FY 2016 - 2025 TRANSIT DEVELOPMENT PLAN MAJOR UPDATE

Implementing the Community Bus Plan

Approved by FDOT December 2015

PSTA

PINELLAS SUNCOAST TRANSIT AUTHORITY

Transit Development Plan
FY 2016 – FY 2025

Implementing the Community Bus Plan

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Approved by FDOT December 2015

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Section 1
Introduction and Context

BACKGROUND AND CURRENT APPROACH

The Ten-Year Transit Development Plan (TDP) is the strategic guide for public transportation in Pinellas County over the next ten years. The Florida Department of Transportation (FDOT) requires public transit providers that receive state funding to develop and adopt a TDP consistent with Chapter 14-73.001 of the Florida Administrative Code (FAC). A major update to a TDP is conducted every five years and includes a review of transit planning and policy documents, a documentation of study area conditions and demographic characteristics, an evaluation of existing Pinellas Suncoast Transit Authority (PSTA) services, a summary of market research and public involvement efforts, the development of a situation appraisal and needs assessment, and the preparation of a ten-year transit development plan. The previous TDP Major Update was adopted by the PSTA Board in September 2010. That TDP included a vision plan, with premium bus and rail service, which was informed by previous planning.

In the years following the 2010 Major TDP Update, the Pinellas Alternatives Analysis (AA) and the Community Bus Plan were completed resulting in a Locally Preferred Alternative (LPA) light rail line from downtown St. Petersburg to downtown Clearwater via the Gateway Area, and an improved bus network with more evening and weekend service, rapid bus routes, express bus routes, trolleys, circulators, flexible Connector routes, and DART service. A new 1% local transportation system surtax was identified as the local funding source to implement these improvements. In December 2013, the Pinellas County Commission voted to hold a referendum on the surtax for voter approval November 4, 2014. The 2014 TDP Progress Report included the Bus Plan recommendations, ("New Revenue Scenario"), the LPA light rail line and the 1% surtax as a new local revenue source (which replaced PSTA's ad valorem). The 2014 TDP Progress Report also included a "Revenue Constrained Plan" which assumed no new revenue source and was consistent with the Community Bus Plan's "No New Revenue Scenario".

The referendum did not pass on November 4th and as a result, PSTA has refocused its efforts on implementing the improvements envisioned in the Community Bus Plan's "No-New Revenue" scenario, while maintaining a balanced budget and looking for new funding sources to incrementally expand toward the longer term vision.

IDENTIFICATION OF THE SUBMITTING ENTITY

Agency: Pinellas Suncoast Transit Authority
Telephone Number: (727) 540-1800
Mailing Address: 3201 Scherer Drive, St. Petersburg, FL 33716
Authorizing Agency Representative: Bradford Miller, Chief Executive Officer

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CONSISTENCY WITH TDP REQUIREMENTS

PSTA's TDP is consistent with the requirements for the State of Florida Public Transit Block Grant program, a program enacted by the Florida Legislature to provide a stable source of funding for public transit. The Block Grant program requires public transit service providers to develop and adopt a ten-year TDP using the requirements formally adopted by FDOT on February 20, 2007 (Rule 14-73.001 – Public Transit). Chief requirements of the rule include the following:

- Major updates completed every five years, covering a ten-year planning horizon.
- A public involvement plan developed and approved by FDOT or consistent with the approved Metropolitan Planning Organization (MPO) public involvement plan.
- FDOT, the Regional Workforce Development Board, and the MPO must be advised of all public meetings where the TDP is presented and discussed, and these entities must be given the opportunity to review and comment on the TDP during the development of the mission, goals, objectives, alternatives, and ten-year implementation program.
- Estimation of the community's demand for transit service (10-year annual projections) using the planning tools provided by FDOT or a demand estimation technique approved by FDOT.
- Consistency with the approved local government comprehensive plans and the MPO's Long Range Transportation Plans (LRTP).

An additional requirement for the TDP was added by the Florida Legislature in 2007 when it adopted House Bill 985. This legislation amended Section 341.071 of the Florida Statutes (FS), requiring transit agencies to "… specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." FDOT subsequently issued guidance requiring the TDP and each annual update to include a one-to two-page summary report on the farebox recovery ratio, and strategies implemented and planned to improve it (provided in Appendix A of this plan).

PSTA's 2016-2025 TDP meets the requirement for a major TDP update in accordance with Rule 14-73.001 – Public Transit, Florida Administrative Code (F.A.C.).

Section 2
MISSION, GOALS, AND STRATEGIES

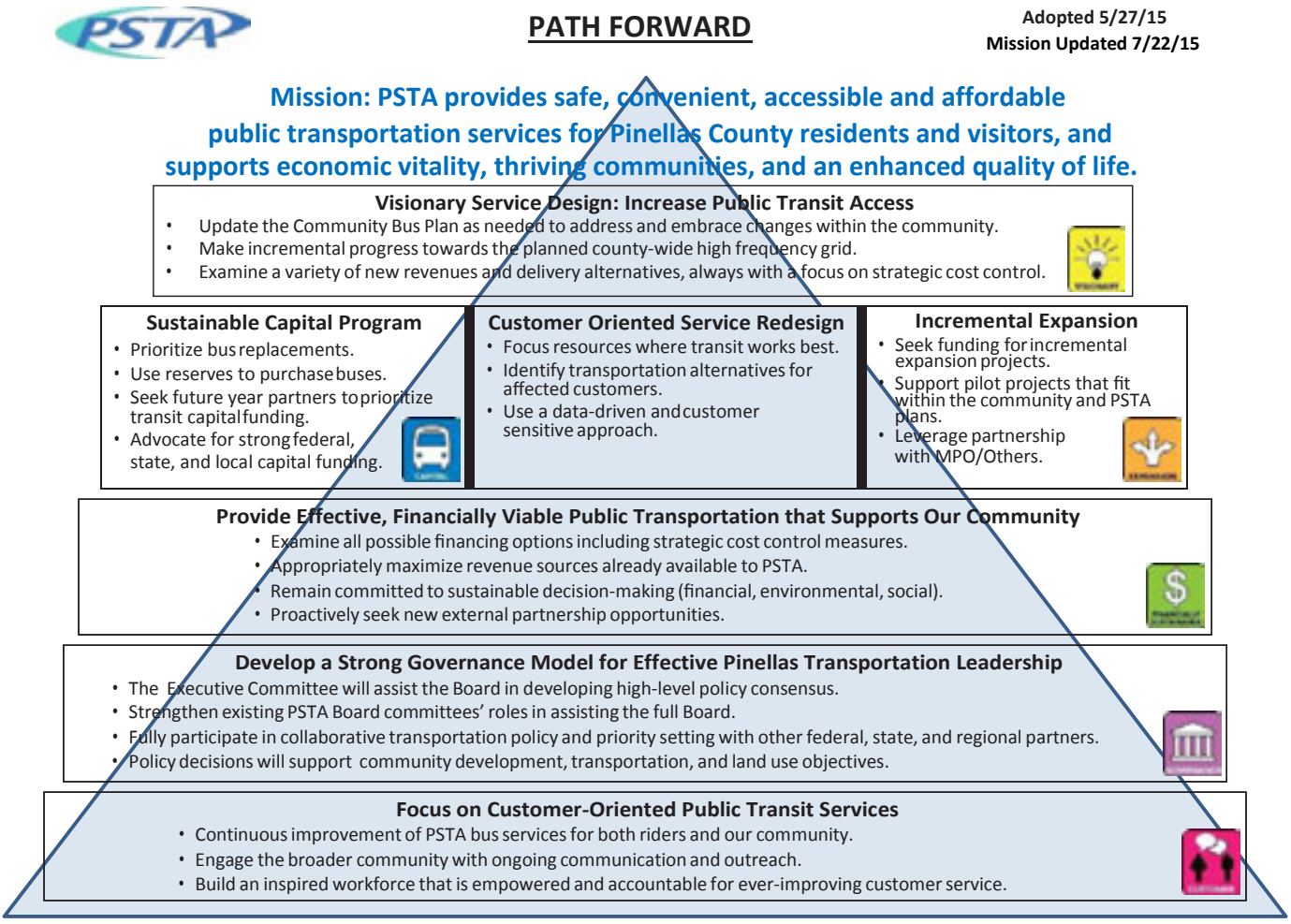
PSTA MISSION

PSTA's mission is to provide safe, convenient, accessible and affordable public transportation services for Pinellas County residents and visitors, and to support economic vitality, thriving communities, and an enhanced quality of life.

PSTA'S STRATEGIC PLAN AND GOALS

In May 2015, PSTA adopted a strategic direction shown in Figure 2-1 that supports PSTA's mission and will be used to guide operations, planning, and implementation of improvements to the public transportation system in Pinellas County.

Figure 2-1: PSTA Path Forward



This strategic plan includes both short- and long-term goals and strategies to achieve each goal, as listed below:

1. **Provide customer-oriented public transit services.**
   - *Strategy 1*: Continuously improve PSTA bus services for both riders and the community.
   - *Strategy 2*: Engage the broader community with ongoing communication and outreach.
   - *Strategy 3*: Build an inspired workforce that is empowered and accountable for ever-improving customer service.
2. **Develop a strong governance model for effective public transportation leadership.**
   - *Strategy 1*: With assistance from the Executive Committee, develop high-level policy consensus.
   - *Strategy 2*: Strengthen existing PSTA Board Committees' roles in assisting the full Board.
   - *Strategy 3*: Fully participate in collaborative transportation policy and priority setting with other federal, state, and regional partners.
   - *Strategy 4*: Make policy decisions that support community development, transportation, and land use objectives.
3. **Provide effective, financially viable public transportation that supports our community.**
   - *Strategy 1*: Examine all possible financing options including strategic cost control measures.
   - *Strategy 2*: Appropriately maximize revenue sources already available to PSTA.
   - *Strategy 3:* Remain committed to sustainable decision making (financial, environmental, and social).
   - *Strategy 4*: Proactively seek new external partnership opportunities.
4. **Develop a sustainable capital program.**
   - *Strategy 1*: Prioritize bus replacements.
   - *Strategy 2*: Use reserves to purchase buses if needed.
   - *Strategy 3*: Seek partners to prioritize transit capital funding.
   - *Strategy 4*: Advocate for strong federal, state, and local capital funding.
5. **Implement customer-oriented service redesign.**
   - *Strategy 1:* Focus resources where transit works best.
   - *Strategy 2*: Identify transportation alternatives for affected customers.
   - *Strategy 3*: Use a data-driven and customer sensitive approach.
6. **Incrementally expand transit service.**
   - *Strategy 1*: Seek funding for incremental expansion projects.
   - *Strategy 2:* Support pilot projects that fit within the community and PSTA plans.
   - *Strategy 3:* Leverage partnership with the Pinellas MPO and others.
7. **Increase public transit access.**
   - *Strategy 1*: Update the Community Bus Plan as needed to address and embrace changes within the community.
   - *Strategy 2*: Make incremental progress toward the planned county-wide high frequency grid network.
   - *Strategy 3*: Examine a variety of new revenues and delivery alternatives, always with a focus on strategic cost control.

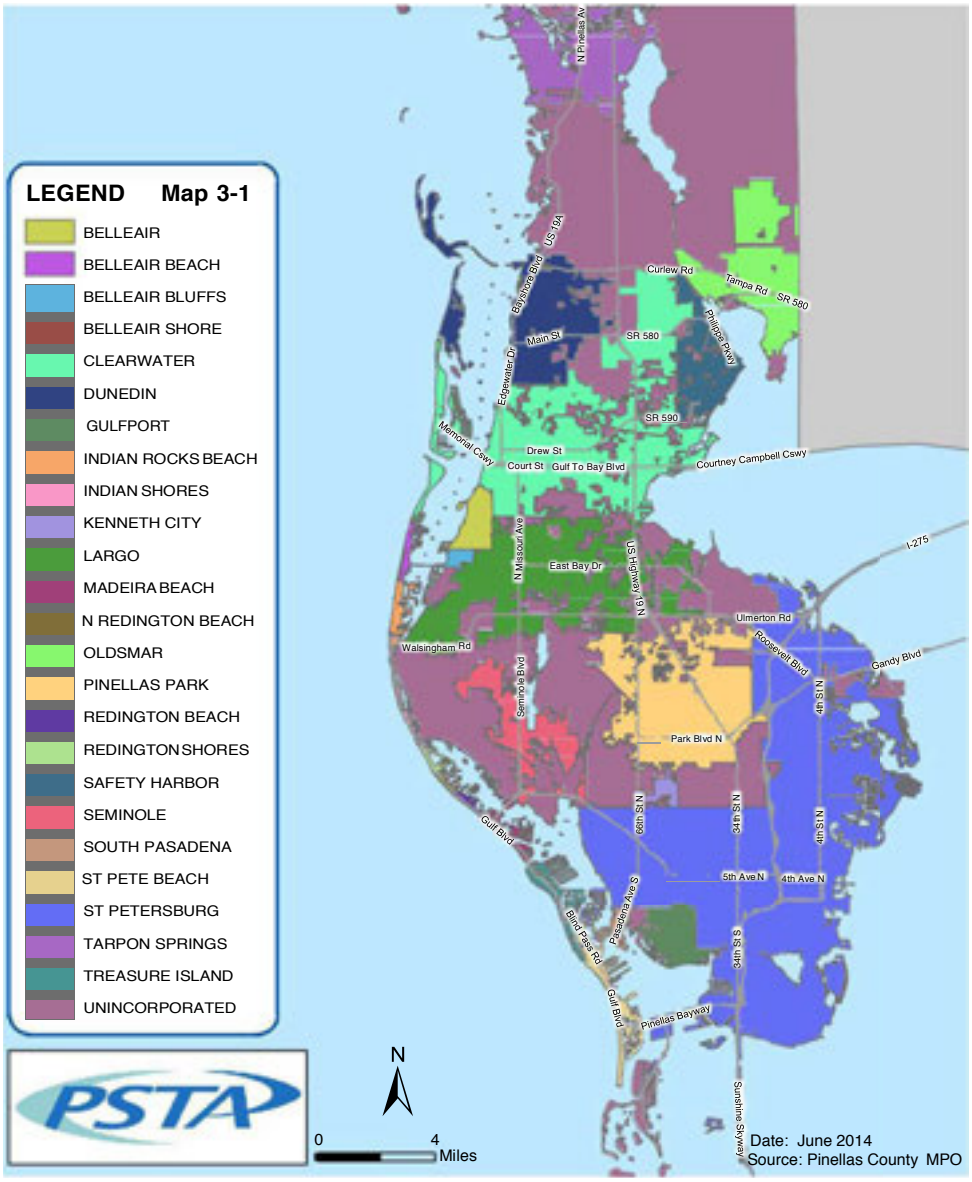
Section 3

Study Area Conditions and Demographic Characteristics

SERVICE AREA DESCRIPTION

Located on the west coast of Florida, Pinellas County is an urban county with the highest population density in the State of Florida. Pinellas County is comprised of 24 municipalities, the largest of which are the cities of St. Petersburg and Clearwater. Approximately 30 percent of the county's total population lives in unincorporated Pinellas County. According to the 2010 Census, the county has a total area of 608 square miles, with 280 square miles of land and 328 square miles of water. Map 3-1 illustrates the municipalities and unincorporated areas of Pinellas County.

Map 3-1: Municipalities and Unincorporated Areas of Pinellas County

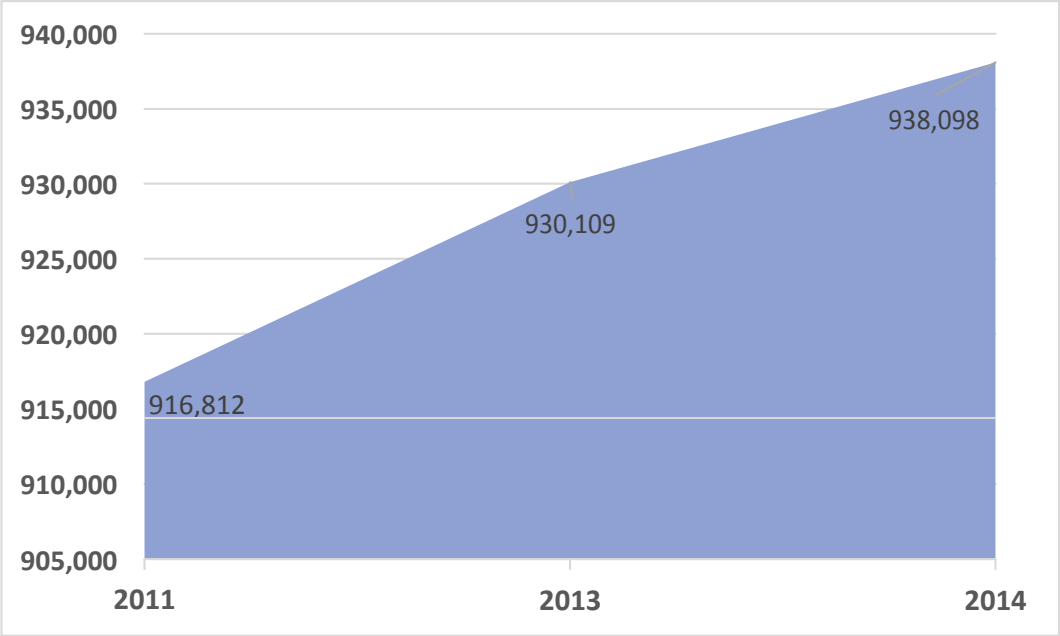


Population

The estimated population of Pinellas County was 938,098 in 2014. As shown in Figure 3-1 below, Pinellas County has experienced relatively slow population growth since 2010. The Pinellas County MPO prepared population projections as part of its LRTP development that anticipate continued slower population growth to 980,448 by 2040.

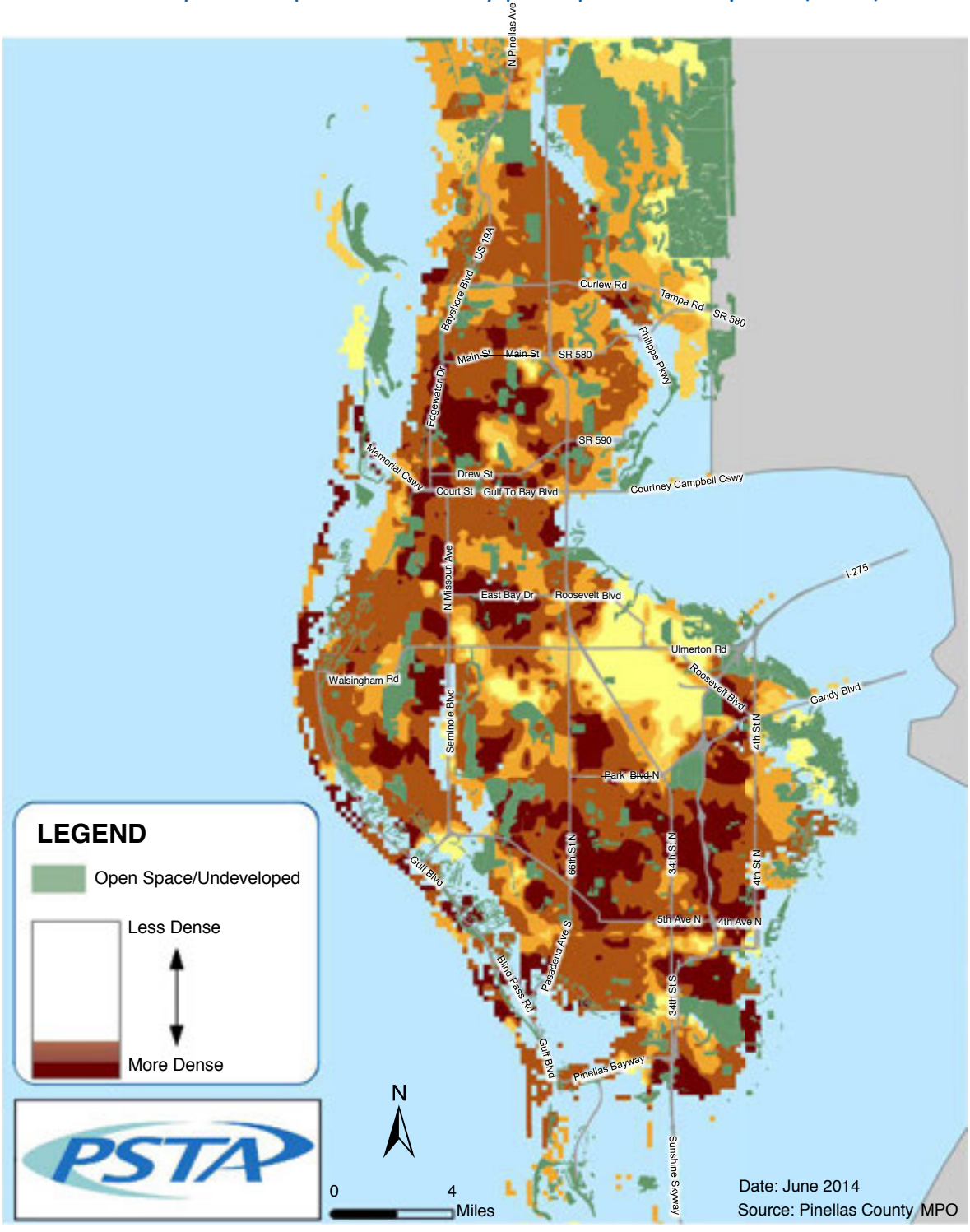
Pinellas County has the highest population density of all counties in Florida. With the second smallest land area (280 square miles) and the sixth highest population 916,542 in 2010, the resulting countywide population density is 3,273 persons per square mile. Map 3-2 shows the number of persons per square mile by TAZ in Pinellas County for the year 2010, while Map 3-3 shows the projected population density by TAZ for 2020. As absolute population (Figure 3-1) increases, the population density remains comparatively stable for most of the TAZs from 2010 to 2020 (Map 3-2 and 3-3).

Figure 3-1 Overall Population Growth in Pinellas County

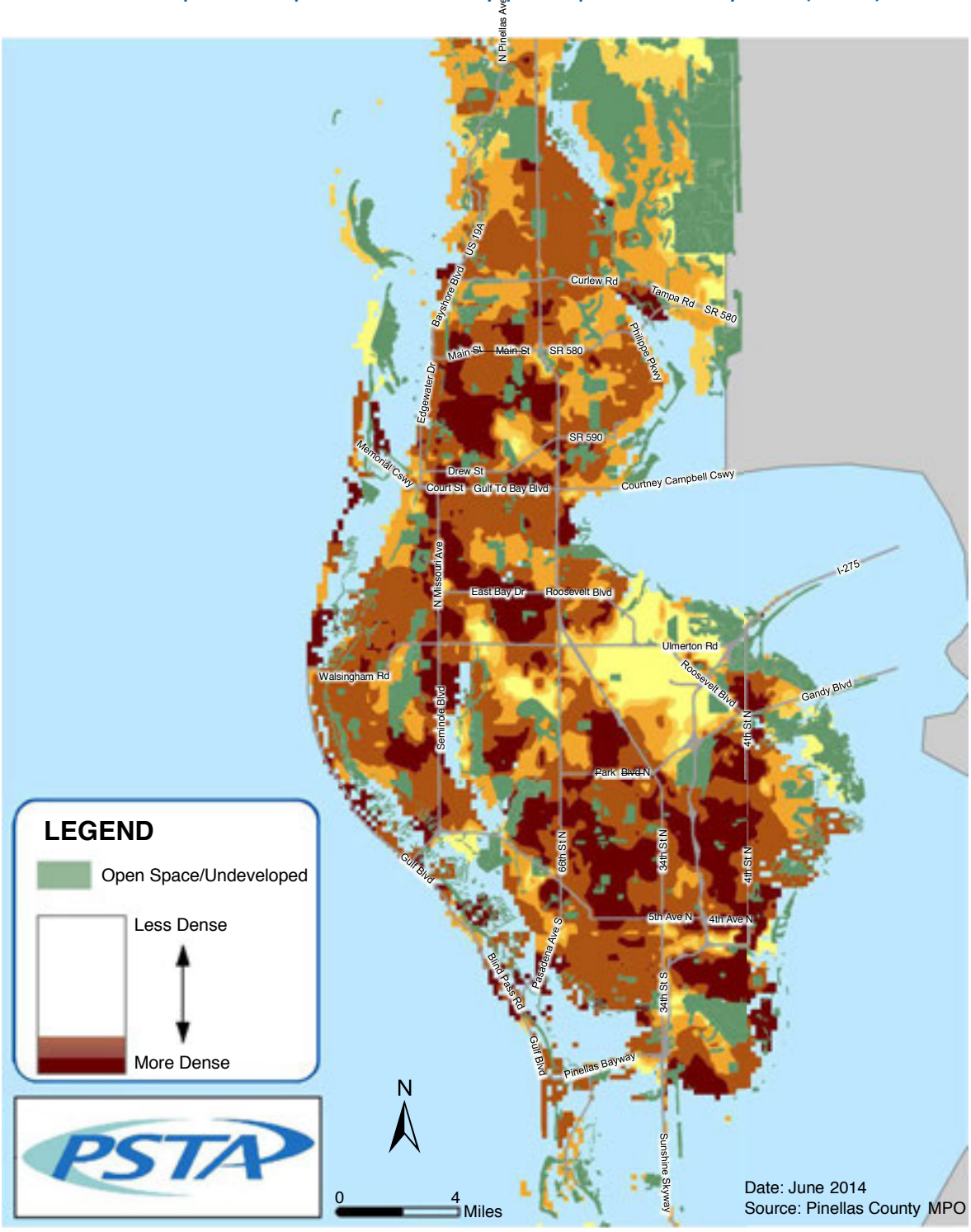


Source: US Census Bureau

Map 3-2: Population Density per Square Mile by TAZ (2010)



Map 3-3: Population Density per Square Mile by TAZ (2020)



A review of key US Census 2010 population characteristics helped identify densities of population segments more oriented towards transit use. These include the following demographic indicators:

- Young adult population
- Minority population
- Low-income population
- Senior population
- Youth population
- Zero-vehicle households

Young Adult Population

This group includes people between the ages of 18 and 24, representing 7.3 percent of Pinellas County's population in the 2010 US Census. Young adults typically have lower levels of income and are much less likely to own their own vehicle, making them more likely to seek alternative means for personal mobility. For students in this age group, limited on-campus parking and transit pass programs can also be used to incentivize transit use. The highest densities of young adult populations are present around downtown St. Petersburg in the area of the University of South Florida-St. Petersburg. Higher densities are also present in the tracts around Eckerd College.

Minority Population

The segment of the population identified as a racial minority in the US Census was used in this analysis. In Pinellas County, 23.1 percent of residents were listed as a racial minority in the 2010 US Census. Title VI of the federal Civil Rights Act of 1964 requires that transit agencies as recipients of Federal financial assistance take into consideration the needs of minority and low-income communities when planning service. Pinellas County's minority population is represented in the greatest densities in the southern portions of St. Petersburg. Densities are also greater around downtown Clearwater relative to the County as a whole.

Low-Income Population

People with an annual income at or below the Federal poverty threshold are in this category. In Pinellas County, 13.1 percent of residents fell into this category in the 2008-2012 American Community Survey (ACS) five-year estimates conducted by the US Census Bureau. This segment of the population is among the most likely to be dependent on transit due to the high costs of private vehicle ownership. Pinellas County has low-income populations scattered throughout the County, with the greatest densities in and around the St. Petersburg and Clearwater city centers.

Senior Population

This group is defined as persons age 65 and over. In the 2010 US Census, 21.2 percent of Pinellas County residents fell into this category. Seniors are more likely to be transit-dependent due to a variety of factors ranging from a lack of willingness or inability to drive to the financial constraints imposed by a fixed income. Senior citizens are located throughout Pinellas County, with some of the greatest densities found along the barrier islands, and denser tracts scattered around the County in areas like Dunedin, Seminole, Gulfport, and Pinellas Park.

Youth Population

This demographic is defined as persons 10 to 17 years of age – 8.5 percent of the Pinellas County population in the 2010 US Census. While Pinellas County Schools provides transportation with its own bus fleet to most public schools, there may be demand within the youth segment for transit service to fundamental, charter, private schools, employment, and recreational activities. Pinellas County does not have any Census tracts that feature especially strong youth population densities.

