

Adopted Operating and Capital Budget

Fiscal year 2013





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TO: PSTA Board of Directors
FROM: Brad Miller, Chief Executive Officer
DATE: September 5, 2012

SUBJECT: Transmittal of FY 2013 Proposed Budget



I am pleased to present FY2013 Budget and 5-Year Capital Improvement Program that not only honors our longer, 3-year plan approved a year ago, to maintain PSTA transit services and fares while holding the PSTA property tax rate constant, it also accomplishes the goal I set out in my strategic planning presentation to the Board in June to “Improve PSTA Now.”

While holding tax rates, fares, and service levels constant, this budget:

- Allows PSTA the flexibility to use reserve funds to balance a fourth year (FY2015) without service reductions while we identify a new, sustainable revenue source.
- Launches new, innovative transit services in underserved, northern-Pinellas County.
- Maintains all PSTA routes and schedules to serve the highest transit ridership in Pinellas County history.
- Fully Incorporates a multi-year capital improvement plan with the addition of reserve funds to replace our oldest buses.
- Allows PSTA to play a lead role in serving all sectors of our community as we start the first full-year in our role as Pinellas County’s Community Transportation Coordinator.
- Advances needed infrastructure improvements to our operating facility and passenger terminals.
- Respects the stellar work of PSTA’s nearly 600 employees with the first pay increase in four years.
- And most importantly, maintains PSTA’s long-term focus with the advancement of responsible planning studies and public engagement efforts with a new emphasis on performance management and accountability.



FY 2013 BUDGET SUMMARY

Mode	FY 2012 Adopted Budget	FY 2013 Adopted Budget	Change	
			Amount	Percent
Bus Operations/DART	\$57,868,966	\$60,578,410	\$2,709,444	4.68%
Capital Improvements	32,596,216	34,355,473	1,759,257	5.40%
Totals	\$90,465,182	\$94,933,883	\$4,468,701	4.94%

FY 2013 OPERATING BUDGET SUMMARY

The PSTA operating budget for FY 2013 is increasing by \$2.7 million or 4.7 percent over FY 2012.

FY 2013 REVENUE SUMMARY

- Passenger Fares are budgeted to be 13.7% more than the adopted FY 2012 budget. A large portion of this increase is due to the recognition of a full year of TD revenue.
- Auxiliary revenue is projected to be 92% higher than last years' budget. The majority of this increase is due to expected increased advertising revenue from PSTA buses.
- Non-transportation revenue is budgeted 111.6% higher. This primarily reflects a change to recognize previously unbudgeted claims reimbursement revenue.
- Local Beach Trolley revenue is budgeted to be 15.9% greater than FY 2012 due to proposed revised St. Pete Beach and Treasure Island trolley agreements.



- State Grant revenue will be rising by 10.8%. Thanks mainly to state grants awarded for the new North County Service.

FY 2013 EXPENSE SUMMARY

- Salaries (\$25.4 million in FY 2012 Budget) will be budgeted at \$26.9 Million and include:
 - A 1% increase for both union & non-union employees.
 - Step increases for TBATW Union.
 - New employees for PSTA services, grant funded positions and other efficiency of improvement related positions.
- Fringe Benefits increased 2.8% due to increased benefits costs and due to increased number of employees.
- Contracted, private sector services increased 14.6% due largely to an increase due to budgeting for a personnel benefits insurance broker.
- Fuel costs are assumed to grow by 5% for an average diesel fuel price per gallon from this years' \$3.09 per gallon to \$3.25 per gallon resulting in a total budget increase including new services of 11.7%.
- Supplies are budgeted to increase by 5.4% mainly due to an increase in unleaded fuel prices.
- Taxes & Licenses are budgeted to be up 10.3% due to an increase in reimbursable fuel taxes mostly related to the new North County Service.
- Purchased Transportation – Is budgeted significantly higher due mainly to the identification of the \$654,000 in pass-through expenses for non-profit Transportation Disadvantaged services brought on by PSTA's new role as the Pinellas County Community Transportation Coordinator (CTC).



CAPITAL IMPROVEMENTS BUDGET

- The FY 2013 Capital Budget of \$34,355,473 is a combination of all prior years' capital expenses and projected balance at September 30, 2012 plus FY 2013 CIP funded projects. The major revenues and projects are presented in the Capital Budget section of this document.

PSTA FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM

- The FY 2013 Capital budget is taken from PSTA's adopted multi-year FY2013-FY2017 Capital Improvement Program

BUDGET RECOMMENDATIONS

- The adopted FY 2013 budget is balanced with no change in the PSTA millage rate of .7305 mills. The Budget for FY 2014 and FY 2015 are also projected to be balanced with the same tax rate and service levels as FY 2013.



PSTA Board Committee Assignment Roster & Other PSTA Related Committee Appointments as of August 22, 2012

PSTA COMMITTEES									OTHER COMMITTEES					
Pos.	Name	Representing	Planning	Finance & Perform Mgmt	Legislative	Executive	Personnel	Nominating	ACPT	MPO	TBARTA	MPO's LCB	MPO's School Safety	PSTA /HART Oversight
1	Jeff Danner	St. Petersburg			X	XXX	XXX		Y	Y	Y			X
2	Ken Welch	Pinellas County				X	X		X	Y				
3	Bill Jonson	Clearwater	X	XXX		X	X							
4	Neil Brickfield	Pinellas County		X						Y		X		
5	Susan Latvala	Pinellas County	X		X				X				Y	X
6	Julie Bujalski	Dunedin	XXX						Y	X			Y	
7	Kathleen Peters	South Cities			XXX									X
8	Deborah Kynes	County Non-Elected			X			X						X
9	Bob Murray	Largo	X											
10	Chris Alahouzas	North Cities						X						
11	Mark Deighton	Beach Cities	X	X									X	
12	Wengay Newton	St. Petersburg			Alt.		X	X						Alt.
13	Norman Roche	Pinellas County		X			X							
14	Patricia Johnson	Pinellas Park												
15	Darden Rice	St. Pete Non-Elected		X	X									X

X – Member Appointed by PSTA

XXX – Chair of Committee

Y – Member appointed by other Body



FY 2013 OPERATING BUDGET



FY 2013 OPERATING BUDGET SUMMARY

<u>Adopted FY 2013 Budget</u>	
Operating Revenue	\$15,125,450
Non-Operating Revenue	45,452,960
Total Revenue	\$60,578,410
Total Expenses	\$60,578,410
Surplus (Deficit)	\$0



PSTA FY 2013 OPERATING BUDGET OVERVIEW

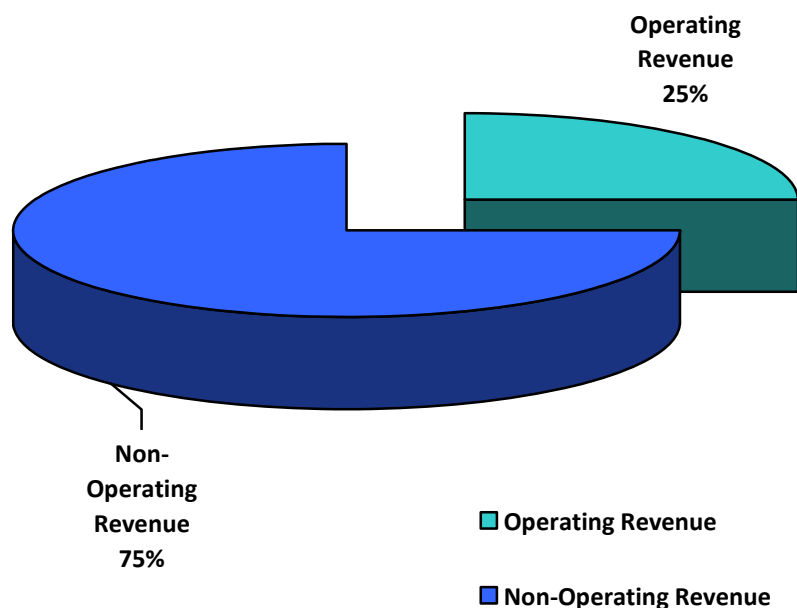
<u>Revenues</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Operating Revenues	\$13,055,687	\$13,302,790	\$15,125,450	13.70%
Non Operating Revenues	40,685,436	44,566,176	45,452,960	1.99%
Total Revenue	\$53,741,023	\$57,868,966	\$60,578,410	4.68%
Salaries	\$24,294,196	\$25,375,708	\$26,936,630	6.15%
Fringe Benefits	9,767,555	9,544,903	9,816,276	2.84%
Services	2,338,115	2,473,850	2,835,795	14.63%
Diesel Fuel	5,396,979	6,957,620	7,772,250	11.71%
Supplies	3,361,684	3,270,950	3,448,760	5.44%
Insurance	1,371,712	1,704,470	1,743,430	2.29%
Utilities	812,815	1,011,700	1,162,300	14.89%
Taxes & Licenses	763,161	742,070	818,220	10.26%
Purchased Transportation	4,923,984	4,719,250	4,182,800	-11.37%
Purchased Transportation – (TD)	0	426,030	856,370	101.01%
Purchased Transportation – (Trolleys)	676,095	552,900	541,779	-2.01%
Miscellaneous Expenses	483,956	1,089,515	463,800	-57.43%
Total Expenses	\$54,190,252	\$57,868,966	\$60,578,410	4.68%
SURPLUS (DEFICIT)	\$(449,129)	\$0	\$0	



PSTA FY 2013 OPERATING BUDGET OVERVIEW – REVENUE

<u>Revenues</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Passenger Fares	\$13,055,587	\$13,302,790	\$15,125,450	13.70%
Auxiliary Revenue	395,847	250,000	480,100	92.04%
Non-Transportation Revenue	229,880	246,350	521,300	111.61%
Taxes	26,868,560	32,823,710	32,108,230	-2.18%
Local Beach Trolley	638,668	662,350	767,849	15.93%
State Reimbursement – Fuel Taxes	560,059	553,500	612,060	10.58%
State Grants	4,345,022	4,402,155	4,876,838	10.78%
Federal Grants	7,567,400	8,133,424	6,006,583	-26.15%
Pass-thru Grant	80,000	80,000	80,000	0%
Transfer (to) From Reserves	0	(2,585,313)	0	n/a
Total Revenue	\$53,741,023	\$57,868,966	\$60,578,410	4.68%

PSTA FY 2013 OPERATING BUDGET OVERVIEW - REVENUE



Revenue Assumptions:

- Passenger Fares are budgeted to be 13.7% more than the adopted FY 2012 budget. A large portion of this increase is due to the recognition of a full year of TD revenue.
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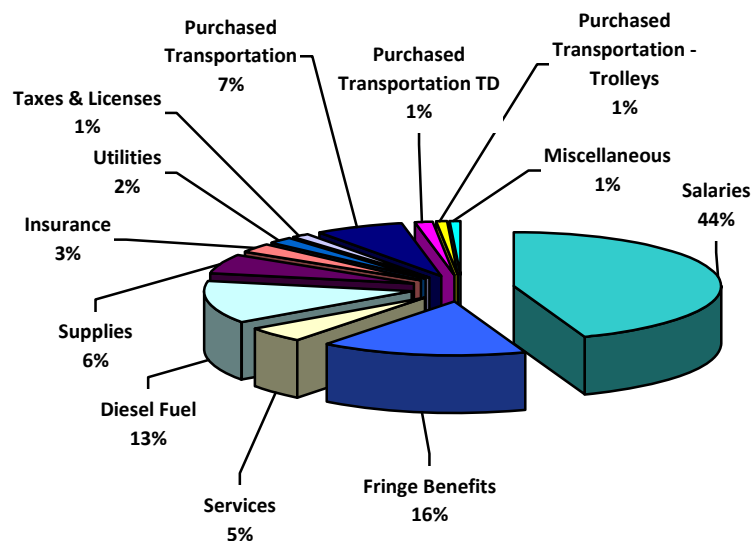


PSTA FY 2013 OPERATING BUDGET OVERVIEW - EXPENSES

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY2012/FY2013</u>
Salaries	\$24,294,196	\$25,375,708	\$26,936,630	6.15%
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Total Operating Expenses	\$54,190,252	\$57,868,966	\$60,578,410	4.68%

PSTA FY 2013 OPERATING BUDGET OVERVIEW - EXPENSES

FY 2013 Operating Expenses



Expense Assumptions:

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PSTA 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 170 buses and 16 trolleys serve 37 regular routes and five commuter routes throughout Pinellas County. The Route 100X provides express service between St. Petersburg and downtown Tampa 13 times a day, the Route 300X provides express service between Largo and downtown Tampa 10 times a day, and the popular Suncoast Beach Trolley 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 2011, Authority vehicles traveled a total of 9.6 million miles, providing approximately 583,000 hours of service, and 13.1 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.



PSTA ORGANIZATIONAL OVERVIEW

Services and Service Delivery

The Authority provides virtually all public transportation services in this area. These services include fixed route, DART, and specialized services. The Authority maintains over 5,034 bus stops, 704 shelters, 14 transfer centers, 3 transit centers, and a fleet of 170 fixed route vehicles. For FY 2011, the total passenger trips were 13.1 million.

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, 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 Info Line, 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.

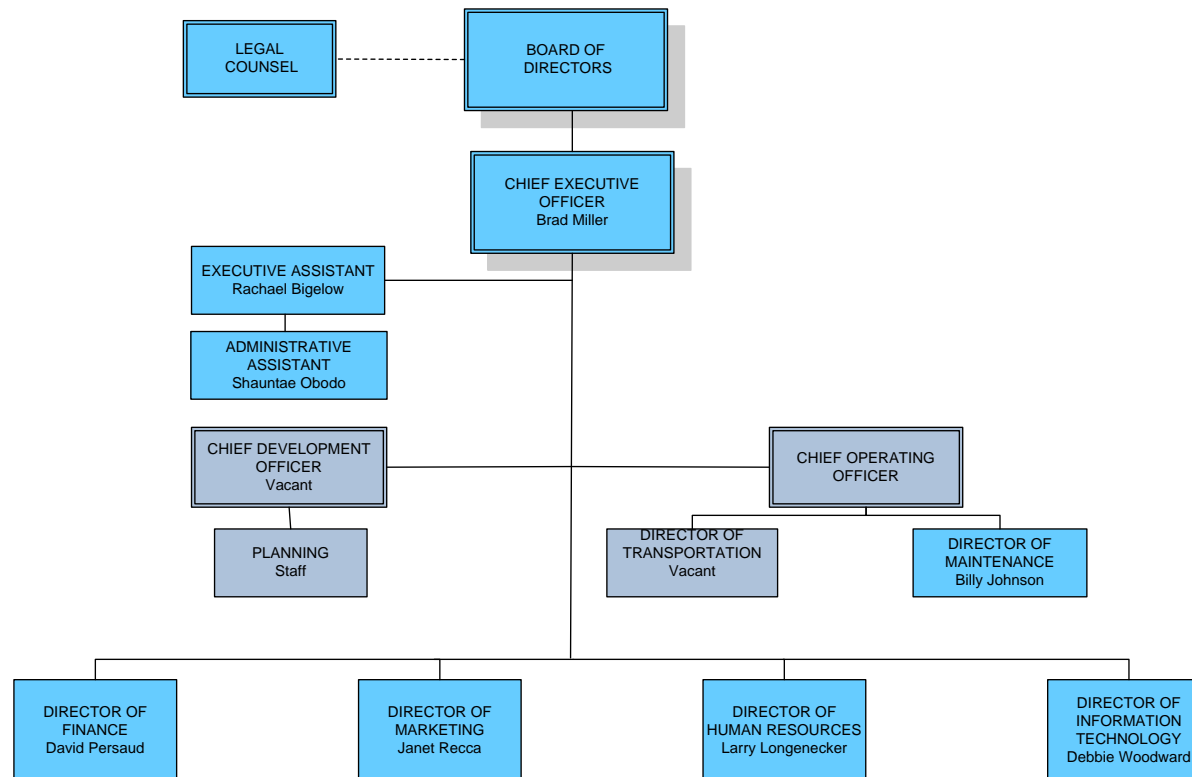


PSTA ORGANIZATIONAL OVERVIEW

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.

