

# LYNX Board Audit Committee Agenda

Central Florida Regional Transportation Authority

455 N. Garland Ave.

2nd Floor Board Room

Orlando, FL 32801

Board Date: 2/22/2007

Time: 9:30 AM









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

## 1. Call to Order

## 2. Approval of Minutes

-  Approval of the January 18, 2007 Audit Committee Minutes (pgs 2-10)

## 3. Audit Agenda Items



- A.  Overview of LYNX' Bus Replacement and Expansion Fleet Schedules (pgs 11-14)
  - Attachment  
- B.  Overview of LYNX FY2007 Operating and Capital Budget Amendments (pgs 15-17)
  - Attachment 
- C.  Presentation on the LOC Project Budget (pgs 18-19)
  - Attachment 
- D.  LCS Exterior Lights (pg 20)

## 4. Review of Board Package: 2/22/2007

- A. Review and discussion of Consent Agenda Items
- B. Review and discussion of Action Agenda Items

## 5. Information Items

(For Review Purposes Only - No action required)

- I.  AGENDA ITEM CALENDAR (pgs 21-22)
- II.  Shelters Update (pgs 23-24)

**LYNX**  
**Central Florida Regional Transportation Authority**  
**Audit Committee Meeting**

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

**DATE:**       **January 18, 2006**

**TIME:**       **9:30 a.m.**

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<b>Audit Committee Members in Attendance:</b>	<b>Not in Attendance:</b>
Seminole County Chair, Carlton Henley	City of Orlando, Mayor Buddy Dyer
FDOT District 5 Secretary Representative, Frank Hickson	
Osceola County Commissioner, Bill Lane	
City of Orlando Representative, Roger Neiswender	
Orange County Commissioner, Mildred Fernandez	

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**1. Call to Order**

The meeting was called to order at 9:30 a.m.

**2. Approval of Minutes**

Roger Neiswender, City of Orlando, moved to approve the minutes of the December 7, 2006 Audit Committee meeting. Commissioner Mildred Fernandez seconded the motion. The motion passed unanimously.

**3. Audit Agenda Items**

Chairman Henley moved the overview of the LYNX Maintenance Audit from Item D to Item A.

**A. Overview of the LYNX Maintenance Audit**

Linda Watson, Chief Executive Officer, gave an overview of the Maintenance Audit.

She explained that there has never been a Maintenance Audit at LYNX. When the audit began, last February, there had been a tremendous amount of change within the organization. LYNX had not received any new buses and over half the fleet needed to be replaced, and there was also an interim Maintenance Director for about a year and a half. Ms. Watson explained that she asked Joe Cheney, who had been with LYNX for some time and working in Materials Management had previously been with Boston Transit and had run a very large maintenance garage, to take over the Maintenance Department in an interim position. Since that time, Mr. Cheney made

many changes and did a tremendous job at getting the department in shape. Ms. Watson asked Mr. Cheney to become the Deputy Director of Maintenance permanently. Although there is still work that needs to be done, the department has come a long way under the direction of Joe Cheney.

Lisa Darnall, Chief Operating Officer, introduced John Schiavonne of Transit Resource Center, who conducted the audit for LYNX. John has over 25 years of experience in bus maintenance and technology. He was formerly employed by the American Public Transit Association.

Mr. Schiavonne applauded LYNX for undertaking this exercise. He explained that there are very few transit agencies that have gone through such a thorough evaluation.

From April through June 2006, LYNX went through a more thorough investigation and analysis. Staff was extremely cooperative. The maintenance manager was extremely capable and motivated. Trainers are well qualified and dedicated. The mechanics were willing to help improve operations.

Buses are very clean and present well to the public despite their age. Scheduled inspections are done on time with exceptional performance. Random fluid sampling (75), all came back normal which indicates major components are well maintained.

Mr. Schiavonne explained that there were a number of defects (10 per bus on average). The range at other agencies average 2 to 30 per bus. There were a high number of safety defects (3 per bus on average). The 3,000 bus inspection program is too frequent. A 6,000 mile frequency is the industry norm. Mechanics note defects during inspections; however, too many get deferred and there is a lack of time for repairs.

The rapidly expanding service area and high average daily bus mileage exceeds existing maintenance resources. The buses accumulate mileage very quickly and there is an accelerated need for service and repair.

Mr. Schiavonne indicated that the agency has difficulty maintaining staffing levels. Mechanics are difficult to find in Central Florida. This is becoming an industry-wide concern. The Maintenance Manager is pulled in too many directions and has a limited support staff. The training personnel, although qualified, are also being pulled in too many directions and have limited time to conduct needed training.

Due to these things, overall morale suffers. Often, maintenance is perceived as not being critical to the agency. This reflects a general society trend.

Some management misconceptions towards maintenance include:

- Vehicles have become “maintenance free”
- Electronics simplify diagnostics – laptop identifies faulty part

Although this may be true with personal automobiles, this is not the case with transit buses. Where cars have become less maintenance intensive over the past ten years, transit buses have become more maintenance intensive.

The truth is transit buses have become increasingly complex and need more skills. Virtually all bus systems are now run by onboard computers. The diesel engine has become very clean and in 2010 it will be as clean as a compressed natural gas engine; however, the downside is that the engines will become even more complex. Emission regulations and alternative propulsion adds to the complexity. The transit environment is extremely harsh on electronics. The skills just cannot keep pace with this technology.

Mr. Schiavonne explained that the buses need more time to repair and more skills to keep them maintained and repaired; however, LYNX is constantly in need of mechanics. He explained that at the time of the audit LYNX was short approximately ten mechanics.