Zero-Vehicle Households

Residents of zero vehicle households are substantially more likely to rely on public transportation for purposes of mobility than residents of households with one or more vehicles. Based on the 2010 Census, nearly 8.0 percent of the occupied dwelling units in Pinellas County did not have a vehicle available for use; the 2012 American Community Survey (ACS) estimated 8.5 percent. Households with no vehicles are considered a primary market for public transportation services. Densities of zero-vehicle households are low across Pinellas County, but slightly higher densities can be seen in downtown St. Petersburg. Notably, many of the tracts showing higher densities in Gulfport, Seminole, and Largo coincide with tracts indicating a higher density of senior citizens.

Means of Transportation to Work

In Pinellas County, most workers drive a personal vehicle to access their jobs (79.4 percent) as shown in Table 3-1. Of the remaining, 1.9 percent of workers commuted using public transportation options.

Table 3-1: Commuter Modes (2013)

Travel Mode	Percent of Workers in by Travel Mode
Car, truck, or van: Drove alone	79.4%
Car, truck, or van: Carpooled	8.4%
Public transportation	1.9%
Other travel mode	10.3%

Source: Commuting Flows by Travel Mode 5-Year ACS, 2009-2013

Employment

The unemployment rate in Pinellas County was 11.7 percent in 2010 as a result of the economic recession that started in 2007. This trend was consistent with the unemployment rates of adjacent counties and the nation as a whole. As of 2014, the Pinellas County Economic Development Organization reported the unemployment rate was 6.7 percent in Pinellas County. That unemployment rate is lower than the statewide average for Florida for the same time period (7.0 percent).

The economy in Pinellas County is primarily service-oriented, with almost 45 percent of employment falling within this category in 2014.

Other major industries include medical and biotechnology products, plastics, navigational instruments, electronic equipment, printing and publishing equipment, and industrial machinery. Table 3-2 shows the employment breakdown by major employment category for Pinellas County in 2014. The table also shows the percent by employment category in 2010 compared to 2014. Of the categories, four experienced decreases in employment, with the Agriculture, Forestry, and Fishing, Professional and Services categories experiencing increases in employment.

Table 3-2: Employment by Category

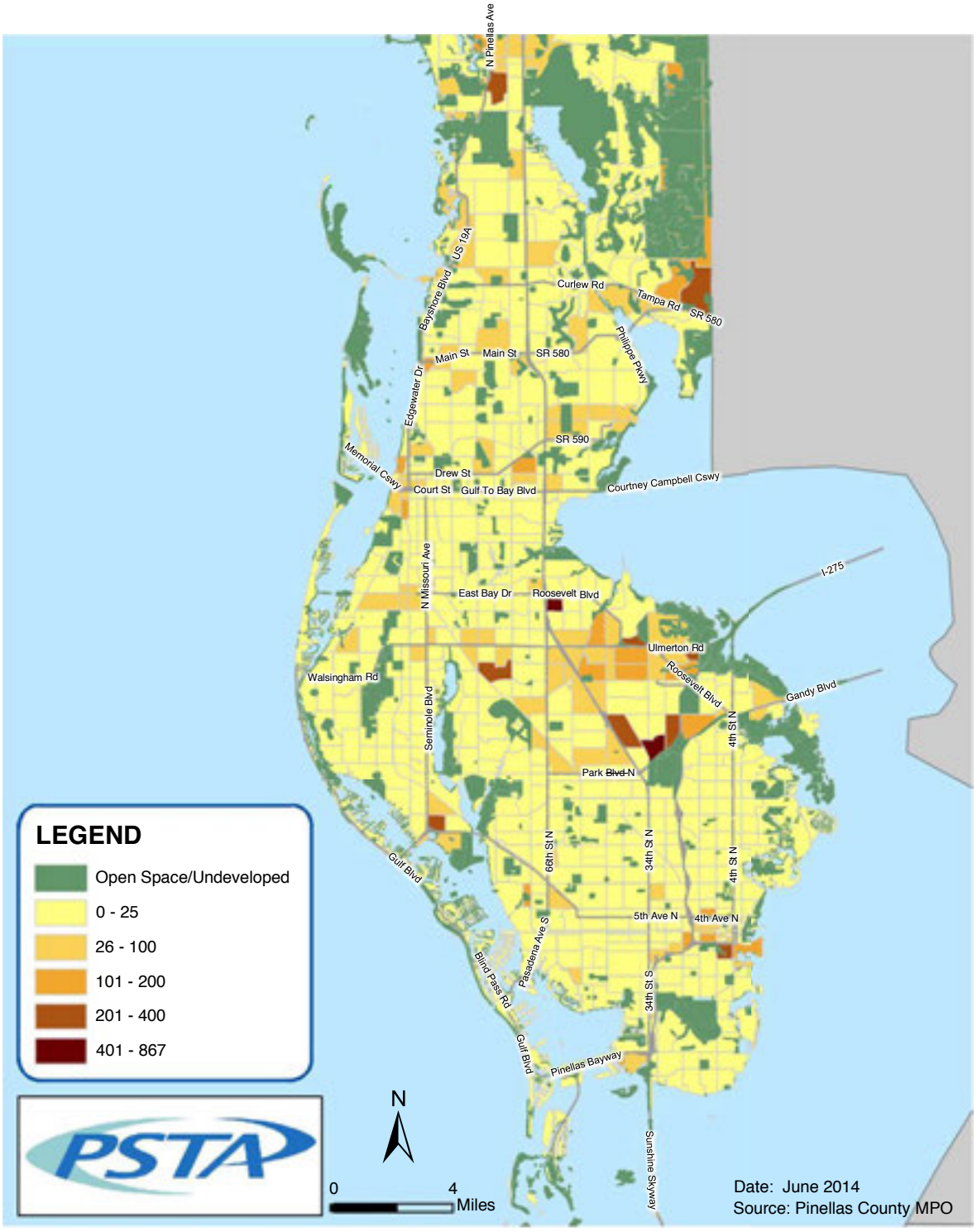
Category	Employees in 2014	% in 2014	% in 2010
Agriculture, Forestry, and Fishing	759	0.15%	0.03%
Mining, Construction, and Utilities	29,704	5.96%	6.60%
Wholesale, Transportation, Warehousing, and Manufacturing	72,909	14.63%	14.80%
Retail	57,969	11.63%	13.4%
Profesisonal	106,129	21.30%	20.5%
Services*	230,701	46.30%	44.6%
Other	104	0.02%	0.1%

Source: Pinellas County Economic Development, 2014
* Services Category for 2014 inclues Public Administration

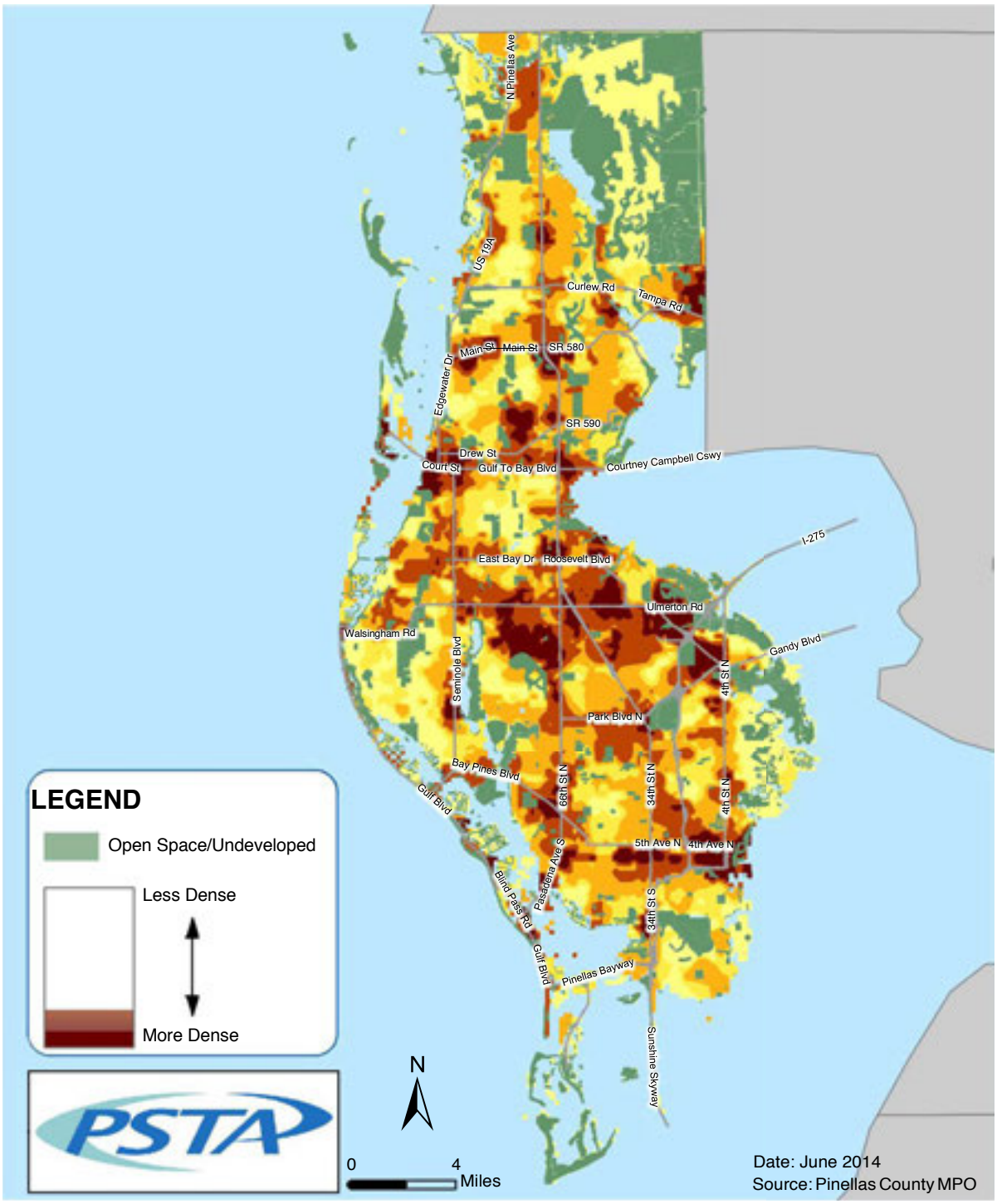
Every major employment center in Pinellas County is currently served by PSTA. The greatest employment densities in Pinellas County can be found in downtown St. Petersburg and Clearwater, as well as in the Greater Gateway area. While the Greater Gateway area has slightly lower densities and greater dispersion of population and employment than what is found in the county's downtown areas, it is home to many of the county's largest employers, with many other large employers extending inland along Ulmerton Road and Bryan Dairy Road. As of 2012, Pinellas County is home to 13 private target industry employers with over 1000 employees.

The majority of employment growth is expected to occur in the Greater Gateway Area, downtown St. Petersburg, downtown Clearwater, Tarpon Springs, and Oldsmar. Map 3-4 shows projected absolute employment growth by TAZ from 2010 to 2020 and Maps 3-5 and 3-6 show employment density by TAZ for 2010 and projected employment density by TAZ for 2020 respectively, in Pinellas County.

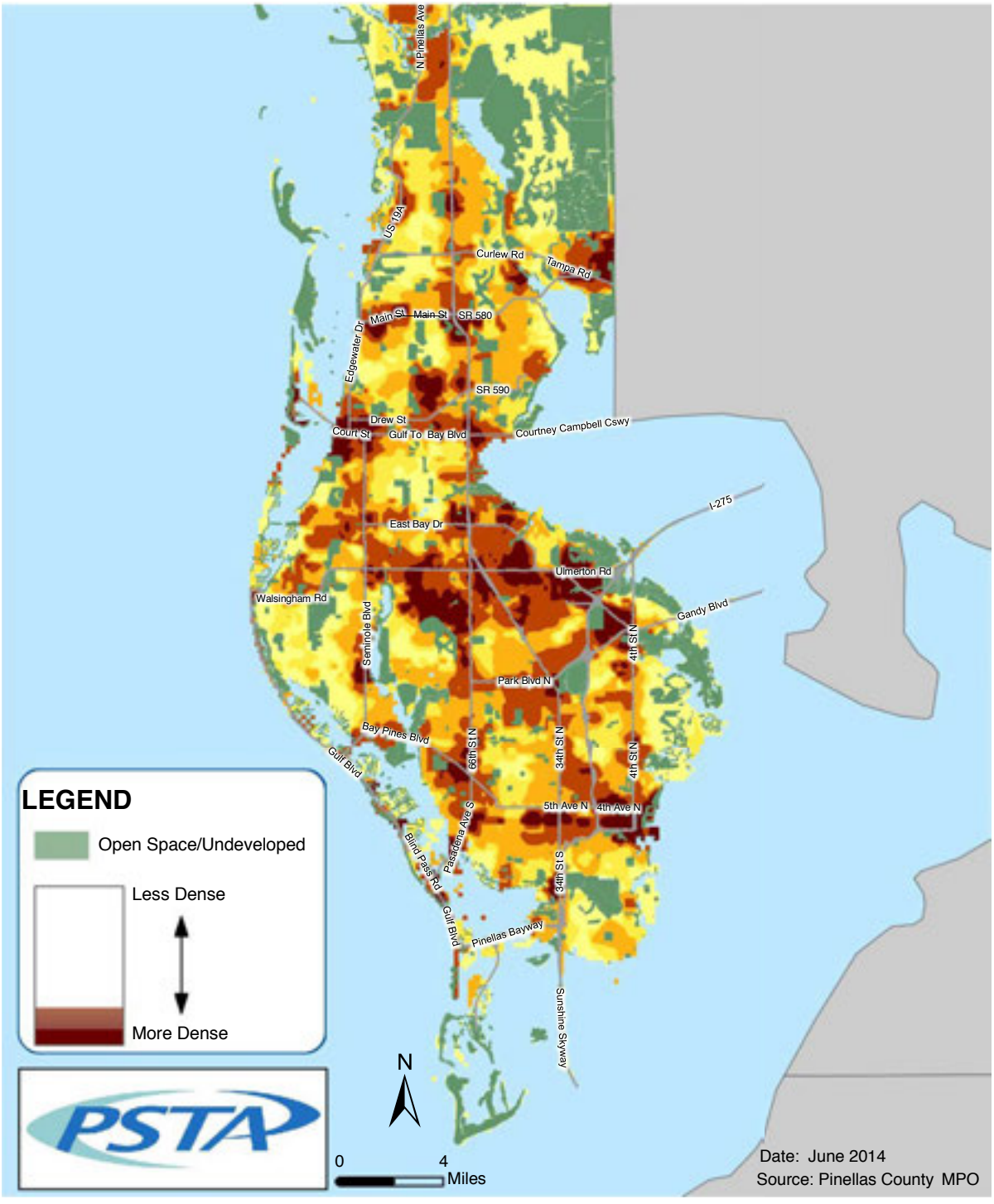
Map 3-4: Absolute Employment Growth by TAZ (2010 to 2020)



Map 3-5: Employment Density per Square Mile (2010)



Map 3-6: Employment Density per Square Mile (2020)



Transportation Disadvantaged Population

According to the 2013-2017 Pinellas County Transportation Disadvantaged Service Plan (TDSP), the total number of persons estimated to be transportation disadvantaged in Pinellas County in 2014 was 78,057. In Pinellas County, Transportation Disadvantaged is defined as low-income (at or below 150% of the Federal Poverty Level) persons with no access to an automobile. Table 3-3 provides the TD population projected through 2017.

Table 3-3: 2012-2017 Transportation Disadvantaged Population Summary

Year	Total Transportation Disadvantaged Population	Age Group	
		18 to 64 Years (Non-Elderly)	65+ Years (Elderly)
2014	78,057	33,000	45,057
2015	78,097	33,017	45,080
2016	78,135	33,033	45,102
2017	78,175	33,050	45,125

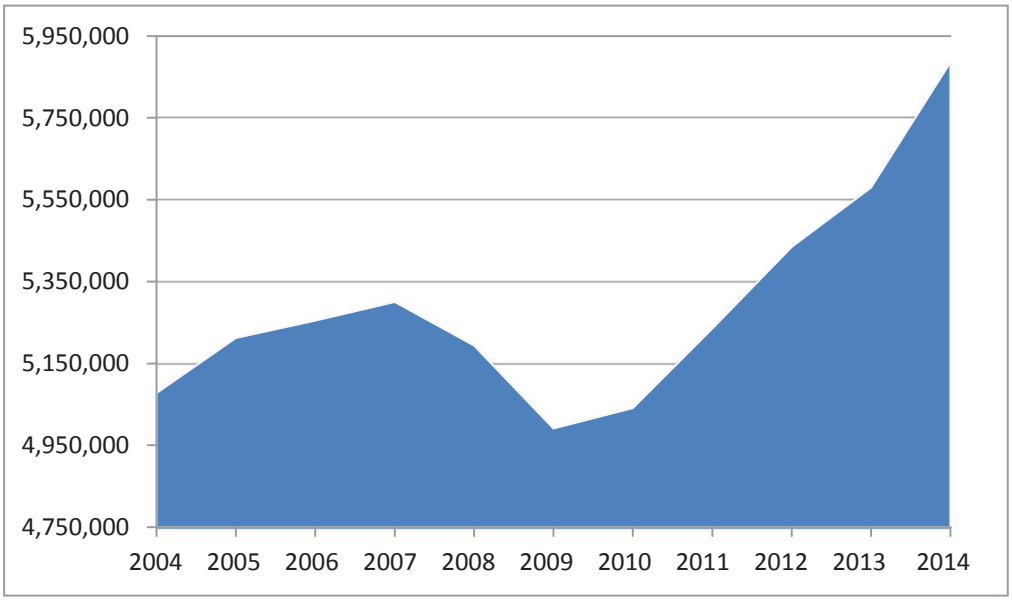
Source: Pinellas County MPO "Pinellas County Transportation Disadvantaged Service Plan 2013-2017"

Tourism

Tourism is a major economic driver for Pinellas County. The Pinellas County Convention and Visitors Bureau reports that more than 13 million people visit Pinellas County annually, including more than 5 million overnight visitors, as shown in Figure 3-3 on the following page. The County's warm climate and many beaches are key attractions, in addition to Major League Baseball's Spring Training in Clearwater and Dunedin, the Tampa Bay Rays, numerous museums, the Clearwater Marine Aquarium, and many unique Main Street communities and towns throughout the County. To serve this market and the beach communities, PSTA and partner providers offer various trolley services, including Jolley Trolley Service along the beaches north to Tarpon Springs, Jolley Trolley Safety Harbor, the Suncoast Beach Trolley, and the Central Avenue Trolley (CAT).

Figure 3-2: Trolley Service Along Clearwater Beach

Figure 3-3: Pinellas County Overnight Visitors



Source: St Petersburg/Clearwater Area Convention and Visitor's Bureau

The tourism industry is also a major employer in Pinellas County. In 2013, Pinellas County had 37,343 employees working in hotels and other lodging, eating/drinking establishments, and amusement and recreation services. Table 3-4 presents the number of hotel rooms, motel rooms, and food service establishments in Pinellas County in 2013, and its relative ranking for each among the 67 counties in Florida.

Table 3-4: 2013 Pinellas County Tourist Facilities Summary

Category	Total Number of Units	Rank in Florida Counties
Hotel Room	9,034	8th
Motel Room	10,425	3rd
Food Service Establishment*	202,761	6th

Source: Florida Statistical Abstract 2013, Bureau of Economic and Business Research, University of Florida
* Seating Capacity

Education

Colleges and Universities

Pinellas County is home to a number of institutions of higher education. St. Petersburg College is the largest, with 64,904 enrolled students across its 12 campus centers and online program. USF St. Petersburg has approximately 6,000 enrolled students, and with only 457 residential students it attracts a strong commuter student population. Also notable are Eckerd College in St. Petersburg, Stetson University College of Law in Gulfport, and Clearwater Christian College. PSTA already has UPASS programs at USF St. Petersburg, St. Petersburg College and MYcroSchool and is working to expand its program to other higher education institutions.

Figure 3-4: Students Board the Bus at USF St. Petersburg

High & Middle Schools

The Pinellas County School District has over 100,000 K-12 students enrolled across 141 schools located around the County as of the 2012-13 academic year. Although the School Board provides transportation, it is limited for students enrolled in charter schools and magnet programs. PSTA offers a discounted fare to students. As such, some high school and middle school students use public transit to get to and from school.

Medical & Social Services

PSTA serves the majority of medical facilities and social service providers, ensuring access to critical lifeline services, particularly for low-income and senior populations. Pinellas County has located offices of its Health & Human Services and Veterans Affairs in close proximity to both downtown St. Petersburg and central Clearwater, and all locations receive relatively frequent service from multiple routes. In addition, Pinellas County has many hospitals, most of which are located in downtown St. Petersburg and downtown Clearwater. Every hospital in the County receives service from at least one PSTA route.

Shopping

Pinellas County has many shopping destinations, including the two major regional malls of Westfield Countryside in Clearwater and Tyrone Square Mall in St. Petersburg. PSTA serves every large shopping center in Pinellas County, many of which double as PSTA transfer centers.

Land Use

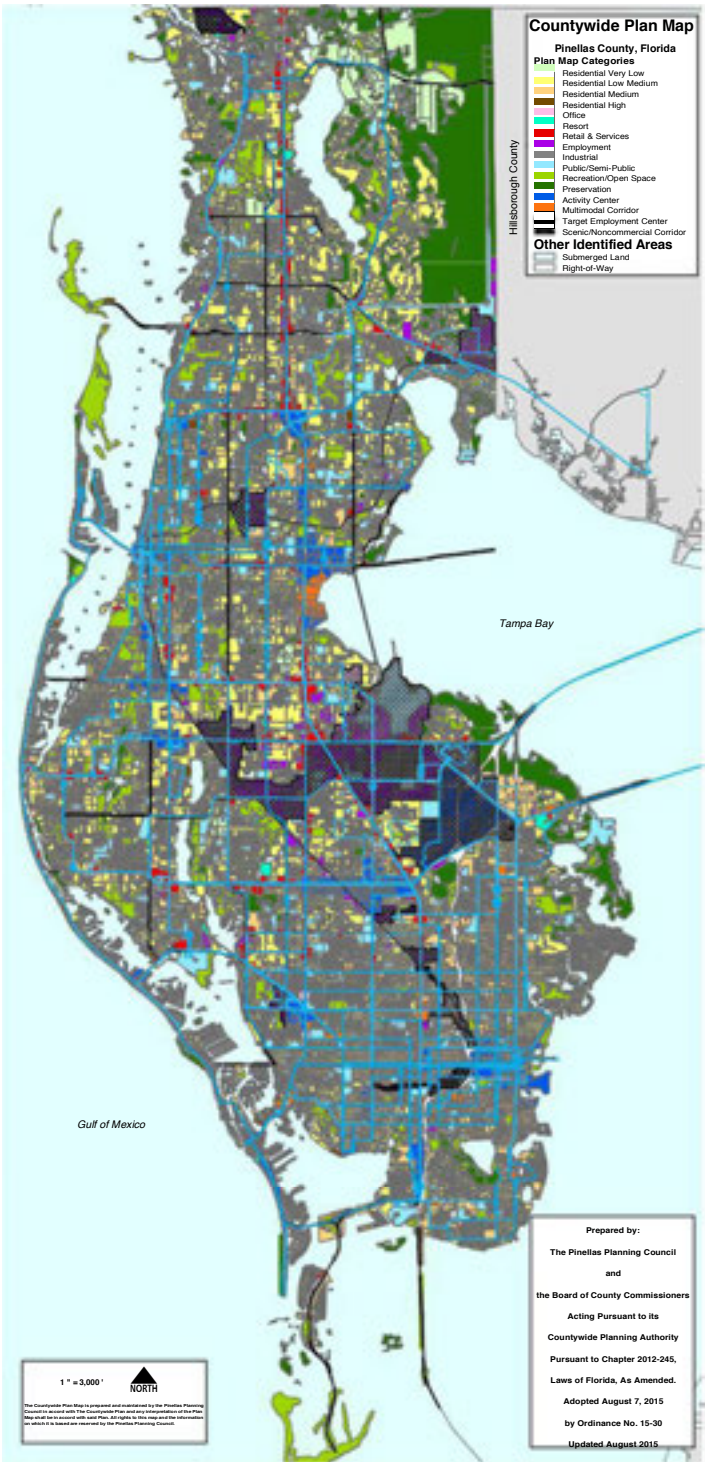
Existing Land Use

Pinellas County consists largely of low-density residential development with strip commercial development along arterial roadways. Greater densities and more commercial activity are found in and around downtown St. Petersburg, downtown Clearwater, and along Gulf Boulevard. The county also includes a number of smaller downtown areas and Main Street communities with concentrations of commercial activity. The Greater Gateway area includes the county's largest employment base and most of the county's industrial land uses. Clearwater, Oldsmar, St. Petersburg, and Tarpon Springs have smaller concentrations of industrial land.

Future Land Use

The Pinellas Planning Council (PPC) maintains the Countywide Future Land Use Map (FLUP), a regulatory map that has been adopted as part of the Countywide Plan for Pinellas County, shown in Map 3-7. The FLUP aligns land uses with transportation corridors, allowing higher intensity land uses along corridors with more transportation options. As part of the 2015 Countywide Plan update, the PPC also developed a future transit oriented vision, which recognizes the desire for additional density and intensity in activity centers and along corridors served by premium transit.

Map 3-7: Future Land Use

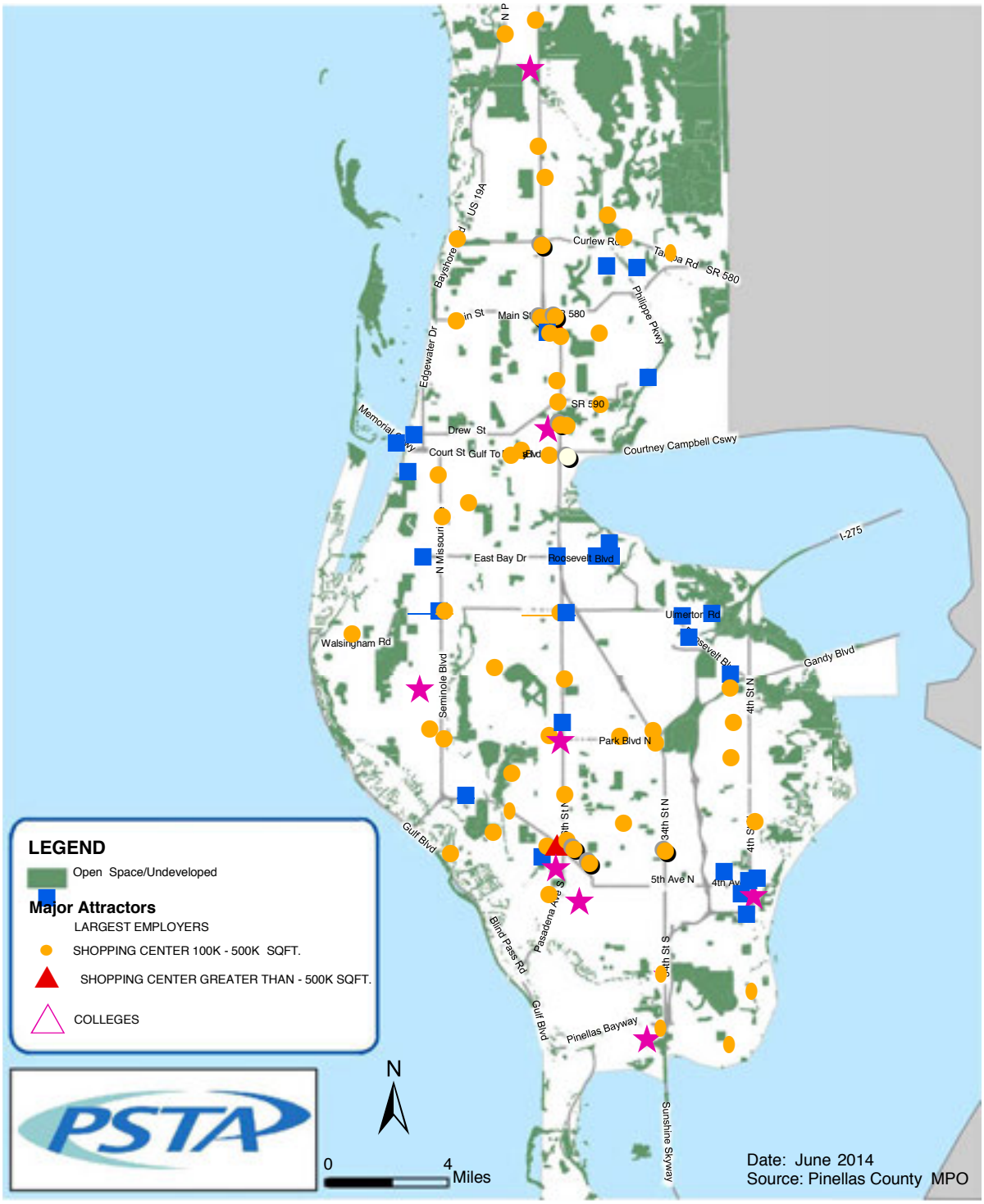


Major Trip Generators

Pinellas County includes numerous activity centers that are also major trip generators as shown in Map 3-8. Other major trip generators include medical facilities, shopping centers, major employers, government offices, and colleges located outside of an activity center as shown in the map. Special generators include Tropicana Field and the Clearwater/St. Petersburg Airport. PSTA serves all the major activity centers in Pinellas County as shown in Map 3-8.