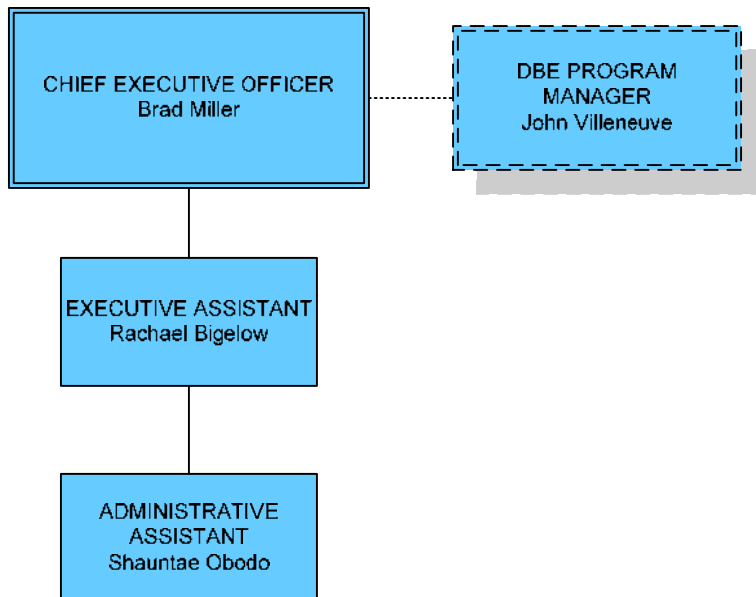
PSTA ORGANIZATIONAL OVERVIEW





CHIEF EXECUTIVE OFFICE

EXECUTIVE OFFICE OVERVIEW



EXECUTIVE OFFICE

The Executive Office of PSTA works with the PSTA Board of Directors to build organizational capacity and ensure long-term organizational success. This is accomplished through:

- The development of financial resources.
- Relationships with community leaders.
- Cultivation of leadership capacity through all levels of the organization.
- Design and execution of accountability structures, and
- Communication of our vision and accomplishments to a broad audience throughout Pinellas County and the Tampa Bay Region.

PSTA's Chief Executive Officer (CEO) leads a senior management team in carrying out all the duties of the Authority. The focus of the CEO is to develop a growing, sustainable public transit system by develop services and facilities that customers want and need, prioritize customer

EXECUTIVE OFFICE OVERVIEW

satisfaction and to encourage the support development of our more than 500 employees. All these efforts must only be accomplished while insuring financial accountability and stewardship of the system.

Current Key Initiatives:

- Development and oversight of a Comprehensive Bus Planning Process for PSTA.
- Capitalizing on the completed Alternative Analysis (AA), advance further development of these plans through a public-input infused dialogue with the community.
- Oversee study of efficiencies and coordination efforts between PSTA and HART
- Implement Multi-Year Operating and Capital Budget development process that is tied to quantitative performance measures.
- Clarifying and strengthening PSTA committee responsibilities to improve Board communication and efficiency.
- Promote PSTA's Federal and State legislative agenda.

Recent Key Accomplishments:

- Adoption of Three-Year Balanced Budget to Provide Time to Identify Sustainable Funding Source.
- Completed Pinellas County AA and Identified a Locally Preferred Alternative (LPA).
- Transitioned Key Transportation Disadvantaged (TD) responsibilities from the Metropolitan Planning Organization (MPO) to PSTA.
- Reorganization of key PSTA administrative staff into functionally defined departments.



EXECUTIVE OFFICE BUDGET

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY2012/FY2013</u>
Salaries	\$160,125	\$274,780	\$255,630	-6.97%
Fringe Benefits	25,683	81,783	77,183	-5.62%
Services	242	3,000	1,500	-50.00%
Materials & Supplies	2,828	2,800	2,000	-28.57%
Miscellaneous	21,765	15,845	15,550	-1.86%
Total Operating Expenses	\$210,643	\$378,208	\$351,863	-6.97%

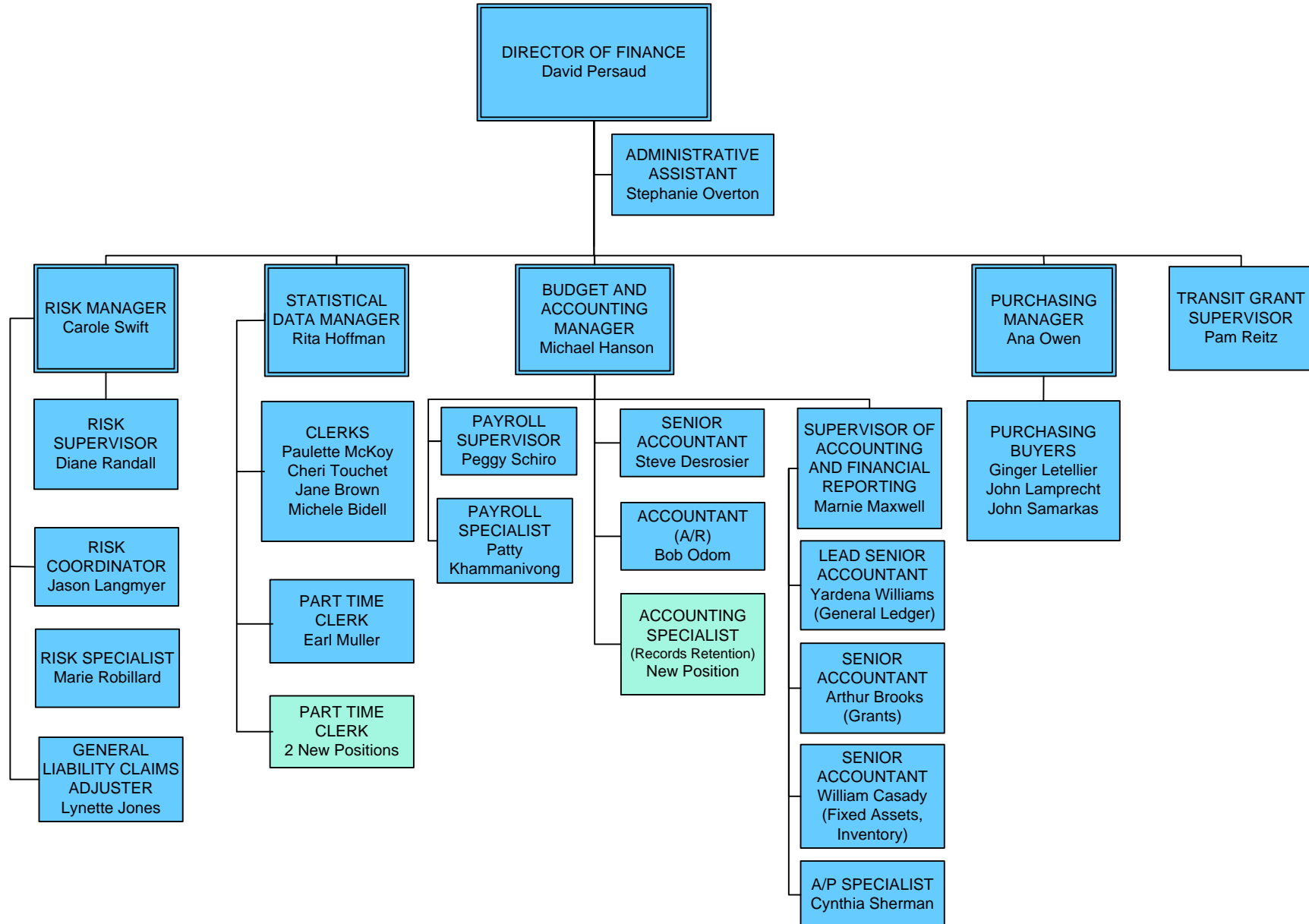
- Salaries and Fringe Benefits expense decreased due to the EEO Program Manager Position budget moving from the CEO Department to the Human Resources Department.
- Services expense decreased due to a reduction in projected office equipment repair costs.
- Materials & Supplies expense decreased due to a projected decrease in office supplies.



FINANCE DEPARTMENT



FINANCE DEPARTMENT ORGANIZATION



FINANCE DEPARTMENT OVERVIEW

- Finance Department serves as the Primary source of financial information for the management of the Authority. The six (six) divisions in the Finance Department are Accounting, Budget, Purchasing, Risk Management, Statistical Data, and Grants Administration.
- 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 all areas of the Authority. The Division maintains all official contract files, bidder's 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.
- The Grants Division has the primary responsibility for applying for grants at the Local, State and Federal level. Also the Grants Division is responsible for monitoring and reporting on all grants related activities and for grant compliance with State and Federal authorities.

FINANCE DEPARTMENT OVERVIEW

Current Key Initiatives:

- Timely development and completion of FY 2012-13 annual budget.
- Ensure that PSTA's financial system produces financial information that is reliable and useable.
- Complete reporting requirements for GASB and the FY 2012 audited financial report.
- Ensure that Risk Management manages the PSTA self-insurance program effectively.
- Ensure the PSTA Procurement Division is fostering full and open competition in the business community, promoting integrity, public confidence and accountability of PSTA procurement and contracting system.
- Revenue Room and Customer Service Representatives.
- Implemented CS Stars migration to enterprise web based system (updated 2006 Risk Management Information System), completed 3rd quarter of 2012.
- Developed with Purchasing Manager, the Risk-Insurance Guide for Purchasing.
- Completed the PSTA Banking Services and Treasury Agreement, streamlining the Treasury Management function.

Recent Key Accomplishments

- Completed the revision to the PSTA Procurement Manual.
- Completed the implementation of the Point-of-Sales Information Technology System for the



FINANCE DEPARTMENT BUDGET

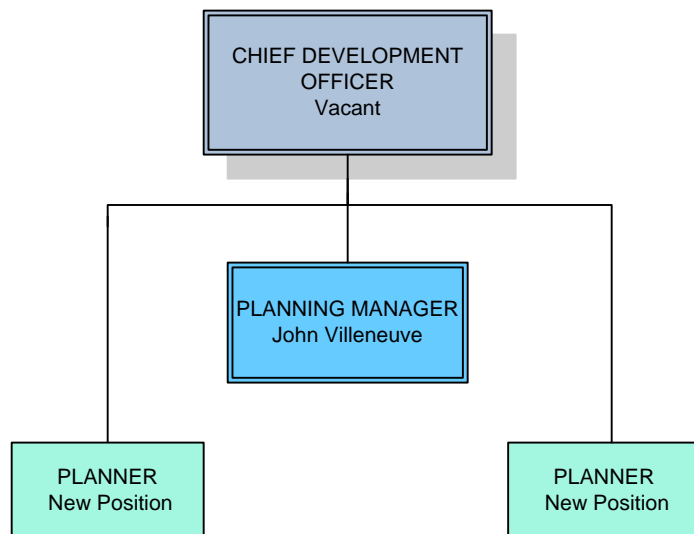
<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$1,263,835	\$1,286,810	\$1,423,570	10.63%
Fringe Benefits	456,919	428,475	465,205	8.57%
Services	111,639	108,630	120,070	10.53%
Materials & Supplies	32,743	36,000	14,000	-61.11%
Miscellaneous	177,631	104,620	99,660	-4.74%
Total Operating Expenses	\$2,042,767	\$1,964,535	\$2,122,505	8.04%

- Salaries expense increased due to salary increases and the addition of 2 Part-Time Revenue Room Clerks and the reinstatement of an Accounting Specialist. Fringe Benefits expense increased due to the addition of these positions.
- Services expense increased due to projected increases in audit services, money pick-up services, and office equipment repair services. Materials and Supplies expense decreased due to the postage line item being moved from the Finance Department to the General Function Department.



PLANNING DEPARTMENT

PLANNING DEPARTMENT OVERVIEW



PLANNING DEPARTMENT

The Planning Department will be the lead on undertaking the recommendations provided from the recent completion of the Alternative Analysis Study. Some of the efforts which will be developed will include a Comprehensive Bus Planning Process, Public Outreach with the community on the development of a future bus network, and the role of Land Use Design for future transit station planning. The Planning Department will work with all Departments of PSTA and various project stakeholders in the development of the PSTA Transit Vision. This is accomplished through:

- Working closely with the partner agencies on the development of a rail corridor in the County with a future connection to Tampa.
- Development of an underlying bus network based on community feedback.
- Working with all stakeholders on the analysis and implementation of the LPA, and
- Working with the community towards the development of a long-term sustainable funding source for public transit.

PLANNING DEPARTMENT OVERVIEW

The Planning Department will also be responsible for the development and reporting of various plans including the transit element in the Transportation Improvement Program (MPO), 10 year Transit Development Plan (FDOT), and the Title VI Program (FTA). The Department is also the primary liaison to the cities,

MPO, FDOT, TBARTA, and the TPAC. Staff will represent PSTA at a multitude of ongoing functions and committees including the Transit Advisory Committee (TAC), Transportation Project Advisory Committee (TPAC), Technical Coordinating Committee (TCC), and Transit Management Committee (TMC).

Current Key Initiatives:

Development and oversight of a comprehensive bus planning process for PSTA.

- Capitalizing on the completed Alternative Analysis (AA), advance further development of these plans through a public-input infused dialogue with the community.
- Oversee study of efficiencies and coordination efforts between PSTA and HART.
- Central Avenue BRT corridor enhancement project.
- Completion of the Largo Commons Multimodal Transfer Facility.
- Development of the City of Clearwater Intermodal Facility.

Recent Key Accomplishments:

- Completed Pinellas County AA and Identified a Locally Preferred Alternative (LPA).
- Completion of the Disadvantaged Business Enterprise Program Small Business Element.
- Participation in the development of the Countywide Comprehensive Land Use Plan.
- Development of Conceptual Underlying Bus Network for TDP Vision Plan.