The primary recommendations are:

- Move to a 6,000 mile inspection program (this is already being done).
- Increase maintenance recruiting efforts. Emphasize the benefits package, warm climate and the new facility to recruit new mechanics.
- Add three new positions: Assistant Maintenance Manager; MIS position dedicated solely to maintenance to assist with the systems, record keeping, etc.; and a data entry clerk to relieve the supervisors of the clerical duties.
- Initiate a program to repair safety defects. Making lists of defects that would keep buses from re-entering service and ensuring that those defects get top priority.
- Improve management awareness and appreciation of maintenance. The public perception of LYNX is tied to success or failure of maintenance. The unique conditions at LYNX place increased demands on maintenance.
- Comparison to five similar agencies using FTA data shows that LYNX is at the top of the list when it comes to accumulated annual

bus miles traveled. However, it lags the others with regard to expenditure of labor and maintenance expenses.

The secondary recommendations include:

- Improve warranty program. Monies owed to the agency not being collected.
- Improve bus historical records. Provide technicians with needed information.
- Give trainers the time they need to focus on training, especially electrical/electronics training.
- Improve the process of accounting for road calls.

LYNX was compared to five agencies of the same size and found that LYNX is at the top of the list when it comes to the number of miles accumulated annually; however, it lags the others with regard to expenditure of labor and maintenance expense.

The bottom line is that the maintenance department can improve the way it operates and LYNX is making inroads in this aspect. Also, management can offer maintenance more support by providing more manpower.

Ms. Watson explained that there are currently only three mechanic vacancies. She also explained that Joe Cheney is also developing an apprentice program.

Commissioner Fernandez thanked Mr. Schiavonne for his presentation and said the report was very interesting and informative to the Board. Commissioner Fernandez would like staff to develop a report providing the budget impact of the recommendations. This report will allow the Board to have a clear view of these recommendations along with the budget impact so the Board can be fiscally responsible. Commissioner Fernandez also explained that to bring LYNX to the next level, LYNX needs to market what LYNX has to offer.

Mr. Schiavonne stated that some of those costs can be offset by the training.

Ms. Watson mentioned that current employees are assisting by recruiting new employees.

Ms. Watson recommends putting together a matrix of all the recommendations with associated costs and have Mr. Schiavonne come back at a later time to hold a mini-audit to see how staff has improved.

Chairman Henley asked how long it would take to put together the matrix. Ms. Watson explained that staff could have that prepared within the next month or two.

Discussion ensued.

Mr. Schiavonne agreed to come back in November to conduct the mini-audit. Ms. Watson would like the mechanics to get into the new facility and get acclimated to the new facility before we have Mr. Schiavonne come back in. Ms. Watson also mentioned that she will come back to the Board in February with a plan for moving forward with the results of this audit.

Chairman Henley asked for a status of the new bus orders. Lisa Darnall explained that 27 buses have been taken out of service as a result of the 35 buses that came in this year. There are 16 new buses coming in April, 21 coming in June and 35 coming by the end of this summer. Of those, the 16 buses and 21 buses are expansion. The 35 coming in at the end of this summer are replacement buses. Staff will be able to take 35 buses out of service later this year.

Chairman Henley asked if we have made any improvements on the warranty submissions. Ms. Watson explained that is a manpower issue. Joe Cheney, Deputy Director of Maintenance, explained that because the warranty submissions are not in an electronic format, some of them slip through the cracks. Chairman Henley asked how long it would take to get the warranty situation under control. Mr. Cheney explained it would take 6-12 months to get everything in order. Chairman Henley asked if there was any idea as to the amount of money affected. Mr. Cheney could not give a definitive dollar amount.

Mr. Neiswender mentioned it was discussed last year that the agency would stop taking money from capital and spending it on operations. Ms. Watson explained that approximately \$6 million is all the agency is using for preventative maintenance from Federal Capital funding. Mr. Neiswender recognizes that the agency has fallen very far behind in a reasonable replacement schedule of buses over quite a number of years and so the fleet is building up a lot of age and requires tremendous level of maintenance to keep them on the road. Mr. Neiswender mentioned that one of the emphases of the Audit Committee was to get a catch-up schedule in place. He has not seen that. There also needs to be a calculation annually to determine how many buses have to be added to the fleet just to maintain the same level of service as last year. As it gets more congested, there needs to be a service component to deliver the same exact service as last year,

in terms of headways. Mr. Neiswender is not sure if this was ever done. Key headway expansions were identified that needed more service and that also brought more buses in. The business decision requires the committee to know where the agency is with all the aspects of the bus replacement, as well as the staffing.

Ms. Watson explained that staff is working on a bus replacement schedule and will be able to bring this to the Board in February.

There are many challenges; however, the maintenance audit was a good experience.

Mr. Cheney introduced his maintenance trainers: Elvis Dovalles and Brian Rupert. Ms. Watson interjected that our maintenance team won the International Bus Roadeo.

## **B. Update on Sovereign Immunity and how it relates to LYNX' insurance programs**

Pat Christiansen, Legal Counsel, explained that in the Board packet there is a summary of how sovereign immunity relates to LYNX and insurance. For example, when LYNX enters into a partnership to provide bus services, issues come up over indemnification.

Sovereign Immunity means that if you are a state agency it cannot be sued for a variety of reasons. LYNX is entitled to the benefit of sovereign immunity. The Constitution provides that the legislature can change this. Currently, state agencies are liable for up to \$100,000 and \$200,000 in the aggregate.

LYNX is not permitted to indemnify specifically with other government agencies.

Mr. Christiansen discussed a case with Kissimmee.

