



BOARD OF DIRECTORS MEETING
 AGENDA – SEPTEMBER 30, 2015; 6:00 PM
 PSTA BOARD ROOM

		<u>APPROX. TIME</u>	<u>PAGE #</u>
1.	CALL TO ORDER & PLEDGE OF ALLEGIANCE	6:00	
2.	PUBLIC COMMENT	6:00	
	The Public Comment agenda item presents an opportunity for individuals to provide input on items that do not appear on the agenda. The public will also be allowed to speak on any consent agenda item, other than ceremonial and ministerial items, such as the approval of the Board's minutes, during the Public Comment section of the agenda. Each speaker will be asked to complete a green comment card, which will be given to the Chairperson by PSTA's General Counsel. Speakers will be recognized in the order in which cards are received.		
3.	NON-BOARD COMMITTEES	6:30	
	A. Metropolitan Planning Organization	5 min	JULIE BUJALSKI 5
	B. MPO's Local Coordinating Board	5 min	PATRICIA JOHNSON 6
4.	CONSENT AGENDA	6:40	
	(Board Members may pull items for discussion)		
	A. Board Meeting Minutes		CHAIR JONSON 7
	B. Bus Passenger Wi-Fi Service		DEBBIE WOODWARD 20
	C. PSTA Headquarters Wi-Fi Replacement		DEBBIE WOODWARD 21
	D. PSTA FY2016 Insurance Premiums		DEBBIE LEOUS 23
	E. Transit Shelter Cleaning Service/Supplies		LOU EMMA CROMITY 26
	F. Continuation of Bus Replacement Approval		BRAD MILLER 28
5.	ACTION ITEMS	6:50	
	A. CEO 2015 Evaluation	45 min	CHAIR JONSON 29
	B. Revised Legislative Agendas	10 min	LEG CHAIR DARDEN RICE 69
	C. PSTA Transit Development Plan	10 min	CASSANDRA BORCHERS 72

6.	REPORTS/CORRESPONDENCE		7:55
	A. PSTA Performance Report/Updates	BRAD MILLER	85
	B. DART Customer Service Planning Committee Presentation	BRAD MILLER	90
	C. Capital Projects Update	BRAD MILLER	103
7.	FUTURE MEETING SUBJECTS		8:10
8.	OTHER BUSINESS		8:15
9.	BOARD MEMBER COMMENTS		8:20
10.	ADJOURNMENT		8:40

THE NEXT MEETING IS OCTOBER 28, 2015 AT 9:00 AM

MEETING NOTICE

The regular monthly meeting of the Pinellas Suncoast Transit Authority (PSTA) Board of Directors will be held on **Wednesday, September 30, 2015, at 6:00 PM**, in the Board Room at PSTA Headquarters, 3201 Scherer Drive, St. Petersburg. Any last minute postponement of the meeting will result in another scheduled meeting to be held at least two days after the postponed meeting. A full Board Report package is available for public viewing at PSTA Headquarters and on PSTA's website. Materials printed in large type for the visually impaired can be made available by calling 727-540-1800 at least two days prior to the Board Meeting. Special listening devices are available for the hearing impaired and can be reserved by calling 727-540-1800. An interpreter for the hearing impaired can be scheduled with one week advance notice.

Public Comment - Items Not on the Agenda: The Public Comment agenda item presents an opportunity for individuals to provide input on items that do not appear on the agenda. Each speaker will be asked to complete a green comment card, which will be given to the Chairperson by PSTA's General Counsel. Speakers will be recognized in the order in which cards are received.

Public Comment - Items on the Agenda: After staff presentations on agenda items pertaining to Action Items, the Chairperson will ask for public comment, to be followed by Board comments/action. The public will be allowed to speak on any consent agenda item, other than ceremonial and ministerial items, such as the approval of the Board's minutes, during the Public Comment section of the agenda. Comments on Action Items and Consent Agenda Items must be

limited to the specific agenda items. Each speaker will be asked to complete a green comment card, which will be given to the Chairperson by PSTA's General Counsel. Speakers will be recognized in the order in which cards are received.

Public Comment - Time Limits: Public comment is limited to three minutes per individual speaker, unless the Board grants additional time. A group can designate a spokesperson by completing the appropriate form and presenting it to staff. The spokesperson can then speak on behalf of the group, addressing the Board for three minutes for each member of the group present in the audience who waives his/her right to speak, up to a maximum of ten minutes.

Public Comment - Guidelines: Upon recognition by the Chairperson, individuals addressing the Board shall approach the podium and give his/her name in an audible tone of voice. Each speaker shall not comment more than once on the same agenda item, at the same meeting, unless the Board grants an exception. All remarks should be addressed to the Board as a body, and not to any member thereof. No person other than members of the Board and the person having the floor shall be permitted to enter into any discussion. Questions shall not be asked to individual Board members except through the Chairperson. Any person making personal, impertinent, or slanderous remarks, or who shall become boisterous while addressing the Board, may be requested to leave the meeting and may be barred from further attendance at that meeting.

If any person decides to appeal any decision made by the Board of Directors with respect to any matter considered at this meeting, he/she will need a record of the proceedings, and that, for such purposes, he/she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based.

PUBLIC COMMENT



2: Public Comment

Action: Information Item

Resource: Bill Jonson, Chairperson

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- The Public Comment agenda item presents an opportunity for individuals to provide input on items that do not appear on the agenda.
 - The public will also be allowed to speak on any Consent Agenda item, other than ceremonial and ministerial items, such as the approval of the Board's minutes, during the Public Comment section of the agenda.
 - Each speaker will be asked to complete a green comment card, which will be given to the Chairperson by staff. Speakers will be recognized in the order in which cards are received. Public comment is limited to three minutes per individual speaker, unless the Board grants additional time.
 - A group can designate a spokesperson by completing the appropriate form and presenting it to staff. The spokesperson can then speak on behalf of the group, addressing the PSTA Board for three minutes for each member of the group present in the audience who waives his/her right to speak, up to a maximum of ten minutes.

NON-BOARD COMMITTEES



3A: Metropolitan Planning Organization

Action: Information Item

Staff Resource: Brad Miller, CEO
Julie Bujalski, PSTA's Rep.



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- Ms. Bujalski will give an update on the recent meeting of the Metropolitan Planning Organization (MPO).
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Attachments: None

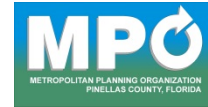
NON-BOARD COMMITTEES



3B: MPO's Local Coordinating Board

Action: Information Item

Staff Resource: Brad Miller, CEO
Patricia Johnson, PSTA's Rep.



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- Ms. Johnson will give an update on the recent meeting of the Metropolitan Planning Organization (MPO) Local Coordinating Board (LCB).
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Attachments: None

CONSENT AGENDA



4A: Board Meeting Minutes

Action: Approve Board Meeting Minutes

Staff Resource: Clarissa Keresztes, Administrative Assistant

- Staff recommends approval of the minutes of the August 26, 2015 Board Meeting.
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Attachments:

1. Minutes



PINELLAS SUNCOAST TRANSIT AUTHORITY
3201 SCHERER DRIVE, ST. PETERSBURG, FL 33716
WWW.PSTA.NET 727.540.1800 FAX 727.540.1913

BOARD OF DIRECTORS MEETING MINUTES – AUGUST 26, 2015

The Pinellas Suncoast Transit Authority (PSTA) Board of Directors met in regular session in the Board Room at PSTA Headquarters at 9:00 AM on this date with the following members present:

Bill Jonson, Chairperson
Julie Bujalski, Vice-Chairperson
Janet Long, Secretary/Treasurer
Joseph Barkley
Doug Bevis
Mark Deighton
Ben Diamond
Pat Gerard
Curtis Holmes
Patricia Johnson
Wengay "Newt" Newton
Darden Rice
Brian Scott
Kenneth Welch

Absent:

Dave Eggers

Also Present:

Brad Miller, CEO
Alan Zimmet, PSTA General Counsel
PSTA Staff Members
Members of the Public

CALL TO ORDER AND PLEDGE OF ALLEGIANCE

Chairperson Jonson called the meeting to order at 9:02 AM and the Board was led in a moment of silence and the Pledge of Allegiance.

PUBLIC HEARING – PROPOSED PHASE 1 ROUTE CHANGES

Board Chairperson Introduction - Chairperson Jonson delivered an introduction and instructions for public comments.

Staff Statement for Record - Mr. Miller read the Staff Statement for the record.

[Mr. Newton and Mr. Welch entered the meeting at 9:05 AM.]

PUBLIC COMMENT

Robin Shaw, Seminole, stated that she is disabled and the bus is her only means of transportation. She does not want the elimination of Route 58 and provided a list of over 100 names of people who also do not want the route eliminated. She mentioned issues with her on-board streaming subscription. Bob Lasher, External Affairs Officer, attended to her questions.

Deborah Lekente, Director of Transportation for Neighborly Care Network and the Chairman of the Board for Tampa Bay Network to End Hunger, suggested a U-Pass program for high school students in the summer.

[Mr. Diamond entered the meeting at 9:08 AM.]

Janice Pate, Pinellas Park, stated that if Route 444 is eliminated, she would have to cross Park Boulevard, which is a concern and safety issue.

Jackie Singleton, Pinellas Park, explained that she is also very concerned about crossing Park Boulevard if Route 444 was eliminated.

Vivian Peters, Largo, stated her opinion that Route 444 could be re-worked instead of eliminated.

[Ms. Long entered the meeting at 9:20 AM.]

Christine Lester, Pinellas Park, suggested using a shuttle to get to the transit center from St. Giles Manor instead of eliminating Route 444. She voiced her concerns about crossing Park Boulevard.

Robert Snell, Pinellas Park, stated that he and his wife are confined to wheelchairs and the elimination of Route 444 would be a loss of independence for them. He expressed his concern about using other modes of transportation on their limited income.

Betty Niles (also speaking for six other people), stated that the elimination of Route 444 will affect low income people, adding that some riders would have to walk six blocks to the nearest bus stop. She stated that Route 52 is very crowded and suggested Route 444 run through Pinellas Park two times a day. Ms. Niles also said the elimination of Route 444 would take away peoples' independence.

Matthew Goff, Pinellas Park, stated that if Route 444 were eliminated, he would have to make transfers to other routes, which will be very difficult given his visual impairment.

Robin Swedo, Pinellas Park, stated that she is also visually impaired and does not want Route 444 eliminated. She said that Route 79 is three-quarters of a mile away from her and expressed her concerns about crossing U.S. 19. She made some suggestions for modifying Route 444.

Tom Rask, unincorporated Seminole (also for Sully Grasso), indicated his opinion that PSTA has to make service cuts because there is no money. He believes this is due to central planning. He said the data shows that PSTA had years to tweak Route 444, which did not happen, and that these cuts are necessary. Mr. Rask also questioned why there are ten phases in the plan and suggested implementing the plan in two phases. He also stated that, in his opinion, there are other routes that should be cut such as the Safety Harbor Trolley.

Michelle Frazier, Pinellas resident, commented that she is very concerned about the elimination of Route 30 because it is the only way she can get to her connecting bus to get to work. She also believes that the whole bus system needs to be re-designed.

Staff Presentation on Budget Update and Identified Alternatives – Mr. Miller gave a brief overview of the proposed changes. He showed updates to the proposed FY 2016 Operating Budget, which included the route adjustments and \$3 million to be donated to the Capital Reserve Fund for bus replacements.

Mr. Miller indicated that in order to have a balanced budget for the next five years, the following need to occur: 1) outsource advertising, 2) route changes, 3) fare changes, and 4) ad valorem rate increase. He added that PSTA has recently been able to lock in diesel fuel prices at a savings of \$1.2 million for next year; therefore, staff recommends shifting

\$3 million to the Capital program for bus replacements and maintaining the tax rate at the current level.

Heather Sobush, Planning Manager, presented the history of the affected routes and outlined alternatives for people that would be affected by these changes. Ms. Sobush also mentioned the public outreach events that had been conducted for each route.

Mr. Newton asked about Neighborly Care Network and Mr. Miller responded that they have agreed to increase their service in Pinellas Park. Mr. Welch asked about the possible partnership with Uber or Lyft and requested more information. Ms. Johnson said that St. Giles Manor also submitted a petition of over 100 names to save the Route 444 and pointed out that Uber is not going to be able to address riders with disabilities. Mr. Barkley stated his concern that Uber drivers do not have proper licenses or insurance and are not regulated like the cab companies. He questioned who would be responsible in case of injury. Mr. Miller responded that he will provide that information.

Ms. Long stated the importance of addressing the liability issue when having discussions with Uber. She recommended that Uber's background checks be equivalent to the background checks PSTA conducts on the Bus Operators. Ms. Bujalski asked what was being done to combat the standing room only on Route 18, and Mr. Miller replied that the Community Bus Plan calls for more service on the high frequency routes like the 18 and 19. He said he will provide the Board with the phasing of when frequency will be added to Route 18 to accommodate the additional riders. In response to Mr. Scott question about the \$930,000 savings from the route changes, Mr. Miller explained how that amount was calculated. Mr. Diamond asked if PSTA was working with the other government agencies to ensure pedestrian safety once these routes are eliminated. Mr. Miller responded that PSTA is working with the Metropolitan Planning Organization (MPO), the Pinellas Planning Council (PPC), and all the cities to ensure pedestrian safety. Ms. Rice stated her concern about the riders crossing busy roads and said it would be good to coordinate with the MPO about the locations of PSTA's bus stops in relation to crosswalks. Mr. Newton asked about the Authority's current agreement with the taxi cab companies and Mr. Zimmet responded that the agreement requires them to maintain insurance.

Mr. Holmes stated his opinion that riders were not informed of the proposed bus route changes and alternatives, and Mr. Miller responded that there were one-on-one discussions with the riders in the different areas to make certain they were aware of the changes and what alternative options were available. Mr. Bevis asked if the changes to

the routes as well as the alternative options were going to occur simultaneously to prevent a gap in service and Mr. Miller answered yes.

Transit Riders Advisory Committee (TRAC) Recommendations – Elaine Mann, Committee Chair, reported that the TRAC members received a presentation on the proposed route changes at the July 14th meeting and heard public comment from several affected riders. She said that staff returned to the August 18th TRAC meeting and presented transportation alternatives for the affected riders. Once the transportation alternatives were identified, TRAC unanimously recommended the route changes.

Planning Committee Recommendations – Committee Chair Bujalski reported that the Planning Committee received a presentation on the proposed route changes at their July 15th meeting and asked staff to provide the Board with information on the history of the low-performing routes. The Committee also requested staff to identify alternative transportation options for every route and allow the public to give feedback on the proposed route changes. Committee Chair Bujalski indicated that the Planning Committee talked about the Community Bus Plan and about concentrating resources on the most productive routes. The Committee also requested that the full Board get re-acquainted with the Community Bus Plan. She stated that after discussion, the Planning Committee unanimously recommended the route changes. Ms. Bujalski made a motion, seconded by Ms. Rice to approve all the route changes as proposed.

Mr. Newton asked about the alternatives and if they would be implemented at the same time as the route changes and Mr. Miller replied yes. Mr. Welch indicated that from an operating standpoint, these cuts are not necessary and that PSTA would still have the same five-year budget forecast. He said he does believe; however, that the poorest performing routes need to be eliminated as long as there are reasonable alternatives. He added that he does not support the elimination of Routes 444 and 58 because he is not comfortable with the alternatives. Ms. Gerard agreed with Mr. Welch.

Mr. Miller addressed Mr. Welch's concern by stating that the Transportation Disadvantaged (TD) program and the Demand Response (DART) are presently available, and that Neighborly Care Network has committed to additional service starting on October 11th. He stated that the only alternative that is still in the development stage is the supplemental partnership with Uber. Ms. Gerard pointed out that the St. Giles Manor residents are aware of the TD program, but cutting this Route will take their independence away. Ms. Johnson agreed with Ms. Gerard.

Ms. Bujalski stated that she is flexible and open to amending her motion. Mr. Bevis said he would support a modification of the motion. Mr. Deighton mentioned the annual cost for running the 444. Ms. Long stated that she would support a motion to hold off on eliminating Routes 444 and 58 so staff can take a closer look at the Routes, as well as further outreach efforts to the affected riders to discuss their options. Ms. Bujalski agreed with Ms. Long. Ms. Rice said she supports Mr. Welch's statement that there is no rush to do these cuts at this time and that better alternatives could be explored with more time. She added that in the end, those routes might still need to be eliminated. She suggested looking at the return on investment and why these routes do not perform well.

Ms. Bujalski amended her motion to only approve the route changes to the East Lake Connector and Route 30. She requested that staff reach out to the riders on Routes 58 and 444 and talk to them about their options. Mr. Bevis seconded the motion.

Ms. Gerard requested information on the cost of the alternatives for the riders. Mr. Bevis mentioned the Route 444 and the possibility that it could be re-configured to be more efficient. Mr. Newton stated the importance that the public is better informed. Mr. Diamond said that he supports the amended motion, but believes the Board has to weigh the long-term fiscal health and success of the entire bus system.

There were no further public comments. Motion passed unanimously, ending the Public Hearing portion of the meeting.

[A break was taken from 11:10 – 11:20 AM.]

PUBLIC COMMENT

Veatrice Farrell, St. Petersburg, spoke about the Art in Transit project and would like PSTA to consider a trolley on 22nd Street South.

Gail Eggeman, Managing Director of the St. Petersburg Saturday Morning Market, said that they have 10,000 customers on Saturdays and requested a bus stop at that location.

Mr. Rask (also speaking for Mr. Grasso) talked about a phone app that can be used to book an Uber trip. He stated that he believes the Community Bus Plan is being misrepresented and said that there should be less subsidies for the trolleys. He spoke about the award of PSTA's lobbying contract last month, and suggested that the Agency get the Attorney General's opinion on this matter. Mr. Rask stated that in the past, Pinellas Park contributed funds to run Route 444 and perhaps they could do that again.

