



Board Date: 7/25/2013
Time: 10:30 AM

Central Florida Regional Transportation Authority
455 N. Garland Ave.
2nd Floor Conference Room
Orlando, FL 32801









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

1. Call to Order

2. Approval of Minutes

-  Minutes from the Audit Committee Meeting May 23, 2013 Pg 2

3. Audit Agenda Items

- A.  Comprehensive Operational Analysis (COA) Preliminary Recommendations Pg 7
 - Attachment 
- B.  Overview of the Performance Management and Compensation Study Pg 42
 - Attachment 
- C.  Follow-Up to Paratransit Ridership Increases and Cost Containment Options Pg 50
- D.  Overview of FY2014 Capital Budget Pg 58
 - Attachment 
- E.  FY2014 Preliminary Operating Budget Outstanding Items Pg 68

LYNX
Central Florida Regional Transportation Authority
Audit Committee Meeting Minutes

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

DATE: May 23, 2013

TIME: 10:39 a.m.

Members in Attendance:

Seminole County Commissioner, Carlton Henley, Chairman
Orange County, Office of Regional Mobility, Jim Harrison
City of Orlando, Transportation Policy Advisor, Christine Kefauver
Osceola County Commissioner, Frank Attkisson

Members Absent:

FDOT District 5 Secretary, Noranne Downs

1. Call to Order

The Chairman, Commissioner Carlton Henley, called the meeting to order at 10:39 a.m.

2. Approval of Minutes

The Chairman asked the Committee if there were any additions or deletions to the April 11, 2013 as presented.

Motion was made and seconded to approve the Minutes of the April 11, 2013 Audit Committee meeting as corrected. The motion passed unanimously.

3. Audit Agenda Items

A. Paratransit Cost Containment Options

The Chairman recognized Bill Hearndon, Manager of Paratransit, for presentation.

Mr. Hearndon stated that paratransit ridership has been trending upward with calendar year 2013 projected to increase 8.21% over 2012. He then presented some cost containment options for consideration:

- Customer incentives for eligible paratransit customers
 - Reduced fare for fixed route and NeighborLink
FY2012 NTD Cost Per Trip:

| <u>Service Options</u> | <u>Cost Per Trip</u> |
|------------------------|----------------------|
| Fixed Route | \$ 3.07 |
| NeighborLink | \$10.30 |
| ACCESS LYNX | \$34.18 |
 - Bus Buddy Program: a pool of volunteers to provide fixed route travel training and customer outreach
- Provide Picture ID's to ensure eligible customers are riding:
 - Eight highest density paratransit ridership areas
 - Objective is to gain efficiencies
 - The MDT will verify the validity of the ID for eligible clients
- Additional NeighborLink routes
 - Eight highest density paratransit ridership areas
 - Bus Stop Inventory System
 - Less Operating Cost
- In Comparison of 6 lower performing fixed routes replaced with less costly NeighborLink service, the annual cost savings \$2,239,458
- Four types of eligibility:
 - Unconditional eligibility: Customers who cannot ride fixed route
 - Conditional eligibility: Customers who use fixed route some times to meet some transportation needs
 - Temporary eligibility: Customers who cannot ride fixed route on a temporary basis
 - Visitor eligibility: ADA requires that up to 21 days of usage are provided within any 365 day period for customers who are certified ADA eligible by other transit agencies
 - Unclassified: Customers that have not been sent to an in-person functional assessment, i.e., customers over the age of 80; residing in a skilled nursing facility; quadriplegic; correct visual acuity of greater than 2200 (classified legally blind)
- Focus on Conditional eligibility
 - Approximately 46% of new paratransit applicants are conditionally eligible, and take 15% of total trips (9% ADA and 6% Medicaid), which is approximately \$3.6 million savings, assuming the total 15% transferred from paratransit to fixed route
- On average, 239 of 2,209 average weekday trips are for conditionally eligible customers
- Medicaid enforcement of closest facility
 - Reduction in Revenue Hours
- No longer provide Medicaid trips

- LYNX receives \$500,474 monthly, approximately \$6 million annually, and is currently anticipated a shortfall of approximately \$3.2 million for FY2014
- Reduction in trip cost \$7,667,668 and reduction in Federal revenue \$1,201,397

Discussion ensued regarding the option of no longer providing Medicaid trips, the financial impact, and impact to the customers.

The Committee requested a breakdown by funding partner of their Medicaid cost reductions.

Mr. Hearndon provided that Medicaid reform is necessitating change. The reform is being implemented in two phases:

- 1) Long Term Care / residents of skilled nursing facilities. In LYNX service area, this phase begins implementation in August 2013 with full implementation by October 1, 2013.
- 2) Managed Medical Assistance Program / all other Medicare beneficiaries. In LYNX service area, this phase begins implement in August 2013 with full implementation by December 2014.

The reform provides an exemption for prescribed pediatric extended care customers, i.e., children that are fragile and require medical daycare and developmentally disabled. Mr. Hearndon noted that it is likely, if LYNX continues to provide Medicaid services; these two populations would be provided service by LYNX after 2015 at a lower allocation.

- Reduce ADA service to ¾ mile for fixed route, including days and times of the fixed route
 - Only about 11.4% of total ADA trips are outside the ¾ mile range
 - About 4.48% of all trips (ADA, Medicaid & TD) are outside of the ¾ mile range
 - Reduction in trip cost \$924,985 and reduction in Federal revenue \$149,878
- Reduce Taxi usage
 - Limit to 1% of contract will provide a \$132,774 in annual savings
 - Eliminate use of taxi will provide a \$285,412 in annual savings

Blanche Sherman, Director of Finance noted that in LYNX' FY2014 Preliminary Budget, LYNX is requesting \$3.2 million to support the Medicaid shortfall.

At its next meeting, the Committee requested staff provide:

1. Transit agencies in Florida providing Medicaid Non-Emergency Transportation services
2. Realistic conditional eligibility transition
3. Pros and cons of each ridership and cost containment option previously presented
4. Medicaid cost reductions by funding partner

B. Service Development Process – Use of LYNX Reserves

The Chairman recognized Stuart Boggs, Director of Planning and Development, for presentation.

Mr. Lewis noted that at the Committee's last meeting, staff introduced the concept for developing a process to address anticipated service development grants.

Mr. Boggs stated that the proposed process is to address the short time application period for the Florida Department of Transportation (FDOT) Service Development Grants (SDG) Program.

Due to the short application period (six weeks from notice of grant availability to application deadline) for these grants, LYNX staff find it challenging to engage in effective outreach with potential local funding partners and must rely to a great extent on the service and corridor recommendations of the Transit Development Plan (TDP) to define routes that could be eligible for funding under the program. This results in route requests that have not been completely vetted through the local funding partners.

Staff is proposing the development and adoption of a joint process with agency partners that would allow for the identification and prioritization of candidate corridors that would form the basis for future SDG requests:

- Each summer, the LYNX Planning Department would work with representatives of our partner jurisdictions to identify the community's top three (3) priority corridors.
- The starting point of this discussion would be the adopted TDP. LYNX staff would work with each local jurisdiction to identify their top three funding priorities in the TDP.
- LYNX' Planning staff will kick off the annual process with Regional Working Group representatives to jointly discuss jurisdictional priorities that may be locally, or regionally, significant. This will afford early joint coordination with FDOT staff on funding availability in the state work program.
- Based on identified jurisdictional priorities, LYNX Service planning will develop service plan options for review with jurisdiction staff.
- LYNX' Finance staff will work with jurisdictions on future funding allocations as they impact jurisdictional regional model contributions.
- Presentations with the respective Boards will be conducted and Board resolutions will be requested for adoption as the Board staff will permit.
- The following spring, when FDOT issues a call for applications, the top priority for each local jurisdiction would be included in the grant request forwarded by LYNX.

To provide a local match for these requests, LYNX would utilize operating reserve funds to provide the local contribution for these routes for the first two years of the grant. In year three, the served jurisdiction would then assume funding responsibility for the route.

Discussion ensued regarding the notification process to the jurisdictional partners.

The Committee suggested that the identification of each jurisdiction's priority corridors be "up to the community's top three (3) priority corridors".

4. Review of Board Package

The Chairman recognized John Lewis, Chief Executive Officer, to provide an overview of items that will come before the Board.

Mr. Lewis requested the following Board Agenda changes:

- 1) Staff has included a Blue Sheet Action Agenda Item D. to Adopt and Implement the New LYNX Defined Contribution Plan as required by the Amalgamated Transit Union (ATU) Local 1596 Collective Bargaining Agreement (CBA)

Pat Christiansen, LYNX' General Counsel, provided that after the Board of Directors' approved the ATU 1596 Contract, there was an opinion that the Plan had to go back to the Pension Board for approval in order for the Plan to be amended. The Plan was then taken to the Pension Board and the vote was split 3 / 3. After reviewing the CBA and Pension Plan, it was determined the CBA defined the contributions and eligibility. It was relayed to Counsel for the Pension Board, that LYNX would establish a Contribution Plan. The matter appears to be resolved.

Additionally, Mr. Christiansen noted that the Board Agenda includes a Consent Item requesting the ratification of Board Resolution to approve the appointment of Blanche Sherman, Management Appointee, to the Pension Board of Trustees. In order to have all management appointee positions filled for a recent meeting of the Trustees, under LYNX' Administrative Rules, the Chairman approved the appointment by Resolution as an exigent matter.

Mr. Lewis pointed out that the Committee had been given a copy of a letter that LYNX' Counsel received from the Counsel for the City of Altamonte Springs. LYNX' Counsel will prepare a response.

