANCE	57
PROCUREMENT	58
RISK MANAGEMENT	59
HUMAN RESOURCES	60
ORGANIZATIONAL DEVELOPMENT AND TRAINING	61
SAFETY & SECURITY	62
MARKETING	63
INNOVATION, SUSTAINABILITY, PLANNING AND IT	64
INFORMATION TECHNOLOGY	65
PLANNING AND DEVELOPMENT	66
GRANTS	67
TRANSPORTATION	68
MOBILITY SERVICES	69
VEHICLE MAINTENANCE	70
FACILITIES MAINTENANCE	71

---

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

---

## FISCAL YEAR 2024 ANNUAL BUDGET BOOK TABLE OF CONTENTS

### DEPARTMENTAL BUDGETS

LYNX EXPENSE BUDGET	73
EXECUTIVE	75
FINANCE	81
INNOVATION	86
ADMINISTRATION	90
OPERATIONS	93

### CAPITAL IMPROVEMENT BUDGET

CAPITAL BUDGET (CHART & GRAPH)	97
IMPACT OF CAPITAL SPENDING ON OPERATIONS	100
OPERATING AND CAPITAL CONTRIBUTIONS BY LOCAL JURISDICTIONS	101

### APPENDICES

TOP TEN EMPLOYERS-SERVICE AREA EMPLOYERS	103
POPULATION BY SERVICE COUNTY-LAST TEN YEARS	104
FARE TRENDS-LAST TEN YEARS	105
EMPLOYMENT BY SERVICE COUNTY-LAST TEN YEARS	106
UNEMPLOYMENT BY SERVICE COUNTY-LAST TEN YEARS	107
MEDIAN HOUSEHOLD INCOME BY SERVICE COUNTY	108
CONDENSED SUMMARY OF NET POSITION-LAST TEN YEARS	109
GLOSSARY	110

---

# CENTRAL FLORIDA REGIONAL TRANSPORTATION AUTHORITY

## d/b/a LYNX

---

### BOARD OF DIRECTORS

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

### LYNX EXECUTIVE STAFF

Tiffany Homler Hawkins	<b>Chief Executive Officer</b>
Leonard Antmann	<b>Chief Financial Officer</b>
TBD	<b>Chief Administrative Officer</b>
Frank Martin	<b>Chief Operating 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 Dovaes	<b>Director of Maintenance</b>
Matt Friedman	<b>Director of Marketing Communications</b>
Norm Hickling	<b>Director of Mobility Services</b>
James Boyle	<b>Director of Planning &amp; Development</b>
Maurice Jones	<b>Director of Procurement</b>
John Burkholder	<b>Director of Risk Management</b>
Rey Quinones	<b>Director of Transportation (Interim)</b>
Jafari Bowden	<b>Director of Safety &amp; Security (Interim)</b>



**SUNRAIL**  
**KISSIMMEE CONNECTOR**  
CONNECTION TO SUNRAIL  
Full Service Connector Service to SunRail  
From the Kissimmee Connector Bus Stop  
Monday - Friday from 6:30 AM - 8:15 PM  
  
SunRail.com/Kissimmee-Connector

**KISSIMMEE CONNECTOR**

Route	Days	Start Time	End Time
1	Mon-Fri	6:30 AM	8:15 PM
2	Mon-Fri	6:30 AM	8:15 PM
3	Mon-Fri	6:30 AM	8:15 PM
4	Mon-Fri	6:30 AM	8:15 PM
5	Mon-Fri	6:30 AM	8:15 PM
6	Mon-Fri	6:30 AM	8:15 PM
7	Mon-Fri	6:30 AM	8:15 PM
8	Mon-Fri	6:30 AM	8:15 PM
9	Mon-Fri	6:30 AM	8:15 PM
10	Mon-Fri	6:30 AM	8:15 PM
11	Mon-Fri	6:30 AM	8:15 PM
12	Mon-Fri	6:30 AM	8:15 PM
13	Mon-Fri	6:30 AM	8:15 PM
14	Mon-Fri	6:30 AM	8:15 PM
15	Mon-Fri	6:30 AM	8:15 PM
16	Mon-Fri	6:30 AM	8:15 PM
17	Mon-Fri	6:30 AM	8:15 PM
18	Mon-Fri	6:30 AM	8:15 PM
19	Mon-Fri	6:30 AM	8:15 PM
20	Mon-Fri	6:30 AM	8:15 PM
21	Mon-Fri	6:30 AM	8:15 PM
22	Mon-Fri	6:30 AM	8:15 PM
23	Mon-Fri	6:30 AM	8:15 PM
24	Mon-Fri	6:30 AM	8:15 PM
25	Mon-Fri	6:30 AM	8:15 PM
26	Mon-Fri	6:30 AM	8:15 PM
27	Mon-Fri	6:30 AM	8:15 PM
28	Mon-Fri	6:30 AM	8:15 PM
29	Mon-Fri	6:30 AM	8:15 PM
30	Mon-Fri	6:30 AM	8:15 PM
31	Mon-Fri	6:30 AM	8:15 PM
32	Mon-Fri	6:30 AM	8:15 PM
33	Mon-Fri	6:30 AM	8:15 PM
34	Mon-Fri	6:30 AM	8:15 PM
35	Mon-Fri	6:30 AM	8:15 PM
36	Mon-Fri	6:30 AM	8:15 PM
37	Mon-Fri	6:30 AM	8:15 PM
38	Mon-Fri	6:30 AM	8:15 PM
39	Mon-Fri	6:30 AM	8:15 PM
40	Mon-Fri	6:30 AM	8:15 PM
41	Mon-Fri	6:30 AM	8:15 PM
42	Mon-Fri	6:30 AM	8:15 PM
43	Mon-Fri	6:30 AM	8:15 PM
44	Mon-Fri	6:30 AM	8:15 PM
45	Mon-Fri	6:30 AM	8:15 PM
46	Mon-Fri	6:30 AM	8:15 PM
47	Mon-Fri	6:30 AM	8:15 PM
48	Mon-Fri	6:30 AM	8:15 PM
49	Mon-Fri	6:30 AM	8:15 PM
50	Mon-Fri	6:30 AM	8:15 PM
51	Mon-Fri	6:30 AM	8:15 PM
52	Mon-Fri	6:30 AM	8:15 PM
53	Mon-Fri	6:30 AM	8:15 PM
54	Mon-Fri	6:30 AM	8:15 PM
55	Mon-Fri	6:30 AM	8:15 PM
56	Mon-Fri	6:30 AM	8:15 PM
57	Mon-Fri	6:30 AM	8:15 PM
58	Mon-Fri	6:30 AM	8:15 PM
59	Mon-Fri	6:30 AM	8:15 PM
60	Mon-Fri	6:30 AM	8:15 PM
61	Mon-Fri	6:30 AM	8:15 PM
62	Mon-Fri	6:30 AM	8:15 PM
63	Mon-Fri	6:30 AM	8:15 PM
64	Mon-Fri	6:30 AM	8:15 PM
65	Mon-Fri	6:30 AM	8:15 PM
66	Mon-Fri	6:30 AM	8:15 PM
67	Mon-Fri	6:30 AM	8:15 PM
68	Mon-Fri	6:30 AM	8:15 PM
69	Mon-Fri	6:30 AM	8:15 PM
70	Mon-Fri	6:30 AM	8:15 PM
71	Mon-Fri	6:30 AM	8:15 PM
72	Mon-Fri	6:30 AM	8:15 PM
73	Mon-Fri	6:30 AM	8:15 PM
74	Mon-Fri	6:30 AM	8:15 PM
75	Mon-Fri	6:30 AM	8:15 PM
76	Mon-Fri	6:30 AM	8:15 PM
77	Mon-Fri	6:30 AM	8:15 PM
78	Mon-Fri	6:30 AM	8:15 PM
79	Mon-Fri	6:30 AM	8:15 PM
80	Mon-Fri	6:30 AM	8:15 PM
81	Mon-Fri	6:30 AM	8:15 PM
82	Mon-Fri	6:30 AM	8:15 PM
83	Mon-Fri	6:30 AM	8:15 PM
84	Mon-Fri	6:30 AM	8:15 PM
85	Mon-Fri	6:30 AM	8:15 PM
86	Mon-Fri	6:30 AM	8:15 PM
87	Mon-Fri	6:30 AM	8:15 PM
88	Mon-Fri	6:30 AM	8:15 PM
89	Mon-Fri	6:30 AM	8:15 PM
90	Mon-Fri	6:30 AM	8:15 PM
91	Mon-Fri	6:30 AM	8:15 PM
92	Mon-Fri	6:30 AM	8:15 PM
93	Mon-Fri	6:30 AM	8:15 PM
94	Mon-Fri	6:30 AM	8:15 PM
95	Mon-Fri	6:30 AM	8:15 PM
96	Mon-Fri	6:30 AM	8:15 PM
97	Mon-Fri	6:30 AM	8:15 PM
98	Mon-Fri	6:30 AM	8:15 PM
99	Mon-Fri	6:30 AM	8:15 PM
100	Mon-Fri	6:30 AM	8:15 PM







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

We respectfully present the Adopted LYNX Operating and Capital Budget for Fiscal Year 2024. The development of the Operating Budget \$192,403,670 and Capital Budget \$134,100,650 included various internal departmental meetings, discussions with LYNX' Finance and Audit Committee and LYNX' Board.

Today, LYNX has sixty-eight (68) bus routes operated within a 2,500 square mile service area. LYNX operates service within Orange, Seminole and Osceola counties, serving an estimated population of 2.5 million. Small portions of Polk and Lake counties are served as well. LYNX operates service seven days a week including holidays and provides service on various modes including local, express, and flexible bus, bus rapid transit (BRT), and door-to-door demand response (paratransit) traveling more than 16 million miles.

### **FY2024 Budget Details**

The LYNX' Board of Directors formally adopted the "Funding Model" in January 2013. The Funding Model is used to establish the level of funding by each Funding Partner during each fiscal year. Through use of the model, LYNX is able to properly fund its operations and the cost of services is appropriately distributed based on service supplied.

The LYNX Funding Model considers the level of service by geographic area, federal and state grants, estimated farebox recovery, and other directly generated revenue in order to determine the local share by funding partner. Continued successful use of 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 major challenges in developing a balanced budget for FY2024 came in the form of continued management of the post-pandemic conditions which continues to impact services and operations. The current market conditions have been a challenge to obtain the necessary resources such as manpower, parts and supplies and vendor services for continued operations. Although we are beginning to see increases in ridership, LYNX continues to remain below pre-pandemic levels. Additionally, costs associated with labor has increased, including healthcare and other employee benefits.

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 FY2024 budget totals \$326,504,320 (\$192,403,670 for Operating and \$134,100,650 for Capital). This represents an overall increase of 15% from the FY2023 amended budget.

### **The Operating Budget**

The operating budget for FY2024 is a balanced budget of \$192,406,670, an increase of 5% over the FY2023 amended operating budget.

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

Federal operating assistance is budgeted at approximately \$12.7 million for FY2024 while State operating assistance is budgeted at \$14.6 million. Local operating assistance is expected to be approximately \$92 million, with \$32.9 million coming from the budget stabilization fund. LYNX expects to generate \$26.5 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 \$134,100,650, which is a 31% increase from the previous year. Approximately 57% of the approved capital budget for FY2024 includes carryover projects incomplete from FY2023. The carryovers are primarily a result of the national supply chain challenges experienced during FY2023. 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





## HOW TO USE THIS BUDGET DOCUMENT

---

This section provides an understanding of how the budget document is organized. The following major sections present the details of the LYNX FY2024 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 FY2024 budget year.

### **Introduction**

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

### **Budget Summary**

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

### **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, FY2024 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.

**This Page is Intentionally Left Blank**

# LYNX® BOARD OF DIRECTORS



**Jerry Demings**  
Chair/Orange  
County Mayor



**Viviana Janer**  
Vice Chair  
Osceola County  
Commissioner



**John E. Tyler**  
Secretary  
FDOT District 5  
Secretary



**Buddy Dyer**  
City of  
Orlando Mayor



**Andria Herr**  
Seminole County  
Commissioner

# LYNX® EXECUTIVE MANAGEMENT



**Tiffany Homler Hawkins**  
Chief Executive  
Officer



**Leonard Antmann**  
Chief Financial  
Officer



**Frank Martin**  
Interim Chief  
Operating Officer



**Michelle Daley**  
Director of Finance





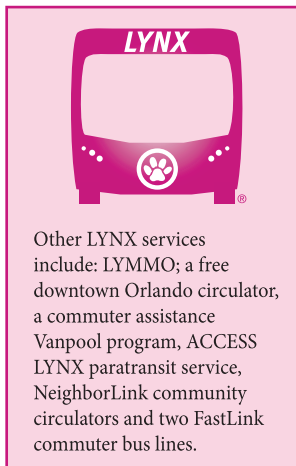
## GENERAL INFORMATION ABOUT LYNX

### Background

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

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

Sixty-eight (68) routes called “Links” serve the tri-county area. Peak service is provided from 6 to 9 AM and 3:30 to 6:30 PM. Earliest service begins at 3:50 AM. The latest bus leaves downtown at 12:45 AM. Peak frequency is every 15 minutes on heavily used links, 30 minutes on average urban links and outlying areas receive hourly service.



LYNX provides fixed-route bus service seven days a week and on holidays. Free downtown circulator service is provided in downtown Orlando via a transportation partnership with the City of Orlando. Vanpool service that provides vans to business commuters for a small monthly fee is provided. Door-to-door van service called ACCESS LYNX for medically qualified and/or cognitively impaired customers is provided. Road Rangers roadside assistance program for disabled vehicles on I-4 is provided. Also, supportive community service shuttles, including shuttles for special events are provided.

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

Responsibility for managing the many day-to-day tasks rests with the Chief Executive Officer (CEO). To assist in this effort, LYNX has five (5) different departments that conduct business under the direction of the CEO. The departments are the Executive Department, the Finance Department, the Administrative & Support Department, the Innovations Department and the Operations Department.



## GENERAL INFORMATION ABOUT LYNX

---

These major departments are further divided into 22 separate divisions.

The Executive Department is made up of the Executive, Human Resources, Organizational Development, in-house Legal and Safety and Security.

The Finance Department is made up of Finance, Risk Management, Procurement Construction and Material Control.

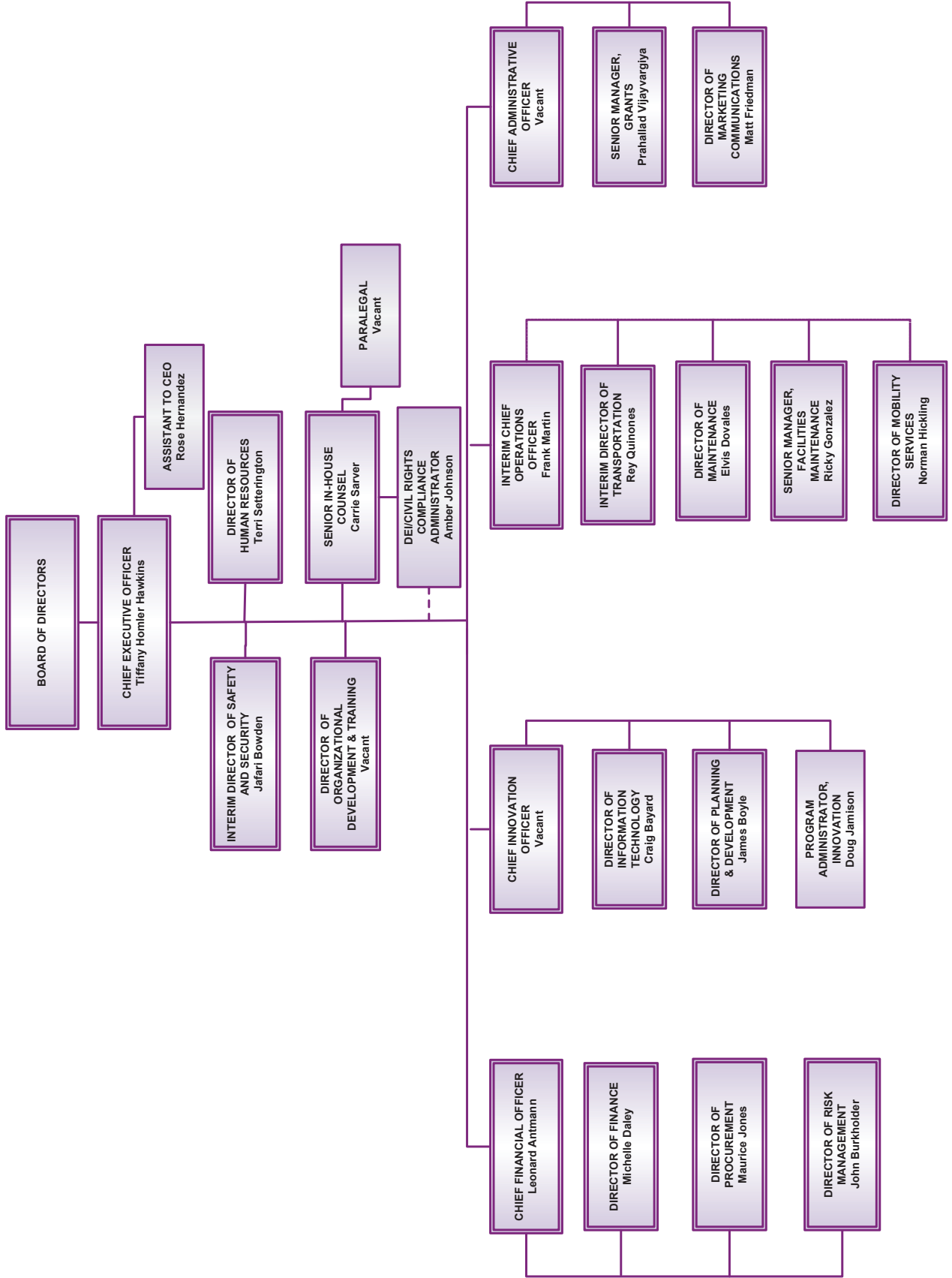
The Administrative & Support Department is made up of the Office of Administration, Government Affairs Marketing and Grants.

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

The Operations Department is made up of Transportation, Vehicle Maintenance, ACCESS LYNX, NeighborLink, Road Rangers LYMMO and Facilities Maintenance.



# LYNX ORGANIZATIONAL CHART







## STRATEGIC LONG-TERM GOALS AND STRATEGIES

---

### Vision

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

### LYNX Public Transit

#### Mission

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

### LYNX Core Values

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

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

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

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

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

### 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

---

### **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 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, is in the process of expanding north to DeLand. 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, has started service between OIA and Miami in 2023.

LYNX recently completed a major update to its TDP for the 2023-2032 horizon. The TDP Major Update consolidates the first 10 years of the individual county transit plans for Orange, Osceola, and Seminole counties into one strategic vision plan for the agency.



## FINANCIAL POLICIES

---

### **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

---

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

---

### **Debt Capacity**

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

### **Issuance of Revenue Bonds**

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

**LYNX currently has no debt.**



## BUDGET PHILOSOPHY AND PROCESS

---

### Budget Philosophy

#### The LYNX budget is designed to:

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

### Fiscal Year

LYNX' budget is prepared on a fiscal year basis rather than on a calendar year basis. The fiscal year begins October 1 and ends September 30. For the purpose of this budget, the fiscal year begins October 1, 2023 and ends September 30, 2024.

### Basis of Budgeting

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

### Adoption Process

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

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



## BUDGET PHILOSOPHY AND PROCESS

---

### **The primary elements of the manual are:**

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

The budget is typically adopted by the Board of Directors at the September board meeting and commences on October 1st. Please refer to the Budget 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

---

### **FY2024 Budget Preparation Process**

In February, the Finance & Audit Committee were presented with the following FY2023 key budget development assumptions:

- No Fare Increases
- Project Fixed Route ridership at 75% of the pre-pandemic (FY 2019) level
- Project Paratransit ridership at 95% of the pre-pandemic level
- State Operating Assistance will be based latest FDOT projections
- Advertising revenue at the contract guarantee level
- Monitor the Infrastructure Bill and implications on funding opportunities for LYNX
- Project wage increases consistent with Funding Partners and Board approved Union Labor Agreements
- The only staffing increases are related to NeighborLink transition
- Increased costs for Medical Expenses based on current trends
- FY2024 funding based on the adopted LYNX Funding Model
- Continue the Fuel Hedging program to stabilize the costs of diesel and unleaded fuel
- Provide route optimization in coordination with Operations

LYNX began the process to develop the fiscal year (FY) 2024 budget that covers the period of October 1, 2023 through September 30, 2024.

### **Operating:**

- FY2024 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 need to submit a request with the appropriate justification to Human Resources.
- Software maintenance contracts are included in the operating budget; with any new purchasing costs greater than \$300 were evaluated for capital funding.
- For all travel, training, and 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**

---

### **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**

---

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 FY2024 BUDGET PREPARATION

---

<b>November 1, 2022</b>	Budget System Active
<b>November 28, 2022</b>	FY2024 Budget Kick Off <ul style="list-style-type: none"> <li>• Instructional Memo &amp; forms sent to departments</li> </ul>
<b>December 20, 2022</b>	Draft Budget completed by Department
<b>January 5 – 31, 2023</b>	FY2024 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, 2023</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 19, 2023</b>	Finance Committee Meeting – Discussion regarding Budget assumptions
<b>January 31, 2023</b>	Additional departmental meetings with CEO, CFO and Director of Finance ( <i>if necessary</i> )
<b>January 31, 2023</b>	Department Budget Write Up (new this year for Budget Book)
<b>January 31, 2023</b>	Preliminary Operating Budget finalized in system
<b>January 31, 2023</b>	Finance department budget review meeting with CEO and CFO to discuss Operating Budget submittals and Revenue Assumption
<b>February 1, 2023</b>	Department Capital Budget Requests due to Finance
<b>February 17, 2023</b>	Finalize Finance & Audit Committee Items/Presentations (Present Final Budget Assumptions)
<b>February 24, 2023</b>	Finalize Board Items/Presentations (Present Final Budget Assumptions)



## TIMETABLE FOR FY2024 BUDGET PREPARATION

---

<b>March 9, 2023</b>	Finance & Audit Committee Meeting <ul style="list-style-type: none"> <li>• Present FY2024 Preliminary Operating Budget</li> <li>• Present FY2023 Amended Operating Budget (<i>if necessary</i>)</li> <li>• Present FY2023 Amended Capital Budget (<i>if necessary</i>)</li> </ul>
<b>March 23, 2023</b>	Board Meeting – Discuss FY2024 Preliminary Operating Budget and FY2023 Budget Amendment
<b>March 28 – April 12, 2023</b>	Departmental Capital Budget Meetings
<b>June 13, 2023</b>	Finalize Finance & Audit Committee Items/Presentation
<b>July 20, 2023</b>	Finance & Audit Meeting to review FY2024 Preliminary Capital Budget
<b>July – August 2023</b>	Budget presentations to funding partners
<b>August 2023</b>	Finalize Board items and presentation for FY2024 Operating and Capital Budget
<b>September 14, 2023</b>	Finalize Finance & Audit Committee Items/Presentation
<b>September 18, 2023</b>	Finalize Board Items/Presentations
<b>September 21, 2023</b>	Finance & Audit Committee Meeting to review FY2024 final Operating and Capital Budgets
<b>September 28, 2022</b>	Board Meeting to request approval of the FY2024 Operating and Capital Budget and final Amended FY2024 Operating and Capital Budget
<b>October 1, 2023</b>	<b>FY 2024 Budget Commences</b>
<b>December 28, 2023</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 (NWSL) as well as the Orlando Solar Bears (ECHL) hockey team, and the Orlando Predators arena football team. The city of Orlando has a



vibrant, downtown core including community venues: the Amway Center, Dr. Phillips Center for the performing Arts, and Camping World Stadium. Additionally, Central Florida hosts many conventions utilizing some of the bigger hotels in the country and America’s second largest convention center. The University of Central Florida, is the second largest university (enrollment) 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, and number two in the country for job growth in 2022. 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 tourism 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 2021, 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 2021, Florida had the second highest population growth in the nation. Orlando’s tech industry job growth is projected to be 26.8% — more than double the growth for computer and information technology jobs nationally by 2030.

### 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 tourists 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 17th busiest airport in the world and 8th busiest in the country. The region will also host the 2024 NFL Pro Bowl and 2024 US Olympic Marathon trials.



## THE ECONOMY AND CENTRAL FLORIDA

---

### **Seminole County**

Seminole County is home to corporate headquarters, such as American Automobile Association (AAA), Mitsubishi-Hitachi Power Systems, Scholastic Book Fairs, Verizon Communication as well as the emergence of many high-tech companies, including CuraScript, Kinetics and Faro Technologies and on-going expansion of the Orlando Sanford International Airport. The 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 18th 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 5.2 million by 2030. This growth can be attributed to the numerous activity centers throughout the region.

With an estimated 74 million visitors in 2022, 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 and a half 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. 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. Also later in 2023 is the Brightline high-speed train connecting Miami to Orlando International Airport.

