



CENTRAL FLORIDA COMMUTER RAIL COMMISSION

★★★ JANUARY 22, 2026





Central Florida Commuter Rail Commission

Date: January 22, 2026

Time: 1:30 p.m.

Location: LYNX Central Station
455 N. Garland Ave., 2nd Floor Board Room
Orlando, Florida 32801

PLEASE SILENCE CELL PHONES

I. Call to Order and Pledge of Allegiance

II. Announcements/Recognition

III. Confirmation of Quorum

IV. Approvals

- Adoption of October 23, 2025, CFCRC Board Meeting and December 4, 2025, Workshop Meeting Minutes

V. Public Comments

- *Those joining in person will be permitted to approach the podium in the LYNX Board Room and speak for up to 3 minutes.*

VI. Reports

- SunRail Technical Advisory Committee (TAC) Update – Tanya Wilder, Chair
- SunRail Customer Advisory Committee (CAC) Update – Luis Nieves-Ruiz, Chair
- Agency Update - SunRail Rail Administration Manager – David Cooke
- Connectivity
 - LYNX Update – Carl Weckenmann
 - Votran Update – Bobbie King

VII. Discussion Items

- Transition Workshop Update – Stephanie Griffin Mateo, Kaplan Kirsch
- 2026 Marketing Initiatives – Mark Calvert, Evolve



VIII. Action Items

- Ratification of CAC Members
 - Anne-Marie Thomas – City of Orlando
 - Carlos Perez Rivera – City of Orlando
 - Paul Satchfield – Volusia County

IX. Election of Officers

X. Board Member Comments

XI. Other Business

- Next Meeting – February 26, 2026

XII. Adjournment

Public participation is solicited without regard to race, color, national origin, age, sex, religion, disability, or family status. Persons who require accommodations under the Americans with Disabilities Act or persons who require translation services (free of charge) should contact Mr. Roger Masten, FDOT/SunRail Title VI Coordinator, 801 SunRail Drive, Sanford, FL 32771, by phone at 321-257-7161, or by email at roger.masten@dot.state.fl.us at least three business days prior to the event.

CENTRAL FLORIDA COMMUTER RAIL COMMISSION
Preliminary Schedule for Review of CFCRC Interlocal and Foundational Agreements

I. Purpose

To ensure all interlocal and foundational governance, funding, and operational agreements between the Local Partners and/or FDOT are reviewed, updated, and aligned with the scheduled transition of operational responsibility from FDOT to CFCRC. The process incorporates and assumes monthly staff review meetings and monthly CFCRC board meetings to gather feedback, assess impacts, and finalize recommendations.

II. Phase 1 — February 2026 Review of Core Governance and Authority Framework

- A. Documents for review: Interlocal Governance Agreement (original + all amendments) and Local Funding Agreement (original + amendment)
 - i. Review to focus on transition of authority and FDOT-centric assumptions that no longer fit, clarification of operational requirements and regulatory compliance, budget approval processes, and organizational frameworks, including staff working groups and committees
- B. February 4, 2026 CFCRC Staff (Working Group Session): Review to capture staff feedback on day-to-day clarity needs and any operational friction
- C. Mid-February 2026 CFCRC Attorney Meeting (if needed): Review to capture input on specific legal elements
- D. February 18, 2026 CFCRC Staff (Working Group Session): Present key findings through chart deliverable and validate recommendations
- E. February 26, 2026 CFCRC Board Meeting: Present high-level findings, recommendations, and obtain Board direction on whether to proceed with revisions and scope
- F. March 26, 2026 CFCRC Board Meeting: Consent agenda hold for further approval and execution of any new documents

III. Phase 2 — March 2026 Review of FDOT and Local Partner Operating Agreements

- A. Documents for review: Interlocal Operating Agreement (original + all amendments) and Joint Use Agreements
 - i. Review to focus on allocation of operational authority, FDOT approval and oversight rights, regulatory compliance, consistency with governance authority, and transition triggers and limitations/risks
- B. March 4, 2026 CFCRC Staff (Working Group Session): Review to capture staff feedback on day-to-day clarity needs and any operational friction

- C. Mid-March 2026 CFCRC Attorney Meeting (if needed): Review to capture input on specific legal elements
- D. March 18, 2026 CFCRC Staff (Working Group Session): Present key findings and validate recommendations
- E. March 26, 2026 CFCRC Board Meeting: Present high-level findings, recommendations, and obtain Board direction on whether to proceed with any revisions and scope
- G. April 23, 2026 CFCRC Board Meeting: Consent agenda hold for further approval and execution of any new documents

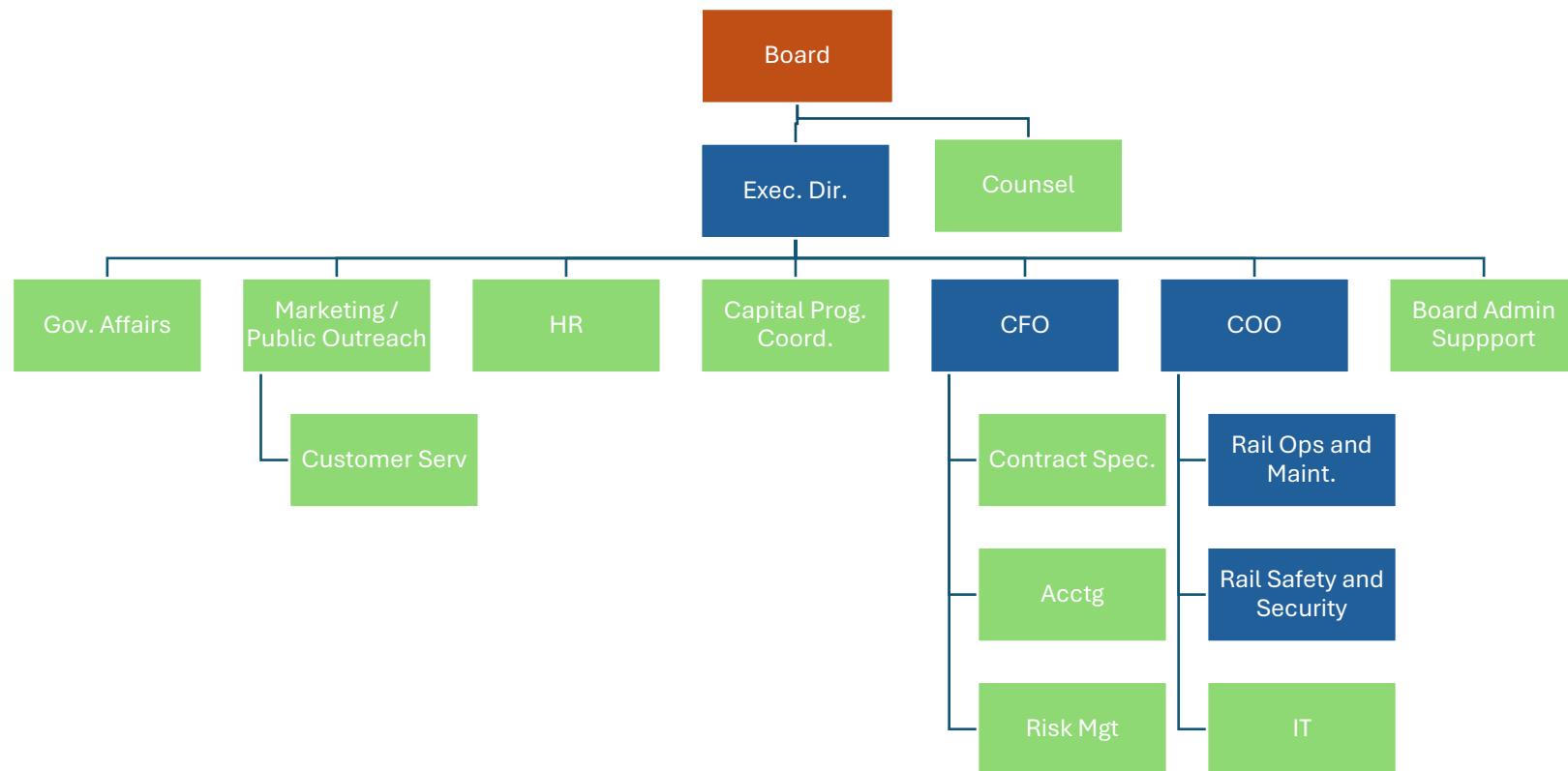
IV. Phase 3 — April 2026 Review of Operational Agreements

- A. Documents for review: Operations Phasing Agreement (original + all amendments) and Other Railroad Agreements
 - i. Review to focus on alignment to current circumstances, FDOT continuing obligations, and transition triggers and limitations/risks
- B. April 1, 2026 CFCRC Staff (Working Group Session): Review to capture staff feedback on day-to-day clarity needs and any operational friction
- C. Mid-April 2026 CFCRC Attorney Meeting (if needed): Review to capture input on specific legal elements
- D. April 15, 2026 CFCRC Staff (Working Group Session): Present key findings and validate recommendations
- E. April 23, 2026 CFCRC Board Meeting: Present high-level findings, recommendations, and obtain Board direction on whether to proceed with any revisions and scope
- F. May 28, 2026 CFCRC Board Meeting: Consent agenda hold for further approval and execution of any new documents

V. Optional: Phase 4 — May-June 2026 Review of Third-Party Operational Agreements (and/or CFOMA)

- A. Option to phase in review of current operational agreements with third parties for transition-related rights and obligations, asset alignment risks, and priority fixes or follow-on agreements
- B. Option to phase in review of status of CFOMA

CFCRC – Proposed Initial Organizational Chart
Jan. 20, 2026

**KEY:**

NOTES:

Primary Inputs:

- WSP SunRail Transition Plan Study – Final Transition Plan Report, Feb. 2024
 - Sets out robust organizational structure and initial staffing plan
 - The proposed CFCRC org chart is derived from the detailed org chart at Fig. 2-1 of the WSP Report and initial staffing plan at Table 5.2 of the report
 - Envisions core of FDOT service contracting structure to remain in place
- Federal Transit Administration published guidance and detailed discussions at meetings in May 2025 and January 2026
 - CFCRC as independent agency – governance and management
 - Executive team accountable to CFCRC Board
 - Direct recipient status: Clarity as to sources of funding, project management capacity, and grant management specific to CFCRC passenger rail services
 - CFCRC remains under LYNX umbrella as designated recipient for formula funding
 - Not prescriptive as to structure and management below executive level as long as lines of responsibility are clear
 - Functions may be contracted out to (a) third parties, public or private entities; or (b) among constituent jurisdictions

The Executive Director will have insights and experience that will guide the disposition of other positions

- See WSP Report Fig. 2-1 for detailed staffing plan

Not shown in detail in chart above:

- COO to oversee contracts for passenger service operations and maintenance
- Marketing and customer service (through operating contractor) are currently contracted services
- IT assumed to be contracted service

Counsel is shown as reporting directly to the Board, which is a common arrangement (i.e., SFRTA)

Central Florida Commuter Rail Commission Meeting

October 23 2025
1:30 p.m.
LYNX Admin. Building
455 North Garland Ave.
Orlando, FL 32801

Attendees:

Chair, Seminole Co. Commissioner Amy Lockhart
Vice Chair, City of Orlando Mayor Buddy Dyer
Secretary, Orange Co. Mayor Jerry Demings

Board Member, Volusia Co. Chairman Jeff Brower
Board Member, Osceola Co. Commissioner Viviana Janer

Minutes

The meeting was called to order by Chair Lockhart at 1:50 PM

Pledge of Allegiance and Confirmation of Quorum

Approvals:

Presenter: Chair Lockhart

Adoption of the meeting minutes from July 24, 2025 passed unanimously.

Public Comments:

Presenter: Chair Lockhart

- Joanne Counselis, Lake Mary, FL – We want to have this 24-hour train service and Scout service for everyone, including holidays, weekends, and night times so no one gets stranded.

Agenda Item: Reports – Customer Advisory Committee

Presenter: Luis Nieves-Ruiz

- No report was given as Mr. Nieves-Ruiz was not in attendance.

Agenda Item: Reports – Technical Advisory Committee

Presenter: Tanya Wilder

- The SunRail Technical Advisory Committee (TAC) met on October 8th.
- We are unable to approve August 13th and September 10th meeting minutes due to a lack of quorum. I would encourage representatives from TAC to make time for this meeting as it helps us to approve the minutes, have the work in progress to inform the board and to move important initiatives forward.
- At the October meeting, we received an agency update from David Cooke with August having an average of 4,845 daily ridership, up 8% from last year. As of yesterday, SunRail achieved its goal of over 1,000,000 riders at exactly 1,065,539.
- Bobbie King with Votran and Bruce Detweiler with LYNX reported on transit connectivity from the train to the bus.
- Mark Calvert with Evolve gave a marketing update on the efforts they have achieved with corporate engagement and encouraging employees to ride the train through commuter benefits.
- The next meeting is November 12th at 2:00 PM at LYNX. I hope all representatives of TAC will be present.
- **Amy Lockhart:** Have the municipalities that are having difficulty making the meetings been contacted directly?
- **Tanya Wilder:** Yes, we are working with FDOT and David Cooke to contact them individually.
- **Jerry Demings:** The 1,000,000 plus riders were over what time period?
- **Tanya Wilder:** It was from January 1st to October 22nd 2025.

- **David Cooke:** We exceeded one million riders in the first week of October, so as of yesterday we're at 1,065,000.

Agenda Item: Reports – Agency Update

Presenter: David Cooke

- SunRail 250 – This is our special train celebrating America's 250th birthday. The train will run throughout this year up to our 250th birthday.
 - SunRail joins the America 250 celebration with a vibrant and historic train wrap.
 - Station banners and onboard poster displays continues the historic theme.
 - Design highlights Florida's cultural heritage and creates a moving tribute connecting the past to the present, carrying riders into the future.
- Rail Safety Week Success
 - We had Rail Safety Week the week of September 15th through the 19th, which is a nationwide effort to raise awareness of the importance of being safe around railroad tracks. This year's theme was "See Tracks? Think Train!" We had all fourteen local law enforcement agencies along the corridor representing all the communities we serve. They were educating the public at the crossings.
 - Emphasized pedestrian, driver, and commercial vehicle safety.
 - 28 total social media posts on SunRail's platforms with over 24,222 impressions.
 - Highlighted our strong partnership with local law enforcement agencies across four counties.
 - Traffic Contacts: 380
 - Warnings: 141
 - Citations: 239
 - Safety video by Loreen Bobo, Safety Administrator, FDOT District 5 was shown to the audience.
- Corporate Engagement – We are continuing to reach out to employers and businesses along the corridor to promote the cost savings of using SunRail for their commute to work. We continue those efforts again with the various employers and the corporate sponsors along the route.
 - Travel+Leisure Employee Vendor Fairs on August 22nd and September 22nd.
 - The Exchange Building Corporate Commuter Benefits Lunch and Learn on September 18th.
 - CNL Building Corporate Commuter Benefits Lunch and Learn Event on September 25th.
 - Xenia Hotels & Resorts Commuter Benefits partner.
- SunRail Marketing Updates – Marketing Partnerships and Group Rides to Grow Ridership
 - Train-to-The Game Special Service sponsored by The Orlando Magic for weeknight home games.
 - Apopka Progressive Seniors 110+ Group Ride from Altamonte Springs to Kissimmee.
 - New Horizons Service Dogs ADA Training and Group Ride on October 2nd.
 - Boo! On Broadway Special Service sponsored by Alstom on October 24th at Broadway Street in downtown Kissimmee.
- Average Daily Ridership (July to September 2025) – Average 4,872; Increase of 5%.
- On-Time Performance (September 2025) – Contract Goal=95%; Contract=98.93%; Actual=84.05%
 - 21 Operating Days; Ran 840 Trains
- **Amy Lockhart:** One of the items that we discussed in my briefing had to do with the on-time performance metrics and if there was a way to separate out the on-time performance that is self-imposed issues versus things that are beyond our control, i.e. somebody being on the tracks, some other type of barrier disruption. I think it would be helpful for the Commission to understand how much is within our control and how much is outside of our control and looking at that metric. Would it be helpful for any other board members?
- **Buddy Dyer:** I would like to see that too.

Agenda Item: Reports – Lynx Connectivity**Presenter:** Bruce Detweiler

- For the month of September, we showed a 7% increase in connectivity ridership compared to last year. September also marks the end of the fiscal year 2025. As a result, you can see on the chart, we're showing a total 4% increase when we compared to fiscal year 2024.
- For feeder service, July had a 15% total decrease on fixed route and a 106% increase on Neighbor Link. The Sand Lake Station to Airport corridor showed a growth of 24% as compared to last year.
- In August, fixed route was down 14%. Neighbor Link had a 48% increase, and Sand Lake to the Airport was up 31%.
- In September, we showed an 8% decrease in fixed route and a 67% increase in Neighbor Link with the Sand Lake to Airport corridor up 47%. Cumulatively for fiscal 2025, fixed route was down 6% and Neighbor Link was up 52%. I'm attributing the decrease in fixed route to the elimination of Link 155, which we did in December of 2024, and the increase in Neighbor Link to those riders from the 155 going back to the Neighbor Link 831 which was advertised as an alternate to that service.

Agenda Item: Reports – Votran**Presenter:** Bobbie King

- DeBary Station Fixed Service – had a slight decline in September. I attribute that to a slight increase in the DeLand Station, so people might have been using the DeLand Station a little bit more last month.
- VoRide Service: Micro Transit – takes care of both stations and is increasing every month. We're up above 300 with an average daily ridership of about 15.
- DeLand Station Fixed Service – increased about 60 to 70 riders at that station last month with an average daily ridership of 25.
- **Amy Lockhart:** Could we make connection with the team that's operating Scout for us so we can have those connectivity numbers? I think that will be helpful since there will be a decline in those LYNX and feeder routes without the explanation of how those are being picked up.

Agenda Item: Action Items**Final Budget Approval****Presenter:** Lorie Bailey-Brown

- I'm Lori Bailey-Brown and the CFO for Seminole County Board of County Commissioners. I'm here today to present your final budget for approval. At the March meeting, I presented the tentative budget. Since that meeting, there were some discussions for amendment, some items for discussion were carried forward, savings, contingencies that were in the new budget, and \$250,000 contribution to the Self-Insured Retention Fund.
- This slide is the tentative budget that was presented to the board earlier in March. Through those discussions with FDOT and going through them, it was agreed that the \$250,000 contribution to the self-insured retention could be removed from the budget. That would decrease the payments to FDOT under the Locally Funded Agreement (LFA) and on the revenue side decrease the Local Funding Partner (LFP) contributions. You may recall that in fiscal 2025, the Commission made a \$10M contribution to an escrow account in accordance with the LFA. That is utilized as a self-insured deductible amount in the event it's ever needed. It has not changed the intent except to be added the interest. No funds have been used to date. We don't anticipate that it would be used, so contributing we all agreed could be something removed from this FY budget.
- The new budget for final would be \$73,478,598. Again, that's just a reduction on the revenue side from the local funding partner contribution and on the expenditure side and payments to FDOT.
- This was a presentation given at your tentative budget layout, including that insurance amount. You'll see we had it separated in its own column. The new final budget for the LFP contributions, would be the just eliminating the column of the \$250,000.
- I'll recommend final approval of the final budget ~ \$73,478,598.