He suggested that the performance matrix show riders per revenue hour instead of per day.

Travis Norton, Advocacy Manager of the St. Petersburg Chamber, expressed the Chamber's appreciation of all the staff's hard work in making these difficult changes to PSTA's system. He said that the business community is very supportive of the proposed Central Avenue Bus Rapid Transit (BRT), and that the Chamber has made the funding for the BRT environmental study its top Legislative priority. He added that members of the Chamber have also shown an interest in funding the proposed express bus service from Tampa International Airport (TIA) to Clearwater Beach.

Ms. Shwedo, expressed her concern that Uber does not perform extensive background checks. She stated that PSTA staff should send someone out in the public to talk with people who use these routes to find out how to re-work them to be more efficient for both the riders and PSTA.

Gina Evans, Director of Government Relations at TIA, submitted a comment which Chairperson Jonson read: TIA thanks PSTA for moving forward with the Legislative request for express bus service from the beach to TIA. As our international service continues to grow, projects such as this enhance our region for international travelers who are accustomed to public transportation options.

Cathy Harrelson, St. Petersburg, said that she is an Uber and Lyft driver and noted that those agencies perform full background and driver's licensing checks, as well as maintain insurance. She also spoke briefly about PSTA's clean diesel bus purchase.

Elaine Mann, Dunedin, stated that she is pleased to hear that PSTA is investigating a partnership with Uber, indicating that she frequently uses that service.

NON-BOARD COMMITTEES

Transit Riders Advisory Committee (TRAC) – Ms. Mann reported on the August 18th TRAC meeting. She indicated that Board member Johnson attended the meeting and offered her words of praise to the TRAC. She said Jeff Thompson, Director of Transportation, and Alissa Kostyk, Social Media Coordinator, presented the Rules of the Road campaign addressing the new Code of Conduct. The Committee voted unanimously to endorse the Code of Conduct and marketing campaign. Committee Chair Mann reported that Sangita Land, Chief Compliance Officer, presented the renewal of the Trolley agreements and Cassandra Borchers, Chief Development Officer, presented the proposed route service changes, which the TRAC unanimously

recommended. The Committee also discussed the system-wide fare changes (which was also endorsed), the summer Haul Pass, and changes to the 10-day TD pass. She said the next TRAC meeting will be held on September 15th.

CONSENT AGENDA

Ms. Rice made a motion, seconded by Mr. Bevis to approve the Consent Agenda. There were no public comments. The Board unanimously approved the Consent Agenda, which included the approval of the July 22, 2015 Board meeting minutes, the annual Florida Department of Transportation (FDOT) Grant Approvals, the Auditing Services, the Trolley Agreements, and the Riders Code of Conduct/Appeals Process.

ACTION ITEMS

In consideration of the time, Chairperson Jonson brought forward item 10A for discussion. He indicated that the Budget Hearing/Board Meeting is scheduled for September 23rd, which is a Jewish holiday; therefore, staff is requesting the full Board meeting be rescheduled to September 30th at 6:00 PM and keep the Budget Hearing on the 23rd. Mr. Bevis made a motion, seconded by Mr. Newton to reschedule the Board meeting. Motion passed unanimously.

Bus Advertising Contract/Policy – Cyndi Raskin-Schmitt, Director of Communications, explained that there are three parts to this action item: 1) approve Resolution #15-04 to repeal Resolution #99-01, which does not allow government advertising, 2) approve the new Bus Advertising Policy, which includes the allowance of government advertising but not alcohol advertising, and 3) approve a three-year contract with the option for two one-year renewals with Direct Media USA for a total five year minimum guarantee of \$2,700,000.

Mr. Barkley reported that the Finance Committee met on August 19th and unanimously recommended modifying the Advertising Policy to allow government advertising, and unanimously recommended approval of the contract with Direct Media. Mr. Barkley made a motion, seconded by Mr. Bevis to approve the Advertising Policy and contract with Direct Media.

In response to Chairperson Jonson's call for public comment, Mr. Rask stated that he would like more information on the protest that had been filed regarding this Request for Proposal (RFP). He commented that he is concerned about the omission of alcohol advertising. Ms. Rice and Mr. Newton thanked staff and their colleagues for not including the alcohol advertising. Motion passed unanimously.

Mr. Zimmet read Resolution #15-04 by title and Mr. Bevis made a motion, seconded by Mr. Scott to adopt Resolution #15-04. There were no public comments. Motion passed unanimously.

[Mr. Holmes left the meeting at 11:56 AM and did not return.]

Gillig Bus Purchase – Henry Lukasik, Director of Maintenance, stated that under the Path Forward Plan, the commitment to ongoing capital bus replacement is one of the highest priorities. PSTA will continue its ongoing commitment to sustainability by purchasing new buses with cleaner emission engines in addition to maintaining its existing hybrid electric bus fleet. He noted that no hybrids would be eliminated for the next decade according to PSTA’s new Fleet Plan. Mr. Lukasik stated that the purchase will be 100% federally funded by the Federal Transit Administration (FTA) grant funding and is included in the approved Capital Improvement Program (CIP).

Committee Chair Barkley reported that the Finance Committee met on August 19th and approved the purchase of seven diesel buses to replace some of PSTA’s oldest diesel buses, adding that he was the lone member voting against this. He indicated that the Committee also had a lengthy discussion of the emission trade-offs between hybrid and diesel propulsion and PSTA staff agreed to provide additional details.

In response to Chairperson Jonson’s call for public comment, Guy Hancock, Largo, would like PSTA to purchase environmentally-friendly buses instead of the diesel buses, which he believes would also enhance the image of PSTA.

Frank Jackalone, Florida Staff Director of the Sierra Club in St. Petersburg, asked the Board to reconsider the purchase of the diesel buses and postpone the decision so that electric buses could be considered. He suggested purchasing a couple electric buses to test them out.

Bill Bucolo, St. Petersburg, spoke in favor of the Board delaying the decision to buy the diesel buses and suggested they get more information on the electric buses.

Tom Krumereich, Tampa, also asked PSTA to delay the decision on the diesel bus purchase and talked about incentives that are being offered for electric buses.

Mr. Rask indicated his opinion that diesel buses have improved tremendously over the last 30 years and urged the Board to move ahead with the purchase of the diesel buses.

He added that because hybrid buses are more expensive, PSTA would be forced to buy fewer buses, and that could result in the need to cut even more service.

Phil Compton, (also speaking for three others), Sierra Club, asked the Board to postpone the purchase of the diesel buses that he believes will cost more in the long run. He asked the Board to explore all the cleaner options available and encouraged them to talk to other cities that have electric buses. He also suggested that the Proterra electric bus return to PSTA for another demonstration for the full Board.

Mr. Miller stated that the Tallahassee transit system has six electric buses that were purchased with a federal grant. He indicated that PSTA is also an applicant for this federal grant, but does not currently receive funds to purchase electric buses. Mr. Miller said that a one-month delay will result in more than a month's delay in receiving the replacement buses, adding that he does not believe staff would be ready in a month with a recommendation to buy electric buses. Ms. Rice commented that there are 15 hybrid buses in PSTA's parking lot ready to be put into service by the end of August. She invited speakers to come to the MPO to speak to them about Surface Transportation Program (STP) funds for bus purchases. Ms. Long said she will support the decision today, but asked staff to be mindful of the newest and greatest technologies in the future. Ms. Long made a motion to approve the purchase of seven diesel buses.

Mr. Barkley indicated the many reasons why he voted no for the purchase of the diesel buses at the Finance Committee meeting and also spoke about reconfiguring the diesel buses to electric buses. Ms. Bujalski talked about the sustainability and capital bus replacement programs. She expressed displeasure that the Board did not receive the emissions and cost analysis that the Finance Committee asked for; therefore, is unsure what decision to make. Mr. Scott stated that the bus replacement program needs to be grounded in reality and said that he supports the purchase of diesel buses. Mr. Scott seconded Ms. Long's motion.

Mr. Welch asked how many buses are replaced each year, and Mr. Lukasik answered seven to eight. He also asked if the cost/maintenance/emissions analysis for the various buses is complete and he was told that it is currently being prepared. Ms. Gerard indicated her opinion that buying diesel buses in this world of technology is like taking a step back. When Ms. Gerard questioned why moving this decision to a future meeting would delay the delivery by six to eight months, Mr. Miller replied that it takes about a year from the time the Board makes the decision to purchase a bus until delivery. He explained that the agency must secure a spot on assembly line schedule. Ms. Gerard suggested adding the purchase of electric buses to PSTA's Legislative priorities. Mr. Bevis

asked how long it takes to retrofit a diesel into an electric bus and Mr. Barkley responded eight or nine months.

Ms. Long pointed out that there are still more agenda items to go through and given the time she amended her motion to continue this item at the next meeting once more information could be presented to the Board. There were no public comments. Motion passed unanimously.

2016 PSTA Legislative Agendas – Mr. Miller presented the state and federal Legislative agendas which included much more detail than in the past, and also introduced strategies for each priority. He indicated that Ms. Rice and Ms. Long will accompany him to Washington D.C. to advocate for the federal priorities and also discuss low emission buses. Ms. Rice made a motion, seconded by Mr. Newton to accept the federal and state Legislative priorities.

Ms. Johnson mentioned a meeting that occurred between the Florida Commission for the Transportation Disadvantaged (CTD) and Senator Latvala's Transportation Finance Committee. She said that she was unaware of this meeting and voiced her concern that there were claims made by participants that the TD program does not need additional funding.

In response to Chairperson Jonson's call for public comments, Mr. Rask commented on the state Legislative agenda and remarked that he believes it is misguided. There were no further public comments. Motion passed unanimously.

[Mr. Scott left the meeting at 1:07 PM and did not return.]

INFORMATION ITEM

Fare Structure Recommendations – Information was provided in the Board packet. Mr. Miller indicated that this item will be discussed at the September 9th Public Hearing at PSTA.

[Ms. Long left the meeting at 1:08 PM and did not return.]

MPO's Local Coordinating Board (LCB) – Chairperson Jonson explained that this item ties into the fare structure recommendation and there was a recommendation from the LCB to work on the Haul Pass program.

REPORTS/CORRESPONDENCE

PSTA Performance Report/Follow-Up – The report was included in the Board packet.

FUTURE MEETING SUBJECTS

Chairperson Jonson indicated that there is a Personnel Committee meeting on August 31st at 12:30 PM and a PSTA-HART Joint Executive Committee meeting on the same day starting at 2:00 PM.

OTHER BUSINESS

No other business was discussed.

BOARD MEMBER COMMENTS

Mr. Newton reminded everyone of the Public Workshop for the proposed fare increase being held on September 8th at Pinellas Technical College (PTEC) in St. Petersburg. He congratulated Mr. Diamond and Ms. Rice for being re-appointed to the PSTA Board.

Ms. Gerard mentioned the difficulties in getting the Chairperson's attention when members want to speak, suggesting the installation of a queuing system. Mr. Miller stated that PSTA's Director of Information Technology (IT) has already received some quotes for that type of system, along with other equipment upgrades for the Board Room.

ADJOURNMENT

There being no further business, Chairperson Jonson adjourned the meeting at 1:13 PM. The next meeting is scheduled for September 30th at 6:00 PM.

Chairperson



4B: Bus Passenger Wi-Fi Service



Action: Approve a One Year Agreement, with Two Additional Option Years with AT&T Service for the Bus Passenger On-Board WiFi Service in the Amount Not to Exceed \$315,000 for the Three Year Period

Staff Resource: Debbie Woodward, Director of IT
Lou Emma Cromity, Dir. of Procurement
Joe Barkley, Committee Chair



Background:

- PSTA was the first bus system in Florida to provide free WiFi on-board its entire fleet for its customers when it started this service a year ago. It has been a major success.
- At the time of the project implementation PSTA did a cost comparison and performance evaluation of two cellular providers, AT&T and Verizon. Based on cost and performance, AT&T was selected as the service provider. Equipment specific to AT&T was purchased and installed as part of the project.
- PSTA accessed the AT&T service through a “piggyback” arrangement off an existing National Association of State Procurement Officials (NAPSCO) agreement. The NAPSCO agreement guarantees government pricing with AT&T for this service through June 30, 2019.

Fiscal Impact:


- The fixed price per year for this AT&T service on all PSTA buses will not exceed \$105,000 per year, with a total 3-year cost of \$315,000. This cost has been included in the operating budget for 2015-2016.

Recommendation:

- Approve an AT&T Service Contract in the amount not to exceed an annual cost of \$105,000 starting on October 1, 2015, with the option to extend for two additional one-year renewals for a total contractual commitment of not to exceed \$315,000.
- The Finance Committee reviewed this item and is recommending approval.

Attachments: None



4C:	PSTA Headquarters Wi-Fi Replacement	
Action:	Approve a Contract with TechnologEase to Provide Wi-Fi Equipment, Installation, Licenses and Three Years Warranty/Licenses for the PSTA Headquarters in an Amount Not to Exceed \$135,000.00	

Staff Resource: Debbie Woodward, Director of IT
 Lou Emma Cromity, Dir. of Procurement
 Joe Barkley, Committee Chair



Background:

- In an effort to provide ubiquitous, reliable and higher capacity Wi-Fi service for the PSTA Headquarters, which consists of the Administration and Transportation buildings for staff members, guests and visitors, the Authority is in need of replacing our current Wi-Fi network system portions of which are nearly a decade old.
- This replacement will allow us to maximize our 1000Mbps fiber connection to its fullest functionality.
- PSTA’s operational bus yard exterior access points have limited coverage, limited bandwidth capabilities, and outdated security protocols. The upgrade will provide full outdoor coverage, increased bandwidth, speed, and provide better security for PSTA’s network.
- Additionally, the upgraded Wi-Fi system will provide our guests better access to the internet for meetings, presentations and PSTA’s public website. In addition, it will enable our customers and visitors the ability to stream audio and video of our public meetings.

Procurement

- PSTA released a Request for Proposal (RFP) and five suppliers responded:

Advanced Cable Connections	Mission Critical Solutions (MCS)
TechnologEase, Odessa, FL	United Data Technologies (UDT)
Windstream	

- As a result of supplier presentations and final ranking, TechnologEase, Inc., was selected as the highest ranked supplier to provide the requested services.

Fiscal Impact:

- Equipment Purchase and Project Implementation: \$99,995.00
- Software Licenses and Support, Year Two: \$10,392.00
- Software Licenses and Support, Year Three: \$10,392.00

Recommendation:

- Approve a PSTA Campus Wi-Fi Replacement Services contract with TechnologEase including three years of warranty/licenses in an amount not-to-exceed \$135,000.00.
 - The Finance Committee reviewed this item and is recommending approval.
-

Attachments:

1. Contract ([CLICK TO VIEW/PRINT](#))

CONSENT AGENDA



4D: PSTA FY2016 Insurance Premiums



Action: Approve PSTA's Multi-Line Premiums for FY 2016 at a Total Cost Not to Exceed \$650,000 through the Preferred Governmental Insurance Trust (PGIT). Additionally Approve PGIT-Supplied Lines of Insurance for FY 2017 at FY 2016 Constant Premium Rates.

Staff Resource: Debbie Leous, CFO
Carole Swift, Risk Manager
Joe Barkley, Committee Chair



Background:

- PSTA has completed a Multi-Line Insurance review for our 2016 Multi-Line Insurance Program. Public Risk Insurance Agency (PRIA) serves as the Insurance Brokers for the Preferred Governmental Insurance Trust (PGIT).
- Self-Insured Retention of \$100,000 for General Liability Exposures.
- Self-Insured Retention of \$250,000 for Workers' Compensation Exposures.

Fiscal Impact:

- The total premiums for the insurances in the proposal will be \$645,961, a \$31,457 increase over the FY 2015 and this is within the budget limits in the proposed FY 2016 budget.
- PGIT is offering a two year fixed policy option for the Preferred Insurance Program that will fix the costs at the 2016 rates for FY 2017.
- An additional new cyber liability policy option - Preferred has provided an Excess Cyber Liability Policy with a limit of \$1,000,000 for no additional premium.

Recommendation:

- Staff recommends the approval of PGIT Insurance Policies for the FY 2016 and for renewal of the 2017 PGIT policies at the fixed rates for 2016.
- The Finance Committee reviewed this item and is recommending approval.

Attachments:

1. Multi-Line Insurance Summaries

Multi-Line Insurance Summary

Coverage with PGIT	Limits	Fiscal Year	Deductible	Annual Premium 2015	%	Annual Premium 2016	Annual Premium 2017
Property: Real & Personal including;	\$45,569,410	2016	\$ 25,000	\$ 180,882	1%	\$ 182,652	\$ 182,652
Equipment Breakdown/Replacement	\$45,130,360	2015					
Inland Marine: including	\$8,003,976	2016	\$ 1,000	\$ 37,151	-47%	\$ 19,873	\$ 19,873
Communication, Mobile & Electronic Data Processing Equipment	\$7,768,546	2015					
General Liability:	\$ 2,000,000		\$ 100,000	\$ 39,224	9%	\$ 42,917	\$ 42,917
Employers' Benefits:	\$ 2,000,000						
Vehicle Liability	\$ 2,000,000		\$ 100,000	\$ 160,705	6%	\$ 171,121	\$ 171,121
Worker's Compensation	Statutory		\$ 250,000	\$ 103,235	24%	\$ 128,203	\$ 128,203
Employers Liability:			\$ 250,000				
Each Accident	\$1m						
Per Disease Each Employee	\$1m						
Per Disease/Policy Limit	\$1m						
Public Officials/Employment	\$ 2,000,000		\$ 100,000	\$ 45,163	5%	\$ 47,479	\$ 47,479
Practices Liability (combined)	\$ 2,000,000		\$ 100,000				
Crime	\$ 250,000		\$ 1,000	\$ 2,350	0%	\$ 2,350	\$ 2,350
***New Cyber Liability Coverage from PGIT	\$ 1,000,000		\$ 100,000	\$0		\$0	\$0
Subtotal				\$ 568,710	5%	\$ 594,595	\$ 594,595

Multi-Line Insurance Summary

Coverage With: Surplus Lines & Federal Govt	Limits	Deductible	Annual Premium 2015	%	Annual Premium 2016	Annual Premium 2017
Cyber Liability/ACE: Privacy/ Network Security/Internet Media	\$1,000,000 \$1,000,000	\$ 25,000	\$ 10,623	6%	\$ 11,257	*Subject to Annual Renewal
Pollution Liability/AIG	\$ 2,000,000	\$ 50,000	\$ 17,171	4%	\$ 17,908	*Subject to Annual Renewal
National Flood Insurance Program (NFIP) FEMA	Required		\$ 18,000	25%	\$ 22,201 Pending	*Subject to Annual Renewal
Subtotal			\$ 45,794	12%	\$ 51,366	
TOTAL PREMIUM			\$614,504	5%	\$645,961	TBD

* New Program from PGIT: Cyber Liability coverage that provides \$1,000,000 coverage over PSTA's ACE Cyber Liability Program as of 10/1/2015. Privacy/Network/Internet Media Liability/Network Extortion/Data Breach Fund/Crisis Management & Business Income.