Mr. Christiansen provided the Committee information concerning constraints on certain political activities at LYNX' Central Station, LYNX' advertising guidelines, and a decision by the US Court of Appeals addressing this matter in the Detroit transit system. He noted that an organization, Council on American-Islamic Relations (CAIR), proposed advertising its MyJihad campaign on LYNX' buses. The proposed advertisement was submitted to LYNX and denied. CAIR has filed an appeal which will come to LYNX' Board.

The meeting adjourned at 12:05 p.m.

Audit Committee Agenda Item #3.A

To: LYNX Board of Directors

From: **Stuart Boggs**
DIRECTOR OF PLANNING & DEVELOP
Andrea Ostrodka
(Technical Contact)

Phone: 407.841.2279 ext: 6009

Item Name: **Comprehensive Operational Analysis (COA) Preliminary
Recommendations**

Date: 7/25/2013

Staff will provide preliminary recommendations based on the Comprehensive Operational Analysis (COA).

A Look Forward

The TDP, COA, and LYNX Strategic Plan



Transit Development Plan



- 2013 – 2022
- Needs-based/Not fiscally constrained
- Adopted by LYNX Board August, 2012
- Three Agency Goals:
 1. Efficient and Effective Service
 2. Effective Communication
 3. Dedicated Funding

TDP - Implementation



- Service –
Comprehensive Operations Analysis (COA)
- Administration –
Strategic Plan

Why invest in these efforts?

COA

- Evaluate current operational investments
- Identify efficiency opportunities
- Strengthen the system
- Better serve partners and customers

Strategic Plan

- Create common understanding of goals and priorities
- Identify and understand barriers to achieving goals
- Identify strategic opportunities
- Connect the dots
- Determine the path

COA - Components



- Data Collection and Analysis
- Evaluation of Service Standards
- System Evaluation
- Short Term Service Plan
- Long Term System Expansion

System Evaluation - Process



Which routes are performing well? Which aren't? Why?

- ◉ Route and System Design
- ◉ Economic and Productivity Standards
- ◉ Operational Performance and Delivery
- ◉ Portfolio Analysis

What we found

1. Fast-growing ridership
2. Significant growth in elderly and people living below poverty line
3. Real/perceived reliability challenges
4. Funding constraints impact ability to address reliability issues and plan for the long-term
5. Large service area, but excellent coverage and largely efficient
6. Mode options too limited

Seminole County

Evaluation



- Many Seminole County routes have not adapted to changing land use and have suffered in overall performance (i.e. Link 34)
- Some areas require new transit investment to meet new demands (i.e. Verizon Call Center)
- Some areas are over-served by transit and could be better served by different types/a mix of services (parts of Link 46E)
- Some locations could be potential candidates for Xpress Link services
- Seminole SunRail stations need to be served

Seminole County

Recommendations



| Link | Route Name | Description |
|-------|--|---|
| 1 | Winter Park/Altamonte Springs | Extend route to LCS (part of the restructuring of Link 125) |
| 34 | Sanford/Goldsboro | Restructure route and remove from Airport Blvd |
| 41 | SR 436 Crosstown | Reduce stop spacing |
| | | Expand morning span of service |
| | | Increase headway around 3 PM in the westbound direction |
| 41 | SR 436 Crosstown | Split Route to improve reliability |
| 45 | Lake Mary | Extend route on the east to Central Florida Greenway, and on the West to International Parkway and SR 46A |
| 46 E | West SR 46/Seminole Town Center/Downtown Sanford | Extend route to Central Florida Greenway via Melonville and Sanford Ave. Remove from French Avenue |
| 46 W | | Extend route to Sand Pond Road, remove from French Avenue |
| 103 | North 17-92 Sanford | Increase headway around between 6 AM and 10 AM in the northbound direction |
| 200 | Volusia County/Downtown Orlando/I-4 | No Change Proposed |
| 434 | SR 434 Crosstown/University of Central Florida | No Change Proposed |
| 17/92 | Sanford/Downtown Orlando | Adjust Stop Spacing |
| | Short Term New Route | Create new Red Bug Lake Road Route: Oviedo to Altamonte Springs via Red Bug Lake Rd. and Semoran Blvd. |
| | Short Term New Route | Create new Sanford SunRail Airport Blvd Route |
| | Long Term New Route | Create new Xpress Link from Sanford to Oviedo to UCF |
| | Short Term New Route | Create new Xpress Link from Oviedo to Downtown Orlando |

Osceola County

Evaluation



- Majority of routes have growing ridership and need service expansions to meet growing demand
- There are a very few efficiencies that could be implemented on Osceola County's routes
- For the most part there is a need for significant financial investment in transit service in the county

Osceola County

Recommendations



| Link | Route Name | Description |
|------|--|--|
| 4 | South US 441/Kissimmee | No Change Proposed |
| 10 | East US 192/St. Cloud | Add service on Sunday |
| | | Increase headway to 30 minutes throughout the day |
| | | Restructure route as part of Kissimmee Intermodal plan |
| | | Add non-stop route |
| 18 | S. Orange Avenue/Kissimmee | Expand AM span of service |
| | | Restructure route as part of Kissimmee Intermodal plan |
| 26 | Pleasant Hill Road/Poinciana | Restructure route as part of Kissimmee Intermodal plan |
| 55 | West US 192/Four Corners | Restructure route as part of Kissimmee Intermodal plan |
| 56 | West US 192/Magic Kingdom | Expand morning span of service |
| 57 | John Young Parkway | No Change Proposed |
| 301 | Limited Direct - Pine Hills/Animal Kingdom | Restructure route as part of Limited Direct Restructuring |
| 416 | Poinciana/Haines City | No Change Proposed |
| 426 | Poinciana Circulator | Expand morning span of service |
| 441 | Kissimmee/Downtown Orlando | Expand span of service |
| | Short Term New Route | Create new Kissimmee Intermodal to Lake Nona and OIA Route |
| | Short Term New Route | Create new Kissimmee to International Drive route |
| | Short Term New Route | Create new Celebration circulator |
| | Short Term New Route | Create new Kissimmee circulator |
| | Short Term New Route | Create new Limited Direct route to Buena Ventura Lakes |
| | Long Term New Route | Create new John Young Parkway Circulator Route |
| | Long Term New Route | Create new BRT along US 192 from Lake County to Kissimmee |
| | Short Term New Route | Create new BRT along US 192 from Disney to Kissimmee |

Orange County

Evaluation



- Orange County's routes have mixed performance: some are the best in the system while others need improvement
- High performing routes (i.e. Link 8) require investment to maintain high performance
- Service on other routes has been altered in a piecemeal fashion and requires a comprehensive overhaul (i.e. East Orlando/Pine Hills)

Orange County

Recommendations



| Link | Route Name | Description |
|------|--|---|
| 1 | Winter Park/Altamonte Springs | Extend route to LCS (part of the restructuring of Link 125) |
| 3 | Lake Margaret Drive | Truncate route at Social Security Administration |
| 4 | South US 441/Kissimmee | No Change Proposed |
| 6 | Dixie Bell Drive | Extend route to LCS (part of the restructuring of Link 3/6) |
| 7 | S. Orange Avenue/Florida Mall | No Change Proposed |
| 8 | W. Oak Ridge Road/International Drive | Truncate route at Destination Parkway (part of Link 8/42 swap) |
| | | Increase headway between 7AM and 11 AM in the outbound direction Increase headway between 1PM and 5PM in the inbound direction |
| 9 | Winter Park/Rosemont | Split Route at Rosemont SuperStop |
| | | Add seven minutes of running time to existing route to improve reliability |
| 11 | S. Orange Avenue/International Airport | No change proposed |
| 13 | University of Central Florida | Reduce morning span of service |
| | | Increase headway between 6 AM and 12 PM in the outbound direction |
| 14 | Calvary Towers/Winter Park Village | Extend to LOC as part of Link 125 Restructuring |
| 15 | Curry Ford Road/Valencia College East | Consolidate service on S. Goldenrod Road (eliminate service on Egan) |
| | | Reduce stop spacing |
| 17 | North US 441/Apopka | Create a FastLink Service |
| 18 | S. Orange Avenue/Kissimmee | Expand AM span of service |
| | | Restructure route as part of Kissimmee Intermodal plan |
| 20 | Malibu Street/Pine Hills | Reduce stop spacing |
| 21 | Universal Studios | Extend route to Walt Disney World |
| 23 | Winter Park/Springs Village | No Change Proposed |
| 24 | Millenia | No Change Proposed |

Recommendations



| Link | Route Name | Description |
|------|---------------------------------------|---|
| 25 | Mercy Drive/Shader Road | No Change Proposed |
| 28 | E. Colonial Drive/Azalea Park | Reduce stop spacing |
| | | Reduce evening span of service |
| 29 | W. Colonial Drive/Goldenrod | Restructure route to remove Goldenrod Rd. Section (part of Goldenrod Package) |
| | | Reduce evening span of service |
| 36 | Lake Richmond | Reduce stop spacing |
| | | Reduce evening span of service |
| | | Remove running time from schedule |
| 37 | Pine Hills/Florida Mall | Restructure route as part of Pine Hills Plan |
| | | Increase headway between 5 AM and 9 AM in the southbound direction |
| | | Increase headway between 4 AM and 8 AM in the northbound direction |
| 38 | Downtown Orlando/International Drive | Increase span of service to all day |
| 40 | Americana Boulevard/Universal Orlando | Expand morning span of service |
| | | Reduce stop spacing |
| 41 | SR 436 Crosstown | Reduce stop spacing |
| | | Expand morning span of service |
| | | Increase headway around 3 PM in the westbound direction |
| | | Split Route to improve reliability |
| 42 | International Drive/Orlando Airport | Extend route to Premium Outlets (part of Link 8/42 swap) |
| | | Increase headway between 10 AM and 5 PM in the eastbound direction |
| 44 | Hiwassee Road/Zellwood | Increase headway between 6 AM and 3 PM in the westbound direction |
| | | Restructure route as part of Pine Hills Plan |
| | | Adjust time points |