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 2019	FY 2020	FY 2021	FY 2022
<b>Transit Service Demand</b>				
Ridership (All Services)	23,089,017	16,775,803	13,380,485	15,821,169
Annual Passenger Miles	118,908,438	86,395,385	65,564,377	80,687,962
Passenger Trips per Revenue Hour	20.4	15.8	12.1	14.4
Passenger Trip per Revenue Mile	1.52	1.17	0.90	1.06
<b>Peak/Off-Peak Characteristics</b>				
Peak Period Vehicles	255	255	258	248
Total Vehicles	308	306	309	295
<b>Transit Service Supply</b>				
Annual Vehicle Miles	17,006,547	16,062,984	16,327,040	16,493,174
Annual Vehicle Revenue Miles	15,181,428	14,326,496	14,805,152	14,872,236
Annual Vehicle Revenue Hours	1,131,724	1,058,545	1,110,437	1,100,786
Directional Route Miles	1,433	1,337	1,396	1,431
<b>Transit Operational Service</b>				
Operating Expenses	107,558,165	112,189,385	107,543,494	114,306,241
Capital Expenditures	17,902,503	25,110,987	36,885,046	20,374,332
Operating Revenue	39,149,551	28,909,667	30,728,576	35,254,389
Passenger Fare Revenue	21,397,790	10,769,417	13,071,004	15,924,790

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>	295 air-conditioned coaches for fixed route 183 ACCESS LYNX for paratransit 172 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 79,000 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 890 thousand gallons of fuel per year for our diesel buses.</p> <p>Compressed Natural Gas (CNG) is used to fuel about 60% 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.</p>																																							
<b>HOURS</b>	<p><b><u>Customer Service</u></b></p> <p>Monday - Friday Saturday Sunday</p> <p><b><u>Bus Service</u></b></p> <p>Monday - Friday Saturday Sunday</p>	<p><b>407-841-LYNX (5969)</b></p> <p>8:00 AM - 8:00 PM 8:00 AM - 6:00 PM 8:00 AM - 6:00 PM</p> <p>3:50 AM - 2:50 AM 4:30 AM - 1:15 AM 4:45 AM - 1:20 AM</p>																																						
<b>FARES:</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 30%;">Service</th> <th style="width: 40%;">LYNX Fare Structure Fare Type</th> <th style="width: 30%;">Fare</th> </tr> </thead> <tbody> <tr> <td rowspan="15" style="vertical-align: top;"><b>Fixed Route</b></td> <td>Full Fare</td> <td style="text-align: right;">\$2.00</td> </tr> <tr> <td>Youth Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Senior and Disabled Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Income Qualified (IQ) Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Transfers</td> <td style="text-align: right;">Free</td> </tr> <tr> <td>Express</td> <td style="text-align: right;">\$3.50</td> </tr> <tr> <td>Express Discount Fare</td> <td style="text-align: right;">\$1.75</td> </tr> <tr> <td>NeighborLink (NL)</td> <td style="text-align: right;">\$2.00</td> </tr> <tr> <td>NeighborLink Discount Fare</td> <td style="text-align: right;">\$1.00</td> </tr> <tr> <td>Shuttle</td> <td style="text-align: right;">Determined Per Event</td> </tr> <tr> <td>Children (age 6 and under)*</td> <td style="text-align: right;">Free</td> </tr> <tr> <td>Daily</td> <td style="text-align: right;">\$4.50</td> </tr> <tr> <td>Discount Daily</td> <td style="text-align: right;">\$2.25</td> </tr> <tr> <td>7-Day</td> <td style="text-align: right;">\$16.00</td> </tr> <tr> <td>Discount 7-Day</td> <td style="text-align: right;">\$8.00</td> </tr> <tr> <td>30-Day</td> <td style="text-align: right;">\$50.00</td> </tr> <tr> <td>Discount 30-Day</td> <td style="text-align: right;">\$25.00</td> </tr> </tbody> </table>		Service	LYNX Fare Structure Fare Type	Fare	<b>Fixed Route</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	NeighborLink (NL)	\$2.00	NeighborLink Discount Fare	\$1.00	Shuttle	Determined Per Event	Children (age 6 and under)*	Free	Daily	\$4.50	Discount Daily	\$2.25	7-Day	\$16.00	Discount 7-Day	\$8.00	30-Day	\$50.00	Discount 30-Day	\$25.00
Service	LYNX Fare Structure Fare Type	Fare																																						
<b>Fixed Route</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																																						
	NeighborLink (NL)	\$2.00																																						
	NeighborLink Discount Fare	\$1.00																																						
	Shuttle	Determined Per Event																																						
	Children (age 6 and under)*	Free																																						
	Daily	\$4.50																																						
	Discount Daily	\$2.25																																						
	7-Day	\$16.00																																						
	Discount 7-Day	\$8.00																																						
30-Day	\$50.00																																							
Discount 30-Day	\$25.00																																							



## FAST FACTS

(Continued from previous page)			
<b>NOTABLE:</b>		Express Daily	\$6.50
		Express Daily Discount	\$3.25
		Express 7-Day	\$23.00
		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>Special Events</b>	Shuttle – Single Ride	Determined Per Event
	<b>ACCESS LYNX</b>	ADA Fare (Inside $\frac{3}{4}$ mile radius)	\$4.00
		ADA Fare (Outside $\frac{3}{4}$ mile radius)	\$7.00
	<i>As Authorized by the Local Coordinating Board</i>	TD Fare - 0 to 4.99 Miles	\$2.50
	TD Fare - 5 to 9.99 Miles	\$3.50	
	TD Fare - 10 Miles	\$4.50	
<p>Transitioned in 30 days a new vendor, TransDev, resulting in an improved on-time performance.</p> <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, 2022. This is the 31st consecutive year the agency has won this award.</p> <p>The LYNX Budget team earned the Distinguished Budget Presentation Award from Government Finance Officers Association for the Fiscal year 2023 budget. This award is the highest form of recognition in governmental budgeting.</p>			
<b>(Continued on the next page)</b>			



## FAST FACTS

---

LYNX Marketing won two first-place FPTA awards in 2021. The team also won awards 16 out of the last 18 years.

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

LYNX has purchased battery powered electric buses for LYMMO to support the vision of our community to deploy environmentally friendly vehicles. The first delivery was in Fall 2020. In 2022, LYNX was awarded approximately \$30 million in Federal and State grants for the purchase of 30 fixed route and five NeighborLink battery electric buses. The Federal grant award includes funding for charging stations, dispensers, and training.

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 & 2010.

As part of a public-private partnership agreement between LYNX and Nopetro, the nation’s largest public-private compressed natural gas fueling facility opened in April 2016.

In November 2014, Operator Alvin Randall won the Florida Public Transportation Association Operator of the Year Award.



## SERVICE PERFORMANCE MEASURES

---

In the last five years, LYNX ridership has declined by 27.5%. Annual system-wide ridership in 2019 was 25,158,348. The forecasted 2023 ridership has decreased relative to 2019 down to 18,227,698 riders per year. However, ridership is forecasted to increase approximately 9% compared to Fiscal Year 2022. This continues the upward trend in ridership seen in 2021 and 2022. 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 75% of the pre-pandemic 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 FY2018 and FY2019. One influencing factor is that a number of LYNX riders switched over to SunRail for at least a portion of their daily commute. Ridership decreased significantly starting in March 2020 due to COVID-19 and remained low throughout the pandemic. During FY2023, ridership has continued to trend upward since the reopening of businesses after the pandemic and has shown an increase system-wide compared to FY2022.

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 pandemic. The recent increase in gasoline prices over the past year encouraged more transit use and helped boost the recovery to ridership following the pandemic. Additionally, more people are utilizing rideshares such as Uber and LYFT for trips that would have typically been made on public transit. The 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 2022 through September 2023 is 18,227,698. This is a 9% increase in ridership compared to Fiscal Year 2022 and was expected as it is a continuation of the trends seen in Fiscal Years 2021 and 2022. 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						
	Actual Sep-21	Actual Sep-22	Forecasted Sep-23	Actual YTD-21	Actual YTD-22	Forecasted YTD-23
LYMMO	39,360	34,196	40,563	456,542	415,378	486,394
Fixed Route	1,151,256	1,249,200	1,280,544	12,804,988	15,367,291	16,729,649
NeighborLink	6,832	7,200	6,335	75,153	91,910	93,186
ACCESS LYNX	42,698	45,507	50,741	513,823	554,919	629,818
Vanpool	22,161	20,709	19,940	263,438	258,459	257,765
Special Events	0	0	4,500	0	34,232	30,886
<b>SYSTEM TOTAL</b>	<b>1,262,307</b>	<b>1,356,812</b>	<b>1,402,623</b>	<b>14,113,944</b>	<b>16,722,189</b>	<b>18,227,698</b>

<b>September-22</b>	21 Weekdays	4 Saturdays	5 Sundays
<b>September-23</b>	20 Weekdays	5 Saturdays	5 Sundays

Average Daily Ridership by Mode									
Mode	Weekday			Saturday			Sunday		
	Sep-22	Sep-23	% Δ	Sep-22	Sep-23	% Δ	Sep-22	Sep-23	% Δ
LYMMO	451	1,495	231.4%	237	1,078	355.0%	197	1,054	435.1%
Fixed Route	45,965	47,301	2.9%	37,467	37,440	-0.1%	26,812	29,465	9.9%
NeighborLink	301	259	-14.0%	219	180	-17.9%	-	-	-
ACCESS LYNX	1,739	2,036	17.1%	1,088	1,109	1.9%	727	897	23.4%
Vanpool	413	458	10.9%	73	105	43.5%	67	52	-22.4%
<b>SYSTEM TOTAL</b>	<b>48,869</b>	<b>51,549</b>	<b>5.5%</b>						

September 2023 Data is Forecasted

**LYNX** ridership increased by about 50K, or 3.4%, compared to September 2022. System-wide average riders is forecasted to have increased by 5.5% year-to-date.

**LYMMO** forecasted ridership increased by about 6.5K, or 18.6%, compared to September 2022. Overall Year-to-Date Forecasted Ridership has increased by 17.1% primarily due to the extension of the LYMMO Lime line and frequency changes on the LYMMO Orange and LYMMO Grapefruit lines in December 2022. The most notable increases have been seen on Saturdays and Sundays.

**Fixed Route** forecasted ridership increased by about 30K, or 2.5%, compared to September 2022. Average daily ridership is forecasted to increase by 2.9% compared to the same time period last year. 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 ridership decreased by about 900, or 12.0%, compared to September 2022. NeighborLink is forecasted with an overall YTD ridership increase of 1.4%.

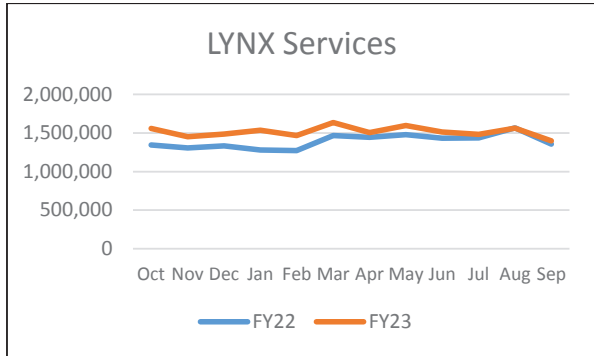
**ACCESS LYNX** forecasted ridership increased by about 5K, or 11.5%, compared to September 2022. Ridership is showing a slow, steady recovery from the COVID-19 pandemic with a forecasted YTD ridership increase of 13.5%.

**Vanpool** forecasted ridership decreased by about 800, or 3.7%, compared to September 2022. Overall Vanpool ridership is forecasted to have decreased by less than 1% compared to FY 2022.

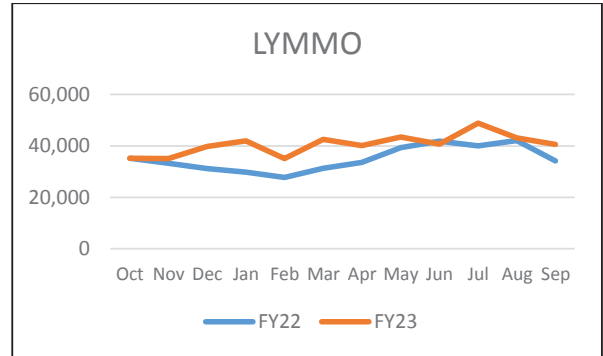


## SERVICE PERFORMANCE MEASURES

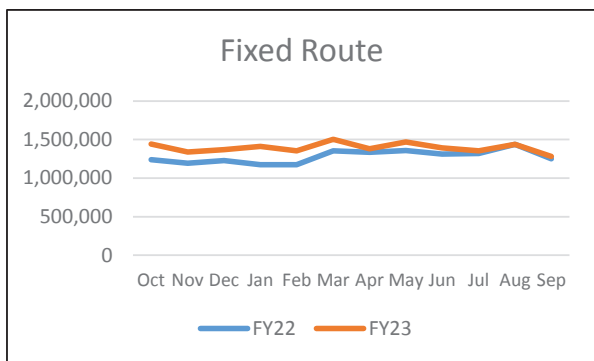
### MONTHLY RIDERSHIP TRENDS BY MODE



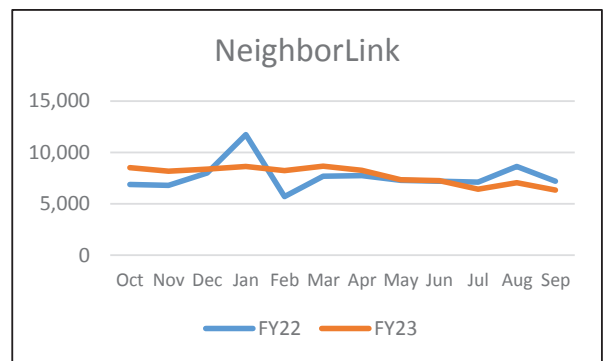
Forecasted Fiscal Year 2023 LYNX ridership increased by 9.0% compared to Fiscal Year 2022.



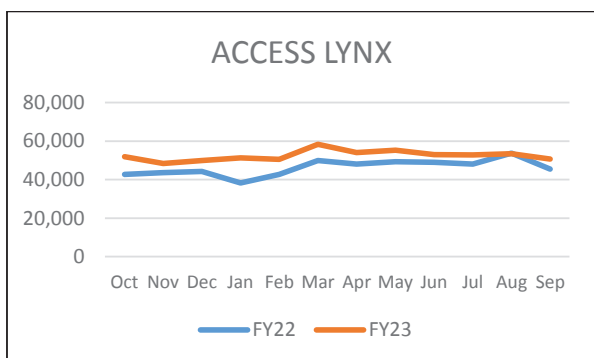
Forecasted Fiscal Year 2023 LYMMO ridership increased by 17.1% compared to Fiscal Year 2022.



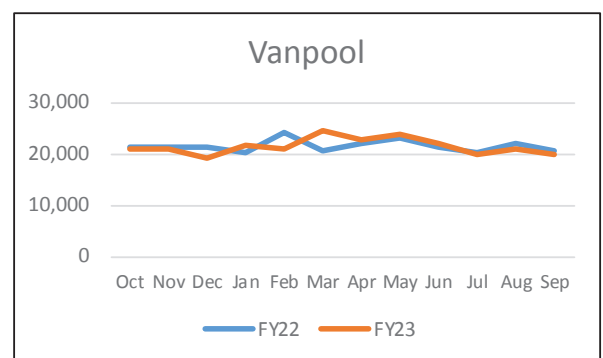
Forecasted Fiscal Year 2023 Fixed Route ridership increased 8.9% compared to Fiscal Year 2022.



Forecasted Fiscal Year 2023 NeighborLink ridership increased 1.4% compared to Fiscal Year 2022.



Forecasted Fiscal Year 2023 ACCESS LYNX ridership increased by 13.5% compared to Fiscal Year 2022.



Forecasted Fiscal Year 2023 Vanpool ridership decreased by 0.3% compared to Fiscal Year 2022.



## SERVICE PERFORMANCE MEASURES

### FY23 Monthly Modal Performance Data Sheet - July 2023

Month End Reporting	Ridership	Passengers per Trip	On-Time Performance	Farebox Recovery	National Transit Database Reportable Accidents	Complaints per 100,000 Miles	Total Trips Scheduled	Percentage of Scheduled Trips Operated	Fleet Availability	Preventative Maintenance Inspection Completed on Time
<b>LYMMO</b>										
Oct	35,150	5	68%	Not Applicable	0	0.08	7,626	93%	14	100%
Nov	35,011	5	72%		0	0.09	7,470	90%	14	100%
Dec	39,777	6	74%		0	0.07	7,343	86%	14	100%
Jan	41,973	7	67%		0	0.08	7,150	89%	14	100%
Feb	35,089	6	66%		1	0.07	6,472	87%	14	100%
Mar	42,478	7	65%		0	0.07	7,258	81%	14	80%
Apr	40,072	8	64%		0	0.08	6,780	76%	14	71%
May	43,507	6	70%		0	0.09	7,150	96%	14	100%
Jun	40,723	6	73%		2	0.09	6,996	94%	14	100%
Jul	48,899	7	73%		0	0.08	6,934	96%	14	100%
Aug*	43,152	6	68%		0	0.08	7,249	97%	14	100%
Sep*	40,563	6	71%		0	0.09	6,760	98%	14	100%
YTD	486,394	6	69%	3	0.08	85,188	90%	14	96%	
<b>Fixed Route</b>										
Oct	1,441,821	17	66%	13%	7	0.08	89,575	97%	223	100%
Nov	1,339,455	16	67%	14%	6	0.09	86,939	95%	228	100%
Dec	1,368,457	16	67%	10%	8	0.07	91,340	93%	214	99%
Jan	1,411,242	17	73%	16%	10	0.08	90,637	94%	215	100%
Feb	1,353,723	18	56%	15%	10	0.07	82,400	93%	216	91%
Mar	1,501,517	18	58%	13%	5	0.07	92,093	93%	217	84%
Apr	1,378,985	17	57%	14%	3	0.08	86,845	94%	216	71%
May	1,467,960	17	62%	16%	6	0.09	90,637	97%	227	99%
Jun	1,391,738	16	64%	11%	9	0.09	88,862	97%	226	92%
Jul	1,355,394	16	62%	14%	7	0.08	88,620	97%	226	78%
Aug*	1,438,813	16	60%	16%	4	0.09	92,081	97%	218	88%
Sep*	1,280,544	15	61%	13%	6	0.07	86,810	96%	226	92%
YTD	16,729,649	16	63%	14%	81	0.08	1,066,839	95%	221	91%

\* August and September Data is either Preliminary or Forecasted



## SERVICE PERFORMANCE MEASURES

### FY23 Monthly Modal Performance Data Sheet -July 2023

Month End Reporting	Ridership	On-Time Performance	Collected Fares	NTD Reportable Incident	Complaints per 100,000 Miles	Fleet Availability	Preventable Maintenance Inspection Completed On-Time
<b>NeighborLink</b>							
Oct	8,517	100%	100%	0	25.1	95%	100%
Nov	8,162	100%	100%	0	23.3	95%	99%
Dec	8,373	100%	100%	0	17.3	90%	99%
Jan	8,639	100%	100%	0	4.9	91%	99%
Feb	8,220	100%	100%	0	22.1	88%	99%
Mar	8,652	100%	100%	0	8.8	94%	99%
Apr	8,251	100%	100%	0	25.2	99%	98%
May	7,329	100%	100%	0	12.3	NO DATA*	NO DATA*
Jun	7,254	100%	100%	0	17.5	100%	80%
Jul	6,415	100%	100%	0	10.2	100%	91%
Aug**	7,039	100%	100%	0	17.8	100%	96%
Sep**	6,335	100%	100%	0	19.2	100%	99%
YTD	93,186	100%	100%	0	17.0	96%	96%
<b>ACCESS LYNX</b>							
Oct	51,883	79.50%	99.79%	2	7.3	89%	100%
Nov	48,400	80.15%	99.78%	1	9.5	86%	99%
Dec	49,890	86.03%	99.82%	0	7.6	86%	99%
Jan	51,347	85.20%	99.88%	0	5.2	84%	99%
Feb	50,578	84.02%	99.87%	2	5.2	82%	99%
Mar	58,303	84.76%	99.87%	0	7.7	83%	99%
Apr	54,118	82.65%	99.82%	3	6.6	83%	98%
May	55,308	76.28%	99.82%	0	13.5	NO DATA*	NO DATA*
Jun	52,955	86.48%	99.30%	0	NO DATA*	NO DATA*	NO DATA*
Jul	52,883	87.90%	99.59%	0	12.1	83%	81%
Aug**	53,412	85.72%	99.82%	0	7.2	82%	97%
Sep**	50,741	84.90%	99.78%	0	11.4	83%	98%
YTD	629,818	83.63%	99.76%	8	8.5	84%	97%

\* Data was not provided by the contractor.

\*\* August and September Data is either Preliminary or Forecasted





## ACCOMPLISHMENTS AND HIGHLIGHTS

### LYNX’ accomplishments from October 1, 2022 through September 30, 2023

#### Ridership and Service Initiatives

LYNX initiates service changes to improve system-wide efficiency three times each calendar year. During FY2023, there were three service changes that went into effect (December 2022, April 2023 and August 2023). 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.
- Extended the LYMMO Lime line and added additional bus stops along the route.
- Initiated a pilot for the testing of new transportation technology.

#### NeighborLink Re-Imagining

- Continued a re-imagining of NeighborLink services, resulting in a restructuring of NeighborLinks 822 and 851.

#### New Service

- New 612 route – Narcoossee Road

#### December 2022 Service Changes

The December 2022 service change included many major schedule and route adjustments. Additional trips were added to four routes and a new route began service.

**Table 1** indicates all the service changes that went into effect December 11, 2022.

**Table 1: December 2022 Service Changes**

<b>New Routes</b>
<b>Link 612</b> – Narcoossee Road (Osceola County) – Service operates via Narcoossee Road, Lake Nona Boulevard, Nemours Way, Veterans Way, Laureate Boulevard between U.S. 192 and the Lake Nona VA Center. Daily service operates every 60 minutes 5:05 a.m. – 9:45 p.m.
<b>Adjusted Schedule Times</b>
<b>Links 8, 15, 20, 25, 26, 28, 29, 38, 42, 54, 60 (LYMMO Orange Line), 62 (LYMMO Grapefruit Line), 104, 105, 107, 108, 306, 350, 418, 426, 434 and 436S</b>
<b>Additional Trips and/or Schedule Adjustments</b>
<b>Link 11</b> – S. Orange Avenue/Orlando International Airport (Orange County) – Adding Sunday 9:45 p.m. trip from LYNX Central Station and 10:30 p.m. trip from Orlando International Airport.
<b>Link 21</b> – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) – Adding Sunday 9:45 and 10:45 p.m. trips from Sand Lake Commons to downtown. Minor schedule adjustments.



## ACCOMPLISHMENTS AND HIGHLIGHTS

**Link 11** – S. Orange Avenue/Orlando International Airport (Orange County) – Adding Sunday 9:45 p.m. trip from LYNX Central Station and 10:30 p.m. trip from Orlando International Airport.

**Link 21** – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) – Adding Sunday 9:45 and 10:45 p.m. trips from Sand Lake Commons to downtown. Minor schedule adjustments.

**Link 37** – Pine Hills/Florida Mall (Orange County) – Adding weekend 4:45 a.m. trip from Hiawassee Road/Silver Star Road. Minor schedule adjustments.

**Link 125** – Silver Star Road (Orange County) – Adding Sunday 8:50 p.m. trip from West Oaks Mall and 9:50 p.m. trip from LYNX Central Station. Sunday trips will leave West Oaks Mall at :00. Minor schedule adjustments.

### Route Adjustments and/or Schedule Adjustments

**Link 1** – Winter Park/Maitland/Altamonte Springs (Orange County/Seminole County) – Northbound routing will use Westmonte Drive to SR 436. Minor schedule adjustments.

**Link 10** – East U.S. 192/St. Cloud (Osceola County) – Will no longer operate on Budinger Avenue, 10th Street, Old Hickory Tree Road and 17th Street. New routing will use U.S. 192 through St. Cloud. Extending route to U.S. 192 and Narcoossee Road. Schedule adjustments.

**Link 40** – Americana Boulevard/Conroy Road (Orange County) – Extending route to Universal Orlando Employment Center on Sunday. Adding Sunday 7:45 p.m. trip from LYNX Central Station and 9 p.m. trip from Universal Orlando Employment Center. Schedule adjustments.

**Link 45** – Lake Mary (Seminole County) – Weekday route will now serve Seminole State College via College Drive. Schedule adjustments.

**Link 55** – West U.S. 192/Four Corners (Osceola County/Lake County) – Weekday service will operate to U.S. 192/Legacy Boulevard. Service to Four Corners will be provided by LakeXpress. Schedule adjustments.

**Link 61** – LYMMO Lime Line (Orange County) – Extending service via Division Street, Anderson Street, Delaney Street, Gore Street, Orange Avenue, South Street and Garland Avenue. Changing frequency to 15 minutes during weekday peak and 20 minutes off-peak/weekends. Daily service will end at 9 p.m. Weekend service will begin at 8 a.m.

**Link 111** – SeaWorld/Orlando International Airport (Orange County) – Discontinuing service on Tradeshow Road and Universal Boulevard. Route will use Destination Parkway. Schedule adjustments.



## ACCOMPLISHMENTS AND HIGHLIGHTS

**NeighborLink 622** – Oviedo (Seminole County) – Extending zone south to SR 426 and Chapman Road. Changing fixed-route service between Oviedo Mall and Oviedo Medical Center to reservation-based via the LYNX NeighborLink app or by calling customer service at 407-841-LYNX (5969). Minor schedule adjustments. Renumbering as NeighborLink 822.

**NeighborLink 651** – Goldsboro (Seminole County) – Extending zone north to Seminole Boulevard and east to Pine Avenue/downtown Sanford. Airport Boulevard service will change from fixed-route to reservation-based via the LYNX NeighborLink app or by calling customer service at 407-841-LYNX (5969). Minor schedule adjustments. Renumbering as NeighborLink 851.

**Source: LYNX Service Planning**

### April 2023 Service Changes

There were several minor schedule adjustments and routing changes on four routes. The LYMMO Lime Line was extended and additional bus stop locations were added along this route.

**Table 2** indicates all the service changes that were implemented on April 23, 2023.

### **Table 2: April 2023 Service Changes**

#### **Adjusted Schedule Times**

**Links 34, 45, 46E and 46W**

#### **Route Adjustments and/or Schedule Adjustments**

**Link 9** – Winter Park/Rosemont (Orange County) – Extending all weekday trips to Winter Park SunRail Station. Minor schedule adjustments.

**Link 23** – Winter Park/Rosemont/Springs Plaza (Orange County) – Extending all weekday trips to Winter Park SunRail Station. Minor schedule adjustments.

