




Board Date: 9/19/2013
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 July 25, 2013 Pg 2

3. Audit Agenda Items

- A.  Overview of FY2013 Amended Operating and Capital Budgets Pg 11
 - Attachment 
- B.  Overview of FY2014 Operating and Capital Budgets Pg 21
 - Attachment 
- C.  Overview of the Locally Preferred Alternatives in the US 192 Alternatives Analysis Pg 34
 - Attachment 

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: **July 25, 2013**

TIME: **10:33 a.m.**

Members in Attendance:

Seminole County Commissioner, Carlton Henley, Chairman
Osceola County Commissioner, Frank Attkisson
Orange County, Assistant County Administrator, Jim Harrison
City of Orlando, Div. Mgr., Economic Development Dpt., Transportation Planning, F.J. Flynn
FDOT District 5, Intermodal Systems Development Mgr., Susan Sadighi

Members Absent:

City of Orlando, Transportation Policy Advisor, Christine Kefauver
FDOT District 5 Secretary, Noranne Downs

1. Call to Order

The Chairman, Commissioner Carlton Henley, called the meeting to order at 10:33 a.m.

2. Approval of Minutes

The Chairman asked the Committee if there were any additions or deletions to the May 23, 2013 Minutes as presented.

Motion was made and seconded to approve the Minutes of the May 23, 2013 Audit Committee meeting. The motion passed unanimously.

3. Audit Agenda Items

A. Comprehensive Operation Analysis (COA) Preliminary Recommendations

The Chairman recognized Andrea Ostrodka, Manager of Strategic Planning, Manager of Strategic Planning, for presentation.

Ms. Ostrodka stated that in 2012 LYNX completed an update to the 10 year Transit Development Plan. The TDP looks at trends at trends in ridership and activities

throughout the region. The TDP also proposes service modifications or additions in order to meet demand over the 10 year period (2013 – 2022). The TDP re-affirmed LYNX’ mission and vision. It outlined 3 broad goals to focus the agency’s resources:

- 1) Efficient and Effective Service
- 2) Effective Communication
- 3) Dedicated Funding

The TDP is a “needs” based plan and not fiscally constrained; however, through a cost assessment of each proposed service and revenue estimation, the plan indicated LYNX would not be able to fund the proposed routes to meet demand and would have difficulty meeting the existing level of service.

To meet these challenges, LYNX made the determination to focus on its core business, efficient and effective service. A Comprehensive Operational Analysis (COA) was required.

During this process, LYNX initiated a business/strategic plan. The Strategic Plan acknowledges the Board adopted mission and goals setting a path to achieve those. The Strategic Plan will assist in the implementation of the COA recommendations.

The COA’s components:

- Data Collection and Analysis
- Evaluation of Service Standards
- System Evaluation
 - Route and System Design
 - Economic and Productivity Standards
 - Operational Performance and Delivery
 - Portfolio Analysis
- Short Term Service Plan
- Long Term System Expansion

The COA’s findings:

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

The COA’s Evaluation - Seminole County:

- Update Service
 - Adjust routing
 - Diversify service
- Serve Seminole SunRail Stations

The Committee discussed the need for cost estimates to implement the recommendations.

Mr. Lewis noted that the COA is a framework for addressing transit needs over the next several years if funding is available.

The COA's Evaluations – Osceola County:

- Improve existing service
- Expand service to meet demand

The COA's Evaluations – Orange County:

- High performing routes require investment to maintain
- Increase span of service and frequency

The COA's Evaluations – City of Orlando

- Reduce span of service on some routes
- Increase span of service and frequency on some routes
- Expand service to meet demand

The COA's Overall Recommendations:

- Implement System Improvements
- Adopt Service Standards
 - Route Design
 - Schedule Design
 - Economic and Productivity
 - Service Delivery
- Use Performance Measures
- Improve Legibility

The COA's Implementation:

- LYNX Strategic Plan
 - A common understanding of the goals, objectives, initiative and priorities of the TDP and COA
 - Department specific strategic plans

The Next Steps:

- Estimating 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

The Committee discussed if the final recommendations will include capital cost projections and service to SunRail stations. Mr. Lewis stated that some projections of

capital cost of implementing the plan is included in the FY2014 budget; however, this is a long term plan and not necessarily a 2014 implementation. This is an effort to prioritize implementation over the next several years. Mr. Lewis also noted that the SunRail connection plans have been mapped out and vehicles are scheduled for delivery in January and February 2014.

The Committee questioned if the plan will include a multi-year / tiered schedule starting with the existing budget and recommendations for future budget years. Mr. Lewis stated that the plan will include short term recommendations that could be achieved through reallocation or redirection of current resources and some that may require additional funding. The long term recommendations will extend 2 to 3 years.

The Committee discussed the immediate need for a decision making process regarding a community wide CNG program partnership and LYNX should lead the discussion. Mr. Lewis stated that by the November Board meeting; staff should be ready to introduce a concept proposal for its consideration for satellite operational facilities and will include the purchase of CNG vehicles as fleet is replaced over the next 5 years.

B. Overview of the Performance Management and Compensation Study

John Lewis provided that as a part of the strategic planning process, performance management was reviewed and that performance based analysis will begin of all non-union staff. As a part of the process, it was noted that LYNX' compensation plan should also be reviewed. Mr. Lewis noted that the last study was conducted in 2005.

Mr. Lewis introduced Debbie Toler, LYNX' Human Resources Generalist, for presentation.

Ms. Toler stated that it was anticipated that the findings of 2005 study would be implemented in phases; however, after implementing the first phase in the first year, no further phases were implemented. As a result, pay ranges have not been adjusted.

The Chairman noted that the Board did not feel comfortable with the previous analysis as the study utilized job titles not job descriptions. The analysis recommended significant increases for specific positions without justification.

A representative of Code & Associates, consulting on the study, noted that in the preparation of the current study consideration was given the skill level for each position not just job title comparison. If a match was unavailable a point factor analysis was performed taking many factors in to consideration including skill set, level of responsibility, and impact of responsibilities.

Ms. Toler presented:

- Reasons for the 2013 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
- The Study
- 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)
- The Findings
- Approximately 83% of the present salary ranges need to be adjusted
 - Overall, LYNX positions lagged market by approximately 13%
 - Entry level salaries lagged market by 10% and funding partners by 11%
 - Midpoint salaries lagged market by approximately 13% and funding partners by 13%
 - Maximum salaries lagged market by approximately 16% and funding partners by 14%
 - Adjustments should be made to insure both internal and external equity

Ms. Toler noted that she had contacted funding partners' staff and the majority had completed a study within the past two years with adjustments to ranges and/or structures.

Mr. Lewis provided that as the economy continues to recover, it has created a challenge for attraction and retention of employees. LYNX' goal has been to hire new employees at the midpoint of the salary range; however, with recent turnover and need to recruit executive level staff, it was quickly discovered that the midpoint was out of line with the market and to be competitive and attract new employees, the maximum range point had to be offered. An equity issue was being created with the structure as new employees were hired at a higher level than the employees with longevity. For these reasons, the entire range structure was reviewed. Mr. Lewis noted that this is a "framework" and no adjustments are included in the FY2014 budget.

The Committee discussed the cost of employee benefits and questioned whether they had been taken into consideration when reviewing the cost of the position.

The Consultant responded that benefits were reviewed as a whole package and the cost to the agency. They were then compared to similar agencies and partners.

Discussion ensued regarding pension and benefit costs and structures and the need of the members to have the additional information added to the presentation.

Mr. Lewis noted that staff will bring additional information to the Audit Committee at its September meeting.

C. Follow-Up to Paratransit Ridership Increase and Cost Containment Options

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

Mr. Lewis noted that previously staff had presented paratransit ridership and cost containment options to the Committee. At its May meeting, the Committee asked staff to research and present additional information. Staff is looking for direction from the Committee.

Mr. Hearndon provided that staff had been requested to provide additional information.

