



Board Date: 12/4/2013  
Time: 9:30 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 September 19, 2013 Audit Committee Meeting Pg 2

## 3. Audit Agenda Items

- A.  Discussion of LYNX' Administrative Rule Relating to the Advertising Policy Pg 8
  - Attachment 
- B.  Overview of Proposed Service Standards Pg 16
  - Attachment 
- C.  Follow-up to Overview of the 2013 Performance Management and Compensation Study Pg 28
  - Attachment 

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

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

**DATE:**       **September 19, 2013**

**TIME:**       **10:35 a.m.**

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**Members in Attendance:**

Seminole County Commissioner, Carlton Henley, Chairman  
Osceola County Commissioner, Frank Attkisson  
Orange County, Office of Regional Mobility, Carla Johnson  
City of Orlando, Transportation Policy Advisor, Christine Kefauver  
FDOT District 5, Intermodal Systems Development Mgr., Susan Sadighi

**Members Absent:**

FDOT District 5 Secretary, Noranne Downs  
Orange County, Assistant County Administrator, Jim Harrison

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**1. Call to Order**

The Chairman, Commissioner Carlton Henley, called the meeting to order at 10:35 a.m.

**2. Approval of Minutes**

The Chairman asked the Committee if there were any additions or deletions to the July 25, 2013 Minutes as presented.

**Motion** was made and seconded to approve the Minutes of the July 25, 2013 Audit Committee meeting. The motion passed unanimously.

**3. Audit Agenda Items**

**A. Overview of FY2013 Amended Operating and Capital Budgets**

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

Ms. Sherman stated she will provide an overview of the Amended Operating and Capital Budgets to close out the end of the Fiscal Year. Staff presents the Amended

Budgets in March / April and in September to true-up the amounts based on items that have been presented and approved by the Board. The approval of this Amendment will formally amend the FY2013 Amended Operating and Capital Budgets to accurately reflect approved revenues and expenses.

➤ FY2013 Operating Budget Overview

	FY2013 <u>Amended</u>	FY2013 <u>Amended</u>	<u>% of Change</u>
Operating Revenue	\$119,851,134	\$121,074,870	1%
Operating Expenses	<u>\$119,851,134</u>	<u>\$121,074,870</u>	<u>1%</u>
Operating Income/(Deficit)	\$ -	\$ -	0%

Amendments to the Operating Budget include modifications for operator uniforms, Title VI analyses and program update, legal services, and purchased transportation. The budget is also 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.

➤ FY2013 Capital Budget Overview

	FY2013 <u>Amended</u>	FY2013 <u>Amended</u>	<u>% of Change</u>
Capital Contributions	\$105,031,248	\$105,357,558	.31%
Capital Expenditures	<u>\$105,031,248</u>	<u>\$105,357,558</u>	<u>.31%</u>
Capital Gains/(Losses)	\$ -	\$ -	0%

The capital budget amendment is for contract increases for paratransit and bus related interactive voice response and CAD/AVL technology and to accurately reflect the funding related to moving the AA studies from the Capital to the Operating Budget.

Staff will request the Board of Directors' approval of the amended FY2013 Operating and Capital Budgets

	FY2013 <u>Amended</u>	FY2013 <u>Amended</u>	<u>% of Change</u>
Operating	\$119,851,134	\$121,074,870	1.0%
Capital	<u>\$105,031,248</u>	<u>\$105,357,588</u>	<u>.3%</u>
TOTAL	\$224,882,382	\$226,432,428	.7%

Without objection, the Audit Committee recommended the Board's authorization to Amend the FY2013 Operating and Capital Budgets.

**B. Overview of the FY2014 Operating and Capital Budgets**

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

Staff is presenting the final proposed Operating and Capital Budgets for FY2014.

- Key Budget Assumptions – Overall
  - F2014 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

Discussion ensued regarding the identification of areas for additional NeighborLink service.

Mr. Lewis stated that staff is reviewing the service area with large concentrations of paratransit trips that NeighborLinks can be incorporated and passengers incentivized to utilize fixed. At this time, there are no specific recommendations but the analysis is ongoing and will hopefully be complete soon.

The Committee asked if staff was far enough along in their analysis to know the impact on LYNX’ and the Funding Partners’ budgets. Mr. Lewis responded that staff was not far enough along in the analysis to know the budgetary impacts.

The Committee asked if staff has quantified the savings of NeighborLink service over fixed route service. Mr. Lewis responded that staff can quantify the savings of NeighborLink service over fixed route but the analysis of NeighborLinking and Paratransit has not been completed.

- Key Budget Assumptions – Revenue
  - 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

Discussion ensued regarding the increase in healthcare and whether it was related to Federal healthcare changes. Mr. Lewis noted that 2-3% increase is an approximate result of the changes; however, moreover, the increase is a result of LYNX’ healthcare experience. Mr. Lewis discussed LYNX’ ongoing Wellness Program and the partnership with the current healthcare provider.

➤ FY2014 Operating Budget Overview

	FY2013 <u>Amended</u>	FY2014 <u>Adopted</u>	<u>% of Change</u>
Operating Revenue	\$121,074,870	\$127,867,296	5.6%
Operating Expenses	<u>\$121,074,870</u>	<u>\$127,867,296</u>	<u>5.6%</u>
Operating Income/(Deficit)	\$ -	\$ -	0%

➤ FY2014 Local Revenue by Jurisdiction

	FY2013 <u>Amended</u>	FY2014 <u>Adopted</u>	<u>% of 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 Agencies	<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

	FY2013 <u>Amended</u>	FY2014 <u>Adopted</u>	<u>% of 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

Without objection, the Audit Committee recommended the Board's adoption of the FY2014 Operating and Capital Budgets.

**C. Overview of the Locally Preferred Alternatives in the US 192 Alternatives Analysis**

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

Ms. Ostrodka stated that she would provide the Committee a summary of the US 192 Alternatives Analysis. Staff will be requesting the Board of Directors adopt a Resolution recommending the Locally Preferred Alternatives in the US 192 Alternatives Analysis Study.

Ms. Ostrodka noted that the Study area covers a total of 31 miles on US 192 generally between US 27 and the Four Corners area to the Turnpike and the North/South element including portions of US 441, John Young Parkway and Osceola Parkway. The project does connect to SunRail, Amtrak and the LYNX system.

- US 192 Problems
  - Growing congestion throughout the corridor
  - A bus system which currently struggles to deliver the service that transit dependent riders desire, as well as attract choice riders
  - A corridor that requires reinvestment and rebranding
  
- 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 Development Plan
  - LYNX and Osceola County partnered to secure an \$800,000 FTA Discretionary Livability Alternatives Analysis grant for this study (the project budget is approximately \$1 million dollars and LYNX provided a \$200,000 match)
  
- 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 1<sup>st</sup> long-distance BRT Corridor
  
- The Process
  - A proven FTA transportation planning alternatives analysis effort
    - Data drive, detailed and well-vetted analysis
  - Significant partnerships and collaboration
  - Extensive engagement of corridor stakeholders
  - Extensive public outreach efforts
  - Exploration of national Best Practices and Lessons Learned
  - Overwhelming support for the Recommended Alternatives
    - 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

Discussion ensued regarding funding sources.

- LPA Adoption Schedule
- ✓ Kissimmee City Commission – August 6<sup>th</sup>
  - ✓ W192 Development Authority – September 4<sup>th</sup>
  - ✓ Osceola Board of County Commissioners – September 16<sup>th</sup>
  - LYNX Audit Committee – September 19<sup>th</sup>
  - LYNX Board of Directors – September 19<sup>th</sup>
  - MetroPlan Orlando Committees – September 25<sup>th</sup>, September 27<sup>th</sup>, October 3<sup>rd</sup>
  - MetroPlan Orlando Board of Directors, October 9<sup>th</sup>

Without objection, the Audit Committee recommended the Board’s adoption of the Recommended Locally Preferred Alternatives in the US 192 Alternatives Analysis Study.

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

Mr. Lewis noted that staff is not recommending changes to the Board of Directors’ Agenda.

Mr. Lewis called on Jim Goldsmith, LYNX General Counsel to provide an update on the advertising dispute with the Council on America Islamic Relations (CAIR). Mr. Goldsmith also provided that staff is reviewing LYNX’ Administrative Rule 4 relating to advertising. Mr. Goldsmith stated that staff will bring recommendations based on its review to the Committee at its next meeting.

Discussion ensued regarding LYNX advertising policy being seamless with that of FDOT / SunRail.