4E:	Transit Shelter Cleaning Service/Supplies	
Action:	Approve a Three Year Contract with Two One-Year Optional Renewals with American Janitorial, Inc. for a Total Five Year Contract of Not to Exceed \$2,200,000.	

Staff Resource: Henry Lukasik, Dir. of Maintenance
 LouEmma Cromity, Dir. of Procurement
 Joe Barkley, Committee Chair



Background:

- PSTA outsources bus shelter/stops and transit center cleaning at its four transit centers and several hundred bus shelters/stops. PSTA also contracts for floor maintenance services and provides the necessary janitorial supplies from a variety of five different suppliers.
- PSTA released a single Request for Proposal (RFP) for Janitorial Services, Supplies, Floor Maintenance, and Related Services, allowing for firms to submit proposals on any or all components of the RFP. The RFP was sent to over 25 suppliers directly and was posted on PSTA’s Procurement website and Demandstar.
- Ten suppliers responded to at least one component of the combination RFP, with seven determined to be responsive. Listed in the table below are the suppliers’ five-year cost proposals.

PROPOSAL SUMMARY

Supplier	Five Years Janitorial Terminals	Five Years Janitorial Bus Shelters/Stops	Five Years Floor Maintenance	Five Years Estimated Annual Janitorial Supplies
Admire Cleaning Services	\$576,200			
American Janitorial, Inc.	\$550,976.60	\$1,360,000.05	\$177,515.90	\$18,521.35
ASK Solutions, Inc.	\$616,112.00		\$212,342.82	
Bay Janitorial	\$1,141,823.56	\$926,618.06	\$516,698.56	
Grosvenor	\$1,050,360			
Gulfstar Supply		\$1,417,480.00		\$15,318.35
Hands-On-Florida		\$1,053,789.78		

- A Selection Committee comprised of PSTA management staff evaluated each of the proposals. As a result of supplier presentations and final ranking of the proposals, American Janitorial, Inc. was selected to provide all services i.e. Janitorial Services, Supplies, Floor Maintenance, and Related Services.

Fiscal Impact:

- A total five year cost of \$2,200,000 and the allocated year one cost is within the approved FY 2016 operating budget for these services.

Recommendation:

- Approve the three year janitorial services, supplies, floor maintenance, and related services contract with American Janitorial, Inc. with the option to extend two one-year renewals.
 - The Finance Committee reviewed this item and is recommending approval.
-

Attachments:

1. Contract ([CLICK TO VIEW/PRINT](#))



4F: Continuation of Bus Replacement Approval



Action: Continue Discussion of the Bus Replacement Plan to the October 2015 Board Meeting

Staff Resource: Brad Miller, CEO

Background:

- At the August 26, 2015 Board Meeting, the Board voted to continue this item to purchase replacement buses to the next meeting.
- Based on the significant amount of technical analysis and amount of information requested by the PSTA Board and Finance Committee on this subject, staff recommended two discussions at the September and October Finance Committees prior to Board Action.
- Staff will present this information for final bus purchase approval at the October 21st Finance & Performance Management Committee and then to the full PSTA Board for action next month at the October 28, 2015 Board meeting.

Fiscal Impact:

- \$3.6 million included in the FY 2016 approved Capital Improvement Plan (CIP).

Recommendation:

- Continue Discussion of the Bus Replacement Plan to the October 2015 Board Meeting.

Attachments: None

ACTION ITEM



5A: CEO 2015 Evaluation



Action: Receive and File the PSTA CEO's 2014-2015 Completed Performance Evaluation and Approve No Increase to the CEO Compensation.

Additionally, Direct Staff to Develop a Revised Appraisal System for Improved Accountability for the Goals of Our Path Forward Strategic Plan and 2014-2015 State and Federal Legislative Performance Goals and Recommend a New Assessment be Conducted before March 31, 2016 with this New System to Ensure our Agency Continues on the Right Track.

Staff Resource: Bill Jonson, Committee Chair

PERSONNEL

EXECUTIVE

Background:

- On June 24, 2015 the PSTA Personnel Committee (Jonson, Bujalski, Long, Newton, and Barkley) approved the 2015 evaluation form, and recommended that the form be distributed to the Board after the July 6 Executive Committee had a chance to review the form and proposed FY2016 goals.
- On July 6, 2015, the PST Executive Committee recommended minor changes to the FY2016 goals.
- Chair Jonson sent the evaluation form to all PSTA Board Members in mid-July.
- Throughout August, CEO Miller met with all 15 PSTA Board members to review their evaluations and comments and after receiving this feedback, developed a response action plan, attached.
- On August 31, 2015, the Personnel Committee approved on a 4 to 1 vote recommending a specific position and recommendation as listed above to the PSTA Board.
- On September 9, 2015, the Executive Committee reviewed the Personnel Committee Recommend and voted to support the same recommendation listed above but a revised statement as shown below in red:

OPTION B:

We, the PSTA Board, believe the PSTA organization is on the correct "Path Forward" to improved public transportation for our community. With improved communication, and accountability, **inclusive to CEO's August 2015 Performance Evaluation Response**, we support CEO Brad Miller's continued leadership to accomplish our adopted Strategic Plan's goals. We recognize he has made a number of positive recent improvements, but further progress is needed.

We receive and file the PSTA CEO's 2014-2015 completed performance evaluation and recommend no increase to the CEO salary at this time. Additionally, we direct staff to develop a revised appraisal system for improved accountability for the goals of our Path Forward Strategic Plan and 2014-2015 State and Federal Legislative performance criteria and recommend a new assessment be conducted before March 31, 2016 with this system to ensure our agency continues on the right track.

Recommendation:

- Approve Personnel & Executive Committees' recommendation as outlined above.

Attachments:

1. Summary of Board Member Scores
2. Board Member Evaluation Comments
3. CEO Response to Performance Evaluation
4. CEO Response PowerPoint Presentation

**CEO Performance Evaluation
August 2015 Tabulation Sheet**

	#1	#2	#3	#4	#5	#6	#7	#8	#9	#10	
Board Member	Organizational Leadership	Future Opportunities & Investments	Policy Development & Strategy	Policy Implementation	Working Relationship with Board	Working Relationship with Individual Board Members	Financial Resource Management	Human Resource Management	Community Leadership & Relations	Project Management	Total
Barkley	4	5	4	4	5	5	4	4	5	4	4.40
Bevis	2.5	3	3	2.5	3	3	2.5	3	2	3	2.75
Bujalski	2	4	4	3	2	2	4	2	2	2	2.70
Deighton	5	5	5	5	5	5	5	5	5	5	5.00
Diamond	2	3	5	2	2	2	3	3	4	3	2.90
Eggers	2	2	3	2.5	3	3	2	3	3	3	2.65
Gerard	3	3	3	3	2	3	3	3	2	3	2.80
Holmes	2	2	3	2	3	3	2	3	3	3	2.60
Johnson	2	3	2	3	2	2	3	3	2	2	2.40
Jonson	4	4	5	3.5	5	4.5	4	4	3.5	4	4.15
Long	2	2	2	2	2	2	2	2	3	3	2.20
Newton	5	5	5	5	5	5	4	5	5	5	4.90
Rice	5	5	5	4.5	5	5	5	4	5	5	4.85
Scott	3	3	4	4	4	3	3	2	4	3	3.30
Welch	3	3	2	2	2	2	3	2	3	3	2.50
Average:	3.10	3.47	3.67	3.20	3.33	3.30	3.30	3.20	3.43	3.40	3.34

Performance Review PSTA Chief Executive Officer July 2015

Pinellas Suncoast Transit Authority



Instructions: Please take a few minutes to fill out **Section 3 Feedback Questionnaire** and review the suggested accomplishments for this past year and the recommended goals and objectives for the coming year. Your candid input would be extremely helpful to me as I work to expand and develop a new approach at PSTA.

Thank you!

1. Major Achievements/Initiatives





<p>Outreach Following the November 2014 vote, personally met 1-on-1 with more than a dozen key leaders including 5 state legislators, Mayors, and business leaders, for and against the initiative, to listen to feedback on the next steps for public transit in Pinellas.</p> <p>Reorganized PSTA marketing staff to efficiently continue the high-level of community engagement into the future that now represents a new priority for the organization.</p> <p>Honored to service in multiple state & national leadership positions:</p> <ul style="list-style-type: none"> - Chair of APTA Bus & Paratransit CEO Committee. - APTA Board of Directors - Chair of National Academies’ Transit Cooperative Research Program J-7 Synthesis Committee. - Incoming Chair Florida Public Transit Association - Member of National TCRP Oversight Panel - TBARTA Executive Director Search Committee. 	<p>Path Forward Strategic Plan</p> <ul style="list-style-type: none"> - Successfully designed and completed Board-led Strategic Plan development through two workshops and one-on-one listening sessions with all 15 PSTA Board Members. Unanimously approved in May, 2015. - Developed the Path Forward Plan based on Board direction for the agency. Developed accountability measures to demonstrate performance with the Plan by PSTA Staff. - Transitioned agency focus away from Greenlight Pinellas and towards customer service improvement and sustainable capital and operating funding.
<p>Intergovernmental Relations – Presented testimony to Florida Senate TED Appropriations Committee supporting funding for PSTA’s top legislative priority. This presentation plus 2 additional trips to Tallahassee, and coordination of significant Board Member advocacy led to Senate including funding for BRT Project. 100% of Pinellas Delegation expressed support for the project.</p> <ul style="list-style-type: none"> - Traveled to Washington D.C. twice to meet with Congressman Jolly, Castor, and others. - Hired PSTA’s first Federal Lobbyist with performance-based arrangement. 	<p>Accountability & Oversight</p> <ul style="list-style-type: none"> - Created new & strengthened PSTA Executive Committee to provide improved Board Leadership. - Initiated major oversight changes leading to 2nd straight successful Federal Grant Audit with no open findings. - Developed more efficient FY2016 budget that is \$2M less than FY2015 Budget. - Oversaw internal PSTA Bus Maintenance “Listening Sessions” to show support for needed quality improvements that has demonstrated itself with improved bus performance. <p>Data-Driven Results</p> <ul style="list-style-type: none"> - Another Year of Highest Ridership in PSTA History Projected - Successful Service Expansion to 22nd St. South. - New Route Performance Monitoring Plan and Transit Shelter Implementation Plans first in PSTA history, using data-driven decisions. - New Customer Satisfaction Performance Monitoring System Implemented to ensure continued focus and improvement in customer service. - Added performance-based compensation to SEIU Labor Agreement for first time. - Extended SPC U-PASS Program for 5 years.

2. 2016 Major Challenges - Opportunities





1. **Community Presentation of Needed Changes** – PSTA’s Path Forward Strategic Plan calls for moving forward with methodic implementation of the detailed Community Bus Plan changes and examination of all options to provide PSTA with a sustainable financial model. These changes, while making PSTA a better and more efficient public transit system for our Community will represent a complete redesign of a system of routes and fares that have been fairly static for decades. Any change of this magnitude will be challenging for our customers and it will be critical for PSTA to develop a strategic communication plan to ensure our community and customers understand and can anticipate these adjustments. .
2. **PSTA Labor Relations** – With PSTA’s largest Union facing a recall vote this summer, their current 3-Year labor agreement coming to an end, and continued emphasis on training and improving on the quality of our workforce’s customer service and bus maintenance practices, it will be important to maintain a successful partnership with Union leadership. This will be accomplished through increased and innovative communication efforts.
3. **Success with Legislative Priorities** – PSTA is putting together a new, stronger legislative team of federal and state lobbyists, as well as coordinating much more with HART, the MPO and others to present a common message of our transportation priorities. New performance measurement systems will be used to ensure we see successful partnerships with our Federal and State Partners.
4. **Tangible Partnership Results** – PSTA’s Adopted Path Forward Strategic Plan calls for increased outreach to establish new Partnerships such as with the Pinellas County MPO, TBARTA, and HART as well as with local municipalities. It will be important to demonstrate how these regional partnerships can be successful at improving PSTA services to our customers.

3. Prior Year Goals for July 2014 – June 2015





1. PSTA Organization

- Especially after the Greenlight Pinellas vote, continue to develop and improve “culture” of PSTA organization to establish PSTA as a progressive, innovative organization, always responsible to the community it serves, that is able to implement the necessary changes identified by the PSTA Board’s Improvement Goals. 
- Add key leaders, responsive to the organization to the management team. 
- Ensure PSTA maintains its strong awareness with the public as an efficient public transit provider that is transparent and accountable to helping improve the community. 
- Examine our internal processes and ensure all employees are trained appropriately. Review our checks & balances system and hire appropriate staff to ensure things don’t get missed. Training for management personnel should also be reviewed. 



2. November 2014 Greenlight Referendum

- Regardless of outcome, quickly following referendum, demonstrate public accountability, agency nimbleness to move forward and strong leadership to move PSTA forward. 
- Begin Downtown St. Pete Alignment Study 
- Begin Study of 3 BRT Corridors 
- Oversee successful bond validation proceedings. 

3. Short Term Goals

- Complete St. Pete College U-Pass Agreement and Expand program further 
- Open Pinellas Park Transit Center 
- Initiate Regional Fare Collection initiative but only after PSTA considers new comprehensive fare policy. 
- Establish improved relationship with FDOT; achieve tangible coordination improvements on US19 and other corridors. 

4. Funding

- Continue to manage PSTA’s operating and capital program budgets within multi-year planning horizons, especially the EY 50-Year plan. Develop and get approval of service plan if referendum is unsuccessful. 
- Actively pursue increased state, federal, and long-term sustainable local funding levels. 

4. Feedback Questionnaire

Please take a few minutes to provide a numerical score in the following 10 general performance areas. You may also provide narrative comments as needed.

A narrative providing some further explanation of each performance area is provided to help guide you in developing your overall score.

Your numerical score for each of the 10 evaluation categories will be averaged with the other Board Members' Evaluation for a composite score in each area.

1. Organizational Leadership

Does the CEO demonstrate the ability to provide organizational leadership in ways such as by defining appropriate corporate values, implementing methods to hold the organization accountable, achieve goals, solve problems, etc.? Does the CEO facilitate organizational change, work to increase productivity and improved performance while recommending modifications in service or programs in response to environmental changes?

Ben Diamond - I think the CEO needs to take more time in reporting to the Board on steps that he has taken to hold the organization accountable and to correct issues or mistakes. I think this increased communication and reporting will be important to provide more accountability and transparency in the operations of PSTA.

Bill Jonson - Responded very well to the challenge of improving Governance within the Board by developing the Board's Path Forward and helping to restructure and energize the Board Committees. One of the GreenLight Pinellas lessons was that the public didn't understand the role of Public Transit. In retrospect this was a lesson learned and one to address in the future. Still it is recognized the multiple stakeholders have divergent expectations. At this time members of the public closely focus on PSTA operations magnifying stumbles, requiring tighter execution of policies and practices within a public agency. But at the same time innovation and continual improvement is needed for future of the organization.

Curtis Holmes - Not enough accountability, not enough "improved performance."

Darden Rice - Mr. Miller has excelled at developing a strong governance model by empowering a stronger and expanded Executive Committee, strengthened existing PSTA Board Committees in assisting the full board, fully participated in collaborative & transportation policy and priority setting, and looked at all ways to support community development and transportation objectives. Mr. Miller is positioning PSTA well in terms of making difficult financial decisions in the coming years (due in part to the operational budget crunch to replace nearly half our fleet of buses in the coming few years.) We continue to measure the benefits strong outcomes associated with his oversight to hire a new Finance Director, Debbie Leouse, and strengthening the role of the TRAC committee. Those turned out to be prudent decisions that continue to make PSTA stronger. Would like to see higher profile roles developed for other staff, such as COO James Bradford.

Dave Eggers – Overall I would like to have seen more leadership on the Path Forward during Greenlight as the questions asked and answered were ones that should have been addresses all along. Also would like to see more proactive legal assistance to avoid situations like the recent policy change on taping meetings with or without notification to the participant. Additionally, the message and deliverer of the greenlight message in the public realm was weak. Don't know how leadership is with Executive Committee or employees.

Janet Long – Brad has been making steady progress in improving organizational and leadership skills. Problem solving, productivity and improved performance have been ongoing for the past six months. His recommendations regarding a "Path Forward" for PSTA have been successfully approved by the entire Board. Brad is working very hard to realign the goals & objectives as well as our Mission to insure a steady and efficient movement towards better public transportation for the future of Pinellas County. With that said, there still appears to be a lack of basic leadership skills

evidenced most recently by not designating a strong second in commend for the recent Board meeting. The initial monthly briefings with Board members appears to have stopped leading to a diminishing level of confidence in Brad's ability to successfully lead PSTA forward. Leadership within the organization appears to be lacking given the constant problems with the unions and with the press.