- Transit agencies in Florida providing Medicaid Non-Emergency Transportation services;

Mr. Hearndon stated that of the 31 fixed route transit providers in the state, 21 (68%) are providing Transportation Disadvantaged services; 10 (32%) are providing Medicaid Non-Emergency Transportation services. The survey indicated that the larger systems were not providing Medicaid services.

- Realistic conditional eligibility transition;

Mr. Hearndon noted that approximately 15% of LYNX' trips are for conditionally eligible customers. Implementing conditionally eligible trip requirements will allow reservationists to look at each transportation request on a trip by trip basis to determine if the customer's ability to use other modes – fixed route, NeighborLink, and/or SunRail. If a customer is able to use other modes 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 approximately 34% were identified as being eligible to consider transitioning to other modes of travel.

- Pros and cons of each ridership and cost containment option previously presented;
 - Reduced fares for eligible paratransit customers when using LYNX' fixed route or NeighborLink services

- “Bus Buddy” Program provides fixed route and NeighborLink travel training and outreach by trained volunteers
- Provide picture IDs to ensure eligibility requiring customers to carry a LYNX issued photo identification to use the ACCESS LYNX program
- Additional NeighborLink routes in high density paratransit ridership areas
- Focus on Conditional Eligibility transitioning 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
- Medicaid closest facility enforcement requiring eligible paratransit customers to travel to the closest facility able to meet their medical needs
- Medicaid trips no longer provided requires 90-day notice of withdrawal and no longer provide Medicaid non-emergency transportation services with the coordinated system of the ACCESS LYNX program
 - ✓ Medicaid Reform
 - Managed Long Term Care implementation to begin August 1, 2013 and affects residents of nursing
 - Managed Medical Assistance implementation to begin October 1, 2014 and affects almost all other Medicaid beneficiaries
 - ✓ After Medicaid Reform
 - Medicaid beneficiaries that will remain with the Medicaid NET provider will include: Prescribed Pediatric Extended Care and Developmentally Disabled
- Reduce ADA services to federal minimums within ¾ mile of a fixed route bus alignment and only operate on days and at times that specific fixed routes are in service
- Reduce Taxi usage to 1% by paratransit contractors by reducing their ability to charge up to 1% of their total invoice for taxi backup service to LYNX
- Eliminate Taxi usage by paratransit contractors by eliminating their ability to charge taxi backup services to LYNX
-

➤ 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

Without objection, the Audit Committee recommended the Board’s authorization to institute the following cost containment measures:

- Reduced fares for eligible paratransit customers when using LYNX’ fixed route or NeighborLink services

- “Bus Buddy” Program provides fixed route and NeighborLink travel training and outreach by trained volunteers
- Provide picture IDs to ensure eligibility requiring customers to carry a LYNX issued photo identification to use the ACCESS LYNX program
- Additional NeighborLink routes in high density paratransit ridership areas
- Focus on Conditional Eligibility transitioning 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
- Reduce Taxi usage to 1% by paratransit contractors by reducing their ability to charge up to 1% of their total invoice for taxi backup service to LYNX

The Committee asked to staff to provide additional information on the following cost containment measures:

- Medicaid closest facility enforcement requiring eligible paratransit customers to travel to the closest facility able to meet their medical needs
- Medicaid trips no longer provided requires 90-day notice of withdrawal and no longer provide Medicaid non-emergency transportation services with the coordinated system of the ACCESS LYNX program
- Reduce ADA services to federal minimums within ¾ mile of a fixed route bus alignment and only operate on days and at times that specific fixed routes are in service

D. Overview of the FY2014 Capital Budget

The Chairman recognized Blanche Sherman, Director of Finance, for presentation.

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

- Key Capital Budget Assumptions
 - Enhance LYNX facilities
 - Fleet to support services
 - Support SunRail system
 - LYMMO expansion
 - Continue Passenger Amenities Program
 - Continuation of security and surveillance
 - Improve communications and technological capabilities

➤ Capital Budget Overview

	FY2013	FY2014	
	<u>Amended</u>	<u>Preliminary</u>	<u>% Change</u>
Capital Contributions	\$105,031,248	\$112,580,758	7.2%
Capital Expenditures	\$105,031,248	\$112,580,758	7.2%

➤ Budget Contributions

	FY2013	FY2014	
<u>Capital Contributions</u>	<u>Amended</u>	<u>Preliminary</u>	<u>% Change</u>
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	<u>\$105,031,248</u>	<u>\$112,580,758</u>	<u>7.2%</u>

- Budget Calendar
- Final Board Action September 26
- Budget Year 13-14 Commences October 1

E. FY2014 Preliminary Operating Budget Outstanding Items

The Chairman recognized Blanche Sherman, Director of Finance, for presentation.

Ms. Sherman noted that staff has been successful in realigning approximately \$1.5 million of JARC funding to support major corridor preservation on some major corridors.

She noted that the Committee discussed the paratransit cost containment items and provided direction.

Based on recent discussions with LYNX' Health Care Insurance Broker, a 2% increase for health insurance expenses will need to be included.

Adjustments will be made for the implementation of the new Money Purchase Plan for all new LYNX Employees.

The Union Contract for ATU 1596 covering FY2012 through FY2014 includes a wage re-opener for FY2014 and FY2015. The Union Contract for ATU 1749 has wage re-openers for years two and three. Staff will present various options for consideration in anticipation of the upcoming union negotiations.

Ms. Sherman stated that the FY2014 Preliminary Operating Budget does not include a wage increase for LYNX' administrative employees; however, LYNX is proposing a 3% increase for administrative employees based on the proposed increases by the funding partners for their administrative employees.

The Comprehensive Operational Analysis has not been finalized and therefore potential impacts to the FY2014 Operating Budget have not been identified.

The meeting adjourned at 12:25 p.m.

Audit Committee Agenda Item #3.A

To: LYNX Board of Directors

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

Phone: 407.841.2279 ext: 6100

Item Name: Overview of FY2013 Amended Operating and Capital Budgets

Date: 9/19/2013

On April 11, 2013, LYNX staff presented the FY2013 Amended Operating and Capital Budgets in the amount of \$119,851,134 and \$105,031,248, respectively for Board approval. Since approval, LYNX has brought several items to the Board requesting approval and corresponding amendment to the operating and capital budgets to include contract modifications for operator uniforms, Title VI analyses and program update, legal services, and purchased transportation. The capital budget amendment is for contract increases for paratransit and bus related interactive voice response and CAD/AVL technology.

The capital and operating budgets are being amended to accurately reflect local and federal funding related to moving the SR50 and the US 192 Alternative Analysis (AA) studies from the Capital to the Operating Budget.

Based on the Board's previous approval of these items there is a need to amend the FY2013 Amended Operating and Capital Budgets in the amount of \$1,223,736 and \$326,310, respectively. Approval of this amendment will formally amend the FY2013 Amended Operating and Capital Budgets to accurately reflect approved revenues and expenses. The FY2013 Amended Operating and Capital Budgets will be in the amount of \$121,074,870 and \$105,357,558, respectively.

LYNX staff will make a full presentation of the revisions supporting the amendment of the FY2013 Amended Operating and Capital Budgets at the Audit Committee meeting.

