



FY 2021

# Adopted Operating & Capital Budget

OCTOBER 1, 2020 THROUGH  
SEPTEMBER 30, 2021



PINELLAS SUNCOAST TRANSIT AUTHORITY  
St. Petersburg, Florida



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## PATH FORWARD

### PSTA Mission Statement: To safely connect people to places.

#### Visionary Service Design: Increase Public Transit Access

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



#### Sustainable Capital Program

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



#### Customer-Oriented Service Redesign

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



#### Incremental Expansion

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



#### Provide Effective, Financially Viable Public Transportation that Supports Our Community

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



#### Develop a Strong Governance Model for Effective Pinellas Transportation Leadership

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



#### Focus on Customer-Oriented Public Transit Services

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





**Pinellas Suncoast Transit Authority**

**ADOPTED FY 2021 BUDGET**

## **BOARD OF DIRECTORS**

As of July 8, 2020

### **Chairperson**



**Joseph Barkley**  
Commissioner  
City of Belleair Bluffs

### **Vice-Chairperson**



**Pat Gerard**  
Commissioner  
Pinellas County

### **Secretary/Treasurer**



**Gina Driscoll**  
Councilmember  
City of St. Petersburg



**David Allbritton**  
Clearwater  
Councilmember



**Richard Bennett**  
Commissioner  
North Redington Beach



**Vince Cocks**  
Citizen  
Pinellas County



**Heather Gracy**  
Commissioner  
Dunedin



**Charlie Justice**  
Commissioner  
Pinellas County



**Janet Long**  
Commissioner  
Pinellas County



**Darden Rice**  
Councilmember  
City of St. Petersburg



**Jamie Robinson**  
Commissioner  
City of Largo



**Keith Sabiel**  
Vice-Mayor  
City of Pinellas Park



**Dan Saracki**  
Councilmember  
Oldsmar



**Joshua Shulman**  
Citizen  
City of St. Petersburg



**Kenneth Welch**  
Commissioner  
Pinellas County



**PINELLAS SUNCOAST TRANSIT AUTHORITY**  
**Board of Directors**  
**Officers**

Joseph Barkley, Chairperson  
Pat Girard, Vice-Chairperson  
Gina Driscoll, Secretary/Treasurer

**City of Belleair Bluffs**

Joseph Barkley

**City of Clearwater**

David Allbritton

**City of Dunedin**

Heather Gracy

**City of Largo**

Jamie Robinson

**City of Pinellas Park**

Keith Sabiel

**City of St. Petersburg**

Gina Driscoll  
Darden Rice  
Joshua Shulman

**North Redington Beach**

Richard Bennett

**Oldsmar**

Dan Saracki

**Pinellas County**

Vince Cocks  
Pat Gerard  
Charlie Justice  
Janet Long  
Kenneth Welch

**Chief Executive Officer**

Brad Miller

**General Counsel**

Bryant Miller Olive



## About the PSTA Board of Directors & Committees

### Board of Directors Meetings

PSTA Board of Directors meetings are held in the Board Room at PSTA Headquarters, 3201 Scherer Drive, St. Petersburg on the fourth Wednesday of each month, unless otherwise posted. Eight of the fifteen Board members must be present in order to hold a meeting. All meetings are open to the public. The Chief Executive Officer, Division Chiefs and Directors, designated staff members, and PSTA's General Counsel also attend Board meetings.

### Executive Committee

The purpose of this committee generally is to deliberate and provide direction to staff on operational matters, including but not limited to significant operational issues and major service changes. The Board's intent is that the Executive Committee will provide direction to staff on emergency items and items that eventually will come before the entire Board. It is not intended that the Executive Committee will make decisions on items that are to be decided by the Board as a whole, except as specifically authorized by the Board.

### Finance and Performance Management Committee

The duties of the Finance and Performance Management

Committee are as follows: select audit firm, review audit report, review financial and operating reports, review and make recommendations on investment strategy, review and make recommendations on insurance policies, review proposed labor settlements and negotiations, review and make recommendations regarding major contracts and procurements, and oversee and monitor performance goals and measures.

### Planning Committee

The duties of the Planning Committee are as follows: strategic planning process oversight; review future business objectives and incentives; develop long-term funding strategies and develop annual budget goals/parameters. These meetings are held in the Administration Auditorium.

### Legislative Committee

The mission of the PSTA Legislative Committee is to advise the full PSTA Board of Directors of the official positions of the Local, State, and Federal entities concerning legislative matters pertaining to the operations, development, and funding of PSTA; and to facilitate advancement of the Pinellas County Alternatives Analysis (AA) Locally Preferred Alternative (LPA). The Committee will also review

resolutions and legislation in order to advise and recommend positions to the members and leadership of the PSTA Board; and work with the regional entities in the development and implementation of transportation for the Tampa Bay region.

### Transit Riders Advisory Committee (TRAC).

This is a committee of volunteers who ride the bus at least two times per week. The purpose of the Committee is to provide insight and recommendations to the PSTA Board of Directors and its committees (as appropriate) on operational and transit service issues. The Committee is comprised of members from the public, representing diversity and geographic distribution of people in Pinellas County.



## About the PSTA Board of Directors & Committees

### PSTA Board Committee Assignment Roster & Other PSTA Related Committee Appointments as of July, 2020

PSTA COMMITTEES										OTHER COMMITTEES			
Position	Name	Representing	Appointment	Planning	Finance & Performance Management	Legislative	Executive	Personnel	Nominating	Forward Pinellas	TBARTA	MPO's LCB	MPO's School Safety
1	Janet Long	Pinellas County	12/2012			XXX	X	X	X	X	X		
2	Joseph Barkley, Chairperson	South Cities	11/2012	X	XXX	X	XXX	XXX	XXX				
3	Pat Gerard, Vice-Chairperson	Pinellas County	12/2014	XXX			X	X	X				
4	Darden Rice	St. Petersburg	01/2014	X				X	X	Y			
5	Charlie Justice	Pinellas County	10/2016			X							
6	Joshua Shulman	St. Petersburg Non-Elect	02/2017	X	X								X
7	Richard Bennett	Beach Cities	04/2017		X				X				
8	Vince Cocks	Pinellas County	10/2018	X	X								
9	David Allbritton	Clearwater	10/2018	X									
10	Heather Gracy	Dunedin	12/2018			X							
11	Gina Driscoll, Sec/Treasurer	St. Petersburg	01/2019			X	X	X					
12	Dan Saracki	North County	05/2019		X	Alt.	X						
13	Keith Sabiel	Pinellas Park	07/2019	Alt.									
14	Ken Welch	Pinellas County	01/2020							Y			
15	Jamie Robinson	Largo	7/2020										

XXX - Chair of Committee

X - Member Appointed by PSTA

Y - Member Appointed by Other Body



**Pinellas Suncoast Transit Authority**

**ADOPTED FY 2021 BUDGET**



**GOVERNMENT FINANCE OFFICERS ASSOCIATION**

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO**

**Pinellas Suncoast Transit Authority  
Florida**

For the Fiscal Year Beginning

**October 1, 2019**

*Christopher P. Morill*

Executive Director





**TO: Members of the PSTA Board of Directors  
And Citizens of Pinellas County**

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

**DATE: September 30, 2020**

**SUBJECT: Transmittal of FY 2021 Adopted Budget**

I am pleased to present the FY 2021 Adopted Budget and the Five - Year Capital Improvement Program that reflects PSTA's mission and goals. The emphasis in FY 2021 is to maintain service to Pinellas County and to fully participate in collaborative transportation policy and priority settings, and financial partnerships with other federal, state and regional partners to ensure that PSTA has financial stability for both capital and operations in the long run. Outlined below are five areas that are the foundation of PSTA's balanced score-card called Performance Counts. Staff is committed to continually building on our successes and to lead the transit industry in innovations.

**CUSTOMER SATISFACTION AND COMMUNITY SUPPORT** - Focusing on our customers is our foundation to serving the Community. The operating budget includes maintaining service and in the capital budget PSTA is excited to be entering construction of our first bus rapid transit (BRT) system in the Central Avenue corridor of St. Petersburg. The BRT will deliver faster and more reliable commute times for our passengers by having expedient travel times with having its own lane, on-level boarding, a limited number of stops, and traffic signal communication.

The Project became fully funded in FY 2020 with financial funding support from FTA, FDOT, the City of St. Petersburg, and PSTA. We are appreciative of all the support we received from the Federal Transit Administration and our funding partners to embark on this first of its kind project in the Tampa Bay Area.

In FY 2021, we are looking forward to offering our customers the full robust Mobile Application fare payment option (Flamingo Fares Tampa Bay). This electronic fare payment system will be deployed region-wide in Pinellas, Hillsborough, Sarasota, Pasco and Hernando counties. It will use third-party produced and distributed contactless devices such as smart cards, a mobile application, and credit and debit cards, all of which will make it easier to ride transit within the region.



PSTA has led the nation in offering innovative options to our customers such as Mobility on Demand for people with disabilities and veterans; the Transit Disadvantaged (TD) Late Shift Program that provides up to 23 free on-demand trips per month to/from work when bus service is not available as well Direct Connect that helps meet the “first mile/last mile” challenge.

In FY 2021, PSTA has consolidated all the innovative programs along with our Paratransit Program, and Transit Disadvantaged Program into a new division called Mobility on Demand.

In addition to the BRT project, the capital improvement plan budget includes 20 new replacement trolley buses, customer amenities such as shelters and shelter pads that allow ADA accessibility, technology improvements which include funding for Mobility on Demand Software, and a new Clearwater Downtown Intermodal Terminal that will proceed upon award of all funding sources.

**FINANCIAL STABILITY** – Providing effective, financially viable public transportation that supports our community is one of our primary goals, to not only sustain service, but to also grow service for our customers. Our state and federal lobbyists are assisting in obtaining funding for our legislative priorities, which include the ability to count integrated TNC rides as “Transit”, increased infrastructure funding, and advancing the NHTSA approval process for autonomous technology. At the state level, legislative priorities include seeking to increase the Florida Urban Transportation Disadvantaged Funds, ensuring that Medicaid Brokerage Service Transportation is not shifted to Paratransit, and that funding is increased to District 7 for Tampa International Airport Express Service.

**EMPLOYEE ENGAGEMENT AND COMMITMENT TO PERFORMANCE** - Our team continues to make a difference, leading the transit industry in so many ways. We are committed to engaging our employees in continuous improvement and performance.

I look forward to seeing what the future holds for PSTA. On behalf of the entire PSTA team, I am pleased to present the FY 2021 Operating Budget and Five-Year Capital Plan.



***Pinellas Suncoast Transit Authority***

***ADOPTED FY 2021 BUDGET***





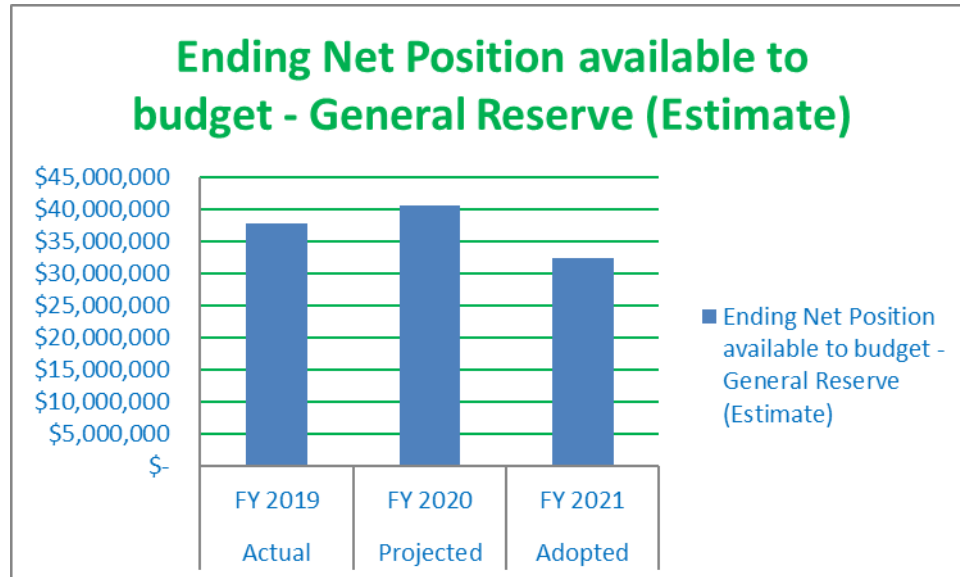
## FY 2021 BUDGET SUMMARY

Description	Actual FY 2019	Adopted FY 2020	Projected FY 2020	Adopted FY 2021	Change Amount	% Change FY2020- FY2021
Beginning Net Position available to budget - General Reserve (Estimate)	\$ 39,903,719	\$ 37,621,270	37,644,930	\$ 40,497,888	\$ 2,852,958	7.58%
Total Operation Revenues	79,330,139	83,576,786	86,462,923	90,311,999	3,849,076	4.45%
Capital Revenues	19,670,088	41,327,946	\$ 12,681,258	64,101,329	51,420,071	405.48%
<b>Total Sources</b>	<b>\$ 138,903,946</b>	<b>\$ 162,526,002</b>	<b>\$ 136,789,111</b>	<b>\$ 194,911,216</b>	<b>\$ 58,122,105</b>	<b>42.49%</b>
Operating Budget	\$ 78,461,528	\$ 85,321,056	\$ 79,151,010	\$ 88,379,120	\$ 9,228,110	11.66%
Capital Improvement Budget	22,797,488	47,184,787	17,140,213	74,109,090	56,968,877	332.37%
<b>Total Uses</b>	<b>\$ 101,259,016</b>	<b>\$ 132,505,843</b>	<b>\$ 96,291,223</b>	<b>\$ 162,488,210</b>	<b>\$ 66,196,987</b>	<b>68.75%</b>
Ending Net Position available to budget - General Reserve (Estimate)	37,644,930	30,020,159	40,497,888	32,423,006	(8,074,882)	-19.94%
<b>Total Uses and Net Position Reserves</b>	<b>\$ 138,903,946</b>	<b>\$ 162,526,002</b>	<b>\$ 136,789,111</b>	<b>\$ 194,911,216</b>	<b>\$ 58,122,105</b>	<b>42.49%</b>

Description	Actual FY 2019	Adopted FY 2020	Projected FY 2020	Adopted FY 2021	Change Amount	% Change FY2020- FY2021
Restricted Grantor Resources Pending Approval	\$ 30,925	\$ 35,536	\$ 159,449	\$ 159,449	-	0.00%
<b>Designation of General Reserve:</b>						
Operating Reserve - 2 Months Minimum	13,538,985	14,220,176	14,220,180	14,729,855	509,675	3.58%
Capital Reserve	24,075,020	15,764,447	26,118,259	17,533,702	(8,584,557)	-32.87%
<b>Ending Net Position available to budget - General Reserve (Estimate)</b>	<b>\$ 37,644,930</b>	<b>\$ 30,020,159</b>	<b>\$ 40,497,888</b>	<b>\$ 32,423,006</b>	<b>\$ (8,074,882)</b>	<b>-19.94%</b>



## FY 2021 BUDGET SUMMARY



### FY 2021 ADOPTED OPERATING BUDGET SUMMARY

The adopted operating budget for FY 2021 is increasing by \$9.2 million or 11.66% over FY 2020 projected expenses.

### FY 2021 ADOPTED REVENUE SUMMARY

- Passenger Fares are budgeted to be 7.32% less than the projected FY 2020 year-end due to COVID 19 projected continuing fare losses in FY 2021.
- Auxiliary revenue is budgeted to be 7.79% more than the projected FY 2020 year-end. This is due to an increase in revenue to be received from advertising.
- Non-transportation revenue is budgeted to be 64.64% less than the projected FY 2020 year-end due to decreased interest income.
- Property Tax is budgeted to be 7.91% higher than the projected FY 2020 year-end due to an increase in taxable property values.
- Local Beach Trolley revenue is budgeted to be 11.75% more than the projected FY 2020 year-end. This is due to an increase in trolley revenue from the City of Treasure Island, partner service costs, and an increase in the Downtown Circulator.
- State Grant revenue is budgeted to be 2.28% more than the projected FY 2020 year-end. This is mostly due to an increase in State Reimbursement for the Transportation Disadvantaged (TD) Late Shift Program.
- Federal Grant revenue is budgeted to be 1.17% higher than the projected FY 2020 year end. This is due to an increase in FTA CARES Act.





## FY 2021 BUDGET SUMMARY

### FY 2021 ADOPTED EXPENSE SUMMARY

- Salaries (\$34.4 million projected year-end in FY 2020) are budgeted at \$37.4 million and include:
  - Step increases for union employees.
  - A 3.0% merit based increase for administrative employees.
  - Total headcount has a net change of (0) positions.
  - Reduced vacant positions.
- Fringe Benefits are budgeted to increase 11.87% over the FY 2020 projected year-end due to increased benefits costs related to reduced vacant positions, an increase in health insurance premiums and pension rates.
- Services are budgeted to increase 18.79% over the FY 2020 projected year-end primarily due to professional and maintenance services.
- Diesel Fuel is budgeted to decrease 8.00% under the FY 2020 projected year-end due to decreasing fuel prices.
- Supplies are budgeted to decrease 7.67% over the FY 2020 projected year-end due to COVID 19 supplies in FY 2020.
- Insurance is budgeted to increase 6.82% over the FY 2020 projected year-end due to premium increases and projected claims expenses based on actuary reports.
- Utilities are budgeted to increase 12.95% over the FY 2020 projected year-end due to rate increases and cloud technology for telephony.
- Purchased Transportation – Paratransit is budgeted to increase 29.04% over the FY 2020 projected year-end due to contractual and ridership increases.
- Purchased Transportation – Transportation Disadvantaged (TD) is budgeted to increase 49.34% over the FY 2020 projected year-end due to a contract price increase and a projected ridership increase.
- Purchased Transportation – Trolleys is budgeted to increase 18.24% over the FY 2020 projected year-end due to contractual increases.
- Purchased Transportation – Mobility on Demand is budgeted to increase 113.48% over the FY 2020 projected year-end due to increases in grant funding. This includes Direct Connect and First/Last mile programs.
- Miscellaneous expenses are budgeted to increase 20.30% over the FY 2020 projected year-end due to the FY 2020 COVID19 ban on travel for training.

### FY 2021 ADOPTED CAPITAL IMPROVEMENT BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENT PLAN

- The FY 2021 adopted capital budget is focused on the sustainable bus replacement plan. The plan maintains emphasis on customer service through implementation of customer amenities such as new bus shelters, and the design and the start of the construction for the SunRunner Bus Rapid Transit Project.



*Pinellas Suncoast Transit Authority*

*ADOPTED FY 2021 BUDGET*

# **FY 2021 OPERATING BUDGET**



## FY 2021 OPERATING BUDGET SUMMARY

ADOPTED FY 2021 OPERATING BUDGET	
Operating Revenues	\$4,480,404
Non-Operating Revenues	\$85,831,595
Total Revenues	\$90,311,999
Total Expenses	\$88,379,120
Surplus (Deficit)	\$1,932,879
Transfer (To) From Reserves	(\$1,932,879)
Net Surplus (Deficit)	\$0

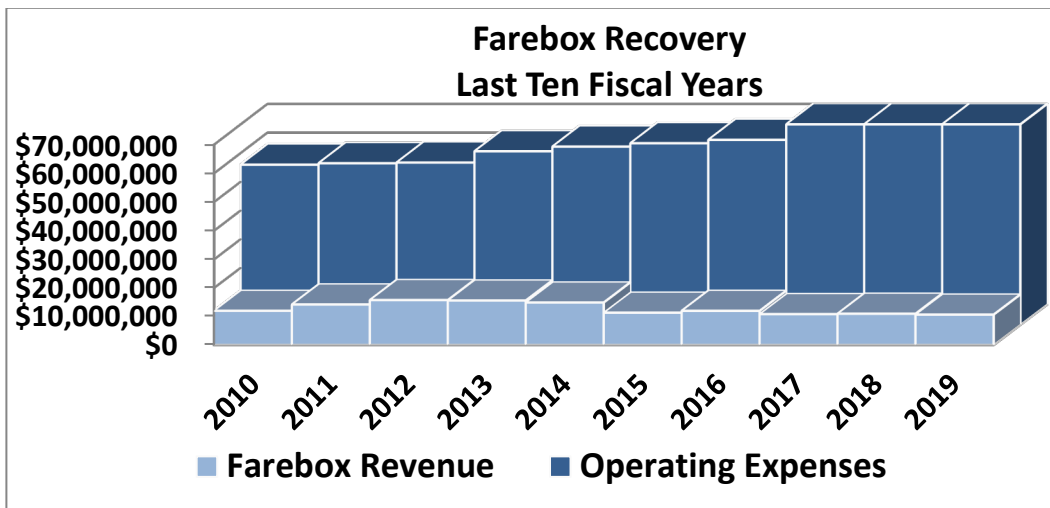


## FY 2021 OPERATING BUDGET SUMMARY

### Historical Data on Revenue Drivers

#### Farebox Recovery Percentage Fiscal Years 2010 - 2019

Fiscal Year	Farebox Revenue	Percent Change	Operating Expenses (a)	Percent Change	Farebox Recovery
2010	\$ 12,004,949	-3.70%	\$55,940,035	-0.92%	21.46%
2011	14,216,452	18.42%	56,447,358	0.91%	25.19%
2012	15,776,093	10.97%	56,671,829	0.40%	27.84%
2013	15,615,184	-1.02%	60,600,800	6.93%	25.77%
2014	14,912,783	-4.50%	62,243,250	2.71%	23.96%
2015	13,338,796	-10.55%	63,401,568	1.86%	21.04%
2016	11,989,862	-10.11%	64,582,580	1.86%	18.57%
2017	10,838,756	-9.60%	71,819,275	11.21%	15.09%
2018	10,974,717	1.25%	76,551,740	6.59%	14.34%
2019	10,663,635	-2.83%	84,735,054	10.69%	12.528%



(a) Excludes depreciation.



## FY 2021 OPERATING BUDGET OVERVIEW

<u>Revenues</u>	<u>Actual</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>	<u>Projected</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>% Change</u> <u>FY2020-</u> <u>FY2021</u>
Operating Revenues	\$ 11,324,006	\$ 10,042,600	\$ 4,834,222	\$ 4,480,404	-7.32%
Non-Operating Revenues	68,006,133	73,534,186	81,628,701	85,831,595	5.15%
<b>Total Revenues</b>	<b>\$ 79,330,139</b>	<b>\$ 83,576,786</b>	<b>\$ 86,462,923</b>	<b>\$ 90,311,999</b>	<b>4.45%</b>
Transfer (To) From Reserves	(868,611)	1,744,270	(7,311,913)	(1,932,879)	-73.57%
<b>Total Revenues and Transfers</b>	<b>\$ 78,461,528</b>	<b>\$ 85,321,056</b>	<b>\$ 79,151,010</b>	<b>\$ 88,379,120</b>	<b>11.66%</b>
Salaries	33,979,046	36,410,831	34,371,963	37,418,455	8.86%
Fringe Benefits	13,683,048	15,635,920	15,074,776	16,863,967	11.87%
Services	4,381,203	4,988,310	4,833,702	5,742,102	46.93%
Diesel Fuel	5,190,958	4,701,120	3,908,000	3,595,465	-39.51%
Supplies	5,154,766	5,225,780	5,943,723	5,487,752	-7.67%
Insurance	1,439,986	1,936,500	1,494,403	1,596,386	62.49%
Utilities	903,394	1,118,400	982,438	1,109,636	35.45%
Taxes & Licenses	827,712	849,410	819,210	862,240	0.00%
Purchased Transportation – Paratransit	8,035,195	8,476,680	6,203,205	8,004,768	29.04%
Purchased Transportation – TD	538,896	605,600	507,381	757,720	49.34%
Purchased Transportation – Trolleys	3,002,522	3,087,960	3,179,118	3,759,053	18.24%
Purchased Transportation – Mobility on Demand	546,679	1,200,000	1,021,000	2,179,600	113.48%
Purchased Transportation – Ferry Service	-	-	-	25,000	0.00%
Miscellaneous	778,123	1,084,545	812,091	976,976	20.30%
<b>Total Expenses</b>	<b>\$ 78,461,528</b>	<b>\$ 85,321,056</b>	<b>\$ 79,151,010</b>	<b>\$ 88,379,120</b>	<b>11.66%</b>



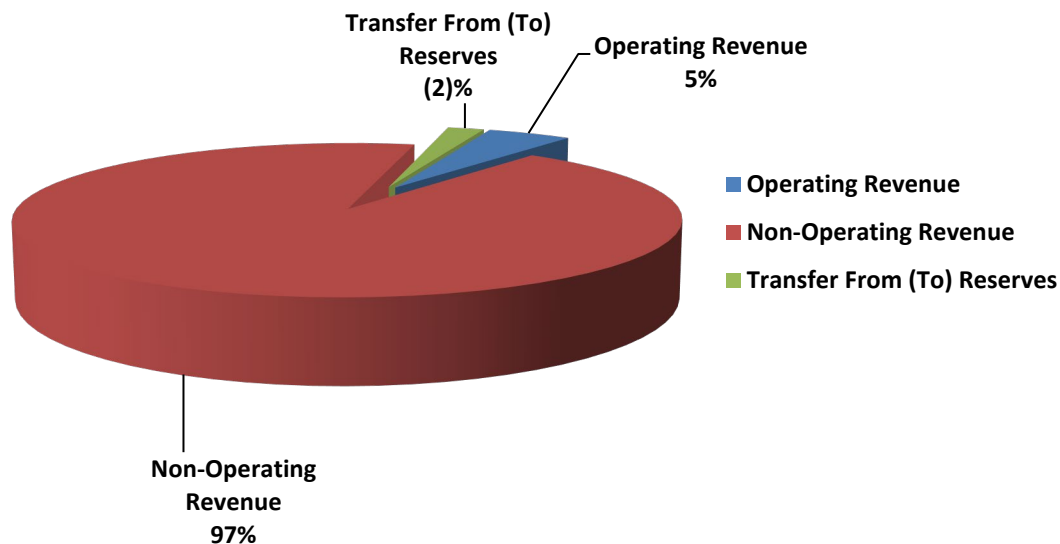


## FY 2021 OPERATING BUDGET OVERVIEW REVENUE AND TRANSFERS

<u>Revenues</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Passenger Fares	\$ 10,663,635	\$ 10,042,600	\$ 4,834,222	\$ 4,480,404	-7.32%
Auxiliary	660,371	760,000	705,100	760,000	7.79%
Non-Transportation	903,898	974,900	980,150	346,571	-64.64%
Property Tax	49,113,559	53,048,395	53,009,000	57,204,613	7.91%
Local Beach Trolley & Rt. 35	1,715,148	1,636,464	1,400,097	1,564,539	11.75%
State Reimbursement – Fuel Tax	644,668	665,930	641,900	667,630	4.01%
State Grants	10,106,776	10,855,820	9,516,756	9,733,523	2.28%
Federal Grants	5,442,084	5,512,677	15,295,698	15,474,719	1.17%
Federal Grants MPO Pass-Thru	80,000	80,000	80,000	80,000	0.00%
<b>Total Revenues</b>	<b>\$ 79,330,139</b>	<b>\$ 83,576,786</b>	<b>\$ 86,462,923</b>	<b>\$ 90,311,999</b>	<b>4.45%</b>
Transfer (To) From Reserves	(868,611)	1,744,270	(7,311,913)	(1,932,879)	-73.57%
<b>Total Revenues and Transfers</b>	<b>\$ 78,461,528</b>	<b>\$ 85,321,056</b>	<b>\$ 79,151,010</b>	<b>\$ 88,379,120</b>	<b>11.66%</b>



## FY 2021 OPERATING BUDGET OVERVIEW REVENUE AND TRANSFERS



### Revenue Assumptions:

- Passenger Fares are budgeted to be almost equal to the projected FY 2020 year-end due to COVID-19 fare losses in FY 2020 and anticipated in FY 2021.
- Auxiliary revenue is budgeted to be 7.79% more than the projected FY 2020 year-end. This is due to an increase in revenue to be received from outsourcing advertising.
- Non-transportation revenue is budgeted to be 64.64% less than the projected FY 2020 year-end due to decreased interest income.
- Property Tax revenue is budgeted to be 7.91% higher than the projected FY 2020 year-end due to an increase in taxable property values.
- Local Beach Trolley revenue is budgeted to be 11.75% higher than the projected FY 2020 year-end. This is due to an increase in Trolley revenue from the City of Treasure Island, partner service costs, and the Downtown Circulator.
- Federal Grant revenue is budgeted to be 1.17% higher than the projected FY 2020 year end. This is due to an increase in FTA CARES Act Grant.



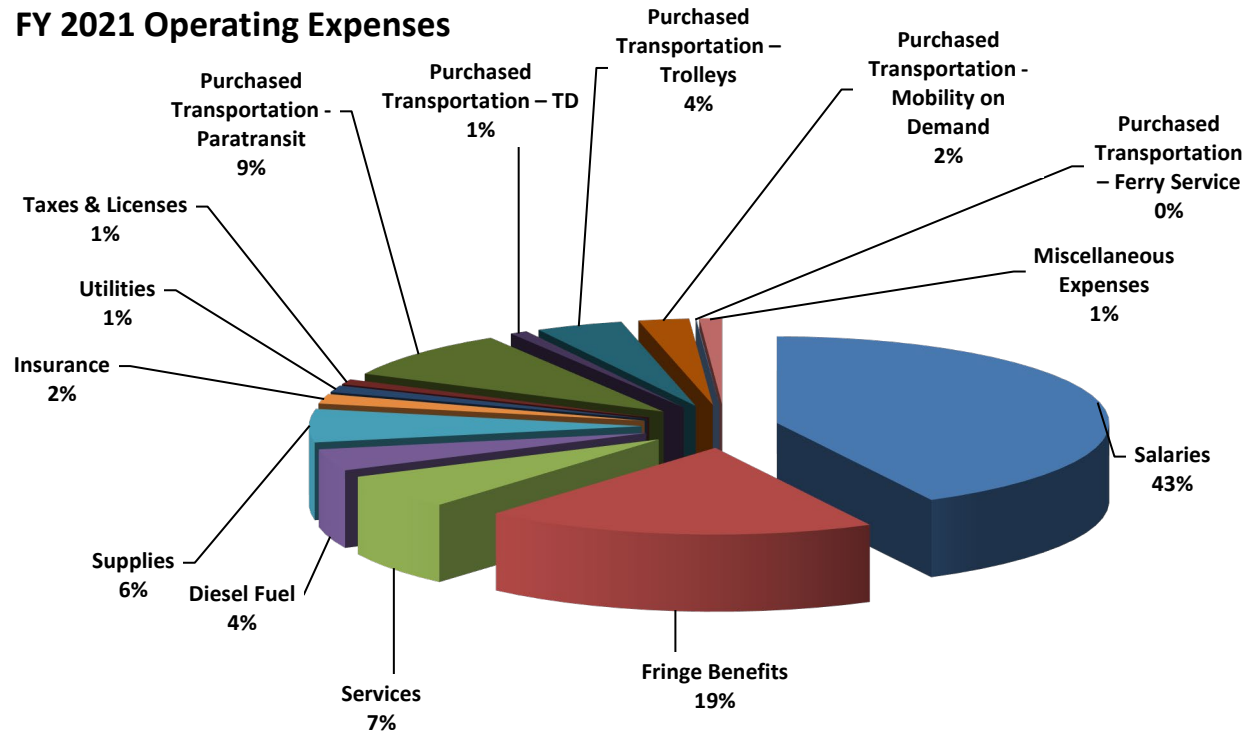
## FY 2021 OPERATING BUDGET OVERVIEW EXPENSES

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 33,979,046	\$ 36,410,831	34,371,963	\$ 37,418,455	8.86%
Fringe Benefits	13,683,048	15,635,920	15,074,776	16,863,967	11.87%
Services	4,381,203	4,988,310	4,833,702	5,742,102	18.79%
Diesel Fuel	5,190,958	4,701,120	3,908,000	3,595,465	-8.00%
Supplies	5,154,766	5,225,780	5,943,723	5,487,752	-7.67%
Insurance	1,439,986	1,936,500	1,494,403	1,596,386	6.82%
Utilities	903,394	1,118,400	982,438	1,109,636	12.95%
Taxes & Licenses	827,712	849,410	819,210	862,240	5.25%
Purchased Transportation – Paratransit	8,035,195	8,476,680	6,203,205	8,004,768	29.04%
Purchased Transportation – TD	538,896	605,600	507,381	757,720	49.34%
Purchased Transportation – Trolleys	3,002,522	3,087,960	3,179,118	3,759,053	18.24%
Purchased Transportation – Mobility on Demand	546,679	1,200,000	1,021,000	2,179,600	113.48%
Purchased Transportation – Ferry Service	-	-	-	25,000	0.00%
Miscellaneous	778,123	1,084,545	812,091	976,976	20.30%
<b>Total Operating Expenses</b>	<b>\$ 78,461,528</b>	<b>\$ 85,321,056</b>	<b>\$ 79,151,010</b>	<b>\$ 88,379,120</b>	<b>11.66%</b>



## FY 2021 OPERATING BUDGET OVERVIEW EXPENSES

### FY 2021 Operating Expenses



### Expense Assumptions:

- Salaries (\$34.4 million projected year-end in FY 2020) are budgeted at \$37.4 million and include:
  - Step increases for union employees.
  - A 3.0% merit based increase for administrative employees.
- Fringe Benefits are budgeted to increase 11.87% over the FY 2020 projected year-end due to increased benefit costs related to reduced vacant positions and an increase in health insurance premiums and pension rates.
- Services are budgeted to increase 18.79% over the FY 2020 projected year-end primarily due to software services in IT.
- Diesel Fuel is budgeted to decrease 8.00% under the FY 2020 projected year-end due to decreasing fuel prices.
- Insurance is increasing 6.82% over the FY 2020 projected year-end due to premium increases and projected claims expenses.
- Utilities are budgeted to increase 12.95% over the FY 2020 projected year-end due to increases in rates and cloud technology for telephone.