Joe Barkley – Works well as an Administrator. Good one-on-one skills. Tremendous industry knowledge and experience.

Patricia Johnson – I am shocked that the values of our leadership is to raise where we are supposed to be serving.

Doug Bevis – While I think a good percent of the time the CEO does an acceptable job, I think “holding the organization accountable” has been less than average.

Julie Bujalski - Brad has worked very hard to do everything listed above. PSTA is certainly a much better organization than it was before he came. He has defined corporate values, created accountability measures, and is working diligently towards meeting our goals. Problem solving and facilitating organizational change has been a struggle. The problems that emerge do get solved. But it is very reactionary and at some point, issues should be foreseen and solved before they become a problem.

2. Future Opportunities & Investments

Does the CEO demonstrate the ability to identify future opportunities in ways such as by anticipating issues and problems, looking for opportunities to invest in PSTA's future, coordinating resources and identifying potential partners? Does he appear to stay aware of national trends and identifying their relevance to PSTA while identifying opportunities to create an innovative and sustainable agency for the long-term?

Ben Diamond - The CEO has done a good job in framing for the Board of Directors the difficult policy decisions that the agency confronts to bring sustainable service to the County in the years to come. I also commend him for his efforts to obtain more state and federal resources to support PSTA's needs, and for his efforts to build stronger relationships with our MPO and HART.

Bill Jonson - The Path Forward is a great start for the next several years. Beyond that PSTA needs to start planning for five years out. Will require visionary leadership with both the MPO and the Community.

Curtis Holmes - PSTA has been slow to develop revenue streams from large employers such as SPC, and many opportunities still exist in this area. There is too much emphasis on alternatives to diesel buses when there is no need for them at this time, or in the foreseeable future.

Darden Rice - Mr. Miller is very aware of federal funding opportunities, whether it is New Starts grant possibilities or working on a strategic approach with the Pinellas MPO to explore STP flex funds for buses. He has also proposed such flexible ideas as stretching out the life of buses by a couple of years by increasing maintenance budgets, 'smoothin out the bump' in critical bus replacements so the agency isn't hit all at once, and taking strategic steps to get more competitive for state and federal transportation funds. Our FY 2016 busget reflects a savings and ability to invest in moving forward based on a keen understanding our risks, possibilities, maximizing efficiencies, and eliminating services that do not provide a satidfactory return on investment.

Dave Eggers – Felt that too much reliance was placed on greenlight and opportunities for organizational or service improvements were not explored and partnerships were not obtained. The way the discussions were approached with the MPO on accessing capital was not handled well though the premise of the ask is fair.

Janet Long – There is much more that can be done to better position PSTA as an agency of choice for our citizens. Partnerships with major employers such as the one crafted with SPC should be explored. Positioning PSTA as an employer of choice is another that comes to mind. From reports that come to the Board, it would be nice to see more positive feedback about what it is like to work at PSTA. It was surprising to learn that HART has a program for students during the summer whereby they can ride the bus for free and that they have 50,000 to 60,000 school trips each month. A more robust Wellness program might go a long way towards having less employees calling in sick each month. Creating an incenitive program to be health could be a good way to help employees reduce insurance premiums. More information regarding what is going on across the country in terms of new technologies could be helpful in setting policy for PSTA.

Joe Barkley – Brad worked very hard on the unsuccessful Greenlight Pinellas initiative. We are members of an international bus benchmarking association.

Patricia Johnson – While he is very aware of national trends, the very heart of his job is to be aware of the needs of our population.

Doug Bevis – While I think since the failure of Greenlight, it has improved, I feel it is the failure that brought this change with the “vision forward” by the Board.

Julie Bujalski - Brad is a part of a benchmarking group and is a member of transportation organizations that keep him abreast of new and emerging trends. He has worked hard to develop relationships with local and state partners to create funding opportunities.

3. Policy Development & Strategy

Does the CEO demonstrate the ability to identify potential areas needing policy or policy direction? Does he demonstrate an ability to develop and present objective policy options for PSTA Board consideration through the presentation of clear, concise reports and presentations? Does he appear to be aware of “best practices” used by other cities/systems and how they might apply to PSTA? Does he show the ability to present strategies on how the PSTA staff and Board Members may address issues?

Ben Diamond - One of our CEO's strengths is his technical expertise about “best practices” used by other transit systems. His background and involvement in national transit organizations has been an asset to PSTA.

Bill Jonson - Development of the Path Forward by including the Board extensively was an inspired act of leadership in bringing the Board together like never before.

Brian Scott - Brad looks at all angles and generally presents multiple options for board consideration.

Darden Rice - I think the adoption of the ‘Path Forward’ strategy reflects a keen skill and strong ability of the CEO to affect change in policy direction. It should be noted that all ‘change management’ is inherently difficult, and PSTA additionally faces added stressors of financial encumbrances due to bus replacement costs that had previously been taken care of by a federal earmark process that no longer exists. Mr. Miller always displays a strong grasp of national trends and is connected professionally to a national network of his peers, of which he is a respected leader in APTA. Discussion and policy directives get worked out thoroughly on the committee level. In addition to the committee level deliberations, Brad meets with board members one on one as needed prior to General Board meeting discussions. An area to focus improvement is to improve communication with regional elected officials to make sure we are all on the same page with our understandings of transportation issues and funding dilemmas. The Legislative Committee has been focusing on improving these relationships more robustly and this is also a goal addressed in our ‘Strong Governance Model’ of the Path Forward framework.

Dave Eggers – The move to have committees certainly has allowed for more robust discussions but with the exception as to where an item should be designated for discussion at the board meeting. The committee should decide whether or not to place on agenda or consent agenda. Feel like strategic plan discussions “Path Forward” should have been on the docket all along and not just because green light failed.

Janet Long – Brad's presentations are well done. However, his ability to verbally present in a way that inspires and instills confidence is lacking and is often interpreted as clumsy and awkward. Brad is working hard to address this issue and needs to continue. He does appear to be aware of best practices. In terms of challenges going forward, there has not been a clear articulation of vision for the future. Board leadership has also been lacking and I am not aware of any effort to develop the strategic and critical thinking elements necessary for Board leadership other than the recent realignment of committee structure.

Joe Barkley – Strategy for Greenlight Pinellas program obviously could have been better, but we could not have anticipated the strategy of our opponents or the sentiment of the uneducated voters. Our new strategy is adequate, given the funds we will have to work with, Board Meeting 9-30-15

opportunity to really develop an effective long term strategy other than survival until the sentiment of the populace changes.

Ken Welch – Policies/Strategies enacted last year are not being followed consistently – ex. weekly updates and communication to Board on emerging issues. Lack of designated/acting CEO in the absence of the CEO is not best practice, particularly for a board meeting (July 2015)

Patricia Johnson – He is developing strategies that serve very visible policies not the ones that are ___ “fun”

Doug Bevis – While the CEO “may” know of “best practices” used in other cities, I do not feel it is conveyed to the Board other than maybe HART.

Julie Bujalski - Brad works very hard on guiding the board down the path of our future. The big picture issues seem to be Brad’s strength. He brought forward the “Path Forward Plan” and has guided us on how it can be implemented in a phased on approach with accountability measures. I am very pleased with this plan thus far.

4. Policy Implementation

Does the CEO demonstrate the ability to understand the PSTA Chair and Board Members' direction, desired outcomes, and intentions? Does he provide sufficient updates to the Board Members on actions taken, current status, future challenges, etc.? Does he appear to provide clean direction to the PSTA organization on policy decisions and intentions while providing mechanisms for monitoring performance and receiving feedback?

Ben Diamond - I think the CEO could provide greater communication to the Board on emerging issues and problems. The weekly summary of issues to the Board by email was helpful, but these need to be sent consistently. The weekly updates should thoroughly identify pending issues so that the Board is updated and informed on a prompt basis.

Bill Jonson - Good work on recent initiatives working with the communities to customize service improvements in their area, and at the same time balancing improvements system-wide and still keeping the Board updated. The DHS grant mistake has been thoroughly discussed at Board meetings and needs no further discussion here.

Curtis Holmes - In August 2014, Mr. Miller agreed to give the full board weekly updates to avoid negative surprises like last year's mistakes (Miller admitted there were mistakes) involving DHS grant money. Yet now we are once again caught off-guard with a secret recording of a grievance hearing and no clear policy from PSTA on the matter.

Darden Rice - I gave Brad a "4" in this category last year. The score is bumped up this year because I think we have made some improvements in light of past admitted mistakes and missteps (DHS grant). For example, Brad has sent out a weekly email that updates the board on PSTA news and in those communications is candid about challenges or upcoming issues that may receive negative light in the press. Again, I think the 'Path Forward' process indicates a strong path forward in the post-Greenlight transition and has provided a helpful guidepost in making value-based and strategic policy and financial decisions in the coming year and beyond.

Dave Eggers – Hard to say but very disappointed that in his recent medical absence, we had no leadership planned for the meeting. Certainly very disappointed in the taping of an individual without their knowledge or agreement. New policy implemented in a seemingly very cavalier manner.

Janet Long – For a few months, Brad was doing a good job of meeting with Board members and other pertinent stakeholders to provide updates, and reviewing upcoming issues. That effort seems to have taken a back seat with the exception of a few phone calls to alert us to a problem or particular circumstance that needs attention.

Joe Barkley – Brad is very effective in communicating and implementing our policy.

Ken Welch – Policies/Strategies enacted last year are not being followed consistently – ex. weekly updates and communication to Board on emerging issues. Lack of designated/acting CEO in the absence of the CEO is not best practice, particularly for a board meeting (July 2015)

Patricia Johnson – He communicates well but only within his pre-determined goals – not pulling for overall needs of our targeted ridership.

Doug Bevis – I would say that given the issues that have taken place over the past 18 months, that providing clean direction on policy & direction could be better.

Julie Bujalski - In regards to Policy Issues only, yes, I believe that Brad does effectively implement and communicate on these issues.

5. Working Relationship with the PSTA Board (As a Governing Body)

Does the CEO demonstrate the ability to have a good working relationship with the PSTA Board through ways such as by treating the entire PSTA Board in a fair and equitable manner, helping the Board make decisions based upon “best” available data and providing timely follow-up communications? Does he appear to establish relationships based upon mutual trust and respect?

Ben Diamond - I think the CEO needs to spend more time working with the Board to provide information and follow-up on a timely basis and to make sure Board member questions are answered and addressed.

Bill Jonson - See previous comment about inspired leadership in involving all board members in the development of Path Forward. The Challenge is to adapt to the diversity of Board Members’ time availability, experience and personality styles. Excellent idea to offer board training. A continuing challenge is to use the board for Policy decisions such that they do not need to be as involved with details such as small route changes.

Curtis Holmes - When discussing policy options, we are given some of the information, but often not all the information. Example: the continuing purchase of hybrid electric diesel buses, when in fact many cities (including NYC) abandoned this approach already when diesel prices were high.

Darden Rice - The year began with a critically important workshop that set in motion the ‘Path Forward’ mission. That set the tone for what has been a positive and collaborative partnership with the board to set a new direction for PSTA. The final document reflects input and comments from the entire board, and reflects the diversity of opinion that exists on the board. New members feel comfortable asking questions and speaking up; our experienced board members are effective at contributing their perspective when needed.

Dave Eggers – Seems fine at the Board meetings.

Janet Long – Brad has been working to build better relationships with the Board, however, he has stoped communicating with us on a weekly basis and thus when issues surface we often find out through the media and/or an e-mail from a disgruntled employee or citizen.

Joe Barkley – Brad is very effective in one-on-one relationships with Board members, and with the Board as a whole.

Ken Welch – As I stated in last year’s evaluation, Board communication must be consistent and proactive. I learned of the tape-recording incident by viewing it on the evening news.

Doug Bevis – I am not sure if the CEO has the complete respect and confidence of the Board to the level I feel it should be.

Julie Bujalski - I believe Brad treats the entire board in a fair and equitable manner. I also believe Brad provides the “best” available data to make decisions on general organizational issues. And I do believe there is a mutual respect that exists. Over the last few years, he has implemented our

committee structure to help us, as a board, to be better informed on agenda items forthcoming. This has worked very well as compared to how it was prior to this implementation. However, I feel this could be improved even more. The Executive Committee was formed to help guide the agency and address emerging issues. But I feel we spend more time talking about actual agenda items. This should be discussed more. I also feel the board meetings could be run more effectively when problems arise. While this does not solely fall on Brad's shoulders, I would ask that he, the attorney, and the chair work together to improve this. Where I feel the biggest problem lies is with communication on emerging issues. No board wants to get caught off guard and an improved form of communication needs to occur.

6. Working Relationship with Individual PSTA Board Members

Does the CEO show the ability to work with individual Board Members to define problems, establish action plans, and respond to specific member requests and/or citizen/customer service issues brought forth by members? Does he listen to feedback and criticism and takes appropriate action? Does he keep individual PSTA Board members informed on key issues?

Ben Diamond - The CEO needs to keep individual Board members better informed on key and emerging issues.

Bill Jonson - With the Florida Sunshine Law the CEO is in the unique opportunity to guide the board to consensus at formal board meetings. Mr. Miller is good in this role and more such contributions are expected. Of course not all Board decision will be unanimous. He has activated more discussion at Board Meetings by implementing Informational Presentations on a topic in the month before the actual vote decision "Informational Presentations." This helps refine the final decisions.

Darden Rice - Brad is quick to follow up and provide info as requested. He provides candid assessments and insight. I consider my working relationship with him to be positive, effective, and productive.

Dave Eggers – Seems good but would suggest that he cycle through the board and visit members around agenda briefings to develop better communication and understanding...not monthly but perhaps once a year anyway.

Janet Long – Brad has certainly been working hard to keep me apprised of issues and critical information. I'm not convinced that the rest of the Board has been kept in the loop. In my one on one interaction he has been excellent at accepting critiques and taking action to move forward. His action plan is not consistent, decisive and implemented.

Joe Barkley – Brad is very effective in one-on-one relationships with Board members.

Ken Welch – My relationship with the CEO is good, but follow up on Board directives must be improved.

Doug Bevis – This is a multi part question. I feel he does an average job with key issues & the Board. I do not know how well he responds to citizens or customers because not sure we hear about follow up.

Julie Bujalski - Brad always responds to my questions and spends a great deal of time talking with me about many organizational issues. He does listen to my feedback and seems to take the appropriate actions. Again, where I feel there is a problem is communicating on emerging issues. Having 15 board members does not make it easy to have a system of communication, especially outside of written communication. However a system does need to be developed.

7. Financial Resource Management

Does the CEO demonstrate the ability to develop a financially-responsible budget, identify opportunities to reduce service costs while improving transit service, and analyze the financial impacts of recommendations and decisions? Does he seem to instill an organizational value of continuous improvement and prudent financial management? Does he explore methods for adequately funding PSTA and for expanding PSTA resources through partnering with others?

Ben Diamond - I commend the CEO for his work on the Path Forward and his emphasis on finding sustainable capital and operating funding. I also commend him for his efforts to find new partnerships for the agency so that we can maintain and hopefully enhance our service in Pinellas County.

Bill Jonson - This year's financial scrubbing to identify \$7 million in unneeded capital, contributed to significantly better financial stability going forward. Improvement opportunity is in grant visibility: what we have, what we could get, and how this interacts with the operating budget. Good idea to fix at 40% the grant funds that can be used for maintenance.

We continually beat the budget by large margins – perhaps PSTA is too conservative – still better than running deficits.

Brian Scott - Brad has done good work in planning for PSTA's long term bus replacement and establishing stronger partnerships with other area transit systems, and the MPO.

Curtis Holmes - The disclosure that 4+ routes, with an annual expenditure of roughly \$1,000,000 TAX DOLLARS a year, has gone on for over 20 years is quite troubling...blaming previous boards inaction is not acceptable because management* should have been pounding the drum reminding them, constantly, about the dearth of customers and the expense. (* it's acknowledged that Mr. Miller was not the CEO during all this time).

Darden Rice - Our FY 2016 budget speaks for itself. I have addressed this issue in responses to other survey questions in this document.

Dave Eggers – The rhetoric displayed during the green light process seems inconsistent with financial condition of PSTA, at least in the short term.

Janet Long – For most of this past year, the financial picture of PSTA has been a moving target. That inconsistency in the numbers we have been given has contributed to credibility issue within the Board. While I do believe a positive effort is being made, I remain skeptical.

Joe Barkley – Brad is very cognizant of financial and budgetary issues. He did get ambushed on the issue of bus advertising for Homeland Security, but that was resolved.

Patricia Johnson – While he tries to instill his process on the board members, he does not do so in a professional manner.

Doug Bevis – Given the failure of Greenlight, I think staff has done a good job (4) at looking inward at ways to save and reduce cost. I am not sure if the organization would have done this had Greenlight passed.

Julie Bujalski - With the failure of Greenlight, Brad has had to recreate a new financial plan for PSTA's sustainability. Several years ago, he revamped PSTA's Finance Department. He, along with his new staff, have re-evaluated our financial picture and found new ways for us to add revenue, save on expenses while working towards a more efficient transit system and move towards a grid bus system. This is all included in the Path Forward Plan and I feel confident where we are going financially.

8. Human Resource Management

Does the CEO appear to work to make PSTA a preferred employer that recruits and retains a skilled competent staff? Does he demonstrate the ability to encourage the PSTA staff to think creatively and to take innovative action? Does he develop the capacity of the organization through professional development and training? Does the CEO demonstrate that he can develop a professionally-competent workforce that is motivated to serve the community and PSTA's customers?