FY2013 Amended Operating & Capital Budget

Presented to the
LYNX Audit Committee
September 19, 2013



FY2013 Operating Budget Overview

	<u>FY2013 Amended</u>	<u>FY2013 Amended</u>	<u>% Change</u>
Operating Revenue	\$ 119,851,134	\$ 121,074,870	1.0%
Operating Expenses	<u>119,851,134</u>	<u>121,074,870</u>	<u>1.0%</u>
Operating Income/(Deficit)	\$ -	\$ -	0.0%



FY2013 Operating Revenue

	FY2013 Amended	FY2013 Amended	% Change
Fund Balance	\$ 2,233,239	\$ 3,521,078	57.7%
Customer Fares	26,502,613	26,502,613	0.0%
Contract Services	9,924,852	10,149,938	2.3%
Advertising on Buses	1,525,000	1,525,000	0.0%
Advertising - Trade	-	-	0.0%
Interest & Other Income	566,500	566,500	0.0%
Federal	21,690,292	21,401,103	-1.3%
State	10,692,276	10,692,276	0.0%
Local	46,716,362	46,716,362	0.0%
Total Operating Revenue	\$ 119,851,134	\$ 121,074,870	1.0%



FY2013 Operating Expenses

	FY2013 <u>Amended</u>	FY2013 <u>Amended</u>	<u>% Change</u>
Salaries/Wages/Fringes	\$ 63,902,160	\$ 63,933,260	0.0%
Other Services	9,357,781	9,634,281	3.0%
Fuel	16,193,077	16,193,077	0.0%
Materials & Supplies	5,793,716	5,793,716	0.0%
Utilities	1,350,102	1,350,102	0.0%
Casualty and Liability	1,331,276	1,331,276	0.0%
Taxes & Tags	430,180	430,180	0.0%
Purchased Transportation	20,276,514	21,192,650	4.5%
Miscellaneous	780,638	780,638	0.0%
Leases	160,060	160,060	0.0%
Reserves	275,630	275,630	0.0%
Total Operating Expenses	<u><u>\$ 119,851,134</u></u>	<u><u>\$ 121,074,870</u></u>	<u><u>1.0%</u></u>



Key Operating Budget Amendment Basis

- Other legal services & fees for general liability, workers compensation, and labor & employment
- Increase in MV Transportation contract for the provision of non-core paratransit service and increased trip levels



FY2013 Capital Budget Overview

	<u>FY2013 Amended</u>	<u>FY2013 Amended</u>	<u>% Change</u>
Capital Contributions	\$ 105,031,248	\$ 105,357,558	0.31%
Capital Expenditures	<u>105,031,248</u>	<u>105,357,558</u>	<u>0.31%</u>
Capital Gains/(Losses)	\$ -	\$ -	N/A



FY2013 Capital Budget Contributions

	FY2013		FY2013
Capital Contributions	Amended	Revisions	Amended
Federal Contributions	\$ 87,244,152	\$ 722,940	\$ 87,967,092
State Contributions	8,818,078	-	8,818,078
Local Contributions	8,969,018	(396,630)	8,572,388
Total	\$ 105,031,248	\$ 326,310	\$ 105,357,558



FY2013 Capital Expenditures

Capital Expenditures	FY2013 Amended	LYNX Bus Vehicles Equipment	LYNX Paratransit Vehicles Equipment	FY2013 Amended
BRT	28,666,432			28,666,432
Facility Improvements	5,959,559			5,959,559
Fare Payment System Upgrade	3,087,279			3,087,279
Kissimmee Transfer Center	175,369			175,369
Paratransit Fleet Capitalization	1,065,495			1,065,495
Passenger Amenities	7,138,972			7,138,972
Real Time Customer Information	573,000			573,000
Revenue Vehicles	44,430,193			44,430,193
Safety/Security Enhancements	2,420,643			2,420,643
Shelters/Transfer Centers	201,000			201,000
Support Equipment	1,664,066	231,295	95,015	1,990,376
Technology	9,649,240			9,649,240
Total	\$ 105,031,248	\$ 231,295	\$ 95,015	\$ 105,357,558



Board Action Requested

LYNX staff is asking for approval of the amended FY2013 operating and capital budgets.

	FY2013 Amended	FY2013 Amended	% Change
Operating	\$ 119,851,134	\$ 121,074,870	1.0%
Capital	105,031,248	105,357,558	0.3%
Total	\$ 224,882,382	\$ 226,432,428	0.7%



Audit Committee Agenda Item #3.B

To: LYNX Board of Directors

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

Phone: 407.841.2279 ext: 6100

Item Name: Overview of FY2014 Operating and Capital Budgets

Date: 9/19/2013

The key assumptions used by the LYNX budget team in preparation of the FY2014 Operating Budget were presented at the January 31, 2013 Audit Committee meeting. The FY2014 Preliminary Capital Budget assumptions were presented at the July 25, 2013 Audit Committee Meeting. The Preliminary Operating Budget totaled \$124,796,817 and the Preliminary Capital Budget totaled \$112,580,758. The FY2014 Operating Budget has been presented to the funding partners.

Since the presentations of the preliminary budgets, LYNX staff continued communications with the funding partners and review of operating and capital needs for FY2014 to provide the best estimate of budgetary needs.

The FY2014 Operating and Capital Budgets, are being presented to the Board of Directors for final consideration and approval at the September 19, 2013 Board meeting.

LYNX staff will make a presentation to the Audit Committee of the FY2014 Operating and Capital Budgets in the amount of \$127,867,296 and \$101,285,375, respectively.

FY2014 Adopted Operating & Capital Budgets

Presented to the
LYNX Audit Committee
September 19, 2013



Key Budget Assumptions - Overall

- FY2014 Funding based on LYNX Adopted Funding Model
- Maintain current Preventative Maintenance funding level
- Maximize current service levels through efficiencies
- Apply additional Flex (NeighborLink) services, where appropriate



Key Budget Assumptions - Revenues

- Maximize utilization of JARC/NFP funds
- Increased advertising on buses revenue
- Increased federal grant revenue



Key Budget Assumptions - Expenses

- Effects of LYNX' New Group Health Insurance program
- Impact of year two Union wage re-opener
- Impact of pension reform contribution rate
- Continuation of Fuel Hedging Program
- Continued application of reductions based on LYNX ownership of paratransit vehicles
- Effect of increasing paratransit trip levels



FY2014 Operating Budget Overview

	<u>FY2013 Amended</u>	<u>FY2014 Adopted</u>	<u>% Change</u>
Operating Revenue	\$ 121,074,870	\$ 127,867,296	5.6%
Operating Expenses	121,074,870	127,867,296	5.6%
Operating Income/(Deficit)	\$ -	\$ -	N/A



FY2014 Operating Revenue

	FY2013	FY2014	
	<u>Amended</u>	<u>Adopted</u>	<u>% Change</u>
Fund Balance	\$ 3,521,078	\$ 266,439	-92.4%
Customer Fares	26,502,613	29,429,794	11.0%
Contract Services	10,149,938	11,163,514	10.0%
Advertising on Buses	1,525,000	1,730,000	13.4%
Advertising - Trade	-	-	0.0%
Interest & Other Income	566,500	492,099	-13.1%
Federal	21,401,103	20,378,196	-4.8%
State	10,692,276	11,225,104	5.0%
Local	46,716,362	53,182,150	13.8%
Total Operating Revenue	<u><u>\$ 121,074,870</u></u>	<u><u>\$127,867,296</u></u>	<u><u>5.6%</u></u>



FY2014 Operating Expenses

	FY2013	FY2014	
	<u>Amended</u>	<u>Adopted</u>	<u>% Change</u>
Salaries/Wages/Fringes	\$ 63,933,260	\$ 66,047,747	3.3%
Other Services	9,634,281	11,030,844	14.5%
Fuel	16,193,077	16,720,015	3.3%
Materials & Supplies	5,793,716	7,436,393	28.4%
Utilities	1,350,102	1,401,578	3.8%
Casualty and Liability	1,331,276	1,397,267	5.0%
Taxes & Tags	430,180	432,141	0.5%
Purchased Transportation	21,192,650	20,902,452	-1.4%
Miscellaneous	780,638	874,399	12.0%
Leases	160,060	181,120	13.2%
Reserves	275,630	1,443,340	N/A
Total Operating Expenses	<u><u>\$ 121,074,870</u></u>	<u><u>\$ 127,867,296</u></u>	<u><u>5.6%</u></u>



FY2014 Local Revenue by Jurisdiction

	<u>FY2013 Amended</u>	<u>FY2014 Adopted</u>	<u>% Change</u>
Orange County	\$ 33,583,056	\$ 35,777,072	7%
Osceola County	4,554,824	5,330,117	17%
Seminole County	4,083,948	5,920,884	45%
City of Orlando	3,482,292	3,814,797	10%
City of Orlando - LYMMO	<u>1,231,575</u>	<u>1,883,055</u>	<u>53%</u>
Total Local Funds	\$ 46,935,695	\$ 52,725,925	12%
Cities, Other Agenices & Privat	<u>785,761</u>	<u>537,995</u>	<u>-32%</u>
Subtotal	\$ 47,721,456	\$ 53,263,920	12%
Capital Contributions	<u>(1,005,094)</u>	<u>2,113,746</u>	<u>N/A</u>
Total	<u>\$ 46,716,362</u>	<u>\$ 55,377,666</u>	<u>19%</u>