PLANNING DEPARTMENT BUDGET

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$218,880	\$210,020	\$288,830	37.52%
Fringe Benefits	74,209	63,213	82,850	31.06%
Services	6,000	0	0	0%
Materials & Supplies	77	100	500	400.00%
Miscellaneous	558	600	10,000	1,566.67%
Total Operating Expenses	\$299,724	\$273,933	\$382,180	39.52%

- Salaries expense increased due to salary increases and the addition of two planner positions. Fringe Benefits expense increased due to the addition of these positions.
- Miscellaneous expense increased due to a projected increase in travel and training costs.

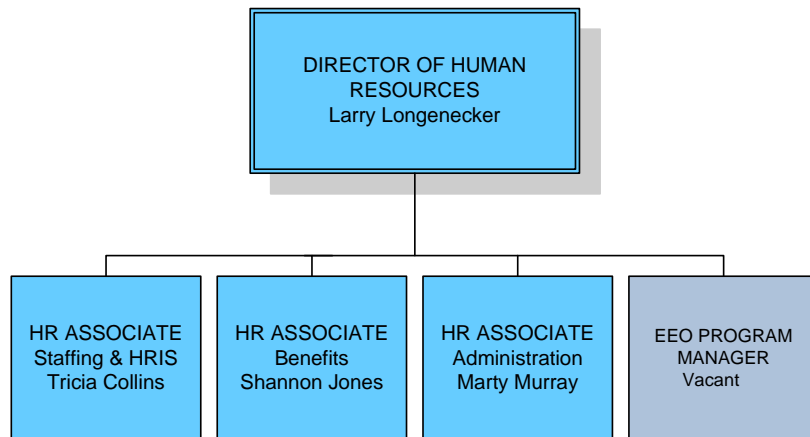


HUMAN RESOURCES DEPARTMENT

HUMAN RESOURCES OVERVIEW

HUMAN RESOURCES

The Human Resource Department is responsible for the workforce planning of the Authority by aligning the workforce (human capital) needs with the strategic goals of the Authority. This is accomplished through the following:



- Responsible for recruiting, selection, and retaining of qualified employees.
- Conduct workforce analysis to ensure efficient use of Authority staff.
- Ensures a balanced and fair opportunity, without discrimination, for any employment consideration (EEO Program).
- Maintains an equitable employee compensation program
- Designs and implements a competitive, cost-effective, and comprehensive benefits program to promote wellness.
- Administers a retirement program thru the State of Florida (FRS); including a deferred compensation 457 plan (IRS codes).
- Coordinates labor relations and contracts with both unions: S.E.I.U. and T.B.A.T.W.U.
- Provides an effective Employee Assistance Program (EAP) to promote mental, physical and emotional well-being.

HUMAN RESOURCES OVERVIEW

The Human Resources Department is also responsible for the development, over-sight and reporting systems for the following programs:

- Manages the Drug-Free Workplace for all employees and maintains an ongoing drug-free awareness program.
- Coordinates the Drug and Alcohol testing program (as required by FTA) for all safety-sensitive employees; and directs the required Department of Transportation (DOT) Physical Testing of safety-sensitive employees.
- Maintains compliance of the Family and Medical Leave Act (FMLA) laws and regulations.
- Provides staffing and HR survey reports, maintains and updates a Company –wide emergency contact system, processes all I-9's with E-verify on-line.
- Upholds and promotes PSTA Affirmative Action and Equal Employment Opportunity policies and practices.

Current Key Initiatives:

- Clarifying and updating all FMLA forms, posters, and documents while implementing a more efficient tracking system.
- Streamlining the administration and updates for employee insurances.

- Reviewing the actuarial data for the market analysis of healthcare costs.
- Pursuit of a talent management system that would track applicant demographics and skill sets to increase department efficiency

Recent Key Accomplishments:

- Revised and updated our 2012 EEO Program Policy.
- Streamlined our recruitment process to increase customer service, decrease our time for positions being vacant, and improving department productivity.
- Enhanced our “On-boarding” process for new hires with utilizing our PSTA website for information and service updates.
- Continued our outreach programs with USF CUTR (Center for Urban Transportation Research), St. Petersburg College (Intern Programs), Pinellas County Urban League (Diversity Program), and WorkNet Pinellas (Veterans and On-the-job-Training (OJT) Reimbursement Program.



HUMAN RESOURCES BUDGET

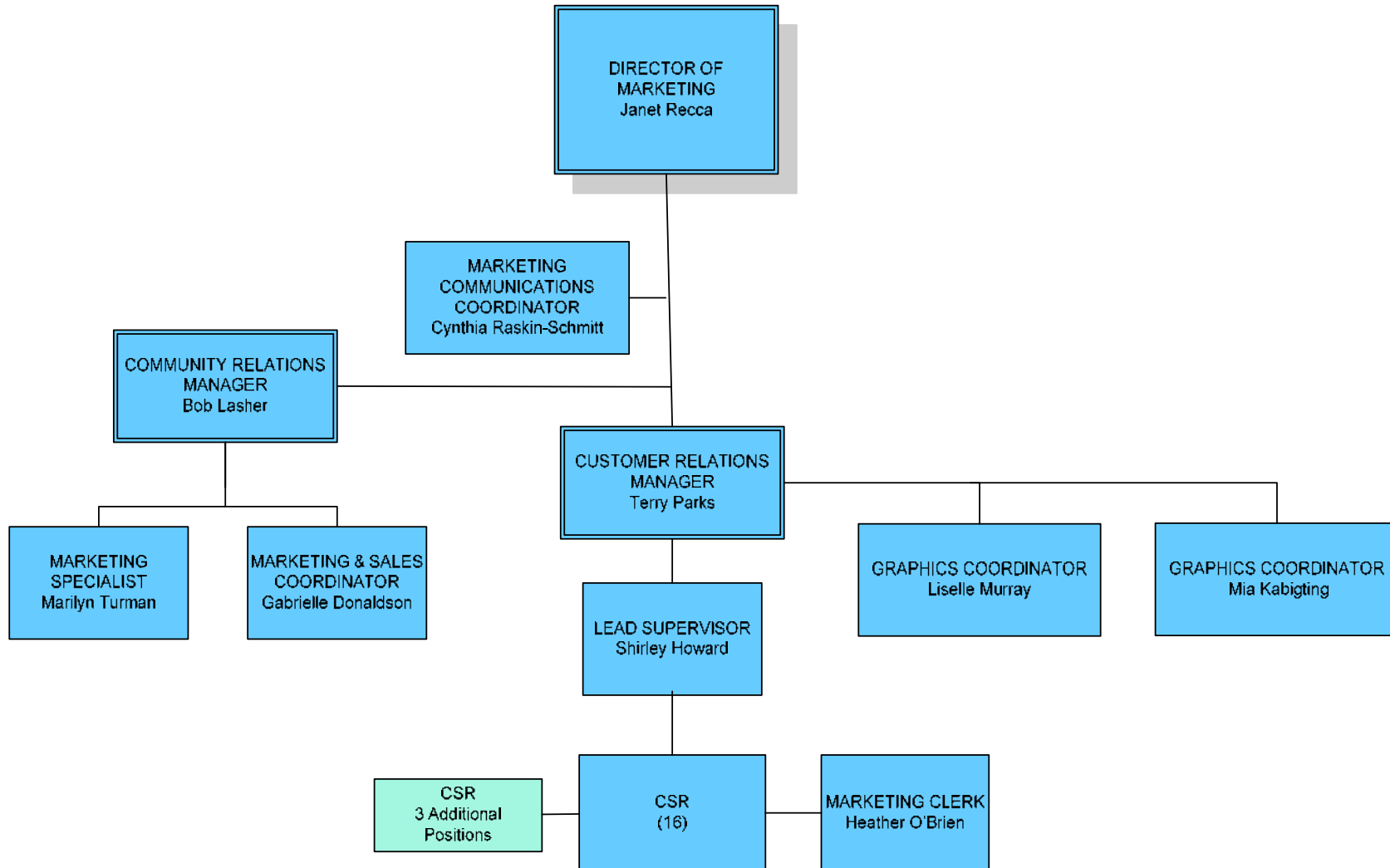
<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$164,094	\$183,580	\$247,970	35.07%
Fringe Benefits	64,644	61,742	79,578	28.89%
Services	64,941	10,600	161,200	1,420.75%
Materials & Supplies	627	800	800	0%
Miscellaneous	61,403	51,000	56,760	11.29%
Total Operating Expenses	\$355,709	\$307,722	\$546,308	77.53%

- Salaries expense increased due to salary increases and the EEO Program Manager budget moving from the CEO department to the Human Resources department. Fringe Benefits expense increased due to this position.
- Services expense increased due to the addition of the use of an insurance broker in the FY 2013 budget.



MARKETING DEPARTMENT

MARKETING DEPARTMENT ORGANIZATION



MARKETING DEPARTMENT OVERVIEW

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 government, business, and community leaders, and PSTA employees. The department is comprised of two divisions: The Administrative Staff and the Customer Service Division.

The Marketing Department oversees such programs as:

- Development, distribution and sale of PSTA GO Cards from 29 sales outlets located throughout Pinellas County and via the online ticket store.
- Distribution of schedules and system maps through approximately 294 locations in the county as well as in Tampa.
- The development and implementation of advertising, public relations and marketing activities.
- PSTA's web site and social media including Face Book, Twitter and the Ride PSTA blog.
- Graphic development and production of timetables, interior and exterior bus posters and various promotional brochures.
- Sale of the revenue generating bus and trolley advertisements.
- PSTA's Info-Line, which answers over 130,000 telephone calls per year providing information about routes, schedule times and fares, as do the Customer Service Representatives who operate PSTA's three terminals seven days a week.

Current Key Initiatives:

Assisting in the development, implementation and promotion of the Real Time Information project.

- Development of and implementation of a safety campaign for the concrete project.
- Conducting outreach efforts for input in the planning and development of the new flex routes for North County.
- Implementation of the first phase of the grant funded PSTA CARES safety and security program.
- Selling over \$350,000 worth of bus and trolley advertising for fiscal year 2012.

Recent Accomplishments:

Completion of the new call center and relocation of the Marketing Department.

- Assumption of the distribution of passes for both the Transportation Disadvantaged and the Medicaid Programs.
- Took the lead role in the upgrades to the Board Room.
- Redesign of the PSTA bus stops signs and the new sign for the Real Time Information.
- Introduction of PSTA blog RidePSTA.net.
- Conducted various training programs for staff to integrate new work tools such as point-of-sale, real time and the database of Transportation Disadvantaged clients.



MARKETING DEPARTMENT BUDGET

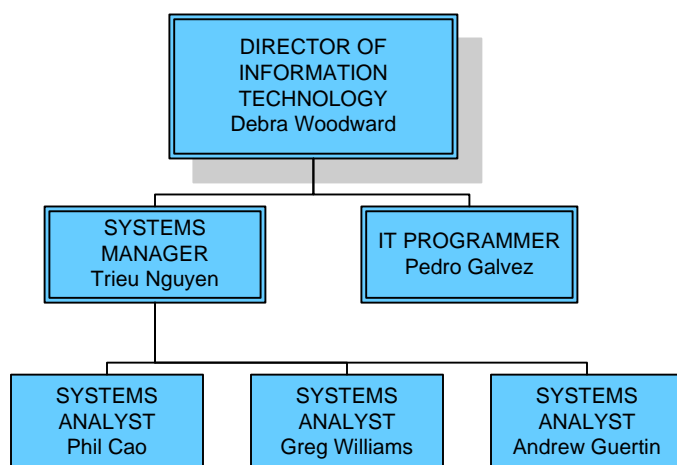
<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Administrative Salaries	\$1,038,308	\$1,073,758	\$1,088,250	1.35%
Fringe Benefits	399,200	400,074	412,114	3.01%
Services	154,690	13,310	56,200	322.24%
Materials & Supplies	114,742	138,600	155,000	11.83%
Miscellaneous	119,466	128,050	132,300	3.32%
Total Operating Expenses	\$1,826,406	\$1,753,792	\$1,843,864	5.14%

- Salaries expense increased due salary increases and the addition of 3 Customer Service Representatives for the new terminal. Fringe Benefits expense increased due to the addition of these positions.
- Services expense increased due to the inclusion of the pass-thru expense of affixing and removing bus wraps for advertising clients in the budget.
- Materials & Supplies expense increased due to a projected increase in bus pass and special marketing supplies.



INFORMATION TECHNOLOGY DEPARTMENT

INFORMATION TECHNOLOGY DEPARTMENT OVERVIEW



Information Technology Department

The Information Technology (IT) Department leads, researches, purchases, and manages all authority technology through recommendations and participation of the departments. Technology decisions are reviewed and approved based on the strategic direction of the authority leadership and guiding principles. The IT Department has developed partnerships with other agencies the in the sharing of technology knowledge to develop and facilitate technology programs and projects. The department is responsible to manage cost effective solutions to meet the needs of the authority in the implementation of new applications and systems and to provide the ongoing support of those systems. The department is responsible for the phone system, all software systems, digital radio system, workstations, fax machines, projection systems, database management, server environment, data protection and security, website assistance, WIFI system, security camera and badge system, cell phone plans, printers, and Boardroom technology.

This is accomplished through:

- Researching innovative and tested technology opportunities.

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

- Relationships and partnerships with other agencies including USF/CUTR.
- Participation in the ITS County Committee and other organizations.
- Working closely with all levels of the organization.
- Listening and working with project shareholders.
- Participation in the annual Program of Projects and budget process.
- Participation in the Authority's Long Range Transit Plan.

The Information Technology Department's Director is responsible for the development and managing of the Authority's technology direction and Information Technology assets. The Director leads the staff of 5 in researching, developing, and managing the technology for the current environment, and to move the Authority into the next generation of technology. This also includes the security and protection of the network data/voice, system software upgrades and fixes, voice and video recordings, and backup and disaster recovery systems.

Current Key Initiatives:

- Upgraded the Window Server environment from 2003 to 2008.
- Migration from workstations to a Virtual Desktop implementation.
- Installation and configuration of a bandwidth load balancer for ISP providers.
- Implementation of a data de-duplication and replication system of the data network.

- Participation and involvement in the Concrete Replacement and Security Project.