## **PSTA ORGANIZATION**

### **Profile of the Authority**

The Pinellas Suncoast Transit Authority (The 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. A fleet of 194 buses and 16 trolleys serve 42 fixed routes including two express routes to Hillsborough County. Pinellas County is 280 square miles with approximately 970,532 residents. 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 Florida.

The Authority serves most of the unincorporated area and 21 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 Shores are not members of the Authority; however, St. Pete Beach and Treasure Island do contract for trolley service.

### **Officials**

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, governs the Authority.

### **Services and Service Delivery**

The Authority provides virtually all public transportation services in this area. These services include fixed route, demand response, and specialized services. The Authority maintains over 4,699 bus stops, 529 shelters, 14 transfer hubs, 4 customer service centers, and a fleet of 210 fixed route vehicles. During fiscal year 2019,

Authority vehicles traveled a total of 8.8 million revenue miles, providing approximately 648,000 hours of service, and 12.8 million total passenger trips.



Two, (2) convenient Park-N-Ride lots are provided for intermodal connections to local and commuter express bus routes. PSTA entered into an agreement with the City of St. Petersburg and St. Petersburg Trolley to re-design and improve current circulator service in downtown St. Petersburg. This circular traveled 69,561 miles, provided 69,561 hours of service and 53,619 passenger trips. 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. This service traveled 385 thousand miles, provided 30,229 hours of service and 389,822 passenger trips.

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 at <http://www.psta.net>. The Transit App now contains integrated PSTA route and real-time





## PSTA ORGANIZATION

information. The website also offers details regarding 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 InfoLine, visiting a Customer Service Center, or Google trip planner and the Transit App. In addition, real-time bus arrival information is available through the PSTA website, by calling the Customer Service Info-Line, through text messaging, Transit App and displayed on message display signs at the terminals and at laybys throughout the County. Information is now available to the public at <http://ridepsta.net> or by downloading the real-time bus information app.

Passengers enjoy the convenience of loading a bicycle onto special racks on the front of every bus and trolley. A special video 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.

PSTA launched "Direct Connect" in February of 2016. Direct Connect allows riders to use Uber or United Taxi to travel within a specific geographic zone to or from a series of designated stops. From there, riders can connect with the regular PSTA public transit system.

PSTA, Uber and United Taxi join together to celebrate the success of this first-ever public-private partnership.

Persons with disabilities who are unable to use regular bus service may be eligible for an ADA Paratransit service. Paratransit services provide people with disabilities, including veterans, with rides to doctors' appointments, work, school, and other critical destinations. This curb-to-curb service is tailored for those who, because of their disability, are unable to independently use PSTA's regular, accessible buses.

Since paratransit offers vehicles that are equipped with wheelchair lifts they are accessible to passengers in wheelchairs and scooters. Paratransit 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. Paratransit traveled 3.9 million miles, provided 298 thousand hours of service and 362 thousand passenger rides.

### 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, Information Technology, Project Management, Operations, Maintenance, Human Resources, and Marketing. Additionally, there are departments that support these functions.



Pinellas Suncoast Transit Authority

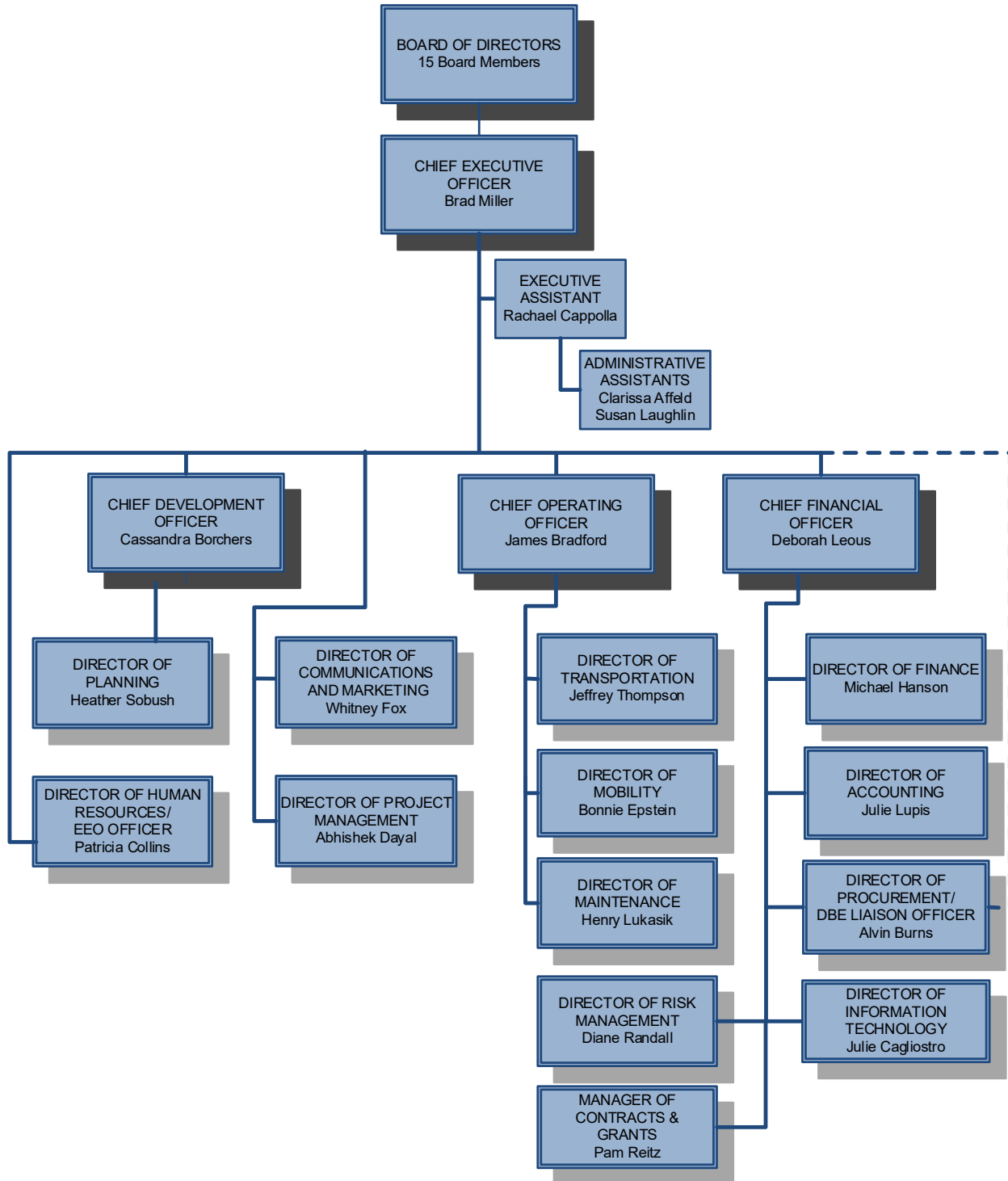
ADOPTED FY 2021 BUDGET

## PSTA ORGANIZATION





## PSTA ORGANIZATION





## PSTA ORGANIZATION

POSITION CHANGES BY DIVISION <u>Current and Anticipated</u>					
<u>DIVISION</u>	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2020 VS FY 2021</u>	
Executive Division	4	3	4	+1	c
Finance Division	33	32	31	-1	b
Planning Division	13	13	14	+1	c
Human Resources Division	5	5	5	0	
Marketing Division	7	9	8	-1	b
Information Technology Division	7	7	7	0	
Project Management Division	4	7	7	0	
Transportation Division	445	458	448	-10	b
Mobility Division	0	0	10	+10	c
Maintenance Division	103	104	104	0	
General Function Division	0	0	0	0	
Insurance Division	0	0	0	0	
<b>Total</b>	<b>621</b>	<b>638</b>	<b>638</b>	<b>0</b>	

\*a – Added Positions

b – Transferred Out Positions

c – Transferred In Positions

**Executive Division increased by one (1).** One (1) position transferred in from the Finance Division.

**Finance Division decreased by one (1).** One (1) position was transferred out to the Executive Division.

**Marketing Division decreased by one (1).** One (1) position was transferred out to the Planning Division.

**Planning Division increased by one (1).** One (1) position was transferred in from the Marketing Division.

**Transportation Division decreased by ten (10).** Ten (10) positions were transferred out to the new Mobility Division.

**Mobility Division increased by ten (10).** Ten (10) positions were transferred in from the Transportation Division to create the Mobility Division.





## BUDGET POLICIES AND PROCESS

### Summary of Budget and Accounting Policies

Pursuant to the Special Act which created the Authority and Florida Statutes Chapter [F.S. 189.016](#), the annual operating and capital budget authorizing expenditure of funds shall be adopted annually by the Board of Directors and is the statutory spending authority.

Government resources are accounted for based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

The Pinellas Suncoast Transit Authority is accounted for as a Business Type Activity (Enterprise Fund), as defined by Governmental Accounting Standards Board (GASB) Statement No. 34, Basic Financial Statements – Management's Discussion and Analysis – for State and Local Governments and its budget and financial statements are presented on the accrual basis of accounting.

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, and 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 uses accrual accounting for the Enterprise Fund. Under this method, revenues are recognized when they are earned, and expenses are recognized when they are incurred, regardless of when the related cash flows take place. Property taxes are recognized as revenues in the year for which they are levied, and grants are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met, including that the eligible expenses have been incurred. Grants received in advance of revenue recognition by the Authority are shown as unearned grants revenue.

### Basis of Budgeting

The preparation, approval, adoption and execution of PSTA's budget comply with Florida Statute, Chapter [F.S. 189.016](#).

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 Annual Financial Statements show the status of PSTA's finances on the basis of generally accepted accounting principles. Generally, this is the way the budget is prepared, with two exceptions.

The first exception is depreciation, which is not budgeted. The second exception being required pension contributions during the fourth quarter of the fiscal year, are appropriated in the budget,





## BUDGET POLICIES AND PROCESS

but are reported in the annual financial statements as deferred outflow of resources.

### Definition of a Balanced Budget

The Board of Directors of the Authority shall adopt a budget by resolution each fiscal year. The total amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total of appropriations for expenditures and reserves. At a minimum, the adopted budget must show for each fund, as required by law and sound financial practices, budget revenues and expenditures and organizational unit, which are at least at the level of detail required by the annual financial report under [F.S. 218.32 \(1\)](#).

### Budget Adjustments and Transfers

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

Budget adjustments exist for very specific reasons as noted above. They should not be used to

balance an organization's budget each month. Operating within one's available budgetary resources is a managerial responsibility, and one, which should be taken very seriously. The approved budget is only a plan and can be adjusted as circumstances change; however, it should be adhered to as closely as possible.

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

Any budgetary division may request a transfer. To do so, a completed Budget Transfer Request Form must be submitted to the Budget Department. 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 Chief, 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 Division.

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

The request for transfer of funds requires the Division Chief or Department Director's signature. The term "Division" shall, in this instance, refer to any of the Divisions into which PSTA's budget



## BUDGET POLICIES AND PROCESS

is divided. "Department" shall mean all designated subdivisions of these Divisions.

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 Division to another shall require approval of the Chief Executive Officer or the Chief Financial Officer.

Once the appropriate authority has approved a transfer request, it shall be the responsibility of the Budget Department 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 and approval of the Director of Finance and the Chief Financial Officer.

### Amendments

Request for appropriations of funds not previously budgeted will be processed as budget amendments as required by Florida Statutes, Chapter [F.S. 189.016](#). All budget amendments that increase the annual budget require the approval of the PSTA Board of Directors.

### General Fiscal / Budget Policies

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 in compliance with various State and Federal regulations. A balance between personnel and other classes of expenditures will also be achieved.

PSTA recognizes that its citizens deserve a commitment from PSTA to be fiscally responsible, and that a balanced operating budget is the cornerstone of fiscal responsibility. Annual operating expenses 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.

New programs, services, or facilities shall be based on general citizen demand or need.

PSTA shall prepare and implement a Capital Improvement Plan (CIP) that shall schedule the funding and construction of projects for a five-year period. The CIP shall balance the needs for improved public facilities, as identified in PSTA's comprehensive plan, within the fiscal capabilities and limitations for PSTA.

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).

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.

Budgets for all PSTA Divisions and all other PSTA expenses shall be under PSTA Board appropriation control.



## BUDGET POLICIES AND PROCESS

Preparation of PSTA's budget shall be in such a format as to allow correlation with the costs reported in PSTA's Annual Financial Statements.

### FISCAL POLICIES FOR INVESTMENTS AND DEBT

#### Investments

The PSTA investment policy is to invest public funds in a manner which will maximize safety, while still meeting the daily cash flow demand and earning a fair yield relative to the risk assumed. The investment policy conforms to all states statutes and local ordinances governing the investment of public funds. The objectives are safety of principal, liquidity to meet all operating requirements, which can be anticipated, and yield. This policy is required to be reviewed annually by the Board of Directors to consider changing economic, market and regulatory environments.

#### Debt

Currently PSTA has no debt issued. However, the PSTA debt policy is designed to guide the process to determine when and for which purpose incurring debt is a prudent financial strategy. In addition, it provides the guidance for issuing, managing and accounting for any debt prudently issued in the future. This policy is required to be revised annually by the Board of Directors to consider changing economic and regulatory environments.

### FISCAL POLICY FOR ANNUAL OPERATING REVENUE AND EXPENSES

#### Revenue

Revenue projections will be based on an analysis of historical trends and reasonable assumptions of future conditions.

Revenue estimates will be made on a reasonably conservative basis to ensure that estimates are realized.

The operating budget will be prepared based on 96.5% of the certified taxable value of the property tax roll.

PSTA will not use long-term debt to finance expenses required for operations.

The operating budget will be balanced using current year revenues to finance current year expenses. Net position reserves shall not normally be budgeted as a resource to support routine annual operating expenses. Net position reserves 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.

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 February of each year in conjunction with the setting of a tentative budget calendar.

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.

#### Requirements

Normal maintenance requirements necessary to sustain the basic asset value will be included in the budget of the proper operating fund.



## BUDGET POLICIES AND PROCESS

Contractual obligations and compensation plans for employees will be provided.

As early as practical in the budget process, the PSTA Board shall discuss with Administration, PSTA staffing for both current and planned years.

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.

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.

Along with all other required budget material submitted by Division Chiefs and Directors in March and April of each year, the Director of Risk Management shall prepare an estimate of amounts to be budgeted for workers' compensation, self-insured, and other related claims.

### Net Position

The net position will be maintained by using a conservative approach in estimating revenues and by ensuring that expenditures do not exceed appropriations.

Any anticipated deficit at year-end will be provided for in the current year's transfers from net position.

### 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 Chapter [F.S. 189.016](#).

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

PSTA uses an annual budget format in which the first year establishes the appropriated budget and is used for financial planning to assist with projecting a multi-year budget strategy. Enabling strategic as well as tactical thinking, the multi-year format 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 February each year when plans are set forth for next year's budget process. The Budget Department reviews areas of continuous improvement from the previous year's process. Objectives for the next year's process are designed, and plans are made to overcome any prior challenges.



## BUDGET POLICIES AND PROCESS

Multi-year projections are prepared. In addition, instructions and examples are reviewed, training classes are arranged, and the budget calendar dates are set. At the beginning of April, the tentative calendar is distributed to all divisions along with a reminder of the dates for the budget process.

### 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.

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

The staff of the Budget Department reviews the submitted requests with each of the divisions and their respective departments; changes to the requests are made at this time. Once all changes have been completed, the Chief Executive Officer reviews the final product. After the review, work sessions are scheduled with the divisions, Budget Department 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 proposed balanced budget is presented to the PSTA Board at a regularly scheduled Board meeting in June.

Leading up to the Board presentation in June, specific budget topics are presented and discussed each month starting in March. Topics include key budget assumptions, the capital improvement program, personnel assumptions, service adjustments, and other key topics as needed.

### The Review and Adoption Phase

Board and Planning 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 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 millage rate and the tentative budget.

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

The purpose of the final public hearing is to give the public a second opportunity to speak for or against the millage rate and budget. At this meeting, the PSTA Board adopts the final millage rate and budget. 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.



## BUDGET POLICIES AND PROCESS

### Amendments after Adoption

As provided in Florida Statute, [F.S. 189.016](#), once the budget is adopted it may be amended by the PSTA Board at any time within a fiscal year and 60 days following, in the following manner:

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.

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.

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.

Increased receipts for enterprise or proprietary fund 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 of the Board following a public hearing.





## BUDGET POLICIES AND PROCESS

### BUDGET PROCESS CALENDAR

February	Priority decisions are made on bus types and needs for the Capital Improvement Program.
March	Distribution of FY 2021 budget instruction package for personnel. Operating budget request meeting is held for Budget Calendar and Key Assumptions.
April	Divisions submit all operating budget requests for financial review. Second meeting held for Personnel Assumptions to be reviewed. Meetings with PSTA Chiefs and Directors begin for senior level discussion on operating budget requests.
May	Senior level discussion on operating budget requests. Meetings with the CEO, Chiefs, and Directors begin for senior level discussion on operating budget requests. Meeting to discuss Capital Improvement Plan Draft & Service Initiatives.
June	Receipt of Estimate of Taxable Values from the office of the Pinellas County Property Appraiser. First Draft of FY 2021 operating and capital budget and FY 2021 to FY 2025 capital improvement plan is submitted to Board of Directors.
July	Property Appraiser delivers certification of taxable value. Revision of Proposed Budget and recommendation of Proposed Millage. Board of Directors approves proposed millage rate per state statute.
August	PSTA advises the Property Appraiser of the proposed millage rate, the rolled back millage rate and date, time and place of a public hearing to consider the proposed millage rate and proposed budget. Planning Committee reviews second draft of proposed FY 2021 budget. Updated proposed FY 2021 operating and capital budget and FY 2021 to FY 2025 capital improvement plan is submitted to the Board of Directors.
September	First public hearing to be held on the proposed budget and millage rate. Final public hearing date, intent to adopt final millage rate and budget are advertised in the local newspaper. Final public hearing is held adopting resolutions for both the final millage rate and budget.
October	Beginning of FY 2021. Within thirty (30) days following adoption of final millage and budget resolution, PSTA must certify that it has complied with the provisions of Chapter 200, Florida Statutes, to the Ad Valorem Tax, Department of Revenue.





## BUDGET POLICIES AND PROCESS

### Local Government TRIM Timetable (State Guidelines)

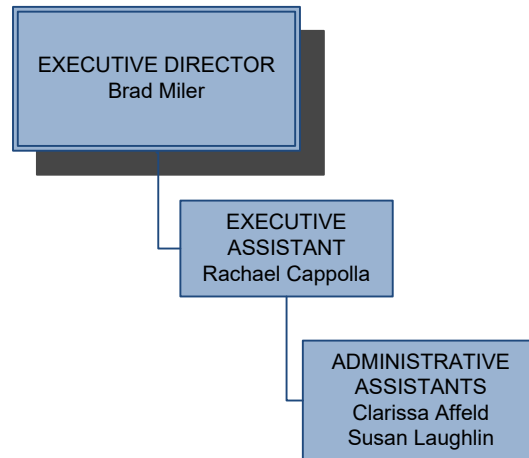
<u>Day #</u>	<u>"Typical" Date</u>	<u>Agency</u>	<u>Activity</u>
1	July 1 or Date of Certification, whichever is Later	Property Appraiser	Property Appraiser delivers certification of taxable value (DR-420) to taxing authority.
Within 15 Days	July 15	Taxing Authority	Budget Office submits tentative budget to taxing authority.
Within 35 days	August 4	Taxing Authority	Taxing authority advises Property Appraiser of proposed millage rate, and date, time and place of the 1 <sup>st</sup> public hearing to consider proposed millage rate and tentative budget.
55 days	August 24	Property Appraiser	Property Appraiser mails notice of proposed property taxes (DR-474, TRIM Notice).
Between 65/80 days after certification	September 3 – Sept 19 (Monday thru Friday after 5:00PM or Saturday)	Taxing Authority	1 <sup>st</sup> public hearing is held to adopt tentative millage rate and budget. This hearing cannot be held sooner than 10 days following the mailed TRIM notice.
Within 15 days after 1 <sup>st</sup> public hearing	Sept. 20 – October 4	Taxing Authority	Advertisement of final millage rate and budget and final public hearing schedule within 15 days after the tentative millage rate and budget are adopted.
Between 2-5 days after ads	Sept. 18 – October 3	Taxing Authority	Final millage rate and budget hearing. The final millage rate and budget 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 final adoption	Sept. 23 – October 11	Taxing Authority	Taxing authority certifies adopted millage to Property Appraiser, Tax Collector, and the Department of Revenue.
	Typically, After the Value Adjustment Board (VAB) hearings	Property Appraiser	Certify final tax roll to taxing authorities, form 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.



## EXECUTIVE DIVISION



## EXECUTIVE DIVISION OVERVIEW



### EXECUTIVE DIVISION


The Executive Division 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.
- 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 fiscal, environmental and socially sustainable public transit system by striving to provide services and facilities that customers want and need, prioritize customer satisfaction and to encourage the support development of our more than 600 employees. All these efforts must only be accomplished while ensuring financial accountability and stewardship of the system and improving our environmental footprint. In addition, the Executive Office is responsible for PSTA's records management, including public records requests and records retention, in accordance with Federal, State, and Local requirements.

## EXECUTIVE DIVISION OVERVIEW

### Current Key Initiatives

 <b>Customer oriented public transit services</b>	The focus this year will be additional community outreach and communications with a continued emphasis on customer service.
 <b>These steps are the basis for future visionary service design for an increase of public transit access</b>	The Authority's bus plan will be updated as needed to address and embrace changes within the community; making incremental progress towards the planned county-wide high frequency grid, and examination of a variety of new revenues and alternatives, always with a focus on strategic control.
 <b>Sustainable Capital Program</b>	Prioritizing bus replacements; using reserves to purchase buses; seeking future year partners to prioritize transit capital funding; and advocating for strong federal, state and local funding.
 <b>Customer Oriented Service Redesign</b>	Evaluation based on the Community Bus Plan to increase frequency and span to drive ridership, and use marketing campaigns for specific routes.
 <b>Incremental expansion</b>	Through seeking funding for such projects; support of pilot projects that fit within the community and PSTA plans; and leveraging partnerships with MPO/others.
 <b>Provide effective, financially viable public transportation that supports our community</b>	Through the development of revenue sources and implementing cost control measures, provide for a fiscally viable transportation system that supports both the capital and operating budgets.
 <b>Development of a strong governance model for effective Pinellas transportation services</b>	Through the Executive Committee assisting the Board in developing high-level policy consensus; strengthening of existing PSTA Board committees' roles in assisting the full Board; fully participating in collaborative transportation policy and priority setting with other federal, state and regional partners; and making policy decisions that will support community development, transportation and land use objectives.

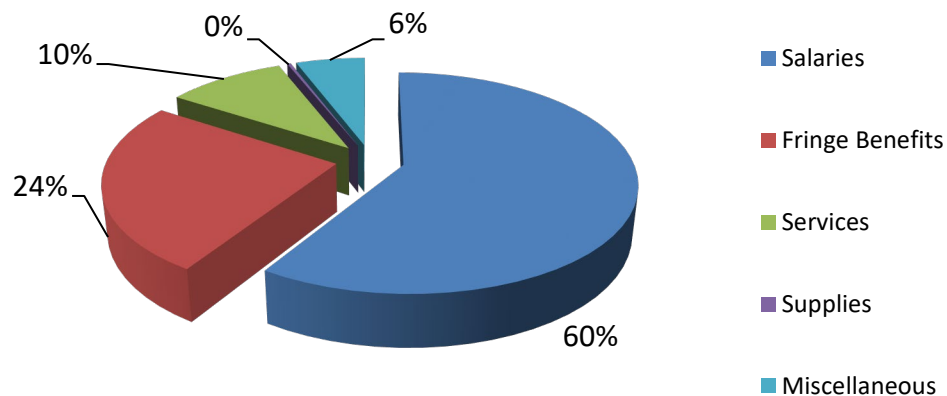


## EXECUTIVE DIVISION OVERVIEW

## EXECUTIVE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	375,655	\$ 312,330	\$ 321,011	\$ 360,410	12.27%
Fringe Benefits	118,848	119,545	110,670	153,550	38.75%
Services	(352)	-	25,000	60,000	140.00%
Supplies	3,966	1,800	1,100	1,800	63.64%
Miscellaneous	42,393	37,245	21,168	35,095	65.79%
<b>Total Operating Expenses</b>	<b>540,510</b>	<b>470,920</b>	<b>\$ 478,949</b>	<b>\$ 610,855</b>	<b>27.54%</b>

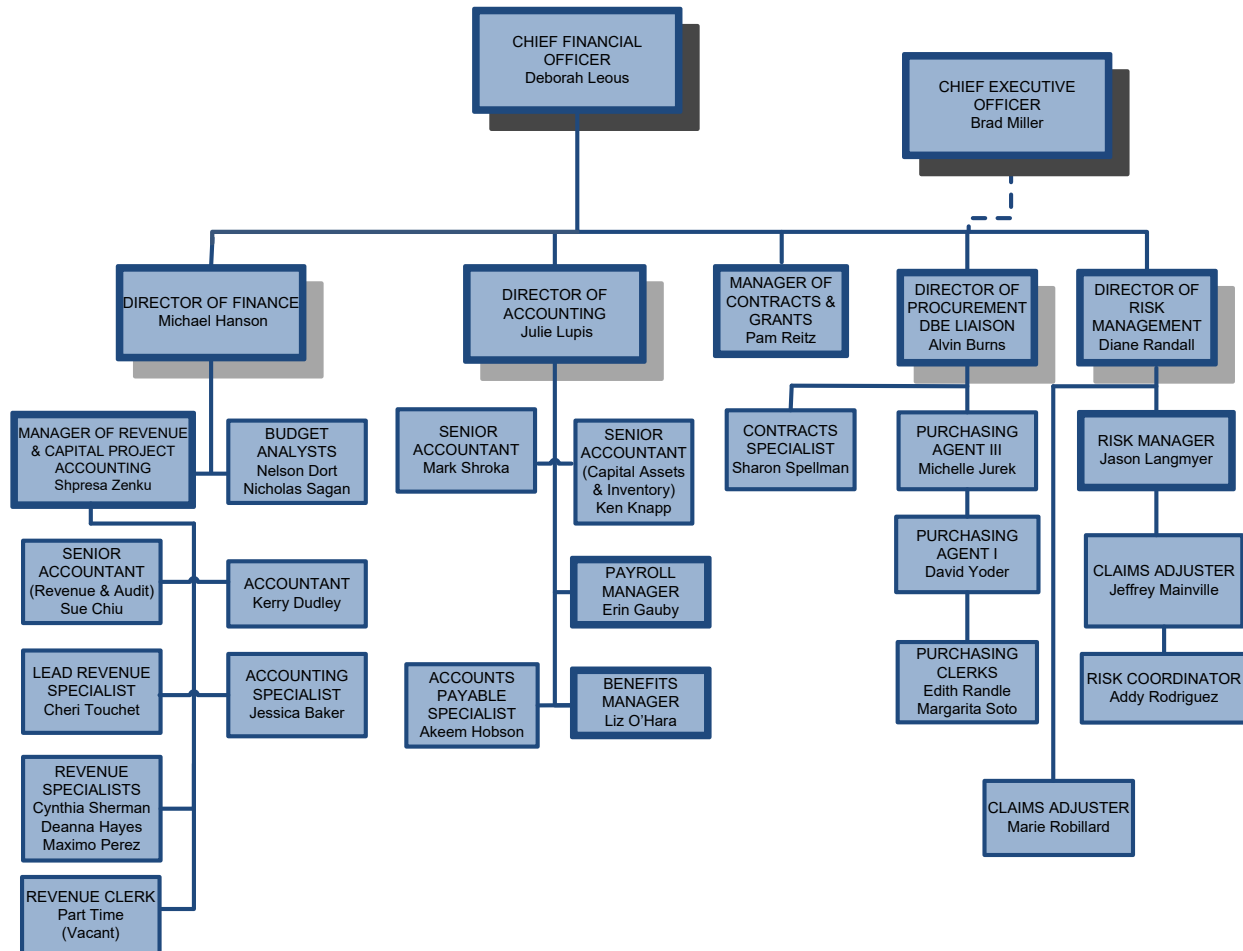
- Salaries and fringe benefits expenses increased due to transferring one (1) position from Finance.
- Services expense increased due to a consulting contact.
- Supplies increased due to an increase in computer supply expenses.
- Miscellaneous expense increased due to an increase in training and travel expenses.





## **FINANCE DIVISION**

## FINANCE DIVISION OVERVIEW



### FINANCE DIVISION

The Finance Division reports to the Chief Financial Officer. The Chief Financial Officer is responsible for the strategic financial plan of PSTA and the Division serves as the chief administrator and advisor on all financial matters, and is the primary source of financial information for the management of the Authority. The five (5) departments in the Finance Division are: Financial Planning and Analysis, Accounting, Procurement, Risk Management, and Grants Administration.

The Financial Planning and Analysis responsibilities include preparation of the Authority's annual budget and monitoring of expenditures against the adopted budget. They are also responsible for the preparation of long-range financial reports for budget planning. The Financial Planning and Analysis Department administers the treasury management function, including security of all revenue received, management of accounts receivable, management of fare media, placement and management of all investments, and supervision of the revenue center, as well as preparation of





## **FINANCE DIVISION OVERVIEW**

projected cash flows. In addition, the department assists in the preparation of the five-year capital plan; timely preparation of grant draw downs, monitoring and reporting on all capital projects.

The Accounting Department is responsible for the financial books and records of the Authority; the Payroll and Benefits functions; and reconciliation of all bank and investment accounts. In addition, the Accounting Department is responsible for the preparation of all financial reports including the audited Pinellas Suncoast Transit Authority's Comprehensive Annual Financial Report.

The Procurement Department is responsible for supporting the operations and capital improvements of PSTA by procuring materials, parts, supplies, equipment, fuel, utilities and services in accordance with PSTA Procurement Policies and Procedures, and appropriate grant requirements. The department maintains bidders' lists, vendor files, vendor directories and procurement contracts. In addition, the Department is responsible for the Disadvantaged Business Enterprise (DBE) program and reports directly to the Chief Executive Office regarding this function. The DBE Liaison Officer assists DBE's, MBE's, WBE's, and other small businesses to maximize opportunities in their participation in PSTA procurements and is responsible for DBE reporting.

The Risk Management Department coordinates and monitors the claims function for general liability, vehicle liability and property insurance













programs. This department 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 department is responsible for developing accident prevention and loss control methods and procedures. The Risk Management Department ensures that subrogation opportunities are fully developed and the recovery funds from PSTA's insurers have been received to reduce our liabilities with our self-insured program. 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 and vehicle liability claims.

The Grants and Contracts Department has the primary responsibility for applying for grants at the Federal, State and Local level; monitoring and reporting on all grant related activities; and for grant compliance with State and Federal Authorities. The department is responsible for all non-procurement contract files.



## FINANCE DIVISION OVERVIEW

### Current Key Initiatives

 <b>Annual Budget and Five-Year Program</b>	Timely development and completion of the annual budget and five-year operating and capital program.
 <b>Monitor and Evaluate Budgets</b>	Implement, monitor and analyze adopted budgets throughout the fiscal year.
 <b>Timely Reporting at all Levels of Organization</b>	Provide external customers such as PSTA's funding agencies and internal customers such as the PSTA Board, Chief Executive Officer, and Directors with accurate and timely financial and budget performance data, special reports on fiscal issues and assist in recommending appropriate action.
 <b>Accurate, Reliable Financial System Information</b>	Ensure that PSTA's financial system, policies and procedures produce financial information that is accurate, reliable and user friendly.
 <b>Timely General Ledger Reconciliation</b>	Process and account for all financial transactions through reconciliation of the general ledger accounts and assure such transactions are in accordance with Generally Accepted Accounting Principles.
 <b>Accurate Annual Financial Reporting</b>	Prepare interim, annual and comprehensive financial statements for PSTA, Federal, State and Local governmental and other funding agencies as required.
 <b>Risk Management Efficiency</b>	Ensure that Risk Management maintains continuous protection of PSTA assets through self-insurance or risk transfer via insurance policies. Emphasize more loss control and coordinate with corporate safety to decrease the frequency and severity of losses, and control and direct the Worker's Compensation Third Party Administrator, as well as the internal claim process.
 <b>Procurement Process Accountability</b>	Ensure the PSTA Procurement Department is fostering full and open competition in the business community, promoting integrity, public confidence and accountability of PSTA procurement and contracting system.
 <b>Procurement DBE Utilization</b>	The DBELO assists DBE's, MBE's, WBE's, and other small businesses to maximize opportunities in their participation in PSTA procurements and is responsible for DBE reporting.
 <b>Grant Management</b>	Submit grant applications, assure project management compliance with grantor rules, regulations and grant closeout requirements, and timely drawdown of funds.
 <b>Internal Controls</b>	Review internal controls, policies and procedures, overall revenue and fare media and make recommendations for improvements.
 <b>Employee Benefits</b>	Design and implement a competitive, cost effective, and comprehensive benefits program to promote wellness. Administer a retirement program through the State of Florida Retirement System (FRS) including a tax deferred compensation 457 plan (IRS codes).