**Link 51** – Conway Road/Orlando International Airport (Orange County) – Discontinuing service on Lake Underhill Road between Crystal Lake Drive and Conway Road. Route will use SR 408. Schedules did not change.

**Link 61** – LYMMO Lime Line (Orange County) – Extending route to Amelia Street garage via Amelia Street, Chatham Avenue and Alexander Place. Layover will be on Alexander Place instead of Garland Avenue/Livingston Street.

#### **Route, Schedule and Bus Stop Additions**

**Link 61** – LYMMO Lime Line (Orange County) – Extending route to Amelia Street garage via Amelia Street, Chatham Avenue and Alexander Place. Layover will be on Alexander Place instead of Garland Avenue/Livingston Street. Bus stop additions:

- South Street and Magnolia Avenue
- Amelia Street and Hughey Avenue
- Alexander Place and Chatham Avenue
- Alexander Place and Chatham Avenue

**Source: LYNX Service Planning**



## ACCOMPLISHMENTS AND HIGHLIGHTS

### August 2023 Service Changes

Minor schedule adjustments were made on several routes to improve on-time performance. A new route was implemented in Osceola County and new autonomous vehicle technology will be tested along the LYMMO Orange Line.

**Table 3** indicates all the service changes that were implemented on August 20, 2023.

**Table 3: August 2023 Service Changes**

<b>Adjusted Schedule Times</b>
<b>Links 6, 8, 9, 10, 11, 18, 19, 42, 44, 54, 57, 60, 111, 300, 434, 441 and 443</b>
<b>Route Adjustments and/or Schedule Adjustments</b>
<p><b>Link 21</b> – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) – Inbound route will operate via Universal Studios Plaza and Backlot Drive to serve the Universal Employment Center bus stop.</p> <p><b>Link 40</b> – Americana Boulevard/Universal Orlando (Orange County) – Will serve Universal Orlando Employment Center via Backlot Drive. Discontinuing service on Turkey Lake Road.</p> <p><b>Link 49</b> – W. Colonial Drive/Pine Hills Road (Orange County) – Outbound route will operate via Pine Hills Road, Silver Star Road and Belco Drive.</p> <p><b>Link 303</b> – Disney Direct/Washington Shores (Orange County) – Will replace Link 312 service between Disney Springs Transfer Center and Disney’s Contemporary Resort.</p>
<b>Trip Reductions</b>
<p><b>Link 7</b> – South Orange Avenue/Florida Mall – Discontinuing Saturday midnight trip from Florida Mall.</p> <p><b>Link 26</b> – Pleasant Hill Road/Poinciana (Osceola County) – Will discontinue weekday 5:30 a.m. trip from the LYNX Kissimmee Intermodal Station and 8:40 p.m. trip from Poinciana Walmart SuperStop.</p> <p><b>Link 46W</b> – West SR 46/Seminole Towne Center (Seminole County) – Discontinuing the Saturday 9:45 p.m. trip from Sanford SunRail Station.</p>
<b>Trip Additions</b>
<p><b>Link 21</b> – Raleigh Street/Kirkman Road/Universal Orlando (Orange County) – Adding a Sunday 10:15 p.m. trip from LYNX Central Station to Sand Lake Commons.</p> <p><b>Link 55</b> – West U.S. 192/Four Corners (Osceola County) – Adding weekday 5:10 and 5:40 a.m. trips from U.S. 192/Legacy Boulevard to LYNX Kissimmee Intermodal Station.</p> <p><b>Link 107</b> – U.S. 441 (Orange Blossom Trail)/Florida Mall (Orange County) – Adding a Saturday midnight trip from Florida Mall to LYNX Central Station.</p>
<b>Discontinued Route</b>
<p><b>Link 312</b> – Disney Direct/Ocoee (Orange County) – Discontinuing all service. Alternate service between Disney Springs Transfer Center and Contemporary Resort will be provided by Link 303.</p>

**Source: LYNX Service Planning**



## ACCOMPLISHMENTS AND HIGHLIGHTS

### Transportation Disadvantaged Service Plan Minor Update



The Transportation Disadvantaged Service Plan (TDSP) Major Update was completed and submitted to the Commission for the Transportation Disadvantaged (CTD) in June 2023. The TDSP is a five-year plan developed by LYNX under the guidance and approval of the Transportation Disadvantaged Local Coordinating Board (TDLCB) of Orange, Osceola and Seminole Counties. Developed in partnership with MetroPlan Orlando, the TDSP is an annually updated tactical plan with development and service plans; quality assurance; cost/revenue allocation justifications; and rate structure justification components. Through the TDLCB's involvement and administration by MetroPlan Orlando, in the review and approval of the TDSP, the TDLCB is able to guide and support LYNX in implementing coordination efforts and locally developed service standards that are consistent with the needs and resources of our community.

During the development of the Major Update, LYNX held a series of in person and virtual public workshops and stakeholder discussion groups to collect input from the public, system users, and agency representatives. Telephone and electronic surveys were also conducted to ensure that Transportation Disadvantaged passengers had an opportunity to provide input and participate in the process.

The LYNX Human Services Transportation Plan is incorporated into the TDSP as an appendix.

### FY2023 Title VI Program Update

LYNX prepared an update to the Title VI Program for the three-year planning period covering 2023 to 2025. The Title VI Program must be updated every three years and include an analysis of current demographics, service distribution, major service and fare media changes as well as an updated language assistance plan. In preparation for the update, LYNX conducted three public outreach events to provide an opportunity for public comments and feedback. Public meetings were held in each of the counties within the LYNX service area.

### NeighborLink Re-Imagining

A re-imagining of NeighborLink services was initiated in April 2022 and continued through FY2023. 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 the 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, Oviedo, Williamsburg, Goldsboro and Maitland.



## ACCOMPLISHMENTS AND HIGHLIGHTS

### System-Wide Survey and Report



In Fall 2022 and Spring 2023, LYNX conducted an on-board 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. The survey data collected is currently in the data reduction phase and a survey dashboard is being developed for easy analysis of the

results. A final report of survey findings will be available early FY2024.

### Mobility Services

During FY2023, 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.

Mobility Services also transitioned its paratransit service contract provider to Transdev Services. In addition, the NeighborLink services that were previously contracted were transitioned to an internal operation.

Some of the FY2023 department accomplishments are listed below.

- During Hurricane Ian emergency operations, ACCESS LYNX provided support that included 291 shelter/evacuation transports.
- The NeighborLink “On-Demand” mode of service transitioned from a private transportation contracted service to a completely internal LYNX operation.
- Through a competitive selection process, a new contract provider was selected for ACCESS LYNX paratransit services. During FY2023, the contract was negotiated with Transdev Services and operations were fully transitioned to the new provider within 30 days.
- ACCESS LYNX was re-certified as the Community Transportation Coordinator (CTC) for Orange, Seminole and Osceola Counties. The Florida Commission for the Transportation Disadvantaged designates one CTC for each county in Florida. LYNX has been the designated CTC for Orange, Osceola and Seminole Counties since 1992. Recertification must occur every five years with a new signed formal Memorandum of Agreement.
- Technology upgrades included a new telephone and customer contact system, Global Positioning System (GPS) map upgrades and implementation of Trapeze System Version 21 software.





## ACCOMPLISHMENTS AND HIGHLIGHTS

### Vehicle Fleet and Technology

LYNX continues to move towards its goal of transitioning 50 percent of the LYNX fleet to zero emission vehicles by 2028. In FY2023, LYNX added 25 new Gillig 40' Compressed Natural Gas (CNG) buses and 6 Proterra 35' Battery Electric Buses to the fleet. An additional two New Flyer 60' CNG buses will be received by the end of FY2023.

LYNX and the City of Orlando are testing new technology using BEEP autonomous vehicles along the LYMMO Orange line during off peak service. The new technology will provide a “living lab” for testing connected and autonomous vehicles.



### Fare Payment System Upgrade

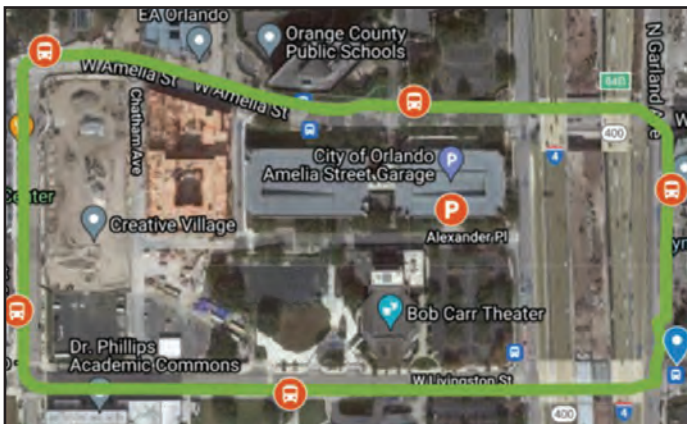
LYNX is upgrading the fare payment system with an upgraded mobile payment application and enabling open payments at the fare boxes. The new mobile payment application will include trip planning and real-time bus arrival information. Open payments will allow “tap to pay” at the fare box for credit cards, debit cards, and wearables. The upgraded functionality is scheduled to become available by the end of 2023.

### Automatic Passenger Counter Software System Upgrades

LYNX is planning for an upgrade to the Automatic Passenger Counter software package. 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.

### BEEP Autonomous Vehicle Demonstration

LYNX partnered with the City of Orlando to support a pilot project of two autonomous vehicles that will operate during off-peak hours along a portion of the existing LYMMO lanes on the Orange line. The project supports one of the strategies in the City’s adopted Future-Ready City Master Plan by providing a “living lab” to help the City of Orlando better understand how autonomous vehicles may integrate into the future of the transit system. The project began in August 2023.





## ACCOMPLISHMENTS AND HIGHLIGHTS

### 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 FY2023. As of September 30, 2022, LYNX Vanpool accounts for 2,997 work trips per week and 125 vehicles in service. LYNX' vanpool program was responsible for 1,363,148 revenue miles in FY2022.

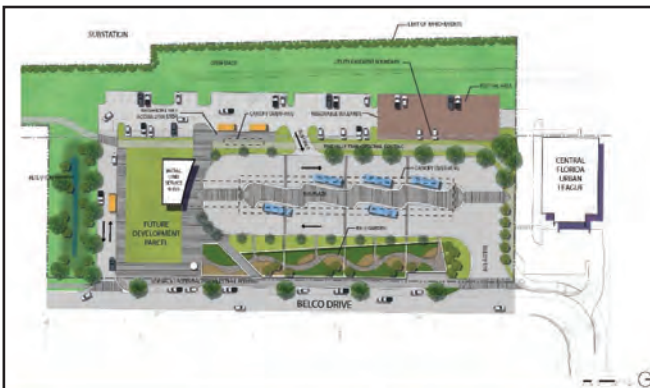
### Human Resources

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



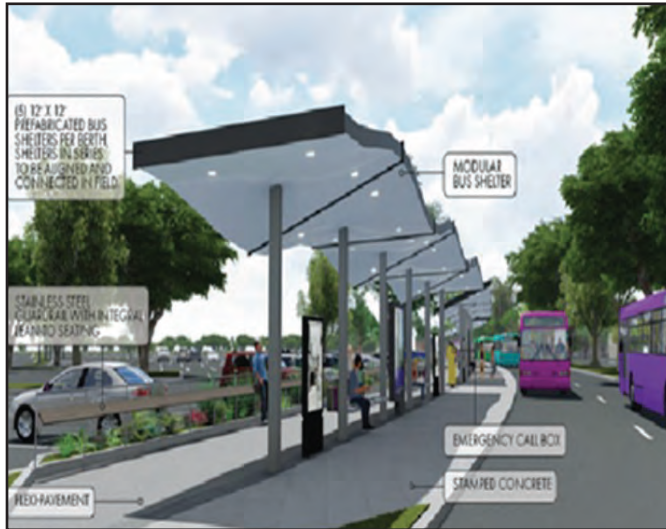
The construction phase is currently in contract negotiations with an anticipated start time in the fall of 2023.





## ACCOMPLISHMENTS AND HIGHLIGHTS

### Florida Mall SuperStop



 Construction is expected to be completed by the end of summer 2023.

In addition to the facilities described in this section, LYNX is also expected to complete more than 30 shelter installs and rehab nearly 50 bus shelters in FY2023.

### 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 FY2023, 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, the sites have been narrowed down to three that may be suitable. The project has moved into the next phase of contacting the property owners to further discuss suitability. This project is expected to be completed during FY2024.

### Transit Oriented Development Pilot Planning Project Grant

LYNX was awarded a Transit-Oriented Development Planning grant through the Federal Transit Administration Pilot Program. The grant award will be 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 FY2023. Project planning will continue through the next fiscal year. Plan development will focus on the current land use and zoning codes, street network, future land use policies and identifying vacant, underutilized properties.



## ACCOMPLISHMENTS AND HIGHLIGHTS

---

### FY2023 Intermodal Development Funding Program



In FY2023, LYNX was awarded an Intermodal Development grant for the Orlando International Airport (OIA) Bus Transfer Facility Feasibility Study and Preliminary Design. LYNX currently operates six routes that serve OIA with a transfer location at OIA's Terminal A. This grant will provide funding for the preliminary design of a

new LYNX bus transfer facility at Terminal C. Moving the facility to Terminal C has the potential to accommodate various modes of ground, rail, and air transport, including high-speed rail, commuter rail, light rail, regional bus services with access to Terminals A and B via an automated people-mover.

**This Page is Intentionally Left Blank**



NO  
TRESPASSING  
OR LOITERING.  
LYNX will  
prosecute all  
violators.  
1-800-833-8333  
@lynx

256-416

34 SANFORD  
N. U.S. 17-92

256-416

Budget Summary

BATTERY  
DISCONNECT

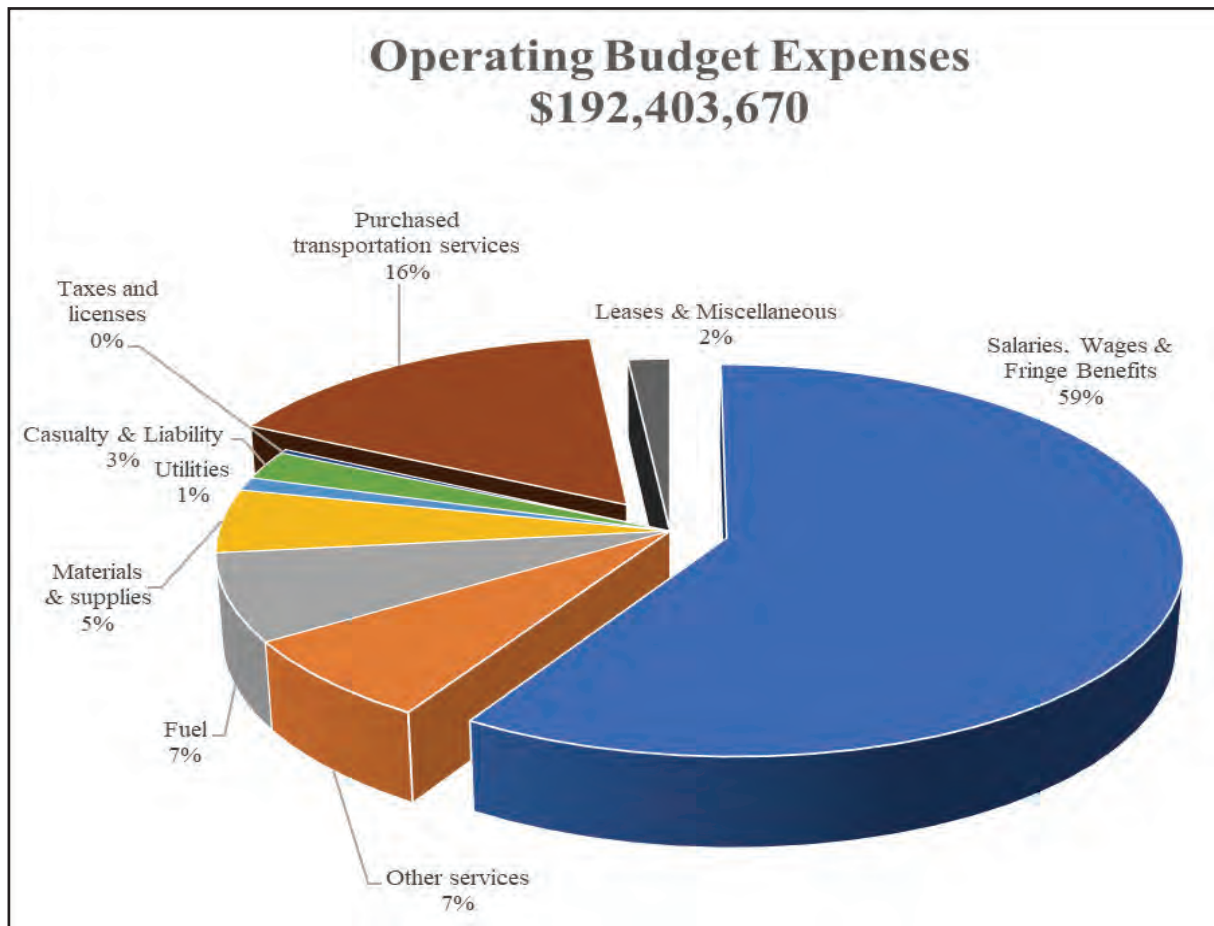
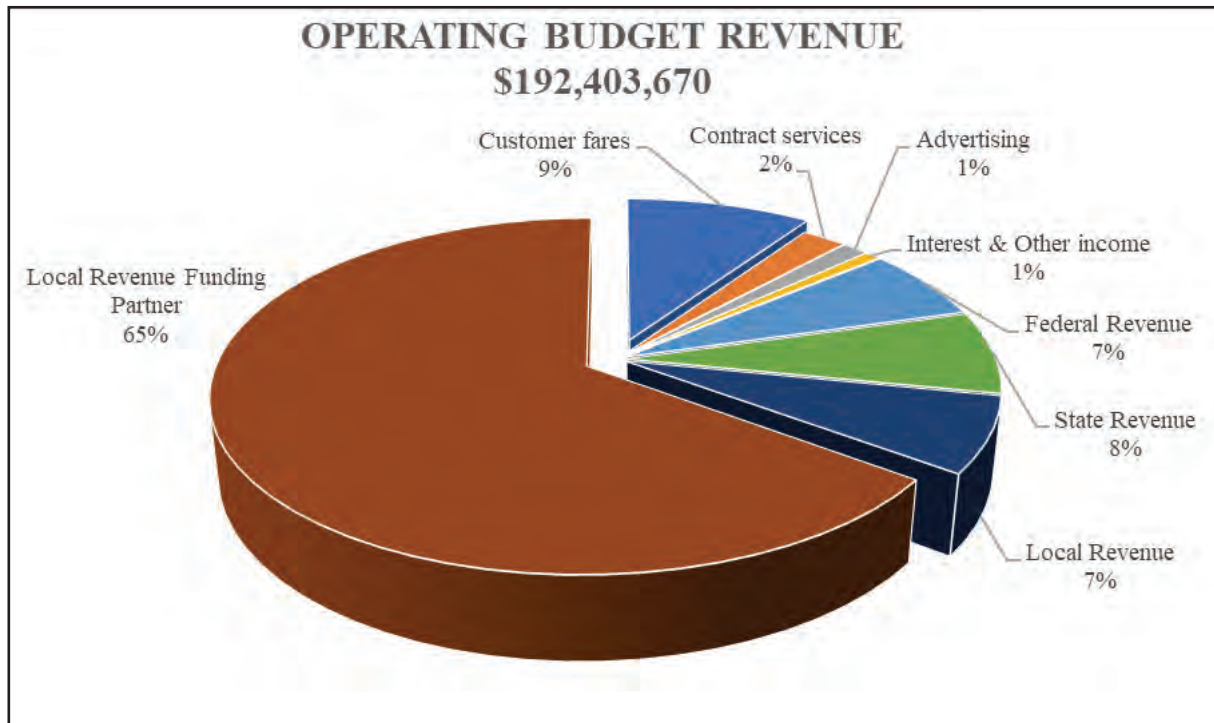


## FY2024 OPERATING REVENUE & EXPENSES

	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Amended Budget	FY2024 Approved Budget
<b>REVENUES</b>				
Customer fares	15,037,923	18,032,866	18,367,662	18,367,662
Contract services	5,805,783	5,261,638	4,434,073	4,410,950
Advertising	2,466,089	2,830,622	2,714,796	2,605,000
Interest & Other income	718,086	784,019	3,980,000	1,480,000
Federal Revenue	7,625,890	11,330,030	14,536,627	12,703,583
CARES/CRRSA/ARPA	53,525,601	46,435,174	0	0
State Revenue	12,453,836	14,384,177	14,740,508	14,572,756
Local Revenue	8,839,550	10,004,987	12,246,355	13,342,544
Local Revenue Funding Partner	71,422,119	71,422,119	79,992,773	91,991,691
Budget Stabilization Funds	0	0	31,603,027	32,929,484
<b>TOTAL REVENUE</b>	<b>177,894,877</b>	<b>180,485,632</b>	<b>182,615,821</b>	<b>192,403,670</b>
	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Amended Budget	FY2024 Approved Budget
<b>EXPENSE</b>				
Salaries, Wages & Fringe Benefits	83,438,288	84,766,447	104,203,615	112,799,502
Other services	8,066,626	8,650,676	12,991,770	13,637,483
Fuel	8,067,161	10,077,191	14,508,025	14,087,408
Materials and supplies	6,825,258	7,929,856	10,084,010	10,196,129
Utilities	1,448,761	1,614,173	1,794,203	2,133,621
Casualty & Liability	3,769,791	4,969,383	4,661,099	4,618,716
Taxes and licenses	595,388	626,468	558,022	633,738
Purchased transportation services	24,179,741	28,165,714	31,587,576	30,686,488
Leases & Miscellaneous	1,091,488	1,307,265	1,794,301	3,177,386
GASB 87 Lease Expense	0	0	377,045	388,512
Interest Expense	0	0	56,155	44,687
<b>TOTAL EXPENSE</b>	<b>137,482,501</b>	<b>148,107,173</b>	<b>182,615,821</b>	<b>192,403,670</b>
<b>CHANGE IN NET OPERATING POS</b>	<b>40,412,376</b>	<b>32,378,459</b>	<b>0</b>	<b>0</b>



## FY2024 OPERATING REVENUE & EXPENSES





## FY2024 BUDGET SUMMARY

---

### REVENUE HIGHLIGHTS

#### **Customer Fares**

Customer Fares have remained the same from FY2023 budget. This is due to the slow return of ridership to pre-pandemic levels.

#### **Contract Services**

Contract Services revenue decreased by 1% from FY2023 budget. This change is a result of the cancellation of the Kissimmee Circulator offset by increases for bus contract services.

#### **Other Revenue**

This category, which is made up of interest revenue, advertising revenue, miscellaneous revenue, and other minor sources of revenue, is decreasing by 67% or \$2,610,000. This is mainly due to the expected decline in interest rates in FY2024.

#### **Governmental Contributions**

Local, State, and Federal support has decreased by 5% or \$904,607. Federal Revenue is down \$1,833,044 mainly due to 5311 rural dollars no longer available in FY2024. Local revenue has increased with opportunities with a service development grant in Osceola County rate increases with local bus contracts.

#### **Local Partner Funding**

The Local Partner Funding has remained the same in total during the pandemic. To get back on track to normal operating levels, the Local Partners agreed to a 15% increase. For FY2024, 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.



## FY2024 BUDGET SUMMARY

---

### EXPENSE HIGHLIGHTS

#### **Personnel Services**

Total salaries, wages, and associated fringe benefits increased by 8%. This is due to salary increases consistent with LYNX' local funding partners for administrative employees and the union contract for unionized staff. Additionally, there are increases budgeted for medical benefits as well and NeighborLink being brought in-house.

#### **Other Services**

Other Services are budgeted to increase by 5%. The FY2024 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 new Security Services contract.

#### **Fuel**

Fuel expenses are estimated to decrease by 3% from the FY2023 budget. The decrease is primarily due to the diminishing reliance on diesel vehicles, and LYNX' fuel hedging contracts includes CNG fuel into FY2024.

#### **Materials and Supplies**

Materials and Supplies are estimated to increase by 1%; the increase is related to the sharp increases in oils and fluids as a result of the spikes in petroleum products offset by savings of not budgeting for COVID related expenses.

#### **Taxes and Utilities**

Utilities is up by 19% primarily due to telecommunications data plans in support of a new point of sales initiative and slight increases in taxes and licenses.

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

Casualty and Liability costs are expected to increase by 1%; the slight increase as the Risk department tries to control cost in this area.

#### **Purchased Transportation Services**

Purchased Transportation Services have decreased by 3%; this is based on ridership returning to 95% of the pre-COVID trips provided and bringing NeighborLink operations in-house.





## FY2024 BUDGET EMPHASIS AREAS

---

To adequately prepare expense and revenue budgets for FY2024, 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 2023 level of service.
- Continue Paratransit cost containment strategies.
- Funding Partners contributions based on the approved Regional Funding Model.
- Federal Preventative Maintenance revenue budgeted at board approved level of \$6.8 million.

### **Revenue Assumptions:**

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

- No fare increases.
- Project ridership to be at 75% of the pre-pandemic level for fixed route.
- Project Paratransit ridership at 95% of the pre-pandemic level.

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

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

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

- State Operating Assistance projections based on FY2023 Award.

#### ***Advertising Revenue***

- Advertising revenue at the contract guarantee level.

### **Expense Assumptions:**

#### ***Personnel Expenses***

- Project wage increases consistent with Funding Partners and Board approved Union Labor Agreements.
- Increased costs for Medical Expenses based on current trends. Pursue rebates on prescription drugs to offset Program expense.

#### ***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.
- Control Paratransit trip growth focusing on eligibility & travel training for fixed route.

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

- Continued migration to cloud environment.
- New ERP system for all financial functionality.

