



# FY 2022 PROPOSED OPERATING & CAPITAL BUDGET

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OCTOBER 1, 2021 THROUGH  
SEPTEMBER 30, 2022

PINELLAS SUNCOAST TRANSIT AUTHORITY  
3201 SCHERER DRIVE  
ST. PETERSBURG, FL 33716  
727.540.1800 | PSTA.NET





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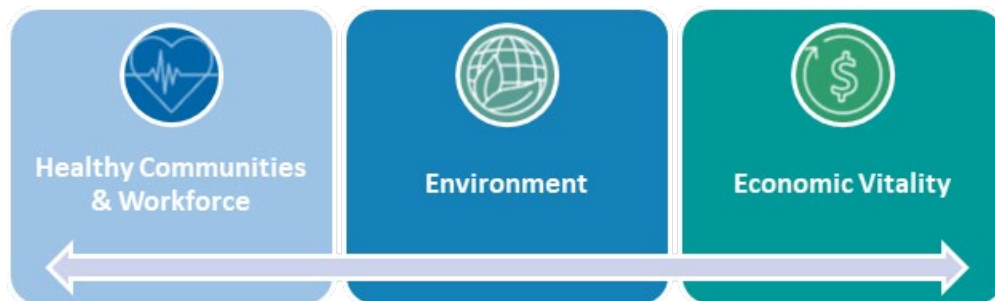


## **SUSTAINABILITY STRATEGIC PLAN EXECUTIVE SUMMARY**

Sustainability, preserving the environment, being socially responsible and maintaining economic vitality, with an overall contribution to quality of life, is integral to what we do and what we provide as the public transit agency in Pinellas County.

PSTA incorporates a holistic approach to sustainable strategic decision-making, using the triple bottom line: Healthy Community and Workforce, Environmental Sustainability, and Economic Vitality.

See the Executive Division section for more details on [page 40](#).





**PSTA MISSION STATEMENT: To safely connect people to places.**



**BOARD OF DIRECTORS****Pinellas Suncoast Transit Authority  
Board of Directors, General Counsel, and CEO**

	<b>BOARD MEM- BER/ ELECTED OFFICES</b>	<b>APPOINTING BODIES</b>	<b>CONTACT INFORMATION</b>
	David Allbritton Clearwater Councilmember	Clearwater	600 Cleveland Street Clearwater, FL 33756 Telephone: (727) 224-4000 E-mail: <a href="mailto:david.allbritton@myclearwater.com">david.allbritton@myclearwater.com</a>
	Richard Bennett North Redington Beach Commissioner	Belleair Beach# Belleair Shore# Indian Rocks Beach Indian Shores Madeira Beach North Redington Beach Redington Beach Redington Shores St. Pete Beach# Treasure Island#	190 – 173rd Avenue East North Redington Beach, FL 33708 Telephone: (727) 391-4848 Email: <a href="mailto:rbenn0469@aol.com">rbenn0469@aol.com</a>
	Vince Cocks Pinellas County Citizen	Pinellas County Commission	2950 63rd Ave. S St. Petersburg, FL 33712 Telephone: (727) 455-0944 E-mail: <a href="mailto:vincecocks@gmail.com">vincecocks@gmail.com</a>
	Gina Driscoll St. Petersburg Councilmember Vice-Chair	St. Petersburg	P.O. Box 2842 St. Petersburg, FL 33731 Telephone: (727) 551-3306 E-mail: <a href="mailto:gina.driscoll@stpete.org">gina.driscoll@stpete.org</a>
	Deborah Figgs- Sanders St. Petersburg Councilmember	St. Petersburg	P.O. Box 2842 St. Petersburg, FL 33731 Telephone: (727) 551-3305 E-mail: <a href="mailto:Deborah.Figgs-Sanders@stpete.org">Deborah.Figgs-Sanders@stpete.org</a>





	<b>BOARD MEMBER/ ELECTED OFFICES</b>	<b>APPOINTING BODIES</b>	<b>CONTACT INFORMATION</b>
	Rene Flowers Pinellas County Commissioner	Pinellas County Commission	315 Court Street Clearwater, FL 33756 Telephone: (727) 464-3614 E-mail: <a href="mailto:rflowers@pinellascounty.org">rflowers@pinellascounty.org</a>
	Michael Fridovich Gulfport Vice-Mayor	Belleair Belleair Bluffs Gulfport Kenneth City# Seminole South Pasadena	2401 53 <sup>rd</sup> St. S Gulfport, FL 33707 Telephone: (727) 893-1000 E-mail: <a href="mailto:mfridovich@mygulfport.us">mfridovich@mygulfport.us</a>
	Pat Gerard Pinellas County Commissioner Chairperson	Pinellas County Commission	315 Court Street Clearwater, FL 33756 Telephone: (727) 464-3360 E-mail: <a href="mailto:pgerard@pinellascounty.org">pgerard@pinellascounty.org</a>
	Jeff Gow Vice-Mayor Dunedin	Dunedin	P.O. Box 1348 Dunedin, FL 34697-1348 Telephone: (727) 298-3006 E-mail: <a href="mailto:jgow@dunedinfl.net">jgow@dunedinfl.net</a>
	Janet Long Pinellas County Commissioner	Pinellas County Commission	315 Court Street Clearwater, FL 33756 Telephone: (727) 464-3365 E-mail: <a href="mailto:janetclong@pinellascounty.org">janetclong@pinellascounty.org</a>
	Kathleen Peters Pinellas County Commissioner	Pinellas County Commission	315 Court Street Clearwater, FL 33756 Telephone: (727) 464-3568 E-mail: <a href="mailto:kpeters@pinellascounty.org">kpeters@pinellascounty.org</a>
	James (Jamie) Robinson City of Largo Commissioner	Largo	P.O. Box 296 Largo FL 33779 Telephone: (727) 587-6702 E-mail: <a href="mailto:jarobins@largo.com">jarobins@largo.com</a>



	<b>BOARD MEMBER/ ELECTED OFFICES</b>	<b>APPOINTING BODIES</b>	<b>CONTACT INFORMATION</b>
	Keith Sabiel Pinellas Park Vice-Mayor	Pinellas Park	6095 90 <sup>th</sup> Ave Pinellas Park, FL 33782 Telephone: (727) 280-4328 E-mail: <a href="mailto:kvsabiel@pinellas-park.com">kvsabiel@pinellas-park.com</a>
	Dan Saracki Oldsmar Councilmember Secretary/Treasurer	Oldsmar Safety Harbor Tarpon Springs	100 State Street W Oldsmar, FL 34677 Telephone: (813) 749-1100 E-mail: <a href="mailto:dsaracki@myoldsmar.com">dsaracki@myoldsmar.com</a>
	Joshua Shulman St. Petersburg Citizen	St. Petersburg	2450 Sunset Point Rd, Suite C Clearwater, FL 33765 Telephone: (727) 474-9922 E-mail: <a href="mailto:josh@shepawalthpartners.com">josh@shepawalthpartners.com</a>

# - These cities are not members of the Transit Authority (St. Pete Beach and Treasure Island receive service via contract)

	<b>GENERAL COUNSEL</b>	<b>TELEPHONE/FAX/E-MAIL</b>
	Alan Zimmet Bryant Miller Olive One Tampa City Center, Suite 2700 Tampa, FL 33602	Telephone: (813) 273-6677 Fax: (813) 223-2705 E-mail: <a href="mailto:azimmet@bmolaw.com">azimmet@bmolaw.com</a>
	<b>CHIEF EXECUTIVE OFFICER</b>	<b>TELEPHONE/FAX/E-MAIL</b>
	Brad Miller Pinellas Suncoast Transit Authority 3201 Scherer Drive St. Petersburg, FL 33716	Telephone: (727) 540-1800 Fax: (727) 540-1913 E-mail: <a href="mailto:bmiller@psta.net">bmiller@psta.net</a>



## **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 COMMITTEES												
Pos	Name	Representing	Appointment	Planning	Finance	Legislative	Executive	Personnel	Nominating	Forward Pinellas	TBARTA	MPO School Safety
1	Janet Long	Pinellas County	12/2012			XXX	X	X	X	X	Y	
2	Pat Gerard	Pinellas County	12/2014				XXX	XXX	XXX	Y		
3	Joshua Shulman	St. Pete Non-Elect	2/2017	XXX	X			X	X			X
4	Richard Bennett	Beach Cities	4/2017		X		X		X			
5	Vince Cocks	Pinellas County	10/2018	X	XXX							
6	David Allbritton	Clearwater	10/2018	X		X				Y		
7	Gina Driscoll	St. Petersburg	1/2019			X	X	X				
8	Dan Saracki	North County	5/2019		X	X	X	X				
9	Keith Sabiel	Pinellas Park	7/2019		X							
10	Jamie Robinson	Largo	7/2020			X						
11	Michael Fridovich	Beach Cities	1/2021	X								
12	Jeff Gow	Dunedin	12/2020		Alt.				X			
13	Rene Flowers	Pinellas County	12/2020	X							X	
14	Kathleen Peters	Pinellas County	12/2020			Alt.						
15	Deborah Figgs-Sanders	St. Petersburg	1/2021	Alt.								

X – Member Appointed by PSTA

XXX – Chair of Committee

Y – Member appointed by other Body





**Pinellas Suncoast Transit Authority**

**PROPOSED FY 2022 BUDGET**



**GOVERNMENT FINANCE OFFICERS ASSOCIATION**

*Distinguished  
Budget Presentation  
Award*

**PRESENTED TO**

**Pinellas Suncoast Transit Authority  
Florida**

For the Fiscal Year Beginning

**October 1, 2020**

*Christopher P. Morill*

Executive Director



**Pinellas Suncoast Transit Authority**

***PROPOSED FY 2022 BUDGET***



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

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

**DATE: September 15<sup>th</sup>, 2021**

**SUBJECT: Transmittal of the FY 2022 Proposed Budget**

These last two years have been unprecedented. The pandemic continues to impact all of us, with everyone being touched by it. We learned a lot of lessons from it and resiliency has been the key. PSTA staff adapted, improvised, and continued to not only provide quality, socially distanced service, but worked hard to move the needle forward under its new Strategic Sustainability Plan. Using a comprehensive approach, PSTA defines sustainability in multiple ways that provides structure for all the organization's initiatives and sound footing to address resiliency:

- Environmental Sustainability
- Financial Sustainability (Economic Vitality)
- Social Sustainability (Health and Wellness)

Over this last year staff focused on and made progress on core elements of our Sustainability Plan that is leading to investment for Fiscal Year 2022 and beyond:

- Climate change is a global challenge and PSTA is transitioning to low or no carbon buses with the purchase of eight new sustainable replacement buses. This will be the first time PSTA is using Federal Transit Administration Formula funds for electric buses, reducing PSTA's financial contribution to zero on the purchase. In addition, PSTA is leading a statewide electric bus procurement.
- A solar project will be in design with implementation to begin on our campus next year, helping to save money and reduce dependency on the grid.
- PSTA now has new mobility partners for the Access Paratransit and Mobility Programs, and along with new software, will provide efficiencies, and savings to PSTA, while giving riders the ability to make reservations 24/7 without waiting on hold, providing up to date information on their rides as well as alternatives for mobility on demand. The new software will be fully implemented in FY 2022.
- To support a comprehensive transportation system PSTA is dipping its toes into uncharted waters, by looking at the concept of running ferry service that will complement our first mile, last mile connectivity. The key is to transform what PSTA has today into a system that benefits both the community and tourists. Our preliminary planning stages will be to develop the concept and determine the cost using hybrid propulsion vessels.
- The SunRunner Bus Rapid Transit Project will be in service in the summer of 2022 and will be the first bus rapid transit system in the region.
- Design of the Clearwater Multimodal Station will be completed, giving PSTA a fresh look and a more environmentally friendly facility for our riders once the construction is funded.
- Technology improvements starting in FY 2022 onboard our buses, will provide improved real-time data and customer experiences.



- Diversity, Equity, and Inclusion have always been important to PSTA and now we are making sure they are fully integrated into all our internal and external projects and programs.
- Equity in the marketplace for our employees is being addressed with the implementation of the salary study recommendations.
- Equity is also being addressed for our riders with our launch of the new regional fare media program called Flamingo, that includes fare capping to allow for the greatest savings for every rider including those that are transit dependent.

As our communities are beginning to bounce back, PSTA is pleased to offer so many new exciting programs and projects.

However, there are challenges as we look beyond Fiscal Year 2022, including finding ways to improve the electric infrastructure and take some load off the grid to support an ever-increasing electric fleet size. The funding in the five-year plan for solar panels and electric infrastructure is a start, but is insufficient for the long-term strategic direction of PSTA.

The federal funding under the various recovery programs related to the pandemic is one-time funding. Additional partnerships and recurring sustainable funding sources will be needed in the future as we improve our service to the community.

I look forward to new partnerships, new innovations, and hereby present the FY 2022 Proposed Budget and the Five-Year Capital Improvement Program that reflects PSTA's mission, the Strategic Sustainability Plan, and goals.



***Pinellas Suncoast Transit Authority***

***PROPOSED FY 2022 BUDGET***







## FY 2022 BUDGET SUMMARY

Description	Actual FY 2020	Adopted FY 2021	Projected FY 2021	Proposed FY 2022	Change Amount	% Change FY2021- FY2022
Beginning Net Position Available to Budget - General Reserve (Estimate)	\$ 37,644,930	\$ 40,497,888	42,928,396	\$ 37,046,827	\$ (5,881,569)	-13.70%
Total Operation Revenues	86,192,634	90,311,999	85,012,936	138,617,983	53,605,047	63.06%
Capital Revenues	5,751,958	64,101,329	31,104,281	78,121,629	47,017,348	151.16%
<b>Total Sources</b>	<b>\$ 129,589,522</b>	<b>\$ 194,911,216</b>	<b>\$ 159,045,613</b>	<b>\$ 253,786,439</b>	<b>\$ 94,740,826</b>	<b>59.57%</b>
Operating Budget	78,463,482	88,379,120	84,971,923	97,534,036	12,562,113	14.78%
Capital Improvement Budget	8,197,644	74,109,090	37,026,863	84,510,062	47,483,199	128.24%
<b>Total Uses</b>	<b>\$ 86,661,126</b>	<b>\$ 162,488,210</b>	<b>\$ 121,998,786</b>	<b>\$ 182,044,098</b>	<b>\$ 60,045,312</b>	<b>49.22%</b>
Ending Net Position Available to Budget - General Reserve (Estimate)	42,928,396	32,423,006	37,046,827	71,742,341	34,695,514	93.65%
<b>Total Uses and Net Position Reserves</b>	<b>\$ 129,589,522</b>	<b>\$ 194,911,216</b>	<b>\$ 159,045,613</b>	<b>\$ 253,786,439</b>	<b>\$ 94,740,826</b>	<b>59.57%</b>
Description	Actual FY 2020	Adopted FY 2021	Projected FY 2021	Proposed FY 2022	Change Amount	% Change FY2021- FY2022
Restricted Grantor Resources Pending Approval	\$ 159,449	\$ 159,449	\$ 159,449	\$ 165,935	6,486	4.07%
Designation of General Reserve:						
Operating Reserve - 2 Months Minimum	14,220,180	14,729,855	14,729,855	16,255,675	1,525,820	10.36%
Capital Reserve	28,548,767	17,533,702	22,157,523	55,320,731	33,163,208	149.67%
Ending Net Position available to budget - General Reserve (Estimate)	\$ 42,928,396	\$ 32,423,006	\$ 37,046,827	\$ 71,742,341	\$ 34,695,514	93.65%

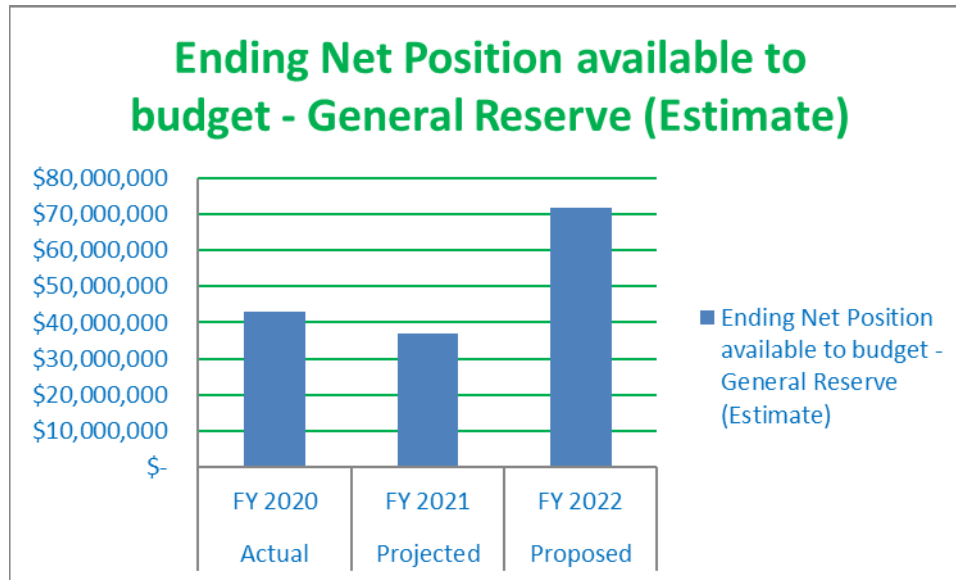


## FY 2022 BUDGET SUMMARY

Description	Original FY 2022 Proposed Budget	Current FY 2022 Proposed Budget	Current Less Original	Explanation
<b>Operating Revenues</b>				
Passenger Fares	\$ 8,486,910	\$ 8,486,910	\$ -	
Auxiliary	760,000	450,000	(310,000)	This is the result of PSTA's new marketing contract.
Non-Transportation	264,410	257,290	(7,120)	Marginal decrease with better estimates.
Property Tax	61,180,442	61,377,231	196,789	PSTA received an updated taxable value for operating purposes.
Local Beach Trolley & Rt. 35	1,573,435	1,598,435	25,000	Result of a change in local partnership contract.
State Reimbursement - Fuel Tax	734,747	734,741	(6)	Marginal decrease from rounding.
State Grants	4,091,772	4,091,772	-	
Federal Grants	54,422,960	61,549,604	7,126,644	PSTA plans to use more of the Federal Relief funding sooner.
Federal Grants MPO Pass-Thru	72,000	72,000	-	
<b>Total Operating Revenues</b>	<b>\$ 131,586,676</b>	<b>\$ 138,617,983</b>	<b>\$ 7,031,307</b>	
<b>Total Capital Revenues</b>	<b>\$ 57,765,092</b>	<b>\$ 78,121,629</b>	<b>\$ 20,356,537</b>	
<b>Beginning Net Position Available to Budget</b>	<b>\$ 37,046,827</b>	<b>\$ 37,046,827</b>	<b>\$ -</b>	
<b>Total Sources</b>	<b>\$ 226,398,595</b>	<b>\$ 253,786,439</b>	<b>\$ 27,387,844</b>	
<b>Operating Expenses</b>				
Salaries	\$ 40,030,517	\$ 40,491,685	\$ 461,168	Result of the two union negotiations.
Fringe Benefits	17,991,824	18,086,873	95,049	Result of the two union negotiations.
Services	6,204,882	7,014,000	809,118	Updated the costs for PSTA's share of Flamingo Fares.
Diesel Fuel	4,719,113	5,188,556	469,443	Increased cost projections by about 10%.
Supplies	5,637,426	4,850,267	(787,159)	Moved repair parts that are able to be capitalized to the capital budget.
Insurance	1,705,385	1,705,385	-	
Utilities	1,213,491	1,213,491	-	
Taxes & Licenses	948,260	948,260	-	
Purchased Transportation - DART	9,521,251	9,521,251	-	
Purchased Transportation - TD	767,491	767,491	-	
Purchased Transportation - Trolleys	3,477,360	3,527,360	50,000	Marginal increase with better estimates.
Purchased Transportation - Mobility on Demand	2,828,600	2,828,600	-	
Miscellaneous	1,355,817	1,390,817	35,000	Marginal increase with better estimates.
<b>Total Operating Expenses</b>	<b>\$ 96,401,417</b>	<b>\$ 97,534,036</b>	<b>\$ 1,132,619</b>	
<b>Total Capital Expenses</b>	<b>\$ 63,327,237</b>	<b>\$ 84,510,062</b>	<b>\$ 21,182,825</b>	PSTA plans on more bus acquisitions than originally budgeted for.
<b>Total Uses</b>	<b>\$ 159,728,654</b>	<b>\$ 182,044,098</b>	<b>\$ 22,315,444</b>	
<b>Ending Net Position Available to Budget</b>	<b>\$ 66,669,941</b>	<b>\$ 71,742,341</b>	<b>\$ 5,072,400</b>	
<b>Total Uses and Net Position Reserves</b>	<b>\$ 226,398,595</b>	<b>\$ 253,786,439</b>	<b>\$ 27,387,844</b>	



## FY 2022 BUDGET SUMMARY



### FY 2022 PROPOSED OPERATING BUDGET SUMMARY

The proposed operating budget for FY 2022 is increasing by \$12.6 million or 14.78% over FY 2021 projected expenses.

### FY 2022 PROPOSED REVENUE SUMMARY

- Passenger Fares are budgeted to change from the projected FY 2021 year-end of \$0 to \$8.5 million because in FY 2022 PSTA will have reinstated fares.
- Auxiliary revenue is budgeted to be less than the FY 2021 projection due to a new advertising contract that generates less revenue based on a new branding strategy.
- Non-transportation revenue is budgeted to be 27.82% less than the projected FY 2021 year-end due to decreased interest rates causing decreased interest income.
- Property Tax is budgeted to be 7.29% higher than the projected FY 2021 year-end due to an increase in taxable property values.
- Local Beach Trolley revenue is budgeted to be 5.02% more than the projected FY 2021 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 38.08% more than the projected FY 2021 year-end. This is mostly due to an increase in reimbursement for Transportation Disadvantage and the beginning of state assistance for operating the SunRunner.
- Federal Grant revenue is budgeted to be 186.79% higher than the projected FY 2021 year end. This is because PSTA plans to use some Federal Relief funding sooner.



## FY 2022 BUDGET SUMMARY

### FY 2022 PROPOSED EXPENSE SUMMARY

- Salaries (\$36.6 million projected year-end in FY 2021) are budgeted at \$40.5 million and include:
  - Step increases for union employees.
  - A 2.0% market based increase and a possible 1.5% merit based increase for administrative employees.
  - Total headcount has a net change of seventeen (17) positions. The majority are attributed to the additional Operators needed for the SunRunner. See page 27 for more detail.
  - Assumes current vacant positions will be filled by the new fiscal year.
- Fringe Benefits are budgeted to increase 10.61% over the FY 2021 projected year-end due to increased benefits costs related to new positions, reduced vacant positions, and an increase in health insurance premiums and pension rates.
- Services are budgeted to increase 20.32% over the FY 2021 projected year-end primarily due to professional and maintenance services.
- Diesel Fuel is budgeted to increase 44.31% over the FY 2021 projected year-end due to price increases and increase in total projected quantity.
- Supplies are budgeted to decrease 14.75% which is a reflection of moving supplies that can be capitalized to the capital budget.
- Insurance is budgeted to increase 12.71% over the FY 2021 projected year-end due to premium increases and projected claims expenses based on actuary reports.
- Utilities are budgeted to increase 22.31% over the FY 2021 projected year-end due to rate increases and cloud technology for telephony.
- Purchased Transportation – Access PSTA Paratransit is budgeted to increase 34.45% over the FY 2021 projected year-end due to contractual and ridership increases.
- Purchased Transportation – Transportation Disadvantaged (TD) is budgeted to increase 47.03% over the FY 2021 projected year-end due to a contract price increase and a projected ridership increase.
- Purchased Transportation – Trolleys is budgeted to increase 6.73% over the FY 2021 projected year-end due to contractual increases.
- Purchased Transportation – Access PSTA Mobility on Demand is budgeted to increase 52.17% over the FY 2021 projected year-end due to increases in grant funding. This includes Direct Connect and First/Last mile programs.
- Miscellaneous expenses are budgeted to increase 87.90% over the FY 2021 projected year-end due to increases in advertising and promotions.