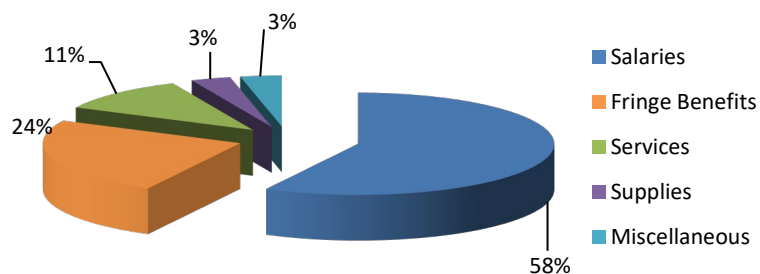


## FINANCE DIVISION OVERVIEW

## FINANCE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 1,717,384	\$ 1,954,500	\$ 1,808,695	\$ 1,925,800	6.47%
Fringe Benefits	676,784	822,409	773,731	819,432	5.91%
Services	300,901	329,500	272,605	369,540	35.56%
Supplies	41,526	109,550	111,750	108,750	-2.68%
Miscellaneous	87,266	125,040	67,100	113,276	68.82%
<b>Total Operating Expenses</b>	<b>\$ 2,823,861</b>	<b>\$ 3,340,999</b>	<b>\$ 3,033,881</b>	<b>\$ 3,336,798</b>	<b>9.98%</b>

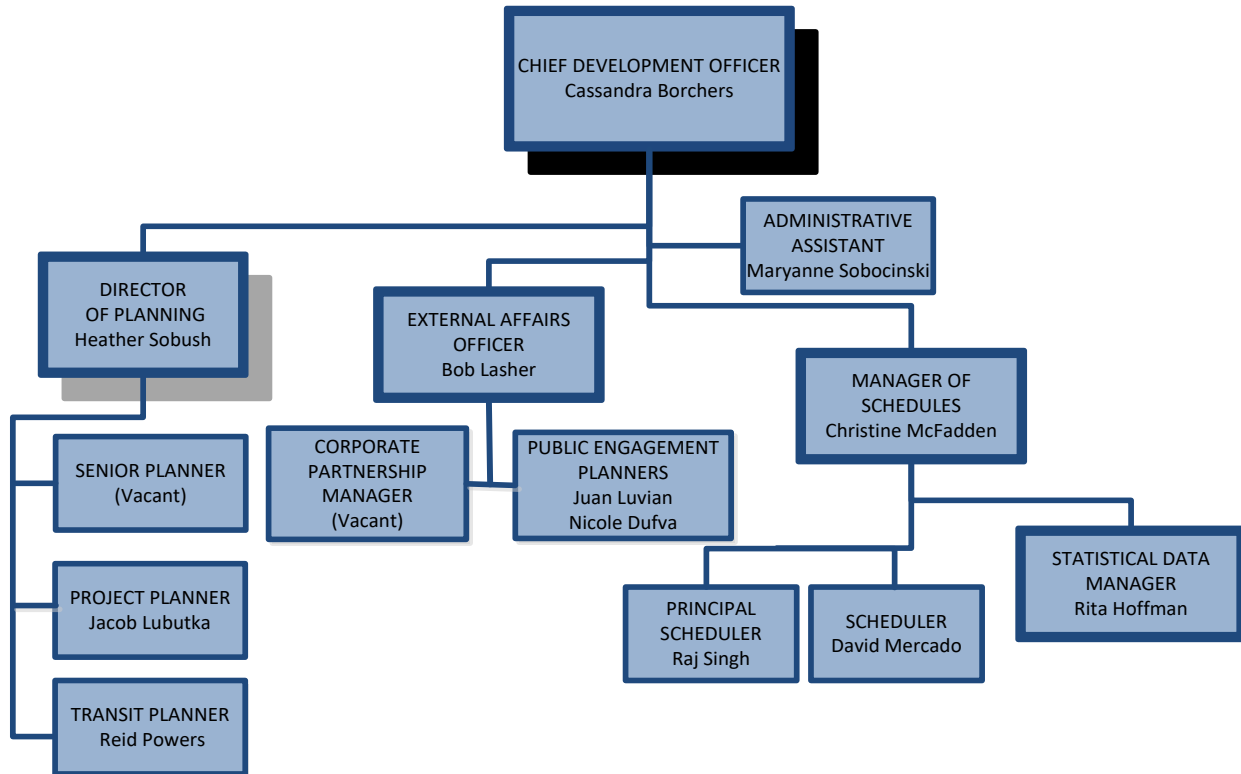
- Salaries and fringe benefits expenses are a net increase due to salary increases, vacancies being filled, an increase in health insurance premiums, and transferred one (1) position to the Executive Division.
- Services expense increased due to additional professional services.
- Supplies decreased due to a decrease in computer supply expenses.
- Miscellaneous expense increased following the FY 2020 COVID-19 ban on travel for training and an increase in banking fees expense related to the regional pass implementation.





## PLANNING DIVISION

## PLANNING DIVISION OVERVIEW



### PLANNING DIVISION

The Planning Division leads the development of strategic initiatives and key research projects related to the efficiency of current services, creation of new services, the Programming of capital facilities and development of mobility innovations. The Division leads service performance monitoring, ridership analysis and forecasting, feasibility studies, public engagement, partner coordination, and capital development plans and is responsible for:

- Routing and schedules.
- Strategic and long-range planning.
- Sustainability planning.
- Vision plans.
- Major capital investment studies.
- Data analytics and reporting.
- Grant applications and associated technical documents.
- Partnership development.
- Public outreach and engagement.
- Innovation research and development.
- Peer agency research.

The Planning Division works with all divisions of PSTA and various project stakeholders in the



## PLANNING DIVISION OVERVIEW

development of the PSTA Transit Vision, related policies, implementation strategies, and public engagement and funding opportunities. This is accomplished through:

- Close coordination with partner agencies on the integration of the PSTA Vision Plan into county and regional plans.
- Prioritization and programming of transit projects within agency and partner plans and work programs.
- Adherence to Board direction on the maintenance and improvement of service to our customers.
- Management of corridor studies, environmental analyses and engineering to incrementally include new facilities and rapid bus services in the PSTA system.
- Continued ongoing collaboration with transportation partners such as FDOT, FTA, Forward Pinellas (County MPO), HART, Pinellas County, and TBARTA as well as local municipalities.
- Creation of grant applications to federal, state, and local partner agencies and organizations.
- Monitoring of and engagement in industry innovation trends and new technology availability.
- Development of execution of schedule improvements and innovative mobility concepts within available resources.

In addition to spearheading the PSTA Vision Plan, the Planning Division prepares and develops key plans for the agency such as the 10-year Transit Development Plan and Annual Progress Reports, Sustainability Plan, Title VI Reports,

and participates in agency wide efforts such as the FTA Triennial Review. In addition, staff creates the transit element in the Long-Range Transportation Plan (LRTP) and Transportation Improvement Program in cooperation with Forward Pinellas (MPO). The Division is also the primary liaison to the cities and county on planning and visioning issues and new development proposals.

The Planning Division is responsible for coordinating plans and policy changes with the public and agency partners at the staff level including Forward Pinellas (MPO), FDOT, TBARTA, Pinellas County and the local municipalities of Pinellas County. Planning staff routinely represents PSTA at a multitude of ad hoc and regular committees including:

- PSTA Transit Riders Advisory Committee (TRAC)
- FDOT Community Traffic Safety Team.
- FDOT Regional Transportation information exchange (R/TIES).
- Forward Pinellas (MPO) Bicycle Pedestrian Advisory Committee (BPAC).
- Forward Pinellas (MPO) Citizens Advisory Committee (CAC).
- Forward Pinellas (MPO) Technical Coordinating Committee (TCC).
- Forward Pinellas (MPO) Planners Advisory Committee (PAC).
- TBARTA Transit Management Committee (TMC).
- Tampa Bay Transportation Management Area (TMA) Leadership Team.
- City of St. Petersburg Complete Streets and Bicycle and Pedestrian Committees.
- Tampa Bay Regional Planning Council (TBRPC) Regional Resiliency Coalition.

The Scheduling Department within the Planning Division creates and administers the Operations work schedules, route maps, and schedules, and



## PLANNING DIVISION OVERVIEW








also monitors route schedule on-time performance (OTP). This department also manages PSTA's bus stop amenity database and manages many aspects of the Real Time Bus Information (RTBI) System.

Statistical data management is housed within the Scheduling Department and includes collecting, recording, and reporting ridership and other non-financial operating information. In addition, this department completes statistical reports and surveys required by Federal, State and Local agencies, including reporting to the National Transit Database (NTD). This department also analyses and transmits data related to PSTA's participation in the American Bus Benchmarking Group (ABBG). Daily reports used by

administration for management and control are also completed by this department.

The Public Engagement Group within the Planning Division gathers stakeholder and public comments and suggestions for incorporation into the technical work and plans developed by the Division. Additionally, they seek creative and innovative ways to engage the public in a meaningful dialogue and present innovative concepts to the Division designed to solve rider issues and enhance public support. This group regularly participates with business organizations such as local chambers and civic organizations to ensure PSTA builds community relationships and transit is integrated into the community vision and plans.

### Current Key Initiatives

 <b>Internal Coordination</b>	Engage Union (Operators, Customer Service) in dialogue about service changes, improvements and enhancements (prior to and during public engagement).
 <b>Staff Engagement in Community</b>	Lead efforts to enhance participation of internal staff in community support events such as Great American Teach-In.
 <b>Community Engagement</b>	Continue open dialogue with the public and partners regarding PSTA service changes, improvements, and vision planning efforts.
 <b>Community Engagement</b>	Represent PSTA with key public leaders in the civic and business community.
 <b>Community Engagement</b>	Develop partnerships with businesses and institutions with large ridership populations through UPASS and CPASS.
 <b>Community Engagement</b>	Inform and support businesses and residents along major capital investment corridors before, during and after construction of new services, such as the SunRunner BRT, through engagement and business assistance programs.
 <b>Inter-Governmental Coordination</b>	Ensure the prioritization of major transit projects and integration of premium transit amenities/facilities/services in roadway projects such as ITS, shoulder running buses, BRT features like bypass



## PLANNING DIVISION OVERVIEW

	lanes and premium stops/stations, and maximizing future opportunities.
 <b>Inter-Governmental Coordination</b>	Support the development of market-driven transit oriented development policies and plans that enhance the livability and accessibility of major capital investment corridors including a robust public engagement program.
 <b>Policy Development</b>	Develop and expand key community initiatives for policy changes and funding partnerships, including legislative agenda development.
 <b>Inter-Governmental Coordination</b>	Facilitate coordination and information sharing among agency partners with creation of communication channels, such as the Pinellas County eGIS Users Group technology throughout the PSTA system including regional coordination.
 <b>Inter-Governmental Partnerships</b>	Create financially beneficial partnerships that allow for the cost-sharing of new projects either through funding matches or in-kind cost-sharing. Includes governmental partnership for special service such as Spring Break Park and Ride and trolley services. Also includes shelter match partnerships.
 <b>Policy Development</b>	Review and revise the PSTA fare policy to coordinate with initiatives such as the Regional Fare Collection Project.
 <b>Coordinate with Partner Agency Projects</b>	Participate and provide guidance to a variety of FDOT, TBARTA and MPO led projects such as the Long-Range Transportation Plan, BRT in Express Lanes (TBNext), Regional Rapid Transit Project, Westshore Intermodal Center, FDOT Bus on Shoulders Pilot Project, complete streets, corridor studies, pedestrian studies, and safety studies.
 <b>Passenger Amenity Programs</b>	Pre-construction planning and development of ongoing capital projects including placement and cost-sharing of passenger amenities (benches, shelters, park and ride locations, rest rooms, etc.) as coordinated with local communities.
 <b>Grant Development</b>	Coordinate development of grant applications with other divisions.
 <b>Grant Development</b>	Manage requests for Service Development, Urban Corridor, and Innovation & Service Development grant funding with FDOT.
 <b>Sustainable Capital Program</b>	Develop a sustainable capital plan in coordination with other departments.
 <b>Sustainability Plan</b>	Coordinate with other departments on the development of a sustainability plan and process for identifying and developing sustainable initiatives throughout the agency.

## PLANNING DIVISION OVERVIEW

 <b>System Monitoring</b>	Develop performance measures and evaluate existing and new services, including purchased transportation.
 <b>System Monitoring</b>	Participate in the American Bus Benchmarking Group.
 <b>System Redesign</b>	Develop systematic route restructuring to streamline and improve performance/budget adherence. Contract and restore services in response to ridership demand and intergovernmental guidelines regarding current events.
 <b>Expand Services</b>	Develop incremental expansion plans that can be ready to be implemented as new funding becomes available or through service efficiencies such as the extension and expansion of Regional Services to Tampa International Airport and Downtown Tampa.
 <b>Capital Project Development</b>	Advance capital investments that improve operations such as the I-275 Bus on Shoulder (BOS) lanes, SunRunner Bus Rapid Transit, 34 <sup>th</sup> St S Business Access and Transit (BAT) lanes.
 <b>Capital Project Development</b>	Advance development of the City of Clearwater Intermodal Facility including coordination with city staff.
 <b>Innovate New Services: First Mile/Last Mile</b>	Develop new concepts for service delivery through partnerships with Transportation Network Companies (TNCs) such as UBER and LYFT; improve first mile/last mile and other innovative service projects that complement fixed routes service and improve the rider experience such as TD Direct Connect and Essential Worker Program.
 <b>Innovate New Services: Autonomous Vehicles</b>	Monitor the advancement of, and develop pilot projects using, new technologies such as autonomous vehicles.
 <b>Innovate New Services: Riding Enhancement Technology</b>	Develop creative technology solutions to address regional connectivity, such as Flamingo Fares, and app integration with trip planning and real time software such as Transit App.

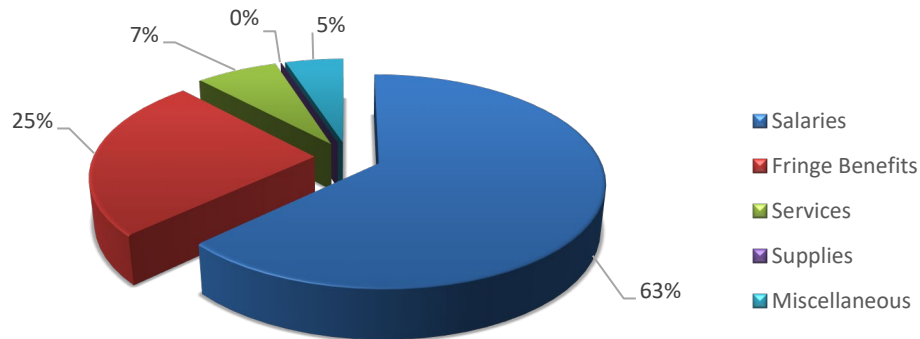


## PLANNING DIVISION OVERVIEW

### PLANNING DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 798,491	\$ 908,762	\$ 837,990	\$ 939,580	12.12%
Fringe Benefits	298,788	354,849	323,700	393,046	21.42%
Services	56,873	70,000	60,800	102,500	68.59%
Supplies	5,450	5,040	5,970	6,000	0.50%
Miscellaneous	56,327	70,065	38,800	79,795	105.66%
<b>Total Operating Expenses</b>	<b>\$ 1,215,929</b>	<b>\$ 1,408,716</b>	<b>\$ 1,267,260</b>	<b>\$ 1,520,921</b>	<b>20.02%</b>

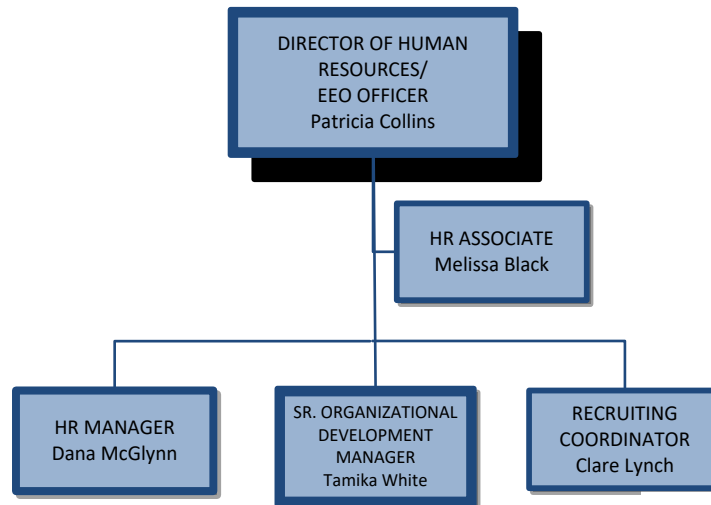
- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense increase due to additional planning consultants' contracts.
- Supplies expense increased due to an increase in printing supply expenses.
- Miscellaneous expense increased due to a projected increase in dues and travel expenses.





# HUMAN RESOURCES DIVISION

## HUMAN RESOURCES DIVISION OVERVIEW



### HUMAN RESOURCES DIVISION

The Human Resources Division is responsible for supporting the organization's workforce needs through our commitment to drive employee engagement, enhance performance management, increase leadership development, and strengthen organizational success. This is accomplished through the following:

- Promote an organizational culture aligned with PSTA's Guiding Principles centered on communication, diversity, customer-focus, innovation, and professional development.
- Fulfill PSTA's workforce needs through innovative talent acquisition, talent development, and compensation strategies.
- Direct PSTA University's array of innovative, diverse learning programs to create, promote, and foster high performing teams, and individual and organizational effectiveness.
- Promote employee performance and organizational goals through the management of






PSTA's Performance Counts balanced scorecard and PSTA's employee performance management system.

- Partner with senior leaders, managers, and front-line employees on employee relations issues, career counseling, organizational development, and other workforce solutions.
- Develop and implement internal policies that enhance organizational effectiveness. Ensure compliance with all applicable regulations and policies, including the Authority's Drug and Alcohol Program.
- Ensure equal opportunity, without discrimination, for all employment actions through a robust Equal Employment Opportunity Program (EEO). Uphold and promote PSTA Affirmative Action and EEO policies and practices.



## HUMAN RESOURCES DIVISION OVERVIEW

### Current Key Initiatives

 <b>PSTA University</b>	Implement a robust Learning Management System (LMS) to provide quality, cost-effective training in a virtual environment.
 <b>Talent Acquisition</b>	Prepare the future-ready workforce via increased youth outreach efforts, to create awareness of transit industry careers and apprenticeship/internship/on-the-job training.
 <b>Compensation</b>	Update PSTA's strategic compensation philosophy, and maintain a sustainable and competitive compensation strategy.
 <b>Knowledge Management</b>	Develop and execute methods to capture, share, and retain institutional knowledge to enhance current work performance and prepare for future workforce changes.
 <b>Technology</b>	Implement new technologies to enhance employee communications, records and workflow management, and leave administration.



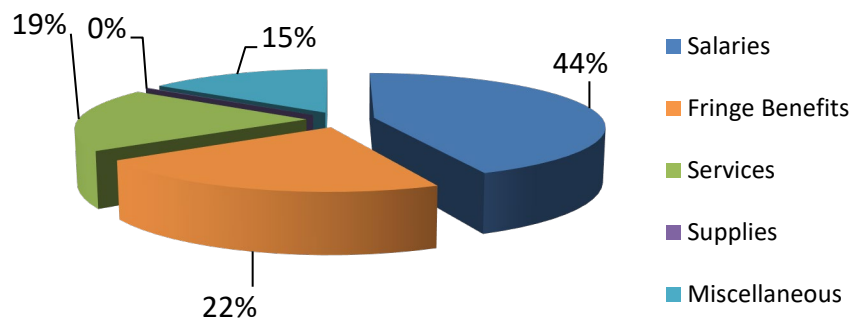


## HUMAN RESOURCES DIVISION OVERVIEW

### HUMAN RESOURCES DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 288,087	\$ 311,320	\$ 313,250	\$ 359,040	14.62%
Fringe Benefits	128,284	179,981	147,930	182,711	23.51%
Services	102,513	169,000	107,000	158,000	47.66%
Supplies	1,799	800	2,040	1,040	-49.02%
Miscellaneous	95,794	125,135	95,987	124,669	29.88%
<b>Total Operating Expenses</b>	<b>\$ 616,477</b>	<b>\$ 786,236</b>	<b>\$ 666,207</b>	<b>\$ 825,460</b>	<b>23.90%</b>

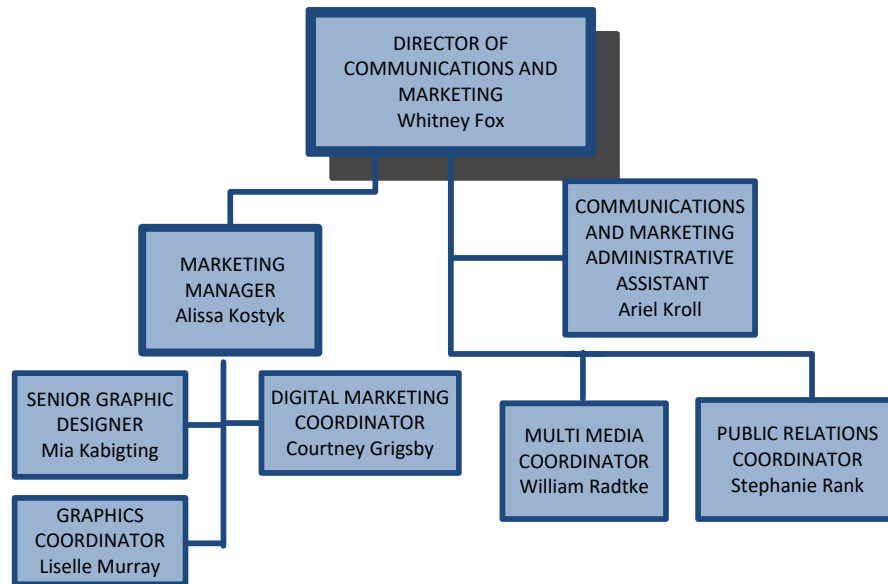
- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense increased due to recruiting services expense increase.
- Supplies decreased due to a decrease in computer supply expenses.
- Miscellaneous expense increased due to increases in travel, training, medical exams, new employee investigations, drug testing expenses and workforce engagement functions.





# MARKETING DIVISION

## MARKETING DIVISION OVERVIEW



### MARKETING DIVISION

The Marketing Division 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, community leaders, and PSTA employees.





The Marketing Division oversees such programs as:

- The development and implementation of advertising, public relations, communications, and marketing activities.
- The development and maintenance of relationships with regional, national and international news and trade media organizations as well as strategic messaging and story pitches based on previous articles written and beats covered.
- The preparation and organization of media tours, press events, briefings, and press releases.
- The development and management of PSTA's website and social media including Facebook, Twitter and Instagram.
- Graphic development and production of timetables, interior and exterior bus posters banners, signs, brochures, etc.
- Production and distribution of photos and video.
- Management of agreements with outside vendors for the revenue generating bus and trolley advertisements, as well as bus shelter advertising.
- Management of community event service partnerships.



## MARKETING DIVISION OVERVIEW

### Current Key Initiatives

 <b>Customer Oriented Service</b>	Personalizing the transit experience for the public by identifying riders who can help connect and share their stories.
 <b>Communication</b>	Continually seeking out new ways to communicate effectively with riders, taxpayers, and the community.
 <b>Customer Oriented Service</b>	Working with local communities, businesses, and special event planners to identify opportunities for cross-promotion.
 <b>Customer Oriented Public Transit</b>	Continual review of <a href="https://psta.net">psta.net</a> to focus on content delivery and ease of use.

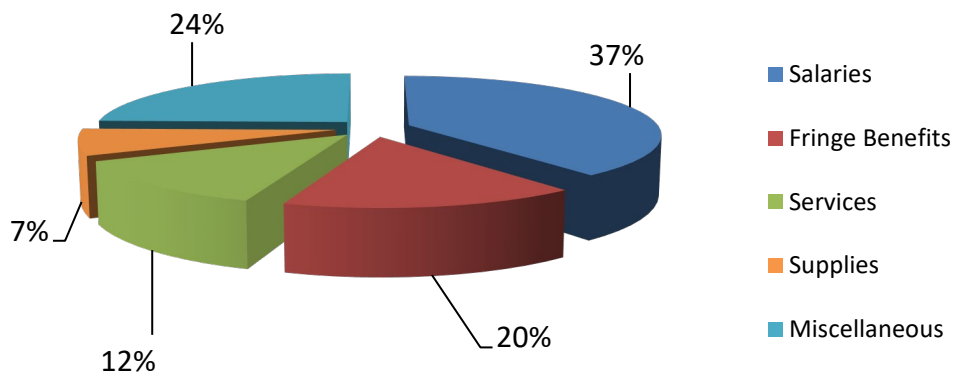


## MARKETING DIVISION OVERVIEW

### MARKETING DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 372,962	\$ 460,838	\$ 439,427	\$ 455,600	3.68%
Fringe Benefits	136,068	186,150	172,410	185,830	7.78%
Services	-	-	97,500	150,000	53.85%
Supplies	83,903	94,100	71,090	84,100	18.30%
Miscellaneous	216,530	411,290	298,923	286,208	-4.25%
<b>Total Operating Expenses</b>	<b>\$ 809,463</b>	<b>\$ 1,152,378</b>	<b>\$ 1,079,350</b>	<b>\$ 1,161,738</b>	<b>7.63%</b>

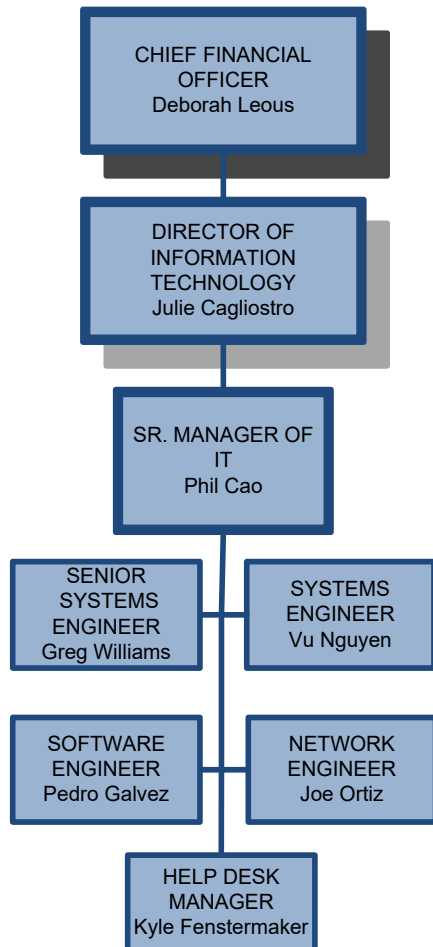
- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums.
- Services expense increased due to market consultants contract increases.
- Supplies expense increased due to increase in specialty supply expenses.
- Miscellaneous expense decreased due to an increase in schedules & system maps supplies.





# **INFORMATION TECHNOLOGY DIVISION**

## INFORMATION TECHNOLOGY DIVISION OVERVIEW



### INFORMATION TECHNOLOGY DIVISION

The Information Technology (IT) Division leads, researches, purchases, and manages all Authority technology through recommendations and participation of the divisions. Technology decisions are reviewed and approved based on the strategic direction of the Authority leadership and guiding principles. The IT Division has developed partnerships with other agencies in the sharing of technology knowledge to develop and facilitate technology programs and projects. The division 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 division is responsible for the phone system, all software systems, workstations, fax machines, projection systems, database management, server environment, data protection and security, website assistance, Wi-Fi systems, security camera and card key system software, cell phone plans, printers, Boardroom technology, and Real-Time Bus Information (RTBI) system. The division also manages all telephony contracts and agreements. The telephony costs are annually budgeted and managed by the division.

This is accomplished through:











- Researching innovative and tested technology opportunities. Participation in the annual Program of Projects and budget process.
- Participation in the ITS County Committee and other organizations.
- Working closely with all levels of the organization.
- Working with project stakeholders.

The Information Technology Division's Director is responsible for the development and managing of the Authority's technology direction and Information Technology assets. The Director leads the staff 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, voice and video recordings, and backup and disaster recovery systems.








## INFORMATION TECHNOLOGY DIVISION OVERVIEW

### Current Key Initiatives

 <b>Visionary Technology &amp; Cost Control</b>	<p>Improve current Wi-Fi technology to facilitate timely and cost-effective communication for PSTA riders, staff and bus communication systems.</p>
 <b>Support Data Driven Approaches</b>	<p>Replace on-premise servers and implement Business Intelligence tools.</p>
 <b>Provide Mobility Solutions</b>	<p>Develop solutions to provide a complete mobility platform that supports both on-demand and fixed route services.</p>
 <b>Provide Access to Records</b>	<p>Develop solutions to ensure secure, protected and timely access to public records.</p>
 <b>Support New Revenue Sources</b>	<p>Develop flexible and secure environments to support APOS, Flamingo Fares and other mobile payment solutions.</p>
 <b>Build an increasingly mobile workforce</b>	<p>Maintain Microsoft 365 for Government and leverage the cloud to deliver secure mobile productivity solutions to the PSTA workforce.</p>
 <b>Improvement For Internal and External Customers</b>	<p>Continue to improve communication between the customer and PSTA by providing support and on-going upgrades to transit apps, texting applications, interactive voice response (IVR) systems, and other customer oriented real time bus communication systems.</p>
 <b>Scheduling Optimizers</b>	<p>Upgrade Hastus (GIRO) to produce flexible, efficient and cost saving crew and vehicle schedules that are easily adaptable to route expansion and schedule changes.</p>
 <b>Passenger Safety Programs</b>	<p>Keep customers safe and secure by maintaining CleverCAD, on-board video surveillance, and other technology focused bus safety and security measures.</p>
 <b>Inter-Governmental Coordination</b>	<p>Provide technical guidance and share information with agency partners in the areas of telecommunications and wireless technology solutions with a focus</p>

## INFORMATION TECHNOLOGY DIVISION OVERVIEW

	toward developing integrated transit intelligence systems.
 <b>Committed To Sustainability Technology</b>	Provide a systems framework built with resilience that safeguards the interests of its key PSTA stakeholders, ridership and the bus community at large.
    <b>Provide Technical Guidance</b>	Provide technical oversight to the Sun-Runner BRT project construction team during the building and implementation of the state-of-the-art fare collection, retail network, passenger information, video surveillance and Transit Signal Priority systems.





## INFORMATION TECHNOLOGY DIVISION OVERVIEW

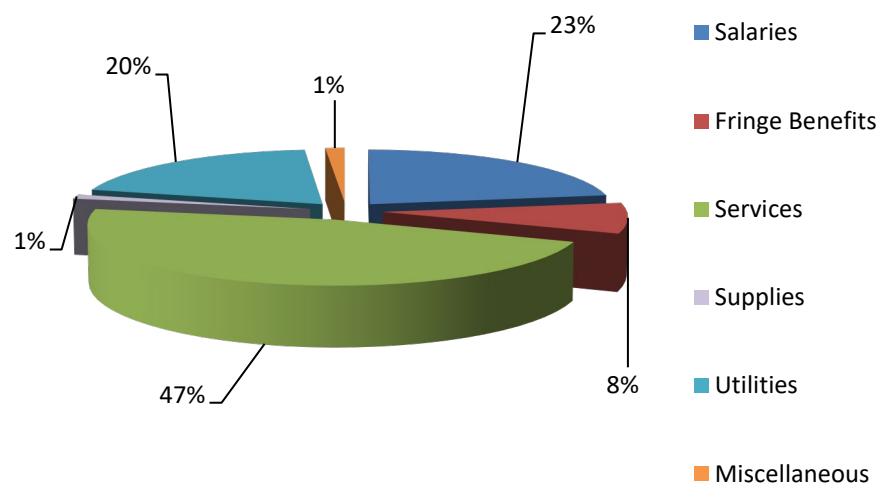
### INFORMATION TECHNOLOGY DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 465,558	\$ 539,510	\$ 505,490	\$ 559,840	10.75%
Fringe Benefits	159,384	189,810	188,450	204,602	8.57%
Services	968,872	1,153,510	1,060,010	1,170,110	10.39%
Supplies	15,718	25,500	25,500	29,500	15.69%
Utilities	358,617	526,800	404,053	486,836	20.49%
Miscellaneous	29,797	35,480	35,680	34,150	-4.29%
<b>Total Operating Expenses</b>	<b>\$ 1,997,946</b>	<b>\$ 2,470,610</b>	<b>\$ 2,219,183</b>	<b>\$ 2,485,038</b>	<b>11.98%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense increased due to increases in computer hardware and software services.
- Supplies expense increased due to an increase in office supply expenses.
- Utilities expense increased due to increases in telecommunication services.