**The meeting adjourned at 11:45 a.m.**

**Audit Committee Agenda Item #3.A**

**To:** LYNX Board of Directors

**From:** Kathy Clary  
BUSINESS DEVELOPMENT OFFICER  
John Lewis  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6161

**Item Name:** Discussion of LYNX' Administrative Rule Relating to the Advertising Policy

**Date:** 12/4/2013

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LYNX' General Counsel will discuss LYNX' Administrative Rule relating to the Advertising Policy.



**ADMINISTRATIVE RULE [\_\_\_\_]**

**SUBJECT: ADVERTISING**

**EFFECTIVE DATE: [\_\_\_\_\_], 2013**

**SCOPE:**

This Administrative Rule has been established to address the placement of advertising on the Authority’s transit vehicles, facilities, and shelters.

**AUTHORITY:**

Authority for the establishment of this Administrative Rule is as follows:

Part II, Chapter 343, Florida Statutes

**I. PURPOSE:**

A. This Administrative Rule applies to the posting of all new advertisements on Authority’s transit vehicles, facilities and shelters on or after the effective date hereof.

1. Advertising as Revenue Source. The Authority’s transit operations are funded by a combination of federal, state and local funds, including grants and taxes, as well as fare box revenue. Advertising revenues are an important additional source of revenue that supports transit operations. The Authority's fundamental purpose in accepting transit advertising is to generate revenue to augment the Authority's operating budget.

2. Primary Purpose of Authority's Transit System. The primary purpose of the Authority's transit system is to provide safe and efficient public transportation within its service area. Consistent with this purpose, the Authority places great importance on maintaining secure, safe, comfortable and convenient transit facilities and transit vehicles in order to, among other things consistent with the provision of effective and reliable public transportation, retain existing riders and attract new users of public transit services. To generate additional revenue while also accomplishing the primary objectives of transit operations, the Authority will accept advertising on its transit facilities and vehicles only if such advertising complies with this Administrative Rule.

3. Non-Public Forum Status. The advertising space on the Authority’s transit vehicles, facilities, and shelters constitutes a non-public forum. The Authority's acceptance of transit advertising will not provide or create a general public forum for expressive activities. In keeping with its proprietary function as a provider of public transportation, the Authority

does not intend its acceptance of transit advertising to permit its transit vehicles, facilities or shelters to be used as open public forums for public discourse and debate. Rather, the Authority's fundamental purpose and intent is to accept advertising as an additional means of generating revenue to support its transit operations. In furtherance of that discreet and limited objective, the Authority will retain strict control over the nature of the advertisements accepted for posting on or in its transit vehicles, facilities and shelters and will maintain its advertising space as a non-public forum.

4. Policy Advances Revenue Objective. In the Authority's experience, certain types of advertisements interfere with the program's primary purpose of generating revenue to benefit the transit system. This Administrative Rule advances the advertising program's revenue-generating objective by prohibiting advertisements that could detract from that goal by creating substantial controversy, interfering with and diverting resources from transit operations, and/or posing significant risks of harm, inconvenience, or annoyance to transit passengers, operators and vehicles. Such advertisements create an environment that is not conducive to achieving revenue for the benefit of the transit system or to preserving and enhancing the security, safety, comfort and convenience of its operations. The viewpoint neutral restrictions in this Administrative Rule foster the maintenance of a professional advertising environment that maximizes advertising revenue.

This Administrative Rule is intended to provide clear guidance as to the types of advertisements that will allow the Authority to generate revenue and enhance transit operations by:

- Increasing and maximizing revenue;
- Preventing the appearance of favoritism by the Authority;
- Preventing the risk of imposing views on a captive audience;
- Maintaining a position of neutrality on controversial issues;
- Preserving the marketing potential of the advertising space by avoiding content that the community could view as offensive, inappropriate or harmful to the public;
- Maximizing ridership;
- Avoiding claims of discrimination and maintaining a non-discriminatory environment for riders;
- Preventing any harm or abuse that may result from running controversial or offensive advertisements; and
- Reducing the diversion of resources from transit operations that are caused by controversial or offensive advertisements.

5. Application of Policy. This Administrative Rule applies to the posting of all new advertisements on the Authority's transit vehicles, facilities, and shelters on or after the effective date hereof. The Authority's transit

vehicles, facilities and shelters are a non-public forum and, as such, the Authority will accept only that advertising that falls within the categories of acceptable advertising specified in this viewpoint neutral policy and that satisfies all other access requirements and restrictions provided herein.

## II. ADVERTISING POLICY:

A. Permitted Advertising Content – The following classes of advertising are authorized on transit vehicles, facilities and shelters if the advertising does not include any material that qualifies as Prohibited Advertising under this Administrative Rule:

1. Commercial and Promotional Advertising. Commercial and promotional advertising promotes or solicits the sale, rental, distribution or availability of goods, services, food, entertainment, events, programs, transactions, donations, products or property (real or personal) for commercial or noncommercial purposes or more generally promotes an entity that engages in such activities.
2. Governmental Advertising. Governmental entities, meaning public entities specifically created by government action, may purchase advertising space for messages that advance specific government purposes.
3. Public Service Announcements. The Authority recognizes that its advertising program and its overall public transportation mission are promoted by allowing for public service announcements. Such announcements engender goodwill with the public because the transit system is seen as a caring and active participant in the community. The sponsor of a public service announcement must be a government entity or a nonprofit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.

B. Prohibited Advertising Content. Advertising is prohibited on transit vehicles, facilities and shelters if it includes any of the following content (such content, “**Prohibited Advertising**”):

1. Political. Advertisements promoting or opposing a political party, or promoting or opposing the election of any candidate or group of candidates for federal, state, judicial or local government offices are prohibited. In addition, advertisements that are political in nature or contain political messages, including advertisements involving political or judicial figures and/or advertisements involving an issue that is political in nature in that it directly or indirectly implicates the action, inaction, prospective action or policies of a governmental entity are prohibited.
2. Public Issue. Advertisements expressing or advocating an opinion, position or viewpoint on matters of public debate about economic, political, religious or social issues are prohibited.

3. Prohibited Products, Services or Activities. Any advertising that promotes or depicts the sale, rental, or use of, or participation in, the following products, services or activities; or that uses brand names, trademarks, slogans or other material that are identifiable with such products, services or activities:
- a. Tobacco: Tobacco products, tobacco-related products, and products that simulate smoking or are modeled on the tobacco products, including but not limited to cigarettes, cigars, and smokeless (e.g., chewing) tobacco, and electronic cigarettes;
  - b. Alcohol: Alcohol, products containing alcohol and alcohol-related products.
  - c. Adult/Mature Rated Films, Television or Video Games: Adult films rated “X” or “NC-17”, television rated “MA” or video games rated “A” or “M”;
  - d. Adult Entertainment Facilities: Adult book stores, adult video stores, nude dance clubs and other adult entertainment establishments;
  - e. Other Adult Services: Adult telephone services, adult internet sites and escort services;
  - f. Nudity, Sexual and/or Excretory Subject Matter: Advertising depicting nudity, sexual conduct or sexual excitement is not permitted. The terms “nudity,” “sexual conduct,” and “sexual excitement” have the same meanings herein as in Fla. Stat. §§ 847.001(9), (16), and (17) (2013), as such law may be amended, modified or supplemented. Works of art are excluded;
  - g. False or Misleading: Any material that is or that the sponsor reasonably should have known is false, fraudulent, misleading, deceptive or would constitute a tort of defamation or invasion of privacy;
  - h. Copyright, Trademark or Otherwise Unlawful: Advertising that contains any material that is an infringement of copyright, trademark or service mark, or is otherwise unlawful or illegal;
  - i. Illegal Activity: Advertising that promotes any activity or product that is illegal under federal, state or local law;
  - j. Profanity and Violence: Advertising that contains any profane language, or portrays images or descriptions of graphic violence, including dead, mutilated or disfigured human beings or animals, the act of killing, mutilating or disfiguring human beings or

animals, or intentional infliction of pain or violent action towards or upon a person or animal, or that depicts weapons or devices that appear to be aimed or pointed at the viewer or observer in a menacing manner;

- k. Firearms: Advertising that promotes or solicits the sale, rental, distribution or availability of firearms or firearms-related products;
- l. Disparaging: Advertising that is intended to be (or reasonably could be interpreted as being) disparaging, disreputable, or disrespectful to persons, groups, businesses or organizations, including advertising that portrays individuals as inferior, evil or contemptible;
- m. Adverse to the Authority: Advertising, or any material contained in it, that is directly adverse to the commercial or administrative interests of the Authority, or that tends to disparage the quality of service provided by the Authority, or that tends to disparage public transportation generally;
- n. Authority Graphics and References: Advertising that contains Authority graphics, logos, representations without the express written consent of the Authority;
- o. Insulting, Degrading or Offensive: Any material directed at a person or group that is so insulting, degrading or offensive as to be reasonably foreseeable that it will incite or produce lawless action in the form of retaliation, vandalism or other breach of public safety, peace and order;
- p. Harmful or Disruptive to Transit System: Any material that is so objectionable under contemporary community standards as to be reasonably foreseeable that it will result in harm to, disruption of or interference with the transportation system; and
- q. Unsafe Transit Behavior: Any advertisement that encourages or depicts unsafe behavior with respect to transit-related activities, such as non-use of normal safety precautions in awaiting, boarding, riding upon or debarking from transit vehicles.

