



PINELLAS SUNCOAST TRANSIT AUTHORITY  
3201 SCHERER DRIVE, ST. PETERSBURG, FL 33716  
[WWW.PSTA.NET](http://WWW.PSTA.NET) 727.540.1800 FAX 727.540.1913

**PLANNING COMMITTEE MEETING  
AGENDA – JULY 15, 2015; 10:30 AM  
PSTA AUDITORIUM**

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			<u>TIME</u>	<u>PAGE</u>
1.	<b>CALL TO ORDER</b>		<b>10:30</b>	
2.	<b>PUBLIC COMMENT</b>		<b>10:30</b>	
3.	<b>ACTION ITEMS</b>		<b>10:35</b>	
	A. June 19, 2015 Meeting Minutes	5 min		2
	B. FY 2016 Budget Trim Notice	15 min	DEBBIE LEOUS	8
4.	<b>INFORMATION ITEMS</b>		<b>10:55</b>	
	A. Phase 1 Service Redesign	30 min	CASSANDRA BORCHERS	16
5.	<b>FUTURE MEETING SUBJECTS</b>		<b>11:25</b>	
	• TDP Approval-August			
	• Fare Structure Recommendations-August			
	• Municipal Planning Open House-August			
6.	<b>OTHER BUSINESS</b>		<b>11:30</b>	
7.	<b>ADJOURNMENT</b>		<b>11:30</b>	

**THE NEXT MEETING IS AUGUST 19, 2015 AT 10:30 AM**



**ACTION ITEM**

**3A: June 19, 2015 Meeting Minutes**

**Action: Approve Meeting Minutes**

**Staff Resource:** Terri Rick, Administrative Assistant



- 
- Staff recommends approval of the minutes of the June Planning Committee meeting.
- 

**Attachments:**

1. Minutes



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**PLANNING COMMITTEE MEETING  
MINUTES – JUNE 19, 2015**

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The Planning Committee of the Pinellas Suncoast Transit Authority (PSTA) Board of Directors held a meeting in the auditorium at PSTA Headquarters at 10:30 AM on this date. The purpose of the meeting was to approve the minutes of the May 20, 2015 meeting, and present information on the FY 2016 Draft Budget and the New Shelter Plan. The following members were present:

Members Present:

Julie Bujalski, Committee Chair  
Mark Deighton  
Bill Jonson  
Darden Rice  
Ken Welch

Members Absent:

Patricia Johnson (Alternate)  
Janet Long

Also Present:

Brad Miller, CEO  
PSTA Staff Members  
Members of the Public

**CALL TO ORDER**

Committee Chair Bujalski opened the meeting at 9:35 AM.

**PUBLIC COMMENT**

There were no public comments.

## ACTION ITEMS

May 20, 2015 Meeting Minutes – Mr. Deighton made a motion, seconded by Mr. Welch to approve the minutes of the May 20, 2015 meeting. The motion passed unanimously.

## INFORMATION ITEMS

Fiscal Year 2016 Draft Budget - Debbie Leous, Chief Financial Officer, presented the FY 2016 Draft Budget and its impact beyond 2016. By the end of FY 2015, PSTA is anticipating a surplus of \$486,860. However, next year will see a deficit of approximately \$382,000 which will continue to grow annually if no programs or adjustments are put into place to change this trend. In addition, fare revenue is expected to decline as riders take advantage of the Transportation Disadvantaged (TD) program. Five savings and revenue methods have been examined: administrative savings, fare adjustments, outsourced advertising, increasing the Ad Valorem millage rate, and various service adjustments. If decisions are made before September, PSTA will accomplish a more sustainable budget and achieve a long term positive impact for the next five years, including the policy direction to achieve a sustainable but replacement funding. In the spirit of the Path Forward strategic directive, PSTA is focusing on customer satisfaction, allocating funds to a strategic marketing plan, two new bus cleaner positions, training, customer service, and satisfaction surveys. The budget includes merit-based compensation for bargaining as well as a federal lobbyist.

In response to Mr. Welch's question as to the number of cleaners currently employed by PSTA and how often the buses are cleaned, Mr. Miller replied that PSTA currently employs three cleaners who average a detailed cleaning of one bus every two months. The addition of two new cleaners would bring it to once a month. Mr. Miller pointed out that the buses are swept and the exterior is washed once a day and that pest control is used inside the buses. Additionally, the new Customer Code of Conduct suggested by the Transit Riders Advisory Committee (TRAC) includes stricter rules for eating and drinking on the bus which should help improve the cleanliness of the buses.

To sustain a sound financial plan, PSTA is also prioritizing funding to bus replacements and moving \$7 million from deleted projects to \$15 million from built up reserves. The proposed draft budget is down \$1.6 million from the FY 2015 adopted budget.

Ms. Leous confirmed Mr. Jonson's observation that the capital and operating reserves would be insufficient by FY 2021. Mr. Deighton recalled a decision to raise fare revenues every three years to which Ms. Leous responded that, while this is not reflected in the FY 2015 Financial Impact Chart, is reflected in the FY 2016 draft budget.

Mr. Welch asked that the budget assumptions be put on the web site for future reference. Ms. Leous pointed out that FY 2016 will be the first year attrition will be included in the budget explaining that if a position is vacated, the savings during that vacated position will be reflected in the budget.

In response to Ms. Rice's request for clarification on the savings of \$930,000 in the service adjustments, Cassandra Borchers, Chief Development Officer, explained that this represents only Phase I of the 10-phase System Redesign Work Plan.

Mr. Welch asked when the Planning Committee will be reviewing fare adjustment recommendations. Mr. Miller responded that route redesign would be presented in July, and fare adjustments in August. Also in July, Planning will be reviewing the recommendation for the Ad Valorem increase. Mr. Miller also said a proposal has been put together regarding the impact of TD to revenue fares and will be presented later. Ms. Sarah Perch, from the Metropolitan Planning Organization (MPO), said that they will be studying the proposal in August. Mr. Miller pointed out that there are two key stakeholders in the TD Program: the Local Coordinating Board (LCB), and their subcommittee, which includes Ross Silvers, PSTA Mobility Manager, Patricia Johnson, Chair of the LCB and PSTA Board member, and Brian Scott, PSTA Board member. The Homeless Leadership Board will also be involved.

Mr. Miller told the Committee that the budget includes \$200,000 for service enhancements each year to which Mr. Jonson expressed that raising the millage rate may not be needed immediately. Other Committee members said that the time was right for raising the Ad Valorem. Mr. Welch felt that the term "Operating Reserves" as shown in the Plan Forward Financial Impact chart should be changed to "Reserves" to reflect that the reserves could be used for capital needs and are not related to the "two-month operating reserve."

New Shelter Plan - Chris Cochran, Senior Planner, presented the New Shelter Plan. Staff has identified initial replacement locations which will include approximately 30 shelters with implementation by January 2016. A distribution strategy has been developed that focuses customer needs, taking into consideration locations that benefit the most riders, maximizing the area impact and taking into account geographic equity per Title VI. Phase II of the strategy will look at community revitalization by complimenting existing and future municipal plans, leveraging investments by other agencies and local jurisdictions, fostering partnership opportunities and supporting local economic development.

Ms. Borchers interjected that staff regularly meets with city and county staff to review projects and partnership with PSTA. In July, PSTA will host a “Municipal Open House,” inviting city and county staff to talk about PSTA amenity and service redesign projects so that everyone is working in concert.

The Committee asked several questions regarding the shelters. Mr. Welch questioned shelter size and Mr. Cochran described the new shelters as being a 4 x 8 (the most popular), 8 x 12, and 2 x 12 with bench seating and taking into account wheel chair accessibility. In response to Ms. Rice’s question about shelter from the sun at certain angles, Mr. Cochran said that some shelters are placed to avoid direct sun but placement is limited by visibility and right-of-way space.