- Motion to approve and a second – motion passes unanimously.
- **LFA Amendment** **Presenter:** Stephanie Griffin Mateo
 - Presented for approval by the Commission today is Supplemental Amendment No. 1 to the LFA between the Commission and FDOT. This provides for, among other things, the flow of funds from the Commission to FDOT.
 - This amendment was the product of extensive input from the local partner CFO's and from Mr. Cooke's team. Thank you very much to those groups who were critical in aligning the provisions of the amendment with the budget and other items. It's a relatively brief amendment, but it does a few key things.
 - It extends the existing LFA to be coterminous with the Operations Phasing Agreement between the Commission and FDOT.
 - It aligns the Commission's quarterly payments to FDOT with the LFP's fiscal years to provide some administrative efficiency for the local partner governments and provides for some capital expense payments to align with expectations of FDOT.
 - It also reflects the 2025-2026 budgeted amounts for those payments, covers off that \$10 million self-insured retention payment Lori Bailey-Brown just mentioned, and provides some additional interim expense reporting that FDOT has agreed to do and provide to the Commission.
 - Those are the key highlights and happy to answer any questions but otherwise would present that for approval to the Commission today.
 - **Amy Lockhart:** I want to thank you for the time that you've spent. I know this has been a labor of love. Thank you so much to Ryan. I know your FDOT attorney has spent a lot of time in contact with all our respective teams and we appreciate the collaborative way that this has come forward. A lot of good things, a lot of good changes.
 - Motion to approve and a second – motion passes unanimously.
- **Train Schedule Changes** **Presenter:** Charles Heffinger, Jr.
 - Rail service was extended to DeLand on August 12, 2024. The goal was to minimize impacts to the current schedule while maximizing service times and efficiencies. This was made possible by requiring two train runs to deadhead, essentially return without passengers, to Poinciana and the Sanford Operations Control Center (OCC). We have reviewed our current schedules and have determined there is an opportunity for efficiencies. SunRail is pleased to propose a 42-train service designed to accommodate later night riders while leveraging improved service management to help minimize delays. This presentation outlines the proposed schedule of additions and adjustments aimed at delivering the best service possible.
 - Currently there is a 2.5-hour gap, 7:25 PM and 9:55 PM, between the northbound trains leaving Poinciana. We have a train that arrives at 6:28 PM at Poinciana. We proposed that this train remain at the station, then depart at 8:45 PM, filling that gap and picking up passengers along the way. Currently the latest train leaves DeLand southbound at 7:55 PM. We have a train that arrives in DeLand at 6:01 PM. We proposed that this train remain at the DeLand Station, then depart at 9:55 PM, picking up passengers again along the way. Minimum costs are associated with these two additions and can easily be covered within this year's budget that you have just approved. The addition of these two time slots will add additional late night service options and give greater flexibility to our patrons. We also propose other small changes to improve the SunRail on time percentage. We have noticed some areas on the corridor that could use some updated one and two-minute run times. This will allow for a more accurate and dependable schedule for our SunRail passengers. These changes have been coordinated with LYNX and Votran to ensure a seamless transition. We will also make sure that timely notice is given to the traveling public as to when these changes will be effective.
 - The extended schedule supports service industry employees by providing safe, reliable, late-night transportation after dinner shifts, while also boosting local business opportunities as

the final train from DeLand now departs at 9:55 PM instead of 7:55 PM. These benefits will be marketed to both business and leisure riders as they can now enjoy evening sporting events, dining and shopping opportunities.

- To summarize, these changes will expand the SunRail ridership, reached to include evening shift workers. The changes will promote later evening dining and entertainment experience across all counties without the need for special service. Lastly, and most important, these changes will also deliver a more efficient overall train schedule to minimize service delays.
 - Motion to approve and a second – motion passes unanimously.

- **Black Friday BOGO**

Presenters: David Cooke and Mark Calvert

- This is our Black Friday Buy One Give One (BOGO) promotion that we've done historically involving a promotion where we have a rider who is a guest with a paying rider: so, riding for free on Black Friday. We wanted to bring this back to the Commission for approval, since this year the Commission's paying for it as opposed to the Department. This is a good opportunity for leisure riders who don't normally ride SunRail. They can ride with a friend or a family member and visit some of the sites along the corridor, shopping and lunch. We found that once most people ride SunRail and feel comfortable with it, they continue as a rider. Overall, we think it's a positive for the system.
- *Amy Lockhart:* I will share with you my questions and comments about this when it was presented during my briefing. I would love more data on this if we wanted to do it again another time. The intent of getting new riders is wonderful. I don't think we know that we're getting new riders from this. They may be people who are already riding, and they just do a buy one give one. If the intent is to have new riders and entice them with a free ride, maybe through the app, there's a way to identify you download the app for the first time and book your ticket with the app and you get that first ride free. I think the Board just needs to decide what it is we want to incentivize. I'm not saying it's a bad thing, but we don't know that it's necessarily achieving what it is we want to achieve, nor do I think we know what it is we want to achieve. So just for future discussion, I think that would be helpful.
- *Secretary John Tyler:* To build on the Chair's remarks from her briefing, we are working with our Marketing Team to flush out a first-time rider proposal program. We'll also be more diligent about trying to capture some ridership data from this Black Friday event should you choose to approve it for this year. As well as we will be bringing back to the Commission other promotional opportunities throughout the next calendar year, fiscal year 2026. We can have that conversation about what are the goals that you would like us to push forward with both our marketing and our ridership expectations.
- *Jeff Brower:* I think it's good marketing and I'm glad we're trying it. I don't know if it's first-time riders. I think Black Friday creates an opportunity to have a lot of first-time riders come (mom and daughters, fathers and sons) to go do shopping. I hope that everybody will ride from Orlando to DeLand when we're not really crowded for Friday shopping. I think it's good marketing and if we get people on the train, especially the first-time riders, if that's what proves to happen, then they will be repeat customers because the trains are comfortable and fast. I think it'll be an enjoyable experience.
 - Motion to approve and a second – motion passes unanimously.

Agenda Item: Board Member Comments
● No comments.

| **Next Meeting:** December 4, 2025, at 1:30 PM, Lynx Central Station Admin. Building |
| **Meeting Adjourned at 2:15 PM** |

Central Florida Commuter Rail Commission Work Session

December 4 2025
1:30 p.m.
LYNX Admin. Building
455 North Garland Ave.
Orlando, FL 32801

Attendees:

Chair, Seminole Co. Commissioner Amy Lockhart
Vice Chair, City of Orlando Mayor Buddy Dyer

Board Member, Osceola Co. Commissioner, Viviana Janer
Board Member, Volusia Co. Council Chair Jeff Brower

Minutes

The meeting was called to order by Chair Amy Lockhart at 1:30 PM

Pledge of Allegiance and Confirmation of Quorum

Introductions:

Presenter: Chair Amy Lockhart

- We're in a little different format today. This is the work session that we have been waiting for some time to be able to pull everyone together. Our legal team from Kaplan Kirsch is here with us. I'm going to have them introduce themselves. A lot of great content today, really looking forward to being able to learn from you, share some ideas, and see what next steps might be.
- **Stephanie Griffin Mateo:** My name is Stephanie Griffin Mateo, and I'm an attorney with Kaplan Kirsch working for the Commission.
- **Allison Fultz:** Good afternoon, it's good to be here. I'm Allison Ishihara Fultz, and I'm also an attorney with Kaplan Kirsch located in the Washington, DC office.
- **Ayelet Hirschkorn:** Hello everyone. I'm Ayelet Hirschkorn with Kaplan Kirsch and it's good to be here and enjoy your warm weather.

Agenda Item: Discussion – Transition Work Session

Presenter: Stephanie Griffin Mateo

- We're here today to discuss the Transition Work Session. The agenda has been circulated and prepared, and we have a slide deck on the screen that reflects the presentation that was distributed earlier.
- Initially, we want to talk a little bit about what the goals of this session are and what our thought process was in putting it together.
- Our task here (at a high level) to take stock of where the Commission is at today with respect to the transition of operations from FDOT to the Commission for the Central Florida Commuter Rail System – also known as SunRail – and to understand what is necessary to move forward as the transition progresses.
- To do that, we looked at the existing governance framework for SunRail. We looked at prior meeting minutes that have been relevant to the transition. We also reviewed the WSP Transition Report that was prepared in February 2024, which focused on the management and operational structure that could be implemented in that transition. We reviewed the meeting minutes with the most recent meeting with the Federal Transit Administration (FTA), for which my colleague Allison Fultz was also present and took the feedback that was given at that meeting with a view towards an overlay of the framework that was provided in the WSP report, as well as the underlying framework of governance and transition that's been established to date with FDOT in order to align a process that may work moving forward, identify structural challenges

to that process and considerations for the Commission to start thinking about as we move toward undertaking some formal decisions. The goal here today is not to prescribe a way forward or to suggest that formal decisions need to be taken at this work session, but rather to identify the considerations that need to be assessed to move through those decisions.

- The reality is each item on the agenda really could be its own separate work session. There's a lot of meat here. Again, we wanted to start the engagement with generating a discussion about what these issues are and move through that, a pace toward a final reconciliation and decisions that will be taken up later.
- After we talk through those items, we will also go through some comparative case studies where other multi-jurisdictional commuter rail operators identify some best practices relevant to the circumstances of the CFCRC, as well as some pitfalls that you may want to consider avoiding when you structure this transition. With that, we can quickly move through the existing governance structure in the presentation.
- The CFCRC has a very robust set of documents that it relies on for its internal governance and its relationships with stakeholders, holders primarily with FDOT.
- That starts with the Interlocal Governance Agreement. It has several amendments that have been implemented during the duration of the CFCRC to respond to various operational and governance issues that have arisen over the years. There are several considerations in this document. Again, at a very high level, that the Commission should be aware of as we talk about transition. This document defines the scope of the CFCRC operations. It really relates back to that initial track that was generated at the outset of the development of the system. As we move toward potentially becoming an operational Commission and considering future growth potential expansion, we want to make sure that this document allows the Commission to be able to do that robustly. That's one consideration. We've identified the Interlocal Governance Agreement as it exists today; allows for the Commission to appoint identified executive officers and develop its administrative capacity. We'll talk a little bit more about that as we move through regulatory expectations for operation of the system through the transition a little later in our presentation. It also defines the role of certain CFCRC committees, the TAC and the CAC. There are other staff working groups that participate in the operation of the system that are not explicitly identified in the governance agreement, and we would suggest looking at that as well as we become operational and identifying what makes sense from a practical operational perspective for these various working groups and committees that interface with the system.
- We also have the Interlocal Operating Agreement which again the parties there are FDOT and the local jurisdiction partners, not just the local jurisdictions. That agreement has been amended several times. At times there are items on budgeting that may sit initially in the Interlocal Governance Agreement and some of the amendments have provisions on amending budgets. We have identified a potential consideration here where we want to explore alignment of the items that are in the amendments to the Interlocal Operating Agreement with the initial provisions on those types of operational needs and governance framework for the Commission that was in the Interlocal Governance Agreement. There are times when there may be some tension or a lack of clarity as to how those provisions are interpreted. As lawyers, we want to make sure that as you move into an operating body, if that is the outcome that you have a clear way forward on how to do the things you need to do to operate the system. This document also has several practical operational items and provisions for how the system operates. It talks about how real property is conveyed, and several items are also identified in the WSP report, which will need to be considered for actual operation of the system and that currently sit mostly with FDOT.
- We have the Interlocal Funding Agreement. We didn't identify a lot there that would necessarily need to change as you move forward to an operating body, if that is the ultimate outcome. We wanted to just highlight that it exists. We'd be remiss if we didn't.
- We have the Locally Funded Agreement with FDOT and the local jurisdiction partner that was recently amended. You recall decision was undertaken to approve that amendment very recently. This slide deck is a little old and behind the times on that approval. That agreement will ultimately go away when FDOT is out of the system in a funding capacity.

- We have the Operations Phasing Agreement. This is the agreement with FDOT that is probably most pertinent to what we are going to discuss today, which is the transition of operations from FDOT to CFCRC. This document identifies key deadlines for the transition and alignment of some of the key operational elements of operating the system with that transition process, positive train control, state of good repair obligations, responsibility for compliance with state law and FDOT expectations on maintaining certain components of the system. There are several items the Commission needs to consider as we talk about how the system will operate going forward.
- We've pulled out some of the key operations transition deadlines from the Operations Phasing Agreement. These are the deadlines that are coming up for operations phasing, and we'd be remiss if we didn't mention that financial transition deadlines have already been met for the most part, that have been outlined in this agreement. We're really focused on the deadlines pertinent to the transition of operations. David, would you agree with that? Okay. Financial transition box checked and now we're moving into what we need to do under this agreement. What are the CFCRC's obligations for transitioning operations away from FDOT? You'll see there needs to be potentially some adjustment of some of the completion dates that were initially expected for the items that are described for operational transition, which is Phase Two and the action items that we have agreed to undertake. This is for us to focus on and bear in mind as we work through these issues of transition and understanding there are timeframes that may need to be adjusted to achieve that outcome.
- A key point here is really to understand there is probably some work to do on governance for the system as we move through any transition of operations and aligning our existing documentation with becoming an operating Commission, as opposed to an advisory Commission.
- Our suggestion would be to review these documents (I believe this is also contained in the WSP report) where there needs to be an alignment of the Interlocal Operating Agreement with some of the deadlines and the provisions of the Operations Phasing Agreement. That was pointed out by WSP, and we would agree with that.
- We would also suggest we start to get ahead of some of that effort by reviewing these documents, working with the Working Group, the Steering Group and the Attorney Group to identify places where there needs to be alignment, where there needs to be clarification of obligations and responsibilities as we move through this transition process so we can get ahead of the foundational governance and then move toward actual operations, phasing and transition.
- **Jeff Brower:** For knowledge of everybody here and everybody listening, could you go through this? To my understanding, we missed some of the dates. Nos. 1 and 2 on the slide, I don't even know if it has started. I would like us to all agree where we are on this or on all of these.
- **Stephanie Griffin Mateo:** It's key to point out there's a footnote here that's missing with respect to footnote 2 on LYNX. This initial action item in this chart says commissioned by unanimous vote and LYNX footnote complete and approved term sheet for LYNX Operating Agreement. The footnote to that says LYNX or another entity if such as decided. That's that action item in full. We're not at the point where that process has been started. I would agree with you on that. I think the goal here today is to talk about how we get to a point where we have a process and a path forward for transition of those operations. Step 2 was what I was alluding to earlier when I said that the Operations Phasing Agreement contemplates a review of our current governance documents. That step says that the parties will negotiate additional required amendments to the Interlocal Operating Agreement in order to comply with the necessary steps for the transition. I think that's something we could start getting ahead of because independent of what the ultimate outcome of operation of the system is, there will certainly be some alignment that is required. If we can get ahead of identifying what needs to be aligned in these documents and potentially how it could be aligned and different options for doing that, I think that's an effort that's probably worthwhile to start soon. It won't likely be completed by December 31st. We can work fast, but I'm not sure we can all work that fast. I also think and understand from FDOT there is some reasonableness in being able to adjust those deadlines to meet in a reasonable adjusted timeline.

- **Amy Lockhart:** For the record.
- **David Cooke:** Yes, that is correct. The Department recognizes where we are and that there will need to be some additional time to get there.
- **Stephanie Griffin Mateo:** The deadlines do contemplate some contracting of operation outside of the CFCRC. There's a deadline associated with that and a deadline associated with formal votes on these items, how the transition will work and approval of underlying documents that will reflect the relationships at issue in those operations. Those decisions to our review of the meeting minutes have not been taken yet, so we do need to come up with a plan once we work through the intermediary issues here and how to achieve those.
- **Jeff Brower:** You've accomplished exactly what I wanted. I wanted to make sure that we all agree on 1 and 2 and thank you for getting a commitment from FDOT.
- **Stephanie Griffin Mateo:** Overall, when we do look at the current governance structure, it really informed our view top down for how we approach any transition of operations. We've looked at this and the presentation takes this perspective for everyone's benefit through a lens of governance and management. There are two separate concepts, but there's a lot of overlap. We need to make sure we're affecting transition of operations from a management and staffing perspective, but also from a governance and a best practices of a public entity perspective. In order to do that, when we look at the existing governance and we look at the existing documentation, we took stock of how FDOT operates the system today, which is essentially through requirement by requirement in our agreements of having at least two identified staff members at the executive level to have oversight and management of the system and then they can contract out operation of that system as they will. That's what's provided currently.
- Our view, when we reviewed that, is that that model is one that has been accepted by the FTA and by your federal regulators as meeting the accountability requirements for the system. We certainly took that point when we assessed how governance could work at a best practice for governance for CFCRC as it moves through an operational transition.
- With that and with the WSP report in mind (which Allison will talk about), our viewpoint and our starting point for this was taking the management framework in the WSP report, which we think is robust and it's a good framework and overlaying that with achieving a similar level of governance as has been accepted both by your regulators and as sort of a best practice for government entities. When we looked at that, we concluded early on that a best practice recommendation for consideration of the Commission would be to come to a determination of whether you want to have some staff. Our recommendation would be to consider that very seriously. Some staff, even at an executive level, even just looking at the executive staffing levels provided in the WSP report would be highly recommended by our firm. We'll talk about that in some of the case studies that we have at the end of the presentation and how that can work well and how not having that could go wrong. We see it in the Working Group sessions, for example, where we have five different jurisdictions, all with a robust set of staff that participates in the operation of the system. When decisions need to get taken even on very fundamental and immaterial items, it involves 20+ staff in the room, plus the staff from FDOT to develop a consensus around what needs to happen. That lack of executive staffing and that lack of top-down direction at the day-to-day operational level really can impact efficiency. I know we haven't been doing a lot of that because we just recently transitioned from FDOT the financial responsibility for the system. We're all finding our way through a transition, and that's very normal. Not having that top-down direction does result in some time and financial inefficiency -- multiple calls with the lawyers and as you know there's a cost to that. A key point takeaway we will be talking about as we move through the presentation is the concept of having some staff at some level, whether there's a spectrum of very small and very large we can work through to be accountable directly to each of the Commission members on the CFCRC. When you become an operational entity and operational decisions need to be taken, you have someone who's directly accountable to you for those decisions that you have vetted, that you have hired (you could potentially fire) and that sort of control and accountability and responsibility, but also such that you can take a look at your existing governance, which is very stringent and decide how you want to delegate to that responsible party oversight of the system

so that those day-to-day operational decisions can be taken in a way that's more reflective of typical industry standard and flexible enough to respond to the concerns at hand at the time they arise as opposed to waiting for a Commission meeting or waiting for notice, and then another Commission meeting to undertake small decisions. An example of that recently would be when we came to the decision at the last meeting to put dead heads into service. There was a lot of robust discussion around that. Part of that was generated from the governance requirement in our documents right now that says full stop, any expansion of service needs to go to the Commission. The reason for that is a cost control major. At the end of the day, we had determined if there was any cost associated with this, it was relatively immaterial to the Commission's overall budget. Because there were concerns amongst the jurisdictions about full compliance, that decision had to be elevated to the board, even though there was not a material cost associated with it. That's a prime example of an efficiency challenge. I think part of why when we talk about staffing and governance, we are so focused on that because as you take on operations, if that's the direction we go, those issues will come up to a greater degree and more frequently.