C. Additional Requirements.

- 1. Sponsor Attribution and Contact Information. Any advertising in which the identity of the sponsor is not readily and unambiguously identifiable must include the following phrase to identify the sponsor in clearly visible letters (no smaller than 72 point type for exteriors and 24 point type for interiors): Advertisement paid for by \_\_\_\_\_.

2. “Teaser ads” that do not identify the sponsor will, however, be allowed so long as a similar number of follow up advertisements are posted within eight weeks of the initial teaser ads that do identify the sponsor of those initial ads.

### III. **PROCEDURES:**

- A. All proposed transit advertising must be submitted to the Authority vendor responsible for marketing the Authority's advertising space and for contracting with advertisers on behalf of the Authority (the “**Advertising Vendor**”) for initial compliance review. The Advertising Vendor will perform a preliminary evaluation of the submission to assess its compliance with this Administrative Rule. If the Advertising Vendor determines that a proposed advertisement does not comply with this Administrative Rule or is unable to make a compliance determination, it will forward the submission to the Authority's Business Development Officer for further evaluation. The Advertising Vendor may at any time discuss with the entity proposing the advertisement one or more revisions to an advertisement, which, if undertaken, would bring the advertisement into conformity with this Administrative Rule.
- B. In the event the Advertising Vendor determines that a proposed advertisement does not comply with this Administrative Rule or is unable to make a compliance determination, the Business Development Officer will review the proposed advertisement for compliance with the guidelines set forth in this Administrative Rule and will direct the Advertising Vendor as to whether the proposed advertisement will be accepted.
- C. In the event that a proposed advertisement is rejected, such rejection may be appealed by the party seeking to advertise to the Authority's Chief Executive Officer within thirty (30) days of such rejection. Any such appeal shall be in writing. The Chief Executive Officer will review the proposed advertisement for compliance with the guidelines set forth in this Administrative Rule. The Chief Executive Officer may review any appeal *de novo*.
- D. In the event that the Chief Executive Officer affirms the decision to reject any advertising, the decision of the Chief Executive Officer may be appealed to the Governing Board within thirty (30) days of the date that the Chief Executive Officer informs the party seeking to advertise of his or her decision. Any such appeal shall be in writing. The Governing Board may review any appeal *de novo*. The decision of the Governing Board to approve or reject any proposed advertising shall be final. The Chairman may, in his or her sole discretion, elect to conduct a hearing to evaluate an appeal. In the event that the Chairman elects to conduct a hearing, the Chairman shall have the discretion to adopt procedures under which the hearing will be conducted.

- E. The Business Development Officer, the Chief Executive Officer and the Governing Board, may consult with the Authority's legal counsel at any time during the review/appeal process.
- F. In the event that either the Business Development Officer or the Chief Executive Officer is unable to make a compliance determination, such officer may refer the matter directly to the Chief Executive Officer or the Governing Board, as the case may be.
- G. The Advertising Vendor will, if directed by the Authority, immediately remove (or cause to be removed) any advertisement that violates this Administrative Rule, as determined by the Business Development Officer, the Chief Executive Officer or the Governing Board.

**Audit Committee Agenda Item #3.B**

**To:** LYNX Board of Directors

**From:** **Stuart Boggs**  
DIRECTOR OF PLANNING & DEVELOPMENT  
**Andrea Ostrodka**  
(Technical Contact)  
**Andrew Riddle**  
(Technical Contact)

**Phone:** 407.841.2279 ext: 6009

**Item Name:** Overview of Proposed Service Standards

**Date:** 12/4/2013

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**ACTION REQUESTED:**

Staff will request the Board of Directors' authorization to adopt the Comprehensive Operational Analysis (COA) Service Standards.

**BACKGROUND:**

LYNX contracted with VHB to undertake a Comprehensive Operational Analysis (COA) of LYNX transit operations. The consultant analyzed LYNX' route network to identify and recommend short and long term modifications that would improve system efficiencies. As part of that effort, the consultant worked with the agency's planning staff to develop service standards and associated measures that would be used in the development of new routes as well as the evaluation of existing routes to enhance their operational efficiencies.

**PROPOSED SERVICE STANDARDS:**

Service Standards are regularly employed by transit agencies across the country as a way to measure the performance of transit service in order to document the efficiency of service in operation, and to identify opportunities for improvements or savings. Service standards can also serve as a framework for evaluating the potential success of new services and/or the modification of existing services. Assessments are data-driven. Service standards balance the competing goals of maximizing potential ridership, providing transportation services to those without the ability to drive or who do not own a vehicle, and minimizing overall operating costs.

The proposed Service Standards are based on best practices from across the nation.



## LYNX Board Agenda

Adoption of the proposed Service Standards would serve to provide LYNX' staff a framework for analysis and decision-making on operational and transit planning issues.

### **FISCAL IMPACT:**

There is no direct fiscal impact of adopting the proposed Service Standards. They would serve as a framework and guide for decision making going forward.

**LYNX 2013  
Comprehensive Operations  
Analysis  
Proposed Service Standards**



# COA Goals



1. Establish a framework for decision-making
2. Evaluate current operational investments
3. Identify efficiency opportunities
4. Strengthen the system
5. Better serve partners and customers

# Comprehensive Operations Analysis (COA)



- Needs-based/Not fiscally constrained
- System-wide, data-driven analysis
- Products:
  - Service Standards
  - Short and Long Term Service Recommendations
- Implementation (short and long term)
- Considered TDP, Vision 2030, 2006 COA, stakeholder input

# COA Overall Recommendations



## ⦿ Implement System Improvements

- Focus on system's prime routes first
- Improve reliability by increasing frequencies, span of service
- Match service types with markets
- Expand network to strong markets only

## ⦿ Adopt Service Standards

## ⦿ Use Performance Measures

## ⦿ Improve Comprehensibility

# Proposed Service Standards



- Based on a thorough **review of the LYNX system**
- Based on national **best practices**
- Provides a framework for **predictable** data collection and analysis
  - Allows for data-driven performance assessments
  - Provides a guide for route modifications and system expansion
- Allows LYNX to react more **nimbly** to grant opportunities
- Function as a **tool** for decision-making
- Would be used to evaluate services prior to the **next bid**

# Proposed Service Standards



	Standard	Metric
Route Design Standards	Fixed Route Network Spacing In Residential Areas	<ul style="list-style-type: none"> <li>Routes should be spaced between ¼ and 1 mile apart, based on population density and percent of households without automobiles</li> <li>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.</li> <li>When planning for service, every attempt should be made to locate routes on roads with appropriate amenities (sidewalks/crosswalks/ pedestrian signals).</li> </ul>
	Fixed Route Network Spacing In Commercial and 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.
	Bus Stop Spacing Standards	<ul style="list-style-type: none"> <li>There should be an average of 4 bus stops per mile when population density is over 10 households per acre.</li> <li>There should be an average of 2 bus stops per mile when population density is from 4 to 9.9 households per acre.</li> <li>There should be an average of 1 bus stop (as needed) per mile when population density is 4 households per acre.</li> <li>FastLink service should have an average of 1 bus stop per mile where the route overlays with local service.</li> </ul>
	Standard for Serving a Park and Ride Directly	<ul style="list-style-type: none"> <li>Direct service should be provided to park and rides that attract over 150 daily passengers (weekday).</li> <li>Park-and-ride facilities should be provided at appropriate stops on rapid and express services to serve transit users from Low and High density residential areas.</li> </ul>
	Overall Directness of Route Standard	<ul style="list-style-type: none"> <li>Fixed Route diversions should be allowed only when they are less than 10-15 percent of the overall route length.</li> </ul>
Schedule Design Standards	Frequency of Service	<ul style="list-style-type: none"> <li>Bus service should be scheduled to allow for loading on the vehicle with no standees during the off-peak and to allow for 1.25 passengers per seat during the peak hour.</li> <li>Routes which are experiencing capacity issues for a single trip should be candidates for articulated buses rather than increased frequency.</li> <li>NeighborLink service should operate at a minimum headway of one hour.</li> <li>XpressLink bus service should be scheduled to allow for no standees at all times.</li> <li>FastLink service should be scheduled based on the demand of a FastLink route or the combined FastLink and local bus service demand.</li> </ul>
	Policy Headway Standard	<ul style="list-style-type: none"> <li>Local Service should be scheduled at a policy headway of 30 minutes or better.</li> <li>BRT service should be scheduled at a policy headway of 15 minutes or better.</li> <li>FastLink service should be scheduled at a policy headway of 15 minutes or better.</li> </ul>
	Standard for enhancing headway on routes with “Plug Buses”	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 enhanced headways.
	Standard for Span of Service	<ul style="list-style-type: none"> <li>Base hours of service should be between 6:00 AM and 10:00 PM on weekdays.</li> <li>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.</li> </ul>