Map 3-8: Pinellas County Activity Centers

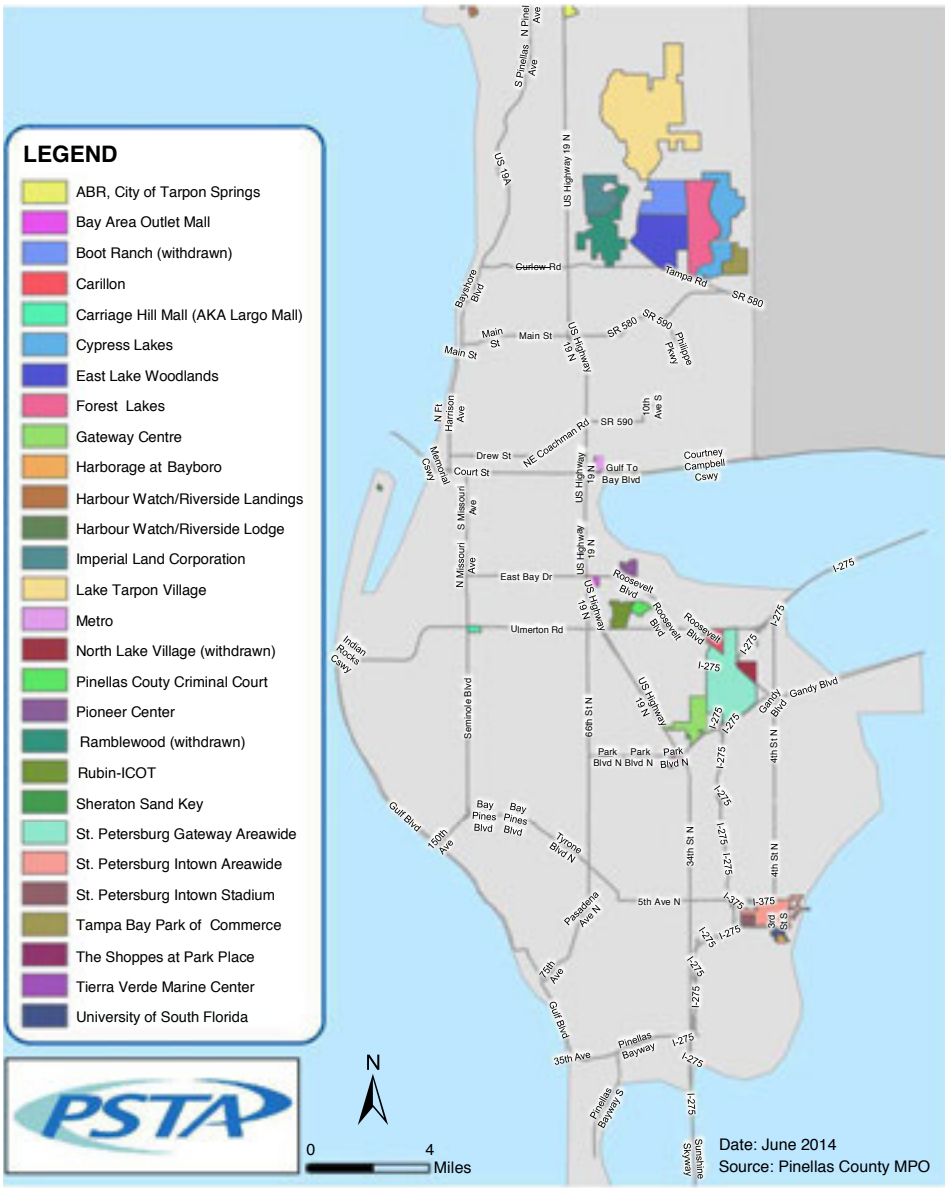
Map 3-9: Major Trip Attractors in Pinellas County



Developments of Regional Impact

Pinellas County includes a number of large, multi-use Developments of Regional Impact (DRIs) as shown in Map 3-10. DRI's may require concessions for public transit as part of their development agreements. One such project is the Shoppes at Park Place which provides a transfer facility to PSTA to allow passengers to transfer in a safe area. PSTA is currently developing a transfer facility at the Largo Commons Mall, which is a requirement from the City of Largo for the DRI.

Map 3-10: DRI Coverage



Commuting Patterns

The majority of Pinellas County residents live and work in Pinellas County, with 86.7 percent of residents in the workforce remaining within the county for work. Of the remaining 13.3 percent, 10.5 percent commute to Hillsborough County, 1.3 percent commute to Pasco County, and 1.7 percent commute to other counties, as shown in Table 3-5.

Of the workforce in Pinellas County, 15.9 percent commute in from other counties as shown in Table 3-6. This indicates that a strong inter-county transportation network is important to the economic prosperity of the county and region. Hillsborough Area Regional Transit (HART) and Pasco County Public Transit (PCPT) provide regional transit connections and commuter services to Hillsborough and Pasco counties. Table 3-5 summarizes the county of work for workers residing in Pinellas County, while Table 3-6 reflects the number of people commuting to Pinellas County from neighboring counties.

Table 3-5: County of Work for Workers Residing in Pinellas County, 2013

County of Residence		County of Work							
		Pinellas	Hillsborough	Pasco	Hernando	Manatee	Sarasota	Other	
Pinellas County (2013)	# of Workers	348,589	42,358	5,399	344	1,656	737	3,023	402,106
	% Distribution	86.7%	10.5%	1.3%	0.1%	0.4%	0.2%	0.8%	100%

Source: 2009- 2013 5-Year American Community Survey Commuting Flows
Note: Data represent number of workers 16 years and over in the commuter flow

Table 3-6: Commuting from Neighboring Counties to Pinellas County, 2013

County of Work		County of Residence							
		Pinellas	Hillsborough	Pasco	Hernando	Manatee	Sarasota	Other	Total
Pinellas County (2013)	# of Workers	348,589	32,626	23,142	2,581	3,929	598	1,983	414,366
	% Distribution	84.1%	7.9%	5.6%	0.6%	0.9%	0.1%	0.5%	100.0%

Source: 2009- 2013 5-Year American Community Survey Commuting Flows
Note: Data represent number of workers 16 years and over in the commuter flow

Roadway Conditions

Pinellas County's roadway system includes several primary north-south roads connected by a system of east-west roadways. The major north-south roadways are Alternate US 19, Seminole/Missouri Boulevard, Starkey/Keene Road, US 19 and McMullen Booth/East Lake Road. Primary east-west routes are 22nd Avenue South, Central Avenue, 22nd Avenue North, Park/Gandy Boulevard, Bryan Dairy Road, Ulmerton Road, East Bay Drive, Gulf-to-Bay Boulevard, Drew Street, Sunset Point Road, SR 580, Tampa Road, and Keystone Road. PSTA provides service on most of these roadways.

Southern Pinellas County consists of a more traditional grid system , which allows for more direct and efficient transit service delivery. Northern Pinellas County consists of more suburban development with arterial roads providing access to subdivisions that have limited connections to the road network and are harder to serve with transit.

Roadway Level of Service

The MPO publishes a Roadway Level of Service (LOS) Report on an annual basis. According to the data provided in the 2012 Roadway LOS Report, the Vehicle Miles of Travel (VMT) for 2012 was 13,800,000. Map 3-11 shows roadway segments that are currently operating at a LOS of E or F and where PSTA routes operate relative to these segments. Of the 587 roadway miles included in the Pinellas County major road network, 11.5 percent, or 67.7 roadway miles, are reported as over capacity. Figures 3-5 through 3-8 illustrate the countywide aggregate trends in annual average daily traffic, vehicle miles traveled, percentage of roadways operating over capacity, and the volume/capacity ratio in Pinellas County between 2011 and 2013.

Overall, the road system in the county supports public transit delivery, however congested roads will still have impacts on transit service reliability.

Map 3-11: Roadway Level of Service

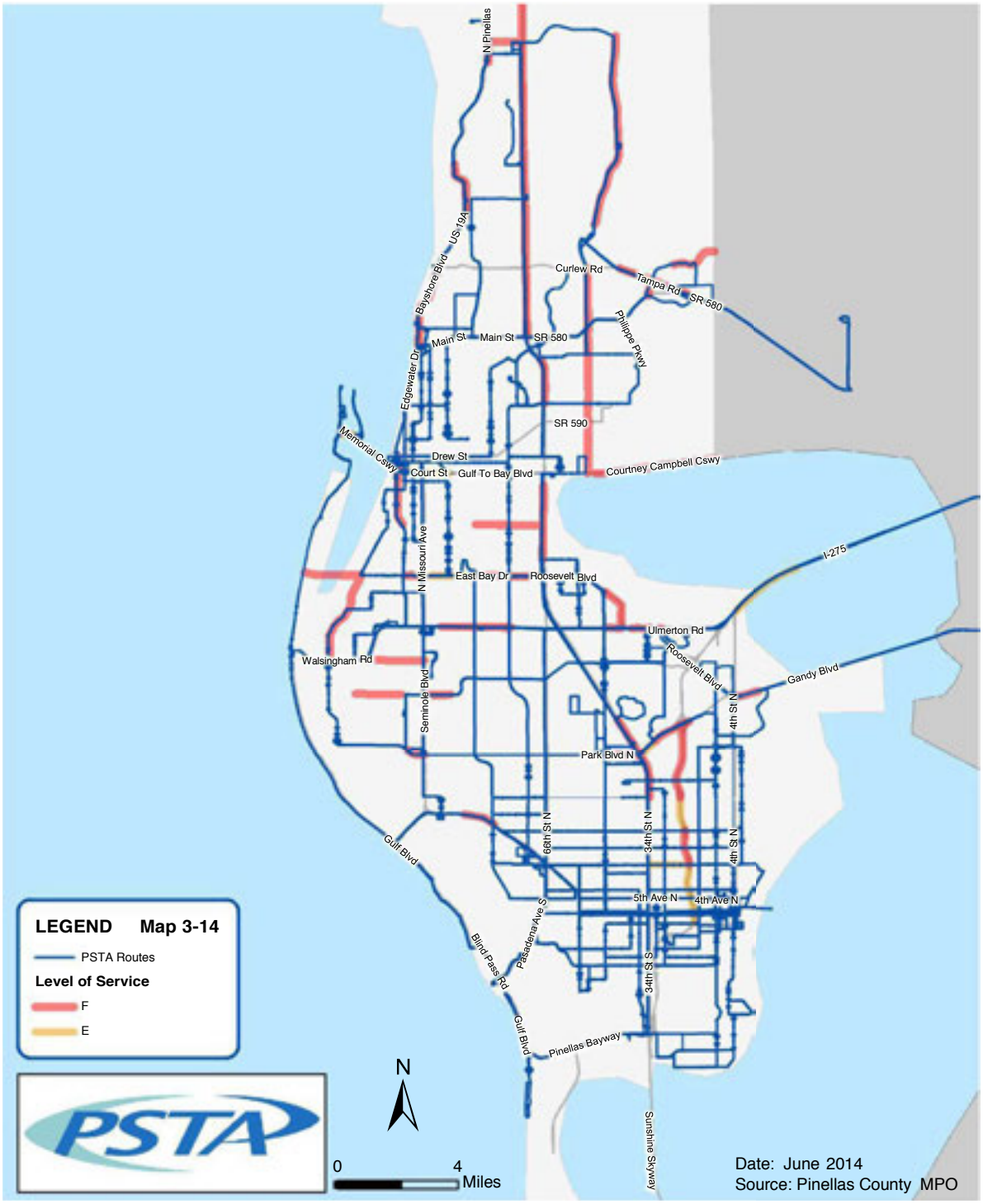
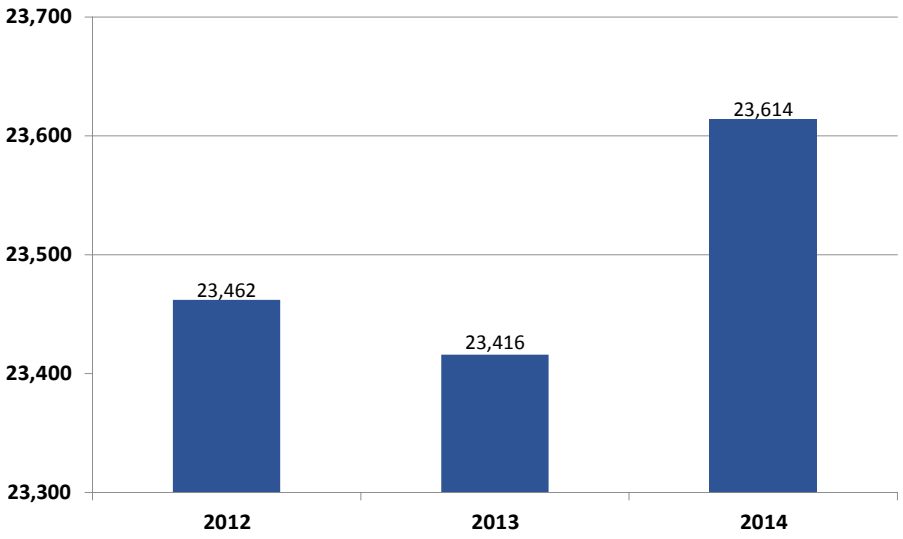
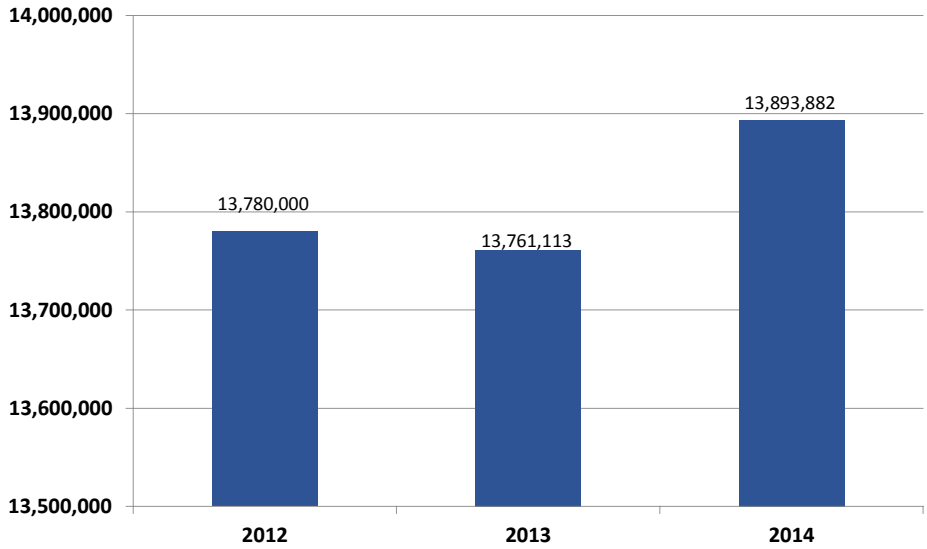


Figure 3-5: Annual Average Daily Traffic (AADT)



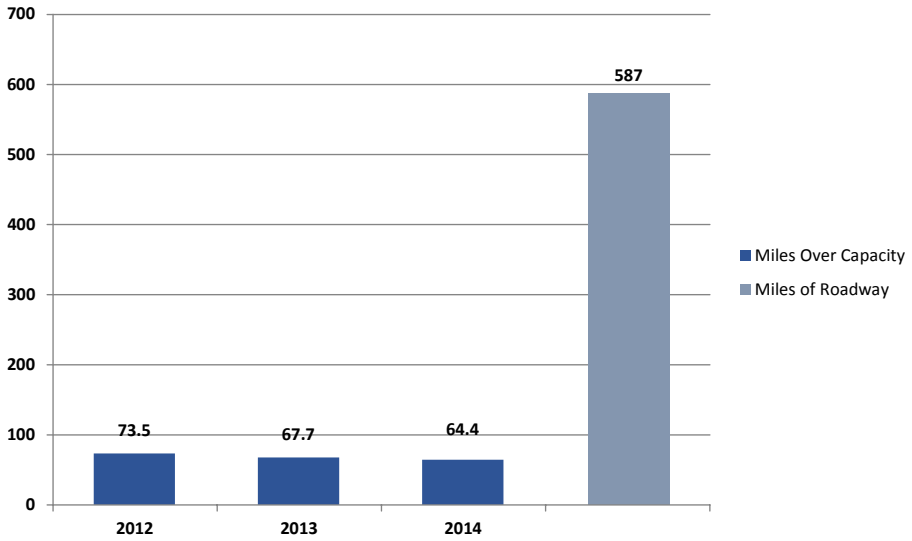
Source: Pinellas County MPO Level of Service Report
(http://www.pinellascounty.org/MPO/los-crash/LOSFinalReport.pdf)

Figure 3-6: Vehicle Miles Traveled (VMT)



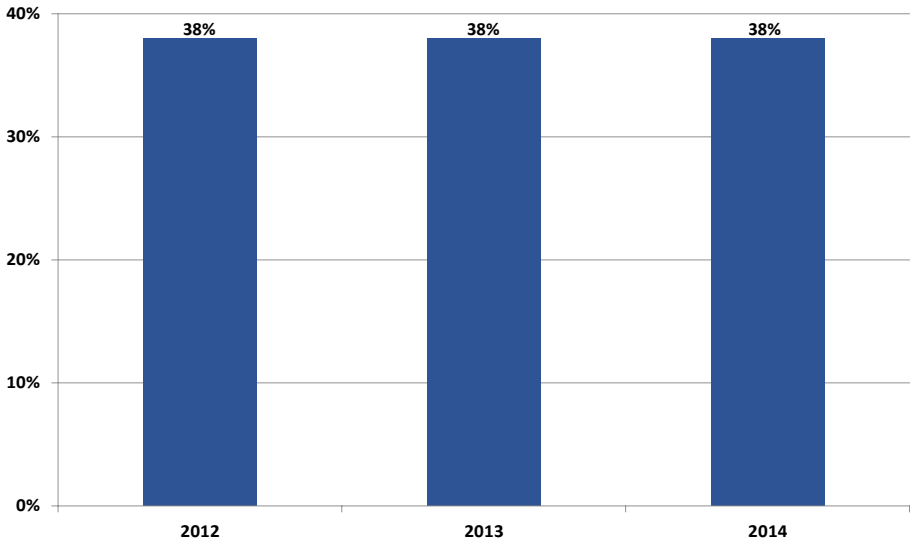
Source: Pinellas County MPO Level of Service Report
(http://www.pinellascounty.org/MPO/los-crash/LOSFinalReport.pdf)

Figure 3-7: Roadways Above Capacity



Source: Pinellas County MPO Level of Service Report
(http://www.pinellascounty.org/MPO/los-crash/LOSFinalReport.pdf)

Figure 3-8: Volume/Capacity (VC) Ratio

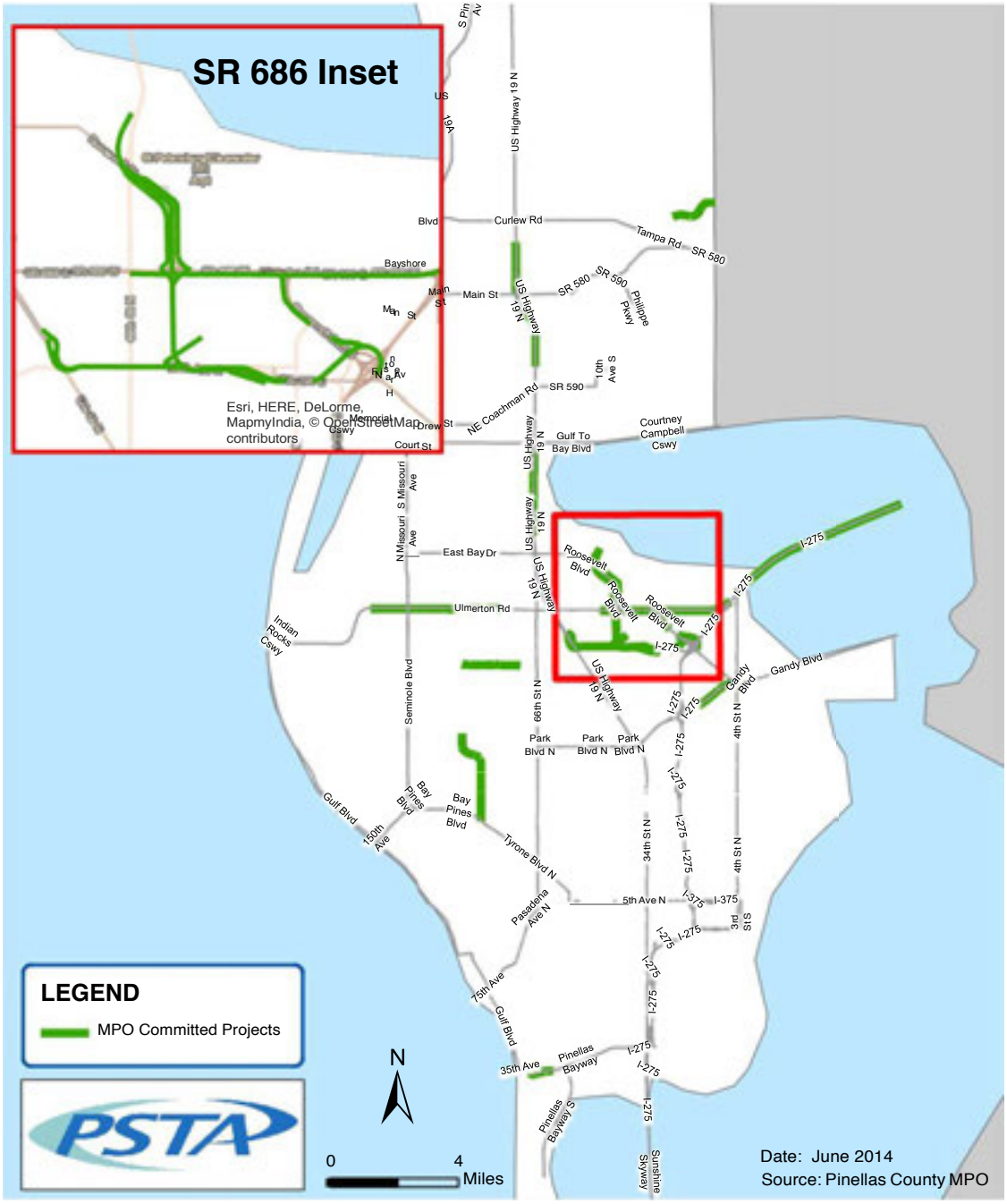


Source: Pinellas County MPO Level of Service Report
(http://www.pinellascounty.org/MPO/los-crash/LOSFinalReport.pdf)

MPO Committed Roadway Projects

The 2040 LRTP contains a list of committed roadway projects, many of which are aimed at improving over capacity roadways. Committed roadway projects have funds programmed in the five-year Transportation Improvement Program. Map 3-12 displays the MPO committed roadway projects for the 2040 LRTP.

Map 3-12: MPO Committed Roadway Projects



Automated Vehicle Technologies

FDOT is working to create a framework for deployment of automated vehicle technologies on public roadways through the Florida Automated Vehicles (FAV) Initiative. According to the FAV, automated vehicles include both autonomous and connected vehicle technologies. An autonomous vehicle (AV) is any vehicle equipped with advanced sensors (radar, LIDAR, cameras, etc.) and computing abilities to perceive its surroundings and activate steering, braking, and acceleration without operator input. Connected vehicles (CV) employ vehicle-to-vehicle (V2V) and vehicle-to-infrastructure (V2I) communication to provide real-time warnings to a human driver to help them avoid crashes. Additional information can include traffic signal status, traffic congestion and construction warnings, as well as impending severe weather events. Both technologies have the potential to improve safety and efficiency of our transportation system in Florida since over 90 percent of traffic crashes are due to human error. CV technologies can also allow back office systems such as the traffic signal control system to react to real-time information from the vehicle.

Public transportation agencies throughout Florida, including PSTA, have been partnering with FDOT to test various technologies. In addition, transit agencies outside of Florida are conducting automated vehicle technology demonstration projects to evaluate driver assist systems for shoulder running buses, automated docking of bus rapid transit vehicles, and crash warning and avoidance systems.

Rideshare Services

Application based rideshare services such as Uber and Lyft allow consumers to submit a trip request through their smartphones which is then routed to drivers who use their own cars to provide the trips. Taxi cab companies have also begun offering similar smartphone apps. Around the country, transit agencies are starting to partner with rideshare companies to provide first/last mile connections, feeder services, guaranteed ride home services, and transportation at times public transit is not available. PSTA is also working to develop a pilot program using ridershare services.

Sustainability Planning

The incorporation of sustainability principles into planning and operations has become more common in the public transportation industry in recent years. Sustainability is a way to make our communities more livable by integrating and balancing economic, social and environmental needs. The American Public Transportation Association (APTA) has defined what this means for public transportation agencies:

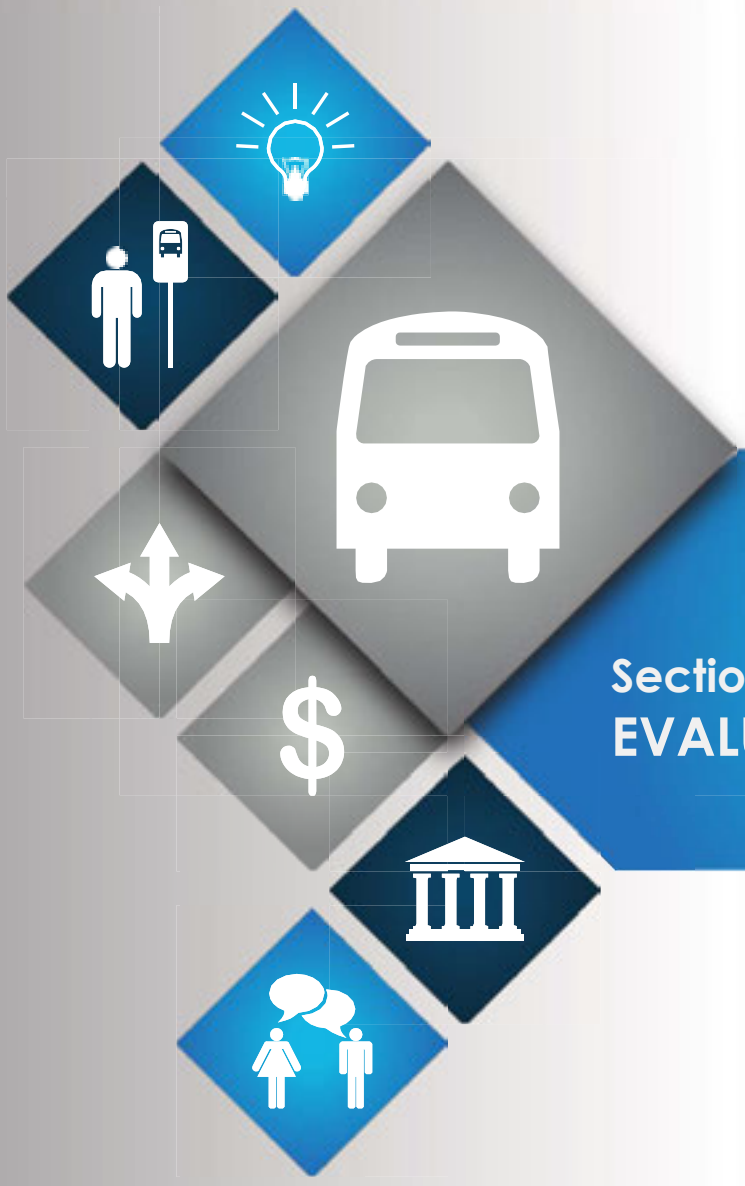
- Employing practices in design and capital construction, such as using sustainable building materials, recycled materials, and solar and other renewable energy sources to make facilities as 'green' as possible.

- Employing practices in operations and maintenance such as reducing hazardous waste, increasing fuel efficiency, adding hybrid vehicles to the bus fleet as shown in Figure 3-9, creating more efficient lighting and using energy-efficient propulsion systems.