Mr. Christiansen introduced Paul Dawson of Public Risk Insurance Agency. Mr. Dawson explained that their agency provides most of the property and casualty insurance for LYNX. The insurance LYNX carries is outlined below:

Auto liability includes:

- Road Rangers - \$300,000 limit for bodily injury and property damage per accident
- Zero Deductible
- Buses – No coverage purchased
- Service Vehicles – No coverage purchased

Auto physical damage includes:

- Coverage applies to all vehicles
- Buses - \$10,000 deductible
- All other vehicles - \$1,000 deductible

General liability includes:

- \$1,000,000 limit per occurrence
- \$2,000,000 annual aggregate annual limit
- \$200,000 self insured retention
- Coverage applies to all owned/leased premises and operations

Public Official's and employment practices liability:

- \$2,000,000 limit
- \$2,000,000 annual aggregate
- \$50,000 self insured retention on POL
- \$100,000 self insured retention on EPL

Property Coverage:

- \$68,000,000 in buildings and contents
- \$5,000 deductible
- 5% per location wind deductible

Workers' Compensation:

- Statutory limits
- \$500,000 self insured retention
- \$1,000,000 stop loss aggregate

Crime:

- Employee dishonesty - \$250,000 limit
- Coverage applies to all employees, elected officials and volunteers
- Computer fraud - \$250,000 limit
- Forgery and alteration - \$100,000 limit
- Theft, disappearance and destruction - \$50,000 limit

Mr. Dawson recommends staff look at anything that might involve a third party and reword or rework the contract or get an insurance mechanism to protect LYNX in case something were to happen that LYNX has no control over.

Chairman Henley would like a report on that contract status as it relates to indemnification at a later meeting.

Mr. Christiansen explained that they are currently reviewing and addressing a number of contracts.

Mr. Neiswender indicated that LYNX does have to go on private property and does have to continue to do business with third parties. If this is going to be a major point of contention or if there is an up-charge to what is normally seen as cost because of insurance, the earlier this is foreseen in the negotiation, the better.



Mr. Christiansen will be providing form contracts to address these issues.

**C. Review of Administrative Rule #4 (Contracts and Procurements)**

Mr. Christiansen summarized that this chart was brought to the Board at the last meeting and there has been further review by staff and a few changes and staff wanted to identify those changes.

Item 1, the first item provides that any senior LYNX official can sign a contract over \$150,000 if it has already been approved by the Board.

Item 5 was clarified to differentiate between the \$150,000 level and below. In order to accommodate some circumstances when the amount is over \$150,000, it gives some flexibility to the Chairman and the Vice Chairman to delegate authority if the CEO is not available.

Paragraph 6 discusses fuel purchases. This is new. If there is a limited timeframe to lock-in the price of fuel the Board will provide parameters that staff can work within.

**D. LYNX Operations Center Project, Bennett Facility and Dr. Phillips update**

Bert Francis, Chief Financial Officer, indicated that the truss system has been put in place in Building “B” and the contractor is now putting everything back into place. One thing that did come up was a slab that the air conditioning system sits on. There is a negotiated change order for \$55,000 to cover that cost. The contractor is anxious to get that started. There is a cure period of 30-days and the contractor is trying to cut that down.

In Building A there is an issue with the building inspector. The building inspector has asked for clarification on fire codes. The Architect of Record, STV, is currently working on getting this resolved. The current plan is to get a partial Certificate of Occupancy on everything but Building B.

Security has been a concern on the site. The contractor has agreed to put two armed security guards on the site to deter some of the theft and vandalism occurring.

Commissioner Lane stated that the roof was not engineered for an air conditioner system and the contractor re-engineered it for the air conditioner system. Please explain the engineering of the roof trusses to accommodate the slab and the air conditioning system. Mr. Francis explained that there was discussion on what distresses had to be on the truss system. There were considerable delays between the engineers as to how strong the truss system had to be reinforced when the fix was done. The architect designed them heavy enough in the original plan to handle the additional slab.

Commissioner Fernandez stated she is concerned with overruns. Does staff foresee any additional overruns in the future and asked what the estimated cost of them are. Chairman Henley explained that it is currently in the \$500,000 range. Mr. Francis explained that it is continually being negotiated down.

Mr. Neiswender asked if the time and conditions runs through January 31. Mr. Francis answered it runs through December 31. Mr. Francis explained that the contractor is open to negotiating that.

Lisa Darnall explained that the lease at the Bennett facility expires the middle of March. Staff is looking at extending that lease for one or two months. Mr. Christiansen explained that the existing lease is a six month lease with the right to cancel.

Ms. Darnall also explained that EarthTech has provided to Dr. Phillips all the paperwork they requested. Albert Bustamante, Legal counsel, is still in discussions and negotiations with Dr. Phillips concerning the release of the security deposit as well as the demands Dr. Phillips has on some repairs they made that they believe LYNX should be paying for. Staff will continue to update the Board as these discussions continue.

#### **4. Review of Board Package**

None.

The Audit Committee meeting ended at approximately 10:55 a.m.

# LYNX Board Audit Committee Agenda

## Audit Committee Agenda Item #3.A

**To:** LYNX Board of Directors

**From:** Bert Francis  
CHIEF FINANCIAL OFFICER  
Blanche Sherman  
(Technical Contact)

**Phone:** 407.841.2279 ext: 3047

**Item Name:** Overview of LYNX' Bus Replacement and Expansion Fleet Schedules

**Date:** 2/22/2007

Over the past several years, LYNX has faced the challenge of replacing buses and expanding service to meet the demands for public transportation service. As a result, LYNX continues to maximize all financial resources to provide adequate service and maintain its buses for longer periods of time by replacing engines and transmissions to extend the life of the fleet.