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)	*	*

\* These areas should be served with NeighborLink

# Proposed Service Standards

	Standard	Metric
Schedule Design Standards	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.
Economic and Productivity Standards	Standard for Route Investigation based on Farebox Recovery	Routes that are in the lowest quartile (25%) of farebox recovery for their route type should be examined for improvements that might increase ridership or lower costs.
	Standard for Route Investigation based on Passengers per Vehicle Hour and Vehicle Mile	Routes that are in the lowest quartile (25%) for all routes ranked by passengers per vehicle hour and/or passengers per vehicle mile should be examined for potential operating improvements.
	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	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.
	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.
	Standard for Route Investigation based on Trips Operated and Trips Completed	<ul style="list-style-type: none"> <li>Any route that has a missed trip average 20 percent or greater than the system average should be investigated for potential improvements.</li> <li>Maintenance staff should be alerted during any month where the mean distance between failures is below 19,000 miles to identify potential causes of breakdowns.</li> </ul>
	Standard for Route Investigation based on Passenger Complaints	Routes that are in the top quartile (25%) for all routes ranked by number of passenger complaints should be examined for potential operating improvements.
	Standard for Amenities at Bus Stops	<ul style="list-style-type: none"> <li>Bus stops with 25 average daily boardings should be prioritized for shelters and benches.</li> <li>Bus stops with 15 average daily boardings should be prioritized benches.</li> <li>Facilities should follow applicable codes of governing jurisdictions.</li> <li>Co-location of non-LYNX facilities should be avoided unless expressly requested by governing jurisdiction or partner.</li> </ul>



# Evaluation of Routes: 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

# COA Program System-Wide Recommended Changes



- **Operating and maintenance cost increase:**
  - \$2.9M for 2014
  - Cumulative \$73M for the first five years (short term)
- **Transit service throughout the LYNX service area would be improved by the following proposals:**
  - Enhancing the headway of nine (9) existing routes
  - Changing the hours of operation on 15 existing routes
  - Restructuring some routes
  - Other modifications that would improve reliability and overall system efficiency
  - Creating 33 new routes: Links, FastLinks, BRTs, XpressLinks, Circulators, NeighborLinks, and Limited Directs
- **System-wide performance would improve:**
  - Average weekday ridership would increase:
    - 92,990 today
    - 150,144\* with the short term improvements (61% increase)
    - 205,316\* with the long term improvements (120% increase)

# Next Steps



- Proposed Service Standards

*Request adoption of proposed service standards by LYNX Board*

- COA Recommendations

*Work with funding partners to identify priorities, then finalize and deliver report*

**Audit Committee Agenda Item #3.C**

**To:** LYNX Board of Directors

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

**Phone:** 407.841.2279 ext: 6119

**Item Name:** Follow-up to Overview of the 2013 Performance Management and Compensation Study

**Date:** 12/4/2013

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The last analysis of LYNX' compensation plan was performed in 2005-2006. Since that time, internal inequities were inadvertently created and the compensation was behind the market. In November 2012, RFQ 13-Q22 was awarded to Cody & Associates, Inc. to conduct a Classification and Pay Study for all non-bargaining unit positions. To address inequities, evaluate existing job duties, and compare compensation internally and externally, Cody & Associates, Inc. were concerned with the following basic objectives:

- Formulating a Classification and Pay Plan that will assist in reducing turnover costs and promote careers with LYNX.
- Designing a Classification and Pay Plan that will attract qualified personnel to render the services that LYNX provides.
- Establishing objective, standardized, methods for evaluating jobs, establishing salary ranges, and determining individual salary levels.
- Establishing equitable relationships of one job to another within the work force (equal pay for equal work).
- To ensure fair and equal compensation opportunities for equal contributions to the effective operations of LYNX.
- Designing current Salary Ranges which are competitive with reasonably similar positions in the labor market where LYNX recruits for employees and which are consistent with the economic conditions in Orange County, surrounding counties, and Transportation Agencies throughout the Nation.
- Establishing or maintaining normal lines of promotion to and from the various classes of positions in the Personnel System.
- Updating/drafting Class Descriptions.

Cody and Associates, Inc. reviewed and analyzed all non-exempt and exempt non-bargaining unit positions and their internal relationships (excluding Executive Staff). Their process included creating benchmark jobs that represented all occupations and levels in LYNX' organization with salary survey data. In addition, a Job Analysis Questionnaire was completed

## LYNX Board Agenda

by employees and managers submitted updated job descriptions for Cody and Associates, Inc. to integrate into the analysis.

On July 25, 2013, staff presented an overview of Cody & Associates, Inc. analysis:

- Approximately 83% of the present salary ranges need to be adjusted
- Overall, LYNX positions lag the market by approximately 13%
- Minimum salaries lag the market by approximately 10%
- Midpoint salaries lag the market by approximately 13%
- Maximum salaries lag the market by approximately 16%
- Adjustments should be made to insure both internal and external equity

When compared with funding partners only:

- Overall, LYNX positions lag by approximately 13%
- Minimum salaries lag by approximately 11%
- Midpoint salaries lag by approximately 13%
- Maximum salaries lag by approximately 14%

Staff was asked to provide the Audit Committee with the following additional information:

1. Clarification of how LYNX' positions were compared with equivalent jobs at our funding partners
2. Compare costs of LYNX' healthcare and pension to the healthcare and pension costs of our funding partners
3. Present the total taxpayer cost of a LYNX employee

# LYNX Administration Compensation Study

December 4, 2013



# 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
<b>Administrative Clerk</b>	\$23,053	\$36,309	\$24,419	\$36,650	\$20,904	\$32,115	\$24,149	\$42,280	\$23,650	\$34,299		
<b>Administrative Assistant</b>	\$32,439	\$51,091	\$36,650	\$55,037	\$31,990	\$51,834	\$31,283	\$54,725	\$40,435	\$58,635	\$34,501	\$58,472
<b>Budget Analyst</b>	\$37,552	\$59,144	\$42,002	\$62,992	\$37,877	\$60,611	\$34,091	\$59,668	\$46,821	\$67,891		
<b>Buyer</b>	\$35,764	\$56,328	\$40,218	\$60,422	\$31,990	\$51,834	\$34,091	\$59,668	\$36,691	\$53,186	\$29,344	\$48,242
<b>Customer Service Representative</b>	\$24,206	\$38,124	\$26,145	\$39,208	\$24,336	\$37,856	\$26,333	\$46,075	\$23,649	\$34,299		
<b>Customer Service Supervisor</b>	\$37,552	\$59,144	\$36,650	\$55,037	\$37,877	\$60,611	\$34,091	\$59,668	\$38,522	\$55,869	\$39,083	\$82,096
<b>Manager of Procurement</b>	\$61,168	\$96,339	\$53,941	\$84,385	\$64,001	\$99,382	\$58,635	\$102,627	\$59,758	\$86,674	\$52,918	\$116,734
<b>Senior Planner</b>	\$47,926	\$75,485	\$49,346	\$82,228	\$44,491	\$71,219	\$49,005	\$85,751	\$56,909	\$82,514	\$46,381	\$81,866