Orange County

Recommendations



| Link | Route Name | Description |
|------|---|--|
| 48 | W. Colonial Drive/Pine Hills | Restructure route as part of Pine Hills Plan |
| | | Reduce evening span of service |
| | | Increase headway between 6AM and 10AM in the eastbound direction |
| 49 | W. Colonial Drive/Pine Hills Road | Restructure route as part of Pine Hills Plan |
| 50 | Downtown Orlando/Magic Kingdom | Remove route from SeaWorld |
| 51 | Conway Road/Orlando International Airport | Expand the morning span of service |
| 54 | Old Winter Garden Road | Eliminate Saturday service |
| 55 | West US 192/Four Corners | Restructure route as part of the KIF plan |
| 56 | West US 192/Magic Kingdom | Expand morning span of service |
| 57 | John Young Parkway | No Change Proposed |
| 58 | Shingle Creek Circulator | Proposed for elimination; more discussion required |
| 102 | Orange Avenue/South 17-92 | No Change Proposed |
| 104 | East Colonial | Increase headway to 15 minutes throughout the day |
| 105 | West Colonial | No Change Proposed |
| 111 | SeaWorld/Orlando International Airport | Extend to Walt Disney World |
| 125 | Silver Star Road Crosstown | Restructure route to serve downtown Orlando |
| 200 | Volusia County/Downtown Orlando/I-4 | No Change Proposed |
| 204 | Lake County Park and Ride/Downtown Orlando | No Change Proposed |
| 211 | UCF KnightLYNX Blue | No Change Proposed |
| 212 | UCF KnightLYNX Green | No Change Proposed |
| 300 | Limited Direct - Downtown Orlando/Hotel Plaza | No Change Proposed |
| 301 | Limited Direct - Pine Hills/Animal Kingdom | Restructure route as part of Limited Direct Restructuring |
| 302 | Limited Direct - Rosemont/Magic Kingdom | Restructure route as part of Limited Direct Restructuring |

Orange County

Recommendations



| Link | Route Name | Description |
|-------|---|---|
| 303 | Limited Direct - Washington Shores/Disney Hollywood Studios | No Change Proposed |
| 304 | Limited Direct - Rio Grande/Visitana Resort | Restructure route as part of Limited Direct Restructuring |
| 305 | Limited Direct – Metro-west/All Star Resorts | Restructure route as part of Limited Direct Restructuring |
| 306 | Limited Direct - Poinciana/Disney West Side Transfer Center | No Change Proposed |
| 313 | Winter Park | No Change Proposed |
| 319 | Richmond Heights | Reduce evening span of service |
| 405 | Apopka Circulator | Eliminate Route |
| 434 | SR 434 Crosstown/University of Central Florida | No Change Proposed |
| 441 | Kissimmee/Downtown Orlando | Expand span of service |
| 443 | Lee Road Crosstown | Reroute for Pine Hills |
| 445 | Apopka/West Oaks Mall | Adjust time points |
| 17/92 | Sanford/Downtown Orlando | Adjust Stop Spacing |
| | Short Term New Route | Create new Goldenrod Route |
| | Short Term New Route | Create new KIF to Lake Nona and OIA Route |
| | Short Term New Route | Create new Kissimmee to International Drive route |
| | Short Term New Route | Expand new Downtown Orlando to Lake Nona route (Service Grant) into a Downtown Orlando to OIA to Lake Nona XpressLink |
| | Short Term New Route | Create new Baldwin Park Circulator |
| | Short Term New Route | Create new LCS - Universal/SeaWorld Route |
| | Short Term New Route | Create a new Limited Direct route to Buena Ventura Lakes |
| | Short Term New Route | Create a new Limited Direct route in Pine Hills |
| | Long Term New Route | Create new West Town Center to Maitland SunRail Local Route ^{23 of 72} |
| | Long Term New Route | Create new John Young Parkway Circulator Route |
| | Long Term New Route | Create new Orlovista Circulator Route |

Recommendations



| Route Name | Description |
|----------------------|---|
| Long Term New Route | Create new Xpress Link along SR 50 between West Oaks and UCF |
| Long Term New Route | Create new Xpress Link along SR 423 from Downtown to I-Drive |
| Long Term New Route | Create new Xpress Link from Apopka to Altamonte SunRail Station |
| Long Term New Route | Create New Xpress Link from UCF to Downtown Orlando |
| Long Term New Route | Create new FastLink along SR 527 from Downtown Orlando to Sand Lake SunRail Station |
| Long Term New Route | Create new Xpress Link from Sanford to UCF |
| Long Term New Route | Create new Xpresslink from UCF to Innovation Way |
| Long Term New Route | Create new FastLink from Fern Park to OIA |
| Long Term New Route | Create new XpressLink from Seminole to Oviedo to Downtown Orlando |
| Long Term New Route | Create new BRT along US 192 from Lake County to Kissimmee |
| Short Term New Route | Create new BRT along US 192 from Disney to Kissimmee |
| Long Term New Route | Create new BRT along 435 from Park Promenade to I-Drive |
| Long Term New Route | Create new BRT from Winter Park to Downtown Orlando |
| Long Term New Route | Create new BRT from Downtown Orlando to Florida Mall |

City of Orlando

Evaluation



- Orlando's routes also have mixed performance: some are the best in the system while others need improvement
- Orlando has some of the highest ridership routes in the system (most of the LCS routes) that require investment to maintain high performance
- Service on other routes has been altered in a piecemeal fashion and requires a comprehensive overhaul (i.e. East Orlando)
- As new areas develop, such as Lake Nona, transit needs to be expanded to service the development

Recommendations



| Link | Route Name | Description |
|------|--|--|
| 3 | Lake Margaret Drive | Truncate route at Social Security Administration |
| 4 | South US 441/Kissimmee | No Change Proposed |
| 6 | Dixie Bell Drive | Extend route to LCS (part of the restructuring of Link 3/6) |
| 7 | S. Orange Avenue/Florida Mall | No Change Proposed |
| 8 | W. Oak Ridge Road/International Drive | Truncate route at Destination Parkway (part of Link 8/42 swap) |
| | | Increase headway between 7AM and 11 AM in the outbound direction |
| | | Increase headway between 1 PM and 5 PM in the inbound direction |
| 9 | Winter Park/Rosemont | Split Route at Florida Mall |
| | | Add seven minutes of running time to existing route to improve reliability |
| 11 | S. Orange Avenue/International Airport | No change proposed |
| 13 | University of Central Florida | Reduce morning span of service |
| | | Increase headway between 6 AM and 12 PM in the outbound direction |
| 14 | Calvary Towers/Winter Park Village | Extend to LOC as part of Link 125 Restructuring |
| 15 | Curry Ford Road/Valencia College East | Consolidate service on S. Goldenrod Road (eliminate service on Egan) |
| | | Reduce stop spacing |
| 17 | North US 441/Apopka | Create a FastLink Service |
| 18 | S. Orange Avenue/Kissimmee | Expand AM span of service |
| | | Restructure route as part of KIF plan |
| 20 | Malibu Street/Pine Hills | Reduce stop spacing |
| 21 | Universal Studios | Extend route to Walt Disney World |
| 23 | Winter Park/Springs Village | No Change Proposed |
| 24 | Millenia | No Change Proposed |
| 25 | Mercy Drive/Shader Road | No Change Proposed |
| 28 | E. Colonial Drive/Azalea Park | Reduce stop spacing |
| | | Reduce evening span of service |



Recommendations

| Link | Route Name | Description |
|------|---------------------------------------|---|
| 29 | W. Colonial Drive/Goldenrod | Restructure route to remove Goldenrod Rd. Section (part of Goldenrod Package) Reduce evening span of service |
| 36 | Lake Richmond | Reduce stop spacing Reduce evening span of service Remove running time from schedule |
| 37 | Pine Hills/Florida Mall | Restructure route as part of Pine Hills Plan Increase headway between 5 AM and 9 AM in the southbound direction Increase headway between 4 AM and 8 AM in the northbound direction |
| 38 | Downtown Orlando/International Drive | Increase span of service to all day |
| 40 | Americana Boulevard/Universal Orlando | Expand morning span of service Reduce stop spacing |
| 41 | SR 436 Crosstown | Reduce stop spacing Expand morning span of service Increase headway around 3 PM in the westbound direction Split Route to improve reliability |
| 42 | International Drive/Orlando Airport | Extend route to Premium Outlets (part of Link 8/42 swap) Increase headway between 10 AM and 5 PM in the eastbound direction Increase headway between 6 AM and 3 PM in the westbound direction |
| 48 | W. Colonial Drive/Pine Hills | Restructure route as part of Pine Hills Plan Reduce evening span of service Increase headway between 6 AM and 10 AM in the eastbound direction |
| 49 | W. Colonial Drive/Pine Hills Road | Restructure route as part of Pine Hills Plan |
| 50 | Downtown Orlando/Magic Kingdom | Remove route from SeaWorld |