### FY 2022 PROPOSED CAPITAL IMPROVEMENT BUDGET AND FIVE-YEAR CAPITAL IMPROVEMENT PLAN

- The FY 2022 proposed 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 construction for the SunRunner Bus Rapid Transit Project.





# **FY 2022 OPERATING BUDGET**



## FY 2022 OPERATING BUDGET SUMMARY

<u>PROPOSED FY 2022 OPERATING BUDGET</u>	
Operating Revenues	\$8,486,910
Non-Operating Revenues	\$130,131,073
Total Revenues	\$138,617,983
Total Expenses	\$97,534,036
Surplus (Deficit)	\$41,083,947
Transfer (To) From Reserves	(\$41,083,947)
Net Surplus (Deficit)	\$0

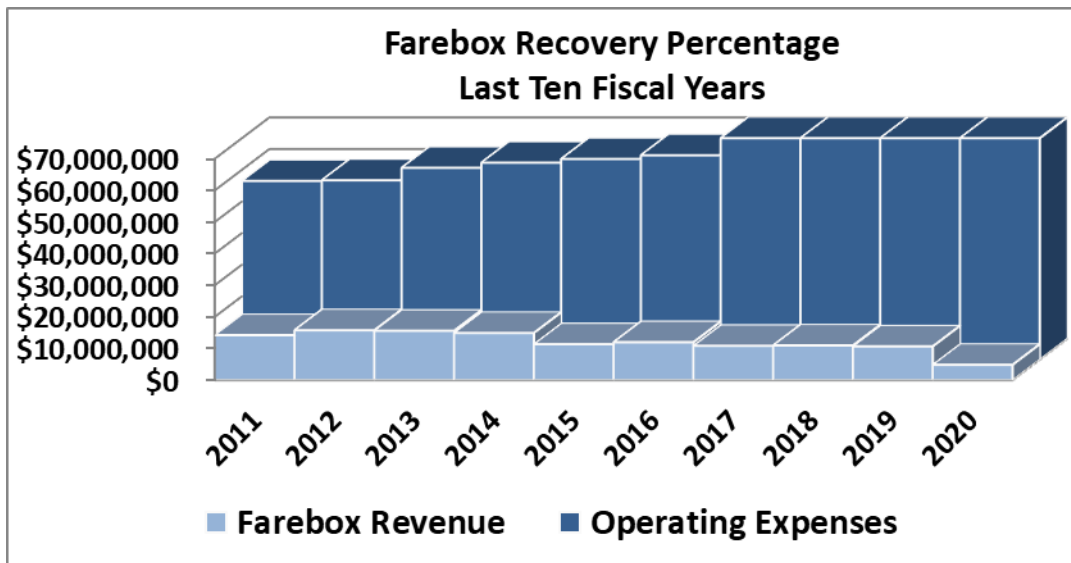


## FY 2022 OPERATING BUDGET SUMMARY

### Historical Data on Revenue Drivers

#### Farebox Recovery Percentage Fiscal Years 2011 - 2020

Fiscal Year	Farebox Revenue	Percent Change	Operating Expenses (a)	Percent Change	Farebox Recovery
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%
2020	4,842,477	-54.59%	84,438,901	-0.35%	5.73%



(a) Excludes depreciation.

(b) Stopped collecting fares in FY 2020 due to COVID-19.



## FY 2022 OPERATING BUDGET OVERVIEW

<u>Revenues</u>	<u>Actual</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>Projected</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>	<u>% Change</u> <u>FY2021-</u> <u>FY2022</u>
Operating Revenues	\$ 5,621,657	\$ 4,480,404	\$ -	\$ 8,486,910	N/A
Non-Operating Revenues	80,570,977	85,831,595	85,012,936	130,131,073	53.07%
<b>Total Revenues</b>	<b>\$ 86,192,634</b>	<b>\$ 90,311,999</b>	<b>\$ 85,012,936</b>	<b>\$ 138,617,983</b>	<b>63.06%</b>
Transfer (To) From Reserves	(7,729,152)	(1,932,879)	(41,013)	(41,083,947)	100073.29%
<b>Total Revenues and Transfers</b>	<b>\$ 78,463,482</b>	<b>\$ 88,379,120</b>	<b>\$ 84,971,923</b>	<b>\$ 97,534,036</b>	<b>14.78%</b>
Salaries	34,216,606	37,418,455	36,623,409	40,491,685	10.56%
Fringe Benefits	15,031,362	16,863,967	16,351,964	18,086,873	10.61%
Services	4,210,786	5,742,102	5,829,228	7,014,000	20.32%
Diesel Fuel	3,772,822	3,595,465	3,595,465	5,188,556	44.31%
Supplies	6,679,559	5,487,752	5,689,763	4,850,267	-14.75%
Insurance	1,637,744	1,596,386	1,513,056	1,705,385	12.71%
Utilities	934,288	1,109,636	992,150	1,213,491	22.31%
Taxes & Licenses	748,799	862,240	869,128	948,260	9.10%
Purchased Transportation – Access PSTA Paratransit	6,079,189	8,004,768	7,081,800	9,521,251	34.45%
Purchased Transportation – TD	489,198	757,720	522,000	767,491	47.03%
Purchased Transportation – Trolleys	2,909,828	3,759,053	3,305,000	3,527,360	6.73%
Purchased Transportation – Access PSTA Mobility on Demand	1,038,268	2,179,600	1,858,788	2,828,600	52.17%
Purchased Transportation – Ferry Service	-	25,000	-	-	0.00%
Miscellaneous	715,031	976,976	740,172	1,390,817	87.90%
<b>Total Expenses</b>	<b>\$ 78,463,482</b>	<b>\$ 88,379,120</b>	<b>\$ 84,971,923</b>	<b>\$ 97,534,036</b>	<b>14.78%</b>



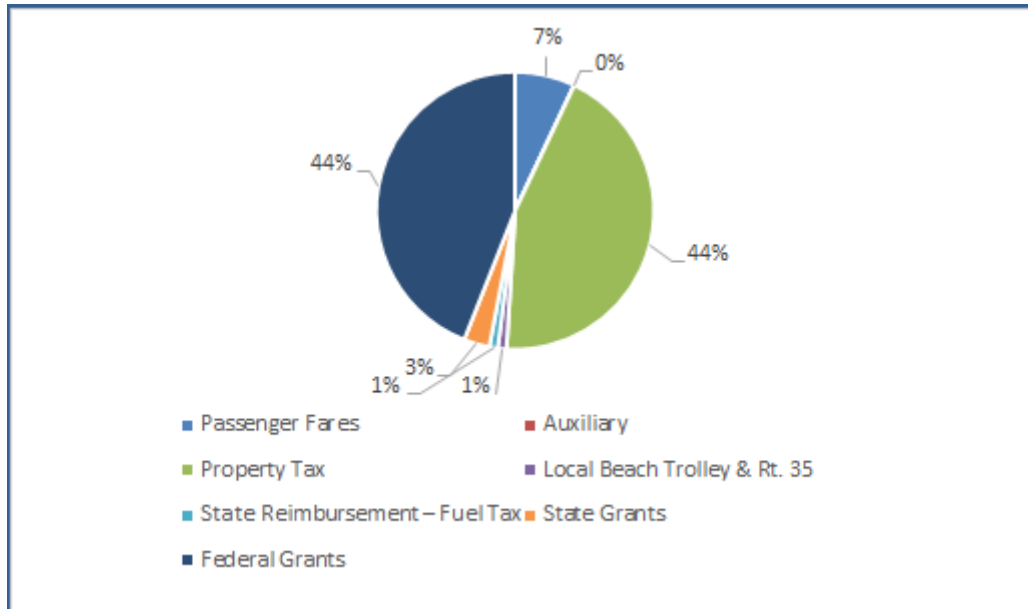


## FY 2022 OPERATING BUDGET OVERVIEW REVENUE AND TRANSFERS

<u>Revenues</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Passenger Fares	\$ 4,842,477	\$ 4,480,404	\$ -	\$ 8,486,910	N/A
Auxiliary	779,180	760,000	765,100	450,000	-41.18%
Non-Transportation	973,501	346,571	356,467	257,290	-27.82%
Property Tax	53,031,249	57,204,613	57,204,613	61,377,231	7.29%
Local Beach Trolley & Rt. 35	1,412,272	1,564,539	1,522,050	1,598,435	5.02%
State Reimbursement – Fuel Tax	580,645	667,630	667,630	734,741	10.05%
State Grants	9,126,447	9,733,523	2,963,362	4,091,772	38.08%
Federal Grants	15,366,863	15,474,719	21,461,714	61,549,604	186.79%
Federal Grants MPO Pass-Thru	80,000	80,000	72,000	72,000	0.00%
<b>Total Revenues</b>	<b>\$ 86,192,634</b>	<b>\$ 90,311,999</b>	<b>\$ 85,012,936</b>	<b>\$ 138,617,983</b>	<b>63.06%</b>
Transfer (To) From Reserves	(7,729,152)	(1,932,879)	(41,013)	(41,083,947)	100073.29%
<b>Total Revenues and Transfers</b>	<b>\$ 78,463,482</b>	<b>\$ 88,379,120</b>	<b>\$ 84,971,923</b>	<b>\$ 97,534,036</b>	<b>14.78%</b>



## FY 2022 OPERATING BUDGET OVERVIEW REVENUE AND TRANSFERS



### Revenue Assumptions:

- Passenger Fares are budgeted to change from the projected FY 2021 year-end of \$0 to \$8.5 million because in FY 2022 PSTA will have reinstated fares.
- Auxiliary revenue is budgeted to be less than the FY 2021 projection due to a new advertising contract that generates less revenue based on a new branding strategy.
- Non-transportation revenue is budgeted to be 27.82% less than the projected FY 2021 year-end due to decreased interest rates causing decreased interest income
- Property Tax is budgeted to be 7.29% higher than the projected FY 2021 year-end due to an increase in taxable property values.
- Local Beach Trolley revenue is budgeted to be 5.02% more than the projected FY 2021 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 38.08% more than the projected FY 2021 year-end. This is mostly due to an increase in reimbursement for Transportation Disadvantage and the beginning of state assistance for operating the Sun-Runner.
- Federal Grant revenue is budgeted to be 186.79% higher than the projected FY 2021 year end. This is because PSTA plans to use some Federal Relief funding sooner.

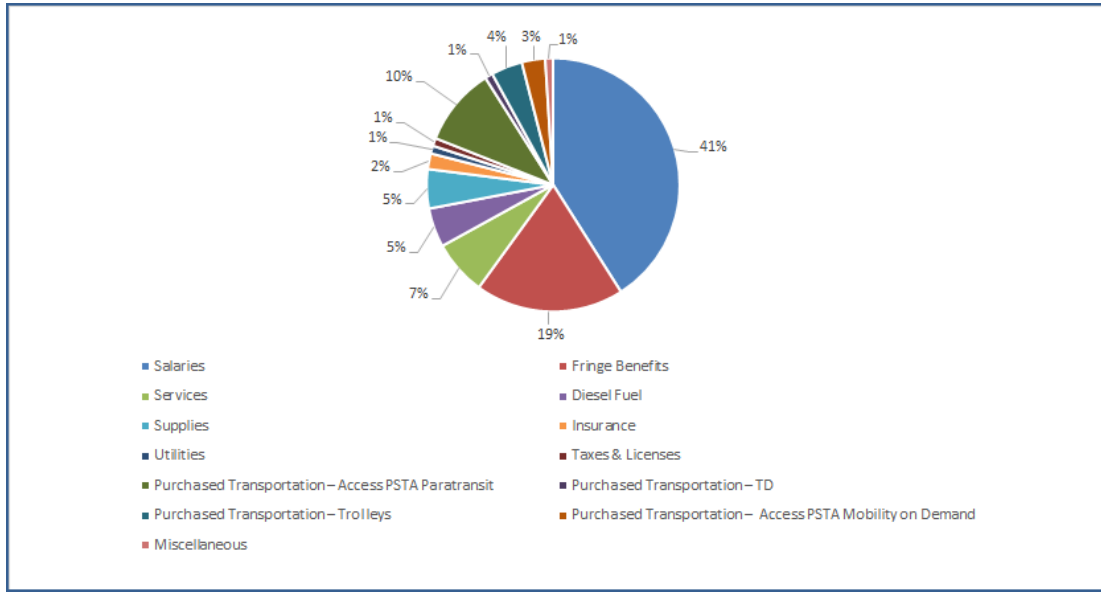


## FY 2022 OPERATING BUDGET OVERVIEW EXPENSES

<u>Expenses</u>	<u>Actual</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>Projected</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>	<u>% Change</u> <u>FY2021-</u> <u>FY2022</u>
Salaries	\$ 34,216,606	\$ 37,418,455	36,623,409	\$ 40,491,685	10.56%
Fringe Benefits	15,031,362	16,863,967	16,351,964	18,086,873	10.61%
Services	4,210,786	5,742,102	5,829,228	7,014,000	20.32%
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Purchased Transportation – Access PSTA Mobility on Demand	1,038,268	2,179,600	1,858,788	2,828,600	52.17%
Purchased Transportation – Ferry Service	-	25,000	-	-	0.00%
Miscellaneous	715,031	976,976	740,172	1,390,817	87.90%
<b>Total Operating Expenses</b>	<b>\$ 78,463,482</b>	<b>\$ 88,379,120</b>	<b>\$ 84,971,923</b>	<b>\$ 97,534,036</b>	<b>14.78%</b>



## FY 2022 OPERATING BUDGET OVERVIEW EXPENSES



### Expense Assumptions:

- Salaries (\$36.6 million projected year-end in FY 2021) are budgeted at \$40.5 million and include:
  - Step increases for union employees.
  - A 2.0% market based increase and a possible 1.5% merit based increase for administrative employees.
  - Total headcount has a net change of seventeen (17) positions. The majority are attributed to the additional Operators needed for the SunRunner. See page 27 for more detail.
  - Assumes current vacant positions will be filled by the new fiscal year.
- Fringe Benefits are budgeted to increase 10.61% over the FY 2021 projected year-end due to increased benefits costs related to new positions, reduced vacant positions, and an increase in health insurance premiums and pension rates.
- Services are budgeted to increase 20.32% over the FY 2021 projected year-end primarily due to professional and maintenance services.
- Diesel Fuel is budgeted to increase 44.31% over the FY 2021 projected year-end due to price increases and increase in total projected quantity.
- Supplies are budgeted to decrease 14.75% which is a reflection of moving supplies that can be capitalized to the capital budget.
- Insurance is budgeted to increase 12.71% over the FY 2021 projected year-end due to premium increases and projected claims expenses based on actuary reports.
- Utilities are budgeted to increase 22.31% over the FY 2021 projected year-end due to rate increases and cloud technology for telephony..



## 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 4,382 bus stops, 659 shelters, 14 transfer hubs, 4 customer service centers, and a fleet of 210 fixed route vehicles. During fiscal year 2020,

Authority vehicles traveled a total of 8.0 million revenue miles, providing approximately 590,000 hours of service, and 10.3 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 84,787 miles, provided 8,375 hours of service and 52,960 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 364 thousand miles, provided 28,023 hours of service and 260,860 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.

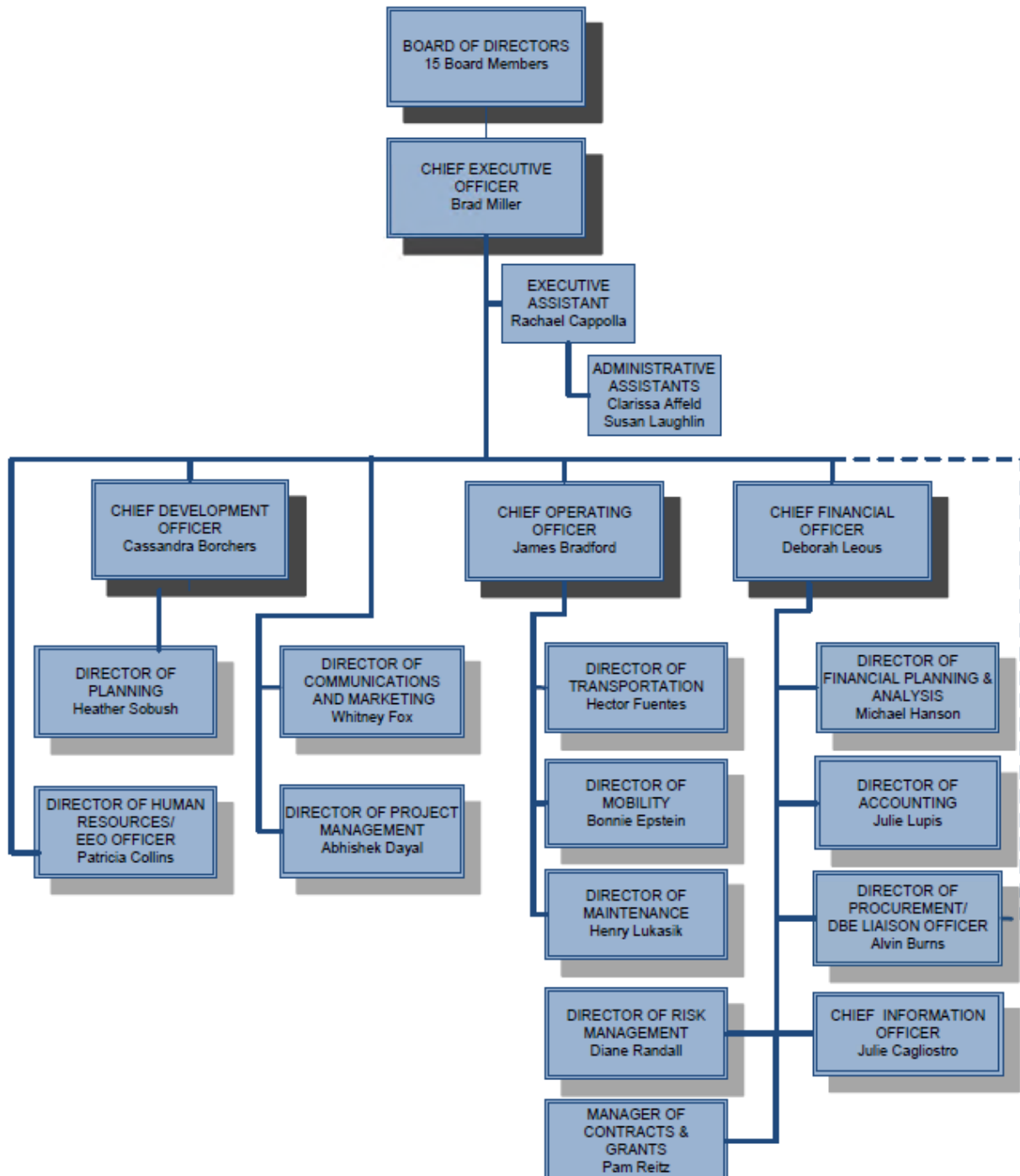
## PSTA ORGANIZATION







## PSTA ORGANIZATION





## PSTA ORGANIZATION

POSITION CHANGES BY DIVISION <u>Current and Anticipated</u>				
<u>DIVISION</u>	<u>FY 2020</u>	<u>FY 2021</u>	<u>FY 2022</u>	<u>FY 2021 VS FY 2022</u>
Executive Division	3	4	4	0
Finance Division	32	31	30	-1
Planning Division	13	14	14	0
Human Resources Division	5	5	7	+2
Marketing Division	9	8	9	+1
Information Technology Division	7	7	8	+1
Project Management Division	7	7	8	+1
Transportation Division	458	445	456	+11
Mobility Division	0	19	21	+2
Maintenance Division	104	104	104	0
General Function Division	0	0	0	0
Insurance Division	0	0	0	0
<b>Total</b>	<b>638</b>	<b>644</b>	<b>661</b>	<b>17</b>

a – Added Positions

b – Transferred Out Positions

c – Transferred In Positions

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

**Human Resources increase by two (2).** One (1) position was transferred in from the Finance Division. Another position was added for an additional HR Associate.

**Marketing increase by one (1).** One position was added for a Marketing Assistant.

**Information Technology increased by one (1).** One (1) position was added for an additional Systems Engineer.

**Project Management increased by one (1).** One (1) position was added for a Project Coordinator.

**Transportation Division increased by eleven (11).** Ten (10) positions were added for additional Operators to support the new SunRunner route. One (1) position was added for an additional safety, security & training supervisor.

**Mobility Division increased by two (2).** One (1) position was added for an additional Mobility Services Coordinator. One (1) position was added for an additional Reservation Agent..



## 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 the following exceptions:

The acquisition of capital assets is budgeted and depreciation is not budgeted. The fiscal year required pension contributions during the fourth quarter of the fiscal year, are appropriated in the budget, but are reported in the annual financial





## BUDGET POLICIES AND PROCESS

statements as deferred outflow of resources. The accounting for PSTA's proportionate share of the Florida Retirement System net pension liability is not part of the budget. The accounting for other postemployment benefits is not part of the budget.

Accordingly, the Net Position Available to Budget consists of cash and cash equivalents, accounts receivable, and grants receivable less accounts payable, accrued expenses, compensated absences, claims and judgements, and unearned revenue.

### 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



## **BUDGET POLICIES AND PROCESS**

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 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



## BUDGET POLICIES AND PROCESS

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.

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



## BUDGET POLICIES AND PROCESS

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.

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



## BUDGET POLICIES AND PROCESS

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.

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



## BUDGET POLICIES AND PROCESS

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.

### 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 2022 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 2022 operating and capital budget and FY 2022 to FY 2026 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 2022 budget. Updated proposed FY 2022 operating and capital budget and FY 2022 to FY 2026 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 2022. 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)**

<b><u>Day #</u></b>	<b><u>"Typical" Date</u></b>	<b><u>Agency</u></b>	<b><u>Activity</u></b>
<b>1</b>	July 1 or Date of Certification, whichever is Later	Property Appraiser	Property Appraiser delivers certification of taxable value (DR-420) to taxing authority.
<b>Within 15 Days</b>	July 15	Taxing Authority	Budget Office submits tentative budget to taxing authority.
<b>Within 35 days</b>	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.
<b>55 days</b>	August 24	Property Appraiser	Property Appraiser mails notice of proposed property taxes (DR-474, TRIM Notice).
<b>Between 65/80 days after certification</b>	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.
<b>Within 15 days after 1<sup>st</sup> public hearing</b>	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.
<b>Between 2-5 days after ads</b>	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.



## BUDGET POLICIES AND PROCESS

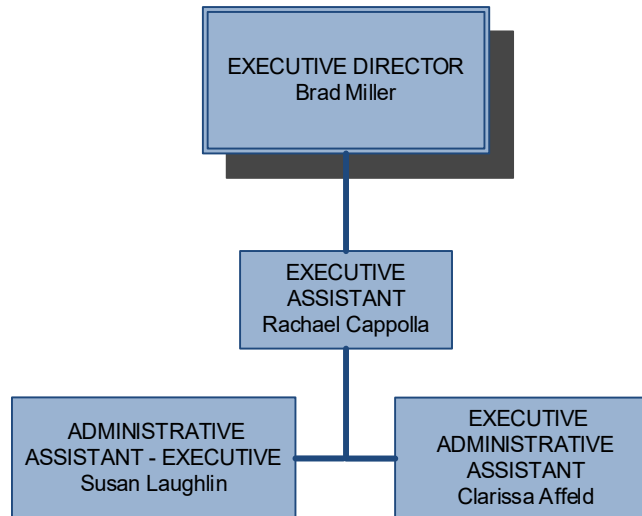
Within 3 days after final adoption	Sept. 23 – October 11	Taxing Authority	Taxing authority certifies adopted millage to Property Appraiser, Tax Collector, and the Department of Revenue.
	Typically, After the Value Adjustment Board (VAB) hearings	Property Appraiser	Certify final tax roll to taxing authorities, 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>Healthy Communities &amp; Workforce</b>	PSTA believes in addressing community and workforce opportunities. These opportunities include implementing resilience strategies to support continuity of transit service and reduced risks of climate change, promoting safety and security for riders and employees, expanding community engagement, improving customer service, expanding workforce training opportunities, and enhancing the wellbeing of the community and employees.
 <b>Environmental Sustainability</b>	Environmental sustainability for PSTA includes expanding energy conservation, efficiency, and renewable energy projects; improving fuel efficiency; establishing a sustainability staff position; reducing water consumption and improving water efficiency; improving effective waste management and recycling; establishing green procurement policies; and reducing GHG emissions.
 <b>Economic Vitality</b>	PSTA's approach toward economic vitality for riders, employees, and the agency itself includes improving ridership and mobility, improving operating expense performance, and establishing sustainable procurement policies. PSTA's primary goal is to maintain service and to fully participate in collaborative transportation policy and priority setting as well as financial partnerships with other federal, state, regional, and local partners to ensure that PSTA has financial stability for both capital projects and operations in the long term.