In response to Mr. Jonson’s question about Signal Shelters and shelters on US 19, Mr. Cochran said that the shelter program does not include removing any of the 61 Signal Shelters and the shelters that were removed on US 19 for construction will be replaced. The Committee was in agreement that US 19 should receive shelter priority.

Mr. Welch asked how stops with no benches or shelters are prioritized. Mr. Miller advised that out of 5,000 bus stops, only 10 that have greater than 50 boardings per day currently do not have shelters. Mr. Cochran said that the criterion for installing a shelter is 50 boardings per day for a shelter and 25 boardings per day for a bench. Mr. Welch asked staff to provide the number of stops without benches or shelters.

Mr. Deighton inquired about PSTA’s policy if a town wants to partner with PSTA in shelter design or financing. Mr. Cochran said that the Amenities Partnership Program, while currently on hold, was created to address that opportunity. He said that PSTA is refining the program and hopes to come up with a catalogue of options that is also approved by Florida Department of Transportation (FDOT). In the meantime, PSTA will offer four shelter sizes to choose from. Chair Bujalski asked for a one page quick-fact sheet on shelter inventory which includes criteria on shelters, benches, etc., as well as comparisons to other cities. In response to the Committee’s concern about providing shelters, Ms. Borchers assured them that staff will be looking at every stop and analyzing improvements in conjunction with the service redesign.

### **FUTURE MEETING SUBJECTS**

The committee was provided with a list of upcoming meeting subjects.

**OTHER BUSINESS**

No other business was discussed.

**ADJOURNMENT**

The meeting was adjourned at 11:08 AM. The next Planning Committee meeting will be held on July 15, 2015 at 10:30 AM.

## ACTION ITEM

**3B: FY 2016 Budget Trim Notice**



**Action: Recommend Publishing of the Required FY 2016 TRIM Notice with a Millage Rate of 0.7500**

**Staff Resource:** Debbie Leous, Chief Financial Officer  
Michael Hanson, Director of Finance

**PLANNING**

### Background:

#### Millage Rate Increase Recommended:

- By August 1, 2015, PSTA must submit its proposed “Truth in Millage” maximum property tax millage rate for the FY 2016 budget.
- The proposed millage rate, which is the rate which will appear on the TRIM Notice, is the maximum rate that PSTA will levy for next year, and it is not necessarily the final rate. Subject to public hearings, the millage rate can be reduced from this proposed rate.
- PSTA Current Millage Rate – The current PSTA millage rate is 0.7305 or .0195 less than the maximum.
- PSTA Millage Rate Cap – By State Statute, PSTA’s millage rate is capped at 0.7500.
- As part of the adopted PSTA Path Forward strategic plan, recommendations are made on all possible options including service cuts, fare increases, advertising revenue increases, administrative costs cuts, and this slight ad valorem adjustment.

#### Fiscal Impact:

- Revenue Impact – It is estimated that maintaining the property tax rate at the current 0.7305 will result in a \$2,453,280 increase in property tax revenue budgeted in FY 2016 over FY 2015 budgeted property tax revenue. Increasing the property tax rate to 0.7500 will result in an estimated \$1,009,260 additional increase.
- Rolled-Back Rate – Since property valuations have increased in PSTA’s communities, the property tax rate (known as the “Rolled-Back Rate”) that would generate the same revenue as the current fiscal year is .6898. The proposed millage rate of 0.7500 exceeds the rolled-back rate by 8.73%. As a result, we are required to report at the public hearings that the rate charged is greater than the rolled-back rate.



- Cost – The increased payment by the Pinellas County median-value (\$151,500) home owner with a homestead exemption is \$1.98 annually.

**Recommendation:**

- Recommend approval of the proposed millage rate of 0.7500 to be transmitted to the property appraiser.
- 

**Attachments:**

1. PowerPoint



# Submittal of TRIM Requirement FY 2016 Proposed Millage Rate

Planning Committee  
July 2015

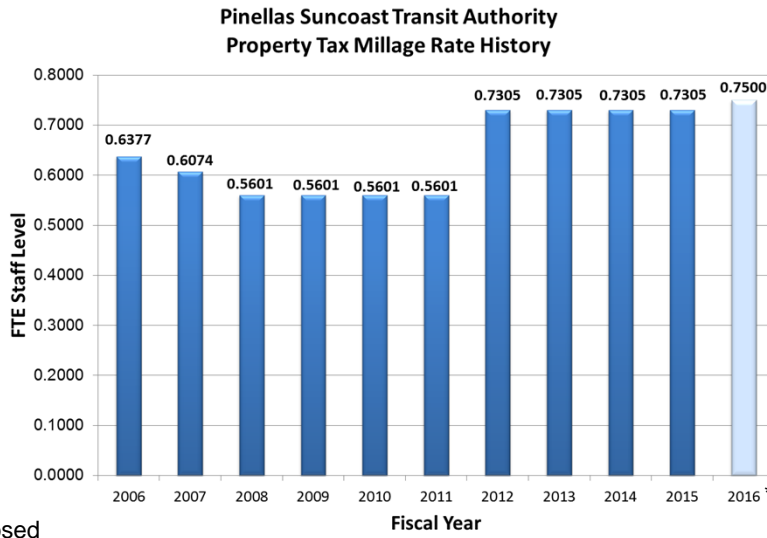


## Agenda

- Millage Rate History
  - Millage Rate History
  - Ad Valorem Revenue History
- Proposed FY 2016 Millage Rate
  - Proposed FY 2016 Millage Rate
  - Financial Impact to Taxpayers
- Millage Rate Increase Alternatives
  - No Increase - Long-Term Forecast Impact
  - Route Reductions
  - Higher Fare Increase
- Planning Committee Discussion and Action



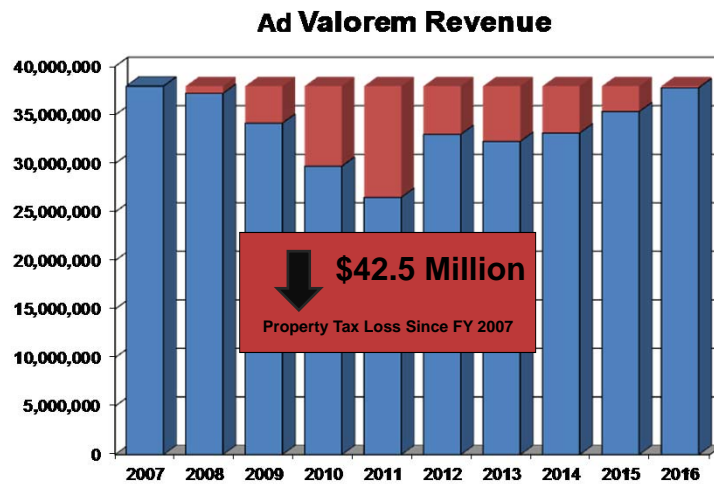
## Millage Rate History



2



## Ad Valorem Revenue History



3



## Proposed FY 2016 Millage Rate

- Current Millage rate for FY 2015 is .7305
- Proposed Millage rate for FY 2016 is .7500
- Current Year Rolled-back Rate is .6898
- Majority Vote Maximum Millage Rate is .7500
- Property Tax Revenue Increases \$1,009,260 from Millage Rate Increase
- Median-Value Home with \$151,500 Taxable Value Including Homestead Exemption pays \$76.13 (**\$1.98 increase over FY 2015**)

4



## Minimal Financial Impact to Taxpayers

Pinellas Suncoast Transit Authority  
Proposed Property Tax Changes By Assessed Values  
FY 2016