Recommendations

| Link | Route Name | Description |
|------|---|--|
| 51 | Conway Road/Orlando International Airport | Expand the morning span of service |
| 54 | Old Winter Garden Road | Eliminate Saturday service |
| 57 | John Young Parkway | No Change Proposed |
| 102 | Orange Avenue/South 17-92 | No Change Proposed |
| 111 | SeaWorld/Orlando International Airport | Extend to Walt Disney World |
| 125 | Silver Star Road Crosstown | Restructure route to serve downtown Orlando |
| 200 | Volusia County/Downtown Orlando/I-4 | No Change Proposed |
| 204 | Lake County Park and Ride/Downtown Orlando | No Change Proposed |
| 300 | Limited Direct- Downtown Orlando/Hotel Plaza | No Change Proposed |
| 301 | Limited Direct- Pine Hills/Animal Kingdom | Restructure route as part of Limited Direct Restructuring |
| 302 | Limited Direct - Rosemont/Magic Kingdom | Restructure route as part of Limited Direct Restructuring |
| 303 | Limited Direct - Washington Shores/Disney Hollywood Studios | No Change Proposed |
| 304 | Limited Direct - Rio Grande/Visitana Resort | Restructure route as part of Limited Direct Restructuring |
| 305 | Limited Direct - Metrowest/All Star Resorts | Restructure route as part of Limited Direct Restructuring |
| 313 | Winter Park | No Change Proposed |
| 319 | Richmond Heights | Reduce evening span of service |
| 443 | Lee Road Crosstown | Reroute for Pine Hills |
| | Short Term New Route | Create new Goldenrod Route |
| | Short Term New Route | Create new Kissimmee Intermodal to Lake Nona and OIA Route |
| | Short Term New Route | Convert new Downtown Orlando to Lake Nona route (Service Grant) into a Downtown Orlando to OIA to Lake Nona XpressLink |
| | Short Term New Route | Create new Baldwin Park Circulator |
| | Short Term New Route | Create new LCS - Universal/SeaWorld Route |
| | Short Term New Route | Create a new Limited Direct route in Pine Hills |

Recommendations



| Route Name | Description |
|---------------------|---|
| Long Term New Route | Create new John Young Parkway Circulator Route |
| Long Term New Route | Create new Orlovista Circulator Route |
| Long Term New Route | Create new XpressLink along SR 50 between West Oaks and UCF |
| Long Term New Route | Create new Xpress Link along SR 423 from Downtown to I-Drive |
| Long Term New Route | Create new Xpress Link from Apopka to Altamonte SunRail Station |
| Long Term New Route | Create New Xpress Link from UCF to Downtown |
| Long Term New Route | Create new FastLink along SR 527 from Downtown to Sand Lake SunRail Station |
| Long Term New Route | Create new Xpress Link from UCF to Innovation Way |
| Long Term New Route | Create new FastLink from Fern Park to OIA |
| Long Term New Route | Create new Xpress Link from Seminole to Oviedo to Downtown |
| Long Term New Route | Create new BRT along 435 from Park Promenade to I-Drive |
| Long Term New Route | Create new BRT from Winter Park to Downtown |
| Long Term New Route | Create new BRT from Downtown to Florida Mall |

Overall Recommendations



- **Implement System Improvements**
- **Adopt Service Standards**
- **Use Performance Measures**
- **Improve Legibility**

System Improvements - Priorities



- **Sanford Route Restructuring Package** (Link 46 E/W, Link 34, New Route) Primary benefit: effectiveness (removes redundant service); serves new generator
- **Spans of Service** (Links 10, 13, 18, 28, 29, 36, 40, 41, 48, 51, 54, 56, 319, 426, 441) Primary benefit: efficiency
 - Sub-Priorities (in order of level of need, highest to lowest):
 - a. Links 10, 54, 51, 426, 13
 - b. Link 18, 48, 41, 319, 56
 - c. Links 29, 40, 36, 441, 28
- **Pine Hills Route Restructuring Package** (Links 1, 9, 14, 37, 44, 48, 49, 125, 443) Primary benefit: reliability
- **Running Time Changes** (Links 9, 36, 41, 441) Primary benefit: operational efficiencies (makes running time more reliable)
- **Route 125 Straight Line** (Links 125, 1, 14) Primary benefit: improved access to Orlando from Pine Hills, potential use for Link 14
- **Headway Improvements** (Link 13, 37, 41, 42, 48, 103, 104, 105) Primary benefit: Ridership/Customer satisfaction
 - Sub-Priorities (in order of level of need, highest to lowest):
 - a. Links 13, 41, 42, 104
 - b. Links 37, 48, 103, 105
- **Limited Directs (3-D) Improvements (restructuring and new routes)** Primary benefit: relieves overcrowding
- **Downtown Orlando/OIA/Lake Nona Expanded Link**: Primary benefit: serves growing jobs market

Proposed Service Standards



| Operational Area | Topic | Standard | Metric | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|---|---|-----------------------|--|--|--|--|--|--|--|--|--|-------------------------------------|-----------------|---------------------------------|---------------------------------|-----------------|-----------|-----------------------|-----------------------|-----------------------|-----------------------|--------------|-----------------------|-----------------------|-----------------------|---------------------|------------|-----------------------|-----------------------|---------------------|---|-----------|-----------------------|---------------------|---|---|
| Route Design Standards | Fixed Route Network Coverage | Standard Network Spacing in Residential Areas | <ul style="list-style-type: none"> Routes should be spaced between ¼ and 1 mile apart, based on population density and percent of households without automobiles <table border="1" data-bbox="908 414 1903 813"> <thead> <tr> <th colspan="5">Network Spacing</th> </tr> <tr> <th colspan="5">Population Density (Households per Acre)</th> </tr> <tr> <th>Percent of Households without Autos</th> <th>Over 10 (Urban)</th> <th>7 to 10 (High Density Suburban)</th> <th>4 to 6.9 (Low Density Suburban)</th> <th>Under 4 (Rural)</th> </tr> </thead> <tbody> <tr> <td>Over 15.0</td> <td>1,300 feet (1/4 mile)</td> <td>1,300 feet (1/4 mile)</td> <td>1,300 feet (1/4 mile)</td> <td>2,600 feet (1/2 mile)</td> </tr> <tr> <td>10.0 to 15.0</td> <td>1,300 feet (1/4 mile)</td> <td>1,300 feet (1/4 mile)</td> <td>2,600 feet (1/2 mile)</td> <td>5,280 feet (1 mile)</td> </tr> <tr> <td>5.0 to 9.9</td> <td>1,300 feet (1/4 mile)</td> <td>2,600 feet (1/2 mile)</td> <td>5,280 feet (1 mile)</td> <td>*</td> </tr> <tr> <td>Below 5.0</td> <td>2,600 feet (1/2 mile)</td> <td>5,280 feet (1 mile)</td> <td>*</td> <td>*</td> </tr> </tbody> </table> <p>* These areas should be served using NeighborLink services</p> <ul style="list-style-type: none"> When planning for service, every attempt should be made to locate routes on roads that are appropriate for reliable operations. These include roads with TSP and/or synchronized signal progression based on posted speed limits. When planning for service, every attempt should be made to locate routes on roads with appropriate amenities (sidewalks/crosswalks/ pedestrian signals). | Network Spacing | | | | | Population Density (Households per Acre) | | | | | Percent of Households without Autos | Over 10 (Urban) | 7 to 10 (High Density Suburban) | 4 to 6.9 (Low Density Suburban) | Under 4 (Rural) | Over 15.0 | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | 10.0 to 15.0 | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | 5.0 to 9.9 | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | * | Below 5.0 | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | * | * |
| | | Network Spacing | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Population Density (Households per Acre) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percent of Households without Autos | Over 10 (Urban) | 7 to 10 (High Density Suburban) | 4 to 6.9 (Low Density Suburban) | Under 4 (Rural) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Over 15.0 | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10.0 to 15.0 | 1,300 feet (1/4 mile) | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5.0 to 9.9 | 1,300 feet (1/4 mile) | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Below 5.0 | 2,600 feet (1/2 mile) | 5,280 feet (1 mile) | * | * | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Standard Network Spacing in Commercial/Other Areas | Criteria for extending or adding transit service to major commercial and institutional uses based on overall square footage and/or number of employees. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Proposed Service Standards



| Operational Area | Topic | Standard | Metric |
|-------------------------------|------------------------------------|---|--|
| Route Design Standards | Bus Stop Locations | Bus Stop Spacing Standards | <ul style="list-style-type: none"> • There should be an average of 4 bus stops per mile when population density is over 10 households per acre. • There should be an average of 2 bus stops per mile when population density is from 4 to 9.9 households per acre. • There should be an average of 1 bus stop (as needed) per mile when population density is 4 households per acre. • FastLink service should have an average of 1 bus stop per mile where the route overlays with local service. |
| | Park and Ride Standards | Standard for Serving a Park and Ride Directly | <ul style="list-style-type: none"> • Direct service should be provided to park and rides that attract over 150 passengers. • Park-and-ride facilities should be provided at appropriate stops on rapid and express services to serve transit users from medium and low density residential areas. |
| | Overall Directness of Route | Overall Directness of Route Standard | <ul style="list-style-type: none"> • Diversions should be allowed only when they are less than 10-15 percent of the overall route length. |

Proposed Service Standards



| Operational Area | Topic | Standard | Metric |
|----------------------------------|--|--|---|
| Schedule Design Standards | Frequency of Service | Frequency of Service | <ul style="list-style-type: none"> • Bus service should be scheduled to allow for loading on the vehicle with no standees during the off-peak and to allow for 1.01 – 1.25 passengers per seat during the peak hour. • Routes which are experiencing capacity issues for a single trip should be candidates for articulated buses rather than increased frequency. • NeighborLink service should operate at a minimum headway of one hour. • XpressLink bus service should be scheduled to allow for no standees at all times. • FastLink service should be scheduled based on the demand of a FastLink route or the combined FastLink and local bus service demand. |
| | | Policy Headway Standard | <ul style="list-style-type: none"> • Local Service should be scheduled at a policy headway of 30 minutes or better. • BRT service should be scheduled at a policy headway of 20 minutes or better. • FastLink service should be scheduled at a policy headway of 15 minutes or better. |
| | Supplemental Service | Standard for increasing headway when “plug buses” are operated | If plug buses are used more than twice in one week or more than three times in one month to address crowding, a route should be examined for increased headways. |
| | Span of Service/Days of Operation | | <ul style="list-style-type: none"> • Base hours of service should be between 6:00 30 AM and 10:00 PM on weekdays. • Expansion of the span of service should occur when ridership is such that it begins to exceed the off-peak service standard in the first or last hours of service. |
| | Transfer Time/Wait Time | Standard wait time for transferring between services | Routes should be scheduled so that the wait time for transferring passengers is no more than ½ the headway of the connecting service. |