- **Allison Fultz:** I think what the Commission is living right now as it is in the midst of the transition from FDOT over to CFCRC is seeing how operational necessities and urgencies are impacting the role of the Commission. Ultimately, you want the commissioners to be in a policy setting, to be in a strategic role, and to be able to really concentrate on those long term more strategic matters in order to really bring SunRail to robust service, responsiveness to the community, and allow the day-to-day operations to reside at the staff level with a group of people who are accountable to the board but who are not having to involve the board in day-to-day operational decisions. Many organizations have faced this dilemma and have worked through it, but in general as you'll hear us talk about throughout this presentation, the distinction between governance and management and why that's an important distinction to make because there are options in both of those arenas that set up coherently will really serve you well going into the future.
- **Amy Lockhart:** Before we move on, I want to go back to you what I think I heard because there's a lot going on. On this Operation Phasing Agreement, Section 5, where you have these four points pulled out, and this is directly from the agreement. What I think I'm hearing from you is that there could possibly be or should be a Point 5 that the Commission should consider hiring some staff, like we have with FDOT right now, as the executive officers to fill those roles before an Operating Agreement would move to any outside agency. Is that what I'm hearing or am I hearing something different?
- **Stephanie Griffin Mateo:** I think that's a concept and the sequencing is certainly open for discussion. I don't know that we have had consensus yet on hiring staff, so I think that's step one. Certainly, it should be added to these transition deadlines if that's the direction the Commission wants to go, and it's certainly the initial direction we would recommend. There are other ways to do it, and we plan to talk about those next. I think if that's the direction that consensus builds around and is agreed upon, it's certainly a step toward building out the overall framework for the transition and should be added here. In addition, I think the recommendation coming out of this section of the agenda from us, because we did promise some process recommendations, if not final decisions, would be to get direction from the Commission to get started on review of the underlying agreements and alignment in compliance with #2 up there on the board to work with staff to achieve that. That is not going to be a quick process, there's a lot of meat here. I hope I made that point clear by having every agreement on the slides and it's going to take time to work through that. If we're trying to do this, not in line obviously with these deadlines, but in line with whatever deadlines we can agree to with FDOT, it's a process that needs to be started sooner rather than later.
- **Amy Lockhart:** Mr. Brower do you have something?
- **Jeff Brower:** Let me press that a little bit further, thank you for bringing it up. Maybe you're going to get to it in item 4 on the agenda, but I didn't think staff was an option. I thought to be a direct recipient; we had to have staff.
- **Stephanie Griffin Mateo:** We will get to that very soon. I think the reason why it might be worthwhile to hear the next portions of our presentation is because we'll fill in the context

around that status and the backstops from the WSP report and from FTA, that will lend themselves to understanding that process better. Rather than just give you a straight answer, I think I'd like to turn it over to Allison to fill in that world, which would be helpful before we move through that question. If we're comfortable, we'll move through to Section 3 of the agenda.

Agenda Item: Discussion – Transition Framework – WSP Report

Presenter: Allison Fultz

- One of the very important inputs we looked at was the WSP report clearly sets out a robust and credible framework in terms of staffing, the size of the team you would need to manage the day-to-day operations in a few different configurations. The report takes as its framework, CFCRC contracting directly with LYNX to have LYNX be essentially a turnkey operator. I think one difference we will be discussing between the WSP report framework and the conversation we had with FTA is in contemplating staff, particularly at the executive level (a tight executive team), the report presumes essentially all functions other than the board would reside with LYNX or the contracted operator. The FTA and this links directly to grant making and eligibility to be a direct recipient and take on some of the funds that are specific to rail as opposed to more general transit funding. That model presumes that there is at least some accountable staff component that resides with the CFCRC. I want to point out those two differences in terms of governance structure and the assumptions and frameworks that we're hearing from the WSP report and from the FTA and their senior staff and how the grants would work.
- In terms of operations and management, the WSP report really sets out a very robust and well thought out framework. Reading through the report, it was very straightforward for me to be able to envision how the agency would operate, how it would be set up, how the operational, technical, and administrative functions would fit together. From the point of view of how you would go about this day-to-day, the WSP report provides a very thorough and well considered framework.
- It is not as clear on the governance because it takes up a particular model as the governance framework, it doesn't go into as much detail on the governance that it does on the management side. As we were going through all of the materials we were reviewing and reflecting on the meeting with FTA this past May in putting all of the factors together, we realized that we needed to amplify the governance question for the Commission a little bit more because getting that piece right and being able to marry it with your management structure will give you the full picture of what you need in order to move forward.
- In the transition framework, we felt the WSP report did a very good job of laying out the steps, the sequence, the considerations that related to the various existing and potential future agreements and relationships that are necessary to operate the system. In this framework, WSP presumes contracting all administrative and operational functions to another public entity, LYNX. They identify a couple of others but definitely focus on LYNX. Then lay out a number of both executive and administrative positions in order to operate the agency. Things tend to break down into what's rail specific, what's operationally specific, having to do with compliance with the grant agreements, having to do with compliance with the Federal Railroad Administration's (FRA) safety requirements. We are focusing on the FTA perspective today in our discussion, because they are your principal funding agency and making sure that we are satisfying their requirements in terms of funding an organization is definitely more urgent. The FRA also has a very important role which essentially comes into play on Day 1 after the operational transition, because they could show up on Day 2 and want to inspect the service to make sure that it is in compliance with all of the FRA's safety regulations. Although the FRA does have grant programs that are relevant, by far the bigger grant source of grant funding in the federal government is FTA. We're happy to answer any questions about how the two of them interact. I did want to point out why we are focusing on FTA in today's discussion.
- The WSP report also does a very good job explaining clearly what exists with respect to the operations today as they are housed at FDOT and the fact that the structure that's reflected at FDOT is something that would really carry through to a new operation under CFCRC. The question really is where are the identified functions housed? Today things like procurement, finance, human resources, IT, risk management and capital programs are all components that

are supported within existing components of FDOT. Those same components for the most part also exist at LYNX and they are what you would consider the heart of any public transit agency's operational core. These are the functions that you must have housed somewhere answerable to the executive team, who is in turn answerable to the Commission in order to be sure you are maintaining regulatory compliance, you are observing best practices in the industry and covering your risk assessments, your risk allocation, human resources and planning for the future in your capital program. Even though these functions are things that really are necessary for the day-to-day operation of the system, they also have a very important role in supporting the Board in considering long term strategic and capital investments going forward. I'm looking at the slide and seeing the capital program function, that's one that has a really quite varied role because those are the staff who are looking at we're building a few stations. We got some federal money. We're the ones we're making sure you're complying with all your grant requirements, but these are also probably the team who's going to be answering questions from the Board about whether we want to extend service or want to make capital investments. What are your recommendations to schedule for doing that? What are the programs that are available? As we consider each of these administrative roles, we need to also keep in mind that these people are directly supporting the strategic goals of the Commission as well.

- I'm happy to entertain any questions about our review of the report and then next we will be looking at FTA's input.
- **Viviana Janer:** This difference from your recommendation from the WSP is basically this executive team you're suggesting we hire because of the FTA, which I understand, but is it outlined anywhere what this executive team is and how their interaction (let's say if we do contract with LYNX for the operations of the system) is or is that not outlined here yet? Is that something we must look at?
- **Stephanie Griffin Mateo:** It's the latter. At this point, view this as a starting point to have to carry through that discussion because we don't have consensus yet around even having an executive team. We can certainly talk about what that team could look like. I think the WSP report does a nice job of laying out the staff that will need to be hired by somebody to take over operations of the system from FDOT. I think we can work within that framework. What's there and identified as executive versus safety. There's some key identifiers to the staff that needs to be hired, and we're primarily looking at the first top level of staff within that framework if that's helpful.
- **Allison Fultz:** For those reading along at home, it would be Table 5-2 in the WSP report. They have a brief list of what they describe as the new SunRail positions. It does a nice job of breaking out both executive and key operational staff roles.
- **Jeff Brower:** I'm going to press it a little further. We've always talked in previous workshops and meetings that LYNX was one of the options. All of you are members of the LYNX Board, Volusia County is not. We've talked about that a little bit. Looking back at the previous slide, and I appreciate you bringing it up on the previous slide on #2 talking about LYNX that there was an asterisk that we didn't get in our paper that said it's it could be another operator or could be another company, not necessarily LYNX. I think we're really missing an opportunity to not do an RFP to see if there's other companies with rail experience. The first thing it says on the transition framework is expertise in commuter rail operations. Does LYNX have any expertise in commuter rail? There are companies that do and there are companies that I know are interested. I think we missed the boat especially when we're looking at a future that is very uncertain. I know Volusia County lives on property taxes. I don't know what's going to happen with property taxes. On the way here, I read about eight bills that have been submitted to slash property taxes, four have been approved to go through the legislature. We don't know what we're going to have. I think it's a disservice to the public for us not to do an RFP and see if there is another operator that has expertise in commuter rail that could really be beneficial in cost savings and with considerations with the FTA. I'm hoping that will come up at a voting meeting that we would decide to put it out on the street and see who else is interested.
- **Allison Fultz:** Commissioner Brower, contracting and the extent to which CFCRC contracts or instructs its operating entity to come to contract is one of those elements that you have a lot of control over. I'll be talking in a minute about how FTA is not taking a very prescriptive view of

what it expects the CFCRC to look like or how to operate it. In the meeting on May 15th I attended along with the FDOT team, FTA basically came into the room and announced we are not going to tell you how to do this. We want to hear how the CFCRC is constituting itself, its operations, its governance structure, what we are looking for is clarity. As your federal funder, FTA is saying we need to understand what the flow of funds is, how you're using the federal dollars that you're getting, what your local and sustainable funding sources are. I think your concern about property taxes is definitely something you would put into that analysis. FTA is very focused on understanding how the federal dollars combined with local and state dollars to make sure that this is a robust and responsive system. FTA also wants to know that there is organizational, technical, and operational capacity within the organization to be able to make sure the operations remain safe and comply with FRA regulations. FTA realizes that there are several ways to go about that. You can essentially continue as FDOT has established and contract out your operations and maintenance and make sure the companies and entities who are conducting that work have done it before, they know what they're doing, and they can answer all of FRA's safety questions. FTA is not saying and we require you to let contracts for these portions of work or take it in house. They're simply saying make sure that what you bring to us as your funder is clear and that we understand how you structured your service, how you conduct your service, what key performance indicators (KPIs) you have in place so that as they are conducting their periodic reviews or if they come in and conduct an audit as they do as part of the normal course, the CFCRC would be able to answer all of those questions. The conduct of operations and how CFCRC as a governance entity answers the mail on questions relating to operations or safety or other technical matters is really one of those key mechanisms that this group will need to determine and to be able to say it's housed here and we've contracted out for these activities, but not these, maybe all of them. We'll be walking through the range of different structures we discussed when we met with FTA.

- **Amy Lockhart:** We must figure out as a Commission, how it is that we want to prove to FTA that we are big boys and girls. I feel like we're still a little infant agency that is relying on our Big Brother to help literally keep the trains running on time. We're saying we want to do that and take on that responsibility. We're going to have a framework in place to prove to FTA and anyone who we would request money from that we would be a responsible grown-up entity that can execute. That's what I'm hearing. You need to figure out as an organization how you want to accomplish proving that and then you can figure out who it is, which agencies you would plug into those roles. Is that what I'm hearing?
- **Allison Fultz:** Yes, you want to be sure that you're clear on your framework and your mechanisms so that CFCRC, as the governance body, will be able to know what and how it's executing on its program. With that framework in place, there are many options for addressing the operational functions that fill in that framework.
- **Stephanie Griffin Mateo:** This goes back to our initial discussion about having some executive staffing. If you need to be accountable to FTA to talk about what your framework is, how you're achieving this, that is part of what led into our recommendation to have somebody accountable to the CFCRC employed by the CFCRC that can provide that information directly to FTA and manage that framework, whatever the framework is. If it's LYNX, or it's another operator, if it's an RFP, whatever it is to have oversight over that agreement for whatever those operations are that are not housed internally.
- **Jeff Brower:** I agree with you that the FTA is not holding out a sledgehammer telling us what to do. That's why we're here having a workshop. Expertise in commuter rail, is that an FTA requirement or just from the WSP report?
- **Allison Fultz:** It's both a best practice and something that FTA looks for as it's giving out funding for projects.
- **Jeff Brower:** That's why I brought it up. I would say that although FTA is not requiring the CFCRC to put out an RFP, Volusia County is suggesting that. For me and I think I'm speaking for my Commission, that it would be a requirement that needs to go on the agenda for us to vote on to do an RFP and see if there's somebody with expertise in commuter rail, which there are and they're available in this area.

- **Buddy Dyer:** What type of entities are you suggesting? In the state of Florida, there's only two commuter rail systems, and that's SunRail and TriRail. FDOT operates one of them and the TriRail Commission operates the other, so you're talking about some out-of-state staff.
- **Jeff Brower:** Even out of country, there are folks who are working here in bus service and all kinds of public transportation that have a lot of rail experience. We should consider those folks too.
- **Buddy Dyer:** The way I look at it is there's different functions. There are rail functions that are specific and need that expertise, right. You even contract out the maintenance and the operation of the train sets. What we must get down to is what are we going out to ask for? We just asking for the operation of the train sets and the maintenance of the train sets, and we're going to have some other entity that doesn't have to have rail expertise that can do the other 5 or 6 functions that you had on your list, HR and the other things of that nature. Are we looking for somebody that's an entity that's going to do all that type of work? If we use LYNX, we're asking for those parts of the operation. We all know they don't have rail experience, so we would have to contract with some other entity, maybe it's the same one that FDOT currently has right now, but some entity that's going to operate and maintain the train sets and does have the expertise to do that. It seems to me we must figure out what it is we're dividing or going to ask those entities to do.
- **Allison Fultz:** I think that goes to Chair Lockhart's point about understanding your structure and your mechanisms so that you can then bring in the appropriate entities to fulfill each of the functions that you've identified.
- **Buddy Dyer:** Are we going to employ these two executives FDOT has now? Or are we going to contract that out as well and only have the five members of the Commission separate from whatever entity? That would be one route, but I don't know that's what we want to do.
- **Allison Fultz:** I think that's one question, one model to consider. It is definitely the case that FDOT today operates the service through private entities with whom they have contracted.
- **Buddy Dyer:** Commissioner Brower, I'm not disparaging what you're suggesting. I'm just thinking we have to figure out exactly what it is we would put out to RFP if we're doing to do that.
- **Jeff Brower:** I'm thinking about operations and according to the requirements of FTA we're going to need to have some staff, hopefully not a large staff, to qualify to transfer property, to exist, to get federal grants. I think having somebody in operations that has this expertise in commuter rail is going to be significantly important.
- **Buddy Dyer:** We need not look past that we have that because we already have them on contract, and we can assume all the contracts FDOT currently has.
- **Stephanie Griffin Mateo:** That was the point we were we were just discussing. I think what we're talking about is there's a day-to-day operational component, and we have existing contracts with national providers who can be novated or assigned to the CFCRC through the transition with FDOT. In fact, that's an item on our list to bring up at because that's a review process we also need to get ahead of and get started with to make sure we can timely achieve that. That's out there. I also think what we're talking about is the institutional competency and that's a different question that goes back to those elements that Allison was discussing – IT capacity, procurement, finance. There's the day-to-day rail operations and then there's the governance, the oversight and management, the safety personnel and where do those folks sit. We have the WSP report. We have contemplated nine staff in that space. I think there's an effort that probably needs to be undertaken to scope that out, look at those staff and figure out where they sit, and what makes sense. Going back again to our suggestion was that some of that executive top line can sit here, you could potentially have them sit elsewhere, but there's probably some more explanation required to FTA with respect to accountability and you get in the weeds on that, but it is an option and worth discussing. Then you have the other kind of day-to-day staff, contract specialist, and those positions. Could those sit elsewhere? Could those sit with LYNX or a third party or an operator, do they need to be here? You have options and we can certainly help you navigate within the legal framework what could make sense and within the best practice framework, but that is also for the Commission to decide. So just trying to frame out the scope of what we're talking about when we say operational capacity.

- **Allison Fultz:** Let's touch on FTA and before we dive into the funding points. I do want to clarify some roles. I know questions have arisen about direct recipient, doesn't need recipient and how does money flow. The terms overlap it. They're not intuitive to follow, but in the FTA statutes, the designated recipient, the role LYNX fulfills for the Orlando area today, is the master coordinator. It is the entity that is a public entity. In this case it is an operational transit agency, but it is also responsible for taking in the formula funding that's coming to all public transportation operators in the area and apportioning that money. There's an important coordinating and administrative role that LYNX as the designated recipient fulfills that will not change. LYNX is the designated recipient. It's it will continue to be the designated recipient. The next role to focus on is a direct recipient. Who is a direct recipient. What does that mean? A direct recipient is a public entity. In this case, we would anticipate it would be CFCRC that operates public transportation that has demonstrated to FTA it has its own independent capacity to take in a federal grant and manage whatever activity it is conducting that it's using that money for. For instance, maybe a project to upgrade, wheelchair accessibility at stations, or ADA accessibility because there are federal grants available for those kinds of projects. For CFCRC to also take funding that is specific to commuter rail projects from FTA, it would need to establish itself as a direct recipient. You can think of there being multiple direct recipients operating different kinds of service in a given metropolitan area. It is the designated recipient who is managing, overseeing, and keeping track of the funding that goes to all of the recipients, including the direct recipient, in this case the CFCRC. When FTA is considering direct recipient status, it's looking for independence, it's looking for clarity of operational and governance structure. It is looking for corporate requirements. Did the Board authorize the Commission to go forward to seek the status? Is there an opinion of Council that evaluates the legal structure of the organization? Does that meet FTA standards? There are several administrative requirements that are still substantial. You must back it up with documentation and analysis. FTA has a very straight forward list of things it requires as it reviews an entity to grant direct recipient status. That's an element of what the Board will need to consider. We'll talk about the timing for that process a little further on in this presentation. There has been a lot of discussion about who's a designated recipient, a direct recipient, and who does what. We wanted to point out there is a distinct role for a direct recipient, and that's an important independent and capacity-based demonstration you need to make to FTA in order to become fully fledged as a grant recipient. Once you've gone through that process, it's complete. It's not something you need to do every year. You get through that one gate and then that allows you to participate in programs going forward.
- **Buddy Dyer:** The designated recipient is for an urbanized area. What's the geographic boundary of the urbanized area for LYNX?
- **Allison Fultz:** Haven't looked in depth at LYNX's governing documents. I know it covers all of the counties and City of Orlando who are the constituent jurisdictions that belong to the LYNX Board. I am aware that there are parts of Seminole and Volusia County that fall outside the Census Bureau's urbanized area boundary. What I don't know off the top of my head is what population is outside that line.
- **Buddy Dyer:** So, it's not necessarily county boundaries?
- **Allison Fultz:** Not necessarily, that's correct.
- **Buddy Dyer:** Do you know?
- **Tiffany Homler Hawkins:** The two urbanized areas that LYNX gets funding for is the Orlando urbanized area and Kissimmee. Part of the Orlando urbanized area takes in a portion of Lake County, so there is that process as well. You are correct that some of the Seminole County are not part of the MSA. Part of Lake County is, and so we must do a proportionate share to Lake County when we do the sub-allocations like we do for SunRail.
- **Allison Fultz:** This is an illustration of why the role of the designated recipient is so important. Metropolitan areas can overlap and as formula funding, which is the two primary funding streams from FTA that currently fund SunRail operations are Section 5307 large, urbanized area grants, and then as well Section 5337 grant funds. Those are termed formula grants, which means that FTA looks at the whole nation, it splits the available funding up according to the

population of each state, it then looks at the population of each metropolitan area within each state and splits the money accordingly. Then it's the role of the designated recipient to make sure that that money gets allocated accurately to each of the operating entities who are receiving those funds.