Assessed Value	Homestead Exemption	Value with Homestead	Taxes @ .7305 Mill	Taxes @ .7500 Mill	Difference	% Change
\$100,000	\$50,000	\$50,000	\$36.53	\$37.50	\$0.97	2.66%
\$150,000	\$50,000	\$100,000	\$73.05	\$75.00	\$1.95	2.67%
\$200,000	\$50,000	\$150,000	\$109.58	\$112.50	\$2.92	2.66%
\$250,000	\$50,000	\$200,000	\$146.10	\$150.00	\$3.90	2.67%
\$300,000	\$50,000	\$250,000	\$182.63	\$187.50	\$4.87	2.67%
\$350,000	\$50,000	\$300,000	\$219.15	\$225.00	\$5.85	2.67%
\$400,000	\$50,000	\$350,000	\$255.68	\$262.50	\$6.82	2.67%
\$450,000	\$50,000	\$400,000	\$292.20	\$300.00	\$7.80	2.67%
\$500,000	\$50,000	\$450,000	\$328.73	\$337.50	\$8.77	2.67%

5



## Plan Forward with Property Tax Increase

### Pinellas Suncoast Transit Authority Operating Budget Projections FY 2015 - 2022

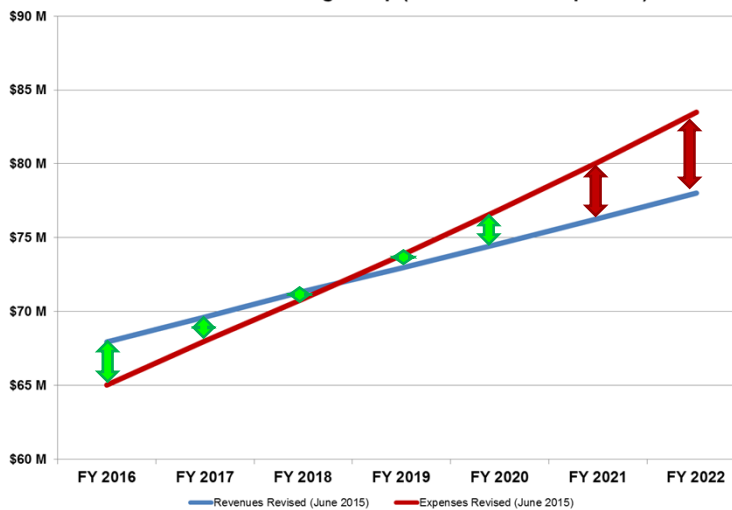
Line	FY 2015 Revised	FY 2016 Revised	FY 2017 Revised	FY 2018 Revised	FY 2019 Revised	FY 2020 Revised	FY 2021 Revised	FY 2022 Revised
1 Operating Reserves - Beginning Year	\$ 16,972,411	\$ 12,897,881	\$ 15,228,177	\$ 16,138,307	\$ 15,967,922	\$ 13,261,927	\$ 4,371,787	\$ (248,108)
<b>Operating Revenues</b>								
2 Operating Revenue	\$ 14,887,864	\$ 16,150,727	\$ 16,230,311	\$ 16,303,479	\$ 16,379,245	\$ 16,457,704	\$ 16,538,954	\$ 16,623,099
3 Property Tax	\$ 35,355,160	\$ 38,817,700	\$ 40,292,773	\$ 41,823,898	\$ 43,204,087	\$ 44,629,822	\$ 46,102,606	\$ 47,623,992
4 State Operating Grants	\$ 7,367,460	\$ 7,418,284	\$ 7,545,878	\$ 7,675,667	\$ 7,807,688	\$ 7,941,980	\$ 8,078,582	\$ 8,217,534
5 Federal Operating Grants	\$ 5,573,950	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491
<b>6 Total Operating Revenues</b>	<b>\$ 63,184,434</b>	<b>\$ 67,948,202</b>	<b>\$ 69,630,453</b>	<b>\$ 71,364,535</b>	<b>\$ 72,952,511</b>	<b>\$ 74,590,997</b>	<b>\$ 76,281,633</b>	<b>\$ 78,026,116</b>
<b>Operating Expenses</b>								
7 Operating Expenses	\$ 62,697,574	\$ 65,029,287	\$ 68,014,747	\$ 70,846,621	\$ 73,809,659	\$ 76,910,661	\$ 80,122,835	\$ 83,485,236
8 Non-Federal/State Capital Expenses								
<b>9 Total Operating Expenses</b>	<b>\$ 62,697,574</b>	<b>\$ 65,029,287</b>	<b>\$ 68,014,747</b>	<b>\$ 70,846,621</b>	<b>\$ 73,809,659</b>	<b>\$ 76,910,661</b>	<b>\$ 80,122,835</b>	<b>\$ 83,485,236</b>
10 Revenues Over / (Under) Expenses	\$ 486,860	\$ 2,918,915	\$ 1,615,706	\$ 517,914	\$ (857,148)	\$ (2,319,664)	\$ (3,841,202)	\$ (5,459,120)
<b>Reserve Adjustments</b>								
11 Transfer To/(From) Reserves	\$ 486,860	\$ 2,918,915	\$ 1,615,706	\$ 517,914	\$ (857,148)	\$ (2,319,664)	\$ (3,841,202)	\$ (5,459,120)
12 Service Enhancements		\$ (200,000)	\$ (208,000)	\$ (216,320)	\$ (224,973)	\$ (233,972)	\$ (243,331)	\$ (253,064)
13 Capital Reserve Decrease	\$ (4,000,000)				\$ (1,130,034)	\$ (5,819,670)		
14 Increase in 2 Month Operating Reserve	\$ (561,390)	\$ (388,619)	\$ (497,576)	\$ (471,979)	\$ (493,840)	\$ (516,834)	\$ (535,362)	\$ (560,400)
15 Decrease in Insurance Reserve								
<b>15 Operating Reserves - End of Fiscal Year</b>	<b>\$ 12,897,881</b>	<b>\$ 15,228,177</b>	<b>\$ 16,138,307</b>	<b>\$ 15,967,922</b>	<b>\$ 13,261,927</b>	<b>\$ 4,371,787</b>	<b>\$ (248,108)</b>	<b>\$ (6,520,692)</b>

6



## Plan Forward with Property Tax Increase

PSTA's Structural Budget Gap (Revenues and Expenses)