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

- Continuation of Fuel Programs, as appropriate:
  - ✓ Fuel Hedging, including CNG.
  - ✓ Continued investment in low, no emission vehicles to include electric and CNG.
  - ✓ LYMMO service will be partially operated with electric.



## HISTORY OF OPERATING SUMMARY - FIVE YEAR SUMMARY

	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Adopted Budget	FY2024 Adopted Budget
<b>FUNDING SOURCE</b>					
Customer fares	12,298,257	15,037,923	18,032,866	18,367,662	18,367,662
Other Revenue	9,839,086	8,095,478	8,084,926	10,751,869	8,097,213
Subtotal	22,137,343	23,133,401	26,117,792	29,119,531	26,464,875
Federal	67,377,385	61,203,626	57,765,204	14,536,627	12,703,583
State	13,393,264	12,453,836	14,384,177	14,740,508	14,572,756
Subtotal	80,770,648	73,657,462	72,149,381	29,277,135	27,276,339
Orange County	53,758,012	53,758,012	52,805,637	59,280,043	69,041,652
Seminole County	8,468,010	8,468,010	9,133,862	10,248,484	11,416,995
Osceola County	9,196,097	9,196,097	9,482,620	10,464,246	11,533,044
Subtotal	71,422,119	71,422,119	71,422,119	79,992,773	91,991,691
City of Orlando	6,242,481	6,907,215	6,906,775	6,864,063	7,121,512
SunRail (FDOT)	1,618,217	1,295,975	1,234,780	1,925,794	2,157,842
Disney	342,995	370,325	345,354	439,024	487,854
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	247,555	244,666	480,812	(0)	0
Osceola County SDG 612	0	0	0	929,144	1,278,543
Lake County	283,500	306,885	314,571	207,000	228,737
Econ River High School	123,005	61,955	0	0	0
Universal Boulevard	207,445	112,484	40,599	0	0
Orange County I-Drive	0	0	1,304,178	1,874,429	2,082,893
UCF/Valencia & Seminole College	169,574	168,491	166,007	170,000	170,000
Subtotal	9,448,673	9,681,895	11,006,976	12,623,354	13,741,281
<b>TOTAL</b>	<b>183,778,784</b>	<b>177,894,877</b>	<b>180,696,267</b>	<b>151,012,793</b>	<b>159,474,186</b>



## SUMMARY OF MAJOR REVENUE SOURCES

---

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

### **(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

---

### **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.



## FY2024 OPERATING EXPENSE BY FUNCTION

---

LYNX consists of many different functional areas that contribute to providing our transportation services. Presentation of the FY2024 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 the LYNX staff attorney, Safety and Security, Human Resources and the DEI/Civil Rights Compliance Administrator.

### **Operations Department**

Includes expenses for all transit operations for LYNX. Specifically included are the Transportation, Paratransit, Safety, Customer Service, Facility Maintenance and Vehicle Maintenance Departments.

### **Administrative Support**

Includes expenses for the oversight of the general administration of the Authority including Grant Administration, Marketing, development of promotional information and Government Affairs.

### **Finance Department**

Includes expenses for Procurement, accounting, financial reporting, Risk Management and construction and engineering.

### **Innovation & Planning**

Includes expenses for providing professional services in the areas of Transportation Planning and Technical Studies.

**This Page is Intentionally Left Blank**





## BUDGETED POSITIONS

### BUDGETED POSITIONS

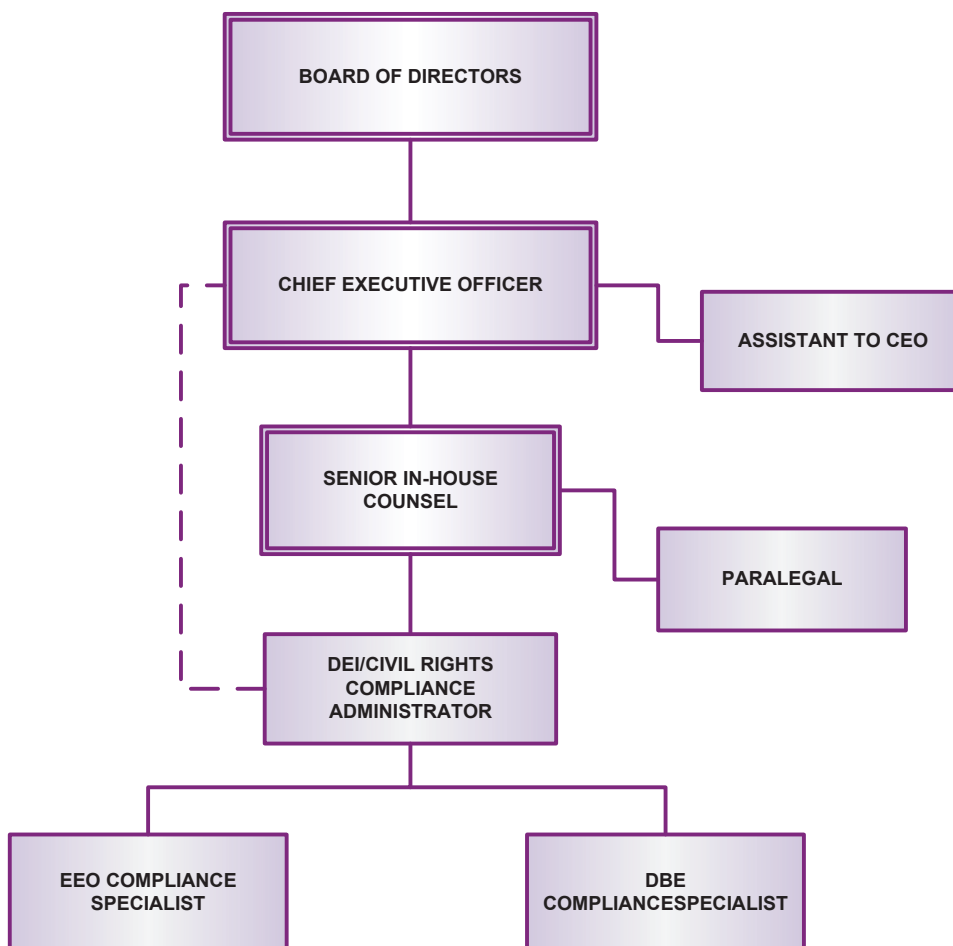
Department	FY23	FY24	Change
Executive Dept	9	9	0
Human Resources	13	12	-1
Training	10	13	3
Safety & Security	9	9	0
<b>EXECUTIVE DIVISION</b>	<b>41</b>	<b>43</b>	<b>2</b>
Finance	37	36	-1
Material Control	15	15	0
Engineering & Construction	3	3	0
Procurement	10	10	0
Risk Management	3	3	0
<b>FINANCE DIVISION</b>	<b>68</b>	<b>67</b>	<b>-1</b>
Government Affairs	3	2	-1
Grants	5	5	0
Marketing	8	9	1
<b>ADMINISTRATIVE DIVISION</b>	<b>16</b>	<b>16</b>	<b>0</b>
Information Technology	11	11	0
Innovation & Sustainability	4	4	0
Strategic & Service Planning	15	15	0
<b>INNOVATION DIVISION</b>	<b>30</b>	<b>30</b>	<b>0</b>
Transportation	773	774	1
Maintenance	202	200	-2
Customer Service	26	26	0
Paratransit	33	33	0
NeighborLink	5	33	28
Road Ranger	18	18	0
<b>OPERATIONS DIVISION</b>	<b>1057</b>	<b>1084</b>	<b>27</b>
<b>TOTAL STAFFING</b>	<b>1212</b>	<b>1240</b>	<b>28</b>





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

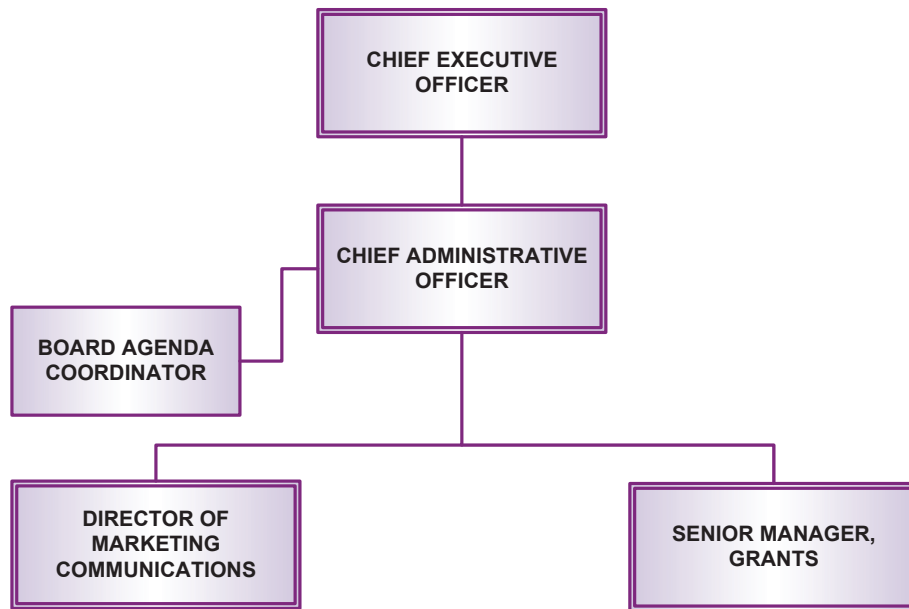


### EXECUTIVE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

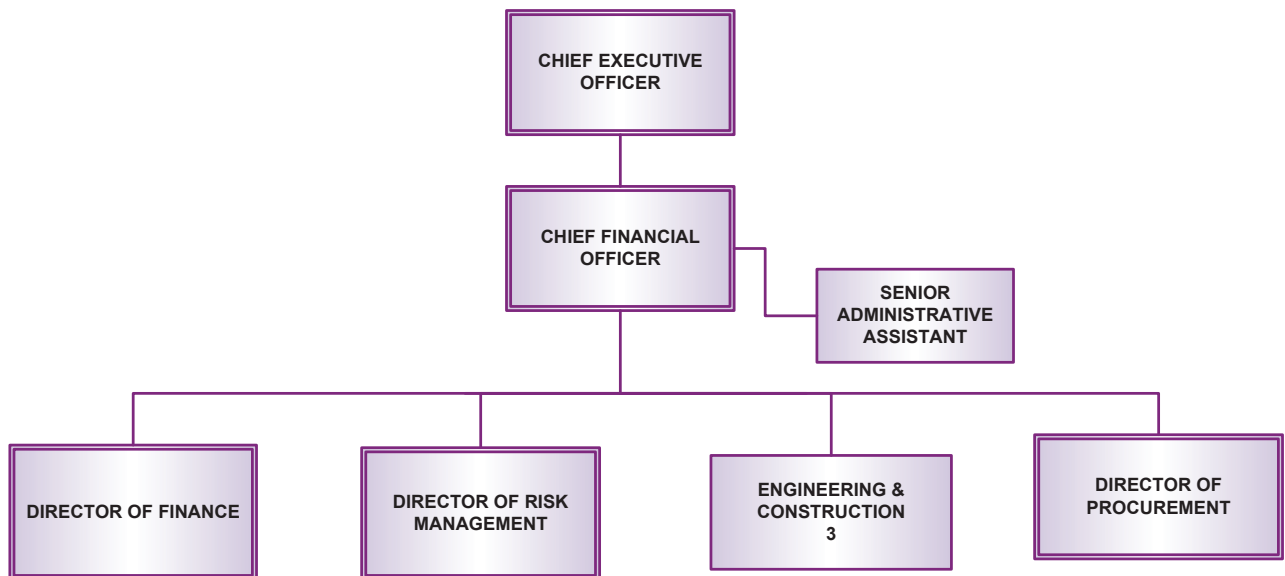


### GOVERNMENT AFFAIRS DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

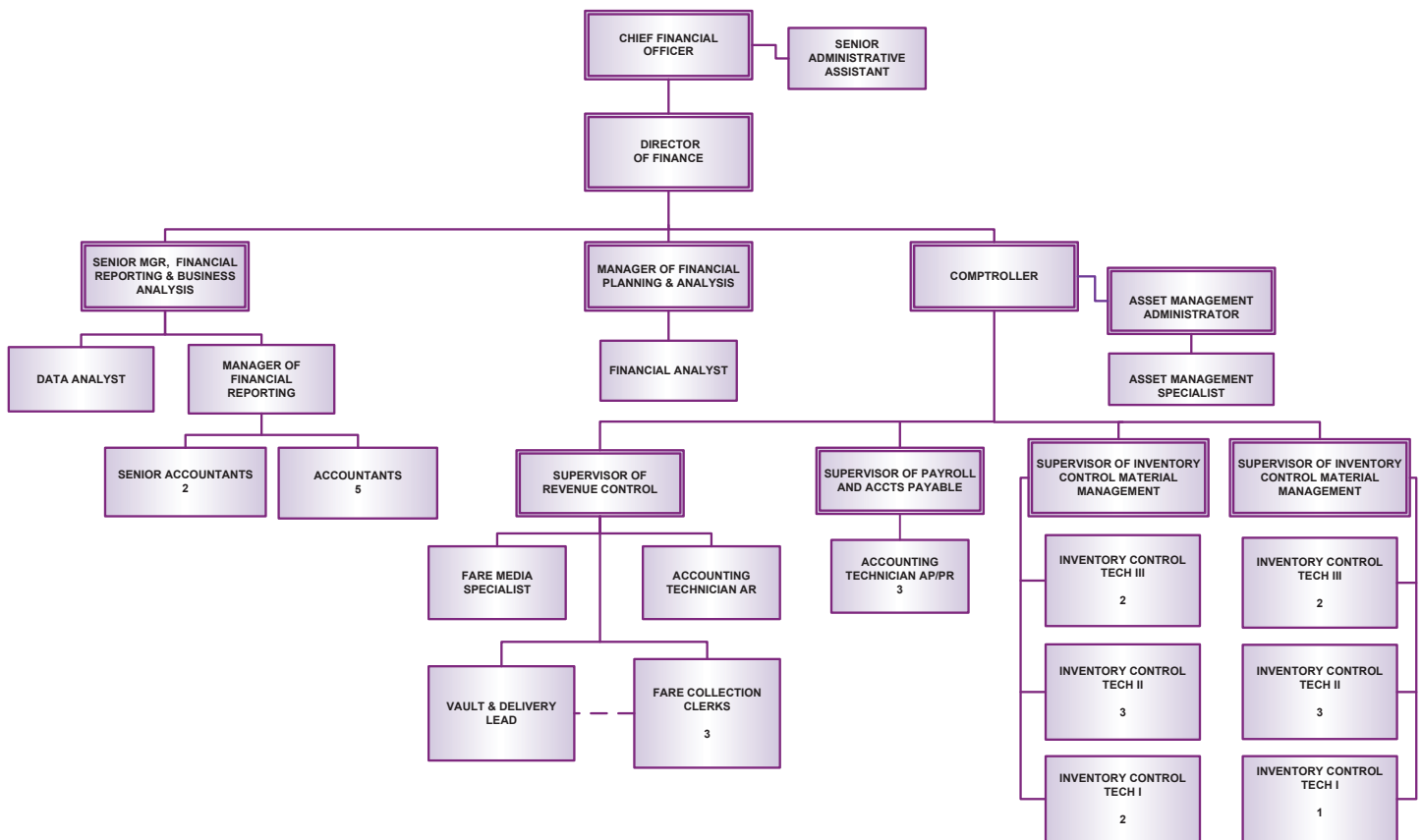
---



### OFFICE OF FINANCE



# ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

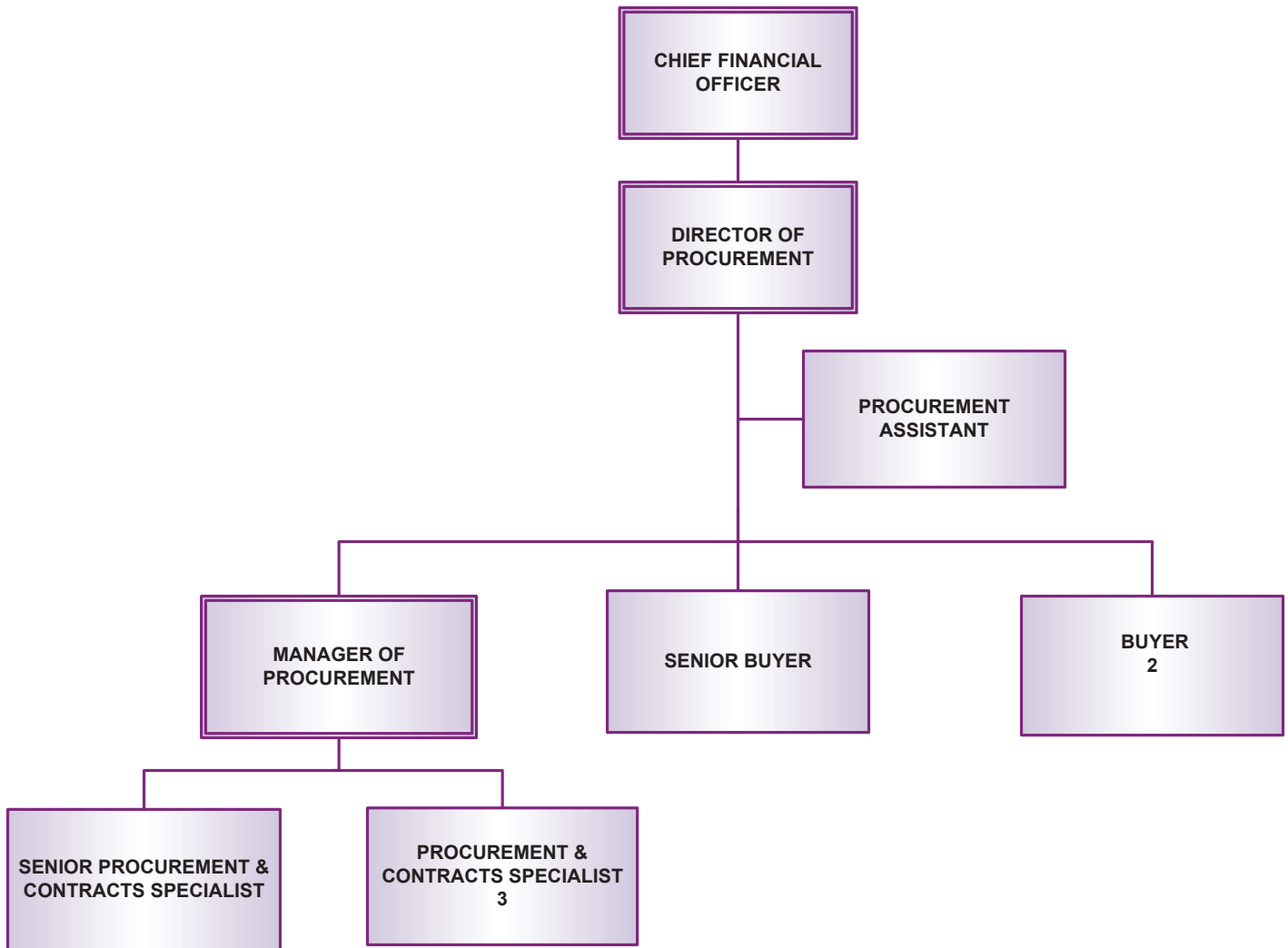


## FINANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---



### PROCUREMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

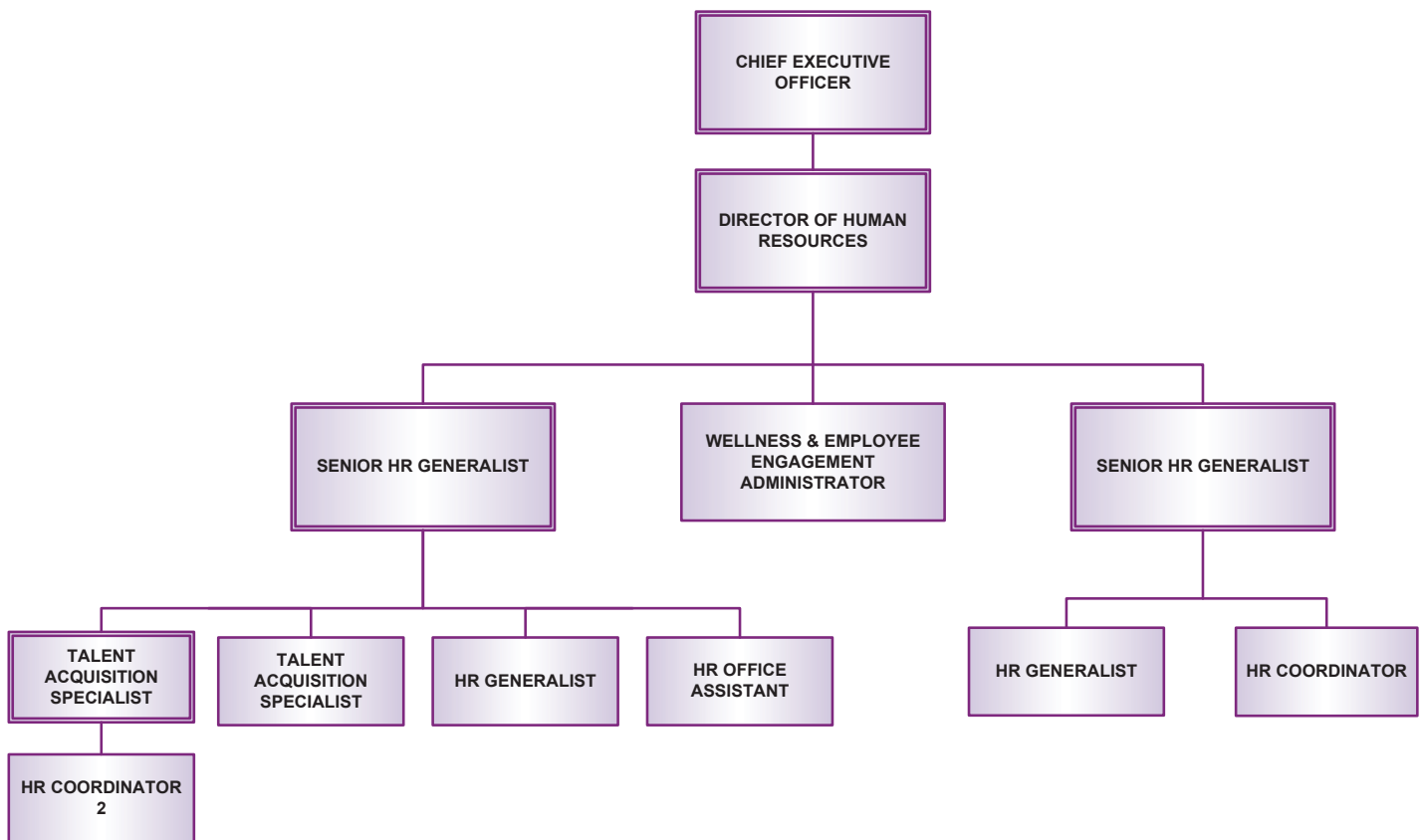


### RISK MANAGEMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

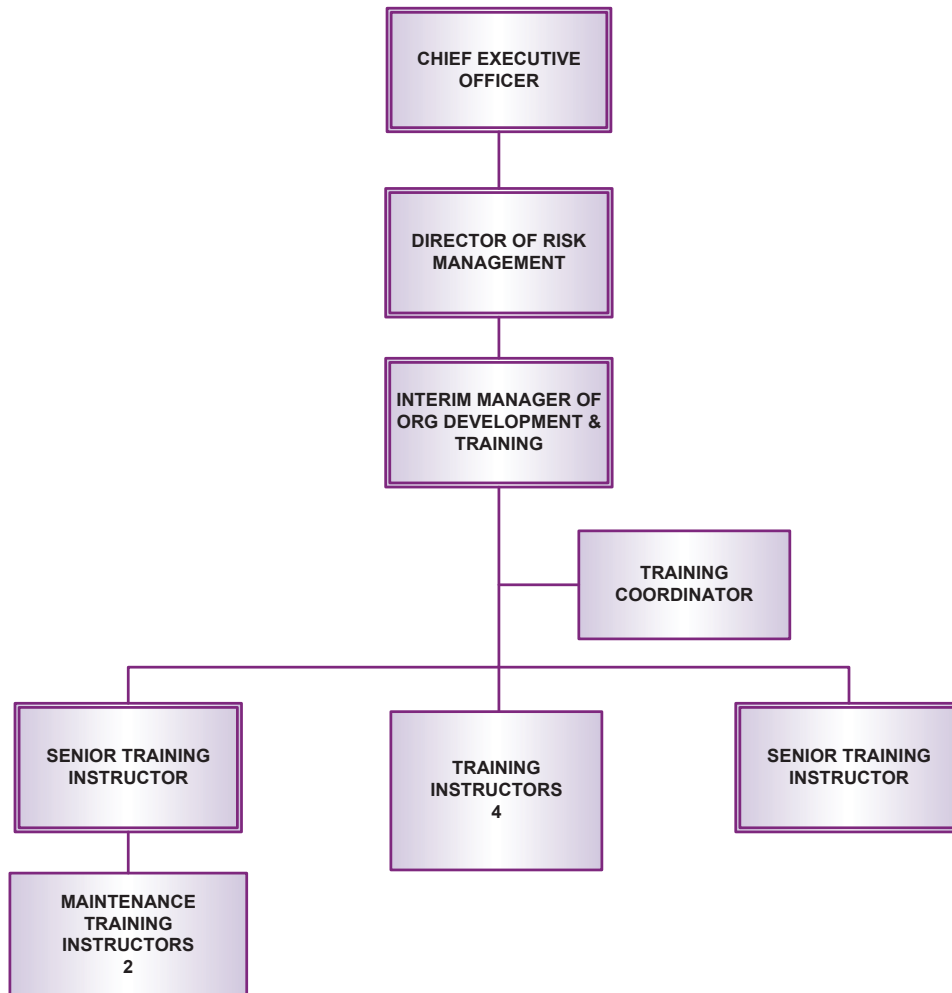


### HUMAN RESOURCES DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---



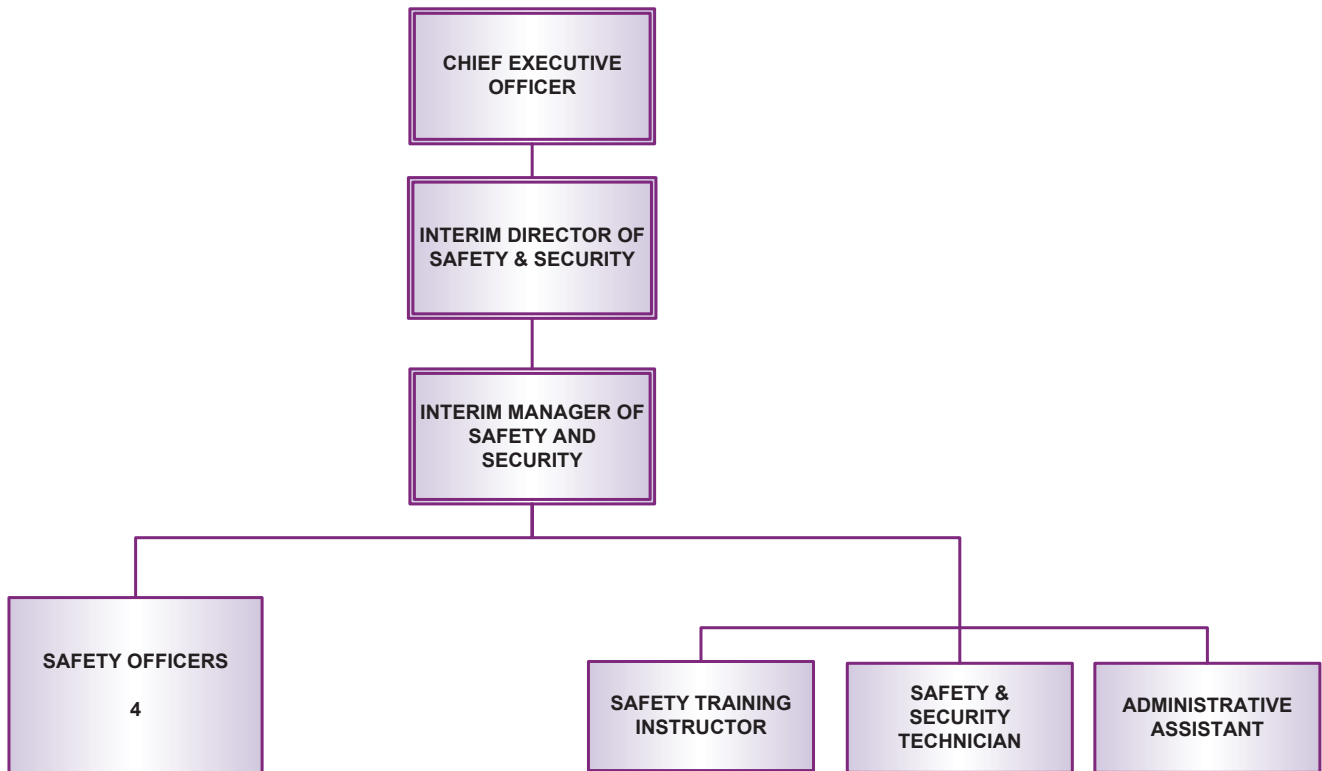
### ORGANIZATIONAL DEVELOPMENT AND TRAINING DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