- **Buddy Dyer:** My ultimate question was it appears that part of SunRail is not in the urbanized area that LYNX covers and I was unaware Kissimmee was a different part of that, which they do cover that. I assume Volusia and those two stops are probably not in our urbanized area. Does it make any difference at all?
- **Allison Fultz:** At a very high level, no, because you're talking about the whole SunRail system. I think it would depend on what kind of project you are contemplating. If you're contemplating a project that is only in areas that are outside of the urbanized area, that might be a consideration. Given the fact that this is a continuous system that serves the whole area, it really is the system itself that is benefiting from the funding. In general terms, no, but it really will depend on the details of any given situation.
- **Ayelet Hirschkorn:** One of the benefits of being a direct recipient is that you don't have those distinctions. When a direct recipient applies for FTA funding under the various grant programs which are available to them specifically as a direct recipient, it applies to the entire system. It doesn't necessarily apply to a certain area. The agency may choose to put that in a specific area, but it's looked at by FTA as the overall system. The other positive thing about becoming a direct recipient is that you're able to unlock significant dollars that the designated recipient can't. There are significant buckets of funding out there that would really open up a lot of opportunities for capital improvements that if the Commission became a direct recipient, it would be able to utilize today or at some point in the future.
- **Buddy Dyer:** It seems like we should do that, right?
- **Amy Lockhart:** It does. That might be a consensus. I'm seeing heads nodding.
- **Allison Fultz:** The funds Ayelet Hirschkorn referred to "being able to unlock" are what are called discretionary funds. The framework we're familiar with and which applies today are the two big formula funding streams. There's a whole other family of grant programs available from the federal government, which are called discretionary, and those are competitive programs. You've must put an application in, justify why your project is important and worthy, and can be carried out in a coherent and prompt fashion. If you are successful in the competition to obtain those funds, as a direct recipient you can apply for those funds, receive them, use them, and are directly answerable to FTA for how you are going about the use of those funds. That's a whole family of grant programs that doesn't come under the current structure that's in place. As Ayelet Hirschkorn pointed out, that's a huge benefit to becoming a direct recipient. It just makes you eligible for a much broader range of grant funds.
- **Allison Fultz:** This one can take us down into some rabbit holes just about how you use the system for award management and so forth. There are a lot of administrative tasks that need to be completed there. I do want to emphasize the second main bullet point, which as I had alluded to earlier. These are the things that FTA is looking for when it is considering an application for a direct recipient. FTA wants to know that you've got the legal capacity, and the financial and management capacity, and then the technical also calls operational capacity and that goes to sort of all your daily functions. I do want to emphasize that FTA in the meeting that we had devoted pretty much all of their senior staff in Region 4 (which is based in Atlanta), and spent the whole morning with us discussing different ways you could do this with their expectations are and as I had said, they're not being very prescriptive, they're saying please come to us to tell us how you want to set things up and how you plan to execute your program and also offered to work with the Commission along the way. Even if there are very early concepts about how you're thinking of structuring your governance and your operations, you'd be free to discuss them with FTA, kick ideas around, see what they think will work well and what won't. They're not prescribing anything, but they're also very willing to be a clearinghouse and a source of information and sounding board as well.
- **Stephanie Griffin Mateo:** Building on to our next slide, which is timing. This is important too if there is consensus building around achieving direct recipient status that we consider from a

sequencing perspective how we build this and how we achieve it and the timing required to do so in light of the overall transition and timing and schedule that we talked about earlier. I think this will be a piece of that. At some point, it would be helpful to get direction from the Commission on incorporating this into the overall schedule for transition.

- **Allison Fultz:** The new recipient timeline sets out basically an iterative back and forth with FTA. Between FTA and the Commission, it lays out the various submissions that FTA is expecting to see, and the timeline is built around what are typical and reasonable review times on both sides, both for FTA and the Commission, but by the same token, given where we sit today, it is possibly a bit optimistic because FTA has lost a significant number of staff recently. They've done an excellent job of keeping things moving, of making sure that things that are already in the pipeline continue to move along. I think just the fact that they offered to be a sounding board to us indicates that they are still able to move forward with their program with all the activities that they typically engage in with grantees. Although it really will be up to FTA as we go through this project process to say, well, you know typically this takes us 30 days. It may take 45 days this time. That is something that we're going to have to determine once we get into the process with them. What we want to emphasize with this timeline is we should not be wasting any time once we have established a framework to then get before FTA and start the process to become a direct recipient, so that that process can move ahead, as some of the larger governance and management questions get worked out, because this is something that can proceed independently on its own timeline. By the same token, we don't want it to become critical path.
- **Jeff Brower:** Looking at the timeline, you still think it's reasonable to get this done in six months?
- **Allison Fultz:** There's a strong "ish" at the end of that simply because this is the information that FTA had conveyed to us as of the spring. Things have stabilized and are not so different now from where they were when we met with them, but we do need their input. As we make requests of them, they will let us know.
- **Jeff Brower:** The three things that you said we must demonstrate. How are we doing? I think we've got excellent legal capacity sitting here at the table with us. What about the financial management and technical capacity? When you look at us now, how do you think we stack up?
- **Allison Fultz:** In terms of the legal capacity, that really goes to the governance structure and your governance documents, which have been in existence since 2007. I think that's something FTA is well familiar with. The financial management and capacity are something that this Board will need to define to be able to describe that to FTA. Also, the technical capacity is in that same basket. The Commission needs to be able to show you're hiring or contracting with people who have rail expertise, IT expertise, and so forth.
- **Jeff Brower:** That's what I assumed. Those are really big items. When I look at that in six months, I thought, I don't know if we can do that all in six months.
- **Allison Fultz:** For that very reason, we wanted to illustrate the FTA direct recipient timeline as sort of its own, self-contained thing because it does presume that certain decisions have been made before you start on this path.

Agenda Item: Discussion – Case Studies

Presenter: Ayelet Hirschorn

- We did try to find some case studies that could give this Commission an idea of what worked well and what didn't work well. For the areas where it didn't work well, what were some best practices that either should be put in place or were put in place that it ultimately achieved success.

- We have three different scenarios that we wanted to present to you from three different agencies. Each of these agencies is a direct recipient. The first two had to become a direct recipient. A lot of what I'm going to talk about for the first two focuses on some of the best practices that they learned as they became direct recipients. The last one has a little bit more of an operational flare to it because they contracted out for their operations and also had some lessons learned.
- If I had to put one word to encapsulate the theme here for best practice, it's accountability. It's accountability to FTA, as your grant funder, it's accountability to your constituents, it's accountability to your operator, and to your various contractors. How you establish that level of accountability goes to what Allison was saying before. It's really what FTA wants to see. They want to see you bring to them a clear road map that shows all these various streams and how the Commission is going to ensure accountability to each in a very clear way so that if there's a dispute, if there's a claim, if there's a delay, if there is any sort of issue that arises, there is a very understandable framework with which to resolve it. As we go through these case studies, if I can just ask for you to keep that in mind because that's the lens which we have looked through it and which that we have seen as the ultimate best practice.
- 1st Case Study: Gateway Development Commission – The Gateway Development Commission didn't start off as the Gateway Development Commission, it initially started off as a private corporation. It was comprised of folks from the states of New York and New Jersey and Amtrak, and the goal of the corporation was to construct a new rail line between northern New Jersey and Penn Station in New York to be able to create redundancy for the passengers that go back and forth between these two states, as well as to create a lot of enhancements and sustainability that overtime required a lot of state of good repair work. The corporation initially had one staff member. It was a PR guy. As the process went forward, they realized that they were not making any key decisions. There was a lot of back and forth. A lot of time spent on meetings and discussions, but no real concrete decisions. Then FTA came in and said you as the corporation cannot become a direct recipient. You need to become a public agency. What these individuals did was they created by state legislation in both New York and in New Jersey to create the Gateway Development Commission. It operates under identical legislation in both states. The Commission is comprised of three board members from the state of New York, three board members from the state of New Jersey, and one board member from Amtrak. They created their own bylaws, and created policies and procedures. When they worked with FTA, hand in hand, they were able to eventually become a direct recipient. One of the successes of the Gateway Development Commission is it created a model through a variety of different mechanisms, which allows it to function very well. Keep in mind this Commission has three different entities serving on the board, which have sometimes very conflicting views. What New York wants is not necessarily what Amtrak will want or what New Jersey will want. Sometimes that can be a source of great conflict. The structures they created, which were ultimately accepted by FTA as they became the direct recipient, really worked very hard to resolve a lot of that on the ground level. First they established an executive team, they hired an executive director, eventually hired a CFO, COO, and other high level administrative staff who reported directly to the Commission, and then eventually hired additional contractors as well as staff members to staff up and to be able to administer this enormous project. One of the successful things they did was they created technical committees. The technical committees are comprised of individuals from each of the three entities comprising the Commission, and they have voting power. They also have individuals on the technical committee who have advisory roles and who do not have voting power but have something to contribute. They meet on a regular basis, and they can vote on certain decisions before they ever get to the executive level. It's only when there are conflicts that the executive staff becomes involved, and if that cannot get resolved, then the Commission ultimately gets to resolve those. Many of the technical elements associated with the project and with the operations are resolved very early on. That was one thing that was very successful. The other thing that was very successful was they developed great contracts. They had a wonderful contract called the Project Development Agreement between the three entities that really is extraordinarily robust and not only provides the dispute resolution and claims handling functions, but it also describes how funding and financing is dealt with, administered and what happens if there's a conflict with one entity funding more than the other and how that is actually

worked through at the executive and Commission level. The other thing that helped in becoming a direct recipient was that they hired really good, competent staff. They hired individuals who had a lot of experience running commuter rail, knew what they were doing and were able to give FTA the confidence that as the direct recipient, they were going to succeed. You can google it; they're active, and trying to get these projects underway. Their success in becoming a direct recipient and establishing these procedures early on was very telling. I'll stop here for quick questions before I go to the next one.

- 2nd Case Study: Austin Transit Partnership – New entity created to construct a light rail operation system in Austin, TX. They are not the operator, the operator is actually CapMetro. What I wanted to highlight here is they started with using Cap Metro staff for a lot of the management function. They used CapMetro's procurement staff. They used CapMetro's HR staff. They discovered as they were becoming a direct recipient, that just wasn't working. There were a variety of reasons why it didn't work, including conflicts of interest.
- **Stephanie Griffin Mateo:** Can you explain what CapMetro is?
- **Ayelet Hirschhorn:** CapMetro is the operating entity in the Austin area and they operate the commuter railroad. Austin Transit Partnership was created to construct a new light rail system within the Austin area.
- **Jeff Brower:** Is it a commuter railroad?
- **Ayelet Hirschhorn:** Austin Transit Partnership is constructing a light rail, but CapMetro operates a commuter railroad around Austin and its surrounding areas.
- **Ayelet Hirschhorn:** One of the takeaways is how Austin Transit Partnership pivoted and they hired their own staff to be able to give CapMetro back the individuals that they had initially “borrowed” to be able to use those functions they had relied on CapMetro are now situated within Austin Transit Partnership. That was something that works much better for them. Ultimately, they must work hand in hand with CapMetro because CapMetro will be operating and maintaining the system, but having that separation was very beneficial for them.
- 3rd Case Study: River Line – It is owned by New Jersey Transit. The River Line is a light rail system located in southern New Jersey. About 20 years ago, New Jersey Transit contracted the operations and maintenance to a private contractor to operate the system and had very little staff within New Jersey Transit that oversaw that particular contract. What resulted after 20 years of operations was that the operation was not as robust and had a lot of delays creating a lot of customer complaints. As we speak, New Jersey Transit is in the process of transitioning. They terminated the contract with the contractor, and they are now in the in the position of assuming that role in-house. They are working on the labor front to try to make sure that they're hiring individuals who have a lot of institutional knowledge from the system and are also ensuring when they report to FRA, which is the agency overseeing this system, there is sufficient oversight within the agency itself and sufficient staff. Those are the three that we wanted to highlight with the idea that accountability is really the main thing here going forward.
- **Amy Lockhart:** Any other thoughts on any of those examples or questions diving any deeper into those? It's helpful and it helps us to realize we come in all different shapes and sizes and somehow, we will find our way like they are finding their way and lots of great takeaways. I'm sure as we move forward, we might touch back on some of those things and dig a little deeper. Do we want to wrap up questions, comments, direction? Any consensus we want to share? I would give deference to all the other board members as the Chair before I say what I'm thinking.
- **John Brower:** I appreciate the time that you've put into this. It looks like we've got work to do. I think we can get the work done. I appreciate you going through the list of the three critical things we need to do. At a future meeting, I really want this Commission to consider an RFP because we don't know what we're going to get. I think we could get operations and maintenance. I know there's several companies in Central Florida that have that capability. You probably are already anticipating the reason I request that. I am not against LYNX, but I'm also not part of LYNX. Volusia County has no relationship with LYNX, so it puts Volusia County as an outsider there. We've talked about it very superficially before that there would be some agreement made with Volusia County. I don't know what that is. We've never discussed it, but we need to know what that would be and then I would have to take it back to my Council and have them agree to

it. We can't be part of LYNX as a non-voting member. I think we would need to have full board membership with LYNX. It's something we're going to have to deal with if we keep moving forward to LYNX; that's obviously one option, but it's not the only option. We need to see who else is out there.

- **Amy Lockhart:** I would like to give some homework, so we come back and you've heard us and you come back with some answers. I think one of the things that would be very helpful, because that is an important question for a very important member of our team, if you could give some ideas of how would that work? Could that work? Let's flesh that out a little bit, if LYNX does wind up becoming the operator, which it can't be without a unanimous vote. Let's do the hypothetical. How would Volusia participate, how could they feel better about that, and what mechanisms are there to make that work for them? I think that's a very reasonable question, and I think we need to have it answered by you because we've talked about it a lot and we've surmised, but we've never had an actual opinion about how that work.
- **Stephanie Griffin Mateo:** To follow along to that, there's two things happening here. This idea that LYNX will operate in some way with the system. The other piece to this is going back to our initial recommendation of the Commission have some staff. If the Commission has staff and whatever goes to LYNX, even if it's two people or it's 200 people. There's a range. We would recommend a smaller staff but not nothing. If the Commission had staff that was accountable to you for oversight of a contract to LYNX in whatever capacity that would look like. That changes the calculus a little because you have staff that is reporting to this board that is accountable to you and to the other members of the Commission for oversight of operations, just as David and his team report to the board now on the portions of operations that are not conducted directly by FDOT. My first question is if we explore that model, does that change your viewpoint at all on whether or not you would need a seat on LYNX and the second corollary to that is obviously we're not counsel to LYNX and we would want to be deferential to LYNX's internal counsel's position on what needs to happen with the LYNX governing documents in order to be able to give you a seat at the table there, if that's where this lands. I think there's probably a two-step question on that front for you all to consider.
- **Buddy Dyer:** Madam Chair, my perspective is I feel like I've had the same conversation over and over for ten years or so. I know we've had workshops at LYNX when I'm the only remaining member that was at any of those workshops. They contemplated exactly what WSP has recommended, which is some role that LYNX plays. The contracts FDOT entered into always contemplated they would be assignable to us whenever we took over the operation and maintenance and other things. I think the easiest and most efficient and effective thing to do is get you comfortable with whatever the relationship is with LYNX. LYNX or we would take over those contracts and LYNX is merely providing the procurement, finance, human resources, risk management, IT, etc. functions. It's no different than having a contractor that none of us are a member of, but I understand your angst that the other four board members are board members on LYNX, but LYNX is just a contractor to us and is just as responsible to the SunRail Board as they are to the LYNX Board in the context of the operation of the commuter rail system. You wouldn't have a say in the operation of the bus system, but you would have one of the five equal votes on whatever LYNX is doing related to the commuter rail system.
- **Amy Lockhart:** Could you address a couple of the things that Mayor Dyer just mentioned, because I want to make sure that I understand? I thought what I heard was it's not merely assigning contracts to LYNX or anyone, i.e. Central Florida Expressway Authority, whoever it may be, fill in the blank. It sounds like there is more than just this board assigning responsibility to another agency.
- **Buddy Dyer:** When I'm talking about assigning contracts, I'm talking about FDOT assigning contracts to us or to LYNX; however, that would work.
- **Stephanie Griffin Mateo:** I want to make sure we understand the question and what Mayor Dyer is contemplating. We started this session with saying we have nine staff contemplated by the WSP report and we think there's a good structure built out there having the three executives or however many. It was with CFCRC and then oversee all those other functions that LYNX could potentially take on within that framework internally, so you don't have to build out a procurement staff and that was an option. Is that that framework what you're addressing?

- **Buddy Dyer:** Either having the nine there or having the nine in LYNX and just having the governing board over that, but I'm comfortable doing that either way.
- **Stephanie Griffin Mateo:** It sounds like there's some consensus potentially building around having some staff here. In our view, that best satisfies the FTA requirements and expectation for accountability and oversight of the contract. I would agree with Mayor Dyer that those folks would be accountable to this board for management of whatever services are farmed out to LYNX. You would have a direct oversight relationship there similar to how you oversee FDOT now and David and his group with their management of functions that are operationally contracted outside of FDOT. Allison might have something to add.
- **Allison Fultz:** I was going to reiterate that all the inputs and the structures that we've been dealing with contemplate that the contracts currently housed at FDOT would be assigned to CFCRC; the operations, the maintenance, and some of the heavy yard maintenance as well. Many of the administrative functions that we've been talking about could be housed at LYNX, they could be housed in-house, but that there is a distinction between the specific passenger rail operating and maintenance and safety core components and functions which are currently operated by contractors. On day one, those contracts are going to move over to CFCRC, and CFCRC will be essentially in FDOT's shoes in terms of the relationship with those contractors and it's the day-to-day administrative, management, agency, agency general, but also specific functions that could be carried out by LYNX.
- **Stephanie Griffin Mateo:** That's a really good point to bring up. Our underlying governance documents contemplate a transition from FDOT of those contracts to CFCRC, not to LYNX. I'm not sure what have been previously discussed but going by the existing documents, those are going to go to CFCRC and need to be managed by CFCRC. Then you have to build out your framework for how you do that and where the intersection is with your other operators.
- **Viviana Janer:** I'm with Mayor Dyer. I've been here over ten years with both LYNX and SunRail. Commissioner Brower I understand your concern. I've always seen it like the CFCRC is always going to exist and be the governing body of SunRail. LYNX is not going to be the one telling CFCRC. We're the ones, whether it's LYNX or whoever else that we take over the management to manage procurement and finance and human resources. We're the ones that are telling them what to do. I think this structure being recommended of hiring an executive director and an executive team to manage the contracts who are going to be assigned to us from FDOT once we complete the transition is a very good recommendation. Chairman Brower once you digest all this, because it's a lot, you and the rest of your board would feel comfortable. LYNX and the LYNX Board will be making decisions on the CFCRC because CFCRC will be the governing board of SunRail. Maybe because I've been looking at it for ten years and we've been talking about it for ten years, I understand that because I'm taking myself out of the equation. If I'm not there tomorrow at LYNX, would I feel comfortable? The comfort level resides in that SunRail operations and all the contracts are assigned to CFCRC and the governance of the CFCRC will exist in our capacity that we are now. Whoever we contract with will be under our leadership here as this Board continues not under LYNX. The LYNX Board will only be making decisions over our bus operations, unless something changes where we do other types, i.e., flying ships, helicopters. My point is it wouldn't be over the SunRail because that governance would remain with the CFCRC. I think that's the way it's written in all the contracts. It's been years, but I've gone through all the contracts and read that in in various parts and we've talked about it. I think we looked at all the different ways that when we take over, we could staff and can operate SunRail. I think our consensus was it would be more efficient to go ahead and use the structure we already have existing at LYNX for those functions versus having to hire and get everybody and have all that redundancy in the area. Those were the conversations we had, and I understand you have only been here a couple of years. You weren't part of a lot of those conversations. I understand your level of discomfort. I just hope that you could get comfortable with it as you go back and take some of this back and digest it because it would be a significant savings as we are all concerned about finances and money and how we pay for everything. It would be a significant savings. Were you on the Board when we looked at those different who would operate it and the cost savings?
- **Amy Lockhart:** I was on the Seminole County Board and we looked at it.