7



## Plan Forward without Property Tax Increase

### Pinellas Suncoast Transit Authority Operating Budget Projections FY 2015 - 2022

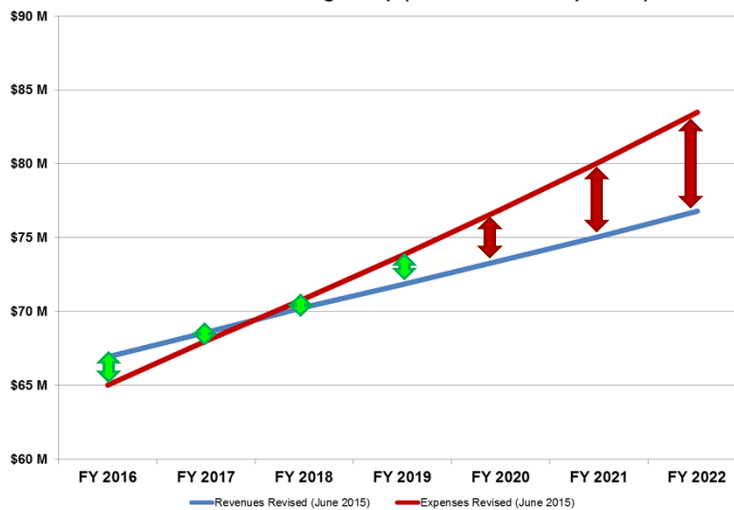
Line	FY 2015 Revised	FY 2016 Revised	FY 2017 Revised	FY 2018 Revised	FY 2019 Revised	FY 2020 Revised	FY 2021 Revised	FY 2022 Revised
1 Operating Reserves - Beginning Year	\$ 16,972,411	\$ 12,897,881	\$ 14,218,917	\$ 14,081,435	\$ 12,823,629	\$ 8,994,328	\$ (1,056,187)	\$ (6,874,749)
<b>Operating Revenues</b>								
2 Operating Revenue	\$ 14,887,864	\$ 16,150,727	\$ 16,230,311	\$ 16,303,479	\$ 16,379,245	\$ 16,457,704	\$ 16,538,954	\$ 16,623,099
3 Property Tax	\$ 35,355,160	\$ 37,808,440	\$ 39,245,161	\$ 40,736,477	\$ 42,080,781	\$ 43,469,447	\$ 44,903,939	\$ 46,385,769
4 State Operating Grants	\$ 7,367,460	\$ 7,418,284	\$ 7,545,878	\$ 7,675,667	\$ 7,807,688	\$ 7,941,980	\$ 8,078,582	\$ 8,217,534
5 Federal Operating Grants	\$ 5,573,950	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491	\$ 5,561,491
<b>6 Total Operating Revenues</b>	<b>\$ 63,184,434</b>	<b>\$ 66,938,942</b>	<b>\$ 68,582,841</b>	<b>\$ 70,277,114</b>	<b>\$ 71,829,205</b>	<b>\$ 73,430,622</b>	<b>\$ 75,082,966</b>	<b>\$ 76,787,893</b>
<b>Operating Expenses</b>								
7 Operating Expenses	\$ 62,697,574	\$ 65,029,287	\$ 68,014,747	\$ 70,846,621	\$ 73,809,659	\$ 76,910,661	\$ 80,122,835	\$ 83,485,236
8 Non-Federal/State Capital Expenses								
<b>9 Total Operating Expenses</b>	<b>\$ 62,697,574</b>	<b>\$ 65,029,287</b>	<b>\$ 68,014,747</b>	<b>\$ 70,846,621</b>	<b>\$ 73,809,659</b>	<b>\$ 76,910,661</b>	<b>\$ 80,122,835</b>	<b>\$ 83,485,236</b>
10 Revenues Over / (Under) Expenses	\$ 486,860	\$ 1,909,655	\$ 568,094	\$ (569,507)	\$ (1,980,454)	\$ (3,480,039)	\$ (5,039,869)	\$ (6,697,343)
<b>Reserve Adjustments</b>								
11 Transfer To/(From) Reserves	\$ 486,860	\$ 1,909,655	\$ 568,094	\$ (569,507)	\$ (1,980,454)	\$ (3,480,039)	\$ (5,039,869)	\$ (6,697,343)
12 Service Enhancements		\$ (200,000)	\$ (208,000)	\$ (216,320)	\$ (224,973)	\$ (233,972)	\$ (243,331)	\$ (253,064)
13 Capital Reserve Decrease	\$ (4,000,000)				\$ (1,130,034)	\$ (5,819,670)		
14 Increase in 2 Month Operating Reserve	\$ (561,390)	\$ (388,619)	\$ (497,576)	\$ (471,979)	\$ (493,840)	\$ (516,834)	\$ (535,362)	\$ (560,400)
15 Decrease in Insurance Reserve								
<b>15 Operating Reserves - End of Fiscal Year</b>	<b>\$ 12,897,881</b>	<b>\$ 14,218,917</b>	<b>\$ 14,081,435</b>	<b>\$ 12,823,629</b>	<b>\$ 8,994,328</b>	<b>\$ (1,056,187)</b>	<b>\$ (6,874,749)</b>	<b>\$ (14,385,556)</b>

8



## Plan forward without Property Tax Increase

PSTA's Structural Budget Gap (Revenues and Expenses)



9



## Millage Rate Increase Alternatives

- **Service Reductions**
  - Reduce Service by 13,900 more hours or 6.25% instead of the proposed 3% cut.
  - Reduces expenses in FY 2016 by \$1,000,000
- **Higher Fare Increases**
  - Increase average fare by 30% instead of proposed 15%
  - Increases revenues in FY 2016 by \$1,000,000

10



# QUESTIONS?

11



## INFORMATION ITEMS



**4A: Phase 1 Service Redesign**



**Action: Information Item**

**PLANNING**

**Staff Resource:** Cassandra Borchers, Chief Dev. Officer

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### **Background**

- With the adoption of the “Path Forward” in May 2015, the PSTA Board set a policy direction to advance a Customer-Focused Service Redesign.
- The System Redesign Work Plan is a step by step approach to examining the entire PSTA System in light of the Community Bus Plan recommendations and current fiscal constraints. Staff will review each route in the system through a four-step process:
  - Route Performance Evaluation
  - Route Redesign Concept Development
  - Public and Board Engagement
  - Recommended Action and Implementation
- The 10 phases of the System Redesign Work Plan are organized based on a comprehensive performance evaluation analysis conducted in early 2015 and grouped by geography/interconnected routes.

### **Summary**

- The first phase of the route redesign focuses on the lowest performing routes in the system and moving toward the streamlined system presented in the Community Bus Plan.
- This phase includes the following recommendations:
  - Elimination of Routes 444, 58, and East Lake Connector
  - Realignment of Route 18 to replace Route 58 service to SPC
  - Redesign of Routes 1 and 30
- Staff has completed initial outreach to local partners and key stakeholders about the proposed changes in Phase 1 and identified possible transportation alternatives for users.
- The presentation includes a brief review of the Community Bus Plan and the updated performance evaluation followed by a summary of the analysis and public



engagement conducted for each route, solidifying the reasons for the recommendation. Each section concludes with next steps for public engagement and staff action.

**Fiscal Impact**

- The approval of these adjustments will save \$930,000 as planned in the FY 2016 Budget.

**Recommendation**


- Staff recommends the committee approve the proposed service adjustment for advancement. The next steps would include additional public engagement, including a public hearing and final decision in August 2015 prior to the adoption of the FY 2016 Budget.
- 

**Attachments:**

1. PowerPoint
2. System Redesign Work Plan
3. Phase 1 Public Engagement Summary
4. System Redesign Phase 1 Analysis document example (to follow)

**Phase I Route Redesign**

**PSTA Planning Committee**  
**July 15, 2015**

1      Draft 7-8-2015      

**2013 Community Bus Plan Overview**

- PSTA Board approved July 2013
- Comprehensive review and redesign of system based on multiple revenue scenarios
- Goals
  - Build Transit Constituency
  - Improve Transit Competitiveness
  - Build Financial Sustainability

2      Draft 7-8-2015      

## 2013 Community Bus Plan Overview

- 3 scenarios
  - Optimal
  - New Revenue
  - No New Revenue
- Included:
  - Analysis of ridership and other data
  - Extensive public outreach
  - Redesigned route network



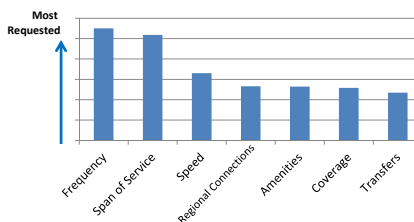
3

Draft 7-8-2015



## 2013 Community Bus Plan Conclusions

- What do people want?
  - Frequency
  - Span of service
  - Speed
- What does the data tell us?
  - All-day travel demand
  - 6 “core” routes responsible for 71% of ridership
  - Very few routes have frequencies supporting spontaneous use
  - Average trip length > 5 miles
- Key Recommendations
  - Transition to grid network focusing on frequent service on core routes
  - Streamline service for faster, more direct travel
  - Increase frequencies