- Employing community-based strategies to encourage land use and transit-oriented development designed to increase public transit ridership.

PSTA already has some sustainability initiatives in place but has plans to expand the sustainability program in upcoming years.

Figure 3-9: PSTA Hybrid Bus



Section 4

EVALUATION OF EXISTING SERVICE

EXISTING SERVICE

PSTA provides public transportation service to Pinellas County. The county is the smallest, yet most densely populated county in Florida with a population of 916,542 persons. PSTA serves 21 of the 24 communities in Pinellas County plus unincorporated areas. Service is not provided to Kenneth City, Belleair Beach, and Belleair Shores. PSTA's route network can be generally categorized as a hub and spoke system with four major hubs: downtown St. Petersburg, Grand Central Station, Pinellas Park, and downtown Clearwater. Map 4-1 provides an overview of PSTA service. Maps 4-2 and 4-3 illustrate the transit service population within a quarter-mile and three-quarter mile distance of the fixed route network, respectively. Additionally, each map contains a detailed table presenting the population being served within a quarter-mile or three-quarter-mile service area for 2010 and 2013.

PSTA provides public transportation service throughout Pinellas County as well as regional service to the City of Tampa and Hillsborough County. As of October 2015, the PSTA system consists of the following transit services:

- 41 bus routes including 32 Local routes, 2 directly-operated trolley routes, 3 contracted trolley routes, 2 North County Connector routes, and 2 Regional Express routes serving approximately 5,100 stops across a 243 square mile service area.

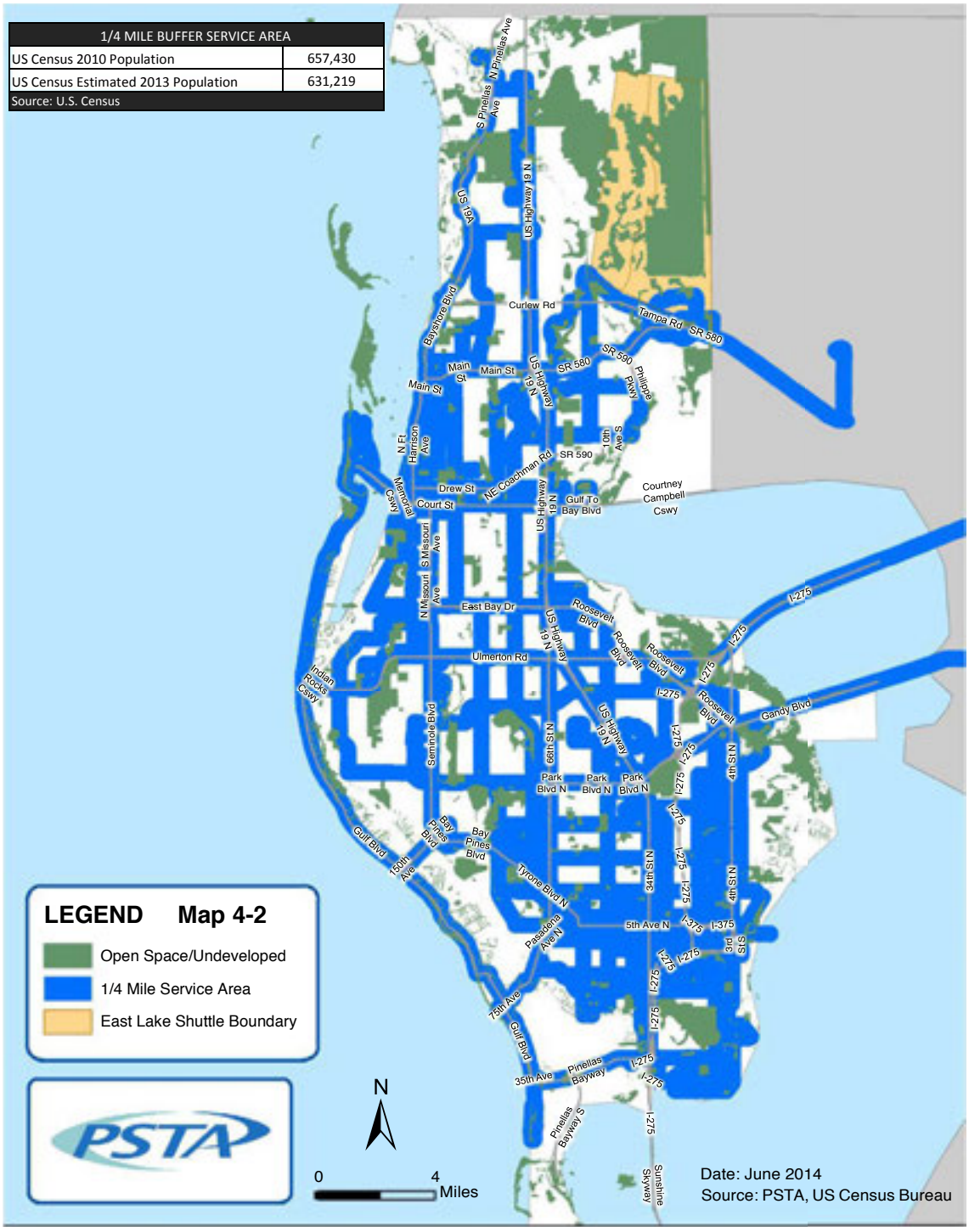
- Contracted DART paratransit service.

PSTA currently utilizes 210 fixed-route vehicles (178 peak vehicles) and operates about 616,000 annual revenue vehicle hours, supporting approximately 14.5 million annual passenger boardings.

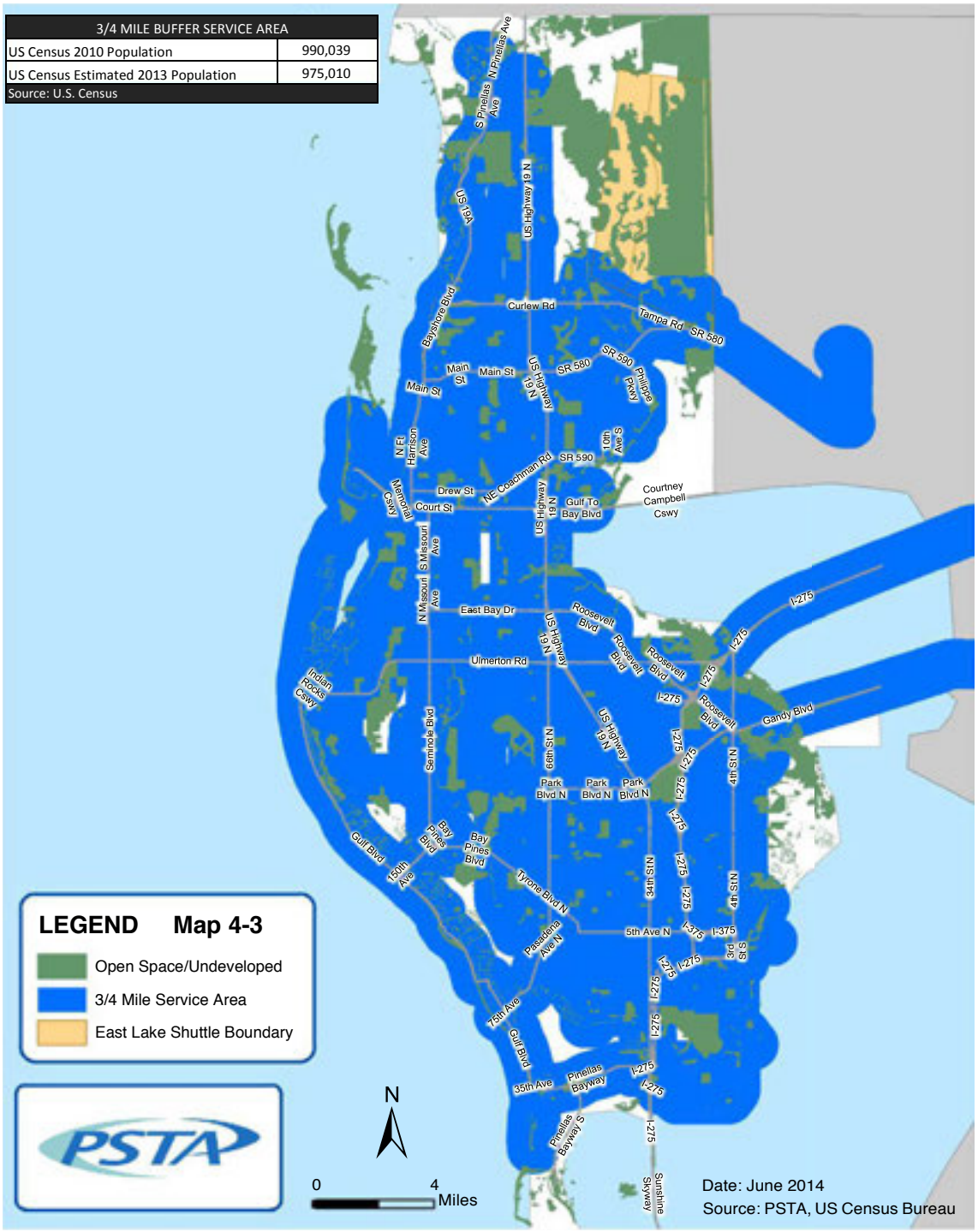
Figure 4-1: PSTA Buses at a Transfer Center

Map 4-1: PSTA Existing Service

Map 4-2: Quarter-mile Buffer Service Area



Map 4-3: Three-quarter-mile Buffer Service Area

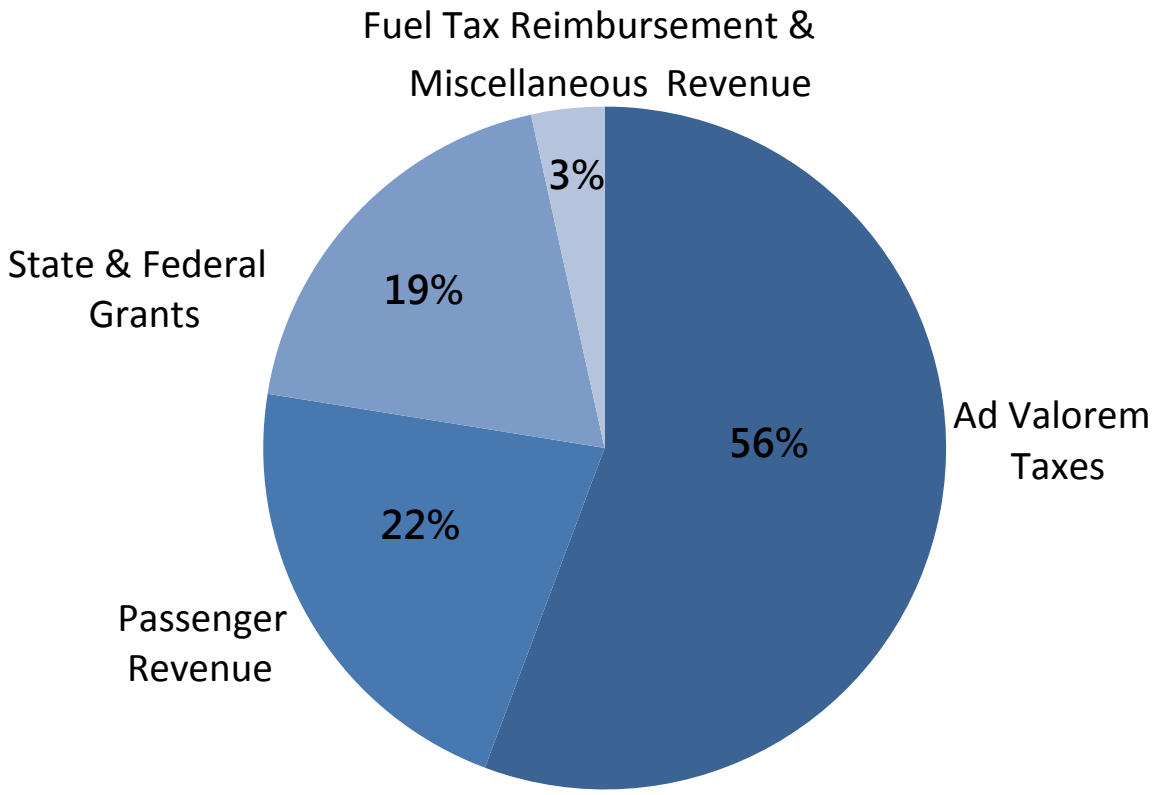


OPERATING STATISTICS

Operating Budget

The current operating budget for FY 2015/16 is $67,875,291. Of this amount, 55.7 percent is generated from ad valorem taxes from the 19 communities participating in the Authority (excluding Belleair Beach, Belleair Shores, Kenneth City, St. Pete Beach, and Treasure Island) and property within unincorporated Pinellas County. St. Pete Beach and Treasure Island, which are not part of the Authority, contract with PSTA for transit services. As shown in Figure 4-2, approximately 21.8 percent of the budget is from passenger revenues, and another 19 percent of revenue comes from state and federal grants. The remaining 3.5 percent is derived from fuel tax reimbursement and miscellaneous revenue.

Figure 4-2: FY 2015/16 Operating Budget by Revenue Source



Ridership Statistics

Table 4-1 and Figure 4-3 show PSTA fixed-route ridership from FY 2003/04 through FY 2013/14. As shown in the table and figure, ridership exceeded 13.6 million passenger trips in FY 2013/14. The FY 2013/14 system-wide average passengers per revenue hour as 22.25 and passengers per revenue mile was 1.44.

Table 4-1: Total Fixed-Route Ridership

Fiscal Year	Total Ridership	% Change From Previous Year
2003/04	9,701,063	2.20%
2004/05	10,226,584	5.80%
2005/06	11,141,770	9.00%
2006/07	11,298,669	1.40%
2007/08	12,522,319	10.80%
2008/09	11,865,604	-5.20%
2009/10	12,541,131	5.40%
2010/11	12,380,638	-1.30%
2011/12	13,713,646	10.80%
2012/13	13,491,328	0.02%
2013/14	13,614,858	0.91%
Total Change From 2004 -2014	3,913,795	28.75%

Figure 4-3: Total Fixed-Route Ridership

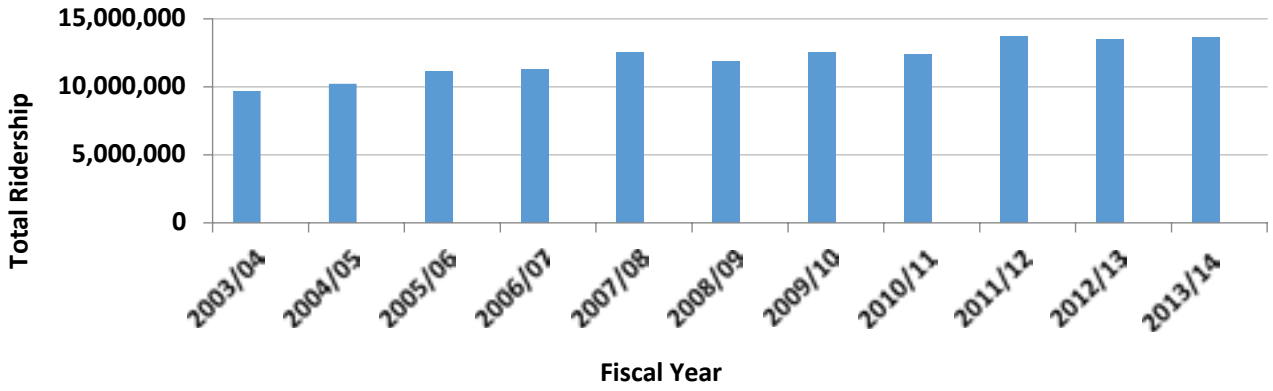


Table 4-2 shows PSTA ridership for FY 2013/14. Routes 4, 18, 19, and 52, each total more than 1 million in ridership annually. These four routes carried 42 percent of all fixed-route passengers in FY 2013/14.

Table 4-2: Ridership by Route 2013/14

ROUTE	PASSENGERS PER REV. HOUR	REVENUE HOURS	PASSENGERS PER REV. MILE	REVENUE MILES	TOTAL RIDERSHIP	WHEELCHAIR TRIPS	BICYCLE TRIPS
1*	7.02	3,608	0.43	59,075	25,337	111	1,145
4	25.87	43,302	1.92	584,622	1,120,019	6,498	28,283
5	18.08	11,616	1.43	147,045	209,985	1,302	3,881
7	18.20	8,286	1.47	102,324	150,834	754	3,928
11	22.68	11,951	1.72	158,009	271,097	1,139	6,641
14	26.05	15,524	2.02	200,254	404,412	2,475	7,719
15	23.47	6,918	1.63	99,595	162,366	1,222	3,692
18	24.31	54,177	1.90	694,149	1,317,264	9,313	39,915
19	29.43	60,302	1.96	907,385	1,774,759	5,982	60,594
20	18.73	9,383	1.28	137,155	175,751	1,021	5,841
23	16.89	15,972	1.28	210,823	269,734	1,175	5,148
30*	8.68	1,937	0.60	28,138	16,810	17	912
35	25.36	34,444	2.10	416,347	873,349	3,925	24,246
38	18.58	9,525	1.24	142,180	176,942	1,382	5,813
52	29.85	45,687	2.11	644,902	1,363,918	6,290	37,997
58	10.33	5,213	0.60	90,293	53,863	97	3,205
59	23.34	35,452	1.55	534,896	827,498	3,220	26,845
60	37.87	14,079	3.82	139,535	533,179	1,171	13,239
61	15.61	13,419	1.25	167,884	209,527	1,203	5,781
62	15.46	13,898	0.93	231,435	214,839	1,263	8,155
66	16.92	18,459	1.12	278,020	312,418	1,234	12,200
67	19.30	7,562	1.14	128,397	145,967	509	5,305
68	18.35	5,717	1.23	85,086	104,889	475	5,484
73	17.09	7,314	1.11	112,605	125,030	808	5,295
74	19.19	32,461	1.29	482,313	622,925	4,732	21,174
75	16.27	10,196	0.34	482,313	165,852	794	4,710
76	23.72	6,116	1.78	81,365	145,045	601	3,983
78	31.43	8,087	2.40	106,025	254,144	1,080	7,355
79	19.84	29,401	1.38	422,663	583,217	3,491	17,280
Suncoast Beach Trolley [SM]	20.95	32,150	1.16	581,453	673,637	624	21,905

* Routes 1, 30, and 811 (East Lake Connector were discontinued October 11, 2015 and the new Route 22 was added, serving part of the former Route 1.

Table 4-2 (cont'd): Ridership by Route 2013/14

SHUTTLE/ CIRCULATOR ROUTE	PASSENGERS PER REV. HOUR	REVENUE HOURS	PASSENGERS PER REV. MILE	REVENUE MILES	TOTAL RIDERSHIP	WHEELCHAIR TRIPS	BICYCLE TRIPS
32	18	2,534	2.32	19,527	45,239	802	264
444	5	2,791	0.03	377,789	13,077	374	110

PEAK HOUR COMMUTER ROUTE	PASSENGERS PER REV. HOUR	REVENUE HOURS	PASSENGERS PER REV. MILE	REVENUE MILES	TOTAL RIDERSHIP	WHEELCHAIR TRIPS	BICYCLE TRIPS
90	17	1,672	0.9	30,333	28,171	24	552
97	19	2,818	1.3	40,963	52,459	123	1,628
98	25	1,592	1.6	24,896	39,943	44	1,112

EXPRESS ROUTE	PASSENGERS PER REV. HOUR	REVENUE HOURS	PASSENGERS PER REV. MILE	REVENUE MILES	TOTAL RIDERSHIP	WHEELCHAIR TRIPS	BICYCLE TRIPS
100X	11	5,772	0.5	117,091	60,666	43	2,853
300X	9	4,618	0.4	105,401	40,469	54	1,487

FLEX/CONNECTOR ROUTE	PASSENGERS PER REV. HOUR	REVENUE HOURS	PASSENGERS PER REV. MILE	REVENUE MILES	TOTAL RIDERSHIP	WHEELCHAIR TRIPS	BICYCLE TRIPS
811 (East Lake)*	1	5,015	0.12	54,751	6,719	11	221
812 (Countryside/Oldsmar)	5	6,056	0.28	104,968	29,568	81	1,487
813 (Dunedin/Palm Harbor)	2	6,792	0.15	94,192	13,940	105	713

TOTAL	22.25	611,816	1.44	9,426,197	13,614,858	65,569	408,098

* Routes 1, 30, and 811 (East Lake Connector were discontinued October 11, 2015 and the new Route 22 was added, serving part of the former Route 1.

Service Frequency

Seven of PSTA's fixed routes have peak-hour frequencies better than 30 minutes while another seven operate with 30-minute peak frequencies. The Central Avenue Trolley operates at 15-minute peak frequencies and the Suncoast Beach Trolley operates at 30-minute peak frequencies. The remaining seventeen fixed routes have around 60-minute peak hour frequencies. Table 4-3 includes the service profiles for PSTA fixed routes.

Figure 4-4: PSTA Bus

Table 4-3: Service Profile for Fixed Routes (Effective October 11, 2015)

Fixed Route	Weekday (on pea k/off pea k)	Saturday	Sunday	Weekday	Saturday	Sunday
4	15 min	25/30 min	30/60 min	5:15am-10:55pm	5:30am-10:45pm	8:15am-6:45pm
5	30/60 min	60 min	90 min	6:00am-8:30pm	6:30am-8:25pm	7:15am-7:00pm
7	60 min	60 min	60 min	5:45am - 8:00pm	5:45am-8:00pm	5:45am-8:00pm
11	60 min	60 min	120 min	6:00am - 7:30pm	6:00am-6:15pm	7:50am-6:05pm
14	30 min	30 min	90 min	5:40am - 8:50pm	5:40am-8:50pm	6:45am-7:05pm
15	60 min	60 min	60 min	5:25am - 8:10pm	5:45am-7:50pm	5:45am-7:50pm
18	20/30 min	30 min	60 min	5:10am - 11:30pm	5:15am - 10:30pm	6:10am - 7:50pm
19	20/30 min	30 min	60 min	5:15am - 11:25pm	5:10am - 10:20pm	6:20am-7:05pm
20	60 min	60 min	60 min	5:25am-7:10pm	5:25am-7:10pm	7:20am-6:10pm
22**	50 min	50 min	None	7:00am - 7:00pm	7:00am-7:00pm	None

** New route effective October 11, 2015

Table 4-3 (con't): Service Profile for Fixed Routes (Effective October 11, 2015)

Fixed Route	Weekday (on pea k/off pea k)	Saturday	Sunday	Weekday	Saturday	Sunday
23	30 min	30 min	90 min	5:20am - 8:30pm	5:20am- 8:30pm	8:20am- 5:30pm
32	30 min	30 min	None	8:55am - 5:00pm	8:55am- 5:00pm	None
38	60 min	60 min	60 min	5:35am - 9:45pm	6:00am- 8:45pm	7:35am- 6:20pm
52	20/30 min	60 min	60 min	4:55am - 11:55pm	5:00am- 10pm	7:05am- 7:55pm
58	60 min peak only	None	None	5:35am - 7:00pm	None	None
59	20/30 min	60 min	60 min	5:10am - 9:40pm	5:45am- 10:00pm	5:35am- 9:10pm
60	20 min	30 min	30 min	5:10am - 11:20pm	5:00am- 9:30pm	7:25am- 9:20pm
61	60 min	60 min	60/90 min	5:25am - 8:15pm	5:25am- 8:15pm	7:20am- 6:35pm
62	60 min	60/135 min	None	5:05am - 8:30pm	6:40am- 7:30pm	None
66	60 min	60 min	120 min	5:10am - 8:05pm	5:10am - 7:50pm	8:15am - 6:10pm
67	60 min	60 min	None	6:00am - 6:55pm	6:00am- 6:45pm	None
68	60 min	60 min	60 min	6:10am - 9:50pm	6:00am- 10:45pm	6:45am- 9:50pm
73	70 min	120 min	None	5:50am - 6:55pm	5:55am- 6:55pm	None
74	20/30 min	70 min	60 min	5:15am - 8:45pm	5:45am- 7:50pm	8:15am - 6:45pm
75	60 min	60 min	60 min	5:15am - 8:20pm	7:00am- 8:10pm	7:00am- 7:45pm
76	60 min	60 min	None	5:55am - 6:50pm	7:00am- 6:45pm	None
78	30/60 min	60 min	75 min	6:10am - 7:50pm	6:25am- 7:50pm	7:50am- 5:10pm
79	30 min	30/60 min	60/75 min	5:30am - 8:25pm	5:35am- 8:15pm	7:55am- 7:10pm
444	110 min	None	None	8:45am - 5:55pm	None	None

Table 4-3 (con't.): Service Profile for Fixed Routes (Effective October 11, 2015)

Commuter Route	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
90	70 min peak only	70 min peak only	70 min peak only	7:05am - 6:10pm	7:05am- 6:30pm	7:05am- 6:30pm
97	30/60 min peak only	None	None	5:15am - 6:30pm	None	None
98	30 min peak only	None	None	5:45am - 5:40pm	None	None

Express Route	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
100X	30/120 min	None	None	5:20am - 7:40pm	None	None
300X	30 min peak only	None	None	6:15am - 7:55pm	None	None

Trolley Service	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
Central Avenue Trolley	15/30 min	30 min	30 min	6:10am - 11:55pm	6:10am - 11:55pm	6:10am - 11:40pm
Suncoast Beach Trolley	30 min	30 min	30 min	5:15am - 12:30pm	5:15am - 12:30pm	5:15am - 11:00pm

Connector Service	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
812 (Oldsmar/Tampa)	60 min	70 min	None	8:00am - 6:55pm	9:30am- 6:55pm	None
813 (Dunedin/Palm Harbor)	60 min	60 min	None	7:30am - 6:00pm	9:00am- 5:00pm	None

DEMAND RESPONSE TRANSPORTATION OPERATING STATISTICS

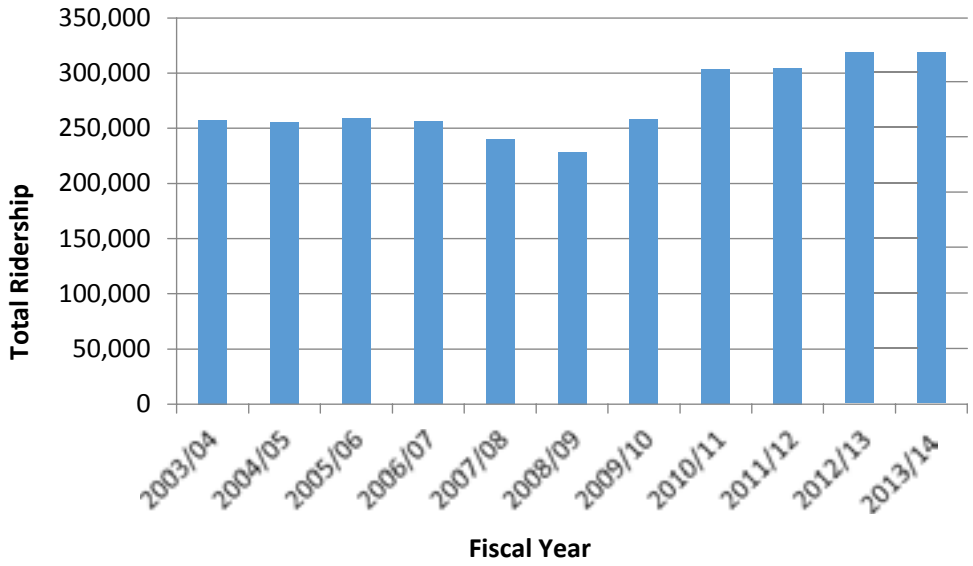
Demand response trip volumes increased from 257,560 one-way passenger trips in FY 2003/04 to 318,636 one-way passenger trips in 2013/14, a 24 percent increase over ten years. Table 4-4 and Figure 4-5 reflect the change in total demand response trip volume over time.

Figure 4-5: DART User Riding Yellow Cab

Table 4-4: Change In Demand Response Trip Volume

Fiscal Year	Total Ridership	% Change From Previous Year
2003/04	257,560	6.30%
2004/05	255,413	-0.10%
2005/06	258,714	1.30%
2006/07	256,309	-0.90%
2007/08	239,754	-6.50%
2008/09	228,463	-5.20%
2009/10	258,111	13.00%
2010/11	303,291	17.50%
2011/12	304,684	0.46%
2012/13	316,451	3.89%
2013/14	318,363	0.66%
Total Change From 2004 - 2014	60,803	19.10%

Figure 4-6: Demand Response Trip Volume



FIXED ROUTE OPERATING STATISTICS

PSTA's new fare structure is presented in Table 4-5. The fares include a 1-Day, 3-Day, 7-Day, and 31-Day Unlimited Ride.