Currently, LYNX has over 100 buses in its active fleet of 238 buses with excessive mileage (237 active and 1 inactive). In accordance with FTA standards the buses with at least 500,000 miles or 12 years of service are considered eligible for retirement. LYNX' fleet has a total lifetime mileage of 99,761,619 and an average fleet mileage of 420,935 as follows:

LYNX Bus Fleet Lifetime Mileage				
Miles per Group	Number of Buses Per Group		M I L E S	
			Lifetime	Average
700,000-799,999	10	4%	7,201,746	720,175
600,000-699,999	72	30%	47,119,519	654,438
500,000-599,999	37	16%	20,536,791	555,048
400,000-499,999	16	7%	7,586,531	474,158
300,000-399,999	19	8%	6,346,079	334,004
200,000-299,999	16	7%	4,522,954	282,685
100,000-199,999	39	17%	4,656,271	119,392
Less Than 100,000	28	12%	1,791,728	63,990
<b>Totals</b>	<b>237</b>		<b>99,761,619</b>	<b>420,935</b>

LYNX' fleet meets the FTA requirement between the 7<sup>th</sup> and 12<sup>th</sup> year of service. This pace will continue until the total fleet has been replaced and continues to be replaced on a normal cycle.

## LYNX Board Audit Committee Agenda

Over the past few years, LYNX has replaced its fleet based on available Federal funding as directed by the Audit Committee.

Recently, LYNX completed a Comprehensive Operational Analysis (COA) to assess the services needed and the performance of its operations. The COA indicated that LYNX needs twenty-one (21) buses to improve its on-time performance, an additional twelve (12) buses annually over the next five (5) years to implement expansion service and approximately two and one-half percent (2½%) of its fleet or seven (7) or more buses annually to provide ongoing maintenance of service.

Also, this year and the following year, LYNX will be expanding its service with sixteen (16) new buses through the use of service development grant assistance from the Florida Department of Transportation (FDOT) and local funding partners matching contributions. The attached Fleet Replacement and Expansion Plan provides more details of LYNX' past replacements and future plans. LYNX' expansion and replacement funding plan is also attached.

The fleet replacement and expansion plan will allow LYNX to replace a total of 168 buses and increase the fleet by 173 buses over the next six (6) years beginning in FY2007. As indicated by the funding plan, in order to implement this plan LYNX will need additional funding each year to support the projected deficits and to meet the funding requirements for additional support equipment and facility improvements. Also, in order to meet the bus requirements for the Commuter Rail service implementation in FY2010 and FY2011, LYNX will need to borrow an additional \$2,481,626 from the State Infrastructure Bank.

LYNX staff will discuss details of the plan and various alternatives to determine prioritization for future fleet requirements at the Audit Committee meeting.

**LYNX**

**Bus Replacement and Expansion Funding Plan**

	<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2010</u>	<u>FY2011</u>	<u>FY2012</u>	<u>Total</u>
<b>LYNX Funding</b>							
<b>Federal:</b>							
STP Funds	\$ 4,441,017	\$ 4,385,791	\$ 4,804,505	\$ 5,137,965	\$ 4,655,841	\$ 4,655,841	\$ 28,080,960
Section 5309 - Bus Replacement Funds (FY2006)	788,159	-	-	-	-	-	788,159
Section 5309 - Bus Expansion Funds (FY2006)	318,089	2,005,193	-	-	-	-	2,323,282
Section 5309 - Bus Replacement Funds	-	1,000,000	1,250,000	1,500,000	1,500,000	1,500,000	6,750,000
Section 5307 Formula Funds	7,111,947	10,295,111	15,688,679	12,814,005	7,415,530	11,374,210	64,699,481
<b>State:</b>							
TRIP - Expansion	2,640,000	-	-	5,289,111	1,692,515	-	9,621,626
SIB - TRIP Match	2,640,000	-	-	5,289,111	1,692,515	-	9,621,626
<b>Local:</b>							
\$2 Local Capital Contributions	828,459	2,062,385	3,124,257	2,187,985	2,253,624	2,321,233	12,777,943
<b>Total Funding</b>	<b>2007 Bus Count</b> <u>\$ 18,767,670</u>	<b>2008 Bus Count</b> <u>\$ 19,748,480</u>	<b>2009 Bus Count</b> <u>\$ 24,867,441</u>	<b>2010 Bus Count</b> <u>\$ 32,218,175</u>	<b>2011 Bus Count</b> <u>\$ 19,210,026</u>	<b>2012 Bus Count</b> <u>\$ 19,851,284</u>	<b>Total Bus Count</b> <u>\$ 134,663,077</u>
<b>Fleet Costs</b>							
Replacement Fleet Costs	35 \$ 12,392,275	30 \$ 11,046,828	30 \$ 11,488,701	30 \$ 11,948,249	13 \$ 5,384,678	20 \$ 8,615,484	158 \$ 60,876,215
Replacement Fleet Costs (LYMMO)	-	-	10 4,000,000	-	-	-	10 \$ 4,000,000
Expansion Fleet Costs (Commuter Rail/TRIP)	-	-	-	26 10,578,221	8 3,385,031	-	34 13,963,252
Expansion Fleet Costs (COA)	16 5,598,089	12 4,513,920	12 4,694,477	12 4,882,256	12 5,077,546	12 5,280,648	76 30,046,936
On-Time Performance Fleet Costs	21 777,306	- 1,554,612	- 1,554,612	- 1,554,612	- 1,554,612	- 1,554,612	21 8,550,366
Maintenance of Service Fleet Costs (COA)	-	7 2,633,120	8 3,129,651	8 3,254,837	9 3,808,160	10 4,400,540	42 17,226,308
<b>Total Costs</b>	<b>72</b> <u>\$ 18,767,670</u>	<b>49</b> <u>\$ 19,748,480</u>	<b>60</b> <u>\$ 24,867,441</u>	<b>76</b> <u>\$ 32,218,175</u>	<b>42</b> <u>\$ 19,210,026</u>	<b>42</b> <u>\$ 19,851,284</u>	<b>341</b> <u>\$ 134,663,077</u>
<b>Section 5307 Formula Funds:</b>	<b>\$ 19,355,699</b>	<b>\$ 20,990,608</b>	<b>\$ 22,327,298</b>	<b>\$ 23,666,936</b>	<b>\$ 25,086,952</b>	<b>\$ 26,592,169</b>	<b>\$ 138,019,662</b>
<b>Available Carryover Funds</b>	<b>4,687,560</b>						
Preventative Maintenance	(6,794,752)	(6,794,752)	(6,794,752)	(6,794,752)	(6,794,752)	(6,794,752)	(40,768,512)
ADA Funding	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(1,700,000)	(10,200,000)
Annual Operating Assistance	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)	(4,200,000)
Bus Replacement	(7,111,947)	(10,295,111)	(15,688,679)	(12,814,005)	(7,415,530)	(11,374,210)	(64,699,481)
Transit Enhancement 1%	(170,000)	(209,906)	(223,273)	(236,669)	(250,870)	(265,922)	(1,356,640)
Safety & Security 1%	(193,557)	(209,906)	(223,273)	(236,669)	(250,870)	(265,922)	(1,380,197)
SIB Loan Payments	(4,037,560)	(1,850,585)	(3,321,420)	(3,321,420)	(2,517,054)	(2,300,327)	(17,348,366)
Operating Leases, etc.	(916,767)	(944,270)	(972,598)	(1,001,776)	(1,031,829)	(1,062,784)	(5,930,025)
Commuter Vans	(524,264)	(539,992)	(556,192)	(572,877)	(590,064)	(607,766)	(3,391,154)
Engines & Transmissions	(500,000)	(515,000)	(530,450)	(546,364)	(562,754)	(579,637)	(3,234,205)
<b>Available Funding for Support Equipment and Facility Improvement</b>	<b>\$ 1,394,413</b>	<b>\$ (2,768,914)</b>	<b>\$ (8,383,339)</b>	<b>\$ (4,257,596)</b>	<b>\$ 3,273,229</b>	<b>\$ 940,850</b>	<b>\$ (14,488,917)</b>
<b>\$2 Local Capital Funding:</b>							
Orange County	** 1,656,917	1,706,625	1,757,823	1,810,558	1,864,875	1,920,821	6,931,923
Osceola County	** 181,506	186,951	192,560	198,337	204,287	210,415	759,353
Seminole County	** 163,893	168,810	173,874	179,090	184,463	189,997	685,667
City of Orlando (LYMMO Buses 25%)	-	-	1,000,000	-	-	-	1,000,000
<b>Total Local Capital Funding:</b>	<b>** 2,002,316</b>	<b>2,062,385</b>	<b>3,124,257</b>	<b>2,187,985</b>	<b>2,253,624</b>	<b>2,321,233</b>	<b>9,376,943</b>
** Only \$828,458 use for bus procurement; other capital dollars use for purchase of capital equipment.							