## EXECUTIVE DIVISION OVERVIEW

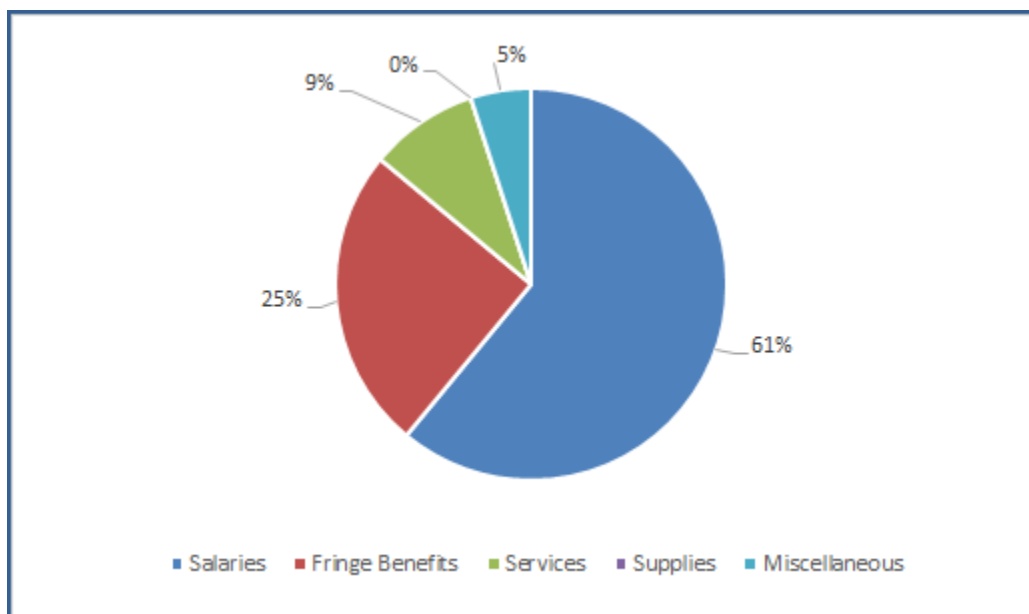
### EXECUTIVE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 320,641	\$ 360,410	\$ 374,772	\$ 392,864	4.83%
Fringe Benefits	110,627	153,550	146,577	165,091	12.63%
Services	139	60,000	60,000	60,000	0.00%
Supplies	425	1,800	1,830	2,000	9.29%
Miscellaneous	13,346	35,095	6,070	35,935	492.01%
<b>Total Operating Expenses</b>	<b>\$ 445,178</b>	<b>\$ 610,855</b>	<b>\$ 589,249</b>	<b>\$ 655,890</b>	<b>11.31%</b>

- Salaries and fringe benefits expenses increased due to a net increase due to salary increases and an increase in health insurance premiums.
- Miscellaneous expense increased due to an increase in training and travel expenses in anticipation of pandemic restrictions ending.



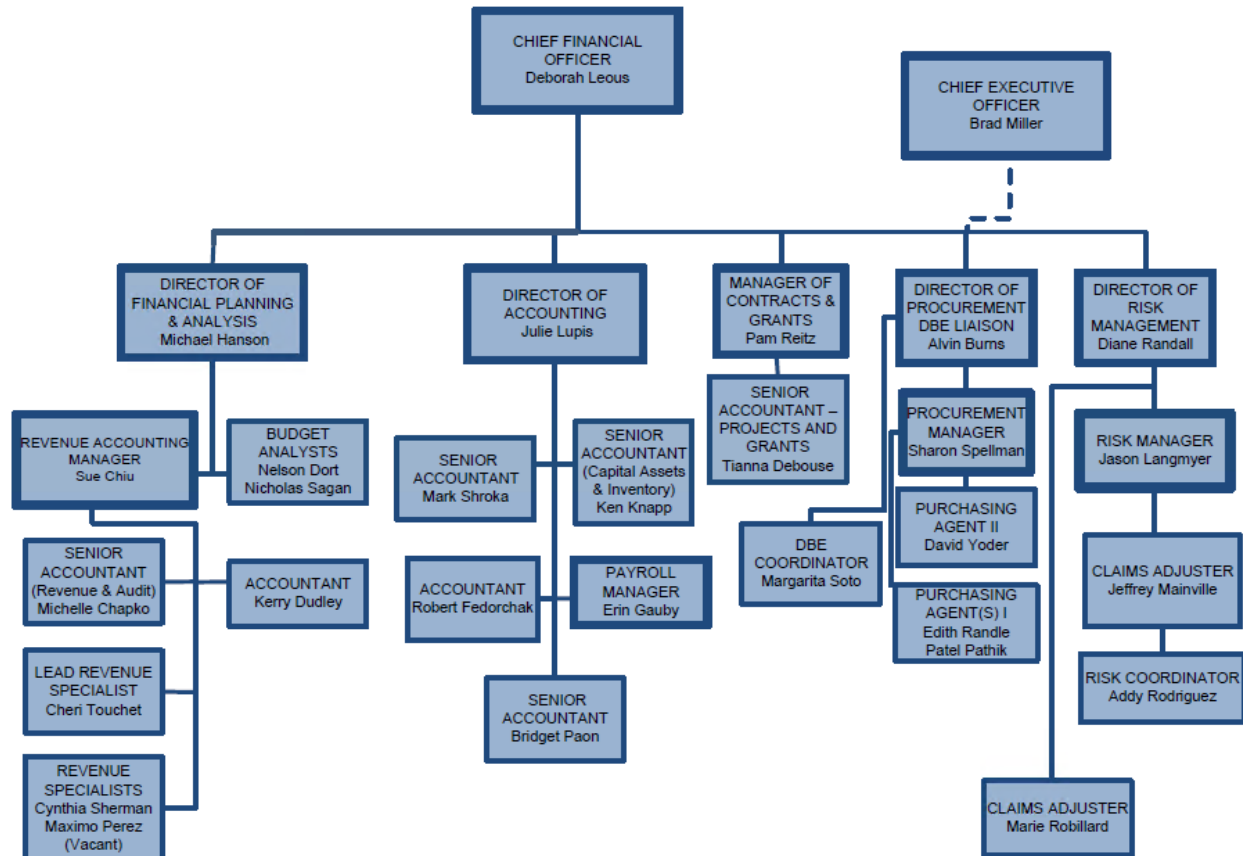
## EXECUTIVE DIVISION OVERVIEW





## **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 projected cash flows. In addition, the department assists in the preparation of the five-year capital plan, and monitoring and reporting on all capital projects.



## **FINANCE DIVISION OVERVIEW**

The Accounting Department is responsible for the financial books and records of the Authority; the Payroll 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 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 also responsible for all non-procurement contract files and timely preparation of grant draw downs.

## FINANCE DIVISION OVERVIEW


### Current Key Initiatives

 <b>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Support agency efforts to integrate resilience into operations and planning decisions, prioritize capital projects that focus on sustainable energy sources and improving PSTA's resilience to natural events, and incorporate resilience into the Continuity of Operations Plan.</p>
	<b>Safety &amp; Security</b> <p>Support safety &amp; security initiatives through the PTASP and implementation of a comprehensive Safety Management System.</p>
	<b>Diversity, Equity, &amp; Inclusion</b> <p>As the department responsible for DBE reporting, assist DBE's, MBE's, WBE's, and other small businesses to maximize opportunities in their participation in PSTA procurements. The procurement team promotes DBE participation and continuously monitors the program's progress by identifying areas which may present issues to small companies; providing support and information on upcoming projects; and aiding prime contractors in achieving their goal commitment.</p>
 <b>Environmental Sus- tainability</b>	<b>Energy</b> <p>Support and assist the agency with funding opportunities that prioritize sustainable energy sources including implementing sub-metering programs, conducting energy audits, upgrading fixtures and facilities for energy efficiency, and renewable energy projects. Incorporate green construction requirements into procurement solicitations.</p>
	<b>Water</b> <p>Support and assist the agency with funding opportunities that prioritize sustainable water use including implementing sub-metering programs, conducting water audits, and upgrading fixtures and facilities for water use efficiency. Incorporate green construction requirements into procurement solicitations.</p>





## FINANCE DIVISION OVERVIEW

	<b>Waste &amp; Recycling</b>  Support and assist the agency with funding opportunities that prioritize sustainable waste and recycling practices, including waste audits and improving recycling. Incorporate green construction requirements into procurement solicitations.
	<b>Greenhouse Gas &amp; Criteria Air Pollutants</b>  Support and assist the agency with funding opportunities that prioritize environmentally friendly vehicles. Incorporate environmental policies into procurement solicitations.
 <b>Economic Vitality</b>	<b>Ridership &amp; Mobility</b>  Support and assist the agency with ridership & mobility initiatives including the expansion of UPASS/CPASS programs, fare capping policy implementation, and funding for capital projects for facilities.
	<b>Operating Expenses</b>  Improve efficient operations and cost reductions while maintaining a reserve.
	<b>Procurement</b>  Incorporate sustainability into procurement policies and procedures.
	<b>Capital Projects</b>  Support and assist the agency with capital projects that advance PSTA's sustainability efforts including facility upgrades, renewable energy sources, and environmentally friendly vehicle fleet replacements.



## FINANCE DIVISION OVERVIEW

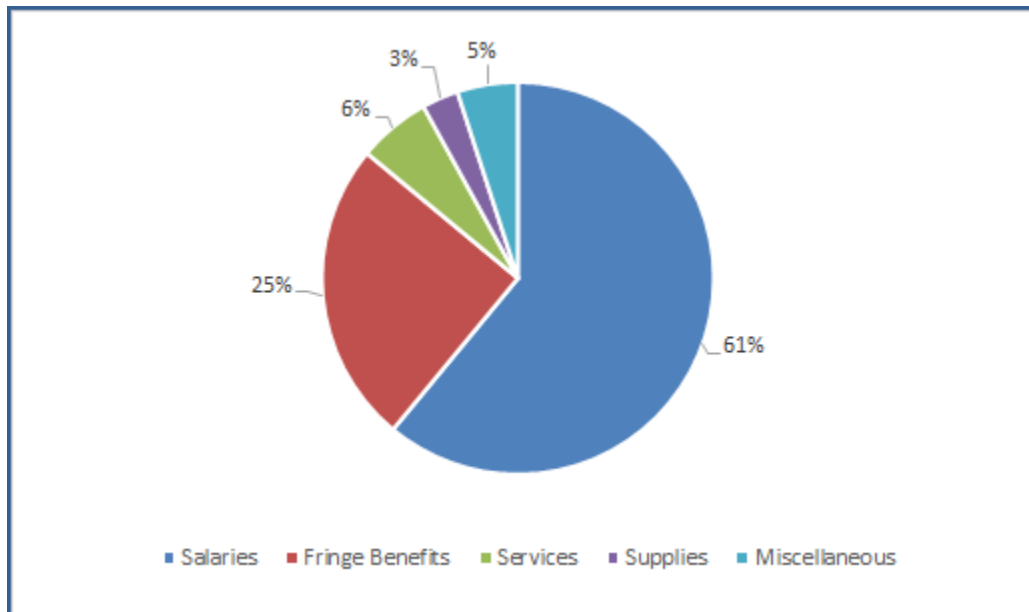
### FINANCE DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 1,826,085	\$ 1,905,332	\$ 1,815,315	\$ 2,152,719	18.59%
Fringe Benefits	771,562	811,603	703,261	866,022	23.14%
Services	264,320	405,540	292,960	225,600	-22.99%
Supplies	31,883	108,750	104,569	108,550	3.81%
Miscellaneous	51,083	113,276	29,028	159,601	449.82%
<b>Total Operating Expenses</b>	<b>\$ 2,944,933</b>	<b>\$ 3,344,501</b>	<b>\$ 2,945,133</b>	<b>\$ 3,512,492</b>	<b>19.26%</b>

- Salaries and fringe benefits expenses are a net increase due to salary increases, vacancies being filled, and an increase in health insurance premiums.
- Services expense decreased because health insurance related services have been relocated to the Human Resources division.
- Supplies increased marginally.
- Miscellaneous expense increased following the FY 2021 COVID-19 ban on travel for training and an increase in banking fees expense related to the regional pass implementation.



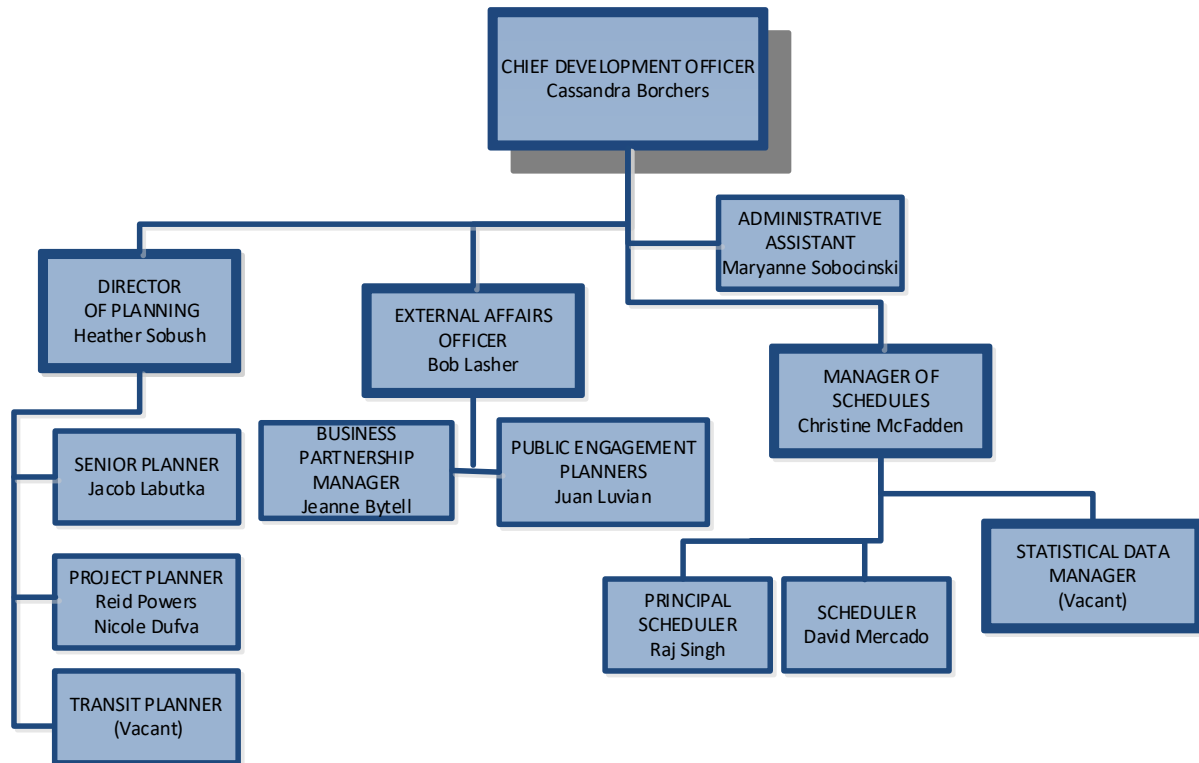
## FINANCE DIVISION OVERVIEW





## PLANNING DIVISION

## PLANNING DIVISION OVERVIEW



### PLANNING DIVISION

The Planning Division works with all divisions of PSTA and various project stakeholders in the development and update of the PSTA vision for public transportation, related policies, implementation strategies, public engagement and funding opportunities, including the PSTA Sustainable Strategic Plan ("sustainability plan").

This is accomplished through:

- Close coordination with partner agencies on the integration of the PSTA's Transit Development Plan and PSTA's sustainability plan into county and regional plans as appropriate.
- 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 conceptual 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



## PLANNING DIVISION OVERVIEW

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 and execution of schedule improvements and innovative mobility concepts within available resources.

In addition to spearheading the overall agency service vision and sustainability plan, the Planning Division prepares and develops key plans for the agency such as the 10-year Transit Development Plan and Annual Progress Reports, Title VI Reports, and participates in agency wide efforts such as the FTA Triennial Review. In addition, staff creates the foundation for 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 regularly participate in planning efforts conducted by Forward Pinellas (MPO), TBARTA, and local jurisdictions and routinely represents PSTA at a multitude of ad hoc and regular committees including, but not limited to:

- PSTA Transit Riders Advisory Committee (TRAC).
- 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.

In addition to the close coordination with partner agencies and the development of grant and funding agreements with these partners, the Planning Team within the Planning Division is responsible for innovative program development and project execution that leads to building the value of public transportation in the community. Innovation and new mobility projects include partnerships with transportation network companies, joint research with local universities on new technologies, demonstration projects using driverless vehicles, and new modal services such as waterborne transportation system integration.

The Scheduling Team within the Planning Division creates and administers the Operations work schedules, route maps and schedules, and monitors route schedule on-time performance (OTP). This department also manages PSTA's bus stop amenity database and manages many







## **PLANNING DIVISION OVERVIEW**

aspects of the Real Time Bus Information (RTBI) System. Statistical data management is jointly housed within the Planning and Scheduling Teams 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.


The Public Engagement Team 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 community and business organizations such as local chambers, civic organizations, and nonprofits to ensure PSTA builds community relationships and transit is integrated into the community vision and plans.

## PLANNING DIVISION OVERVIEW

### Current Key Initiatives

 <b>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Integrate sustainability and resiliency into planning decisions and reports, represent PSTA in regional resiliency efforts, and support prioritizing capital projects that focus on sustainable energy sources and improving PSTA's resilience to natural events.</p>
	<b>Diversity, Equity, &amp; Inclusion</b> <p>Support agency efforts to advance the Diversity, Equity, and Inclusion initiative and participate in leadership council. Develop equity assessment tool to evaluate equity as part of planning efforts.</p>
	<b>Community Engagement</b> <p>Engage the public through meaningful activities that listen to community needs. Support marketing efforts with impactful events and improving community sentiment. Continue online public engagement efforts for major PSTA projects.</p>
	<b>Customer Service</b> <p>Support customer service initiatives that improve the rider experience.</p>
 <b>Environmental Sus- tainability</b>	<b>Energy</b> <p>Support and assist the agency with grant and other funding opportunities that prioritize sustainable energy sources including renewable energy projects. Assist Finance team to incorporate green construction requirements into procurement solicitations for capital projects. Explore innovative solutions to improve efficiency.</p>
	<b>Water</b> <p>Support and assist the agency with grant and other funding opportunities that prioritize sustainable water use. Assist Finance team to incorporate green construction requirements into procurement solicitations for capital projects. Explore innovative solutions to improve efficiency.</p>

## PLANNING DIVISION OVERVIEW

 <b>Economic Vitality</b>	<b>Waste &amp; Recycling</b> <p>Support and assist the agency with grants and other funding opportunities that prioritize sustainable waste and recycling practices. Explore innovative solutions to improve efficiency and maintain data collection and tracking mechanisms. Engage the public about PSTA's environmental activities and initiatives.</p>
	<b>Greenhouse Gas &amp; Criteria Air Pollutants</b> <p>Support and assist the agency with grants and other funding opportunities that prioritize environmentally friendly vehicles.</p>
	<b>Ridership &amp; Mobility</b> <p>Support the agency with ridership &amp; mobility initiatives including the expansion of UPASS/CPASS programs, fare capping policy implementation, and funding for capital projects for facilities. Provide monitoring and evaluation of programs and services to improve the customer experience and increase ridership post-pandemic. Develop plans to increase ridership by increasing quality of transit service provided. Develop concepts and advance innovative mobility projects.</p>
	<b>Operating Expenses</b> <p>Support the agency to improve efficient operations and reduce costs while maintaining a reserve.</p>
	<b>Procurement</b> <p>Assist Finance with incorporating sustainability into procurement policies, procedures, and solicitations.</p>
	<b>Capital Projects</b> <p>Support and assist the agency with capital projects that advance PSTA's sustainability efforts including facility upgrades, renewable energy sources, and environmentally friendly vehicle fleet replacements. Seek new funding sources and promote innovative ideas.</p>



## PLANNING DIVISION OVERVIEW

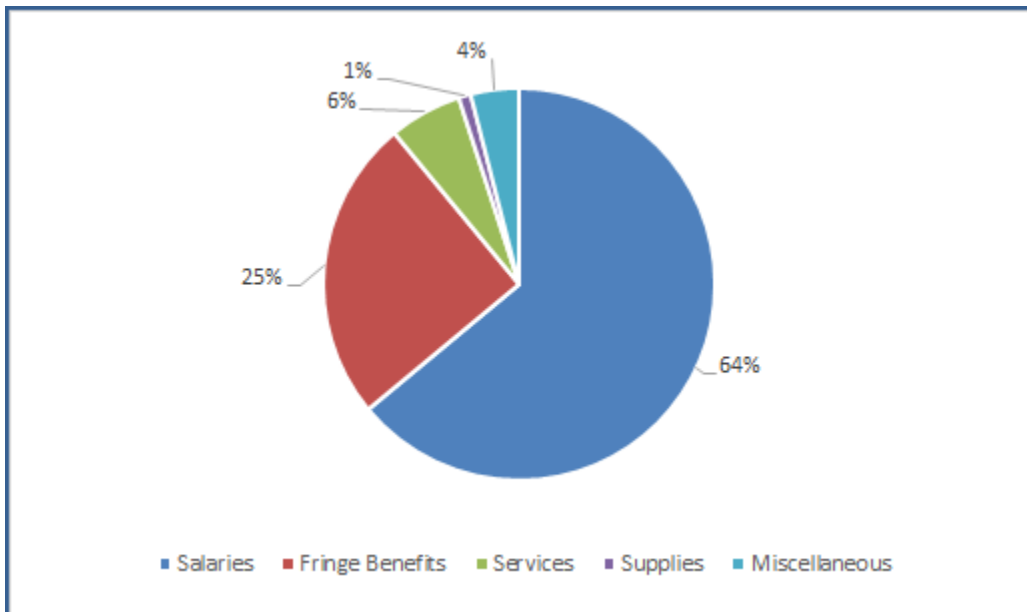
### PLANNING DIVISION BUDGET

<u>Expense Item</u>	<u>Actual</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>Projected</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>	<u>% Change</u> <u>FY2021-</u> <u>FY2022</u>
Salaries	\$ 831,867	\$ 923,554	\$ 897,070	\$ 1,030,843	14.91%
Fringe Benefits	320,667	386,293	353,360	416,091	17.75%
Services	59,048	66,500	10,000	100,000	900.00%
Supplies	2,900	6,000	6,500	21,000	223.08%
Miscellaneous	21,588	79,795	29,000	73,140	152.21%
<b>Total Operating Expenses</b>	<b>\$ 1,236,070</b>	<b>\$ 1,462,142</b>	<b>\$ 1,295,930</b>	<b>\$ 1,641,074</b>	<b>26.63%</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 community engagement supplies expenses.
- Miscellaneous expense increased due to a projected increase in training, seminar fees, and travel expenses.