Proposed Service Standards

| Operational Area | Topic | Standard | Metric |
|-------------------------------------|---|--|---|
| Economic and Productivity Standards | Farebox Recovery/Cost per Rider | Standard for Route Investigation based on Farebox Recovery | Routes that are in the lowest quartile of farebox recovery for their route type should be examined for improvements that might increase ridership or lower costs. |
| | Passengers per Vehicle Hour/Passengers per Vehicle Mile | Standard for Route Investigation based on Passengers per Vehicle Hour and Vehicle Mile | Routes that are in the lowest quartile for all routes ranked by passengers per vehicle hour and/or passengers per vehicle mile should be examined for potential operating improvements. |
| | Ratio of Non-Revenue to Revenue Miles | Standard for Route Investigation based on Ratio of Non-Revenue to Revenue Miles | Routes that are in the lowest quartile for all routes as ranked by the ratio of non-revenue to revenue miles should be examined for potential operating improvements including interlining and utilizing satellite operating centers to reduce non-revenue miles. |
| Service Delivery Standards | On Time Performance | Standard for Route Investigation based on On-Time Performance | Routes which are in the bottom ten percent for this metric (buses arriving earlier than scheduled or over five minutes after schedule) should be examined further for potential improvements. |
| | Average Speed | Standard for Route Investigation based on Average Speed | Routes with runtime more than twice the runtime for a single occupancy vehicle should be examined for potential speed improvements. |
| | Trips Operated/Trips Completed | Standard for Route Investigation based on Trips Operated and Trips Completed | <ul style="list-style-type: none"> Any route that has a missed trip average 20 percent or greater than the system average should be investigated for potential improvements. Maintenance staff should be alerted during any month where the mean distance between failures is above 19,000 miles or greater to identify potential causes of breakdowns. |
| | Passenger Complaints | Standard for Route Investigation based on Passenger Complaints | Routes that are in the top quartile for all routes ranked by number of passenger complaints should be examined for potential operating improvements. |
| | Passenger Amenities at Bus Stops | Standard for Amenities at Bus Stops | <ul style="list-style-type: none"> Bus stops with 400 weekly boardings should have shelters and benches. Bus stops with 100 weekly boardings should have benches. |

Performance Measures

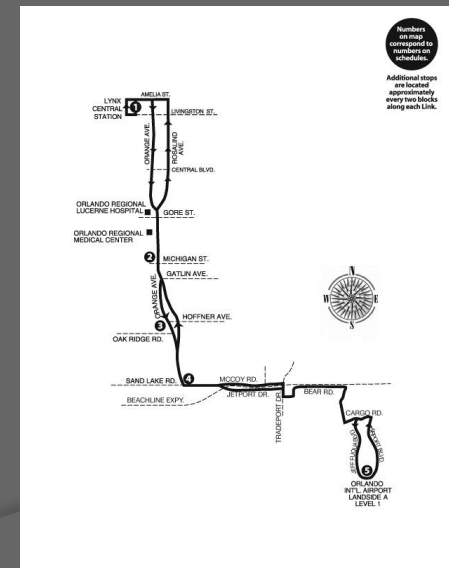


- Passenger boardings
- Passenger miles
- Revenue vehicle miles
- Deadhead miles
- Layover hours
- Total bus fleet
- Fleet in use during peak hour
- Fleet not in use – maintenance
- Fleet not in use – spare
- Preventable accidents
- Unpreventable accidents
- Staff injuries
- Passenger injuries
- Third party injuries
- On time performance
- Training hours
- Scheduled maintenance time
- Unscheduled maintenance time
- Bus costs
- Investments –fleet
- Investments – infrastructure
- Fare revenue
- Operating revenue support – local/state/federal government
- Operator staff
- Maintenance staff
- Administrative staff

Legibility



- How easy it is to find one's way around a transit system
 - Visual cues
 - Naming & Numbering conventions
 - Wayfinding, maps and signage
 - Communications
 - Marketing



Implementation



○ LYNX Strategic Plan

1. A common understanding among the executive team, leadership and staff of the Authority's mission and vision, and the goals, objectives, initiatives and priorities outlined in the TDP and COA.
2. A strategic plan for each department including department-specific goals, objectives, initiatives and priorities, as well as a schedule for implementation and assigned roles and responsibilities.

Implementation



○ LYNX Strategic Plan - Process

PLAN DEVELOPMENT

- ✓ SWOT ANALYSIS
- ✓ INTERVIEWS
- ✓ DEPARTMENT TEAM WORK SESSIONS

November 2012 - June 2013

IMPLEMENTATION

THINK BIG
LEARN
REIMAGINE
REALITY CHECK
REVISE & RENEW PLANS

2013-2018

Implementation

 **LYNX[®] STRATEGIC PLAN 2013-2018**

WE GET YOU THERE

PROCESS

- Standard Operating Procedures (SOPs) for Service Planning, Finance, Procurement, Risk/Safety, HR, Operations

PROJECTS

- LYMMO BRT Expansion
- SunRail Coordination
- Technology & Customer Interface Improvements
- Capital Improvements

PERFORMANCE

- Customer Service
- Performance Measures (Operations)
- Accountability
- Performance Management (Employees)

PLAN DEVELOPMENT

- ✓ SWOT ANALYSIS
- ✓ INTERVIEWS
- ✓ DEPARTMENT TEAM WORK SESSIONS

November 2012 - June 2013

IMPLEMENTATION

THINK BIG
LEARN
REIMAGINE
REALITY CHECK
REVISE & RENEW PLANS

2013-2018



A WORLD-CLASS TRANSPORTATION SYSTEM IS THE FOUNDATION OF A WORLD CLASS REGION

Proposed Next Steps



- Estimate costs, Title VI impacts and implementation scenarios for draft recommendations
- Meet with partners to discuss jurisdiction-specific implications of service standards and recommendations
- Continue internal and external communication
- Finalize recommendations
- Produce final COA Report

Audit Committee Agenda Item #3.B

To: LYNX Board of Directors

From: Donna Tefertiller
DIRECTOR OF HUMAN RESOURCES
Deborah Toler
(Technical Contact)

Phone: 407.841.2279 ext: 6119

Item Name: Overview of the Performance Management and Compensation Study

Date: 7/25/2013

Staff will provide an overview of the 2013 Performance Management and Compensation Study.

LYNX Administration Compensation Study

July 2013



Background on LYNX Compensation

- Last survey conducted 2006
 - 102 job classifications
 - 210 employees in new plan
 - Incomplete implementation
- 2013 reasons for study
 - Correct pay compression / internal equity issues
 - Establish a pay plan that will attract and retain qualified talent and promote careers at LYNX
 - Alignment with market/funding partners



Comp Study 2013

- Job analysis
 - Management consultants reviewed and analyzed all non-exempt and exempt administrative staff positions and their internal relationships
 - Executive staff excluded
- Current compensation structure analyzed for internal equity and market competitiveness
 - Utilized funding partners scale and comparable transit agencies benchmark job classifications and compensation data for market competitiveness
 - Utilized Job Analysis Questionnaires and Job Descriptions for integrated analysis (benchmarks and internal hierarchy)



Survey Findings

- Cody's market analysis results
 - Approximately 83% of the present salary ranges need to be adjusted
 - Overall, LYNX positions lagged market by approx. 13%
 - Entry level salaries lagged market by approx. 10%
 - Midpoint salaries lagged market by approx. 13%
 - Maximum salaries lagged market by approx. 16%
 - Adjustments should be made to insure both internal and external equity



LYNX Current Compensation Compared with Funding Partners

- Below is a sampling of the job titles and pay levels surveyed

| | LYNX Current | | City of Orlando | | Orange County | | Seminole County | | Osceola County | | FDOT | |
|------------------------------------|--------------|----------|-----------------|-----------|---------------|-----------|-----------------|----------|----------------|----------|----------|-----------|
| | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max |
| Administrative Assistant | \$29,423 | \$44,134 | \$36,650 | \$55,037 | \$31,990 | \$50,315 | \$31,283 | \$53,132 | \$39,645 | \$53,144 | \$34,501 | \$58,472 |
| Buyer | \$30,894 | \$46,341 | \$42,002 | \$62,992 | \$31,990 | \$50,315 | \$34,092 | \$57,931 | \$37,772 | \$50,606 | \$29,344 | \$48,242 |
| Customer Service Supervisor | \$35,764 | \$53,645 | -- | -- | \$37,877 | \$58,842 | \$34,092 | \$57,931 | \$37,773 | \$50,606 | \$39,083 | \$82,096 |
| Service Planner | \$37,552 | \$56,328 | \$44,916 | \$67,398 | \$37,877 | \$58,842 | \$40,498 | \$68,814 | \$45,905 | \$61,505 | \$36,468 | \$62,397 |
| Senior Planner | \$43,471 | \$65,206 | \$49,346 | \$82,228 | \$44,491 | \$69,139 | \$49,005 | \$83,254 | \$71,219 | \$95,430 | \$46,381 | \$81,866 |
| Manager of Procurement | \$52,839 | \$79,259 | \$77,565 | \$126,144 | \$74,817 | \$118,060 | \$58,636 | \$99,643 | \$64,584 | \$86,549 | \$52,918 | \$116,734 |
| Manager of Risk | \$50,323 | \$75,485 | \$77,565 | \$126,144 | \$62,962 | \$96,491 | \$58,635 | \$99,643 | \$64,584 | \$86,548 | \$64,289 | \$114,636 |