FY2014 Capital Budget Overview

	<u>FY2013</u> <u>Amended</u>	<u>FY2014</u> <u>Adopted</u>	<u>% Change</u>
Capital Contributions	\$ 105,357,558	\$101,285,375	-3.9%
Capital Expenditures	<u>105,357,558</u>	<u>101,285,375</u>	<u>-3.9%</u>
Capital Income/(Deficit)	\$ -	\$ -	N/A



FY2014 Capital Budget Contributions

	FY2013	FY2014	%
Capital Contributions	Amended	Adopted	Change
Federal Contributions	\$ 87,967,092	\$ 84,359,350	-4.1%
State Contributions	8,818,078	4,440,423	-49.6%
Local Contributions	8,572,388	11,240,577	31.1%
Reserves	-	1,245,025	-
Total	\$ 105,357,558	\$ 101,285,375	-3.9%



TOTAL BUDGET SUMMARY

	<u>FY2013</u> <u>Amended</u>	<u>FY2014</u> <u>Adopted</u>	<u>Change</u>
Operating Revenue	\$ 121,074,870	\$ 127,867,296	5.6%
Operating Expenses	121,074,870	127,867,296	5.6%
Operating Income/(Deficit)	-	-	
Capital Funding	105,357,558	101,285,375	-3.9%
Capital Expenditures	105,357,558	101,285,375	-3.9%
Capital Income/(Deficit)	-	-	
Total Sources of Funding	226,432,428	229,152,671	1.2%
Total Uses of Funding	226,432,428	229,152,671	1.2%
Net Financial Position	-	-	
Staffing Count	1,077	1,105	



Operating Budget Calendar

Final Board Action

September 19

Budget Year 13– 14 Commences

October 1



Audit Committee Agenda Item #3.C

To: LYNX Board of Directors

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

Phone: 407.841.2279 ext: 6009

Item Name: Overview of the Locally Preferred Alternatives in the US 192 Alternatives Analysis

Date: 9/19/2013

Staff will provide an overview of the Locally Preferred Alternatives (LPA) in the US 192 Alternatives Analysis as outlined in the attached exhibit.

US 192 Alternatives Analysis

Project Briefing



Presentation to
LYNX Audit Committee

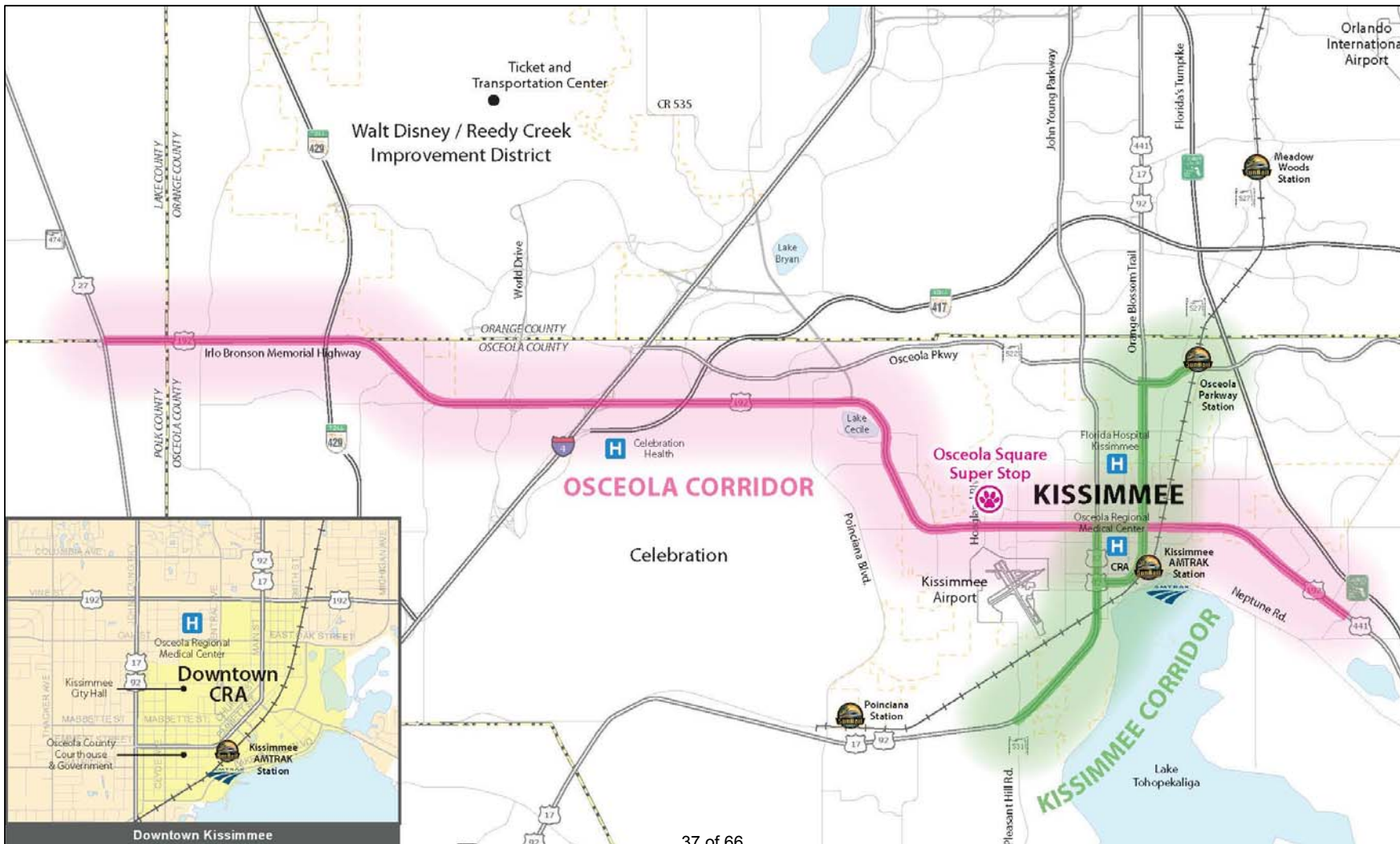


Today's Presentation

- Provide a summary of the US 192 Alternatives Analysis project authorized by the LYNX Board on September 28, 2011.
- Answer any questions regarding the project
- Request a resolution by the LYNX Board to adopt the Recommended Alternative as the **Locally Preferred Alternative**.



Project Location Map



US 192 Problems

- Growing congestion throughout the corridor due to:
 - continuous growth in population and employment
 - increased land use densities
 - exceptional and consistent tourist travel
- A bus system which currently struggles to deliver the service that transit dependent riders desire, as well as attract choice riders
 - deficiencies in both the transit infrastructure and transit service (coverage, frequency, access and performance)
 - Lack of transportation options for all ages, incomes and abilities
 - need for transit-supportive land uses
- A corridor that requires reinvestment and rebranding
 - need for access to employment opportunities and basic services

