



Fiscal year 2012

# Adopted Operating and Capital Budget



Pinellas Suncoast Transit Authority

**FISCAL YEAR 2012**

**ADOPTED  
OPERATING AND CAPITAL BUDGETS**

**October 1, 2011 through September 30, 2012**

**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**ST. PETERSBURG, FLORIDA**

**Prepared by: The Finance Department**

**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**FISCAL YEAR 2012**

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**SECTION I**  
**INTRODUCTORY**  
**SECTION**

**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**FY 2011 – 2012 BUDGET**

**Board of Directors**

**Officers**

R.B. Johnson, Chairperson  
Jeff Danner, Vice-Chairperson  
Kenneth T. Welch, Secretary/Treasurer

**Pinellas County**

Kenneth T. Welch  
Nancy Bostock  
Neil Brickfield  
Susan Latvala  
Debra Kynes

**City of St. Petersburg**

Jeff Danner  
Donald R. Crane  
Herb Polson

**City of Clearwater**

Bill Jonson

**City of Tarpon Springs**

Chris Alahouzous

**City of Dunedin**

Julie Ward Bujalski

**City of South  
Pasadena**

Kathleen Peters

**City of Largo**

Robert Murray

**City of Indian Rocks  
Beach**

R.B. Johnson

**City of Pinellas Park**

Jerry A. Mullins

**Chief Executive Officer**

Bradford Miller

**General Counsel**

Zimmet, Unice & Salsman, P.A.

**Auditors**

Mayer Hoffman McCann, P.C., KRMT Tampa Bay Division

# Board of Directors

**Chairperson**



**R.B. Johnson**  
Mayor  
City of Indian  
Rocks Beach

**Vice-Chairperson**



**Jeff Danner**  
Councilmember  
City of St. Petersburg

**Secretary/Treasurer**



**Kenneth T. Welch**  
Commissioner  
Pinellas County



**Chris Alahouzos**  
Commissioner  
Tarpon Springs



**Nancy Bostock**  
Commissioner  
Pinellas County



**Neil Brickfield**  
Commissioner  
Pinellas County



**Julie Ward  
Bujalski**  
Commissioner  
City of Dunedin



**Donald R. Crane**  
Citizen  
City of St.  
Petersburg



**Bill Jonson**  
Councilmember  
City of Clearwater



**Deborah Kynes**  
Citizen  
Pinellas County



**Susan Latvala**  
Commissioner  
Pinellas County



**Jerry A. Mullins**  
Councilmember  
City of Pinellas Park



**Robert Murray**  
Commissioner  
City of Largo



**Kathleen Peters**  
Mayor  
City of South  
Pasadena



**Herb Polson**  
Councilmember  
City of St.  
Petersburg

**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**FY 2011 – 2012 BUDGET**

**DEPARTMENT DIRECTORS**

David Persaud, Director of Finance

Larry Longenecker, Director of Human Resources

Denise Skinner, Director of Transportation

Debra Woodward, Director of Information Technology

William Steele, Director of Planning

Jeff Easterling, Director of Maintenance

Janet Recca, Director of Marketing

**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**FY 2011 – 2012 BUDGET**

**FINANCE DEPARTMENT STAFF**

David Persaud, Director of Finance

Mike Hanson, Budget Manager

Lori Clark, Controller

Ana Owen, Purchasing Manager

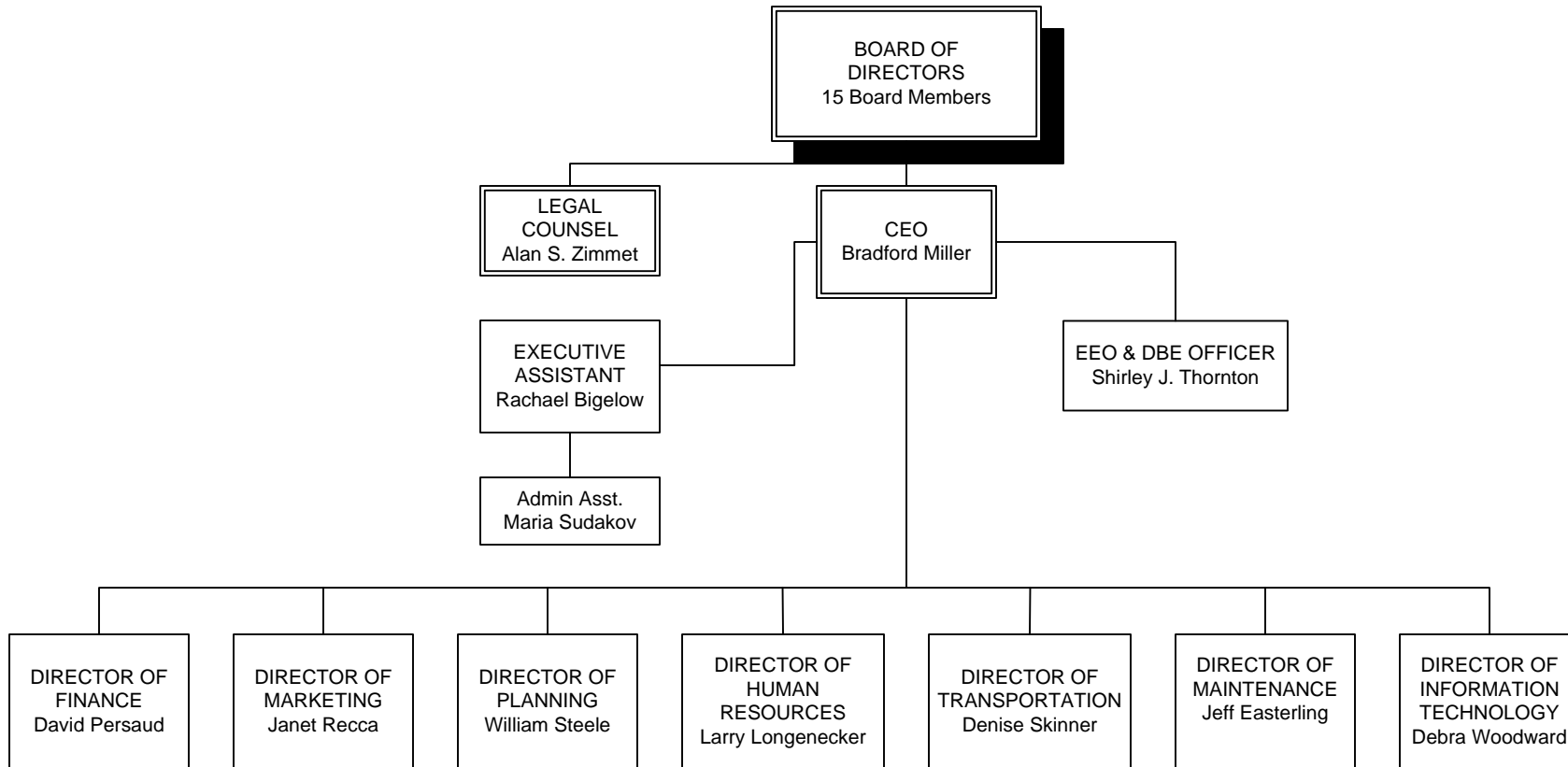
Carole Swift, Risk Manager

Rita Hoffman, Statistical Data Manager

Stephanie Overton, Administrative Assistant



# PINELLAS SUNCOAST TRANSIT AUTHORITY ORGANIZATIONAL CHART



# **PINELLAS SUNCOAST TRANSIT AUTHORITY**

## **VISION STATEMENT**

“Quick, affordable transportation from where you are to where you want to go.”

## **MISSION STATEMENT**

PSTA provides safe, affordable public transit to our community. We help guide land use decisions and support economic vitality to enhance our quality of life.

## **GUIDING PRINCIPLES**

- Increase ridership.
- Expand public transit through educating, partnering and collaborating with our entire community.
- Provide good stewardship of public funding.
- Demonstrate environmental leadership.
- Conduct business and activities with transparency, integrity, and high ethical standards.
- Lead the public transit industry with innovative projects and operating practices.
- Integrate public transit with land use and economic development goals to enhance the community’s livability.
- Focus on continuous customer service improvement.
- Provide a safe and secure public transit environment.
- Value the ideas and contributions of all PSTA employees.
- Foster a spirit of teamwork throughout the entire organization.
- Increase PSTA diversity by attracting, training and retaining employees who reflect our community.



## FY 2011 & 2012 BUDGETS

### ORGANIZATIONAL OVERVIEW

#### Profile of the Authority

The Pinellas Suncoast Transit Authority was created in 1984 via a merger of the St. Petersburg Municipal Transit System and the Central Pinellas Transit Authority to provide Pinellas County with a cohesive public transit system. Today, a fleet of 175 buses and 16 trolleys serve 37 regular routes and four commuter routes throughout Pinellas County. The Route 100X provides express service between St. Petersburg and downtown Tampa 16 times a day, the Route 300X provides express service between Largo and downtown Tampa 15 times a day, and the popular Suncoast Beach Trolley<sup>SM</sup> connects the Gulf beaches from downtown Clearwater to Pass-a-Grille.

Pinellas County is 280 square miles with approximately 916,542 residents (2010 Census). Pinellas County is located along the west coast of Florida and includes a corridor of smaller beach communities along the Gulf of Mexico. Pinellas County is the second smallest county in the state of Florida; however, it is the most densely populated county in the state and is nearly three times more densely populated than the next closest county.

The Authority serves most of the unincorporated area and 19 of the County's 24 municipalities. This accounts for 98% of the county's population and 97% of its land area. The cities of St. Pete Beach, Treasure Island, Kenneth City, Belleair Beach, and Belleair Shore are not members of the Authority; however, St. Pete Beach and Treasure Island do contract for trolley service.

During fiscal year 2010, Authority vehicles traveled a total of 9.9 million miles, providing approximately 603,000 hours of service, and 12.7 million passenger trips.

#### Officials

The Authority is governed by a board of directors comprised of thirteen elected officials, and two non-elected officials, one of which is appointed by the Pinellas County Board of Commissioners and the other by the St. Petersburg City Council. Operating expenses are covered through state and federal funds, passenger fares, and ad valorem taxes.

#### Services and Service Delivery

The Authority provides virtually all public transportation services in this area. These services include fixed route, paratransit, and specialized services. The Authority maintains over 5,025 bus stops, 706 shelters, 14 transfer centers, 3 transit centers, and a fleet of 191 fixed route vehicles. For FY 2010, the total passenger trips were 12,676, 259.

The Authority offers a host of programs and services to make using public transit an easy and attractive alternative to driving. Printable route schedules and maps are available on [www.psta.net](http://www.psta.net), making bus information more accessible than ever. The website also offers details out how to ride, fares and reduced fare programs, Bikes on Buses, employment opportunities, and much more. These materials are also all available by mail. Trip planning assistance is available by calling the Customer Service Department's InfoLine, visiting a Customer Service Center, or through the online trip planner. The Authority strives to assist companies with special corporate needs and employee transportation problems. The Employer's Choice Program allows companies to offer their employees a transit benefit that can be deducted as a business expense. Passengers enjoy the added convenience of loading a bicycle onto special racks on the front of every bus and trolley. A special slide presentation is available on the Authority's website to teach riders how to use the rack. Organizations interested in the role of public transportation in Pinellas County are invited to call and request a speaker for meetings and/or events. First-time riders can use the Show Me Program to get schedules, route maps, fare information, and more brought right to their door by an Authority representative who will train them in the basics of transit and take them on the first bus trip. Three convenient Park N Ride lots (one not being used now) are provided for intermodal connections to local and commuter express bus routes. PSTA has entered into an agreement with the City of St. Petersburg and St. Petersburg Trolley to provide circulator service in downtown St. Petersburg. PSTA has also entered into an agreement with Jolley Trolley, Inc. to provide circulator service from Clearwater Beach to downtown Clearwater and north to Tarpon Springs.

Persons with disabilities who are unable to use regular bus service may be eligible for an ADA paratransit specialized service or Demand Response Transportation (DART). Since DART offers vehicles that are equipped with wheelchair lifts they are accessible to passengers in both wheelchairs and electric carts. DART service is a complement to the Authority's fixed routes with service available to certified customers during the same days and hours as the fixed route bus service at a fare of not more than twice the regular bus fare.

### **Management**

The Chief Executive Officer is responsible for the Authority's daily operations and directly supervises the core personnel who lead the organization: Finance, Planning, Bus Operations, Maintenance, Administration, and Marketing. Additionally, there are departments that support these functions.



## MEMORANDUM

**TO:** Pinellas Suncoast Transit Authority Board of Directors

**THROUGH:** Brad Miller, Chief Executive Officer

**FROM:** David Persaud, Director of Finance

**DATE:** September 19, 2011

**SUBJECT:** Transmittal of FY 2012 Adopted Budget

The PSTA FY 2012 budget is comprised of the following: bus operations, demand response (DART) operations, and the capital budget, totaling \$84,950,092 which is \$2,441,965 or 4.4% more than the FY 2011 Budget.

The PSTA budget serves several purposes: to serve as a policy-making tool for the PSTA Board to express measurable goals and objectives for management and to provide a perspective for others to review the authority functions and funding; and to describe, as clearly as possible, the level of service that is being provided by PSTA, the cost of the service, the proposed allocation of dollars, and the source of funds used to pay for the service and capital projects.

The budgetary process must be able to provide sufficient information to assure compliance with statutory budgetary controls. PSTA formally integrates budgetary appropriations and revenue projections into the accounting system. Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Information which serves to generate the budget is developed initially by the various program areas because of the objectives which have been established. In some instances, the identification of objectives has yielded insight into staffing patterns and has resulted in

modifications to manpower allocation. Data which is used in development of the budget process is gathered from each of the operating departments of PSTA and compiled by the Finance Department. Subsequently, the management team representing each of the operating departments meets to review the budget which has been developed. The PSTA Board reviews the budget in a workshop setting and then formally adopts the budget after two public meetings which include public hearings.

## **FY 2012 SUMMARY OF BUDGETS**

### **COMPARISON BY MODE**

<b>Mode</b>	<b>FY 2012 Proposed Budget</b>	<b>FY 2011 Adopted Budget</b>	<b>Change</b>	
			<b>Amount</b>	<b>Percent</b>
Bus Operations/DART	\$57,353,876	\$54,911,911	\$2,441,965	4.4%
Capital Improvements	27,596,216	NA	NA	NA
Totals	\$84,950,092	NA	NA	NA

### **FY 2012 BUDGET SUMMARY**

The bus operating budget for FY 2012 is increasing by \$2.4 million or 4.4 percent over FY 2011. The capital budget for FY 2012 totaled \$27,596,216. The capital budget was not included for approval in FY 2011.

### **FY 2012 REVENUE SUMMARY**

PSTA revenues are received from four major sources: (1) fares, (2) property tax, (3) grants, and (4) other revenues.

#### **Bus Operations**

##### **Revenues**

- Fare & Pass Revenues – The FY 2012 ridership is projected to remain flat, with fare revenues projected to increase \$1,020,732 or 8.9 percent based on FY 2011 performance.
- Auxiliary revenue (advertising) is expected to increase by \$65,200 or 35.3 percent over FY 2011.

- Non-transportation revenue is down \$418,530 or 63 percent for decline in investment income which was overstated in FY 2011.
- Ad Valorem Revenues – Ad Valorem revenue is expected to decrease by 23.8 percent or \$6.3 million over FY 2011. This increase is due to a millage rate increase from .5601 to .7305 or 30.43 percent.
- Local beach trolley revenue is expected to increase \$62,350 or 10.4%.
- State reimbursement for fuel taxes is expected to remain flat at \$553,500.
- State block grants is expected to increase to \$413,764 or 10.4 percent, due to reorganizing to service development and grant to fund trolley services.
- Federal grants used for preventative maintenance expense is expected to decline \$403,179 or 4.7 percent. This decline is due to the amount PSTA can utilize for preventative maintenance service.
- MPO pass through grants is expected to remain flat at \$80,000.
- Fund Balance – The fund balance of \$2.85 million is reflected as a credit due to an increase in reserve to fund the FY 2013 and 2014 deficits.

## **Expenses**

- Salaries – Salaries expense will increase by \$1.3 million or 5.3 percent over FY 2011 due to the step increases in the new labor contract for Tampa Bay Area Transit Workers Union increase for October 1, 2010 through September 30, 2012. The labor contract for Service Employees International Union, Florida Public Services Union is for the period of October 1, 2010 through September 30, 2011. The remaining increase is for north county service increases.
- Fringe Benefits – Fringe benefits are expected to decrease by \$1,082,040 or 10.2 percent under FY 2011. This increase is primarily due to the decrease in FRS employer's contribution and the 3 percent increase for employees.
- Service related expenses are decreasing by \$87,800, or 3.2 percent.
- Fuel and Oil – Fuel and Oil expense is expected to increase by \$1.8 million or 35 percent over FY 2011. The increase for FY 2012 is based on a price per gallon of diesel fuel of \$3.09 as compared to \$2.30 per gallon in FY 2011.

- Parts and Supplies – Parts and Supplies expense is expected to increase \$92,000 or 3 percent.
- Insurance Costs – Insurance expense is expected to increase by \$192,000, or 12.7 percent, due to an increase in property insurance premiums.
- Utilities – Utilities expense is expected to increase \$119,000, or 13.3 percent, due to the increase in cost of fuel.
- Taxes and Fees – Taxes and Fees expense is expected to run flat at \$742,000.

**Demand Response Transportation (DART):**

- DART Expenses for FY 2012 is projected to remain flat at \$4.7 million. A request for proposal for continued privatization of this service is currently in progress to select providers for this service.
- Purchased Transportation services for trolley services are expected to increase \$100,000 or 22 percent. This increase is due to the change in method of funding this service by using a service development grant. The increase in State revenues is offset with this increase in expense.
- Miscellaneous expenses is projected to remain flat.

**CAPITAL IMPROVEMENTS/GRANT BUDGET**

The FY 2012 Capital budget totaling \$27,596,000 consists of all prior years capital expenses and projected balance at September 30, 2011, \$24,571,533 and FY 2012 program of projects fund \$3,754,683. The major revenues and projects are presented below:

**REVENUES**

ARRA Grant	\$ 3,064,000
Federal Security Grant	\$ 1,213,000
Section 5307 Grant	\$ 19,371,000
Special Appropriation	\$ 5,352,000
Reserve – AA Study	\$ 667,000
Reserve – Concrete Project	\$ 8,497,000
Net Transfer to Operating Budget	<u>\$ (10,568,000)</u>
 Total Revenues	 <u>\$ 27,596,000</u>



## **CAPITAL EXPENSES**

AA Study	\$ 667,000
Bus Shelters	\$ 1,322,000
Computer (H/S)	\$ 1,236,000
Concrete Project	\$ 8,497,000
Consultant Study – AA	\$ 2,187,000
Communications/Equipment	\$ 3,059,000
Park Street Renovation	\$ 1,915,000
Security Project	\$ 1,213,000
Support Facility Concrete	\$ 1,500,000
Other CIP Projects	<u>\$ 6,000,000</u>
Total Expenses	<u>\$ 27,596,000</u>

## **Labor Contracts**

Labor costs are usually the single, largest expenditure for state and local governments. For this reason, the stakes in labor negotiations are high for all parties involved. PSTA has two labor contracts with two unions. The contract between PSTA and the Tampa Bay Area Transit Workers Union was negotiated in December 2010, and covers the period October 1, 2010 through September 30, 2012.

The other contract between PSTA and the Service Employees International Union, Florida Public Services Union covers the period October 1, 2010 through September 30, 2011.

## **COMPOSITION OF PSTA EMPLOYEES**

	<b>Actual 2011</b>	<b>Budget 2012</b>
Bus Operations	560	556

## **Transportation Service to the Community**

Hours and miles of service to be provided forms the basis of PSTA's operating budget. PSTA continually strives to improve service by making service enhancements and improvements to existing routes to improve capacity and reliability.

The FY 2011 and FY 2012 budget reflects the following revenue hours on the table.

**REVENUE HOURS COMPARISON BY MODE**

<i>Mode</i>	<i>Budget FY 2011</i>	<i>FY 2012 Adopted</i>	<i>Change</i>	
			<b>Amount</b>	<b>Percent</b>
Bus Operations	582,953	608,734	25,781	4.4%

**Reserve Policy**

The PSTA Board has adopted a formal reserve policy. Reserves are monies set aside as contingencies for revenue shortfalls or unanticipated expenditures. Reserves can also be used to finance cash flow and to fund self-insurance and capital replacement programs. A reserves fund policy establishes the type for reserves an organization will have, as well as the size and use of those reserves. It is not the intent of this policy to accumulate unnecessary or excessive levels of reserves.

The purpose of this reserve policy is to:

- Provide overall, long-range approach to financial management.
- Ensure that PSTA is able to meet its financial obligations as they arise.
- Improve fiscal stability and protect PSTA during a financial emergency.

**BUDGET RECOMMENDATIONS AND CONCLUSION FY 2012 ADOPTED BUDGET**

- The FY 2012 combined budget totals \$84,950,092 (operating \$57,353,876 and capital \$27,596,216). This increase is intended to fund the three-year operating budget FY 2012 – 2014 projected deficit and provide for financial sustainability.
- The Ad Valorem tax rate is based on .7305 mill and 30.43 percent increase or \$6.3 from FY 2011.
- Ridership is based on FY 2011 level with no projected increase.

The use of federal grants for balancing the bus operations of \$8.1 million including: preventive maintenance, project administration, and ADA/Demand Response service.

- There are some service reductions (5 %) affecting several low ridership and unproductive trips.
- There are no salary increases in the proposed FY 2012 budget for administrative employees.

Finally, we would like to thank the Finance Department employees and the Directors for their hard work. Their contributions and dedication to making a positive difference in the lives of each citizen we serve.

END OF TRANSMITTAL LETTER

**FY 2011-2012 BUDGET**

**OVERVIEW**

The PSTA Board approved the FY 2011-2012 budget with a millage of .7305 over the 2010 rate of .5601. The fiscal year 2012 millage rate is intended to provide sustainability, and funding for the fiscal years 2012, 2013 and 2014 projected shortfalls.

The millage has remained flat at .5601 since October 1, 2007. The fiscal year 2012 increase in the millage is intended to fund the service level in fiscal year 2012, basically the same as fiscal year 2011.

The adopted budget is presented in this document.