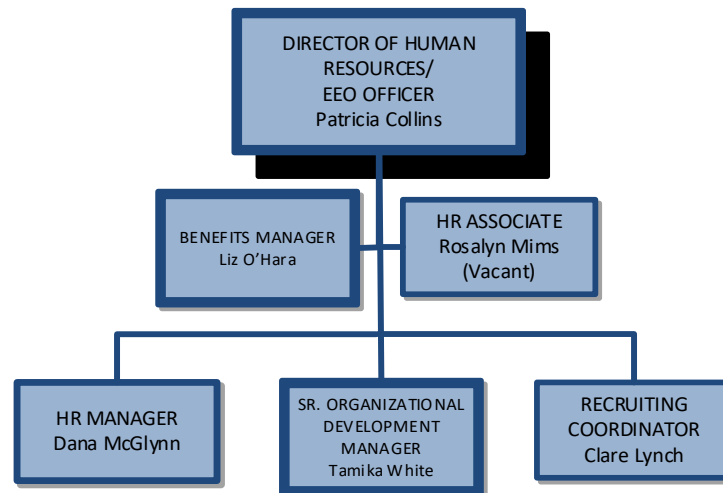
## PLANNING DIVISION OVERVIEW





# HUMAN RESOURCES DIVISION

## HUMAN RESOURCES DIVISION OVERVIEW



### HUMAN RESOURCES DIVISION



The Human Resources Division is responsible for supporting the organization's workforce needs through talent acquisition and development, employee engagement, performance management, leadership development, and competitive compensation and benefits management. This is accomplished through the following:

- Promote an organizational culture aligned with PSTA's Guiding Principles centered on communication, diversity, equity, and inclusion, customer-focus, innovation, and professional development.
- Fulfill PSTA's workforce needs through innovative talent acquisition, talent development, and compensation and benefits 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 EEO policies and practices.



## HUMAN RESOURCES DIVISION OVERVIEW

### Current Key Initiatives

 <b>Healthy Communi- ties and Workforce</b>	<b>Diversity, Equity, &amp; Inclusion</b>  Develop the agency's DEI strategic plan and Leadership Council and support the agency's efforts to be a more inclusive and equitable place to work. Integrate DEI in employee recruitment process.
	<b>Workforce Training &amp; Well-being</b>  Maintain online learning management system and promote trainings and professional development for staff. Design and implement a competitive, cost effective, and comprehensive benefits program to promote wellness. Create a Wellness Committee to expand the employee well-being programs and implement wellness challenges and educational opportunities for all staff.
 <b>Economic Vitality</b>	<b>Operating Expenses</b>  Maintain a low level of staff vacancies by attending and hosting job fairs. Implement market-based pay research to ensure competitive pay.



## HUMAN RESOURCES DIVISION OVERVIEW

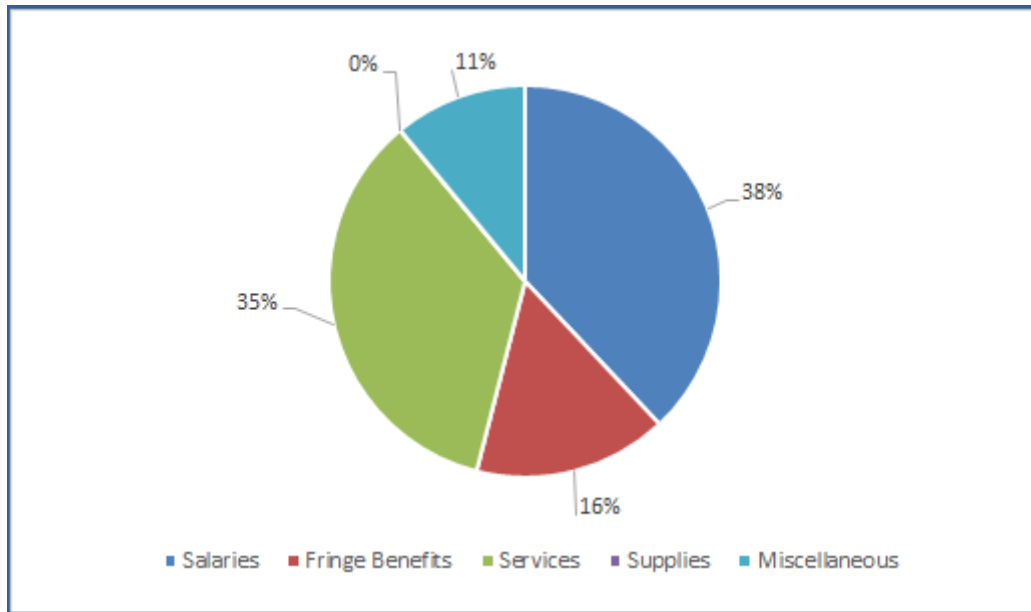
### HUMAN RESOURCES DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 318,621	\$ 379,508	\$ 360,460	\$ 514,383	42.70%
Fringe Benefits	144,980	190,540	174,330	226,807	30.10%
Services	88,984	158,000	123,600	489,085	295.70%
Supplies	1,198	1,040	3,620	2,040	-43.65%
Miscellaneous	86,357	124,669	152,000	153,187	0.78%
<b>Total Operating Expenses</b>	<b>\$ 640,140</b>	<b>\$ 853,757</b>	<b>\$ 814,010</b>	<b>\$ 1,385,502</b>	<b>70.21%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums. The increase is also due to the transfer of one (1) position from Finance and one (1) new position.
- Services expense increased due to health related services transferred in from Finance Division.
- Supplies decreased slightly.
- Miscellaneous expense increased due to increases in travel, training, medical exams, new employee investigations, drug testing expenses and workforce engagement functions.



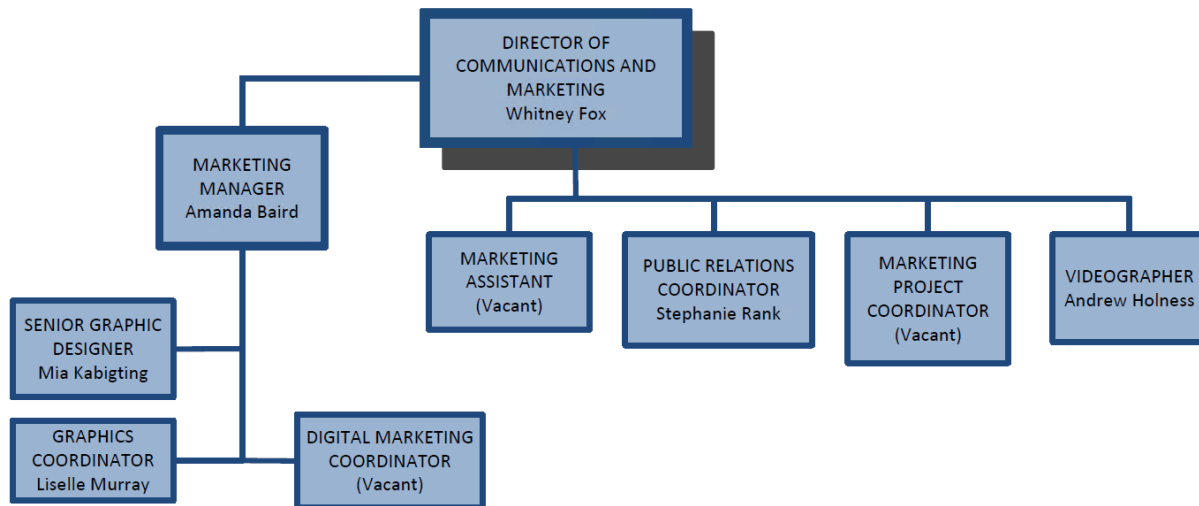
## HUMAN RESOURCES DIVISION OVERVIEW





# 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>Healthy Communities and Workforce</b>	<b>Community Engagement</b>  Promote PSTA's programs and services to the community online and at events that are impactful and provide meaningful engagement. Maintain community sentiment survey scores and develop a brand refresh to improve community perception.
	<b>Customer Service</b>  Support customer service efforts to improve communication to riders.
 <b>Environmental Sustainability</b>	<b>Waste &amp; Recycling</b>  Revamp point of disposal signage for PSTA's recycling program and conduct targeted outreach campaigns. Promote PSTA's environmental initiatives and achievements to riders, the community, stakeholders, and elected officials.
 <b>Economic Vitality</b>	<b>Ridership &amp; Mobility</b>  Support the agency's post-pandemic ridership recovery by promoting PSTA's programs and services. Assist planning department with promotion of new initiatives and projects, including capital projects such as Flamingo Fares and the Clearwater Multimodal Center.



## MARKETING DIVISION OVERVIEW

### MARKETING DIVISION BUDGET

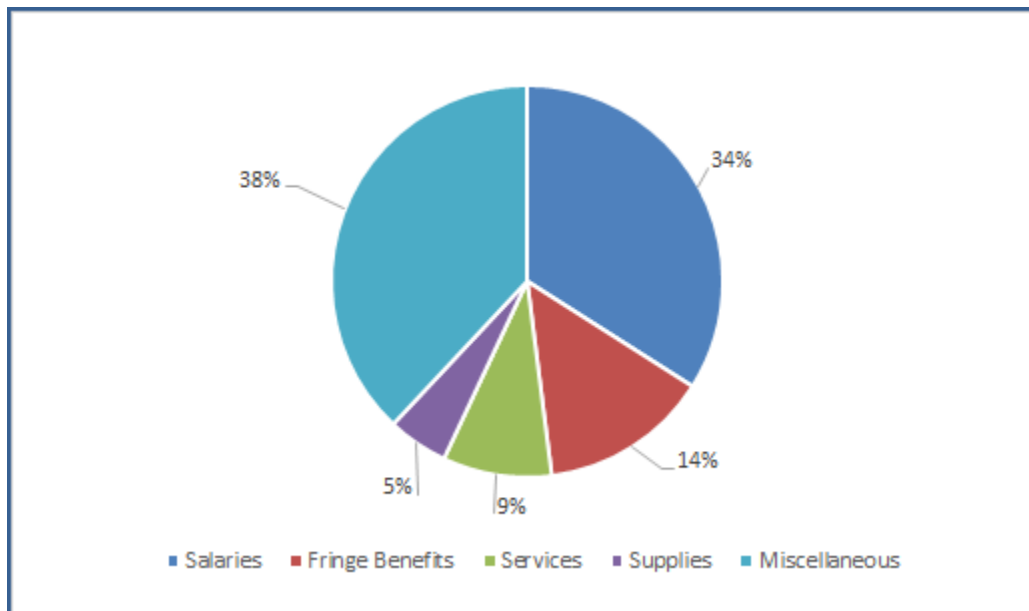
<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 441,211	\$ 471,626	\$ 463,903	\$ 589,304	27.03%
Fringe Benefits	172,376	192,583	177,088	235,435	32.95%
Services	60,000	150,000	255,218	150,000	-41.23%
Supplies	68,445	84,100	80,773	79,100	-2.07%
Miscellaneous	323,861	286,208	200,600	635,340	216.72%
<b>Total Operating Expenses</b>	<b>\$ 1,065,893</b>	<b>\$ 1,184,517</b>	<b>\$ 1,177,582</b>	<b>\$ 1,689,179</b>	<b>43.44%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums, and one (1) new position.
- Services expenses related to marketing consultants contracts are expected to go down in FY 2022.
- Supplies expense decreased marginally.
- Miscellaneous expense increased due to additional marketing and promotions





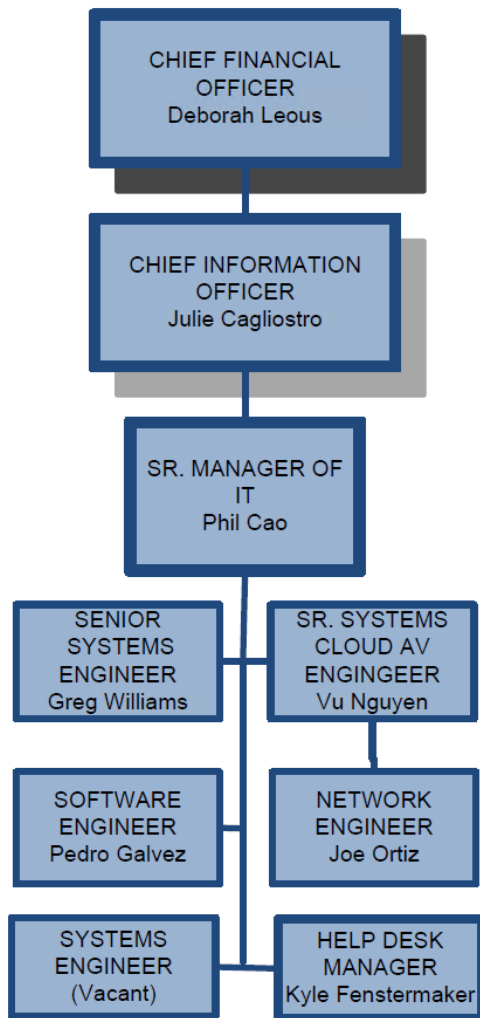
## MARKETING DIVISION OVERVIEW





# **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

 <p><b>Healthy Communities and Workforce</b></p>	<p><b>Resilience</b></p> <p>Support agency operations and maintenance during emergency events. Provide support to develop a mobile command center and other resilience initiatives to maintain continuity of operations in case of emergency.</p>
	<p><b>Customer Service</b></p> <p>Seek out technology solutions to customer service issues such as improved communication options and improving wi-fi for passengers. Support agency initiatives that address technological efficiency.</p>
 <p><b>Economic Vitality</b></p>	<p><b>Ridership &amp; Mobility</b></p> <p>Improve software applications that increase ridership and mobility of passengers. Support agency's transition to electronic fare payment and other technological solutions that address program or service challenges.</p>
	<p><b>Operating Expenses</b></p> <p>Evaluate connected vehicle technology and other technologies that could reduce operating expense.</p>
	<p><b>Capital Projects</b></p> <p>Provide support for IT components to capital projects such as Flamingo Fares and vehicle equipment upgrades.</p>



## INFORMATION TECHNOLOGY DIVISION OVERVIEW





## INFORMATION TECHNOLOGY DIVISION OVERVIEW

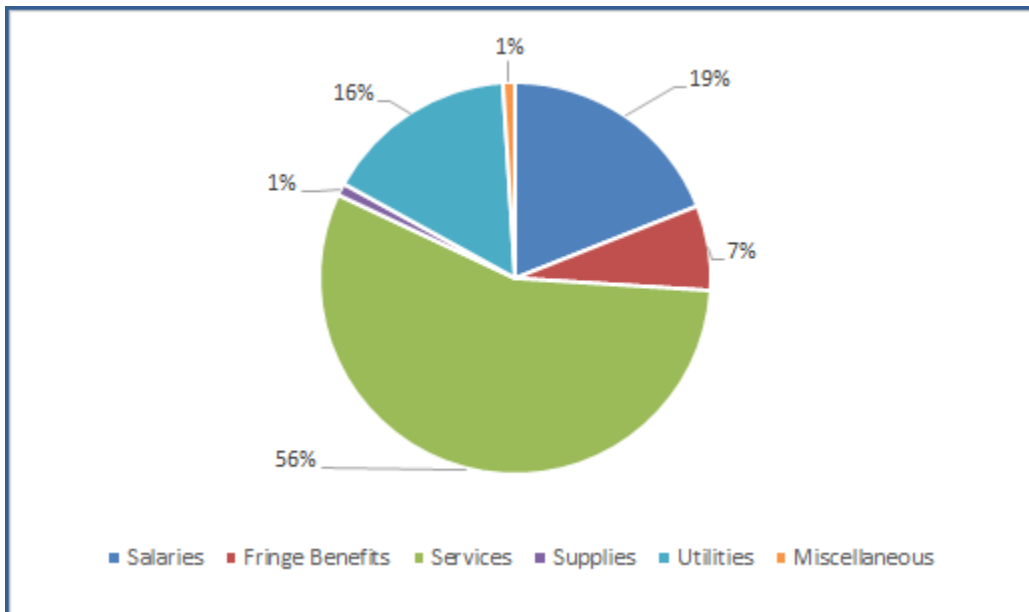
### INFORMATION TECHNOLOGY DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 514,639	\$ 559,840	\$ 582,439	\$ 657,621	12.91%
Fringe Benefits	194,766	204,602	208,890	248,775	19.09%
Services	874,251	1,170,110	1,148,397	1,957,649	70.47%
Supplies	7,864	29,500	29,500	29,500	0.00%
Utilities	374,521	486,836	391,000	539,167	37.89%
Miscellaneous	14,160	34,150	34,350	34,350	0.00%
<b>Total Operating Expenses</b>	<b>\$ 1,980,201</b>	<b>\$ 2,485,038</b>	<b>\$ 2,394,576</b>	<b>\$ 3,467,062</b>	<b>44.79%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums, and one (1) new position.
- Services expense increased due to increases in computer hardware and software services.
- Utilities expense increased due to PSTA increasingly moving to the cloud.



## INFORMATION TECHNOLOGY DIVISION OVERVIEW

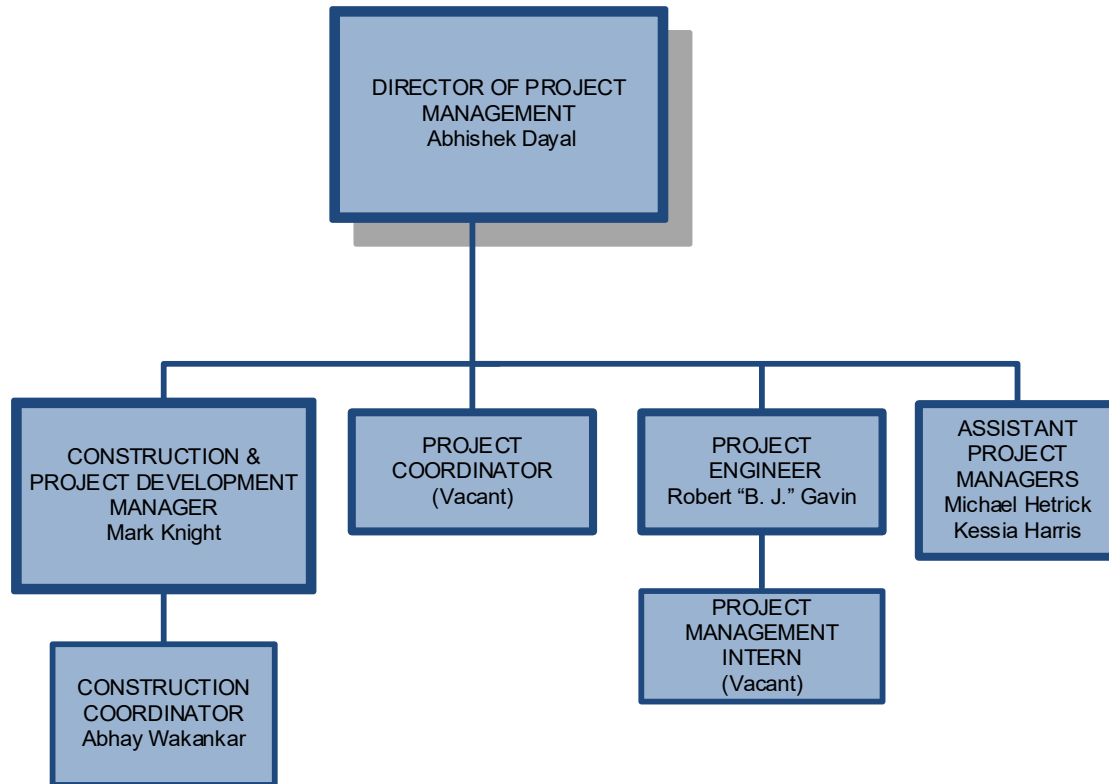






# **PROJECT MANAGEMENT DIVISION**

## 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>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Support efforts to establish resiliency screening tools for capital projects. Lead or support resiliency project development such as a satellite operations facility for future emergency events and alternative energy solutions. Support planning and agency participation in resilience initiatives.</p>
	<b>Diversity, Equity, and Inclusion</b> <p>Support planning with the use of an Equity Assessment tool to evaluate the impact of programs and projects.</p>
 <b>Environmental Sus- tainability</b>	<b>Energy</b> <p>Consider innovative technologies to improve energy efficiency and increase renewable energy consumption from solar PV. Support Maintenance department in the exploration of solar PV integration with electric bus fleet.</p>
	<b>Criteria Air Pollutants &amp; Greenhouse Gas Emissions</b> <p>Incorporate environmental requirements into capital projects and support other environmental initiatives.</p>
 <b>Economic Vitality</b>	<b>Ridership &amp; Mobility</b> <p>Lead the agency's proposal to construct the new Clearwater Multi-modal center. Support other ridership and mobility project initiatives as needed.</p>
	<b>Operating Expenses</b> <p>Evaluate and implement innovative technologies that reduce operating expenses such as transit signal priority and ramp metering.</p>
	<b>Procurement</b> <p>Support the Finance department with implementing green construction requirements and sustainable procurement policies in capital project solicitations.</p>



## **PROJECT MANAGEMENT DIVISION OVERVIEW**

	<p><b>Capital Projects</b></p> <p>Lead agency capital projects for new service, proposed facilities, and other facility upgrades, including SunRunner BRT, Clearwater Multimodal Center, and Bus on Shoulders.</p>
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## PROJECT MANAGEMENT DIVISION OVERVIEW





## PROJECT MANAGEMENT DIVISION OVERVIEW

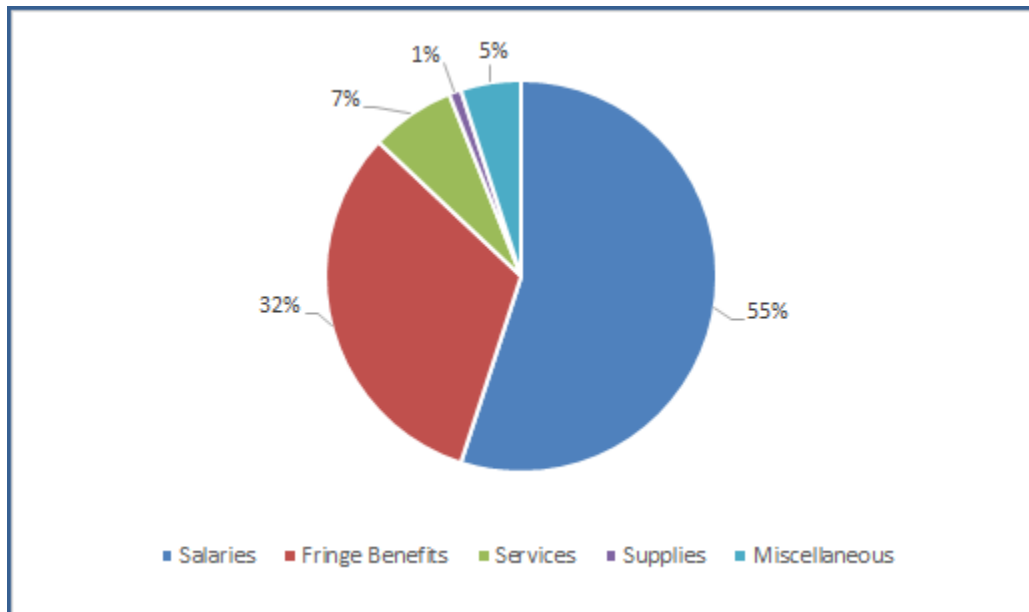
### PROJECT MANAGEMENT DIVISION BUDGET

<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 204,871	\$ 214,760	\$ 252,120	\$ 272,294	8.00%
Fringe Benefits	105,167	128,746	153,210	155,296	1.36%
Services	14,006	35,000	30,000	35,000	16.67%
Supplies	1,240	8,500	2,500	4,500	80.00%
Miscellaneous	9,057	24,872	12,800	23,150	80.86%
<b>Total Operating Expenses</b>	<b>\$ 334,341</b>	<b>\$ 411,878</b>	<b>\$ 450,630</b>	<b>\$ 490,240</b>	<b>8.79%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums, and one (1) new position.
- 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.