Project Background and Purpose

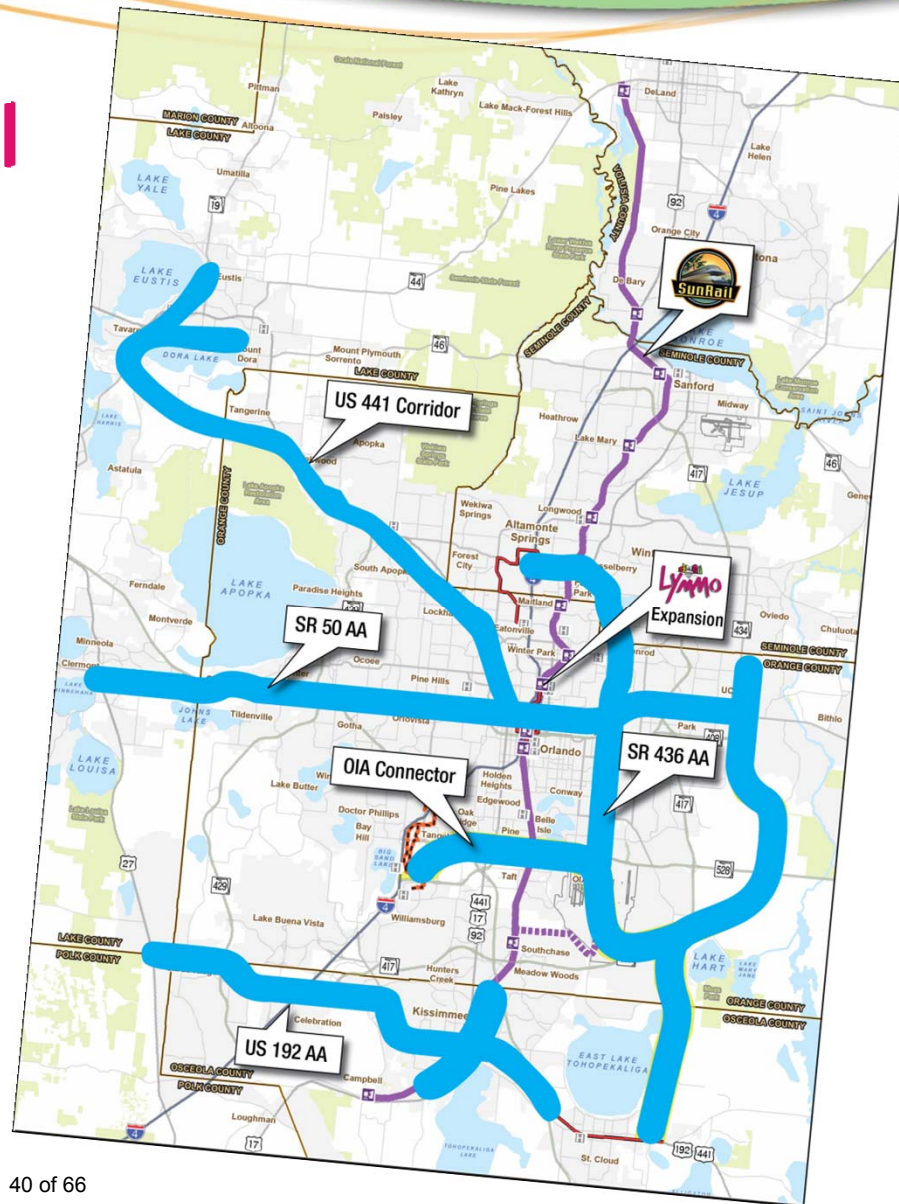
Plans and Policies of Osceola County and LYNX have all focused on the introduction of PREMIUM TRANSIT on US 192

- Osceola Comprehensive Plan
- Osceola County Long Range Transit Plan
- Kissimmee CRA Master Plan
- LYNX Vision 2030
 - LYNX Transit Emphasis Corridors
- LYNX Transit Development Plan




This is important to all of Central Florida

It is the first of many studies exploring the introduction of Premium Transit onto the Region's state roadways with a focus on improving overall regional mobility.



Project Background and Purpose

- LYNX and Osceola County partnered to secure an \$800,000 FTA Discretionary Livability Alternatives Analysis grant for this study
- The goals of the FTA Grant were identified as: 
 - Improve efficiency in transportation along these corridors by moving more people more efficiently
 - Improve connectivity and mode split
 - Increase transit ridership and reduce travel times
 - Understand and sustain the value of communities and neighborhoods
 - Analyze the impact of tourist related trips
 - Analyze the relationship of transit and existing and proposed land uses
 - Understand the transportation needs of the unique populations living, working, and visiting these corridors
 - Improve the quality of life for those who live and work along these corridors

The Opportunity

- Leverage the County's investment in SunRail
- Build on the West 192 Redevelopment Authority's goal to transform the US 192 Corridor
- Help transform the US 192 into a more tourist attractive corridor
- Build on the County's efforts to introduce premium/BRT transit service to the US 192 Corridor
- Introduce an attractive alternative – BRT – to US 192's existing transportation options
- Introduce Central Florida's 1st long-distance BRT Corridor



The Process

- A **proven** FTA transportation planning alternatives analysis effort
 - Data driven, detailed and well-vetted analysis
- Significant **partnerships** and collaboration
- **Extensive engagement** of corridor stakeholders
(community leaders, businesses, Disney, W192 Development Authority)
- Extensive **public outreach** efforts
- Exploration of national **Best Practices** and **Lessons Learned**
- **Overwhelming support** for the Recommended Alternative
 - Osceola County Board of Commissioners
 - City of Kissimmee
 - W192 Development Authority
 - Project Advisory Work Group: *Steering Group*
 - Project Advisory Work Group: *Community Liaison Group*

The Recommended Solution

- The Region's first long-distance corridor BRT system – a permanent transportation investment, in a manner that has a history of improving communities, increasing property values, and attracting additional private investment
- A BRT system that provides corridor travel times competitive with the auto and is attractive to tourists destined for the attractions
- A project with an estimated capital cost consistent with County transportation plans and *supported by a broad array of stakeholders throughout the County and Region*

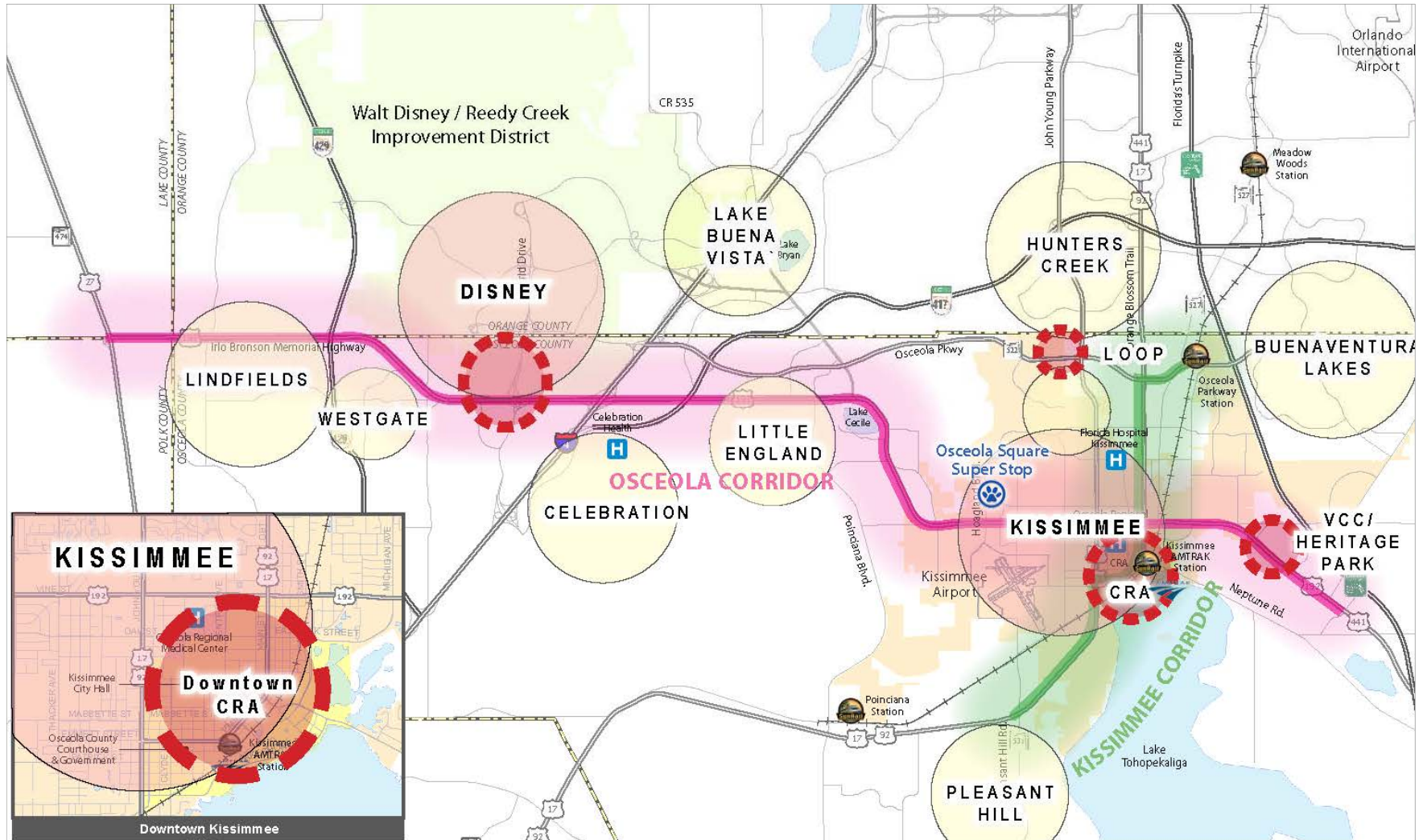


HOW WE GOT HERE ...