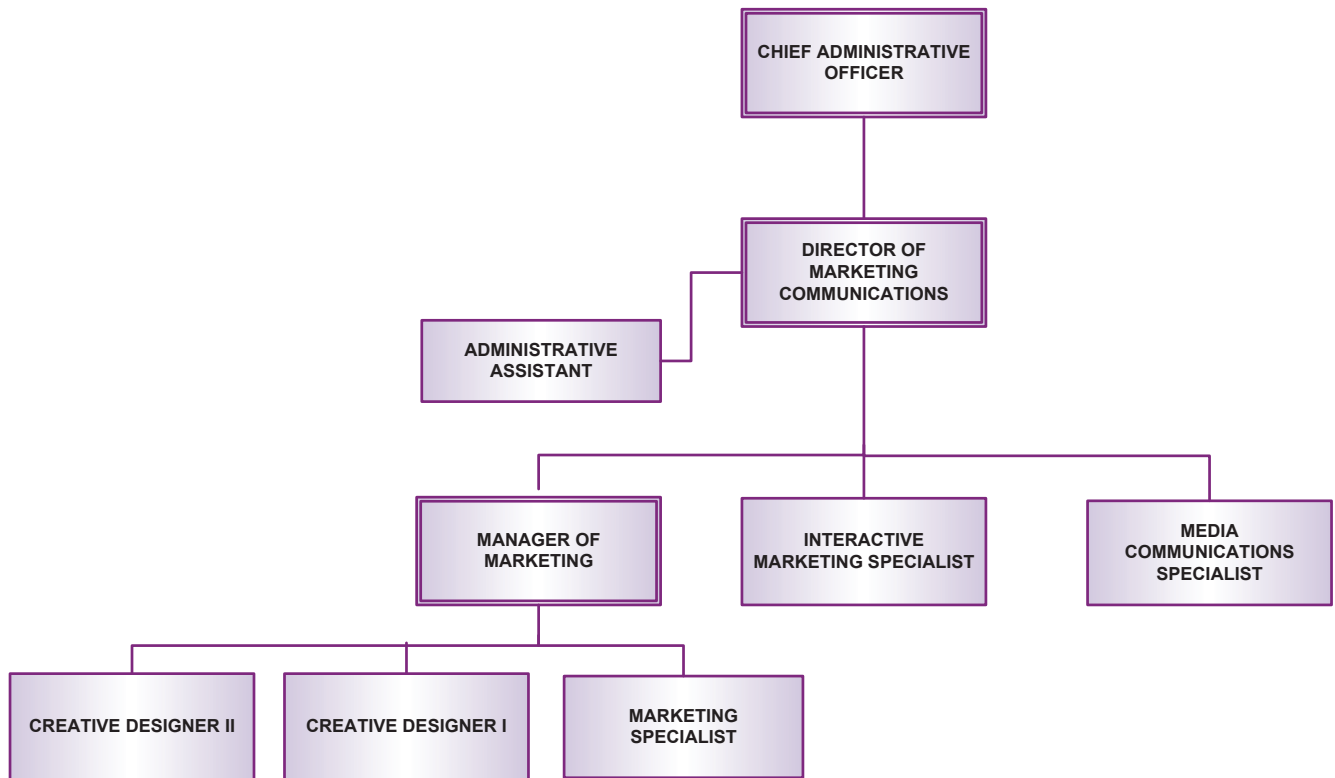


### SAFETY AND SECURITY DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

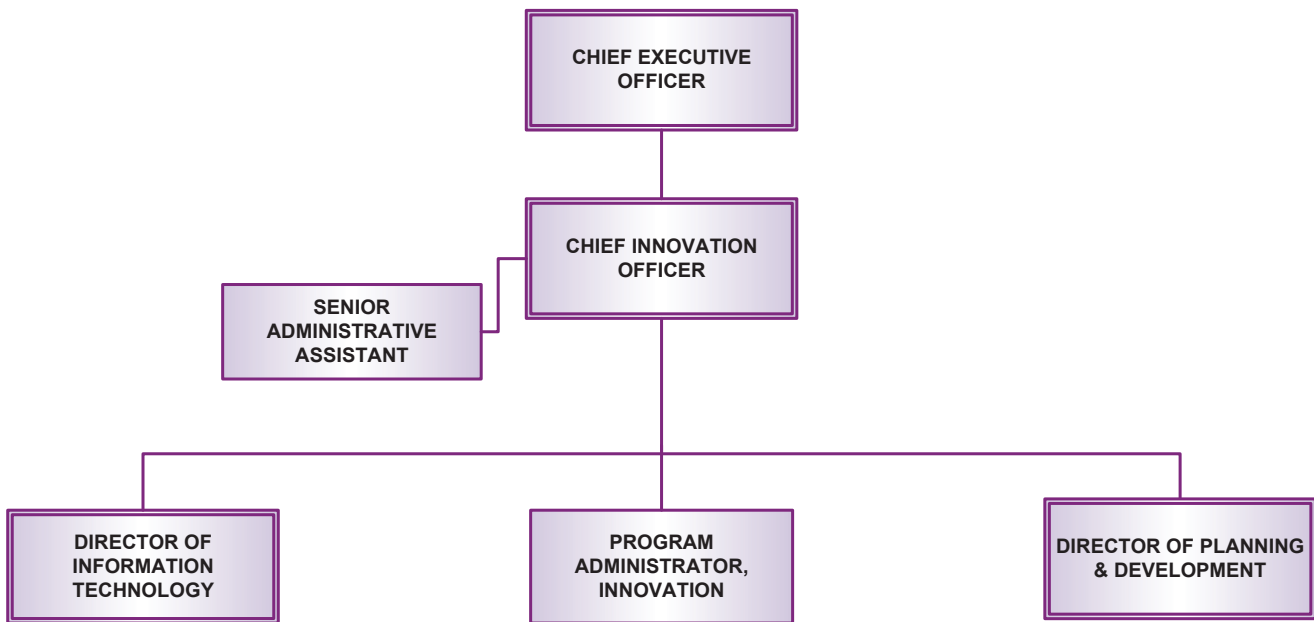


### MARKETING COMMUNICATIONS DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---

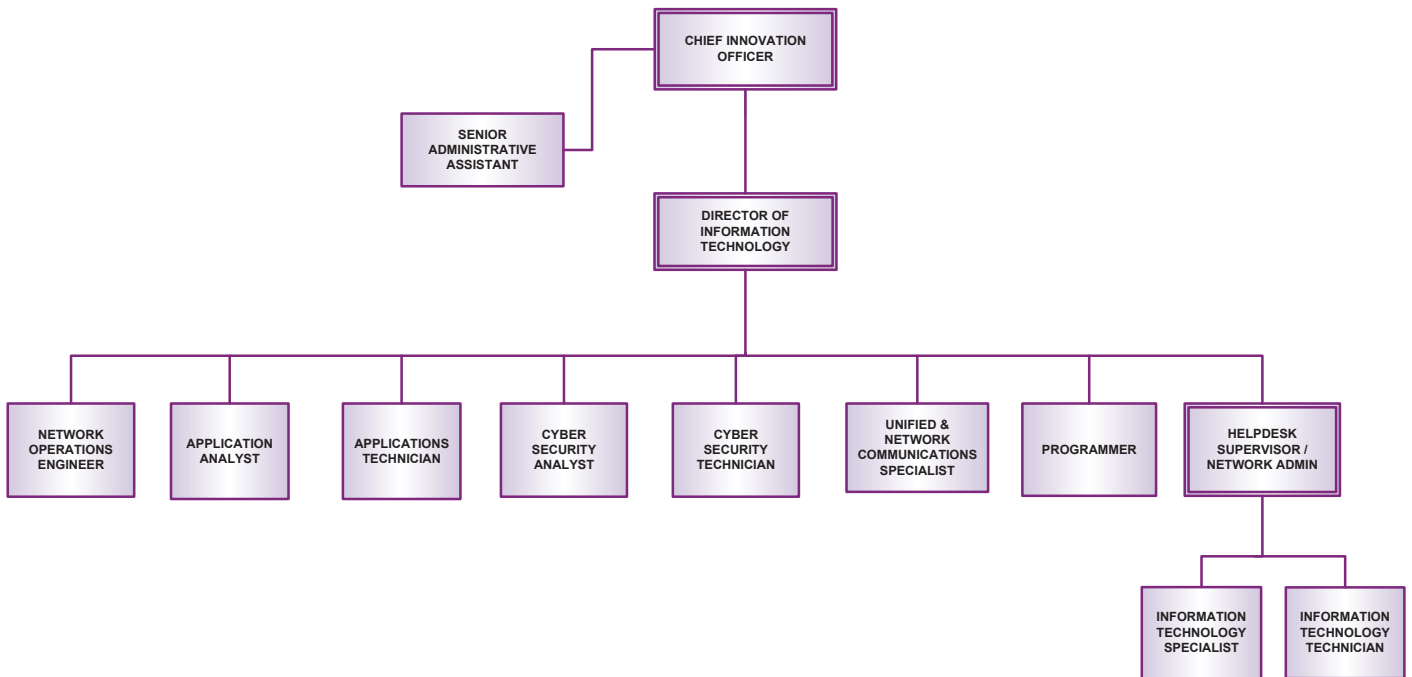


### INNOVATION, SUSTAINABILITY, PLANNING AND IT DEPARTMENTS



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

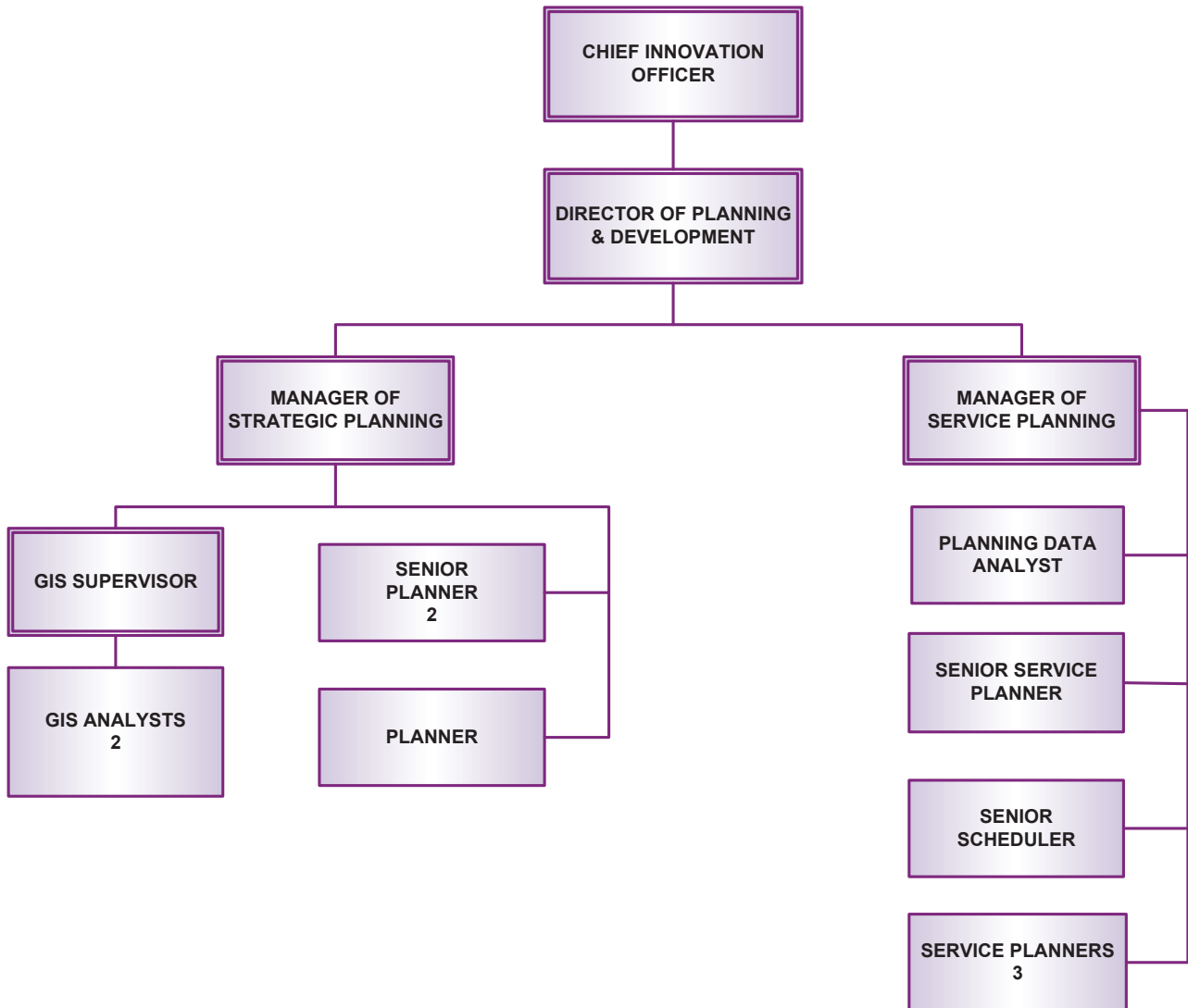
---



### INFORMATION TECHNOLOGY DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

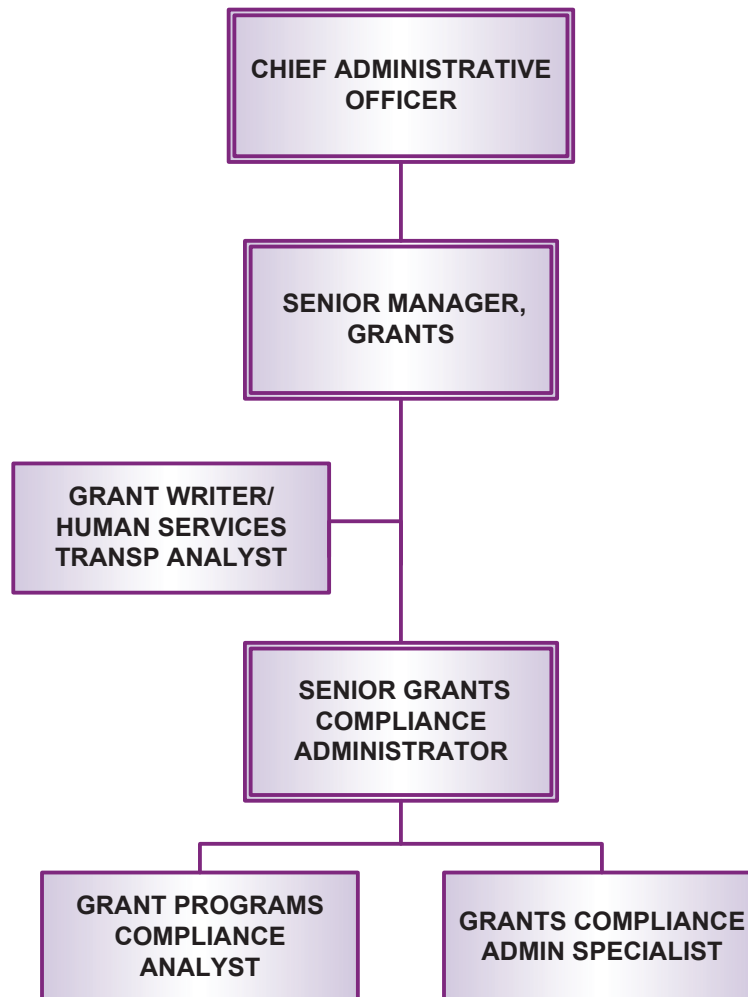


### PLANNING AND DEVELOPMENT DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

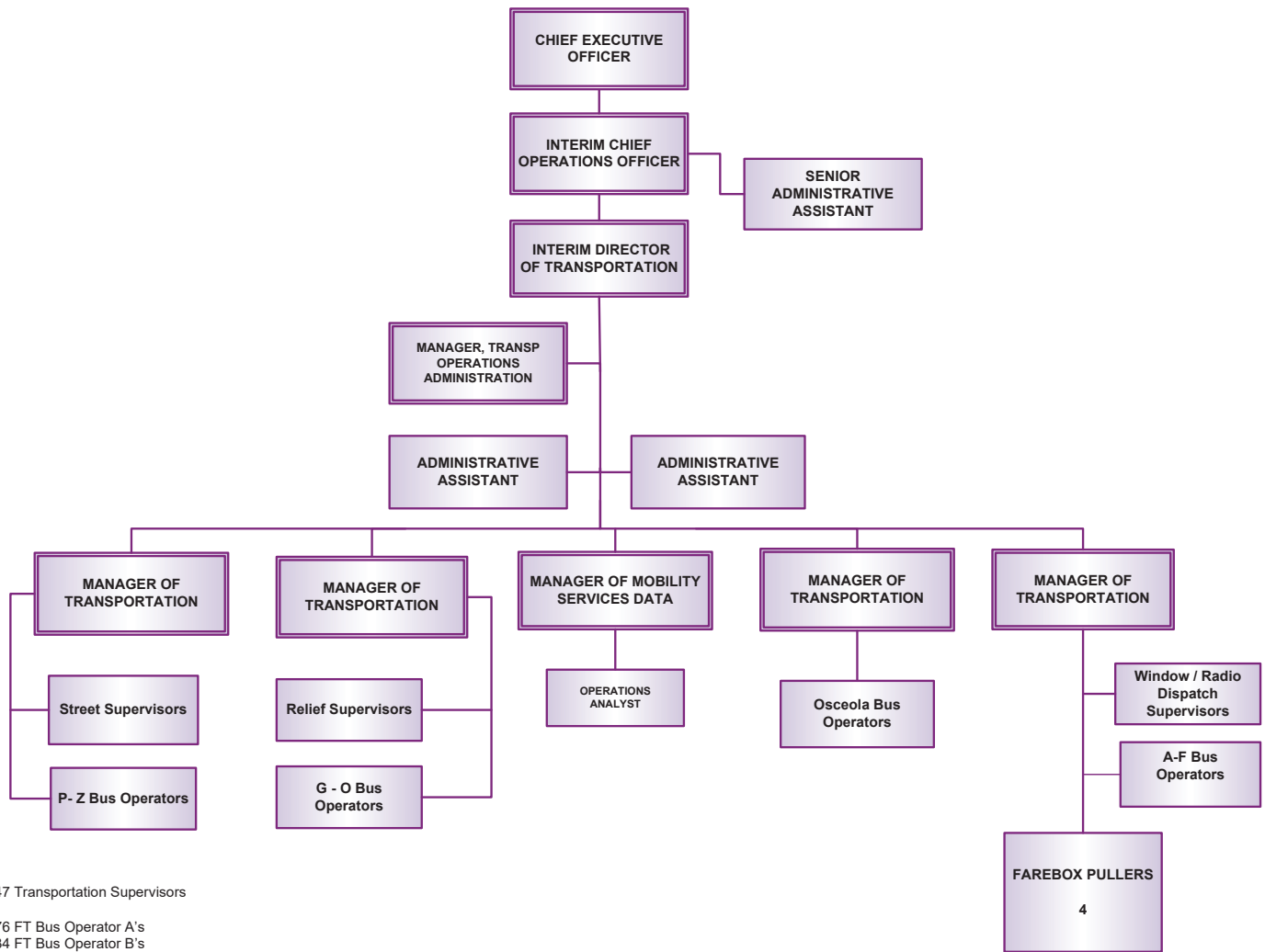
---



### GRANTS DEPARTMENT



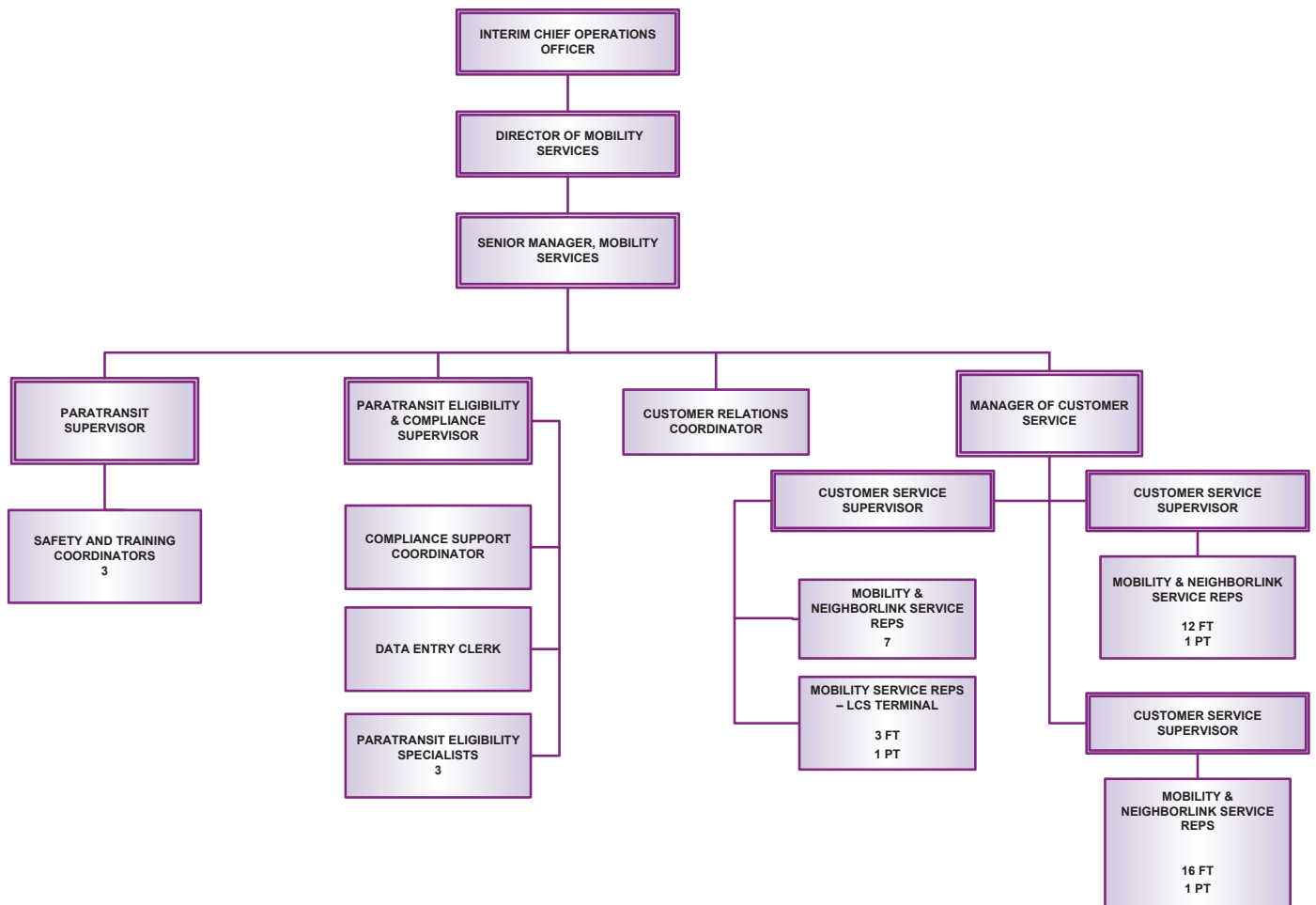
# ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES



## TRANSPORTATION DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

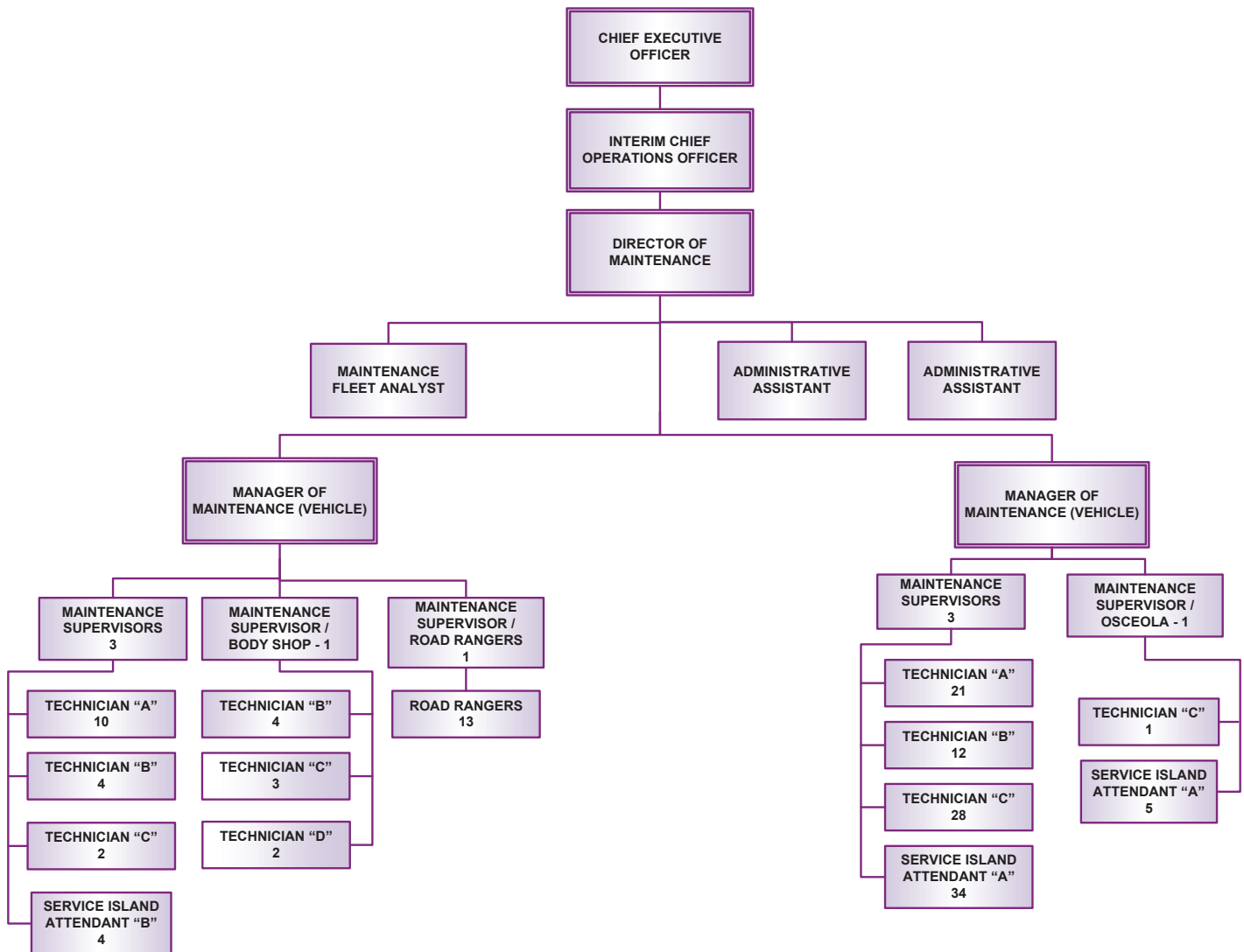


### MOBILITY SERVICES DEPARTMENT





## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

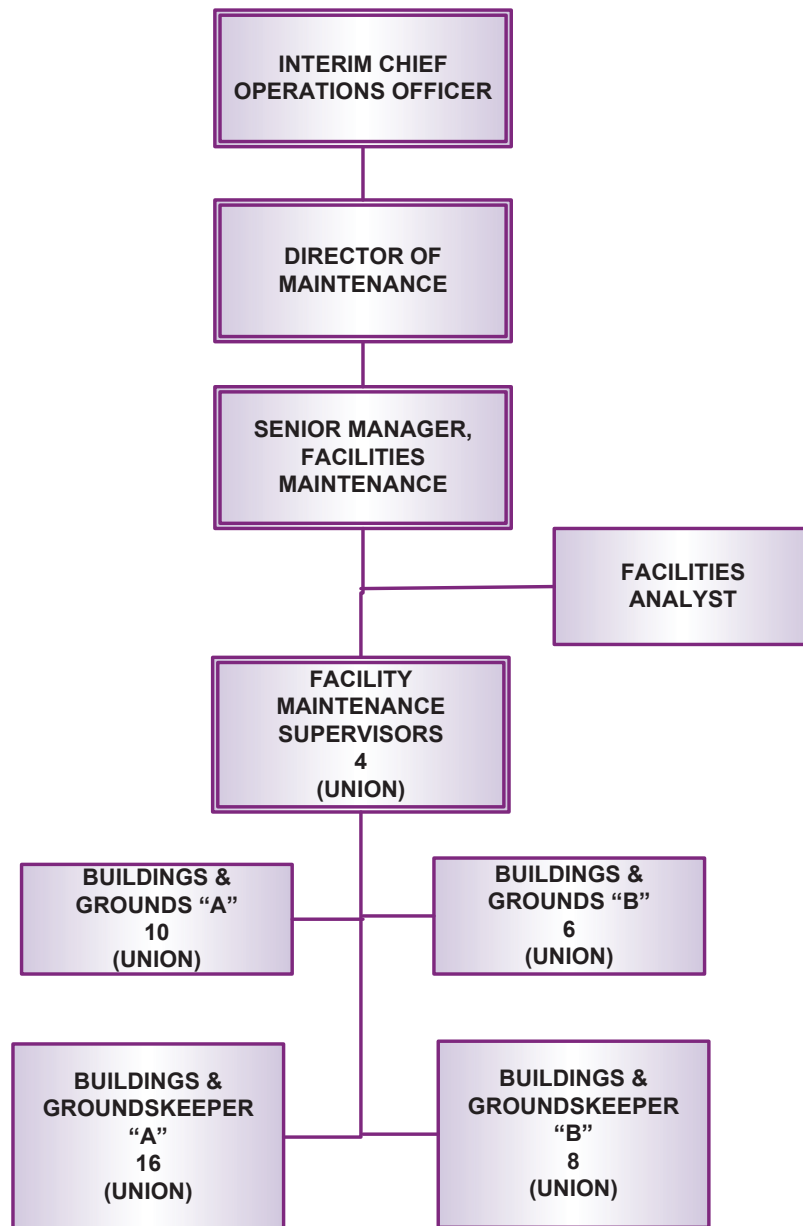


### VEHICLE MAINTENANCE DEPARTMENT



## ORGANIZATIONAL AND DEPARTMENTAL STRUCTURES

---



### FACILITIES MAINTENANCE DEPARTMENT

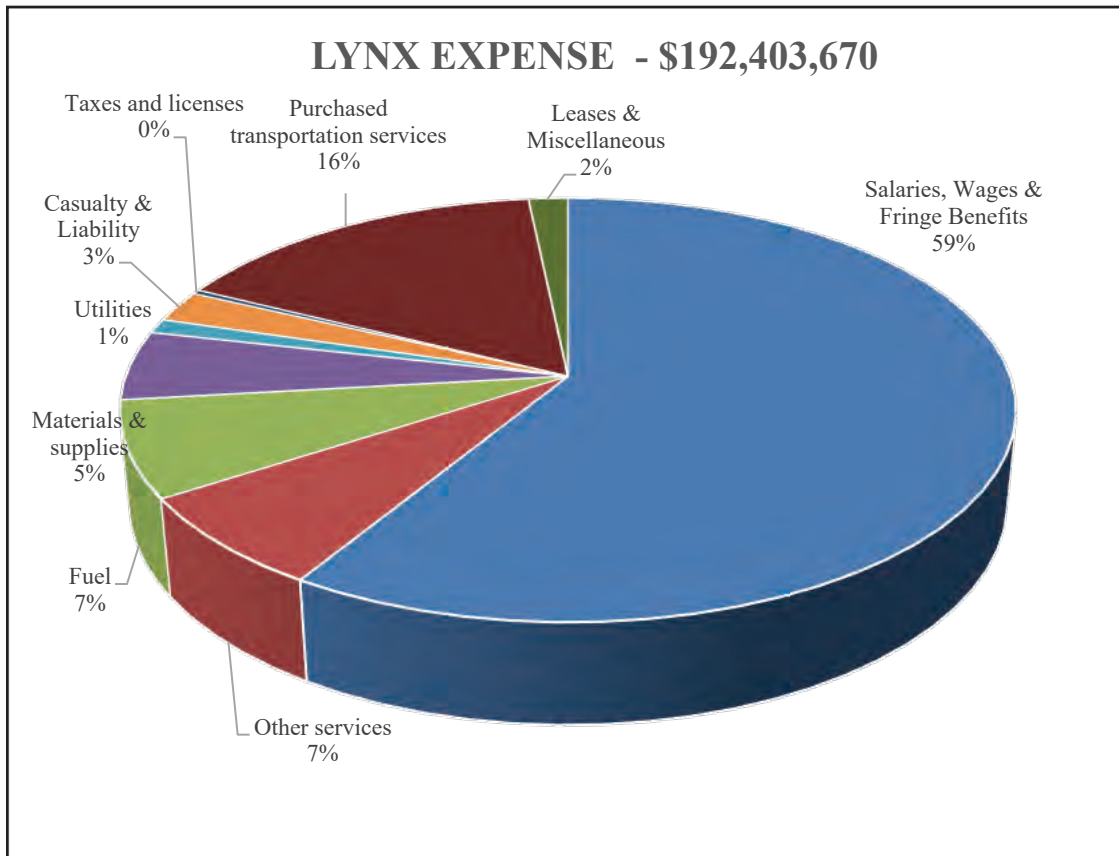
**This Page is Intentionally Left Blank**





## FY2024 EXPENSE BUDGET ALL DEPARTMENTS

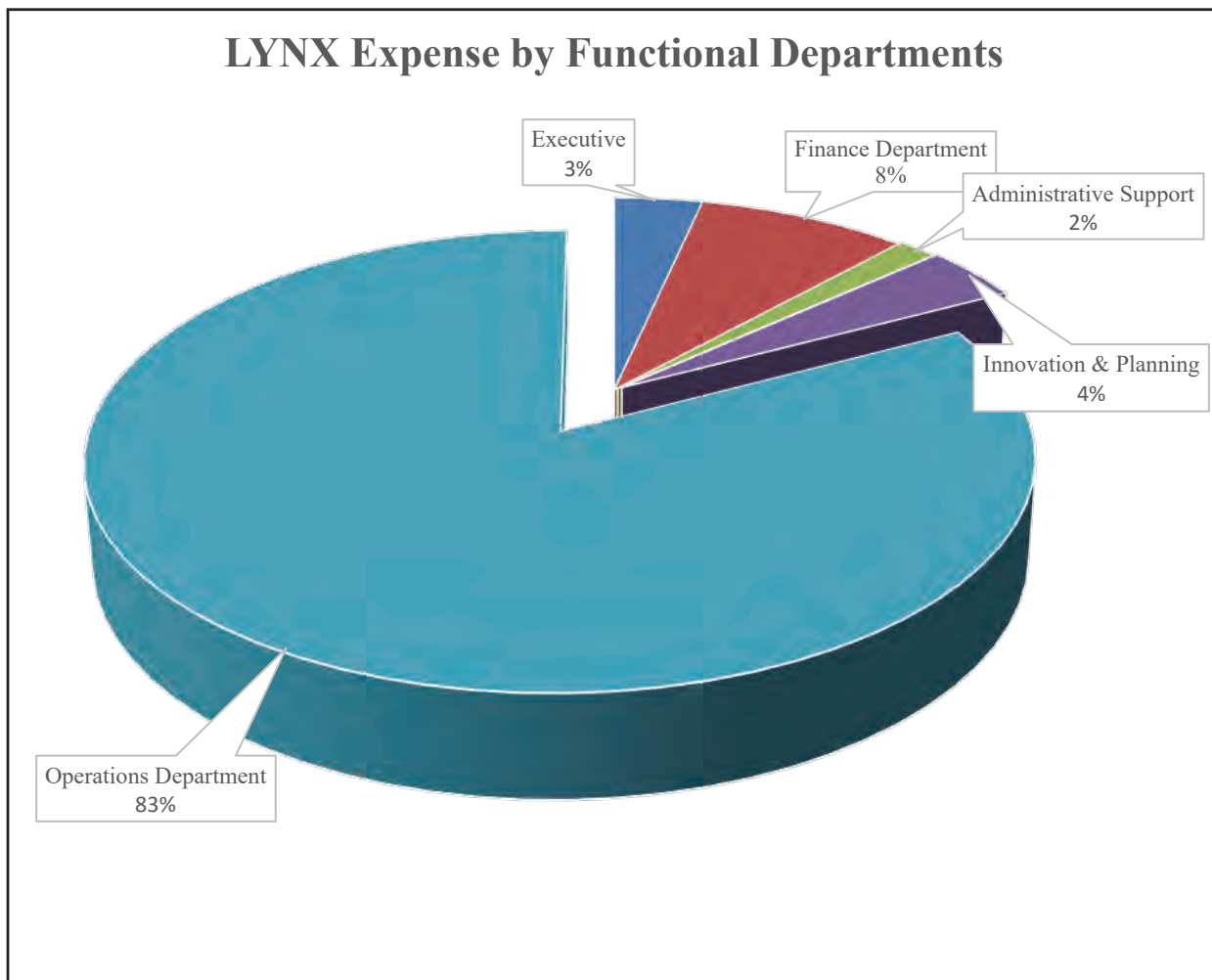
	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Amended Budget	FY2024 Adopted Budget
<b>EXPENSE</b>					
Salaries, Wages & Fringe Benefits	83,261,791	83,438,288	84,766,447	104,203,615	112,799,502
Other services	7,763,054	8,066,626	8,650,676	12,991,770	13,637,483
Fuel	9,951,775	8,067,161	10,077,191	14,508,025	14,087,408
Materials and supplies	7,962,048	6,825,258	7,929,856	10,084,010	10,196,129
Utilities	1,313,551	1,448,761	1,614,173	1,794,203	2,133,621
Casualty & Liability	6,026,201	3,769,791	4,969,383	4,661,099	4,618,716
Taxes and licenses	677,556	595,388	626,468	558,022	633,738
Purchased transportation services	26,099,806	24,179,741	28,165,714	31,587,576	30,686,488
Leases & Miscellaneous	1,131,299	1,091,488	1,307,265	1,794,301	3,177,386
GASB 87 Lease Expense		0	0	377,045	388,512
Interest Expense	32,463	0	0	56,155	44,687
<b>TOTAL EXPENSE</b>	<b>144,219,543</b>	<b>137,482,501</b>	<b>148,107,173</b>	<b>182,615,821</b>	<b>192,403,670</b>
<b>CHANGE IN NET OPERATING POSI</b>	<b>39,559,241</b>	<b>40,412,376</b>	<b>32,378,459</b>	<b>0</b>	<b>0</b>





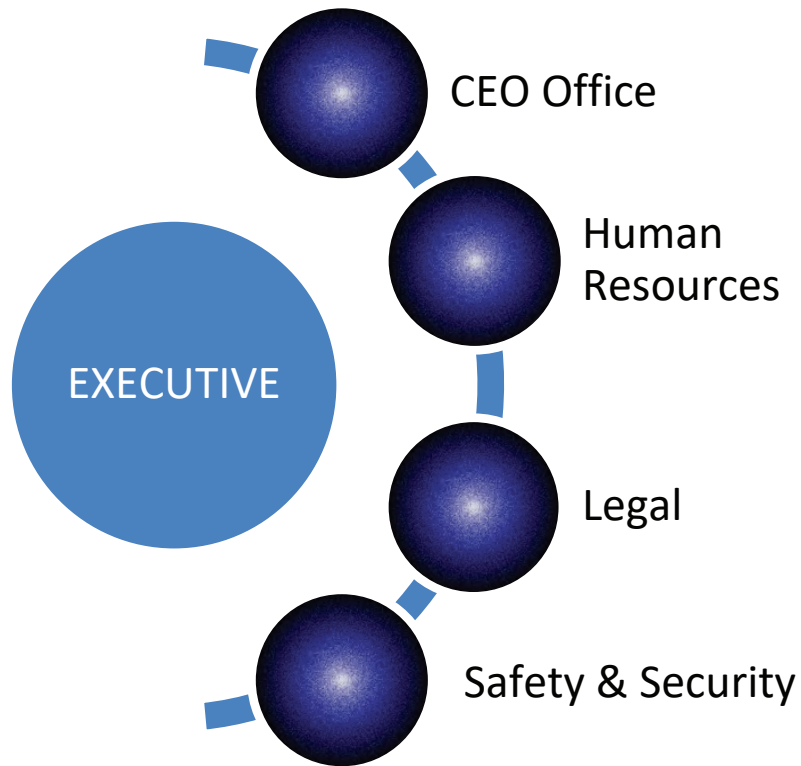
## FY2024 EXPENSE BUDGET BY DEPARTMENT

	FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Adopted Budget	FY2024 Adopted Budget
<b><u>Departments:</u></b>					
Executive	2,952,676	3,165,387	3,750,482	5,527,122	6,654,675
Finance Department	11,516,419	9,733,401	11,781,024	14,395,416	16,045,996
Administrative Support	1,215,733	1,563,326	1,676,980	2,937,103	3,050,505
Innovation & Planning	4,830,043	4,943,312	5,426,638	7,468,950	7,591,424
Operations Department	123,704,672	118,077,075	125,106,134	151,899,380	159,061,071
<b>Total Expenses</b>	<b>144,219,543</b>	<b>137,482,501</b>	<b>147,741,258</b>	<b>182,227,969</b>	<b>192,403,671</b>





## EXECUTIVE FY2024 EXPENSE BUDGET



FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Adopted Budget	FY2024 Adopted Budget
-------------------------------	---------------------------------	---------------------------------	-----------------------------	-----------------------------

### OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	2,523,492	2,935,855	3,238,433	4,182,914	5,141,978
Professional & Other Services	2,427,440	2,335,410	2,324,817	3,606,304	4,359,471
Materials and supplies	21,725	12,059	15,963	33,574	22,050
Utility Expenses	8,396	0	0	0	0
Lease and miscellaneous	221,211	217,869	258,851	456,809	517,633
<b>Total Operating Expenses</b>	<b>5,202,265</b>	<b>5,501,193</b>	<b>5,838,064</b>	<b>8,279,601</b>	<b>10,041,133</b>

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.



## EXECUTIVE FY2024 EXPENSE BUDGET

---

### EXECUTIVE DEPARTMENT

#### LYNX Executive Department Accomplishments:

##### CEO's Objective:

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

##### Human Resource's Objective:

It is the objective of the Human Resources Department to provide effective human resource management by developing, implementing and supporting programs and processes that contribute to LYNX' strategic and operating success, and enhance the quality of work for all our employees.

##### Safety & Security's Objective:

The LYNX Safety and Security Department 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.

##### Organizational Development & Training's Objective:

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

#### 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.

##### Human Resource's Goals:

- Actively recruit and refer qualified and diverse candidates to departments for employment.
- 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 and LYNX initiatives.
- Promote LYNX as an Employer of Choice through ongoing marketing and education about LYNX services and benefits.





## EXECUTIVE FY2024 EXPENSE BUDGET

---

- Promote a workforce that reflects the diversity of the LYNX population throughout all job categories and job levels.
- Create a work environment that embraces and values diversity and inclusion.
- 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.
- Ensure that all employees are treated equitably and consistently.
- 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.

### **Safety & Security's Goals:**

- Provide reliable public transportation service to improve mobility and access with a goal of safety-first approach.
- Provide equitable and responsive security services to LYNX customers and employees.
- Deliver quality services through courtesy, guidance, and assistance in dealings with LYNX customers and employees.
- 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 Security officers and the LYNX transportation system.



## EXECUTIVE FY2024 EXPENSE BUDGET

---

- Continue building a professional and progressive organization through training and development of LYNX personnel.
- Devoted to the anticipation, recognition, evaluation, and control of environmental factors or stresses arising in or from the workplace, which may cause sickness, impaired health and well-being, or significant discomfort among LYNX employees.

### **Organizational Development & Training's Goals:**

- Transition from paper to electronic training documentation process by December 15, 2024.
- Standardize Onboarding and Training Process for Operations, Maintenance and Administrative Personnel by July 31, 2024.
- Develop and implement comprehensive craft specific Maintenance Training Plan by November 2023.
- Complete Leadership Fundamentals training by December 15, 2024.
- Complete Birkman Leadership Assessment and initial training by September 30, 2024.

### **LYNX Executive Department Accomplishments:**

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

- In FY2022, attended, supported, and documented 393 hearings (disciplinary and grievance).
- Zero grievances went to arbitration in FY2022.
- Filled 195 positions with new hires plus had 23 internal promotions during FY2022.
- 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.
- Cut new hire processing time using the seven-week full-cycle recruiting strategy.
- Implemented pilot programs to resolve hiring challenges for positions that require candidates to acquire CDL permits with endorsements prior to hire.
- Conducted a market survey analysis on LYNX positions to address internal equity/alignment issues and to ensure our pay decisions are in line with external factors, such as current market trends, as well as internal needs.
- OMADA Diabetes Prevention, Diabetes Management and Hypertension Management Programs added for employee use to help over 25% of workforce with chronic health issues.
- 60 employees participated in the Simply IOA Corporate 5k at Lake Eola Park.
- Annual On-Site Health Fair returned and over 200 employees attended.
- LCS/LOC 1st Floor Quiet/Relaxation Room renovation project completed.
- Over 100 employees participated in the Jingle Jaunt Challenge over the holidays.
- Implemented a vendor change of retirement plans in Jan 2022.
- Had retirement education seminars for the employees with Voya.



## EXECUTIVE FY2024 EXPENSE BUDGET

---

- Had a retirement beneficiary campaign to make sure employees have designated beneficiaries for their plans.
- Renewed Life and Disability contract.
- Went electronic on most benefit paperwork.
- Implemented a special 457 help/enrollment session for new hires.
- Reimplemented Monthly Voya Rep visits suspended during Covid.

### **Safety & Security's Accomplishments:**

- Installation of PPE vending machine.
- Purchase of two support vehicles.
- Installation of paint booth ventilation (Brad System).
- Installation of the access control system.
- Installation of SuperStop cameras Apopka, Rosemont and Washington Shores.
- Installation of bus video access points.
- Installation of Mutual Link.
- Various Agency Training of Safety Management System (SMS Awareness).
  - Administrative Security
  - CPR/First Aid
  - SSI
  - Accident Prevention
  - Drug and Alcohol
  - Lime Alert
  - Accident Investigation
  - Fire Extinguisher
  - Active Shooter
  - Forklift Pre-trip
  - Lockout/Tagout
  - Hand and Power Tools
  - Ergonomics
  - Trackit Accident Reporting
  - Trackit Electronic Incident Reporting
- Hurricane IAN/Nicole Activations.
- Industrial Shredder Purchase.
- CCTV Security Room Desk Counter Top.



## EXECUTIVE FY2024 EXPENSE BUDGET

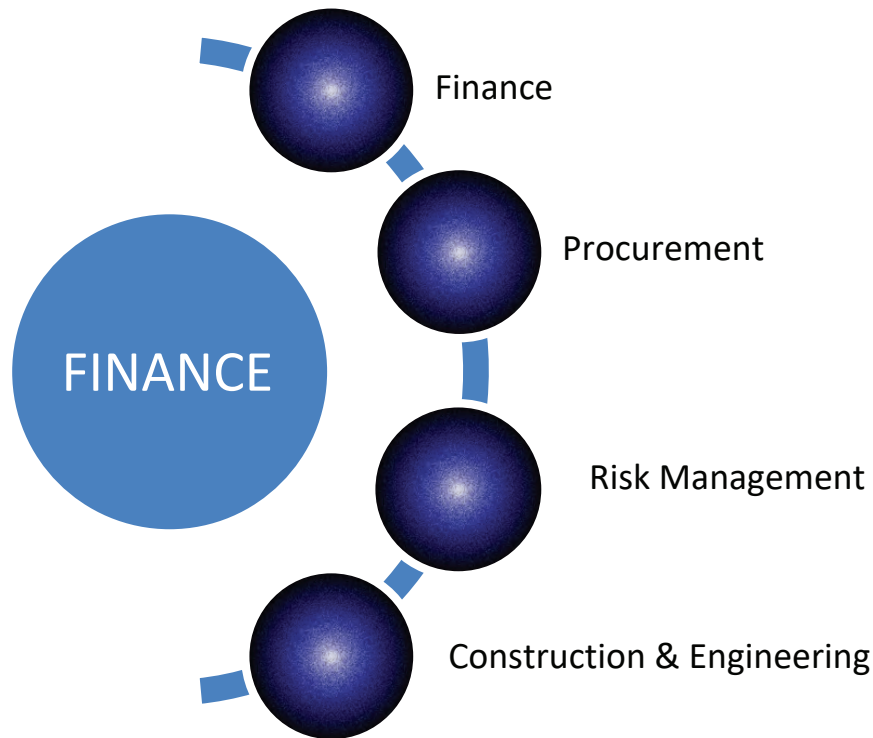
---

### **Organizational Development & Training's Accomplishments:**

- Completed Refresher Training for 336 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.
- 22 CDL trained, tested and passed.
- Re-trained 130 Bus Operators for accidents, red lights and return to work.
- Trained and graduated 6 new Transportation Supervisors.
- Implemented 10 months of Transportation Supervisors Leadership Program with an average attendance of 38 supervisors per month.