- **Viviana Janer:** Maybe it'll be good to dig up that presentation and share it with everybody again in terms of when we looked at do we completely on our own or hire everybody from scratch? We would need a building. We went through the different scenarios regarding cost savings and being efficient would be to sign those types of functions to LYNX, but that doesn't mean that LYNX is going to be governing the system. We would always govern our system, and I think that's the disconnect I'm hearing. I may be wrong. I don't want you to think for a second that the LYNX Board would be making the SunRail decisions. Legally, that wouldn't be possible. I'm not a lawyer, so I'll look over to the legal teams. That's how I understand it, and that's how I've envisioned it for many years. For me I feel like we keep saying the same thing, but we're not making any decisions and we're not moving forward, and we have to and we have to move forward.
- **Jeff Brower:** I understand that. It's actually a good description of the issue. It's not just discomfort. Yes, you've been hearing the same thing for ten years because you've been part of the LYNX Board and part of SunRail Commission. I've only been here five years, but Volusia County has been here the entire time, and we'd have to see what it looks like. I can't imagine being part of LYNX and only talking about bus service in one meeting and then rail in another. How do you separate the two and then we only have a voice in rail? My overall point is I think we hurt ourselves by doing that because LYNX doesn't have rail experience. Maybe we're going to get your two people, we'd have to vote on that, but we if we're missing an opportunity to have a rail company with extensive experience that that could do everything, we ought to look at it.
- **Amy Lockhart:** I think what might be good. I feel like that is a conversation that we will be having at some point. I think the first few things we need to give Kaplan Kirsch direction on and what we're willing to have you explore is there consensus around exploring those CEO, CFO, core executive team responsibilities contemplated by WSP, but we have not addressed that as a board yet. Is that something we would be willing to give consensus to have them pursue?
- **Viviana Janer:** For me, I'll be a yes. I'm comfortable with seeing what the recommendations are. What I would like to see also, and maybe that would help Chairman Brower, is an organizational chart of how it would work. Visual just in black and white. An org chart set up however you want.
- **Stephanie Griffin Mateo:** Reporting structures and accountabilities.
- **Viviana Janer:** Exactly from CFCRC Board, executive team with roles and whoever we're contracting with to do operations, finance, etc. Whoever that may be, whether it's LYNX or not; we're not putting names to it. What are the different buckets we must fill. That way we could go ahead and start ticking off what we need to do because otherwise we're never going to finish.
- **Amy Lockhart:** Amen, I agree.
- **Allison Fultz:** Commissioner Janer, you anticipated what I was going to offer in response to the discussion we've just been having, which is one way to receive a 30,000 foot view and look at the structure of CFCRC, presuming it has an executive team, but focusing on the contracts. You've got your operational contracts, your maintenance contracts, which today are housed with private entities, who do this work all the time. That's going to continue at least on day one, that will certainly be the case. Consider the role of your administrative support functions also as plugging in just like those contracts do. In the structure we've been contemplating although LYNX is a potential role player here, they wouldn't be in their designated recipient role. I do want to flag for this group that if that's the structure that you're contemplating, FTA will really need a lot of clarity about how is LYNX in this sort of contract role different from and staying apart from its role as the designated recipient for the Orlando urbanized area.
- **Amy Lockhart:** Because they would in fact be allocating their own resource. They would become a someone who would be allocated the resources that they are allocating to manage. Is that what you're saying? Potentially? That makes sense.
- **Buddy Dyer:** Another thought to Jeff, or to the chairman. The functions we're talking about LYNX doing, FDOT is doing those currently but not with their commuter rail expertise. They hired other people for their commuter rail expertise to operate, maintain the yard, the whole thing, etc. Their IT department may be in Tallahassee versus District 5 for all.

- **David Cooke:** We still provide all the management and technical support for procurement oversight, etc.
- **Buddy Dyer:** That does it for your road building capacity as well, so that's kind of what LYNX would be doing. They would not have the have expertise necessarily in driving trains, but they have expertise in the five areas of procurement, finance, HR, risk management, and information technology that is available to any aspect of the department. I'm comfortable with you asking, are we comfortable exploring the notion of having the Commission and then an executive team and then farming out the remainder of the responsibilities to people who we don't already have under contract to provide the rail services to LYNX.
- **Stephanie Griffin Mateo:** That's right.
- **Amy Lockhart:** I think you have consensus for that. Then the other piece I think I heard you ask is for consensus around allowing you to review our existing agreements; that there that's a different day, there are things that are changed, things that we might want to revisit. Is there consensus around asking Kaplan Kirsch to review those existing agreements and provide feedback and advice for where minor tweaks might need to be made.
- **Buddy Dyer:** Say that again.
- **Amy Lockhart:** The existing agreements that they ran through, we've got all those different agreements that have been in place since 2007.
- **Buddy Dyer:** The agreements that FDOT has currently. Not our governance structure.
- **Stephanie Griffin Mateo:** The foundational agreements and again not tweaks to the actual commercial terms or anything like that, but more alignment issues that are contemplated under the Operations Phasing Agreement, you're going to need to go back in as FDOT pulls out of some of these agreements and figure out how they need to be adjusted as you move forward to an operating entity.
- **Amy Lockhart:** There's consensus around moving forward with that. We also talked a little bit about the different technical advisory committees that are contemplated in those agreements, we know we've got the Executive Working Group. I'm sorry, I always call you the wrong thing. The group that's not contemplated that meets that is our core team members closest to each of our entities that meet together. Would that be something that we would want them to go ahead and if they are going to be working together? For example, the TAC is having a hard time reaching a quorum. Maybe that needs to be looked at as well. Is that the best use of their time and function? Should we re-contemplate who is a part of that and the scope of that?
- **Buddy Dyer:** I'm fine with that.
- **Viviana Janer:** When you say re-contemplate. Re-contemplate exactly what? The Technical Advisor Committee? The Transition Committee? I think most of them are the same members. Which one? I need some clarification.
- **Stephanie Griffin Mateo:** There's working groups with staff from each of the jurisdictions that meet. I attend those meetings as well to get feedback on any issues that I might be able to support on. There's an Attorney's Steering Group that also meets and those are the working group itself with staff is not expressly sort of codified in the existing agreements as having specific functions in the way that the TAC is. The challenge with having a committee that has specific requirements is it's a public meeting. You need a quorum to take decisions, and we have received some feedback that there was challenges in being able to get that quorum because it's a very broad group. As we move into an operational role, I think it merits looking at how those two groups interface and giving some consideration to what makes sense to allow those groups to function, achieve a quorum, take decisions. I wasn't suggesting completely changing the nature of those groups but finding out where the pain points are and then working with those groups to make a recommendation not just from our firm, but with input from the folks that actually sit on those groups about what might work better as we need to be more flexible and operational.
- **Viviana Janer:** I would like to see how they look because they're taking votes on something. They must be public meetings and they're going to need to meet a quorum. I see if you change the structure within the groups and maybe have less people as voting members, so OK, I get it.
- **Amy Lockhart:** There would also be an opportunity because we do have our CFO's meeting, we have our attorneys meeting, we have other staff members meet that are not contemplated in any

of these agreements and they do meet together and they come back and give us advice and those are not sunshine committees, but they are reviewing documents and they are providing advice to us in our roles. Just to have that reviewed because they're not contemplated in any of our documents right now. A lot of time we have a lot of people in a lot of meetings just trying to be as efficient as we possibly can and still get the work done.

- **Amy Lockhart:** Did we want to look back at the WSP report and look at the refinements specifically that are being recommended or are we just going to move forward and say great report, helpful in establishing a framework, but now we're going to move forward with new information that wasn't contemplated back then?
- **Allison Fultz:** I think it's both. The WSP report goes into a fair amount of detail identifying where the Commission will need to focus as it looks at the various agreements. Where changes might need to be made, where the analysis really should focus, and I wouldn't want to not use that initial work because it's quite solid. I think we would certainly incorporate the recommendations in the WSP report as we analyze the agreements and then as well bring in the more recent information that we've obtained so that we really are giving the Board the most up-to-date comprehensive picture of how well do the agreements that were constituted, some as early as 2007, how well do they suit today's task and what might we need to do to tweak them?
- **Amy Lockhart:** We did not address the fact that there seemed to be consensus around us pursuing to be a direct recipient. Is that the consensus that was given to have our folks start to pursue that?
- **Viviana Janer:** I thought we need to have the executive team in place before we're able to start that process.
- **Amy Lockhart:** I heard they could moving forward on parallel tracks.
- **Allison Fultz:** They could, but there's there are certain key decisions that need to be made before you can really jump in.
- **Viviana Janer:** From what I understand, I don't think we at that point to make that decision now, but I could be wrong.
- **Allison Fultz:** We probably know enough as we sit here today to be able to ask FTA some initial questions. They are aware that CFCRC is becoming a direct recipient, and they've been operating on the assumption that CFCRC will pursue that role. That's the lens through which they will be viewing questions, if we have questions for them.
- **Buddy Dyer:** Madam Chair, how about if we ask them to as they're doing their work, just being mindful that we might make that decision going forward, so not to pre-empt us from being able to do that?
- **Allison Fultz:** We could certainly carry it as a placeholder.
- **Amy Lockhart:** I think what we don't want to say is we are not interested.
- **Allison Fultz:** Understood.
- **Amy Lockhart:** Given all the information you provided us and all of the information we're hearing from FTA, it would be foolish to sit here and say that we are not going to pursue direct recipient. If we could just continue to pull together. The thing as to keep in mind as we're moving forward that that would be our ultimate goal and that we don't mess something up that would jeopardize that in the process.
- **Buddy Dyer:** I don't know if it will come into in any shape into the work that you're doing, but I'm hopeful that we're going to expand the system at some point. So be mindful in doing whatever you're doing that that could be the possibility.
- **Stephanie Griffin Mateo:** I think that we do understand that and that is also part of why we want to look at those foundational documents to make sure it's very clear that the Commission has empowered itself to pursue that.
- **Buddy Dyer:** I don't think that's going to be an easy process because we're going to have to come up with some probably different funding formulas for the expansion. A lot of work to be done there.
- **Allison Fultz:** I think that question is a really good example of why it's important to make sure that the CFCRC has as much latitude to operate as a strategic and long-term planning body as it

can build in. The sooner you can gain consensus about the structure and the management mechanics that will enable you to start to take on the bigger questions.

- **Jeff Brower:** And as a direct recipient, no?
- **Allison Fultz:** If expansion becomes part of the program, CFCRC would need to be a direct recipient because then you're talking about large discretionary grants for capital improvements and infrastructure projects.
- **Jeff Brower:** I thought I just heard Mr. Mayor Dyer, say we may decide to go that route. I don't think we have an option.
- **Buddy Dyer:** We may what?
- **Jeff Brower:** To be a direct recipient.
- **Viviana Janer:** No, he said expansion.
- **Jeff Brower:** I know, but a minute ago.
- **Buddy Dyer:** No, I'm supportive of that. I was just saying at this point that didn't seem to be total consensus. So, let's just make sure we're not doing anything that would preclude us from doing that.
- **Jeff Brower:** OK? It takes a lot of time.
- **Buddy Dyer:** You already mentioned two of the three things that we need that were on your list we haven't done or accomplished.
- **Jeff Brower:** OK. I just want to make sure we agreed on that.
- **Viviana Janer:** Question for the attorneys. On timeline, how long do you think you need to bring back those recommendations to us so that we could start making decisions and moving forward? Obviously, we have already missed one of the deadlines, even though it hasn't gotten here; 12/31/25, is not happening. So, I think this timeline is important.
- **Stephanie Griffin Mateo:** That's a great question. We need to dig in a little bit deeper in terms of the first directive here about how this could look and how we are envisioning a little bit of shifting in the WSP structure, what that could look like. I think we could turn that around pretty quickly and certainly within the next several weeks. That's not an issue. Taking on some of the more in-depth review of the foundational agreements that will obviously take a little bit longer. I think be helpful for us to map out a strategy that we could discuss with the Working Group for that review and come back to you and give you better insight there.
- **Amy Lockhart:** Do you think you could provide for us at our January meeting a timeline of when you think you'll be able to do those different things?
- **Stephanie Griffin Mateo:** I think we can absolutely commit to a timeline by January, and we can likely get the first deliverable to you in time for review for that meeting.
- **Amy Lockhart:** Any other follow-up questions? Any other thoughts? Does FDOT want to weigh in at all?
- **David Cooke:** I just want to thank everybody. I know everyone has been working very hard, especially with the working groups, the attorneys groups, the CFO's, your technical staff. Everyone has been trying to make the effort to get this across the finish line. I know as we work together hopefully, we can make some more progress this coming year. I want to thank both the Working Groups as well as the Commission for that. Thank you.
- **Buddy Dyer:** If Commissioner Bob Dallari was still here he'd say, "Well, the FDOT could continue to operate this and pay for this."
- **David Cooke:** We intend to follow through with the intent of the original agreements.
- **Amy Lockhart:** Thank you to Kaplan Kirsch. Thank you to all the teams. We know there's a lot of work that has gone into getting us to this place and I'm grateful that we were able to give you all some direction. Is there any other direction that you feel you need or anything that you want to leave here not empty handed with?
- **Allison Fultz:** I think given where we are at the moment with the direct recipient question, inevitably, as we analyze the documents and as we explore options for the Commission, there will be points where we're going to be pointing out how you would either have an advantage or a disadvantage whether or not you are or are not a direct recipient, and I think to the extent that we can offer that as helpful analysis, we'll certainly be sure to do so.

- *Stephanie Griffin Mateo*: I think we're very clear on our takeaways and so we have some work to do and hopefully that work will help us progress to the next time we come together.
- *Amy Lockhart*: Thank you all so much.

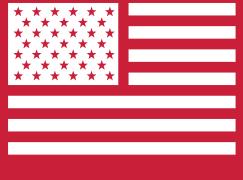
Next Meeting: January 22, 2026, at 1:30 PM, Lynx Central Station Admin. Building

Meeting Adjourned at 3:33 PM



WELCOME





PLEDGE OF ALLEGIANCE

(Please Stand)

I pledge allegiance to the Flag of the United States of America, and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.

TITLE VI



This meeting, project, or study is being conducted without regard to race, color, national origin, age, sex, religion, disability or family status. Persons wishing to express their concerns relative to FDOT compliance with Title VI may do so by contacting:

Esta reunión, proyecto o estudio se lleva a cabo sin distinción de raza, color, origen nacional, edad, sexo, religión, discapacidad o estado familiar. Las personas que deseen expresar sus inquietudes relativas al cumplimiento del Título VI por parte del FDOT pueden hacerlo comunicándose con:

Reyinyon, pwojè, oswa etid sa a ap fèt san konsiderasyon ras, koulè, oriijn nasyonal, laj, sèks, reliyon, andikap oswa sitiayson fanmi an. Moun ki vle eksprime enkyetid yo konsènan konfòmite FDOT ak Tit VI ka fè sa lè yo kontakte:

ROGER MASTEN

SunRail Title VI Coordinator

801 SunRail Drive

Sanford, Florida 32771

Roger.Masten@dot.state.fl.us

ALDRIDGE SANDERS

State Title VI Coordinator

605 Suwannee Street, MS65

Tallahassee, Florida 32399

aldridge.sanders@dot.state.fl.us



APPROVAL

ADOPTION OF OCTOBER 23 &
DECEMBER 4, 2025 MEETING MINUTES





PUBLIC COMMENTS





REPORTS

- A. TECHNICAL ADVISORY COMMITTEE**
City of Orlando, Chair
- B. CUSTOMER ADVISORY COMMITTEE**
Luis Nieves-Ruiz, Chair
- C. AGENCY UPDATE**
David Cooke
- D. CONNECTIVITY**
LYNX Update – Carl Weckenmann
VoTran Update – Bobbie King





TAC CHAIR'S REPORT

CITY OF ORLANDO





CAC CHAIR'S REPORT

LUIS NIEVES-RUIZ





AGENCY UPDATE

DAVID COOKE



RIDER PROMOTIONS

Buy One, Give One Free!



- ✓ **Customer surveys** – 530 across all 17 stations.
- ✓ **Methodology** – Web-based survey conducted by station Ambassadors.
- ✓ **Strong rider engagement** – 88% leisure travelers, reinforcing BOGO as a holiday outing driver.
- ✓ **High promotion awareness** – strong marketing performance and meaningful future opportunities.
 - 61.4% were aware/influenced by the BOGO promotion
- ✓ **Acquisition and loyalty** – strong retention and new rider opportunities.
 - 36% 1st time riders



RIDE SUNRAIL BLACK FRIDAY • NOVEMBER 28, 2025

BOGO DEAL

RIDE TOGETHER. SAVE TOGETHER. ONE DAY ONLY!

SunRail BOGO Survey

On Friday, November 28, 2025, SunRail is offering riders a Buy One, Give One Free (BOGO) ticket promotion to celebrate Black Friday. This one-day special allows every paying rider to bring a companion to ride free.

The purpose of this survey is to evaluate the impact of the BOGO promotion and justify future fare-based incentives by tracking participation, identifying new riders, and measuring engagement.