**Budget Summary:**

**FY 2011-2012**

Bus Operations/DART	\$57,353,876
Capital Budget	<u>\$27,596,216</u>
Total	\$84,950,092
	=====

## **Operating Budget Assumptions FY 2012**

### **Revenues**

- **Passenger Fares** – Passenger fares are projected to remain flat in comparison to the FY 2011 projected year end.
- **Auxiliary Revenue** – Auxiliary revenue, made up mostly of bus advertising is assumed to increase due to a growth in the sale of bus advertising.
- **Non-Transportation Revenue** – This item includes interest earned on investments and interest paid to PSTA by the County Tax Collector. A .25% rate of return was assumed in the operating budget.
- **Taxes** – Tax revenue represents the ad valorem taxes estimated to be collected. The operating budget assumes a millage rate of .7305 mills, an increase of .1704 mills. The millage cap is 0.75 mills.
- **Local Beach Trolley** – This item includes revenue paid to us from the cities of St. Pete Beach and Treasure Island for the service to their communities by the Suncoast Beach Trolley.
- **State Reimbursement of Fuel Taxes** – This item contains the amount of taxes rebated to PSTA for diesel fuel used in revenue vehicles.
- **State Grants** – This item includes Florida Department of Transportation Block Grant funds which will be slightly increased and urban corridor grants for the routes 100x and 300x.
- **Federal Grants** – This item includes \$5,435,924 in federal grant funds to be received to perform preventative maintenance on our revenue vehicles and buildings, \$1,900,000 for purchasing bus parts, \$425,800 for leasing tires for our revenue vehicles, \$156,700 for security services, \$65,000 for administration, and \$150,000 from the New Freedom Grant.
- **Pass-Thru Grant** – This item includes \$80,000 in federal planning funds passed thru the MPO.
- **Transfer From (To) Reserves** – The transfer to reserves of \$2,585,313 is designated for the projected FY 2013 and FY 2014 shortfall.

## Operating Budget Assumptions FY 2012

### Expenses

- **Labor** – Labor costs are based on 556 positions, which is 4 less than FY 2011.
- **Fringe Benefits** - Fringe benefit costs include employee insurance, Florida Retirement System (FRS) contributions, Social Security and Medicare costs, other labor contract required benefits, and workers' compensation claims cost.
- **Services** – This item includes the cost of services purchased from the private sector and other government agencies.
- **Diesel Fuel** – Diesel fuel has been budgeted at \$3.09 a gallon. It is estimated that the authority will use approximately 2.25 million gallons of diesel fuel. Mostly due to a 34% budgeted increase in the cost of diesel fuel, diesel fuel expense is budgeted to increase from a projected year-end of \$5,158,460 in FY 2011 to \$6,957,620 in FY 2012.
- **Supplies** – This item includes the cost of repair parts, tires, and other miscellaneous supplies. Total supplies expense is budgeted to increase by 2.9% this fiscal year.
- **Insurance** – This item includes the cost of premiums and claims cost for property, vehicle, general liability and workers' compensation.
- **Utilities** – This item includes the cost of water, sewer, electric, garbage collection, communications, and natural gas. All utilities except communications include a budgeted 4% increase over the FY 2011 projected year end. Communications increased 97.6% over the FY 2011 budget due to data charges necessary for the new real-time bus system.
- **Taxes & Licenses** – This includes state and local fuel taxes and licenses for new vehicles. PSTA pays 32 cents of fuel taxes for each gallon of diesel fuel purchased. A refund in the amount of 25 cents per gallon used is collected on a quarterly basis.
- **Purchased Transportation** – This expense includes the cost of the Americans with Disabilities Act demand response service (DART), demand response service to East Lake (non ADA), funding for the Looper Service in St. Petersburg and funding for the Clearwater Jolley Trolley.
- **Miscellaneous** – This line item includes expenses such as advertising, drug screening, physicals, bank analysis fees, and freight. The budget for this line item has been decreased by 2.4% this fiscal year.

**PINELLAS SUNCOAST TRANSIT AUTHORITY**  
**Summary of Adopted Budget**  
**FY 2012**

Description	FY 2011 Adopted Operating Budget	FY 2011 Projected Year End	FY 2012 Adopted Operating Budget	Increase / Decrease Budget Vs. Budget Dollars	Increase / Decrease Budget Vs. Budget Percent
<b>Operating Revenues</b>					
Passenger Fares	\$ 11,766,968	\$ 12,787,700	\$ 12,787,700	1,020,732	8.7%
Auxiliary Revenue	184,800	226,654	250,000	65,200	35.3%
Non-Transportation Revenue	664,880	406,200	246,350	(418,530)	-62.9%
Taxes	26,520,330	26,520,330	32,823,710	6,303,380	23.8%
Local Beach Trolley	600,000	625,855	662,350	62,350	10.4%
State Reimbursement-Fuel Taxes	551,190	551,190	553,500	2,310	0.4%
State Grants	3,988,391	4,040,101	4,402,155	413,764	10.4%
Federal Grants	8,536,603	8,391,603	8,133,424	(403,179)	-4.7%
Pass-thru Grant	80,000	80,000	80,000	0	0.0%
Transfer (To) From Reserves	2,018,749	2,018,749	(2,585,313)	(4,604,062)	-228.1%
<b>Total Operating Revenue</b>	<b>\$ 54,911,911</b>	<b>\$ 55,648,382</b>	<b>\$ 57,353,876</b>	<b>2,441,965</b>	<b>4.4%</b>
<b>Operating Expenses</b>					
Salaries	\$ 24,715,640	\$ 24,261,263	\$ 26,021,160	1,305,520	5.3%
Fringe Benefits	10,606,491	9,788,197	9,524,451	(1,082,040)	-10.2%
Services	2,495,710	2,407,429	2,407,910	(87,800)	-3.5%
Diesel Fuel	5,158,460	5,158,460	6,957,620	1,799,160	34.9%
Supplies	3,178,870	3,293,219	3,270,950	92,080	2.9%
Insurance	1,514,200	1,855,864	1,706,400	192,200	12.7%
Utilities	892,560	911,100	1,011,700	119,140	13.3%
Taxes & Licenses	728,270	728,270	742,070	13,800	1.9%
Purchased Transportation	4,736,700	5,108,700	4,736,700	0	0.0%
Purchased Transportation - Trolleys	452,500	603,320	552,900	100,400	22.2%
Miscellaneous	432,510	464,332	422,015	(10,495)	-2.4%
<b>Total Operating Expenses</b>	<b>\$ 54,911,911</b>	<b>\$ 54,580,154</b>	<b>\$ 57,353,876</b>	<b>2,441,965</b>	<b>4.4%</b>
<b>Balance</b>	<b>\$ 0</b>	<b>\$ 1,068,228</b>	<b>0</b>		

**DETAIL BUDGET EXPENSES**

	<b>FY 2011 Adopted Budget</b>	<b>FY 2011 Projected Year-End</b>	<b>FY 2012 Adopted Budget</b>	<b>Increase / Decrease Budget Vs. Budget Dollars</b>	<b>Increase / Decrease Budget Vs. Budget Percentage</b>
<b><u>SALARIES</u></b>					
Executive	\$258,070	\$172,801	\$274,780	\$16,710	6.5%
Finance	1,265,700	1,251,345	1,286,810	21,110	1.7%
Planning	206,390	219,965	210,020	3,630	1.8%
Human Resources	182,640	179,384	183,580	940	0.5%
Marketing	1,035,790	1,052,577	1,048,460	12,670	1.2%
Information Technology	453,800	438,984	379,900	(73,900)	-16.3%
Transportation	17,661,920	17,427,546	18,892,130	1,230,210	7.0%
Facilities Maintenance	443,980	468,466	458,350	14,370	3.2%
Fleet Maintenance	3,207,350	3,050,195	3,287,130	79,780	2.5%
<b>TOTAL SALARIES:</b>	<b>\$24,715,640</b>	<b>\$24,261,263</b>	<b>\$26,021,160</b>	<b>\$1,305,520</b>	<b>5.3%</b>
<b><u>FRINGE BENEFITS</u></b>					
Dental Insurance	\$95,992	\$89,654	\$93,474	(\$2,518)	-2.6%
Disability Insurance	350	43	350	\$0	0.0%
Health Insurance	4,620,104	4,412,252	4,802,168	\$182,064	3.9%
Life Insurance	80,078	86,300	82,040	\$1,962	2.5%
Vision Insurance	34,694	30,964	34,509	(\$185)	-0.5%
Total:	4,831,218	4,619,213	5,012,541	181,323	3.8%
Florida Retirement System (FRS)	2,704,533	2,302,873	1,394,522	(1,310,011)	-48.4%
Uniforms, Tools, School Tuition	148,480	94,586	147,381	(1,099)	-0.7%
Social Security / Medicare	1,890,746	1,822,800	1,937,069	46,323	2.4%
Sick Time Fund / Vacation Payoffs	100,814	-8,805	102,338	1,524	1.5%
Unemployment	30,700	57,542	30,600	(100)	-0.3%
Workers' Compensation claims	900,000	899,988	900,000	0	0.0%
<b>TOTAL FRINGE BENEFITS:</b>	<b>\$10,606,491</b>	<b>\$9,788,197</b>	<b>\$9,524,451</b>	<b>(\$1,082,040)</b>	<b>-10.2%</b>
<b>TOTAL SALARIES AND FRINGE BENEFITS:</b>	<b>\$35,322,131</b>	<b>\$34,049,460</b>	<b>\$35,545,611</b>	<b>\$223,480</b>	<b>0.6%</b>



**DETAIL BUDGET EXPENSES**

<b><u>SERVICES</u></b>		<b>FY 2011 Adopted Budget</b>	<b>FY 2011 Projected Year-End</b>	<b>FY 2012 Adopted Budget</b>	<b>Increase / Decrease Budget Vs. Budget Dollars</b>	<b>Increase / Decrease Budget Vs. Budget Percentage</b>
<b><u>Advertising</u></b>						
Marketing	Advertising Fees	\$60,000	\$72,800	\$0	(\$60,000)	-100.0%
	Total:	60,000	72,800	0	(60,000)	-100.0%
<b><u>Professional &amp; Technical</u></b>						
Insurance	Administrative Fees / Risk Management	79,800	79,800	80,500	700	0.9%
Finance	Audit	65,000	65,000	67,000	2,000	3.1%
Human Resources	Employee Assistance Program	7,500	10,000	10,000	2,500	33.3%
Transportation	Environmental Testing	0	0	0	0	0.0%
Information Technology	Internet Service	0	0	0	0	0.0%
General Function	Legal Services	350,000	156,000	350,000	0	0.0%
General Function	Lobbyist	0	10,000	60,000	60,000	0.0%
Finance / Planning	Other Prof & Tech Services	14,000	61,000	90,000	76,000	542.9%
Insurance	Property Appraisal	1,000	0	0	(1,000)	-100.0%
Marketing	Tech Serv - Video of Transit Meeting	8,310	8,310	8,310	0	0.0%
Human Resources	Training Services	0	219	0	0	0.0%
General Function	Tax Collection	456,000	456,000	456,000	0	0.0%
General Function	Tax Assessor	252,100	252,100	229,100	(23,000)	-9.1%
	Total:	1,233,710	1,098,429	1,350,910	117,200	9.5%
<b><u>Temporary Help</u></b>						
All Departments	Temporary Help	0	3,000	600	600	100.0%
	Total:	0	3,000	600	600	100.0%
<b><u>Custodial Services</u></b>						
Facilities Maintenance	Custodial Service	24,000	24,000	32,000	8,000	33.3%
Facilities Maintenance	Custodial Service - Central Plaza	38,000	38,000	38,000	0	0.0%
Facilities Maintenance	Custodial Service - Park Street	33,000	28,000	34,000	1,000	3.0%
Facilities Maintenance	Custodial Service - Bus Shelters	285,000	300,000	278,000	(7,000)	-2.5%
	Total:	380,000	390,000	382,000	2,000	0.5%
<b><u>Security</u></b>						
Transportation	Security	155,700	\$155,700	\$156,700	\$1,000	0.6%
	Total:	155,700	155,700	156,700	1,000	0.6%
<b><u>Contract Maintenance Services</u></b>						
Facilities Maintenance	Building Repair & Grounds Maintenance	57,000	42,000	47,000	(10,000)	-17.5%
Facilities Maintenance	Bus Washer Maintenance Service	6,000	6,000	7,000	1,000	16.7%
Information Technology	Computer Hardware & Software Service	407,500	406,500	253,700	(153,800)	-37.7%
Information Technology	Copier Maintenance	12,000	12,000	12,000	0	0.0%
Facilities Maintenance	Drain & Sludge & Paint Removal Service	20,000	20,000	20,000	0	0.0%
Finance	Money Pick-Up Services	17,000	17,000	17,500	500	2.9%
All Departments	Office Equipment Repair	15,300	16,200	16,200	900	5.9%
All Departments	Other Miscellaneous Services	300	30,400	300	0	0.0%
Fleet Maintenance	Outside Vehicle Repairs	6,000	4,000	6,000	0	0.0%
Fleet Maintenance	Radio Maintenance	0	18,200	31,300	31,300	100.0%
Facilities Maint / Fleet Maint	Repair Shop Equipment & Tools Service	7,300	7,300	7,800	500	6.8%
Facilities Maintenance	Elevator, Building A/C System	77,900	67,900	57,900	(20,000)	-25.7%
Information Technology	Phone System Maintenance	25,000	25,000	25,000	0	0.0%
Fleet Maintenance	Towing Services	15,000	15,000	16,000	1,000	6.7%
	Total:	666,300	687,500	517,700	(148,600)	-22.3%
<b>TOTAL SERVICES:</b>		<b>\$2,495,710</b>	<b>\$2,407,429</b>	<b>\$2,407,910</b>	<b>(\$87,800)</b>	<b>-3.5%</b>

**DETAIL BUDGET EXPENSES**

		<b>FY 2011 Adopted Budget</b>	<b>FY 2011 Projected Year-End</b>	<b>FY 2012 Adopted Budget</b>	<b>Increase / Decrease Budget Vs. Budget Dollars</b>	<b>Increase / Decrease Budget Vs. Budget Percentage</b>
<b><u>DIESEL FUEL</u></b>						
<u>Diesel Fuel</u>						
Fleet Maintenance	Diesel Fuel - Revenue Vehicles	\$5,153,460	\$5,153,460	\$6,952,620	\$1,799,160	34.9%
Fleet Maintenance	Diesel Fuel - Service Vehicles	5,000	5,000	5,000	0	0.0%
<b>TOTAL DIESEL FUEL:</b>		<b>\$5,158,460</b>	<b>\$5,158,460</b>	<b>\$6,957,620</b>	<b>\$1,799,160</b>	<b>34.9%</b>
<b><u>SUPPLIES</u></b>						
<u>Fuel &amp; Lubricants</u>						
Fleet Maintenance	Lubricants	\$106,050	\$106,050	\$123,950	\$17,900	16.9%
Fleet Maintenance	Compressed Natural Gas	0	27,763	0	0	0.0%
Fleet Maintenance	Unleaded Gas & Lubricants	84,000	101,926	140,200	56,200	66.9%
	Total:	190,050	235,739	264,150	74,100	39.0%
<u>Tires &amp; Tubes</u>						
Fleet Maintenance	Tires and Tubes	427,300	425,800	425,800	(1,500)	-0.4%
	Total:	427,300	425,800	425,800	(1,500)	-0.4%
<u>Repair Parts &amp; Supplies</u>						
Fleet Maintenance	Repair Parts	278,500	350,500	188,000	(90,500)	-32.5%
Fleet Maintenance	Repair Parts - Grant Parts	1,800,000	1,800,000	1,900,000	100,000	5.6%
Facilities Maintenance	Building & Grounds Supplies	85,000	65,000	70,000	(15,000)	-17.6%
Fleet Maintenance	Shop Supplies	140,000	140,000	140,000	0	0.0%
Facilities Maintenance	Bus Shelter / Stop / Bench Parts & Supplies	20,000	20,000	20,500	500	2.5%
Finance	Cash Over/Short	0	3,900	0	0	0.0%
Information Technology	Computer Supplies	13,000	18,000	28,200	15,200	116.9%
All Departments	Office Supplies / Equipment Rep Supplies	36,350	35,750	35,600	(750)	-2.1%
Transportation	Osha Compliance Specialized Supplies	28,370	28,370	26,400	(1,970)	-6.9%
Transportation	Other Miscellaneous Supplies	2,800	3,060	2,800	0	0.0%
Finance	Postage	20,000	22,000	22,000	2,000	10.0%
Transportation	Safety & Training Supplies	5,500	5,500	5,500	0	0.0%
Marketing	Schedules & System Map Supplies	80,000	80,000	80,000	0	0.0%
Marketing	Special Marketing Supplies	11,000	11,000	11,000	0	0.0%
Marketing	Tickets & Passes Supplies	35,000	42,600	45,000	10,000	28.6%
General Function	Wellness Center Supplies	6,000	6,000	6,000	0	0.0%
	Total:	2,561,520	2,631,680	2,581,000	19,480	0.8%
<b>TOTAL SUPPLIES:</b>		<b>\$3,178,870</b>	<b>\$3,293,219</b>	<b>\$3,270,950</b>	<b>\$92,080</b>	<b>2.9%</b>
<b><u>INSURANCE</u></b>						
<u>Premiums</u>						
Insurance	Property Coverage	\$257,200	\$233,400	\$227,300	(\$29,900)	-11.6%
Insurance	Auto & General Liability	235,900	233,000	273,200	37,300.00	15.8%
Insurance	Workers' Compensation	118,000	104,000	117,300	(700.00)	-0.6%
Insurance	State Assessment Fee Workers' Comp.	100,000	30,000	35,000	(65,000.00)	-65.0%
Insurance	Fuel Storage Facility	3,100	3,100	3,600	500.00	16.1%
	Total:	714,200	603,500	656,400	(57,800)	-8.1%
<u>Self-Insurance Claims</u>						
Insurance	Liability, Property & Other	800,000	1,252,364	1,050,000	250,000	31.3%
	Total:	800,000	1,252,364	1,050,000	250,000	31.3%
<b>TOTAL INSURANCE:</b>		<b>\$1,514,200</b>	<b>\$1,855,864</b>	<b>\$1,706,400</b>	<b>\$192,200</b>	<b>12.7%</b>

**DETAIL BUDGET EXPENSES**

		<b>FY 2011 Adopted Budget</b>	<b>FY 2011 Projected Year-End</b>	<b>FY 2012 Adopted Budget</b>	<b>Increase / Decrease Budget Vs. Budget Dollars</b>	<b>Increase / Decrease Budget Vs. Budget Percentage</b>
<b><u>UTILITIES</u></b>						
General Function	Water	\$32,340	\$36,200	\$37,700	\$5,360	16.6%
General Function	Sewer	52,100	62,500	65,000	12,900	24.8%
General Function	Electric	545,900	545,900	567,800	21,900	4.0%
General Function	Garbage Collection	33,700	35,100	36,500	2,800	8.3%
Information Technology	Communications	85,000	100,000	168,000	83,000	97.6%
General Function	Natural Gas	143,520	131,400	136,700	(6,820)	-4.8%
<b>TOTAL UTILITIES:</b>		<b>\$892,560</b>	<b>\$911,100</b>	<b>\$1,011,700</b>	<b>\$119,140</b>	<b>13.3%</b>
<b><u>TAXES &amp; LICENSES</u></b>						
General Function	Vehicle Licensing	\$500	\$500	\$500	\$0	0.0%
General Function	Fuel Taxes - Revenue Vehicle	716,140	716,140	728,140	12,000	1.7%
General Function	Fuel Taxes - Service Vehicle	11,630	11,630	13,430	1,800	15.5%
<b>TOTAL TAXES &amp; LICENSES:</b>		<b>\$728,270</b>	<b>\$728,270</b>	<b>\$742,070</b>	<b>\$13,800</b>	<b>1.9%</b>
<b><u>PURCHASED TRANSPORTATION</u></b>						
General Function	Purchased Transportation	\$4,736,700	\$5,108,700	\$4,736,700	\$0	0.0%
<b>TOTAL PURCHASED TRANSPORTATION:</b>		<b>\$4,736,700</b>	<b>\$5,108,700</b>	<b>\$4,736,700</b>	<b>\$0</b>	<b>0.0%</b>
<b><u>PURCHASED TRANSPORTATION - TROLLEYS</u></b>						
General Function	Looper	318,000	318,000	140,000	(178,000)	-56.0%
General Function	Jolley Trolley	134,500	285,320	412,900	278,400	207.0%
<b>TOTAL PURCHASED TRANSPORTATION - TROLLEYS:</b>		<b>\$452,500</b>	<b>\$603,320</b>	<b>\$552,900</b>	<b>\$100,400</b>	<b>22.2%</b>
<b><u>MISCELLANEOUS</u></b>						
Marketing / Planning	Advertising & Promotion Media	\$196,600	\$196,600	\$121,600	(\$75,000)	-38.1%
Finance	Bad Debt Expense	10,000	10,000	10,000	0	0.0%
Finance	Bank Analysis / Fines & Penalties	66,700	73,000	75,000	8,300	12.4%
Transportation	Bridge & Highway Tolls	17,000	16,500	16,500	(500)	-2.9%
All Departments	Classified Advertising - Legal / Employment	11,500	18,000	15,600	4,100	35.7%
Human Resources	Drug Screening	17,000	16,500	17,000	0	0.0%
All Departments	Dues & Subscriptions	67,630	67,665	89,740	22,110	32.7%
Human Resources	Employee Functions	13,000	12,000	12,000	(1,000)	-7.7%
Fleet Maintenance	Freight	6,000	10,000	10,000	4,000	66.7%
All Departments	Other Miscellaneous Expense	0	160	0	0	0.0%
Human Resources	Physicals	11,000	13,100	13,000	2,000	18.2%
Human Resources	Pre-employment Testing	1,000	8,100	8,000	7,000	700.0%
Marketing	Rent / Leasing	1,800	1,800	1,800	0	0.0%
All Departments	Training & Seminars	7,840	7,840	11,055	3,215	41.0%
All Departments	Travel & Meetings	5,440	13,067	20,720	15,280	280.9%
<b>TOTAL MISCELLANEOUS:</b>		<b>\$432,510</b>	<b>\$464,332</b>	<b>\$422,015</b>	<b>(\$10,495)</b>	<b>-2.4%</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>\$54,911,911</b>	<b>\$54,580,154</b>	<b>\$57,353,876</b>	<b>\$2,441,965</b>	<b>4.4%</b>

Pinellas Suncoast Transit Authority  
 General Reserve Estimates  
 FY 2012

	<u>Revised</u> <u>9/30/2010</u>	<u>Estimate</u> <u>9/30/2011</u>	<u>Estimate</u> <u>9/30/2012</u>
Unrestricted Assets	\$ <u>26,397,000</u>	\$ <u>24,044,921</u>	\$ <u>16,038,261</u>
Add:			
Budget Surplus	0	1,068,000	0
Concrete Settlement	0	0	6,100,000
Less:			
Excess Insurance Coverage (Note 1)	(2,000,000)	(2,000,000)	(3,800,000)
Operating Reserve (Note 2)	(9,145,440)	(9,151,990)	(9,558,980)
Capital Asset Acquisition and Service Development	0	0	(6,100,000)
North County Flex Service - FY 13 & FY 14	0	0	(1,400,000)
Undesignated Reserve	(4,025,030)	(4,067,731)	(1,279,281)
Alternatives Analysis	(2,000,000)	0	0
Concrete Replacement	(9,226,530)	0	0
FTA Reimbursement (Note 3)	<u>0</u>	<u>(730,000)</u>	<u>0</u>
	<u>(26,397,000)</u>	<u>(14,881,721)</u>	<u>(16,038,261)</u>
Balance	<u>0</u>	<u>9,163,200</u>	<u>0</u>
Transfer to Capital Budget - AA	0	(666,670)	0
Transfer to Capital Budget - Concrete	<u>0</u>	<u>(8,496,530)</u>	<u>0</u>
	<u>0</u>	<u>(9,163,200)</u>	<u>0</u>
Revised Balance	\$ <u>0</u>	\$ <u>0</u>	\$ <u>0</u>

Notes:

1. Per Board of Directors' Resolution (Staff proposed increase to \$3.8 Million in FY 2012)  
 (General Liability at \$2.5 Million and Workers' Compensation at \$1.3 Million at 09/30/10)
2. Two months operating reserve
3. PSTA has calculated Workers' Compensation benefits for preventative maintenance for  
 FY 2010 and 2011 on all Workers' Compensation costs rather than the preventative maintenance  
 departments. This amount is subject to reimbursement to FTA for FY 2011.