4

Draft 7-8-2015



## Review Financial Assumptions

Revenue/Expense	2013 Community Bus Plan No New Revenue	Fiscal Year 2016
Ad Valorem	0.7305	0.75
Fare Adjustment	Annual increase of 2% with 15% increase in average fare every 3 years	Fare revenue going down even though ridership going up; recommended fare increase in 2016
Advertising Revenue	Modest annual increase	Larger increase in advertising revenue achieved through outsourcing
Service Adjustments	Up to 28% cut	\$930,000 savings (2.5 % cut)
Budget Savings	Part of 28% cut	\$500,000



## Implementing the 2013 Community Bus Plan

### Step

1. 2015 Route Performance Evaluation  
*Identify highest and lowest performing routes*
2. Consult 2013 Community Bus Plan recommendations
3. Targeted technical analysis - review current data including demographics and on-board survey results
4. Review financial implications
5. Identify transportation alternatives
6. Engage public and recommend action



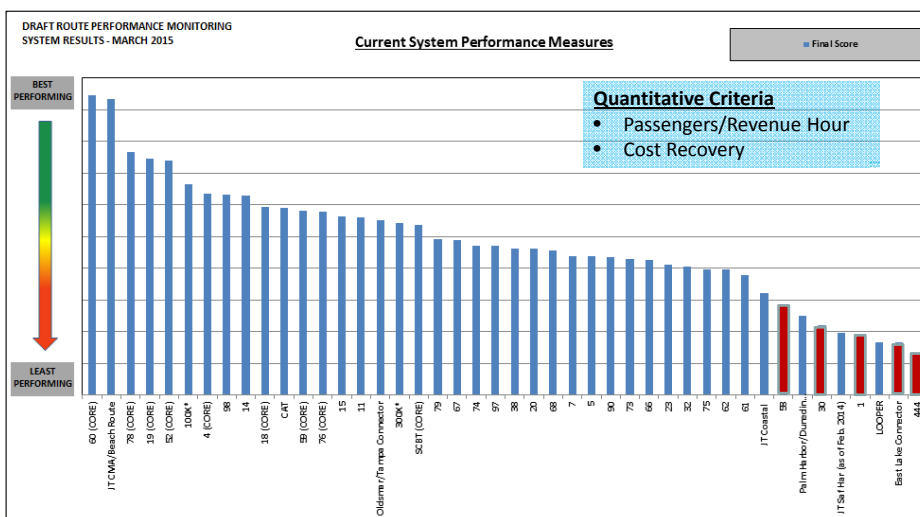
## Route Redesign Work Plan

- 10 phase plan (2015-2017)
- All 6 steps performed for each group/phase
- October 2015:
  - Group 1 - Lowest Performing Route Adjustments*
    - Elimination of Routes 30, 58, 444, ELC
    - Realignment of Route 18 to replace Route 58 service to St Petersburg College Seminole Campus
    - Redesign of Route 1 (new Route 22)



## System Performance Evaluation by Route

Final Result: Ranking of Routes based on Performance Metrics Scoring



## Targeted Technical Analysis

- Data analysis
  - Current ridership
  - Demographics
- First Phase of Public Engagement
  - Engage Riders
    - On-board survey for each route
    - TRAC members
    - Review/address individual comments
  - Talk to bus operators
  - Engage other stakeholders



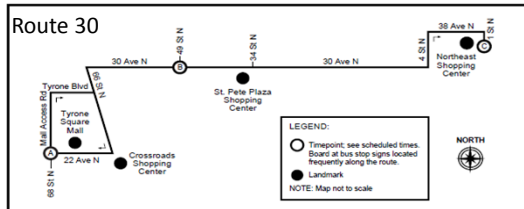
9

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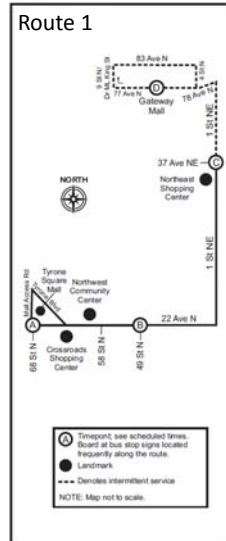


## Routes 1 & 30 & New Route 22 (St. Pete)

- **Step 1:** Performance Evaluation:
  - Route 1: 4<sup>th</sup> lowest performing
  - Route 30: 6<sup>th</sup> lowest performing
- **Step 2:** Community Bus Plan: Discontinue Route 30 & Redesign Route 1 (New Route 22)



**LEGEND:**  
 ○ Tripoint: see scheduled times. Board at bus stop signs located frequently along the route.  
 ● Landmark  
 NOTE: Map not to scale



**LEGEND:**  
 ○ Tripoint: see scheduled times. Board at bus stop signs located frequently along the route.  
 ● Landmark  
 --- Denotes intermittent service  
 NOTE: Map not to scale



10

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## Routes 1 & 30 - **Step 3:** Targeted Technical Analysis

- **Who are Our Riders?**

- *Demographic Analysis and On-Board Survey*

Poverty Level	Moderate*
No Vehicle Ownership	Moderate
Over 65	Low*
Minority	Low*
Primary Use	Shopping and Work
<b>Transfer Activity</b>	<b>High</b>

\*Concentrations in a few areas along route

- *Ridership Analysis*

- 0-2 riders at most bus stops along route
    - Highest bus stop activity where route intersects with major routes



11

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## Routes 1 & 30 - **Step 4:** Financial Implications

- Discontinuing Routes 1 & 30 and introducing new Route 22 **saves \$121,000** in net annual operating costs
- **Saves one bus ~ \$500,000**
- Potential increase in DART ridership



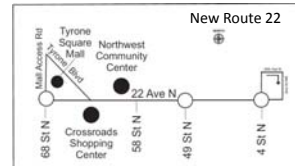
12

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## Routes 1 & 30 - **Step 5:** Transportation Alternatives

- All stops along the discontinued route are within  $\frac{3}{4}$  mile of better service:
  - Core/frequent Routes 4, 19, 52, 59, 74
    - Longer hours of service
    - Buses every 15 - 30 minutes
    - Weekend and Holiday service
  - Supporting local Routes 11, 23, 38, 79
    - Longer hours of service
    - Weekend and holiday service
  - New Route 22 and Route 38 parallel to discontinued Route 30 and within  $\frac{1}{2}$  mile
- Carpool, taxi, bike, drive, and walk + golf cart
- DART for those who qualify



13

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## Routes 1 & 30 - **Step 6:** Public Engagement

- Local government coordination
  - Met with City of St. Petersburg staff on 6/16/15 to discuss redesign of Routes 1 and 30
    - Indicated that of the two corridors, it would be better to maintain bus service on 22<sup>nd</sup> Ave N than 30<sup>th</sup> Ave N due to greater auto orientation and mix of land uses
    - St. Pete staff to make initial contact with neighborhoods
- Community Outreach
  - Plan to meet with 5 more stakeholder groups (e.g. Northeast Shopping Center)



14

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## Routes 1 & 30 - Recommended Action & Next Steps

- Discontinue Routes 1 and 30
- Implement new Route 22 on 22<sup>nd</sup> Ave N from Tyrone Square Mall to 4<sup>th</sup> St N

- Next Steps

- Nearest public workshops

*PSTA – August 18, 2015 at 6:30 – 8:30 pm*

*Pinellas Park Library – August 17, 2015 at 10:00 am -12:00 pm*

*Seminole Library – August 11, 2015 at 2:30-4:30 pm*

- Public Hearing

*PSTA Board Room – August 26, 2015 at 9:00 am*



- Inform riders and community of approved service modifications

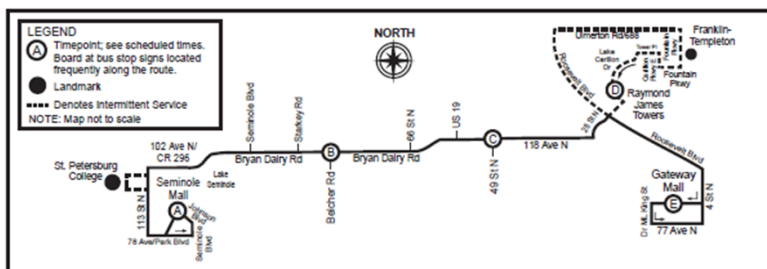
15

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## Route 58 – Bryan Dairy Rd.