Table 4-5: PSTA Fare Structure (Effective Octobter 11, 2015)

Fare Structure	Cash - 1 Ride	1-Day	3-Day	7-Day	31-Day
Children (5 Years and Under)	Free	--	--	--	--
Regular	$2.25	$5.00	$10.00	$25.00	$70.00
Reduced	$1.10	$2.50	$5.00	$12.50	$35.00
Regional (100X and 300X)	$3.00	$6.00	$18.00	$30.00	$85.00
Regional Reduced	$1.50	--	--	--	--
DART	$4.50	--	--	--	--
Additional Fares: Transportation Disadvantaged 10-Day $5.00, 31-Day $11.00					

Senior citizens and persons with disabilities may ride for a reduced cash fare or use a reduced fare GO Card with an original Medicare card or a PSTA Photo ID card. Students may ride for a reduced cash fare also with a PSTA Photo ID card. As of October 11, 2015 the Fare Structure will be as follows: senior citizens (65 and over), people with disabilities, Medicare cardholders, adult students and youth (18 and younger) are eligible for reduced fares. Children 5 years and younger ride free.

Farebox Recovery

HB 985, passed in 2007, requires that PSTA monitor its farebox recovery ratio. The rule also requires that PSTA "specifically address potential enhancements to productivity and performance which would have the effect of increasing farebox recovery ratio." This section contains farebox recovery ratio calculations along with potential enhancements.

The following section contains a calculation of farebox recovery over the past ten years. As shown in Table 4-6 Farebox recovery was 24.29 percent in FY 2013/14.

PSTA reguarly reviews its farebox recovery ratio and conducts the following activities to enhance it:

- Fare increase: A fare increase was implemented October 2015.
- Monitoring: PSTA continuously monitors its route performance to determine whether adjustments need to be made. In October 2015, PSTA used its route performance monitoring system to support service modifications to address low performing routes.
- Public Engagement: PSTA encourages comments from the public. The public provides valuable information on how to make services more convenient and useful to patrons. By providing services that better meet the needs of its customers, PSTA can increase ridership. Increasing ridership can increase farebox recovery.
- Paratransit: PSTA will continue to increase ridership by transitioning passengers from paratransit service to fixed-route service.
- Marketing: PSTA's vigorous marketing campaign, which includes television and print advertisements, helps bring in additional passengers and revenue.
- Cost Containment: PSTA is continuing to work to limit expenses where possible to help increase the farebox recovery ratio.

Table 4-6: Farebox Recovery

Fiscal Year	Total Expenses	Fare Revenue	Farebox Recovery
2003/2004	$35,676,304	$8,060,506	22.60%
2004/2005	$37,982,193	$8,252,157	21.70%
2005/2006	$46,025,915	$9,045,137	19.70%
2006/2007	$48,418,065	$10,717,941	22.10%
2007/2008	$50,981,021	$11,298,758	22.60%
2008/2009	$51,494,018	$11,500,513	22.30%
2009/2010	$49,811,888	$10,845,845	21.80%
2010/2011	$49,747,458	$12,572,895	25.30%
2011/2012	$49,505,055	$14,029,482	27.90%
2012/2013	$54,044,243	$13,839,582	25.61%
2013/2014	$54,647,577	$13,276,487	24.06%

Source: PSTA Finance Department
These expenses are based upon financial audit reports and exclude depreciation and purchased transportation expenses.

Section 5

SITUATIONAL APPRAISAL

PLAN REVIEW

Local Plans and Studies

PSTA Community Bus Plan

The PSTA Community Bus Plan, which was finalized in January 2014, is a comprehensive evaluation of PSTA's bus system that identified strengths and weaknesses, and suggested service delivery improvements to increase efficiency and ridership. The plan included three goals for PSTA, which were developed through engagement with the PSTA Board and a wide variety of stakeholders:

1. ***Build Transit Constituency*** - Broaden PSTA's market penetration to attract more choice riders, increase the use of transit for more trip purposes, and support overall community mobility.

2. ***Improve Transit Competitiveness*** - Create a transit network that is competitive with personal vehicle travel for the trip purpose needs of Pinellas County residents and visitors.

3. ***Build Financial Stability*** - Use resources effectively and increase ridership by building efficiency into an integrated transit network, focusing resources where transit is most competitive and can create the greatest return, and maintaining performance and productivity standards.

With these goals in mind, the Community Bus Plan was designed to be dynamic and scalable with three primary scenarios based on variable financial alternatives: Optimal, New Revenue, and No New Revenue. The Optimal Scenario provided a system with high-performing, cost-effective transit service in an unconstrained financial scenario. The New Revenue Scenario carried forward the design and service levels of the Optimal Scenario network within the financial constraints of a potential countywide one percent sales tax as the local funding source for transit. The No New Revenue Scenario included a pair of network design alternatives that explored how to best create a streamlined transit system within the stricter financial constraints of PSTA's existing property tax-based local revenue stream. The options within the No New Revenue Scenario illustrated the effect of policy choices of either a) providing broad geographic coverage with minimal frequency (coverage scenario) or b) focusing on maintaining frequencies on a core network while sacrificing geographic coverage (core scenario). The No New Revenue scenario forms the basis for PSTA's current five-year plan while the New Revenue Scenario serves as the vision.

In the development of the bus plan more than 15 other plans, including various MPO plans or study reports were reviewed, such as the Pinellas Alternatives Analysis, the Central Avenue Bus Rapid Transit analysis, the Clearwater Beach to downtown Clearwater Evaluation of Transit Alternatives, the Pinellas County Comprehensive Plan, and the Tampa International Airport Vision 2020 Master Plan. The following sections provide summaries of the datasets reviewed.

Greenlight Pinellas Plan (GLP)

The GLP, shown in Map 5-1, includes bus frequency and service span improvements, bus rapid transit (BRT) service, passenger rail, regional connections, community access, and transit supportive development concepts that were identified as part of the Pinellas AA, the Community Bus Plan, and the 2040 LRTP land use scenario planning effort. GLP, which was approved in 2013 by the PSTA Board, is designed to meet the transportation needs of the community and to contribute positively toward Pinellas County's future growth by helping to attract and create new jobs and by creating more vibrant, sustainable communities where people can walk, bike, or take transit to a variety of destinations. GLP matches travel needs to transit service enhancements by providing faster buses, more evening and weekend service, trolleys, flexible connector routes, commuter service, community circulators and passenger rail. The full implementation of the GLP will require additional funding above PSTA's current sources.

Map 5-1: Greenlight Pinellas Plan

Date: 2013
Source: PSTA Greenlight Pinellas

Pinellas County Metropolitan Planning Organization Long Range Transportation Plan

The LRTP identifies what transportation system improvements should be implemented to provide for the future mobility needs of Pinellas County's residents, workers, and visitors over the next 25 years. The LRTP contains goals and objectives for the transportation system, a policy-constrained needs plan (Policy Plan), and a financially constrained Cost Feasible Plan. The most recently approved LRTP is the 2040 LRTP, adopted in December 2014. The 2040 LRTP includes a cost feasible transit network that is consistent with this TDP.

Pinellas Alternatives Analysis

Completed in 2012, the Pinellas AA was funded and managed through a collaborative working group of partner agencies including FDOT, MPO, PSTA, and Tampa Bay Area Regional Transportation Authority (TBARTA0. The study sought to determine what type of premium transit investment would best connect major residential, employment, and activity centers in Pinellas County as well as those in the Westshore Area and downtown Tampa in Hillsborough County. The AA was based on the following goals:

- Encourage economic development and community revitalization;
- Engage the public in an open dialogue about transit needs and desires;
- Promote the sustainability of the community;
- Connect to assets in the Tampa Bay Region;
- Provide mobility options for future riders.

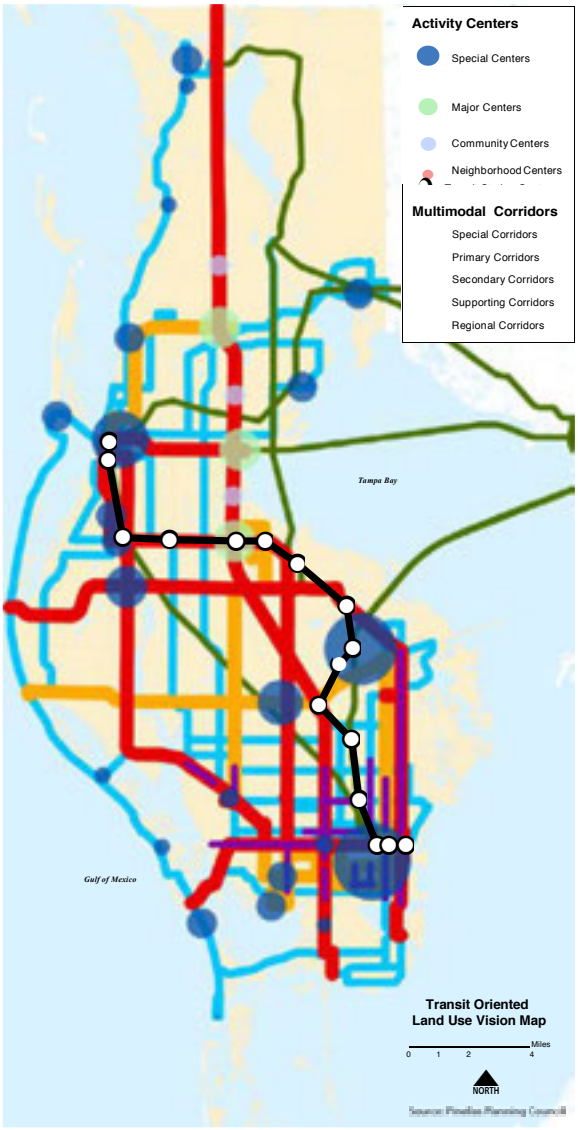
After multiple phases of analysis of various alignments and transit modes, light rail was selected as the Locally Preferred Alternative (LPA). The LPA connects downtown St. Petersburg, Pinellas Park, the Greater Gateway area, Largo, and downtown Clearwater, with a future rail connection to the Westshore Business District and downtown Tampa via the Howard Frankland Bridge. This alignment was selected because it serves the County's three largest employment areas and other existing or planned transit supportive communities. As a result, it has the potential to attract new development opportunities, stimulate a stronger economy, and protect existing stable communities. The LPA is included as the passenger rail component of GLP.

Countywide Land Use Plan

The purpose of the Countywide Plan, adopted by the Pinellas Planning Council, is to coordinate countywide growth management issues and procedures; to provide a framework for land use decision making in Pinellas County; and to augment and compliment local plans. In August 2015, the PPC adopted an updated Countywide Plan that provides for a more streamlined Countywide Plan Map amendment process and includes more future-oriented goals and strategies, integrating both land use and transportation planning, and fairly considering the planning needs of all twenty-five local governments in Pinellas County.

The plan now includes a transit-oriented land use vision that directs the future location of transit-oriented densities and intensities to activity centers and corridors served by transit and other multi-modal transportation options. PSTA participated in the development of the transit-oriented land use vision map which includes primary corridors consistent with PSTA's core routes, secondary corridors with PSTA's frequent local maps, and so forth.

Figure 5-1: Transit Oriented Land Use



Transportation Disadvantaged Service Plan

PSTA serves as the Community Transportation Coordinator for the Pinellas County Transportation Disadvantaged (TD) Program, which serves lower-income residents of Pinellas County who do not have access to their own transportation. The five-year Transportation Disadvantaged Service Plan (TDSP) is the guiding plan for Pinellas County's TD Program. The plan defines eligibility criteria for the program and describes the specific transportation services available to those who qualify, including discounted bus passes provided by PSTA and door-to-door transportation coordinated by PSTA and provided by contracted non-profit agencies and private providers.

Regional Plans and Studies

TBARTA Regional Transportation Master Plan

TBARTA was created by the state legislature on July 1, 2007, with the authority to plan and develop a multimodal transportation system that will connect the seven counties in the Tampa Bay region. PSTA, the Pinellas MPO, and FDOT worked together to develop PSTA's component of the TBARTA Regional Transportation Master Plan, which was adopted May 22, 2009 and then again in 2011, 2013, and 2015.

This coordinated effort ensures consistency in methodology and system development, which in turn will contribute to a single plan/concept that uses PSTA's ten-year TDP and the MPO's 2040 LRTP as the guiding documents for mid- and long-range transit planning in Pinellas County. PSTA and the other transit operators in the region are actively engaged in TBARTA Board and Advisory Committee meetings.

Howard Frankland Bridge PD&E and Transit Corridor Evaluation

A Project Development and Environment (PD&E) study of the Howard Frankland Bridge was initiated to complement the Pinellas AA effort. This study, which is still underway, includes a review of the replacement options for the northbound span of the Howard Frankland Bridge connecting Pinellas County with Hillsborough County, and a transit corridor evaluation. Improved transit connectivity across this heavily traveled regional transportation corridor is considered vital to serve current and future travel demand and connect two of the largest employment centers on either side of Tampa Bay.

Figure 5-2: Howard Frankland Bridge

In October 2013, FDOT confirmed plans to include a substructure enhancement to the bridge replacement that would be able to support premium transit, up to and including, light rail. Transit enhancements are not yet funded in the work program and would require additional evaluation and coordination with FDOT and Hillsborough County. The entire bridge study effort will be critical for any future transit connections between Pinellas and Hillsborough County and the ultimate design will be important in determining the cost associated with a transit solution. PSTA continues to participate in regional discussions on how to provide and fund near- and long-term regional transit services across the bridge.

Express Bus in Tampa Bay Express Lanes Study

FDOT and Hillsborough MPO have partnered, in coordination with the Pinellas and Pasco MPOs to evaluate the operation of premium express bus service within the proposed tolled interstate express lanes across the region. The study is examining express bus service as a way to provide regional long-distance service that quickly moves commuters between key destinations and increases the overall capacity of the interstate. This study also looks at how to best provide regional transit service to beaches, business districts, and multimodal centers. PSTA and the Hillsborough and Pasco transit agencies are participating in this study as key stakeholders.

HART/PSTA Consolidation Study and Coordination Efforts

In response to HB 455, PSTA and HART, in coordination with TBARTA, undertook an analysis to identify and evaluate the advantages, challenges, and opportunities for further collaboration between HART and PSTA, consolidating specific functions, or merging the two agencies. A preliminary review was undertaken by McCollum and Associates in 2012. The review concluded that many operational efficiencies were already in place and that although the two organizations had many similar features, little or no consolidation of capital assets would be likely given the geographical distance between service areas. The only identified cost savings included consolidation of senior positions. Other opportunities out of the study identified areas for coordination.

In response to this preliminary effort, the State Legislature provided additional funding to undertake a more thorough evaluation of other administrative functions such as funding, political representation, and regional service which were developed and prepared by KPMG in 2013. This study was spearheaded by TBARTA with extensive participation from PSTA and HART staff and the findings were submitted to the State Legislature.

Recomendations from the study included: PSTA and HART Executive Committee and staff meet regularly to discuss opportunities for regional collaboration including joint Legislative agenda proposals and grant applications including a new regional fare collection system. PSTA also serves on TBARTA Transit Management Committee, which allows transit providers in the region to discuss regional priorities and partnerships.

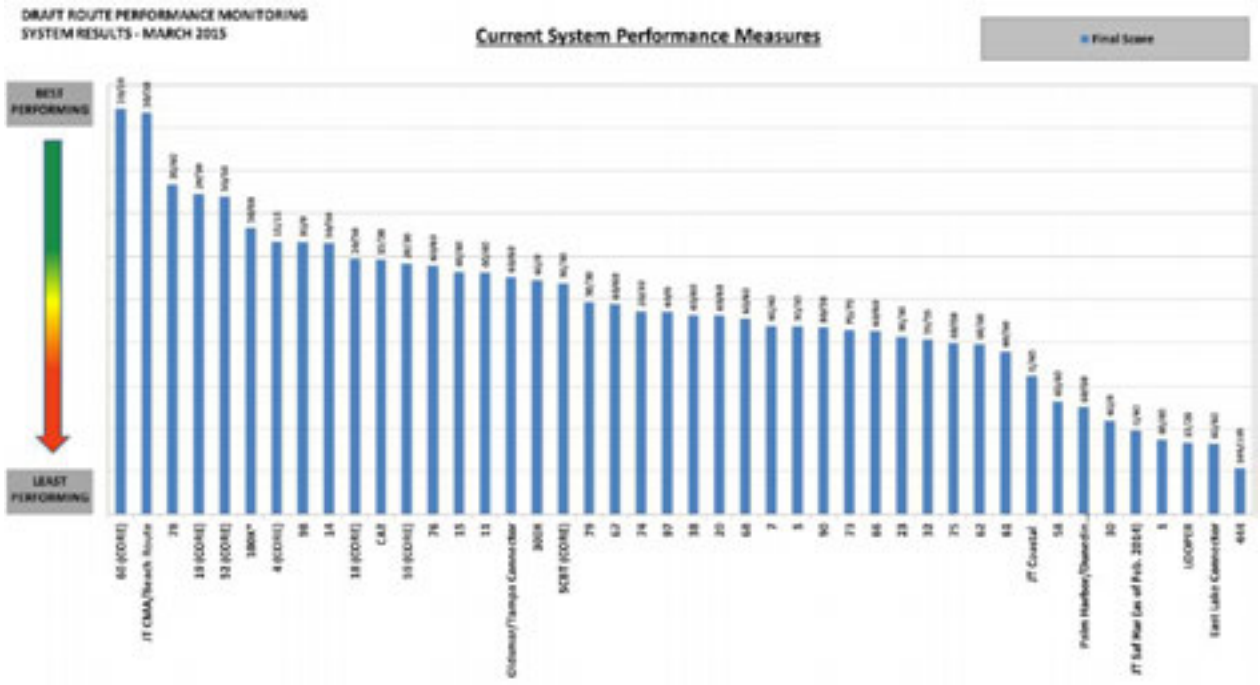
Figure 5-3: 100X Regional Bus from St. Petersburg to Tampa

PERFORMANCE EVALUATION

Through its System Performance Monitoring process, PSTA applies a two-screen methodology designed to evaluate performance of routes within the system. Route performance is first reviewed through the Route Performance Monitoring System, which uses the latest full year fiscal year ridership, revenue, and operational cost data to score route performance based on a balanced evaluation of ridership and revenue metrics. The second step includes a targeted technical analysis to determine where routes have performance issues and to identify ways to improve route performance.

The results of the 2015 route performance evaluation is shown in Figure 5-4.

Figure 5-4 System Performance Measures



For the first phase of the System Redesign effort, the lower performing routes 444, 1, 30, 58 and East Lake Connector were evaluated further (the other low performing routes have funding partnerships and will be evaluated as part of a future redesign phase). This targeted technical analysis looked at ridership by stop, demographics along the route, wheelchair boardings, trip generators, and land use to inform recommendations to either redesign or discontinue each route and to identify alternatives for people who may be affected by any service change. In August 2015, the Board approved discontinuation of the East Lake Connector and the Route 30, including a redesign and enhancement of the Route 1 to continue to provide service on 22nd Avenue North.

PEER REVIEW

A peer review analysis was performed for the fixed-route services provided in Pinellas County. The fixed-route peer review was conducted using American Bus Benchmarking Group (ABBG) data. The ABBG was established on April 1, 2011, to provide a confidential forum for mid-sized bus organizations in the United States to learn from each other by comparing performance, sharing experiences, and identifying best practices.

The ABBG is administered and facilitated by the Railway and Transport Strategy Centre (RTSC) at Imperial College London, a world leader in public transport benchmarking. Benchmarking is a systematic process of continuously measuring, comparing, and understanding organizations' performance and changes in performance of a diversity of key business processes against comparable peers to gain information which will help the participating organizations to improve their performance.

Selected performance indicators, effectiveness measures, and efficiency measures are provided throughout this section in tabular and graphic formats to illustrate the performance of PSTA relative to its peers. For each selected indicator and measure, the tables provide the PSTA value, the minimum value among the peer group, the maximum value among the peer group, the mean of the peer group, and the percent that PSTA's values deviate from the mean.

Fixed-Route Service Peer Review

The fixed-route peer selection was conducted using data from the ABBG system. When available, 2012 data was used; however, 2011 data was used for some performance indicators based on the latest data reported. In addition, not all members reported data for each of the performance indicators. In those instances, the peer group is shown without a value for the indicator that is measured.

The members of the ABBG were used as the selected peers systems:

- Capital Metropolitan Transportation Authority (Capital Metro, Austin, TX)
- Niagara Frontier Transportation Authority (NFTA Metro, Buffalo, NY)
- PACE Suburban Bus (PACE, Suburban Chicago, IL)
- Greater Cleveland Regional Transit Authority (GCRTA, Cleveland, OH)
- Greater Dayton Regional Transit Authority (RTA, Dayton, OH)
- Des Moines Area Regional Transit Authority (DART, Des Moines, IA)
- Lane Transit District (LTD, Eugene, OR)
- Fort Worth Transportation Authority (The T, Fort Worth, TX)
- LYNX – Central Florida Regional Transportation Authority (LYNX, Orlando, FL)
- Rhode Island Public Transit Authority (RIPTA, Providence, RI)
- Rochester Genesee Regional Transportation Authority (RGRTA, Rochester, NY)
- Omnitrans (San Bernardino, CA)
- Spokane Transit Authority (STA, Spokane, WA)
- San Joaquin Regional Transit District (RTD, Stockton, CA)
- Utah Transit Authority (UTA, Salt Lake City, UT)
- Clark County Public Transportation Benefit Area (C-TRAN, Vancouver, WA)

Performance Indicators

Selected performance indicators for PSTA fixed-route bus service are presented in this section. Categories of performance indicators include population, population density, ridership, revenue miles, and vehicles. Table 5-1 and Figures 5-5 and 5-6 present the performance indicators for PSTA's peer review analysis. The following is a summary of the peer review analysis of performance indicators, based on the information presented in the table and figures noted above.

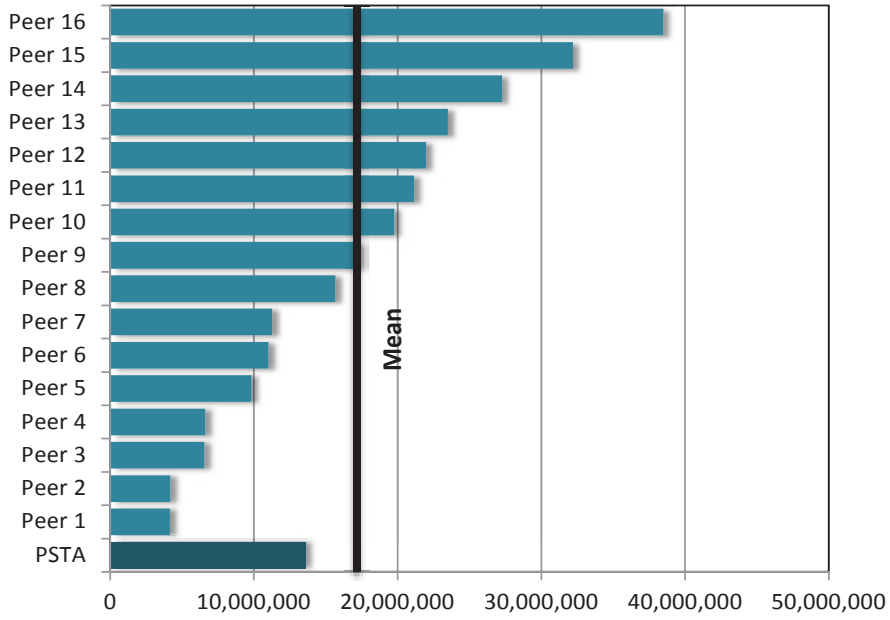
- While the service area population for PSTA is 2.4 percent below the peer group mean, the service area population density is nearly 111% above the mean. PSTA has the second highest population density in the peer group.
- Passenger trips for PSTA are 18.5 percent below the peer group mean.
- Revenue miles and revenue hours for PSTA are 7.7 percent and 4.1 percent above the peer group mean, respectively.
- Operating expenses were lower than the peer group average by 24 percent.
- Passenger fare revenues for PSTA are lower than the peer group average by 6.4 percent.
- The number of vehicles operated in maximum service for PSTA is nearly 16 percent below the peer group average.

Table 5-1: Performance Indicators, PSTA Transit Peer Review Analysis (2012)

Indicator	PSTA	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	PSTA % from Mean
Service Area Population	917,398	353,155	2,235,331	940,359	-2.44%
Service Area Population on Density (people per square mile)	3,348	75	3,469	1,587	110.90%
Passenger Trips	13,635,718	4,148,397	38,487,169	16,739,496	-18.54%
Revenue Miles	8,838,447	2,480,317	20,200,251	8,207,164	7.69%
Revenue Hours	560,084	152,595	1,192,390	537,934	4.12%
Total Operating Expense	$51,114,378	$15,104,072	$150,872,240	$67,485,221	-24.26%
Passenger Fare Revenue	$14,088,340	$4,065,648	$40,022,247	$15,057,534	-6.44%
Vehicles Operated in Max. Service	167	87	584	199	-15.88%

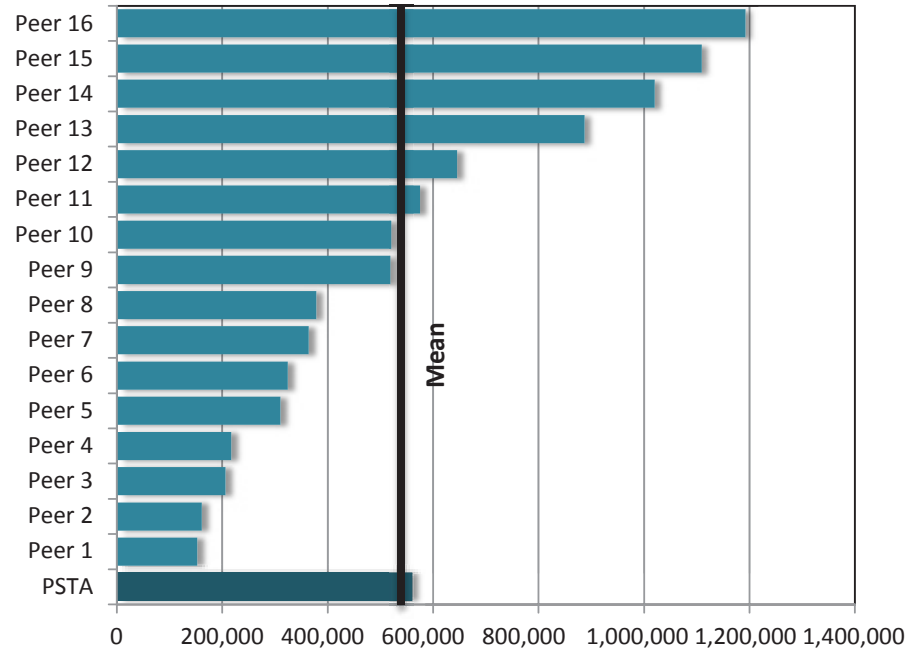
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-5: Passenger Trips



Source: American Bus Benchmarking Group, 2011-2012

Figure 5-6: Revenue Hours



Source: American Bus Benchmarking Group, 2011-2012

Effectiveness Measures

Effectiveness measures include service supply and service consumption. These categories are represented by vehicle miles per capita, passenger trips per revenue mile, and passenger trips per revenue hours. Table 5-2 and Figures 5-7 through 5-9 present the effectiveness measures for PSTA's peer review analysis. The following is a summary of the effectiveness measures for the peer review analysis for PSTA.

- Vehicle miles per capita for PSTA are nearly 20 percent above the peer group mean. This indicates that PSTA is providing more bus service per resident, on average, within its service area than its peer systems.