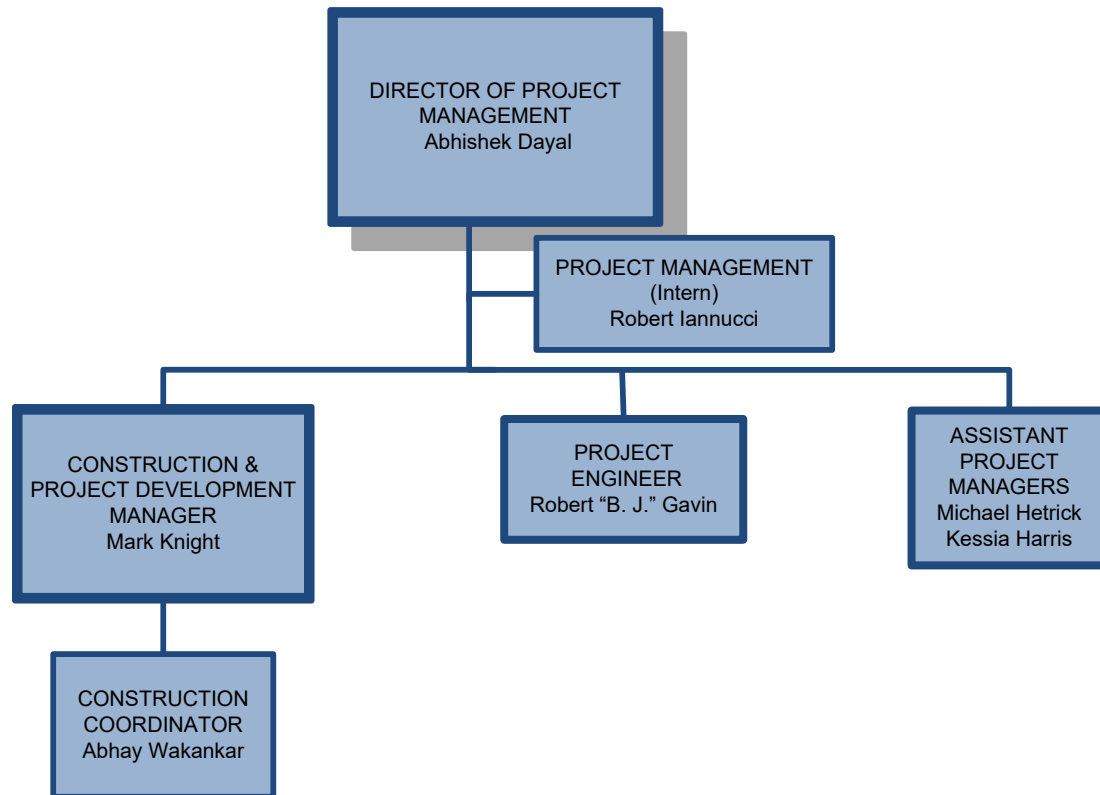
## INFORMATION TECHNOLOGY DIVISION OVERVIEW





# **PROJECT MANAGEMENT DIVISION**

## PROJECT MANAGEMENT DIVISION OVERVIEW



### PROJECT MANAGEMENT DIVISION

The Project Management Division is responsible for PSTA's overall project management function including the active management of implementing all of the agency's innovative public transit initiatives. The Division manages a diverse portfolio of capital and technology projects from original concept through final implementation and is responsible for the following:







- Establish a prioritization process in coordination with business stakeholders for project implementation.

- Oversee all design and construction activities for major capital infrastructure projects.
- Coordinate activities and tasks among other internal departments, and external organizations as needed to meet project goals and ensure project completion is on schedule.
- Ensure appropriate communications with all internal and external stakeholders regarding impacts to scope, status, budget, risk, and resources of the work effort being managed.
- Manage high priority agency projects such as the SunRunner Bus Rapid Transit project.



## PROJECT MANAGEMENT DIVISION OVERVIEW

### Current Key Initiatives

 <b>Capital Expansion</b>	Advance the SunRunner BRT project through FTA's Capital Investment Grant (CIG) program by completing construction.
 <b>Capital Expansion</b>	Initiate design and construction of the Downtown Clearwater Intermodal Terminal.
 <b>Capital Expansion</b>	Initiate design and installation of fiber to PSTA headquarters for supporting various ITS initiatives.
 <b>Customer Amenities</b>	Manage other technology initiatives for the agency in coordination with other departments.
 <b>Customer Amenities</b>	Complete the installation of ADA landing pads and bus shelters.
 <b>Customer Amenities</b>	Complete design and construction of transit facilities including bus bays and pull-outs.



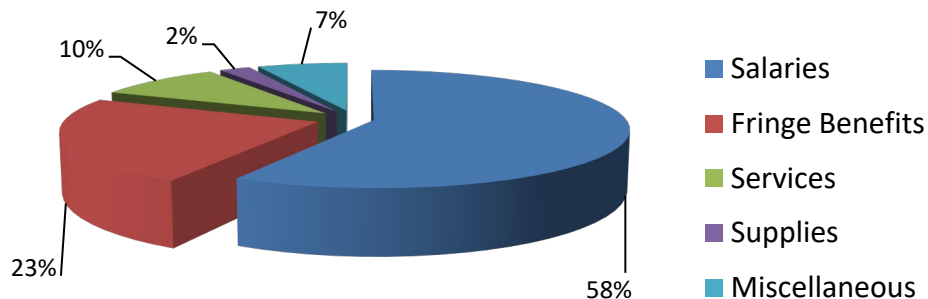
## PROJECT MANAGEMENT DIVISION OVERVIEW



**PROJECT MANAGEMENT DIVISION OVERVIEW****PROJECT MANAGEMENT DIVISION BUDGET**

<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 145,598	\$ 226,051	\$ 203,960	\$ 214,760	5.30%
Fringe Benefits	76,351	121,866	108,340	87,451	-19.28%
Services	16,777	62,400	25,000	35,000	40.00%
Supplies	2,969	10,000	4,050	8,500	109.88%
Miscellaneous	11,917	21,110	13,260	24,872	87.57%
<b>Total Operating Expenses</b>	<b>\$ 253,612</b>	<b>\$ 441,427</b>	<b>\$ 354,610</b>	<b>\$ 370,583</b>	<b>4.50%</b>

- Salaries expenses increased due to salary increases and all positions filled.
- Fringe Benefits expense decreased due to more fringe benefits being charged to the force account.
- Services expense increased due to professional and technical service increases.
- Supplies expense increased due to a one-time purchase of small equipment.
- Miscellaneous expense increased due to an increase in training and travel.

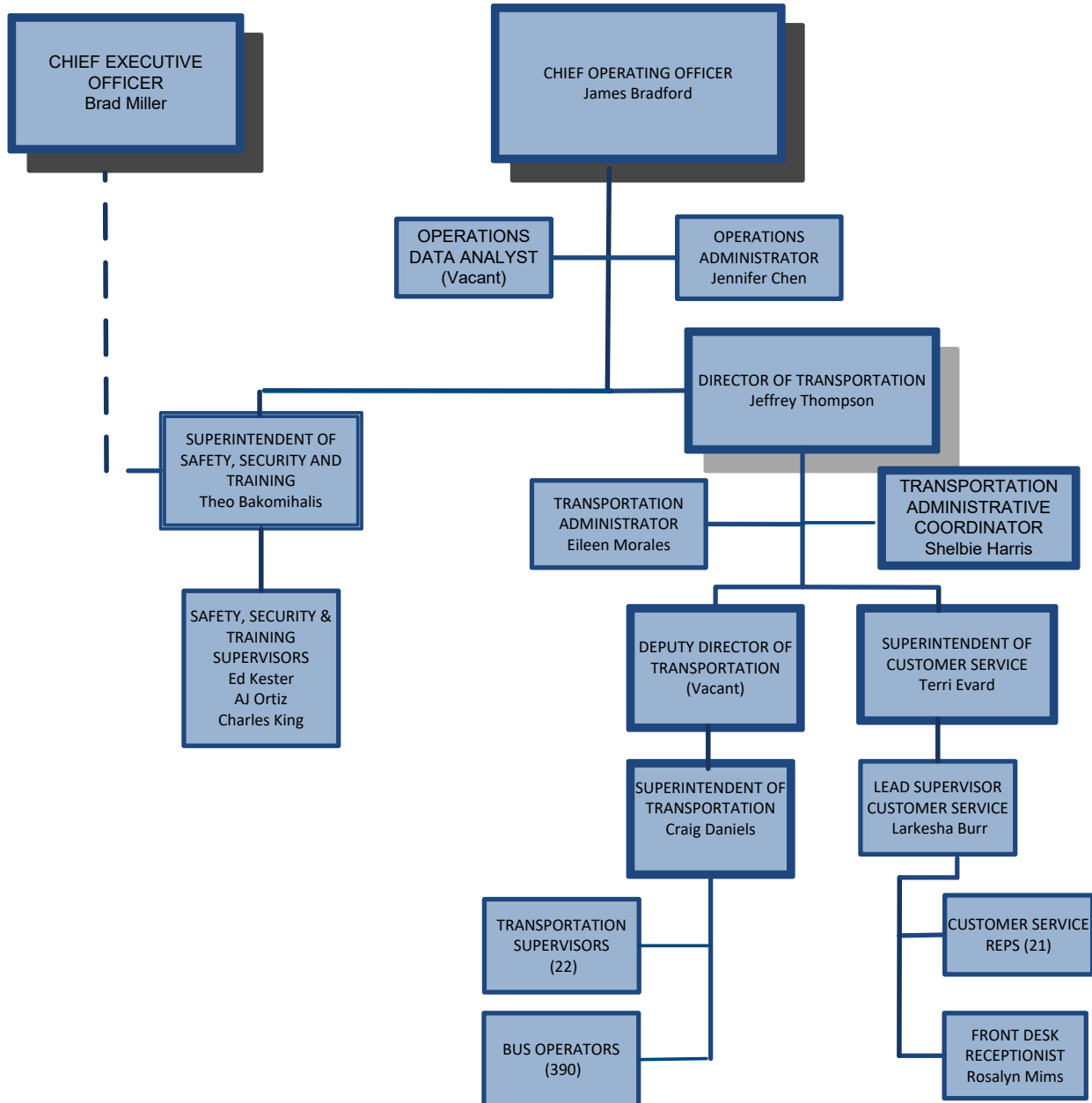




# TRANSPORTATION DIVISION



## TRANSPORTATION DIVISION OVERVIEW





## TRANSPORTATION DIVISION OVERVIEW

### TRANSPORTATION DIVISION

The Transportation Division is made up of three (3) departments: Bus Operations, Customer Service, and Safety, Security, and Training (or SST).

This division is responsible for the core of PSTA's Mission statement which is to safely carry people to places.

Customers are the number one (#1) focus of this division and the safe, effective, efficient and reliable transport of customers and operation of routes serve as this division's primary goals and objectives.

### BUS OPERATIONS

The Bus Operations department employs the largest group of men and women at PSTA. Every day, over one hundred and eighty (180) buses pull out from PSTA's bus garage in-route to servicing over forty (40) different fixed routes around Pinellas County and across the Bay.

The Bus Operations department contains three hundred and ninety (390) bus operators who work seven (7) days a week and three hundred sixty five (365) days a year. All bus operators are CDL, air-brake endorsed licensed drivers with over four hundred (400) hours of behind-the-wheel and classroom training time before entering into fixed-route, revenue bus service.

Operators are trained in safety techniques, defensive driving, fare administration, customer service, incident management, security protocols, and are cross trained to drive every route offered within the PSTA fixed-route service system.

The Bus Operations department also employs over twenty-two (22) transportation supervisors and managers who administer over PSTA's daily fixed-route service offerings.

Supervisors work in several capacities, including behind the dispatch window to ensure proper operator check-in and to oversee the daily administration of work amongst the bus operators. Supervisors also operate inside a radio control center (or RCC) via a north county radio control channel and a south county radio control channel monitoring real-time bus traffic and on-time-performance for PSTA buses on roads all across the county.

Further back in the offices, other Supervisors are responsible for administering the day-to-day scheduling functions of work distribution ensuring the adherence to work rules found in the labor agreement which includes timekeeping functions, special pay provisions oversight, as well as to preside over bus operator work shift and vacation bids.

Supervisors working in scheduling also ensure that all daily or weekly open work is filled, while being mindful and compliant with driver rest rules and overtime regulations among other administrative duties per contractual work rules and scheduling obligations.

Lastly, there are Supervisors who work road shifts traversing county roads in PSTA marked vehicles surveilling PSTA's bus routes and rendering aide or support to bus operators in the event of sudden detours, vehicle collisions, mechanical issues, customer disputes, among other incidents which may occur while operators are in service.

### CUSTOMER SERVICE

The Customer Service department is among the first employees within PSTA to interact with customers – giving out scheduling and fare information, recording comments/complaints/and commendations, while also processing on-demand ride information, selling fare cards, and generally keeping riders updated with the latest PSTA news and information.



## **TRANSPORTATION DIVISION OVERVIEW**

The Customer Service department is made up of twenty one (21) customer service representatives (or CSRs) and are stationed across four (4) customer service centers (Park Street Terminal in Clearwater, Williams Park Booth and Grand Central Terminal in Saint Petersburg, and the aptly named Pinellas Park Terminal). Additionally, CSRs are stationed within PSTA headquarters in the CSR Phone Room.

The Customer Service department logs over one thousand two hundred (1,200) customer interactions each day by way of phone calls, chat/text conversations, social media, and service updates via Twitter. Customer Service will be expanding their duties this year as they will be administering PSTA's mobility-on-demand ride scheduling program seven (7) days a week.

### **SAFETY, SECURITY, AND TRAINING (SST)**

The Safety, Security and Training department (or SST) is responsible for maintaining the driver pool which in turn keeps the buses and fixed-route service going without interruption. SST trains over sixty-five (65) new operators each year on the safe and proper operation of PSTA's fleet of buses which operates across forty (40) different fixed routes. SST also retrain over five hundred (500) combined operators, supervisory, and management personnel on updated safety and security procedures or protocols.









SST is made up of four (4) safety and security professionals who are certified in FL third (3<sup>rd</sup>) party CDL testing, TSI training techniques, among other certifications this team uses to instruct, secure, and ensure the safety and wellbeing of PSTA employees. The SST team upholds Florida's DOT 14-90 rule which regulates equipment and operational safety compliance.

Day-to-day, SST oversees PSTA's security contractor at each of its terminals while also regularly reviewing surveillance footage from buses and PSTA buildings. This in turn leads to the management of incidents and safety and security related events to include proper record keeping.

Lastly, SST is also responsible for the management and response of on-the-scene incidents, accidents, or other collisions, as well as for the regular review and audit of all PSTA routes and other related transit procedures to insure complete state and federal compliance for safety and security measures.

## TRANSPORTATION DIVISION OVERVIEW

### Current Key Initiatives – *Transportation Department*

 <b>Service Improvements</b>	Implementing service and route changes to better accommodate ridership demands and customer needs.
 <b>Smart Card Fare Solutions</b>	Easy boarding solutions are on the way with PSTA's new Flamingo smart card fare system.
 <b>Customer Amenities</b>	Customers will enjoy free Wi-Fi aboard PSTA's air conditioned buses en route to making their essential trips.
 <b>Customer Amenities</b>	Implementing upgraded software programs to improve tracking, monitoring, and the administration of PSTA's daily operations.
 <b>Human Services Support</b>	As the CTC Coordinator, continuing to provide support to over twenty human service agencies' needs for transportation services.
 <b>Workforce Engagement</b>	Continue collaborating with the SEIU Union and bargaining employees to positively effect change, optimize working conditions, and improve overall performance and morale.
 <b>Service Reliability</b>	Keep adjusting service, three times each year, in order to improve on-time performance and re-align routes with rider demand.
 <b>Safety &amp; Security</b>	Safety and security shall remain paramount in everything we do. PSTA will continue to train employees (new and veterans alike) while making smart upgrades to security measures to PSTA vehicles and centers.





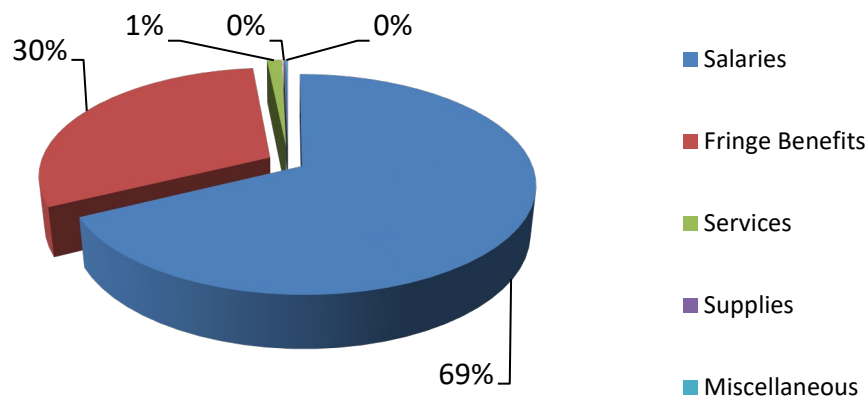


## TRANSPORTATION DIVISION OVERVIEW

### TRANSPORTATION DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 24,384,721	\$ 25,850,060	\$ 24,513,330	\$ 26,046,150	6.25%
Fringe Benefits	9,777,023	11,041,983	10,714,787	11,797,112	10.10%
Services	202,326	305,500	305,000	484,360	58.81%
Supplies	37,638	42,680	41,380	73,062	76.56%
Miscellaneous	52,095	59,600	49,000	60,884	24.25%
<b>Total Operating Expenses</b>	<b>\$ 34,453,803</b>	<b>\$ 37,299,823</b>	<b>\$ 35,623,497</b>	<b>\$ 38,461,568</b>	<b>7.97%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums.
- Services expense increased primarily due to an increase in security services.
- Supplies expense increased due to training, safety, printing and OSHA compliance supplies increasing.
- Miscellaneous expense increased due to increases in training expenses.

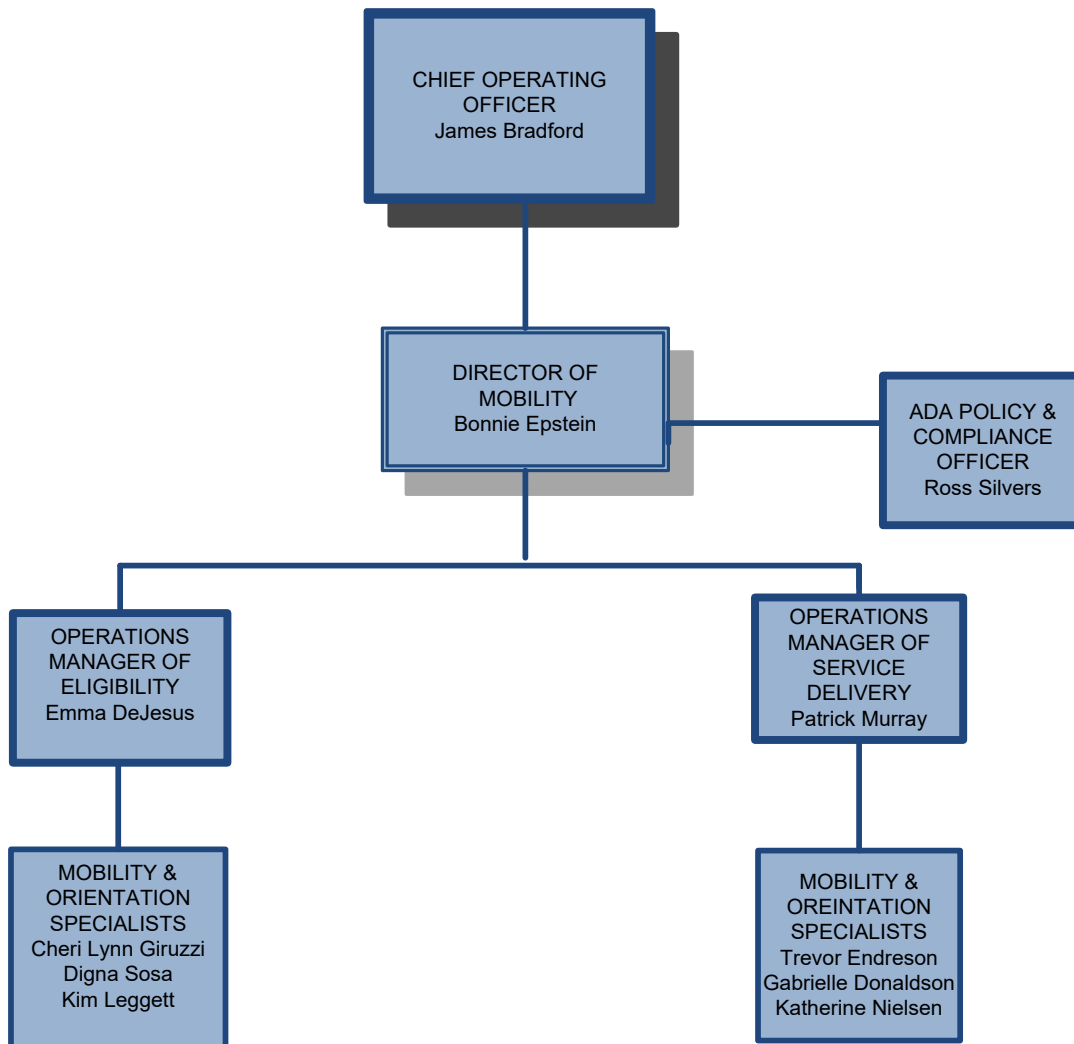




# MOBILITY DIVISION



## MOBILITY DIVISION OVERVIEW





## MOBILITY DIVISION OVERVIEW

### MOBILITY DIVISION





The Mobility Division provides first mile/last mile transportation solutions to PSTA's customers and those within the Pinellas county community beyond PSTA's fixed route bus service. The Mobility team strives to innovate new ride share programs that more closely align with riders' needs within the community and seeks to serve other rider demands for transformative transportation models which extend beyond the traditional transportation offerings.

Currently, the Mobility Division staffs a team of ten (10) transportation professionals who oversee PSTA's paratransit service which provides over one thousand (1,000) daily customer trips as well as the Transportation Disadvantaged (TD) program which enables thousands of county residents to make their essential trips for life sustaining needs each and every day.

As new mobility models continue to evolve and impact how we deliver service to our customers, we are challenged to keep up with the ever-changing paradigm shifts of how and where trips are taken as the travel needs of our customers continues to change.

The Mobility Division endeavors to stay at the forefront of these frequently shape-shifting trip demands from riders, by continuing to innovate and create smart, accessible, and effective transportation programs like Direct Connect, TD Late Shift, TD Urgent Day, Mobility On-Demand (MOD), Healthy Hop, and the Essential Rider program among other new transit initiatives that are on the horizon at PSTA.

### Current Key Initiatives – *Mobility Division*

 <b>Service Improvements</b>	Redesigning the Pinellas County transportation network.
 <b>Mobility On Demand</b>	Transit our passengers' way, right away, and without much delay.
 <b>First Mile/Last Mile</b>	From our customer's door-step to their final destination, new transit solutions abound to create reliable travel with greater ease.
 <b>Ride Sharing</b>	Creating effective change in how customers experience public transportation through multiple transit partnerships, increasing greater connectivity opportunities and faster travel for riders in the network.

**MOBILITY DIVISION OVERVIEW****MOBILITY DIVISION BUDGET**

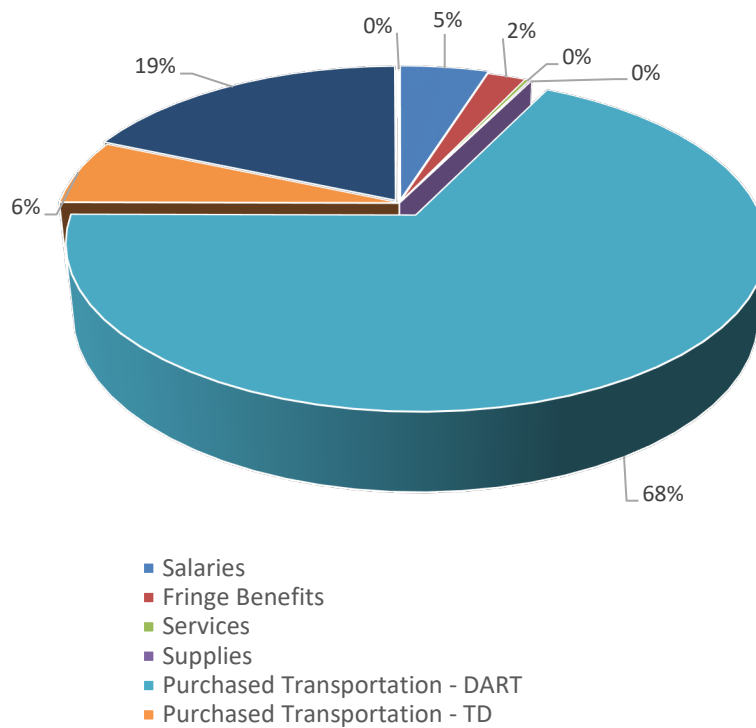
<u>Expense Item</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries			-	\$ 578,760	0.00%
Fringe Benefits			-	251,519	0.00%
Services			-	30,000	0.00%
Supplies			-	14,500	0.00%
Purchased Transportation – Paratransit			-	8,004,768	0.00%
Purchased Transportation – TD			-	757,720	0.00%
Purchased Transportation – Mobility on Demand			-	2,179,600	0.00%
Miscellaneous			-	9,577	0.00%
<b>Total Operating Expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,826,444</b>	<b>0.00%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums and the addition of ten (10) positions transferred from the Transportation Division.
- Services expense increased primarily due to an increase in professional and technical services.
- Purchased Transportation - Paratransit is budgeted to increase over the FY 2020 projected year-end due to contract and ridership increases.
- Purchased Transportation – Mobility on Demand is budgeted to increase over the FY 2020 projected year-end due to increases in grant funding. This includes Direct Connect and First/Last mile programs.
- Miscellaneous expense increased due to increases in training expenses.



## MOBILITY DIVISION OVERVIEW

### MOBILITY DIVISION BUDGET



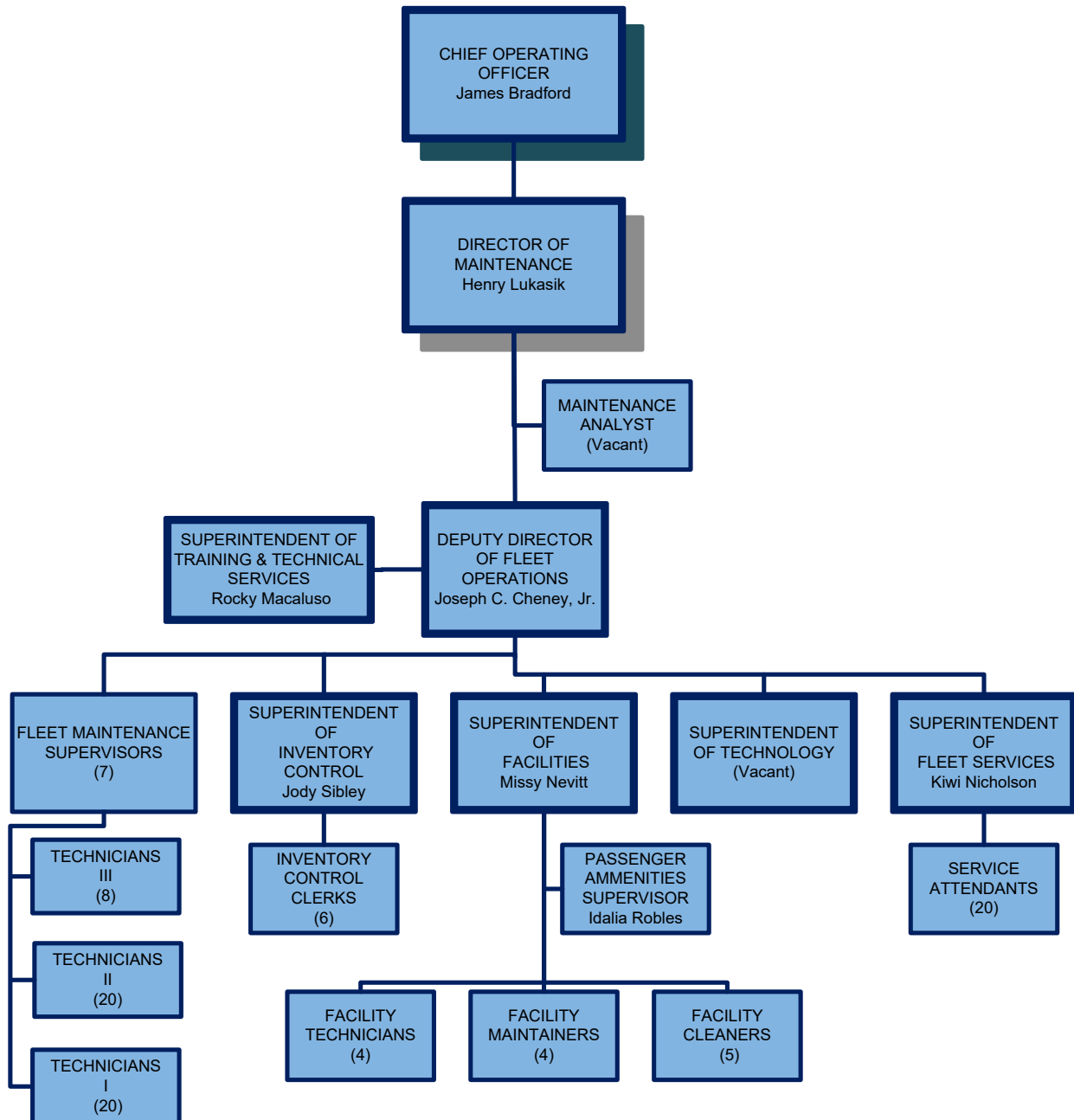


# MAINTENANCE DIVISION





## MAINTENANCE DIVISION OVERVIEW





## MAINTENANCE DIVISION OVERVIEW

### MAINTENANCE DIVISION

The Maintenance Division is comprised of four departments: Fleet Maintenance, Fleet Services, Facilities Maintenance, and Inventory Control.

The primary goal of the PSTA Maintenance Program is to provide a cost-effective, systematic interruption free pattern of transit operation. This is accomplished by:

- Ensure all vehicles, facilities and equipment are operating at peak efficiency.
- Ensure all vehicles, facilities and equipment are safe.
- Maximize the life of all vehicles, facilities and equipment.
- Minimize loss of accessibility due to equipment failure.
- Meet or exceed original equipment manufacturers' maintenance requirements.
- Maintain exterior and interior appearance for vehicles and facilities.
- Maintain a system of permanent vehicle, facility, and equipment maintenance records.
- Administer an aggressive equipment warranty recovery program.

To meet these goals and objectives PSTA has implemented a systematic maintenance program designed primarily to:

- Reduce costs.
- Provide effective scheduling of shop work.
- Be proactive with ongoing maintenance of vehicles, facilities, and equipment.

- Maximize the number of operable vehicles, facilities, and equipment at any time.

### FLEET MAINTENANCE DEPARTMENT

The Fleet Maintenance Department is responsible for 210 revenue service vehicles. As of FY 2020 the revenue fleet is comprised of 106 (52%) diesel heavy duty-transit buses, 88 (43%) hybrid-electric heavy duty-transit buses, 2 (1%) all-electric transit buses, and 8 (4%) diesel body of chassis transit buses. Expected for FY 2021 delivery are 4 more 35 ft all electric buses and 20 35' diesel heavy-duty trolley buses. Anticipated for an April 2021 delivery are 9 40 ft BRT hybrid-electric buses which will be utilized on PSTA's first bus rapid transit bus line schedule to open early 2022.

The Fleet Maintenance Department provides around the clock service for both preventative and demand-response needs of the entire fleet to ensure that 100% pullout is made every day, and that minimal service is delayed or disrupted due to mechanical failures.

The Fleet Maintenance Department provides a full line of service and repairs for all PSTA vehicles. Services include major/minor engine repairs, routine oil and other fluid changes, transmission service, tire replacement/repair, tire rotation and balance, tune-ups and general inspections, preventative maintenance (PM), and all points' safety and emergency inspection checks. Safety is paramount in the public transportation industry, and just as PSTA expects its bus operators to be safety minded and safety conscientious when behind the wheel at all times, so too, are the expectations that vehicles must be maintained to support safe operation as well.



## MAINTENANCE DIVISION OVERVIEW

The Fleet Maintenance Department ensures all vehicles are in compliance with Regional, State, and Federal entities.

The Fleet Maintenance Department's oversight responsibilities include but are not limited to:

- Preventative Maintenance Inspections.
- Vehicle Diagnosis and Repair.
- Engine, Transmission, Driveline Repair and Overhaul.
- Collision Repair and Bodywork.
- Radio Communication, Surveillance, Smart Technology, Wi-Fi Installation & Maintenance.
- Brakes, Tires, Steering, & Suspension.
- Vehicle Onboard Americans with Disabilities Act (ADA) Equipment.
- Road-Call Support and Towing When Necessary.
- Fueling, Cleaning, & Detailing.

- Farebox & Vault Pulling.

Additionally, the Fleet Maintenance Department is responsible for maintaining all non-revenue support vehicles for PSTA to ensure all vehicles are properly serviced, repaired, and readily available for use. Service is provided to fifty-two (52) service vehicles, which are comprised of pool cars, service trucks, and miscellaneous support equipment. In total, the Fleet Maintenance Department maintains approximately two hundred sixty-two (262) vehicles.




The Fleet Services Department ensures all revenue service vehicles are properly crewed nightly, which includes the fueling of all buses and support vehicles, checking and filling of critical vehicle fluids, interior cleaning including; trash removal, sweeping, mopping and disinfecting, exterior washing, major cleaning details, pest control, posting and removal of advertisements/notices on buses, farebox vault pulling and fare media replenishment, etc.