LYNX Proposed Compensation Compared with Funding Partners

- Below is a sampling of the job titles and pay levels surveyed

| | LYNX Proposed | | City of Orlando | | Orange County | | Seminole County | | Osceola County | | FDOT | |
|------------------------------------|---------------|----------|-----------------|-----------|---------------|-----------|-----------------|----------|----------------|----------|----------|-----------|
| | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max | Min | Max |
| Administrative Assistant | \$32,439 | \$51,091 | \$36,650 | \$55,037 | \$31,990 | \$50,315 | \$31,283 | \$53,132 | \$39,645 | \$53,144 | \$34,501 | \$58,472 |
| Buyer | \$35,764 | \$56,328 | \$42,002 | \$62,992 | \$31,990 | \$50,315 | \$34,092 | \$57,931 | \$37,772 | \$50,606 | \$29,344 | \$48,242 |
| Customer Service Supervisor | \$37,552 | \$59,144 | -- | -- | \$37,877 | \$58,842 | \$34,092 | \$57,931 | \$37,773 | \$50,606 | \$39,083 | \$82,096 |
| Service Planner | \$43,471 | \$68,467 | \$44,916 | \$67,398 | \$37,877 | \$58,842 | \$40,498 | \$68,814 | \$45,905 | \$61,505 | \$36,468 | \$62,397 |
| Senior Planner | \$47,926 | \$75,485 | \$49,346 | \$82,228 | \$44,491 | \$69,139 | \$49,005 | \$83,254 | \$71,219 | \$95,430 | \$46,381 | \$81,866 |
| Manager of Procurement | \$61,168 | \$96,339 | \$77,565 | \$126,144 | \$74,817 | \$118,060 | \$58,636 | \$99,643 | \$64,584 | \$86,549 | \$52,918 | \$116,734 |
| Manager of Risk | \$61,166 | \$96,339 | \$77,565 | \$126,144 | \$62,962 | \$96,491 | \$58,635 | \$99,643 | \$64,584 | \$86,548 | \$64,289 | \$114,636 |



Proposed Plan Benefits

- Internal and external equity
- Design accommodates growth and change
- Better alignment with funding partners and market
- Assists with attraction and retention of talent



Audit Committee Agenda Item #3.C

To: LYNX Board of Directors

From: **John Lewis**
CHIEF EXECUTIVE OFFICER
William Hearndon
(Technical Contact)
Blanche Sherman
(Technical Contact)

Phone: 407.841.2279 ext: 6017

Item Name: Follow-Up to Paratransit Ridership Increases and Cost Containment Options

Date: 7/25/2013

Previously, staff has presented paratransit ridership and cost containment options to the Audit Committee. At the May 2013 Audit Committee meeting, staff was asked to research and present four specific topics:

1. Transit agencies in Florida providing Medicaid Non-Emergency Transportation services
2. Realistic conditional eligibility transition
3. Pros and cons of each ridership and cost containment option previously presented
4. Medicaid cost reductions by funding partner

Florida Transit Agencies Providing Medicaid Transportation Services

| Agency | TD | Medicaid |
|--|-----------|-----------------|
| Bay Town Trolley | No | No |
| Broward County Transit | Yes | No |
| Central Florida Regional Transportation Authority | Yes | Yes |
| Charlotte County Transit | Yes | Yes |
| Citrus Connection | No | No |
| Collier Area Transit | Yes | No |
| Escambia County Area Transit | No | No |
| Gainesville Regional Transit System | No | No |
| GoLine Indian River Transit | Yes | Yes |
| Hillsborough Area Regional Transit | No | No |
| Jacksonville Transportation Authority | Yes | No |
| Key West Department of Transportation | No | No |
| Lake Express | Yes | Yes |
| Lee Tran | No | No |
| Manatee County Area Transit | Yes | No |
| Martin County Public Transit | No | No |
| Miami-Dade Transit | Yes | No |
| Okaloosa County Transit | Yes | Yes |
| Palm Tran | Yes | No |
| Pasco County Public Transportation | Yes | Yes |
| Polk County Transit Services / Winter Haven Area Transit | Yes | Yes |
| Pinellas Suncoast Transit Authority | Yes | No |
| Sarasota County Area Transit | Yes | No |
| Space Coast Area Transit | Yes | No |
| StarMetro | Yes | Yes |
| Sunshine Bus Company | Yes | Yes |
| SunTran | No | No |
| Suwannee Valley Transit Authority | Yes | Yes |
| The Bus | No | No |
| Treasure Coast Connector | Yes | No |
| VoTran | Yes | No |
| 31 Fixed Route Transit Providers | 21 68% | 10 32% |

Realistic Conditional Eligibility Transition

An average of 329 (14.9%) trips of our 2,209 average weekday ACCESS LYNX trips are for conditionally eligible customers.

Implementing conditionally eligible trip requirements will allow the reservationist to look at each transportation request on a trip-by-trip basis to determine the customer's ability to use other modes – fixed route, NeighborLink, and/or SunRail. If a customer is able to use another mode to meet their travel needs, they will be referred to that mode and not granted a trip on ACCESS LYNX.

Without directly speaking with customers and performing path of travel reviews, it is difficult to project the potential of moving customers to other modes. A desktop survey of 100 trips for conditionally eligible customers was completed. Of those 100 trips, 34% appear to be eligible to consider transitioning to other modes of travel.

Applying the 34% to the daily average and annualizing the figures, that would be approximately 29,084 trips – or \$872,520.

Below is case study funded by the Federal Transit Administration:

Case Study on Trip-by-Trip Eligibility

Access Transportation in Pittsburgh, Pennsylvania

Long considered a national model for thorough trip-by-trip eligibility, Access Transportation in Pittsburgh, Pennsylvania provides 1.8 million total paratransit rides annually, which includes ADA paratransit, senior transportation, and coordinated agency paratransit service. About 32 percent of Pittsburgh's 4200 eligible paratransit riders are considered conditionally eligible.

Since Access has provided 100 percent trip-by-trip eligibility since 1996, many riders with conditional eligibility are now using the fixed route system for more of their rides and are requesting fewer paratransit trips—the system reports that the 32 percent of riders with conditional eligibility only request about 18 percent of all trips. Of these 18 percent, roughly 40 percent are subscription trips and have already been screened, or only need to be screened once. This leaves only about 10 percent of all trips that are non-subscription and being requested by riders with conditional eligibility. Many of these are trips that riders have taken in the past, since most paratransit riders use the service for three to five common trips, so they have already been screened.

Access provides about 40,000 ADA trips a month, which means approximately 4,000 non-subscription trips by conditional riders monthly, or approximately 130 non-subscription conditional rider requests a day. But since most of these have already been screened, since they were made by riders in the past, Access Director Karen Hoesch indicated that only about 30 of these 130 daily trips need a new review, which can be provided with approximately .5 (one-half) of a full-time staff person.

To allow riders some choice even if it is determined that certain trips can be made on fixed route, Access has implemented a policy they call the "convenience fare." If it is determined that a trip can be made by fixed route, but a rider still would like to take the trip by paratransit, for convenience or other reasons, the rider can pay twice the ADA paratransit fare and still get the trip as a non-ADA paratransit trip. Access feels that the convenience fare policy has been very useful in working with riders to implement trip eligibility.

Pittsburgh finds about 2,000 requested trips a month are not eligible for paratransit. Those 2,000 trips a month yield an annualized savings of \$450,000 a year. By reinforcing the trip-by-trip process every time people request transportation, soon many more people are choosing fixed route, and they don't even call to request a paratransit trip.

The experience gained by Access Transportation Systems in Pittsburgh is not unattainable or difficult to implement elsewhere. Once a transit agency has implemented conditional eligibility by thoroughly identifying and communicating the conditions under which each conditionally eligible person can use the fixed route system, trip-by-trip screening can begin at a manageable scale, by focusing on frequently-made trips, identifying those that can be made by fixed route, communicating this information to riders, and offering support to make the transition (such as someone to go with the person on the first fixed route trip). This is a "one-on-one" effort that can be implemented with available resources. If the system can only dedicate one person, she or he can begin with five-day-per-week trips, then move to four-day-per-week trips, and so on, focusing on one rider at a time and scaling the effort to available resources.

It does not take many successful transitions to the fixed route system to pay for the resources dedicated to this process. Positive benefits that outweigh the costs can begin immediately. Another benefit is communicating to paratransit riders through implementation of trip eligibility that the conditions of eligibility really mean something. Riders pay attention to them and make increasingly appropriate decisions on when to use the fixed route bus or train service.