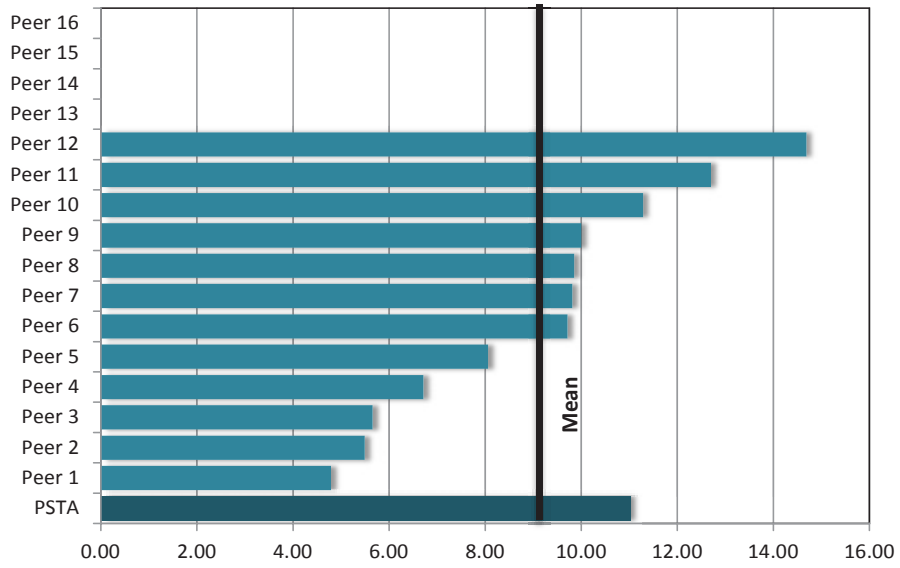
- Passenger trips per revenue mile and passenger trips per revenue hour for PSTA are 27.1 and 24.2 percent below the peer group average, respectively, showing lower consumption of the service it provides as compared to its peer systems.

Table 5-2: Effectiveness Measures, PSTA Transit Peer Review Analysis (2012)

Indicator	PSTA	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	PSTA % from Mean
Vehicle Miles per Capita	11.03	4.79	14.69	9.21	19.65%
Passenger Trips per Revenue Mile	1.54	1.35	3.54	2.12	-27.16%
Passenger Trips per Revenue Hour	24.35	20.23	54.72	32.12	-24.21%

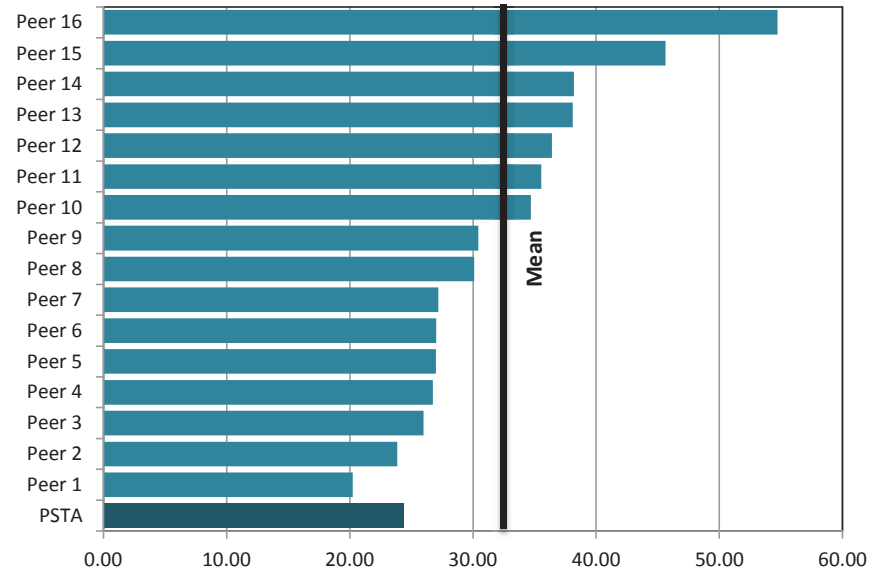
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-7: Vehicles Miles per Capita



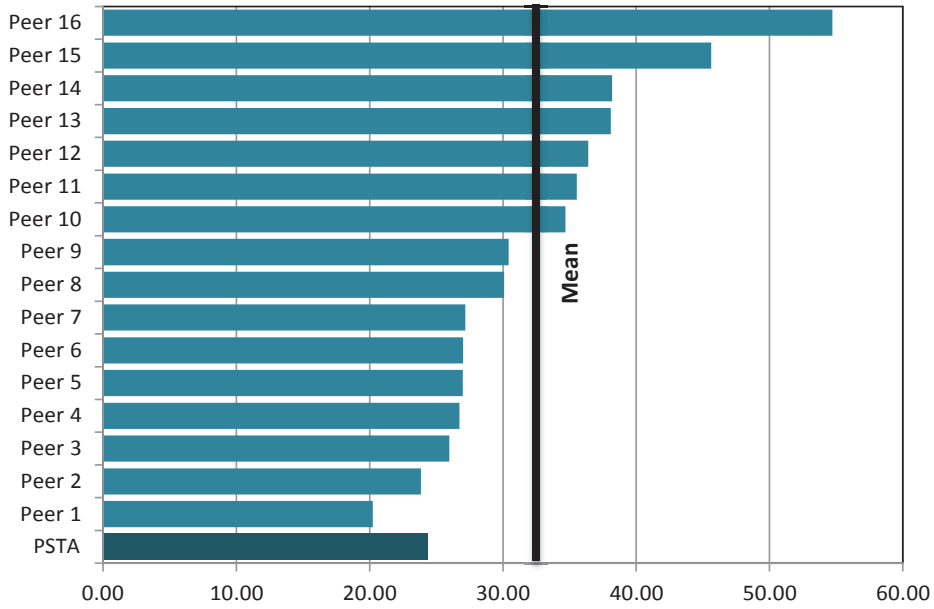
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-8: Passenger Trips per Revenue Mile



Source: American Bus Benchmarking Group, 2011-2012

Figure 5-9: Passenger Trips per Revenue Hour



Source: American Bus Benchmarking Group, 2011-2012

Efficiency Measures

Categories of efficiency measures include cost efficiency and operating ratios. Table 5-3 and Figures 5-10 through 5-14 present the efficiency measures for PSTA's peer review analysis. Similarities between PSTA and the peers in this category may be related to the transit agencies reporting to the ABBG forum being mid-sized. The following is a summary of relevant issues from the peer review for these efficiency measures.

- Operating expense per passenger trip, operating expense per revenue mile, and operating expense per revenue hour for PSTA are 10.1, 32.1, and 30.0 percent below the peer group average, respectively. This suggests that PSTA is providing comparatively more cost-effective service than many of its peers.

- PSTA provides 19 percent more revenue hours per full time employee (FTE) compared to the peer group mean. This is an indication that PSTA staffing and scheduling are being done efficiently and that PSTA staff are providing more service with fewer resources than the average.

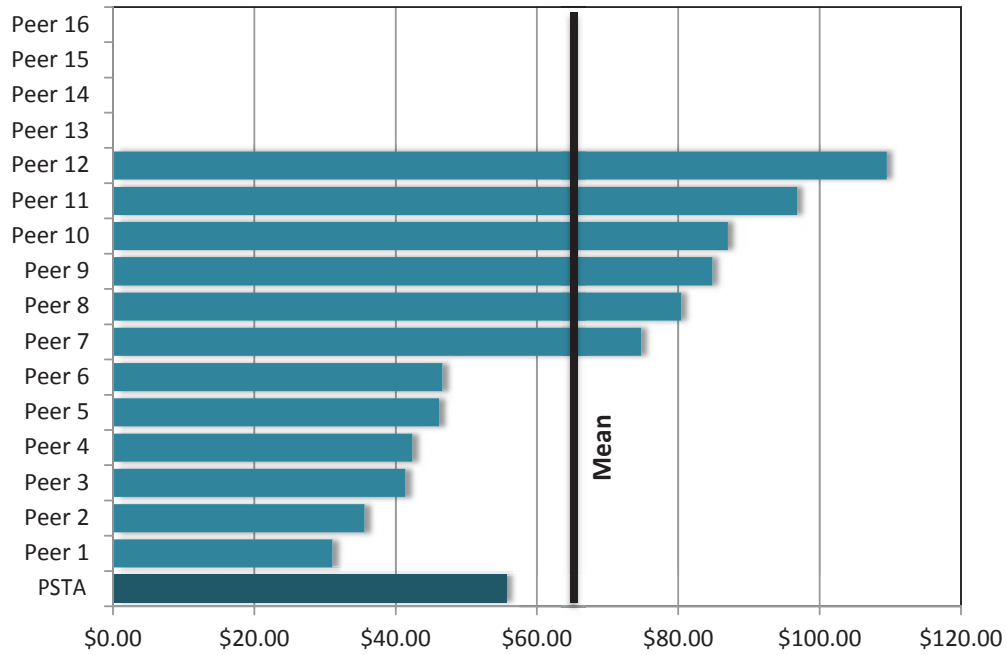
- PSTA's farebox recovery ratio, was 25.5 percent above the peer group mean.

Table 5-3: Efficiency Measures, PSTA Transit Peer Review Analysis (2012)

Indicator	PSTA	Peer Group Minimum	Peer Group Maximum	Peer Group Mean	% from Mean
Operating Expense per Capita	$55.72	$31.09	$109.50	$64.03	-12.98%
Operating Expense per Passenger Trip	$3.75	$3.03	$6.78	$4.17	-10.11%
Operating Expense per Revenue Mile	$5.78	$5.69	$12.05	$8.52	-32.19%
Operating Expense per Revenue Hour	$91.26	$85.50	$176.29	$130.40	-30.02%
Farebox Recovery Ratio (%)	27.56%	12.18%	31.49%	21.96%	25.50%
Revenue Miles per Vehicle Miles	0.87	0.81	0.96	0.86	1.72%
Revenue Hours per Employee FTE	1,043	693	1126	878	18.79%

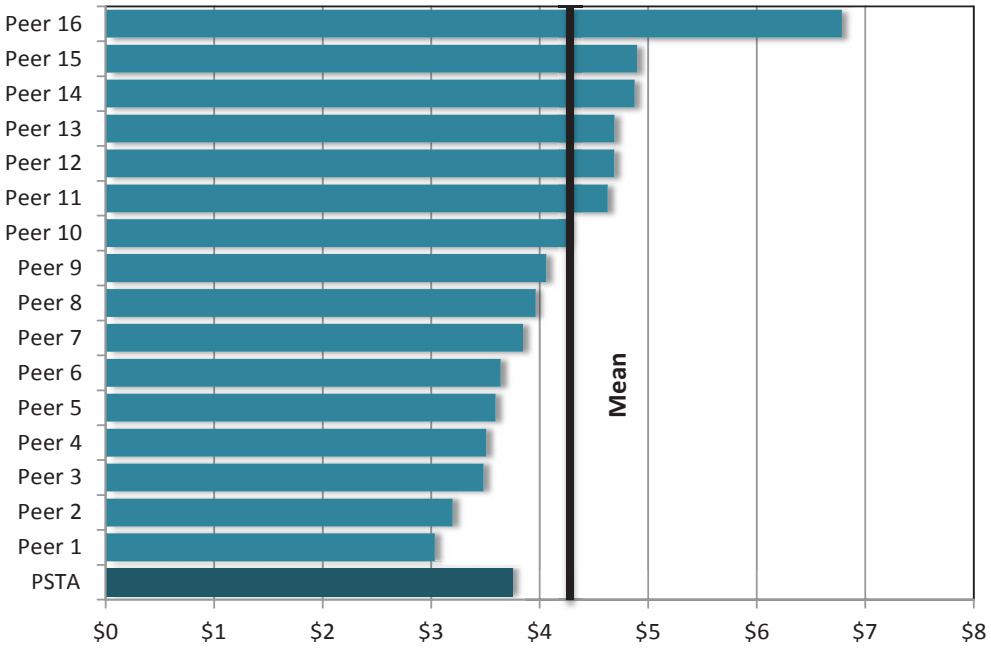
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-10: Operating Expenses per Capita



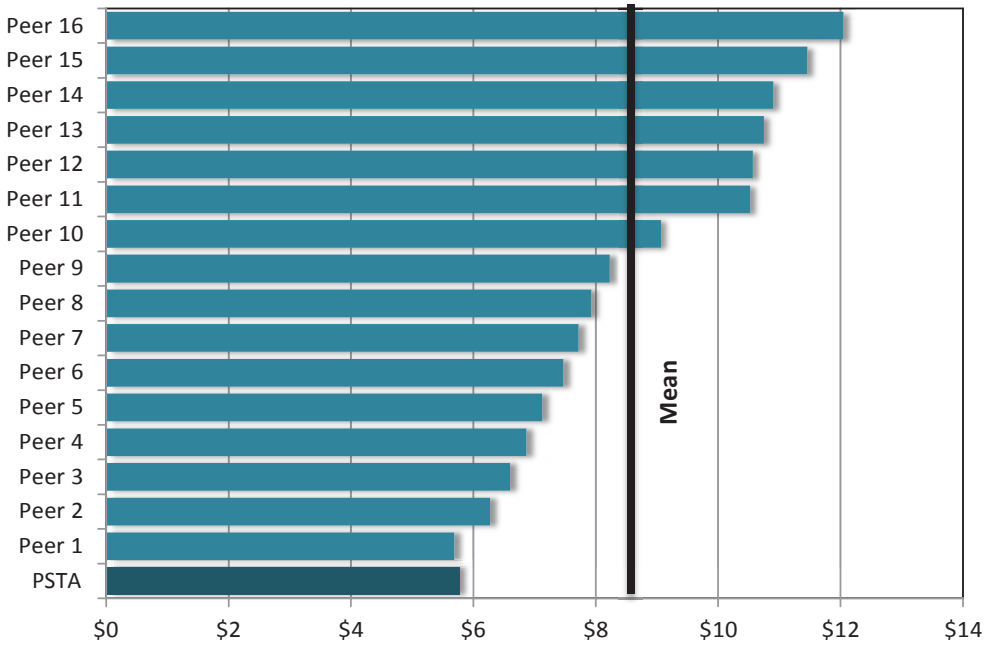
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-11: Operating Expense per Passenger Trip



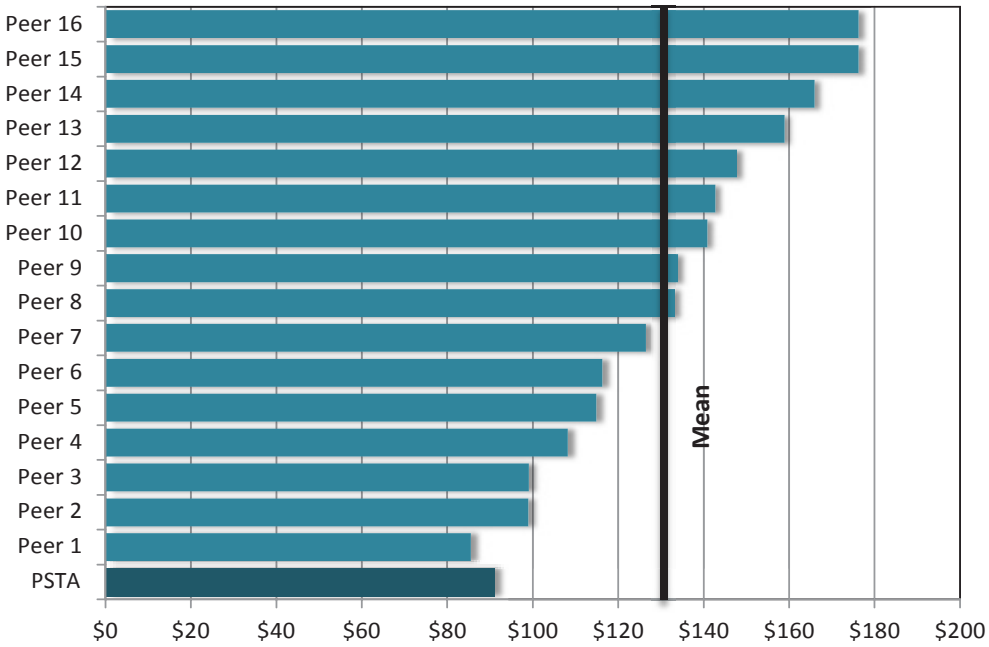
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-12: Operating Expense per Revenue Mile



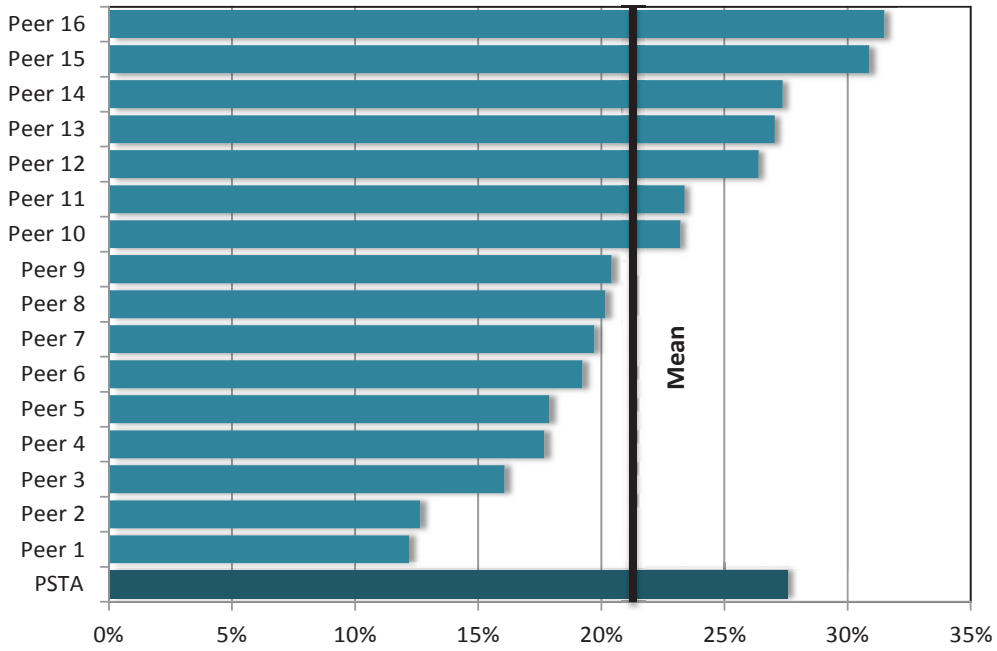
Source: American Bus Benchmarking Group, 2011-2012

Figure 5-13: Operating Expense per Revenue Hour



Source: American Bus Benchmarking Group, 2011-2012

Figure 5-14: Farebox Recovery Ratio (%)



Source: American Bus Benchmarking Group, 2011-2012

Summary Results of Peer Review Analysis

Table 5-4 provides a summary of the peer review analysis for PSTA. The table includes each performance measure, as well as the strengths and opportunities for PSTA, based on the peer review:

- ***Cost Efficiency*** – This is indicated as a strength, since operating expense per passenger trip, operating expense per revenue hour, and operating expense per revenue mile are below the mean for the peer group.
- ***Service Supply*** – PSTA vehicle miles per capita are well above the mean for the peer group.
- ***Operating Ratio*** – PSTA's farebox recovery ratio of 25.5 percent is also well above the mean for the peer group. PSTA effectively maintains farebox revenues that support the level of service being provided.
- ***Service Consumption*** – Improving the effectiveness of its service is an area that provides PSTA an opportunity for improvement when considering the two selected service consumption measures: passenger trips per revenue mile and passenger trips per revenue hour. PSTA is 27.2 and 24.1 percent below the corresponding peer group means for these measures.

Table 5-4: PSTA Transit Fixed-Route Peer Review Analysis Summary (2012)

Performance Indicators/Measures	Percent Deviation from Mean	Indicator*
Indicators		
Service Area Population	-2.4%	N/A
Service Area Population Density	110.9%	N/A
Passenger Trips	-18.5%	-
Revenue Miles	7.7%	+
Revenue Hours	4.1%	+
Total Operating Expense	-24.3%	+
Passenger Fare Revenue	-6.4%	-
Vehicles Operated in Maximum Service	-15.9%	N/A
Service Supply		
Vehicle Miles per Capita	19.6%	+
Service Consumption		
Passenger Trips per Revenue Mile	-27.2%	-
Passenger Trips per Revenue Hour	-24.2%	-
Cost Efficiency		
Operating Expense per Capita	-13.0%	+
Operating Expense per Passenger Trips	-10.1%	+
Operating Expense per Revenue Mile	-32.2%	+
Operating Expense per Revenue Hour	-30.0%	+
Operating Ratio		
Farebox Recovery Ratio	25.5%	+
Vehicle Utilization		
Revenue Miles per Vehicle Mile	1.7%	+
Labor Productivity		
Revenue Hours per Employee FTE	18.8%	+

Section 6

PUBLIC OUTREACH

PUBLIC OUTREACH OVERVIEW

Over the course of the last two years, PSTA has undertaken a very robust public outreach program associated with the TDP, the Community Bus Plan, and regular public engagement activities. PSTA engaged both the general public and interested key stakeholders in the community including:

- Citizens
- Elected officials
- Workforce Development Board (CareerSource)
- Bicycle and pedestrian groups
- Health and human services organizations
- Neighborhood associations
- Civic and community organizations
- Senior living facilities
- Organizations representing transportation disadvantaged people (e.g., older adults, persons with disabilities, minority groups, the disenfranchised, etc.)
- Chambers of Commerce and economic development organizations
- Small and large business owners
- Professional associations
- Schools and universities
- Tourism representatives
- Members from the local media

AGENCY COORDINATION

PSTA engaged other key agencies to share information on the TDP and its components, obtain comments, and ensure consistency with transportation, land use, and other community planning efforts.

Pinellas Metropolitan Planning Organization and Pinellas Planning Council

PSTA and MPO/PPC staff coordinated extensively to ensure consistency between the TDP, Community Bus Plan, Long Range Transportation Plan, and Countywide Plan Transit-Oriented Vision. PSTA reviewed transit-related comments received by the MPO through its public outreach and presented various components of the TDP to the MPOs Bicycle/Pedestrian, Citizens, and Technical Coordinating Committees, as well as the MPO/PPC Board.

Local Jurisdictions and Regional Partners

PSTA held an open house in July 2015 for local jurisdiction and regional transportation agency planning, engineering, economic development, community development, and other staff to share information on the TDP and proposed initial implementation plan and schedule. Staff from the Pinellas County MPO/PPC, various county departments, local jurisdictions, FDOT, and TBARTA participated. PSTA staff also met one-on-one with many of the local jurisdictions and TBARTA to share and discuss initiatives central to the TDP and to ensure consistency with local/regional plans.

CareerSource (Regional Workforce Agency)

PSTA staff met with CareerSource staff in August 2015 to review and discuss the components of the TDP, including the strategic plan, goals and objectives, implementation plan, and project priorities.

OUTREACH AND COMMUNICATION ACTIVITIES

The public outreach program was consistent with the Public Engagement Plan (PEP) approved by FDOT and includes the following strategies:

- Stakeholder Meetings/Focus Groups
- On-Board Survey
- Speakers Bureau and Community Events
- Social Media and Website
- Public Meetings

Stakeholder Meetings/Focus Groups

In early 2015, PSTA held a series of one-on-one and small group stakeholder meetings with approximately 50 business and community leaders. The goal of these meetings was to discuss how PSTA should best serve the community going forward, without the additional revenue that would have been generated by a one percent sales tax. Overall the sentiment was that transit continues to be economically important – for our workforce, tourism, and the economy in general – and that PSTA should continue to plan. In addition, PSTA should focus on incremental expansion through pilot projects that can demonstrate how premium transit services benefit the community.

On-Board Survey

The on-board survey is a tool used by transit agencies to gather feedback directly from riders on various aspects of the transit agency's operations and services. In addition, on-board surveys assist agencies in determining the demographic make-up and travel characteristics of existing riders. In September 2012, PSTA performed an on-board survey of existing bus riders as part of the Community Bus Plan. The results of this survey informed the development of the Community Bus Plan and the TDP. In 2015, additional on-board surveys were conducted on specific routes being considered for service modifications.

Speakers Bureau Presentations and Community Events

Through it speakers bureau program and participation in community events, PSTA staff talked to more than 3,300 people who attended 65 various community meetings or events. participated in more than 65 community meetings and events and talked to more than 3,300 people in 2012 and 2013. More than 770 of these people participated in an exercise to prioritize desired transit improvements. The results shown

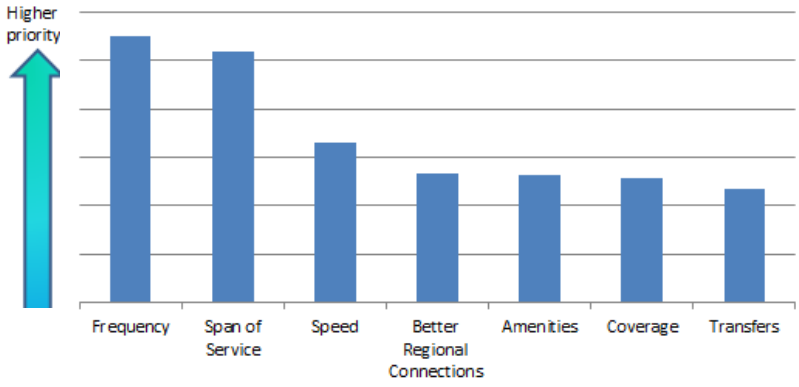
in Figure 6-1 indicate that frequency improvements are the most desired, followed by increased span of service and improved travel speed. The results of this exercise and other comments received directly influenced the Community Bus Plan, which serves as the cornerstone of this TDP.

In 2015, PSTA continued its Speakers Bureau program and participation in community events to communicate with the public on components of the TDP, PSTA's strategic direction, system redesign, and fare policy.

Social Media and Website

PSTA utilizes its website and social media to share information on proposed improvements or service changes, and to obtain comments from the public on PSTA services including desired improvements. Public meetings, including the workshops and public hearings related to development of the TDP are advertised through the website and social media accounts.

Figure 6-1: Desired Transit Improvements



Source: PSTA Community Bus Plan, 2013

Public Meetings

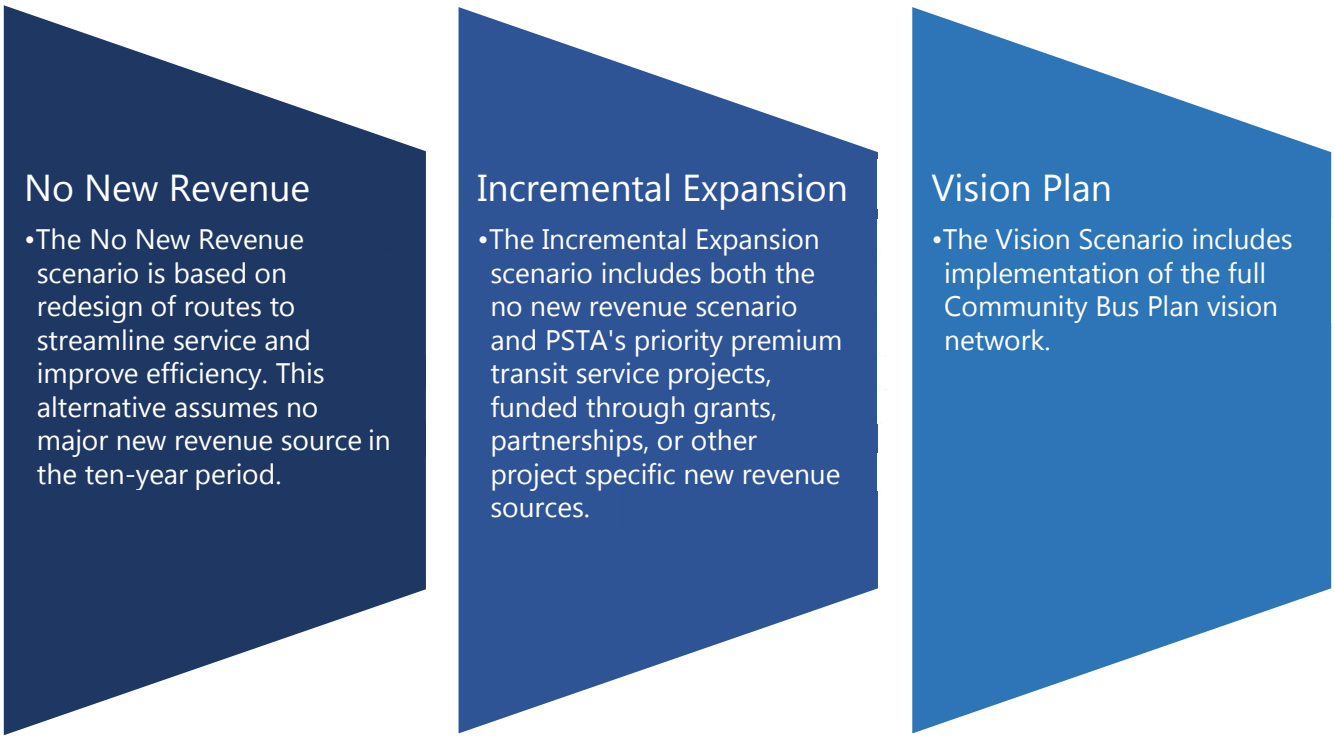
In August and September 2015, PSTA held eight public workshops and two public hearings related to the development of the TDP, route redesign, and fare changes. More than 50 people attended these meetings and provided comments from staff. Another 30 people provided their comments by email, traditional mail, or telephone.