## MAINTENANCE DIVISION OVERVIEW

### Current Key Initiatives – Fleet Maintenance Department

 <b>Certified Transit Technicians Program</b>	<p>Continued collaboration with USF/CUTR/FDOT (University of South Florida/Center for Urban Transportation Research/Florida Department of Transportation) supporting at host property of the CTT Program (Certified Transit Technicians Program).</p> <p>In addition, the PSTA Maintenance Department has also created an internal eighteen (18) month Fleet Technician Training Program which combines textbook, online, and classroom-based resources to ensure more Fleet Maintenance employees are able to learn the latest procedures and practices of repairing today's highly advanced transit vehicles.</p> <p>PSTA Fleet Maintenance promotes fleet technician advancement through structured pay incentives upon successful passing and achievement of Automotive Service Excellence (ASE) Transit Bus Certifications.</p>
 <b>Expanded Training</b>	<p>Superintendent of Training &amp; Technical Services continues to administer and evaluate training programs as needed, monitoring activities, scheduling classes and training employees in technical and non-technical aspects of maintenance, developing and organizing training manuals, lesson plans, schedules, procedures and certification programs, maintaining records and monitoring and evaluating trainees.</p> <p>Specialized training has been rolled-out to key Fleet Technicians in the areas of advanced hybrid electric system diagnostics, overhaul and repair of high voltage battery systems, hybrid electric motor repair, dual power inverter diagnostics, OEM warranty repair certification status on Voith transmissions, and BAE warranty certification on the latest hybrid series electric systems. Additionally, the Fleet Maintenance Department has embarked on a comprehensive training and familization of Technicians on high-voltage safety protocols since the deployment of all-electric transit buses.</p>

## MAINTENANCE DIVISION OVERVIEW

 <b>Bus Interior Improvement</b>	<p>Fleet Maintenance continues its three (3) year project, currently in the last year (3), improving upon the passenger amenities and aesthetic of its bus fleet by replacing worn and faded interior seat inserts and bus flooring. The two projects combined have dramatically improved the passenger riding experience on PSTA vehicles.</p>
 <b>Capital Replacement</b>	<p>For FY 21, PSTA anticipates delivery of (4) 35" BYD all-electric buses, (20) 35' heavy-duty diesel trolleys, and (9) 40' hybrid-electric BRT buses.</p>
 <b>Continuous Improvement</b>	<p>The Fleet Maintenance Department continues to improve the revenue fleet Mean Distance Before Failure (MDBF) rating though it's strict preventative maintenance program, ongoing bus powertrain overhauls, Quality Assurance/Quality Control (QA/QC) programs, and intensive data tracking efforts.</p>



**MAINTENANCE DIVISION OVERVIEW****FLEET MAINTENANCE DEPARTMENT BUDGET**

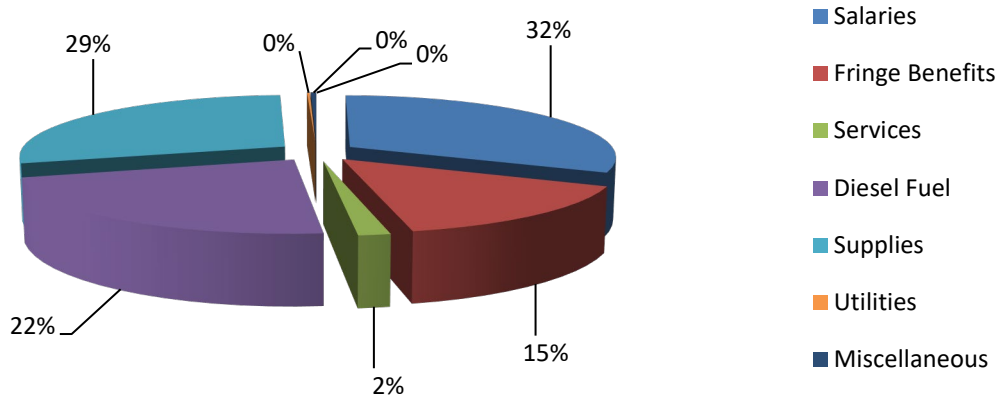
<u>Expense Items</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ 4,738,591	\$ 5,041,840	\$ 4,690,280	\$ 5,115,560	9.07%
Fringe Benefits	2,029,569	2,281,151	2,213,216	2,413,981	9.07%
Services	163,554	257,100	217,200	267,600	23.20%
Diesel Fuel	5,190,958	4,701,120	3,908,000	3,595,465	-8.00%
Supplies	4,738,661	4,744,160	5,163,218	4,644,500	-10.05%
Utilities	4,446	18,000	18,000	33,050	83.61%
Miscellaneous	56,586	38,000	66,000	67,100	1.67%
<b>Total Operating Expenses</b>	<b>\$ 16,922,365</b>	<b>\$ 17,081,371</b>	<b>\$ 16,275,914</b>	<b>\$ 16,137,256</b>	<b>-0.85%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense increased due to outside repair services.
- Diesel Fuel expense decreased primarily due to a decrease in fuel prices.
- Supplies expense decreased due to decreases in repair parts expense.
- Utilities expense increased due to rate increases and a full year of running electric buses.
- Miscellaneous increased due to following the FY 2020 COVID-19 ban on travel for training



## MAINTENANCE DIVISION OVERVIEW

### FLEET MAINTENANCE DEPARTMENT BUDGET





## MAINTENANCE DIVISION OVERVIEW

### FACILITIES MAINTENANCE DEPARTMENT

The Facilities Maintenance Department is responsible for the ongoing upkeep and general maintenance of all PSTA properties, buildings, grounds and other projects. The Facilities Department supports all the other departments within PSTA by method of demand-responsive service, state-of-good repair, capital planning, and 24/7 on-call service from both employees and the public alike. This includes requests for new benches and shelters, installation of new equipment, building repair (both interior and exterior), carpentry/electrical/plumbing/ and HVAC demands, maintenance support for PSTA's external real-time hardware components, and the general upkeep of PSTA's main Administrative Headquarters as well as four (4) passenger terminals, and two (2) Park-N-Ride lots located in Pinellas County. In addition, five (5) high ridership transfer locations are also maintained by the Department. To augment the staff of the Facilities Maintenance Department outside contractors and vendors support building and property related maintenance functions are also utilized.

The Facilities Maintenance Department also oversees capital asset facilities related acquisitions, installations, and rehabilitations.

The Facilities Maintenance Department oversight includes, but is not limited to the maintenance of:

- Over 4,400 bus stops, 512 bus shelters and 700 benches, using a staff of 15 people plus sub-contractors.
- Installation, maintenance and repair of PSTA amenities including;
- Bus stops, benches and landing pads.
- Landscaping at PSTA Headquarters, customer service centers, and other areas.
- General repair and routine maintenance for all locations.
- Support and maintenance of real-time hardware at the service centers.
- New construction of buildings, facilities, and capital asset infrastructure to support the ongoing operations.
- Rehabilitation of existing PSTA structures and equipment.





The ongoing goals of the Facilities Maintenance Department are follows:

- Facilitate from traditional reactive and break-down maintenance practices to a proactive maintenance program.
- Facilitate the adoption of a data collection system that allows discreet local management based on standardized data.
- Minimize interval or cycle-based maintenance where appropriate and cost effective.
- Develop and coordinate standardized facilities assessment policies and guidance.
- Develop and coordinate facilities maintenance self-assessments.
- Develop and advocate proper facilities maintenance resource strategies and rules-of-thumb.
- Maintain a clear facilities maintenance strategic plan. Develop benchmarks with best practices of like agencies to identify opportunities for improvement.



## MAINTENANCE DIVISION OVERVIEW

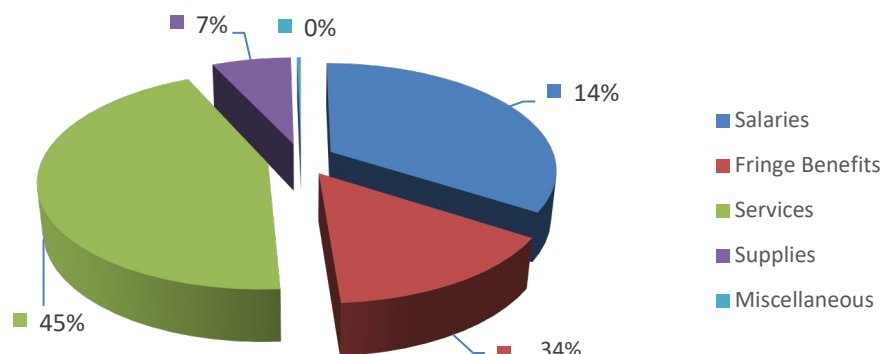
### Current Key Initiatives – Facilities Maintenance Department

 <b>Facility Availability</b>	<p>Ensure facilities, including stations, support buildings, maintenance shops, office and parking facilities are operational and available to customers and employees.</p>
 <b>Equipment Availability</b>	<p>Ensure that facility equipment including elevators, station and shop equipment is maintained for maximum availability.</p>
 <b>Facility Appearance</b>	<p>Ensure that all facilities, including stations support facilities office and parking facilities, are clean and present a safe and comfortable environment for customers and employees.</p>
 <b>Facility Improvements</b>	<p>Modify or change existing facilities in support of ongoing operations within engineering and building code requirements.</p> <p>Installation of additional 80kW plug-in depot chargers to support future delivery of four (4) more all-electric transit buses.</p> <p>Installation of one (1) 250kW inductive wireless charger at PSTA's 34<sup>th</sup> Street transfer hub to support on-route opportunity charging of the all-electric bus fleet.</p> <p>Installation of eleven (11) new, 50,000lbs, above-ground drive-on vehicle lifts. Three (3) lifts will be new additions in bays with no pre-existing lifts. Eight (8) lifts will replace existing in-ground posts lifts which have met their useful life.</p>

**MAINTENANCE DIVISION OVERVIEW****FACILITIES MAINTENANCE DEPARTMENT BUDGET**

<u>Expense Items</u>	<u>Actual</u>	<u>Adopted</u>	<u>Projected</u>	<u>Adopted</u>	<u>% Change</u>
	<u>FY 2019</u>	<u>FY 2020</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY2020-</u> <u>FY2021</u>
Salaries	\$ 691,999	\$ 805,620	\$ 738,530	\$ 862,955	16.85%
Fringe Benefits	281,949	338,176	321,542	374,733	16.54%
Services	874,724	930,040	1,015,690	1,117,050	9.98%
Supplies	181,338	137,500	156,500	168,000	7.35%
Miscellaneous	1,371	7,800	7,800	8,000	2.56%
<b>Total Operating Expenses</b>	<b>\$ 2,031,381</b>	<b>\$ 2,219,136</b>	<b>\$ 2,240,062</b>	<b>\$ 2,530,738</b>	<b>12.98%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense increased due to professional services being increased.
- Supplies expense decreased due to repair supplies decreasing.





## MAINTENANCE DIVISION OVERVIEW

### INVENTORY CONTROL DEPARTMENT

The Inventory Control Division is overseen by the Superintendent of Inventory Control assisted by one (1) Lead Inventory Control Clerk and six (6) Inventory Control Clerks. The Inventory Control Division is staffed seven (7) days per week and twenty-four (24) hours per day (24/7).

The primary objective of the PSTA's Inventory Control Department is to ensure that parts and supplies are available for use in sufficient quantities all the while working towards reducing costs and controlling the number of non-moveable or slow-moving parts (those parts in stock over two (2) years or more).

Regular review of inventory is conducted to monitor the flow of parts and supplies. This information is used to establish a minimum and maximum estimate of the total parts and supplies needed. A physical count of inventory is

conducted throughout the fiscal year with an entire physical audit of the inventory conducted each year. Presently, the inventory control staff manages over ten thousand (10,000) different parts at a value of approximately four (4) million dollars.

In addition to managing inventory and supply levels, the Department also handles the following:

- Shipping & Receiving for the entire organization.
- Management of all vehicle fluids, gases, and supplies.
- Tracking and handling of all vehicle warranty recovery claims and reimbursements.
- Tracking and management of uniforms for one-hundred (100) Maintenance employees.



# GENERAL FUNCTION



## GENERAL FUNCTION DIVISION OVERVIEW

The General Function Division is maintained under the control of the Chief Financial Officer. This division was established as a separate general ledger division for the purpose of monitoring and controlling expenses that are considered part of the costs for doing

business. There are no employees assigned to this division. Expenses that pertain to the entire Authority rather than an individual division, i.e., legal costs, utilities, purchased transportation, etc., are charged to the General Function Division.

### GENERAL FUNCTION DIVISION BUDGET

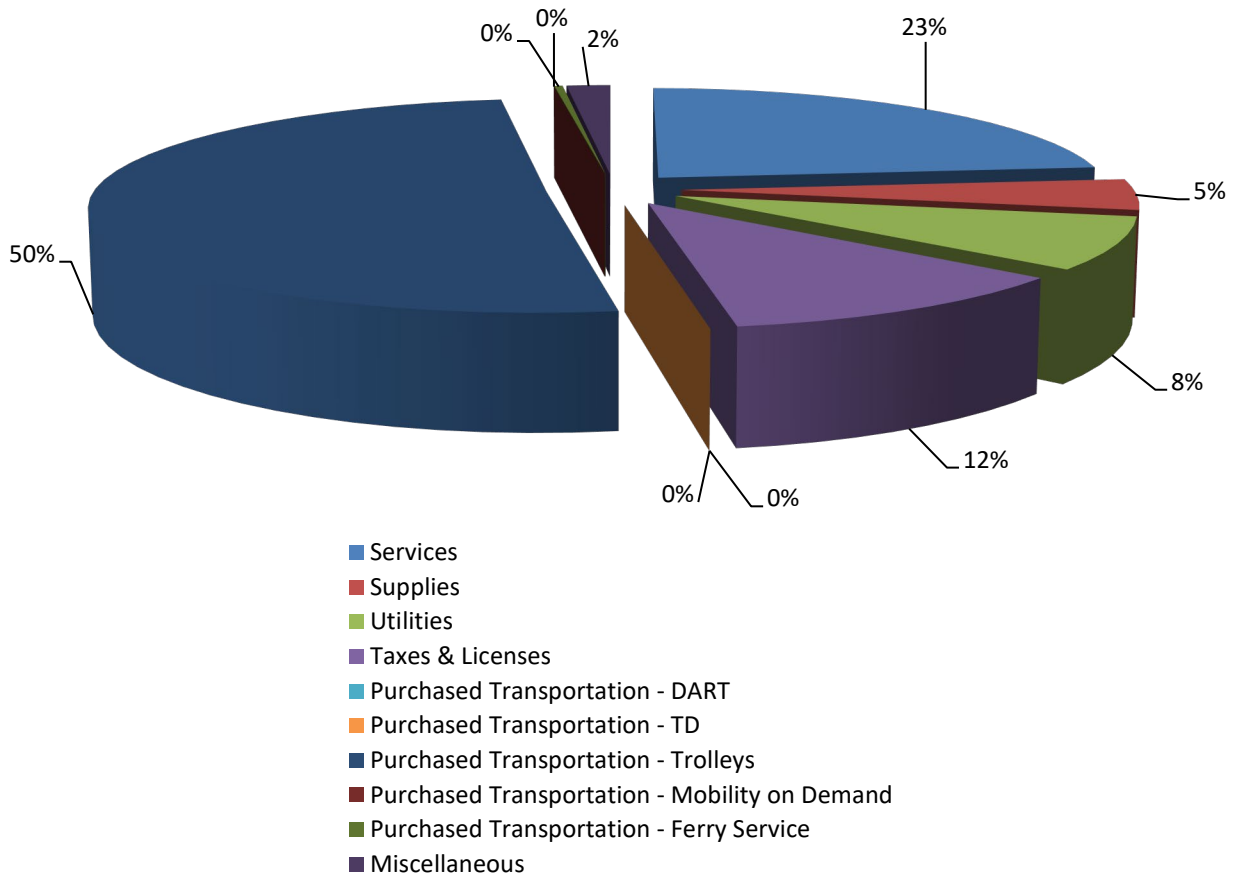
<u>Expense Items</u>	<u>Actual</u> <u>FY 2019</u>	<u>Adopted</u> <u>FY 2020</u>	<u>Projected</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>% Change</u> <u>FY2020-</u> <u>FY2021</u>
Services	\$ 1,639,300	\$ 1,630,760	\$ 1,591,550	\$ 1,740,770	9.38%
Supplies	41,798	54,650	361,125	348,000	-3.63%
Utilities	540,331	573,600	560,385	589,750	5.24%
Taxes & Licenses	827,712	849,410	819,210	862,240	5.25%
Purchased Transportation – Paratransit	8,035,195	8,476,680	6,203,205	-	-100.00%
Purchased Transportation – TD	538,896	605,600	507,381	-	-100.00%
Purchased Transportation – Trolleys	3,002,522	3,087,960	3,179,118	3,759,053	18.24%
Purchased Transportation – Mobility on Demand	546,679	1,200,000	1,021,000	-	-100.00%
Purchased Transportation – Ferry Service	-	-	-	25,000	0.00%
Miscellaneous	128,049	153,780	118,373	133,350	12.65%
<b>Total Operating Expenses</b>	<b>\$ 15,300,482</b>	<b>\$ 16,632,440</b>	<b>\$ 14,361,347</b>	<b>\$ 7,458,163</b>	<b>-48.07%</b>

- Services expense increased due to additional fees and additional professional and technical services.
- Supplies expense includes COVID-19 personal protection equipment supplies of \$300,000 for six months.
- Utilities expense increased due to rate increases.
- Purchased Transportation – Paratransit, TD, and Mobility on Demand are budgeted in the new Mobility Division for FY 2021.
- Purchased Transportation – Trolleys expense increased due to increases in contract fees.



## GENERAL FUNCTION DIVISION OVERVIEW

### General Function Division Budget





# INSURANCE DIVISION



## INSURANCE DIVISION OVERVIEW

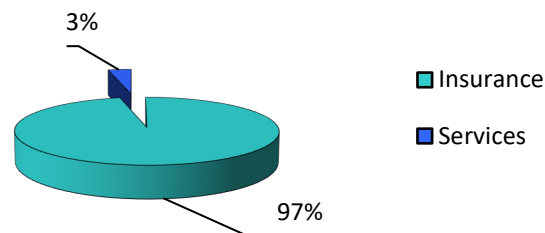
The Insurance Division is maintained under the control of the Chief Financial Officer with direct oversight by the Director of Risk Management. It was established as a separate general ledger division for monitoring and controlling expenses related to PSTA's property and casualty insurance programs and oversight of the workers' compensation program. 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.

## INSURANCE DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2019</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2020</u>	<u>Adopted FY 2021</u>	<u>% Change FY2020- FY2021</u>
Services	\$ 55,715	\$ 80,500	\$ 56,347	\$ 57,172	1.46%
Insurance	1,439,986	\$ 1,936,500	\$ 1,494,403	1,596,386	6.82%
<b>Total Operating Expenses</b>	<b>\$ 1,495,701</b>	<b>\$ 2,017,000</b>	<b>\$ 1,550,750</b>	<b>\$ 1,653,558</b>	<b>6.63%</b>

- Services expense increased due to an increase in workers compensation administration fees.
- Insurance expense increased due to claims cost and premium increases.







# CAPITAL BUDGET



## CAPITAL BUDGET

### CAPITAL BUDGET SUMMARY

Presented below is the Capital Improvement Plan for fiscal years 2021 – 2025. Included in this plan are the capital expenditures necessary to sustain and improve the equipment, facilities and technology of the Pinellas Suncoast Transit Authority. Capital expenditures create future benefits and are incurred when capital finances are used to purchase capital assets with a useful life of at least one year or to add value to an existing capital asset (as is the case in associated capital). The capital asset capitalization threshold is \$5,000 with a useful life of at least one year. PSTA has budgeted \$74,109,090 in capital expenditures for FY 2021.

### CAPITAL BUDGET PROCESS

As part of The Authority's budgeting process, the Finance Division meets annually with project managers, Directors and Chiefs for their respective areas. The management staff is asked to project needs for future expenditures in the current year and the next five years which supports the Path Forward Strategic Plan. In the case of the FY 2020 capital budget, the staff was asked to project the forecast for the current FY 2020 and FY 2021 – 2025 expected project expenditures. After the meetings, the Finance Division develops the FY 2021 budget and the FY 2021 – 2025 capital improvement plan and then is presented to the Chief Executive Officer. The capital budget and plan are then presented to the Finance & Performance Management and Planning committees and then to the PSTA Board of Directors for final

approval. The PSTA Board of Directors approves the capital budget during a series of two public hearings in September.

### CAPITAL BUDGET FUNDING

#### Funding

The total capital budget for fiscal year 2021 is \$74,109,090.

The funding for the capital budget is listed below:

Funding Agencies	2021 Funding Amount
Federal Transit Administration (FTA)	\$ 50,353,888
FDOT Funding	8,744,167
Forward Pinellas	41,667
Transit App	30,000
City of St. Petersburg	2,531,607
City of Clearwater - In Kind	2,400,000
PSTA Capital Reserves	10,007,761
<b>Total Funding -FY 2021 Capital Budget</b>	<b>\$ 74,109,090</b>

The Federal Transit Administration is responsible for 68% of the funding for the FY 2021 capital budget, with Sections 5307, 5309, 5337, 5339, 5312 and the potential \$10.5 million in New Starts grant funds.

Section 5307, 5337, and 5339 – Urbanized Formula Grants that have been awarded and being used are \$21.6 million and an additional \$15.7 million that is part of the current application and award process. Transit agencies are eligible for these funds based upon legislative formulas. For areas of 50,000 to 199,999 in population, the



## CAPITAL BUDGET

formula is based on population and population density. For areas with populations of 200,000 and more, the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, fixed guideway revenue vehicle miles, and fixed guideway route miles as well as population and population density. For matching, the federal share is not to exceed 80 percent of the net project cost for capital expenditures.

The eligible activities, that relate to PSTA, are planning, engineering, design and evaluation of transit projects and other technical transportation-related studies, capital investments in bus and bus-related activities such as replacement, overhaul and rebuilding of buses, crime prevention, security equipment, construction and maintenance of passenger facilities, and computer hardware and software.

In addition, associated transit improvements and certain expenses associated with mobility management programs are eligible under the program. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs

It is anticipated that PSTA will complete the use of Section 5309 earmark of \$1,250,000 with the anticipating use of the remaining funds for the pre-construction of the Clearwater Downtown Intermodal Terminal.

For the five-year capital plan, the following funding sources are identified.

Funding Sources	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
FTA Active Grants	\$ 23,684,328	\$ 1,741,583	\$ 24,000	\$ 14,000	\$ -
FTA Future Funding	\$ 11,814,347	\$ 31,035,337	\$ 16,307,319	\$ 6,195,236	\$ 7,325,632
FTA New Starts Funding	\$ 14,855,213	\$ 3,645,272	\$ -	\$ -	\$ -
FDOT Funding	\$ 8,744,167	\$ 3,673,603	\$ 500,000	\$ -	\$ -
Forward Pinellas	\$ 41,667				
Transit App	\$ 30,000				
City of St. Petersburg	\$ 2,531,607	\$ 1,029,700	\$ -	\$ -	\$ -
City of Clearwater	\$ 2,400,000	\$ -	\$ -	\$ -	\$ -
PSTA Capital Reserve Funds	\$ 10,007,761	\$ 2,606,220	\$ 1,231,765	\$ 330,000	\$ 1,286,682
<b>Total Funding FY 2021-2025 Capital Plan</b>	<b>\$ 74,109,090</b>	<b>\$ 43,731,715</b>	<b>\$ 18,063,084</b>	<b>\$ 6,539,236</b>	<b>\$ 8,612,314</b>



## CAPITAL BUDGET

The Federal Transit Administration is the primary funding agency for the five-year plan. Several different types of FTA funding has been secured and applied. For the detail of the FTA funding, please see below:

Federal Transit Administration Funding	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
5307 Urbanized Formula Grants	\$ 19,931,664	\$ 20,421,241	\$ 14,624,319	\$ 4,502,236	\$ 5,618,632
5309 Capital Investments Grants - New Starts	14,855,213	3,645,272			
5309 Earmark	1,000,000	140,273			
5312 Innovation and Development Grant	28,211				
5337 Urbanized Formula Grants	6,720	7,000	7,000	7,000	7,000
5339 Low No Grant	2,000,000				
5339 Urbanized Formula Grants	1,750,080	1,768,706	1,700,000	1,700,000	1,700,000
5339 Discretionary Grants		1,239,700			
Better Utilizing Investments to Leverage Development (BUILD)	9,200,000	9,200,000			
2005(b) TOD Planning Pilot Program Grant	1,582,000				
<b>Total Federal Transit Administration Funding FY 2021-2025</b>	<b>\$ 50,353,888</b>	<b>\$ 36,422,192</b>	<b>\$ 16,331,319</b>	<b>\$ 6,209,236</b>	<b>\$ 7,325,632</b>

As each year progresses, the grants department makes applications to various funding sources to secure the necessary monies to pay for the various projects in the capital plan. The grant applications completed in FY 2020 for future years projects is \$15,720,667. All of this funding are formula funds and are allocated each year to the urbanized area. These funds are dedicated for the continued sustainability plan of serving Pinellas County with more efficient modes of

transportation such as hybrid and electric buses that have low to no emissions and providing rapid transit in areas of Pinellas County where the population would benefit from the availability. Out of this funding PSTA will use \$566,950 toward administrative, and short-range planning costs, leaving \$15,153,717 for capital projects.



## CAPITAL BUDGET

### EXPENDITURES

**Vehicles** – Vehicles are budgeted at \$15,327,303 or 21% of the total capital budget. This budget includes the purchase of 20 trolleys and 2 electric vehicles to replace life expired vehicles as well as related components.

**Passenger Amenities** – Passenger Amenities are budgeted at \$33,999,830 or 46% of the total capital budget. The major project is the design completion and the construction start of the SunRunner Bus Rapid Transit (BRT) project. The BRT will provide premium limited stop service between downtown St. Petersburg and St. Pete Beach. PSTA is receiving an FTA New Starts grant award for this project as well funding from FDOT and the City of St. Petersburg.

The SunRunner BRT is a significant and nonrecurring project. It will not have an effect on the FY 2021 operating budget because construction is expected to last the full fiscal year. The SunRunner BRT will have a positive effect on the fare revenues, generating an estimated \$468,105 per year. The project will also have a positive effect on grant revenues in the amount of \$3,818,424 over 36 months spanning from FY 2022 until FY 2025. The first full year of operating is estimated to cost \$2,882,081 and increase by 4.5% every following year.

Other projects include Pedestrian Access and Walkways, Passenger Shelters.

Passenger shelters are deployed based upon the needs of the community, either to replace old or damaged shelters or to accommodate increased utilization of stops. To accompany the shelters, pedestrian

access/walkways are built for new stops, rebuild, expand current walkways or to provide foundation for new shelters.

**Training and Third-Party Contracts** – Training and third-party contracts are budgeted at \$3,308,372 or 4% of the total capital budget. The Regional Fare Media Project is anticipated to be in full operation in 2021. This project is a collaborative effort with Hillsborough Area Regional Transit (HART), Sarasota County Area Transit (SCAT), Pasco County Public Transportation (PCPT), and Hernando County Transit (The Bus). Spearheading the group is HART working in close collaboration with the other transit agencies. The project will bring together the extended Tampa Bay area with a smart card technology.

Another key project is the autonomous vehicle pilot demonstration in downtown St. Petersburg and PSTA's Transit Oriented Development Study which is part of PSTA's SunRunner BRT project.

**Facilities** – Facilities is budgeted at \$15,940,371 or 22% of the total capital budget. The largest projects are the Clearwater Downtown Intermodal Terminal with construction dependent on discretionary grant funding, work will begin on creating a charging area for electric buses as the fleet grows and upgrading the security and safety systems.

**Technology** – Technology is budgeted at \$2,996,910 or 4% of the total capital budget. Key projects include the purchase of Mobility on Demand software, replacement of the bus modems, and software upgrades.



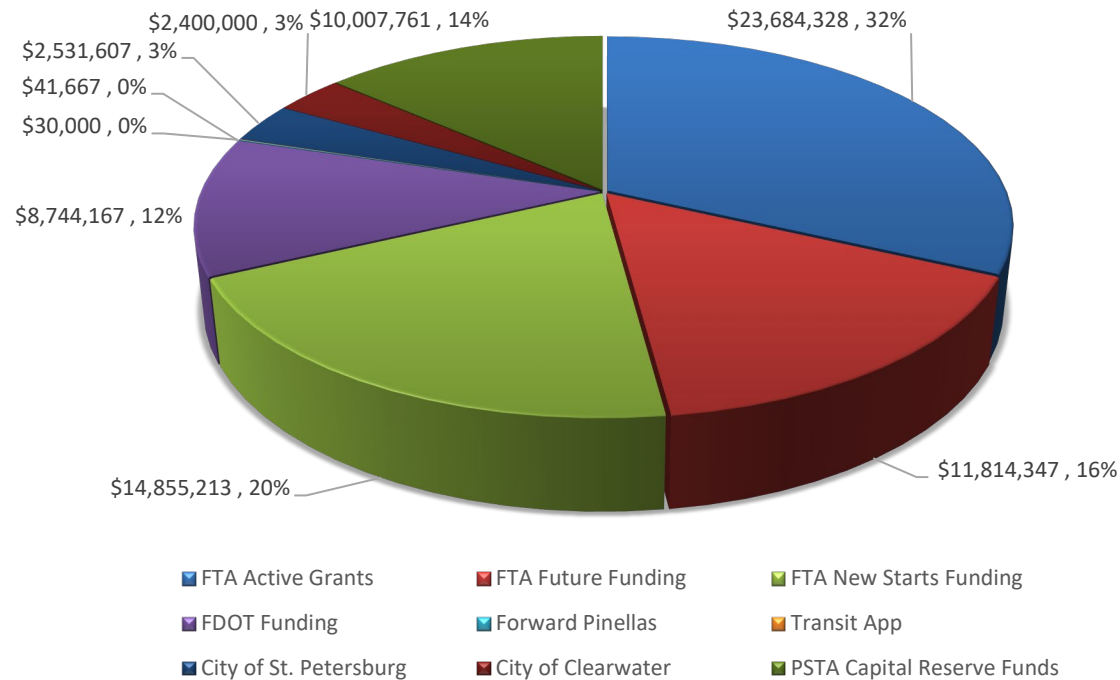
## **CAPITAL BUDGET**

**Miscellaneous and Contingency** – Miscellaneous and contingency is budgeted at \$2,536,304 or 3% of the total capital budget. The largest portion is the contingency budget of \$2,536,304. This amount is utilized throughout the year for unanticipated needs.



## CAPITAL BUDGET

### FY 2021 Capital Projects Funding Sources Revenue



The five-year capital plan represents the collaborative and thoughtful approach that Pinellas Suncoast Transit Authority has taken to achieve the strategic Path Forward goals for the future. It is important to note that this approach is done with the assistance of the PSTA staff, the PSTA Board of Directors and most importantly the citizens and visitors of Pinellas County.