Recent Key Accomplishments:

- Phase 1 of the virtualized servers VMware project.
- Completed the network environment and phone upgrades required for new systems.
- Completed the Bus Surveillance System project network and software implementation.
- Implemented the upgraded network firewall, anti-virus and email spam filtering.
- Upgrade to the FleetNet system, FleetWatch system, and CS Starz Risk program

INFORMATION TECHNOLOGY DEPARTMENT BUDGET

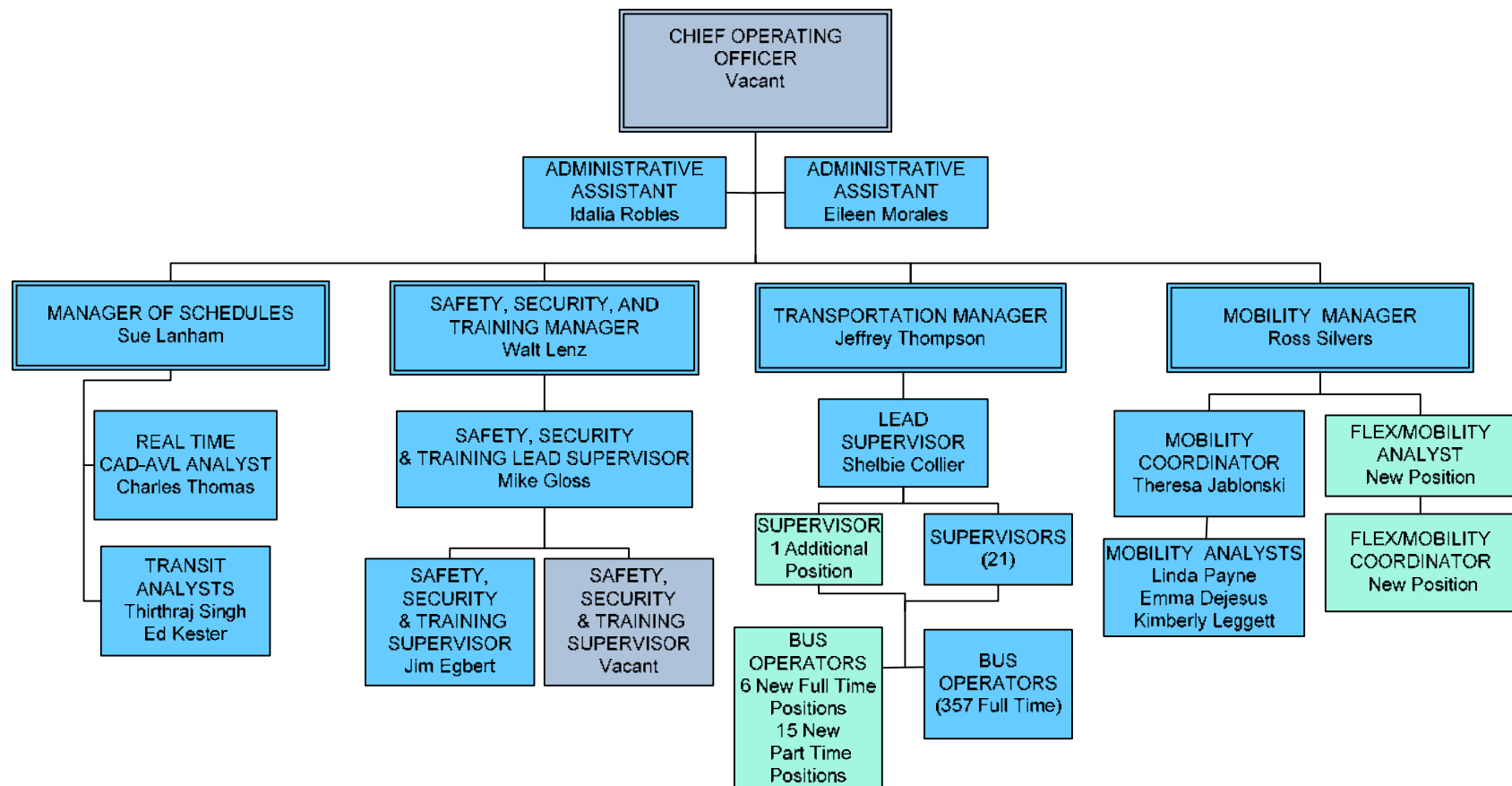
<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$422,127	\$379,900	\$379,730	-.04%
Fringe Benefits	128,715	108,072	106,679	-1.29%
Services	398,705	308,150	352,200	14.29%
Materials & Supplies	16,801	28,400	31,230	9.96%
Utilities	106,463	168,000	327,600	95.00%
Miscellaneous	(44)	100	17,400	N/A
Total Operating Expenses	\$1,072,767	\$992,622	\$1,214,839	22.39%

- Services expense increased due to a projected increase in computer software service costs.
- Utilities Increased due to a projected increase in telephone expense related to the Real-Time Bus System.



TRANSPORTATION DEPARTMENT

TRANSPORTATION DEPARTMENT ORGANIZATION



TRANSPORTATION DEPARTMENT OVERVIEW

TRANSPORTATION DEPARTMENT

The Transportation Department is made up of four divisions: Operations, Safety, Security and Training, Scheduling and DART/Transportation Disadvantaged. The Community Transportation Coordinator (CTC) functions for Pinellas County are also managed in this department.

The Operations Division is responsible for the operation of 40 routes (including 3 new Flex routes). This division manages the dispatch, fleet communication, daily scheduling and street supervision functions.

The Safety, Security and Training Division performs all new hire, refresher, defensive driving and ADA/Sensitivity Training, accident investigation, the development of Safety and Security initiatives and DART Contractor's driver compliance. The Safety, Security and Training Manager currently performs as the Project Manager for PSTA's Real Time Passenger Information System.

The Scheduling Division creates and administers the operations work schedules and routes maps and schedules, monitors route schedule on time performance, PSTA's bus stop amenity database and manages many aspects of the Real Time Passenger Information System.

The DART and TD Division administers these programs. Staff is responsible for assuring that both programs are compliant with ADA and TD eligibility requirements. PSTA assumed the role of the Community Transportation Coordinator (CTC) in mid 2012. As the CTC, PSTA is responsible for the trip and equipment grant, the service elements of the Transportation Disadvantaged Service Program (TDSP) and on-going TD operations.

Current Key Initiatives:

- Flex Route Implementation.
- Service Adjustments – Shoppes of Park Place.
- Supervisor and Bus Operator Contract Negotiations.
- Concrete Project.
- Full Scale Regional Drill (June 2012).
- DART/TD Paratransit Software Procurement.
- Community Transportation Coordinator Functions and Responsibilities.

Recent Accomplishments:

- Real Time Passenger Information Project.
- Integration of DART/TD Programs.
- PSTA approved as the Community Transportation Coordinator (CTC).
- TSA "Gold Standard Security" Award.
- DART Provider Procurement.



TRANSPORTATION DEPARTMENT BUDGET

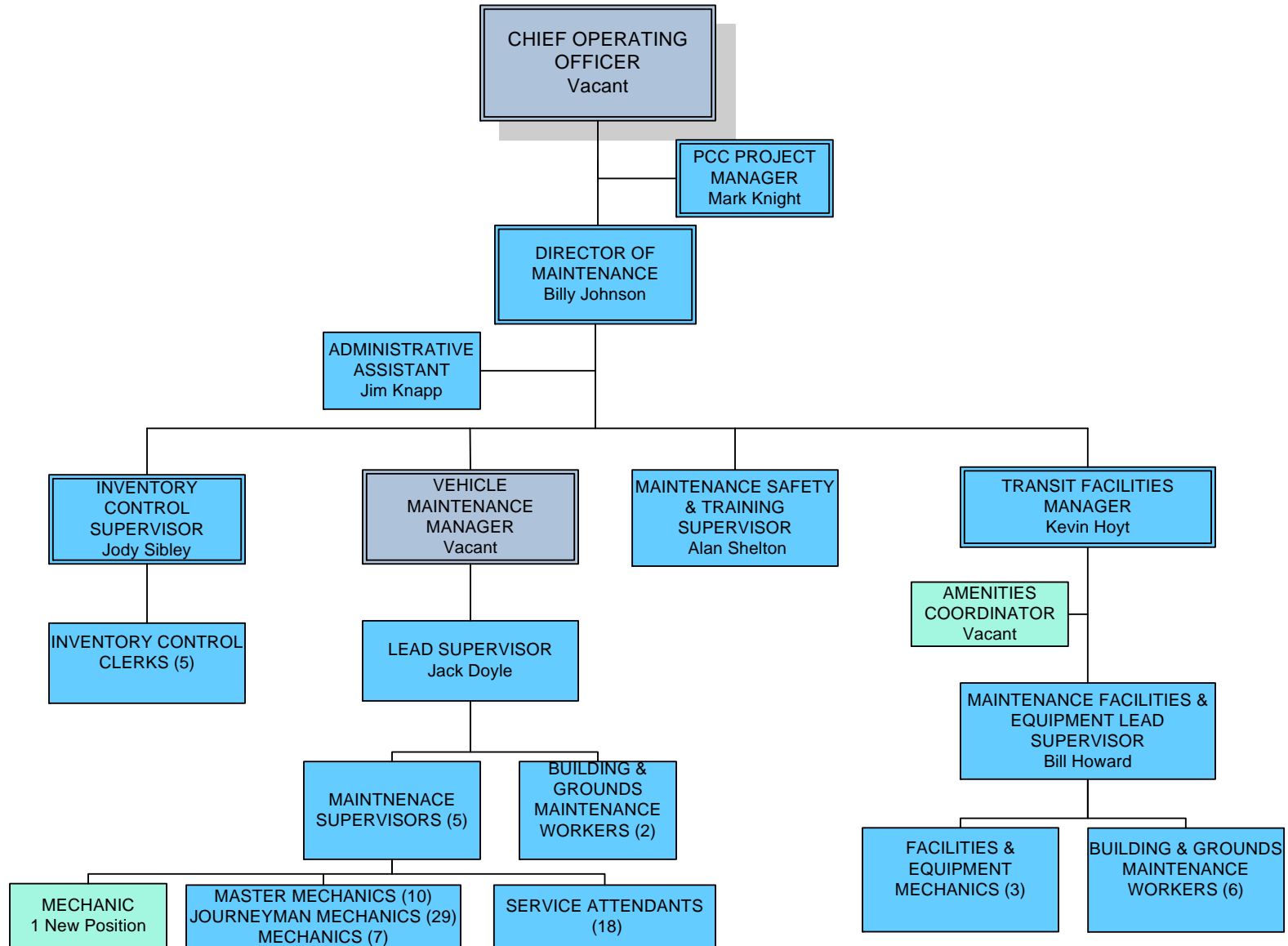
<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$17,487,561	\$18,221,380	\$19,395,310	6.44%
Fringe Benefits	6,960,654	6,711,100	6,780,315	1.03%
Services	156,217	231,700	284,000	22.57%
Materials & Supplies	29,585	37,800	52,600	39.15%
Miscellaneous	18,355	670,940	25,100	-96.26%
Total Operating Expenses	\$24,652,372	\$25,872,920	\$26,537,325	2.57%

- Salaries expense increased due salary increases and the addition of 15 Part-Time Bus Operators, 1 Flex / Paratransit Analyst, 1 Flex / Paratransit Coordinator, and 1 Supervisor. Fringe Benefits expense increased due to the addition of these positions.
- Materials and Supplies increased due to projected increases in safety and OSHA supplies.
- The \$700,000 that was budgeted for the Flex Service in the FY 2012 budget was moved to miscellaneous expense related to the Real-Time Bus System.



MAINTENANCE DEPARTMENT

MAINTENANCE DEPARTMENT ORGANIZATION



MAINTENANCE DEPARTMENT OVERVIEW

MAINTENANCE DEPARTMENT

The Maintenance Department responsibilities require diligent adherence to our governing Federal, State and Regional laws that are paramount to our agency's vision and successfulness. Our mission statement is as follows; to provide our customers with low cost, high quality public transportation and transit user amenities, provide them with a pleasant trip without interruption or stress and arrive at their destination safely. We shall comply with all applicable safety, environmental, and accessibility regulations, as well as any state and local codes. We are equally committed to providing our employees with a work environment that is safe, efficient and promotes continuous input for improvements. We are totally committed to being leaders in public transportation and our community with excellent stewardship of public funds, innovative projects and cost savings operating practices that will reduce spending and increase ridership, as well as set the example of excellence and place PSTA's image and accomplishments on both State and Nationwide honor rolls.

Objectives:

- **ON TIME PERFORMANCE:** We will have equipment available to meet our service demands and ensure that equipment is safe, clean and dependable.
- **SAFETY:** Our customers expect to arrive at their destination without injury. Our workforce expects to be protected from injury.
- **PLEASANT EXPERIENCE:** Our customers expect a pleasant trip without interruptions or stress, with uncomplicated and effortless use of our system. We will expand our public transit system through both educating, partnering and collaborating with our entire community.
- **CUSTOMER SERVICE:** Our focus will be to continuously strive for and improve our customer service for both internal and external customers. Provide excellent stewardship of public funds and conduct our business and activities with transparency, integrity and high ethical standards.
- It is toward these objectives that we structure our maintenance organization.

Current Key Initiatives:

- Comprehensive management of major projects PCC Project (Portland Cement Construction) Project Management.
- RTBI (Real-time Bus Information) Implementation and maintenance.
- Seon Surveillance System (Cure Plan) and maintenance.
- Bus stop, Shelters and Amenities enhancements.
- Continued joint collaboration with USF/CUTR/FDOT (University of South Florida/Center for Urban Transit Research/Florida Department of Transportation) Supporting

MAINTENANCE DEPARTMENT OVERVIEW

as host property of the CTT Program (Certified Transit Technicians Program).

- Total review of and modification to our existing maintenance training program and work processes ensuring our technicians are adequately prepared to address the new technologies our fleets are equipped with thus maintaining PSTA's assets to their highest standards possible while doing so within our budgetary constraints.
- Comprehensive studies and feasibility of reducing/eliminating the high costs associated with contracted Bus Shelter and Bus Route Trash Service.
- Restructure job description scope of responsibilities and personnel within the Maintenance Department constraints to efficiently provide prompt accurate fleet reports for NTD purposes, closely trend fleet performance and maintenance practices to ensure strict budget adherences are monitored at all times. As well, greatly enhance our maintenance operations.
- Promotion of Supervisor A. Shelton to Maintenance Safety and Training Supervisor (due to the retirement of Terry Charles).
- From October 1, 2012 to date one hundred seventy five (175) new ADA compliant Bus Stop Landing Pads added and seven (7) new ADA compliant Pads and Shelters added.
- Opened Blood Borne Pathogens training historically offered to maintenance employees annually to any PSTA employee wishing to attend. As well secured ten (10) seats open for any PSTA employee wishing to attend CPR/AED/First Aid certification training sponsored by USF/CUTR at no financial impact to PSTA.

Recent Accomplishments:

- Successfully completed Triennial evaluation with no deficiency findings.
- Promotion of seven (7) Mechanic classifications to Journeyman classifications.



FACILITIES MAINTENANCE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Salaries	\$469,395	\$458,350	\$484,890	5.79%
Fringe Benefits	209,919	206,385	181,310	-12.15%
Services	523,251	514,700	563,725	9.52%
Materials & Supplies	97,285	90,500	100,500	11.05%
Miscellaneous	\$0	\$0	\$0	0%
Total Operating Expenses	\$1,299,850	\$1,269,935	\$1,330,425	4.76%

- Salaries expense increased due salary increases and the addition of Amenity Coordinator.
- Materials & Supplies expense increased due to projected increases in bus shelter repair supplies.