## FINANCE FY2024 EXPENSE BUDGET



FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Adopted Budget	FY2024 Adopted Budget
-------------------------------	---------------------------------	---------------------------------	-----------------------------	-----------------------------

**OPERATING EXPENSES**

Salaries, Wages & Fringe Benefits	3,586,648	4,198,224	4,577,639	6,496,810	7,361,211
Professional & Other Services	1,711,763	1,384,031	1,380,701	2,650,633	2,090,433
Materials and supplies	107,707	108,573	218,749	198,670	220,670
Utility Expenses	791,085	789,531	843,934	950,801	950,753
Casualty and liability insurance	5,042,458	3,079,892	4,503,393	3,820,099	3,923,716
Taxes and Licenses	32,669	32,332	32,627	39,793	39,793
Lease and miscellaneous	211,627	140,817	156,697	238,610	1,459,420
Interest expense	32,463	0	67,285	0	0
<b>Total Operating Expenses</b>	<b>11,516,419</b>	<b>9,733,401</b>	<b>11,781,024</b>	<b>14,395,416</b>	<b>16,045,996</b>

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.



## FINANCE FY2024 EXPENSE BUDGET

---

### 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.

##### Risk Management's Objective:

To protect LYNX (Central Florida Regional Transportation Authority) 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.

##### 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.

#### LYNX Finance Department Performance Measures:

##### 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.



## FINANCE FY2024 EXPENSE BUDGET

---

### Procurement's Performance Measures:

- Issued:
  - 16 RFP's
  - 24 IFB's
  - 1821 Purchase Orders

### Risk Management's Performance Measures:

- Loss Ratio
- Claim Duration
- Cost per Claim
- Claim Closure rate

### Engineering and Construction's Performance Measures:

- Percentage of facilities projects planned vs completed.
- # 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.

### 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.



## FINANCE FY2024 EXPENSE BUDGET

---

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

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

- Successfully completed the 2022 Annual Financial and Single Audit with no findings.
- Published the FY2023 Budget Book.
- Received the GFOA award for Excellence in Financial Reporting for the Annual Comprehensive Financial Report for FY2021.
- Received the GFOA award for Distinguished Budget Presentation for FY2023 Budget Book.

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

- Zero procurement deficiencies in LYNX' independent CPA Audit.
- Purchased 25 Compressed Natural Gas (CNG) Buses.
- Completed several noteworthy RFPs to support the agency's strategic goals and mission (System-Wide Passenger Survey, Transit Development Plan Major Update and General Planning Consulting Services).
- Released an RFP for Mobility Management and Broker Services.
- Solicited merchants to respond to the Authority's need for Fuel Transport & Delivery services.
- Encouraged vendors to submit competitive proposals for LYNX' Pine Hills Transfer Station Construction RFP.
- Conducted multiple vendor outreach explaining the process on how to do business with LYNX.

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

- Completed the transfer of all claims to the new contracted third-party administrator, CCMSI.
- Restructured claims management/oversight responsibilities.

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

##### **SHELTER PROGRAM**

- Rehabbed 175 shelters.
- Installed 40 shelters.

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

- Florida Mall Transfer Center was initiated and will be completed in FY2023.
- Pine Hills Bus Transfer Center will be initiated in FY2023 and completed in FY2024.

##### **FACILITIES**

- Completed LOC A 2nd floor roof repair, mold remediation, mold inspection report and testing in FY2023. Final interior repairs by Facilities Maintenance Department are in progress and are expected to be completed by 2nd quarter of FY2023.





## FINANCE FY2024 EXPENSE BUDGET

---

- Completed design and permit in FY2022 and construction to be completed in FY2023 for:
  - Concrete and Drainage Improvements:
    - LCS Bus Facility
    - LOC Bus Wash Exit
    - LOC Fuel Island Drain
  - LOC Expansion New Administrative Building Generator
  - Tool Crib Renovation
  - Wellness Center Renovation
- Completed LCS & LOC HVAC Assessment in FY2022.
- Discussed new project requirements in FY2023 for:
  - LCS & LOC Security Gates Improvement
  - LOC B Entrance Concrete Improvement
  - LCS Ballistic Bulletproof Glass
  - LCS Window Replacement

### **LYNX Kissimmee Intermodal Station (LKIS)**

- Multi-functional Kiosk:
  - IFB for project in progress

### **LOC Expansion**

- Construction of LOC Expansion New Administrative Building Generator to be completed in late FY2023.
- Construction to start on Guard Shack in late FY2023.

### **South Operations Base Facility**

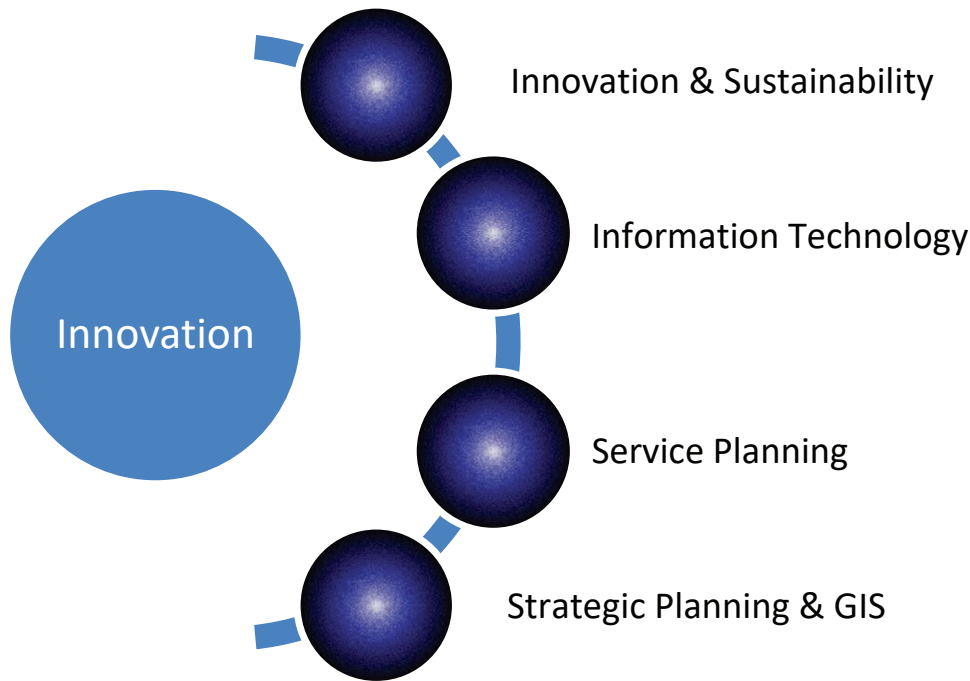
- Serve as engineering lead for Southern Operations Base.

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

- Completed the annual physical inventory of 4114-line items valued at \$2.9 million, with a net variance of +0.08 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 Gillig and Proterra 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.



## INNOVATION FY2024 EXPENSE BUDGET



	FY2020	FY2021	FY2022	FY2023	FY2024
	Actual	Actual	Actual	Adopted	Adopted
	(Audited)	(unAudited)	(unAudited)	Budget	Budget

### OPERATING EXPENSES

Salaries, Wages & Fringe Benefits	2,627,126	2,544,986	2,702,804	3,389,553	3,630,755
Professional & Other Services	1,636,865	1,632,513	1,889,709	2,997,377	2,536,935
Materials and supplies	21,464	21,249	17,460	64,196	43,996
Utility Expenses	399,351	585,585	615,311	510,802	750,483
Lease and miscellaneous	145,237	158,979	201,353	507,022	629,254
<b>Total Operating Expenses</b>	<b>4,830,043</b>	<b>4,943,312</b>	<b>5,426,638</b>	<b>7,468,950</b>	<b>7,591,424</b>

The Innovation, Sustainability, Planning and Information Technology 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.



## INNOVATION FY2024 EXPENSE BUDGET

---

### INNOVATION DEPARTMENT

#### **LYNX Innovation Department Objective:**

##### **Innovation & Sustainability's Objective:**

It is the objective of the Innovation and Sustainability Department 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.

##### **Information Technology's Objective:**

It is the objective of the Information Technology Department to support the attainment of LYNX goals by providing and maintaining integrated information & communications technology infrastructure and systems, that are reliable, cost-effective, and as flexible as possible to meet future needs, along with prompt and accurate support services required by our end-users that exceeds their expectations.

##### **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 Innovation Department Performance Measures:**

##### **Innovation & Sustainability's 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.

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

- Systems Availability.
- Network Availability.
- Systems Performance.
- Time to repair issues.
- Progress of support for LYNX initiatives.

##### **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.



## INNOVATION FY2024 EXPENSE BUDGET

---

### **LYNX Innovation Department Accomplishments:**

#### **Innovation & Sustainability's Accomplishments:**

- Over 50% of fixed route fleet of buses (154 buses/8.6M miles) currently operating on Low-Emission Compressed Natural Gas (CNG). Through an agreement with the CNG supplier, LYNX fuel usage is credited with offsetting Renewable Natural Gas (RNG) added to the natural gas pipeline.
- Completed the first LYNX Zero-Emission Transition Plan in early 2022, with updates in November 2022 and March 2023.
- Conversion of LYMMO to 100% zero emission by 2023, with 8 of 14 battery electric buses in service in 2021 with the remaining 6 buses in Summer 2023, two years before the City of Orlando goal of 2025.
- Completed upgrade of the existing electric vehicle charging station to its full capacity of 1.2 megawatt to enable charging for full 14-bus fleet with no impact on daily bus service.
- Scheduled to replace all diesel fixed route buses with low or zero emission buses by the end of 2025, three years ahead of plan for conversion by 2028.
- Obtained a 2022 Low or No Emission Grant award for the purchase of 20 additional Battery Electric Buses (BEB), 5 14-passenger cutaway vehicles for NeighborLink service, and associated charging infrastructure (\$23 million in project grant funding).
- Obtained funding through the Florida Department of Environmental Protection using VW Settlement funds for partial reimbursement toward 10 additional Battery Electric buses (\$9M in grant funding).

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

- Replaced Wi-Fi routers on buses - Replaced 300+ Wi-Fi routers on the LYNX fleet to support better user experience and upcoming fare box integration for mobile payment. (Completed Feb. 2022)
- LYNX LCS Open Space A/V update - Upgraded the A/V equipment in the LCS Open Space to support hybrid meetings. (Completed Nov. 2022)
- MFA Implementation - Implemented Multi-factor Authentication for all LYNX staff to login to the network. (Completed late 2021)
- Staff to Mobile First - Transition staff to laptops to support mobile first philosophy and to support work-from-home requirements. (Completed Q1 FY2023)
- Upgrade to Office 2019 - Upgraded all software from Office 2013 to Office 2019 to support better security, compatibility and performance. (Completed FY2021)
- SIEM system installation - Installed and tuned an IT SIEM system. This system is a Security Event and Incident Management system for network devices. (Completed late 2022)
- Network Augmentation - Completed LYNX LOC network redesign by installing new switches to support better security by segmenting the network. (Completed Q1 FY2023)
- Replaced copiers - Replaced all network copiers to be more efficient and a cost savings. (Completed FY2020)



## INNOVATION FY2024 EXPENSE BUDGET

---

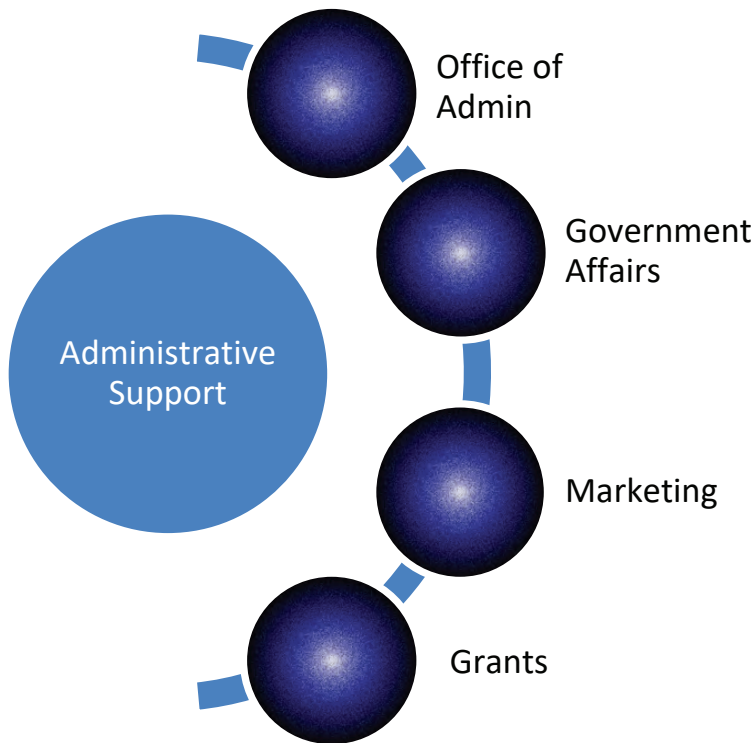
- Phishing Training and Simulation - Implemented a complete Cyber Security Training and Phishing Simulations testing for the agency. (Ongoing)
- Replace AVAYA phone system - Replaced aging phone system with cloud based universal communication system. (Completed Jan. 2023)
- Replaced Jive Call Center System - Replaced the inbound call system to a complete Contact Center as a Service. (Feb. 2023) Enhancements still to come, SMS and web base chat (April-May 2023)
- Supported other departments - Support for other department major projects (Radio room build out, LYNX EOC room rebuild, CCTV installation, SuperStop video, OSF2 build out, LOC expansion, Trapeze Pass Hosted in the cloud and electronic door lock change)
- Backups to the cloud - Implemented putting secondary backups to the cloud for enhanced backup and recovery. (Completed Aug. 2022, enhancement to be completed April 2023)

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

- Completed the TDSP Annual Update. (FY2022)
- Completing TDSP Major Update. (FY2023, ongoing)
- Completed the Transit Development Plan (TDP) Major Update. (FY2023-2032)
- Completed updates to three county transit plans: Orange, Osceola and Seminole. (FY2022)
- Completed updates to the ITS and GIS Strategic Plans. (FY2022)
- Completed three (3) service changes in FY2022 and preparing to implement the second service change of FY2023.
- Completed the largest service change in over 10 years in December of 2021 designed to support service works and operations efficiency.
- Began site identification and analysis for a southern operations and maintenance facility. (FY2022-FY2023)
- Began a runcut analysis for Service Planning. (FY2023)
- Began a fare box and APC data analysis project. (FY2023)
- Initiated a re-imagining of NeighborLink services, resulting in a restructuring of NeighborLinks 811, 812, 813, 822, 831 and 851. (FY2022 & FY2023)
- Implemented two new routes: Link 312 Disney Direct/Ocoee (FY2022); Link 612 Narcoossee Road. (FY2023)
- Submitted National Transit Database (NTD) report for FY2022.
- Began work on a system-wide passenger survey for Fixed-route, NeighborLink, LYMMO and SunRail services. (FY2023)
- Initiated upgrade of the agency's system of record software for bus stops, passenger amenities and facilities - VUEWorks. (FY2023)



## ADMINISTRATIVE FY2024 EXPENSE BUDGET



FY2020 Actual (Audited)	FY2021 Actual (unAudited)	FY2022 Actual (unAudited)	FY2023 Adopted Budget	FY2024 Adopted Budget
-------------------------------	---------------------------------	---------------------------------	-----------------------------	-----------------------------

**OPERATING EXPENSES**

Salaries, Wages & Fringe Benefits	778,772	1,065,953	1,120,848	1,764,554	1,890,012
Professional & Other Services	638,912	727,972	746,623	1,261,743	1,251,729
Materials and supplies	70,014	112,023	137,874	208,921	208,099
Utility Expenses	894	0	0	0	0
Lease and miscellaneous	19,049	14,908	24,644	61,885	60,665
<b>Total Operating Expenses</b>	<b>1,507,642</b>	<b>1,920,856</b>	<b>2,029,989</b>	<b>3,297,103</b>	<b>3,410,505</b>

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.



## ADMINISTRATIVE FY2024 EXPENSE BUDGET

---

### 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.

##### 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.

##### Grants' Objective:

Assist all the departments in advancing the capital and planning projects while complying with processes, procedures and policies established by the Federal Transit Administration, the Florida Department of Transportation, LYNX and all other funding entities, as applicable.

#### 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.

##### 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.



## ADMINISTRATIVE FY2024 EXPENSE BUDGET

---

### Grants' Goals:

- Lead departments in Proactive Project Selection for Grant Funding Opportunities.
- Pursue all possible high impact funding opportunities according to LYNX priorities.
- Successfully complete Section 5310 Competitive Selection Process.
- Implement short-term goals for the latest Human Services Transportation Plan Update.
- Assist departments with Federal compliance through information distribution.
- Successfully complete Triennial Reviews and close all open findings.
- Host workshops to educate departments on Triennial Review.

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

#### Marketing's Accomplishments:

- Redesigned look of our brand during the pandemic.
- LYNX Marketing won three (3) APTA Awards for marketing campaign excellence in 2022. These included social media messaging, video production for a COVID-19 piece on bus disinfectant protection and shoestring tactic.
- Increased FY2022 advertising sales revenue back above 2018, 2020 and 2021 numbers.

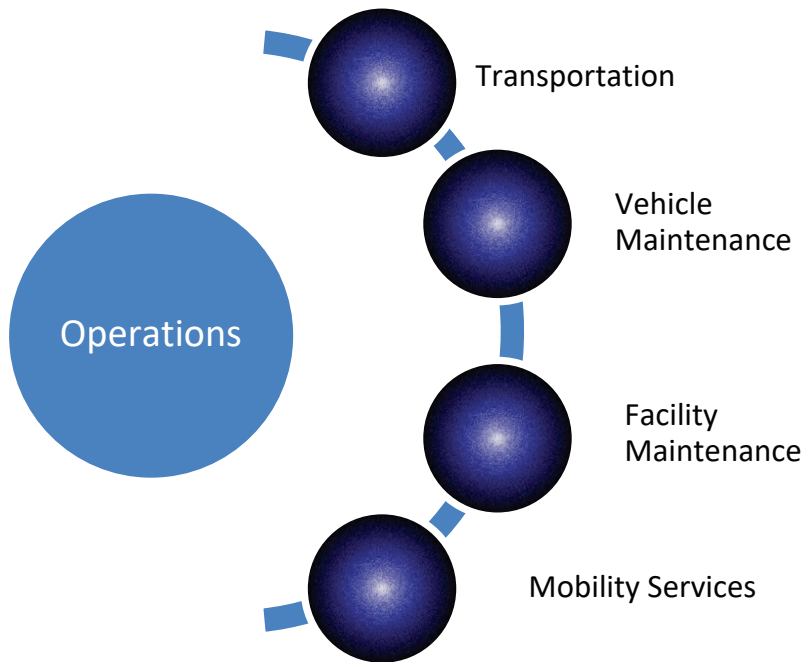
#### Grants' Accomplishments:

- Successfully completed FTA ECHO Reviews.
- 7 grants awarded to Sub-recipients under regular Section 5310.
- 2 Section 5310 Sub-recipient grant awards closed.
- 14 Competitive Grant Applications submitted to FDOT, FTA & FDEP of which 11 have been awarded so far.
- One (1) of the awarded grants was for 20 Electric Buses & 5 NeighborLink Buses for \$16 million and another one was for 10 CNG Buses for \$6.5 million.
- 10 Formula Grant Applications submitted and awarded.
- 2 FTA Grants Closed.
- Successfully assisted with the annual audit.





## OPERATIONS FY2024 EXPENSE BUDGET



	FY2020	FY2021	FY2022	FY2023	FY2024
	Actual	Actual	Actual	Adopted	Adopted
	(Audited)	(unAudited)	(unAudited)	Budget	Budget

**OPERATING EXPENSES**

Salaries, Wages & Fringe Benefits	72,256,237	72,693,269	73,126,724	88,369,779	94,775,546
Professional & Other Services	2,259,169	2,582,466	2,547,797	3,220,713	3,988,914
Fuel Expenses	8,626,535	9,040,677	15,468,647	14,508,025	14,087,408
Materials and supplies	7,741,138	6,571,354	7,522,285	9,578,649	9,701,314
Utility Expenses	113,824	73,645	146,007	332,600	432,385
Casualty and liability insurance	72,648	94,133	79,939	96,000	105,000
Taxes and Licenses	644,887	563,056	593,842	518,229	593,945
Lease and miscellaneous	534,174	558,915	388,026	519,175	898,927
Interest expense	0	0	0	56,155	44,687
<b>Total Operating Expenses</b>	<b>118,348,418</b>	<b>116,357,255</b>	<b>128,038,979</b>	<b>148,786,901</b>	<b>155,314,614</b>

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.



## OPERATIONS FY2024 EXPENSE BUDGET

---

### 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 is responsible for meeting the transportation needs of the elderly, individuals with lower incomes, and individuals with disabilities, through the arrangement of quality, cost-effective and efficient, transportation services within its service area.

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

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

- Improve on-time performance by reducing early departures.
- 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).

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

- Preventive maintenance (PM) of equipment - PM compliance 98% or better.
- Work order assessment - pilot program ongoing.

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

- On-Time Performance of 90%.
- Call Answer Rate of 3 minutes or less (based on Transportation Disadvantaged Service Plan).



## OPERATIONS FY2024 EXPENSE BUDGET

---

- 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.

### **LYNX Operations 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 2023 ROADEO.
- Revising/updating LYNX "Operator's Guide & Work Rules."

#### **Vehicle Maintenance's Accomplishments:**

- Assisted with the planning, procurement, and installation of the driver's protection barriers for the fixed route buses.
- Assisted with the acquisition of 8 Proterra buses and with the implementation of the transition of the LYMMO Service to Battery Electric Buses.
- Completed Triennial inspection with no Vehicle Maintenance findings.
- Completed fixed route fleet ITS transition from Ranger 2 to Ranger 4.
- Acquired, received, and put into fixed route service 25 Gillig 40' CNG buses.
- Procured and managed the installation of a Bus Disinfecting System for fixed route and paratransit bus fleets, to be used in eliminating pathogens such as COVID-19.
- Worked with the Procurement Department to successfully procure and implement the following service and materials contracts:
  - Purchase of Replacement Road Ranger Vehicles.
  - Technician Uniform Rental and Cleaning Services.
  - Bus Tire Leasing Services.
  - Heavy Duty Bus and Support Vehicle Towing Services.
  - Engine Compartment Fire Suppression System Inspection and Maintenance Services.
  - Controlled and Hazardous Waste Disposal Services.
  - Driver's Seat Remanufacture Services.
  - Allison, Voith and ZF Remanufactured Bus Transmissions.
  - Bulk Fluids for Vehicle Maintenance and Repair.



## OPERATIONS FY2024 EXPENSE BUDGET

---

### Facilities Maintenance's Accomplishments:

- LCS - automatic door replacement.
- LOC A and B - enhanced building exterior and parking lot lighting to LED.
- Uniform change for bargaining union employees - morale booster.
- Amenities group safety training - best practices on the road.
- Purchase of the stake truck.
- Purchase of the latest enhanced model floor scrubbers.
- Enhanced LOC A - shop air compressor to the latest state-of-the-art model.
- Purchase of two amenities pickup trucks.
- LCS - enhance the lighting of the LYNX paw sign.
- Electric bus charging infrastructure implementation/install.
- New contractor bus shelter trash removal and lawn maintenance.
- New contractor Facilities Maintenance/cleaning services.
- Bus stop & shelter steam clean and maintenance new contract.
- LOC A - parking lot re-striping.
- OSF - parking lot pavement.
- Maintenance Shop inground lift replacement - work in progress.
- LOC A - 2nd. floor renovation - work in progress.
- LOC A - 2nd. floor roof leak repair and seal.
- LOC A - AC-RTU seal and repairs - work in progress.

### Mobility's Accomplishments:

- Implemented new ADA and Transportation for the Disadvantaged applications and Continued (permanent) Eligibility Criteria.
- Upgrade from Version 15 Trapeze reservation, scheduling and dispatching software to Version 21 Cloud based system.
- Integrate new Trip Spark On-Demand software in support of improved NeighborLink service.
- Implement new Customer Contact software with new company-wide phone system.