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Vehicles</b>									
1	Heavy Duty Vehicle Lift	FL-2019-085	2,000,000	2,000,000	1,000,000	1,000,000	-	-	-	-
2	Parallelogram Lift	FL 90-X841	241,000	247,458	247,458	-	-	-	-	-
3	Bus Washers (2)	FTA Future	-	4,000,000	-	-	-	4,000,000	-	-
4	Replacement Modems	FL-2019-085	400,000	600,000	-	600,000	-	-	-	-
5	Hybrid Component Replacement Program	Capital Reserve	150,000	495,000	495,000	-	-	-	-	-
6	Major Component Replacement Program	Capital Reserve	330,000	1,650,000	-	330,000	330,000	330,000	330,000	330,000
	<b>Total Hybrid Component Replacement Program</b>		<b>\$ 480,000</b>	<b>\$ 2,145,000</b>	<b>\$ 495,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>
7	20 Trolley Buy & Tooling	FL-2018-080	-	2,725,687	-	2,725,687	-	-	-	-
		FL-2019-085	-	1,750,080	-	1,750,080	-	-	-	-
		FL-2019-085	-	5,000,000	-	5,000,000	-	-	-	-
		FTA Current	-	212,273	-	212,273	-	-	-	-
	<b>Total 20 Trolley Buy &amp; Tooling</b>		<b>-</b>	<b>\$ 9,688,040</b>	<b>-</b>	<b>9,688,040</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
8	Future Bus Buy & Tooling	FTA Future	-	21,865,277	-	-	6,373,887	6,565,104	4,226,286	4,700,000
	<b>Total Future Bus Buy and Tooling</b>		<b>\$ -</b>	<b>\$ 21,865,277</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,373,887</b>	<b>\$ 6,565,104</b>	<b>\$ 4,226,286</b>	<b>\$ 4,700,000</b>
9	4 Electric Low- No Buses Project (5339 Low No)	FL-2018-064	-	2,000,000	-	2,000,000	-	-	-	-
10	4 Electric Low- No Buses Project	Capital Reserve	-	1,709,263	-	1,709,263	-	-	-	-
	<b>Total Electric Low-No Bus Project</b>		<b>\$ -</b>	<b>\$ 3,709,263</b>	<b>\$ -</b>	<b>\$ 3,709,263</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
11	Replacement Buses (with Electric)	FTA Future	-	1,858,447	-	-	-	901,765	-	956,682
12	Replacement Buses (with Electric)	Capital Reserve	-	1,858,447	-	-	-	901,765	-	956,682
	<b>Total Replacement Buses</b>		<b>\$ -</b>	<b>\$ 3,716,894</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,803,530</b>	<b>\$ -</b>	<b>\$ 1,913,364</b>
13	Support Vehicles - Shop Trucks	Capital Reserve	62,000	62,108	62,108	-	-	-	-	-
14	Support Vehicles - Road Supervisors	Capital Reserve	-	266,867	266,867	-	-	-	-	-
15	Operator Safety Equipment	Capital Reserve	1,260,000	1,260,000	1,260,000	-	-	-	-	-
16	Electrical Infrastructure Study	FL-2018-080	-	100,000	100,000	-	-	-	-	-
17	Bus and Bus Facility Grant (5339 Discretionary)	FTA Current	-	1,239,710	-	-	1,239,710	-	-	-
18	Bus and Bus Facility Grant	Capital Reserve	-	882,715	-	-	882,715	-	-	-
	<b>Total Bus and Bus Facility Grant</b>		<b>-</b>	<b>2,122,425</b>	<b>-</b>	<b>-</b>	<b>2,122,425</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Vehicles</b>		<b>\$ 4,443,000</b>	<b>\$ 51,783,332</b>	<b>\$ 3,431,433</b>	<b>\$ 15,327,303</b>	<b>\$ 8,826,312</b>	<b>\$ 12,698,634</b>	<b>\$ 4,556,286</b>	<b>\$ 6,943,364</b>





## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Passenger Amenities</b>									
19	ADA Landing Pads FY 2017 through FY 2018	FL 90-X723	-	553,957	553,957	-	-	-	-	-
20	ADA Landing Pads FY 2017 through FY 2018	FL 90-X758	-	138,698	138,698	-	-	-	-	-
21	ADA Landing Pads FY 2017 through FY 2018	FL 90-X811	-	76,109	76,109	-	-	-	-	-
22	ADA Landing Pads FY 2017 through FY 2018	FL 90-X841	127,674	172,655	172,655	-	-	-	-	-
	<b>Total ADA Landing Pads</b>		<b>\$ 127,674</b>	<b>\$ 941,419</b>	<b>\$ 941,419</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
23	ADA Landing Pads (FY 2020)	FL-2017-024	200,000	88,250	45,625	42,625	-	-	-	-
24	ADA Landing Pads (FY 2020)	FL-2017-109	336,511	336,511	96,000	240,511	-	-	-	-
25	ADA Landing Pads (FY 2021)	FTA Future	-	277,627	-	277,627	-	-	-	-
26	ADA Landing Pads (FY 2022-2025)	FTA Future	-	600,000	-	-	150,000	150,000	150,000	150,000
	<b>Total ADA Landing Pads</b>		<b>\$ 536,511</b>	<b>\$ 1,302,388</b>	<b>\$ 141,625</b>	<b>\$ 560,763</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>
27	Passenger Shelters (FY 2020)	FL 90-X873	-	66,626	-	66,626	-	-	-	-
28	Passenger Shelters (FY 2020)	FL-2017-024	-	170,000	-	170,000	-	-	-	-
29	Passenger Shelters (FY 2020)	FL-2017-109	-	474,901	-	474,901	-	-	-	-
30	Passenger Shelters (FY 2020)	FL-2018-080	48,055	150,000	14,854	135,146	-	-	-	-
	<b>Total Shelters (FY 2020)</b>		<b>\$ 48,055</b>	<b>\$ 861,527</b>	<b>\$ 14,854</b>	<b>\$ 846,673</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
31	Passenger Shelters (FY 2021)	FL-2019-085	-	150,000	-	150,000	-	-	-	-
32	Passenger Shelters (FY 2021-2025)	FTA Future	-	750,000	-	150,000	150,000	150,000	150,000	150,000
33	CDBG Shelter Project	FL 90-X873	-	14,905	14,905	-	-	-	-	-
34	CDBG Shelter Project	CDBG Grant - Pinellas	-	68,310	68,310	-	-	-	-	-
	<b>Total CDBG Shelter Program</b>		<b>\$ -</b>	<b>\$ 83,215</b>	<b>\$ 83,215</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
35	ST Pete Downtown Bus Stops Shelters-Looper	FL 90-X758	-	40,626	40,626	-	-	-	-	-
36	ST Pete Downtown Bus Stops Lading Pads-Looper	FL 90-X841	-	14,692	14,692	-	-	-	-	-
37	ST Pete Downtown Bus Stops Lading Pads-Looper	FL 2017-024	32,916	90,249	90,249	-	-	-	-	-
	<b>Total St Pete Downtown Shelter Program</b>		<b>\$ 32,916</b>	<b>\$ 145,567</b>	<b>\$ 145,567</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
38	Developer Shelter - Allure	Private Sources	-	26,165	26,165	-	-	-	-	-
39	Skyway Marina District Shelter Project	City of St. Petersburg	35,963	73,788	66,192	7,596	-	-	-	-



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Passenger Amenities</b>									
40	Passenger Shelters Match Program (FY 2017)	FL 90-X873	11,117	35,300	35,300		-	-	-	-
41	Passenger Shelters Match Program (FY 2017)	FL 90-X873	-	7,175	7,175	-	-	-	-	-
42	Passenger Shelters Match Program (FY 2017)	FL 90-X873	-	3,213	3,213	-	-	-	-	-
43	Passenger Shelters Match Program (FY 2017)	City of Madeira Beach	-	1,930	1,930	-	-	-	-	-
44	Passenger Shelters Match Program (FY 2017)	Capital Reserve	-	4,670	4,670	-	-	-	-	-
45	Passenger Shelters Match Program (FY 2017)	City of St. Petersburg	14,330	38,513	38,513	-	-	-	-	-
	<b>Total Passenger Shelters Match Program (FY 2017)</b>		<b>\$ 25,447</b>	<b>\$ 90,801</b>	<b>\$ 90,801</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
46	SunRunner BRT - Art in Transit - Design Phase 2 of 3	City of St. Petersburg	727,500	750,000	750,000	-	-	-	-	-
47	SunRunner BRT Design Support Services	FL-2017-109	-	40,000	40,000	-	-	-	-	-
48	SunRunner BRT Design Support Services	Capital Reserve	-	8,592	8,592	-	-	-	-	-
	<b>Preliminary Design and other Miscellaneous</b>		<b>\$ -</b>	<b>\$ 48,592</b>	<b>\$ 48,592</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
49	SunRunner BRT Force Account (2019)	Capital Reserve		109,000	109,000	-	-	-	-	-
50	SunRunner BRT Force Account (2020)	Capital Reserve	114,352	100,000	100,000	-	-	-	-	-
51	SunRunner BRT Force Account (2021)	Capital Reserve		85,000	-	85,000	-	-	-	-
52	SunRunner BRT Force Account (2022)	Capital Reserve		75,000	-	-	75,000	-	-	-
53	SunRunner BRT Design	FDOT	456,354	1,000,000	1,000,000	-	-	-	-	-
54	SunRunner BRT Design	Capital Reserve	929,861	4,250,000	3,695,000	380,000	175,000	-	-	-
	<b>Final Design</b>		<b>\$ 1,386,215</b>	<b>\$ 5,250,000</b>	<b>\$ 4,695,000</b>	<b>\$ 380,000</b>	<b>\$ 175,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
55	SunRunner BRT (Design Reimbursement)	City of St. Petersburg	-	67,955	67,955					
56	SunRunner BRT	Capital Reserve	2,601,000	8,094,680	152,501	6,828,374	1,113,805	-	-	-
57	SunRunner BRT	FDOT	4,750,000	10,000,000	1,082,230	7,244,167	1,673,603	-	-	-
58	SunRunner BRT	FL-2020-071	10,915,000	21,836,000	3,335,515	14,855,213	3,645,272	-	-	-
59	SunRunner BRT	City of St. Petersburg	2,000,000	3,932,045	640,001	2,292,044	1,000,000	-	-	-
	<b>Construction, and Buses</b>		<b>\$ 20,266,000</b>	<b>\$ 43,930,680</b>	<b>\$ 5,278,202</b>	<b>\$ 31,219,798</b>	<b>\$ 7,432,680</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total SunRunner BRT</b>		<b>\$ 21,766,567</b>	<b>\$ 49,598,272</b>	<b>\$ 10,230,794</b>	<b>\$ 31,684,798</b>	<b>\$ 7,682,680</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Passenger Amenities</b>									
60	Enterprise/US 19 Shelters and Passenger Amenities	FL-2017-047	-	166,215	166,215	-	-	-	-	-
61	22nd Ave. Park & Ride Upgrades	FDOT	116,000	500,000	-	-	500,000	-	-	-
62	Bus Stop Inventory Updates	FL-2019-085	100,000	200,000	-	100,000	100,000	-	-	-
63	Bus Pullout Infrastructure Assessment	FL-2019-085	100,000	100,000	-	100,000	-	-	-	-
64	34th Street South Project Development	FDOT	-	1,000,000	-	-	500,000	500,000	-	-
65	Largo Mall Passenger Bus Terminal	FTA Current	-	400,000	-	400,000	-	-	-	-
	<b>Total Passenger Amenities</b>		<b>\$ 23,616,633</b>	<b>\$ 57,139,357</b>	<b>\$ 12,656,846</b>	<b>\$ 33,999,830</b>	<b>\$ 9,082,680</b>	<b>\$ 800,000</b>	<b>\$ 300,000</b>	<b>\$ 300,000</b>
	<b>Training &amp; Third Party Contracts</b>									
66	SMS Documentation Updates	FL90-X873	95,000	95,000	95,000	-	-	-	-	-
67	ADA Travel Training Program	FL-2017-024	100,000	100,000	-	100,000	-	-	-	-
68	ADA Travel Training Program	FTA Future	25,000	125,000	-	25,000	25,000	25,000	25,000	25,000
	<b>Total In-Person Assessments</b>		<b>\$ 125,000</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ 125,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
69	Employee Education	FL-2017-024	-	20,000	20,000	-	-	-	-	-
70	Employee Education	FL-2017-109	20,000	20,000	14,245	5,755	-	-	-	-
71	Employee Education	FL-2017-080	20,000	20,000	-	20,000	-	-	-	-
72	Employee Education	FL-2019-085	-	20,000	-	20,000	-	-	-	-
73	Employee Education	FTA Future	-	80,000	-	-	20,000	20,000	20,000	20,000
	<b>Total Employee Education</b>		<b>\$ 40,000</b>	<b>\$ 160,000</b>	<b>\$ 34,245</b>	<b>\$ 45,755</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>
74	Short & Long Range Planning	FL-2017-109	-	14,705	14,705	-	-	-	-	-
75	Short & Long Range Planning	FL-2018-080	400,000	415,256	-	415,256	-	-	-	-
76	Short & Long Range Planning	FL-2019-085	-	500,000	-	500,000	-	-	-	-
77	Short & Long Range Planning	FTA Future	400,000	2,500,000	-	-	400,000	800,000	800,000	500,000
	<b>Total Short Range Planning</b>		<b>\$ 800,000</b>	<b>\$ 3,429,961</b>	<b>\$ 14,705</b>	<b>\$ 915,256</b>	<b>\$ 400,000</b>	<b>\$ 800,000</b>	<b>\$ 800,000</b>	<b>\$ 500,000</b>
78	Miscellaneous Technical Services	FL-2018-080	56,541	56,541	56,541	-	-	-	-	-
79	Clearwater ITC Build Grant Application Support	FL-2018-080	-	28,203	28,203	-	-	-	-	-
80	Mobility On Demand (MOD) Sandbox (5312)	FL-2017-031	167,017	500,000	471,789	28,211	-	-	-	-
81	Mobility On Demand (MOD) Sandbox (5312)	Capital Reserve	24,688	150,000	116,451	33,549	-	-	-	-
	<b>Total MOD Sandbox</b>		<b>\$ 191,705</b>	<b>\$ 650,000</b>	<b>\$ 588,240</b>	<b>\$ 61,760</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Training &amp; Third Party Contracts</b>									
82	Regional Fare Media Project-Planning	FL 90-X689	-	28,149	28,149	-	-	-	-	-
83	Regional Fare Media Project	FL 90-X723	-	979,208	979,208	-	-	-	-	-
84	Regional Fare Media Project	FL 90-X758	129,441	956,118	956,118	-	-	-	-	-
85	Regional Fare Media Project	FL 90-X783	-	449,881	449,881	-	-	-	-	-
86	Regional Fare Media Project	FL 90-X811	-	668,639	668,639	-	-	-	-	-
87	Regional Fare Media Project	FL 90-X841	22,298	202,090	202,090	-	-	-	-	-
88	Regional Fare Media Project	FL-2017-109	193,185	193,185	193,185	-	-	-	-	-
89	Regional Fare Media Project	TBARTA	-	387,254	387,254	-	-	-	-	-
90	Regional Fare Media Project	FDOT	-	832,580	832,580	-	-	-	-	-
91	Regional Fare Media Project	Capital Reserve	2,231	19,500	19,500	-	-	-	-	-
	<b>Total Regional Fare Media Project</b>		<b>\$ 347,155</b>	<b>\$ 4,716,604</b>	<b>\$ 4,716,604</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
92	Autonomous Vehicles Feasibility Assessment-North County	Capital Reserve	-	50,000	50,000	-	-	-	-	-
93	Autonomous Vehicles Pilot Demonstration-Downtown St Petersburg	Capital Reserve	102,000	70,000	30,000	40,000	-	-	-	-
94	Autonomous Vehicles Pilot Demonstration-Downtown St Petersburg	FDOT	100,000	100,000	-	100,000	-	-	-	-
95	Autonomous Vehicles Pilot Demonstration-Downtown St Petersburg	City of St. Petersburg	103,000	30,000	-	30,000	-	-	-	-
	<b>Autonomous Vehicles Pilot Demonstration-Downtown St Petersburg Total</b>		<b>\$ 305,000</b>	<b>\$ 200,000</b>	<b>\$ 30,000</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
96	Autonomous Vehicles Pilot Demonstration-North County	FL-2018-080	-	42,000	29,400	12,600	-	-	-	-
97	Autonomous Vehicles Pilot Demonstration-North County	Capital Reserve	-	70,000	70,000	-	-	-	-	-
	<b>Autonomous Vehicles Pilot Demonstration-North County Total</b>		<b>-</b>	<b>112,000</b>	<b>99,400</b>	<b>12,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
98	Minor Miscellaneous Technical Support	FL-2017-109	-	28,799	28,799	-	-	-	-	-
99	Benefit Cost Analysis	FL-2017-109	-	84,977	84,977	-	-	-	-	-
100	General Technical Support	FL 90-X841	-	14,317	14,317	-	-	-	-	-
101	Financial Plan Scenarios	FL 90-X873	-	22,509	22,509	-	-	-	-	-
102	Financial Plan Scenarios	FL-2017-109	10,000	71,241	71,241	-	-	-	-	-
	<b>Total Financial Plan Scenarios</b>		<b>\$ 10,000</b>	<b>\$ 93,750</b>	<b>\$ 93,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Training &amp; Third Party Contracts</b>									
103	Transit Oriented Development (TOD) Study	FL-2019-039	1,200,000	1,200,000	100,000	1,100,000	-	-	-	-
104	In Kind Time - PSTA	Capital Reserve		100,000	8,333	91,667				
105	In Kind Time - City of St. Petersburg	City of St. Petersburg		150,000	8,333	141,667				
106	In Kind Time - Forward Pinellas	Forward Pinellas		50,000	8,333	41,667				
	<b>Total TOD Study</b>		<b>\$ 1,200,000</b>	<b>\$ 1,500,000</b>	<b>\$ 125,000</b>	<b>\$ 1,375,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
107	Transit Oriented Development (TOD) Implementation	FTA Current	-	720,000	-	482,400	237,600			
108	In Kind Time - PSTA	Capital Reserve	-	90,000	-	60,300	29,700			
109	In Kind Time - City of St. Petersburg	City of St. Petersburg	-	90,000	-	60,300	29,700			
	<b>Total TOD Implementation</b>		<b>\$ -</b>	<b>\$ 900,000</b>	<b>\$ -</b>	<b>\$ 603,000</b>	<b>\$ 297,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Total Training and Third Party Contracts</b>		<b>\$ 3,170,401</b>	<b>\$ 12,345,152</b>	<b>\$ 6,059,781</b>	<b>\$ 3,308,372</b>	<b>\$ 742,000</b>	<b>\$ 845,000</b>	<b>\$ 845,000</b>	<b>\$ 545,000</b>
	<b>Facilities</b>									
110	Clearwater Downtown Intermodal Terminal (Design)	FL 04-0135	1,153,557	1,250,000	109,727	1,000,000	140,273	-	-	-
111	Clearwater Downtown Intermodal Terminal (Construction)	FTA Future	3,000,000	18,400,000	-	9,200,000	9,200,000	-	-	-
112	Clearwater Downtown Intermodal Terminal (Construction)	City of Clearwater (Land)		2,400,000	-	2,400,000				
113	Clearwater Downtown Intermodal Terminal (Construction)	FDOT	-	2,000,000	-	1,000,000	1,000,000	-	-	-
	<b>Total Clearwater Downtown Intermodal Terminal</b>		<b>\$ 4,153,557</b>	<b>\$ 24,050,000</b>	<b>\$ 109,727</b>	<b>\$ 13,600,000</b>	<b>\$ 10,340,273</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
114	Charging Area - Electric Buses	FTA Future	-	10,000,000	-	1,000,000	9,000,000	-	-	-
115	Park Street Terminal - Retrofit	Capital Reserve	205,709	475,000	59,392	415,608	-	-	-	-
116	Security and Safety Systems	FL-2017-109	300,000	375,000	185,237	189,763	-	-	-	-
117	Security and Safety Systems	FL-2018-080	375,000	375,000	-	375,000	-	-	-	-
118	Lobby Security Improvements	Capital Reserve	75,000	10,000	-	10,000	-	-	-	-
	<b>Total Security and Safety Systems</b>		<b>\$ 750,000</b>	<b>\$ 760,000</b>	<b>\$ 185,237</b>	<b>\$ 574,763</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
119	Audio Visual Equipment - Replacement	FTA Future	-	275,000	-	-	275,000	-	-	-
120	Service Lane	FL 90-X723	-	55,501	55,501	-	-	-	-	-
121	Service Lane	FL 90-X723	-	76,289	76,289	-	-	-	-	-
122	Service Lane	FL 90-X841	152,394	261,409	261,409	-	-	-	-	-
	<b>Total Service Lane Infrastructure</b>		<b>\$ 152,394</b>	<b>\$ 393,199</b>	<b>\$ 393,199</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Facilities</b>									
123	Electric Bus Charging Stations - Install	Pinellas County	198,400	198,400	198,400	-	-	-	-	-
124	Electric Bus Charging Stations	Pinellas County	-	390,600	390,600	-	-	-	-	-
125	Electric Charging Station Install	FL-2017-109	200,000	200,000	200,000	-	-	-	-	-
126	Electric Charging Station Install	FL-2018-080	377,000	377,000	377,000	-	-	-	-	-
127	Forklift	FTA Future	-	100,000	-	100,000	-	-	-	-
128	Solar Panels Design	FTA Future	-	250,000	-	250,000				
129	Solar Panels Construction	FTA Future	-	2,500,000	-		2,500,000			
	<b>Total Solar Panels</b>		-	<b>2,750,000</b>	-	<b>250,000</b>	<b>2,500,000</b>	-	-	-
	<b>Total Facilities</b>		<b>\$ 6,037,060</b>	<b>\$ 39,969,199</b>	<b>\$ 1,913,555</b>	<b>\$ 15,940,371</b>	<b>\$ 22,115,273</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Technology</b>									
	<b>COMPUTER HARDWARE</b>									
130	Replace/Upgrade Phone System and Phones	FL 90-X873	200,400	247,410	50,000	197,410	-	-	-	-
131	Clever Devices Retrofit (IVANS)- PSTA and Purchased Transportation	FTA Future	-	5,235,000	-	-	2,617,500	2,617,500	-	-
132	Bus Modems	FTA Future	-	200,000	-	200,000	-	-	-	-
133	Bus Modems	FL-2019-085	-	400,000	-	400,000				
	<b>Total Bus Modems</b>		-	<b>600,000</b>	-	<b>600,000</b>	-	-	-	-
134	Data Center Upgrade- Data Recovery as a Service (DRaS)	FL-2018-080	300,000	300,000	300,000	-	-	-	-	-
135	Cisco 3750 POE Switch (HW & SW)	FL-2017-024	22,991	30,027	30,027	-	-	-	-	-
136	Cisco Core Switch Replacement	FL-2019-085	82,500	165,000	82,500	82,500	-	-	-	-
137	Upgrade Data Storage Capacity	FTA Current	28,000	28,000	28,000	-	-	-	-	-
	<b>Total Computer Hardware</b>		<b>\$ 633,891</b>	<b>\$ 6,605,437</b>	<b>\$ 490,527</b>	<b>\$ 879,910</b>	<b>\$ 2,617,500</b>	<b>\$ 2,617,500</b>	<b>\$ -</b>	<b>\$ -</b>
138	Audio Visual Upgrades	FL-2019-085	-	24,890	24,890	-	-	-	-	-
139	APC Units	FL-2018-080	-	571,420	571,420	-	-	-	-	-
140	APC Pilot	Capital Reserve	-	48,000	24,000	24,000	-	-	-	-
141	Computer Refresh Project - Hardware	FL-2017-024	12,577	145,973	145,973	-	-	-	-	-
142	Computer Refresh Project - Hardware	FL 90-X723	-	159,473	159,473	-	-	-	-	-
143	Computer Refresh Project - Software	FL 90-X723	86,240	160,585	160,585	-	-	-	-	-
144	Computer Refresh - Hardware	FTA Future	-	350,000	-				-	350,000
145	Computer Refresh Project - Software	FTA Future	-	150,000	-	-	-	-	-	150,000
	<b>Total Computer Refresh Project</b>		<b>\$ 98,817</b>	<b>\$ 966,031</b>	<b>\$ 466,031</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Technology</b>									
146	Purchase Servers	FL-2019-085	175,000	175,000	-	175,000	-	-	-	-
147	Purchase Servers	FTA Future	-	194,000	-	-	-	194,000	-	-
148	Fiber Expansion Project	FTA Future	-	130,000	-	130,000	-	-	-	-
	<b>COMPUTER SOFTWARE</b>									
149	APC Software Upgrade	FTA Future	30,000	60,000	-	-	-	60,000	-	-
150	Clever Works	FL 90-X758	85,375	214,451	214,451	-	-	-	-	-
151	Hastus Upgrade - Core	FTA Future	-	500,000	-	-	-	500,000	-	-
152	Hastus Upgrade - Additional Modules	FL-2017-024	500,000	500,000	250,000	250,000	-	-	-	-
153	Document Image Software	FL-2019-085	50,000	50,000	-	50,000	-	-	-	-
154	Mobility on Demand Software	FL-2018-080	125,000	525,000	-	525,000	-	-	-	-
155	Mobility on Demand Software	FTA Future	-	475,000	-	475,000	-	-	-	-
	<b>Mobility on Demand Software</b>		<b>125,000</b>	<b>1,000,000</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
156	Clever Works - New Module (Turn by Turn)	FTA Future	-	500,000	-	-	-	-	500,000	-
157	Application Integration	FDOT	200,000	400,000	-	400,000	-	-	-	-
	<b>Total Computer Software</b>		<b>\$ 990,375</b>	<b>\$ 3,224,451</b>	<b>\$ 464,451</b>	<b>\$ 1,700,000</b>	<b>\$ -</b>	<b>\$ 560,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>
	<b>INTEGRATING DIRECT CONNECT PROGRAM INTO TRANSIT</b>									
158	Upfront Deployment	FTA AIM Grant	-	50,000	-	50,000	-	-	-	-
159	Operation/Management Integration	FTA AIM Grant	-	70,000	-	8,000	24,000	24,000	14,000	-
160	In Kind Match - Transit App	Transit App	-	30,000	-	30,000	-	-	-	-
	<b>Total Integrating Direct Connect Program into Transit</b>		<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 88,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 14,000</b>	<b>\$ -</b>
	<b>Total Technology</b>		<b>\$ 1,898,083</b>	<b>\$ 12,089,229</b>	<b>\$ 2,041,319</b>	<b>\$ 2,996,910</b>	<b>\$ 2,641,500</b>	<b>\$ 3,395,500</b>	<b>\$ 514,000</b>	<b>\$ 500,000</b>



## CAPITAL BUDGET

	Project Title	Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
	<b>Miscellaneous</b>									
161	Revenue Room Equipment	FL 90-X841	-	8,999	8,999	-	-	-	-	-
162	Miscellaneous Maintenance Tools/Equipment (5337)	FL-2019-085	7,396	7,396	7,396					
163	Miscellaneous Maintenance Tools/Equipment (5337)	FTA Future		34,720	-	6,720	7,000	7,000	7,000	7,000
164	Short Range Planning to Increase Ridership - Planners	FL-2017-109	166,227	193,651	145,731	47,920	-	-	-	-
165	Grant Administration (as of July 2020)	FL 90-X723	2,000	82,604	82,604	-	-	-	-	-
166	Grant Administration (as of July 2020)	FL 90-X758	5,781	61,169	61,169		-	-	-	-
167	Grant Administration (as of July 2020)	FL 90-X841	31,570	68,376	37,682	30,694	-	-	-	-
168	Grant Administration (as of July 2020)	FL 90-X873	31,412	66,950	40,557	26,393	-	-	-	-
169	Grant Administration (as of July 2020)	FL-2017-024	35,382	66,950	25,568	41,382	-	-	-	-
170	Grant Administration (as of July 2020)	FL-2017-109	69,529	95,046	33,244	61,802	-	-	-	-
171	Grant Administration (as of July 2020)	FL-2018-080	51,896	66,950	18,957	47,993	-	-	-	-
172	Grant Administration (as of July 2020)	FL-2019-085	62,819	66,950	10,594	56,356				
173	Grant Administration	FTA Future		267,800	-		66,950	66,950	66,950	66,950
	<b>Total Other Miscellaneous Expenditures</b>		<b>\$ 464,012</b>	<b>\$ 1,087,561</b>	<b>\$ 472,502</b>	<b>\$ 319,260</b>	<b>\$ 73,950</b>	<b>\$ 73,950</b>	<b>\$ 73,950</b>	<b>\$ 73,950</b>
174	Remaining Contingency (as of July 2020)	FL 90-X841	-	-	-	-	-	-	-	-
175	Remaining Contingency (as of July 2020)	FL 90-X873	181,124	181,124	181,124		-	-	-	-
176	Remaining Contingency (as of July 2020)	FL-2017-024	748,610	1,040,165	-	1,040,165	-	-	-	-
177	Remaining Contingency (as of July 2020)	FL-2017-109	686,557	777,397	-	777,397	-	-	-	-
178	Remaining Contingency (as of July 2020)	FL-2018-080	269,997	269,997	189,825	80,172	-	-	-	-
179	Remaining Contingency (as of July 2020)	FL-2019-085	319,310	1,319,310	1,000,000	319,310	-	-	-	-
180	Contingency	FTA Future		1,000,000	-	-	250,000	250,000	250,000	250,000
	<b>Total Contingency</b>		<b>\$ 2,205,598</b>	<b>\$ 4,587,993</b>	<b>\$ 1,370,949</b>	<b>\$ 2,217,044</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>
	<b>Total Miscellaneous and Contingency</b>		<b>\$ 2,669,610</b>	<b>\$ 5,675,554</b>	<b>\$ 1,843,451</b>	<b>\$ 2,536,304</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>
	<b>Total Capital Expenses</b>		<b>\$ 41,834,787</b>	<b>\$ 179,001,823</b>	<b>\$ 27,946,386</b>	<b>\$ 74,109,090</b>	<b>\$ 43,731,715</b>	<b>\$ 18,063,084</b>	<b>\$ 6,539,236</b>	<b>\$ 8,612,314</b>





## CAPITAL BUDGET

Funding	FY 2020 Budget	Total Project Budget and Plan	Total Expenditures and FY 2020 Forecast	FY 2021 Project Budget	FY 2022 Project Plan	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan
FTA Current Grants	12,906,399	37,976,570	12,512,660	23,684,328	1,741,583	24,000	14,000	-
FTA Future Funding	3,455,000	72,677,871	-	11,814,347	31,035,337	16,307,319	6,195,236	7,325,632
FTA New Starts Funding	10,915,000	21,836,000	3,335,515	14,855,213	3,645,272	-	-	-
Private Sources	-	26,165	26,165	-	-	-	-	-
FDOT Funding	5,622,354	15,832,580	2,914,810	8,744,167	3,673,603	500,000	-	-
TBARTA	-	387,254	387,254	-	-	-	-	-
Forward Pinellas	-	50,000	8,333	41,667	-	-	-	-
Transit App	-	30,000	-	30,000	-	-	-	-
City of Clearwater	-	2,400,000	-	2,400,000	-	-	-	-
City of St. Petersburg	2,880,793	5,132,301	1,570,994	2,531,607	1,029,700	-	-	-
City of Madeira Beach	-	1,930	1,930	-	-	-	-	-
CDBG Grant - Pinellas County	-	68,310	68,310	-	-	-	-	-
Pinellas County	198,400	589,000	589,000	-	-	-	-	-
PSTA Capital Reserve Funds	5,856,841	21,993,842	6,531,415	10,007,761	2,606,220	1,231,765	330,000	1,286,682
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 41,834,787</b>	<b>\$ 179,001,823</b>	<b>\$ 27,946,386</b>	<b>\$ 74,109,090</b>	<b>\$ 43,731,715</b>	<b>\$ 18,063,084</b>	<b>\$ 6,539,236</b>	<b>\$ 8,612,314</b>



# STATISTICAL SECTION



## STATISTICAL SECTION

(UNAUDITED)

### CONTENTS

**Financial Trends..... 117**

These schedules contain trend information to help the reader understand how the Authority's financial performance and well-being have changed over time.

**Revenue Capacity..... 127**

These schedules contain information to help the reader assess the Authority's sources of revenue, especially the most significant local revenue source, the property tax.

**Demographic and Economic Information. .... 133**

These schedules offer demographic and economic indicators to help the reader understand the environment within which the Authority's financial activities take place.

**Operating Information. .... 136**

These schedules contain service and infrastructure data to help the reader understand how the information in the Authority's financial report relates to the services the Authority provides the activities it performs.



## **STATISTICAL SECTION**

**(UNAUDITED)**

### **Financial Trends**

- Net Position by Components (FY 2010 – FY 2019)
- Changes in Net Position (FY 2010 – FY 2019)
- Revenues by Function/Program (FY 2010 – FY 2019)
- Expenses by Function (FY 2010 – FY 2019)
- Property Tax Revenue by Year (FY 2010 – FY 2019)

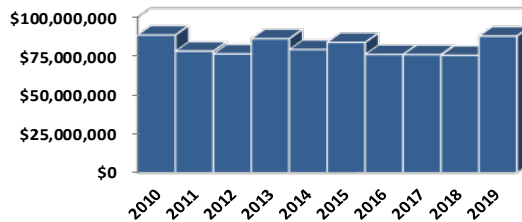


**Net Position By Components  
Last Ten Fiscal Years**

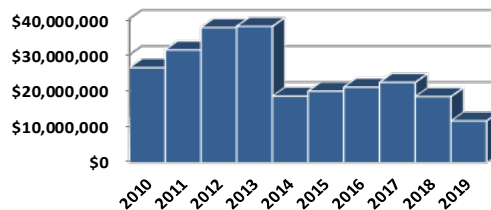
**Fiscal Years 2010 - 2019**

	Fiscal Year				
	2010	2011	2012	2013	2014
<b>Business Type Activities</b>					
Net investment in capital assets	\$ 88,538,927	\$ 78,170,420	\$ 76,411,608	\$ 86,156,611	\$ 79,199,247
Restricted	-	26,619	51,229	61,972	74,992
Unrestricted	26,396,501	31,318,850	37,554,309	37,862,802	18,489,859
Total net position	\$ 114,935,428	\$ 109,515,889	\$ 114,017,146	\$ 124,081,385	\$ 97,764,098
	Fiscal Year				
	2015	2016	2017	2018	2019
<b>Business Type Activities</b>					
Net investment in capital assets	\$ 83,810,021	\$ 76,019,269	\$ 75,914,243	\$ 75,483,987	\$ 87,826,430
Restricted	13,020	350,630	381,789	55,289	30,925
Unrestricted	19,865,822	20,993,888	22,316,124 (1)	18,383,748	11,636,889
Total net position	\$ 103,688,863	\$ 97,363,787	\$ 98,612,156	\$ 93,923,024	\$ 99,494,244

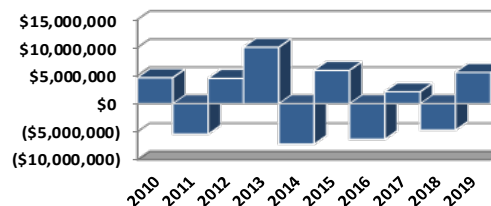
**Net Position Invested in Capital  
Last Ten Fiscal Years**



**Net Position Unrestricted  
Last Ten Fiscal Years**



**Increase (Decrease) in Net Position  
Last Ten Fiscal Years**



(1) Restated to conform to GASB Statement 75.

Note: The statistical section contains "Unaudited" data.



**Pinellas Suncoast Transit Authority**

**ADOPTED FY 2021 BUDGET**

**Changes in Net Position  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

	Fiscal Year									
	2010		2011		2012		2013		2014	
Operating revenues:										
Passenger fares	\$ 10,850,676	(1)	\$ 12,788,411	(1)	\$ 14,279,728	(1)	\$ 14,098,511	(1)	\$ 13,585,399	
Demand response	906,548	(1)	1,032,194	(1)	1,056,808	(1)	1,098,822	(1)	1,079,160	(1)
Advertising revenue	247,725	(1)	395,847	(1)	439,557	(1)	417,851	(1)	248,224	
Total operating revenues	12,004,949		14,216,452		15,776,093		15,615,184		14,912,783	
Operating expenses:										
Operations	30,500,001		30,351,762		32,524,451		33,907,097		33,663,536	
Purchased Transportation	5,917,169	(1)	6,421,346	(1)	5,854,472	(1)	6,556,558	(1)	6,846,800	(1)
Maintenance	6,791,680		7,604,823		7,256,709		8,172,956		8,374,708	
Administration and finance	10,980,462		10,243,021		9,333,777		9,762,130		10,767,137	
Marketing	1,750,723		1,826,406		1,702,420		2,202,059		2,591,069	
Total operating expenses , before depreciation	55,940,035		56,447,358		56,671,829		60,600,800		62,243,250	
Operating loss before depreciation	(43,935,086)		(42,230,906)		(40,895,736)		(44,985,616)		(47,330,467)	
Depreciation	7,366,225		8,156,263		7,694,806		8,487,063		9,723,423	
Operating loss	(51,301,311)		(50,387,169)		(48,590,542)		(53,472,679)		(57,053,890)	
Nonoperating revenues:										
Federal maintenance assistance	2,033,508		2,453,338		7,213,949	(1)	6,045,338	(1)	4,819,162	(1)
State operating assistance	3,521,850		3,567,209		3,847,388		3,917,007		4,015,888	
Other federal grants	5,835,531		5,898,891		1,916,693	(1)	1,189,876	(1)	1,946,552	(1)
Special project assistance - state grants	469,226		777,813		1,124,795		3,004,543		2,994,467	
Special project assistance - local grants	631,817		638,668		672,877		767,849		833,222	
Property tax revenues, net	29,893,863		26,868,560		33,009,275		32,282,955		33,365,462	
Investment income	271,233		127,470		221,905		146,824		55,618	
Fuel tax refunds	580,860		560,059		610,910		610,172		613,721	
Other, net	104,946		155,824		130,357		16,544		67,955	
Total nonoperating revenues	43,342,834		41,047,832		48,748,149		47,981,108		48,712,047	
(Loss) income before capital grants and special item	(7,958,477)		(9,339,337)		157,607		(5,491,571)		(8,341,843)	
Capital grants and other related revenues	12,583,561		3,919,798		4,343,650		15,555,810		1,052,867	
Contributed capital - local government	-		-		-		-		100,000	
Contributed capital - private sources	-		-		-		-		-	
Increase (decrease) in net position	4,625,084		(5,419,539)		4,501,257		10,064,239		(7,188,976)	
Net position, beginning of year	110,310,344		114,935,428		109,515,889		114,017,146		104,953,074	(2)
Net position, end of year	\$ 114,935,428		\$ 109,515,889		\$ 114,017,146		\$ 124,081,385		\$ 97,764,098	

(1) This has been reclassified to conform to current year's classifications.