FLEET MAINTENANCE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY2012/FY2013</u>
Salaries	\$3,069,872	\$3,287,130	\$3,372,450	2.60%
Fringe Benefits	1,447,612	1,484,059	1,631,042	9.90%
Services	35,144	60,600	56,500	-6.77%
Diesel Fuel	5,396,979	6,957,620	7,772,250	11.71%
Materials & Supplies	3,052,196	2,919,950	3,045,130	4.29%
Miscellaneous	7,281	11,300	\$18,030	59.56%
Total Operating Expenses	\$13,009,084	\$14,720,659	\$15,895,402	7.98%

- Salaries expense increased due to salary increases and the addition of a mechanic. Fringe Benefits expense increased due to the addition of this position and a change in the way the workers compensation budget is split between departments.
- Diesel Fuel expense increased due to a projected cost increase in diesel fuel.
- Miscellaneous expense increased due to a projected increase in travel and training costs.



FY 2013 GENERAL FUNCTION

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 Division

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Administrative Services	\$838,413	\$1,141,660	\$1,151,900	0.90%
Materials & Supplies	14,800	16,000	47,000	193.75%
Utilities	706,353	843,700	834,700	-1.07%
Taxes & Licenses	763,161	742,070	818,220	10.26%
Purchased Transportation – DART	4,923,984	4,719,250	4,182,800	-11.37%
Purchased Transportation – TD	0	426,030	856,370	101.01%
Purchased Transportation – TROLLEYS	676,094	552,900	541,779	-2.01%
Miscellaneous	77,541	107,060	89,000	-16.87%
Total Operating Expenses	\$8,000,346	\$8,548,670	\$8,521,769	-0.31%

- Administrative Services increased due to an increase in projected tax assessor expense.
- Materials & Supplies increased due to the movement of the postage budget from the Finance Department to General Function.
- Purchased Transportation TD increased due to \$654,000 of TD funds that will now pass thru PSTA.



FY 2013 INSURANCE DIVISION

Functions and Responsibilities

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 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 self-insured retention (SIR) and excess insurance coverage several years ago, this division provides the tool for monitoring the programs' cost effectiveness.

<u>Expense Item</u>	<u>Actual FY 2011</u>	<u>Amended FY 2012</u>	<u>Adopted FY 2013</u>	<u>% Change FY 2012/FY 2013</u>
Services	\$48,873	\$81,500	\$88,500	8.59%
Insurance	1,371,712	1,704,470	1,743,430	2.29%
Total Operating Expenses	\$1,420,585	\$1,785,970	\$1,831,930	2.57%

- Insurance expense increased due to projected increases in insurance premiums.



FY 2013 CAPITAL IMPROVEMENT PROGRAM BUDGET



FY 2013 CAPITAL PROJECT REVENUES

The FY 2013 Capital Budget Totaled \$34.4 Million.

<u>SUMMARY OF REVENUES</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 AMENDED BUDGET</u>	<u>FY 2012 CARRYFORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>
Capital Revenues	\$4,740,605	\$23,433,016	\$17,652,250	\$9,536,553	\$27,188,803
Capital Reserve	0	9,163,200	7,166,670	0	7,166,670
Total Capital Revenues	\$4,740,605	\$32,596,216	\$24,818,920	\$9,536,553	\$34,355,473



FY 2013 CAPITAL PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 AMENDED BUDGET</u>	<u>FY 2012 CARRYFORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>
Fuel Provision Cost	\$0	\$0	\$0	\$0	\$0
Alternative Analysis	0	666,670	666,670	0	666,670
Messaging and Branding	0	0	149,954	0	149,954
Bus Study	0	0	700,000	0	700,000
Bus Shelters (& Bike Racks)	59,152	1,322,081	1,205,923	200,000	1,405,923
Clearwater Downtown Intermodal Terminal	0	1,250,000	1,250,000	0	1,250,000
Computer Hardware	866,667	283,703	362,537	703,500	1,066,037
Computer Software	55,663	951,886	766,907	108,900	875,807
Concrete Construction	0	8,496,530	6,500,000	0	6,500,000
L RTP Assistance	0	0	0	300,000	300,000
Consultant Services	0	2,186,608	0	0	0
Contingencies	0	1,376,782	856,248	159,214	1,015,462



FY 2013 CAPITAL PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 AMENDED BUDGET</u>	<u>FY 2012 CARRYFORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>
Employee Education	0	4,683	0	13,500	13,500
Force Account Project Management	66,907	84,316	54,907	0	54,907
Lease Misc. Support Equipment	4,128	15,090	10,618	0	10,618
Misc. Support Equipment	46,449	775,999	454,161	55,442	509,603
Misc. Surveillance & Security Equipment	0	170,000	170,000	76,326	246,326
Other 3 rd Party Contractual Agreements – Transit Security	174,550	299,904	187,856	0	187,856
Park Street Renovation	0	1,915,422	1,915,422	0	1,915,422
Rehab/Renovation Facilities	0	0	(6,500)	385,413	378,913
Pedestrian Access / Walkways	880,755	500,000	707,108	200,000	907,108
Project Administration	0	356,356	0	0	0



FY 2013 CAPITAL PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 AMENDED BUDGET</u>	<u>FY 2012 CARRYFORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>
Real-Time Bus Communication Equipment	2,052,926	3,058,980	852,774	0	852,774
Replacement Buses, 26'	0	300,000	0	0	
Replacement Buses 40'	0	0	0	6,485,519	6,485,519
Safety & Security Planning	0	25,000	40,000	0	40,000
Security Grant	0	1,213,542	1,203,542	0	1,203,542
Shop Equipment	2,364	22	0	0	0
Short Range Planning / Consultant Services	359,891	389,278	2,767	100,000	102,767
Signage	118,914	253,364	211,537	0	211,537
Staff Vehicles	0	200,000	186,489	162,000	348,489
Support Facilities – Concrete	0	1,500,000	1,370,000	0	1,370,000



FY 2013 CAPITAL PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2011 ACTUAL</u>	<u>FY 2012 AMENDED BUDGET</u>	<u>FY 2012 CARRYFORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>
Facilities/Maintenance. Vehicles	52,239	0	0	206,739	206,739
Purchase 8 Hybrid Buses	0	5,000,000	5,000,000	0	5,000,000
Park & Ride FDOT	0	0	0	200,000	200,000
3 Position Bike Racks	0	0	0	180,000	180,000
Total Capital Expenses	\$4,740,605	\$32,596,216	\$24,818,920	\$9,536,553	\$34,355,473

FY 2013 - 2017 FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM



FY 2013-2017 CAPITAL IMPROVEMENT PROJECT REVENUES

<u>SUMMARY OF REVENUES</u>	<u>FY 2012 CARRY FORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>	<u>FY 2014 PROPOSED CIP BUDGET</u>	<u>FY 2015 PROPOSED CIP BUDGET</u>	<u>FY 2016 PROPOSED CIP BUDGET</u>	<u>FY 2017 PROPOSED CIP BUDGET</u>
Capital Revenues	\$17,652,250	\$9,536,553	\$27,188,803	\$5,791,262	\$4,978,363	\$2,088,174	\$1,821,246
Capital Reserve	7,166,670	0	7,166,670	0	0	680,758	4,904,506
Total Capital Revenues	\$24,818,920	\$9,536,553	\$34,355,473	\$5,791,262	\$4,978,363	\$2,768,932	\$6,725,752



FY 2013 - 2017 CAPITAL IMPROVEMENT PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2012 CARRY FORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>	<u>FY 2014 PROPOSED CIP BUDGET</u>	<u>FY 2015 PROPOSED CIP BUDGET</u>	<u>FY 2016 PROPOSED CIP BUDGET</u>	<u>FY 2017 PROPOSED CIP BUDGET</u>
Fuel Provision Cost	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Alternative Analysis	0	0	666,670	0	0	0	0
Messaging and Branding	149,954	0	149,954	0	0	0	0
Bus Study	700,000	0	700,000	0	0	0	0
Bus Shelters (& Passenger amenities)	1,205,923	200,000	1,405,923	284,100	285,850	287,600	289,350
Clearwater Downtown Intermodal Terminal	1,250,000	0	1,250,000	0	0	0	0
Computer Hardware	362,537	703,500	1,066,037	200,000	0	2,000	310,600
Computer Software	766,907	108,900	875,807	75,800	169,800	825,800	914,800
Concrete Construction	6,500,000	0	6,500,000	0	0	0	0
L RTP Assistance	0	300,000	300,000	0	0	0	0
Consultant Services	0	0	0	0	0	0	0



FY 2013 - 2017 CAPITAL IMPROVEMENT PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2012 CARRY FORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>	<u>FY 2014 PROPOSED CIP BUDGET</u>	<u>FY 2015 PROPOSED CIP BUDGET</u>	<u>FY 2016 PROPOSED CIP BUDGET</u>	<u>FY 2017 PROPOSED CIP BUDGET</u>
Contingencies	856,248	159,214	1,015,462	159,214	159,214	159,214	159,214
Employee Education	0	13,500	13,500	3,500	3,500	3,500	3,500
Force Account Project Management	54,907	0	54,907	0	0	0	0
Lease Misc. Support Equipment	10,618	0	10,618	0	0	0	0
Misc. Support Equipment	454,161	55,442	509,603	391,092	151,000	500,000	1,859,267
Misc. Surveillance & Security Equipment	170,000	76,326	246,326	0	0	0	21,000
Other 3 rd Party Cont Agreements – Tran Sec	187,856	0	187,856	25,000	25,000	25,000	25,000
Park Street Renovation	1,915,422	0	1,915,422	0	0	0	0
Rehab/Renovation Facilities	(6,500)	385,413	378,913	35,000	195,000	35,000	0
Pedestrian Access / Walkways	707,108	200,000	907,108	200,000	200,000	200,000	200,000



FY 2013 - 2017 CAPITAL IMPROVEMENT PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2012 CARRY FORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>	<u>FY 2014 PROPOSED CIP BUDGET</u>	<u>FY 2015 PROPOSED CIP BUDGET</u>	<u>FY 2016 PROPOSED CIP BUDGET</u>	<u>FY 2017 PROPOSED CIP BUDGET</u>
Project Administration	0	0	0	0	0	0	0
Real-Time Bus Comm. Equipment	852,774	0	852,774	0	0	0	0
Replacement Buses, 26'	0	0		0	0	0	928,000
Replacement Buses 40'	0	6,485,519	6,485,519	4,276,193	3,510,588	557,660	1,500,000
Safety & Security Planning	40,000	0	40,000	0	0	0	0
Security Grant	1,203,542	0	1,203,542	0	0	0	0
Shop Equipment	0	0	0	0	0	0	0
Short Range Planning / Consultant Services	2,767	100,000	102,767	100,000	250,000	100,000	100,000
Signage	211,537	0	211,537	0	0	0	0
Staff Vehicles	186,489	162,000	348,489	41,363	0	73,158	150,706
Support Facilities- Concrete	1,370,000	0	1,370,000	0	0	0	0



FY 2013 - 2017 CAPITAL IMPROVEMENT PROJECT EXPENSES

<u>SUMMARY OF EXPENSES</u>	<u>FY 2012 CARRY FORWARD</u>	<u>FY 2013 ADOPTED BUDGET</u>	<u>FY 2013 TOTAL</u>	<u>FY 2014 PROPOSED CIP BUDGET</u>	<u>FY 2015 PROPOSED CIP BUDGET</u>	<u>FY 2016 PROPOSED CIP BUDGET</u>	<u>FY 2017 PROPOSED CIP BUDGET</u>
Facilities/Maint. Vehicles	0	206,739	206,739	0	28,411	0	264,315
Purchase 8 Hybrid Buses	5,000,000	0	5,000,000	0	0	0	0
Park & Ride -FDOT	0	200,000	200,000	0	0	0	0
3- Position Bike Racks	0	180,000	180,000	0	0	0	0
Total Capital Expenses	\$24,818,920	\$9,536,553	\$34,355,473	\$5,791,262	\$4,978,363	\$2,768,932	\$6,725,752



BUDGET PROCESS AND POLICIES

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.

BUDGET PROCESS AND POLICIES

The Preparation Phase

The Budget Kick-off 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 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.

BUDGET PROCESS AND POLICIES

The purpose of the final public hearing is to give the 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, if 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 PROCESS AND POLICIES

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.
Within 15 Days After Tentative Hearing	Sept. 4 – October 3	Taxing Authority	Advertisement of final budget and millage hearing. Advertise this final hearing within 15 days after the tentative budget and millage rate are adopted.
Between 2-5 Days After Ads	Sept. 6 – October 8	Taxing Authority	Final budget and millage hearing. The final budget and millage are adopted at this hearing. This hearing CANNOT be held sooner than 2 days nor later than 5 days after it is advertised in the newspaper.
Within 3 Days After	Sept. 9 – Oct. 11	Taxing Authority	Taxing Authority certifies adopted millage to Property Appraiser and Tax Collector.



BUDGET PROCESS AND POLICIES

Day #	"Typical" Date*	Agency	Activity
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 NO LATER THAN 3 DAYS after receipt.
	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.



BUDGET PROCESS AND POLICIES

PINELLAS SUNCOAST TRANSIT AUTHORITY

FY2013 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

BUDGET PROCESS AND POLICIES

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 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 PROCESS AND POLICIES

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 - 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.



BUDGET PROCESS AND POLICIES

PINELLAS SUNCOAST TRANSIT AUTHORITY

FY2013 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 be funded either 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.



BUDGET PROCESS AND POLICIES

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.

BUDGET PROCESS AND POLICIES

FY2013 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.

BUDGET PROCESS AND POLICIES

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.)

BUDGET PROCESS AND POLICIES

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.



BUDGET PROCESS AND POLICIES

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.



BUDGET PROCESS AND POLICIES

PINELLAS SUNCOAST TRANSIT AUTHORITY

FY2013 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;

BUDGET PROCESS AND POLICIES

- 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.

BUDGET PROCESS AND POLICIES

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.

BUDGET PROCESS AND POLICIES

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.

BUDGET PROCESS AND POLICIES

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.



BUDGET PROCESS AND POLICIES

PINELLAS SUNCOAST TRANSIT AUTHORITY

FY2013 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.

BUDGET PROCESS AND POLICIES

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.