<b>STAFFING LEVELS</b>		
Position	FY 2011 Adopted	FY 2012 Adopted
<b>EXECUTIVE DEPARTMENT</b>		
CEO	1	1
EEO/DBE Program Manager	1	1
Executive Assistant	1	1
<b>TOTAL:</b>	<b>3</b>	<b>3</b>
<b>FINANCE DEPARTMENT</b>		
Director of Finance	1	1
Controller	1	1
Risk Manager	1	1
Budget Manager	1	1
Purchasing Manager	1	1
Statistical Data Manager	1	1
Risk Management Supervisor	1	1
General Liability Claims Adjuster	1	1
Senior Accountant (Partially Grant Funded Position)	3	3
Accountant	1	1
Purchasing Buyer	3	3
Risk Coordinator	1	1
Payroll Supervisor	0	1
Risk Specialist	1	1
Administrative Assistant	1	1
Payroll Specialist	2	1
Accounting Specialist	2	2
Clerk	4	4
<b>TOTAL:</b>	<b>26</b>	<b>26</b>
<b>PLANNING DEPARTMENT</b>		
Director of Planning	1	1
Planning Manager	1	1
Transit Grants Supervisor	0	1
Planning Analyst	1	0
<b>TOTAL:</b>	<b>3</b>	<b>3</b>
<b>HUMAN RESOURCES DEPARTMENT</b>		
Director of Human Resources	1	1
HR Associate - Benefits	1	1
HR Associate - Staffing & HRIS	1	1
HR Associate - Administration	1	1
<b>TOTAL:</b>	<b>4</b>	<b>4</b>

<b>STAFFING LEVELS</b>		
<b>Position</b>	<b>FY 2011 Adopted</b>	<b>FY 2012 Adopted</b>
<b>MARKETING DEPARTMENT</b>		
Director of Marketing	1	1
Community Relations Manager	1	1
Customer Relations Manager	1	1
Lead Supervisor Customer Service	1	1
Graphics Coordinator	2	2
Marketing & Sales Coordinator	1	1
Marketing Communications Coordinator	1	1
Marketing Specialist	1	1
Marketing Clerk	1	1
Customer Service Representative	15	15
<b>TOTAL:</b>	<b>25</b>	<b>25</b>
<b>INFORMATION TECHNOLOGY DEPARTMENT</b>		
Director of Information Technology	1	1
Systems Manager	1	1
Transit Project Manager (Temporary - Fully Grant Funded Position)	1	0
IT Programmer	1	1
Systems Analyst	3	3
<b>TOTAL:</b>	<b>7</b>	<b>6</b>
<b>TRANSPORTATION DEPARTMENT TRANSPORTATION ADMINISTRATION</b>		
Director of Transportation	1	1
Manager of Schedules	1	1
Safety, Security & Training Manager	1	1
Transportation Manager	1	1
Mobility Manager	1	1
Lead Supervisor	1	1
Real Time (CAD-AVL) Analyst	0	1
Safety & Training Supervisor	3	3
Demand Response Coordinator	1	1
Transit Analyst	3	2
Demand Response Analyst	2	2
Administrative Assistant	2	2
Transportation Supervisor	21	21
<b>TOTAL:</b>	<b>38</b>	<b>38</b>
<b>TRANSPORTATION OPERATIONS</b>		
Bus Operator	360	357
<b>TOTAL:</b>	<b>360</b>	<b>357</b>
<b>TRANSPORTATION TOTAL:</b>	<b>398</b>	<b>395</b>

<b>STAFFING LEVELS</b>		
<b>Position</b>	<b>FY 2011 Adopted</b>	<b>FY 2012 Adopted</b>
<b>FACILITIES MAINTENANCE</b>		
Facilities Manager	1	1
Lead Supervisor - Facilities (Partially Grant Funded Position)	1	1
Facility & Equipment Mechanic	4	3
Administrative Assistant	0	1
Building & Grounds Worker II	6	6
<b>TOTAL:</b>	<b>12</b>	<b>12</b>
<b>FLEET MAINTENANCE DEPARTMENT FLEET MAINTENANCE ADMINISTRATION</b>		
Director of Maintenance	1	1
Maintenance Superintendent	1	1
Lead Supervisor	1	1
Lead Supervisor Maintenance - Storeroom	1	1
Maintenance Safety & Training Supervisor	1	1
Maintenance Buyer	1	1
Maintenance Supervisor	5	5
Inventory Control Clerk	5	5
<b>TOTAL:</b>	<b>16</b>	<b>16</b>
<b>FLEET MAINTENANCE OPERATIONS</b>		
Master Mechanic	10	10
Journeyman Mechanic	29	29
Mechanic	7	7
Service Attendant	18	18
Building & Grounds Worker I	2	2
<b>TOTAL:</b>	<b>66</b>	<b>66</b>
<b>FLEET MAINTENANCE TOTAL:</b>	<b>82</b>	<b>82</b>
<b>GRAND TOTAL:</b>	<b>560</b>	<b>556</b>

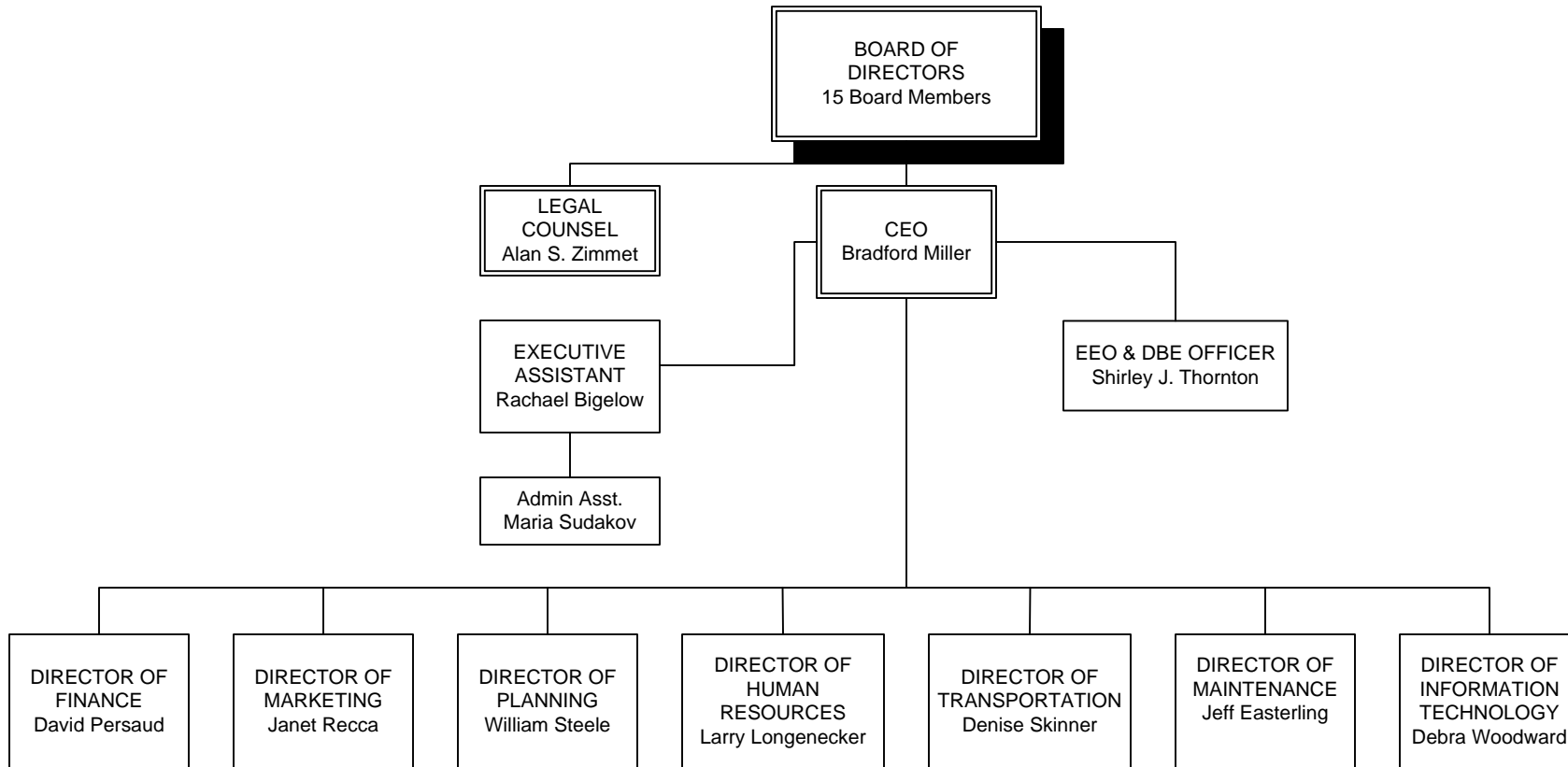
Pinellas Suncoast Transit Authority  
 Finance Department  
 Operating Budget Projections  
 FY 2012 - 2014

	<u>Adopted Budget</u>		<u>Budget Projections</u>	
	Fiscal		Fiscal	Fiscal
	Year		Year	Year
	<u>2012</u>		<u>2013</u>	<u>2014</u>
<b>Operating Revenues</b>				
Passenger Fares	\$ 12,787,700		\$ 13,043,454	\$ 13,304,323
Auxiliary Revenue	250,000		275,000	302,500
Non-Transportation Revenue	246,350		246,350	246,350
Property Tax	32,823,710		31,839,000	31,839,000
Local Beach Trolley	662,350		688,844	716,398
State Reimbursement - Fuel Tax	553,500		553,500	553,500
State Grants	4,402,155		4,402,155	4,402,155
Federal Grants	8,133,424		8,377,427	8,628,750
Pass-thru Grant	80,000		80,000	80,000
Transfer (To) From Reserves	(2,585,313)		1,030,983	3,739,206
Total Operating Revenue	<u>57,353,876</u>		<u>60,536,713</u>	<u>63,812,182</u>
<b>Operating Expenses</b>				
Salaries	26,021,160		27,401,795	28,823,849
Fringe Benefits	9,524,451		10,138,664	10,664,824
Services	2,407,910		2,454,226	2,552,395
Diesel Fuel	6,957,620		7,653,382	8,418,720
Supplies	3,270,950		3,401,788	3,537,860
Insurance	1,706,400		1,774,656	1,845,642
Utilities	1,011,700		1,052,168	1,094,255
Taxes & Licenses	742,070		742,070	742,070
Purchased Transportation	4,736,700		4,926,168	5,123,215
Purchased Transportation - Trolleys	552,900		552,900	552,900
Miscellaneous	422,015		438,896	456,452
Total Operating Expense	<u>57,353,876</u>		<u>60,536,713</u>	<u>63,812,182</u>
Revenues Over / (Under) Expenses	<u>\$ 0</u>		<u>\$ 0</u>	<u>\$ 0</u>



**SECTION II**  
**DEPARTMENTAL**  
**BUDGET**

# PINELLAS SUNCOAST TRANSIT AUTHORITY ORGANIZATIONAL CHART



## EXECUTIVE DIRECTOR'S OFFICE

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### FUNCTIONS AND RESPONSIBILITIES

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The Office of the Executive Director is responsible for the total bus system performance, including the identification and implementation of programs to minimize operating costs, enhance service quality, and increase revenues and ridership. Other specific responsibilities include: the planning, identification and review of capital facility and equipment requirements, contract administration monitoring, the review of capital and operating budgets; the development and monitoring of both short and long range plans, the administration of PSTA's Equal Employment Opportunity policy and programs, and administration of the central mailroom. All Board of Directors functions are managed by the Executive Director's Office, including the preparation and distribution of all meeting minutes and meeting coordination.

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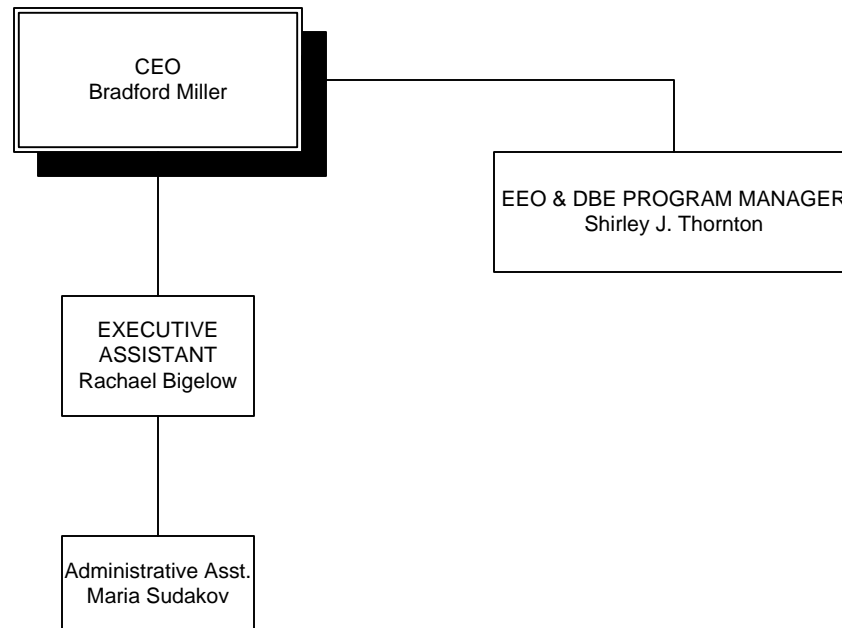
<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
CEO	1	1
EEO/DBE Program Manager	1	1
Executive Assistant	1	1
<b>TOTAL FULL-TIME</b>	<b>3</b>	<b>3</b>

<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$258,070	\$274,780
Fringe Benefits	92,089	81,783
Contractual Services	3,000	3,000
Materials & Supplies	2,800	2,800
Other Expenses	3,700	15,845
<b>TOTALS</b>	<b>\$359,659</b>	<b>\$378,208</b>

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# PSTA EXECUTIVE OFFICE



## **FINANCE DEPARTMENT**

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### **FUNCTIONS AND RESPONSIBILITIES**

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The Finance Department serves as the primary source of financial information for the management of the Authority. The five (5) divisions in the Finance Department are Accounting, Budget, Purchasing, Risk Management, and Statistical Data.

The Accounting Division is responsible for the financial books and records of the Authority. It prepares all financial reports including the audited Pinellas Suncoast Transit Authority's annual financial statement and schedules. The Division tracks all revenue and expenditures, prepares reports to grantor agencies, and administers investments.

The Budget Division prepares the Authority's annual budget and monitors expenditures against the adopted budget. It prepares management organizational reports and long-range financial reports for budget planning. This division is also responsible for the Records Management of the Authority, ensuring the appropriate recording and disposal of public documents in compliance with Florida Statutes.

The Purchasing Division is responsible for the development, maintenance, and implementation of Authority wide purchasing, consultant selection and contracting procedures. Specific responsibilities include purchasing bus parts, materials, and services required for transit operations as well as office supplies, furniture, equipment, and miscellaneous services for all areas of the Authority. The division maintains all official contract files, bidders' lists, vendor files, vendor directories, and contract lists. In addition, Purchasing provides records related to all purchasing functions and transactions that are retained and available for audit and periodic review in accordance with federal, state, and local retention requirements.

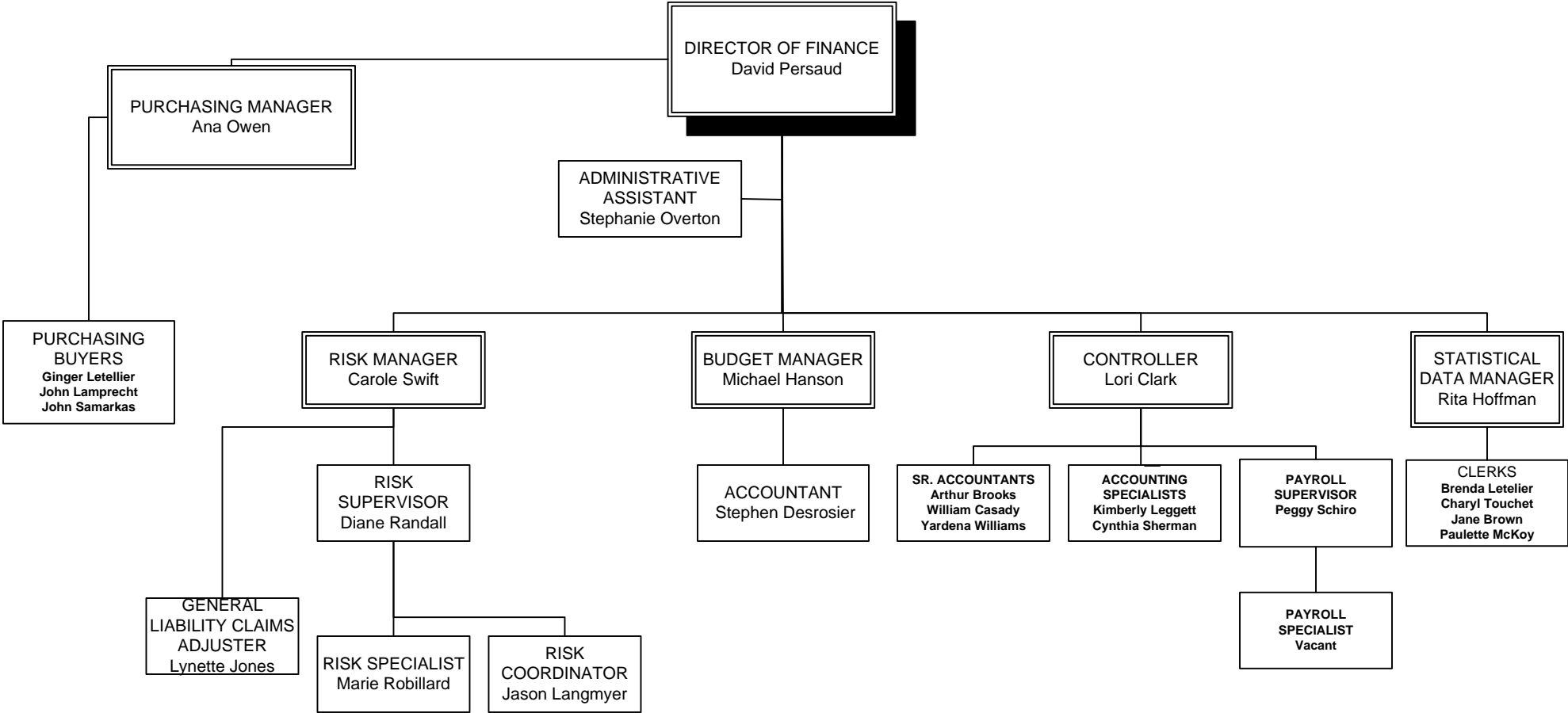
The Risk Management Division coordinates and monitors the claims function for general liability, vehicle liability, and property insurance programs. This division works with a third party administrator for the workers compensation program from notice of injury, medical treatment, light duty potential and scheduling through the conclusion of claims. This division is responsible for developing accident prevention and loss control methods and procedures. In addition, the Risk Management Division ensures that subrogation opportunities are fully developed. The Digital Video Recorder (DVR) program, which includes cameras on the buses, is the primary responsibility of Risk Management. It is used to reduce general vehicle liability claims.

The Statistical Data Division is responsible for collecting, recording, and reporting revenue and ridership information. In addition, statistical reports and surveys required by federal, state and local agencies, and daily reports used by administration for management and control are completed by this division.

**FINANCE DEPARTMENT (CONTINUED)**

<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Finance	1	1
Controller	1	1
Risk Manager	1	1
Budget Manager	1	1
Purchasing Manager	1	1
Statistical Data Manager	1	1
Risk Management Supervisor	1	1
General Liability Claims Adjuster	1	1
Senior Accountant	3	3
Accountant	1	1
Purchasing Buyer	3	3
Risk Coordinator	1	1
Payroll Supervisor	0	1
Risk Specialist	1	1
Administrative Assistant	1	1
Payroll Specialist	2	1
Accounting Specialist	2	2
Clerk	4	4
<b>TOTAL FULL-TIME</b>	<b>26</b>	<b>26</b>
<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$1,265,700	\$1,286,810
Fringe Benefits	480,475	428,475
Contractual Services	103,300	107,700
Materials & Supplies	34,000	36,000
Other Expenses	89,610	104,620
<b>TOTALS</b>	<b>\$1,973,085</b>	<b>\$1,963,605</b>

# PSTA FINANCE DEPARTMENT



# PLANNING DEPARTMENT

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## FUNCTIONS AND RESPONSIBILITIES

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The Planning Department is responsible for the overall focusing of PSTA's resources in the areas of capital and operational planning, performance monitoring, and conducting special short, intermediate and long-range analytical studies related to the bus system. The resulting actions are then coordinated within the Authority as well as with local governments. The department acts as the project manager for PSTA's travel training program, consultant studies, and triennial reviews (i.e., compliance reviews conducted every three years per federal implementing regulations).

Additional responsibilities will include planning staff support activities listed below, as time permits.

The Planning Department has the primary responsibility of applying for grants at the local, state, and federal level (i.e., MPO, FDOT, FTA). Once grants are obtained, Planning is responsible for monitoring and reporting on grant related activities. The Planning Department is the primary liaison to the County Government, MPO, FDOT, and the FTA. Planning staff routinely represents PSTA at a multitude of ad hoc and ongoing functions including: Transit Advisory Committee (PSTA), Legislative Committee (PSTA), Alternatives Analysis (AA) Project Advisory Committee (MPO, PSTA, FDOT and TBARTA), Citizens Advisory Committee (MPO), Technical Coordinating Committee (MPO), Metropolitan Planning Organization, Transit Advisory Group (FDOT), Local Coordinating Board (MPO), Bicycle Advisory Committee (MPO), Pedestrian Transportation Advisory Committee (MPO), Community Traffic Safety Team, West Central Florida Air Quality Coordinating Committee and others.

The Planning Department is also responsible for the development and reporting of program specific plans including the transit element of the Transportation Improvement Program (MPO), 10-year Transit Development Plan (FDOT), and Title VI Program (FTA). All Florida Department of Transportation (FDOT) and Federal Transit Administration (FTA) grants are coordinated by the Planning Department. Security grants, discretionary grants and special appropriations are within the purview of Planning, with respect to application submittals, quarterly reporting, and ongoing eligibility requirements.