- **Step 1:** Performance Evaluation: 8<sup>th</sup> lowest performing
- **Step 2:** Community Bus Plan: Discontinue route



16

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## Route 58 – Targeted Technical Analysis

- **Who are Our Riders?**

- *Demographic Analysis and On-Board Survey*

Poverty Level	Low
No Vehicle Ownership	Low*
Over 65	Low*
Minority	Low
Primary Use	Work & Shopping
Transfer Activity	High

\*Concentrations in a few areas that area served by other routes

- *Ridership Analysis*

- Highest ridership at transfer points for Route 79 and Route 19.  
Most other stops on Bryan Dairy Rd between 0-3 daily ridership
    - Eastern portion of route served by Routes 52, 59, 97, 98



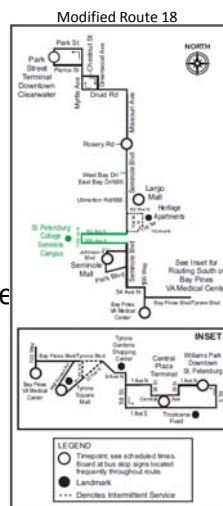
## Route 58 - **Step 4:** Financial Implications

- Discontinuing Route 58 and modifying segment of Route 18 to serve SPC Seminole Campus **saves \$242,000** in net annual operating costs
- **Saves one bus ~ \$500,000**
- Potential increase in DART ridership



## Route 58 - **Step 5:** Transportation Alternatives

- All stops are within  $\frac{3}{4}$  mile of better service
  - Core/frequent Routes 4, 18, 19, 52, 59, 98, 79
    - Longer hours of service
    - More frequent service
    - Weekend Service
  - Local Routes 11, 62, 73, 97
    - Saturday Service
    - Greater frequency
- Realignment of Route 18 to serve SPC Seminole
- Closed stops along redesigned Route 18 all within  $\frac{1}{2}$  mi of new route configuration; new shelters at closest remaining stops
- Bike, walk, taxi, carpool, drive
- DART for those who qualify



19

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## Route 58 - **Step 6:** Public Engagement

- Local government coordination
  - Met with Seminole Planning Department, City of Pinellas Park Staff 6/30/15
    - Seminole staff likes that realignment of Route 18 to serve SPC Seminole Campus
- Community Outreach
  - Contacted 9 stakeholder groups along the route in June (e.g. Freedom Square)
    - Agreement that it is underutilized
    - Enthusiasm from SPC Provost about realignment of Route 18
    - Think Direct concerned about losing employees
    - Rider concern about lack of crosswalks (e.g. 113<sup>th</sup> St and 102<sup>nd</sup> Ave). Staff met with rider and contacted local jurisdictions, which have plans to improve the intersection.



20

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## Route 58 - Recommended Action & Next Steps

- Discontinue Route 58 and modify Route 18
- Next Steps
  - Nearest public workshops:
    - Seminole Library – August 11, 2015 at 2:30-4:30 pm*
    - PSTA – August 18, 2015 at 6:30-8:30 pm*
  - Public Hearing
    - PSTA Board Room – August 26, 2015 at 9:00 am*
  - Inform riders and community of service modifications



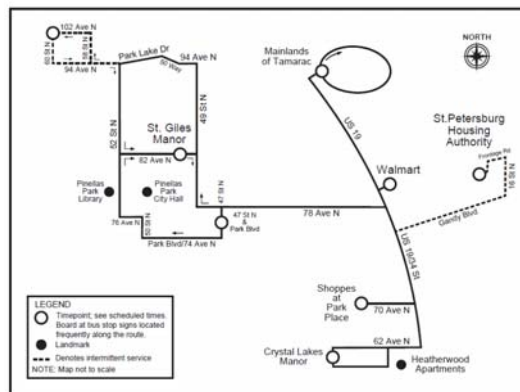
21

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## Route 444 – Pinellas Park

- **Step 1:** Performance Evaluation - Lowest Performing Route
- **Step 2:** Community Bus Plan – Discontinue Route



22

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## Route 444 - **Step 3:** Targeted Technical Analysis

- **Who are Our Riders?**

- *Demographic Analysis and On-Board Survey*

Poverty Level	High
No Vehicle Ownership	Moderate
Over 65	Low*
Minority	Moderate
Primary Use	Shopping
Transfer Activity	Low

\*Concentrations in a few areas along route

- *Ridership Analysis*

- Highest ridership at Walmart and Crystal Lakes Manor
    - Other stops between 0 and 2 average daily ridership



23

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## Route 444 - **Step 4:** Financial Implications

- Discontinuing Route 444 **saves \$145,000** in net annual operating costs
- **Saves one small bus ~ \$491,000**
- Potential increase in DART ridership



24

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## Route 444 - **Step 5: Transportation Alternatives**

- All stops along route are within ¼ mile of better service:
  - Core/frequent Routes 19, 52, 74, 79
    - Longer hours of service
    - Buses every 20-35 minutes
  - Local Route 75
    - Longer hours of service
    - Consistent schedule
  - Bus Operators confirmed Route 19 is a good alternative
- Walk, carpool, taxi/rideshare, golf cart
- DART for those who qualify
- Neighborly Care Network
  - Group shopping trips offered to St. Giles residents
- Possible future new route serving Pinellas Park/Lealman



25

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## Route 444 – **Step 6: Public Engagement**

- Local government coordination
  - Pinellas Park & Pinellas County planning staff – Understand problems with route. Interested in partnership for new service in Pinellas Park/Lealman area.
- Community Outreach
  - Contacted 10+ stakeholder groups (e.g. St. Giles Manor)
  - Summary:
    - Most understand need to cut and that other routes, particularly Route 19, provide good alternatives
    - Most would like to be kept informed of approved changes, public hearing schedule, etc.
    - St. Pete Housing Authority concerned about losing service to stop adjacent to their office
- Public Comments and Staff Action
  - Mainland's resident finds US 19 difficult to cross. PSTA staff has offered follow-up assistance.