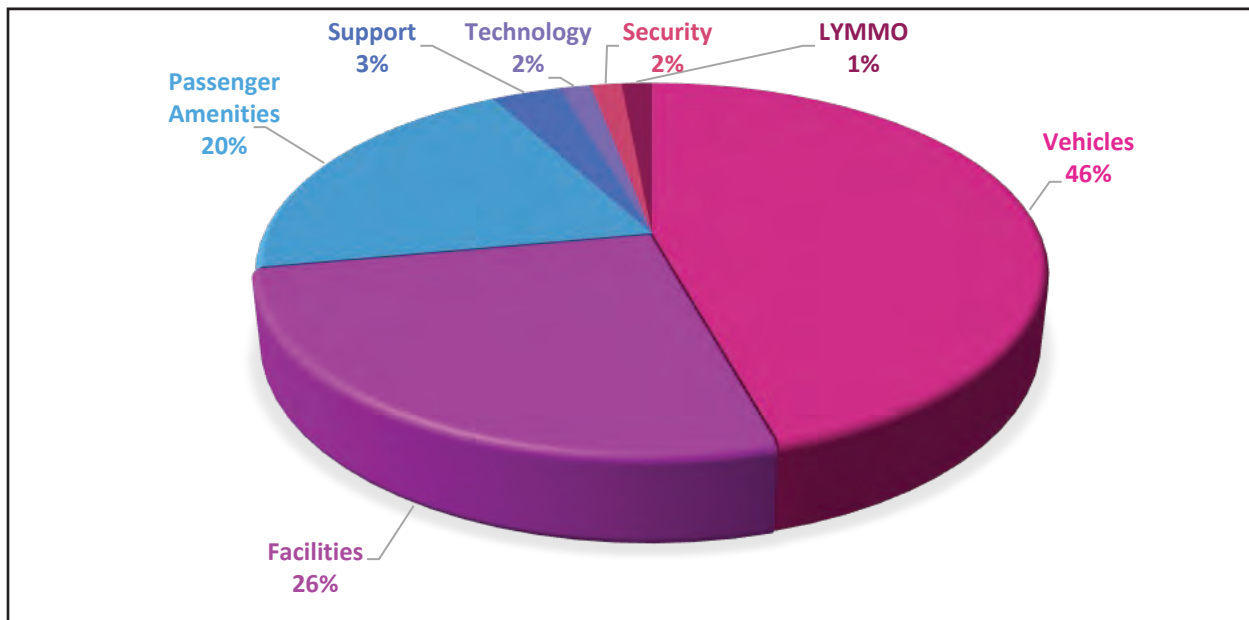


Capital  
Improvement  
Budget



## FY2024 CAPITAL BUDGET

Uses of Capital	Total Budget	<i>Sources of Revenue for Capital</i>		
		Federal	State	Local
Facilities	35,433,577	35,433,577		
LYMMO	2,000,062	2,000,062		
Passenger Amenities	26,815,508	20,474,650	2,615,000	3,725,858
Security	2,037,733	2,037,733		
Support	4,560,322	4,399,072	161,250	
Technology	2,070,517	2,070,517		
Vehicles	61,182,931	54,884,747	4,063,433	2,234,751
<b>Grand Total</b>	<b>134,100,650</b>	<b>121,300,358</b>	<b>6,839,683</b>	<b>5,960,609</b>





## FY2024 CAPITAL BUDGET

---

### **BACKGROUND**

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

The proposed Capital Improvement Budget for FY2024 is \$134,100,650. This budget contains approximately 57% of projects carried over from FY2023. With the numerous supply chain challenges during FY2023 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 that were placed in FY2023 will not be fulfilled until FY2024. In the passenger amenities category there is one major project, the Pine Hills Transfer Center that has been carried over into FY2024. The Facilities' main projects will be LCS window replacement and Bus bays along with all facility HVAC upgrades.

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, 5% is funded through state grants, and the remaining through local capital funds.

### **Revenue and Support Vehicles**

**Total Budget: \$61,217,931**

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

### **LYMMO**

**Total Budget: \$2,000,062**

LYMMO includes updates/upgrades to the LYMMO Orange lanes.

### **Facility Improvements**

**Total Budget: \$35,433,577**

Facility Improvements include funds for site selection and starting development of a Southern Operations Base, Improvements to LYNX Central Station and LYNX Operations Center.

### **Passenger Amenities**

**Total Budget: \$26,815,508**

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 construction is scheduled to start in late October 2023 and take approximately fourteen (14) months to complete.



## FY2024 CAPITAL BUDGET

### Technology

**Total Budget: \$2,059,340**

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

### Security

**Total Budget: \$2,048,910**

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

### Support Equipment

**Total Budget: \$4,525,322**

Support equipment includes items such as shop tools, vehicle lifts, vehicle health check equipment, furniture and other miscellaneous support equipment to support the agency.

	PRELIMINARY FY24 BUDGET		QTY	PRELIMINARY FY24 BUDGET
<b><u>Facilities</u></b>		<b><u>Vehicles</u></b>		
Southern Ops Base	\$ 17,455,500	CNG Revenue Vehicles 40'	50	\$ 35,578,375
LOC/LCS Improvements	17,978,077	Electric Vehicles	6	6,143,758
<b>Total Facilities</b>	<b>\$ 35,433,577</b>	Articulated Vehicles 60'	3	2,171,934
		Paratransit Vehicles	25	10,500,000
<b><u>Passenger Amenities</u></b>		VanPool	50	4,339,520
Pine Hills Transfer Center	\$ 15,510,515	NeighborLink		375,000
Shelter Program	10,794,993	Sub-Recipient Vehicles	3	1,000,000
MCO Intermodal	510,000	Support Vehicles	3	893,944
<b>Total Passenger Amenities</b>	<b>\$ 26,815,508</b>	Road Ranger	3	215,400
				<b>\$ 61,217,931</b>
		<b><u>Technology</u></b>		
<b><u>Support</u></b>		Other Tech Equipment		887,700
Vehicle Maintenance Equipment	\$ 2,204,300	End of Life Replacement		563,185
Facility Maintenance Equipment	1,000,000	Software/Hardware		608,455
Other support equipment	1,260,922	<b>Total Technology</b>		<b>\$ 2,059,340</b>
Training Equipment	60,100			
<b>Total Support</b>	<b>\$ 4,525,322</b>	<b>LYMMO (State of Good Repair)</b>		<b>\$ 2,000,062</b>
<b><u>Security</u></b>				
Access Control	\$ 1,204,177			
Cameras	813,288			
Misc Tech	31,445			
<b>Total Security</b>	<b>\$ 2,048,910</b>			
		<b>Total Capital Budget</b>		<b>\$134,100,650</b>





## THE IMPACT OF CAPITAL SPENDING ON OPERATIONS

---

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 maintenance 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 in a positively. It is expected by the end of FY2024, our CNG vehicles will make up 75% of the LYNX fleet.

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

The increase of shelters with 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 also fully funded from Federal sources and are included to improve currently existing passenger amenities as well as construct new ones in order to improve the overall customer experience and satisfaction. In FY2024, LYNX will complete the construction of the Florida Mall SuperStop and begin the construction of the Pine Hills Transfer Center.



## OPERATING AND CAPITAL CONTRIBUTIONS BY LOCAL JURISDICTIONS

---

		FY2024 Funding
<u>Operating Funding</u>		
Orange County	\$	69,041,652
Osceola County		11,533,044
Seminole County		11,416,995
Subtotal	\$	91,991,691
City of Orlando	\$	4,003,006
City of Orlando - LYMMO		3,118,508
FDOT (SunRail Feeder Route)		2,157,842
Central Florida Tourism Oversight District		541,953
Altamonte Springs		120,900
City of Sanford		93,000
Subtotal	\$	10,035,209
Subtotal Operating Funding	\$	102,026,900
<u>Capital Contributions</u>		
Orange County	\$	2,849,631
Osceola County		464,019
Seminole County		377,427
Subtotal	\$	3,691,077
Total Local Funds	\$	105,717,977

**This Page is Intentionally Left Blank**





## LARGEST EMPLOYERS – SERVICE AREA EMPLOYERS

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

Company	2022			2013		
	Number of Full Time Employees	Rank	Percentage of Total Employment	Number of Full Time Employees	Rank	Percentage of Total Employment
Walt Disney World Company	58,478	1	4.49%	58,000	1	5.57%
Advent Health	37,000	2	2.84%	16,700	4	1.60%
Orange County Public Schools	25,125	3	1.93%	21,733	2	2.09%
Universal Studios Florida	24,000	4	1.84%	13,000	7	1.25%
Orlando Regional Healthcare	23,252	5	1.78%	14,310	5	1.37%
Publix Super Markets, Inc.	18,600	6	1.43%	17,521	3	1.68%
Orlando International Airport	15,783	7	1.21%	14,100	6	1.35%
University of Central Florida	10,614	8	0.81%	10,567	8	1.01%
Seminole County Public Schools	10,000	9	0.77%	7,442	10	0.71%
Lockheed Martin	8,099	10	0.62%	7,500	9	0.72%
Other Employers	1,072,858	N/A	82.29%	861,018	N/A	82.64%
Region Total	1,303,809		100.00%	1,041,891		100.00%

**Notes:**

N/A = Not Available

**Sources:**

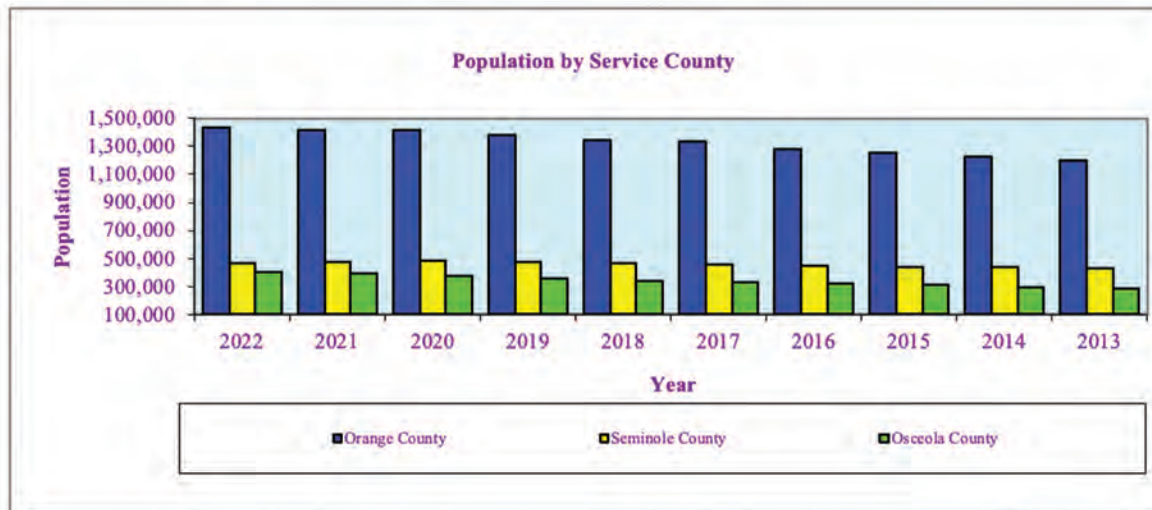
- Metro Orlando Economic Development Commission
- Orange County Public Schools
- Seminole County Public Schools
- Orange County Government, Florida



## 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
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
2013	1,199,801	427,977	286,001	1,913,779



The aggregate population of the tri-county area increased 0.74% in 2022 versus 2021. The county welcoming the largest number of new residents was Osceola County (3.3% increase YoY).

Source: Metro Orlando Economic Development Commission



## FARE TRENDS – LAST TEN YEARS

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

#### Previous Ten Fiscal Years

(Unaudited)

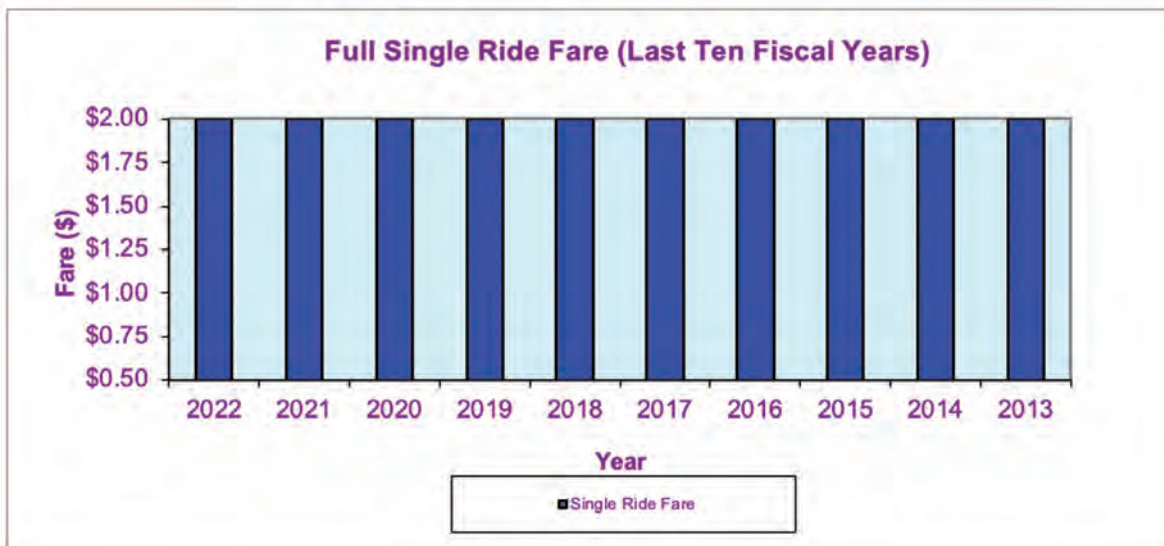
Fiscal Year	CASH FARES				PASSES			
	Single Fare	Discount Single	1 Day Fare	Discount 1 Day	7 Day Pass	Discount 7 Day	30 Day Pass	Discount 30 Day
2022	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2021	\$2.00	\$1.00	\$4.50	\$2.25	\$16.00	\$8.00	\$50.00	\$25.00
2020	\$2.00	\$1.00	\$4.50	\$2.25	\$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
2013	\$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



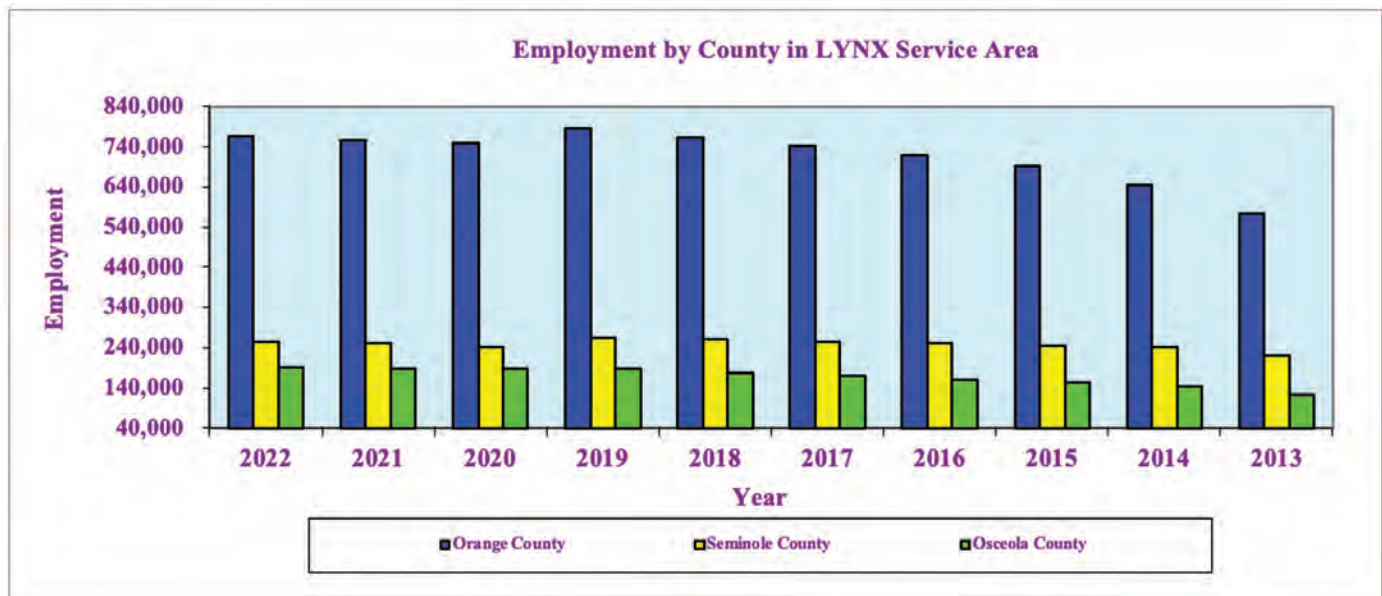
Source: LYNX Policy



## 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
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
2013	573,570	221,385	124,539	919,494



The tri-county area experienced steady employment growth over the last ten years. The region's employed person count grew 1.53% percent versus the 2021 total.

Source: Metro Orlando Economic Development Commission

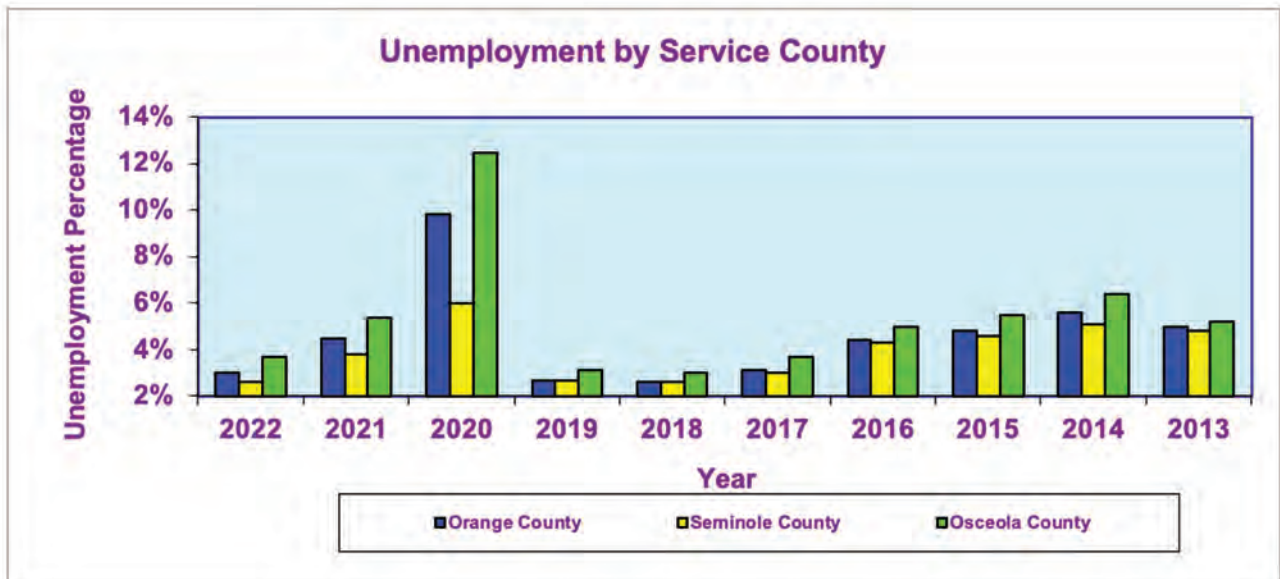




## STATISTICS BY COUNTY

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

Year	Orange County	Seminole County	Osceola County	Region Average
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%
2013	5.0%	4.8%	5.2%	4.9%



Tracking regional unemployment is useful to determine the economic vitality of the area's economy. The yearly percentages by county are annual averages, non-seasonally based. The tri-county average unemployment for fiscal year 2022 is 3.1%.

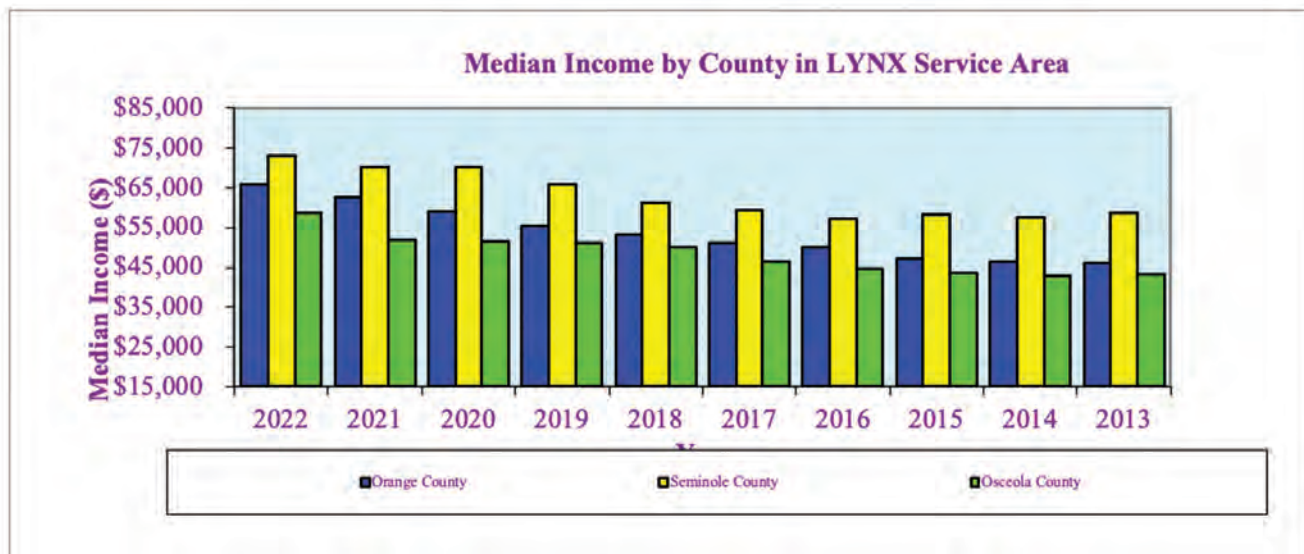
Source: Metro Orlando Economic Development Commission



## STATISTICS BY COUNTY

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

Year	Orange County	Seminole County	Osceola County
2022	\$ 65,784	\$ 73,002	\$ 58,513
2021	62,593	70,058	51,869
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 need for public transportation is tracking median household income. An indicator of the need for public transportation is typically lower median income.

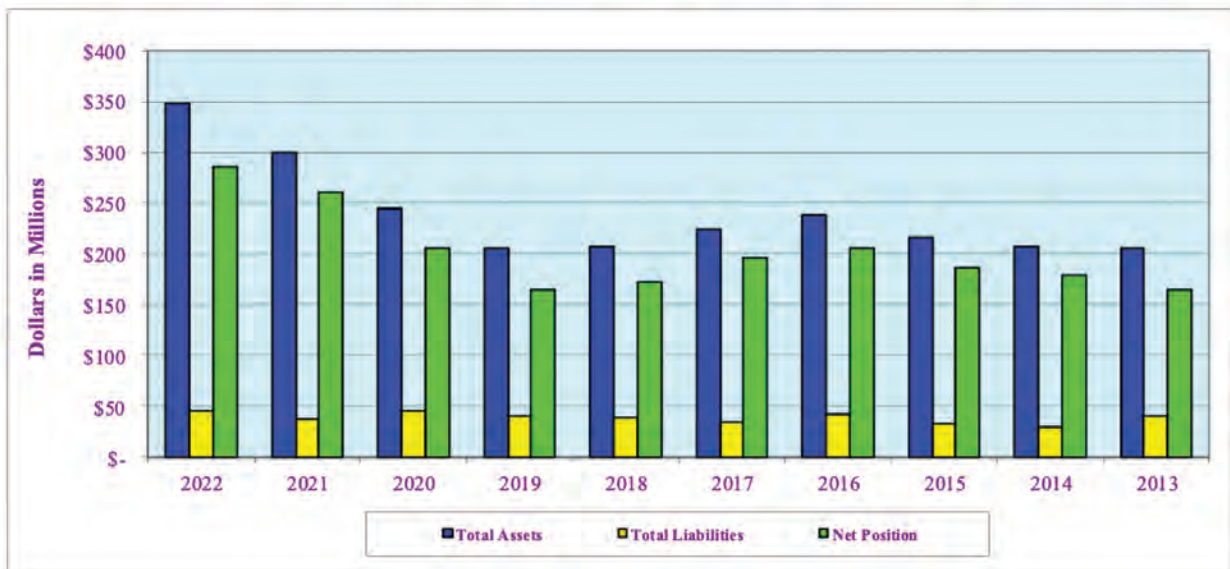
Source: Metro Orlando Economic Development Commission



## 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	2022	(Restated) 2021	2020	2019	2018	2017	2016	2015	2014	2013
Total Assets	\$347.4	\$301.6	\$244.6	\$204.8	\$207.4	\$224.1	\$238.0	\$216.6	\$206.7	\$206.0
Deferred Outflow of Resources	\$4.3	\$6.2	\$9.5	\$5.5	\$6.5	\$8.1	\$10.3	\$4.1	\$0.8	\$0.1
Deferred Inflow of Resources	\$21.7	\$8.4	\$2.4	\$6.1	\$2.3	\$0.7	\$0.5	\$1.3	\$0.0	\$0.0
Total Liabilities	\$44.9	\$40.1	\$46.3	\$40.1	\$38.7	\$35.0	\$42.2	\$33.5	\$29.2	\$41.4
Ending Net Position	\$285.1	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3	\$164.7
Net Investment in Capital Assets	\$148.2	\$155.4	\$146.1	\$137.1	\$139.3	\$153.0	\$149.9	\$142.7	\$147.6	\$135.6
Restricted	\$2.0	\$2.3	\$1.7	\$9.6	\$1.7	\$1.7	\$1.6	\$0.0	\$0.0	\$0.1
Unrestricted	\$134.9	\$101.6	\$57.6	\$17.4	\$31.9	\$41.8	\$54.0	\$43.2	\$30.7	\$29.0
Ending Net Position	\$285.1	\$259.3	\$205.4	\$164.1	\$172.9	\$196.5	\$205.5	\$185.9	\$178.3	\$164.7



This chart compares total assets, liabilities, and net position over the last 10 fiscal years. Total assets rose 68.6% from 2013-2022 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 2022 were 8.4% greater than in 2013. Net position increased in 2022 due to federal funding received from the American Rescue Plan (ARPA). ARPA funding reimbursed certain operating expenses and helped the Authority maintain revenue service after a prolonged period of negative effects from COVID-19.

Source: LYNX Financial Statements



## GLOSSARY

---

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

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

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

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

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

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

**AUTHORIZATION** see approval.

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

**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.

**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.



## GLOSSARY

---

**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.

**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.



## GLOSSARY

---

**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.

**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 fare box.



## GLOSSARY

---

**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.

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

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

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

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

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

**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.

**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.

**This Page is Intentionally Left Blank**