## SALARY SURVEY RESULTS FOR LYNX

<b>ADMINISTRATIVE CLERK</b>							
LYNX Description	Develops and maintains effective and efficient office procedures. Prepares various reports. Produces correspondence using the computer, word processing and spreadsheet software. Creates and maintains filing. Provides support for various departmental programs. May provide riders with service information.						
LYNX Qualifications	High School and 2 years clerical experience in a clerical support function.						
<b>Respondent</b>	<b>Equivalent Position</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>		
<b>Orange County</b>	Administrative Support Clerk	\$20,904	\$26,510	\$32,115	NE		
Job Description for Respondent Position (Essential Job Duties)	Serves as an information resource for County employees and general public on routine matters. Greets, assists and refers visitors to the appropriate staff. Performs switchboard operator using multi-line telephones. Routes telephone calls and takes messages. Opens, sorts and distributes the mail. Performs clerical duties such as filing, faxing, photocopying and dispatching. Typing duties include completion of routine correspondence and memoranda.						
Qualifications: High School and 1 year clerical experience.							
<b>Seminole County</b>	Dispatcher (Non-emergency)	\$24,149	\$33,215	\$42,280	NE		
Job Description for Respondent Position (Essential Job Duties)	Answers incoming telephone calls dealing with complaints or requests from the general public. Receives/records requests and concerns from the public regarding violations of animal laws and routes to the appropriate personnel. Maintains reports, logs, and work order files as required. Performs various duties as required, e. g. computer input, typing, filing.						
Qualifications: High School and 1 year clerical experience.							
<b>Osceola County</b>	Secretary	\$23,650	\$28,975	\$34,299	NE		
Job Description for Respondent Position (Essential Job Duties)	Performs a variety of routine secretarial functions, e.g. data entry, typing, reports processing, documentation review; gathers and prepares data as directed; provides information to supervisor. Prepares and types correspondence, memos and/or reports of a routine or repetitive nature. Receives telephone inquiries and concerns, ascertains the nature of the call, and resolves personally, directs to the appropriate individual or department, or acts as liaison to the assigned supervisor. May serve as receptionist, greeting and answering inquiries from the general public and business community related to departmental operations, structures and procedures. Generates various correspondence, articles, memos, agendas, orders, reports, forms, manuals, or other relevant materials appropriate to the assigned department. Performs a variety of record keeping duties, and maintains department record keeping and filing systems relevant materials appropriate to assigned unit.						
Qualifications: High School and 1 year clerical experience.							
<b>City of Orlando</b>	Administrative Receptionist	\$24,419	\$30,535	\$36,650	NE		
Job Description for Respondent Position (Essential Job Duties)	Greets visitors, directs visitors/callers to destinations and arranges appointments with appropriate personnel. Answers telephones, transfers calls to appropriate personnel, relays messages; answers routine questions; provides information. Maintains supplies. Opens, sorts, logs and distributes mail. Operates standard office equipment such as calculators, photocopiers, fax machines, and typewriters. Orders office supplies and processes requests.						
Qualifications: High School and 1 year clerical experience.							
		<b>Average</b>	\$23,281	\$29,808	\$36,336	NE	
<b>LYNX Current Pay Range</b>			Administrative Clerk	\$20,910	\$26,138	\$31,365	
		<b>\$ Difference</b>		\$2,371	\$3,671	\$4,971	
		<b>% Difference</b>		-10.2%	-12.3%	-13.7%	



## SALARY SURVEY RESULTS FOR LYNX

<b>ADMINISTRATIVE ASSISTANT</b>												
LYNX Description	This position performs complex secretarial, administrative and clerical work of a diverse nature. Performs various specialized secretarial and clerical duties requiring in-depth knowledge of the organization and of the programs, policies and procedures of assigned department. Initiates, coordinates and may, when appropriate, supervise the clerical and secretarial functions required in effective implementation of administrative policies of assigned department. Duties may include completion of specific projects as assigned, some facility and program planning, and may have line responsibilities for certain assigned functions or departments. Assists Department Chief with departmental functions and administrative duties.											
LYNX Qualifications	High School and 5 years secretarial/clerical support experience.											
	<b>Respondent</b>	<b>Equivalent Position</b>				<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>			
	<b>Orange County</b>	Administrative Assistant				31,990	41,912	51,834	NE			
Job Description for Respondent Position (Essential Job Duties)	Composes departmental correspondence and documents. Coordinates and completes administrative projects which may be of a confidential nature. Conducts research, data collection and analysis of information for use in reports, presentations and meetings. Provides administrative support for any board or committee established and maintained by department. Prepares board or committee decisions for presentation to the Board of County Commissioners. Records, transcribes and publishes from cassette tapes or written notes/formal board minutes. Prepares and distributes agendas. Transcribes, proofreads and edits complex reports. Receives, reviews and distributes plans or requests for variance to the appropriate staff. Schedules meetings, prepares agendas, collects and provides support materials, coordinates staff reports and prepares consolidation of reports for use by appropriate staff, consultants and other interested parties. Maintains data used in software applications, creates management reports and reviews information for compliance with County policy and procedures.											
Qualifications:	High School and 5 years experience.											
	<b>Seminole County</b>	Administrative Assistant				31,283	43,004	54,725	NE			
Job Description for Respondent Position (Essential Job Duties)	Compiles, computes, and maintains departmental payroll, attendance, and other records. Prepares and submits paperwork for personnel actions. Prepares correspondence and other documents necessary to support the Department Director. Reviews various types of paperwork to ensure proper completion. Answers phone and responds to inquiries in a professional and courteous manner. Composes, types, proofs, and generates reports and forms; delivers mail; schedules meetings; prepares and distributes materials; maintains records as needed; and summarizes minutes of meetings. Conducts research for completion of special projects and work assignments related to Departmental needs. Coordinates special projects, inventory, computer leasing, and vehicle assignments. Keeps and maintains confidential information.											
Qualifications:	High School and experience in clerical/secretarial support.											
	<b>Osceola County</b>	Administrative Assistant				40,435	49,535	58,635	NE			
Job Description for Respondent Position (Essential Job Duties)	Coordinates and manages assigned office operations to support departmental goals and objectives; coordinates activities with other departments and agencies as needed. Evaluates office procedures, schedules, and workflow, and recommends policies and procedures to improve efficiency and effectiveness of office operations; assists with specialized projects to support administrative processes of the department. Performs a variety of complex and specialized administrative functions. Reviews and verifies budget documentation to ensure compliance. Reviews and verifies budget documentation to ensure compliance with pre-established budget guidelines and requirements; may maintain office supply inventories. Performs a variety of critical record keeping duties; manages and maintains department record keeping and filing systems and relevant materials appropriate to assigned unit. Attends meetings for the dissemination of information as required by the assigned manager. May maintain weekly/monthly calendars and schedules for the assigned supervisor; may coordinate and prepare agendas, e.g. scheduling, meetings, travel arrangements, conferences, seminars.											
Qualifications:	High School and responsible experience.											
	<b>City of Orlando</b>	Administrative Specialist				36,650	45,844	55,037	NE			
Job Description for Respondent Position (Essential Job Duties)	Coordinates and assigns work for clerical staff to ensure workload evenly distributed; monitors work through direct observation and quality control audits. Trains clerical staff in office procedures and use of all equipment; informs staff of policy and procedure changes, provides technical assistance and reviews work for completeness and compliance with established guidelines. May compile information and prepare reports as required. Assists in budget preparation; monitors expenditures, prepares various reports and consults with accounting, budget or purchasing personnel to resolve problems with invoices, budget transfers, requisitions, and related issues. Acquires information, compiles reports and may prepare and/or review related reports and documents.											
Qualifications:	High School with advanced education preferred and 2-3 years experience.											
						<b>Average</b>	\$35,090	\$45,074	\$55,058	NE		
<b>LYNX Current Pay Range</b>												
							Administrative Assistant	\$29,423	\$36,779	\$44,134		
							<b>\$ Difference</b>	\$5,667	\$8,295	\$10,924		
							<b>% Difference</b>	-16.1%	-18.4%	-19.8%		