### Fleet Replacement and Expansion Plan

Active Fleet		September 2005		September 2006		2007		2008		2009		2010		2011		2012	
Bus Group	Bus Numbers	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group	Age of Bus (years)	Quantity of buses in group
2012 Buses Replacement	unknown															0.1	20
2012 Buses Expansion	unknown															0.1	22
2011 Buses Replacement	unknown													0.1	13	1	13
2011 Buses Expansion	unknown													0.1	29	1	29
2010 Buses Replacement	unknown											0.1	30	1	30	2	30
2010 Buses Expansion	unknown											0.1	46	1	46	2	46
2009 Buses Replacement	unknown									0.1	40	1	40	2	40	3	40
2009 Buses Expansion	unknown									0.1	20	1	20	2	20	3	20
2008 Buses Replacement	unknown							0.1	30	1	30	2	30	3	30	4	30
2008 Buses Expansion	unknown							0.1	19	1	19	2	19	3	19	4	19
2007 Buses Replacement	unknown					0.1	35	1	35	2	35	3	35	4	35	5	35
2007 Buses Expansion	unknown					0.1	37	1	37	2	37	3	37	4	37	5	37
2006 Gillig Buses	570-599;706-710			0.1	35	1	35	2	35	3	35	4	35	5	35	6	35
2005 Gillig Buses	551-569;701-705	0.1	24	1	24	2	24	3	24	4	24	5	24	6	24	7	24
2004 Gillig Buses	518-550	1	33	2	33	3	33	4	33	5	33	6	33	7	33	8	13
2002 Gillig Buses	501-517	3	17	4	17	5	17	6	17	7	17	8	13	9	0	0	0
2001 Gillig Buses	381-394	4	14	5	14	6	14	7	14	8	14	9	0	0	0	0	0
1999 Gillig Buses	366-380	6	15	7	15	8	15	9	15	10	12	11	0	0	0	0	0
1999 Orion V Buses	464-465	6	2	7	2	8	2	9	2	10	0	0	0	0	0	0	0
1998 Gillig Buses	340-349	7	10	8	10	9	10	10	10	11	0	0	0	0	0	0	0
1998 Gillig Buses	350-362	7	13	8	13	9	13	10	13	0	0	0	0	0	0	0	0
1998 Gillig Buses	363-365	7	3	8	3	9	3	10	2	0	0	0	0	0	0	0	0
1997 New Flyer Buses	901-910	8	10	9	10	10	10	11	10	0	0	0	0	0	0	0	0
1997 Gillig Buses	301-311	8	11	9	11	10	11	11	0	0	0						
1997 Gillig Buses	315-331	8	17	9	17	10	17	0	0	0	0						
1996 Gillig Buses	260-273	9	14	10	14	11	1										
1996 Gillig Buses	275-284	9	9	10	9												
1996 Gillig Buses	285-291	9	7	10	7												
1995 Gillig Buses	230-252	10	16	11	6												
1994 Orion V Buses	402-439	11	17														
1994 Orion V Buses	460-463	11	4														
1994 Gillig Buses	201-225	11	2														
<b>Total Bus Count</b>			<b>238</b>		<b>240</b>		<b>277</b>		<b>296</b>		<b>316</b>		<b>362</b>		<b>391</b>		<b>413</b>