**Note: The statistical section contains "Unaudited" data.**



**Changes in Net Position  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

	Fiscal Year				
	2015	2016	2017	2018	2019
Operating revenues:					
Passenger fares	\$ 12,194,799	\$ 10,791,925	\$ 9,535,246	\$ 9,473,561	\$ 9,129,892
Demand response	1,143,997	1,197,937	1,303,510	1,501,156	1,533,743
Advertising revenue	485,359	577,046	582,761	615,234	660,371
Total operating revenues	13,824,155	12,566,908	11,421,517	11,589,951	11,324,006
Operating expenses:					
Operations	34,879,734	33,815,879	36,266,463 (1)	38,570,917	42,873,233
Purchased Transportation	7,444,573	7,738,429	9,637,695	11,627,971	12,123,292
Maintenance	8,902,528	10,178,517	11,536,994 (1)	11,510,788	12,203,763
Administration and finance	11,465,894	12,192,055	12,921,156 (1)	13,898,829	16,682,258
Marketing	708,839	657,700	819,842 (1)	943,235	852,508
Total operating expenses , before depreciation	63,401,568	64,582,580	71,182,150	76,551,740	84,735,054
Operating loss before depreciation	(49,577,413)	(52,015,672)	(59,760,633)	(64,961,789)	(73,411,048)
Depreciation	10,436,619	10,249,547	9,976,763	8,372,047	8,984,115
Operating loss	(60,014,032)	(62,265,219)	(69,737,396)	(73,333,836)	(82,395,163)
Nonoperating revenues (expenses):					
Federal maintenance assistance	5,016,216 (1)	4,979,539	5,009,268	5,026,849	4,975,583
State operating assistance	4,086,490	4,181,314	4,155,670	4,303,778	4,322,748
Other federal grants	1,378,600 (1)	935,330	967,084	1,504,617	2,618,763
Special project assistance - state grants	3,169,227	3,621,648	4,090,853	5,022,559	5,784,028
Special project assistance - local grants	873,441	922,275	1,174,823	1,282,808	1,715,148
Property tax revenues, net	35,592,336	38,166,312	41,607,265	45,389,030	49,113,559
Investment income	193,039	250,882	435,080	809,788	1,114,257
Fuel tax refunds	649,202	641,838	630,827	636,416	644,668
Other, net	(14,055)	313,578	(104,959)	228,008	(210,359)
Total nonoperating revenues	50,944,496	54,012,716	57,965,911	64,203,853	70,078,395
(Loss) income before capital grants and special item	(9,069,536)	(8,252,503)	(11,771,485)	(9,129,983)	(12,316,768)
Capital grants and other related revenues	14,994,301	1,918,427	13,863,703	3,764,851	17,263,244
Contributed capital - local government	-	9,000	9,000	637,254	532,825
Contributed capital - private sources	-	-	23,320	38,746	91,919
Increase (decrease) in net position	5,924,765	(6,325,076)	2,124,538	(4,689,132)	5,571,220
Net position, beginning of year	97,764,098	103,688,863	96,487,618 (3)	98,612,156	93,923,024
Net position, end of year	\$ 103,688,863	\$ 97,363,787	\$ 98,612,156	\$ 93,923,024	\$ 99,494,244

(1) This has been reclassified to conform to current year's presentation.

(2) This has been restated to conform to GASB Statements 68 and 71.

(3) This has been restated to conform to GASB Statement 75.

**Note: The statistical section contains "Unaudited" data.**



Revenues By Function/Program  
Last Ten Fiscal Years

Fiscal Years 2010 - 2019

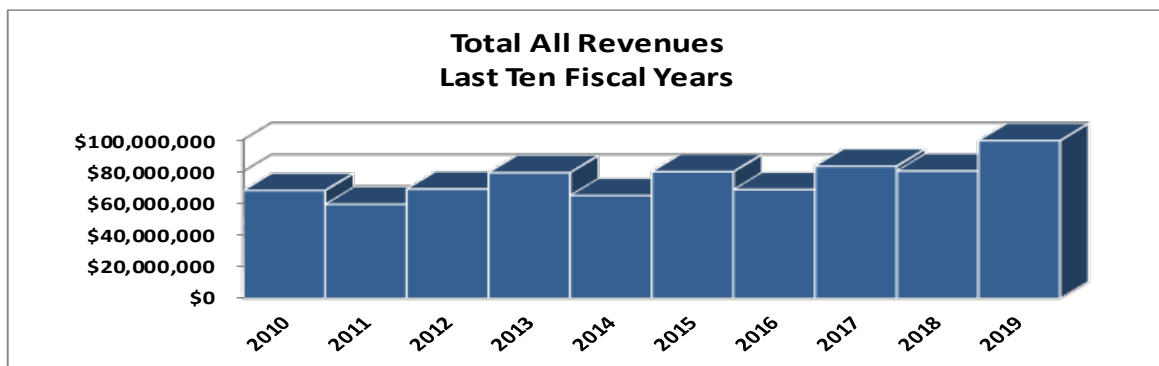
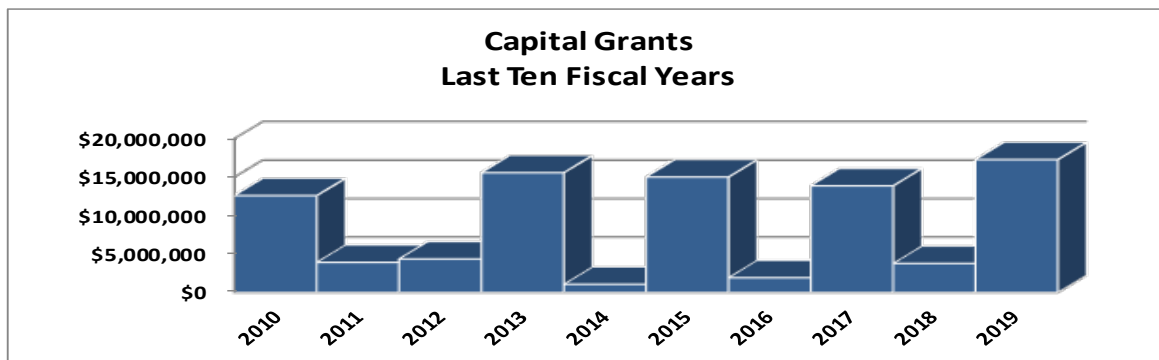
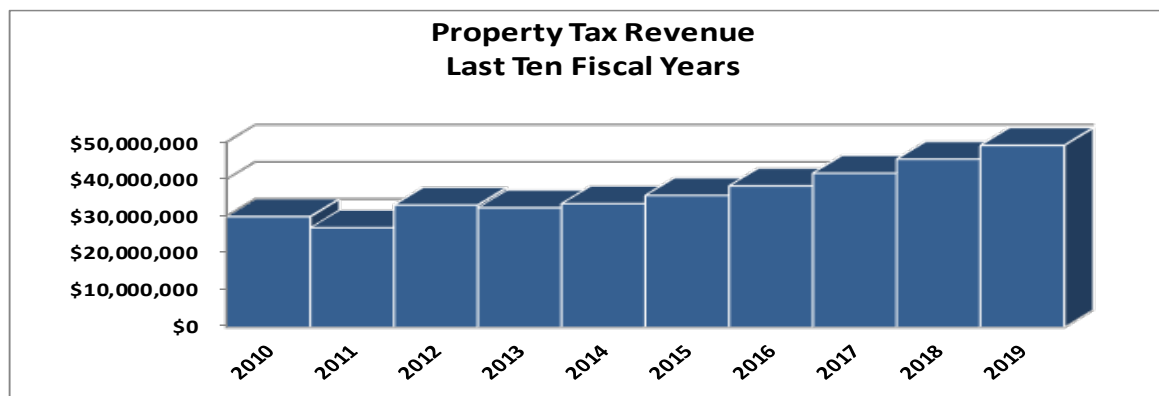
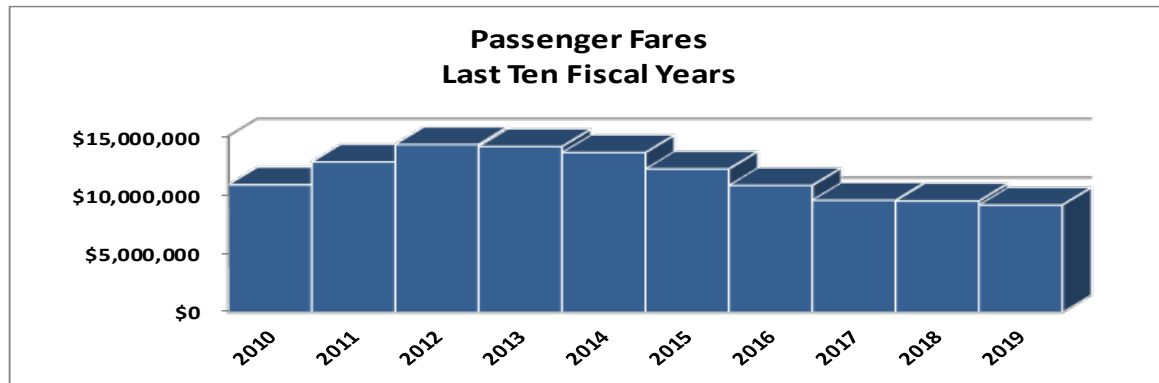
	Fiscal Year				
	2010	2011	2012	2013	2014
Operating revenues:					
Passenger fares	\$ 10,850,676	\$ 12,788,411	\$ 14,279,728	\$ 14,098,511	\$ 13,585,399
Demand response	906,548 (1)	1,032,194 (1)	1,056,808 (1)	1,098,822 (1)	1,079,160
Advertising revenue	247,725	395,847	439,557	417,851	248,224
Total operating revenues	12,004,949	14,216,452	15,776,093	15,615,184	14,912,783
Nonoperating revenues:					
Federal maintenance assistance	2,033,508	2,453,338	7,213,949	6,045,338	4,819,162
State operating assistance	3,521,850	3,567,209	3,847,388	3,917,007	4,015,888
Other federal grants	5,835,531	5,898,891	1,916,693	1,189,876	1,946,552
Special project assistance - state grants	469,226	777,813	1,124,795	3,004,543	2,994,467
Special project assistance - local grants	631,817	638,668	672,877	767,849	833,222
Property tax revenues, net	29,893,863	26,868,560	33,009,275	32,282,955	33,365,462
Investment income	271,233	127,470	221,905	146,824	55,618
Fuel tax refunds	580,860	560,059	610,910	610,172	613,721
Other, net	104,946	155,824	130,357	16,544	67,955
Total nonoperating revenues	43,342,834	41,047,832	48,748,149	47,981,108	48,712,047
Capital grants and other related revenues	12,583,561	3,919,798	4,343,650	15,555,810	1,052,867
Contributed capital - local government	-	-	-	-	100,000
Contributed capital - private sources	-	-	-	-	-
Total all revenues	\$ 67,931,344	\$ 59,184,082	\$ 68,867,892	\$ 79,152,102	\$ 64,777,697

	Fiscal Year				
	2015	2016	2017	2018	2019
Operating revenues:					
Passenger fares	\$ 12,194,799	\$ 10,791,925	\$ 9,535,246	\$ 9,473,561	\$ 9,129,892
Demand response	1,143,997	1,197,937	1,303,510	1,501,156	\$ 1,533,743
Advertising revenue	485,359	577,046	582,761	615,234	\$ 660,371
Total operating revenues	13,824,155	12,566,908	11,421,517	11,589,951	11,324,006
Nonoperating revenues (expenses):					
Federal maintenance assistance	5,016,216	4,979,539	5,009,268	5,026,849	4,975,583
State operating assistance	4,086,490	4,181,314	4,155,670	4,303,778	4,322,748
Other federal grants	1,378,600	935,330	967,084	1,504,617	2,618,763
Special project assistance - state grants	3,169,227	3,621,648	4,090,853	5,022,559	5,784,028
Special project assistance - local grants	873,441	922,275	1,174,823	1,282,808	1,715,148
Property tax revenues, net	35,592,336	38,166,312	41,607,265	45,389,030	49,113,559
Investment income	193,039	250,882	435,080	809,788	1,114,257
Fuel tax refunds	649,202	641,838	630,827	636,416	644,668
Other, net	(14,055)	313,578	(104,959)	228,008	(210,359)
Total nonoperating revenues	50,944,496	54,012,716	57,965,911	64,203,853	70,078,395
Capital grants and other related revenues	14,994,301	1,918,427	13,863,703	3,764,851	17,263,244
Contributed capital - local government	-	9,000	9,000	637,254	532,825
Contributed capital - private sources	-	-	23,320	38,746	91,919
Total all revenues	\$ 79,762,952	\$ 68,507,051	\$ 83,283,451	\$ 80,234,655	\$ 99,290,389

(1) This has been reclassified to conform to current year's classifications.

Note: The statistical section contains "Unaudited" data.





Note: The statistical section contains "Unaudited" data.



Expenses by Function/Program  
Last Ten Fiscal Years

Fiscal Years 2010 - 2019

	Fiscal Year				
	2010	2011	2012	2013	2014
Operating expenses:					
Operations	\$ 30,500,001	\$ 30,351,762	\$ 32,524,451	\$ 33,907,097	\$ 33,663,536
Purchased Transportation	5,917,169 (1)	6,421,346 (1)	5,854,472 (1)	6,556,558 (1)	6,846,800
Maintenance	6,791,680	7,604,823	7,256,709	8,172,956	8,374,708
Administration and finance	10,980,462	10,243,021	9,333,777	9,762,130	10,767,137
Marketing	1,750,723	1,826,406	1,702,420	2,202,059	2,591,069
Total operating expenses, before depreciation	55,940,035	56,447,358	56,671,829	60,600,800	62,243,250
Depreciation	7,366,225	8,156,263	7,694,806	8,487,063	9,723,423
Total all expenses	\$ 63,306,260	\$ 64,603,621	\$ 64,366,635	\$ 69,087,863	\$ 71,966,673

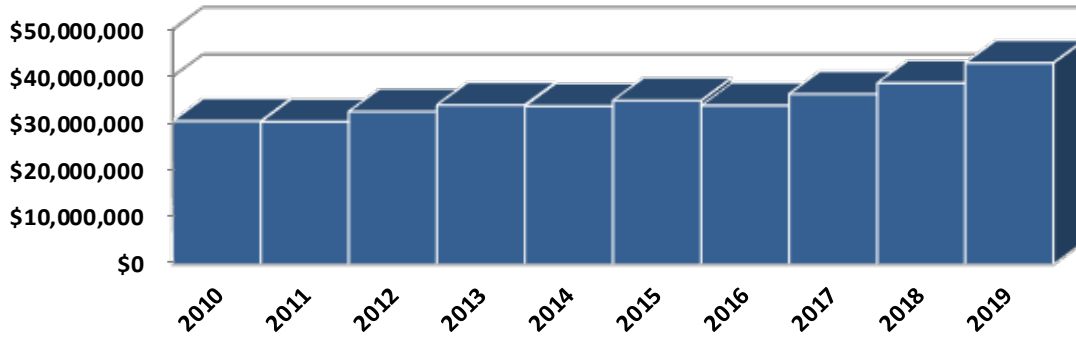
	Fiscal Year				
	2015	2016	2017	2018	2019
Operating expenses:					
Operations	\$ 34,879,734	\$ 33,815,879	\$ 36,266,463 (1)	38,570,917	42,873,233
Purchased Transportation	7,444,573	7,738,429	9,637,695	11,627,971	12,123,292
Maintenance	8,902,528	10,178,517	11,536,994 (1)	11,510,788	12,203,763
Administration and finance	11,465,894	12,192,055	12,921,156 (1)	13,898,829	16,682,258
Marketing	708,839	657,700	819,842 (1)	943,235	852,508
Total operating expenses, before depreciation	63,401,568	64,582,580	71,182,150	76,551,740	84,735,054
Depreciation	10,436,619	10,249,547	9,976,763	8,372,047	8,984,115
Total all expenses	\$ 73,838,187	\$ 74,832,127	\$ 81,158,913	\$ 84,923,787	\$ 93,719,169

(1) This has been reclassified to conform to current year's classifications.

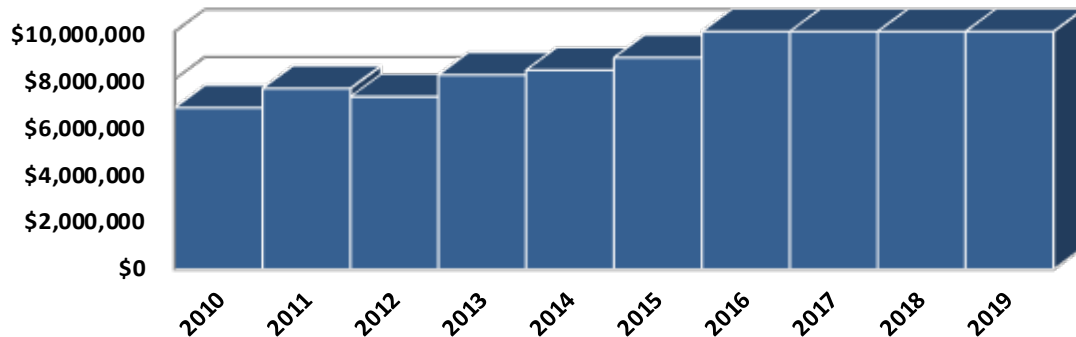
Note: The statistical section contains "Unaudited" data.



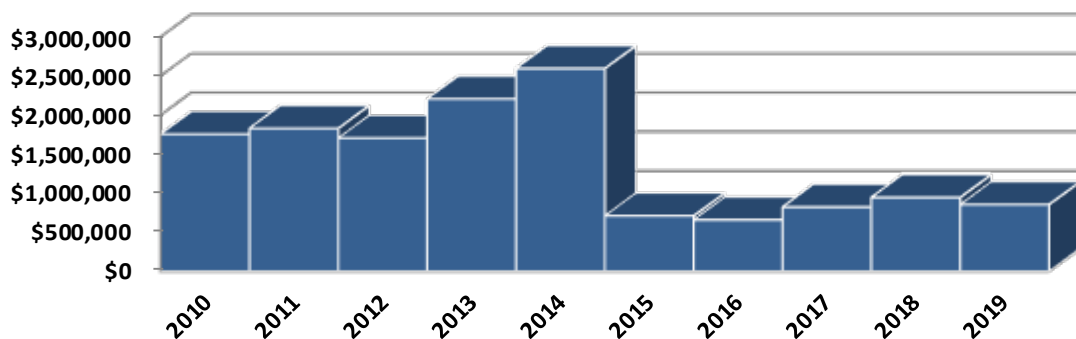
### Operations Expense Last Ten Fiscal Years



### Maintenance Expense Last Ten Fiscal Years



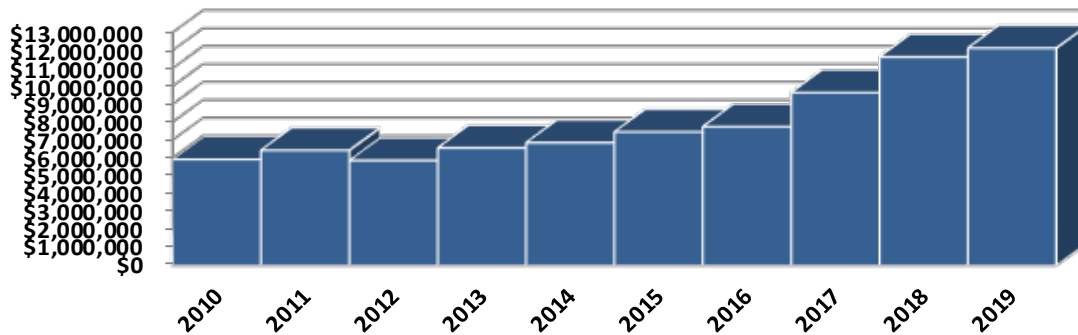
### Marketing Expense Last Ten Fiscal Years



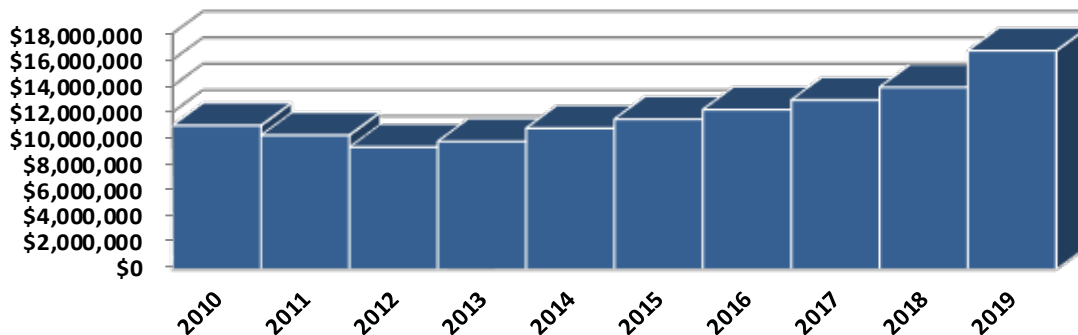
Note: The statistical section contains "Unaudited" data.



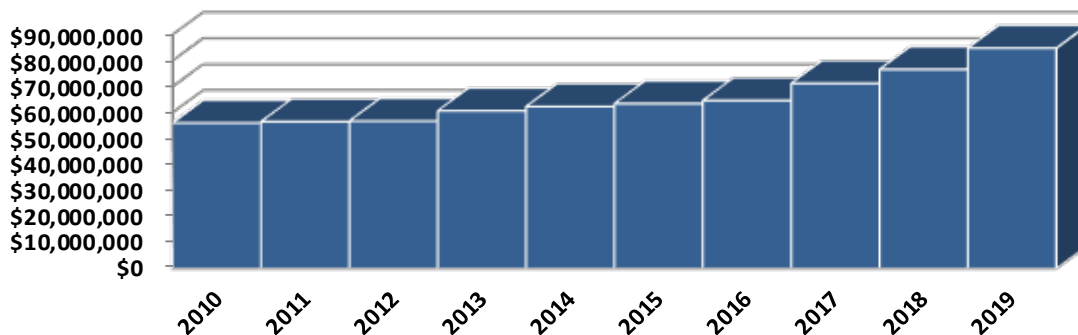
### Purchased Transportation Expense Last Ten Fiscal Years



### Administration and Finance Expense Last Ten Fiscal Years



### Total Operating Expenses Before Depreciation Last Ten Fiscal Years



Note: The statistical section contains "Unaudited" data.



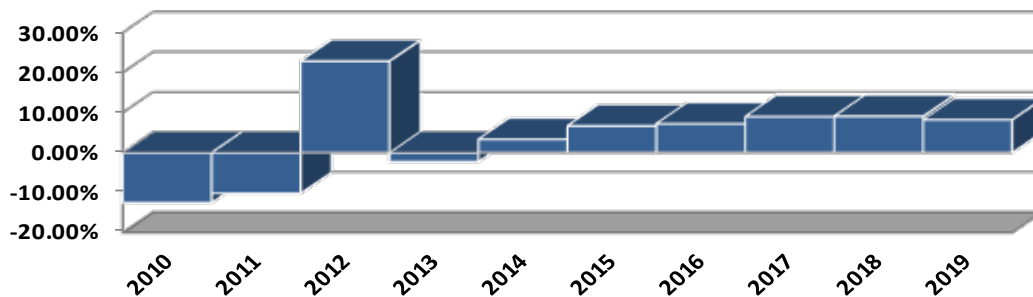
**Property Tax Revenue By Year  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

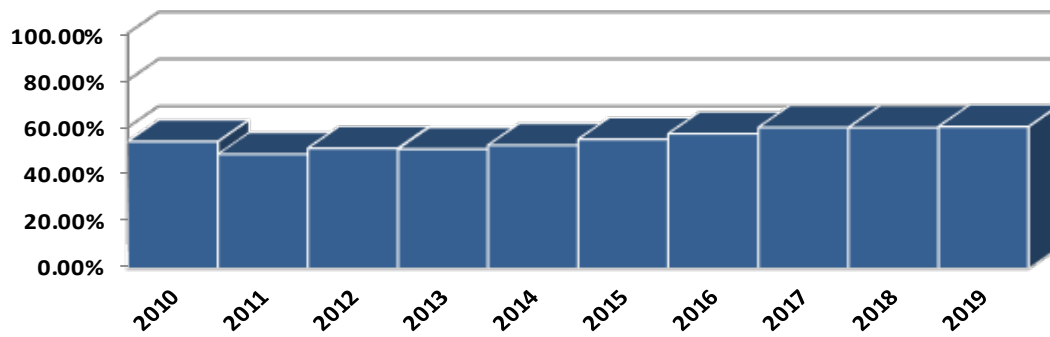
<b>Fiscal Year</b>	<b>Property Tax Dollars</b>	<b>Percent Change</b>	<b>Total Revenues *</b>	<b>Percent of Total</b>	<b>Millage Rate</b>
2010	29,893,863	-12.48%	55,347,783	54.01%	0.5601
2011	26,868,560	-10.12%	55,264,284	48.62%	0.5601
2012	33,009,275	22.85%	64,524,242	51.16%	0.7305
2013	32,282,955	-2.20%	63,596,292	50.76%	0.7305
2014	33,365,462	3.35%	63,624,830	52.44%	0.7305
2015	35,592,336	6.67%	64,768,651	54.95%	0.7305
2016	38,166,312	7.23%	66,579,624	57.32%	0.7305
2017	41,607,265	9.02%	69,387,428	59.96%	0.7500
2018	45,389,030	9.09%	75,793,804	59.88%	0.7500
2019	49,113,559	8.21%	81,402,401	60.33%	0.7500

\* excludes capital grants and contributed capital.

**Percent Change in Property Tax Revenue by Year  
Last Ten Fiscal Years**



**Property Tax Revenue as a Percent of Total Revenues  
Last Ten Fiscal Years**



Note: The statistical section contains "Unaudited" data.



## **STATISTICAL SECTION**

**(UNAUDITED)**

### **Revenue Capacity**

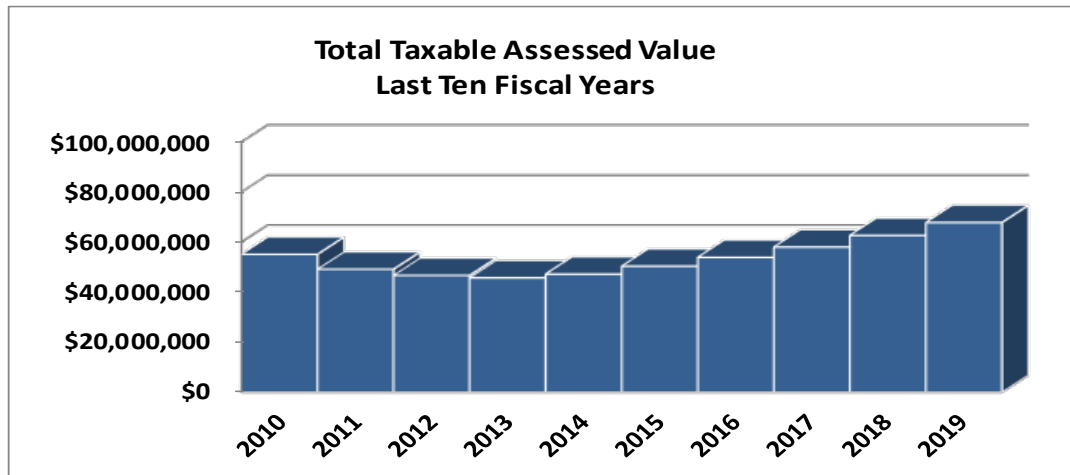
- Taxable Assessed Value and Estimated Actual Value of Taxable Property (FY 2010 – FY 2019)
- Direct and Overlapping Property Tax Rates (FY 2010 – FY 2019)
- Principal Property Tax Payers (FY 2010 – FY 2019)
- Property Tax Levies and Collections (FY 2010 – FY 2019)
- Farebox Recovery Percentage (FY 2010 – FY 2019)



**Taxable Assessed Value and Estimated Actual Value of Taxable Property  
Last Ten Fiscal Years  
(Dollars in thousands)**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Estimated Actual Value (a)</b>		<b>Centrally Assessed Property (b)</b>	<b>Exemptions (c)</b>	<b>Total Taxable Assessed Value</b>	<b>Total Direct Tax Rate (d)</b>
	<b>Real Property</b>					
2010	\$ 82,584,246		\$ 5,928	\$ 27,504,794	\$ 55,085,380	0.5601
2011	71,085,388		5,421	21,948,052	49,142,757	0.5601
2012	67,013,602		6,100	20,353,324	46,666,378	0.7305
2013	64,892,654		6,150	19,197,776	45,701,028	0.7305
2014	67,950,230		6,263	20,785,617	47,170,876	0.7305
2015	75,375,232		6,506	25,059,878	50,321,860	0.7305
2016	82,866,812		6,957	29,015,580	53,858,189	0.7305
2017	75,953,105		7,171	17,975,184	57,977,920	0.7500
2018	97,076,057		6,603	18,426,193	62,614,865	0.7500
2019	105,263,104		6,365	19,023,798	67,812,395	0.7500



Source: Pinellas County Property Appraiser's Forms DR-403CC, DR-403V, DR-403AM and DR-403AC.

**(a)** Section 192.001(2), Florida Statutes, defines assessed value of property as "an annual determination of the just or fair market of item or property...." Therefore, grossed assessed value is "Estimated Actual Value." Assessed value is estimated and adjusted annually with a physical inspection every third year.

**(b)** Centrally assessed property is property that is assessed by the State of Florida rather than by the Property Appraiser since the property is located in more than one county. Real Property only included.

**(c)** Exemptions are provided for agricultural, government, institutional and historic preservation property. Exemptions available solely to residential property include, but are not limited to, widows/widowers, disabled/blind, \$50,000 homestead and homestead differential (capped).

**(d)** Total Direct Rate is the average of the direct rates levied (taxes levied to total taxable value). PSTA levies taxes only on real property within the PSTA's geographic area.

**Note: The statistical section contains "Unaudited" data.**



**Direct and Overlapping Property Tax Rates (a)**  
**Last Ten Fiscal Years**  
**In Mills, Per \$1,000 of Assessed Value**  
**Fiscal Years 2010 - 2019**

	Direct Rates			Overlapping Rates (b)				Municipalities	
Fiscal Year	Basic Rate	Total Direct Rate	PSTA Maximum Allowed Rate	County Board Rate	School Board Rate	Emergency Medical Service	Others District Rate (c)	Lowest	Highest
2010	0.5601	0.5601	0.7500	4.8730	8.3460	0.5832	1.5106	0.7511	5.9125
2011	0.5601	0.5601	0.7500	4.8730	8.3400	0.5832	1.4410	0.7511	5.9125
2012	0.7305	0.7305	0.7500	4.8730	8.3850	0.8506	1.2390	0.7511	5.9125
2013	0.7305	0.7305	0.7500	5.0727	8.3020	0.9158	1.3034	0.7511	6.7742
2014	0.7305	0.7305	0.7500	5.2755	8.0600	0.9158	1.2959	0.7511	6.7700
2015	0.7305	0.7305	0.7500	5.2755	7.8410	0.9158	1.2799	0.7511	6.7700
2016	0.7305	0.7305	0.7500	5.2755	7.7700	0.9158	1.2629	0.7283	6.7700
2017	0.7500	0.7500	0.7500	5.3377	7.3180	0.9158	1.2448	0.7294	6.7550
2018	0.7500	0.7500	0.7500	5.2755	7.0090	0.9158	1.2262	0.6594	6.7550
2019	0.7500	0.7500	0.7500	5.2755	6.7270	0.9158	1.2015	0.6737	6.7550

Source: Pinellas County Tax Collector

(a) Direct rates support the ad valorem revenue base recognized by PSTA.

(b) Overlapping rates are those rates levied by other local governments who overlap PSTA's geographic area.

(c) Other Districts includes Pinellas County Planning Council 0.015; Juvenile Welfare Board 0.8981; SW Florida Water Management District 0.2955.