**PLANNING DEPARTMENT (CONTINUED)**

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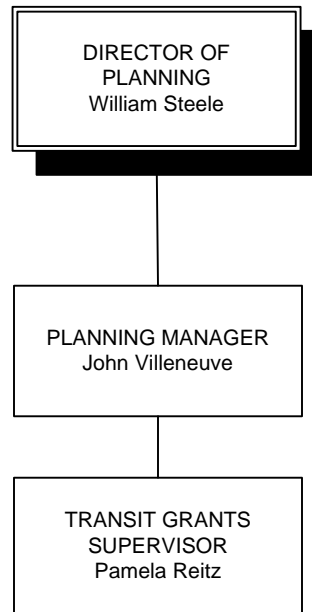
<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Planning	1	1
Planning Manager	1	1
Transit Grants Supervisor	0	1
Planning Analyst	1	0
<b>TOTAL FULL-TIME</b>	<b>3</b>	<b>3</b>

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<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$206,390	\$210,020
Fringe Benefits	74,563	63,213
Contractual Services	0	75,000
Materials & Supplies	250	100
Other Expenses	600	600
<b>TOTALS</b>	<b>\$281,803</b>	<b>\$348,933</b>

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# PSTA PLANNING DEPARTMENT



## HUMAN RESOURCES DEPARTMENT

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### FUNCTIONS AND RESPONSIBILITIES

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The Human Resources Department provides services in order to manage and develop the Authority's workforce. These services include: recruit, hire and retain qualified employees to meet the Authority's staffing needs; ensure a balanced, equitable employee compensation system; prepare and design competitive, cost effective, and comprehensive benefits programs; administer retirement programs including deferred compensation; coordinate labor relations activities; provide effective employee assistance and wellness programs; manage substance abuse and prevention and drug & alcohol testing requirements; compliance with Family and Medical Leave Act (FMLA) laws and regulations; manage employee and dependent insurance plans; handle disability programs; provide management information reports concerning staffing; support and maintain employee data for CTY-system; collect and verify I-9 data for the E-verify system and uphold PSTA Affirmative Action and Equal Employment Opportunity practices.

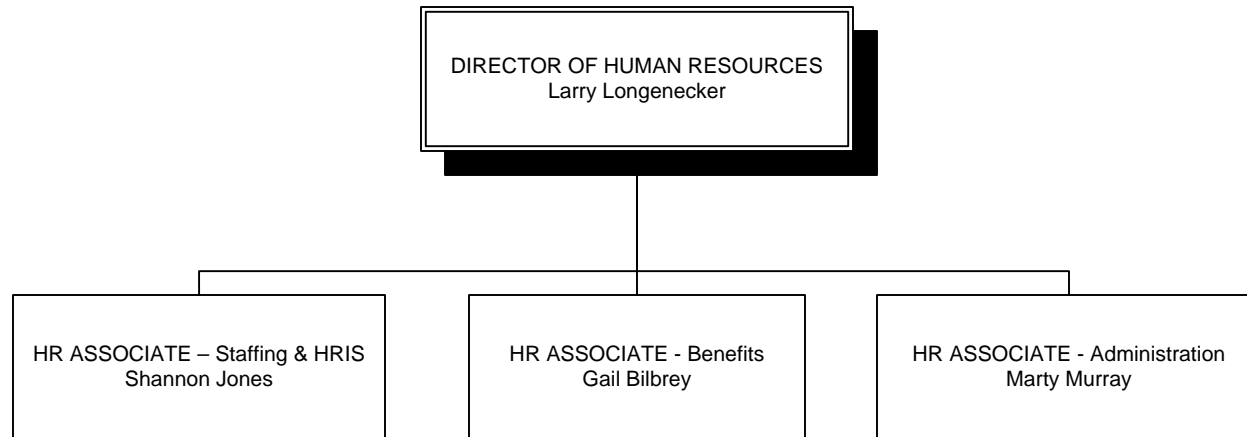
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<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Human Resources	1	1
HR Associate – Benefits	1	1
HR Associate – Staffing & HRIS	1	1
HR Associate – Administration	1	1
<b>TOTAL FULL-TIME</b>	<b>4</b>	<b>4</b>

<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$182,640	\$183,580
Fringe Benefits	70,061	61,742
Contractual Services	7,500	10,600
Materials & Supplies	900	800
Other Expenses	42,900	51,000
<b>TOTALS</b>	<b>\$304,001</b>	<b>\$307,722</b>

# PSTA HUMAN RESOURCES DEPARTMENT



## **MARKETING DEPARTMENT**

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### **FUNCTIONS AND RESPONSIBILITIES**

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The Marketing Department is responsible for the development and implementation of major marketing programs to stimulate use of PSTA services, increase ridership, and develop goodwill within the Pinellas County community among the government, business, and community leaders, and PSTA employees. Within the Marketing Department are two divisions: the Administrative Staff and the Customer Service Division.

Administrative staff oversees such programs as: the development, distribution, and sale of PSTA GO Cards from 24 sales outlets located throughout Pinellas County and via the online ticket stores; the distribution and maintenance of approximately 325 locations in Pinellas County that serve as distribution outlets for passenger timetables, the system map, and other pertinent PSTA literature; the development and implementation of advertising, public relations, and other marketing activities including corporate sponsorships; creative graphics development for passenger information (i.e. timetables, shelter signage, brochures, etc.) and internal communications; management of the comment program for compliments and complaints received from the public; development and maintenance of the company Internet web site; management of the company's online social media presence; customer service training for Bus Operators; community outreach and transit training programs; administration of the revenue generating bus advertising program; and media and community relations.

The Customer Service Division provides information service and staffs the three PSTA Customer Service Centers and the front desk at PSTA's Administrative offices. The InfoLine, which offers trip planning and general information services by telephone and TDD, is staffed by Customer Service Representatives (CSRs) for 14 hours on weekdays, 13 hours on Saturdays, and 7 ½ hours on Sundays and holidays. The CSRs also provide information and GO Card sales service from the Customer Service Centers, seven days a week. The front desk is staffed by a clerk who greets visitors, operates the main switchboard, and coordinates the Lost & Found process.

Additional responsibilities include overall support to other departments within the Authority where activities and decisions impact customer service, ridership (both existing and potential), employee relations, and agency image.

## MARKETING DEPARTMENT (CONTINUED)

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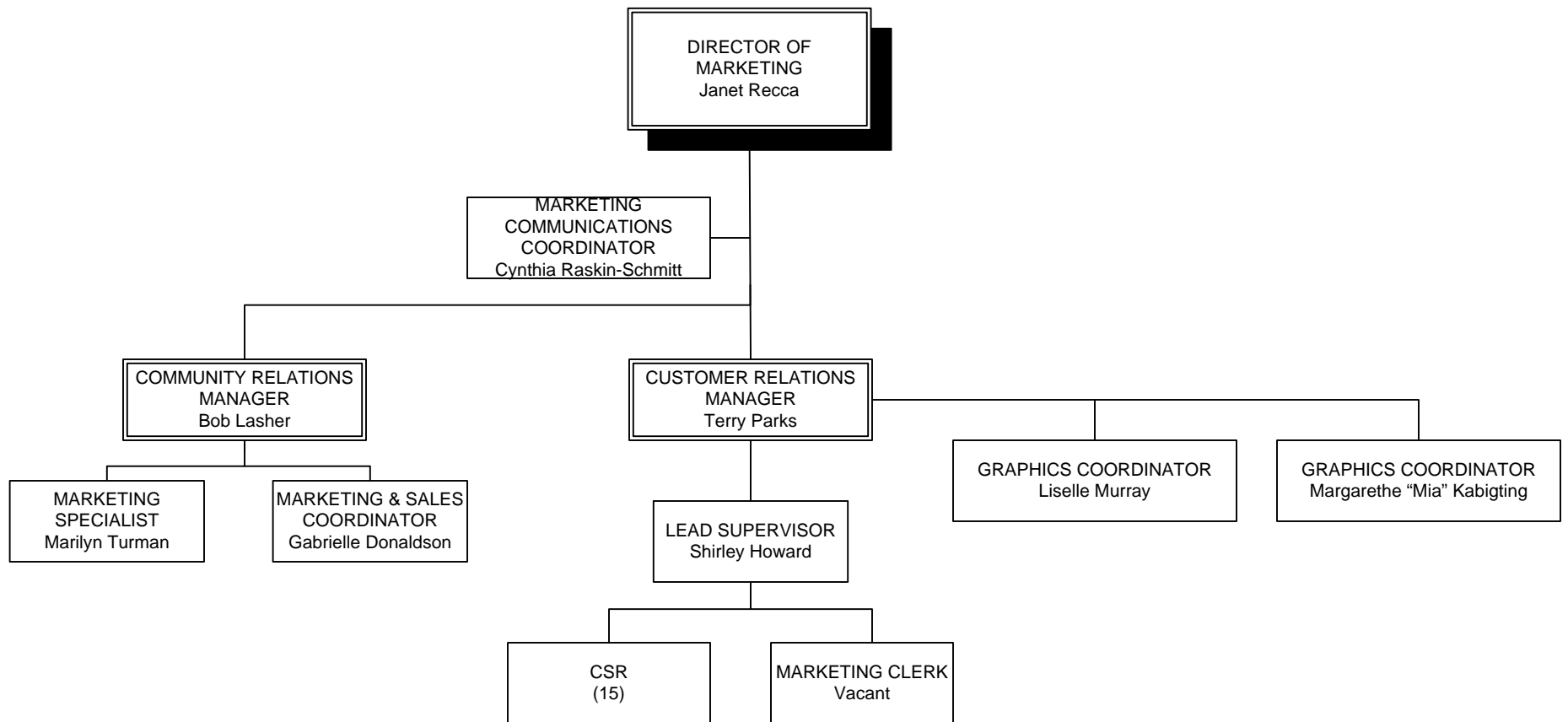
<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Marketing	1	1
Community Relations Manager	1	1
Customer Relations Manager	1	1
Lead Supervisor Customer Service	1	1
Graphics Coordinator	2	2
Marketing & Sales Coordinator	1	1
Marketing Communications Coordinator	1	1
Marketing Specialist	1	1
Marketing Clerk	1	1
Customer Service Representative	15	15
<b>TOTAL FULL-TIME</b>	<b>25</b>	<b>25</b>

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<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$1,035,790	\$1,048,460
Fringe Benefits	434,063	390,108
Contractual Services	73,310	13,310
Materials & Supplies	128,600	138,600
Other Expenses	202,800	128,050
<b>TOTALS</b>	<b>\$1,874,563</b>	<b>\$1,718,528</b>

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# PSTA MARKETING DEPARTMENT



# INFORMATION TECHNOLOGY DEPARTMENT

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## FUNCTIONS AND RESPONSIBILITIES

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The Information Technology (IT) Department serves as the primary source of telephony management, computer programming, and computer software and hardware technology management for the Authority. The IT Department develops and maintains the telephone system and computer business application systems within the Authority. This department also develops and provides computer training and generates technology developmental plans. This department works in partnership with all the other departments and divisions to develop requirements, determine cost effective options in meeting the users needs such as implementing new application systems, providing on-going support to existing systems, programming, report development and management, website assistance, research innovative technology solutions and technical support with the digital radio system for the Authority, provide hardware diagnostics and system troubleshooting. This department assists in the development of the Authority's Long-Range Transit Plan, Annual Program of Projects, standards and practices for information systems, participates in the procurement process and technology solutions appropriate to the Authority's strategic direction and guiding principles. This department is responsible in the project management and project coordination of all IT related projects. In addition, the IT Department is responsible for coordinating and directing activities required to protect and recover information technology assets in the event of a disaster, and is responsible for the on-going maintenance, support, and upgrades of the voice, video, security, and data systems. This department develops and manages the IT budget working with other departments to identify their IT needs. This department develops and manages the voice and data network, including the selection and procurement of IT maintenance support vendors and the hardware and software support for the network.



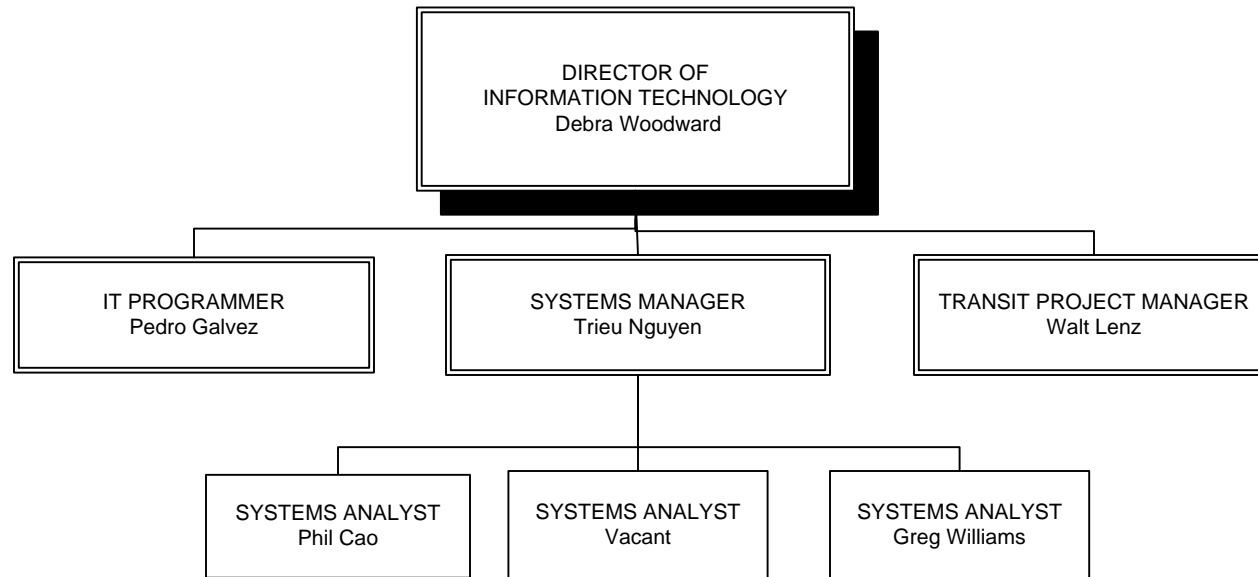
## INFORMATION TECHNOLOGY DEPARTMENT (CONTINUED)

<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Information Technology	1	1
Systems Manager	1	1
Transit Project Manager	1	0
IT Programmer	1	1
Systems Analyst	3	3
<b>TOTAL FULL-TIME</b>	<b>7</b>	<b>6</b>

<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Salaries & Wages	\$453,800	\$379,900
Fringe Benefits	149,586	108,072
Contractual Services	444,500	290,700
Materials & Supplies	13,200	28,400
Total Utilities	85,000	168,000
Other Expenses	100	100
<b>TOTALS</b>	<b>\$1,146,186</b>	<b>\$975,172</b>

# PSTA INFORMATION TECHNOLOGY DEPARTMENT



# TRANSPORTATION DEPARTMENT

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## FUNCTIONS AND RESPONSIBILITIES

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The Transportation Department is responsible for the operation of PSTA's 191 buses and trolleys that operate 30 fixed routes, 3 commuter routes, 2 community circulators and 2 express routes to Hillsborough County. Transportation Department staffing includes 357 Bus Operators, 17 Administrative Staff and 21 Transportation Supervisors.

The Transportation Department is divided into 4 divisions: Operations, Safety, Security & Training, Scheduling and Demand Response Transportation (DART).

The Operations Division is responsible for dispatching, fleet communications from PSTA's operator facility, scheduling the extra board, all street operations, monitoring quality of service to our customers and system performance.

The Safety, Security and Training Division is responsible for all safety and training functions performed within the department including new hire training, refresher and defensive driving training, and ADA/sensitivity training. All accident investigation and accident grading for all PSTA vehicles is provided by this division. Other responsibilities include security at all PSTA facilities and terminals. During FY 2011, this division assumed the responsibilities of PSTA's Real Time project. The Real Time project will provide customers the ability to text message, email and have an interactive call-in voice response system for bus stop, and bus time arrival. Additional customer benefits will be dynamic message signs and automated voice announcements on all buses.

The Scheduling Division is responsible for creating and administering the operator general run bids, which includes all run cutting and scheduling activities, vehicle blocking, data analysis, creating schedules and route maps for public timetables and terminal on-street information displays and the administration of the actual bidding process. Other duties of the division are monitoring route service performance, developing and analyzing on-time performance data, administering the operator's vacation and holiday bids and PSTA's bus-stop amenity database.

The Demand Response Transportation (DART) is administered, coordinated and monitored by this division. Staff is responsible for assuring that eligibility and service are compliant with all Americans with Disabilities (ADA) implementing regulations. DART is a shared ride, door-to-door service which is designed to complement the level of service provided by PSTA's fixed routes. The service is provided by private transportation providers responsible for handling trip reservations, manifesting and delivering DART trips using sedans and wheelchair-accessible vans. DART service operates in the same areas and during the same days and hours as fixed-route bus services.

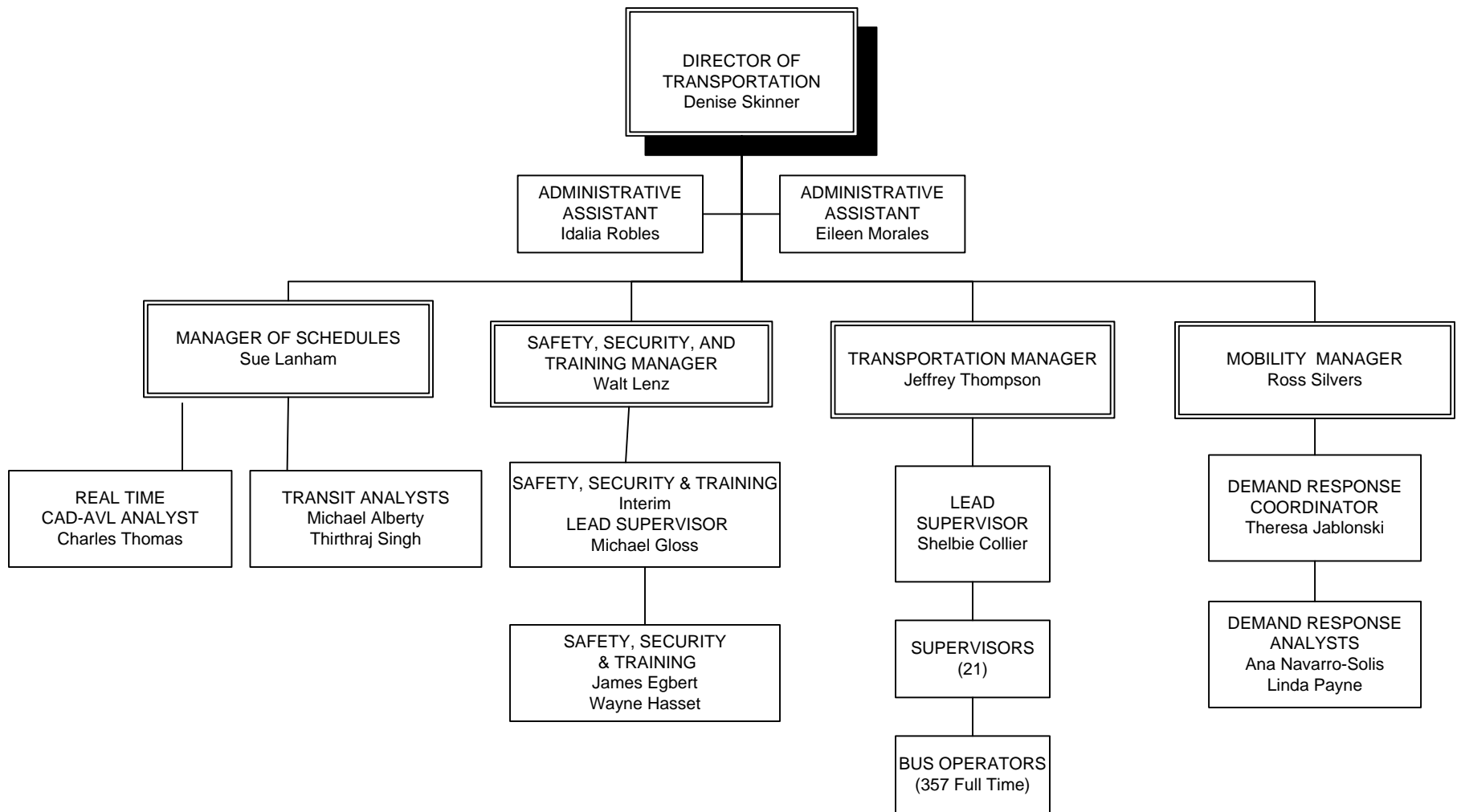
## TRANSPORTATION DEPARTMENT (CONTINUED)

PERSONNEL POSITION SUMMARY	ADOPTED BUDGET FY 2011	ADOPTED BUDGET FY 2012
Director of Transportation	1	1
Manager of Schedules	1	1
Safety, Security & Training Manager	1	1
Transportation Manager	1	1
Mobility Manager	1	1
Lead Supervisor	1	1
Real Time (CAD-AVL) Analyst	0	1
Safety & Training Supervisor	3	3
Demand Response Coordinator	1	1
Transit Analyst	3	2
Demand Response Analyst	2	2
Administrative Assistant	2	2
Transportation Supervisor	21	21
Bus Operator	360	357
<b>TOTAL FULL-TIME</b>	<b>398</b>	<b>395</b>

SUMMARY OF EXPENSES	ADOPTED BUDGET FY 2011	ADOPTED BUDGET FY 2012
Salaries & Wages	\$17,661,920	\$18,892,130
Fringe Benefits	7,466,243	6,700,614
Contractual Services	155,700	156,700
Materials & Supplies	40,270	37,800
Other Expenses	17,000	17,500
<b>TOTALS</b>	<b>\$25,341,133</b>	<b>\$25,804,744</b>

# PSTA TRANSPORTATION DEPARTMENT



## MAINTENANCE DEPARTMENT

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### FUNCTIONS AND RESPONSIBILITIES

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The Maintenance Department is responsible for the maintenance of PSTA's 191 buses and 54 non-revenue vehicles for the transportation, support services, and maintenance vehicles utilized to provide service to customers. Maintenance includes all preventative maintenance, running repairs, component, and heavy rebuild. The department is also responsible for the preparation of technical specifications for buses, equipment, and capital improvement projects and the management of bus purchases and equipment/facility improvements. All new hire training, technical training, compliance training and equipment training is also performed for the department's 94 employees. Other responsibilities include administration of the Maintenance Department general bids; materials management, warranty processing/management, and quality assurances program administration. The Facility Maintenance Division is responsible for the maintenance and repair of all facilities and the maintenance of all grounds and bus stops. This includes all general maintenance functions for terminals, all facility equipment (HVAC, electrical, plumbing, security systems, etc.), landscaping at facilities/terminals, and maintenance of all bus stops, including bus shelters and signage.