# LYNX Board Audit Committee Agenda

## Audit Committee Agenda Item #3.B

**To:** LYNX Board of Directors

**From:** Bert Francis  
CHIEF FINANCIAL OFFICER  
Blanche Sherman  
(Technical Contact)

**Phone:** 407.841.2279 ext: 3047

**Item Name:** Overview of LYNX FY2007 Operating and Capital Budget Amendments

**Date:** 2/22/2007

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LYNX staff will present an overview of the attached FY2007 Operating and Capital Budget amendments in the amount of \$ \$447,334 and \$7,173,074, respectively. The proposed budget amendments will be funded through available federal and state funds. LYNX **will not** require any additional local funds to support the proposed budget amendments.

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**LYNX**  
**FY2007 Budget Amendment Summary**  
**Operating Budget**

	Federal Funding	State Funding	Local Funding	Local Transfers	Total Funding
<b>Safety/Security:</b>					
Security Services - LCS, LOC/Bennett & South Street	\$ -	\$ -	\$ 150,000	\$ -	\$ 150,000
Professional Services - Safety, Security Plans & Audits	-	-	235,000	-	235,000
<b>Finance:</b>					
Leases	-	-	54,211	-	54,211
Bus Lease (21 Expansion OT Performance)	-	-	-	828,458	828,458
<b>Human Resources:</b>					
Professional Services	-	-	20,000	-	20,000
CAO position	-	-	(65,862)	-	(65,862)
<b>Purchasing and Contracts:</b>					
Professional Services - Temporary Management Personnel	-	-	25,000	-	25,000
<b>Risk Management:</b>					
LOC Insurance	-	-	83,485	-	83,485
<b>Governmental Affairs:</b>					
Public Involvement Program	140,000	-	-	-	140,000
<b>Strategic Planning:</b>					
New Freedom Program (NFP)	244,866	-	-	-	244,866
JARC Program	278,243	-	-	-	278,243
MORE-TMCC Research Study	400,000	-	-	-	400,000
FlexBus Project Carryover	-	(720,000)	-	(780,000)	(1,500,000)
COA Project Carryover	34,267	-	-	-	34,267
Commuter Rail Project Carryover	22,000	-	-	-	22,000
GIS Consultant	-	-	(100,000)	-	(100,000)
<b>Transportation:</b>					
File Cabinets - (LOC)	-	-	(1,500)	-	(1,500)
<b>Union Contract:</b>					
Salaries and Wages	-	-	366,735	-	366,735
Medical Insurance	-	-	196,787	-	196,787
<b>Operating Revenues:</b>					
Interest Income	-	-	(151,816)	-	(151,816)
Advertising Revenue	-	-	(100,000)	-	(100,000)
<b>Fuel Savings:</b>					
Diesel Fuel	-	-	(500,600)	-	(500,600)
<b>LOC Move Expenses:</b>					
LOC move one-time costs at Princeton	-	-	(211,440)	-	(211,440)
<b>Total</b>	<b>\$ 1,119,376</b>	<b>\$ (720,000)</b>	<b>\$ -</b>	<b>\$ 48,458</b>	<b>\$ 447,834</b>



**LYNX**  
**FY2007 Budget Amendment Summary**  
**Capital Budget**

	Federal Funding	State Funding	SIB Loan	Local Funding	Local Transfers	Total Funding
<b>Building, Structures, and Capital Improvements:</b>						
LCS Design Work for Tenant Improvements	\$ 42,603	\$ -	\$ -	\$ 24,046	\$ -	\$ 66,649
LCS Construction and Project Management	668,647	-	-	111,353	-	780,000
LOC Construction Project Carryover	653,354	812,035	704,234	1,513,000	-	3,682,623
LOC Construction Project Budget Amendment	500,000	-	-	-	-	500,000
FlexBus BRT - Project Carryover		720,000	-	-	780,000	1,500,000
<b>Rolling Stock:</b>						
Road Ranger Vehicles (4 Vehicles)		170,335	-	-	-	170,335
Van Pool Vans	61,036	-	-	-	-	61,036
Bus Purchases (35 Replacement Buses)	305,351	-	-	(135,399)	-	169,952
Bus Purchases (16 Expansion Buses TRIP/SIB - Service Development)	318,089					318,089
Bus Lease (21 Fleet Expansion for OT Performance)	-	-	-	-	(828,458)	(828,458)
<b>Furniture, Fixtures, and Equipment:</b>						
Fareboxes - 20 Spares	(37,620)	-	-	-	-	(37,620)
IT Miscellaneous Equipment	140,000	-	-	-	-	140,000
Lap Tops - Road Ranger Vehicles	-	32,000	-	-	-	32,000
Miscellaneous Support Equipment	100,000	-	-	-	-	100,000
Trapeze FX amendment (BSMT- Bus Stop Management Tool)	12,000	-	-	-	-	12,000
Trapeze Map Software	6,000	-	-	-	-	6,000
LOC File Cabinets	1,500	-	-	-	-	1,500
Paratransit CAD/AVL - Mentor Contract Amendment	177,843	-	-	-	-	177,843
Advance Travel Information Systis (ATIS) System	51,125	100,000	-	100,000	-	251,125
New Freedom Program (NFP)	70,000	-	-	-	-	70,000
<b>Total</b>	<b>\$ 3,069,928</b>	<b>\$ 1,834,370</b>	<b>\$ 704,234</b>	<b>\$ 1,613,000</b>	<b>\$ (48,458)</b>	<b>\$ 7,173,074</b>

# LYNX Board Audit Committee Agenda

## Audit Committee Agenda Item #3.C

**To:** LYNX Board of Directors

**From:** **Bert Francis**  
CHIEF FINANCIAL OFFICER  
**Rick Wilson**  
(Technical Contact)  
**Blanche Sherman**  
(Technical Contact)  
**Susan Sackett**  
(Technical / Project Lead Title 3)  
**Presented By: Bert Francis**

**Phone:** 407.841.2279 ext: 3047

**Item Name:** Presentation on the LOC Project Budget

**Date:** 2/22/2007

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Bert Francis will provide an update of the LYNX Operations Center project and explain the need to increase the project budget by \$500,000 due to the items listed below.