26

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## Route 444 - Recommended Action & Next Steps

- Discontinue Route 444
- Next Steps
  - Nearest public workshops:
    - Pinellas Park Library – August 17, 2015 at 10:00 am -12:00 pm*
    - PSTA – August 18, 2015 at 6:30 – 8:30 pm*
  - Nearest public Hearing
    - PSTA Board Room – August 26, 2015 at 9:00 am*
  - Investigate Pinellas Park/Lealman Area Connector
  - Inform riders and community of service modifications



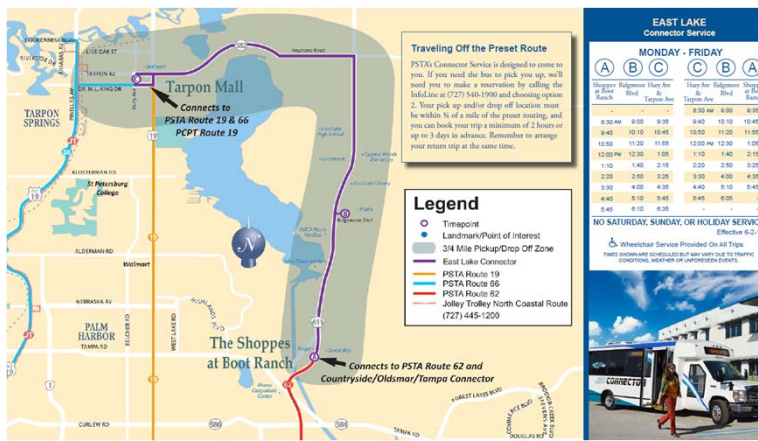
27

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## East Lake Connector (ELC)

- **Step 1:** Performance Evaluation: 2<sup>nd</sup> lowest performing
- **Step 2:** Community Bus Plan: N/A – not considered



28

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## East Lake Connector - **Step 3: Targeted Technical Analysis**

- **Who are Our Riders?**

- *Demographic Analysis and On-Board Survey*

Poverty Level	Low
No Vehicle Ownership	Low
Over 65	Moderate*
Minority	Low
Primary Use	Work Trips
Transfer Activity	Moderate

\*Concentrations in a few areas along route

- *Ridership Analysis*

- In addition to surveys, a review of daily manifests shows riders traveling to work, shopping, school, YMCA, and transfer points
    - Zero ridership at stops along Keystone Road; 0-5 at 6 stops along East Lake Road



29

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## East Lake Connector- **Step 4: Financial Implications**

- Discontinuing East Lake Connector saves **\$422,000** in net annual operating costs
- Saves two cutaway buses ~ \$360,000
- Increase in East Lake Shuttle Ridership



30

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## East Lake Connector – **Step 5:** Transportation Alternatives

- East Lake Shuttle
  - Connecting service to Shoppes at Boot Ranch for transfers to Oldsmar Connector and Route 62
- Carpool, taxi, bike, drive, walk
- Various nonprofit organizations for specific trip types (medical, shopping)
- DART for those who qualify



31

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## East Lake Connector - **Step 6:** Public Engagement

- Local government coordination
- Community Outreach
  - Met with 3 stakeholder groups along route in June, plan to meet with two more (e.g. Council of North County Neighborhoods)
  - Key Findings:
    - Interest in East Lake Shuttle



32

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## East Lake Connector - Recommended Action & Next Steps

- Discontinue East Lake Connector
- Next Steps
  - Nearest public workshops:
    - East Lake Library – August 10, 2015 at 10:00 am – 12:00 pm*
    - PSTA – August 18, 2015 at 6:30 -8:30 pm*
  - Public Hearing
    - PSTA Board Room – August 26, 2015 at 9:00 am*
  - Inform riders and community of service modifications



33

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## Summary of Recommendations & Financial Implications

Route Modification	Buses Saved	Net Annual Operating Cost*	Bus Capital Savings
Discontinue Route 444	1	\$145,000	\$491,000
Discontinue Route 58/Modify Route 18 to serve SPC	1	\$242,000	\$500,000
Discontinue East Lake Connector	2	\$422,000	\$360,000
Discontinue Routes 30, Redesign Route 1 (New 22)	1	\$121,000	\$500,000
<b>Net Annual Operating Cost Savings</b>	<b>5</b>	<b>\$930,000</b>	<b>\$1,851,000</b>

\*Includes Farebox Implications



34

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## Public Outreach Events

- Information on all routes will be available at each event
- Public Workshops:
  - East Lake Library – August 10, 2015 at 10:00 am – 12:00 pm
  - Seminole Library – August 11, 2015 at 2:30-4:30 pm
  - Pinellas Park Library – August 17, 2015 at 10:00 am -12:00 pm
  - PSTA Board Room – August 18, 2015 at 6:30 -8:30 pm
- Public Hearing
  - PSTA Board Room – August 26, 2015 at 9:00 am



# System Redesign Work Plan

The System Redesign Work Plan is a step by step approach to examining the entire PSTA System in light of the **Community Bus Plan recommendations and current fiscal constraints**. Staff will review each route in the system through a four-step process:

- Route Performance Evaluation
- Route Redesign Concept Development
- Public and Board Engagement
- Recommended Action and Implementation

## **2015**

### **Group 1 – Lowest Performing Route Adjustments**

- Elimination of Routes 58, 444, ELC
- Realignment of Route 18 to replace Route 58 service to SPC
- Realignment of Routes 1/30

## **2016**

### **Group 2 – Relocation of St. Petersburg Transfer Activity from Williams Park**

- Coordinated with City of St. Petersburg
- Review of Downtown Circulation patterns: Route 32 and Looper
- Affects portion of 21 routes
- Split Route 19

### **Group 3 – Countryside/Safety Harbor/Oldsmar**

- Streamline Route 62 to directly serve Countryside Mall via Belcher Road
- Realignment of Routes 67, 76, or the Oldsmar Connector Route to serve Safety Harbor
- Review ongoing funding alternatives for Jolley Trolley Safety Harbor Route
- Review Oldsmar service to reduce duplication between Route 67 and the Oldsmar Connector

### **Group 4 – Gateway Area**

- Realignment of Routes 4/59, including alternative service on 16<sup>th</sup> Street
- Realignment of Routes 74 to serve MLK and Beach

### **Group 5 – St. Petersburg/Pinellas Park/Largo**

- Streamline Route 79
- Streamline Route 75 and Route 5
- Realignment of Route 7 to serve Gulfport
- Truncate Route 38 at Northeast Shopping Center
- Evaluate Route 68 for possible combination with Route 38 for service to Madeira Beach

**2017**

**Group 6 – Clearwater/Palm Harbor/Dunedin**

- Combination of Routes 66/Jolley Trolley North Coastal Route and realignment of services in Downtown Dunedin area
- Procurement of Trolley Operations
- Realignment of Dunedin/Palm Harbor Connector Route and Route 61 to reduce duplication north of Main St.
- Realign Route 61, including alternative service from Park Street Terminal to Seminole Mall

**Group 7 – Gulfport/Pinellas Point/South St. Petersburg**

- Consolidate Routes 90/20 and realign
- Evaluate service to Gulfport and South St. Pete and realignment of Routes 7, 14, 15, 23, 79
- Reduce duplication of service in Pinellas Point area through realignment of Routes 4, 11, and 19

**Group 8 – Regional Express**

- Realignment of Route 100X over Howard Frankland Bridge to TIA
- New Route 60X from Clearwater Beach to TIA to Downtown Tampa
- Realignment of Route 300X to serve TIA/Westshore

**Group 9 – Bus Rapid Transit and Beach Trolley Services**

- New Central Avenue BRT Route
- Truncate Route 18 and Route 52 at Central Avenue
- Evaluation of Central Avenue Trolley Route as underlying local for BRT Route
- Clearwater Beach/Clearwater-Marine-Aquarium Jolley Trolley Route currently unchanged
- Consider extension of Suncoast Beach Trolley Route south to Pass-A-Grille

**Group 10 – Route 52 and Carillon**

- Streamline Route 52 and evaluate consolidation with Routes 97 and 98
- Evaluate service to Carillon via Routes 11, 97, and 98

## PSTA Service Redesign Public Outreach Summary

Three part public engagement to ensure open communication and community dialogue, which will allow PSTA to better help riders understand the proposed changes and find alternative transportation:

- Engagement Phase
- Public Workshop Phase
- Information Phase

### ENGAGEMENT PHASE

#### Routes 1 & 30:

- **Areas served:** Route 1 runs from Tyrone Square Mall to the Northeast Shopping Center on 1<sup>st</sup> Street in St. Petersburg primarily along 22<sup>nd</sup> Avenue and 1<sup>st</sup> Street. Route 30 operates between the same two end points, but primarily along 30<sup>th</sup> Avenue North.
- **Alternatives for riders:**
  - Core/frequent routes 4, 19, 52, 59, 74
  - Supporting local routes 11, 23, 38, 79
  - New Route 22 and Route 38 parallel to Route 30 and within ½ mile
  - Dart for those who qualify
  - Carpool, taxi, bike, drive, walk, golf cart

#### **Key Contacts**

- City of St. Petersburg Planning Dept. – 6/16/15
- Northeast Shopping Center – Pending
- Palmway Village – Pending
- Northwest Elementary – Pending
- Tyrone Middle School – Pending
- Gladden Park Recreation Center – Pending
  
- **Public Comments:**
  - City staff said they would communicate the proposed changes with the neighborhood associations along the corridor.
  - City staff also thinks 22<sup>nd</sup> Avenue North is a better fit for bus service than 30<sup>th</sup> Avenue North due to higher speed limits and a greater mix of uses.