Figure 6-2: Public Workshop Participants

Section 7
Alternatives

ALTERNATIVE SCENARIOS OVERVIEW

PSTA has identified alternative scenarios based on different funding assumptions:

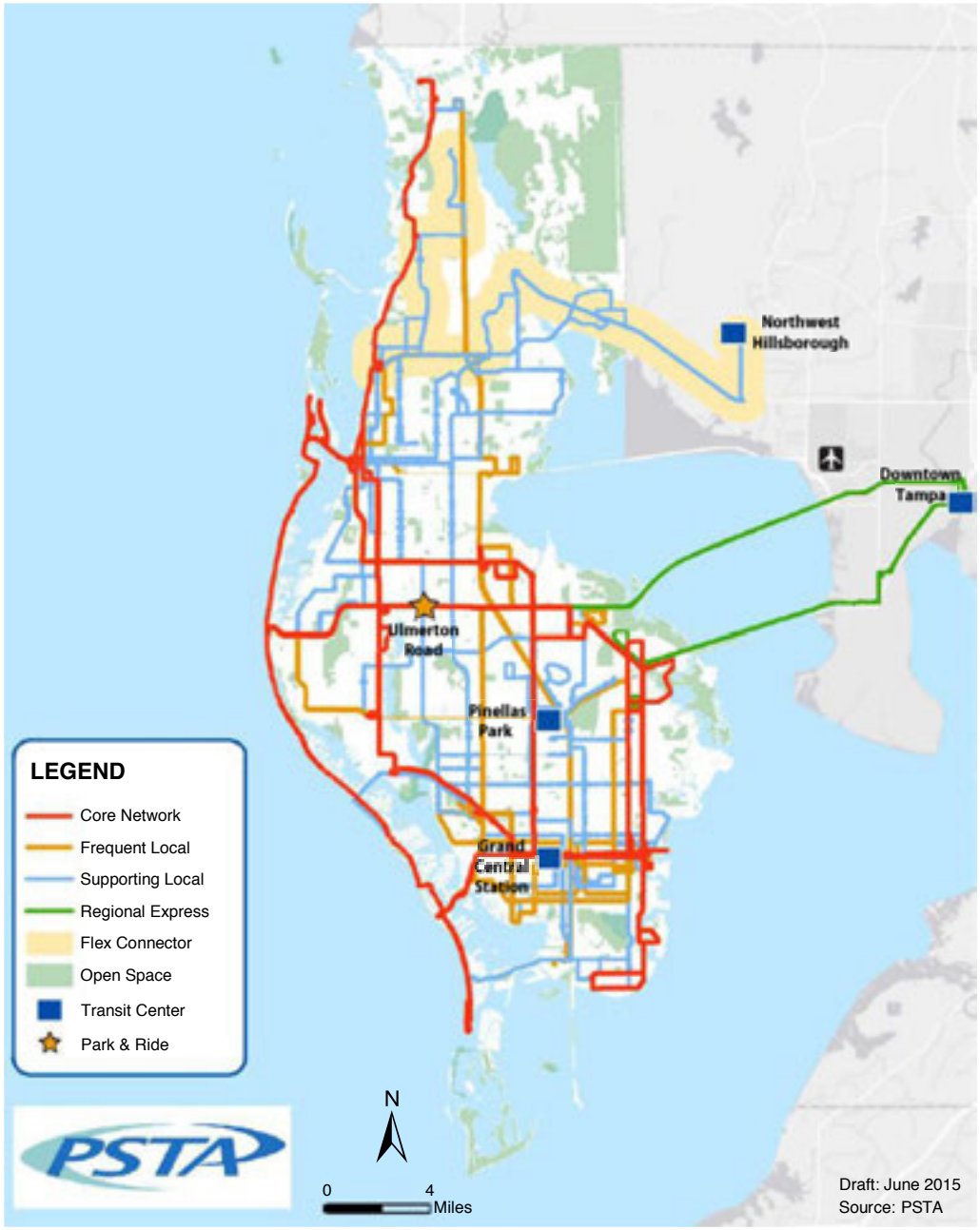


These scenarios are described further on the following pages.

NO NEW REVENUE SCENARIO

The No New Revenue scenario is focused on providing financially viable, customer-focused public transit services, developing a sustainable capital program, and implementing a customer-oriented service redesign within PSTA's existing revenue sources. This scenario includes implementation of some of PSTA's priority projects that already have some funding identified including the Tampa Bay Regional Fare Collection project, the Amenities Partnership Program, and deployment of new shelters. The route network for this scenario is shown in Map 7-1.

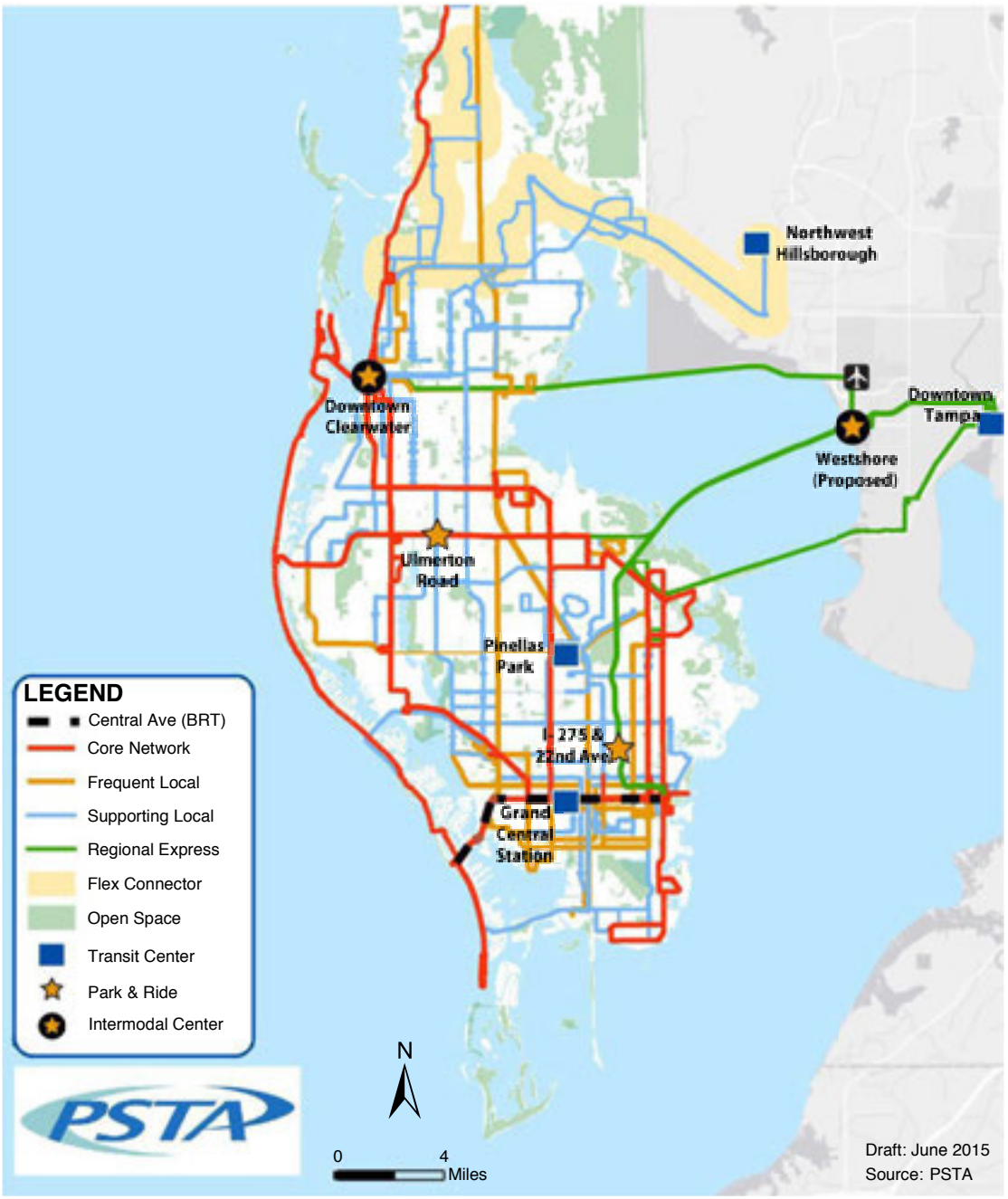
Map 7-1: No New Revenue Scenario



INCREMENTAL EXPANSION SCENARIO

This scenario, shown in Map 7-2, represents and incremental expansion beyond the No New Revenue Scenario. The Incremental Expansion Scenario assumes PSTA receives additional revenue for specific priority projects including the Central Avenue BRT, Clearwater Beach to Tampa International Airport Express, and Clearwater Intermodal Center.

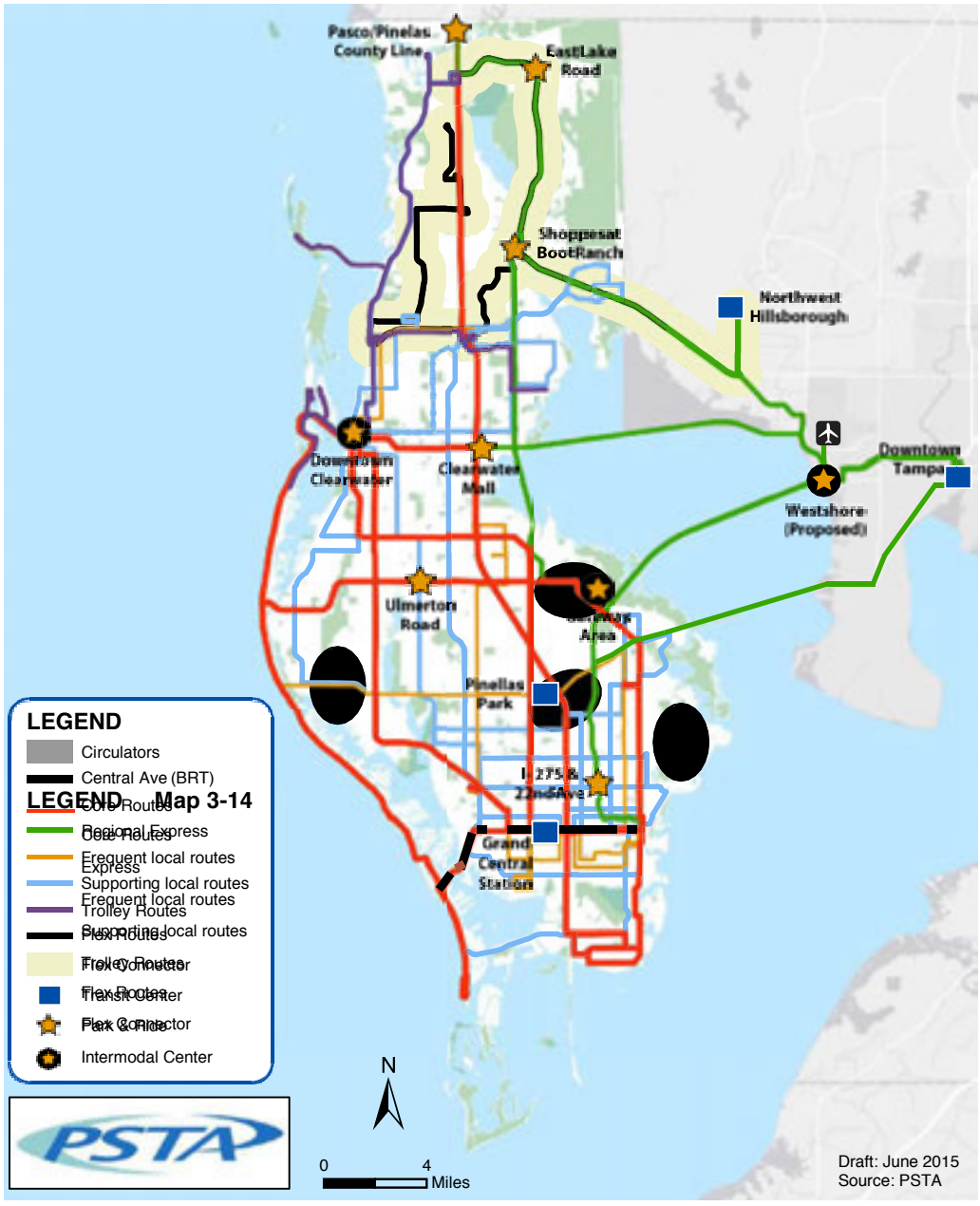
Map 7-2: Incremental Expansion Scenario



VISION PLAN SCENARIO

The Vision Plan Scenario, shown in Map 7-3, represents the full implementation of the 2013 Community Bus Plan's New Revenue Scenario, including all of PSTA's priority projects and a high frequency grid network. The Vision Plan includes a network of rapid bus services, more frequent local routes, more evening and weekend service, improved trolley services, new regional express routes, and improved Connector service. This network was the result of thorough planning conducted as part of the Pinellas AA and the Community Bus Plan. Specific services included in the Plan are based on community needs identified as part of these planning efforts and four years of extensive public outreach. Additional revenues from sources yet to be identified will be needed for full implementation of the vision. To fully realize the Vision Plan, PSTA would need additional dedicated revenue.

Map 7-3: Vision Plan



RIDERSHIP PROJECTIONS

Ridership projections, shown in Table 7-1 were developed for all scenarios using the Transit Boardings Estimation and Simulation Tool (TBEST). TBEST is a comprehensive transit analysis and ridership-forecasting model capable of simulating travel demand at the individual route and bus stop levels. The software was designed to provide near- and mid-term forecasts of transit ridership consistent with the needs of transit operational planning and TDP development. In producing model outputs, TBEST also considers the following factors:

- *Transit network connectivity* – the level of connectivity between routes within the bus network – the greater the connectivity between bus routes, the more efficient the bus service becomes
- *Spatial and temporal accessibility* – service frequency and the distance between stops –the larger the physical distance between potential bus riders and bus stops, the lower the level of service utilization; similarly, less frequent service is perceived as being less reliable and utilization decreases
- *Time-of-day variations* – accommodates peak-period travel patterns by rewarding peak service periods with greater service utilization forecasts
- *Route competition and route complementarities* – accounts for competition between routes; routes connecting to the same destinations or anchor points or that travel on common corridors, experience decreases in service utilization; conversely, routes that are synchronized and support each other in terms of schedule and service to major destinations or transfer locations benefit from that complementary relationship

The No New Revenue scenario shows a slight decline in ridership over the existing route network in 2025. The Incremental Expansion scenerio attracts additional ridership which includes premium transit pilot projects. The Vision Plan, with an approximate doubling of service shows a dramatic growth more than doubling ridership over the other scenarios.

Table 7-1 TBEST Results

Scenario	2014 Average Weekday Ridership	Projected 2025 Average Weekday Ridership
2014 - 2015 Route Network	47,061	53,840
No New Revenue	--	53,828
Incremental Expansion	--	57,188
Vision Plan	--	130,094

Source: PSTA, 2015

Section 8
Ten-Year Implementation Plan

OPERATING PRIORITIES

PSTA's Strategic Plan will guide the implementation of PSTA's priority projects over the ten-year period. PSTA currently receives funding from several competitive state and federal capital grant programs and will continue to seek funds through these and other programs. PSTA's ten-year operating priorities are shown in Table 8-1 and capital priorities are shown in Table 8-2.

Table 8-1: Ten-Year Operating Priorities

- Multi-Phase System Redesign/Streamlining
- Central Avenue Bus Rapid Transit
- Bus Rapid Transit Service on Core Routes (incremental increase from today's service including expanded night and weekend service and increase frequency
  - East Bay/49th
  - Gulf-to-Bay
  - 4th St./Ulmerton
  - US 19
  - Alternate 19/Seminole Blvd
- Regional Express Routes (Existing Urban corridor routes plus incremental increase in service hours and frequency and new routes)
  - 100X
  - 300X
  - Clearwater Beach Express (New service to TPA)
  - St. Petersburg to TPA Express (New service to TPA
  - Downtown to Downtown Express (Expanded 100X)
- Community Circulator Service (Incremental increase in service hours/frequency on existing community circulators plus new/redesigned circulator service)
  - New Gateway/Carillon Area Circulator
  - Redesigned/Expanded service to Downtown St. Petersburg
  - Redesigned/Expanded service on Pinellas Park area circulator
- Expand Night and Weekend Service
- Increase Frequency on Core Routes First then System Wide
  - Focus on areas of overcrowding

Table 8-2: Ten-Year Capital and Planning Priorities

Revenue Vehicle Replacement

Central Avenue Bus Rapid Transit

Tampa Bay Regional Fare Collection

Bus Rapid Transit on Core Routes

- Pre-NEPA Corridor Studies
- Environmental and Design
- Construction/Right-of-Way/Shelters

Revenue Vehicle Expansion

Facilities

- Downtown Clearwater Intermodal Center
- Downtown St. Petersburg Mini-Hubs and Amenities
- Passenger Wait Facilities (Shelters and Amenities)
- Park and Ride Enhancements and Expansion
- Rehabilitation of Support Facilities

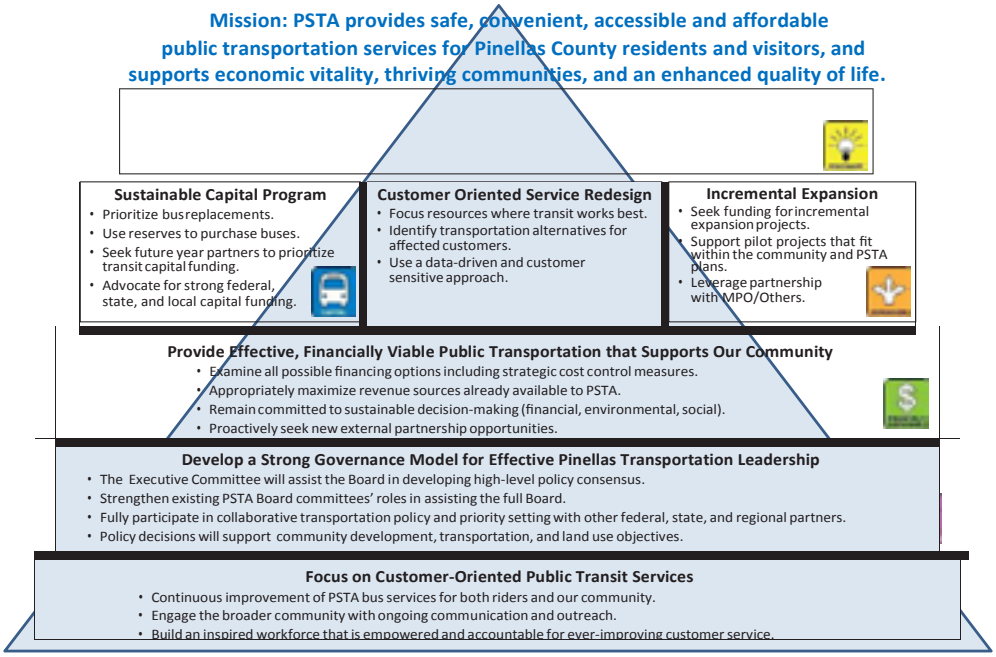
Replace/Upgrade Technology

- (CAD/AVL, fareboxes, systems, computer hardware/software)

IMPLEMENTATION PLAN

The implementation plan is organized by goals identified as part of the Path Forward strategic plan as shown below in Figure 8-1.

Figure 8-1: PSTA Path Forward



Focus on Customer-Oriented Public Transit Services

PSTA is focused on continuous improvement of PSTA bus services for both riders and the community. The following projects will directly enhance the public transit system for customers.

Amenities Program

PSTA continues its regularly scheduled program of amenity provisions and replacement based on priority needs throughout the system. In April 2015, the PSTA board approved a new shelter vendor to begin placing new shelters at locations throughout the system beginning in 2015. Placement of shelters throughout the system will follow the Board approved recommendations of a newly employed Bus Shelter Program.

The 2015 PSTA Bus Shelter Program was developed to maximize the utility in placing newly designed and purchased bus shelters at locations that met a number of stringent criteria. Criteria includes both a customer needs based approached as well as a long-term support for community development by coordinating deployment efforts alongside community development and revitalization plans county-wide.

Through the Amenity Partnership and Art in Transit Programs, PSTA partners with cities and private entities, to purchase and install upgraded bus shelters, ADA-compliant landing pads, and other transit-related amenities such as benches, bicycle racks, and trash cans. Because many of the local jurisdictions have requested custom shelters and amenities, PSTA is working toward development of a catalog of customizable shelter options. PSTA aims to have a competitively bid contract in place by mid-2016 to serve this program. For privately funded artistic shelters, PSTA coordinates with developers and local jurisdictions on design specifications.

Figure 8-2: "Summer in the Park" Art Shelter in Pinellas Park

Fare Policy Streamlining

In July 2014, PSTA began the process by which fare policy changes would occur by codifying the existing fare structure and pricing. A streamlined structure to benefit customers and introduce administrative efficiencies and changes to fares were approved by the PSTA Board in September 2015 with an effective date of October 11, 2015. The new fare policy is presented in Section 4.

Regional Fare Collection Project including SmartCard/Mobile Pay

PSTA and HART are leading the development of a regional fare collection system that will allow interoperability with seamless common fare media for passengers throughout the Tampa Bay region, including eight transit agencies. This project includes identification of equipment and technology needs, development of common fare policies, and procurement and implementation of a single fare media and associated equipment for the eight participating counties (Citrus, Hernando, Hillsborough, Manatee, Pasco, Pinellas, Polk, and Sarasota.

Regional Service Coordination

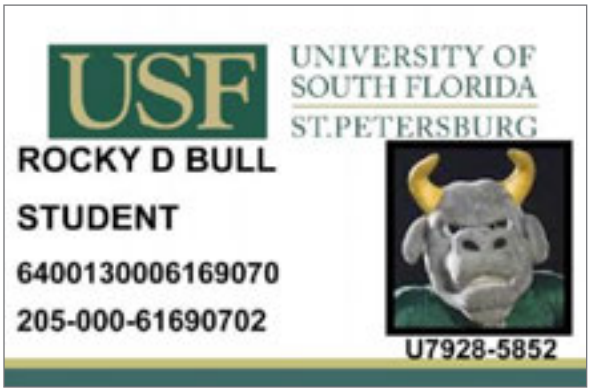
PSTA coordinates with HART, PCPT, and TBARTA on regional transit funding and services. The four agencies share FTA Section 5307 formula funding through an interlocal agreement and coordinate on regional transit routes and services.

PSTA also coordinates with HART and PCPT to maintain and improve connections between systems. Regional connection points and transfer centers are maintained by PSTA in Tarpon Springs and Clearwater facilitating transit service connections between PSTA, PCPT, and HART. PSTA also makes connections with HART routes at the Marion St., Britton Plaza, Westshore Plaza, and Northwest Transfer Centers in Hillsborough County. Coordination efforts include route planning and the provision of passenger benches and shelters, route and schedule information, and shared bus stop locations. Passengers can purchase a regional bus pass for seamless travel between Pinellas and Hillsborough Counties on Routes 100X, 200X, and 300X and for unlimited trips on the HART and PSTA systems. New regional express routes from Clearwater Beach to Tampa International Airport (TPA), from downtown St. Petersburg to TPA, and from downtown St. Petersburg to downtown Tampa are included in PSTA's priority project list.

UPASS Program

In 2014, PSTA implemented the Universal Pass (UPASS) Program with the City of St. Petersburg, St. Petersburg College, USF St. Petersburg, and MYcroSchool Pinellas. This program allows agency employees and students to get unlimited rides by simply showing their identification badges to the driver. Each agency/ school pays a set fee to PSTA for this benefit. PSTA plans to evaluate and pursue similar UPASS program opportunities with other major employers and colleges/universities.

Figure 8-3: USF Student ID



Since its inception, monthly UPASS ridership has grown from 10,000 rides per month to well over 50,000 rides per month and continues to grow. During the past three months, PSTA has extended long-term five-year agreements with St. Petersburg College and MYcroSchool.

Park and Ride Facilities

To augment the existing network of county park-and-ride facilities, PSTA has been actively developing a park-and-ride program that will consist of a regional network of facilities that will connect inter- and intra-county commuter express services and meet regional travel needs. Although many informal park-and-ride facilities exist throughout the county, only two are officially maintained and operated either by FDOT or PSTA. The two facilities include Ulmerton Road near Starkey Road in Largo and 22nd Avenue North at I-275 in St. Petersburg. Park-and-ride program funding in the amount of $200,000 was received from FDOT in May 2012. PSTA is in the process of working with the development community on the identification of possible park-and-ride partnership opportunities.

Develop a Strong Governance Model for Effective Pinellas Public Transportation Leadership

The PSTA Board and its five committees, staff leadership, and transportation partner agencies work together to lead transportation service planning and provision for Pinellas County.

Strategic Partnerships

PSTA works closely with local and regional transportation partners to prioritize transit projects as part of the multi-modal transportation network. The Pinellas MPO prioritizes transportation projects for funding through various federal and state programs. Regional projects included on the MPO's list are brought forth to the Transportation Management Area Group, which includes representation from the three MPOs in the Tampa Bay urbanized area (Hillsborough, Pasco, and Pinellas), for prioritization at the regional level.

TBARTA incorporates priority projects from the MPO and transit agencies in its Master Plan covering the entire Tampa Bay region. Partnerships with each of these agencies to prioritize PSTA projects at the local and regional level are critical to receive funding through certain state and federal programs.

Legislative Agenda

PSTA's Legislative Committee works directly with PSTA's federal and state lobbyists to advance funding to implement priority PSTA projects. The 2015-2016 state legislative priorities include the Central Avenue BRT, Clearwater to TPA Express Bus, and Tampa Bay Regional Fare Collection. PSTA federal legislative priorities include increased bus and bus facility discretionary funding and a Federal Transit Administration Small Starts Application for Central Avenue BRT.

Provide Effective, Financially Viable Public Transportation that Supports Our Community

PSTA is committed to examining all possible financing options, taking strategic cost control measures, maximizing existing revenue sources, sustainable decision making, and seeking new partnership opportunities.

Sustainability Plan

PSTA's Sustainability Plan was last updated in 2011 and includes goals, strategies, and representative sustainability initiatives. In the upcoming year, PSTA will be updating this plan and developing an implementation plan for new initiatives. PSTA will coordinate with Pinellas County, the Pinellas MPO, and other transit agencies in the Tampa Bay Area.

Service Partnerships

Since 2010, PSTA has partnered with the Jolley Trolley Group and local jurisdictions to provide trolley services between Clearwater Beach, downtown Clearwater, and north coastal communities including Clearwater, Dunedin, Palm Harbor, and Tarpon Springs. In February 2014, in partnership with the City of Safety Harbor, trolley service was extended from Dunedin to Safety Harbor with a stop in between at Countryside Mall. The trolley routes serve select destination points and provide connections to numerous PSTA routes.

PSTA also has agreements with the City of St. Pete Beach and Treasure Island, which do not currently belong to the Transit Authority, to jointly purchase PSTA transit service that operates in these communities along the Gulf Boulevard corridor.

Figure 8-4: Jolley Trolley

Through the Transportation Disadvantaged Program, PSTA partners with a number of non-profit agencies to provide transportation to lower income, disabled, and/or older residents who are unable to utilize the fixed route transit system or cannot afford to use PSTA's DART services. These partnerships are important to maximize transportation options for those who are considered transportation disadvantaged.

Interagency Partnerships and Collaboration

PSTA coordinates and collaborates with other transportation agencies and local jurisdictions on specific projects to ensure transit components and services are implemented in a cost effective and efficient manner.

Transportation Project Coordination

PSTA staff regularly meets with local jurisdictions and FDOT in the review of roadway projects to coordinate safe bus stop and/or bus bay locations, shelter permitting, roadway modification impacts to operations, and maintenance of traffic. Since PSTA's vision plan includes premium transit on many corridors that have current or planned major roadway projects, staff is coordinating closely with FDOT to integrate premium transit services and features in design plans where possible and appropriate. Enhanced transit improvements such as shoulder running buses, bus bays, bus bypass lanes, queue jumps, transit signal priority, enhanced stops, and bicycle/pedestrian access infrastructure could be considered as part of these projects. Deliberate and thoughtful inter-agency dialogue will help to ensure projects are carefully coordinated to complement each other and/or leverage available funding for improvements. Current or upcoming major projects that include a transit component or affect transit services include the following.