Change Order #87	\$166,752	Provide Epoxy Floor System
Change Order #88	\$217,199	Communications and Data Cabling System
Future Change Orders	<u>\$116,049</u>	
<b>Total</b>	<b>\$500,000</b>	

Change Order #87 - As explained in Board Item # D (iii). This is an additive change order upgrading the floor sealer in LOC Buildings A, A Expansion, B, C1 and C2 to a more suitable product.

Change Order #88 - As explained in Board Item # D (iv). This is an additive change order for the installation of Communications and Data Conduit at the LOC. This is a result of negotiations with the general contractor (Collage) based on the final design for data and communications wiring.

Future Change Orders - If the above items are approved, the new project contingency amount will be \$150,716 (\$116,049 plus the existing contingency balance of \$34,667).

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**LYNX OPERATIONS CENTER**  
**Revised Budget**  
**February 22, 2007**

<u>Cost Category</u>	<u>Budget prior to</u> <u>Change Order</u>	<u>Change</u>	<u>Revised Budget</u>
Collage Contract	\$ 16,854,766	\$ -	\$ 16,854,766
Collage Contract (Unearned)	810,875		810,875
Collage Owner Direct Purchases	<u>6,565,345</u>	<u>-</u>	<u>6,565,345</u>
Subtotal Collage Contract + Direct Purchases	24,230,986		24,230,986
NuTech Contract (Systems)	393,000		393,000
Network Integration, Inc. Contract (Systems)	107,969		107,969
GFI Genfare (Equipment)	126,350		126,350
Rotary Lift (Equipment)	1,296,142		1,296,142
High Density Storage (Equipment)	216,645		216,645
LYNX Lane	\$ 1,151,500		\$ 1,151,500
Hazardous Waste Removal - Earth Tech	369,996		369,996
Specialties	180,000		180,000
Equipment	285,858		285,858
Systems	85,066		85,066
Furnishings	209,262		209,262
Program Management	1,525,465		1,525,465
Permitting	537,356		537,356
Design Services	3,320,164		3,320,164
Construction Management	1,378,813		1,378,813
LYNX Oversight	409,761		409,761
Contingency	<u>34,667</u>	<u>500,000</u>	<u>534,667</u>
TOTALS	<u>\$ 35,859,000</u>	<u>\$ 500,000</u>	<u>\$ 36,359,000</u>

**SUMMARY:**

Change in Total Budget:		\$ -
Change in Contingency:	Increase	\$ 500,000

Description of Change:

Proposed increase to the project budget to fund current and future change orders.

# LYNX Board Audit Committee Agenda

## Audit Committee Agenda Item #3.D

**To:** LYNX Board of Directors

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

**Presented By: Lisa Darnall, COO**

**Phone:** 407.841.2279 ext: 3036

**Item Name:** LCS Exterior Lights

**Date:** 2/22/2007

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The LYNX Central Station (LCS) opened in November 2004 and is on a 4.4 acre site, bordered on the west side by Garland Avenue, the north by Amelia Street and the south by Livingston Street. It consists of 24 bus bays, a terminal with a waiting area, ticketing area, retail space and a six-story office tower.

Within six months after occupying the LCS building, Facilities Maintenance staff began experiencing multiple and persistent failures of the exterior light bulbs and fixtures. In particular, the majority of the problems were associated with the Plexineon blue lights that border the roof structure.

Staff will provide a historical overview of the problems associated with the exterior lights, steps that have been taken to try to remedy the problem and recommendations to resolve the continuing failures.

# LYNX Board Audit Committee Agenda

## Audit Committee Information Item #.I

**To:** LYNX Board of Directors

**From:** Bert Francis  
CHIEF FINANCIAL OFFICER  
Patrick Grimison  
(Technical Contact)  
Edward Johnson  
(Technical Contact)

**Phone:** 407.841.2279 ext: 3047

**Item Name:** Agenda Item Calendar

**Date:** 2/22/2007

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### LYNX Board of Directors 12-month Rolling Calendar of Agenda Items FEBRUARY 2007

#### March 2007

- Authorization to accept year-end financial audit
- Authorization to execute Intergovernmental Coordination and Review and Public Transportation Coordination Joint Participation Agreement
- Authorization to award contract for Banking Services
- Notice of fuel contract awards
- Authorization to award contract to Pride for Printing of Time Tables
- Authorization to award contract for leasing of buses

#### April 2007

- Preliminary approval of the annual operating and capital budget for submission to the funding partners
- Authorization to submit FDOT Service Development Grant Applications
- Authorization to award contract for LCS concessionaire build-out/bathroom renovations
- Authorization to award contract for shelter Manufacturer
- Authorization to execute final option year for security guard services

#### May 2007

- Authorization to submit Service Development Grant (SDG) applications to FDOT
- Review of the draft Transportation Development Grant
- Authorization to award contract for commuter vans using State of Florida Contract

# LYNX Board Audit Committee Agenda

- Work session on Transit Development Plan (TDP) Major Update for FY08-12
- Authorization to award contract for the construction of Osceola square Mall Super-stop
- Authorization to award contract for Employee Investment Plan Provider