Pros and Cons of Each Option

Customer Incentive – Reduced Fares

Reduce fares for eligible paratransit customers when using LYNX' fixed route or NeighborLink services.

| Pros | Cons |
|--|------|
| <ul style="list-style-type: none"> No additional cost to LYNX | |

Customer Incentive – “Bus Buddy” Program

Provide fixed route and NeighborLink travel training and outreach by trained volunteers.

| Pros | Cons |
|---|------|
| <ul style="list-style-type: none"> Minimal additional cost to LYNX (promotional items) Coordinator position may be eligible for grant funding | |

Provide Picture IDs to Ensure Eligibility

Require customers to carry a LYNX issued photo identification to use the ACCESS LYNX program.

| Pros | Cons |
|--|--|
| <ul style="list-style-type: none"> Can be implemented with Smart Card (SunRail, LYNX, ACCESS LYNX) Eliminate the need for paper “pre-paid fare tickets” Reduced labor in selling and inventorying tickets Easier customer access to replenish Smart Card online versus purchasing tickets at LYNX Central Station Prevents others from using approved paratransit customers eligibility to receive transportation Reduced cash handling by paratransit contractor Staff experience when implementing the fixed route AdvantAge ID program | <ul style="list-style-type: none"> Manpower requirements to capture customers’ initial photos |

Additional NeighborLink Routes

Implement additional NeighborLink routes in high-density paratransit ridership areas.

| Pros | Cons |
|---|---|
| <ul style="list-style-type: none"> Increased access for all transit customers Transitioning one paratransit trip per hour covers the additional expense Eight high density paratransit ridership areas already identified May be eligible for grant funding | <ul style="list-style-type: none"> Additional grant funded capital may be required Need for additional call center/dispatch staff |

Focus on Conditional Eligibility

Transition conditionally eligible customers on a trip-by-trip basis to fixed route or NeighborLink services when those modes can be used to meet the customers transportation needs.

| Pros | Cons |
|--|--|
| <ul style="list-style-type: none"> Shows good stewardship of tax dollars Bus Stop Accessibility Inventory near completion Lower fare for the customer | <ul style="list-style-type: none"> Paratransit customer resistance Increased customer concerns |

Medicaid Closest Facility Enforcement

Force Medicaid eligible paratransit customers to travel to the closest facility able to meet their medical needs.

| Pros | Cons |
|---|---|
| <ul style="list-style-type: none"> Reduced purchased transportation services expenses Increased productivity Increased on-time performance | <ul style="list-style-type: none"> May force customers to change medical providers Paratransit customer resistance Increased customer concerns |

Medicaid Trips No Longer Provided

Provide the required 90-day notice of withdraw and no longer provide Medicaid Non-Emergency Transportation services with the coordinate system of the ACCESS LYNX program.

| Pros | Cons |
|--|---|
| <ul style="list-style-type: none"> \$7,667,668 annual reduction in paratransit services expenses | <ul style="list-style-type: none"> \$1,201,397 annual reduction in Federal Formula Fund revenue Confusion of customers in which transportation provider to contact for different trip purposes |

Note that Medicaid Reform will take place in two phases:

Managed Long Term Care
 Implementation to begin August 1, 2013
 Affects residents of nursing facilities

Managed Medical Assistance
 Implementation to begin October 1, 2014
 Affect almost all other Medicaid beneficiaries

After Medicaid Reform, those Medicaid beneficiaries that will remain with the Medicaid NET provider will include:

Prescribed Pediatric Extended Care
Developmentally Disabled

The estimated annual Medicaid cost reductions by funding partner:

| Funding Partners | Purchase Transportation Cost | Admin Cost | Less: Fares, etc. | Less: Medicaid Funding | Net Impact to Funding Partners |
|-------------------------|-------------------------------------|--------------------|--------------------------|-------------------------------|---------------------------------------|
| Orange County | \$ 5,089,798 | \$ 1,249,255 | \$ (261,610) | \$ (3,986,581) | \$ 2,090,862 |
| Osceola County | 1,334,941 | 327,652 | (68,614) | (1,045,592) | 548,387 |
| Seminole County | 1,242,929 | 305,068 | (63,885) | (973,523) | 510,589 |
| Total | \$ 7,667,668 | \$1,881,975 | \$ (394,109) | \$ (6,005,696) | \$ 3,149,838 |

Reduce ADA Services to Federal Minimums

Reduce ADA service to within 3/4-mile of a fixed route bus alignment and only operate on days and at times that specific fixed routes are in service.

| Pros | Cons |
|--|---|
| <ul style="list-style-type: none"> • \$924,985 annual reduction paratransit services expenses • Increased productivity • Increased on-time performance | <ul style="list-style-type: none"> • \$149,878 annual reduction in Federal Formula Fund revenue • Paratransit customer resistance • Additional workload for reservationists and potentially longer call hold times • Frequent need to update service area maps within scheduling software upon each service change |

Reduce Taxi Usage to 1%

Reduce the paratransit contractor’s ability to charge up to 1% of their total invoice for taxi back-up service to LYNX.

| Pros | Cons |
|--|--|
| <ul style="list-style-type: none"> • \$132,774 in annual paratransit services expenses | <ul style="list-style-type: none"> • Limits the contractor’s ability to react to urgent situations • Limits the contractor’s ability to accommodate spikes in service requests • Reduces contractor’s on-time performance |

Eliminate Taxi Usage

Eliminate the paratransit contractor’s ability charge taxi back-up services to LYNX.

| Pros | Cons |
|---|--|
| <ul style="list-style-type: none"> • \$285,412 in annual paratransit services savings | <ul style="list-style-type: none"> • Removes the contractor’s ability to react to urgent situations |

LYNX Board Agenda

| | |
|--|---|
| | <ul style="list-style-type: none">• Removes the contractor's ability to accommodate spikes in service requests• Reduces contractor's on-time performance |
|--|---|

Audit Committee Agenda Item #3.D

To: LYNX Board of Directors

From: Blanche Sherman
DIRECTOR OF FINANCE
Leonard ANTMANN
(Technical Contact)

Phone: 407.841.2279 ext: 6100

Item Name: Overview of FY2014 Capital Budget

Date: 7/25/2013

BACKGROUND:

At the April 11, 2013 Board meeting, staff presented the Amended FY2013 Capital Budget in the amount of \$105,031,248. Since then, staff discussed capital priorities for FY2014 and the corresponding funding sources available. The Preliminary FY2014 Capital Budget has been developed for Board review and input.

LYNX staff will present the FY2014 Capital Budget in the amount of \$112,580,758.

The FY2014 Operating and Capital Budgets, will be presented to the Board of Directors for final consideration and approval at the September 26, 2013 Board meeting.

OVERVIEW:

The proposed Capital Budget for FY2014 is \$112,580,758, which is an increase of \$7,549,510 or approximately 7% more than the FY2013 Amended Capital Budget. The increase in the capital budget from the Amended FY2013 Capital Budget results from: continued LYMMO expansion activities, purchase of revenue vehicles, technology enhancements, passenger amenities, and the carryover of projects started in FY2013 that will be completed in FY2014.

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, 85.7%, is funded through federal grants, 7.3% is funded through state grants, and the remaining 7.0% through local funds. The local contribution from the funding partners covers the capital bus lease, LYMMO BRT expansion projects, the Kissimmee Intermodal Center, and other miscellaneous capital projects.

Specifically, this budget includes funds from the following areas:

| | |
|----------------|-----------------------------|
| Federal | \$ 96,840,740 |
| State | 4,480,415 |
| Local | <u>11,259,603</u> |
| Total | <u>\$112,580,758</u> |

The table below identifies capital expenditures by program:

| Capital Program | | FY2014 Requests |
|------------------------|--|-----------------------------|
| 1) | Revenue Vehicles | \$ 53,698,847 |
| 2) | BRT | 26,478,165 |
| 3) | Facilities | 3,572,144 |
| 4) | Passenger Amenities / Related Enhancements | 13,303,143 |
| 5) | Technology | 8,548,244 |
| 6) | Security | 1,318,585 |
| 7) | Support Equipment | 1,941,643 |
| 8) | ARRA | <u>3,719,987</u> |
| | Total | <u>\$112,580,758</u> |

Notes:

- 1) Revenue vehicles include expansion and replacement vehicles for fixed-route, vanpool, and paratransit service.
- 2) BRT includes the East / West and Parramore BRT design / build projects as well as the FlexBus project.
- 3) Facilities include funds for LCS and LOC improvements and facility lighting upgrades.
- 4) Passenger amenities include shelters, transfer centers, solar power, benches, and trash receptacles.
- 5) Technology includes items to improve communication and information delivery such as network improvements, real-time information systems, phone system upgrades, and ticket vending machines.
- 6) Security includes equipment to enhance security and surveillance.
- 7) Support equipment includes items such as copiers, printers, shop tools, furniture, and storage cabinets.
- 8) The Federal Transit Administration (FTA) is allowing LYNX to complete existing projects currently funded by ARRA during FY2014.

The following table provides a summary of the ARRA projects which represents 3% of the FY2014 capital budget:

| ARRA Projects | FY2014 Capital Budget Requests |
|--------------------------------|---------------------------------------|
| Real Time Customer Information | \$ 573,001 |
| Fare Payment System Upgrade | <u>3,146,986</u> |
| Total | <u>\$3,719,987</u> |

LYNX Board Agenda

The FTA granted an extension of the ARRA capital grant through FY2014 to support the continuation of the Fare Payment System. LYNX staff plans to re-allocate the savings from this project and other remaining ARRA projects, upon FTA's approval.