## PROJECT MANAGEMENT DIVISION OVERVIEW



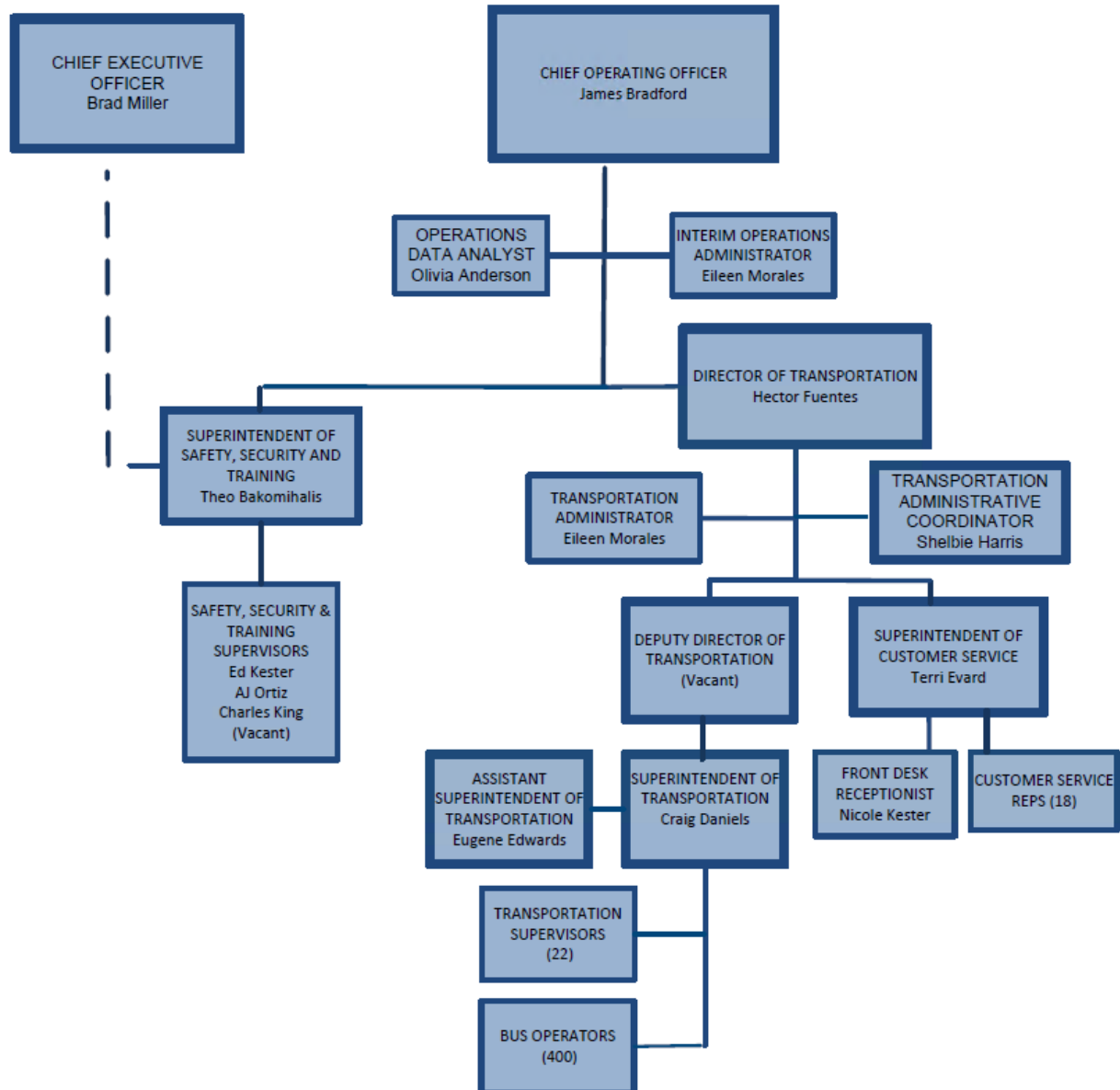




# TRANSPORTATION DIVISION



## TRANSPORTATION DIVISION OVERVIEW





## TRANSPORTATION DIVISION OVERVIEW

### TRANSPORTATION DIVISION

The Transportation Division is made up of three departments: (1) Bus Operations; (2) Customer Service; and (3) Safety, Security, and Training (or SST).

This division is responsible for the core of PSTA's mission statement to *Safely Carry People to Places*. Transportation endeavors to serve its customers with *excellence* while providing safe, reliable public transportation in order to deliver quality transport for PSTA's customers.

### 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 servicing over forty (40) routes around Pinellas County and across Tampa Bay.

The Bus Operations department contains approximately four hundred (400) bus operators who work seven (7) days a week and year-round bus service to include all holidays. All bus operators are professionally licensed with CDL class "B" and air-brake endorsements as well as are trained to be well versed in safety & security measures, heavy-duty vehicle navigation, and farebox handling. Operators receive over four hundred (400) hours of combined classroom and behind-the-wheel instruction before being released into *live*, revenue bus operations servicing the public.

PSTA bus operators are also trained in ADA (Americans with Disabilities) protocols, defensive driving techniques, incident management, and are cross trained to drive every route offered within the PSTA fixed-route system.

The Bus Operations department also employs twenty-two (22) transportation supervisors and three (3) transportation managers who oversee PSTA's daily fixed-route service offerings.

Transportation supervisors work in several capacities as read below.

(1) **DISPATCH** – Dispatch supervisors work behind the dispatch window to ensure proper operator check-in and to oversee the daily administration of work amongst the bus operators ensuring no gaps in service.

(2) **RADIO** – Radio supervisors operate two heavy-duty radio control centers (RCC) with one radio supervisor monitoring bus service and radio traffic in northern Pinellas County, and the other radio supervisor monitoring service and radio traffic in southern Pinellas County. They also monitor and help instruct real-time traffic conditions, unforeseen detours, passenger disputes, on-time-performance, and incident or accident recovery when needed for all PSTA buses on the roads across the county.

(3) **SCHEDULING** – Scheduling supervisors are responsible for administering the day-to-day scheduling functions of work distribution taking care to adhere to all work rules per the most updated union labor agreement, as well as administers timekeeping functions, special pay provisions, while filling open shifts to ensure service is uninterrupted. Scheduling presides over bus operator bump-down or hold-downs, as well as work-shift and vacation bids in order to grant day-off requests.

(4) **ROAD** - Road supervisors work road shifts in PSTA marked cars traversing county roads while surveilling PSTA's bus routes and rendering aide or support to bus operators in the event of extended road detours, vehicle collisions, mechanical issues, customer disputes, and any other unforeseen event which may occur while operators are in the middle of their scheduled bus service.



## TRANSPORTATION DIVISION OVERVIEW

### CUSTOMER SERVICE

The Customer Service department is made up of eighteen (18) customer service representatives (or CSRs) and are stationed across four (4) customer service centers: (1) Park Street service center in downtown Clearwater; (2) Williams Park booth and; (3) Grand Central service centers both in downtown or near Saint Petersburg and; (4) the Pinellas Park service center behind the Shoppes at Park Place. Additionally, CSRs are stationed within PSTA headquarters to answer multiple phone line in the "CSR Phone Room."

The Customer Service department is often amongst the first PSTA employees within the Authority to interact with customer inquiries – giving out scheduling and fare information, selling passes, recording complaints, taking commendations, reporting asset management requests and generally keeping riders updated with the latest PSTA news and information. CSRs also update riders with any changes or delays to bus service via the PSTA website, Twitter "Service Alerts" and/or the PSTA customer phone system.

The Customer Service department logs over twelve-hundred (1,200) customer interactions each day by way of phone calls, or CHAT via text messages on the PSTA website, and/or provide service updates via the PSTA Twitter "Service Alert" system.

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

The Safety, Security and Training department (or SST) is made up of five (5) people total – to include the Superintendent of Safety, Security and Training, and four (4) Safety, Security, and Training Supervisors.

The SST department is responsible for maintaining the driver pool in order to ensure PSTA is fully staffed to maintain scheduled bus service without interruption. SST trains between fifty (50) and seventy-five (75) new operators each year on the safe and secure operation of PSTA's fleet of over 200 buses across

forty (40) different fixed routes. SST also offers refresher training for over five hundred (500) combined bus operators, maintenance personnel, and supervisory personnel on updated safety and security instruction, accident procedures, or the latest PSTA policy changes as it effects bus and rider operation.

All four (4) staffers in SST are certified in FL third (3<sup>rd</sup>) party CDL testing, TSI safety training & driving techniques, TSA security measures, FTA compliance and policy measures, FT drug + alcohol + reasonable suspicion testing, and the Americans with Disabilities Act (ADA) compliance among other certifications this team uses to instruct, secure, and ensure the safety and wellbeing of PSTA employees and its customers. SST also ensures that PSTA and its contractors remains compliant with Florida's DOT 14-90 rule which regulates equipment and operational safety compliance among motor vehicle operators in Florida.




SST also oversees PSTA's security contractor at each of its terminals while reviewing surveillance footage from buses and PSTA buildings in order to investigate complaints and incidents.

Lastly, SST is also responsible for overseeing the management and coordinated responses for on-the-scene incidents, accidents, or other collisions.

As far as SST's involvement in state or federal audits, SST helps coordinate the safety components of triennial reviews and other bus audits to insure proper state and federal compliance for all state and federally required safety and security measures.

## TRANSPORTATION DIVISION OVERVIEW

### Current Key Initiatives – *Transportation Division*

 <b>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Participate in agency efforts to promote resilience including the development of a mobile command center. Incorporate resilience into the Continuity of Operations Plan.</p>
	<b>Safety</b> <p>Lead the agency's safety initiatives with the development of the Public Transportation Action Safety Plan and the creation of a comprehensive Safety Management System and agency safety committee.</p>
	<b>Community Engagement</b> <p>Support planning and marketing team efforts in public engagement related to service.</p>
	<b>Customer Service</b> <p>Provide quality customer service to passengers by minimizing turn around time of customer complaints, developing a rider response committee to coordinate customer messaging, and assist with improving customer communication options.</p>
	<b>Workforce Training &amp; Well-being</b> <p>Establish annual operator refresher training program to ensure bus operators participate in refresher training at least once every 2 years.</p>
 <b>Environmental Sus- tainability</b>	<b>Criteria Air Pollutants &amp; Greenhouse Gas Emissions</b> <p>Support agency efforts to reduce CAP and GHG emissions by leveraging environmentally friendly vehicles and implementing and enforcing idling restrictions on fleet.</p>
 <b>Economic Vitality</b>	<b>Ridership &amp; Mobility</b> <p>Monitor innovative mobility programs and other mobility options and implement technology solutions to improve services. Evaluate programs for</p>



## TRANSPORTATION DIVISION OVERVIEW

	customer satisfaction, improvement, and efficiency as needed. Assist the agency with transition to electronic fare payment.
	<b>Operating Expenses</b>  Improve efficient operations and cost reductions while maintaining a reserve, continue to test the electric bus fleet on different routes, and work with IT and Maintenance departments to test connected vehicle technology.
	<b>Capital Projects</b>  Support the agency's expansion and transition of new technology such as autonomous vehicles into revenue service in the long term.





## TRANSPORTATION DIVISION OVERVIEW

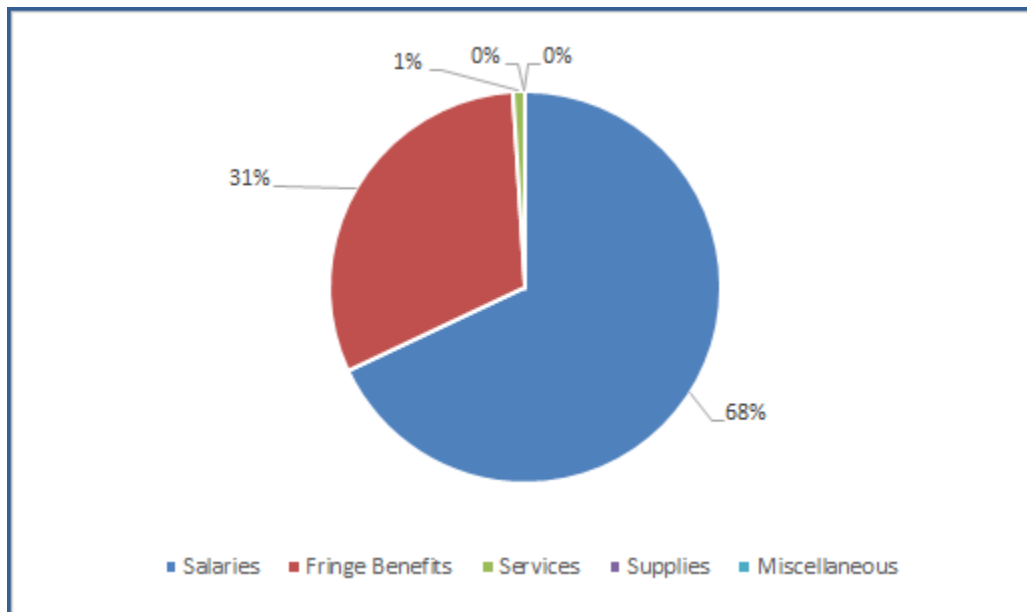
### TRANSPORTATION DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Salaries	\$ 24,320,800	\$ 25,886,422	\$ 25,593,790	\$ 27,447,153	7.24%
Fringe Benefits	10,698,532	11,720,217	11,379,271	12,364,876	8.66%
Services	287,882	484,360	368,500	584,794	58.70%
Supplies	28,544	73,062	45,000	54,832	21.85%
Miscellaneous	34,161	60,884	35,500	50,334	41.79%
<b>Total Operating Expenses</b>	<b>\$ 35,369,919</b>	<b>\$ 38,224,945</b>	<b>\$ 37,422,061</b>	<b>\$ 40,501,989</b>	<b>8.23%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums, and eleven (11) new positions.
- Services expense increased primarily due to an increase in security services.
- Supplies expense increased due to printing, copying, and office supplies increasing.
- Miscellaneous expense increased due to increases in travel expenses.



## TRANSPORTATION DIVISION OVERVIEW

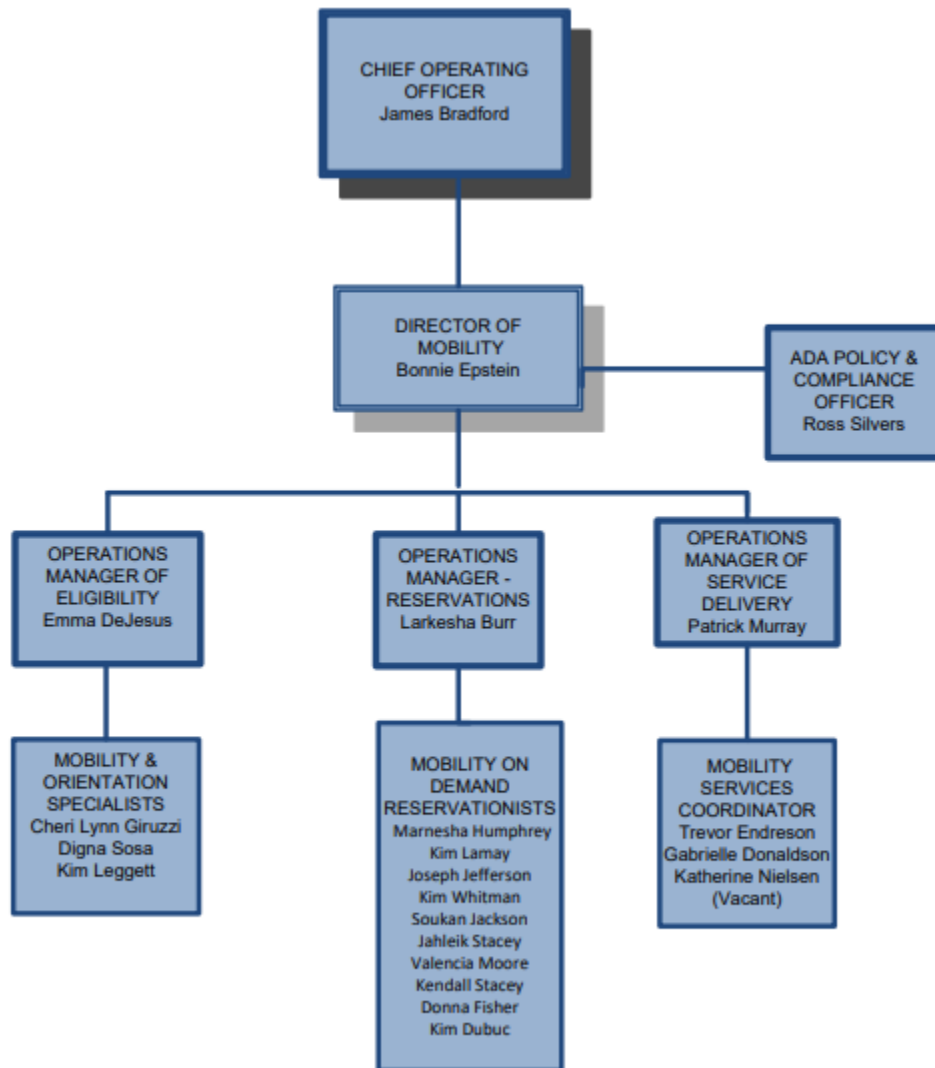






# MOBILITY DIVISION

## MOBILITY DIVISION OVERVIEW





## **MOBILITY DIVISION OVERVIEW**

### **MOBILITY DIVISION**

The Mobility Division provides, ADA Paratransit (Access Paratransit), an on demand program for ADA riders (Mobility on Demand), Transportation Disadvantaged services for Pinellas County, and first mile/last mile transportation solutions (Direct Connect) to PSTA's customers. 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 twenty (20) transportation professionals who oversee PSTA's paratransit service (including eligibility and contract oversight) which provides over one thousand (1,000) daily customer trips, Mobility on Demand, Direct Connect, and 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.

## MOBILITY DIVISION OVERVIEW

### Current Key Initiatives – Mobility Division

 <b>Healthy Communities and Workforce</b>	<b>Resilience</b> <p>Participate in agency efforts to promote resilience including the development of a mobile command center. Incorporate resilience into the Continuity of Operations Plan.</p>
	<b>Safety</b> <p>Lead the agency's safety initiatives with the development of the Public Transportation Action Safety Plan and the creation of a comprehensive Safety Management System and agency safety committee.</p>
	<b>Community Engagement</b> <p>Support planning and marketing team efforts in public engagement related to service.</p>
	<b>Customer Service</b> <p>Provide quality customer service to passengers by minimizing turn around time of customer complaints, developing a rider response committee to coordinate customer messaging, and assist with improving customer communication options.</p>
	<b>Workforce Training &amp; Well-being</b> <p>Establish annual operator refresher training program to ensure bus operators participate in refresher training at least once every 2 years.</p>
 <b>Environmental Sustainability</b>	<b>Criteria Air Pollutants &amp; Greenhouse Gas Emissions</b> <p>Support agency efforts to reduce CAP and GHG emissions by leveraging environmentally friendly vehicles and implementing and enforcing idling restrictions on fleet.</p>
 <b>Economic Vitality</b>	<b>Ridership &amp; Mobility</b> <p>Monitor innovative mobility programs and other mobility options and implement technology solutions to improve services. Evaluate programs for</p>



## MOBILITY DIVISION OVERVIEW

	customer satisfaction, improvement, and efficiency as needed. Assist the agency with transition to electronic fare payment.
	<b>Operating Expenses</b>  Improve efficient operations and cost reductions while maintaining a reserve, continue to test the electric bus fleet on different routes, and work with IT and Maintenance departments to test connected vehicle technology.
	<b>Capital Projects</b>  Support the agency's expansion and transition of new technology such as autonomous vehicles into revenue service in the long term.

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

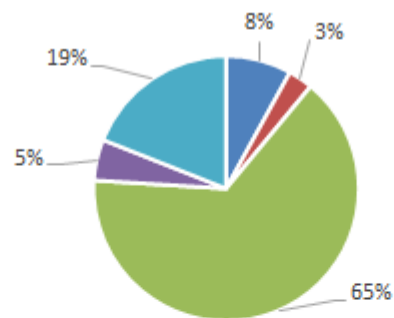
<u>Expense Item</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2021</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2020- FY2021</u>
Salaries	\$ -	\$ 785,703	706,100	\$ 1,062,287	50.44%
Fringe Benefits	-	315,584	340,010	471,092	38.55%
Services	-	30,000	52,240	20,000	-61.72%
Supplies	-	24,500	27,000	21,000	-22.22%
Purchased Transportation – Access PSTA Paratransit	-	7,919,088	7,081,800	9,521,251	34.45%
Purchased Transportation – TD	-	757,720	522,000	767,491	47.03%
Purchased Transportation – Access PSTA Mobility on Demand	-	2,179,600	1,858,317	2,828,600	52.21%
Miscellaneous	125	9,577	395	16,340	4036.71%
<b>Total Operating Expenses</b>	<b>\$ 125</b>	<b>\$ 12,021,772</b>	<b>\$ 10,587,862</b>	<b>\$ 14,708,061</b>	<b>38.91%</b>

- Salaries and fringe benefits expenses increased due to salary increases, an increase in health insurance premiums and the addition of two (2) positions.
- Services expense decreased primarily due to less professional and technical services.
- Purchased Transportation – Access PSTA Paratransit is budgeted to increase over the FY 2021 projected year-end due to contract and ridership increases.
- Purchased Transportation – Access PSTA Mobility on Demand is budgeted to increase over the FY 2021 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 travel and training expenses.



## MOBILITY DIVISION OVERVIEW

### MOBILITY DIVISION BUDGET



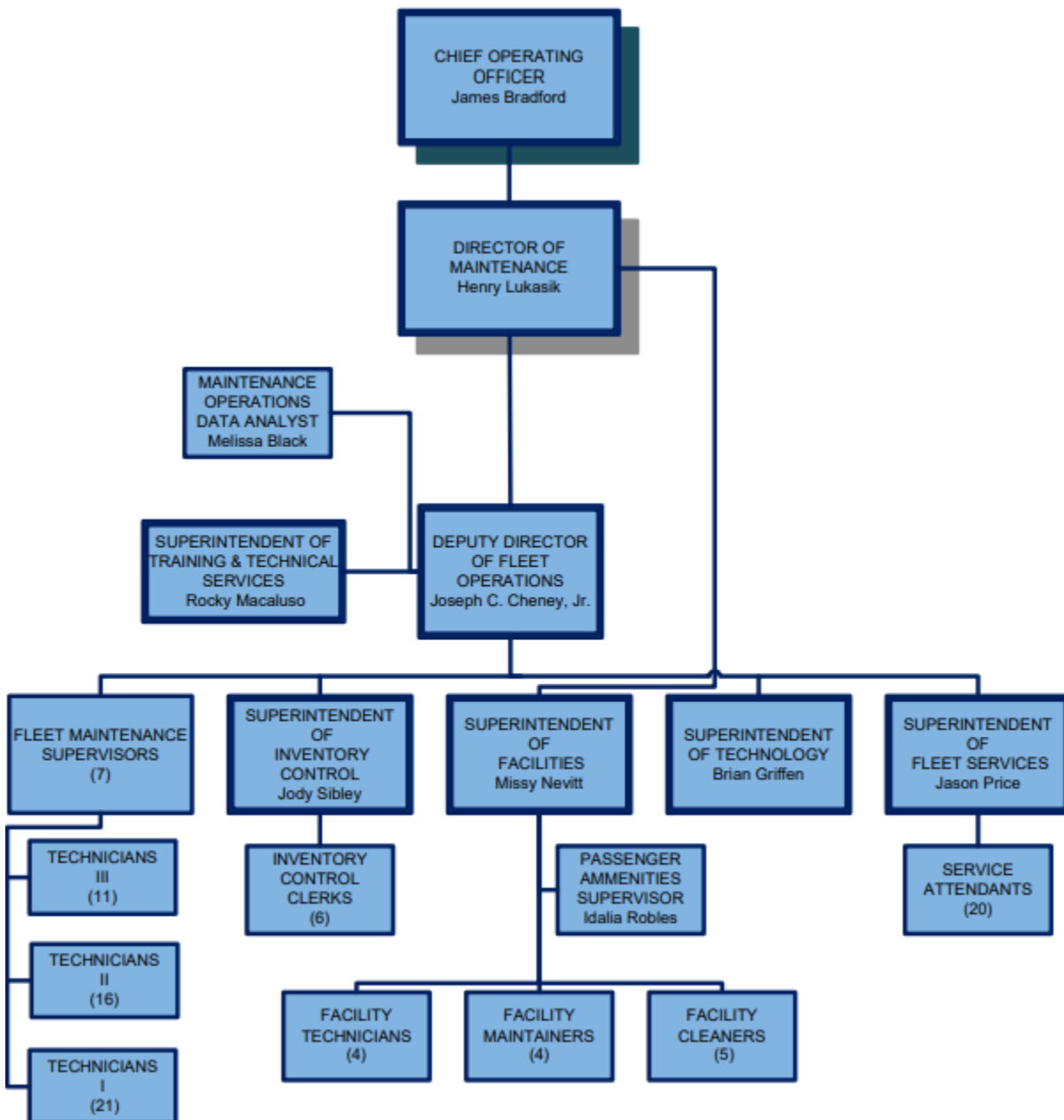
- Salaries
- Fringe Benefits
- Purchased Transportation – Access PSTA Paratransit
- Purchased Transportation – TD
- Purchased Transportation – Access PSTA Mobility on Demand



# 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 2021 the revenue fleet is comprised of 108 (51%) diesel heavy duty-transit buses, 88 (42%) hybrid-electric heavy duty-transit buses, 6 (3%) all-electric transit buses, and 8 (4%) diesel body of chassis transit buses. Expected for a mid FY 2021 deployment will be 20 35 ft 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 scheduled to open early 2022. Lastly, expected for late FY 2022 will be delivery of 2 40 ft. Gillig all electric, transit buses.