- US 19 Corridor Master Plan Pilot Project (MPO, FDOT)
- US 19 Interchange Projects (FDOT)
- Gateway Expressway (FDOT)
- Gandy Boulevard Design Build (FDOT)
- Express Bus in Express Lanes Study (FDOT, Hillsborough & Pinellas MPOs)
- Tampa Bay Express
- Howard Frankland Bridge Transit Corridor Evaluation (FDOT, MPO, PSTA)
- Bicycle and Pedestrian Transit Access Study (FDOT)
- Roadway Safety Audits (FDOT)

Figure 8-5 : Tampa Bay Express Master Plan

Development Coordination and Review

Staff works closely with local communities to review development and redevelopment plans and incorporate passenger amenities as part of the project. This program is very successful with regard to the placement of passenger shelters and benches throughout the community. Staff participates with local communities on redevelopment projects and provides input on conceptual site designs with the objective of improving transit access through site design, enhanced transit facility partnerships, and placement of passenger amenities.

Regional Transportation Interagency Exchange (R/TIES)

In 2013, FDOT formed R/TIEs, which consists of representatives from the MPOs and transit agencies in FDOT District 7. The group developed evaluation criteria and an application process to identify and prioritize regional transit projects seeking funding through FDOT. PSTA will continue to participate in R/TIES and coordinate with other transportation agencies in the region to develop and implement regional projects.

Sustainable Capital Program

PSTA has more than 45 buses that will be reaching their useful life in the next five years. The agency has established a sustainable fleet plan to provide for extending the life of our aging bus fleet and to annually purchase approximately 15 buses. The Board and staff are currently exploring options for bus fuel options to ensure that environmentally sustainable bus purchases are balanced with the fiscal constraints facing the Agency.

Customer-Oriented Service Redesign

PSTA is moving forward with implementation of the 2013 Community Bus Plan and will use the "No New Revenue" scenario recommendations as the framework for redesigning the PSTA route network.

The System Redesign Work Plan will guide implementation of the 2013 Community Bus Plan in the context of current fiscal constraints.

The system redesign process involves reviewing all of PSTA's routes and developing recommendations for streamlining routes, increasing efficiency, and improving the customer experience. The routes have been grouped by geography/interconnected routes to make analysis more efficient, however, recommendations and implementation of service adjustments may involve multiple groups at a time.

2015

- Phase 1 – Lowest Performing Route Adjustments

FY 2016- FY 2017

- Relocation of St. Petersburg Transfer Activity from Williams Park
- Countryside/Safety Harbor/Oldsmar
- Gateway Area
- St. Petersburg/Pinellas Park/Largo
- Clearwater/Palm Harbor/Dunedin
- Gulfport/Pinellas Point/South St. Petersburg
- Regional Express
- Bus Rapid Transit and Beach Trolley Services
- Route 52 and Carillon

System Redesign Process

For each group/phase of the system redesign, PSTA will follow a six-step process:

1. Utilize the 2015 Route Performance Evaluation to identify performance of routes included in the phase.
2. Consult the 2013 Community Bus Plan recommendations.
3. Conduct a targeted technical analysis involving review of current demographic and ridership data and rider surveys.
4. Review financial implications of any proposed route modifications.
5. Identify transportation alternatives for any riders affected by route modifications.
6. Engage the public and present final recommendations for PSTA board action.

Incremental Expansion

By implementing premium transit service pilot projects and upgrading overcapacity facilities, PSTA can incrementally expand toward the long-term vision while showing the community the benefits of investing in transit improvements. PSTA is activitly seeking funding for incremental expansion projects.

Central Avenue Bus Rapid Transit

An Alternatives Analysis was previously completed for the Central Avenue BRT service in St. Petersburg's Central Avenue corridor from downtown St. Petersburg to the Gulf beaches. PSTA is currently identifying additional funding to complete environmental analysis and to implement the service. The Central Avenue BRT service is would support local revitalization and economic development plans as well as tourism. It will also complement local service provided by the existing Central Avenue Trolley by providing faster, limited stop travel from downtown to the beaches, seven days a week on 1st Avenue North and 1st Avenue South. This pilot BRT route would be the first of what is envisioned as a future network of rapid transit services connecting Clearwater Beach, TPA, St. Petersburg, and other key tourist destinations and economic centers.

Clearwater Beach to Tampa International Airport Express

The Clearwater Beach to TPA Express service would provide regional connectively between Pinellas County Beaches and TPA as well as major employment centers including downtown Clearwater, the Westshore Area, and downtown Tampa, supporting both tourism and regional economic development. This express service will complement local service provided by the existing and highly successful Route 60, the most productive local route in the PSTA system. The Clearwater Beach to TPA Express is expected to attract new ridership with expedited, limited stop service seven days a week. PSTA is currently seeking additional funding sources beyond already identified state grant funding to fully fund the service.

Downtown St. Petersburg to Tampa International Airport Express

The downtown St. Petersburg to TPA Express would provide new regional connectivity between downtown St. Petersburg, the Gateway Area, and TPA using the Tampa Bay Express (TBX) Lanes and related improvements. The service would connect directly into the Central Avenue BRT for service to the beaches. This route is expected to generate new ridership and support both the tourism industry and regional economic development.

Clearwater Intermodal Center

The Clearwater Intermodal Center would replace the currently over capacity Park Street Terminal in Downtown Clearwater. A site selection process is currently underway, to be followed by environmental analysis and design. The Clearwater Intermodal Intermodal Center project is being coordinated with the City of Clearwater's economic development and downtown improvement plans.

Figure 8-6 : PSTA Trolley at Clearwater Beach

FINANCIAL PLAN SUMMARY

PSTA's ten-year financial plan reflects the Path Forward strategic plan and is built on PSTA's adopted FY2016 budget. Without the additional funding from a sales tax referendum that did not pass the ballot in November 2014, PSTA has evaluated where the organization needs to be in the short-term to meet its mission of providing safe, affordable public transit to our community.

Funding for implementation of the long-term vision has not yet been identified. As such, the TDP financial plan does not make any assumptions about new revenue sources. Any new revenues received to implement PSTA's priority projects and incrementally expand toward the long-term vision will require significant Board discussion and be reflected in future year TDP progress reports.

Highlights of the financial plan and how they relate to the Path Forward strategic plan are described below.

Focus on Customer-Oriented Public Transit Services

The customer is the foundation of PSTA's Path Forward strategic plan. The operating budget includes investment in customer service training for PSTA operators and other staff along with customer surveys used to benchmark the training impact on PSTA's performance. The capital budget includes customer amenities, such as enhanced Wi-Fi service, smartcard/mobile pay system, bus shelters, passenger benches, bike racks and improved ADA accessibility at targeted locations.

Develop a Strong Governance Model for Effective Pinellas Transportation Leadership

State and federal lobbyists are budgeted to assist in obtaining funding for our legislative priorities that are in support of the Path Forward strategic plan. The State initiatives include a Bus Rapid Transit Pilot for the Central Avenue corridor in St. Petersburg, which is the highest demand transit corridor in the Tampa Bay region, and support of the Tampa Bay Regional Transit Fare Collection project that will provide new technology for advanced payment options, making it easier to ride transit within the region. Another state priority is implementing a successful new regional express service from Clearwater Beach to TPA. This route will connect Pinellas County's award-winning beaches with the TPA that is essential for our region's economic development and job growth. Federal priorities include increasing funding for bus and bus facilities programs and application to discretionary programs such as New Starts and Low or No Emission Vehicles (LONO).

In addition, the PSTA Board identified Board Governance training as a continuous improvement initiative that is included in the first year of the operating budget.

Provide Effective, Financially Viable Public Transportation that Supports Our Community

The financial plan increase revenues sources already available to PSTA a simplified fare structure and increased fares. Increased revenues along with strategic cost control measures allows for a surplus in FY 2016 that will be reserved for capital projects, with PSTA's top priority being the bus replacement program.

Sustainable Capital Program

For the bus replacement program, staff will be working with federal, state and community partners to advocate for capital funding. In the five-year capital plan, PSTA will be dedicating, for the first time, local funds to purchase buses.

Customer-Oriented Service Redesign

Focusing resources where transit works best, the budget includes route changes and service improvements based on a data-driven and customer sensitive approach. While there will be improved service on some routes, other changes will affect customers through route elimination. During the budget process and in the coming year we will engage the customers and the business community, both in public forums and on an individual basis to hear their concerns and suggestions. For the 10-year financial plan, changes resulting from system redesign are assumed to be revenue neutral at the network level.

Incremental Expansion

The first year of the financial plan includes $200,000 for route enhancements to help achieve increased ridership. Additional funding will be needed for further expansion and for full implementation of PSTA's priority projects. As that funding is identified and secured, it will be added to the budget and included as part of future TDP progress reports.

Visionary Service Design: Increased Public Transit Access

Planning grant funds will support updating the Community Bus Plan as needed to address and embrace changes within the community. Developing new transit alternative partners will assist in making incremental progress towards the planned countywide high frequency grid.

APPENDIX A
OPERATING BUDGET PROJECTIONS

Table A-1: PSTA Ten Year Operating Budget Projections

Pinellas Suncoast Transit Authority
Operating Budget Projections
FY 2016 - 2025

	Adopted Budget Fiscal Year 2016	Projected Budget Fiscal Year 2017	Projected Budget Fiscal Year 2018	Projected Budget Fiscal Year 2019	Projected Budget Fiscal Year 2020
Revenues					
Passenger Fares	$ 14,817,650	$ 14,817,650	$ 14,817,650	$ 14,817,650	$ 14,817,650
Auxiliary	517,600	527,952	538,511	549,281	560,267
Non-Transportation	173,050	173,050	173,050	173,050	173,050
Taxes	37,808,440	39,245,161	40,736,477	42,080,781	43,469,447
Local Beach Trolley & Rt. 35	926,156	972,464	1,011,363	1,051,818	1,093,891
State Reimbursement - Fuel Tax	652,620	675,462	699,103	723,572	748,897
State Grants	7,418,284	7,545,878	7,675,667	7,807,688	7,941,980
Federal Grants	5,481,491	5,481,491	5,481,491	5,481,491	5,481,491
Federal Grants MPO Pass-Thru	80,000	80,000	80,000	80,000	80,000
Total	$ 67,875,291	$ 69,519,108	$ 71,213,312	$ 72,765,331	$ 74,366,673
Expenditures					
Salaries	29,598,460	30,634,406	31,706,610	32,816,341	33,964,913
Fringe Benefits	11,142,638	11,922,623	12,757,207	13,650,211	14,605,726
Services	3,715,565	3,782,445	3,869,441	3,958,438	4,049,482
Diesel Fuel	4,531,370	4,689,968	4,854,117	5,024,011	5,199,851
Supplies	4,529,002	4,692,046	4,907,880	5,133,642	5,369,790
Insurance	1,709,200	1,769,022	1,830,938	1,895,021	1,961,347
Utilities	1,168,600	1,189,635	1,216,997	1,244,988	1,273,623
Taxes & Licenses	843,590	873,116	903,675	935,304	968,040
Purchased Transportation - DART	6,246,500	6,871,150	7,145,996	7,431,836	7,729,109
Purchased Transportation - TD	748,570	823,427	856,364	890,619	926,244
Purchased Transportation - Trolleys	668,395	692,457	724,310	757,628	792,479
Miscellaneous	344,955	357,373	373,812	391,007	408,993
Total	$ 65,246,845	$ 68,297,668	$ 71,147,347	$ 74,129,046	$ 77,249,597

Table A-1: PSTA Ten Year Operating Budget Projections

	Projected Budget Fiscal Year 2021	Projected Budget Fiscal Year 2022	Projected Budget Fiscal Year 2023	Projected Budget Fiscal Year 2024	Projected Budget Fiscal Year 2025
Revenues					
Passenger Fares	$ 14,817,650	$ 14,817,650	$ 14,817,650	$ 14,817,650	$ 14,817,650
Auxiliary	571,472	582,901	594,559	606,450	618,579
Non-Transportation	173,050	173,050	173,050	173,050	173,050
Taxes	44,903,939	46,385,769	47,916,499	49,497,743	51,131,169
Local Beach Trolley & Rt. 35	1,137,647	1,183,153	1,230,479	1,279,698	1,330,886
State Reimbursement - Fuel Tax	775,108	802,237	830,315	859,376	889,454
State Grants	8,078,582	8,217,534	8,358,876	8,502,649	8,648,895
Federal Grants	5,481,491	5,481,491	5,481,491	5,481,491	5,481,491
Federal Grants MPO Pass-Thru	80,000	80,000	80,000	80,000	80,000
Total	$ 76,018,939	$ 77,723,785	$ 79,482,919	$ 81,298,107	$ 83,171,174
Expenditures					
Salaries	35,153,685	36,384,064	37,657,506	38,975,519	40,339,662
Fringe Benefits	15,628,127	16,722,096	17,892,643	19,145,128	20,485,287
Services	4,134,521	4,221,346	4,309,994	4,400,504	4,492,915
Diesel Fuel	5,381,846	5,570,211	5,765,168	5,966,949	6,175,792
Supplies	5,595,321	5,830,324	6,075,198	6,330,356	6,596,231
Insurance	2,029,994	2,101,044	2,174,581	2,250,691	2,329,465
Utilities	1,300,369	1,327,677	1,355,558	1,384,025	1,413,090
Taxes & Licenses	1,001,921	1,036,988	1,073,283	1,110,848	1,149,728
Purchased Transportation - DART	8,038,273	8,359,804	8,694,196	9,041,964	9,403,643
Purchased Transportation - TD	963,294	1,001,826	1,041,899	1,083,575	1,126,918
Purchased Transportation - Trolleys	825,763	860,445	896,584	934,241	973,479
Miscellaneous	426,171	444,070	462,721	482,155	502,406
Total	$ 80,479,285	$ 83,859,895	$ 87,399,331	$ 91,105,955	$ 94,988,616
Revenue Over / (Under) Expenditures	$ (4,460,346)	$ (6,136,110)	$ (7,916,412)	$ (9,807,848)	$ (11,817,442)

APPENDIX B
CAPTITAL IMPROVEMENT PROGRAM

Table B-1: Five Year Constrained Capital Improvement Program

Project Title	Funding	Total Project Budget	FY 2015 Project Forecast	FY 2016 Project Budget	FY 2017 Project Budget	FY 2018 Project Budget	FY 2019 Project Budget	FY 2020 Project Budget
Vehicles								
APC Equipment	FTA	$128,650				$128,650		
Bus Security upgrades (DVRs & Cameras)	FTA	$1,800,000						$1,800,000
Farebox Rebuild	FTA	$952,000		$500,000	$452,000			
GFI Vault Replacement	FTA	$50,000		$50,000				
Replacement Support Facilities Trailers	FL 90-X811	$10,000	$10,000					
Radio Replacement/Upgrade	FTA	$1,200,000					$1,200,000	
WiFi	FL 90-X783	$206,024	$206,024					
Replacement Connector Buses	FTA	$1,168,000			$1,168,000			
Standard Cutaway Bus Quantity		7			7			
Replacement Buses	FTA	$25,832,978		$3,619,497	$2,662,915	$8,445,272	$7,449,294	$3,656,000
Standard Diesel Bus Quantity		47		7	5	15	13	6
Replacement Buses	General Reserve	$6,949,704		$0	$0	$0	$1,130,034	$5,819,670
Standard Diesel Bus Quantity		12		0	0	0	2	10
Total		**$32,782,682**		**$3,619,497**	**$2,662,915**	**$8,445,272**	**$8,579,328**	**$9,475,670**
Replacement Buses	FL 04-0162	$19,843	$19,843					
Replacement Buses	FL 34-0003	$2,780,228	$2,780,228					
Replacement Buses	FL 90-X783	$1,390,114	$1,390,114					
Replacement Buses	FL 90-X811	$5,529,379	$5,529,379					
Replacement Buses	FL 90-X841	$5,457,203	$5,457,203					
Total		**$15,176,767**	***$15,176,767***					
Hybrid Bus Quanity		21						
Support Vehicles	FTA	$415,021			$415,021			
Support Vehicles	FL 90-X689	$4,780	$4,780					
Support Vehicles	FL 90-X811	$50,825	$50,825					
Support Vehicles	FL 90-X841	$28,411	$28,411					
	Restricted Funds	$13,020	$13,020					
Total		**$512,057**	***$97,036***		***$415,021***			
Expansion Connector Vehicles	Section 5310	$288,000		$288,000				
	FDOT	$36,000		$36,000				
	General Reserve	$36,000		$36,000				
Total		***$360,000***		***$360,000***				
Wheelchair Securement Equipment	Section 5310	$644,000		$644,000				
	FDOT	$80,500		$80,500				
	General Reserve	$80,500		$80,500				
Total		***$805,000***		***$805,000***				
Passenger Amenities								
Big Belly Trash Compactors	FTA 811 & 841	$109,383	$109,383					
Bus Stop Poles/Hardware	FTA	$15,000				$15,000		
Bus Stop Trash Cans	FTA	$18,900				$18,900		
Bus Stop Trash Cans	FTA 648 & 689	$25,101	$25,101					
Largo Commons Shelters and Passenger Amenities	FL 90-X689	$57,569		$57,569				
Passenger Benches	FTA	$88,750			$31,250	$32,500	$25,000	
Purchase SimmeSeats	FTA	$31,000				$31,000		
Pedestrian Access/Walkways	FTA	$600,000		$200,000	$200,000	$200,000		
Pedestrian Access/Walkways	FTA 723 & 758	$925,000	$700,000	$225,000				
Total		***$1,525,000***	***$700,000***	**$425,000**	***$200,000***	***$200,000***		
Passenger Shelters	FTA	$530,000			$130,000	$200,000	$200,000	
Passenger Shelters	FL 90-X689	$636,205	$636,205					
Passenger Shelters	FL 90-X783	$200,000	$113,795	$86,205				
Passenger Shelters	FL 90-X811	$200,000		$200,000				
Passenger Shelters	FL 90-X841	$200,000		$100,000	$100,000			
Total		***$1,766,205***	***$750,000***	**$386,205**	***$230,000***	***$200,000***	***$200,000***	

Table B-1 (con't): Five Year Constrained Capital Improvement Program

PINELLAS SUNCOAST TRANSIT AUTHORITY
FIVE-YEAR CAPITAL IMPROVEMENT PROJECTS

Project Title	Funding	Total Project Budget	FY 2015 Project Forecast	FY 2016 Project Budget	FY 2017 Project Budget	FY 2018 Project Budget	FY 2019 Project Budget	FY 2020 Project Budget
Training & Third Party Contracts								
Alternative Analysis/Howard Frankland Bridge (HFB)	General Reserve	$462,979	$240,000	$222,979				
Consultant Services	FTA	$200,000				$200,000		
Consultant Services	FL 90-X811	$25,891	$25,891					
In-Person Assessments	FTA	$125,000		$25,000	$25,000	$25,000	$25,000	$25,000
In-Person Assessments	FTA 811 & 841	$24,682	$24,682					
Long Range Planning	FL 90-X841	$200,000		$200,000				
Public Outreach-Contractor	MPO	$30,000	$30,000					
Employee Education	FTA	$100,000			$30,000	$30,000	$20,000	$20,000
Employee Education	FL 90-X783	$9,644	$9,644					
Employee Education	FL 90-X811	$20,000	$10,000	$10,000				
Employee Education	FL 90-X841	$20,000	$1,219	$18,781				
Total		***$149,644***	***$20,863***	***$28,781***	***$30,000***	***$30,000***	***$20,000***	***$20,000***
Short Range Planning	FTA	$1,100,000		$200,000	$100,000	$400,000	$200,000	$200,000
Short Range Planning	FL 90-X689	$14,459	$14,459					
Short Range Planning	FL 90-X758	$85,667	$85,667					
Short Range Planning	FL 90-X783	$50,442	$50,442					
Short Range Planning	FL 90-X811	$147,190	$147,190					
Short Range Planning	FL 90-X841	$290,000	$90,000	$200,000				
Total		***$1,687,758***	***$387,758***	***$400,000***	***$100,000***	***$400,000***	***$200,000***	***$200,000***
Regional Fare Media Project	FDOT	$954,880		$954,880				
Regional Fare Media Project	FL 90-X723	$39,000		$39,000				
Regional Fare Media Project Short Range Planning	FL 90-X758	$74,710	$74,710					
Total		***$1,068,590***	***$74,710***	***$993,880***				
Facilities								
Above Ground Fuel Storage Tanks	FL 90-X758	$500,000	$250,000	$250,000				
A/C Chiller and Building Control System	FL 90-X689	$500,000	$500,000					
Audio Visual Equipment - Auditorium	FL 90-X723	$25,972	$25,972					
Audio Visual Equipment - Boardroom	FL 90-X723	$309,010		$309,010				
Audio Visual Lectern for Training Classrooms (2)	FTA	$1,500					$1,500	
Clearwater Downtown Intermodal Terminal	FL 04-0135	$950,000		$550,000	$200,000	$200,000		
Misc. Support Equip- Admin/Maint. Facility	FTA	$1,398,304			$421,032	$250,000	$363,636	$363,636
Park & Ride - FDOT	FDOT	$200,000		$200,000				
Replacement Office Furniture and Equipment	FTA 689 & 841	$100,000	$50,000	$50,000				
Rehab/Renovation Facilities - Scherer Drive	FL 90-X841	$80,000	$40,000	$40,000				
Rehab/Renovation Facilities -A/C for Server Room	FL 90-X723	$37,580	$37,580					
Rehab/Renovation Facilities - Service Lane Infrastructure	FL 90-X841	$245,000	$245,000					
Repaint Grand Central Station (exterior)	FL 90-X811	$35,000	$19,750	$15,250				
Surveillance/Security Equipment	FTA	$46,000			$46,000			
Surveillance/Security Equipment	FTA 648 & 758	$270,330	$270,330					
Pinellas Park Transfer Center	FL 90-X689	$117,264	$117,264					
	General Reserve	$229,218	$229,218					
	Pinellas Park	$0	$0					
Total		***$346,482***	***$346,482***					
Central Avenue BRT	Future Project	$16,500,000			$8,250,000	$8,250,000		

Table B-1 (con't): Five Year Constrained Capital Improvement Program

PINELLAS SUNCOAST TRANSIT AUTHORITY
FIVE-YEAR CAPITAL IMPROVEMENT PROJECTS

Project Title	Funding	Total Project Budget	FY 2015 Project Forecast	FY 2016 Project Budget	FY 2017 Project Budget	FY 2018 Project Budget	FY 2019 Project Budget	FY 2020 Project Budget
Technology								
COMPUTER HARDWARE								
Campus WiFi	FL 90-X723	$75,000		$75,000				
Data Center Upgrade	FTA	$300,000					$300,000	
Fiber Upgrade	FL 90-X723	$60,000		$60,000				
Fuel Management System (Fleetwatch)	FL 90-X723	$185	$185					
Laminator	FL 90-X723	$4,352	$4,352					
Laptops	FTA	$25,000					$25,000	
Laptops	FTA 689 & 783	$24,685	$8,168	$16,517				
Misc. Computer Hardware	FTA 648 & 689	$22,488	$22,488					
On-Board GIS Computers For Connector Services	FTA	$12,000				$12,000		
Photo ID System	FTA	$25,000				$25,000		
Plotter for mapping (Auto CAD)	FTA	$30,000				$30,000		
Polycom Conference Phones	FTA	$3,600			$3,600			
Printers	FTA	$150,000					$150,000	
Printers	FTA 689 & 758	$68,601	$34,300	$34,301				
Purchase Servers	FTA	$175,000					$175,000	
Purchase Servers	FL 90-X723	$200,000	$50,000	$150,000				
Replace/Upgrade Phone System and Phones	FTA	$250,000		$250,000				
Replacement Work Stations	FTA	$146,000			$146,000			
Replacement Work Stations	FTA 689 & 758	$18,712	$18,712					
UPS Upgrades	FL 90-X783	$83,000		$83,000				
Virtual Desktop Server Hardware	FL 90-X783	$46,281			$46,281			
COMPUTER SOFTWARE								
Application tracking Software	FL 90-X689	$12,000	$12,000					
AVM 3 Project	FL 90-X758	$160,000		$160,000				
ArcView Software	FL 90-X811	$6,000		$6,000				
Clever Works	FL 90-X689	$171,216	$50,000	$121,216				
Cisco 3750 POE switch	FTA	$30,000			$30,000			
Document Image Software	FL 90-X758	$30,000		$30,000				
DART Software Route Match	FTA	$125,000					$125,000	
DART Software Route Match	FL 90-X758	$44,809	$44,809					
FleetNet	FL 90-X689	$45,950	$45,950					
Flex Service Connection Service	FL 90-X723	$7,500	$7,500					
Hastus Upgrade	FTA	$411,000		$411,000				
Misc. Computer Software	FTA 723 & 758	$142,040	$71,020	$71,020				
Microsoft Office Professional VL 20XX (Work Stations)	FL 90-X783	$38,100			$38,100			
Microsoft Office 20XX Version (Servers)	FTA	$39,000			$39,000			
Phone System Software	FL 90-X723	$21,000		$21,000				
RTBI Software Replacement	FTA	$1,000,000				$500,000	$500,000	
Virtual Desktop Upgrade- workstation software	FTA	$145,000					$145,000	

Table B-1 (con't): Five Year Constrained Capital Improvement Program

Project Title	Funding	Total Project Budget	FY 2015 Project Forecast	FY 2016 Project Budget	FY 2017 Project Budget	FY 2018 Project Budget	FY 2019 Project Budget	FY 2020 Project Budget
Miscellaneous								
Air Compressor	FTA	$100,000					$100,000	
Check Sealer	FTA	$7,500				$7,500		
Forklift Replacement	FTA	$200,000						$200,000
Lease mailing equipment	FTA 648 & 841	$2,425	$2,425					
Lease Copiers	FL 90-X841	$16,363	$16,363					
Lift Station Pump	FL 90-X723	$7,500	$7,500					
Misc. Communication Equipment	FL 90-X689	$4,476	$4,476					
Misc. Support Equipment	FTA 689 & 723	$297,226	$148,613	$148,613				
Rehab/Renovation Misc. Equipment	FL 90-X841	$25,000	$25,000					
Revenue Room Equipment	FL 90-X841	$60,000	$60,000					
Shop Hose Exhaust Replacement	FTA	$8,000				$8,000		
Shop Hose Exhaust Replacement	FL 90-X783	$7,419	$7,419					
Two ARI Portable Lifts	FL 90-X811	$150,000	$150,000					
Contingency	FTA	$1,320,000		$320,000	$250,000	$250,000	$250,000	$250,000
Contingency	FL 90-X689	$29,424	$14,712	$14,712				
Contingency	FL 90-X723	$286,223	$143,112	$143,112				
Contingency	FL 90-X758	$932,474	$466,237	$466,237				
Contingency	FL 90-X783	$260,252	$130,126	$130,126				
Contingency	FL 90-X811	$374,078	$187,039	$187,039				
Contingency	FL 90-X841	$459,781	$229,891	$229,891				
Total		**$3,662,232**	***$1,171,116***	***$1,491,116***	***$250,000***	***$250,000***	***$250,000***	***$250,000***
Total Capital Expenses		**$93,004,470**	**$21,625,725**	**$12,616,954**	**$14,784,199**	**$19,258,822**	**$12,384,464**	**$12,334,306**
FTA Funding Under Grant		$26,196,466	$21,113,487	$4,498,598	$384,381	$200,000	$0	$0
FTA Future Funding		$40,303,203	$0	$5,575,497	$6,149,818	$10,808,822	$11,254,430	$6,514,636
Future Project		$16,500,000	$0	$0	$8,250,000	$8,250,000	$0	$0
MPO Funding		$30,000	$30,000	$0	$0	$0	$0	$0
FDOT Funding		$1,271,380	$0	$1,271,380	$0	$0	$0	$0
Section 5310		$932,000	$0	$932,000	$0	$0	$0	$0
Restricted Funds for FTA Projects		$13,020	$13,020	$0	$0	$0	$0	$0
PSTA General Reserves		$7,758,401	$469,218	$339,479	$0	$0	$1,130,034	$5,819,670
City of Pinellas Park		$0	$0	$0	$0	$0	$0	$0
TOTAL CAPITAL PROGRAM		**$93,004,470**	**$21,625,725**	**$12,616,954**	**$14,784,199**	**$19,258,822**	**$12,384,464**	**$12,334,306**