HISTORICAL STATISTICS



Pinellas Suncoast Transit Authority
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	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	5057
Number of Buses	170
Number of Trolleys	16
Facilities	1 Administration, Transportation & Maintenance Facility 3 Park-and Ride Lots 3 Transit Centers 14 Transfer Centers
Passenger Trips	13,103,189 (2011)
Service Hours	582,686 (2011)
Passenger Shelters	706



Pinellas Suncoast Transit Authority
Operating Budget Projections
FY 2013 - 2016

	Adopted Budget		Budget Projections					
	Fiscal	% Change	Fiscal	% Change	Fiscal	% Change	Fiscal	% Change
	Year 2013 0.7305 Milage		Year 2014 0.7305 Milage		Year 2015 0.7305 Milage		Year 2016 0.7305 Milage	
Operating Revenues								
Passenger Fares	\$ 15,125,450	0%	\$ 15,125,450	0%	\$ 15,125,450	0%	\$ 15,125,450	
Auxiliary Revenue	480,100	2%	489,702	2%	499,496	2%	509,486	
Non-Transportation Revenue	521,300	0%	521,300	0%	521,300	0%	521,300	
Taxes	32,108,230	-2.20%	31,401,849	2.0%	32,029,886	4%	33,311,081	
Local Beach Trolley	767,849	3%	790,884	3%	814,611	3%	839,049	
State Reimbursement - Fuel Tax	612,060	0%	612,060	0%	612,060	0%	612,060	
State Grants	4,876,838	0%	4,876,838	0%	4,876,838	0%	4,876,838	
Federal Grants	6,006,583	4%	6,227,881	0%	6,227,881	0%	6,227,881	
Pass-thru Grant	80,000	0%	80,000	0%	80,000	0%	80,000	
Transfer (To) From Reserves	0		3,278,181	74%	5,689,924	-100%		
Total Operating Revenue	60,578,410	5%	63,404,145	5%	66,477,446	-7%	62,103,145	
Operating Expenses								
Salaries	26,936,630	3%	27,675,373	4%	28,823,617	4%	30,000,089	
Fringe Benefits	9,816,276	7%	10,516,642	4%	10,952,974	4%	11,400,034	
Services	2,835,795	4%	2,949,227	4%	3,067,196	4%	3,189,884	
Diesel Fuel	7,772,250	10%	8,549,475	10%	9,404,423	10%	10,344,865	
Supplies	3,448,760	4%	3,586,710	4%	3,730,178	4%	3,879,385	
Insurance	1,743,430	4%	1,813,167	4%	1,885,694	4%	1,961,122	
Utilities	1,162,300	4%	1,208,792	4%	1,257,144	4%	1,307,430	
Taxes & Licenses	818,220	0%	818,220	0%	818,220	0%	818,220	
Purchased Transportation - DART	4,182,800	4%	4,350,112	4%	4,524,116	5%	4,750,322	
Purchased Transportation - TD	856,370	4%	890,625	4%	926,250	4%	963,300	
Purchased Transportation - Trolleys	541,779	4%	563,450	4%	585,988	4%	609,428	
Miscellaneous	463,800	4%	482,352	4%	501,646	4%	521,712	
Total Operating Expense	60,578,410	5%	63,404,145	5%	66,477,446	5%	69,745,791	
Revenues Over / (Under) Expenses	\$ 0		\$ 0		\$ 0		\$ (7,642,646)	

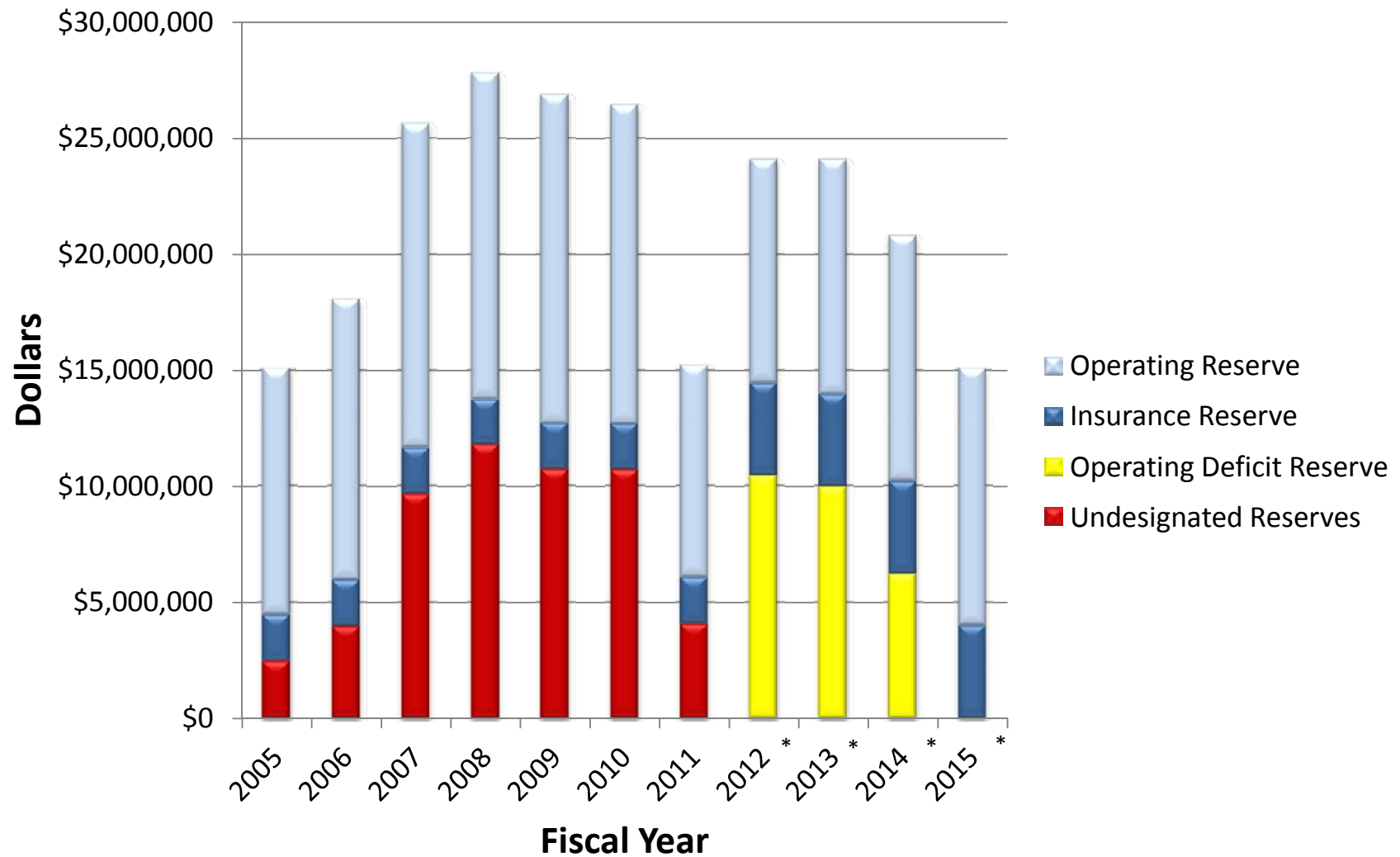


Pinellas Suncoast Transit Authority
Reserve History
FY 2005 - 2011

	ACTUAL FY <u>2005</u>	ACTUAL FY <u>2006</u>	ACTUAL FY <u>2007</u>	ACTUAL FY <u>2008</u>	ACTUAL FY <u>2009</u>	ACTUAL FY <u>2010</u>	ACTUAL FY <u>2011</u>
<u>NET ASSETS</u> (Reserve)	\$ 15,074,205	\$ 18,046,493	\$ 25,587,264	\$ 27,776,011	\$ 26,833,930	\$ 26,396,500	\$ 31,345,470
<u>Increase (Decrease)</u>	(12,872,942)	2,972,288	7,540,711	2,188,747	(942,081)	(437,430)	4,948,970
<u>RESERVATIONS</u>							
Future Budget Contingency	0	0	0	0	0	0	0
Restricted Cash CIP	0	0	0	226,249	0	0	0
Capital Asset Replacement	2,463,705	3,960,035	9,638,557	11,524,207	10,699,092	10,678,340	9,558,980
Insurance Reserve	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	4,008,000
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>	<u>17,778,490</u>
Total	\$ 15,074,205	\$ 18,046,493	\$ 25,587,264	\$ 27,776,011	\$ 26,833,930	\$ 26,396,500	\$ 31,345,470



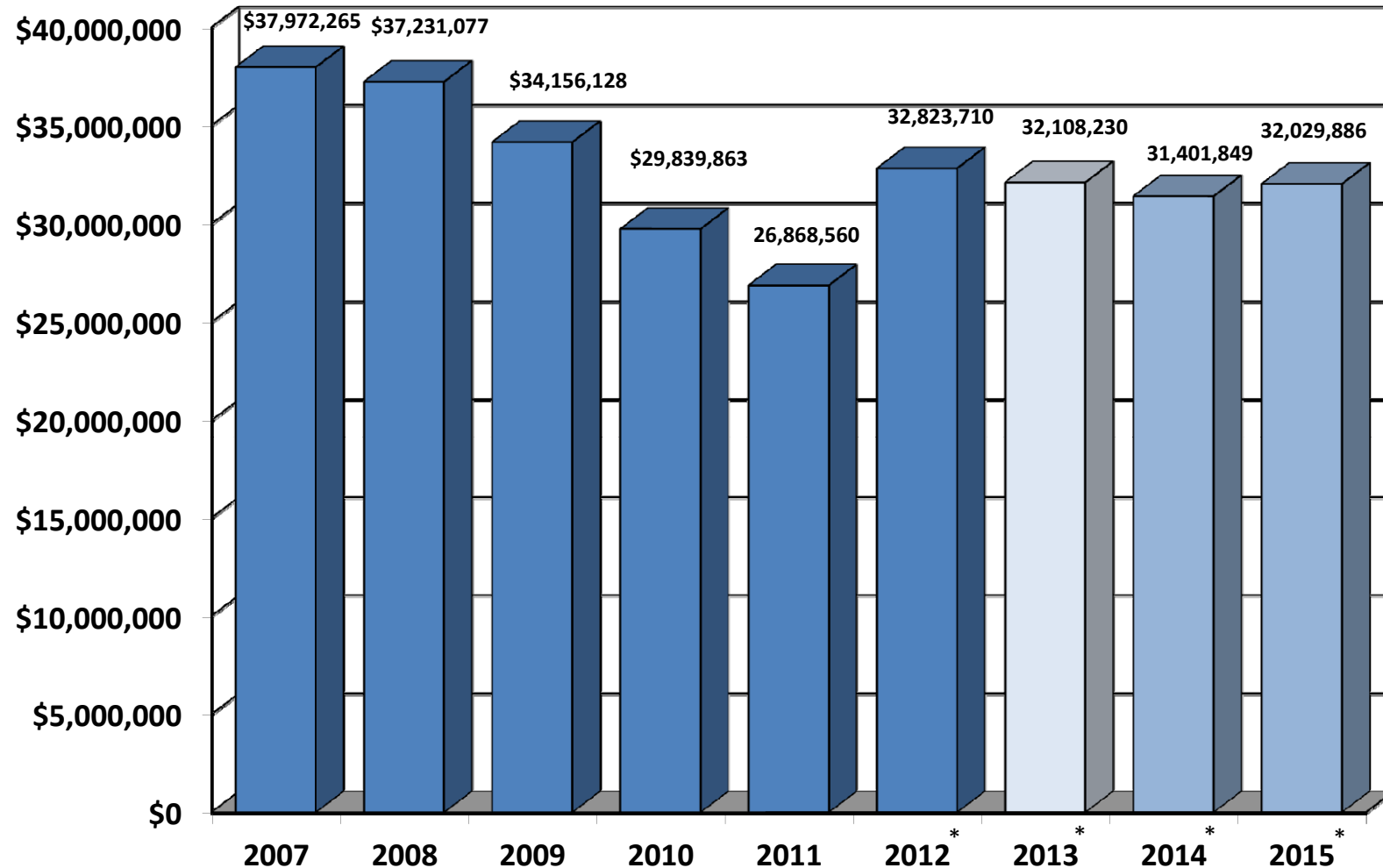
Pinellas Suncoast Transit Authority Reserve History (End of Fiscal Year)



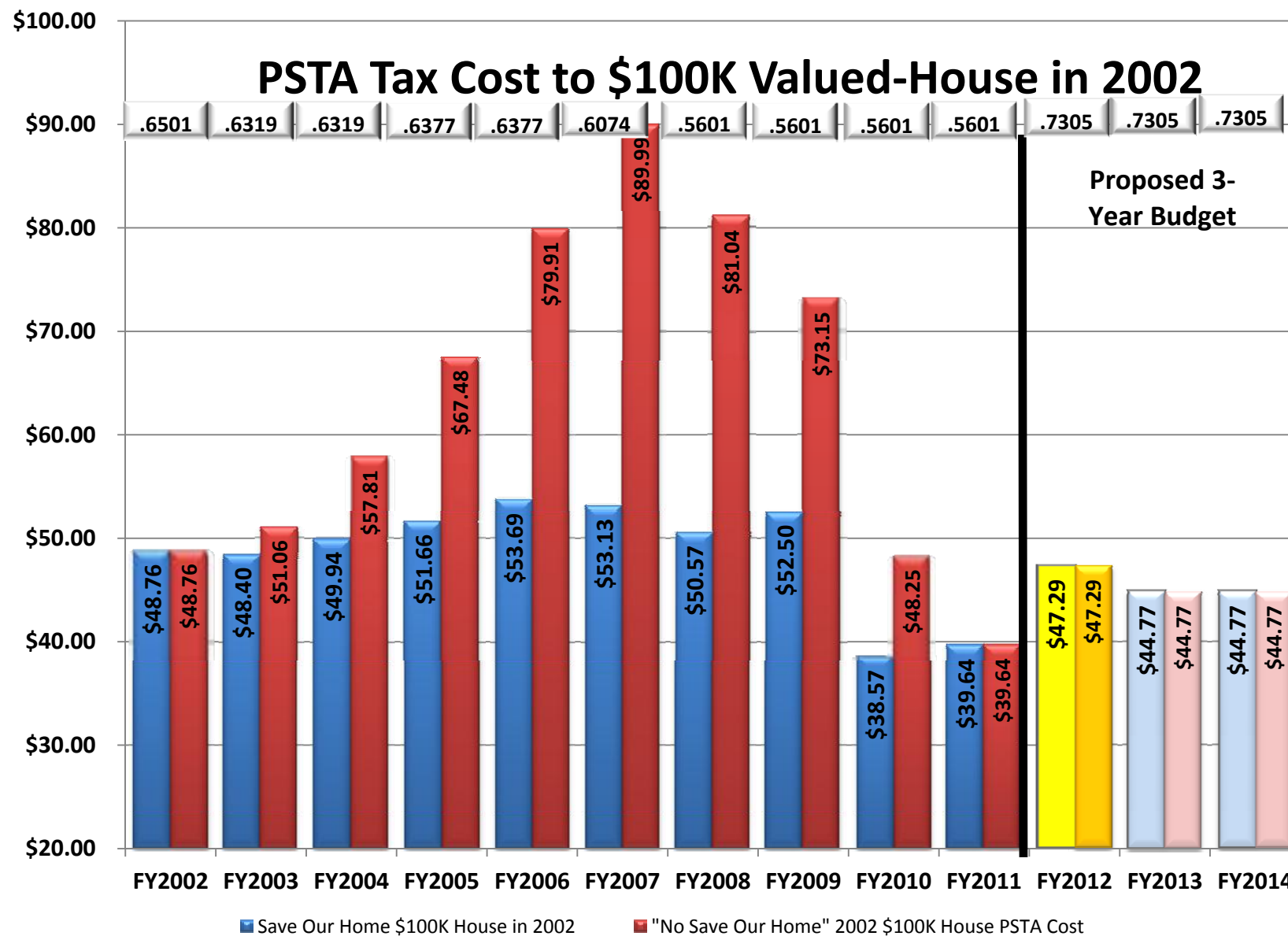
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Pinellas Suncoast Transit Authority Ad Valorem Revenue History