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<b>PERSONNEL POSITION SUMMARY</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Director of Maintenance	1	1
Maintenance Superintendent	1	1
Facilities Manager	1	1
Lead Supervisor	1	1
Lead Supervisor Maintenance – Storeroom	1	1
Maintenance Safety & Training Supervisor	1	1
Lead Supervisor – Facilities	1	1
Maintenance Buyer	1	1
Administrative Assistant	0	1
Maintenance Supervisor	5	5
Facility & Equipment Mechanic	4	3
Master Mechanic	10	10
Journeyman Mechanic	29	29
Mechanic	7	7
Inventory Control Clerk	5	5
Service Attendant	18	18
Building & Grounds Worker II	6	6
Building & Grounds Worker I	2	2
<b>TOTAL FULL-TIME</b>	<b>94</b>	<b>94</b>

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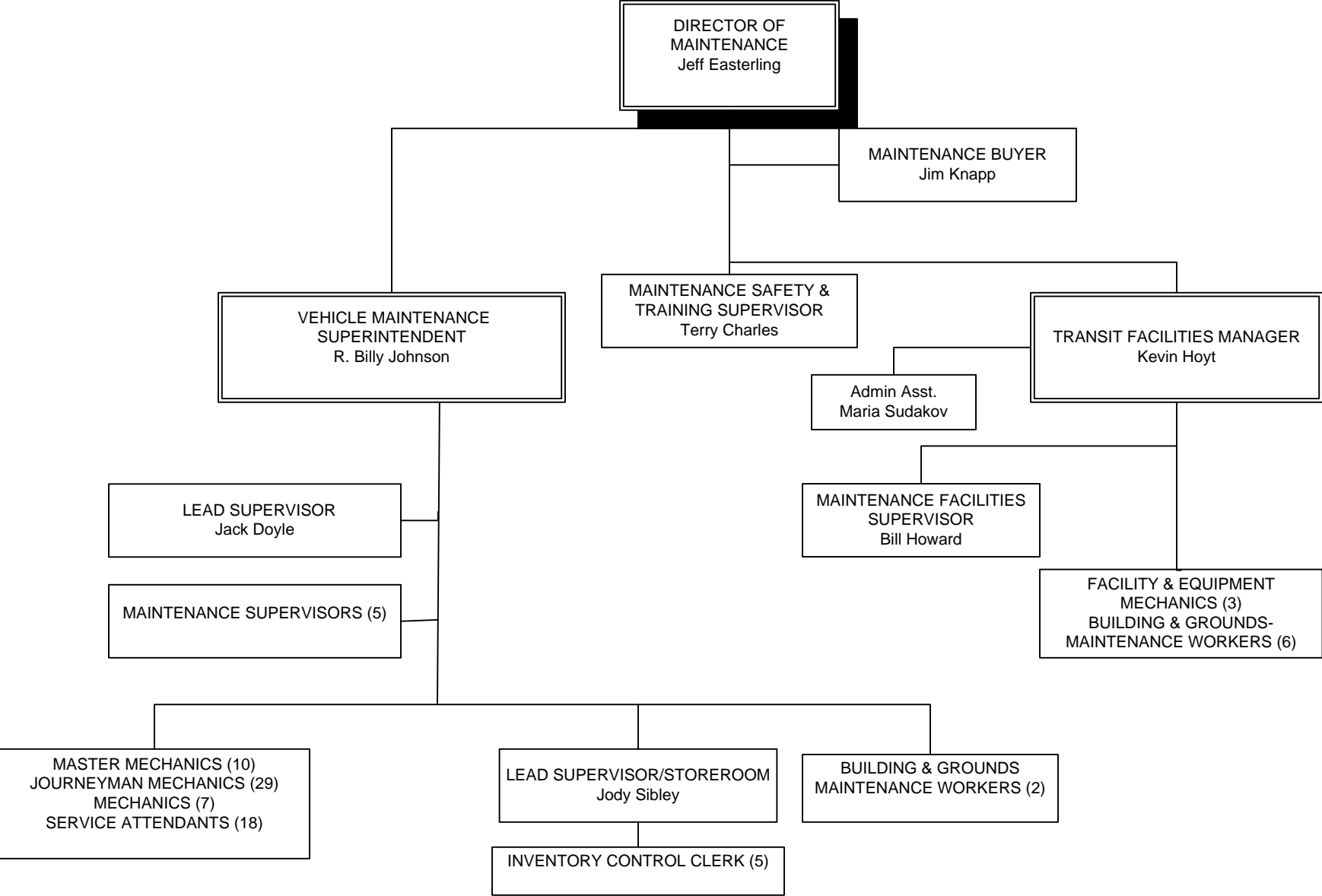
## MAINTENANCE DEPARTMENT (CONTINUED)

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SUMMARY OF EXPENSES	ADOPTED BUDGET FY 2011	ADOPTED BUDGET FY 2012
Salaries & Wages	\$3,651,330	\$3,745,480
Fringe Benefits	1,839,411	1,690,444
Contractual Services	569,500	575,300
Materials & Supplies	8,101,310	9,968,070
Other Expenses	6,800	11,300
<b>TOTALS</b>	<b>\$14,168,351</b>	<b>\$15,990,594</b>

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# PSTA MAINTENANCE DEPARTMENT





## GENERAL FUNCTION DIVISION

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### FUNCTIONS AND RESPONSIBILITIES

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The General Function Division is maintained under the control of the Director of Finance. This Division was established as a separate general ledger division for the purpose of monitoring and controlling expenses that are considered part of the cost of doing business. There are no employees assigned to this division. Expenses that pertain to the entire Authority rather than an individual department, i.e., legal costs, utilities, purchased transportation, etc., are charged to the General Function.

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<b>SUMMARY OF EXPENSES</b>	<b>ADOPTED BUDGET FY 2011</b>	<b>ADOPTED BUDGET FY 2012</b>
Contractual Services	\$1,058,100	\$1,095,100
Materials & Supplies	16,000	16,000
Utilities	807,560	843,700
Taxes & Licenses	728,270	742,070
Purchased Transportation	5,189,200	5,289,600
Other Expenses	69,000	93,000
<b>TOTALS</b>	<b>\$7,868,130</b>	<b>\$8,079,470</b>

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## INSURANCE DIVISION

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### FUNCTIONS AND RESPONSIBILITIES

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The Insurance Division is maintained under the control of the Director of Finance with direct oversight by the Risk Manager. It was established as a separate general ledger division for the purpose of monitoring and controlling expenses related to PSTA's property and casualty insurance programs. There are no employees assigned to this division. All expenses involving the administration of PSTA's insurance programs are recorded in the Insurance Division. Since PSTA made the decision to go to a high self-insured retention (SIR) and excess insurance coverage several years ago, this division provides the tool for monitoring the program's cost effectiveness.

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SUMMARY OF EXPENSES	ADOPTED BUDGET FY 2011	ADOPTED BUDGET FY 2012
Contractual Services	\$80,800	\$80,500
Materials & Supplies	0	0
Insurance Premiums and Claims	1,514,200	1,706,400
<b>TOTALS</b>	<b>\$1,595,000</b>	<b>\$1,786,900</b>

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**SECTION III**  
**CAPITAL BUDGET**

**FY 2012**  
**CAPITAL PROJECT BUDGET**

The FY 2012 Capital budget totaling \$27,596,216 consists of all prior years capital expenses and projected balance at September 30, 2011 \$23,841,533 and FY 2012 program of projects fund \$3,754,683.

**REVENUES (Millions)**

ARRA Grant	\$ 3.064
Federal Security Grant	\$ 1.213
Section 5307 Grant	\$ 19.371
Special Appropriation	\$ 5.352
Reserve – AA Study	\$ 0.667
Reserve – Concrete Project	\$ 8.497
Net Transfer to Operating Budget	<u>\$ (10.568)</u>
Total Revenues	<u>\$ 27.596</u>

**CAPITAL EXPENSES (Millions)**

AA Study	\$ 0.667
Bus Shelters	\$ 1.322
Computer (H/S)	\$ 1.236
Concrete Project	\$ 8.497
Consultant Study - AA	\$ 2.187
Communications/Equipment	\$ 3.059
Park Street Renovation	\$ 1.915
Security Project	\$ 1.213
Support Facility Concrete	\$ 1.500
Other CIP Projects	<u>\$ 6.000</u>
Total Expenses	<u>\$ 27.596</u>

**Pinellas Suncoast Transit Authority  
Capital Budget FY 2012**

	<u>FY 2011 Projected Ending Balance</u>	<u>FY 2012 Program of Projects</u>	<u>FY 2012 Estimated Available</u>
<b>Revenue</b>			
American Recovery and Reinvestment Act	\$ 3,064,371	0	3,064,371
Federal Security Grant Program	1,213,542	0	1,213,542
New Freedom Grant	150,000	0	150,000
Section 5307 Formula Grant	7,915,911	11,455,033	19,370,944
Special Appropriations	4,102,030	1,250,000	5,352,030
Transfer From Reserves (Alternatives Analysis)	666,670	0	666,670
Transfer From Reserves (Concrete)	8,496,530	0	8,496,530
Transfer to Operating Budget	(1,767,521)	(8,950,350)	(10,717,871)
<b>Total Capital Revenue</b>	<b>\$ 23,841,533</b>	<b>3,754,683</b>	<b>27,596,216</b>
<b>Expense</b>			
Alternatives Analysis	666,670	0	666,670
Bus Shelters	\$ 1,322,081	0	1,322,081
Clearwater Downtown Intermodal Terminal	0	1,250,000	1,250,000
Computer Hardware	53,703	230,000	283,703
Computer Software	671,886	280,000	951,886
Concrete Construction	8,496,530	0	8,496,530
Consultant Services / AA Project	2,186,608	0	2,186,608
Contingencies	926,782	450,000	1,376,782
Employee Education	0	4,683	4,683
Force Account - Project Management	84,316	0	84,316
Lease Misc Support Equipment	15,090	0	15,090
Misc Support Equipment	775,999	0	775,999
Misc Surveillance & Security Equipment	50,000	120,000	170,000
Other 3rd Party Contractual Agreements - Transit Security	249,904	50,000	299,904
Park Street Renovation	1,915,422	0	1,915,422
Ped Access / Walkways	0	500,000	500,000
Project Administration	236,356	120,000	356,356
Real-Time Bus Communications Equipment	3,058,980	0	3,058,980
Replacement Buses 22'	0	300,000	300,000
Safety & Security Planning	25,000	0	25,000
Security Grant	1,213,542	0	1,213,542
Shop Equipment	22	0	22
Short Range Planning / Consultant Services	139,278	250,000	389,278
Signage	253,364	0	253,364
Staff Vehicles	0	200,000	200,000
Support Facilities - Concrete	1,500,000	0	1,500,000
<b>Total Capital Expenses</b>	<b>\$ 23,841,533</b>	<b>3,754,683</b>	<b>27,596,216</b>
<b>Revenues Over (Under) Expenses</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>
<b>Unfunded Expense</b>			
Buses	\$ 0	0	7,713,396
<b>Total Unfunded Expense</b>	<b>\$ 0</b>	<b>0</b>	<b>7,713,396</b>
<b>Revenues Over (Under) Expenses Including Unfunded Expense</b>	<b>\$ 0</b>	<b>0</b>	<b>(7,713,396)</b>

**SECTION IV**  
**FINANCIAL POLICY**

PINELLAS SUNCOAST TRANSIT AUTHORITY

FY2012 BUDGET

**BUDGET PROCESS AND POLICIES**

**Budget Process and Calendar**

The budget process for special districts in Florida is in large part statutorily driven as outlined in the following timetable. (For further detail please refer to the Florida Statutes Section 189.418). Immediately following the statutory timetable is the specific budget calendar for PSTA.

Every employee of PSTA has a role in preparing the budget. The budget needs to be formulated, prepared, implemented, and evaluated. Each Director is accountable to the Chief Executive Officer for the performance of their respective personnel and whether or not their department meets their objectives within the allocated resources.

PSTA uses an annual budget format in which the first year establishes the appropriated budget and for financial planning. Enabling strategic as well as tactical thinking, the multi-year format together with two-year projections provides for improved decision making with a longer-term focus on goal achievement and infrastructure maintenance.

The budget relies on the identification of essential transportation needs of Pinellas County residents, and budget and financial priorities including the identification and ranking of critical transit services.

The following outlines the various stages of budget development and administration and identifies the roles and responsibilities of the key participants in the process:

**The Planning Phase**

Budget development begins in March each year when plans are set forth for next year's budget process. The Budget Division reviews obstacles and problems from the previous year's process. Objectives for the next year's process are designed and plans are made to overcome any prior problems.

Two-year projections are prepared. Also, instructions and examples are reviewed, training classes are arranged and the budget calendar dates are set. At the beginning of February, the tentative calendar is distributed to all departments along with a reminder of the date of the budget process.

**The Preparation Phase**

The Budget Kickoff sets the pace for the preparation of the budget and is presented in a meeting. Provided is the financial status of PSTA, economic growth, and issues that need to be addressed during future budget work sessions.

Departments are directed to return a status quo program budget and requests for service improvements (if any) for consideration.

The staff of the Budget Division reviews the submitted requests with each of the departments and their respective divisions; changes to the requests are made at this time. Once all changes have been completed, the Executive Director reviews the final product. After his review, work sessions are scheduled with the departments, Budget Division staff, and the Chief Executive Officer for any final changes. These reviews begin in April and continue until the proposed budget is submitted to the PSTA Board. A tentatively balanced budget is presented to the PSTA Board at a regularly scheduled Board meeting in May.

### **The Review and Adoption Phase**

Board and Finance Committee work sessions, held in a public setting, are scheduled for the remainder of July and August. In these sessions the PSTA Board reviews budget issues and recommends funding of said issues.

During this time period, the Notice of Proposed Property Taxes, otherwise known as TRIM (Truth in Millage) notices, are prepared and mailed by the Property Appraiser. Published on the TRIM notice is the date of the first public hearing to adopt the tentative budget and the tentative millage rate.

The purpose of the public hearing is to give the general public an opportunity to speak for or against the proposed budget and millage rate. At the end of the first public hearing, a date and time is set for the final public hearing. An advertisement for the hearing is placed in a local newspaper. This ad contains summary budget information along with the tentative millage rate and the tentative approved budget based on the first hearing. Also noted are the time, date and location for the final hearing.

The purpose of the final public hearing is to give the general public a second opportunity to speak for or against the budget and millage rate. At this meeting the PSTA Board adopts the final budget and millage rate. Within the next three days the Property Appraiser, Tax Collector and State Department of Revenue must be notified of the adopted millage rate. The Tax Collector mails final tax invoices to property owners at the beginning of November.

The budget is effective on October 1 of each year.

### **Amendments after Adoption**

As provided in Florida Statute 189.418, once the budget is adopted it may be amended by the PSTA Board at any time within a fiscal year in the following manner:

1. Appropriations for expenses in the fund may be decreased and other appropriations in the same fund correspondingly increased, provided that the total of the appropriations of the fund are not changed.
2. Appropriations from the Reserve for Contingencies may be made to increase the appropriation for any particular expense in the same fund, or to create an appropriation in the fund for any lawful purpose, but expenses may not be charged directly to the reserve for Contingencies.



3. Revenue of a nature or source not anticipated in the budget and received for a specific purpose such as grants, donations, gifts, or reimbursement for damages may, by resolution of the Board, be appropriated and expended for that purpose.
4. Increased receipts for enterprise or proprietary funds received for a particular purpose may, by resolution of the Board, be appropriated and expended for that purpose.

Any amendment to the budget not specified above may be authorized by resolution or ordinance of the Board following a public hearing.

## BUDGET CALENDAR

### Local Government TRIM Timetable

#### (State Guidelines)

Day #	“Typical” Date*	Agency	Activity
1	July 1 or Date of Certification, Whichever is Later	Taxing Authority	Property Appraiser certifies interim roll (DR-420)
Within 15	July 15	Taxing Authority	Budget Officer submits tentative budget to taxing authority.
35	August 4	Taxing Authority	Taxing authority advises Property Appraiser of proposed millage, rolled back rate, and date, time and place of the TENTATIVE BUDGET HEARING-
55	August 24	Property Appraiser	Property Appraiser prepares notice of proposed property taxes (DR-474, TRIM Notice)
Between 65/80	September 3 – Sept 18 (Assuming Notice is mailed 8/24)	Taxing Authority	Tentative budget and millage hearing. The tentative budget and millage are adopted at this hearing. This hearing cannot be held sooner than 10 days following the mailed notice.
Between 80/95	Sept. 18 – October 3	Taxing Authority	Advertisement of final budget and millage hearing. <b>Advertise this final hearing within 15 days after the tentative budget and millage rate are adopted.</b>
Between 2-5 Days After Ads	Sept. 20 – October 8	Taxing Authority	Final budget and millage hearing. The final budget and millage are adopted at this hearing. This hearing <b>CANNOT</b> be held sooner than 2 days nor later than 5 days after it is advertised in the newspaper.
Within 3 Days After	Sept. 23 – Oct. 11	Taxing Authority	Taxing Authority certifies adopted millage to Property Appraiser and Tax Collector.
Adoption			
	Typically, After the Value Adjustment Board (VAB)	Property Appraiser	Property Appraiser notifies taxing authority of final adjusted tax roll (DR-422)
	No Later Than 3 Days After Receipt of the Notice of Final Taxable Value	Taxing Authority	Taxing Authority completes and certifies DR-422 to Property Appraiser. This shall be completed and returned <b>NO LATER THAN 3 DAYS</b> after receipt.

<b>Day #</b>	<b>“Typical” Date*</b>	<b>Agency</b>	<b>Activity</b>
	Within 30 Days of Final Millage Taxable Value	Taxing Authority	Taxing Authority certifies compliance with Sections 200.065 and 200.068, F.S., to the Dept. of Revenue.

\*This is an EXAMPLE ONLY using July 1 as the date of certification and showing the range of dates (minimum to maximum) that would be utilized for scheduling. These dates DO NOT make any provision for the shortening of time frames.

**PINELLAS SUNCOAST TRANSIT AUTHORITY**  
**FY 2012 Budget Calendar**

<b>Date</b>	<b>Description</b>
March 22, 2011	Distribution of FY 2012 budget instruction package for operating budget.
April 4, 2011	Directors submit all operating budget requests in budget system for Finance review.
April 6, 2011	Strategic budget planning session. (First Budget Workshop)
April 8, 2011	Strategic budget planning session. (Second Budget Workshop)
April 11, 2011	Meetings with the Executive Director and Directors for senior level discussion on operating budget submissions.
May 2, 2011	Preliminary estimate of FY 2012 revenues and expenses completed in budget system to start the process and determine deficit/surplus target.
May 9, 2011	Presentation of analysis of budget requests to the Executive Director and Directors.
May 16, 2011	Meetings with the Executive Director and Directors for senior level discussion on operating and capital budgets - final draft of balance budget.
May 19, 2011	Strategic Budget Planning Session. (Third Budget Workshop)
June 6, 2011	Strategic Budget Planning Session. (Fourth Budget Workshop)
July 1, 2011	Tax roll is certified by Property Appraiser.
July 18, 2011	Strategic Budget Planning Session. (Fifth Budget Workshop)
July 27, 2011	Board of Directors approve proposed millage rate.
July 29, 2011	Within thirty-five (35) days of certification of tax roll, PSTA advises Property Appraiser of proposed millage rate, the rolled back millage rate and date, time and place of a public hearing to consider proposed millage rate and tentative budget.
September 7, 2011	First public hearing will be held on the proposed budget and millage. <b><u>At this hearing, the Board must adopt a tentative millage and budget; therefore, a quorum of the Board must be present.</u></b>

**PINELLAS SUNCOAST TRANSIT AUTHORITY**  
**FY 2012 Budget Calendar**

<b>Date</b>	<b>Description</b>
September 7, 2011	Within fifteen (15) days after the first public hearing, PSTA must advertise its intent to adopt the final millage rate and budget.
September 14, 2011	Final public hearing will be held. <b><u>At the completion of this public hearing, the Board must adopt resolutions setting both the final millage rate and budget. A quorum of the Board must be present at this hearing.</u></b>
October 1, 2011	Beginning of FY 2012
Mid-October	Within thirty (30) days following adoption of its millage and budget resolution, PSTA must certify that it has complied with the provisions of Chapter 200, Florida Statutes, to the Division of Ad Valorem Tax, Department of Revenue.

# PINELLAS SUNCOAST TRANSIT AUTHORITY

## FY2012 BUDGET

### ACCOUNTING POLICIES

#### Summary of Accounting Policies

Government resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped within two broad categories as follows:

The Pinellas Suncoast Transit Authority is accounted for as a Business Type Activity, as defined by Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements – Management's Discussion & Analysis – for State and Local Governments and its budget and financial statements are presented on the accrual basis of accounting. Under this method, revenues are recognized when they are earned, and expenses are recognized when they are incurred. Grants are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. Grants received in advance of revenue recognition by the Authority are shown as unearned grants revenue.

Enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services in connection with the fund's principal ongoing operational activities. Charges to customers represent the Authority's principal operating revenues and include passenger fees, and revenues from use of its capital assets for advertising, right-of-way activities. Operating expenses include the cost of operating, maintaining, and supporting transit services and related capital assets, administrative expenses, and depreciation. All revenues and expenses not meeting this definition are reported as non-operating or other revenues and expenses.

#### **Basis of Accounting:**

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied. PSTA's budget uses a basis of accounting that mirrors the basis used for accrual accounting of Enterprise Fund revenues and expenses. Budgeting for governmental funds is done using the accrual basis of accounting. Revenues are budgeted for the fiscal year. Those revenues are expected to become measurable and available as net current assets. Expenditures are budgeted for the fiscal year when the related fund liability is expected to be incurred, except for principal and interest, on general long-term debt which is recognized when due.

#### **Basis of Budgeting:**

The preparation, approval, adoption and execution of PSTA's budget are in compliance with Florida Statute (Chapter 189) and consistent with generally accepted accounting principles.

Budgets for Proprietary Funds (Enterprise) use the accrual basis of accounting. Revenues are recognized in the period in which they are earned and expenditures are recognized in the period in which the liability is incurred.

The Comprehensive Annual Financial Report (CAFR) shows the status of PSTA's finances on the basis of generally accepted accounting principles. Generally, this is the way the budget is prepared. One exception is the treatment of unpaid vacation and sick leave accumulated by employees. The entire unpaid liability for vacation and sick leave is recorded in the Government-Wide statement of Net Assets in the CAFR, whereas the current liability of employees is budgeted as an appropriation in the year when it is expected to be expended.

**Internal Budget Adjustments:**

Budget adjustments are designed to give PSTA limited flexibility in its budgetary proceedings. They may generally be approved for one of three reasons. First, a mistake may have been made in the original approved budget. Because the budget cycle begins so early in the year, it is very easy to overlook certain items that should have been included, or to over or under estimate the expenses or need for certain other items. A second reason for which transfers may be approved is emergency purchases. In many instances, equipment, supply, or maintenance costs must be incurred at a higher level than could have been anticipated due to a breakdown of equipment, the assumption of a new service, or unusually large contract prices. A third justification for an adjustment is an avoidance of future cost increases. Such opportunities often arise when products or services can be purchased at a certain time rather than putting off the purchase until a later date.