[Sign in to Google](#) to save your progress. [Learn more](#)

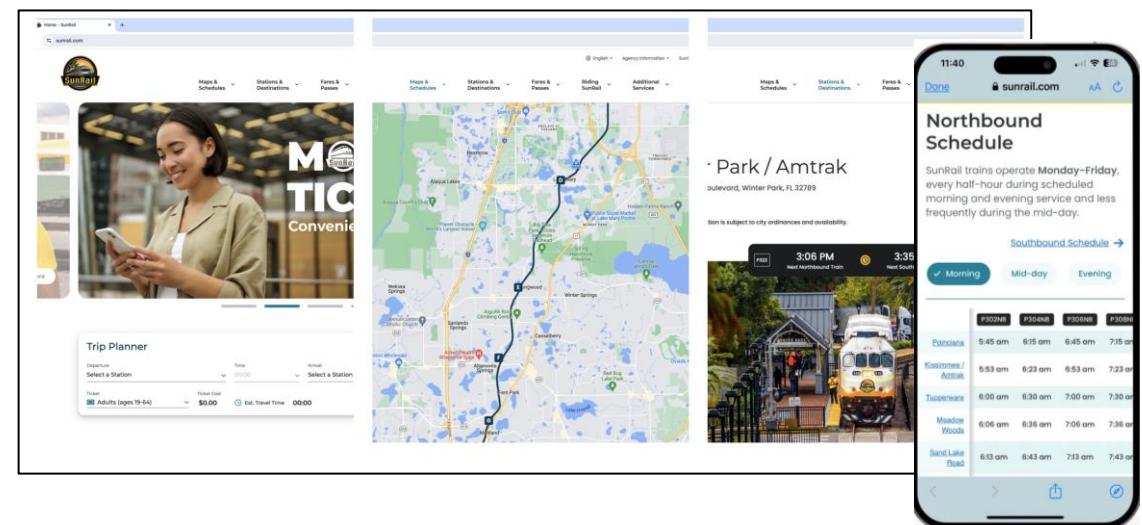


SERVICE EXPANSION HIGHLIGHTS

Successful Launch December 1



- ✓ **Execution** – Inventory, schedule, and updated all public-facing channels - website, apps, TVMs, announcements, kiosks, and collateral.
- ✓ **Marketing** – Created and marketed an engaging “Late Night” campaign highlighting the new schedule and enhanced on-time reliability.
- ✓ **Partner** – Ongoing work with local businesses and organizations to cross-promote the additional service to both leisure and extended-commuter audiences.
- ✓ **Ridership on Magic game night trains P341 and P342 is 114% higher compared to non-game nights.**



DECEMBER MARKETING INITIATIVES

Growing Ridership Through Community Engagement



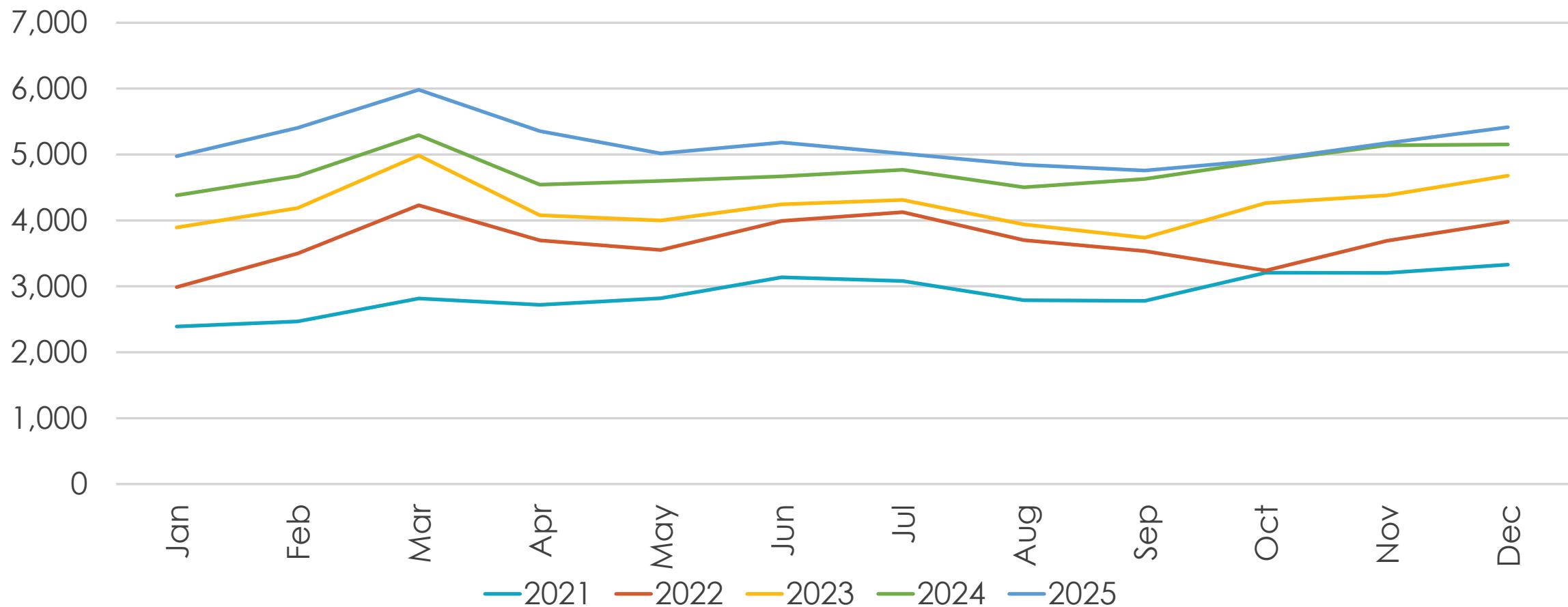
- ✓ **December 2** – SunRail began the Winter Express campaign promoting seasonal community events.
- ✓ **December 15** – Customer Appreciation events began including distribution of Winter Passport Booklets featuring each station and family-friendly activities.
- ✓ **December 17** – SunRail provided convenient service to the StaffDNA Cure Bowl for easy and stress-free game day travel.
- ✓ **December 31** – Highlighted new Late Train service for stress-free travel to and from the Cheez-It Bowl.



AVERAGE DAILY RIDERSHIP

2025 Ridership - 1,322,668
Up 9% Over 2024

November - December 2025 Average – 5,294



ON-TIME PERFORMANCE

DECEMBER 2025

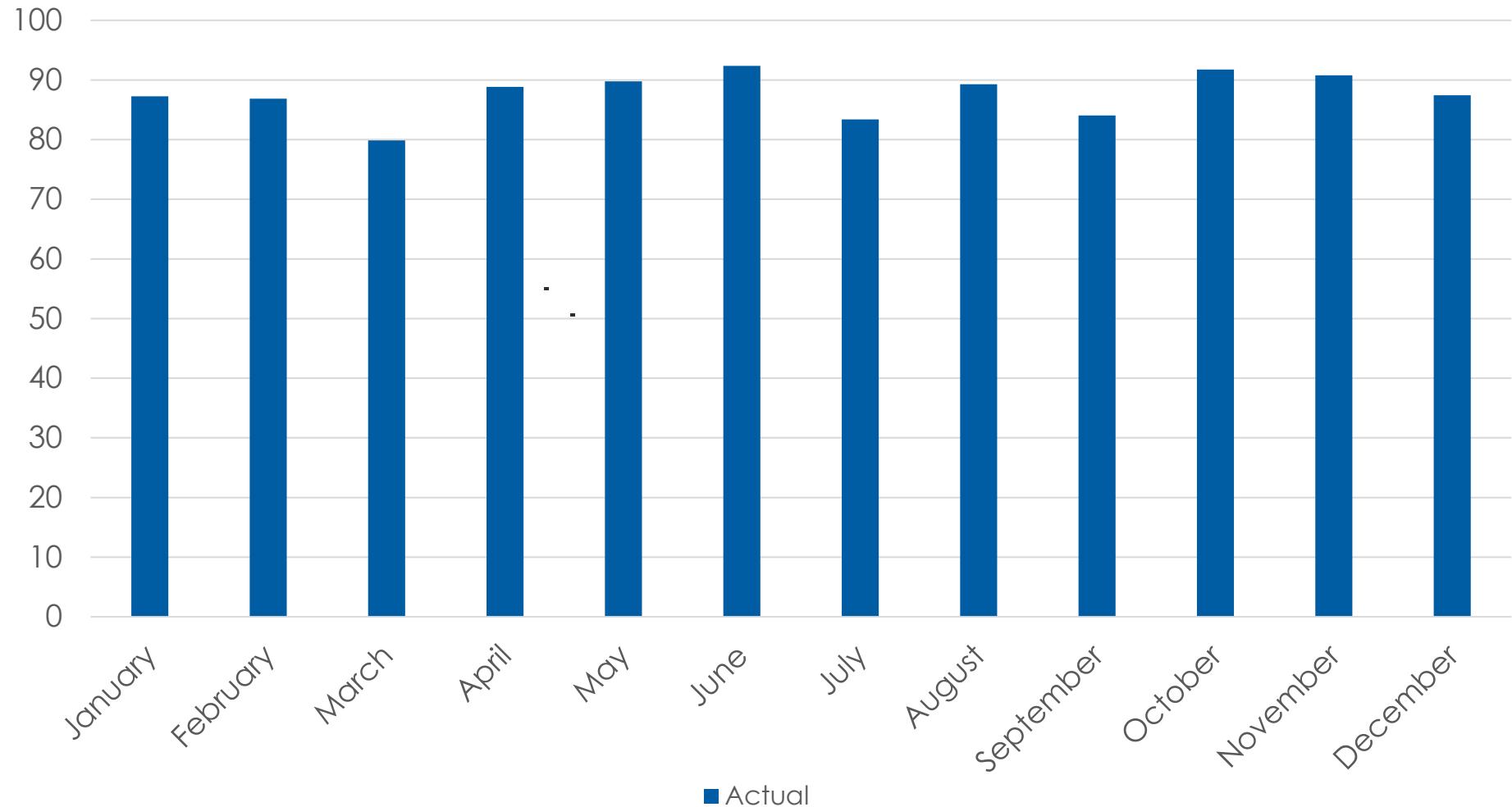
CONTRACT GOAL = 95%

CONTRACT = 97.29%

ACTUAL = 87.45%



- ✓ 22 Operating Days
- ✓ Ran 924 Trains



ON-DEMAND CONNECTIVITY

Promotion & Education of Emerging Services



- ✓ **Created** a dedicated webpage to promote services and grow familiarity with options.
- ✓ **Generated** a series of “How-to” videos that highlight the ease, affordability, and convenience to promote through social media outlets.
- ✓ **Established** ongoing communication pieces such as eNewsletters, collateral and signage to help educate riders.
- ✓ **Hours** of service will be key to supporting new late night trains.





LYNX CONNECTIVITY

CARL WECKENMANN - LYNX



LYNX CONNECTIVITY



LYNX Fixed-Route Average Daily Boardings & Alightings by SunRail Station Area

LYNX Feeder Bus Route Analysis (Phase II Routes)

LINK	November		Change	% Change
	FY25	FY26***		
18	19,574	16,342	(3,232)	-17%
418	5,777	5,223	(554)	-10%
155**	589	0	(589)	-100%
306	1,845	2,352	507	27%
604/804*	267	394	127	48%
831	774	906	132	17%

* Link 604 was renumbered to Link 804 in December 2024. ** Link 155 was discontinued after December 31, 2024. *** Fiscal Year 2026 Ridership is Unaudited.

LYNX Sand Lake SunRail to Airport Average Daily Ridership

LINK	Average Daily Boardings		Change	% Change
	Nov-24	Nov-25		
11, 42, 111/311	107	122	15	14%

LYNX Feeder Bus Route Analysis (Phase II Routes)

LINK	December		Change	% Change
	FY25	FY26***		
18	18,914	17,202	(1,712)	-9%
418	4,892	5,455	563	12%
155**	536	0	(536)	-100%
306	2,033	2,398	365	18%
604/804*	198	427	229	116%
831	869	1,072	203	23%

* Link 604 was renumbered to Link 804 in December 2024. ** Link 155 was discontinued after December 31, 2024. *** Fiscal Year 2026 Ridership is Unaudited.

LYNX Sand Lake SunRail to Airport Average Daily Ridership

LINK	Average Daily Boardings		Change	% Change
	Dec-24	Dec-25		
11, 42, 111/311	107	103	(4)	-4%



VOTRAN CONNECTIVITY

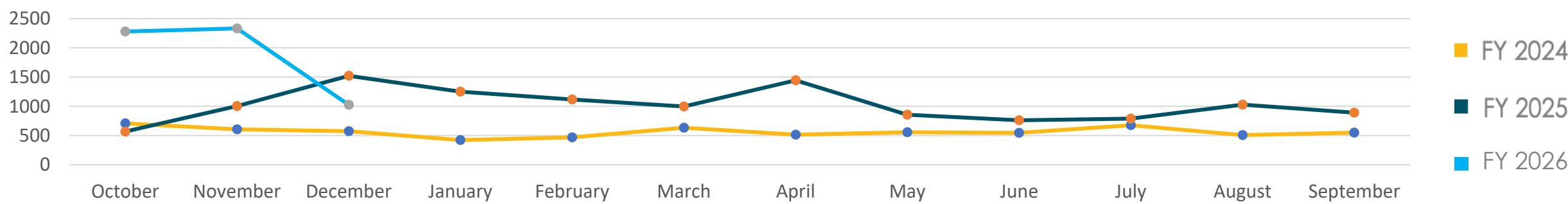
BOBBIE KING - VOLUSIA COUNTY



VOTRAN CONNECTIVITY - DEBARY



Activity at DeBary Station	Fiscal year 2025											Annual Daily Average	
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25		
Days of Operation	22	20	21	22	20	21	22	21	21	23	21	256	
Total Monthly Ridership	568	1,005	1,521	1,250	1,116	995	1,445	856	761	790	1,027	892	
Avg Daily Ridership	26	50	72	57	56	47	66	41	36	35	49	41	
Activity at DeBary Station	Fiscal year 2026											Annual Daily Average	
	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	
Days of Operation	23	19	22										64
Total Monthly Ridership	2,278	2,332	1,025										5,635
Avg Daily Ridership	99	123	47										269



VORIDE - SUNRAIL CONNECTIVITY



VoRide On-Demand Service - Average Daily Boardings & Alightings at Volusia County Stations

Activity at Stations	Fiscal year 2025											Annual Daily Average	
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25		
Days of Operation	22	20	21	22	20	21	22	21	21	23	21	22	256
Total Monthly Ridership- DeBary	11	13	21	20	17	8	20	28	46	86	99	131	500
Total Monthly Ridership- DeLand	93	166	249	204	198	180	133	168	235	203	168	187	2,184
Total Monthly Ridership- Both Stations	104	179	270	224	215	188	153	196	281	289	267	318	2,684
Avg Daily Ridership	5	9	13	10	11	9	7	9	13	13	13	15	11

Activity at Stations	Fiscal year 2026											Annual Daily Average	
	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	
Days of Operation	23	19	22										64
Total Monthly Ridership- DeBary	93	81	92										266
Total Monthly Ridership- DeLand	166	68	210										444
Total Monthly Ridership- Both Stations	259	149	302										710
Avg Daily Ridership	12	8	14										34

Note: Despite VoRide operating on Saturdays, Days of Operation only includes weekdays as the train only operates weekdays.

VOTRAN CONNECTIVITY - DELAND



VoTran DeLand SunRail Circulator Average Daily Boardings



DISCUSSION ITEMS





TRANSITION WORKSHOP UPDATE

STEPHANIE GRIFFIN MATEO –
KAPLAN KIRSCH LLP





2026 MARKETING INITIATIVES

MARK CALVERT – EVOLVE





OVER 1.3 MILLION RIDERSHIP



EXPANDED SERVICE
TO 42 TRAINS DAILY



KICKED OFF THE
AMERICA 250
CELEBRATION



TRANSITIONED LEGACY
ALERTS SYSTEM TO
MOBILE APP

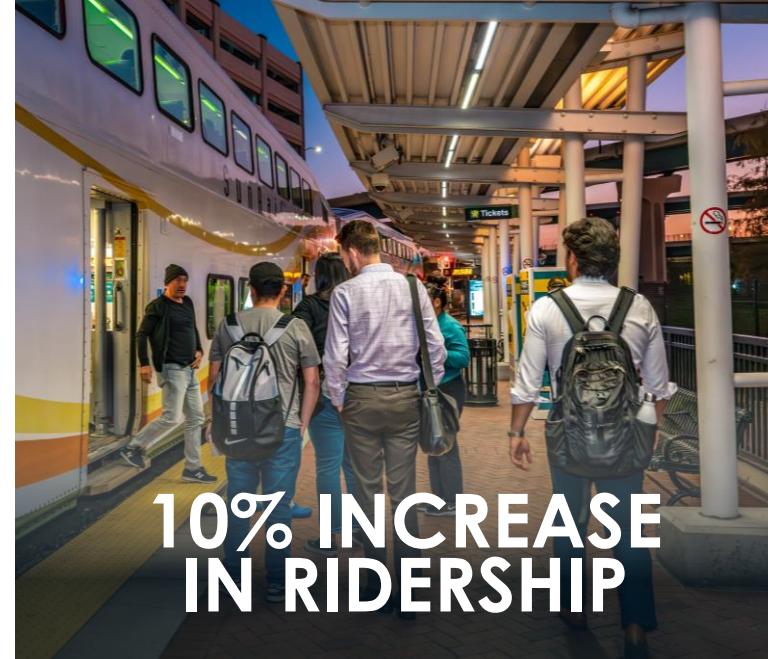


- EXECUTED 20 MARKETING CAMPAIGNS
- 85 GROUP RIDES SOLD
- 63 SAFETY PRESENTATIONS
- 12 BUSINESS COMMUTER PRESENTATIONS

2026 MARKETING OBJECTIVES



REFOCUS EFFORTS
ON COMMUTERS



10% INCREASE
IN RIDERSHIP



SUPPORT NEW
ON-DEMAND
CONNECTIVITY SERVICES



STREAMLINE THE
COMMUTER BENEFITS
PROGRAM



DRIVE LATE NIGHT
PARTNER PROGRAMS



**SEE YOU
ON BOARD!**



ACTION ITEMS

A. RATIFICATION OF CAC MEMBERS

B. ELECTION OF OFFICERS





RATIFICATION OF CAC MEMBERS

- A. Anne-Marie Thomas – City of Orlando**
- B. Carlos Perez Rivera – City of Orlando**
- C. Paul Satchfield – Volusia County**