* Projected



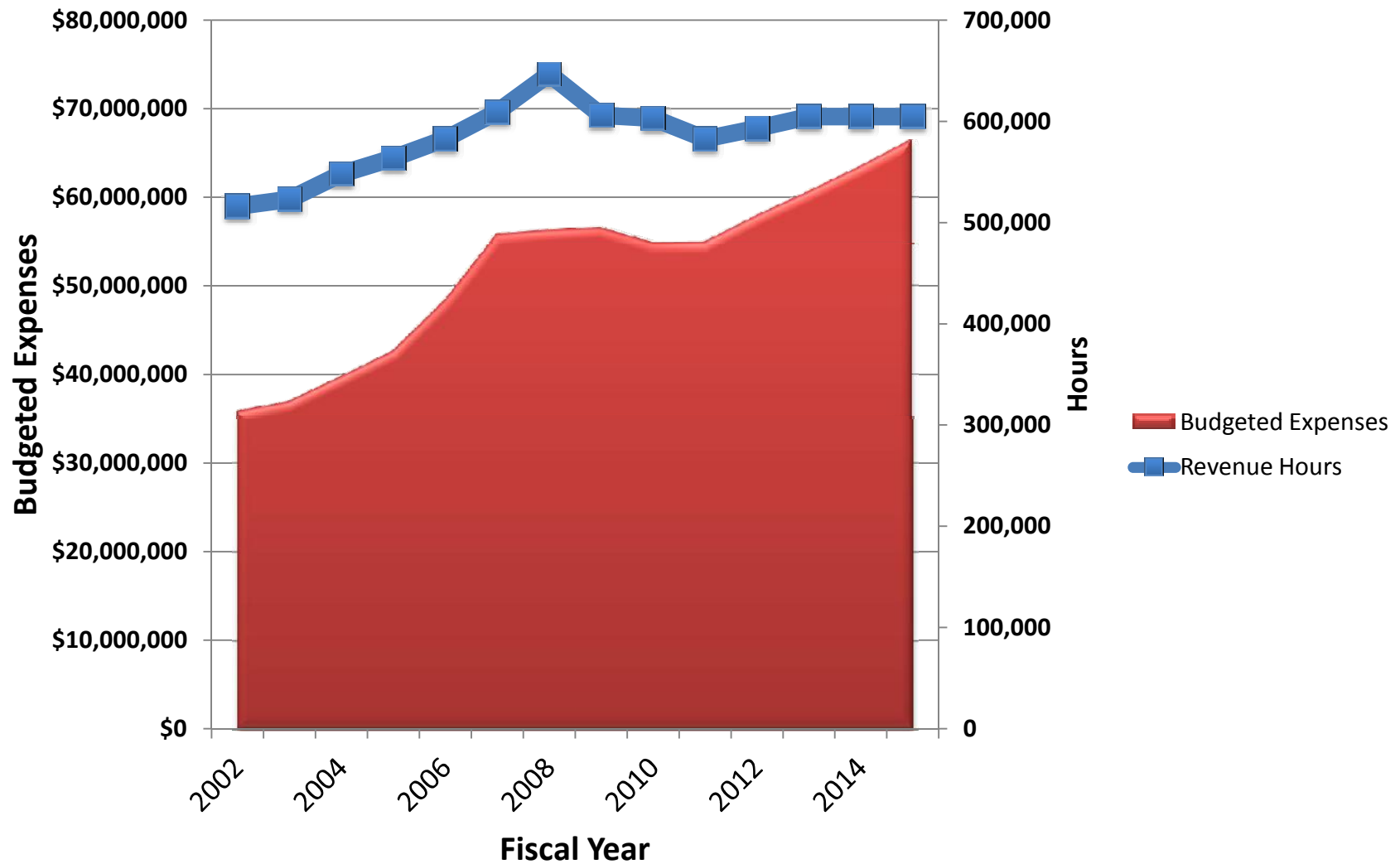


Pinellas Suncoast Transit Authority
Property Taxes By Assessed Values
FY 2013

Assessed Value	Homestead Exemption	Value with Homestead	Taxes at .7305 Mill
\$100,000	\$50,000	\$50,000	\$36.53
\$150,000	\$50,000	\$100,000	\$73.05
\$200,000	\$50,000	\$150,000	\$109.58
\$250,000	\$50,000	\$200,000	\$146.10
\$300,000	\$50,000	\$250,000	\$182.63
\$350,000	\$50,000	\$300,000	\$219.15
\$400,000	\$50,000	\$350,000	\$255.68
\$450,000	\$50,000	\$400,000	\$292.20
\$500,000	\$50,000	\$450,000	\$328.73
\$550,000	\$50,000	\$500,000	\$365.25
\$600,000	\$50,000	\$550,000	\$401.78
\$650,000	\$50,000	\$600,000	\$438.30
\$700,000	\$50,000	\$650,000	\$474.83
\$750,000	\$50,000	\$700,000	\$511.35
\$800,000	\$50,000	\$750,000	\$547.88
\$850,000	\$50,000	\$800,000	\$584.40
\$900,000	\$50,000	\$850,000	\$620.93
\$950,000	\$50,000	\$900,000	\$657.45
\$1,000,000	\$50,000	\$950,000	\$693.98



Pinellas Suncoast Transit Authority Budgeted Expenses Vs Revenue Hours

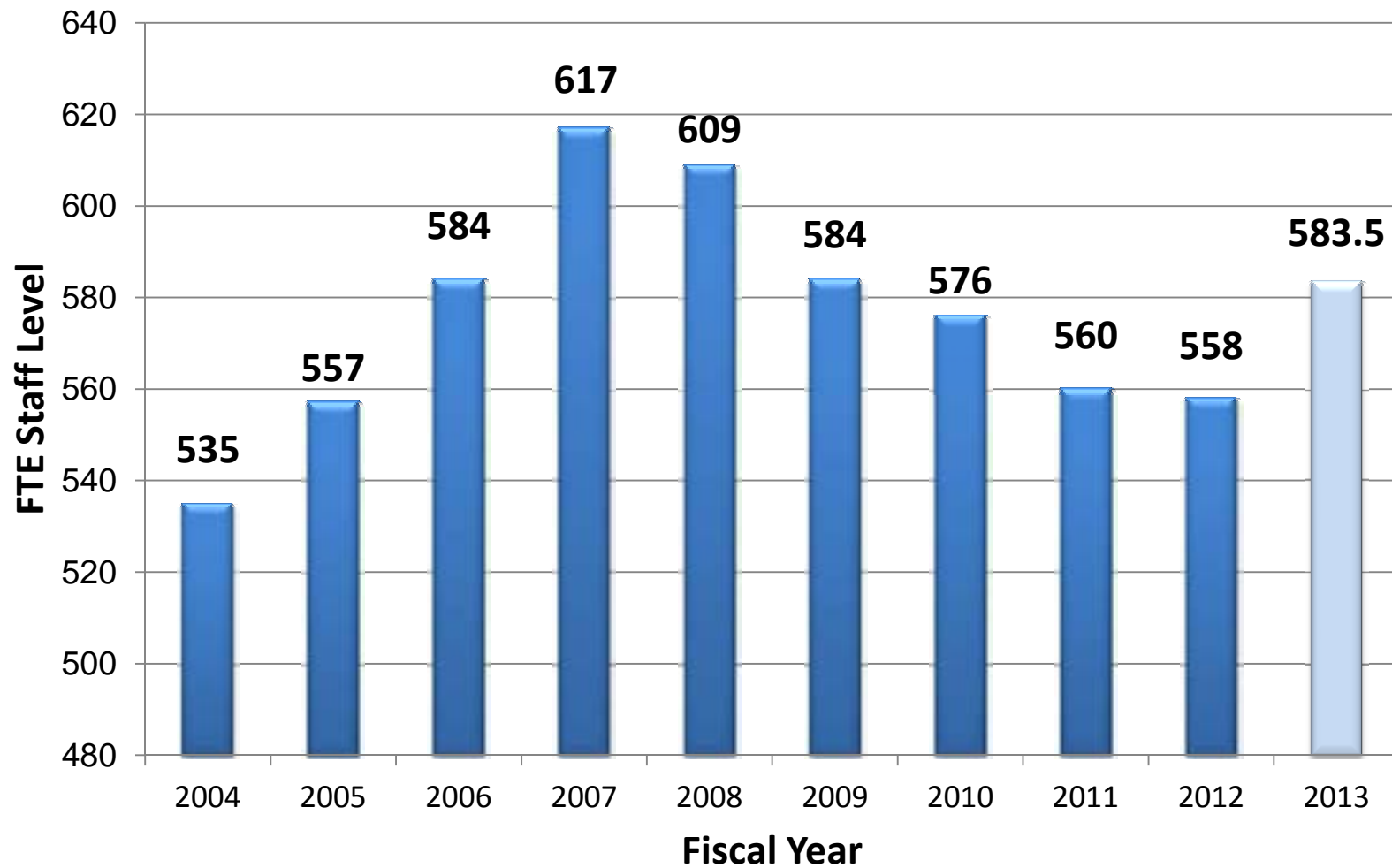




Pinellas Suncoast Transit Authority
FTE Staff Level History

Department	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 Adopted	FY 13 Adopted
Executive	5	5	6	6	4	3	4	3	3	3
Finance	22	22	24	27	28	27	27	26	26	29
Planning	9	9	7	7	7	7	4	3	3	4
Human Resources	3	3	4	5	5	5	4	4	4	5
Marketing	21	21	23	23	24	25	25	25	26	29
Information Technology	4	5	5	5	5	5	7	7	6	6
Transportation - Administration	32	32	35	35	35	34	38	38	39	42
Transportation - Operations	341	354	371	394	394	374	369	360	357	370.5
Facility Maintenance	8	9	9	11	11	12	13	12	12	12
Fleet Maintenance - Administration	16	19	19	21	20	19	18	16	16	16
Fleet Maintenance - Operations	74	78	81	83	76	73	67	66	66	67
Total	535	557	584	617	609	584	576	560	558	583.5

Pinellas Suncoast Transit Authority FTE Staff Level History



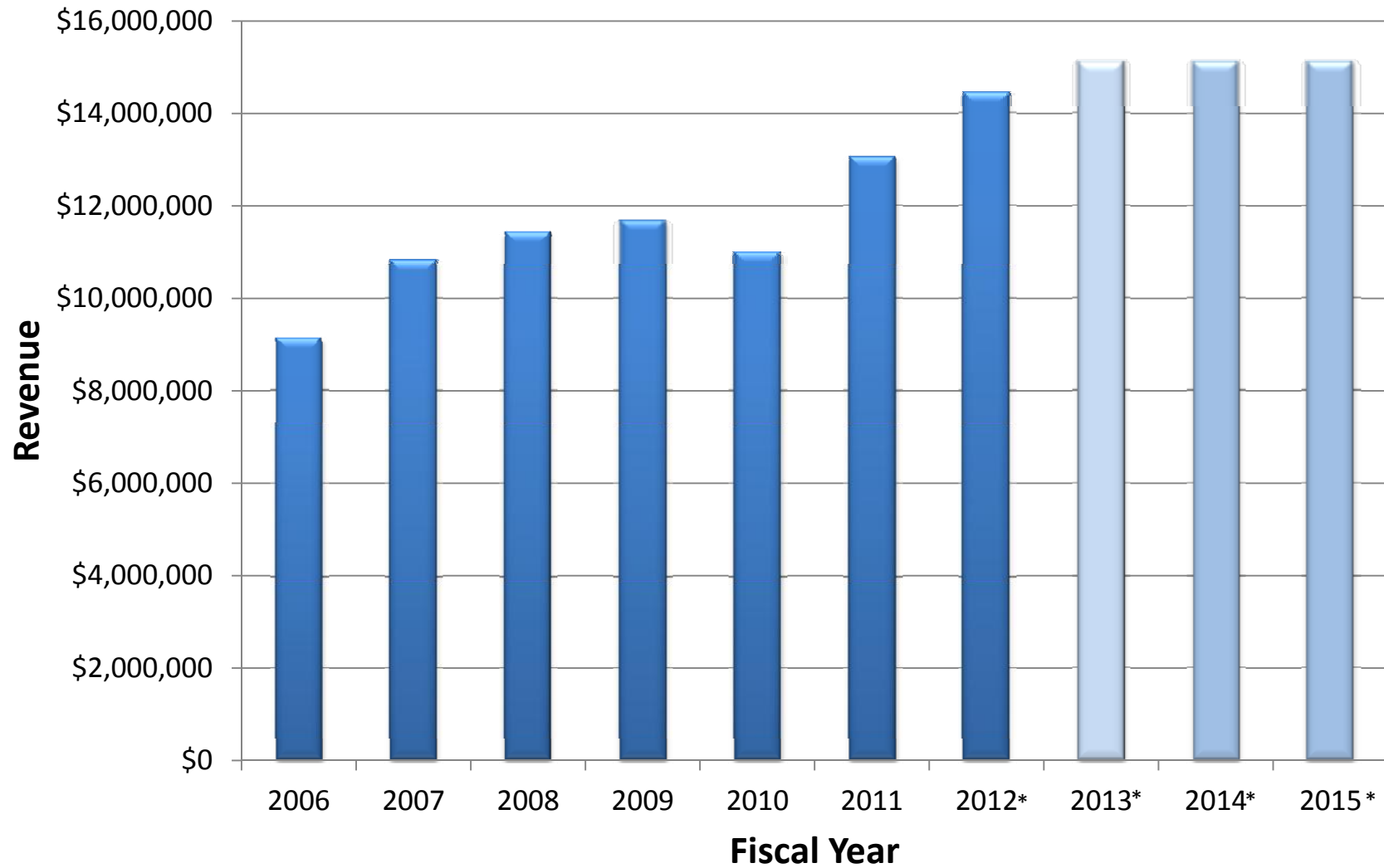


Pinellas Suncoast Transit Authority
Fare History

Fare Type	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 Adopted	FY 13 Adopted
Cash Fare	\$1.25	\$1.25	\$1.25	\$1.25	\$1.50	\$1.50	\$1.75	\$1.75	\$2.00	\$2.00	\$2.00
Reduced Cash Fare	0.60	0.60	0.60	0.60	0.75	0.75	0.85	0.85	1.00	1.00	1.00
Student Fare	0.75	0.75	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25
Token / Single Ride Ticket	1.25	1.25	1.25	1.25	1.50	1.50	1.75	1.75	2.00	2.00	2.00
Daily GO Card	3.00	3.00	3.00	3.00	3.50	3.50	4.00	4.00	4.50	4.50	4.50
Reduced Daily Go Card	1.50	1.50	1.50	1.50	1.75	1.75	2.00	2.00	2.25	2.25	2.25
7-Day GO Card	12.00	12.00	12.00	12.00	15.00	15.00	20.00	20.00	20.00	20.00	20.00
Platinum GO Card	N/A	7.00	7.00	7.00	10.00	10.00	12.50	12.50	12.50	12.50	12.50
31-Day GO Card	40.00	40.00	40.00	40.00	45.00	45.00	55.00	55.00	65.00	65.00	65.00
31-Day Reduced GO Card	25.00	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	35.00	35.00
Passport	N/A	N/A	85.00	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	2.50	2.50	3.00	3.00	3.00	3.00	3.00
300X Cash Fare	N/A	1.50	1.50	1.50	2.50	2.50	3.00	3.00	3.00	3.00	3.00
20-Ride Premium	27.00	27.00	27.00	27.00	40.00	40.00	48.00	48.00	48.00	48.00	48.00
Reduced Fare X Routes	0.75	0.75	0.75	0.75	1.25	1.25	1.50	1.50	1.50	1.50	1.50
Summer Haul Pass	N/A	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	35.00	35.00
DART Fare	2.50	2.50	2.50	2.50	3.00	3.00	3.50	3.50	4.00	4.00	4.00
Dart Single Ticket	2.50	2.50	2.50	2.50	3.00	3.00	3.50	3.50	4.00	4.00	4.00
DART 10-Ride Ticket	25.00	25.00	25.00	25.00	30.00	30.00	35.00	35.00	35.00	40.00	40.00