Bill Jonson - Key is the appointment of highly qualified Director level employees and effective delegation. Performance bonus in Union Labor contracts was an inspired partnership. The grievance process could be tightened up especially when a person is subject to a dismissal. Union certification has been disruptive though not all under control of CEO.

Brian Scott - PSTA's personell costs represent over 60% of the operating budget. This is too high and needs to be addressed. This is an expense category that offers significant opportunity for savings.

Darden Rice - I have dropped Brad's score from a 5 last year to a 4 this year. The overall competence and professionalism of Brad's team is admirable. PSTA has some real stars on the field: COO James Bradford, CFO Debbie Leouse, CDO Cassandra Borchers, and I could name several more who simply stand out as top notch. I'd like to see them empowered to do even more, which I mean a s a compliment to Brad Miller, who has put together a great team. I would like to see some improvements on the operations side of PSTA. Although Mr. Miller is not responsible for the turmoil dealing with the TBWATU, it seems a lot of that conflict bubbles up to the attention of the board that brings into question how to better handle conflict management issues.

Dave Eggers – Seems fine but again chain of command issues led to no one with the board in Brad's absence. Also there seems to be some “disconnect” between him and our attorney. More reactive to events and not proactive enough.

Janet Long – This is an area that needs attention. Brad has very competent people in the organization. He doesn't appear to have a strong second in command who can be capable of taking over the agency if he were suddenly not here – evidenced by the recent experience at our Board meeting.

Joe Barkley – This is a moving target because of union issues. It is virtually impossible to keep a perfect score on this category.

Ken Welch - Interim/Acting CEO should be designated in the absence of the CEO. Clarity and consistency in policies and procedures (ex. Taping of personnel hearings) is needed.

Doug Bevis – I give a 3 because I do not feel that we are up to speed on the issues or informed of “innovative actions” not aware of motivational actions.

Julie Bujalski - Since his time here, Brad has hired a number of improved staff members in key roles that have brought much better management to the organization. I give him a lot of credit for those changes and improvements. This year, there are some issues of concern regarding certain needs. First, there is not a strong #2 person. While we have a person that operates most of the day to day, the position is designed more as a middle manager vs a vice president.

leader that has a skill-set similar to what the agency head should have and several mis-steps have occurred. There seems to be a breakdown between this position and the HR Director position where I feel much work is needed. Second, we need better public records management. Brad has previously added someone to be in charge of this function but two things seem to be missing: (1) Experience in the area of Florida public records law, (2) Training of all employees on public records law along with a strict internal process to be followed regarding public record requests. I feel issues should fall under a higher level employee such as a Department Head with long time experience in this area. This issue clearly displays transparency to the public and needs to be improved. Thirdly, I feel we need more strength in HR Management in general. While I understand that issues arise, our issues seem to come from various unsatisfied employees and their issues become public and put a stain on the organization. While Brad is ultimately in charge of all employees, I feel that if there was stronger leadership in HR and the appropriate areas where employees have problems, then these issues would get solved at the level they are supposed to rather than through the press and attempting to get to the board. Having said all of this, Brad does work hard to find resolutions but it feels very reactionary.

9. Community Leadership & Relations

Does the CEO maintain visibility in the community by attending meetings and participating in events? Does he show an ability to develop effective relations with key business and community leaders, listen to citizen, customer, and community concerns, needs, and issues? Is he viewed as an effective advocate for improving and expanding public transportation in Pinellas County?

Ben Diamond - The CEO has made strong efforts to meet with and listen to community leaders, elected leaders and PSTA riders to find ways to improve and expand our public transportation system.

Bill Jonson - This duty is second only to Board facilitation and something that can never be too much, for the organization depends on community support as well as synchronization with so many other regional organizations. Key to this is the identification and articulation of the PSTA Mission and the importance of Board decisions and customer personal stories. Also important is crafting and implementing community and media communications that must be two-way. In retrospect PSTA depended too much on a GreenLight Pinellas Campaign instead of focusing on PSTA's fundamental role in the Community. The CEO is the ultimate voice of the organization; he needs to be more effective and comfortable in this role with the media even though it may only be used strategically in limited situations.

Brian Scott - Brad is very visible in the community and is always eager to present PSTA's plans and visions publicly.

Darden Rice - I wholeheartedly give Brad a 5 in this area. I think the next level for Brad to take his success up to is to empower more of his higher level staff to take on organizational, advocacy, and speaking roles when deemed prudent.

Dave Eggers – Not enough experience to comment here except I have heard very little about PSTA and our executive director from any business leaders. Again “desperate times” require calm and consistency in approach at the top.

Janet Long – Brad does do a good job attending community meetings and participating in events. I'm not convinced that he has managed to change perceptions about this management and leadership style.

Joe Barkley – Brad is consistently meeting with Boards of various organizations, community and political leaders, as well as others to develop a good community relations with the PSTA marketplace.

Julie Bujalski - Over the years that Brad has been with us, he has developed relationships with all the appropriate organizations that we would expect him to. He does listen to citizen concerns and is accessible. However, because of some of the very public employee issues, organization issues, the failure of Greenlight, and the continued negative press the organization receives (whether it is Brad's fault or not), we have big hurdles to overcome before being able to say that Brad is viewed as “an effective advocate for improving and expanding public transportation”. This certainly is not for his lack of trying. He takes all of the right steps to partner with outside agencies. However, I believe there is a lack of confidence that will need to be overcome.

10. Project Management

Does the CEO show the ability to execute complex projects within approved project budgets, on schedule, and in accordance with quality plans? Does he work to coordinate project interrelationships to ensure sequencing and cost effectiveness? Does he develop and monitor project or contract performance standards and make sound recommendations within the framework of PSTA policies and goals? Does he always demonstrate the highest ethical standards?

Bill Jonson - Much improvement in Project Management. Major progress has been made in the critical coordination with FDOT's Highway projects. Mr. Miller and his Staff have been much more influential in getting FDOT attention in addressing transit requirements as part of their Complete Streets initiatives. Great progress, but of course continual efforts are needed.

Curtis Holmes - PSTA flubbed the bus advertising contract, which now has to be rebid plus what appears to be excessive "management by crisis" bailiwick.

Darden Rice - I think the next few months – especially the next legislative session --will put our 'Path Forward' to the test. I think it will also require a strong level of engagement from board leadership to meet our agreed-upon goals. I have great hopes this will happen. There will always be a sense that there "are a lot of moving parts" when it comes to transit agency work. It is a challenging board assignment because the mission is important and there is a lot of individual and committee work to do. Balancing all of it is a challenge, but it is a challenge that requires an active and engaged board to work with the CEO to address. Mr. Miller leads PSTA through these considerable challenges with the utmost and unquestionable integrity and thoughtfulness.

Dave Eggers – Greenlight efforts (not good) and project development (not enough experience yet) but late move to committees should help that process in the future (2). Ethical standards seem high (4).

Janet Long – There is not question that Brad has all of the technical skill sets to operate an effective, efficient and complex transportation system. In this highly developed, urban, progressive and innovative County, and at this critical juncture in our business, economic and political climate, it is my belief that PSTA needs to have a discussion about the leadership, skill sets, and abilities going forward.

Joe Barkley – PSTA has many ongoing projects in various stages of completion at all times. Brad keeps on top of these projects through staff meetings, reports, and hands on project management if necessary.

Doug Bevis – I do not feel I know enough about the day to day operation to know about project coordination, contract performance, etc. This is not really discussed with Board in any detail.

Julie Bujalski - On general purchases and new programs, it appears that Brad and the agency runs smoothly. Where problems seem to occur are in two areas: 1) Capital Building Projects – this has been a long-standing issue with project management and time-frame. Brad has taken a number of steps to try to correct a problem that the agency was faced with when he started. However, the problem still exists and more steps need to be taken. 2) New Project or Service RFP's – Again, this

has been an existing problem for the agency where they continue to get protested for whatever reason. This existed before Brad came to the agency and Brad and our Attorney have made a number of changes to the RFP process and procurement policies to try and correct the situation. But it seems to continue to happen and needs to be corrected. In my community, we have a Purchasing Manager that oversees every purchase and RFP the city makes. This person is in charge of ensuring all policies are followed and that problems are managed fairly and consistently. They also ensure we have the correct policies. While I realize this is beyond my purview as a board member, I offer this as an idea. If this is already occurring, then improvements in this area are needed.

5. 2016 Major Challenges - Opportunities

1. **Community Presentation of Needed Changes** – PSTA’s Path Forward Strategic Plan calls for moving forward with methodic implementation of the detailed Community Bus Plan changes and examination of all options to provide PSTA with a sustainable financial model. These changes, while making PSTA a better and more efficient public transit system for our Community will represent a complete redesign of a system of routes and fares that have been fairly static for decades. Any change of this magnitude will be challenging for our customers and it will be critical for PSTA to develop a strategic communication plan to ensure our community and customers understand and can anticipate these adjustments. .
2. **PSTA Labor Relations** – With PSTA’s largest Union facing a recall vote this summer, their current 3-Year labor agreement coming to an end, and continued emphasis on training and improving on the quality of our workforce’s customer service and bus maintenance practices, it will be important to maintain a successful partnership with Union leadership. This will be accomplished through increased and innovative communication efforts.
3. **Success with Legislative Priorities** – PSTA is putting together a new, stronger legislative team of federal and state lobbyists, and increasing coordination with HART, the MPO and others to present a common message of our transportation priorities including regional initiatives. New performance measurement systems will be used to ensure we see successful partnerships with our Federal and State Partners.
4. **Tangible Partnership Results** – PSTA’s Adopted Path Forward Strategic Plan calls for increased outreach to establish new Partnerships such as with the Pinellas County MPO, TBARTA, HART, and the Tampa International Airport (TIA), as well as with local municipalities. It will be important to demonstrate how these regional partnerships can be successful at improving PSTA services to our customers, reduce congestion/gridlock, and improve mobility to major activity centers (e.g. Clearwater Beach/TIA Airport).

SUGGESTED:

Janet Long

5. **Transit Leadership**
 - a. **Vision and creativity**
 - b. **Organizational structure**

5. Suggested DRAFT Goals for July 2015 – June 2016

I. Focus on Customer-Oriented Public Transit Services

- A. Approve Service Plan to Remove Buses from Surrounding St. Pete's Williams Park by January 1, 2016.
- B. Complete Both Pre- and Post- Customer Satisfaction Surveys bracketing new training for bus operators & customer service representatives by January 1, 2016.
- C. Labor Contract Settlement Including Performance Based Pay by January 1, 2016.
- D. Approve a new Strategic Messaging Plan for PSTA Community Outreach.

II. Develop a Strong Governance Model for Effective Pinellas Transportation Leadership

- A. PSTA Board to participate in MPO Priority Setting by July 1, 2016.
- B. PSTA & HART Executive Committees will identify at least two new areas of collaboration by July 1, 2016.
- C. A PSTA Board Member Survey to gauge the effectiveness of the PSTA Committee structure will be completed by January 1, 2016.
- D. Active participation with FDOT to ensure consideration of a multimodal approach to project design.

III. Provide Effective, Financially Viable Public Transportation that Supports our Community

- A. Adopt a balanced FY2016 Budget by September 30, 2015.
- B. After fostering strong public involvement, the PSTA Board will take votes on fare, ad valorem, advertising policy, route reduction, & other changes by September 30, 2015.

IV. Sustainable Capital Program

- A. Visit Pinellas Delegation in Washington, DC with Federal Lobbyist in 2015.
- B. STP Funding Consideration for Buses by MPO by July 1, 2016.

V. Customer Oriented Service Redesign

- A. Approve Implementation Plan Timeline by October 1, 2015.
- B. Present transportation alternatives to/for every affected route prior to implementation.
- C. Develop new Plan Name/Messaging by October 1, 2015.

VI. Incremental Expansion

- A. Decision on Federal qualification by St. Pete & PSTA for BRT Corridor by January 1, 2016. Federal Application by July 1, 2016.
- B. State Legislative Strategy approval by August 26, 2015.

VII. Visionary Service Design: Increase Public Transit Access

- A. Suggest high-profile, strategic, creative, collaborative, Joint Meetings with the Pinellas County Commission, Pinellas MPO, TBARTA, etc., to engage with stakeholders and the public on long-term future transit needs of Pinellas County by July 1, 2016.
- B. Examination of other funding sources for transit frequency improvement by PSTA/MPO/Pinellas by July 1, 2016.
- C. At least one formal coordination meeting with Uber/Lyft by January 1, 2016.

6. Compensation (CEO's Recommendation)

	Current	Proposed FY16	Change
Salary	\$171,700	\$176,850*	3%
Life Insurance	\$500K Term Life	Same	None
Car	\$0	\$0	\$0
Severance Pay	5 net months	6 net months	1 Month Per Contract
Vacation	4 weeks	4 weeks	None
Deferred Compensation	FRS + 1 for 1 Match to 457 Plan	Same	None

*From July 1, 2011 through July 2015, my salary level was adjusted once by \$1,700 or 1% in July, 2013. I recommend the board adjust my salary by 3% as of July 1, 2015.

HART's CEO hired November 3, 2014 Compensation:

- \$177,000 Plus 15% Deferred Compensation.

Orlando LYNX CEO Salary:

- \$187,000

Jacksonville, JTA CEO Salary:

- \$285,000

Response to 2015 Performance Evaluation

August 24, 2015

1. **Board Member Communication** – Communication with the 15 PSTA Board members is the most important part of the CEO's job. I am pleased that in my 4 years as CEO I have been able to expand the original single monthly meeting with the Chair to now as many as 8 standing monthly meetings. To enhance this further, **I will now meet or at least have a phone conversation with all 15 Board Members at least every two months. Prior to Committee actions I will contact all members of the Committee in advance of any major vote, and hold standing monthly meetings with all members of the Executive Committee.**
2. **Weekly Email Updates** – I am pleased to see that my monthly, and for the past year, weekly email summaries are so appreciated by the Board and so **I will continue sending them each Friday. Only after consultation with the entire PSTA Board will I change this process.**
3. **Board Member Notification of Emerging Issues** – Beginning a year ago, I began personally emailing the entire PSTA Board in advance of any major issue I learned of, especially any negative media articles that were likely to be aired. **In order to ensure no Board Member goes uninformed, I will continue to immediately notify the Board by phone, text, and/or email depending on the issue. Additionally, I've tasked PSTA's Media Specialist to provide support to me in ensuring the Board is immediately alerted.**
4. **Acting CEO/Board Meeting Procedures** – As I have always done, I will continue naming an Acting CEO anytime I am away from the office for an extended period of time. In the unlikely event I will ever have to miss another Board or Committee meeting, **my Acting CEO will take my seat on the dais and be prepared** to answer questions and note any follow-up items that I will need to address when I return.
5. **Board Meeting/Citizen Comment Coordination** – For more than 30 years, PSTA has had extremely unregulated public comment procedures, allowing disgruntled employees, protesting contractors, and other parties to speak to the Board even though the PSTA Board has no jurisdictional authority over their matters. Times have clearly changed and **I will ensure much closer coordination with the PSTA Legal Counsel and then, working with the Chair, require these parties to go through the proper channels to express their concerns.**

6. Follow-up to Board Questions – The PSTA Executive Committee has been pleased with my follow-up reports to Board questions so **I plan to present a summary of these responses as part of my monthly report at the PSTA Board meetings.**

7. Dynamic Nature of Financial Projections – A strong economy and my relentless pursuit of cost reductions and efficiency improvements, that the PSTA Board has approved, have given PSTA a much healthier financial picture than the more-publicized 2012-2013 Greenlight Pinellas financial assumptions. Thanks to:

- **My development of the many cost containment strategies in the Path Forward Strategic Plan**
- **Managing the Finance & Planning Committee agendas to ensure the committees are proactive with our Financial decisions**
- **Aggressive pursuit of partnerships at the Federal, State, regional and local levels,**

PSTA will remain on solid financial footing for the foreseeable future.

8. Increase Organizational Accountability

- Created & Strengthened the PSTA Executive Committee.
- Completed a detailed review & Risk Assessment of “DHS Grant” issue, presented findings to Finance & Performance Management Committee, and implemented new grant compliance oversight procedures, leading to 2nd straight successful Federal Grant Audit. I will only approve grant funds with written approval by granting source.
- Implemented Board-approved Path Forward Strategic Plan performance measures.
- Implemented first PSTA Management Performance Appraisal Process where compensation was based on performance in more than a decade. Initiated first-ever performance-based pay (100 years) for PSTA’s 500 Union employees. Recommended no pay increase myself last year as I oversaw grant compliance improvement process.
- Developed a written grievance hearing policy & procedure that requires audio recordings as standard meeting protocol.
- Following media reports on bus maintenance issues, I required PSTA Maintenance Director to give me daily updates on Bus Preventive Maintenance Inspections. Initiated “Listening Sessions with CEO” with PSTA’s Maintenance personnel and identified 10+ prioritized initiatives we are tracking now.
- Initiated first PSTA lobbyist accountability measures (now Federal & State).

- Required my Executive Assistant to attend Florida City Clerk training specifically on public records. Required tracking of Public Record Request response times and the posting of all public record request status reports online.
- Joined the American Bus Benchmarking Group to track performance. Cut FY2016 Budget by \$2M+ in part based on benchmarking information.
- Implemented numerous new initiatives to reduce the abuse of FMLA absenteeism by PSTA bus operators.
- Implemented more structured review and discipline following preventable safety accidents.
- Hired a “Manager of Incident Behavior” part-time employee who counsels bus operators without discipline if they receive high number of complaints or have incidents as a first step to help them not receive discipline or termination in the future.
- Initiated monthly project management meetings to review project and grant accountability. Quarterly reports of all grant and project activity presented to the Finance Committee.
- Monthly line-item review of PSTA budget and expenditures with all managers has led to perhaps millions of dollars in savings.
- New Route Performance Monitoring Program approved by Board to monitor performance of routes.