Budget adjustments exist for very specific reasons as noted above. They should not be used to balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility, and one which should be taken very seriously. The approved budget is only a plan and can be adjusted as circumstances change; however, it should be adhered to as closely as possible.

When needs are less than originally anticipated or prices come in lower than budgeted, excess funds should accrue as savings to PSTA. They should not be considered as available dollars for additional expenditures. These accrued savings become cash forward in the next year's budget -- a very valuable revenue in maintaining service levels and avoiding tax rate increases.

Capital equipment items not approved in the budget can be purchased in one of three ways. First, if the amount is less than \$1,000, and if the requesting party has the funds available, then the Budget Division can approve the purchase. Second, if the individual items or systems exceed \$1,000 but do not exceed \$5,000, and if the requesting party has funds available, then the Finance Director or designee can approve the purchase. Third, individual items or systems over \$5,000 require PSTA Board approval with justification of fund availability whether from within one's own budget or if requiring a transfer of the appropriate contingency.

**Encumbrances:**

Encumbrances represent commitments related to unperformed contracts for goods or services and are recorded in order to reserve that portion of the applicable appropriation. However, PSTA utilizes it in the Enterprise Fund for financial control.

# **PINELLAS SUNCOAST TRANSIT AUTHORITY**

## **FY2012 BUDGET**

### **GENERAL FISCAL/BUDGET POLICIES**

#### **GENERAL POLICY**

1. The annual operating budget of PSTA shall balance the public transit service needs of the community with the fiscal capabilities of PSTA. It is intended to achieve the goals and objectives established by the PSTA Board for the following fiscal year. PSTA programs will represent public transportation needs and compliance with various state and federal regulations. A balance between personnel and other classes of expenditures will also be achieved.
2. PSTA recognizes that its citizens deserve a commitment from PSTA to fiscal responsibility, and that a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenses (personal services, operating costs and capital outlay) will be fiscally balanced with revenues or income estimates that can reasonably and normally be planned to be received during the fiscal year. New programs or changes in policies, which would require the expenses of additional operating funds, will either be funded through reductions in existing programs of lower priority or through adjustments to fees, service charges, or taxes. Requests for new or changes to programs or policies will be accompanied by an analysis of the short and long-term impact on the operating budget caused by such changed or new program or policy.
3. New programs, services, or facilities shall be based on general citizen demand or need.
4. PSTA shall prepare and implement a Capital Improvement Budget which shall schedule the funding and construction of projects for a five-year period. The CIP Program shall balance the needs for improved public facilities, as identified in PSTA's comprehensive plan, within the fiscal capabilities and limitations for PSTA.
5. PSTA shall maintain its accounting records in accordance with generally accepted accounting principles (GAAP), applied to governmental units as promulgated by the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).
6. PSTA shall provide funding for public services on a fair and equitable basis, and shall not discriminate in providing such services on the base of race, sex, color, religion, national origin, or physical handicap.
7. Budgets for all PSTA departments and all other PSTA expenses shall be under PSTA Board appropriation control.
8. Inter-fund loans must be supported by a fiscally sound source of funds available for repayment.
9. Preparation of PSTA's budget shall be in such a format as to allow correlation with the costs reported in PSTA's Comprehensive Annual Financial Report.



**PINELLAS SUNCOAST TRANSIT AUTHORITY**

**FY2012 BUDGET**

**FISCAL POLICY FOR ANNUAL OPERATING REVENUE AND EXPENSES**

**ALL FUNDS – REVENUE**

1. Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.
2. Revenue estimates will be made on a reasonable conservative basis to ensure that estimates are realized.
3. The operating budget will be prepared based on 96% of the certified taxable value of the property tax roll and other anticipated revenues.
4. PSTA will not use long-term debt to finance expenses required for operations.
5. The operating budget will be balanced using current year revenues to finance current year expenses. Fund balances shall not normally be budgeted as a resource to support routine annual operating expenses. Fund balances may be budgeted as a resource to support capital, debt, or extraordinary major maintenance needs on a non-recurring basis, or as reserves to be carried forward.
6. As early as practical in each annual budgeting cycle, the PSTA Board shall give direction to administration as to the circumstances under which an ad valorem tax millage increase would be considered. Normally, such direction should be given in January of each year in conjunction with the setting of a tentative budget calendar.
7. Fees should be collected on all PSTA-provided services for which specific users may be readily identified and use may be reasonably quantified. The amount of the fee should be based on actual costs incurred in providing the services (or facility), and shall be reviewed at least biannually. The degree to which fees shall recover full costs shall be a policy determination of the board, but in no instance should it exceed that total cost.

**ALL FUNDS – REQUIREMENTS**

1. Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.
2. Contractual obligations and compensation plans for employees will be provided.
3. As early as practical in the budget process, the PSTA Board shall discuss with Administration PSTA staffing for both current and planned years.

4. Capital will be provided for major improvements and automation of services based on multiple-year planning and appropriate cost benefit analysis. Each year, as early as practical, the PSTA Board shall discuss specific capital replacement requirements and policies for the upcoming year.
5. Future capital improvement requirements and replacement will be included in operating plans requiring such reserves as may be necessary. The annual amount set aside to provide reserves for future capital requirements should be consistent with individual fund needs.
6. Reserve for Contingency – This reserve should be established only in those funds where emergencies may occur. The amount recommended is a minimum of 2% of operating for major funds. (Statutory maximum is 10%).
7. Along with all other required budget material submitted by division and department directors in March and April of each year, the Risk Manager shall prepare an estimate of amounts to be budgeted for workers' compensation, self-insured, and other related claims.

### **ALL FUNDS – FUND BALANCE**

(Fund Balance – Resources remaining from prior years which are available to be budgeted in the current year.)

1. Maintaining an adequate cash balance is essential. Minimum of 16.6% for major funds based on individual fund's needs or an amount equal to that is necessary to avoid any short-term borrowing.
2. The balances of each fund will be maintained by using a conservative approach in estimating revenues and by ensuring that expenditures do not exceed appropriations.
3. Any anticipated deficit at year-end, unless it can be eliminated from the cash flow from operations within the first three months of the next fiscal year, will be provided for in the current year's transfers.

### **SPECIFIC GUIDELINES FOR INDIVIDUAL FUNDS**

#### **General Fund**

It is the objective of PSTA to pay as great a portion of operating expenses of the general fund as possible from sources other than ad valorem taxes. Only to the extent that non-ad valorem tax sources of revenue are inadequate to support services at desired levels should ad valorem taxes be considered for assessment.

Service charges and fees for all general fund services will be analyzed to ensure an appropriate proportional recovery of direct costs and overhead. The Enterprise Fund is PSTA's general operating fund.

#### **Proprietary Funds**

The annual operating budget includes one enterprise that has multiple funds: public transit, DART, and self-insured funds. Each reimburses the general fund for its proportionate share of the cost of general administrative departments. Service charges and fee structure are established to ensure recovery of costs for these funds to the fullest extent possible, considering public benefit.

A review of cost of service and rate structures for public transit service charges are performed on a biannual basis. The recommended budget sets forth the amount to be recovered by the service charges, which will be based on the cost of services provided. The impact of such cost of services on rate schedules shall be presented to the PSTA Board in a timely manner to allow review and analysis prior to their approval.

### **Internal Services Funds**

Charges to departments for services rendered will be sufficient to cover the total cost of performing those services on an efficient basis. Rate changes for such services shall be presented to the PSTA Board for implementation and shall be accompanied by an analysis and justification.

Replacement of equipment considering inflationary cost factors will be included in the cost of furnishing services.

Lease purchase or borrowing of funds will be considered appropriate only if it involves a major conversion from which the cost saving benefits will accrue in future years during the useful life of assets acquired by such methods.

## **PINELLAS SUNCOAST TRANSIT AUTHORITY**

### **FY2012 BUDGET**

#### **FISCAL POLICY FOR CAPITAL EXPENDITURES AND DEBT FINANCING**

##### **ALL FUNDS**

###### **Revenue**

Revenue projections for the CIP Budget shall be based on conservative assumptions of revenues.

###### **Requirements**

Capital projects shall be justified in relation to the applicable elements of PSTA's comprehensive plan or other requirements or needs.

Estimated requirements for capital projects shall include all costs reasonably associated with the completion of the project.

The impact of each project on the operating revenues and requirements of PSTA shall be analyzed as required by the general fiscal policy stated above.

##### **DEBT MANAGEMENT AND FISCALLY RESPONSIBLE DEBT POLICY**

The cornerstone of developing a fiscally responsible capital cost management system is a solid debt policy. A debt policy is a format document governing when, how, for what purposes, and to what extent the Authority may issue debt. A sound debt policy offers many benefits to the Authority that want to better manage their capital improvement programs:

- helps the Authority avoid common pitfalls of debt issuance and management;
- promotes long-term financial stability;
- sends a message of responsibility to taxpayers;
- can help the Authority earn better bond ratings from rating agencies;
- enhances regulatory compliance; and
- assures that borrowing is done at the lowest cost to taxpayers.

An effective debt policy should be firm but not onerous, flexible but not loose. Elements should include the purposes for which debt may or may not be used and the standards for debt issuance.

The debt management policy must contain the following discussions:

- A discussion of ability to afford existing general obligation debt, authorized future general obligation debt and proposed future general obligation debt;
- A discussion of capacity to incur authorized and proposed future general obligation debt without exceeding the applicable debt limit;
- A discussion of general obligation debt that is payable from property taxes per capita as compared with such debt of other municipalities in this state;
- A discussion of general obligation debt that is payable from property taxes as a percentage of assessed valuation of all taxable property within the boundaries of the Authority;
- Policy regarding the manner in which the Authority expects to sell the debt;
- A discussion of sources of money projected to be available to pay existing general obligation debt, authorized future general obligation debt and proposed future general obligation debt; and
- A discussion of its operational costs and revenue sources, for the ensuing five fiscal years, associated with each project included in its plan for capital improvement.

The Authority's five year capital projects budget has identified other assets, capital projects and infrastructure that need funding or the identification of funding as PSTA continues to expand and grow in the transportation business.

The PSTA charter does provide for the issuance of bonds. The Authority may issue bonds to carry out its authorized powers or purposes. In the creation of bonded indebtedness, the procedure shall be in conformance with the laws of the State of Florida. Since the PSTA Charter requires the preparation of a Capital Improvements Budget, the issuance of bonded debts to fund the CIP project is an area that should be explored to keep the infrastructure in a sound financial condition. Currently, the Authority has no bonded debt.

Long-Term Debt: Long-term borrowing will not be used to finance current operations or normal maintenance. A policy of full disclosure will be followed in all financial reports and official statements for debt.

Medium-Term Debt: Lease purchase methods, bonds, or other debt instruments may be used as a medium-term (4 to 10 years) method of borrowing for the financing of vehicles, other specialized types of equipment, or other capital improvements. The equipment or improvement must have an expected life at least equal to the years leased or financed. PSTA will determine and utilize the least costly financing methods available. Such debt arrangements will be repaid within the expected life of the equipment or improvement acquired.

Short-Term Debt: Short-term borrowing may be utilized for temporary funding of anticipated tax revenues, anticipated grant payments, anticipated bond proceeds, or other expected revenues. Such debt should normally be made from pooled cash; however, in rare circumstances, it may be by the use of the line-of-credit at PSTA's depository, utilizing a short-term note maturing before the end of the current appropriation period. Other short-term debt, such as tax exempt commercial paper, bond anticipation notes, tax anticipation notes, or grant anticipation notes, may be used when it provides immediate financing and an interest advantage, or the advantage to delay long-term debt until market conditions are more favorable. PSTA will determine and utilize the least costly method for short-term borrowing. Short-term debt may be refunded in accordance with applicable federal laws. Anticipated funding is defined as an assured source with the anticipated amount based on conservative estimates.

## **SPECIFIC GUIDELINES**

1. **General Capital Improvements:** General capital improvements, or those improvements not related to PSTA-owned enterprises, shall be funded from general operating fund revenues or fund balances, the sale of revenue bonds, or general obligation bonds, and from special assessments and grants.
2. **Pay-As-You-Go Capital Improvements:** Pay-As-You-Go capital improvements shall be funded from general operating fund revenues or fund balances, state and federal grants, special assessments, or other sources of revenue which may become available to PSTA. Major capital projects related to the delivery of general public services shall be paid from general-purpose revenues.
3. **Special Assessments:** When special assessments are used for Pay-As-You-Go general capital improvements where PSTA as a whole receives the benefit, PSTA consistent with state law will establish the interest rate charged.
4. **Revenue Bond Debt Limit:** Sale of revenue bonds shall be limited to that amount which can be supported by user fees and other associated revenues. Revenue bond coverage shall not be less than parity-required coverage. The total net annual general revenue bond debt service should not exceed 25% of the total net general-purpose revenue and other funds available for such debt service. Net annual debt service shall be gross annual debt service less estimated interest on debt service less estimated interest on debt service reserve accounts and funds from other governmental units designated for payment of such debt service.
5. **Enterprise Capital Improvements:**  
Pay-As-You-Go Improvements: Enterprise funds should support needed capital improvements on a Pay-As-You-Go basis to the greatest extent possible.  
Revenue Bond Debt Limit: Enterprise revenue bond coverage shall not be less than parity-required coverage.

## **BUDGET AMENDMENTS/TRANSFERS**

Budget Transfers: Budget transfers are designed to give PSTA limited flexibility in its budgetary proceedings. Transfers may generally be approved for one of three reasons. First, a budgetary mistake may have been made in the original approved budget. A second reason for which transfers may be approved is emergency purchases. A third justification for a transfer is the avoidance of future costs. Budget transfers should not be used to balance an organization's budget each month. The approved budget is only a plan, and can be changed as circumstances change; however, it should be adhered to as closely as possible.

Any budgetary organization may request a transfer. To do so, a completed Budget Transfer Request form must be submitted to the Budget Division. The submitted form must contain all information requested including Cost Center information, justification for the transfer, the amount of the transfer, the origin and destination of funds, and signed approval of the appropriate director or designee. Should there be insufficient space on the form to provide adequate justification, an additional page may be attached. Incomplete forms will be returned to the requesting organization.

Upon receipt of a completed Budget Transfer Form, the Budget Division reviews the information provided for accuracy and evaluates the merits of the request. Once all necessary information requirements have been satisfied, the office processes a journal voucher to document the proposed transfer for auditing purposes.

The request for transfer of funds requires the department manager's signature. The term department shall, in this instance, refer to any of the departments into which PSTA's budget is divided. Divisions shall mean all designated subdivisions of these departments.

Transfers that require the expenditure from contingencies may only be made with the approval of the PSTA Chief Executive Officer. All transfers by the Chief Executive Officer will be recorded as approved.

Transfers that require the transfer of monies from one department to another shall require approval of the Chief Executive Officer or the Finance Director.

Once the appropriate authority has approved a transfer request, it shall be the responsibility of the Budget Division to ensure that an accurate report is forwarded to the Budget staff in the form of a Journal Voucher, complete with all necessary supporting information.

Only those budget transfers that are of an emergency nature will be processed immediately. All other requests will be processed on a quarterly basis on January 1, April 1, July 1, and September 15 of each budget year.

#### Amendments

Request for appropriations of funds not previously budgeted will be processed as budget amendments as required by Florida statutes, Chapter 129.06(2) (d) and (e) and Chapter 189.418. All budget amendments that increase the annual budget require the approval of the PSTA Board of Directors.

#### Capital Equipment

Capital equipment items not approved in the budget can be purchased in one of three ways. First, if the amount is less than \$1,000, and if the requesting party has the funds available, then the Budget Division can approve the purchase. Second, if the individual items or systems exceed \$1,000 but do not exceed \$5,000; and if the requesting party has funds available; the Executive Director or his designee can approve the purchase. Third, individual items or systems over \$5,000 require Board approval with justification of fund availability whether from within one's own budget or if requiring a transfer from the appropriate contingency.

## PINELLAS SUNCOAST TRANSIT AUTHORITY

### FY2012 BUDGET

#### INVESTMENT POLICY

##### SCOPE

This investment policy applies to all financial assets which are under the direct control of the PSTA Board.

##### INVESTMENT OBJECTIVES

The following investment objectives will be applied in the management of PSTA's funds. By using an active portfolio management philosophy, rather than a "buy and hold" philosophy, portfolio yield will be enhanced without any appreciable increase in risk.

1. **Safety of Capital** – Safety of capital is regarded as the highest priority in the handling of investments for PSTA. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they are from securities defaults or erosion of market value.

From time to time, securities may be traded for other similar securities to improve yield, maturity, or credit risk. For these types of transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

- Yield has been decreased;
- Maturity has been reduced;
- Quality of the investment has been improved.

2. **Liquidity** – PSTA's investment strategy will provide sufficient liquidity such that cash flow requirements are met through the utilization of marketable securities with structured maturities.

3. **Yield** – When investing public funds, PSTA will strive to maximize the return on the portfolio but will avoid assuming unreasonable risk.

##### STANDARDS OF CARE

1. **Prudence and Ethical Standards** – The "prudent person" standard shall be used in the management of the overall investment portfolio. The prudent person standard is herewith understood to mean the following: Investments shall be made with judgment and care, under



circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Investment officers, or persons performing the investment functions, acting as a “prudent person” in accordance with this written policy and procedures, exercising due diligence and investments authorized by law, shall be relieved of personal responsibility, for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion, as described in the internal control section of this policy, and appropriate action is taken to control adverse developments.

2. **Investment Authority** – Responsibility for the administration of the investment program is vested in the Office of the Finance Director. The Finance Director shall exercise this authority and regulate the administration of the investment program through the Finance office.

3. **Ethics and Conflicts of Interest** – The Finance employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. The above mentioned shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial or investment positions that could be related to the performance of the investment portfolio. Investment related officers and personnel shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of their entity.

**SECTION V**

**OTHER  
STATISTICS**

**PINELLAS SUNCOAST TRANSIT AUTHORITY  
FY 2011 & FY 2012 BUDGETS**

**MISCELLANEOUS STATISTICS**

Date Authority Created as CPTA (Central Pinellas Transit Authority)	1970
Date Authority (CPTA) Began Operations	1973
Renamed "PSTA" upon merging with St. Petersburg Municipal Transit System	1984
Form of Government	Board of Directors, Chief Executive Officer
Board of Directors	15
Service Area Square Miles	607 Square Miles (Land 280, Water 327)
Millage Rate (Property Tax)	.7305 Mill
Number of Fixed Routes	37
Number of Bus Stops	5,025
Number of Buses	191
Facilities	1 Administration, Transportation & Maintenance Facility 3 Park-and-Ride Lots 3 Transit Centers 14 Transfer Centers
Passenger Trips	12,676,259 (2010)
Passenger Shelters	706

Pinellas Suncoast Transit Authority  
Finance Department  
Operating Budget Projections  
FY 2012 - 2016

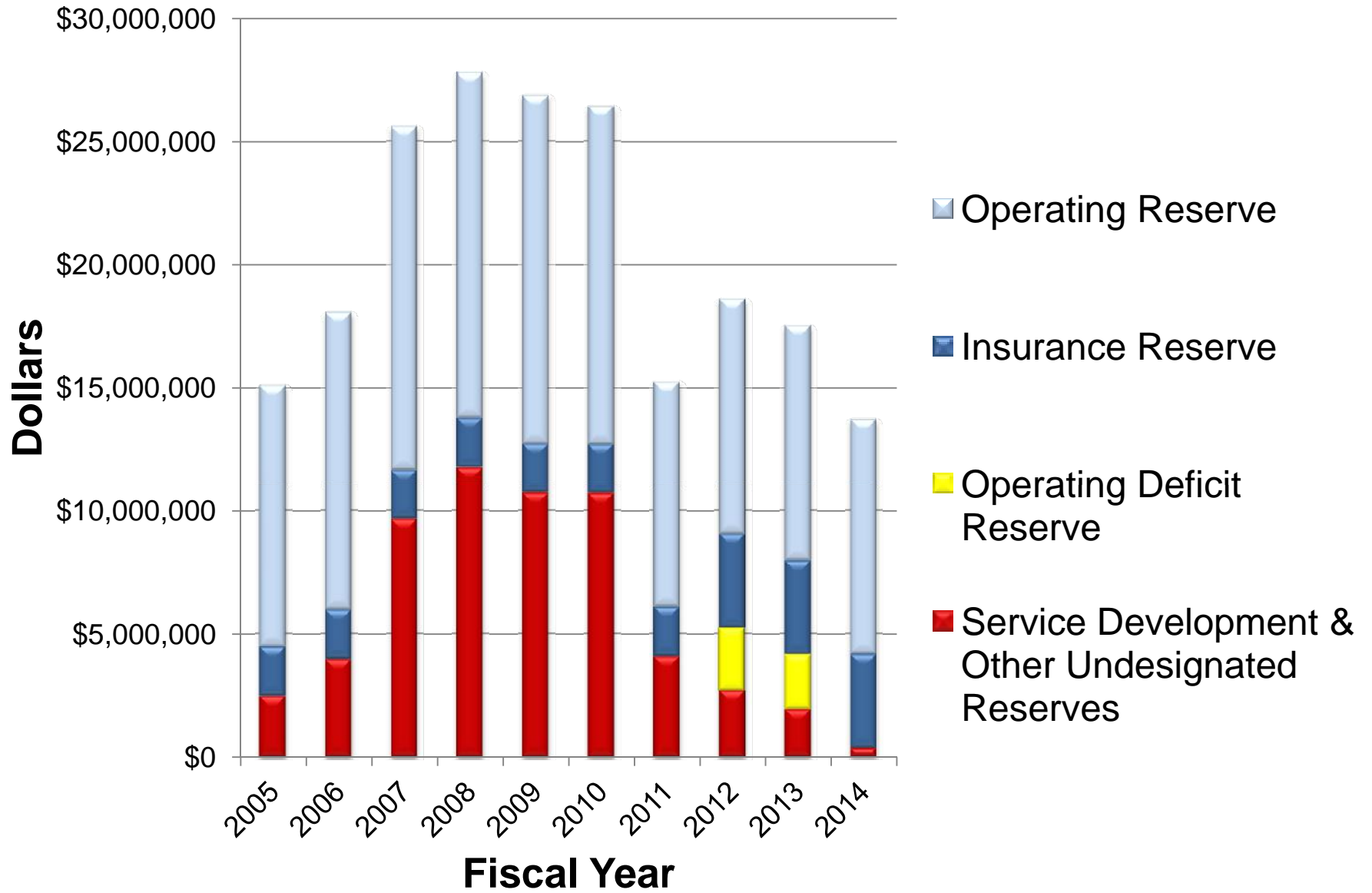
	Adopted Budget			Budget Projections					
	Fiscal	% Change	Fiscal	% Change	Fiscal	% Change	Fiscal	% Change	Fiscal
	Year 2012 0.7305 Milage		Year 2013 0.7305 Milage		Year 2014 0.7305 Milage		Year 2015 0.7305 Milage		Year 2016 0.7305 Milage
<b>Operating Revenues</b>									
Passenger Fares	\$ 12,787,700	2%	\$ 13,043,454	2%	\$ 13,304,323	2%	\$ 13,570,409	2%	\$ 13,841,817
Auxiliary Revenue	250,000	10%	275,000	10%	302,500	10%	332,750	10%	366,025
Non-Transportation Revenue	246,350	0%	246,350	0%	246,350	0%	246,350	0%	246,350
Property Tax	32,823,710	-3%	31,839,000	0%	31,839,000	3%	32,794,170	3%	33,777,995
Local Beach Trolley	662,350	4%	688,844	4%	716,398	4%	745,054	4%	774,856
State Reimbursement - Fuel Tax	553,500	0%	553,500	0%	553,500	0%	553,500	0%	553,500
State Grants	4,402,155	0%	4,402,155	0%	4,402,155	0%	4,402,155	0%	4,402,155
Federal Grants	8,133,424	3%	8,377,427	3%	8,628,750	3%	8,887,613	3%	9,154,241
Pass-thru Grant	80,000	0%	80,000	0%	80,000	0%	80,000	0%	80,000
Transfer (To) From Reserves	(2,585,313)	-140%	1,030,983	263%	3,739,206	35%	5,043,796	0%	1,553,939
<b>Total Operating Revenue</b>	<b>57,353,876</b>	<b>6%</b>	<b>60,536,713</b>	<b>5%</b>	<b>63,812,182</b>	<b>4%</b>	<b>66,655,797</b>	<b>-3%</b>	<b>64,750,878</b>
<b>Operating Expenses</b>									
Salaries	26,021,160	5%	27,401,795	5%	28,823,849	5%	30,288,564	5%	31,797,221
Fringe Benefits	9,524,451	6%	10,138,664	5%	10,664,824	5%	11,206,769	5%	11,764,972
Services	2,407,910	2%	2,454,226	4%	2,552,395	4%	2,654,491	4%	2,760,671
Fuel	6,957,620	10%	7,653,382	10%	8,418,720	3%	8,671,282	3%	8,931,420
Supplies	3,270,950	4%	3,401,788	4%	3,537,860	4%	3,679,374	4%	3,826,549
Insurance	1,706,400	4%	1,774,656	4%	1,845,642	4%	1,919,468	4%	1,996,247
Utilities	1,011,700	4%	1,052,168	4%	1,094,255	4%	1,138,025	4%	1,183,546
Taxes & Licenses	742,070	0%	742,070	0%	742,070	0%	742,070	0%	742,070
Purchased Transportation	4,736,700	4%	4,926,168	4%	5,123,215	4%	5,328,144	4%	5,541,270
Purchased Transportation - Trolleys	552,900	0%	552,900	0%	552,900	0%	552,900	0%	552,900
Miscellaneous	422,015	4%	438,896	4%	456,452	4%	474,710	4%	493,698
<b>Total Operating Expense</b>	<b>57,353,876</b>	<b>6%</b>	<b>60,536,713</b>	<b>5%</b>	<b>63,812,182</b>	<b>4%</b>	<b>66,655,797</b>	<b>4%</b>	<b>69,590,564</b>
<b>Revenues Over / (Under) Expenses</b>	<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ 0</b>		<b>\$ (4,839,686)</b>