Community Context Map

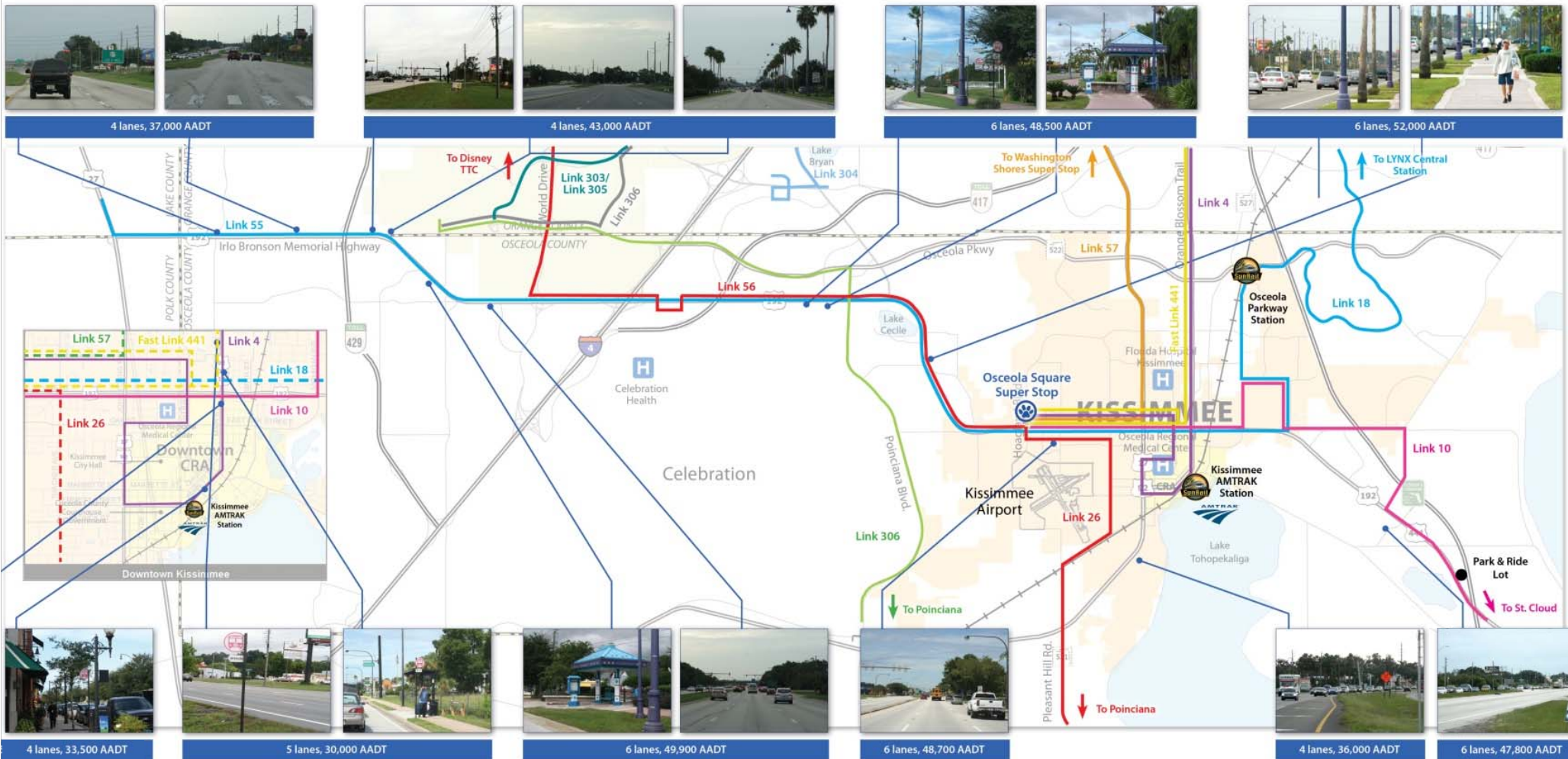


- Osceola Corridor
- Employment Centers
- Gateways
- Kissimmee Corridor
- Residential Communities





Transportation Context



Partnerships & Collaboration

Stakeholder Involvement: Steering Group

- Member Organizations:



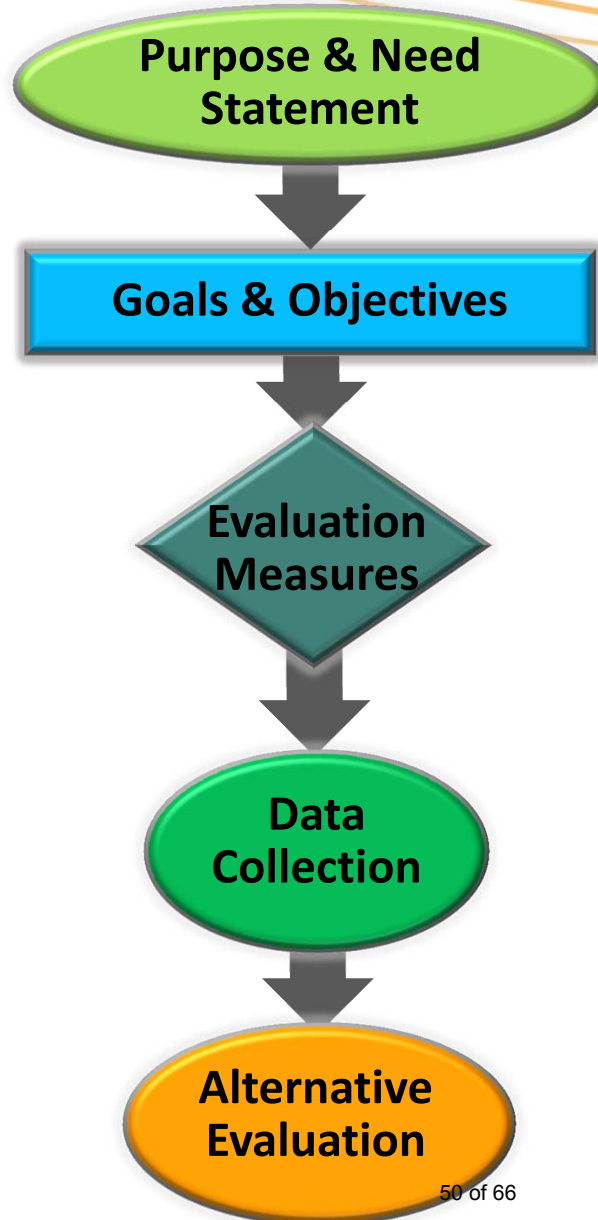
- Actively engaged in the execution of the study – 6 meetings
- ***Unanimous support of the Recommended Alternative***

Stakeholder Support: Community Liaison Group

- Members included business and community groups from throughout the corridor, including but not limited to:
 - Steering Group Members
 - Local Jurisdictions: including RCID, Lake Co., Polk Co.
 - Agencies: including Polk TPO, FDOT1, ECFRPC, CFRPC
 - Employers & Key Destinations: including Walt Disney World, Fun Spot, Hotels
 - Civic Groups & Boards: including W192 DA, Osceola Tourist, Dev. Co., W192 RDAB
 - Kissimmee/Osceola Chamber of Commerce
- Actively engaged throughout the execution of the study – *4 meetings and follow-up meetings*
- Continuously voiced a strong desire to introduce BRT service in the corridor as a means of improving tourism and economic development opportunities
- **Strong support of the Recommended Alternative**



Initial Steps



What is driving the project?