ELECTION OF OFFICERS





BOARD MEMBER COMMENTS





NEXT MEETING

FEBRUARY 26, 2026, 1:30 PM

LYNX CENTRAL STATION
ADMINISTRATION BUILDING





SUPPORTING CHARTS AND DATA

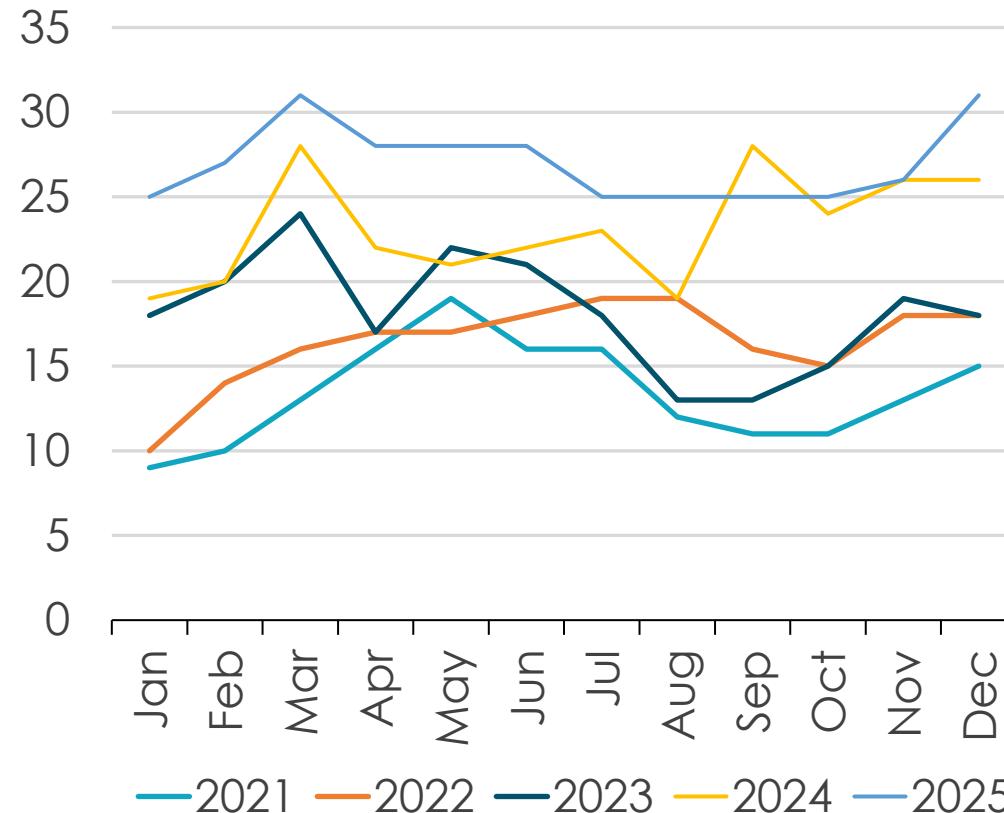


ONBOARD STATS



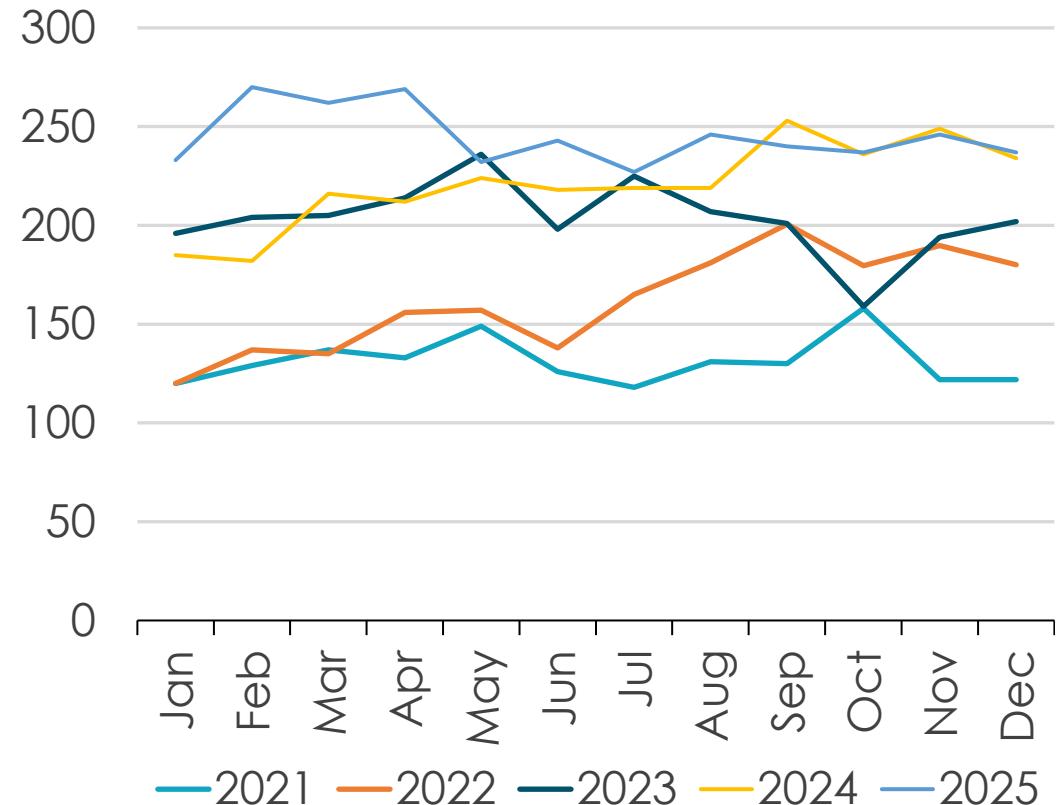
ADA

Nov - Dec 2025 Average: 29



BICYCLE

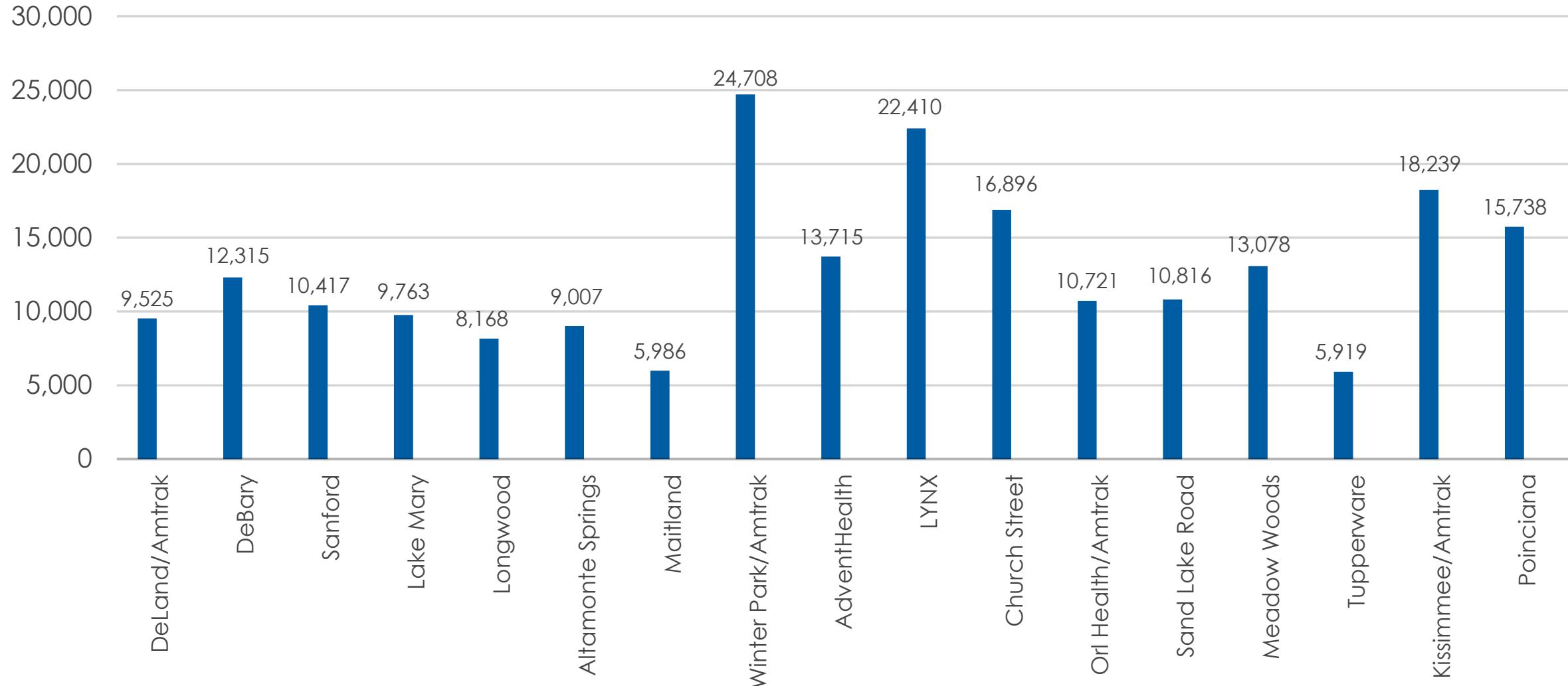
Nov - Dec 2025 Average: 242



BOARDING BY STATION

RIDERSHIP NOVEMBER - DECEMBER 2025

Total Ridership = 217,421



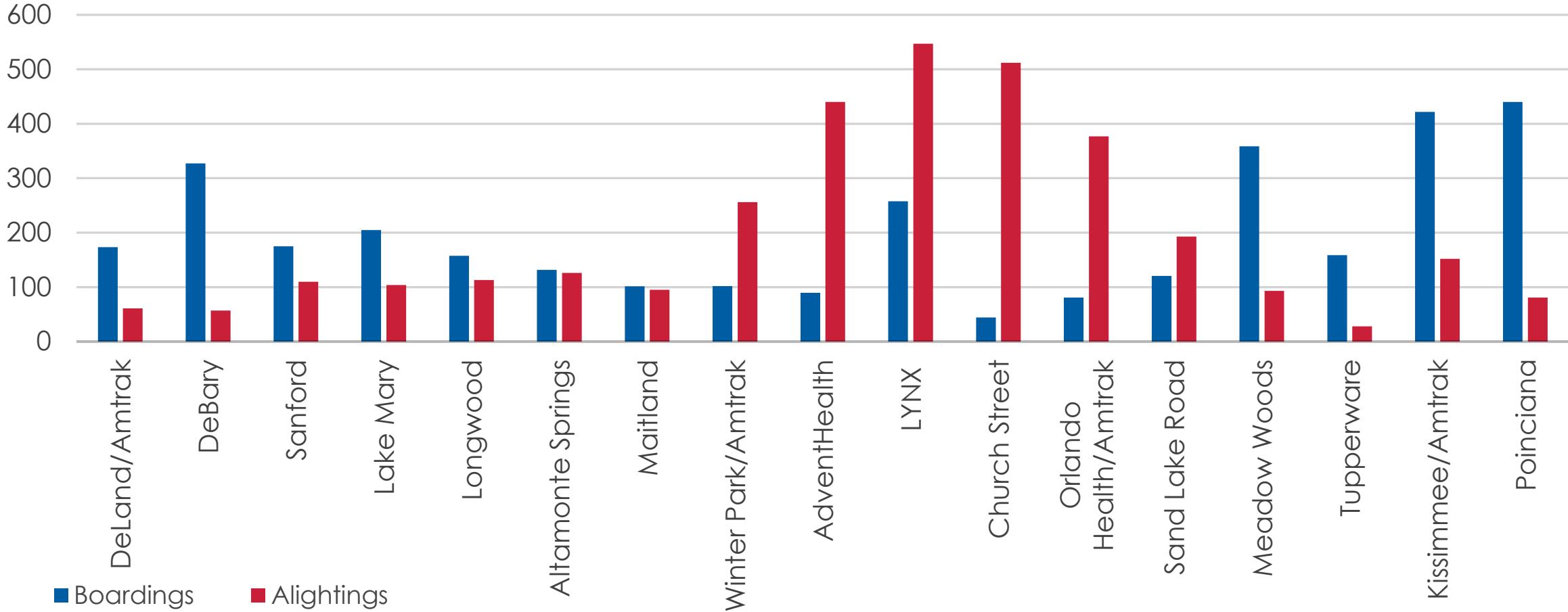
BOARDINGS & ALIGHTINGS

NOVEMBER - DECEMBER 2025



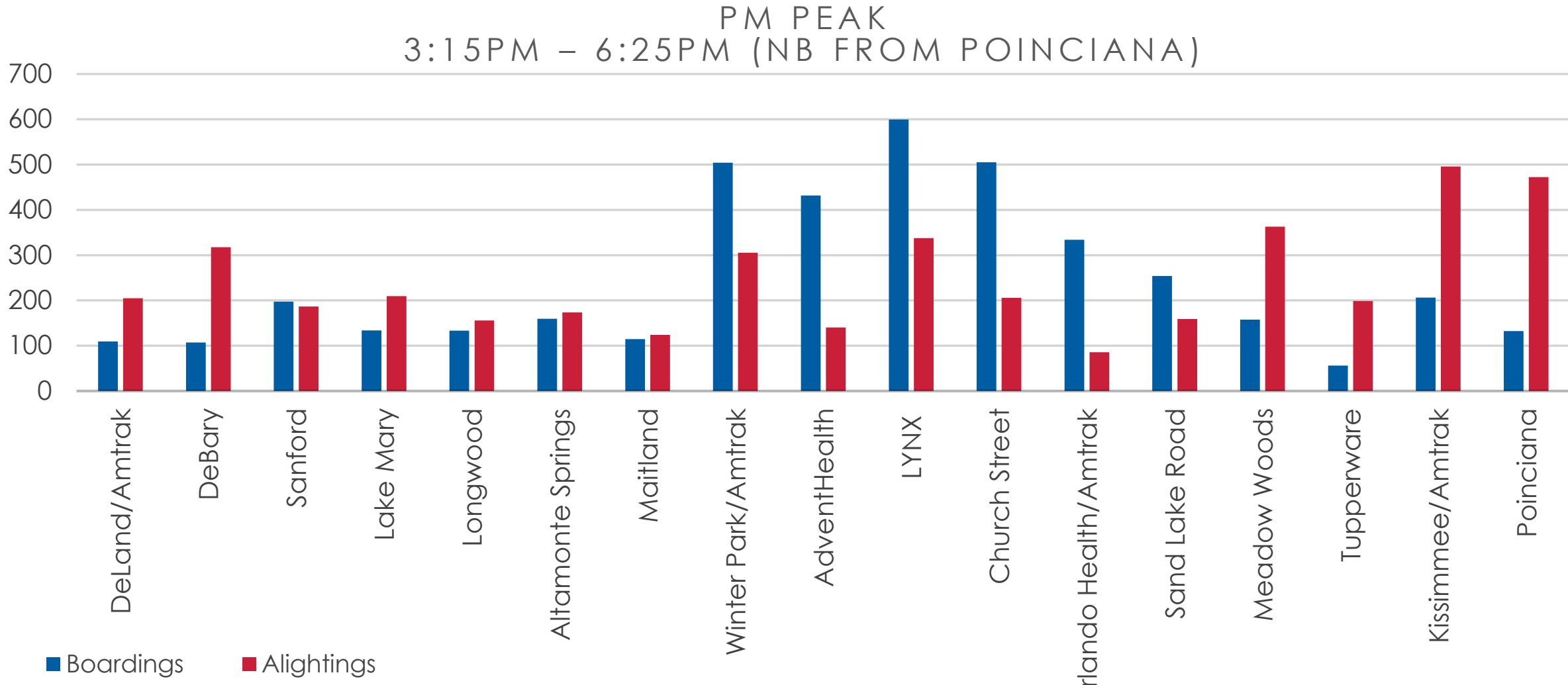
AM PEAK

5:45AM - 8:45AM (NB FROM POINCIANA)



BOARDINGS & ALIGHTINGS

NOVEMBER - DECEMBER 2025



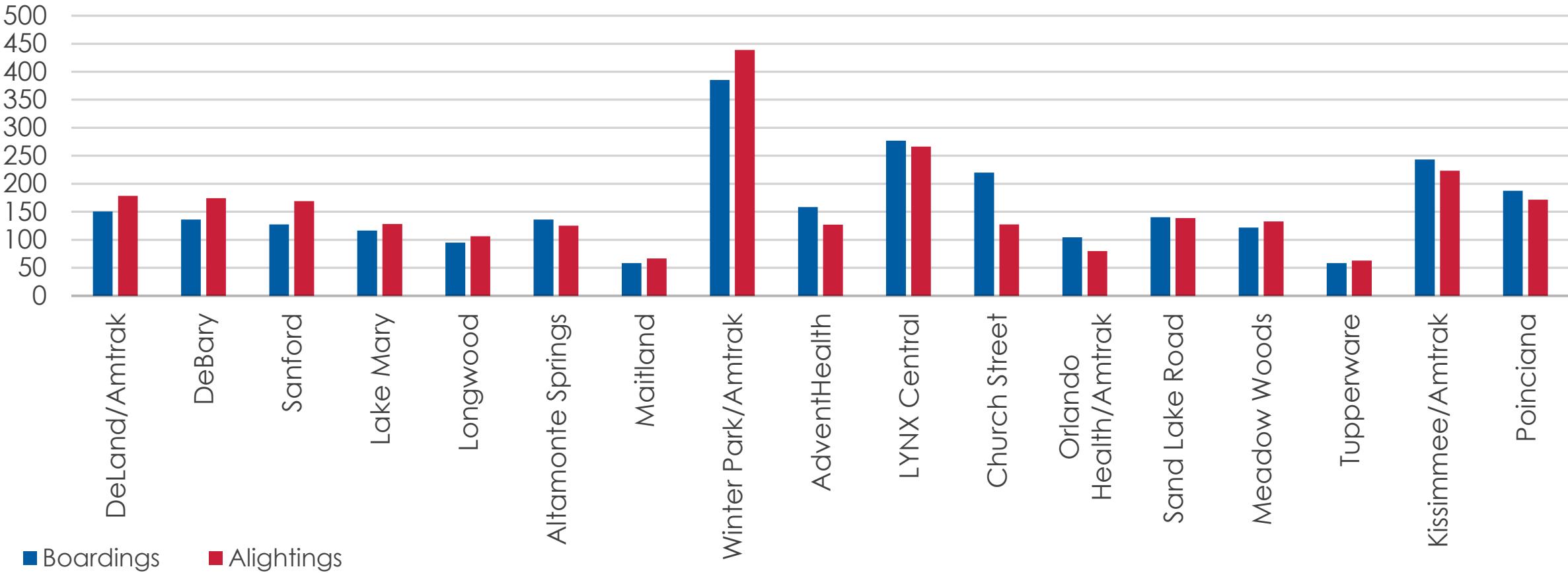
BOARDINGS & ALIGHTINGS

NOVEMBER - DECEMBER 2025



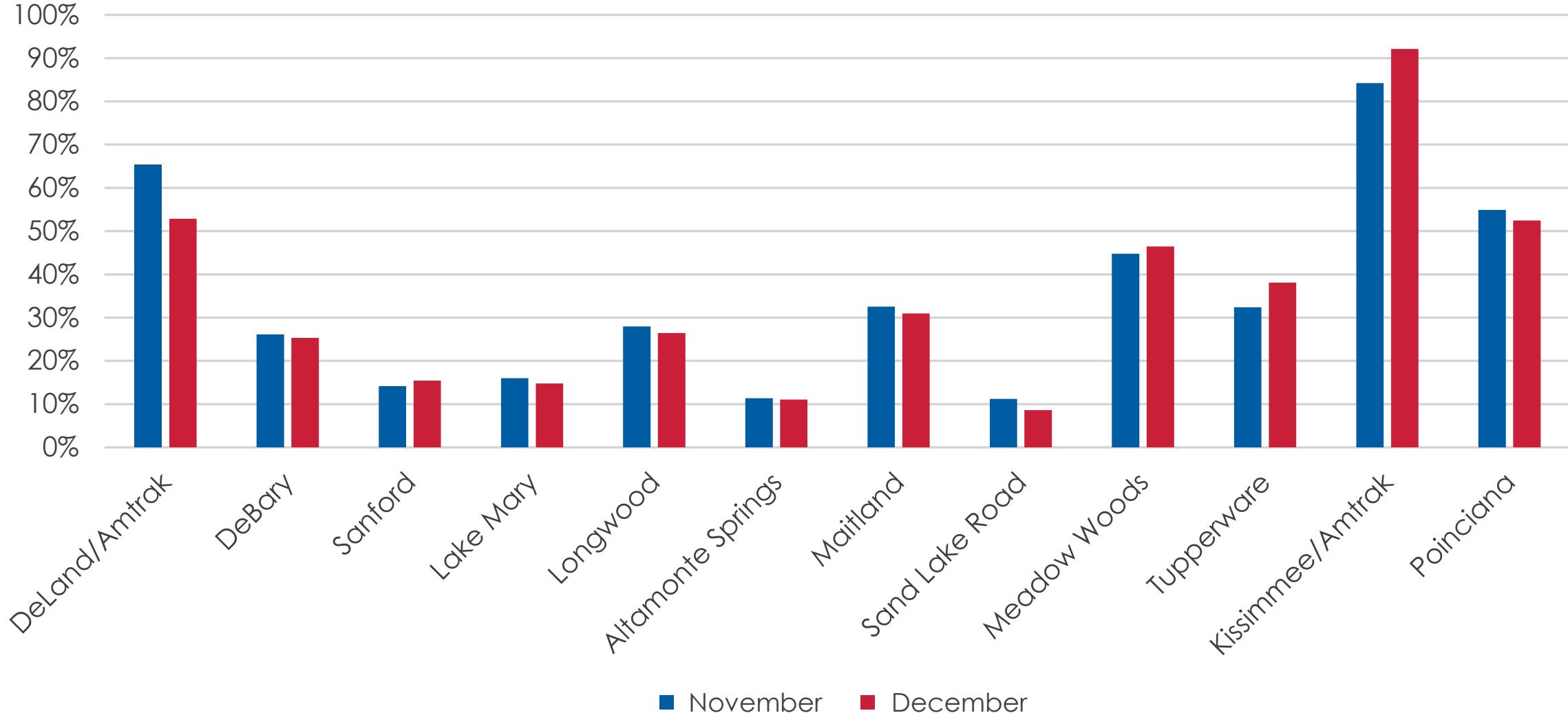
OFF PEAK

10:45AM - 2:45PM; 7:25PM - 9:55PM (NB FROM POINCIANA)