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>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Lead agency initiatives, with the support of Finance, to implement projects that improve resilience such as a mobile command center, battery export power supply research and feasibility, and other related capital projects. Incorporate resilience into the TAMS.</p>
	<b>Workforce Training &amp; Well-being</b> <p>Participate in agency initiative to track and streamline workforce training. Maintain and Enhance Maintenance Certification Program.</p>
 <b>Environmental Sus- tainability</b>	<b>Energy</b> <p>Lead agency initiatives to reduce energy consumption and increase energy efficiency through projects such as sub-metering program, energy auditing, lighting upgrades, and the installation of renewable charging for the growing electric fleet. Support effort to track fuel use of contracted fleet.</p>
	<b>Water</b> <p>Lead agency initiatives to reduce water consumption and increase water use efficiency through projects such as sub-metering program, water use auditing, fixture upgrades, expanding leak detection programs, and replacing the aging bus washing facility.</p>
	<b>Waste &amp; Recycling</b> <p>Support agency initiatives to promote recycling to employees and passengers as well as leading waste auditing for improved waste reduction.</p>
	<b>Criteria Air Pollutants &amp; Greenhouse Gas Emissions</b> <p>Lead the agency's effort to convert the fleet to environmentally friendly vehicles with the support of Planning and Finance departments. Implement idling restrictions in partnership with Operations.</p>

## MAINTENANCE DIVISION OVERVIEW

 <b>Economic Vitality</b>	<b>Operating Expenses</b>  Support the agency's effort to test connected vehicle technology and determine the right size vehicles for different routes and services.
	<b>Capital Projects</b>  Support capital project development with revenue fleet replacements and replacing or upgrading vehicle technology and aging facilities.



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

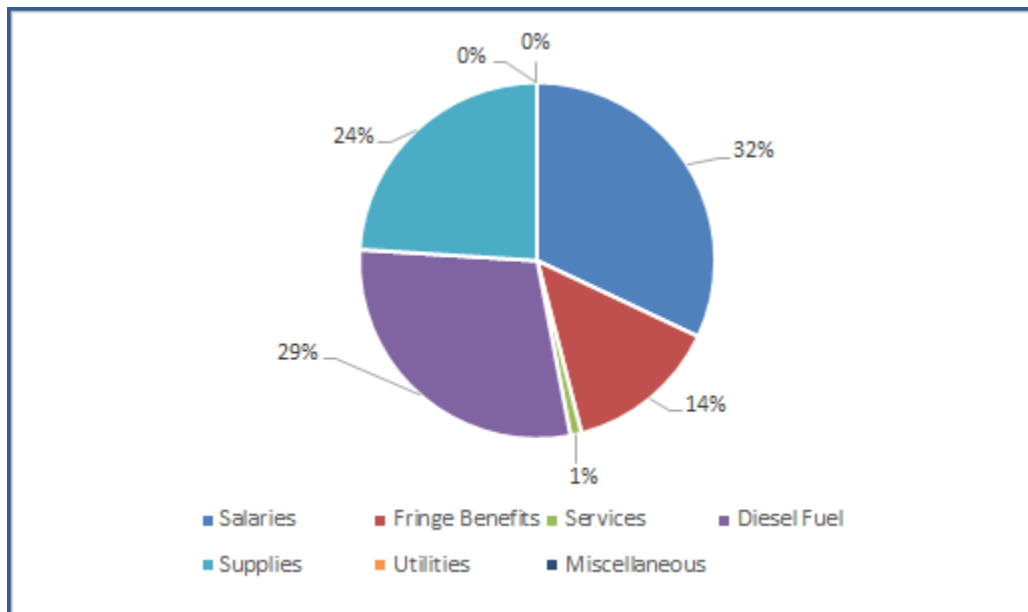
<b>Expense Items</b>	<b>Actual FY 2020</b>	<b>Adopted FY 2021</b>	<b>Projected FY 2021</b>	<b>Proposed FY 2022</b>	<b>% Change FY2021- FY2022</b>
Salaries	\$ 4,699,057	\$ 5,115,560	\$ 4,765,350	\$ 5,473,869	14.87%
Fringe Benefits	2,186,185	2,413,981	2,335,356	2,539,012	8.72%
Services	(10,455)	267,600	280,600	261,750	-6.72%
Diesel Fuel	3,772,822	3,595,465	3,595,465	5,188,556	44.31%
Supplies	5,841,773	4,644,500	4,962,000	4,289,245	-13.56%
Utilities	4,826	33,050	15,000	55,080	267.20%
Miscellaneous	56,799	67,100	99,772	58,325	-41.54%
<b>Total Operating Expenses</b>	<b>\$ 16,551,007</b>	<b>\$ 16,137,256</b>	<b>\$ 16,053,543</b>	<b>\$ 17,865,837</b>	<b>11.29%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense decreased due to outside repair services decrease.
- Diesel Fuel expense increased primarily due to price increases and increase in total projected quantity.
- Supplies expense decreased because some supplies that can be capitalized were moved to the capital budget.
- Utilities expense increased due to increase from two (2) to six (6) electric buses.
- Miscellaneous decreased due to less other miscellaneous supplies not being needed in FY 2022.



## 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, 527 bus shelters and 740 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>Healthy Communi- ties and Workforce</b>	<b>Resilience</b> <p>Lead agency initiatives, with the support of Finance, to implement projects that improve resilience such as a mobile command center, battery export power supply research and feasibility, and other related capital projects. Incorporate resilience into the TAMS.</p>
	<b>Workforce Training &amp; Well-being</b> <p>Participate in agency initiative to track and streamline workforce training. Maintain and Enhance Maintenance Certification Program.</p>
 <b>Environmental Sus- tainability</b>	<b>Energy</b> <p>Lead agency initiatives to reduce energy consumption and increase energy efficiency through projects such as sub-metering program, energy auditing, lighting upgrades, and the installation of renewable charging for the growing electric fleet. Support effort to track fuel use of contracted fleet.</p>
	<b>Water</b> <p>Lead agency initiatives to reduce water consumption and increase water use efficiency through projects such as sub-metering program, water use auditing, fixture upgrades, expanding leak detection programs, and replacing the aging bus washing facility.</p>
	<b>Waste &amp; Recycling</b> <p>Support agency initiatives to promote recycling to employees and passengers as well as leading waste auditing for improved waste reduction.</p>
	<b>Criteria Air Pollutants &amp; Greenhouse Gas Emissions</b> <p>Lead the agency's effort to convert the fleet to environmentally friendly vehicles with the support of Planning and Finance departments. Implement idling restrictions in partnership with Operations.</p>



## MAINTENANCE DIVISION OVERVIEW

 <b>Economic Vitality</b>	<b>Operating Expenses</b>  Support the agency's effort to test connected vehicle technology and determine the right size vehicles for different routes and services.
	<b>Capital Projects</b>  Support capital project development with revenue fleet replacements and replacing or upgrading vehicle technology and aging facilities.

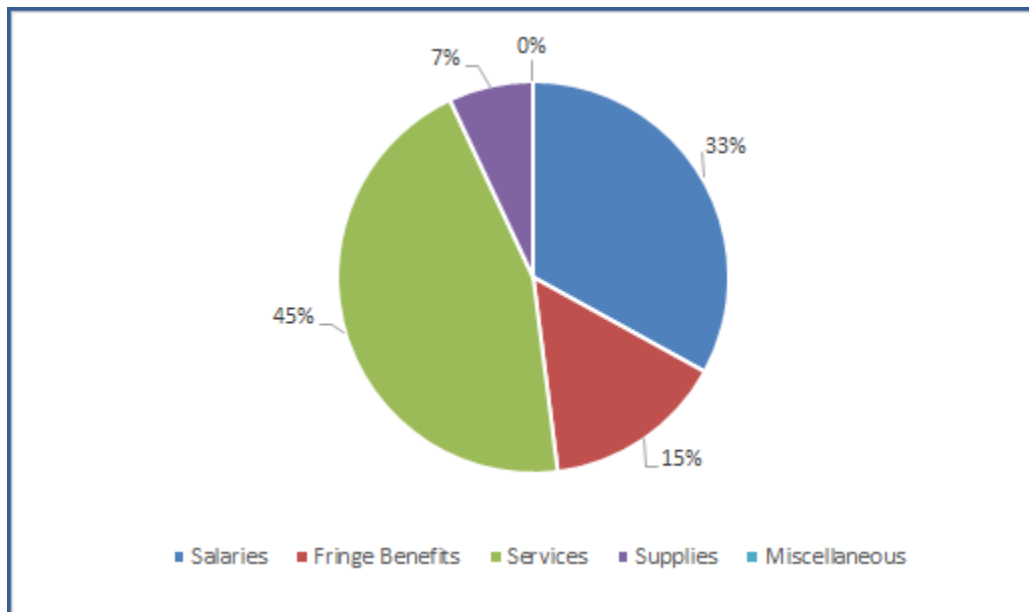
**MAINTENANCE DIVISION OVERVIEW****FACILITIES MAINTENANCE DEPARTMENT BUDGET**

<u>Expense Items</u>	<u>Actual</u> <u>FY 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>Projected</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>	<u>% Change</u> <u>FY2021-</u> <u>FY2022</u>
Salaries	\$ 738,814	\$ 862,955	\$ 812,090	\$ 898,348	10.62%
Fringe Benefits	326,499	374,733	380,611	398,376	4.67%
Services	917,216	1,117,050	1,383,109	1,235,050	-10.70%
Supplies	188,769	168,000	207,000	191,000	-7.73%
Miscellaneous	1,738	8,000	8,000	8,000	0.00%
<b>Total Operating Expenses</b>	<b>\$ 2,173,036</b>	<b>\$ 2,530,738</b>	<b>\$ 2,790,810</b>	<b>\$ 2,730,774</b>	<b>-2.15%</b>

- Salaries and fringe benefits expenses increased due to salary increases and an increase in health insurance premiums.
- Services expense decreased due to custodial services being ramped down from COVID-19.
- Supplies expense decreased slightly.



## MAINTENANCE DIVISION OVERVIEW





## **MAINTENANCE DIVISION OVERVIEW**

### **INVENTORY CONTROL DEPARTMENT**

The Inventory Control Division is overseen by the Superintendent of Inventory Control assisted by two (2) 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



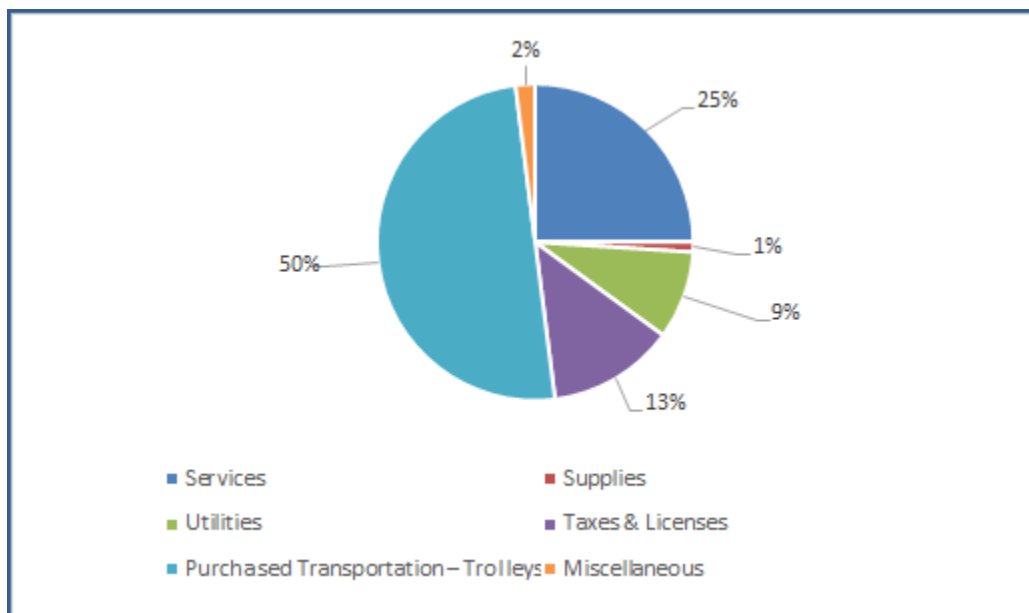
## GENERAL FUNCTION DIVISION OVERVIEW

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 2020</u>	<u>Adopted</u> <u>FY 2021</u>	<u>Projected</u> <u>FY 2021</u>	<u>Proposed</u> <u>FY 2022</u>	<u>% Change</u> <u>FY2021-</u> <u>FY2022</u>
Services	\$ 1,600,332	\$ 1,740,770	\$ 1,768,732	\$ 1,838,900	3.97%
Supplies	506,519	348,000	219,470	47,500	-78.36%
Utilities	554,941	589,750	586,150	619,244	5.65%
Taxes & Licenses	748,799	862,240	869,128	948,260	9.10%
Purchased Transportation – Access PSTA Paratransit	6,079,189	-	-	-	0.00%
Purchased Transportation – TD	489,198	-	-	-	0.00%
Purchased Transportation – Trolleys	2,910,332	3,759,053	3,305,000	3,527,360	6.73%
Purchased Transportation – Access PSTA Mobility on Demand	1,037,764	-	471	-	-100.00%
Purchased Transportation – Ferry Service	-	25,000	-	-	0.00%
Miscellaneous	102,756	133,350	132,658	143,115	7.88%
<b>Total Operating Expenses</b>	<b>\$ 14,029,830</b>	<b>\$ 7,458,163</b>	<b>\$ 6,881,609</b>	<b>\$ 7,124,379</b>	<b>3.53%</b>

- Services expense increased slightly.
- Supplies expense decreased due to less COVID-19 personal protection equipment supplies needed.
- Utilities expense increased due to rate increases.
- Purchased Transportation – Trolleys expense increased due to increases in contract fees.
- Miscellaneous expense increased due to increases in travel and training expenses.







# 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.

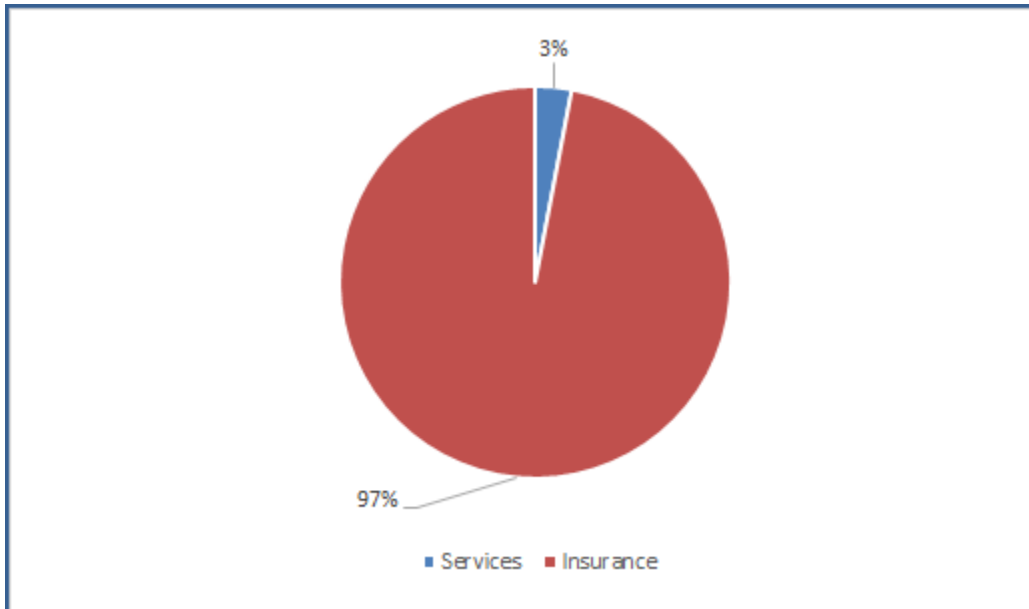
## INSURANCE DIVISION BUDGET

<u>Expense Items</u>	<u>Actual FY 2020</u>	<u>Adopted FY 2020</u>	<u>Projected FY 2021</u>	<u>Proposed FY 2022</u>	<u>% Change FY2021- FY2022</u>
Services	\$ 55,064	\$ 57,172	\$ 55,872	\$ 56,172	0.54%
Insurance	1,637,744	\$ 1,596,386	\$ 1,513,056	1,705,385	12.71%
<b>Total Operating Expenses</b>	<b>\$ 1,692,808</b>	<b>\$ 1,653,558</b>	<b>\$ 1,568,928</b>	<b>\$ 1,761,557</b>	<b>12.28%</b>

- Services expense increased marginally.
- Insurance expense increased due to claims cost and premium increases.



## INSURANCE DIVISION OVERVIEW





# CAPITAL BUDGET



## CAPITAL BUDGET

### CAPITAL BUDGET SUMMARY

Presented below is the Capital Improvement Plan for fiscal years 2022 – 2026. 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 \$84,510,062 in capital expenditures for FY 2022.

### 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 Sustainability Strategic Plan. In the case of the FY 2022 capital budget, the staff was asked to project the forecast for the current FY 2021 and FY 2022 – 2026 expected project expenditures. After the meetings, the Finance Division develops the FY 2022 budget and the FY 2023 – 2026 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 2022 is \$84,510,062.

The funding for the capital budget is listed below:

Funding Agencies	2022 Funding Amount
ARP	\$ 3,276,537
Capital Reserve	6,388,433
City of Clearwater	3,600,000
City of St. Petersburg	2,387,947
FDDC	300,000
FDOT	3,580,359
Forward Pinellas	19,766
FTA Current	37,403,520
FTA Future	23,647,000
Insurance	126,500
TBD Conceptual	3,750,000
Transit App	30,000
<b>Total Funding - FY 2022 Capital Budget</b>	<b>\$ 84,510,062</b>

The Federal Transit Administration is responsible for 72% of the funding for the FY 2022 capital budget, with Sections 5307, 5309, 5310, 5312, 5337, 5339, 5312 and other miscellaneous grant funds.



## **CAPITAL BUDGET**

Section 5307, 5337, and 5339 – Urbanized Formula Grants that have been awarded and being used are \$27.9 million. Transit agencies are eligible for these funds based upon legislative formulas. For areas of 50,000 to 199,999 in population, the 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.



## CAPITAL BUDGET

Funding Sources	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
ARP	\$ 3,276,537	\$ -	\$ -	\$ -	\$ -
Capital Reserve	6,388,433	2,249,363	788,817	1,646,729	657,500
City of Clearwater	3,600,000	-	-	-	-
City of St. Petersburg	2,387,947	-	-	-	-
FDDC	300,000	-	-	-	-
FDOT	3,580,359	2,700,000	-	-	-
Forward Pinellas	19,766	-	-	-	-
FTA Current	37,403,520	1,347,000	24,000	14,000	-
FTA Future	23,647,000	23,263,215	6,868,950	6,825,632	6,168,950
Insurance	126,500	-	-	-	-
TBD Conceptual	3,750,000	500,000	-	-	-
Transit App	30,000	-	-	-	-
<b>Total Funding FY 2022- 2026 Capital Plan</b>	<b>\$ 84,510,062</b>	<b>\$ 30,059,578</b>	<b>\$ 7,681,767</b>	<b>\$ 8,486,361</b>	<b>\$ 6,826,450</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:

<b>Federal Transit Administration Funding</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
5307 Urbanized Formula Grants	\$ 35,394,174	\$ 13,409,215	\$ 5,161,950	\$ 5,118,632	\$ 4,461,950
5309 Capital Investments Grants - New Starts	12,548,576	-	-	-	-
5309 Earmark	600,000	-	-	-	-
5310 Discretionary (Awarded by FTA not FDOT)	50,000	-	-	-	-
5312 Innovation and Development Grant	58,000	24,000	24,000	14,000	-
5337 Urbanized Formula Grants	7,000	7,000	7,000	7,000	7,000
5339 Urbanized Formula Grants	1,723,060	1,700,000	1,700,000	1,700,000	1,700,000
5339 Discretionary Grants	1,229,710	-	-	-	-
Rebuilding American Infrastructure with Sustainability & Equity (RAISE)	9,200,000	9,200,000	-	-	-
20005(b) TOD Planning Pilot Program Grant	240,000	270,000	-	-	-
<b>Total Federal Transit Administration Funding FY 2022-2026</b>	<b>\$ 61,050,520</b>	<b>\$ 24,610,215</b>	<b>\$ 6,892,950</b>	<b>\$ 6,839,632</b>	<b>\$ 6,168,950</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 2021 for future years projects is \$16,285,671. 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 \$465,950 toward administrative, and short-range planning costs, leaving \$15,819,721 for capital projects.





## CAPITAL BUDGET

### EXPENDITURES

**Vehicles** – Vehicles are budgeted at \$16,897,560 or 20% of the total capital budget. This budget includes the purchase of replacement buses, and electric buses and charging equipment's.

**Passenger Amenities** – Passenger Amenities are budgeted at \$25,126,603 or 30% 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 have a significant effect on the FY 2022 operating budget once construction is over in the summer of 2022. The SunRunner BRT will have a positive effect on the fare revenues, generating an estimated 250,976 per year. The project will also have a positive effect on grant revenues in the amount of \$1,900,000 over 36 months spanning from FY 2022 until FY 2024. The first full year of operating is estimated to cost \$2,936,947 and increase by 4.5% every following year. Another important effect on operating worth noting is the depreciation of the vehicles. They will not be used until construction is over but will start to depreciate as soon as PSTA purchases them, which will be months before they are ever used.

Other projects include Pedestrian Access and Walkways, Passenger Shelters, the 22<sup>nd</sup> Ave Park and Ride upgrades, and the 34<sup>th</sup> St S Project Development..

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 \$3,182,068 or 4% of the total capital budget. This budget includes the autonomous vehicle pilot demonstration in Dunedin and Clearwater, the I-275 Bus on Shoulder Pilot Program, and PSTA's Transit Oriented Development Study.

**Facilities** – Facilities is budgeted at \$29,882,117 or 35% of the total capital budget. The largest projects are the Clearwater Downtown Intermodal Terminal, creating a charging area for electric buses as the fleet grows, and the Solar Panels project.

**Technology** – Technology is budgeted at \$5,263,540 or 6% of the total capital budget. Key projects include the purchase of Mobility on Demand software, the Downtown ATMS Fiber Connections, and software upgrades.

**Miscellaneous and Contingency** – Miscellaneous and contingency is budgeted at \$4,158,174 or 5% of the total capital budget. The largest portion is the contingency budget of \$3,349,742. This amount is utilized throughout the year for unanticipated needs.