How will success be defined?

How will things get measured?

What information is needed?

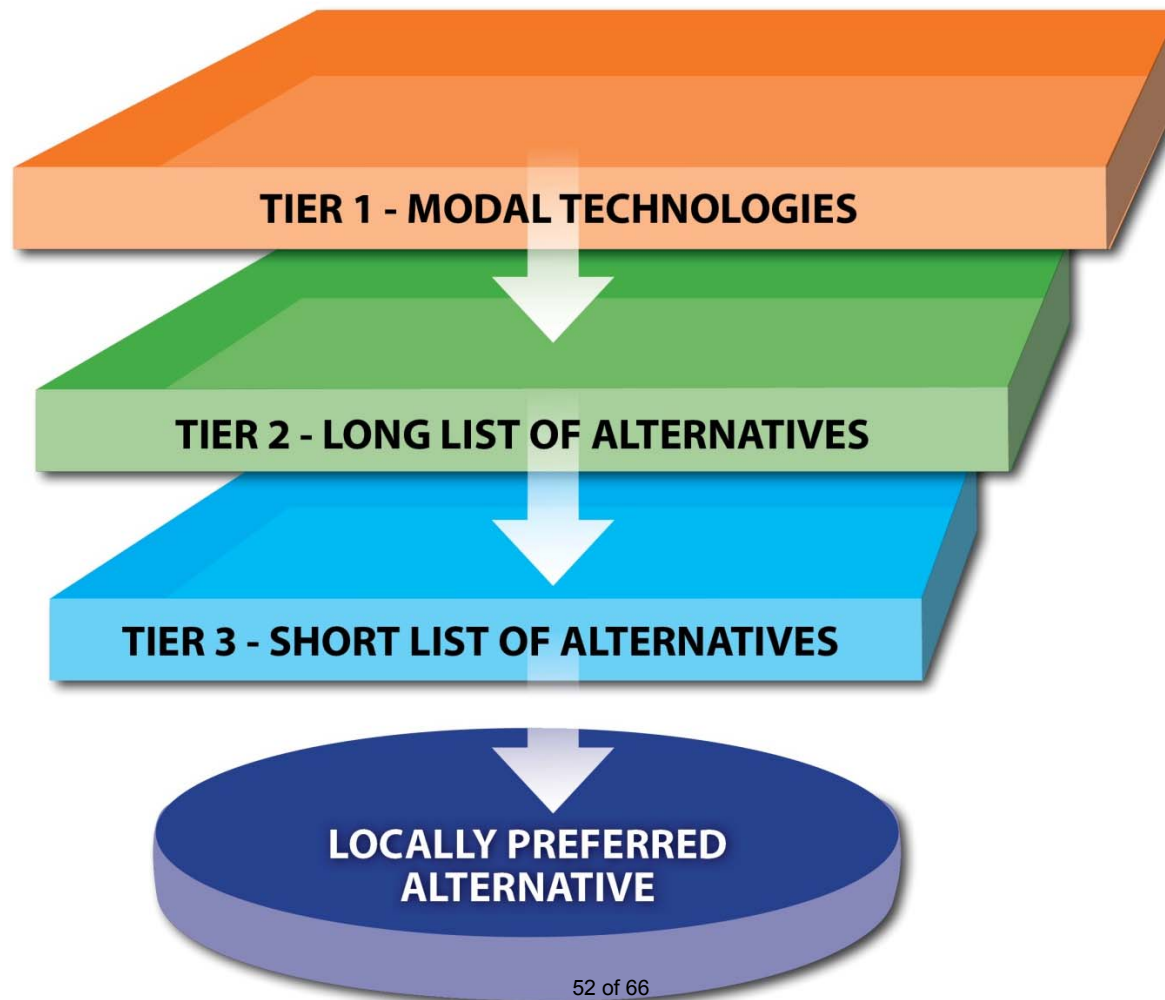
How do they measure up?



Goals and Objectives

- Goal 1:** Improve Mobility and Transportation Access
- Goal 2:** Enhance the Livability and Economic Competitiveness of the Study Area through an Improved Transportation System
- Goal 3:** Develop the Most Efficient Transportation System, which Maximizes Limited Resources for the Greatest Public Benefit
- Goal 4:** Develop a Transit System Consistent with Adopted Local and Regional Plans and Policies
- Goal 5:** Preserve and Enhance the Environment, Natural Resources and Open Space

3-Tier Screening Process



Short List Alternatives

1. Bus: No Build

- Population/employment growth
- KIF re-route only

2. Enhanced Bus

- Transit Signal Priority
- Improved curbside transit service (15 minute headways)
- Minimal infrastructure improvements

3. BRT: Build Alternative 1 - Transit Signal Priority + Queue Jumps

- Curbside BRT transit service
- Minimum 15 minute headways
- BRT stops only and zone express

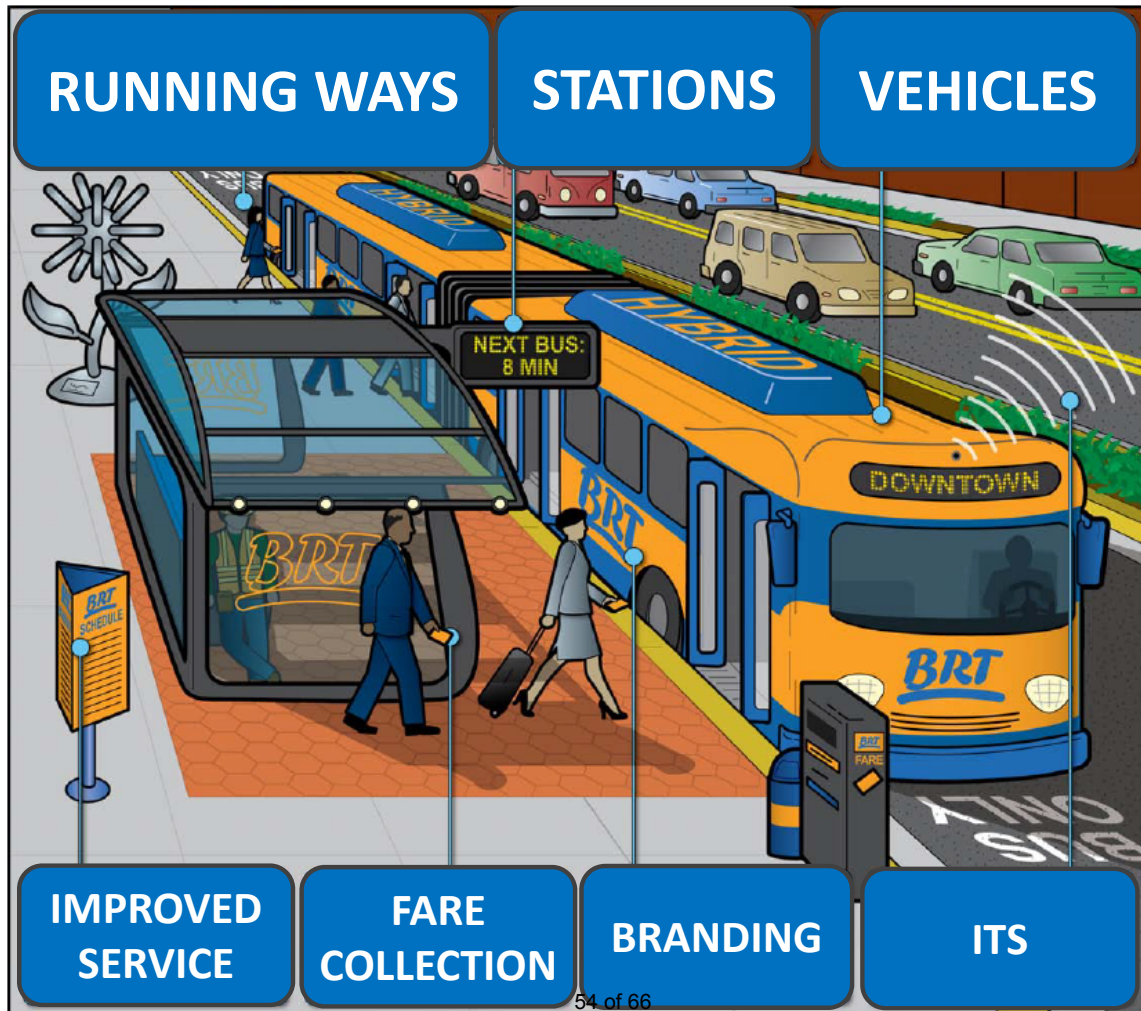
4. BRT: Build Alternative 2 - Busway from Celebration Place to Hoagland Blvd