## SALARY SURVEY RESULTS FOR LYNX

<b>BUDGET ANALYST</b>											
LYNX Description	The purpose of the job is to perform routine to moderately complex budgeting work according to generally accepted standards, established procedures, departmental guidelines, and regulatory processes.										
LYNX Qualifications	Associate's Degree and 3 years experience in budgeting, finance, and accounting. Bachelor's Degree preferred with 2 years experience.										
<b>Respondent</b>	<b>Equivalent Position</b>					<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>		
<b>Orange County</b>	Fiscal Officer					37,877	49,244	60,611	E		
Job Description for Respondent Position (Essential Job Duties)	Formulating budgets, establishing and maintaining billing systems, approving disbursement of funds, financial analysis, and preparing fiscal reports.										
Qualifications:	Bachelor's Degree and 2 years experience.										
<b>Seminole County</b>	Project Coordinator I					34,091	46,880	59,668	E		
Job Description for Respondent Position (Essential Job Duties)	Monitors accounts, processes and tracks payments to vendors, grant recipients, and contractors. Prepares and coordinates with County Finance all necessary adjusting entries. Reviews and verifies payroll registers and other fiscal documents for accuracy and completeness. Assists the Financial Manager in the budget process and financial coordination and planning. Performs analysis and evaluation of budget expenditures monthly and annually. Plans, develops, and revises procedures to promote efficient financial records. Conducts pre-audits and post-audits by examining, analyzing, and verifying invoices, vouchers, accounts, records, funds and account numbers. Prepares purchase requisitions and invoices for payments and maintains pertinent records. Compiles accounting data from ledgers for preparation of monthly, quarterly and annual reports related to the departments' financial activity and various State and Federal grants.										
Qualifications:	Bachelor's Degree and 3 years related experience.										
<b>Osceola County</b>	Budget Analyst II					46,821	57,356	67,891	E		
Job Description for Respondent Position (Essential Job Duties)	Performs technical budget analysis work, reviewing and making recommendations on amounts requested for operating funds and capital outlay appropriations. Analyzes, reconciles, balances and maintains budget records; develops budgets and special financial reports; prepares budget amendments, supplements and transfers; reconciles statements and analyzes discrepancy against general ledger accounts; performs a wide variety of budget management tasks. Conducts individual studies of planned programs in collaboration with departments and compiles information relative to initial cost, projected costs, proposed short-term benefits, and long range results. Generates various weekly, monthly and annual financial statements; reviews and revises the narrative of the proposed County annual budget including goals, objectives, and charts; prepares and publishes various budget documents. Ensures maintenance of proper audit trails and verification and reconciliation actions for all processed work. Provides technical information and assistance to accounting support staff, department managers and other departments in relation to the adopted.										
Qualifications:	Bachelor's Degree and 1 to 2 years budget experience.										
<b>City of Orlando</b>	Budget Analyst II					42,002	50,320	62,992	E		
Job Description for Respondent Position (Essential Job Duties)	During development of the annual budget, review and analyze departmental budget requests, consult with appropriate departmental representatives for any budget modifications, and submit comments and recommendations for consideration. Suggest policies, methods, procedures, and process improvements for ensuring compliance with the City's approved budget. Analyze and process Budget Transfer Requests. Monitor actual expenditures to ensure conformance with the approved budget. Serve as a staff member on studies of departmental organizations, management, and staffing utilization.										
Qualifications:	Bachelor's Degree and 1 year professional budget analysis.										
						<b>Average</b>	\$39,752	\$50,950	\$62,148	NE	
<b>LYNX Current Pay Range</b>					Budget Analyst		\$34,061	\$42,576	\$51,091		
						<b>\$ Difference</b>	\$5,691	\$8,374	\$11,057		
						<b>% Difference</b>	-14.3%	-16.4%	-17.8%		

## SALARY SURVEY RESULTS FOR LYNX

<b>BUYER</b>											
LYNX Description		Responsible work purchasing and expediting activities for goods and services for the organization.									
LYNX Qualifications		Associate's Degree and 3 years purchasing/buying experience.									
Respondent		Equivalent Position				Min	Mid	Max	FLSA		
<b>Orange County</b>		Buyer				31,990	41,912	51,834	NE		
Job Description for Respondent Position (Essential Job Duties)		Prepare and process purchase requisitions, delivery orders and procurement card orders for materials, services and supplies from the most economical source. Maintain backorder status on purchased items and follow up on all delayed orders. Obtain price quotes for non-contract purchases from a variety of sources including vendors, websites and catalogs. Contact vendors for availability and delivery schedules. Ensure all quotes and paperwork are in compliance with Orange County policies. Validate that receipts/invoices from vendors accurately reflect ordering information. Process purchase orders, delivery orders and receiving transactions. Prepare payment packages to be forwarded to Accounts Payable. Review, interpret and monitor contract specifications to ensure compliance throughout term of contract. Monitor vendor performance and make recommendations regarding contract renewals. Organize and maintain accurate and timely records of all purchasing documentation. Research outstanding, partially paid and unpaid invoices. Attend meetings with vendors and County personnel as required. Effectively communicate with vendors and Orange County staff regarding purchasing matters. Review and monitor expenditures and make suggestions for budget expenditures.									
Qualifications:		Bachelor's Degree and 2 years experience in procurement.									
<b>Seminole County</b>		Procurement Tech				34,091	46,880	59,668	NE		
Job Description for Respondent Position (Essential Job Duties)		Enters and maintains procurement information on procurement activities. Responds to inquiries for technical and administrative information concerning procurement information. Performs research as related market survey and Consumer Price Indexes to research vendor price increases. Respond to Public records request and coordinate administrative functions within the procurement process. Perform administrative amendments to Agreements/Contracts. Purchases various goods and services. Perform work/release orders under master/term agreements, assist in identification of potential vendors, assist in the support and set up of the proposal evaluation and presentation meetings. Assist in posting solicitation packages on the Purchasing and Contracts website. Coordinates the procurement agenda and backup information and Agreement/Contracts formulation information with the County Attorney's office. Performs other procurement technical functions and administrative functions that support the procurement's mission.									
Qualifications:		Associate's Degree and procurement experience.									
<b>Osceola County</b>		Procurement Service Tech				36,691	44,939	53,186	NE		
Job Description for Respondent Position (Essential Job Duties)		Performs professional and responsible work in the procurement of commodities, supplies, services, and equipment in the central purchasing operations of Orange County Purchasing & Contracts Division. Responsible for the development of request for quotations, assistance to user in the development of specifications and preparation of various types of correspondence regarding purchasing matters. Reviews requisitions, analyzes quotations, and prepares purchase orders. Reviews quotations for compliance with ordinances and policies to determine lowest responsible and responsive vendor for award. Analyzes specifications required to purchase equipment, supplies and services. Verifies sole source and emergency purchases, and maintains records of same. Ensures that all purchases are made pursuant to the County's ordinances and applicable procedures. Analyzes pricing on State of Florida, GSA and other governmental agency contracts.									
Qualifications:		Bachelor's Degree and 2 years purchasing experience.									
<b>City of Orlando</b>		Purchasing Agent II				40,218	52,497	60,422	E		
Job Description for Respondent Position (Essential Job Duties)		Solicits and analyzes quotations from vendors to insure that purchases comply with specifications and requirements; interviews vendors and their representatives and develops reliable suppliers by constant evaluation of their service and performance. Obtains the lowest prices consistent with quality and quantity; expedites shipments by contacting vendors regarding errors, incorrect shipments and other discrepancies, and effects equitable solutions. Prepares invitations to bid and request for proposals based on regulations pertaining to funding sources involved, applicable laws, current market place conditions and lead time for material specified. Conducts pre-bid, bid hearings and related meetings. Analyzes bids and proposals to ensure all specifications are met. Recommends selection of bids that provide the best price, quality and delivery time. Notifies vendors of selection. Conducts pre-bid/proposal.									
Qualifications:		Bachelor's Degree and 2 years purchasing experience.									
						<b>Average</b>	\$36,194	\$46,557	\$56,920	NE	
<b>LYNX Current Pay Range</b>		Buyer					\$30,894	\$38,618	\$46,341		
						<b>\$ Difference</b>	\$5,300	\$7,939	\$10,579		
						<b>% Difference</b>	-14.6%	-17.1%	-18.6%		