**Note: The statistical section contains "Unaudited" data.**





**Principal Property Tax Payers  
Fiscal Year 2019 and Nine Years Ago**

Taxpayer	Business	2019		2010	
		Taxable Assessed Value	Percentage of Total PSTA Taxable Assessed Value	Taxable Assessed Value	Percentage of Total PSTA Taxable Assessed Value
Bellwether Properties, Inc.	Real Estate	\$ 164,730,000	0.24%	\$ 122,905,000	0.22%
Publix Super Markets, Inc.	Grocery	135,644,063	0.20%	113,261,000	0.21%
Wal-Mart Stores East, LP	Retail Stores	114,409,389	0.17%	71,608,000	0.13%
De Bartolo Capital PTNSHP	Retail Mall	104,000,000	0.15%	118,800,000	0.22%
B W C W Hospitality LLC	Hospitality	96,545,307	0.14%		
Duke Energy Florida Inc.	Electric Utility	96,502,766	0.14%	813,850,000	1.48%
Raymond James & Associates, Inc.	Financial Services	91,023,791	0.13%	143,354,000	0.26%
K & P Clearwater Estate LLC	Real Estate	84,559,948	0.12%		
Beacon430 G E N1814 LLC	Real Estate	74,900,000	0.11%		
Camden USA Inc	Real Estate	74,859,950	0.11%		
Verizon Florida Inc.	Phone Utility			345,517,000	0.63%
Bright House Networks LLC	Communications			151,932,000	0.28%
Val-Pak Direct Marketing	Mail Marketing			106,268,000	0.19%
The Nielsen Company (US) Inc.	Media Information			91,532,000	0.17%
		<u>\$ 1,037,175,214</u>	<u>1.53%</u>	<u>\$ 2,079,027,000</u>	<u>3.77%</u>
Total Taxable Assessed Value		<u>\$ 67,854,200,521</u>		<u>\$ 55,085,380,483</u>	

Source: Pinellas County Property Appraiser

Methodology: Top ten taxpayers identified for Real Property only.

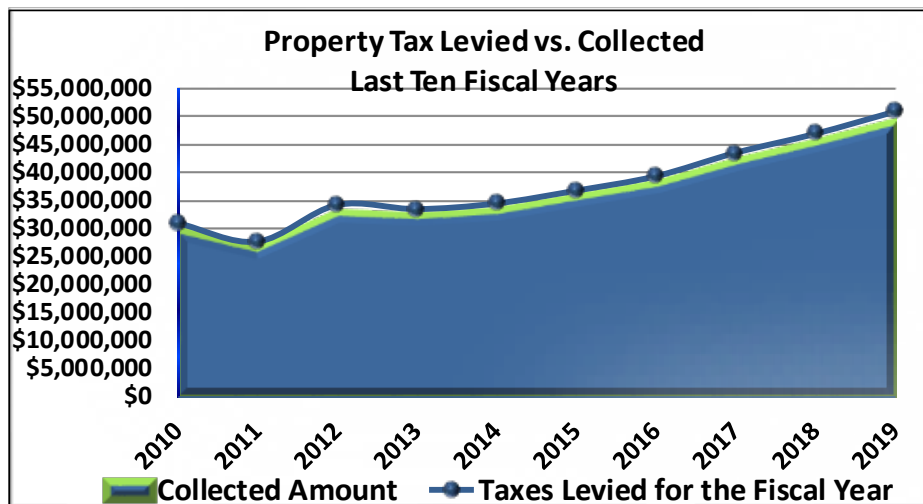
**Note: The statistical section contains "Unaudited" data.**



**Property Tax Levies and Collections  
Last Ten Fiscal Years**

Fiscal Years 2010 - 2019

Fiscal Year	Taxes Levied for the Fiscal Year (b)	Collected Within the Fiscal Year of Levy (a)		Collections Subsequent Years (c)	Total Collections to Date	
		Collected Amount	Percentage of Levy		Amount	Percentage of Levy
2010	30,966,619	29,835,206	96.35%	285,698	30,120,904	97.27%
2011	27,609,711	26,582,862	96.28%	84,751	26,667,613	96.59%
2012	34,182,509	32,924,524	96.32%	64,634	32,989,158	96.51%
2013	33,455,349	32,218,321	96.30%	52,495	32,270,816	96.46%
2014	34,458,263	33,312,967	96.68%	33,011	33,345,978	96.77%
2015	36,760,049	35,559,325	96.73%	88,692	35,648,017	96.97%
2016	39,343,407	38,077,620	96.78%	148,565	38,226,184	97.16%
2017	43,549,763	41,954,890	96.34%	84,224	42,039,114	96.53%
2018	46,961,234	45,304,807	96.47%	41,325	45,346,132	96.56%
2019	50,950,610	49,072,233	96.31%	-	49,072,233	96.31%



Source: Pinellas County Tax Collector's Form DR-502.

(a) Section 197.162, Florida Statutes, provide a 1% per month discount up to 4% for payments between November and February. Taxes collected after July 1st are categorized as delinquent.

(b) This is the revenue to be generated based on PSTA's direct rates; see page 79.

(c) All delinquent tax collections received during the year are applied to Collections Amount the year prior to collection, regardless of the year in which the taxes were originally levied. Therefore this may result in the Percentage of Levy in Total Collections to be greater than 100%.

Delinquent taxes by levy year are not available.

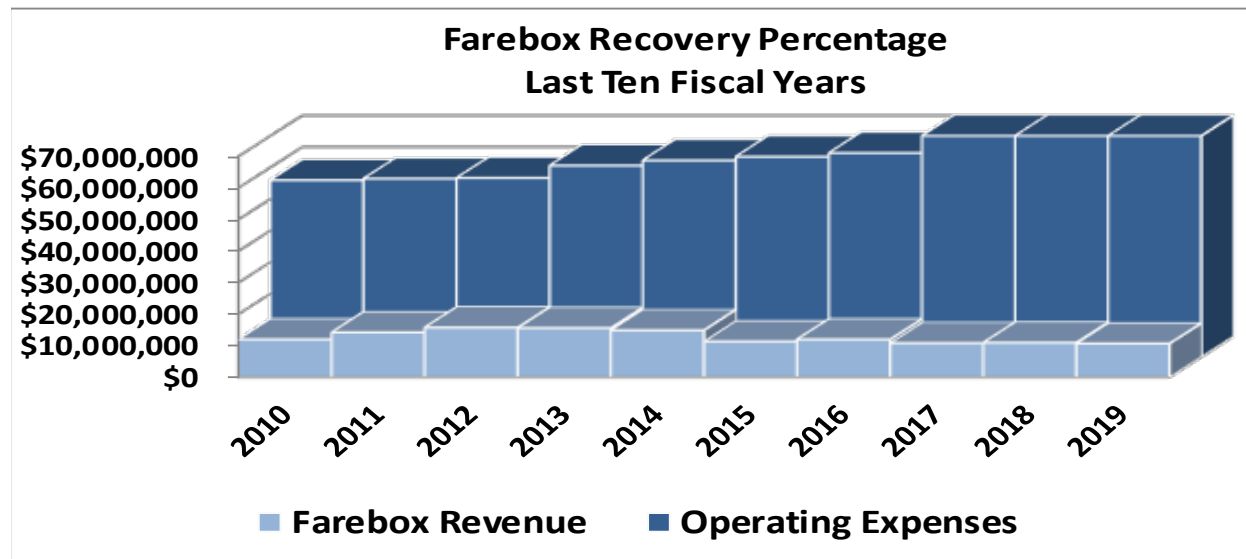
**Note: The statistical section contains "Unaudited" data.**



**Farebox Recovery Percentage  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Farebox Revenue</b>	<b>Percent Change</b>	<b>Operating Expenses (a)</b>	<b>Percent Change</b>	<b>Farebox Recovery</b>
2010	12,004,949	-3.70%	55,940,035	-0.92%	21.46%
2011	14,216,452	18.42%	56,447,358	0.91%	25.19%
2012	15,776,093	10.97%	56,671,829	0.40%	27.84%
2013	15,615,184	-1.02%	60,600,800	6.93%	25.77%
2014	14,912,783	-4.50%	62,243,250	2.71%	23.96%
2015	11,338,796	-23.97%	63,401,568	1.86%	17.88%
2016	11,989,862	5.74%	64,582,580	1.86%	18.57%
2017	10,838,756	-9.60%	71,819,275	11.21%	15.09%
2018	10,974,717	1.25%	76,551,740	6.59%	14.34%
2019	10,663,635	-2.83%	84,735,054	10.69%	12.58%



(a) Excludes depreciation.

**Note: The statistical section contains "Unaudited" data.**



## **STATISTICAL SECTION**

**(UNAUDITED)**

### **Demographic and Economic Information**

- Demographics and Economic Statistics (FY 2010 – FY 2019)
- Principal Employers (FY 2010 – FY 2019)



**Demographic and Economic Statistics  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Population (a)</b>	<b>Personal Income (dollars in thousands) (b)</b>	<b>Per Capita Personal Income (b)</b>	<b>School Enrollment (c)</b>	<b>Unemployment Rate (d)</b>
2019	977,060	N/A (e)	N/A (e)	N/A (e)	2.7%
2018	970,532	52,133,419	53,455	101,427	3.0%
2017	962,003	49,143,218	50,630	102,181	3.1%
2016	954,569	47,254,865	49,186	103,242	4.4%
2015	944,971	45,336,665	47,731	103,779	4.7%
2014	933,258	43,082,259	45,925	104,104	6.2%
2013	926,610	42,340,365	45,574	102,672	6.7%
2012	915,680	43,784,138	47,523	122,012	8.5%
2011	918,496	41,677,239	45,428	136,396	10.3%
2010	927,994	39,598,328	43,211	130,396	11.5%

(a) Source: Bureau of Economic & Business Research, University of Florida (2010-2019). Data available at State of Florida Office of Economic and Demographic Research.

(b) Source: Bureau of Economic Analysis, U.S. Department of Commerce (2010-2019).

(c) Source: The School Board of Pinellas County.

(d) Source: U.S. Department of Labor, September annually (not seasonally adjusted).

(e) Information not available.

**Note: The statistical section contains "Unaudited" data.**



**Principal Employers  
Current Year and Nine Years Ago**

**Fiscal Years 2010 and 2019**

Employer	2019 (a)			2010 (a)		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
The Pinellas County School Board	15,200	1	3.19%	14,480	1	3.68%
Publix Super Markets, Inc.	5,500	2	1.15%			
Walmart	5,200	3	1.09%			
Raymond James Financial Inc.	4,400	4	0.92%	3,200	4	0.81%
U.S. Dept. of Veteran Affairs	4,300	5	0.90%	3,417	2	0.87%
HSN Inc.	4,000	6	0.84%			
John Hopkins All Children's Hospital	3,640	7	0.76%	2,300	8	0.58%
City of St. Petersburg	3,026	8	0.63%	3,361	3	0.85%
St. Petersburg College	2,895	9	0.61%			
Pinellas County Sherriff Office	2,362	10	0.50%	2,714	6	
Pinellas County Government				2,786	5	0.71%
Bayfront Medical Center				2,500	7	0.63%
Tech Data Corp				2,500	7	0.63%
St. Petersburg College				2,063	9	0.52%
Total County Employment	476,541			393,749		

(a) Source: Florida Research and Economic Database and Pinellas County Department of Economic Development

**Note: The statistical section contains "Unaudited" data.**



## **STATISTICAL SECTION**

**(UNAUDITED)**

### **Operating Information**

- Bus Service Effort and Accomplishments Per Mile (FY 2010 – FY 2019)
- Bus Service Effort and Accomplishments Per Hour (FY 2010 – FY 2019)
- Unlinked Passenger Changes (FY 2010 – FY 2019)
- Vehicles Operated in Maximum Service (FY 2010 – FY 2019)
- Number of Employees (FY 2010 – FY 2019)
- Miscellaneous Statistical Data (FY 2010 – FY 2019)



**Bus Service Effort And Accomplishments Per Mile  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Revenue Vehicle Miles (a)</b>	<b>Percent of Change</b>	<b>Operating Expense (b) Per Revenue Mile</b>	<b>Operating Expense (b) Per Passenger Mile</b>	<b>Unlinked Passenger Trips Per Revenue Mile (c)</b>
2010	9,000,501	2.72%	\$ 5.59	\$ 0.76	1.42
2011	8,796,952	-2.26%	5.76	0.71	1.45
2012	8,877,809	0.92%	5.78	0.72	1.54
2013	9,073,836	2.21%	6.21	0.78	1.56
2014	9,176,346	1.13%	6.23	0.83	1.55
2015	9,339,357	1.78%	6.17	0.85	1.56
2016 (d)	9,064,475	-2.94%	6.25	0.96	1.39
2017	8,635,597	-4.73%	6.95	1.08	1.32
2018 (e)	9,140,825	5.85%	7.33	1.23	1.22
2019	9,253,744	1.24%	7.23	1.09	1.26

Source: PSTA

All bus data includes directly operated and purchased bus service.

(a) Does not include demand response.

(b) Operating expense excludes depreciation.

(c) Unlinked passenger figures count passengers each time that person boards a transit vehicle from the initial point of origin until he or she reaches a final destination.

(d) National Transportation Database revised reporting policy on two purchased bus service routes.

(e) Data revised.

N/A - Information not available.

**Note: The statistical section contains "Unaudited" data.**





**Bus Service Effort And Accomplishments Per Hour  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Revenue Vehicle Hours (a)</b>	<b>Percent of Change</b>	<b>Operating Expense (b) Per Revenue Hour</b>	<b>Operating Expense (b) Per Passenger Trip</b>	<b>Unlinked Passenger Trips Per Revenue Hour (c)</b>
2010	628,430	2.75%	80.11	3.93	20.39
2011	614,318	-2.25%	82.45	3.96	20.83
2012	620,760	1.05%	82.65	3.74	22.09
2013	636,039	2.46%	85.83	3.86	22.25
2014	641,039	0.79%	89.20	4.03	22.13
2015	651,199	1.58%	88.50	3.95	22.39
2016 (d)	627,579	-3.63%	90.25	4.48	14.44
2017	630,734	0.50%	96.74	5.26	18.38
2018	675,662	7.12%	99.18	5.99	16.56
2019	703,927	4.18%	96.22	5.81	16.57

Source: PSTA

All bus data includes directly operated and purchased bus service.

(a) Does not include demand response.

(b) Operating expense excludes depreciation.

(c) Unlinked Passenger figures count passengers each time that person boards a transit vehicle from the initial point of origin until he or she reaches a final destination.

(d) National Transportation Database revised reporting policy on two purchased bus service routes.

N/A - Information not available.

**Note: The statistical section contains "Unaudited" data.**

**Unlinked Passenger Changes  
Last Ten Fiscal Years****Fiscal Years 2010 - 2019**

<b><u>Fiscal Year</u></b>	<b><u>Bus (a)</u></b>	<b><u>Percent of Change</u></b>
2010	12,811,835	7.18%
2011	12,798,221	-0.11%
2012	13,713,027	7.15%
2013	14,150,506	3.19%
2014	14,183,941	0.24%
2015	14,578,287	2.78%
2016	12,635,319 (b)	-13.33%
2017	11,591,012 (b)	-8.26%
2018	11,521,351 (b)	-0.60%
2019	11,663,314	1.23%

Source: PSTA

All bus data includes directly operated and purchased bus service.

**(a)** Unlinked passenger figures count passengers each time that person boards a transit vehicle from the initial point of origin until he or she reaches a final destination.**(b)** Data revised.**(d)** National Transportation Database revised reporting policy on two purchased bus service routes.**Note: The statistical section contains "Unaudited" data.**



**Vehicles Operated In Maximum Service  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b><u>Fiscal Year</u></b>	<b><u>Bus (a)</u></b>	<b><u>Percent of Change</u></b>
2010	167	-2.91%
2011	170	1.80%
2012	170	0.00%
2013	162 (b)	-4.71%
2014	167 (b)	3.09%
2015	167 (b)	0.00%
2016	164 (b)	-1.80%
2017	164 (b)	0.00%
2018	193 (b)	17.68%
2019	190	-1.55%

Source: PSTA

(a) Includes only buses in directly operated bus service.

(b) Data revised.

**Note: The statistical section contains "Unaudited" data.**



**Number of Employees  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

<b>Fiscal Year</b>	<b>Full-Time</b>	<b>Part-Time</b>	<b>Total</b>	<b>Percent of Change</b>
2010	576	0	576	-1.37%
2011	559	0	559	-2.95%
2012	556	0	556	-0.54%
2013	574	17	591	6.29%
2014	589	6	595	0.68%
2015	607	1	608	2.18%
2016	603	2	605	-0.49%
2017	606	2	608	0.50%
2018     a	608	2	610	0.33%
2019	618	3	621	1.80%

Source: PSTA

Note: Budgeted authorized positions.

a) Data revised

**Note: The Statistical section contains “Unaudited” data.**



**Pinellas Suncoast Transit Authority**

**ADOPTED FY 2021 BUDGET**

**Miscellaneous Statistical Data  
Last Ten Fiscal Years**

**Fiscal Years 2010 - 2019**

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
Population served by Bus	871,480	922,616	922,616	922,616	933,258	944,971	954,569	962,003	970,532	978,025
Size of land area served by Bus (in square miles)	238	243	243	243	243	243	243	243	243	243
Number of Bus Routes	38	37	37	40	40	40	38	40	40	40
Annual PSTA Bus Passenger Miles (in millions) (Excludes Demand Response)	66,145	71,534	67,977	67,078	65,266	67,813	64,047	55,773	54,491	61,880
Miles of Bus Route - Directional Miles	892.1	898.8	907.2	907.2	885.18	929.1	1,016.3	893.0	862.0	862.6
Average Annual On Time Performance Percentage	91.2	90.5	90.4	82.3	83.4	80.5	78.6	64.8	65.2	69.2
Number of Bus Stop Locations	5,172	5,159	5,105	5,141	5,157	4,929	4,906	4,752	4,752	4,665
Number of Bus Park and Ride Facilities	3	3	2	2	2	2	2	2	2	2
Number of Transit Centers	3	3	3	3	3	4	4	4	4	4
Number of Transfer Hubs	N/A	14	14	14	14	14	14	14	14	14
Number of Passenger Shelters	712	742	707	707	707	682	531	530	530	537
No. of Buses in Active Fleet	191	191	186	194	199	210	210	210	210	210
Average Vehicle Age (in years)	4.40	5.40	6.40	7.40	6.00	7.39	8.25	8.80	8.80	8.80
Investment in Property and Equipment (in thousands)	\$88,539	\$78,170	\$76,412	\$86,157	\$79,199	\$83,810	\$76,019	\$79,754	\$76,316	\$88,345

Source: PSTA

N/A : Information not available.

**Note: The statistical section contains "Unaudited" data.**



# ACRONYMS



## ACRONYMS

AA	Alternative Analysis	NTD	National Transportation Database
ABBG	American Bus Benchmarking Group	OEM	Original Equipment Manufacture
ADA	Americans with Disabilities Act	PCPT	Pasco County Public Transit
APTA	American Public Transit Association	PSTA	Pinellas Suncoast Transit Authority
AVL	Automatic Vehicle Location System	SCAT	Sarasota County Area Transit
BEBR	Bureau of Economic and Business Research	SSP	System Security Plan
		SSPP	System Safety Program Plan
BOCC	Board of County Commissioners	TBARTA	Tampa Bay Area Regional Transit Authority
BRT	Bus Rapid Transit		
CAFR	Comprehensive Annual Financial Report	TD	Transportation Disadvantaged
		TIA	Tampa International Airport
CIP	Capital Improvement Program	TIP	Transportation Improvement Program
CLASS	Client Assistance System		
CTC	Community Transportation Coordinator	TRAC	Transit Riders Advisory Committee
CTT	Certified Transit Technicians	TRIM	Truth-in-Millage
CUTR	Center for Urban Transportation Research	USF	University of South Florida
		USDOT	United States Department of Transportation
DOR	Florida Department of Revenue		
EDR	Florida Legislature's Office of Economic & Demographic		
FDOT	Florida Department of Transportation		
FPTA	Florida Public Transit Association		
FTA	Federal Transit Administration		
FTC	Florida Transportation Commission		
FTE	Full-Time Equivalent		
FY	Fiscal Year		
GAAP	Generally Accepted Accounting Principles		
GASB	Governmental Accounting Standards Board		
GFOA	Government Finance Officers Association of the United States and Canada		
GIS	Geographic Information System		
HART	Hillsborough Area Regional Transit Authority		
IT	Information & Technology Division		
LCB	Local Coordinating Board		
LPA	Locally Preferred Alternative		
LRTP	Long Range Transportation Plan		
MBE	Minority Businesses Enterprise		
MPO	Metropolitan Planning Organization		



# GLOSSARY





## GLOSSARY

**ACCESSIBLE** is defined by FTA, a site, building, facility, or portion thereof that complies with defined standards and that can be approached, entered, and used by persons with disabilities.

**ACCRUAL BASIS** is a method of accounting that recognizes revenue when earned and expenditures when incurred regardless of when cash is received or disbursed.

**ADA** is the Americans with Disabilities act of 1990. This Federal act requires many changes to ensure that people with disabilities have access to jobs, public accommodations, telecommunications, and public services, including public transit. Examples of these changes include mandating that all new buses and rail lines be wheelchair accessible and that alternative transportation be provided to customers unable to access the transit system.

**AD VALOREM TAX** is a tax levied on the assessed value of the property minus statutory exemptions on which it is levied. The rate of the tax is expressed in "mills." This tax is also called PROPERTY TAX. Also, see the definition of MILL.

**ADOPTED BUDGET** is the financial plan for a fiscal year beginning October 1. Florida Statutes require local governments to approve their budget at the second of two public hearings.

**AM Peak** is the period in the morning when additional services are provided to handle higher passenger volumes. The period begins when normal headways are reduced and ends when headways are returned to normal.

**AMENDED OR REVISED BUDGET** is the current year adopted budget adjusted to reflect all budget amendments approved by the Board of Directors through the date indicated.

**APPROPRIATION** is the legal authorization of funds granted by a legislative body such as Pinellas Suncoast Transit Authority Board of Directors to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended

**ASSESSED VALUE** is a value set upon real estate or other personal property by a government as a basis for levying taxes. The Property Appraiser determines the assessed value of property in Pinellas County.

**AUDIT** is an official examination of an organization's accounts by an independent party.

**AUTOMATIC VEHICLE LOCATION** is a geographic position reporting system used to manage bus service.

**AVL** is an acronym for Automatic Vehicle Location. See the definition for AUTOMATIC VEHICLE LOCATION.

**BALANCED BUDGET** is the total amount available from taxation and other sources, including balances brought forward from prior fiscal years, must equal the total of appropriations for expenditures and reserves.

**BEGINNING NET POSITION** is the Ending Net Position of the previous period. (See ENDING NET POSITION definition.)

**BUDGET** is a plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of funding them.

**BUS RAPID TRANSIT (BRT)** is an innovative, high capacity, lower cost public transit solution that uses buses or specialized vehicles on roadways or dedicated lanes to quickly and efficiently transport passengers to their destinations, while offering the flexibility to meet transit demand.



## GLOSSARY

**CAPITAL BUDGET** is a formal plan of action for a specified time period for purchases of capital assets using capital grants that is expressed in monetary terms.

**CAPITAL ASSET** is resources of a long-term character that are intended to continue to be held or used, such as land, buildings, machinery, equipment and improvements.

**CAPITAL BUDGET** is the financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the five year Capital Improvements Program (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted as a part of the annual budget.

**CAPITAL EXPENSE** is the costs associated with the purchase of property, buildings, vehicles, and infrastructure improvements. It can also include the costs associated with the long-term maintenance of these assets such as bus overhaul programs, and preventative maintenance. It is also referred to as a capital improvement.

**CAPITAL GRANT** is monies received from grantor funding agencies used to acquire, construct, or rehabilitate capital assets.

**CAPITAL IMPROVEMENT PLAN (CIP)** is PSTA's financial plan of approved capital projects with their schedules and costs over a five-year period. The CIP is designed to meet capital asset needs in a responsive and efficient manner.

**CAPITAL PROJECT** is any improvement or acquisition of major capital assets with a useful life of at least five years such as equipment, buildings, or land.

**CIP** is an acronym for the CAPITAL IMPROVEMENT PLAN. See the definition for CAPITAL IMPROVEMENT PLAN.

**CORRIDOR** is a defined metropolitan area considered for significant transportation projects such as highway improvements, bus transit ways, rail lines, bikeways, etc.

**CONTINGENCY** is a budgetary reserve set aside for emergencies for unforeseen expenditures.

**CTC** is an acronym for Community Transportation Coordinator.

**DEPRECIATION** is the allocation of the acquisition cost of a capital asset to each period benefited by the asset, based on a limited useful life of the capital asset.

**ENTERPRISE FUND** is a fund established to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**EXPRESS SERVICE** is the use of express service speeds up longer trips, especially in major metropolitan areas during heavily patronized peak commuting hours, by operating long distances without stopping. Examples include park-N-ride routes between suburban parking lots and the central business district that operate on freeways, and express buses on major streets that operate local service on the outlying portions of a route until a certain point and then operate non-stop to the central business district.

**FARE** is the amount charged to passengers for bus and paratransit services.

**FAREBOX** is an electronic registering device used to collect and store fare media

**FARE CARD** is electronic fare media used for payment of fares.



## GLOSSARY

**FISCAL YEAR (FY)** is the Fiscal Year for PSTA (October 1st through September 30th). A twelve month period to which the annual operating budget applies, and at the end of which an entity determines its' financial position and the results of its operations.

**FIXED ROUTE SERVICE** is buses that operate according to fixed schedules and routes.

**FLEX SERVICE** is transit service that operates along a fixed alignment or path at generally fixed times, but may deviate from the route alignment to collect or drop off passengers who have requested the deviation. This service is also known as Deviated Fixed Route Service.

**FTA (Federal Transit Administration)** The FTA is PSTA's federal cognizant oversight agency. The FTA helps cities and communities provide mobility to their citizens. Through its grant programs, FTA provides financial and planning assistance to help plan, build, and operate rail, bus and Paratransit systems.

**FTE** is the acronym for Full-Time Equivalent. See the definition for FULL-TIME EQUIVALENT.

**FULL-TIME EQUIVALENT** is one position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

**FUND** is an accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations.

**FUNDED POSITIONS** is a term referring to the number of authorized positions which funding is included in a given fiscal year's budget.

**FUNDING SOURCES** is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, and grants and non-revenues such as net position.

**FY (FISCAL YEAR) 2017 ADOPTED BUDGET** refers to the budget for the period beginning October 1, 2016 and ending September 30, 2017. **(FISCAL YEAR) 2018 PLANNED BUDGET** refers to the budget for the period beginning October 1, 2017 and ending September 30, 2018.

**GAAP** is the acronym for Generally Accepted Accounting Principles.

**GASB** is an acronym for Governmental Accounting Standards Board. See Governmental Accounting Standards Board.

**GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)** is the independent, private-sector organization based in Norwalk, Connecticut, that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally Accepted Accounting Principles (GAAP).

**GRANTS AND AIDS** includes all grants, subsidies, and contributions from other government agencies or private organizations.

**HEADWAY** is the time span between service vehicles (bus or rail) on specified routes sometimes called frequency.

**INFRASTRUCTURE** is the basic installations and facilities on which the continuance and growth of a community depend. For PSTA, this means such facilities as terminals, transfer stations, Park-N-Ride lots, bus repair garage, fuel lane, etc.

**INTELENT TRANSPORTATION SYSTEM (ITS) includes** signal timing coordination, traffic monitoring devices, and dynamic message signs. Future planning includes communication between vehicles and the transportation infrastructure.



## GLOSSARY

**INTERMODAL** is transportation by more than one mode (bus, train, etc.) during a single journey.

**METROPOLITAN PLANNING ORGANIZATION**

**(MPO)** is an agency that provides long-range transportation planning in Pinellas County. The Pinellas County MPO operates in accordance with Federal Law (23 USC 134 and 135) and Chapter 339.175, Florida Statutes to address the mobility needs of people and freight while fostering economic growth and minimizing fuel consumption, air pollution, and greenhouse gas emissions. The MPO works hand-in-hand with the West Central Florida Chairs Coordinating Committee, an organization of area MPO's, to ensure that local and regional transportation priorities are coordinated with land use.

**MILL** is a monetary measure equating to one one-thousandth (0.001) of a dollar. When used in reference to the AD VALOREM TAX RATE, it means a 1-mill tax is one dollar of tax on \$1,000 of taxable value.

**MILLAGE RATE** is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

**MINIMUM SERVICE LEVEL (MSL)** is a term which defines the base outputs which are either legally mandated and/or considered the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization.

**MODE** is a system for carrying transit passengers described by a specific right-of-way, technology and operational features. PSTA utilizes the following modes: Bus and Demand Response.

**MSL** is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

**MISCELLANEOUS (FUNDING SOURCE)** is revenue other than those received from standard sources such as taxes, grants and user fees.

**MPO** is an acronym for the Metropolitan Planning Organization. See the definition for METROPOLITAN PLANNING ORGANIZATION.

**OBJECTIVE** is a statement specifying achievements to be attained within a prescribed time frame. An objective is exchanged /superseded by another objective at the expiration of the time frame. An objective is directly connected to how the resources of an organization will be used. An objective statement begins with an action verb and includes the quantified statement of the results expected as an outcome of the action, such as PROVIDE (the action verb) WITH EXISTING MANPOWER, 24-HOUR SECURITY COVERAGE FOR TWO TERMINAL BUILDINGS AT DAILY COST NOT TO EXCEED \$15.60 (quantified results) DURING THE APPLICABLE FISCAL YEAR (explicit timeframe).

**OPERATING BUDGET** is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment).

**NET POSITION** is the cumulative amount that has not been used by which total revenues (including Public Funding) exceed total expenses over a series of years. Annual budget surpluses (or deficits) generally add to (or subtract from) the Net Position. The non-capital asset portion of net position balance is available to fund current or future operating or capital needs.

**OFF PEAK** is Non-rush hour traffic periods.

**OPERATING EXPENSES** are Costs associated with the operation of the transit agency. Examples of operating expenses include; fuel, maintenance supplies, labor, professional fees, and office supplies.



## GLOSSARY

**OPERATING REVENUES** are income generated from transit services and from other activities directly related to operations.

**PARATRANSIT SERVICE** is non-fixed route transit service, utilizing vans and sedans to provide pre-arranged trips to and from specific location within the service area to certified participants in the program. Paratransit represents demand response transportation services.

**PASS** is a discounted type of media for fare payment, which offers unlimited rides for a specified period of time. Examples include 31-day pass, 7-day pass, 1-day (daily) pass, etc.

**PASSENGER MILES** are the cumulative sum of the distances traveled by passengers.

**PASSENGER VEHICLE** is a vehicle used to carry passengers in transit service.

**PEAK** is rush hour periods, typically defined as 6:00AM through 9:00AM, and 3:00PM through 6:00PM, Monday through Friday.

**PM PEAK PERIOD** is the period in the afternoon or evening when additional services are provided to handle higher passenger volumes. The period begins when normal headways are reduced, and ends when headways are returned to normal.

**PROJECTED EXPENSE** is the estimated expense through the end of the current fiscal year for a respective budget line item.

**PROPERTY TAX** is another term for AD VALOREM TAX. See AD VALOREM TAX.

**PSTA** is an acronym for Pinellas Suncoast Transit Authority.

**RAPID TRANSIT CORRIDOR** is a rapid transit corridor represents a relatively wide linear area within which a potential rapid transit facility may be located.

**RECOVERY RATIO** is one of the key performance indicators, which measures the amount of operating expense that was recovered from fare revenues. The ratio is calculated as fare revenues divided by operating expenses excluding depreciation and other exempt expenses.

**RESERVES** are that portion of a fund's assets that are (1) set aside for a specific purpose and therefore, not available for general appropriation or (2) anticipated to be available for future re-appropriation by action of the Board of Directors.

**REVENUE SERVICE** is the time when a vehicle is available to the general public and there is an expectation of carrying passengers.

**REVENUE VEHICLE** is a vehicle in the fleet that is available to operate in revenue service, including spares and vehicles temporarily out of service for routine maintenance and minor repairs.

**RIDE** is a trip taken by passengers on the bus.

**ROLLED-BACK RATE** is that millage rate which, when applied to the total amount of taxable value of property (excluding new construction), produces the same amount of tax dollars as the previous year. Calculation of the "rolled-back rate" is governed by Florida Statutes.

**ROLLING STOCK** is revenue vehicles used in providing transit service for passengers.

**RUN** is a bus operator's assigned work for the day.

**SERVICE AREA** is a measure of access to transit service in terms of population serviced and area coverage (square miles).

**TAXABLE VALUE** is the assessed value of property minus any authorized exemptions (i.e., agricultural, homestead exemption). This value is used to determine the amount of ad valorem tax to be levied. The TAXABLE VALUE is calculated by the Property Appraiser's Office in compliance with State Law.



## GLOSSARY

**TAXES** are compulsory charges levied by a government to finance services performed for the common benefit.

**TD** is an acronym for Transportation Disadvantaged.

**TRIP** by bus is a one-way bus trip from originating terminal to destination terminal.

**UNLINKED PASSENGER TRIP (UPT)** is each boarding of a passenger is defined as an unlinked passenger trip. Passengers are counted each time they board vehicles no matter how many vehicles they use to travel from their origin to their destination.

**VEHICLE HOURS** are the hours a vehicle travels from the time it pulls out from its' garage to go into revenue service to the time it pulls in from revenue service. It is often called platform time. For conventional scheduled services, it includes revenue time and deadhead time.

**VEHICLE MILES** are the miles a vehicle travels from the time it pulls out from its' garage to go into revenue service to the time it pulls in from revenue service. It is often called platform miles. For conventional scheduled services, it includes revenue miles and deadhead miles.

**VEHICLE REVENUE HOURS** are the hours a revenue vehicle is available to pick up or discharge passengers.

**VEHICLE REVENUE MILES** are the miles that vehicles travel while in revenue service (i.e., the time when a vehicle is available to the public and there is an expectation of carrying passengers). Vehicle revenue miles exclude travel to and from storage facilities, training operators prior to revenue service, road tests and deadhead travel, as well as school bus and special service.



*Pinellas Suncoast Transit Authority*

*ADOPTED FY 2021 BUDGET*



Pinellas Suncoast  
Transit Authority

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