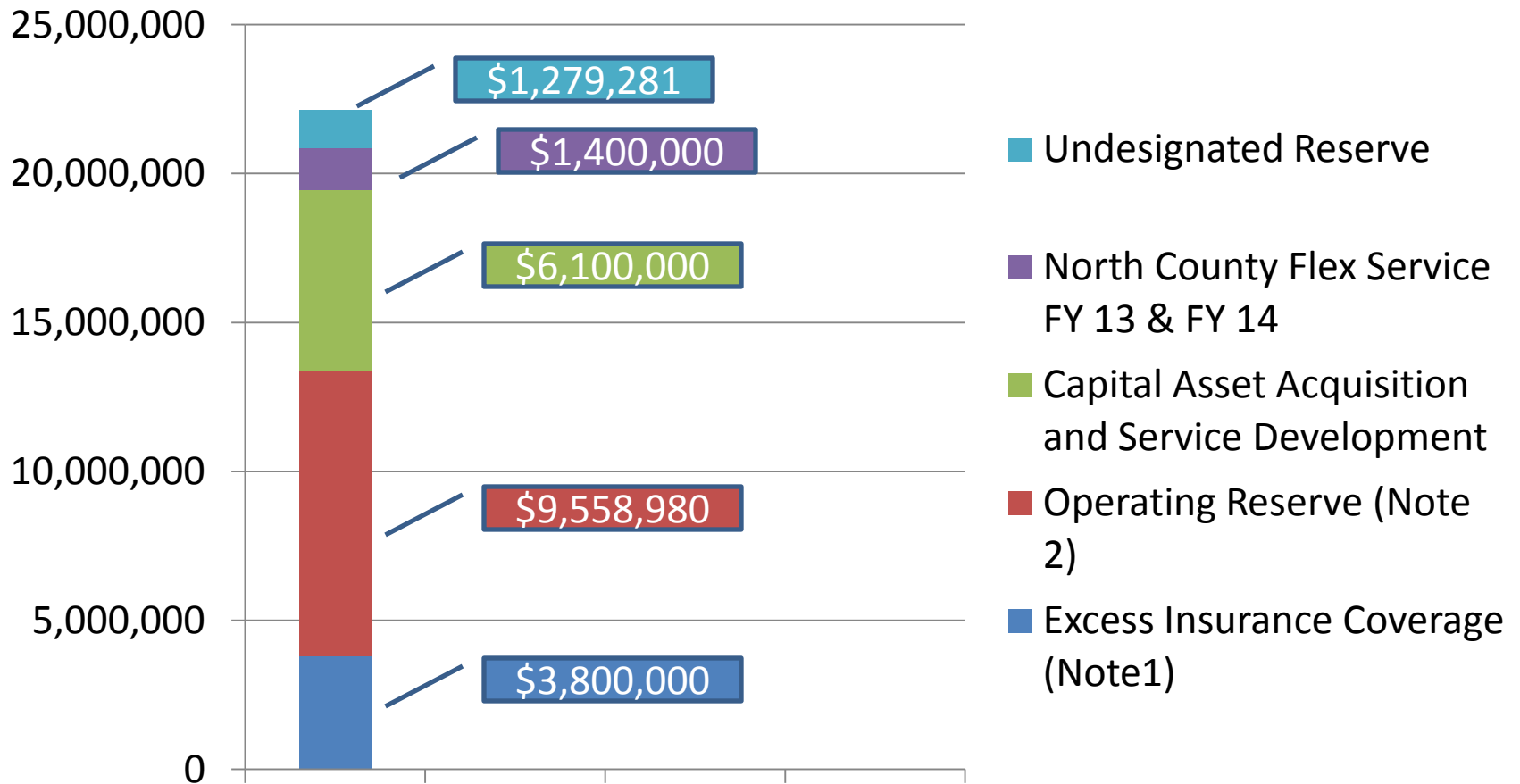
**PSTA RESERVE HISTORY**  
**FY 2005 - 2010**

	<u>FY</u> <u>2005</u>	<u>FY</u> <u>2006</u>	<u>FY</u> <u>2007</u>	<u>FY</u> <u>2008</u>	<u>FY</u> <u>2009</u>	<u>FY</u> <u>2010</u>
<u>NET ASSETS</u> (Reserve)	\$ 15,074,205	\$ 18,046,493	\$ 25,587,264	\$ 27,776,011	\$ 26,833,930	\$ 26,396,500
<u>Increase (Decrease)</u>	(12,872,942)	2,972,288	7,540,711	2,188,747	(892,680)	(437,430)
<u>RESERVATIONS</u>						
Restricted Cash CIP	0	0	0	226,249	0	0
Capital Asset Replacement	2,463,705	3,960,035	9,638,557	11,524,207	10,699,092	10,678,340
Insurance Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Operating Contingencies	<u>10,610,500</u>	<u>12,086,458</u>	<u>13,948,707</u>	<u>14,025,555</u>	<u>14,134,838</u>	<u>13,718,160</u>
Total	\$ 15,074,205	\$ 18,046,493	\$ 25,587,264	\$ 27,776,011	\$ 26,833,930	\$ 26,396,500

# PSTA Reserve History



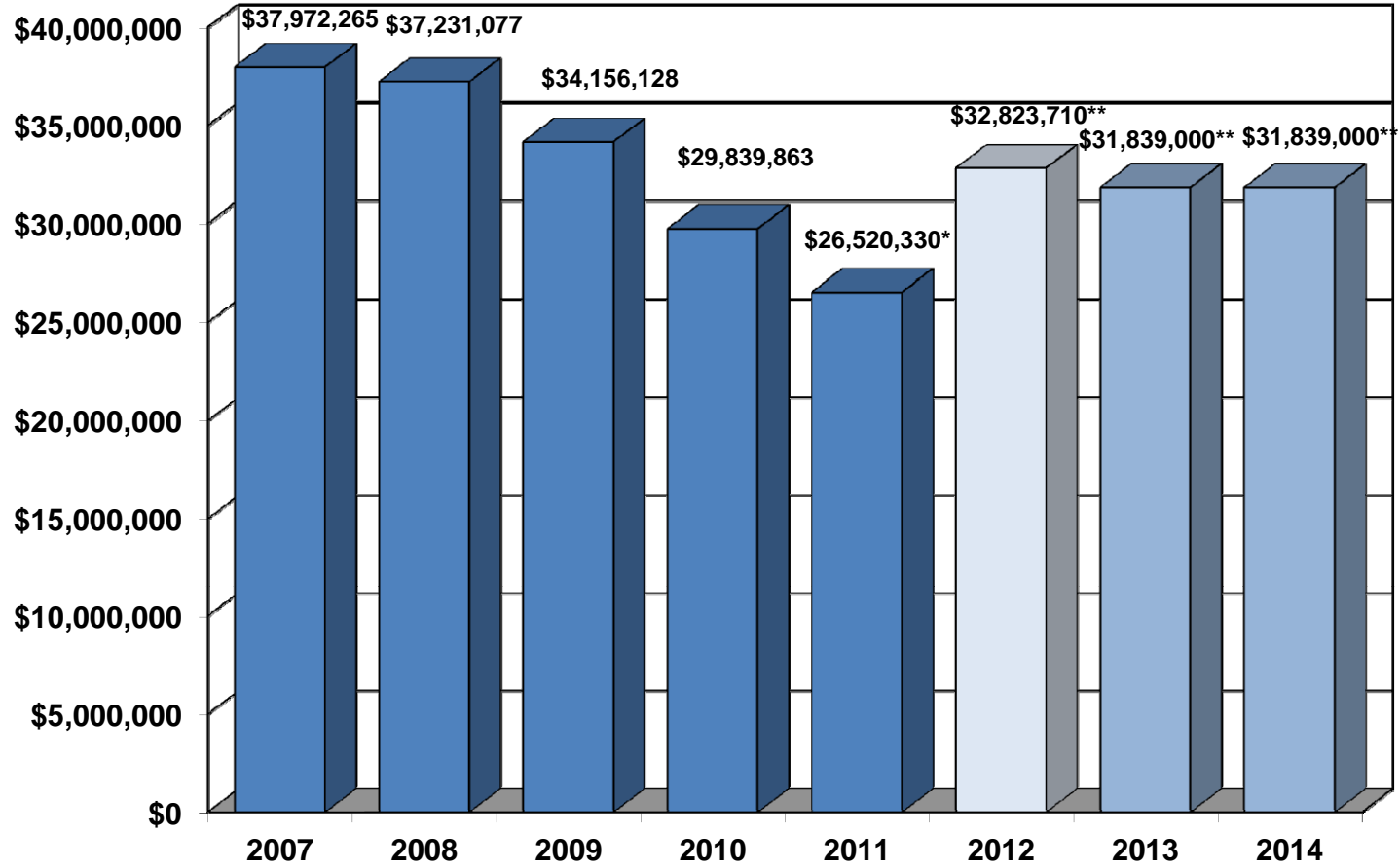
# General Reserve Estimate 9/30/2012



Note 1: Per Board of Director's Resolution (Staff proposed increase to \$3.8 million in FY 2012)

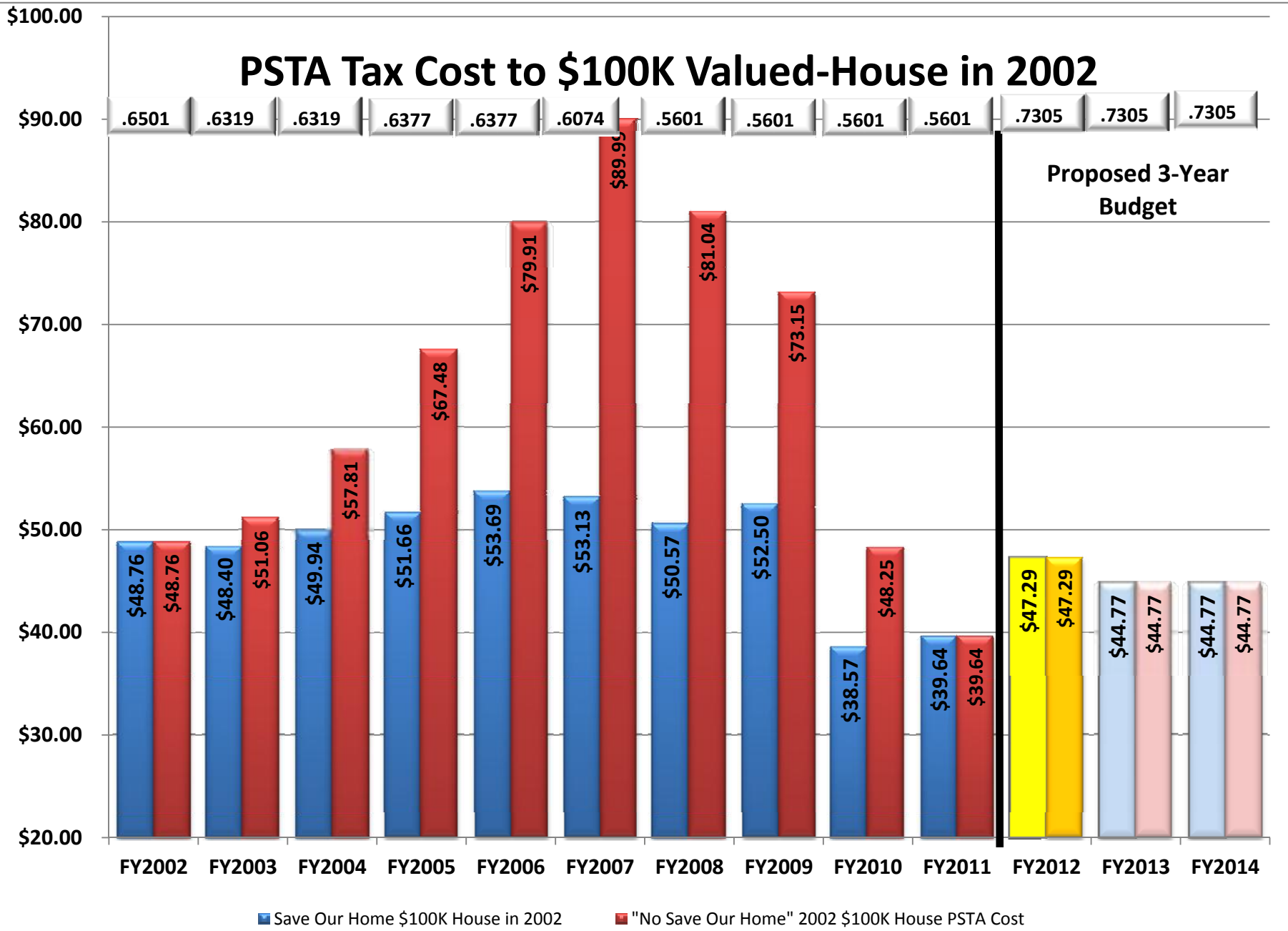
Note 2: Two months operating reserve

# Ad Valorem Revenue





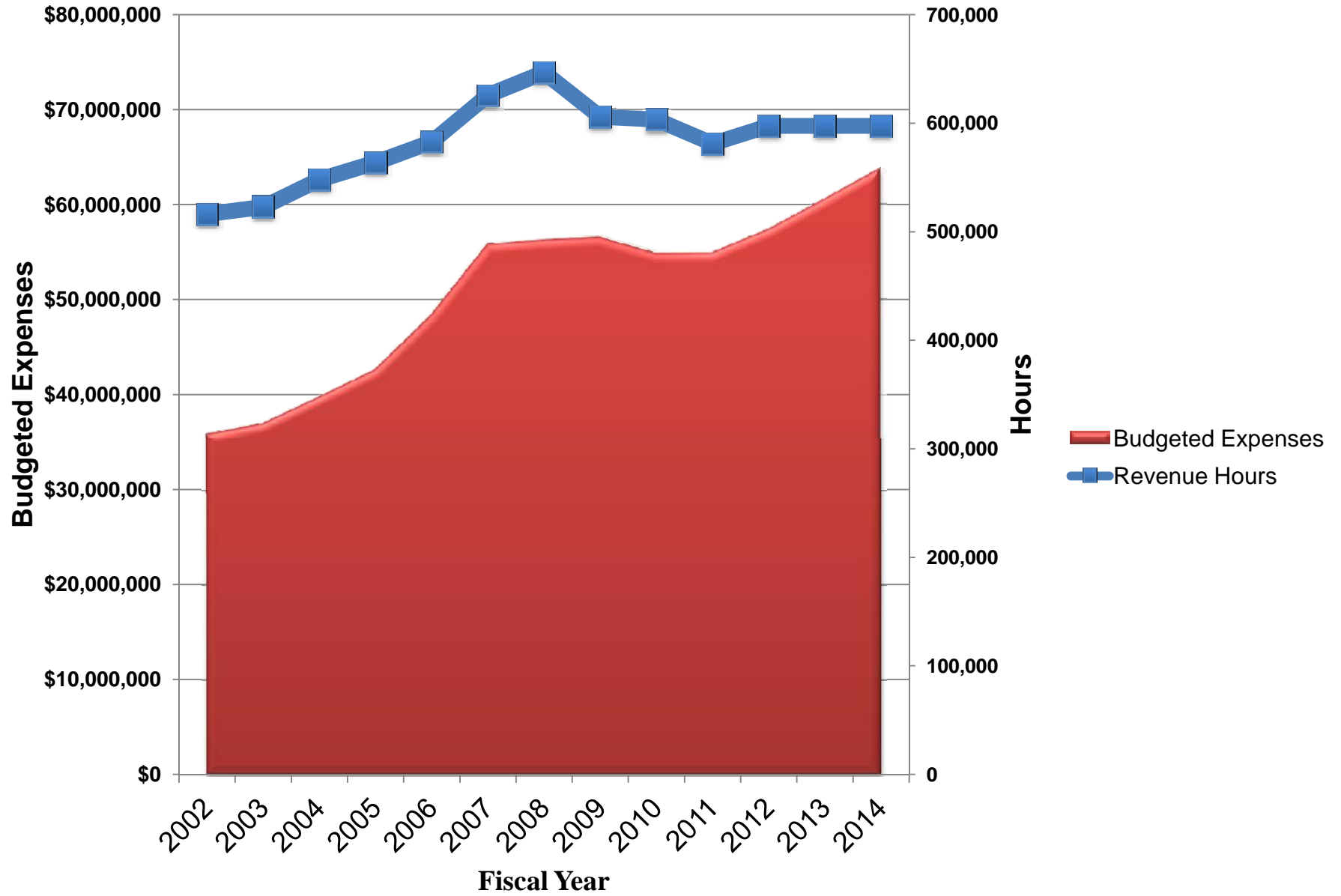
# PSTA Tax Cost to \$100K Valued-House in 2002



Pinellas Suncoast Transit Authority  
Proposed Property Tax Changes By Assessed Values  
FY 2012

<u>Assessed Value</u>	<u>Homestead Exemption</u>	<u>Value with Homestead</u>	<u>Taxes @ .5601 Mill</u>	<u>Taxes @ .7305 Mill</u>	<u>Difference</u>	<u>% Change</u>
\$100,000	\$50,000	\$50,000	\$28.01	\$36.53	\$8.52	30.42%
150,000	50,000	100,000	56.01	73.05	17.04	30.42%
200,000	50,000	150,000	84.02	109.58	25.56	30.42%
250,000	50,000	200,000	112.02	146.10	34.08	30.42%
300,000	50,000	250,000	140.03	182.63	42.60	30.42%
350,000	50,000	300,000	168.03	219.15	51.12	30.42%
400,000	50,000	350,000	196.04	255.68	59.64	30.42%
450,000	50,000	400,000	224.04	292.20	68.16	30.42%
500,000	50,000	450,000	252.05	328.73	76.68	30.42%