**SALARY SURVEY RESULTS FOR LYNX**

**CUSTOMER SERVICE REPRESENTATIVE**

LYNX Description	Provides information to customers in person, on the phone, by mail, by TDD, internet, fax or etc.									
LYNX Qualifications	High School and 3 years Customer Service experience.									
<b>Respondent</b>	<b>Equivalent Position</b>				<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>		
<b>Orange County</b>	Customer Service Representative				24,336	31,096	37,856	NE		
Job Description for Respondent Position (Essential Job Duties)	Performs responsible clerical work receiving payments and issuing receipts. Assists customer in providing information. Contacts collections section to determine if additional turn-off/turn-on charges are owed on past due bills. Assists in closing and balancing cash register. Verifies change fund after register is closed. Explains rates, billing policies, and accounting policies to customers. Types deposit cards, files applications, receipts and other records as assigned, may serve as the office receptionist. Performs responsible clerical work duties, composes/types routine correspondence, memos and reports, handles incoming calls, greets and routes visitors. Investigates and resolves customer service issues regarding sewer related problems.									
Qualifications:	High School and 2 years Clerical experience.									
<b>Seminole County</b>	Customer Service Representative				26,333	36,204	46,075	NE		
Job Description for Respondent Position (Essential Job Duties)	Receives customer request in writing, emails, telephone or any other means or methods; determines appropriate action for request and provides information requested or refers request to the appropriate staff person or department. Provides customer service effectively and efficiently through use of techniques focusing proactive service adding value to each call. Resolves questions or concerns through the use of active listening and other techniques. Acts as a liaison on behalf of the customer with other departments to resolve concerns and problems to the best of their ability. Strives to resolve the problem on the first call, with a minimum of transfers by consistently improving personal technical knowledge and understanding. Provides follow up with customers to ensure that satisfaction and proper resolution of request. Keeps accurate records of and compiles reports that relate to customer service and from contracted vendors, including files and documents that pertain to locates and utility line cuts.									
Qualifications:	High School and 2 years Clerical experience.									
<b>Osceola County</b>	Residential Customer Service Representative				23,649	28,974	34,299	NE		
Job Description for Respondent Position (Essential Job Duties)	Responds to inquires and requests from the general public regarding solid waste accounts and services, through friendly professional customer service skills, ascertaining the needs of the customer and providing appropriate assistance and information, e.g. explains rates, charges, billing and customer account policies and procedures; explains services provided. Investigates and resolves customer service issues and problems concerning garbage, yard waste and commercial recycling. Generates and mails various memos, notices, billings and other relevant materials to customers; prepares and mails account letters, in accordance with departmental policies and procedures. Prepares all appropriate documentation and service orders. Maintains and verifies accuracy of various departmental reports, databases and general ledgers; files various documents and records as instructed by departmental guidelines.; retrieves files on request. Establishes, collects, organizes and maintains data on account information and status; generates various daily, weekly and monthly reports as directed. Files correspondence, reports, records and materials according to appropriate departmental guidelines. Receives telephone inquiries and complaints, ascertains nature of the call, screens, and directs to appropriate department.									
Qualifications:	High School and 1 year Clerical experience.									
<b>City of Orlando</b>	Receptionist				26,145	32,677	39,208	NE		
Job Description for Respondent Position (Essential Job Duties)	Greets visitors, directs visitors/callers to destinations, obtains visitor's names and arranges appointments with appropriate personnel. Answers telephones, transfers calls to appropriate personnel, relays messages; maintains telephone log. Answers routine questions on departmental/bureau procedures, operations and functions; refers callers to appropriate agency. May serve as information source in emergency situations; provides information to security, emergency services, or operational staff. Maintains supply of informational pamphlets, schedules and reference materials. Opens, sorts, logs and distributes mail.									
Qualifications:	High School and 1 year experience.									
					<b>Average</b>	\$25,116	\$32,238	\$39,360	NE	
<b>LYNX Current Pay Range</b>				Customer Service Representative		\$21,956	\$27,445	\$32,934		
					<b>\$ Difference</b>	\$3,160	\$4,793	\$6,426		
					<b>% Difference</b>	-12.6%	-14.9%	-16.3%		

**SALARY SURVEY RESULTS FOR LYNX**

<b>CUSTOMER SERVICE SUPERVISOR</b>												
LYNX Description	This position supervises staff in the Customer Service Division to include the call center, customer relations, and the reception desk at the Operations Center; the Lost and Found Program, fare media sales and information window, and Customer ID Program at Central Station.											
LYNX Qualifications	Associate's Degree and 2 years supervisory experience.											
	<b>Respondent</b>	<b>Equivalent Position</b>				<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>			
<b>Orange County</b>		Senior Customer Service Specialist				37,877	49,244	60,611	E			
	Job Description for Respondent Position (Essential Job Duties)	1st level of escalation for user complaints. Research complex problems. Coordinate with internal County support and operation groups and/or vendors to resolve problems. Develop, update, and maintain Customer Service procedures. Develop, update, and maintain Customer Service knowledge base. Provides guidance and training for less experience personnel.										
	Qualifications:	Bachelor's Degree and 2 years related experience.										
<b>Seminole County</b>		Customer Service Supervisor				34,091	47,285	59,668	E			
	Job Description for Respondent Position (Essential Job Duties)	Provides direct supervision of Customer Service Representatives. Provides guidance, training, direction and assistance to Customer Service Representatives. Coordinates the work of the Customer Service team. Prepares and authorizes billing adjustments. Prepares daily bank deposits and deposit reports. Ensures Customer Service team compliance with internal controls for cash, credit card, and customer adjustments. Prepares benchmarking reports. Ensures proper operation of the SunGard/HTE/Naviline Customer Accounting System. Ensures Customer Service team compliance with policies and procedures. Initiates and recommends to the Customer Service Manager recommendations for final hiring, training, discipline and evaluation actions for Customer Service Representatives. Assists in the collection of delinquent accounts. Performs the functions of a Customer Service Representative.										
	Qualifications:	High School and 2 years related experience and 1 year Customer Service experience.										
<b>Osceola County</b>		Customer Service Supervisor				38,522	47,196	55,869	E			
	Job Description for Respondent Position (Essential Job Duties)	Prepares required reports to be submitted to management for review, e.g. complaints, disposition of complaints. Monitors quality of work and response times concerning missed collection and other complaints. Ensures vendors compliance with all aspects of the universal waste contract. Administers contract requirements and legal compliance between Osceola County and vendors. Provides public information to residents concerning responsibilities and requirements. Monitors resident satisfaction and acts as liaison between the resident and the vendor. Enters findings of investigations, writes the appropriate dispositions, and distributes the report to the appropriate personnel. Maintains a computer database/records tonnage credits/adjustments on complaints and all other pertinent information concerning the collection program. Answers inquiries and handles problems in a tactful and respectful manner in person, by telephone or mail with collection vendors, citizens, and the Osceola County Staff. Assists in the preparation of the budget for the Universal Solid Waste Collection Program.										
	Qualifications:	High School and 3 years Customer Service experience.										
<b>City of Orlando</b>		Utility Billing Specialist II				36,650	45,844	55,037	E			
	Job Description for Respondent Position (Essential Job Duties)	Coordinates and assigns work for staff to ensure workload evenly distributed; monitors work through direct observation and quality control audits. Trains staff in office procedures, customer relating, and use of all equipment; informs staff of policy and procedure changes; provides technical assistance and reviews work for completeness and compliance with established guidelines. May compile information and prepare reports as required. Assists in budget preparation; monitors expenditures, prepares various reports, resolves problems. Acquires information, compiles reports and may prepare and/or review related reports and documents. Requisitions supplies and equipment for large department having diverse inventory; verifies accuracy of statements and invoices, may monitor and maintain expenditure records. Confers, in person or by telephone with persons, requesting service or making complaints; conducts or directs necessary research and recommends appropriate action. May independently resolve problems or answer inquiries. Explains functions and services of the department.										
	Qualifications:	Bachelor's Degree and 3 years related experience.										
						<b>Average</b>	\$36,785	\$47,391	\$57,796	E		
<b>LYNX Current Pay Range</b>							Customer Service Supervisor	\$35,764	\$44,705	\$53,645		
							<b>\$ Difference</b>	\$1,021	\$2,586	\$4,151		
							<b>% Difference</b>	-2.8%	-5.5%	-7.2%		