Pinellas Suncoast Transit Authority Passenger Revenue History



* Projected



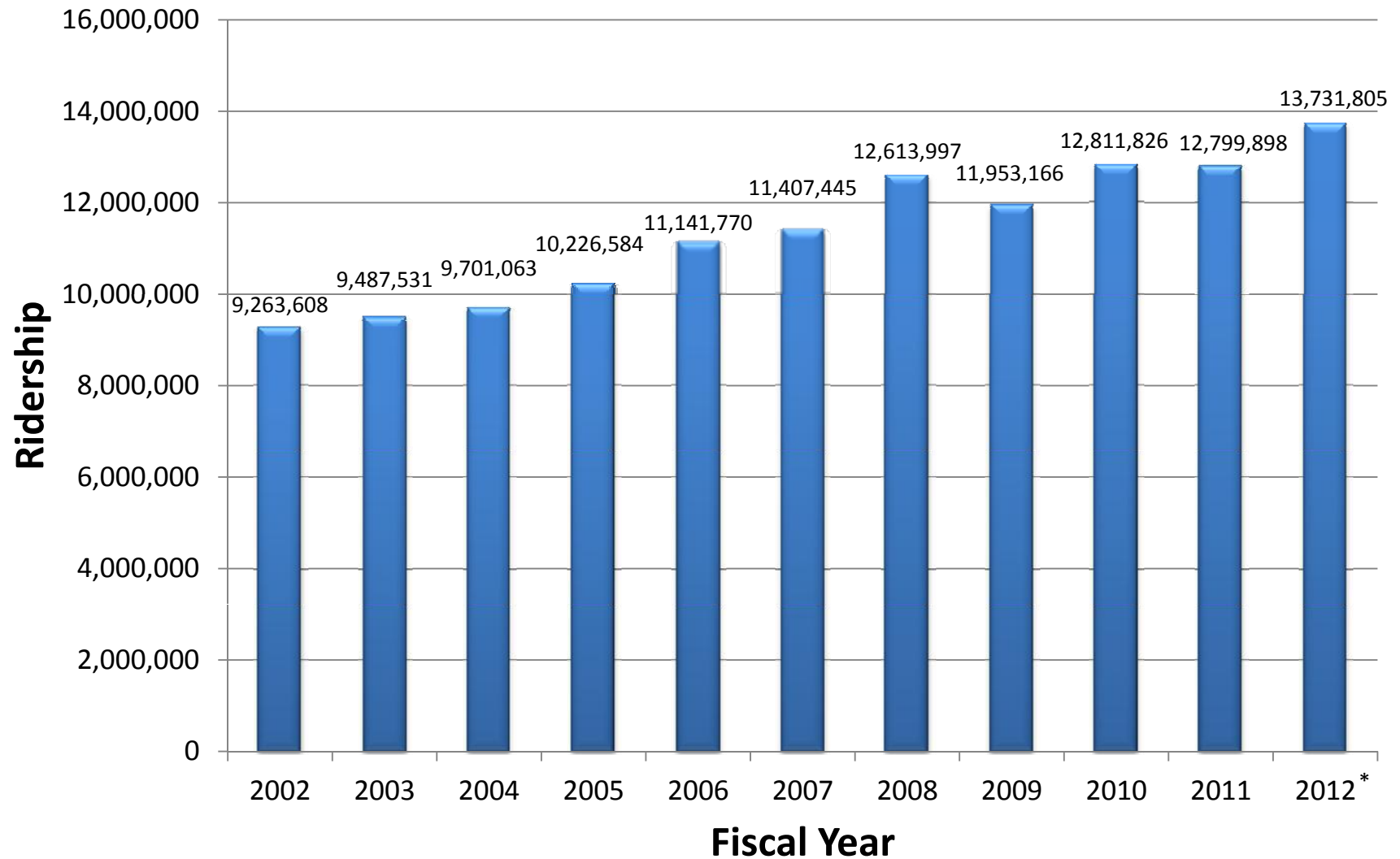
Pinellas Suncoast Transit Authority
Ridership History

Ridership Type	FY 02 Actual	% Change	FY 03 Actual	% Change	FY 04 Actual	% Change	FY 05 Actual	% Change	FY 06 Actual	% Change	FY 07 Actual
Fixed Route Ridership	9,263,608	2.42%	9,487,531	2.25%	9,701,063	5.42%	10,226,584	8.95%	11,141,770	2.38%	11,407,445
DART Ridership	239,777	1.09%	242,383	6.26%	257,560	-0.83%	255,413	1.29%	258,714	-0.93%	256,309
Total Ridership	9,503,385	2.38%	9,729,914	2.35%	9,958,623	5.26%	10,481,997	8.76%	11,400,484	2.31%	11,663,754
Service Hours	516,214	1.32%	523,013	4.80%	548,137	2.85%	563,770	3.36%	582,734	4.56%	609,291

Ridership Type	FY 07 Actual	% Change	FY 08 Actual	% Change	FY 09 Actual	% Change	FY 10 Actual	% Change	FY 11 Actual	% Change	FY 12 Projected
Fixed Route Ridership	11,407,445	10.58%	12,613,997	-5.24%	11,953,166	7.18%	12,811,826	-0.09%	12,799,898	7.28%	13,731,805
DART Ridership	256,309	-6.46%	239,754	-4.71%	228,463	23.28%	281,658	7.68%	303,291	0.64%	305,219
Total Ridership	11,663,754	10.20%	12,853,751	-5.23%	12,181,629	7.49%	13,093,484	0.07%	13,103,189	7.13%	14,037,024
Service Hours	609,291	6.16%	646,808	-6.31%	606,001	-0.46%	603,191	-3.40%	582,686	1.79%	593,110



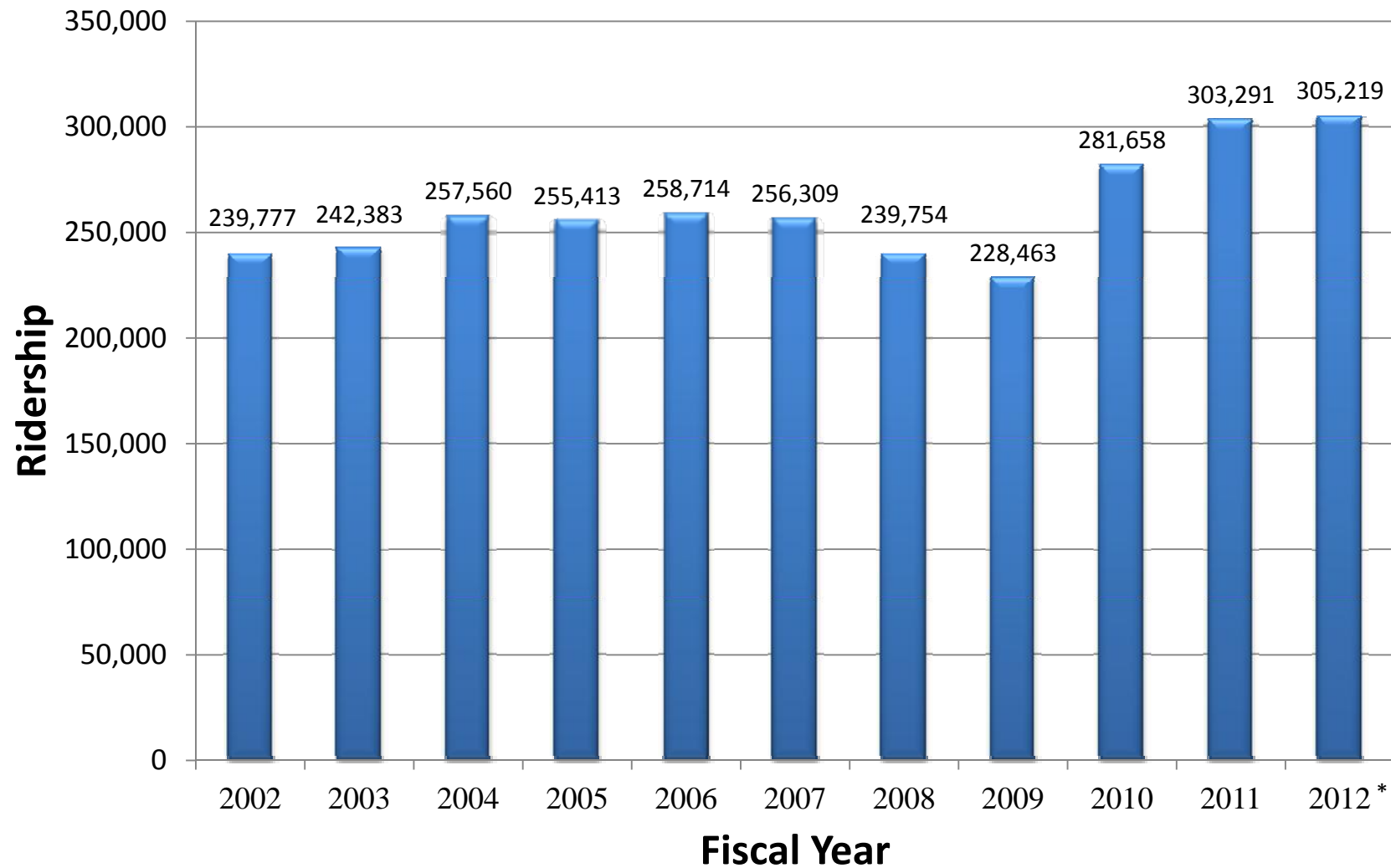
Pinellas Suncoast Transit Authority Fixed Route Ridership History



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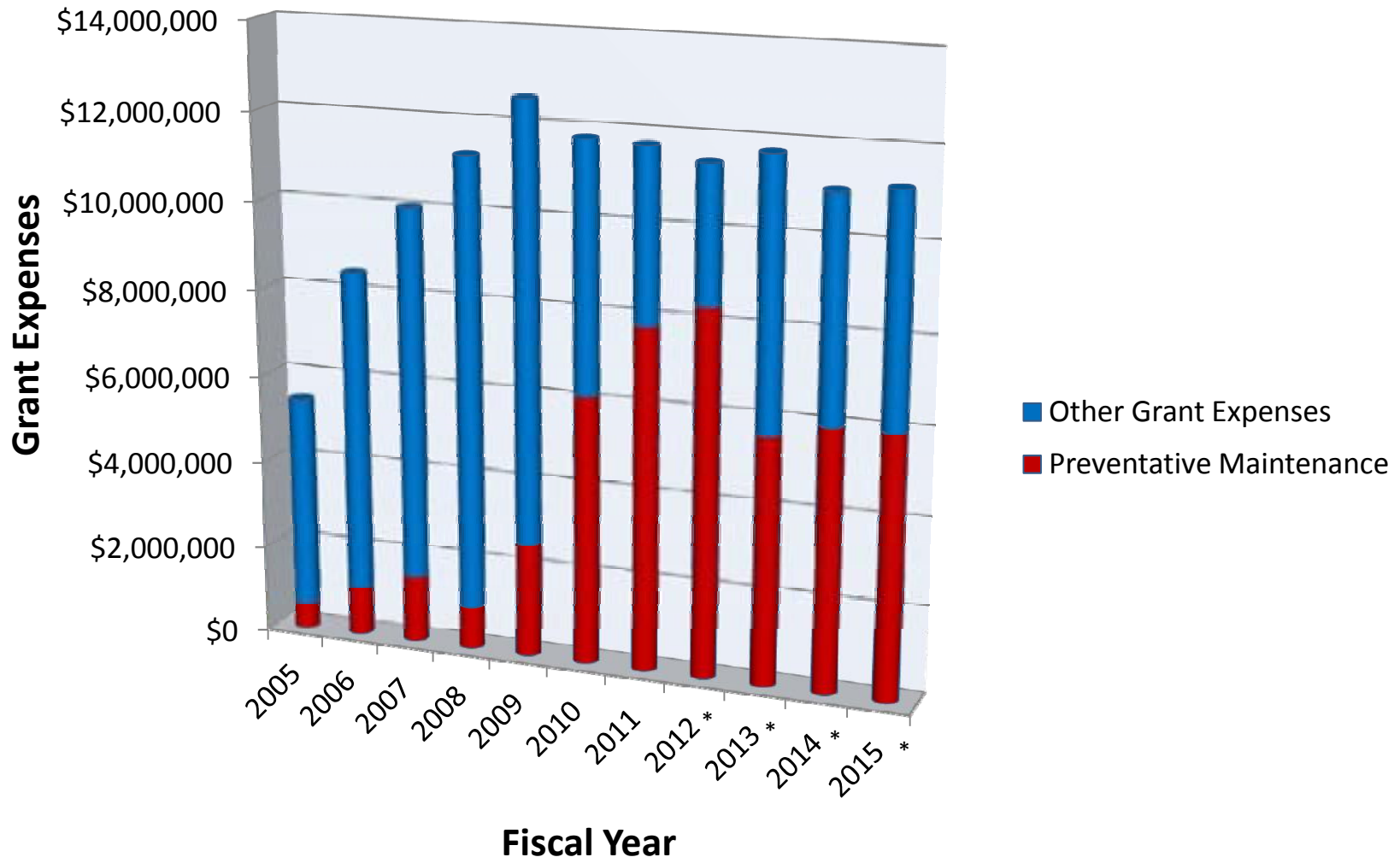
Pinellas Suncoast Transit Authority DART Ridership History



* Projected



Pinellas Suncoast Transit Authority Program of Projects by Fiscal Year



* Projected



Pinellas Suncoast
Transit Authority

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