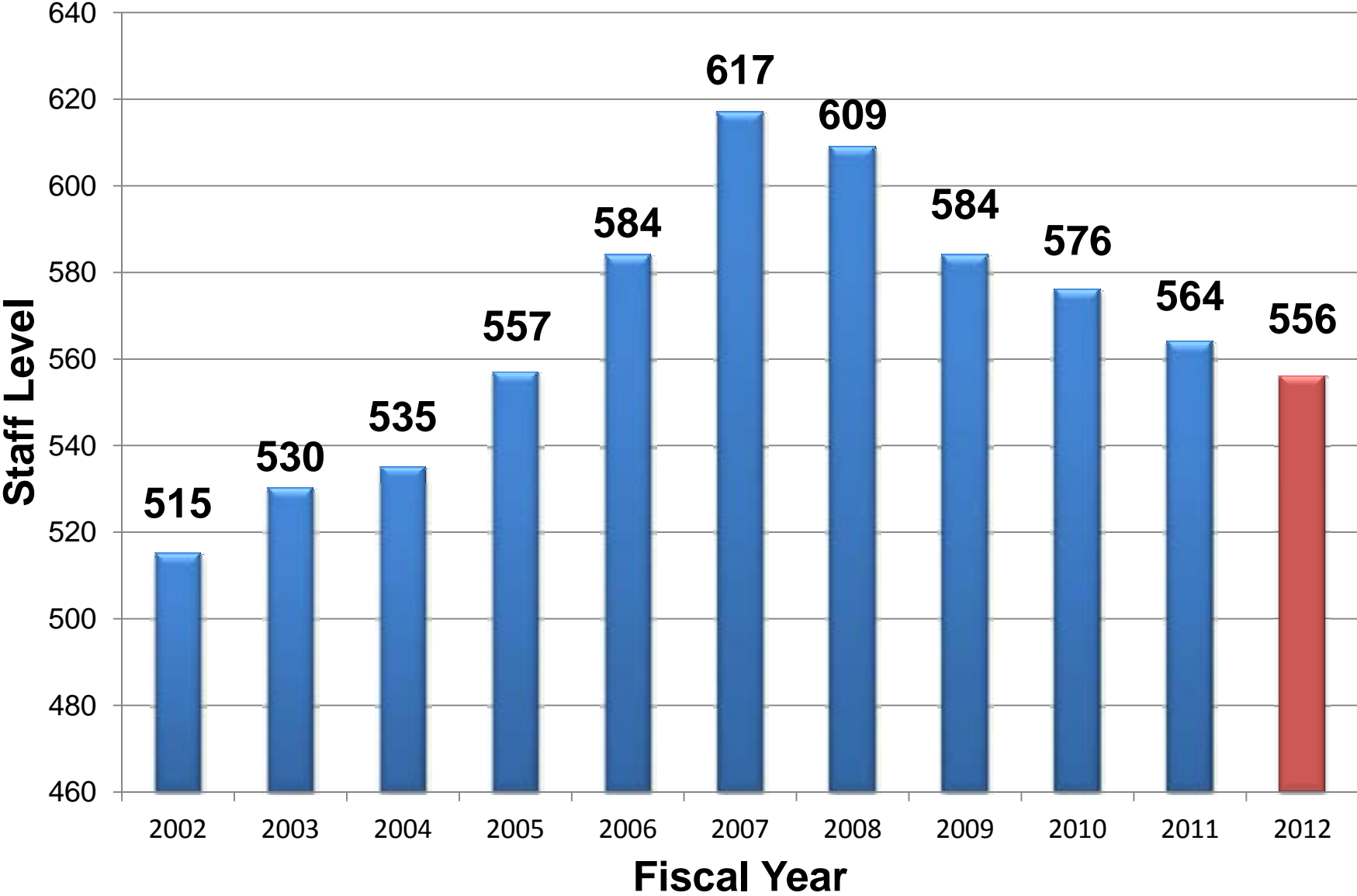
## Budgeted Expenses Vs Revenue Hours



Pinellas Suncoast Transit Authority  
Staffing Level History

Department	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted	FY 10 Adopted	FY 11 Adopted	FY 12 Proposed
Executive	5	5	5	5	6	6	4	3	4	3	3
Finance	21	21	22	22	24	27	28	27	27	26	26
Planning	9	9	9	9	7	7	7	7	4	7	3
Human Resources	3	3	3	3	4	5	5	5	4	4	4
Marketing	20	21	21	21	23	23	24	25	25	25	25
Information Technology	4	4	4	5	5	5	5	5	7	7	6
Transportation - Administration	28	30	32	32	35	35	35	34	38	38	38
Transportation - Operations	330	339	341	354	371	394	394	374	369	360	357
Facility Maintenance	7	9	8	9	9	11	11	12	13	12	12
Fleet Maintenance - Administration	16	16	16	19	19	21	20	19	18	16	16
Fleet Maintenance - Operations	72	73	74	78	81	83	76	73	67	66	66
Total	515	530	535	557	584	617	609	584	576	564	556

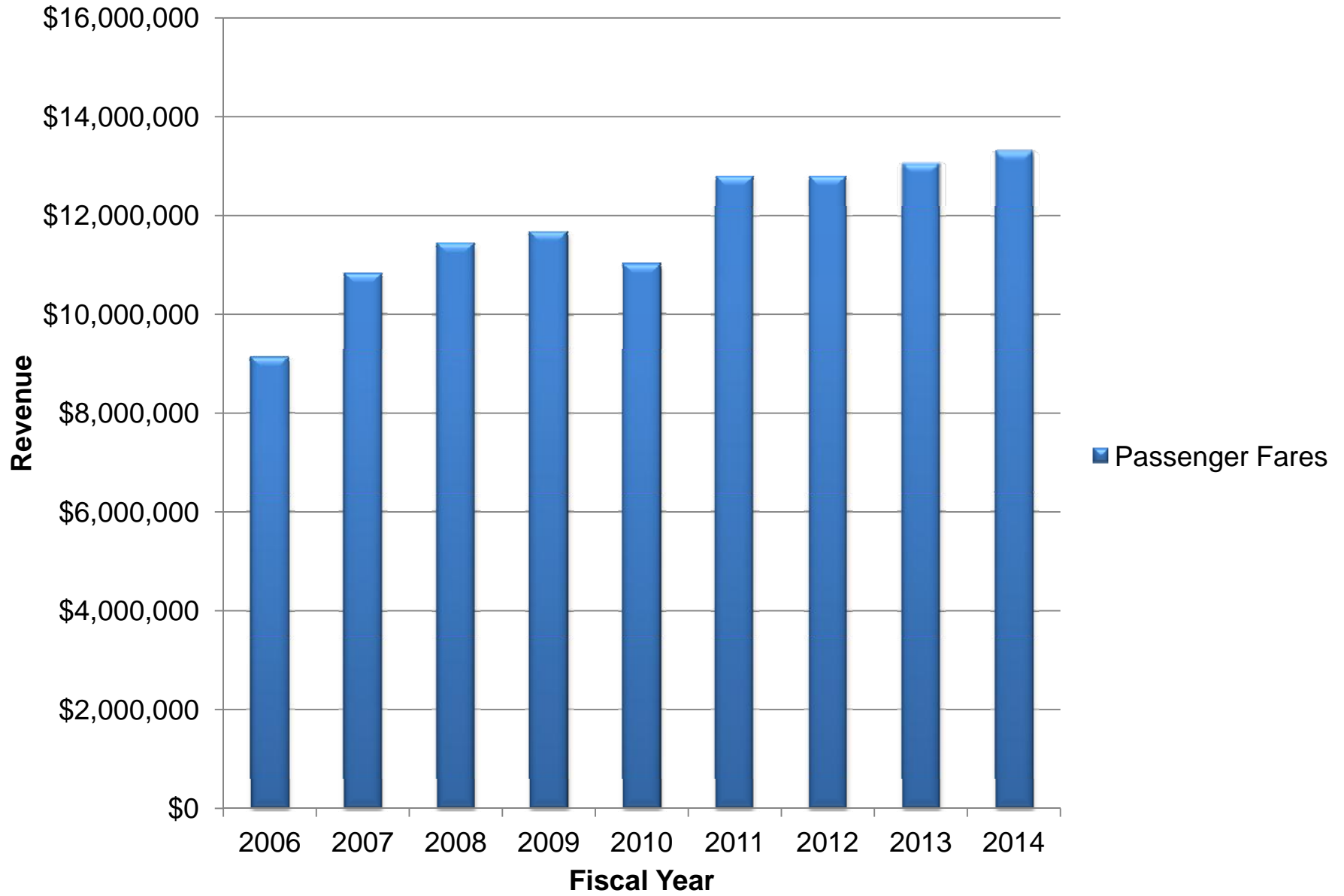
# PSTA Staff Level History



Pinellas Suncoast Transit Authority  
Fare History

Fare Type	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted	FY 10 Adopted	FY 11 Adopted	FY 12 Proposed
Cash Fare	\$1.25	\$1.25	\$1.25	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$2.00	\$2.00
Reduced Cash Fare	0.60	0.60	0.60	0.60	0.60	0.75	0.75	0.85	0.85	1.00	1.00
Student Fare	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25
Token / Single Ride Ticket	1.25	1.25	1.25	1.25	1.25	1.50	1.50	1.75	1.75	2.00	2.00
Daily GO Card	3.00	3.00	3.00	3.00	3.00	3.50	3.50	4.00	4.00	4.50	4.50
Reduced Daily Go Card	1.50	1.50	1.50	1.50	1.50	1.75	1.75	2.00	2.00	2.25	2.25
7-Day GO Card	12.00	12.00	12.00	12.00	12.00	15.00	15.00	20.00	20.00	20.00	20.00
Platinum GO Card	N/A	N/A	7.00	7.00	7.00	10.00	10.00	12.50	12.50	12.50	12.50
31-Day GO Card	40.00	40.00	40.00	40.00	40.00	45.00	45.00	55.00	55.00	65.00	65.00
31-Day Reduced GO Card	25.00	25.00	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	35.00
Passport	N/A	N/A	N/A	85.00	85.00	85.00	85.00	85.00	85.00	85.00	85.00
100X Cash Fare	1.50	1.50	1.50	1.50	1.50	2.50	2.50	3.00	3.00	3.00	3.00
300X Cash Fare	N/A	N/A	1.50	1.50	1.50	2.50	2.50	3.00	3.00	3.00	3.00
20-Ride Premium	27.00	27.00	27.00	27.00	27.00	40.00	40.00	48.00	48.00	48.00	48.00
Reduced Fare X Routes	N/A	0.75	0.75	0.75	0.75	1.25	1.25	1.50	1.50	1.50	1.50
Summer Haul Pass	N/A	N/A	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	35.00
DART Fare	2.50	2.50	2.50	2.50	2.50	3.00	3.00	3.50	3.50	4.00	4.00
Dart Single Ticket	2.50	2.50	2.50	2.50	2.50	3.00	3.00	3.50	3.50	4.00	4.00
DART 10-Ride Ticket	25.00	25.00	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	40.00

# Passenger Fares



Pinellas Suncoast Transit Authority  
Ridership History

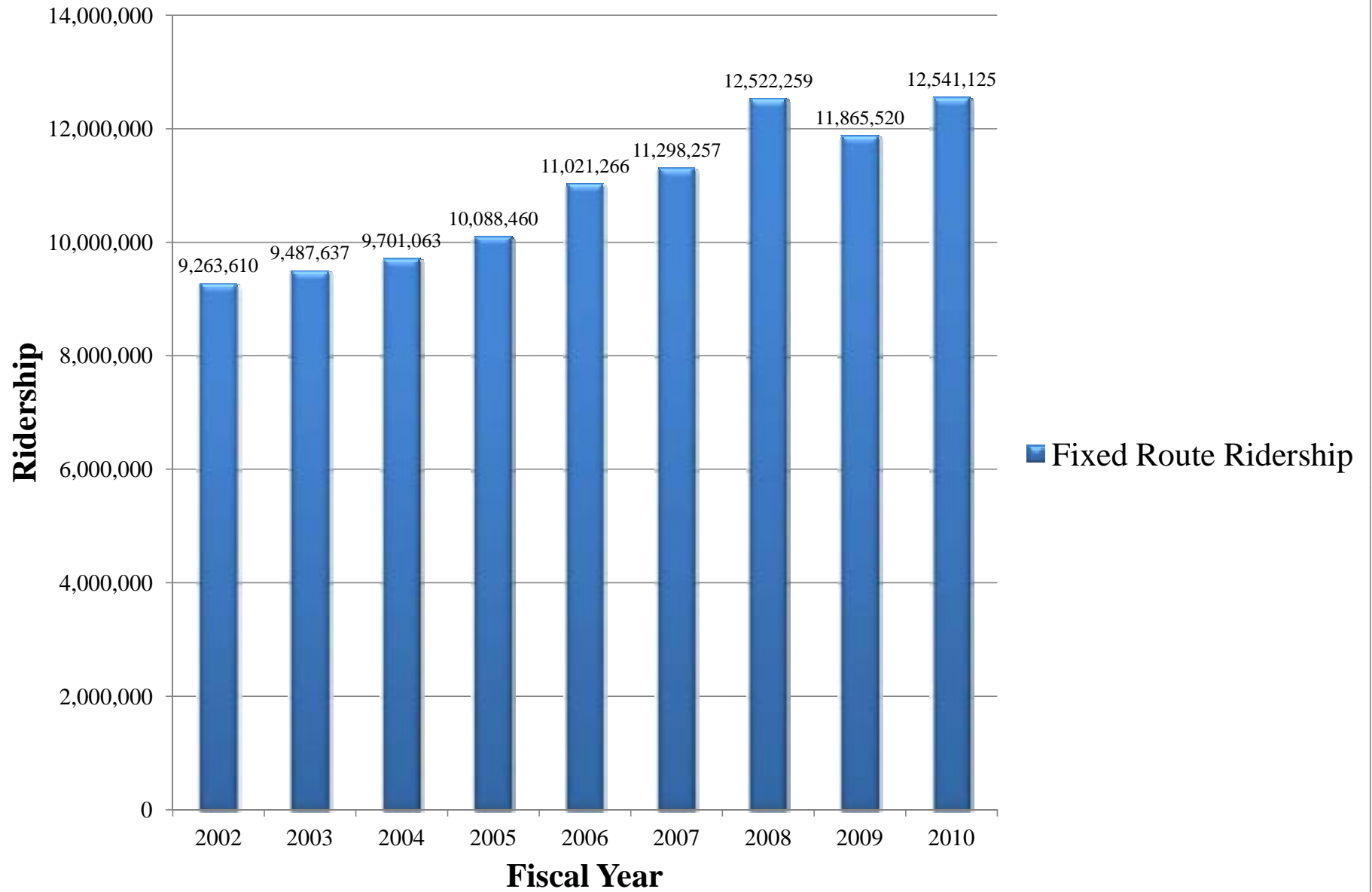
Department	FY 02 Adopted	% Change	FY 03 Adopted	% Change	FY 04 Adopted	% Change	FY 05 Adopted	% Change	FY 06 Adopted
Fixed Route Ridership	9,263,610	2.42%	9,487,637	2.25%	9,701,063	3.99%	10,088,460	9.25%	11,021,266
DART Ridership	<u>239,777</u>	1.09%	<u>242,383</u>	6.26%	<u>257,560</u>	-0.83%	<u>255,413</u>	1.29%	<u>258,714</u>
Total Ridership	9,503,387	2.38%	9,730,020	2.35%	9,958,623	3.87%	10,343,873	9.05%	11,279,980
Service Hours	516,214	1.31%	522,973	4.81%	548,137	2.85%	563,770	3.36%	582,734

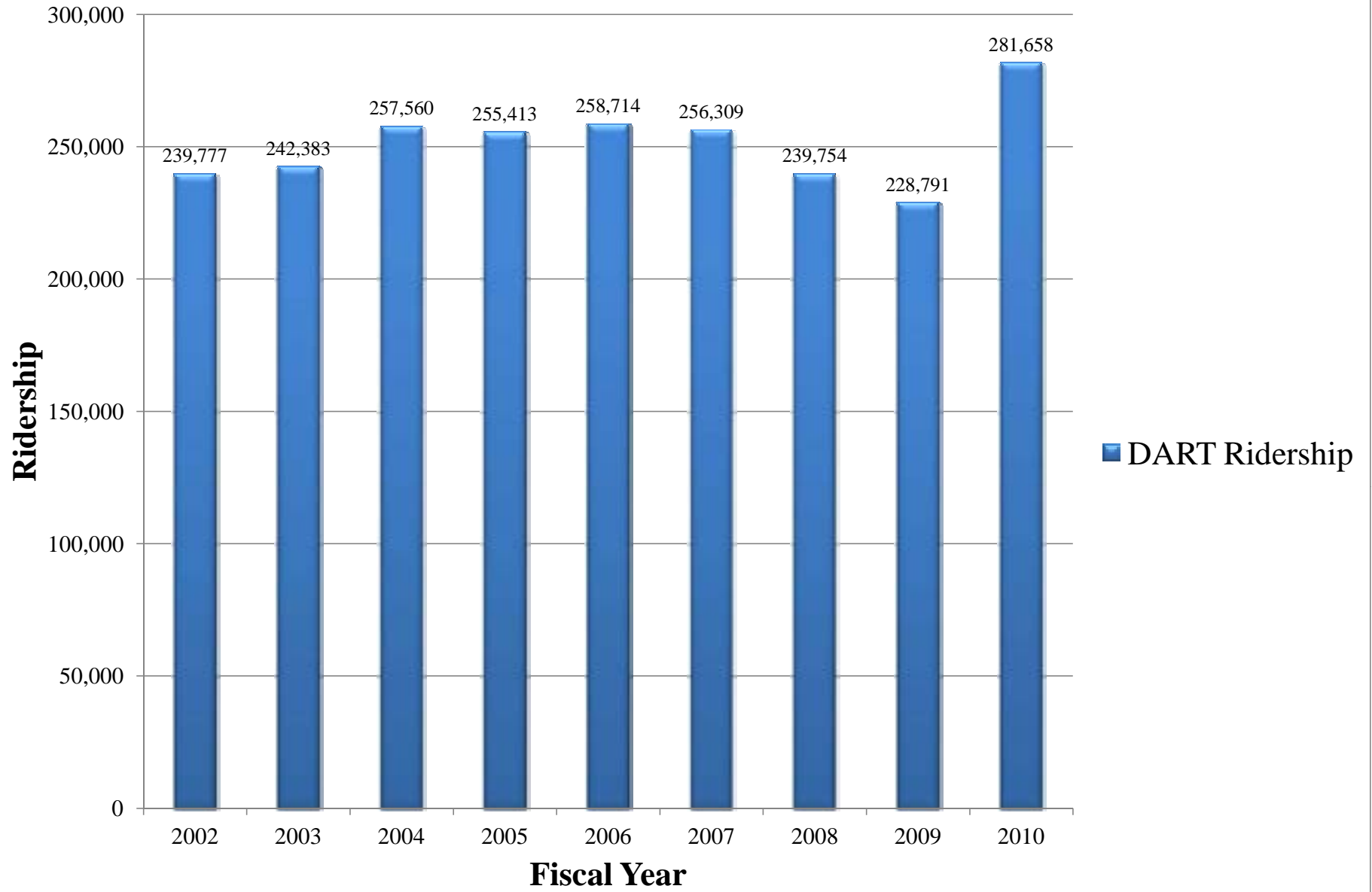
Department	FY 06 Adopted	% Change	FY 07 Adopted	% Change	FY 08 Adopted	% Change	FY 09 Adopted	% Change	FY 10 Adopted
Fixed Route Ridership	11,021,266	2.51%	11,298,257	10.83%	12,522,259	-5.24%	11,865,520	5.69%	12,541,125
DART Ridership	<u>258,714</u>	-0.93%	<u>256,309</u>	-6.46%	<u>239,754</u>	-4.57%	<u>228,791</u>	23.11%	<u>281,658</u>
Total Ridership	11,279,980	2.43%	11,554,566	10.45%	12,762,013	-5.23%	12,094,311	6.02%	12,822,783
Service Hours	582,734	7.39%	625,771	3.36%	646,808	-6.31%	606,001	-0.46%	603,191



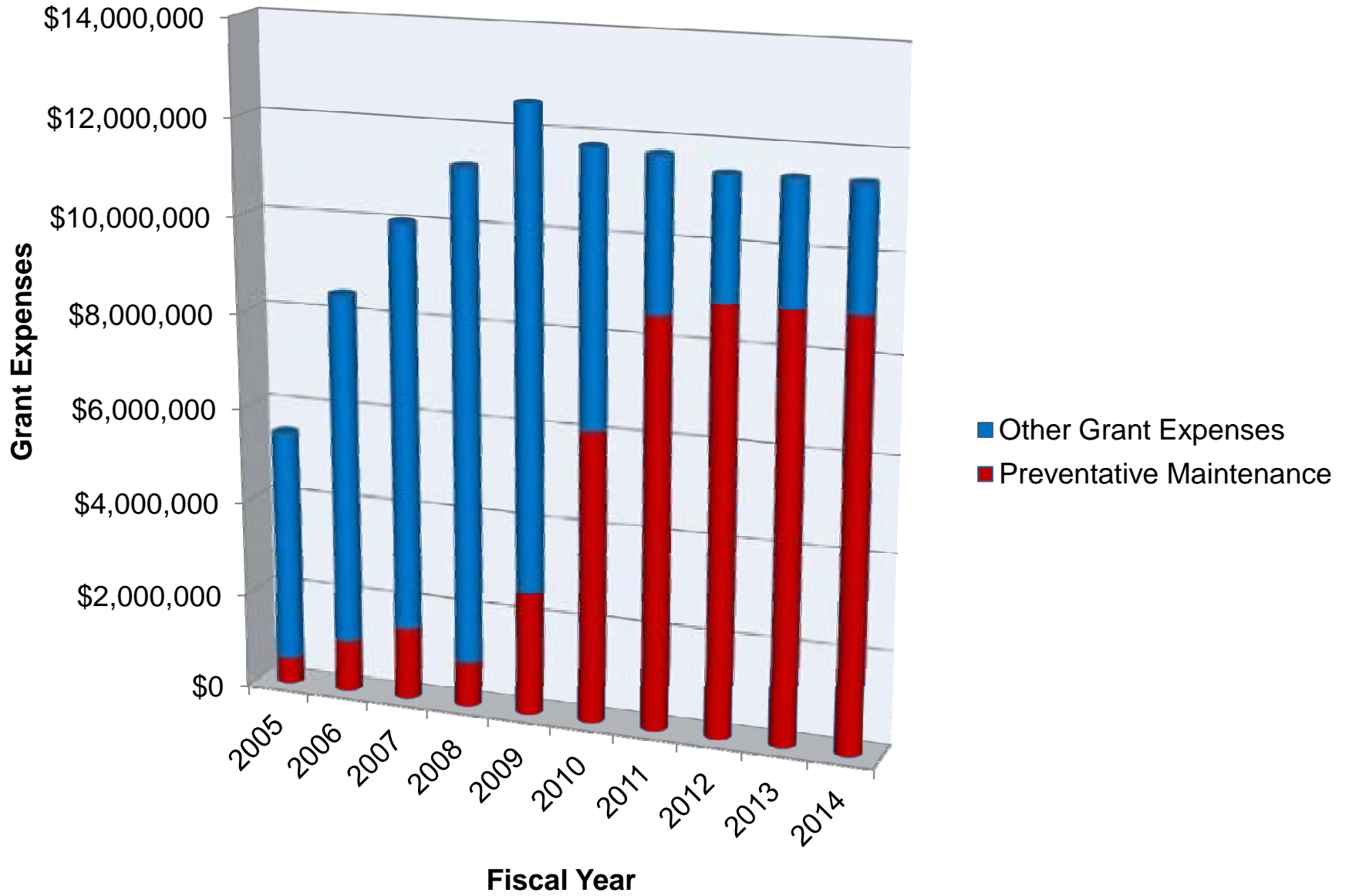
# PSTA Fixed Route Ridership History



# PSTA DART Ridership History



## Program of Projects by Fiscal Year



**ULTRA LOW DIESEL**

	Budget					
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
<b>ULS Diesel</b>	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Gallons Purchased	2,301,246	2,565,206	2,403,786	2,379,084	2,240,633	2,250,037
Total Cost -Gallons	\$4,435,643	\$5,336,333	\$7,677,704	\$5,027,279	\$5,153,456	\$6,952,614
Price/Gallon	\$1.93	\$2.08	\$3.19	\$2.11	\$2.30	\$3.09

**UNLEADED GAS**

	Budget					
	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year
<b>Unleaded Gas</b>	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Gallons Purchased	31,047	43,942	39,853	43,951	35,789	48,000
Total Cost-Gallons	\$62,397	\$118,720	\$63,122	\$91,851	\$98,062	\$138,200
Price/Gallon	\$2.01	\$2.70	\$1.58	\$2.09	\$2.74	\$2.88

8/18/2011R3



Pinellas Suncoast  
Transit Authority

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