STATION PARKING

NOVEMBER - DECEMBER 2025

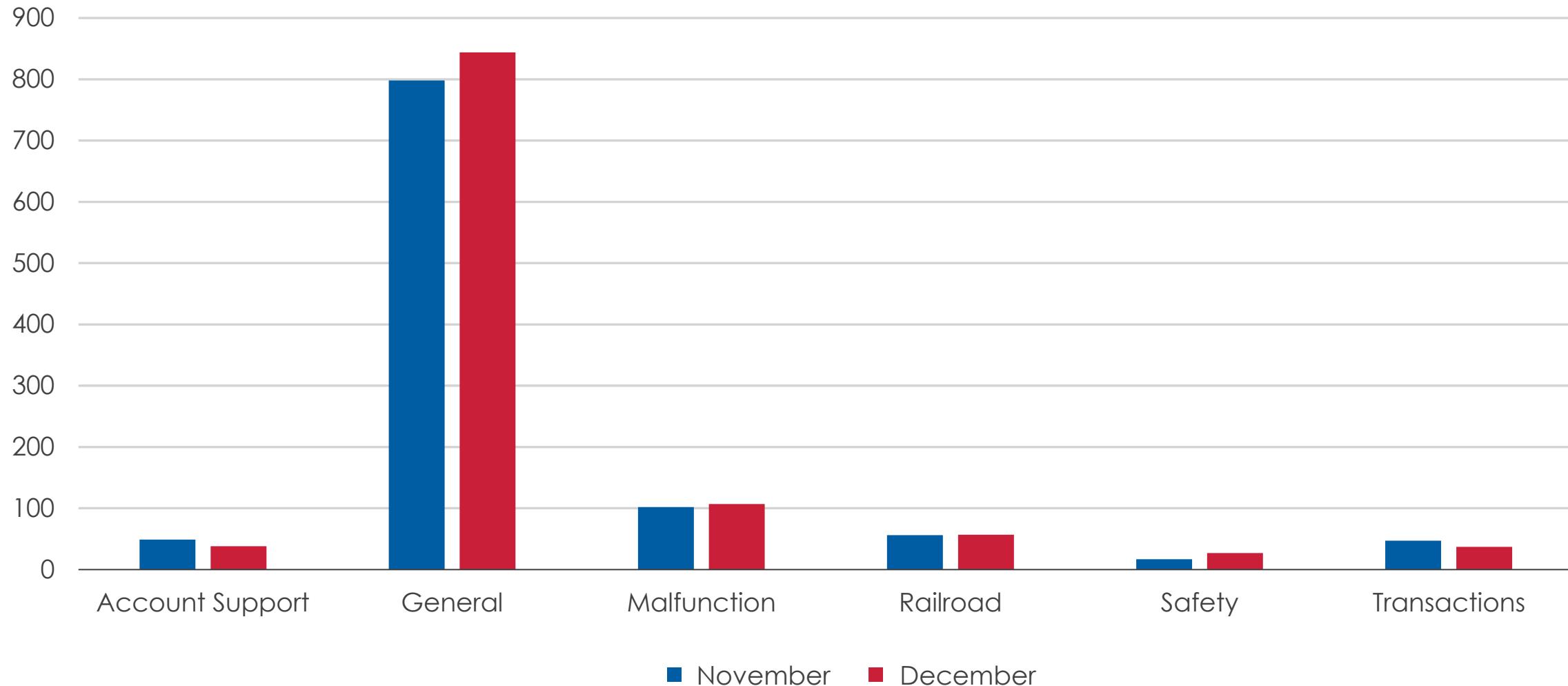


CUSTOMER SERVICE CALLS

NOVEMBER - DECEMBER 2025



TOTAL CALLS 2,179



TRAIN PERFORMANCE DETAIL

NOVEMBER - DECEMBER 2025



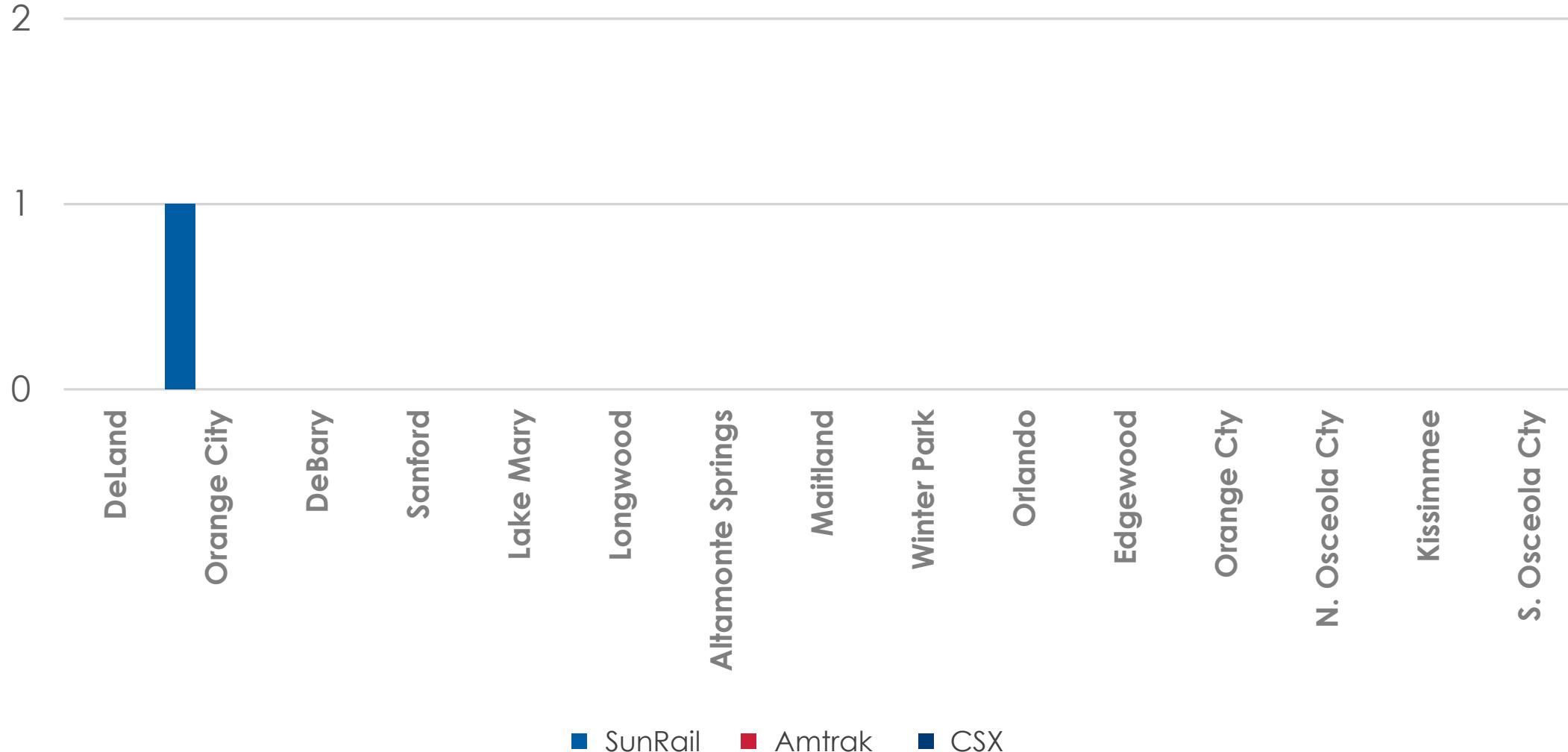
TRAIN PERFORMANCE OVERVIEW		Trains	Percentage
On-Time		1,498	89.0%
Late		167	10.0%
Annulled		18	1.0%
Total Trains Operated		1,684	100.0%

PERFORMANCE DETAIL	Days	Trains	Percentage
Dispatching	1	1	0.06%
Efficiency Testing	2	2	0.1%
Maintenance of Way	17	61	4.0%
Mechanical	12	29	1.7%
Other	3	3	0.2%
Passengers	11	17	1.0%
Police Activity	1	3	0.2%
Signals & Components	11	37	2.2%
Trespasser/Grade Crossing/Near Misses	2	4	0.2%
Train Interference	8	8	0.5%
Weather	3	21	1.2%
Total (Rounded)		186	11.0%

Note: Only categories with a value greater than zero are displayed and rounded to one decimal.

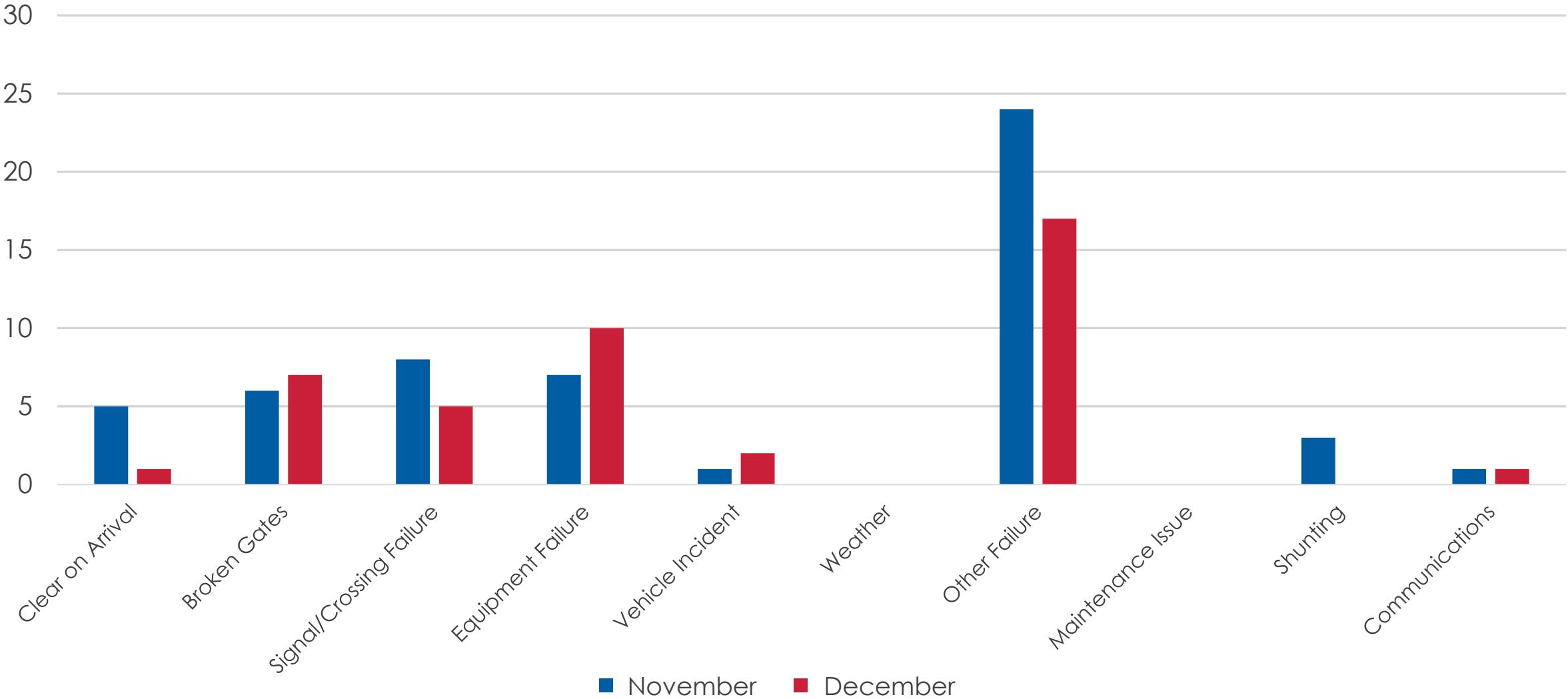
REVENUE INCIDENTS BY CITY/COUNTY

NOVEMBER - DECEMBER 2025



CFCRC SIGNAL SYSTEM INCIDENTS

NOVEMBER - DECEMBER 2025



QUIET ZONES



JURISDICTION	STATUS
Edgewood	Quiet Zone Established
Orange County	Quiet Zone Established Additional Quiet Zone Locations – Awaiting establishment
Maitland	Quiet Zone Established
Winter Park	Quiet Zone Established
Seminole County	Quiet Zone Established
City of Orlando	Quiet Zone Established
City of Kissimmee	Quiet Zone Established
Volusia County	Awaiting Establishment
City of DeBary	Awaiting Establishment

QUIET ZONES Periodic Updates



Quiet Zone Periodic Updates Required every 2.5 to 3 years

Location			Next Notification dates		
Seminole County	NOE	April 23, 2023	October 21, 2025	to	October 21, 2025
Maitland	NOE	March 10, 2025	September 8, 2027	to	March 9, 2028
Winter Park	NOE	January 6, 2023	July 6, 2025	to	January 5, 2026
Kissimmee	NOE	February 4, 2021	August 5, 2023	to	February 4, 2024
Orlando	NOE	June 14, 2021	December 13, 2023	to	June 13, 2024

Quiet Zone Periodic Updates Required every 4.5 to 5 years

Location			Next Notification dates		
Edgewood	NOE	October 9, 2019	April 7, 2024	to	October 7, 2024
Orange County	NOE	March 27, 2020	September 24, 2024	to	March 26, 2025

FY 25/26 OPERATING BUDGET UPDATE



FDOT Fiscal Year July 25- Jun 26

OPERATING COSTS, AND CONSULTANT SUPPORT		ANNUAL BUDGET		FISCAL 25/26 YTD Nov 30th, 2025	
		BUDGET	ACTUAL		
Alstom - Operations		\$14,218,190	\$5,924,246	\$6,339,253	
Alstom - Maintenance		\$17,239,721	\$7,183,217	\$7,063,665	
Alstom - Incentive / Disincentive		\$1,572,896	\$655,373	\$499,027	
moovel Fare Collection O&M		\$1,200,000	\$500,000	\$29,100	
Herzog - Signal Maintenance of Way		\$4,353,384	\$1,813,910	\$1,830,413	
WiFi and APC O&M, Cellular for Comms		\$285,000	\$118,750	\$166,302	
LFA Marketing DTS Technology, Witronix		\$105,000	\$43,750	\$42,301	
Greens Energy - Fuel		\$3,800,000	\$1,583,333	\$1,548,787	
Gallagher - Insurance		\$5,100,000	\$5,100,000	\$4,439,866	
Amtrak/Alstom/Herzog - Preventative Maintenance		\$4,500,000	\$1,875,000	\$1,028,026	
Amtrak/Alstom/Herzog - Heavy Maintenance		\$3,360,000	\$1,400,000	\$399,073	
Banking, Merchant, and Armored Car Services		\$230,000	\$95,833	\$34,492	
Station and Onboard Security		\$1,540,000	\$641,667	\$547,993	
PTC O&M (Herzog & Alstom)		\$11,000,000	\$4,583,333	\$4,195,330	
Subtotal - System operating costs		\$68,504,191	\$31,518,413	\$28,163,627	
Consultant Support		\$11,000,000	\$4,583,333	\$5,050,328	
TOTAL OPERATING COSTS, AND CONSULTANT SUPPORT		\$81,504,191	\$36,101,746	\$33,213,954	

FY 25/26 OPERATING BUDGET UPDATE



FDOT Fiscal Year July 25- Jun 26

OPERATING REVENUE

ANNUAL BUDGET

FISCAL 25/26 YTD
Nov 30th, 2025

BUDGET

ACTUAL

Farebox revenue	
CSX usage fees	
Amtrak usage fees	
FCEN usage fees	
Right-of-way lease revenue	
Ancillary revenue	
Subtotal - System revenue	

\$2,028,122	
\$3,043,040	
\$1,359,847	
\$25,996	
\$159,600	
\$614,947	
\$7,231,553	

\$845,051	\$918,877
\$1,267,933	\$1,381,686
\$566,603	\$672,849
\$10,832	\$22,481
\$66,500	\$90,075
\$256,228	\$96,318
\$3,013,147	\$3,182,286

FTA §5307 - Urbanized Area Grant Funds	
FDOT PTC Contribution	
FTA 5337 - State of Good Repair	

\$7,181,307	
\$5,100,000	
\$4,891,866	

\$7,181,307	\$7,181,307
\$5,100,000	\$5,100,000
\$4,891,866	\$4,891,866

TOTAL OPERATING REVENUE	
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\$24,404,726	
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\$20,186,320	\$20,355,459
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FY 25/26 OPERATING BUDGET UPDATE



FDOT Fiscal Year July 25- Jun 26

OPERATING COSTS, AND CONSULTANT SUPPORT	ANNUAL BUDGET	FISCAL 25/26 YTD Dec 31st, 2025	
		BUDGET	ACTUAL
Alstom - Operations	\$14,218,190	\$7,109,095	\$7,451,234
Alstom - Maintenance	\$17,239,721	\$8,619,861	\$8,507,956
Alstom - Incentive / Disincentive	\$1,572,896	\$786,448	\$598,833
moovel Fare Collection O&M	\$1,200,000	\$600,000	\$34,920
Herzog - Signal Maintenance of Way	\$4,353,384	\$2,176,692	\$2,159,144
WiFi and APC O&M, Cellular for Comms	\$285,000	\$142,500	\$166,302
LFA Marketing DTS Technology, Witronix	\$105,000	\$52,500	\$42,301
Greens Energy - Fuel	\$3,800,000	\$1,900,000	\$1,797,293
Gallagher - Insurance	\$5,100,000	\$5,100,000	\$4,439,866
Amtrak/Alstom/Herzog - Preventative Maintenance	\$4,500,000	\$2,250,000	\$1,233,631
Amtrak/Alstom/Herzog - Heavy Maintenance	\$3,360,000	\$1,680,000	\$399,073
Banking, Merchant, and Armored Car Services	\$230,000	\$115,000	\$41,390
Station and Onboard Security	\$1,540,000	\$770,000	\$547,993
PTC O&M (Herzog & Alstom)	\$11,000,000	\$5,500,000	\$5,017,813
Subtotal - System operating costs	\$68,504,191	\$36,802,096	\$32,437,748
Consultant Support	\$11,000,000	\$5,500,000	\$5,894,038
TOTAL OPERATING COSTS, AND CONSULTANT SUPPORT	\$81,504,191	\$42,302,096	\$38,331,786

FY 25/26 OPERATING BUDGET UPDATE



FDOT Fiscal Year July 25- Jun 26

OPERATING REVENUE

ANNUAL BUDGET

FISCAL 25/26 YTD
Dec 31st, 2025

BUDGET

ACTUAL

Farebox revenue	\$2,028,122	\$1,014,061	\$1,093,356
CSX usage fees	\$3,043,040	\$1,521,520	\$1,590,019
Amtrak usage fees	\$1,359,847	\$679,924	\$803,074
FCEN usage fees	\$25,996	\$12,998	\$22,481
Right-of-way lease revenue	\$159,600	\$79,800	\$99,909
Ancillary revenue	\$614,947	\$307,474	\$97,999
<i>Subtotal - System revenue</i>	\$7,231,553	\$3,013,147	\$3,706,838

FTA §5307 - Urbanized Area Grant Funds	\$7,145,790	\$7,145,790	\$7,145,790
FDOT PTC Contribution	\$4,600,000	\$4,600,000	\$4,600,000
FTA 5337 - State of Good Repair	\$4,755,500	\$4,755,500	\$4,755,500

TOTAL OPERATING REVENUE

\$23,732,843

\$20,117,067

\$20,208,128