9. **Succession Planning Throughout PSTA’s Organization** – A key responsibility of mine and for the top managers at PSTA is to be constantly building the strength of leadership throughout the organization. This is the key to a sustainable organization for the long-haul and especially one like PSTA that is focused on continuous improvements into the future.

10. **Demonstrating a Vision**

- I know how important it is for the CEO to present a vision and direction for the organization and the PSTA Board.
- That is why I worked with the Board this Spring to quickly replace the Greenlight Pinellas vision with a new vision for our future, one that is financially stable and focused on making the customer experience even better.
- I am honored to lead our incredibly dedicated group of transit professionals with this vision. I believe the new Union leadership presents a huge opportunity for a more collaborative relationship that will help keep a long-term focus.

- I want to lead the organization to accomplish what I believe will be key successes in the next several months such as:
 - Moving the buses away from Williams Park in St. Petersburg, a request not accomplished in 60 years.
 - A long-term balanced budget for the organization.
 - Ensuring our legislative initiatives, including Express services to the Airport get broad support.
 - True integration with Uber & Lyft as point-to-point alternatives to underutilized large buses or as first-mile, last-mile solutions. Pinellas has an opportunity to lead the US in this advanced coordination.
 - A long-term labor agreement with our new Union that incorporates strong performance-based accountability requirements while strengthening the partnerships between all levels of the organization.
 - A better system design where we begin to transition to a high frequency grid.

11. PSTA is a well-run organization. The improvements and changes outlined in this memo will make all levels of the organization, from the PSTA Board, CEO, down through all levels of employees, function even better and provide a strong focus on this vision.



CEO Performance Evaluation Feedback & Initiatives

PSTA Board Meeting
September 30, 2015

Pinellas Suncoast Transit Authority (PSTA)
St. Petersburg, Florida

Key Themes from Comments

- Board Member Communication
 - Regular/Consistent 1-on-1 Communication
 - **New Action: Meet with All 15 Members**
 - **New Action: Advance Communication with Committee Members**
- Weekly Emails
- Notification of Emerging Issues
- Follow-Up to Board Questions
 - **New Action: Board Member Question Follow-Up**

Organizational Accountability

1. Created Executive Committee
2. Completed Risk Assessment of Grant Compliance
3. Implemented Path Forward Plan Accountability Measures
4. Implemented First Performance-Based Employee Compensation Programs
 - Administrative: First in 10 Years
 - Union Employees: First in 100 Years
5. Written Grievance Hearing Policies
6. Bus Maintenance “Listening Sessions with CEO”

Organizational Accountability

7. Added Performance Criteria into Fed & State Lobbyist Contracts.
8. Complete Upgrade to Public Records Request program:
 - Florida City Clerk Training/All Employee Training
 - Tracking/Reducing Response Times
9. Joined American Bus Benchmarking Group
10. Implemented More Structured Review of Preventable Bus Accidents.
11. Hired “Manager of Incident Behavior”
12. Initiated Monthly Project Management Meetings/Grant Meetings/Reports.

Organizational Accountability

13. Initiated Monthly Line-Item Review of PSTA Budget & Expenditures – Major increase in accountability.
14. Newly Adopted Route Performance Monitoring Program.
15. Demanded Service Alternatives for All Adjusted Routes.
16. Added 4X Required Public Comment Opportunities on Service Changes.

Vision

- **Short-Term Vision:**

- Strong Financial Foundation
- Downtown St. Petersburg/Williams Park Changes
- Legislative Successes/Pilot Project Implementation
- New Labor Agreement Enhances “Quality.”

- **Long-Term Vision:**

- High Frequency Grid Transit Network
- Attract Choice Riders while getting better for those who need PSTA.
- Improvements tied to Economic Development

ACTION ITEM



5B: Revised Legislative Agendas



Action: Approve PSTA's State and Federal Legislative Agendas

Staff Resource: Brad Miller, CEO



Summary:

- On September 2, 2015, the PSTA Legislative Committee meeting, Committee voted to add two legislative priorities to PSTA's approved priorities for the 2015-2016 State and Federal legislative sessions:
 - **Federal** – PSTA Supports Restoring funding for the Congressional set-aside for the No-Lo Low Emission Bus Grant Program
 - **State** – PSTA Supports Increased State Transportation Disadvantaged (TD) Funding to Pinellas County to Avoid Future TD Discounted Bus Pass fare increases.
- Attached is a detailed write-up provided by PSTA's Federal Government Affairs team, Van Scoyoc on the Federal No-Low grant program as well as a State legislative request summary on the request for additional TD funding.

Recommendation:

- Approve these two additions to PSTA's State and Federal Legislative Priorities.

Attachments:

1. Federal Legislative Priority: No-Lo Grant Funding Restoration
2. State Legislative Priority: Increased Transportation Disadvantaged Funding

**PSTA 2015-2016 Federal Legislative Agenda
Amendment to Include Funding for No Low Emission Vehicle Grant Program**

1. Restore the federal funding set aside for No-Lo Emission Bus Grants

The MAP-21 federal highway and transit authorization bill adopted by Congress in 2012 eliminated the Federal Transit Administration's (FTA) Bus and Bus Facilities competitive grant program, which included funding for no or low emission vehicles. The DRIVE act, approved by the Senate in late July, restores funding for the competitive grant program and provides \$180 million in Fiscal Year 2016, increasing to \$190 million over the last three years of this six year legislation. It sets aside \$55 million of that amount in Fiscal Years 2017 through 2021 for No-Low Emission Bus Grants. The House will begin work on its version of a long-term highway authorization bill when it returns to work after Labor Day. The PSTA legislative agenda already requests that the House support restoration of the competitive grant program. The PSTA legislative team will advocate that the House agree with the Senate position that funding be set aside within the competitive grant program for No-Lo Emission Bus Grants. The PSTA legislative team will work with the Florida Congressional Delegation on the House Transportation and Infrastructure Committee, as well as the Chairman and Ranking Democrat, who will draft the House version of this bill. Securing these additional funds is critically important to PSTA's efforts to continue replacing its fleet of buses no and low emission buses.

2016 Request: Increased Transportation Disadvantaged (TD) Funding

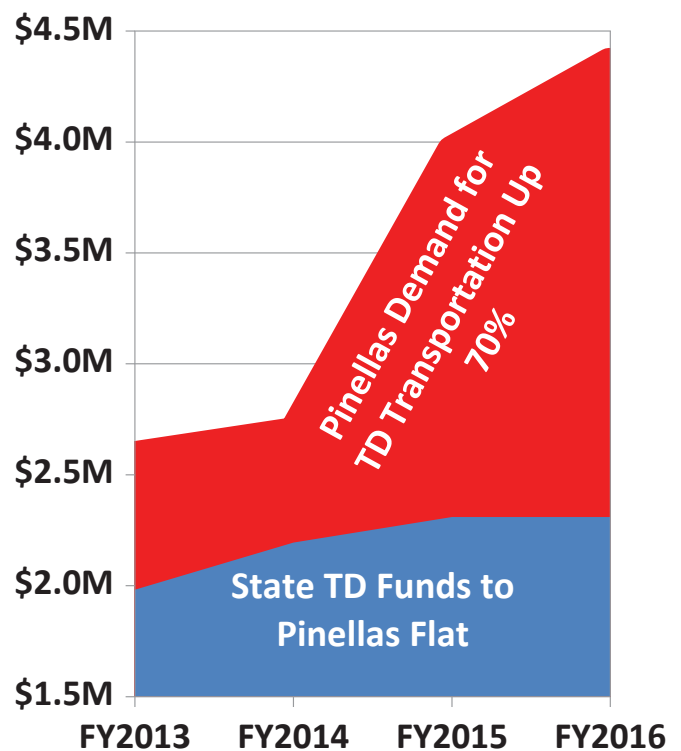
PSTA is committed to providing transportation solutions to ALL members of our growing community, especially those who have few other options to lead a quality life by accessing employment, medical appointments, shopping and education.



PSTA proudly provides eligible low-income Pinellas residents with a monthly bus pass good for all their transportation needs for the low price of 37¢ per day.

While reducing red tape, and coordinating with dozens of non-profit organizations in Pinellas, the demand for these low-income discounted bus passes has skyrocketed, **YET THE STATE TRANSPORTATION DISADVANTAGED (TD) FUNDING TO SUPPORT THESE SERVICES HAS REMAINED FLAT.**

PSTA urges the Legislature to increase Transportation Disadvantaged grants to urban counties like Pinellas so the most needy can get to the jobs and services they need to be productive members of our Pinellas community.



ACTION ITEM



5C: Transit Development Plan



Action: Approve Transit Development Plan Priorities

Staff Resource: Cassandra Borchers, CDO
Heather Sobush, Planning Manager
Julie Bujalski, Committee Chair



Background

- **Requirement** – Florida Department of Transportation (FDOT) requires all transit systems in Florida to adopt a 10-year Transit Development Plan (TDP) to be eligible State Block Grant Funding. A major update is required every five years and an annual update/progress report is required for all other years.
- **Coordinated Planning** – All levels of transportation planning and project decisions are designed to work together:
 - PSTA’s TDP includes Pinellas’ public transportation planning, development, and operational guidance document.
 - The PSTA TDP is used to develop the mass transit element for the Pinellas County Metropolitan Planning Organization (MPO) Transportation Improvement Program (TIP).
 - PSTA’s TDP is therefore included in the MPO’s Long Range Transportation Plan (LRTP) and Tampa Bay Area Regional Transit Authority’s (TBARTA) Master Plan.
 - And ultimately, PSTA’s TDP elements are included in FDOT’s Five-Year Work Program which identifies specific funding for all transportation projects.
- **Path Forward Strategic Plan** – PSTA’s last update to its TDP incorporated the Greenlight Pinellas Plan for transit services. Without the necessary funding, to implement that plan, PSTA’s recommended FY 2016-FY 2025 TDP now incorporates the elements of PSTA’s adopted Path Forward Strategic Plan:
 - The Community Bus Plan
 - System Redesign
 - Revised Bus Fleet Replacement Plan

- PSTA projects consistent with the Path Forward Strategic Plan
- **Public Input** - In addition to marketing the proposed changes and opportunities for public comment through newspaper advertisements, on-board notices and web/social media, the TDP Priorities public engagement opportunities included on board surveys on select routes, presentations to the TRAC and MPO committees, and public workshops in August and September 2015.

Fiscal Impact:

- This report will have a significant impact on our future budget as it will allow PSTA to request funding from the State for a variety of transit programs.

Recommendation:

- Recommend approval of the TDP including a final financial plan consistent with the approved FY 2016 budget and long term outlook.
 - The Planning Committee reviewed this item and is recommending approval.
-

Attachments:

1. PowerPoint



2016-2025 Transit Development Plan Major Update

Implementing the Community Bus Plan

PSTA Board Meeting
September 30, 2015

Pinellas Suncoast Transit Authority (PSTA)
St. Petersburg, Florida



TDP Requirements

Transit Development Plan Major Update Requirements	PSTA Program/Plan Related to Requirements
<p>Approved Outreach Program and Documentation</p>	<ul style="list-style-type: none"> • Community Bus Plan Outreach • PSTA Public Outreach Plan
<p>Situation Appraisal</p>	<ul style="list-style-type: none"> • Route Performance Monitoring System
<p>Vision, Mission, Goals</p>	<ul style="list-style-type: none"> • Path Forward Strategic Plan
<p>Alternatives</p>	<ul style="list-style-type: none"> • Community Bus Plan Scenarios
<p>Ten Year Implementation Program</p>	<ul style="list-style-type: none"> • System Redesign Work Plan • 5-Year Budget based on FY2016 Budget • Route Performance Monitoring System • PSTA Project Priorities

PATH FORWARD

Mission: PSTA provides safe, convenient, accessible and affordable public transportation services for Pinellas County residents and visitors, and supports economic vitality, thriving communities, and an enhanced quality of life.

Visionary Service Design: Increase Public Transit Access

- Update the Community Bus Plan as needed to address and embrace changes within the community.
- Make incremental progress towards the planned county-wide high frequency grid.
- Examine a variety of new revenues and delivery alternatives, always with a focus on strategic cost control.



Sustainable Capital Program

- Prioritize bus replacements.
- Use reserves to purchase buses.
- Seek future year partners to prioritize transit capital funding.
- Advocate for strong federal, state, and local capital funding.



Customer-Oriented Service Redesign

- Focus resources where transit works best.
- Identify transportation alternatives for affected customers.
- Use a data-driven and customer sensitive approach.



Incremental Expansion

- Seek funding for incremental expansion projects.
- Support pilot projects that fit within the community and PSTA plans.
- Leverage partnership with MPO/Others.



Provide Effective, Financially Viable Public Transportation that Supports Our Community

- Examine all possible financing options including strategic cost control measures.
- Appropriately maximize revenue sources already available to PSTA.
- Remain committed to sustainable decision-making (financial, environmental, social).
- Proactively seek new external partnership opportunities.



Develop a Strong Governance Model for Effective Pinellas Transportation Leadership

- The Executive Committee will assist the Board in developing high-level policy consensus.
- Strengthen existing PSTA Board committees' roles in assisting the full Board.
- Fully participate in collaborative transportation policy and priority setting with other federal, state, and regional partners.
- Policy decisions will support community development, transportation, and land use objectives.



Focus on Customer-Oriented Public Transit Services

- Continuous improvement of PSTA bus services for both riders and our community.
- Engage the broader community with ongoing communication and outreach.
- Build an inspired workforce that is empowered and accountable for ever-improving customer service.



5-Year Budget

- FY2016 budget = base year
- Assumptions
 - Fare adjustments
 - Advertising revenue
 - Phase I System Redesign
 - Budget savings



Implementation Plan

Customer Oriented Public Transit Services



- Amenities Program
 - Bus Shelter Program
 - Amenities Partnership
 - Art in Transit
- Fare policy streamlining
- Regional service coordination
- UPASS Program expansion
- Agency wide customer service training



Implementation Plan

Effective Pinellas Public Transportation Leadership



- Strategic Partnerships
 - MPO/PPC
 - FDOT and TBARTA
 - TMA Group
- State and Federal Legislative Agendas
 - Premium transit projects
 - Transportation disadvantaged funding



Implementation Plan

*Effective, Financially Viable Public Transportation
Supporting our Community*



- Partnerships
 - Trolley Services
 - Non Profit Agencies
- Interagency Partnerships and Collaboration
 - FDOT project related opportunities
 - Local Jurisdictions - Development Coordination and Review
 - R/TIES regional grant funding coordination
- Sustainability Planning and Initiatives

Implementation Plan

Sustainable Capital Program

- Bus Replacement Plan



Customer Oriented System Redesign

- Data Driven Approach
- Streamline and Improve Efficiency of Routes



Incremental Expansion

- PSTA Priority Projects



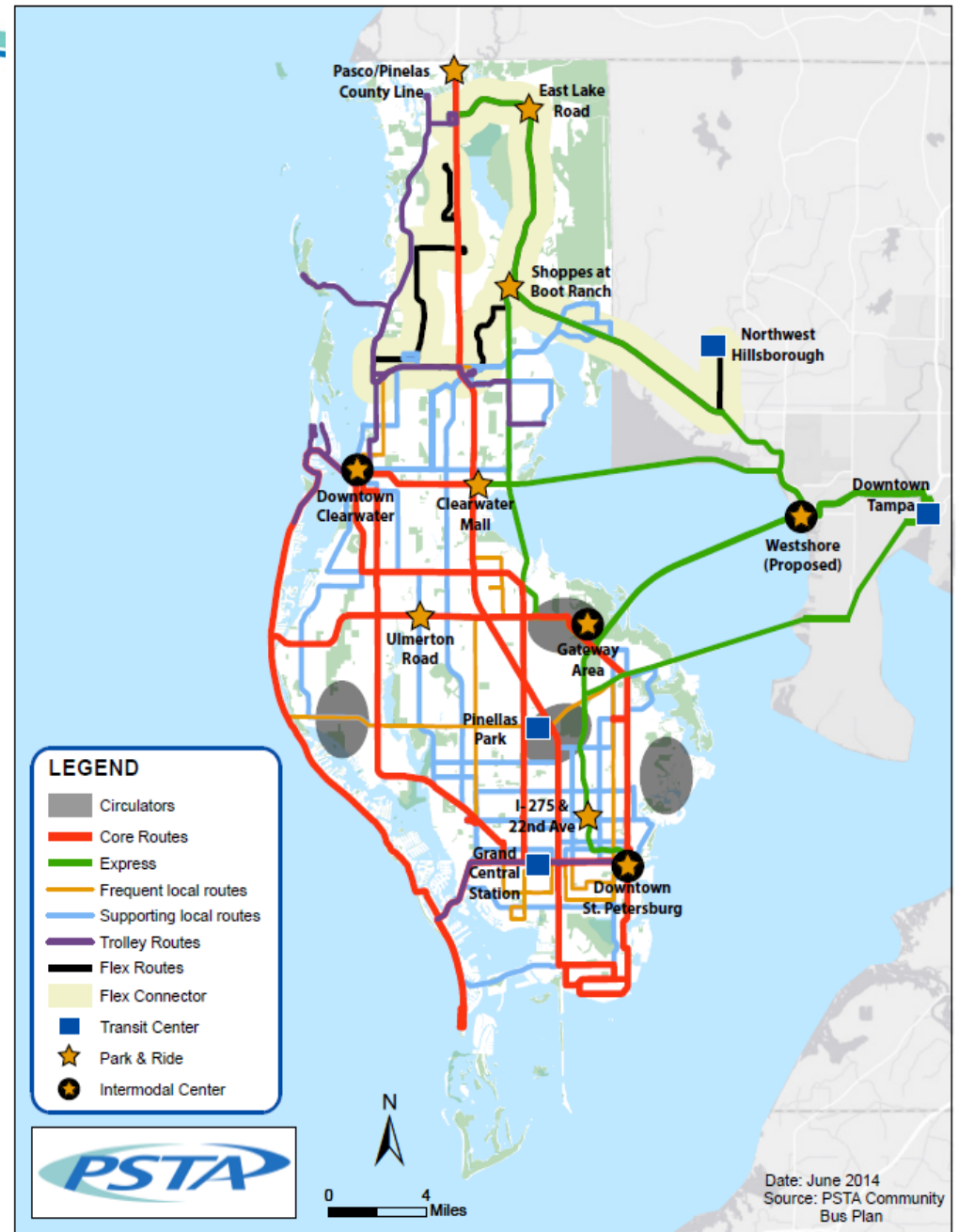
PSTA Priority Projects

- Central Avenue Bus Rapid Transit Pilot Project
- Clearwater Beach to Tampa International Airport Express Route Pilot
- Tampa Bay Regional Transit Fare Collection
- Tampa Bay Express Bus
- Sustainable Bus Replacement
- Clearwater Intermodal



Vision Plan

- Implementation of the Community Bus Plan
 - High frequency grid network
 - Longer hours of service
 - Community circulators



Public Input

- Community Bus Plan public outreach
- 2015 one-on-one stakeholder meetings
- Rider surveys on select routes
- August and September public workshops and hearing
- Comments received through meetings, website, social media, mail, etc.