## June 2007

- Authorization to adopt the TDP
- Authorization to execute Transportation Disadvantaged Trip Grant Agreement
- Authorization to execute Rural Capital Assistance Grant Agreement
- Authorization to dispose of fixed assets
- Adoption of TDP Major Update for FY08-12
- Authorization to purchase Gillig Buses

## July 2007

- Authorization to award contract for general printing services

## August 2007

- Approval of LYNX' DBE goal
- Adoption of the annual operating and capital budget
- Authorization to submit TRIP fund applications to FDOT

## September 2007

- Authorization to execute funding agreement with regional funding partners
- Authorization to execute a JPA with FDOT for Commuter Assistance Grant Program
- Adoption of the FY Operating and Capital Grant Budget
- Authorization to execute local funding agreements
- Annual Board of Directors' selection of officers
- Adoption of Title VI Program

## October 2007

- Acceptance of the Chief Executive Officer (CEO) annual appraisal
- Authorization to retire and sell surplus property
- Authorization to release RFP for Artistic Painting of Buses

## November 2007

- Authorization to submit annual certifications

## December 2007

- Authorization to Purchase Gillig Buses
- Authorization to submit annual appropriations grant to FTA
- Authorization to submit grant applications to FDOT for rural transportation services
- Authorization to execute agreement with the CTD for non-emergency Medicaid transportation

# LYNX Board Audit Committee Agenda

## Audit Committee Information Item #.II

**To:** LYNX Board of Directors

**From:** **Lisa Darnall**  
CHIEF OPERATING OFFICER  
**Jennifer Stults**  
(Technical Contact)  
**Doug Jamison**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 3036

**Item Name:** Shelters Update

**Date:** 2/22/2007

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Twenty-three shelter sites have been installed and completed in the last three months in Edgewood, Lake Mary, Ocoee, Orlando and Orange County. Forty-one additional structures have been ordered from the manufacturer and will start to be available in late February 2007. Staff has reviewed over 250 sites throughout our service area with over 150 sites on the list identified for potential installations. (The remaining 100 sites were eliminated due to physical site restrictions preventing installations.) Sites have been ranked for potential installation according to recorded ridership trends including number of boardings and also usage by senior citizens and people with disabilities.

- 1 – 15’x15’ shelter – Addition to the Apopka Superstop - Apopka
- 1 – 6’x9’ shelter – Hansel Avenue northbound at Hoffner Avenue – Edgewood
- 1 – 6’x9’ shelter – Orange Avenue northbound at Holden Avenue – Edgewood
- 1 – 10’x10’ shelter – Lake Mary Boulevard westbound at 4<sup>th</sup> Street – Lake Mary
- 1 – 10’x10’ shelter – Lake Mary Boulevard eastbound at 4<sup>th</sup> Street – Lake Mary
- 1 – 10’x10’ shelter – Lake Mary Boulevard westbound at Sun Drive – Lake Mary
- 1 – 10’x10’ shelter – Sand Pond Road eastbound at Greenwood Boulevard – Lake Mary
- 1 – 10’x10’ shelter – Blackwood Avenue northbound at West Colonial Drive – Ocoee
- 2 – 10’x10’ shelters – Central Boulevard eastbound at Westmoreland Drive - Orlando
- 1 – 10’x10’ shelter – Mercy Drive southbound at Princeton – Orlando
- 1 – 10’x10’ shelter – Mercy Drive southbound at Boudreaux Apartments - Orlando
- 1 – 10’x10’ shelter - Mercy Drive southbound at Fairvilla Road – Orlando
- 1 – 10’x10’ shelter – Semoran Boulevard southbound at Curry Ford Road – Orlando
- 1 – 10’x10’ shelter – Semoran Boulevard southbound at Bent Pine Drive – Orlando
- 1 – 10’x10’ shelter – SouthPark Circle eastbound – Orlando
- 1 – 10’x10’ shelter – West Colonial Drive eastbound at Deauville Road – Orlando
- 1 – 6’x9’ shelter – West Colonial Drive eastbound at Peachtree Road – Orlando

## LYNX Board Audit Committee Agenda

- 1 – 6’x9’ shelter – Silver Star Road eastbound at Silver Ridge Drive – Orange County
- 1 – 6’x9’ shelter – Silver Star Road eastbound at Summer Glen Road – Orange County
- 1 – 6’x9’ shelter – Winegard Road northbound at Lancaster Road – Orange County
- 1 – 6’x9’ shelter – Winegard Road southbound at Lancaster Road – Orange County
- 1 – 10’x10’ shelter – Lake Emma Road southbound at Flagg Lane – Seminole County

These sites were chosen for installation based upon their average level of usage, most with customers waiting for the bus at least once each hour. The shelters on Blackwood Avenue, Semoran Boulevard, and Mercy Drive were installed on pads provided as part of roadway projects in partnership with LYNX.

As mentioned above, an additional forty-one (41) structures are on order and will begin to become available at the end of February 2007. The first installations will include four (4) shelters in Eatonville as part of their streetscape project and one (1) at the Park-and-Ride lot in Clermont in partnership with the Florida Department of Transportation. Additional proposed sites include near Lake Ellenor Drive and Rio Grande Avenue at the request of the Orange County Health Department, West Colonial Drive at heavily used stops, sites requested on Silver Star Road near Evans Middle School, sites in Edgewood, Hoffner Avenue at Conway Road, and McCoy Road at Parkline. Staff will continue to evaluate additional sites throughout our service area based upon stop usage, available right-of-way, and ability to meet Americans with Disabilities Act, State, and local requirements.

A presentation will be given to the LYNX Audit Committee at an upcoming meeting with an overview of the LYNX shelter program.