#### Routes 58 & 18:

- **Areas Served:** Route 58 runs from Gateway Mall to Seminole Mall, primarily along Bryan Dairy Road, Roosevelt Boulevard and, 118<sup>th</sup> Avenue, serving SPC Seminole campus and City Hall on 113<sup>th</sup> Street.
- Route 18 runs from downtown Clearwater to downtown St. Petersburg along Seminole Boulevard and is proposed to be diverted from Seminole Boulevard to 113<sup>th</sup> Street, between 102<sup>nd</sup> and 86<sup>th</sup> Avenues, to maintain service to SPC Seminole Campus.

## PSTA Service Redesign Public Outreach Summary

- **Alternatives for riders:**

- Core/frequent Routes 4, 18, 19, 52, 59, 98, 79
- Local Routes 11, 62, 73, 97
- Closed stops along redesigned Route 18 all within ½ mile of new route configuration
- Bike, walk, taxi, carpool, drive
- Dart for those who qualify

**Key Contacts:**

- Think Direct - 6/17/15
- Provost, SPC Seminole - 6/11/15
- Seminole Planning Dept. - 6/18/15
- Seminole City Hall/Council - Pending
- Freedom Square –6/18/15
- Business owners along affected portion of Seminole Blvd. – Pending
- Lake Seminole Presbyterian Church – Pending
- Seminole Garden Apartments (Will need special Handout or posters) 11100 86th Ave. N. – Pending
- Lutheran Church of the Good Shepherd (LCGS) 10891 102nd Ave N – Pending
- Little Lamb Preschool, 10891 102nd Ave – Pending
- Seminole Oaks Condos, 9881 113th St. – Pending
- Seminole Library – Pending
- Seminole Recreation Complex – Pending
- New to You Thrift Center- 6/25/15
- SPC Student Govt. – Pending
- Publix on 113<sup>th</sup> – 6/18/15
- Superior Uniform Group – 6/25/15
- Bon Secours – 6/25/15

- **Public Comments:**

- Think Direct Marketing on Bryan Dairy Road is concerned about the potential impact to employees. However, they have been unwilling to discuss funding support for continued service. (Location is approximately 2600 feet west of Belcher Road, which is served by Route 62, and about 3000 feet to the east of Starkey Road, which is served by Route 73.)
- Enthusiasm from Seminole City and SPC staff at prospect of significant service increases to essential venues along 113<sup>th</sup> Street.
- Relief that DART service will not be affected.
- Lack of sidewalk and pedestrian friendly infrastructure along these routes in Pinellas Park and Seminole present a challenge for riders who would otherwise walk to another route.
  - Staff is working with Pinellas Park and Seminole to address the crossing issues. (e.g. 113<sup>th</sup> Street at 102<sup>nd</sup> Avenue)

## PSTA Service Redesign Public Outreach Summary

### Route 444:

- **Area served:** The 444 is an irregularly scheduled looping route which encompasses portions of Pinellas Park, St. Petersburg and Lealman, including facilities such as The Mainlands, Walmart, Crystal Lakes Manor, Pinellas Park Transit Center, and St. Giles Manor.
- **Alternatives for riders:**
  - Core/Frequent routes 19, 52, 74, 79
  - Supporting Local Route 75
  - Route 19
  - Walk, carpool, taxi/rideshare, golf cart
  - Neighborly Care Network
  - DART for those who qualify

### **Key Contacts:**

- Housing Authority - 6/18/15
  - Mainlands - Pending
  - City of Pinellas Park Planning Dept. – 6/30/15
  - St. Giles Manor - 6/17/15
  - Wal-Mart - Pending
  - Shoppes at Park Place - 6/18/15
  - Crystal Lakes Manor - 6/18/15
  - Heatherwood Apartments - 6/18/15
  - Magnolia Gardens - 6/18/15
  - Lealman Elementary- 6/18/15
  - Pinellas Park Library - 6/18/15
  - Pinellas Park City Leaders along with city and county community development staff – Pending
- **Public Comments:**
    - Concerns about crossing major thoroughfares such as Park Blvd. and U.S. 19
      - o PSTA staff followed up by investigating issue and contacting rider
    - Housing Authority representatives were more concerned about continuing service on Route 74 (Gandy), which will not be affected
    - Relief that DART clients will still receive service

### East Lake Connector:



## PSTA Service Redesign Public Outreach Summary

- **Area Served:** The Connector services East Lake and Keystone Roads between Shoppes at Boot Ranch and PSTA transfer facility at Tarpon and Huey Avenues.
  
- **Alternatives for Riders:**
  - East Lake Shuttle
  - Carpool, taxi, bike, drive, walk
  - Various nonprofit organizations for specific trip types
  - DART for those who qualify
  
- **Key Contacts:**
  - Don Ewing/CNCN –7/10/15
  - Tarpon Rec. Center on Walton –6/30/15
  - Carmen Wilson, Program Director, Citizens Alliance for Progress, Inc. –6/18/15
  - Tarpon Springs City Hall/Mayor Archie – Pending
  - East Lake YMCA – 7 /10/15
  
- **Public Comments:**
  - Interest in East Lake Shuttle
  - Relief that DART clients will still receive service

### PUBLIC WORKSHOP

- Four public workshops throughout the county. All routes in Phase I Service Redesign will be discussed at each of the events.

Date	Location	Affected Route(s)	Time of Day	Routes Serving Venue
8/10/15	East Lake Library: 4125 East Lake Road South, (727) 773-2665	East Lake Connector	10:00-12:00	East Lake Connector & East Lake Shuttle
8/11/15	Seminole Library: 9200 113th Street North (727) 394-6905	58/18, 1/30	2:30-4:30 pm	58
8/17/15	Pinellas Park Library: 7770 52nd Street (727) 541-0718	444, 1/30	10:00-12:00	74, 52, 444
8/18/15	PSTA Administrative Building		6:30-8:30 pm	11, 52, 59

- A formal public Hearing will be held at the PSTA Board of Directors Meeting August 26, 2015

## **PSTA Service Redesign Public Outreach Summary**

### **INFORMATION PHASE**

After the Board decisions are finalized, staff will work with the riders to ensure they are prepared for the adjustments.

#### **Outreach Activities may include:**

- Ambassadors on buses for at least a week prior to change with a goal of letting every affected rider know about impending route changes
- Notify groups and organizations along routes, which may be impacted
- Signs of closure at stops
- “Behind the Driver”
- Handouts for drivers to disseminate to riders
- Driver & Customer Service Representative engagement
- Messaging for PSTA Board members
- Signs at shelters and major transfer points along lines e.g. Gateway, Boot Ranch etc.
- Notices in Libraries/government facilities along routes
- Social Media/Press Release/website/text/e-mail blast
- Removal/replacement of printed schedules