6A:	PSTA Performance/Updates for the Month of August
Action:	Information Item

Staff Resource: Brad Miller, CEO

Total Ridership*	
DOWN 4.1% Monthly Compared to Last Year	UP 3.1% Year-to-Date

* a detailed report is attached

Contract Awards between \$25,000 - \$100,000		
Vendor	Amount	Description
None		
Total:		

Transportation Disadvantaged (TD)	8/2015	YTD
Number of Telephone Inquiries	1,239	10,585
Number of Applications Mailed	70	563
Number of TD Discounted Bus Passes	5,378	53,707

Customer Service	8/2015	YTD
Number of Real Time Text Messages Sent to Riders	175,695	2,031,505
Number of Times Voice System Provided Info to Riders	133,450	1,437,085
Number of Times RidePSTA.net was visited	174,348	1,836,258
Number of InfoLine Calls	35,730	415,859
Average Call Length - seconds	118	133
Average Hold Time - seconds	75	97.3

PSTA.net	8/2015	YTD
Number of Website Visits Per Day	5428	5482
Number of Users	51,116	4447,739
Total Pages Viewed	318,526	3,470,703
Percent of First Time Visitors	23%	23%
Number of Online Bus Pass Orders	512	6880

Social Media Statistics (by the end of the month)	8/2015
Number of Twitter Followers	1,865
Number of Facebook Fans	8,908
Number of LinkedIn Followers (Company Page)	623
Number of People Belonging to PSTA's LinkedIn Group	164
Number of Times Blog Pages were Viewed	585

Attachments:

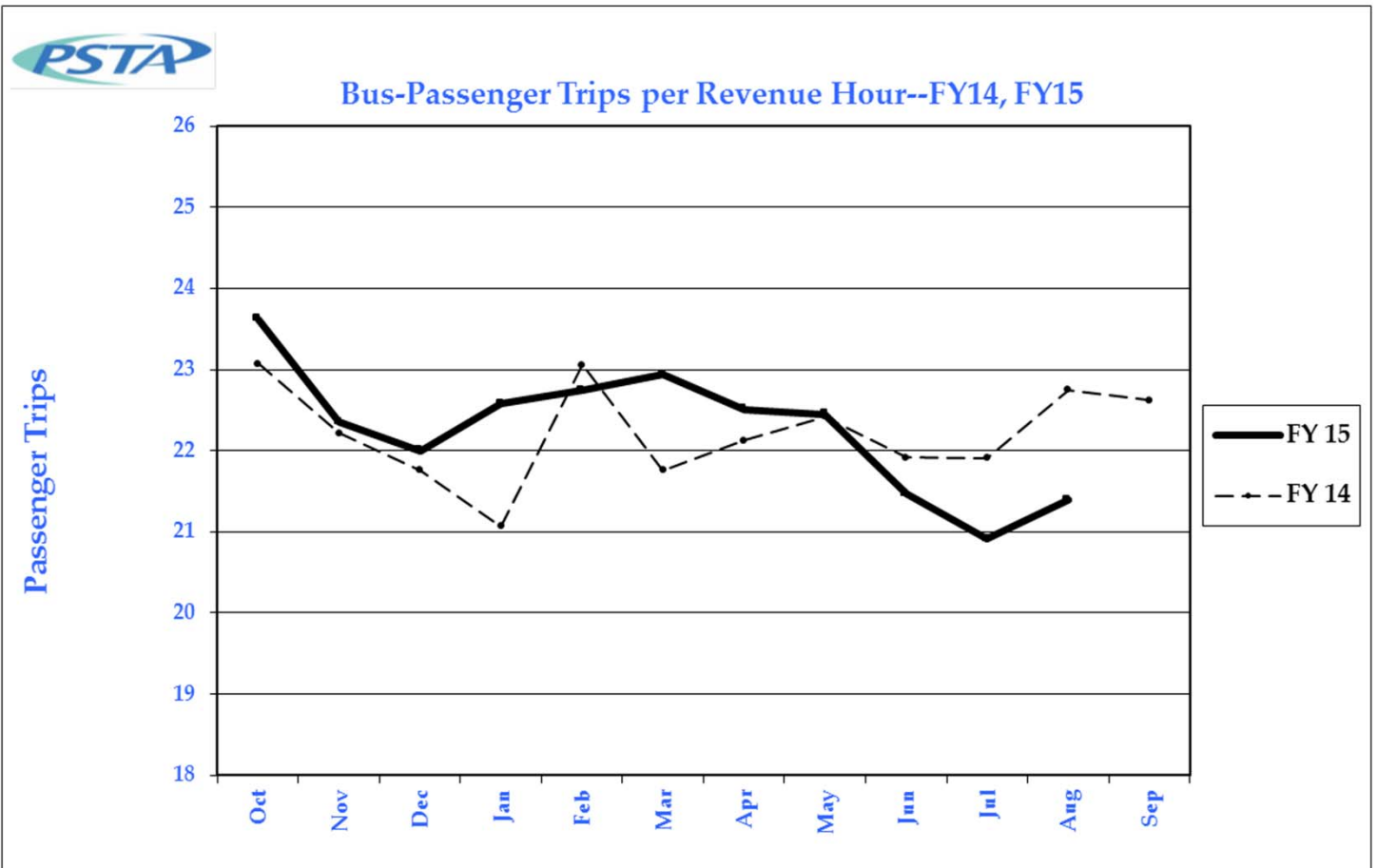
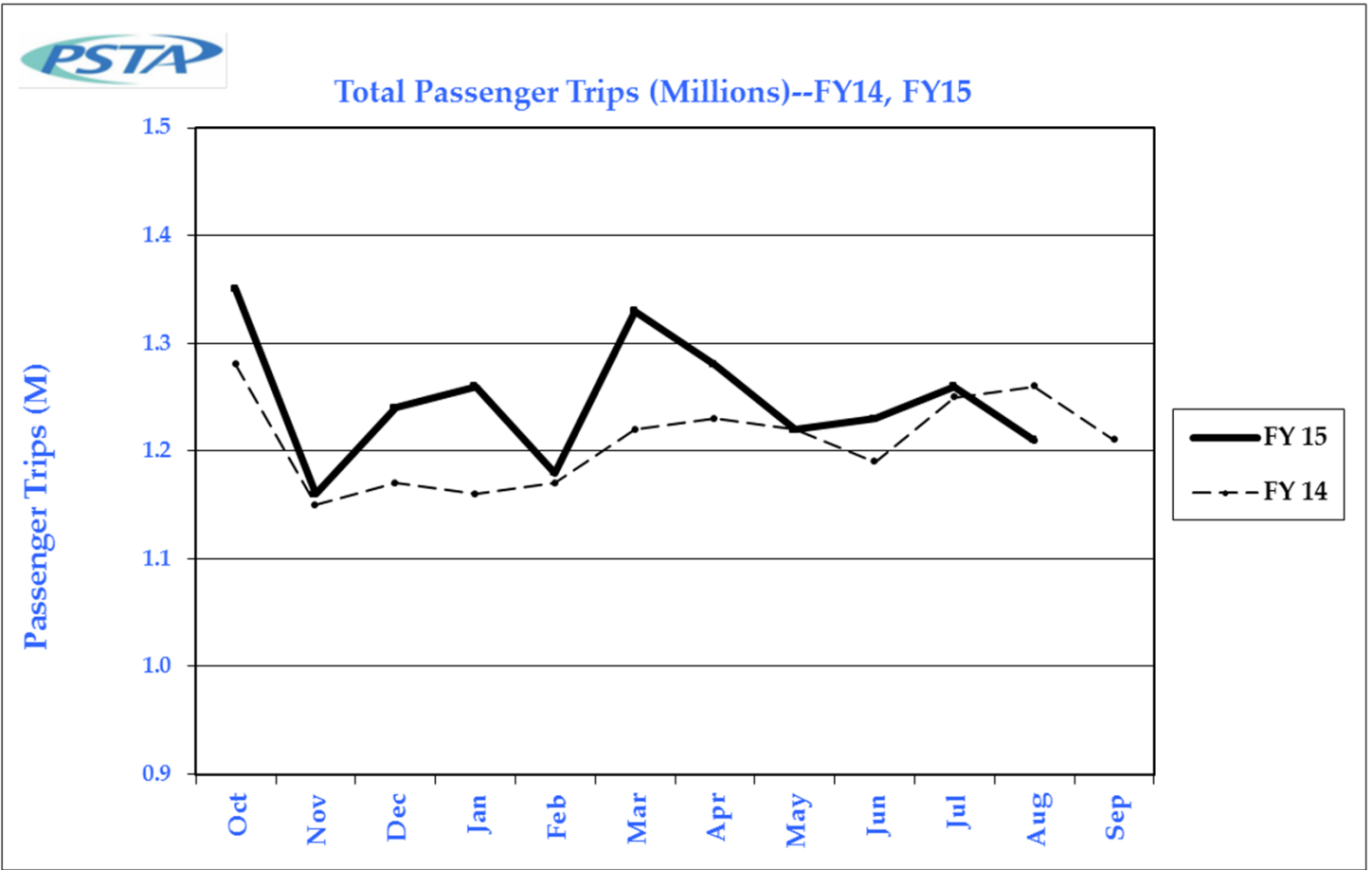
1. Operating Statistics
2. Performance Graphs



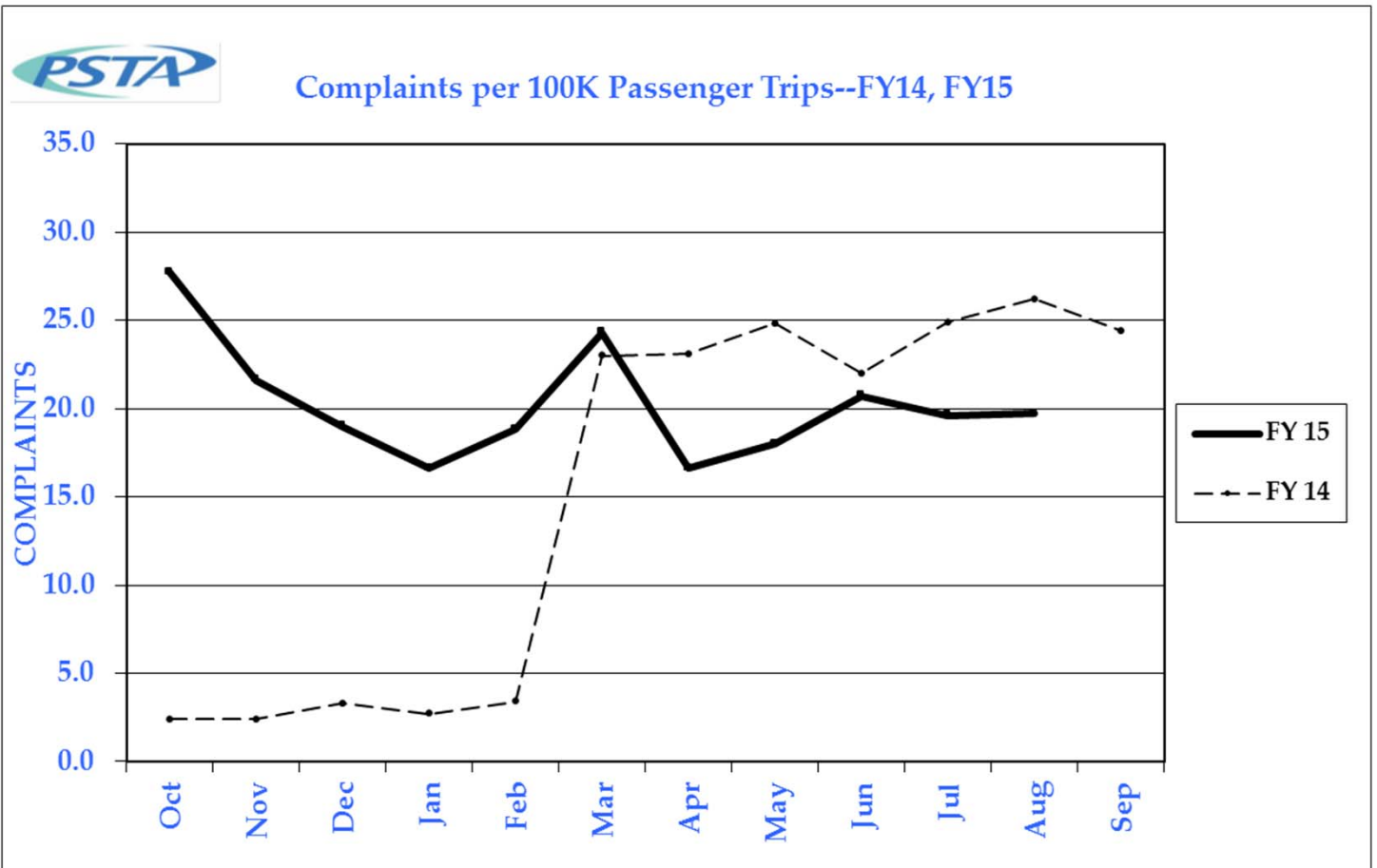
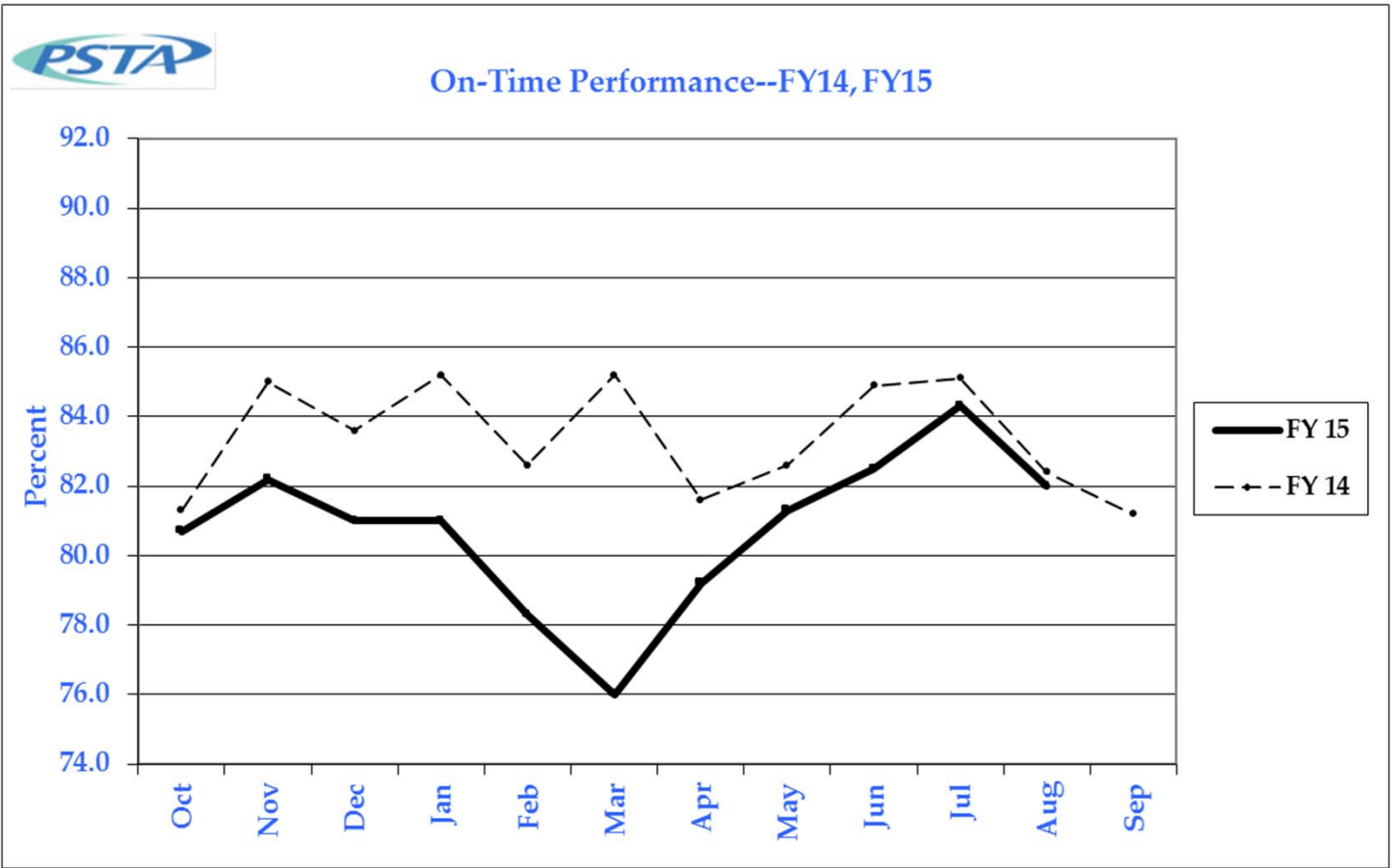
OPERATING STATISTICS
Board Report
AUGUST 2015