## SALARY SURVEY RESULTS FOR LYNX

<b>MANAGER OF PROCUREMENT</b>						
LYNX Description	This position is responsible for the day-to-day management and operation of the Procurement Department. Duties include planning, scheduling, monitoring and quality assurance of all procurement and contract activities; obtaining Federal Transit Administration (FTA) and Florida Department of Transportation (FDOT) procurement authorization as required, as well as maintaining the organization's procurement issues, the integration of the LYNX operations, capital improvement and planning priorities into the procurement program; the resolution of department complaints and grievances; and other duties as assigned to assist the department head.					
LYNX Qualifications	Bachelor's Degree and 5 years experience in Business or related area.					
<b>Respondent</b>	<b>Equivalent Position</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>	
<b>Orange County</b>	Purchasing and Contracts Administrator	64,001	81,692	99,382	E	
Job Description for Respondent Position (Essential Job Duties)	Assists in the supervising and directing the work of the division staff and administers the approval process for purchasing transactions and contracts. Responsible for maintaining an expeditious response time relevant to all purchasing transactions, contracts, Invitation for Bids (IFB's) and Requests for Proposals (RFP's). Formulates, implements, coordinates solicitations for IFB's, contracts and other varied procurements that are assigned by the Manager. Prepares, reviews and executes contracts on behalf of the Division Manager. Provides direct supervision of the Purchasing or Contracts Section (as assigned) in the preparation, issuance and award of IFB's and RFP's. Evaluates project requirements for scope of work, schedules, standardization, liability and legal issues. Reviews purchase requisitions, analyzes requirements and assigns to appropriate staff for procurement. Supervises support staff in the preparation of IFB/RFP documents, contract files and record keeping activities. Develops plans for the accomplishment of assigned functions to meet priorities, deadlines and goals. Provides input into the budgeting and training functions. Prepares and maintains statistical and informational reports. Participates in the review, evaluation and revision of policies and procedures, ordinances, and administrative regulations.					
Qualifications:	Bachelor's Degree and 5 years experience.					
<b>Seminole County</b>	Purchasing and Contract Division Manager	58,635	80,634	102,627	E	
Job Description for Respondent Position (Essential Job Duties)	Exercises procurement authority delegated by the Board of County Commissioners. Maintains overall responsibility for the procurement of all goods and services for County Departments. Maintains responsibility for the development of procurement objectives, policies, programs, and procedures for he purchasing of and contracting of all goods and services. Provides managerial oversight. Oversees the Fixed Assets Program. Reviews pre-award and post-award functions. Develops, writes and implements policies and procedures related to County-wide procurement including Board Administrative Policies and County Manager's Policies. Prepares and presents the Division's annual budget and related financial reports. Assures continued adherence to the parameters of adopted budgets. Provides continuous updates to the Department Director and senior management. Settles claims, contract disputes, litigation, and protests from vendors.					
Qualifications:	Bachelor's Degree and 9 years experience.					
<b>Osceola County</b>	Procurement Service Manager	59,758	84,750	86,674	E	
Job Description for Respondent Position (Essential Job Duties)	Provides innovative solutions to fulfill the County's Procurement needs within generally accepted standards, policies and procedures. Manages and coordinates the purchasing and contract administration operations in support of County goals and objectives. Manages the strategies, goals, programs and activities of purchasing and distribution for the County to ensure efficiency and cost effectiveness. Manages the development, implementation and control of Procurement Services; ensures all functions under charge are performed consistent with policy direction. Supervises, trains and evaluates Procurement staff and functions according to generally accepted standards, established County procedures, departmental guidelines, and regulatory requirements. Attends, participates and/or leads a variety of management, administrative and Commission meetings for the dissemination of information and to keep up with trends in procurement.					
Qualifications:	Bachelor's Degree and 5 years experience.					
<b>City of Orlando</b>	Contracts Administrator	53,941	69,163	84,385	E	
Job Description for Respondent Position (Essential Job Duties)	Responsible for pre and post-award procurement function as it relates to complex Requests for Proposals (RFP) and Invitation to Negotiate (ITN). Reviews statements of work to determine appropriate source selection method and supplier resources; conducts re-event conferences,; reviews submittals to determine respondent's responsiveness and responsibility. Develops special clauses, terms and conditions applicable to the solicitation. Facilitates the contract negotiations process with both technical experts and legal. Prepares contracts and purchase orders.					
Qualifications:	Bachelor's Degree and 4 years experience.					
		<b>Average</b>	\$61,440	\$79,059	\$96,679	E
LYNX Current Pay Range	Manager of Procurement	\$52,839	\$66,049	\$79,259		
		<b>\$ Difference</b>	\$8,601	\$13,010	\$17,420	
		<b>% Difference</b>	-14.0%	-16.5%	-18.0%	

**SALARY SURVEY RESULTS FOR LYNX**

<b>SENIOR PLANNER</b>							
LYNX Description	This position is responsible for professional planning projects scopes of work, participating in and directly managing projects as assigned, and representing the division with internal and external committees. This position requires excellent organizational skills; working knowledge of the metropolitan planning process, project management methodologies, land use planning, transit/transportation planning, and funding processes; and the ability to work well with assorted internal and external committees and consultant staff to ensure that all projects are delivered on-time and within budget.						
LYNX Qualifications	Bachelor's Degree in Urban Planning and 5 years experience.						
<b>Respondent</b>	<b>Equivalent Position</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>FLSA</b>		
<b>Orange County</b>	Planner II	44,491	57,855	71,219	E		
Job Description for Respondent Position (Essential Job Duties)	Assist the Planner III with work products related to major work elements of the section and manages the comprehensive plan amendment cycle. Conducts research and analysis to gather data, prepare reports, and general meeting preparation and necessary public contact. Studies and learns new planning trends and legislation related to the respective section's work programs. Provides input to assist the Chief Planner in developing and compiling information for the development of the respective section's work programs. Manages works programs as assigned. Assists Planner III in implementing procedures and techniques for gathering necessary planning data and program implementation. Coordinates and manages the report processing and ensures that research, reports and analysis documents are conducted and completed according to established standards in the section. Provides input to assist the Chief Planner in establishing standards for research and report processing and establishing methods for information dissemination to the public. Coordinates with internal and external agencies. Attends public meetings with special interest groups, homeowner associations, developers and the general public to reconcile differences related to proposed development. Assists the general public with Planning-related questions and provides superior customer service.						
Qualifications:	Bachelor's Degree in Urban Planning and 4 years Planning Experience.						
<b>Seminole County</b>	Senior Planner	49,005	67,378	85,751	E		
Job Description for Respondent Position (Essential Job Duties)	Reviews all types of site plan, subdivision, variance, setback, special exception and/or rezoning applications to ensure compliance with the requirements of the SCLDC. Prepares technical reports and makes recommendations to County boards, such as the Code Enforcement Board, Board of Adjustment, Planning and Zoning Commission and/or the Board of County Commissioners. Coordinates with other departments, divisions, outside agencies, applicants, developers, and engineers to maintain consistency with established codes and regulations. Participates in the Development Review Committee meetings. Reviews planning and zoning issues. Advises developers, engineers, and the public on County policies regarding land development requirements. Represents the Division and the Department at various meetings and conferences and on local technical and advisory committees. Provides technical assistance to other staff and officials. Implements and participates in developing and reviewing research, analysis, and interpretations of data.						
Qualifications:	Bachelor's Degree and 2 years Planning Experience.						
<b>Osceola County</b>	Planner III	56,909	69,712	82,514	E		
Job Description for Respondent Position (Essential Job Duties)	Obtains data and performs required analysis to support the Comprehensive Plan and associated studies. Provides technical assessment of impacts of land use for both current and long range planning activities. Reviews preliminary and final plans for development for compliance with Comprehensive Plan and development regulations. Coordinates inter-departmental review of the development applications. Provides assistance to senior level staff positions in both current and long range planning activities. Assists in the long range planning function of the department by providing information and analysis. Responsible for distribution of demographic data to the general public. Assists applicants with submittal of plan amendment applications. Assists the general public and developers with the application of the future land use map as designated on their property. Participates in the review and implementation of the Land Development Code. Assists senior staff in preparing and making presentations to the Board of County Commissioners, Planning Commission, and community groups. Provides technical assistance at meetings. Conducts necessary research and analyzes collected data.						
Qualifications:	Bachelor's Degree in Planning and 3 years Planning Experience.						
<b>City of Orlando</b>	Sr. Planner	49,346	65,787	82,228	E		
Job Description for Respondent Position (Essential Job Duties)	Performs advances professional urban planning. Serves as a senior non-supervisory professional and technical person within a functional planning section for activities and operation involving land development, growth management, urban design, and preservation, economic development, housing, neighborhood involvement and transportation planning. Coordinates and participates in the preparation and production of plans addressing the economic, social and physical needs of the City.						
Qualifications:	Bachelor's Degree in Planning and 2 years Planning Experience.						
		<b>Average</b>	\$49,938	\$65,183	\$80,500	E	
<b>LYNX Current Pay Range</b>	Senior Planner	\$43,471	\$54,339	\$65,206			
		<b>\$ Difference</b>	\$6,467	\$10,844	\$15,222		
		<b>% Difference</b>	-12.9%	-16.6%	-18.9%		

# Overall Fringe Comparison

Entity	Fringe %
LYNX	36%
Osceola County	40%
City of Orlando	
Professional	48%
Clerical	54%
Field	69%
Orange County	37%
Seminole County	35%





# Health Care Comparison

Entity	Employee Only	Employee Plus
LYNX	96%	68%
Osceola County	98%	87%
City of Orlando	95%	73%
Orange County	98%	83%
Seminole County	100%	77%



# Pension Comparison

LYNX  
Current

<b>Money Purchase Plan (Defined Contribution)</b>	
Employee Contribution	0%
Employer Contribution	12.00%

LYNX  
Effective October 1, 2013 (New Employees)

<b>Money Purchase Plan (Defined Contribution)</b>	
Employee Contribution	up to 3% (optional)
Employer Contribution	up to 7.5% max

Orange County Government

<b>Florida Retirement System (Defined Benefit/Defined Contribution) - 7/1/13</b>	
Employee Contribution	3%
Employer Contribution	6.95%

Seminole County Government

<b>Florida Retirement System (Defined Benefit/Defined Contribution) - 7/1/13</b>	
Employee Contribution	3%
Employer Contribution	6.95%

Osceola County Government

<b>Florida Retirement System (Defined Benefit/Defined Contribution) - 7/1/13</b>	
Employee Contribution	3%
Employer Contribution	6.95%



# Cost of LYNX Employee to Taxpayer

- **Average Annual Salary:**     **\$43,029**
- **36% Fringe:**                         24,501
- \$67,530**