FY2014 Overview of Capital Budget

Presented to the
LYNX Audit Committee

July 25, 2013



Key Capital Budget Assumptions

- Enhance LYNX facilities
- Fleet to support services
- Support SunRail system
 - Feeder Service Vehicles
 - Entryway Connecting LCS to SunRail
- LYMMO expansion
- Continue Passenger Amenities Program
- Continuation of security and surveillance
- Improve communications and technological capabilities
 - Mobile Data Terminals
 - Network Solutions, Computers, and Printers
 - Portable Antenna System



FY2014 Capital Budget Overview

| | FY2013 | FY2014 | |
|---------------------------------|----------------|--------------------|-----------------|
| | Amended | Preliminary | % Change |
| Capital Contributions | \$ 105,031,248 | \$ 112,580,758 | 7.2% |
| Capital Expenditures | 105,031,248 | 112,580,758 | 7.2% |
| Capital Income/(Deficit) | \$ - | \$ - | N/A |



FY2014 Capital Budget By Category

| Capital Program Description | FY2014 Preliminary Budget Amount |
|--|----------------------------------|
| Revenue Vehicles | \$ 53,698,847 |
| BRT | 26,478,165 |
| Facilities | 3,572,144 |
| Passenger Amenities / Related Enhancements | 13,303,143 |
| Technology | 8,548,244 |
| Security | 1,318,585 |
| Support Equipment | 1,941,643 |
| ARRA | <u>3,719,987</u> |
| Total | <u>\$112,580,758</u> |



FY2014 Capital Budget Contributions

| Capital Contributions | FY2013 | FY2014 | % Change |
|-----------------------|-----------------------|-----------------------|-------------|
| | Amended | Preliminary | |
| Federal Contributions | \$ 87,244,152 | \$ 96,840,740 | 11.0% |
| State Contributions | 8,818,078 | 4,480,415 | -49.2% |
| Local Contributions | 8,969,018 | 11,259,603 | 25.5% |
| Total | \$ 105,031,248 | \$ 112,580,758 | 7.2% |



FY2014 Capital Budget – Local Contributions

| Description | FY2014 Preliminary Budget Amount | Source |
|--|----------------------------------|-----------------|
| LYMMO – East/West | \$ 1,334,360 | City of Orlando |
| LYMMO - Parramore | 3,650,305 | City of Orlando |
| Kissimmee Intermodal Facility | 473,729 | Reserves |
| SunRail Expansion Vehicles | 2,803,993 | SIB |
| Hybrid Articulated Buses | 910,760 | SIB |
| Used Articulated Buses | 400,000 | Reserves |
| Capital Bus Lease | 1,005,094 | Local |
| LYNX – Orlando Trail (Gertrude’s Walk) | 321,325 | City of Orlando |
| VCTLI | 264,200 | Reserves |
| City of Orlando Non-traditional Shelters | 70,000 | City of Orlando |
| Orange County Shelters | 25,837 | Wal-Mart |
| Total | \$11,259,603 | |



FY2014 Budget Calendar

Final Board Action

September 26

Budget Year 13– 14 Commences

October 1



Audit Committee Agenda Item #3.E

To: LYNX Board of Directors

From: Blanche Sherman
DIRECTOR OF FINANCE
Leonard ANTMANN
(Technical Contact)

Phone: 407.841.2279 ext: 6100

Item Name: FY2014 Preliminary Operating Budget Outstanding Items

Date: 7/25/2013

On April 11, 2013, LYNX staff provided an overview of the FY2014 Preliminary Operating Budget as follows:

The FY2014 Preliminary Operating Budget totals \$124,796,817 in revenues and \$124,796,817 in expenses. The Preliminary Operating Budget is funded by a combination of LYNX generated revenue, federal, state, and local dollars. These funds are used to fund personnel expenses, services, materials and supplies, fuel taxes, utilities, casualty and liability expenses, purchased transportation, leases, and miscellaneous expenses. This preliminary budget does not include a fare increase, additional Preventative Maintenance funding, ARRA funding, or the utilization of reserves.

Specifically, this budget includes funds from the following sources:

| | |
|-------------------------|-----------------------------|
| Revenues: | |
| Fund Balance | \$ 144,649 * |
| Customer Fares | 29,429,794 |
| Contract Services | 11,034,191 |
| Advertising on Buses | 1,730,000 |
| Interest & Other Income | 492,099 |
| Local | 53,482,150 |
| State | 11,225,104 |
| Federal | 17,258,830 |
| Total Revenues | <u>\$124,796,817</u> |

**Use of prepaid funding from Osceola County for new Service Development route.*

LYNX Board Agenda

The funds are programmed to fund the following types of expenses:

| Expenses: | |
|---------------------------|-----------------------------|
| Salaries & Wages & Fringe | \$ 65,626,301 |
| Other Services | 9,658,173 |
| Fuel | 16,289,360 |
| Materials & Supplies | 8,139,493 |
| Utilities | 1,401,578 |
| Casualty & Liability | 1,397,267 |
| Taxes & Tags | 432,141 |
| Purchased Transportation | 20,863,426 |
| Miscellaneous | 807,958 |
| Interest & Leases | 181,120 |
| Total Expenses | <u>\$124,796,817</u> |

Based on discussions with the LYNX Board of Directors, County and City Commissioners, and staff, LYNX is resuming the utilization of its funding model to allocate each jurisdiction's share of the costs of operations in FY2014. Through use of the model, LYNX is able to properly fund its operation and the cost of services is appropriately distributed based on service supplied.

As a result of utilizing the funding model, the FY2014 local funding amounts have increased by 19.3%, as follows:

| LYNX FY2014 Preliminary Local Funding | | | | |
|--|--|--|------------------------------------|---------|
| | Preliminary Regional Model Need for FY2014 | | Amended Local Funding FY2013 | |
| Orange County | \$ 35,644,169 | | \$ 33,583,056 | 6.1% |
| Osceola County | 5,776,072 | | 4,554,824 * | 26.8% |
| Seminole County | 5,920,884 | | 4,083,948 | 45.0% |
| City of Orlando | 3,864,624 | | 3,482,292 | 11.0% |
| City of Orlando - LYMMO | 1,883,055 ** | | 1,231,575 | 52.9% |
| St. Cloud | 161,999 | | 161,999 | 0.0% |
| Altamonte Springs | 120,900 | | 120,900 | 0.0% |
| Sanford | 93,000 | | 93,000 | 0.0% |
| Volusia Express | 162,096 | | 170,752 | -5.1% |
| Lake County | - | | 239,110 | -100.0% |
| Subtotal | \$ 53,626,799 | | \$ 47,721,456 | 12.4% |
| Capital Contributions | \$ 2,113,746 | | \$ (1,005,094) *** | |
| Subtotal | \$ 2,113,746 | | \$ (1,005,094) | |
| Total Local Funds | \$ 55,740,545 | | \$ 46,716,362 | 19.3% |

**Includes prepaid funding from Osceola County for new Service Development route in the amount of \$275,630.*
***Includes anticipated funding for East/West and Parramore LYMMO Bus Rapid Transit Expansion in the amount of \$510,701.*
****Orange County operating funding converted to capital to support the 21 Bus Lease. Funded with \$2 Capital in FY2014.*

In May 2013, LYNX staff submitted a formal funding request to the City of Orlando, Orange, Osceola, and Seminole counties indicating that the following items were being evaluated to determine their impact on the FY2014 Operating Budget:

- ✓ Job Access Reverse Commute (JARC) and New Freedom Program (NFP) Grants Re-alignment
- ✓ Paratransit Cost Containment
- ✓ Health Care Insurance
- ✓ Pension Reform

LYNX Board Agenda

- ✓ Union Negotiations
- ✓ Administrative Employees Wage Increase
- ✓ Comprehensive Operations Analysis (COA) Impact

LYNX staff has been successful in realigning approximately \$1.5 million of JARC funding to support major corridor preservation on the following routes:

| Fixed Route | Amount |
|------------------------------|--------------------|
| Link 4 or 18 | \$ 642,006 |
| Link 56 | 374,556 |
| Links 8, 21, 37, 41, 42, 103 | 320,000 |
| Link 103 | 190,000 |
| Total | \$1,526,562 |

The Paratransit cost containment items are being discussed at this audit committee meeting for final consideration and direction for moving forward.

Based on recent discussions with LYNX' Health Care Insurance Broker, we will need to factor another 2% increase for health insurance expenses.

In regard to the Pension Reform, on May 23, 2013, LYNX staff was authorized to proceed with the implementation of the new Money Purchase Plans for all new LYNX employees. As a result of this approval, LYNX staff will make the appropriate adjustments to the final FY2014 Operating Budget based on the effective dates.

At the November 8, 2012 Board Meeting, the LYNX Board of Directors approved a three-year union contract for Amalgamated Transit Union (ATU) Local 1596 covering FY2012 through FY2015. The contract included a wage re-opener for FY2014 and FY2015. In addition, the Supervisor Union, ATU 1749 agreement has wage re-openers for years two and three. LYNX staff will be presenting various options for consideration in anticipation of the upcoming union negotiations.

As previously indicated, the FY2014 Preliminary Operating Budget does not include a wage increase for LYNX' administrative employees. Wage increases are not included in LYNX' preliminary budget, which allows LYNX to evaluate the actions of the funding partners regarding administrative employee pay wages prior to proposing any changes to their staff. The table below indicates the pay wage increases provided by the funding partners in FY2013 and FY2014. LYNX provided their administrative employees with a two percent (2%) increase in FY2013. LYNX is proposing a three percent (3%) increase for administrative employees in FY2014 based on the proposed increases by the funding partners for their administrative employees.

Employee Wage/Salary Increases

| Funding Partner | FY2014 Increase % | FY2013 Increase % | Comments |
|------------------------|--------------------------|--------------------------|--|
| Orange County | 3% | 3% | |
| City of Orlando | 3% | 3% | |
| Seminole County | 3% | 3% | |
| Osceola County | 1% | 0% | 1% is a maybe |
| FDOT | \$1,400/employee | 0% | The FY2014 increase is under consideration and may not be applied to management level staff. |

LYNX staff is in the process of finalizing aspects of the COA and will present the preliminary findings to the audit committee. The COA has not been finalized and therefore potential impacts to the FY2014 operating budget have not been identified to date. As the COA progresses, the findings and any corresponding budgetary implications will be provided to the Board for review.