CURRENT MONTH			RIDERSHIP STATISTICS Per FTA requirements, each boarding = 1 trip.	FISCAL YEAR-TO-DATE		
THIS MONTH	THIS MONTH LAST YEAR	% CHANGE		THIS YEAR	PRIOR YEAR	% CHANGE
1,069,098	1,135,081	-5.8%	Total Bus Revenue Passenger Trips ⁽¹⁾	12,146,741	12,019,478	1.1%
38,010	44,310	-14.2%	Other Bus Passenger Trips (includes East Lake) ⁽²⁾	469,301	452,801	3.6%
3,371	3,666	-8.0%	Looper Trolley Passenger Trips ⁽³⁾	49,434	44,526	11.0%
72,084	52,804	36.5%	Jolley Trolley Passenger Trips ⁽⁴⁾	754,840	488,339	54.6%
1,182,563	1,235,861	-4.3%	Total Fixed Route Passenger Trips ⁽¹⁻⁴⁾	13,420,316	13,005,144	3.2%
22,768	21,400	6.4%	DART Client Trips ⁽⁵⁾	253,344	250,369	1.2%
334	545	-38.7%	DART TD Trips ⁽⁶⁾	4,270	6,417	-33.5%
3,203	3,124	2.5%	DART PCA Trips ⁽⁷⁾	35,555	34,126	4.2%
26,305	25,069	4.9%	Total DART Passenger Trips ⁽⁵⁻⁷⁾	293,169	290,912	0.8%
1,208,868	1,260,930	-4.1%	Total Passenger Trips ⁽¹⁻⁷⁾	13,713,485	13,296,056	3.1%
5,376	5,973	-10.0%	Wheelchairs	62,521	60,079	4.1%
34,553	36,922	-6.4%	Bikes on Buses	384,721	373,031	3.1%
45,057	49,920	-9.7%	Average Weekday Passenger Trips			
29,252	34,050	-14.1%	Average Saturday Passenger Trips			
16,869	19,242	-12.3%	Average Sunday Passenger Trips			
OPERATING STATISTICS						
607.5	592.0	2.6%	Employees-Budgeted			
740,180	741,866	-0.2%	Total Revenue Miles	8,106,157	8,034,289	0.9%
51,747	51,833	-0.2%	Total Revenue Hours	566,567	562,169	0.8%
82.0	82.4	-0.4%	On-Time Performance	80.8	83.6	-3.4%
19.7	26.2	-24.8%	Complaints Per 100,000 Passenger Trips	20.3	14.5	40.1%
5.66	4.12	37.4%	Accidents--Total-Per 100,000 Miles	4.34	3.79	14.6%
0.94	1.06	-11.0%	Accidents--Preventable-Per 100,000 Miles	0.96	0.88	8.7%
9,747	9,887	-1.4%	Miles Per Roadcall	9,274	8,956	3.6%
6,609	14,546	-54.6%	Miles Per Service Interruption	9,886	10,961	-9.8%
1.50	1.59	-5.9%	Bus-Total Passenger Trips / Revenue Mile	1.56	1.55	0.4%
21.39	22.75	-6.0%	Bus-Total Passenger Trips / Revenue Hour	22.27	22.18	0.4%

PSTA Performance Measures



PSTA Performance Measures





6B: DART Customer Service Update



Action: Information Item

Staff Resource: Ross Silvers, Mobility Manager
Julie Bujalski, Committee Chair



In June, following several concerned citizen comments, Commissioner Ken Welch requested an update on steps PSTA was taking to improve customer service on its Demand Response Service (DART) paratransit.

Background/Recap:

- PSTA’s DART provides paratransit service in accordance with the Americans with Disabilities Act (ADA).
- Paratransit service is offered for Pinellas County riders whose disability prevents the safe utilization of PSTA’s accessible bus system.
- The DART service currently provides upwards of 1,000 trips each day.
- PSTA Mobility staff oversees paratransit service as follows:
 - Provides contractor oversight for Yellow Cab and Care Ride;
 - Determines and processes applications for rider eligibility;
 - Ensures ADA compliance;
 - Records statistical data for reporting;
 - Reconciles payment information for accounts payable;
 - Leads the response and investigation efforts in the handling of complaints.
- Last Fall of 2014, DART’s primary paratransit provider of ambulatory services (Yellow Cab) was taken over by a new company named TransDev.
- Since then, PSTA has worked with TransDev/Yellow Cab to improve the following problem areas of paratransit service:
 - Very Late Trips;
 - Long customer call hold times;
 - Complaint response;
 - Adequate staffing and training of Yellow Cab personnel.

- PSTA Staff designed and implemented an innovative incentive program to allow the new contractor to earn back assessed contract penalties with evidence of improved performance. This program has been successful in rewarding better customer service efforts at no net cost to PSTA.

Performance Update:

- Since complaints spiked back in June, marked improvements have been made to the ambulatory service have been achieved through concerted efforts between DART and Yellow Cab.
- The hiring of more Yellow Cab customer service and management personnel by TransDev has added to service efficiency.
- TransDev’s introduction of a new customer phone system to include recorded calls for a quality control has led to a reduction of call hold time and improved dispatching.
- TransDev has invested in new equipment and technology to include better vehicles; additionally improvements have been made in vehicle preventative maintenance. Both initiatives help to mitigate mechanical related delays in service.
- On-time performance remains steady at 95% or better as required by the contract.
- No “missed” trips are allowed, and Extremely Late trips (>1 hour past on-time window) are rare.
- DART staff continues to make frequent site visits and meet with Yellow Cab staff to review performance and ensure compliance.
- Monitoring of the service through ride checks and complaint investigation also ensures thorough oversight.
- DART is conducting a comprehensive contract review in anticipation of issuing a new Request for Proposals for paratransit services in early 2016

Category	June 2015	Most Recently
Customer call Hold-Time	Up to 18 minutes	Up to 2 minutes
Complaints	Averaged 8/day	Averaging 8/week
On-Time Performance	95.3%	95.6%
Compliments	2 per month	1 per week
Driver Pool	55	60

Attachments:

1. PowerPoint
2. Letter of commitment to service to PSTA from Clearwater Yellow Cab



DART Customer Service Update

PSTA Board Meeting
September 30, 2015

Pinellas Suncoast Transit Authority (PSTA)
St. Petersburg, Florida



PSTA's DART Paratransit Service

- ADA Mandated Service for People with Disabilities Who Can Not Ride PSTA Bus Services.
- Privatized for more than 20 years.
- Provides upwards of 1,000 trips per day for DART customers.

Transit Agency	2013 Annual Trips	Cost Per Trip	FY16 Budget
PSTA	316,000	\$18.87	\$6M
HART	141,000	\$33.54	\$5M



PSTA's DART Staff (2.5 FTE)

- Rider Eligibility/ADA Compliance Monitoring
 - Determines and processes applications for rider eligibility;
 - Ensures ADA compliance and records statistical data for reporting;
- Contractor Oversight
 - Oversees and manages the contractors providing service;
 - Reconciles payment information for accounts payable;
 - Works with Contractors to Respond to Customer Service Issues.

Day-to-Day Customer Interaction Is Entirely With Private Contractors and Customers.



Customer Service Issues

- **Care Ride Wheelchair Accessible Van Service** – None
- **Yellow Cab** – 66% of Trips
 - 2011-2014 Consistent with Prior Taxi Companies.
 - \$2K-\$10K in Monthly Performance Penalties Assessed.
 - Yellow Cab Management Turnover/Sale to TransDev in late 2014 increased customer service issues.



CUSTOMER



GOVERNANCE



FINANCIALLY
SUSTAINABLE



CAPITAL



SERVICE



EXPANSION



VISIONARY

Innovative Management Response

1. Temporary shift of customers to Care Ride
2. Streamline Operator and Vehicle Approvals
3. Customer Service Incentive Program
 - If Contractor shows improved performance, they can “earn back” previously assessed performance penalties.
 - Cost: \$0. Only penalty payments returned.



Yellow Cab/TransDev Improvements

1. Specific Customer Complaint Tracking System;
2. Increased Management Oversight;
3. Newer Vehicles and improved vehicle maintenance;
4. Recruiting and hiring of more qualified DART drivers;
5. Increased training for TransDev staff;
6. Upgraded phone system with improved features to improve customer call handling.
7. Improvements in routing and dispatching processes.



Measuring Success

- On time performance (OTP) for DART is defined as pick-up within 30 minutes following time scheduled.
 - ✓ OTP has remained steady at 95% or greater.
- Complaints Down
 - ✓ From 8 per day to 1 per day.
- Telephone Customer Service Improved
 - ✓ Call hold time has decreased 89%.
 - ✓ ETA's are much more reliable, making customers confident about when their trip will arrive.



Then and Now...

CATEGORY	Spring 2015	August 2015
Customer Call Hold-Time	Up to 18 minutes	Up to 2 minutes
Complaints	Up to 8 per day	1 per day
On-Time Performance	95.3%	95.6%
Compliments	2 per month	1 per week
Driver Pool	55	60



The Future

- Contracts End September 30, 2016
- RFP Issue Planned for February, 2016
- PSTA Budget Forecasts Anticipate Increased Costs.
- New Contracts will Include Incentive Program.





MEMORANDUM

To: Ross Silvers, Mobility Manager and PSTA

From: Ross Steinberg, General Manager (writing on behalf of Yellow Cab)

Date: September 9, 2015

RE: Commitment to Service Excellence for PSTA's DART Customers

Yellow Cab is committed to providing safe & reliable service to PSTA's customers through the following actions and positive steps towards excellent service:

- Non-stop efforts to improve the process of reducing long wait times for DART customers.
- Continuous improvements to the routing service for increased efficiencies.
- Improved programs and incentives to aid in the recruiting and hiring of top-notch and qualified drivers.
- Better processes to improve both the quality and reliability of long cross-county trips.
- Working to maintain a full stable of DART drivers through added bonuses or incentives.
- A total commitment for ensuring constant and transparent communication between Yellow Cab and PSTA.

In conclusion, we are striving for the increased satisfaction of you, the client, and know that these proactive steps and actions shall reflect our earnest and sincere efforts to optimally perform and make great improvements to the service.

REPORTS/CORRESPONDENCE



6C: Capital Projects Update

Action: Information Item

Staff Resource: Brad Miller, CEO

**FINANCE & PERFORMANCE
MANAGEMENT**

-
- Attached is an updated list of PSTA's capital projects
-

Attachments:

1. Capital Projects Cover Sheet
2. Capital Projects Packet (**CLICK TO VIEW/PRINT**)



PSTA Major Capital/Planning Projects
Quarterly Status Update
July 2015

Project	Capital Project Name	Budget	Invoices Paid (as of 6/30/15)	% Complete (Based on Invoices Paid)	Project Stage	% of Project Complete	Project Manager	Current Status
1	Pinellas Park Transit Center	\$518,000	\$489,999	95%	Complete	100%	Mark Knight	Complete
2	ADA Landing Pad Project	\$1,331,424	\$268,873	20%	In Progress	20%	Mark Knight	On Schedule
3	Shelter Project	\$1,282,650	\$46,446	4%	In Progress	15%	Mark Knight	On Schedule
4	Service Lane Infrastructure	\$245,000	\$6,000	2%	Development	15%	Mark Knight	On Schedule
5	A/C Chillers Replacement	\$500,000	\$0	0%	Development	0%	Mark Knight	On Schedule
6	Reg Rev Coll & Inter-Jurisdictional Mobility Proj.	\$1,143,636	\$161,430	14%	RFP Issued	10%	Walt Lenz	-
7	Bus Wi-Fi Project	\$232,682	\$212,877	91%	Complete	100%	Walt Lenz	Complete
8	Clever Works	\$292,431	\$0	0%	Development	10%	Walt Lenz	On Schedule
9	FDOT Park & Ride Lot	\$200,000	\$0	0%	Development	85%	Chris Cochran	-
10	Purchase Replacement Revenue Vehicles	\$20,367,125	\$10,705,221	53%	PO Issued	95%	Henry Lukasik	On Schedule
11	Purchase Support Vehicles	\$772,867	\$667,203	86%	PO Issued	85%	Henry Lukasik	On Schedule
12	Tire Lease	\$865,000	\$385,084	45%	Continuous	45%	Henry Lukasik	On Schedule
13	Rehab/Renovate Maintenance Forklifts	\$25,000	\$0	0%	Development	25%	Henry Lukasik	On Schedule
14	Mobile Column Lifts	\$150,000	\$0	0%	Development	10%	Henry Lukasik	On Schedule
15	FleetNet Software Updates	\$106,375	\$103,575	97%	In Progress	97%	Debbie Woodward	On Schedule
16	Campus WiFi	\$75,000	\$0	0%	Continuous	0%	Andy Guertin	-
17	Route Match Software	\$130,390	\$80,191	62%	Complete	100%	Walt Lenz	On Schedule
18	PSTA Campus 10-GIG Ethernet Fiber Upgrade	\$60,000	\$0	0%	PO Issued	0%	Debbie Woodward	-
19	Miscellaneous Projects	\$4,778,266	\$580,272	12%	Continuous	12%	Pam Reitz	-
Capital Project Total		\$28,237,580	\$13,126,899	46%				
Project	Planning Project Name	Budget	Invoices Paid (as of 9/15/14)	% Complete (Based on Invoices Paid)	Project Stage	% of Project Complete	Project Manager	Current Status
1	Long Range Planning-Consultants (2014)	\$200,000	\$0	0%	Development	0%	Cassandra Borchers	On Schedule
2	Short Range Planning - Consultant	\$1,237,761	\$844,338	68%	In Progress	68%	Cassandra Borchers	On Schedule
3	AA/Howard Frankland Bridge Study	\$2,191,740	\$1,898,241	87%	In Progress	90%	Heather Sobush	On Schedule
4	Clearwater Downtown Intermodal Terminal	\$1,250,000	\$11,007	1%	Development	15%	Chris Cochran	On Schedule
Planning Project Total		\$4,879,501	\$2,753,585	56%				
Grand Total - Open Projects		\$33,117,081	\$15,880,484	48%				

Project	Future Projects	Budget	Invoices Paid (as of 11/30/14)	% Complete (Based on Invoices Paid)	Project Stage	% of Project Complete	Project Manager	Current Status
1	Audio Equipment (Board Room)	\$309,010	\$0	0%	-	0%	Debbie Woodward	-
2	Server Room UPS Upgrades	\$65,000	\$0	0%	-	0%	Debbie Woodward	-
3	Virtual Desktop Server Hardware	\$46,281	\$0	0%	-	0%	Debbie Woodward	-
4	Largo Commons Transfer Center	\$89,069	\$25,290	28%	Development	10%	Mark Knight	-
Future Projects Total		\$101,232,727	\$0	0%				



PSTA Major Capital/Planning Projects
Quarterly Status Update
July 2015

Project Stage

Development - Project details are currently being reviewed in order to develop the scope of work and purchasing documents.

Out For Bid - Purchasing documents have been release and currently waiting to receive bids and award contract.

PO Issued - Purchase Order/contract has been issued for the project.

In Progress - Project work has started and is moving forward.

Final - All work on the project has been completed.

Continuous - Funding is received each year to continue project.

Current Status

On Schedule - Project is in progress and has met milestone dates.

Behind Schedule - Project is in progress, but has not met milestone dates.

Hold - Work on the project was started, however due to outside issues work on the project has been stopped.

Complete - All work on the project has been completed.

Canceled - Project canceled

FUTURE MEETING SUBJECTS



PSTA BOARD MEETINGS	
October 28, 2015	
Action Items	Information Items
<ul style="list-style-type: none"> • 2016 Meeting Schedule • TRAC By-Laws • Mobile Column Lifts • Gillig Bus Purchase 	<ul style="list-style-type: none"> • Driver of the Year • Feb. 2016 Service Redesign • East Lake Transportation Alternatives Pilot Program • Community Bus Plan Review
December 9, 2015	
Action Items	Information Items
<ul style="list-style-type: none"> • Feb. 2016 Service Redesign • Approve Board Officers/ Committee Appts. • Regional Fare Collection • AV Equipment • Automatic Vehicle Monitoring • Clever Devices Software/ Support/Maint. • Shelter Plan-Phase 2&3 • Rules & Regulations • Collective Bargaining Unit 	<ul style="list-style-type: none"> • Capital Projects Update • Strategic Communication Plan
January, 2016	
Action Items	Information Items
<ul style="list-style-type: none"> • Banking Services • HVAC Maintenance • Resurface Lanes • Chiller Replacement 	<ul style="list-style-type: none"> • PSTA Contracts
February, 2016	
Action Items	Information Items
<ul style="list-style-type: none"> • • 	<ul style="list-style-type: none"> • Phase III Service Redesign

KEY MEETINGS/DATES

Executive Committee

- Nov. 2, 2015; 11:00 AM – PSTA

Legislative Committee

- Dec. 2, 2015; 9:30 AM – PSTA

MPO Meeting

- Oct. 14, 2015; 1:00 PM – Clearwater MPO Offices

TRAC

- Oct. 20, 2015; 4:00 PM

Finance & Performance Mgmt. Committee

- Oct. 21, 2015; 9:00 AM

Planning Committee

- Oct. 21, 2015; 10:30 AM

Nominating Committee

- Oct. 28, 2015; 1:00 PM – PSTA

TBARTA Board Meeting

- Oct. 30, 2015; 9:30 AM – FDOT, Tampa

Hillsborough Legislative Delegation

- Dec. 8, 2015; 1:00 PM – Amelie Arena, Tampa