- Partial median dedicated BRT busway
- Minimum 15 minute headways
- BRT stops only and zone express

5. BRT: Build Alternative 3 - Busway from Town Center Blvd to Hoagland Blvd

- Same as Build 2, with extended median busway

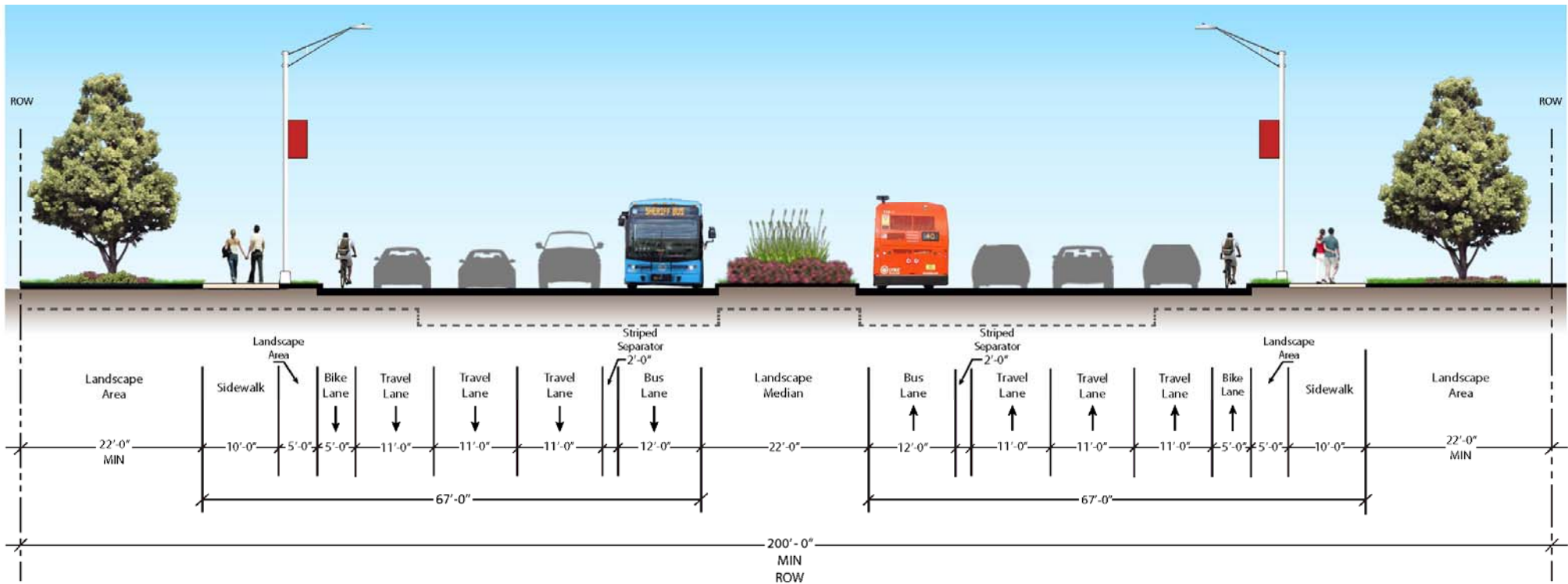
BRT Key Features



Queue Jumps and Far Side Stations



Median Busway BRT Cross-Section



Median Busway Stations



Weekday Corridor Riders (2030)

	No Build	Enhanced Bus	Build 1	Build 2	Build 3
Choice Riders	3,200	4,400	5,200	5,600	5,700
Transit Dependent Riders	3,100	4,400	4,500	4,700	4,800
Corridor Weekday Transit Riders	6,300	8,800	9,700	10,300	10,500

*Note: Careful coordination and development of the project with the tourist hotels along US 192 may create the opportunity to capture up to **2000-3000** additional trips per day.*

Project Cost Estimates

ALTERNATIVE	No Build	Enhanced Bus	Build 1	Build 2	Build 3
CAPITAL COST: YEAR 2013 \$; Order of Magnitude Estimate <small>(soft costs not included)</small> Note: The cost to widen US 192 to 8 lanes is \$246M	\$2M	\$26M	\$60M	\$120M	\$208M

ALTERNATIVE	No Build	Enhanced Bus	Build 1	Build 2	Build 3
OPERATIONS & MAINTENANCE: YEAR 2030 \$; Order of Magnitude Estimate	N/A	\$8M	\$16M	\$13M	\$13M

Overarching Considerations

- Need for **transformative project** that serves as a **foundation for overall improvement** of the corridor
- Maximizes the benefits for **transit dependent citizens**
- Maximizes the ability to **attract choice riders**
- Consistent with the **adopted plans** of LYNX, Osceola County and Kissimmee
- The ability to leverage **economic development**

Tier 3 Screening Summary

Goal	No Build	Enhanced Bus	Build 1	Build 2	Build 3
Improve Mobility and Transportation Access	Low	Low	Medium	High	High
Enhance the Livability and Economic Competitiveness of the Study Area through an Improved Transportation System	Low	Low	Medium	High	High
Develop the Most Efficient Transportation System, Which Maximizes Limited Resources for the Greatest Public Benefit	Low	Medium	Medium	High	Low
Develop a Transit System Consistent with Adopted Local and Regional Plans and Policies	Low	Low	Medium	High	High
Preserve and Enhance the Environment, Natural Resources and Open Space	Low	Medium	Medium	Medium	Medium
Overall Evaluation	Low	Medium-Low	Medium	High	Medium-Low
Select as Recommended Alternative?	No	No	No	YES	No

Stakeholder Support: Citizens of the Corridor

- Actively engaged throughout the execution of the Study
- 4 sets of **Open Houses** over the past 15 months
 - Scheduled to connect with all parts of the corridor as well as full array of shift workers
- Active **Website** activity throughout the Study
- *Voiced continuous overall support for the introduction of BRT in the Corridor*



The Recommended Solution

- The Region's first long-distance corridor BRT system – a permanent transportation investment, in a manner that has a history of improving communities, increasing property values, and attracting additional private investment
- A BRT system that provides corridor travel times competitive with the auto and is attractive to tourists destined for the attractions
- A project with an estimated capital cost consistent with County transportation plans and *supported by a broad array of stakeholders throughout the County and Region*

LPA Adoption Schedule

- ✓ **Kissimmee City Commission – August 6th**
- ✓ **W192 Development Authority – September 4th**
- ✓ **Osceola Board of County Commissioners – September 16th**
 - **LYNX Audit Committee – September 19th**
 - **LYNX Board of Directors – September 19th**
 - **MetroPlan Orlando Committees – September 25th, 27th
& October 3rd**
 - **MetroPlan Orlando Board of Directors – October 9th**

US 192 Alternatives Analysis

Project Briefing



Presentation to
LYNX Audit Committee



Lane Carrying Capacities

Lane Description	Approximate People Carrying Capacity	Notes
General Purpose Lane	1,650	Local bus frequency – every 30 min (max)
General Purpose Lane with Bus/BRT Q-Jumps and Transit Signal Priority	1,850	Local bus frequency – every 10 min (max)
BRT Busway Lane	2,000	BRT frequency – every 3 min (max)