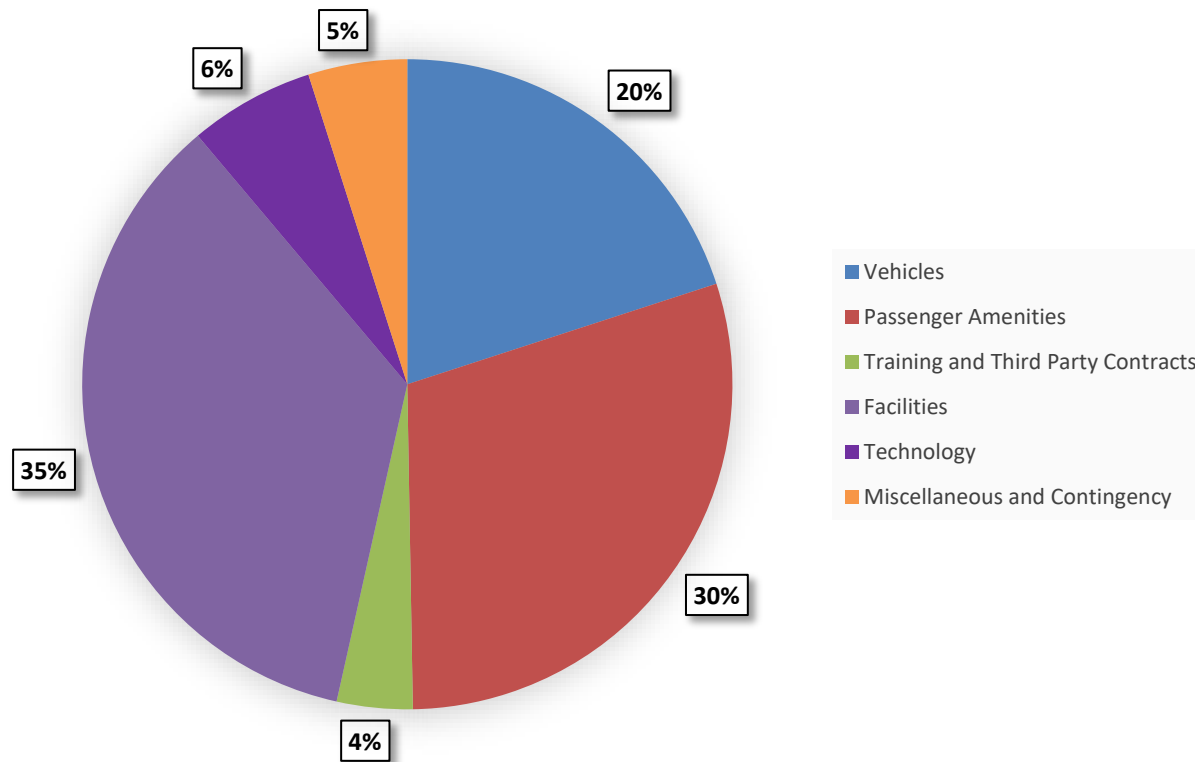


Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

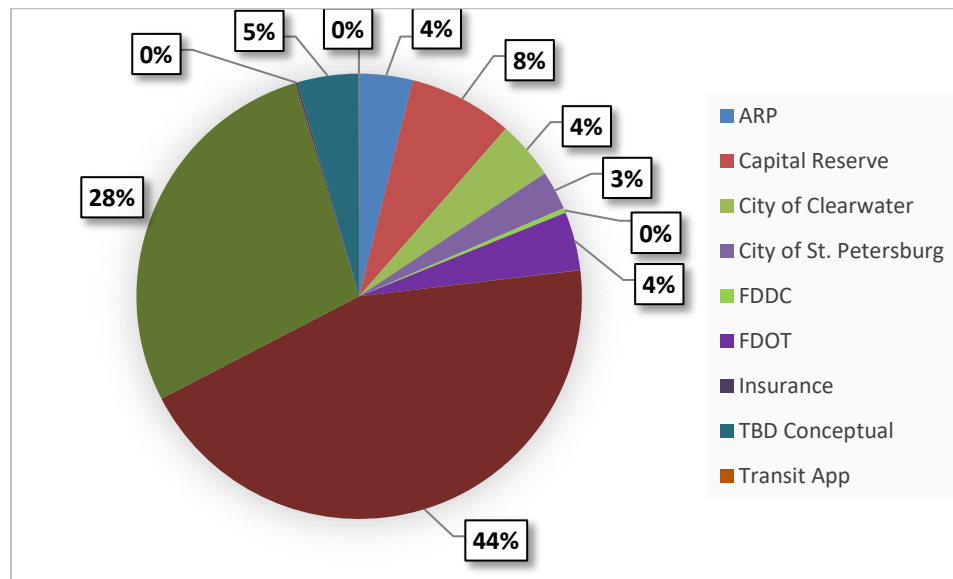
### FY 2022 Capital Budget by Category





## CAPITAL BUDGET

### FY 2022 Capital Projects Funding Sources



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.



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Vehicles	1	Heavy Duty Vehicle Lift(s)	FL-2019-085	\$ 1,000,000	\$ 2,000,000	\$ 1,094,664	\$ 900,000	\$ -	\$ -	\$ -	\$ -
	2	Replacement Modems	FL-2019-085	600,000	600,000	0	0	0	0	0	0
	3	Major Component Replacement Program	Capital Reserve	330,000	2,017,084	367,084	1,168,000	330,000	330,000	330,000	330,000
	4:1	Purchase Replacement Trolleys	FL-2018-080	2,725,687	2,725,687	2,675,687	50,000	0	0	0	0
	4:2	Purchase Replacement Trolleys	FL-2019-085	1,750,080	1,750,080	1,700,080	50,000	0	0	0	0
	4:3	Purchase Replacement Trolleys	FL-2019-085	5,212,273	5,212,273	5,162,273	50,000	0	0	0	0
	4	Purchase Replacement Trolleys	See Above	9,688,040	9,688,040	9,538,040	150,000	0	0	0	0
	5	FY 2022 Replacement Buses	FTA Future	0	4,700,000	0	11,370,000	0	0	0	0
	6	Future Bus Buy & Tooling	FTA Future	0	18,800,000	0	0	4,700,000	4,700,000	4,700,000	4,700,000
	7:1	Electric Bus Expansion	FL-2018-064	2,000,000	2,000,000	1,906,691	0	0	0	0	0
	7:2	Electric Bus Expansion	Capital Reserve	1,709,263	1,709,263	1,629,518	0	0	0	0	0
	7	Electric Bus Expansion	See Above	3,709,263	3,709,263	3,536,209	0	0	0	0	0
	8:1	Replacement Buses	FTA Future	0	5,858,447	0	0	4,901,765	0	956,682	0
	8:2	Replacement Buses	Capital Reserve	0	1,858,447	0	0	901,765	0	956,682	0
	8	Replacement Buses	See Above	0	7,716,894	0	0	5,803,530	0	1,913,364	0
	9	Electrical Infrastructure Study	FL-2018-080	0	165,377	165,377	0	0	0	0	0
	10:1	Purchase Electric Bus & Charging Equipment	FL-2021-024	0	1,239,710	10,000	1,229,710	0	0	0	0
	10:2	Purchase Electric Bus & Charging Equipment	Capital Reserve	0	1,160,290	0	1,160,290	0	0	0	0
	10	Purchase Electric Bus & Charging Equipment	See Above	0	2,400,000	10,000	2,390,000	0	0	0	0
	11	Wheel Alignment Equipment	FL-2019-085	0	45,000	38,516	0	0	0	0	0
	12	Painting Buses	TBD Conceptual	0	600,000	0	600,000	0	0	0	0
	13	Communications for Vehicle Projects	Capital Reserve	0	1,048,833	275,611	319,560	216,671	100,600	138,867	100,600
						0					
		<b>Total Vehicles</b>		<b>\$ 15,327,303</b>	<b>\$ 53,490,491</b>	<b>\$ 15,025,500</b>	<b>\$ 16,897,560</b>	<b>\$ 11,050,201</b>	<b>\$ 5,130,600</b>	<b>\$ 7,082,231</b>	<b>\$ 5,130,600</b>



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Passenger Amenities	14:1	ADA Landing Pads	FL-2017-024	\$ 42,625	\$ 88,250	\$ 71,445	\$ -	\$ -	\$ -	\$ -	\$ -
	14:2	ADA Landing Pads	FL-2017-109	240,511	336,511	291,504	0	0	0	0	0
	14:3	ADA Landing Pads	FL-90-X841	30,825	30,825	28,853	0	0	0	0	0
	14:4	ADA Landing Pads	FL-2021-001	246,802	278,000	60,374	217,626	0	0	0	0
	14:5	ADA Landing Pads	Capital Reserve	0	750,000	0	0	200,000	200,000	200,000	200,000
	14	ADA Landing Pads	See Above	560,763	1,483,586	452,176	217,626	200,000	200,000	200,000	200,000
	15:1	Shelters (FY 2020)	FL-90-X873	66,626	66,626	55,950	0	0	0	0	0
	15:2	Shelters (FY 2020)	FL-2017-024	170,000	170,000	142,759	0	0	0	0	0
	15:3	Shelters (FY 2020)	FL-2017-109	474,901	474,901	398,801	0	0	0	0	0
	15:4	Shelters (FY 2020)	FL-2018-080	135,146	150,000	150,964	0	0	0	0	0
	15	Shelters (FY 2020)	See Above	846,673	861,527	748,473	0	0	0	0	0
	16	Passenger Shelters (FY 2021)	FL-2019-085	150,000	150,000	150,000	0	0	0	0	0
	17	Passenger Shelters (FY 2021)	FL-2021-001	150,000	150,000	150,000	0	0	0	0	0
	18	Passenger Shelters (FY 2022-2025)	FTA Future	0	750,000	0	300,000	150,000	150,000	150,000	150,000
	19	Skyway Marina District Shelter Project	City of St. Petersburg	7,596	73,788	70,845	0	0	0	0	0
	20	SunRunner BRT - Art in Transit	City of St. Petersburg	0	750,000	221,375	528,625	0	0	0	0
	21:FA1	SunRunner BRT Force Account 2019	Capital Reserve	0	109,000	109,000	0	0	0	0	0
	21:FA2	SunRunner BRT Force Account 2020	Capital Reserve	0	100,000	65,961	0	0	0	0	0
	21:FA3	SunRunner BRT Force Account 2021	Capital Reserve	85,000	85,000	85,000	0	0	0	0	0
	21:FA4	SunRunner BRT Force Account 2022	Capital Reserve	0	75,000	0	60,000	0	0	0	0
	21:FA	SunRunner BRT Force Account	See Above	85,000	369,000	259,961	60,000	0	0	0	0
	21:FD1	SunRunner BRT Design	FDOT	0	1,000,000	1,000,000	0	0	0	0	0
	21:FD2	SunRunner BRT Design	Capital Reserve	380,000	1,000,000	1,000,000	0	0	0	0	0
	21:FD	SunRunner BRT Design	See Above	380,000	2,000,000	2,000,000	0	0	0	0	0
	1:C&B1	SunRunner BRT Construction, and Buses	Capital Reserve	6,828,374	5,409,072	4,147,753	1,261,319	0	0	0	0
	1:C&B2	SunRunner BRT Construction, and Buses	FDOT	7,244,167	8,409,072	5,669,136	3,000,359	0	0	0	0
	1:C&B3	SunRunner BRT Construction, and Buses	FL-2020-071	14,855,213	21,836,000	9,287,424	12,548,576	0	0	0	0
	1:C&B4	SunRunner BRT Construction, and Buses	ARP	0	3,276,537	0	3,276,537	0	0	0	0
	1:C&B5	SunRunner BRT Construction, and Buses	City of St. Petersburg	2,292,044	3,000,000	1,424,977	1,575,023	0	0	0	0
	21:C&B	SunRunner BRT Construction, and Buses	See Above	31,219,798	41,930,681	20,529,290	21,661,813	0	0	0	0
	21	Total SunRunner BRT	See Above	31,684,798	44,299,681	22,789,251	21,721,813	0	0	0	0
	22	22nd Ave. Park & Ride Upgrades	FDOT	0	500,000	0	500,000	0	0	0	0
	23	Bus Stop Inventory Updates	FL-2019-085	100,000	200,000	0	200,000	0	0	0	0
	24	Bus Pullout Infrastructure Assessment	FL-2019-085	100,000	0	0	0	0	0	0	0
	25	34th Street South Project Development	TBD Conceptual	0	1,000,000	0	500,000	500,000	0	0	0
	26	Ferry Boat Repairs	Capital Reserve	0	100,000	0	100,000	0	0	0	0
	27	Largo Mall Passenger Bus Terminal	FTA Future	400,000	400,000	0	0	0	0	0	0
	28	Communications for Passenger Amenities	Capital Reserve	0	128,378	15,992	46,925	17,000	7,000	7,000	7,000
	29	SunRunner Communications & Public Education	Capital Reserve	0	1,245,288	0	1,011,614	116,837	116,837	0	0
						0					
		Total Passenger Amenities		\$ 33,999,830	\$ 52,092,248	\$ 24,598,112	\$ 25,126,603	\$ 983,837	\$ 473,837	\$ 357,000	\$ 357,000



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Training and Third Party Contracts	30	SMS Documentation Updates	FL-90-X873	\$ -	\$ 95,000	\$ 73,694	\$ -	\$ -	\$ -	\$ -	\$ -
	31:1	ADA Travel Training / In-Person Assessments Program	FL-2017-024	100,000	0	0	0	0	0	0	0
	31:2	ADA Travel Training / In-Person Assessments Program	FL-2019-085	25,000	125,000	0	125,000	0	0	0	0
	31:3	ADA Travel Training / In-Person Assessments Program	FL-2021-001	0	25,000	0	25,000	0	0	0	0
	31:4	ADA Travel Training / In-Person Assessments Program	FTA Future	0	125,000	0	0	50,000	25,000	25,000	25,000
	31	ADA Travel Training / In-Person Assessments Program	See Above	125,000	275,000	0	150,000	50,000	25,000	25,000	25,000
	32:1	Employee Education	FL-2017-109	5,755	17,500	1,027	11,100	0	0	0	0
	32:2	Employee Education	FL-2017-080	20,000	20,000	1,174	20,000	0	0	0	0
	32:3	Employee Education	FL-2019-085	20,000	20,000	1,174	20,000	0	0	0	0
	32:4	Employee Education	FTA Future	0	100,000	5,870	20,000	20,000	20,000	20,000	20,000
	32	Employee Education	See Above	45,755	157,500	9,245	71,100	20,000	20,000	20,000	20,000
	33:1	Short Range Planning	FL-2018-080	415,256	415,256	174,106	170,774	0	0	0	0
	33:2	Short Range Planning	FL-2019-085	500,000	500,000	400,000	226,863	0	0	0	0
	33:3	Short Range Planning	FL-2021-001	0	500,000	0	500,000	0	0	0	0
	33:4	Short Range Planning	FTA Future	0	3,200,000	0	400,000	800,000	800,000	500,000	700,000
	33	Short Range Planning	See Above	915,256	4,615,256	574,106	1,297,637	800,000	800,000	500,000	700,000
	34	Ferry Program and Grants	FL-2018-085	0	180,000	135,000	45,000	0	0	0	0
	35:1	MOD Sandbox	FL-2017-031	28,211	500,000	505,358	0	0	0	0	0
	35:2	MOD Sandbox	Capital Reserve	33,549	150,000	151,607	0	0	0	0	0
	35	MOD Sandbox	See Above	61,760	650,000	656,965	0	0	0	0	0
	36:1	Autonomous Vehicles Pilot Demonstration-St Pete	Capital Reserve	40,000	97,600	112,981	0	0	0	0	0
	36:2	Autonomous Vehicles Pilot Demonstration-St Pete	FDOT	100,000	100,000	115,759	0	0	0	0	0
	36:3	Autonomous Vehicles Pilot Demonstration-St Pete	City of St. Petersburg	30,000	32,400	37,506	0	0	0	0	0
	36	Autonomous Vehicles Pilot Demonstration-St Pete	See Above	170,000	230,000	266,247	0	0	0	0	0



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Training and Third Party Contracts	37:1	Autonomous Vehicles Pilot Demonstration-North County	FL-2018-080	12,600	42,000	0	0	0	0	0	0
	37:2	Autonomous Vehicles Pilot Demonstration-North County	Capital Reserve	0	196,500	40,000	160,000	0	0	0	0
	37:3	Autonomous Vehicles Pilot Demonstration-North County	FL-2019-015	0	195,000	40,000	160,000	0	0	0	0
	37	Autonomous Vehicles Pilot Demonstration-North County	See Above	12,600	433,500	80,000	320,000	0	0	0	0
	38:1	Transit Oriented Development (TOD) Study	FL-2019-039	1,100,000	1,200,000	725,610	474,390	0	0	0	0
	38:2	Transit Oriented Development (TOD) Study	Capital Reserve	91,667	100,000	60,467	39,533	0	0	0	0
	38:3	Transit Oriented Development (TOD) Study	City of St. Petersburg	141,667	150,000	90,701	59,299	0	0	0	0
	38:4	Transit Oriented Development (TOD) Study	Forward Pinellas	41,667	50,000	30,234	19,766	0	0	0	0
	38	Transit Oriented Development (TOD) Study	See Above	1,375,001	1,500,000	907,012	592,988	0	0	0	0
	39:1	Transit Oriented Development (TOD) Implementation	FL-2019-039	482,400	720,000	210,000	240,000	270,000	0	0	0
	39:2	Transit Oriented Development (TOD) Implementation	Capital Reserve	120,600	180,000	0	60,000	120,000	0	0	0
	39	Transit Oriented Development (TOD) Implementation	See Above	603,000	900,000	210,000	300,000	390,000	0	0	0
	40	Transit Asset Management Plan Update	FL-90-X758	0	65,000	56,902	0	0	0	0	0
	41:1	I-275 Bus on Shoulder Pilot Project	FL-2018-080	0	30,000	30,000	0	0	0	0	0
	41:2	I-275 Bus on Shoulder Pilot Project	FL-2019-015	0	12,425	12,425	0	0	0	0	0
	41:3	I-275 Bus on Shoulder Pilot Project	FDOT	0	80,000	0	80,000	0	0	0	0
	41:4	I-275 Bus on Shoulder Pilot Project	Capital Reserve	0	80,950	0	80,950	0	0	0	0
	41	I-275 Bus on Shoulder Pilot Project	See Above	0	203,375	42,425	160,950	0	0	0	0
	42	Additional SunRunner Training	Capital Reserve	0	124,000	0	124,000	0	0	0	0
	43	General Technical Support Services	FL-2019-085	0	85,000	50,000	35,000	0	0	0	0
	44	NTD Consultant	FL-2018-080	0	23,000	0	23,000	0	0	0	0
	45	Communications for Training and 3rd Party Contracts	Capital Reserve	0	190,733	35,486	62,393	25,200	16,900	10,900	14,900
						0					
		<b>Total Training and Third Party Contracts</b>		<b>\$ 3,308,372</b>	<b>\$ 9,727,364</b>	<b>\$ 3,097,083</b>	<b>\$ 3,182,068</b>	<b>\$ 1,285,200</b>	<b>\$ 861,900</b>	<b>\$ 555,900</b>	<b>\$ 759,900</b>



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Facilities	46:1	Clearwater Multimodal Transit Center Design	FL-04-0135	\$ 1,000,000	\$ 1,250,000	\$ 540,238	\$ 600,000	\$ -	\$ -	\$ -	\$ -
	46:2	Clearwater Multimodal Transit Center Design	FL-2017-024	-	141,431	-	251,193	-	-	-	-
	46:3	Clearwater Multimodal Transit Center Design	FL-2018-080	0	1,025,000	0	0	1,025,000	0	0	0
	46	Clearwater Multimodal Transit Center Design	See Above	1,000,000	2,416,431	540,238	851,193	1,025,000	0	0	0
	47:1	Clearwater Multimodal Transit Center Construction	FTA Future	9,200,000	18,400,000	0	9,200,000	9,200,000	0	0	0
	47:2	Clearwater Multimodal Transit Center Construction	City of Clearwater (Land)	2,400,000	3,600,000	0	3,600,000	0	0	0	0
	47:3	Clearwater Multimodal Transit Center Construction	FDOT	1,000,000	2,300,000	0	0	2,300,000	0	0	0
	47	Clearwater Multimodal Transit Center Construction	See Above	12,600,000	24,300,000	0	12,800,000	11,500,000	0	0	0
	48:1	Charging Area - Electric Buses	FL-2021-001	1,000,000	3,200,000	0	3,200,000	0	0	0	0
	48:2	Charging Area - Electric Buses	2021 Formula Grant	0	4,500,000	0	4,500,000	0	0	0	0
	48:3	Charging Area - Electric Buses	FTA Future	0	2,300,000	0	2,300,000	0	0	0	0
	48	Charging Area - Electric Buses	See Above	1,000,000	10,000,000	0	10,000,000	0	0	0	0
	49	Park Street Terminal - Retrofit	Capital Reserve	415,608	475,000	77,175	0	0	0	0	0
	50:1	Security and Safety Systems	FL-2017-109	189,763	750,000	568,596	175,281	0	0	0	0
	50:2	Security and Safety Systems	FL-2018-080	375,000	0	0	0	0	0	0	0
	50:3	Security and Safety Systems	Capital Reserve	10,000	105,767	87,171	24,719	0	0	0	0
	50	Security and Safety Systems	See Above	574,763	855,767	655,767	200,000	0	0	0	0
	51	Audio Visual Equipment - Replacement	2021 Formula Grant	0	275,000	0	275,000	0	0	0	0
	52	Forklift	FL-2021-001	100,000	100,000	100,000	0	0	0	0	0
	53:1	Solar Panels	Capital Reserve	0	20,000	0	20,000	0	0	0	0
	53:2	Solar Panels	2021 Formula Grant	250,000	2,500,000	1,949	2,500,000	0	0	0	0
	53:4	Solar Panels	TBD Conceptual	0	2,650,000	0	2,650,000	0	0	0	0
	53	Solar Panels	See Above	250,000	5,170,000	1,949	5,170,000	0	0	0	0
	54:1	Depot Charger Installation (4)	Duke Energy	0	160,000	160,000	0	0	0	0	0
	54:2	Depot Charger Installation (4)	FL-2021-001	0	22,500	22,500	0	0	0	0	0
	54	Depot Charger Installation (4)	See Above	0	182,500	182,500	0	0	0	0	0
	55	Communications for Facility Projects	Capital Reserve	0	875,494	25,814	585,924	250,500	0	0	0
						0					
		<b>Total Facilities</b>		<b>\$ 15,940,371</b>	<b>\$ 44,650,192</b>	<b>\$ 1,583,443</b>	<b>\$ 29,882,117</b>	<b>\$ 12,775,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>





## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Technology	56:1	Clever Devices Retrofit (IVANS)	2021 Formula Grant	\$ -	\$ 2,617,500	\$ -	\$ 2,617,500	\$ -	\$ -	\$ -	\$ -
	56:2	Clever Devices Retrofit (IVANS)	FTA Future	0	2,617,500	0	0	2,617,500	0	0	0
	56	Clever Devices Retrofit (IVANS)	See Above	0	5,235,000	0	2,617,500	2,617,500	0	0	0
	57:1	Bus Modems	FL-2021-001	200,000	200,000	0	200,000	0	0	0	0
	57:2	Bus Modems	FL-2019-085	400,000	400,000	0	400,000	0	0	0	0
	57	Bus Modems	See Above	600,000	600,000	0	600,000	0	0	0	0
	58	Data Center Upgrade - DRaS	FL-2018-080	0	300,000	0	300,000	0	0	0	0
	59	Cisco 3750 POE Switch (HW & SW)	FL-2017-024	0	30,027	7,036	22,991	0	0	0	0
	60:1	Cisco Core Switch Replacement	FL-2019-085	82,500	30,000	30,005	30,005				
	60:2	Cisco Core Switch Replacement	INSURANCE	0	120,000	126,500	126,500				
	60	Cisco Core Switch Replacement	See Above	82,500	150,000	156,505	156,505	0	0	0	0
	61	Upgrade Data Storage Capacity	FTA Current	0	28,000	0	0	28,000	0	0	0
	62	APC Pilot	Capital Reserve	24,000	48,000	0	0	0	0	0	0
	63	APC - Implementation	Capital Reserve	0	0	0	0	0	0	0	0
	64:1	Computer Refresh Project	FTA Future	0	350,000	0	0	0	350,000	0	0
	64:2	Computer Refresh Project	FTA Future	0	150,000	0	0	0	0	150,000	0
	64	Computer Refresh Project	See Above	0	500,000	0	0	0	350,000	150,000	0
	65:1	Purchase Servers / Phones	FL-90-X873	197,410	200,400	200,400	0	0	0	0	0
	65:2	Purchase Servers / Phones	FL-2019-085	175,000	175,000	100,000	75,000	0	0	0	0
	65	Purchase Servers / Phones	See Above	372,410	375,400	300,400	75,000	0	0	0	0
	66	Purchase Servers - Future	FTA Future	0	250,000	0	0	0	0	0	250,000
	67	Fiber Expansion Project	FTA Current	130,000	130,000	0	130,000	0	0	0	0
	68:1	Downtown ATMS Fiber Connections	FL-90-X841		37,100	13,763	23,337	0	0	0	0
	68:2	Downtown ATMS Fiber Connections	City of St. Petersburg		225,000	0	225,000	0	0	0	0
	68	Downtown ATMS Fiber Connections	See Above	0	262,100	13,763	248,337	0	0	0	0
	69	APC Software Upgrade	2021 Formula Grant	0	60,000	0	60,000	0	0	0	0
	70	Hastus Upgrade - Core	FTA Future	0	500,000	0	0	500,000	0	0	0
	71	Hastus Upgrade - Additional Modules	FL-2017-024	250,000	500,000	398,434	50,000	0	0	0	0
	72	Document Image Software	FL-2019-085	50,000	50,000	0	50,000	0	0	0	0
	73	Mobility on Demand Software	FL-2017-024	1,000,000	785,000	173,000	612,000	0	0	0	0
	74	Clever Works - New Module (Turn by Turn)	FTA Future	0	500,000	0	0	0	500,000	0	0
	75	Application Integration	FDOT	400,000	400,000	0	0	400,000	0	0	0
	76:1	Integrating Direct Connect Program Into Transit	FL-2021-013	58,000	120,000	0	58,000	24,000	24,000	14,000	0
	76:2	Integrating Direct Connect Program Into Transit	Transit App	30,000	30,000	0	30,000	0	0	0	0
	76	Integrating Direct Connect Program Into Transit	See Above	88,000	150,000	0	88,000	24,000	24,000	14,000	0
	77	Applicant Tracking System	FL-2017-024	0	149,058	149,058	0	0	0	0	0
	78	Access and Mobility Wheelchair Access Integration	FL-2020-112	0	100,000	4,850	100,000	0	0	0	0
	79	Uber Pool	FTA Future	0	50,000	0	50,000	0	0	0	0
	80	Communications for Technology Projects	Capital Reserve	0	223,052	20,005	103,207	71,390	17,480	3,280	5,000
						0					
		<b>Total Technology</b>		<b>\$ 2,996,910</b>	<b>\$ 11,375,636</b>	<b>\$ 1,223,051</b>	<b>\$ 5,263,540</b>	<b>\$ 3,640,890</b>	<b>\$ 891,480</b>	<b>\$ 167,280</b>	<b>\$ 255,000</b>



Pinellas Suncoast Transit Authority

PROPOSED FY 2022 BUDGET

## CAPITAL BUDGET

Project Type	Line #	Project Title	Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
Miscellaneous and Contingency	81:1	Miscellaneous Maintenance Tools/Equipment (5337)	FL-2019-085	\$ -	\$ 7,396	\$ 7,396	\$ -	\$ -	\$ -	\$ -	\$ -
	81:2	Miscellaneous Maintenance Tools/Equipment (5337)	FL-2021-001	6,720	6,719	6,719	0	0	0	0	0
	81:3	Miscellaneous Maintenance Tools/Equipment (5337)	2021 Formula Grant	0	6,025	6,025	0	0	0	0	0
	81:4	Miscellaneous Maintenance Tools/Equipment (5337)	Capital Reserve	0	2,490	2,490	0	0	0	0	0
	81:5	Miscellaneous Maintenance Tools/Equipment (5337)	FTA Future	0	7,000	0	7,000	0	0	0	0
	81:6	Miscellaneous Maintenance Tools/Equipment (5337)	FTA Future	0	28,000	0	0	7,000	7,000	7,000	7,000
	81	Miscellaneous Maintenance Tools/Equipment (5337)	See Above	6,720	57,630	22,630	7,000	7,000	7,000	7,000	7,000
	82	Short Range Planning to Increase Ridership - Planners	FL-2017-109	47,920	193,651	123,857	0	0	0	0	0
	83	Sustainability Plan and Action Program	FL-2018-080	0	175,000	175,608	0	0	0	0	0
	84	FDDC Voucher Replication Project	FDDC	0	300,000	0	300,000	0	0	0	0
	85	RAISE Grant Assistance BCA	FL-2019-085	0	28,000	28,000	28,000	0	0	0	0
	86:1	Project Administration	FL-90-X841	30,694	331,376	330,641	43,337	0	0	0	0
	86:2	Project Administration	FL-90-X873	26,393	66,950	44,383	15,598	0	0	0	0
	86:3	Project Administration	FL-2017-024	41,382	81,479	41,209	43,059	0	0	0	0
	86:4	Project Administration	FL-2017-109	61,802	95,046	34,918	59,649	0	0	0	0
	86:5	Project Administration	FL-2018-080	47,993	66,950	23,371	46,505	0	0	0	0
	86:6	Project Administration	FL-2019-085	56,356	66,950	14,323	55,151	0	0	0	0
	86:7	Project Administration CARES Act	FL-2020-072	0	81,552	5,067	79,068	0	0	0	0
	86:8	Project Administration	FL-2021-001	0	66,950	6,202	64,115	0	0	0	0
	86:9	Project Administration	2021 Formula Grant	0	66,950	2,646	66,950	0	0	0	0
	86:10	Project Administration	FTA Future	0	267,800	0	0	66,950	66,950	66,950	66,950
	86	Project Administration	See Above	264,620	1,192,003	502,760	473,432	66,950	66,950	66,950	66,950
	87:1	Contingency	FL-2017-024	1,040,165	1,040,165	0	0	0	0	0	0
	87:2	Contingency	FL-2017-109	777,397	777,397	0	579,390	0	0	0	0
	87:3	Contingency	FL-2018-080	80,172	268,159	0	268,159	0	0	0	0
	87:4	Contingency	FL-2019-085	319,310	1,319,310	0	785,057	0	0	0	0
	87:5	Contingency	FL-2021-001	0	925,000	0	925,000	0	0	0	0
	87:6	Contingency	2021 Formula Grant	0	792,136	0	792,136	0	0	0	0
	87:7	Contingency	FTA Future	0	1,000,000	0	0	250,000	250,000	250,000	250,000
	87	Contingency	See Above	2,217,044	6,122,167	0	3,349,742	250,000	250,000	250,000	250,000
						0					
		<b>Total Miscellaneous and Contingency</b>		<b>\$ 2,536,304</b>	<b>\$ 8,068,451</b>	<b>\$ 852,855</b>	<b>\$ 4,158,174</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>	<b>\$ 323,950</b>
		<b>Total Capital Expenses</b>		<b>\$ 74,109,090</b>	<b>\$ 179,404,382</b>	<b>\$ 46,380,044</b>	<b>\$ 84,510,062</b>	<b>\$ 30,059,578</b>	<b>\$ 7,681,767</b>	<b>\$ 8,486,361</b>	<b>\$ 6,826,450</b>



## CAPITAL BUDGET

Funding	FY 2021 Project Budget	Total Project Budget and Plan	Total Expenditures and FY 2021 Forecast	FY 2022 Proposed Budget	FY 2023 Project Plan	FY 2024 Project Plan	FY 2025 Project Plan	FY 2026 Project Plan
ARP	\$ -	\$ 3,276,537	\$ -	\$ 3,276,537	\$ -	\$ -	\$ -	\$ -
Capital Reserve	10,068,061	19,665,240	8,309,116	6,388,433	2,249,363	788,817	1,646,729	657,500
City of Clearwater (Land)	2,400,000	3,600,000	0	3,600,000	0	0	0	0
City of St. Petersburg	2,471,307	4,231,188	1,845,404	2,387,947	0	0	0	0
Duke Energy	0	160,000	160,000	0	0	0	0	0
FDDC	0	300,000	0	300,000	0	0	0	0
FDOT	8,744,167	12,789,072	6,784,895	3,580,359	2,700,000	0	0	0
Forward Pinellas	41,667	50,000	30,234	19,766	0	0	0	0
FTA Current	40,753,888	70,578,598	29,118,025	37,403,520	1,347,000	24,000	14,000	0
FTA Future	9,600,000	60,353,747	5,870	23,647,000	23,263,215	6,868,950	6,825,632	6,168,950
Insurance	0	120,000	126,500	126,500	0	0	0	0
TBARTA	0	0	0	0	0	0	0	0
TBD Conceptual	0	4,250,000	0	3,750,000	500,000	0	0	0
Transit App	30,000	30,000	0	30,000	0	0	0	0
<b>TOTAL CAPITAL PROGRAM</b>	<b>\$ 74,109,090</b>	<b>\$ 179,404,382</b>	<b>\$ 46,380,043</b>	<b>\$ 84,510,062</b>	<b>\$ 30,059,578</b>	<b>\$ 7,681,767</b>	<b>\$ 8,486,361</b>	<b>\$ 6,826,450</b>



# STATISTICAL SECTION



## STATISTICAL SECTION

### (UNAUDITED)

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

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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.....	149
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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.....	152
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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 2011 – FY 2020)
- Changes in Net Position (FY 2011 – FY 2020)
- Revenues by Function/Program (FY 2011 – FY 2020)
- Expenses by Function (FY 2011 – FY 2020)
- Property Tax Revenue by Year (FY 2011 – FY 2020)

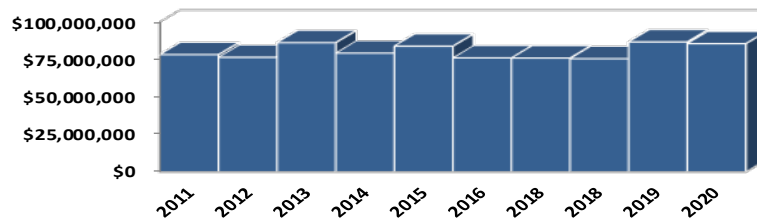


**Net Position By Components  
Last Ten Fiscal Years**

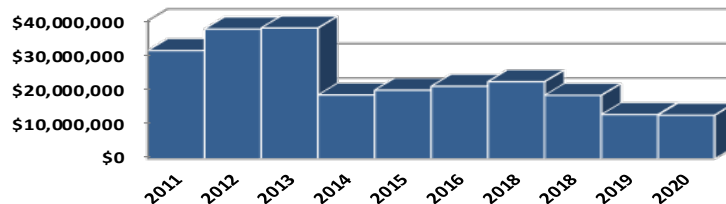
**Fiscal Years 2011 - 2020**

	Fiscal Year				
	2011	2012	2013	2014	2015
<b>Business Type Activities</b>					
Net investment in capital assets	\$ 78,170,420	\$ 76,411,608	\$ 86,156,611	\$ 79,199,247	\$ 83,810,021
Restricted	26,619	51,229	61,972	74,992	13,020
Unrestricted	31,318,850	37,554,309	37,862,802	18,489,859 (1)	19,865,822
Total net position	<u>\$ 109,515,889</u>	<u>\$ 114,017,146</u>	<u>\$ 124,081,385</u>	<u>\$ 97,764,098</u>	<u>\$ 103,688,863</u>
	Fiscal Year				
	2016	2017	2018	2019	2020
<b>Business Type Activities</b>					
Net investment in capital assets	\$ 76,019,269	\$ 75,914,243	\$ 75,483,987	\$ 86,661,740	\$ 85,482,712
Restricted	350,630	381,789	55,289	30,925	159,449
Unrestricted	20,993,888	22,316,124 (2)	18,383,748	12,801,579	12,623,921
Total net position	<u>\$ 97,363,787</u>	<u>\$ 98,612,156</u>	<u>\$ 93,923,024</u>	<u>\$ 99,494,244</u>	<u>\$ 98,266,082</u>

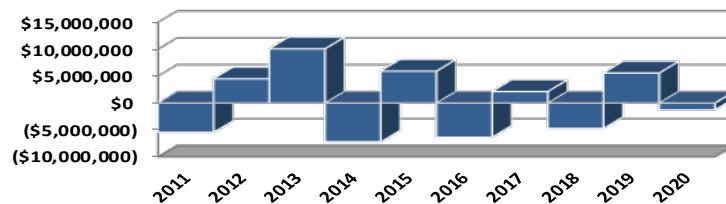
**Net Position Invested in Capital  
Last Ten Fiscal Years**



**Net Position Unrestricted  
Last Ten Fiscal Years**



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



(1) Restated to conform to GASB Statement 68.

(2) Restated to conform to GASB Statement 75.

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



**Pinellas Suncoast Transit Authority**

**PROPOSED FY 2022 BUDGET**

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

**Fiscal Years 2011 - 2020**

	Fiscal Year				
	2011	2012	2013	2014	2015
Operating revenues:					
Passenger fares	\$ 12,788,411 (1)	\$ 14,279,728 (1)	\$ 14,098,511 (1)	\$ 13,585,399	\$ 12,194,799
Demand response	1,032,194 (1)	1,056,808 (1)	1,098,822 (1)	1,079,160 (1)	1,143,997
Advertising revenue	395,847 (1)	439,557 (1)	417,851 (1)	248,224	485,359
Total operating revenues	14,216,452	15,776,093	15,615,184	14,912,783	13,824,155
Operating expenses:					
Transportation	30,351,762	32,524,451	33,907,097	33,663,536	34,879,734
Purchased Transportation	6,421,346 (1)	5,854,472 (1)	6,556,558 (1)	6,846,800 (1)	7,444,573
Maintenance	7,604,823	7,256,709	8,172,956	8,374,708	8,902,528
Administration and finance	10,243,021	9,333,777	9,762,130	10,767,137	11,465,894
Marketing	1,826,406	1,702,420	2,202,059	2,591,069	708,839
Total operating expenses , before depreciation	56,447,358	56,671,829	60,600,800	62,243,250	63,401,568
Operating loss before depreciation	(42,230,906)	(40,895,736)	(44,985,616)	(47,330,467)	(49,577,413)
Depreciation	8,156,263	7,694,806	8,487,063	9,723,423	10,436,619
Operating loss	(50,387,169)	(48,590,542)	(53,472,679)	(57,053,890)	(60,014,032)
Nonoperating revenues:					
Federal maintenance assistance	2,453,338	7,213,949 (1)	6,045,338 (1)	4,819,162 (1)	5,016,216
State operating assistance	3,567,209	3,847,388	3,917,007	4,015,888	4,086,490
Other federal grants	5,898,891	1,916,693 (1)	1,189,876 (1)	1,946,552 (1)	1,378,600
Special project assistance - state grants	777,813	1,124,795	3,004,543	2,994,467	3,169,227
Special project assistance - local grants	638,668	672,877	767,849	833,222	873,441
Property tax revenues, net	26,868,560	33,009,275	32,282,955	33,365,462	35,592,336
Investment income	127,470	221,905	146,824	55,618	193,039
Fuel tax refunds	560,059	610,910	610,172	613,721	649,202
Other, net	155,824	130,357	16,544	67,955	(14,055)
Total nonoperating revenues	41,047,832	48,748,149	47,981,108	48,712,047	50,944,496
(Loss) income before capital grants and special item	(9,339,337)	157,607	(5,491,571)	(8,341,843)	(9,069,536)
Capital grants and other related revenues	3,919,798	4,343,650	15,555,810	1,052,867	14,994,301
Contributed capital - local government	-	-	-	100,000	-
Contributed capital - private sources	-	-	-	-	-
Increase (decrease) in net position	(5,419,539)	4,501,257	10,064,239	(7,188,976)	5,924,765
Net position, beginning of year	114,935,428	109,515,889	114,017,146	104,953,074 (2)	97,764,098
Net position, end of year	\$ 109,515,889	\$ 114,017,146	\$ 124,081,385	\$ 97,764,098	\$ 103,688,863

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

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

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





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

**Fiscal Years 2011 - 2020**

	Fiscal Year				
	2016	2017	2018	2019	2020
Operating revenues:					
Passenger fares	\$ 10,791,925	\$ 9,535,246	\$ 9,473,561	\$ 9,129,892	\$ 4,165,445
Demand response	1,197,937	1,303,510	1,501,156	1,533,743	677,032
Advertising revenue	577,046	582,761	615,234	660,371	779,180
Total operating revenues	<u>12,566,908</u>	<u>11,421,517</u>	<u>11,589,951</u>	<u>11,324,006</u>	<u>5,621,657</u>
Operating expenses:					
Transportation	33,815,879	36,266,463 (1)	38,570,917	42,873,233	42,631,142
Purchased Transportation	7,738,429	9,637,695	11,627,971	12,123,292	10,538,164
Maintenance	10,178,517	11,536,994 (1)	11,510,788	12,203,763	12,759,510
Administration and finance	12,192,055	12,921,156 (1)	13,898,829	16,682,258	17,389,460
Marketing	657,700	819,842 (1)	943,235	852,508	1,120,625
Total operating expenses , before depreciation	<u>64,582,580</u>	<u>71,182,150</u>	<u>76,551,740</u>	<u>84,735,054</u>	<u>84,438,901</u>
Operating loss before depreciation	(52,015,672)	(59,760,633)	(64,961,789)	(73,411,048)	(78,817,244)
Depreciation	<u>10,249,547</u>	<u>9,976,763</u>	<u>8,372,047</u>	<u>8,984,115</u>	<u>8,725,291</u>
Operating loss	<u>(62,265,219)</u>	<u>(69,737,396)</u>	<u>(73,333,836)</u>	<u>(82,395,163)</u>	<u>(87,542,536)</u>
Nonoperating revenues (expenses):					
Federal maintenance assistance	4,979,539	5,009,268	5,026,849	4,975,583	4,571,923
State operating assistance	4,181,314	4,155,670	4,303,778	4,322,748	4,709,570
Other federal grants	935,330	967,084	1,504,617	2,618,763	12,515,684
Special project assistance - state grants	3,621,648	4,090,853	5,022,559	5,784,028	4,448,877
Special project assistance - local grants	922,275	1,174,823	1,282,808	1,715,148	1,412,272
Property tax revenues, net	38,166,312	41,607,265	45,389,030	49,113,559	53,031,249
Investment income	250,882	435,080	809,788	1,114,257	874,486
Fuel tax refunds	641,838	630,827	636,416	644,668	580,645
Other, net	313,578	(104,959)	228,008	(210,359)	90,453
Total nonoperating revenues	<u>54,012,716</u>	<u>57,965,911</u>	<u>64,203,853</u>	<u>70,078,395</u>	<u>82,235,159</u>
(Loss) income before capital grants and special item	(8,252,503)	(11,771,485)	(9,129,983)	(12,316,768)	(5,307,377)
Capital grants and other related revenues	<u>1,918,427</u>	<u>13,863,703</u>	<u>3,764,851</u>	<u>17,263,244</u>	<u>3,379,540</u>
Contributed capital - local government	9,000	9,000	637,254	532,825	690,790
Contributed capital - private sources	-	23,320	38,746	91,919	8,884
Increase (decrease) in net position	<u>(6,325,076)</u>	<u>2,124,538</u>	<u>(4,689,132)</u>	<u>5,571,220</u>	<u>(1,228,162)</u>
Net position, beginning of year	<u>103,688,863</u>	<u>96,487,618 (3)</u>	<u>98,612,156</u>	<u>93,923,024</u>	<u>99,494,244</u>
Net position, end of year	<u>\$ 97,363,787</u>	<u>\$ 98,612,156</u>	<u>\$ 93,923,024</u>	<u>\$ 99,494,244</u>	<u>\$ 98,266,082</u>

(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.**



**Pinellas Suncoast Transit Authority**

**PROPOSED FY 2022 BUDGET**

**Revenues By Function/Program  
Last Ten Fiscal Years**

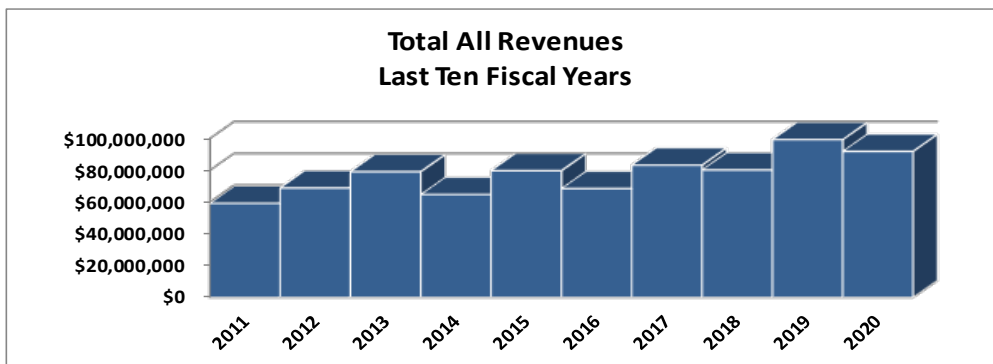
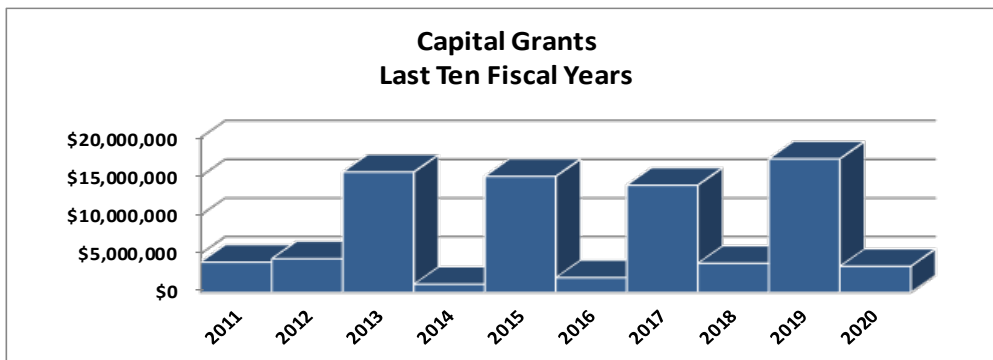
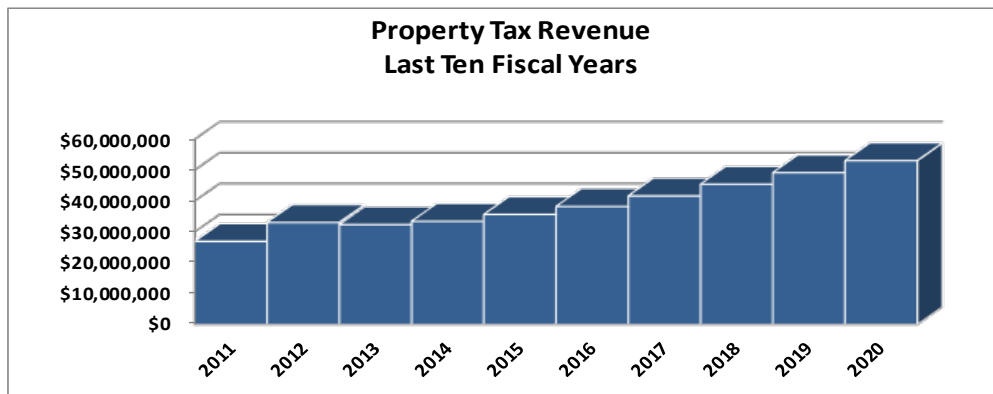
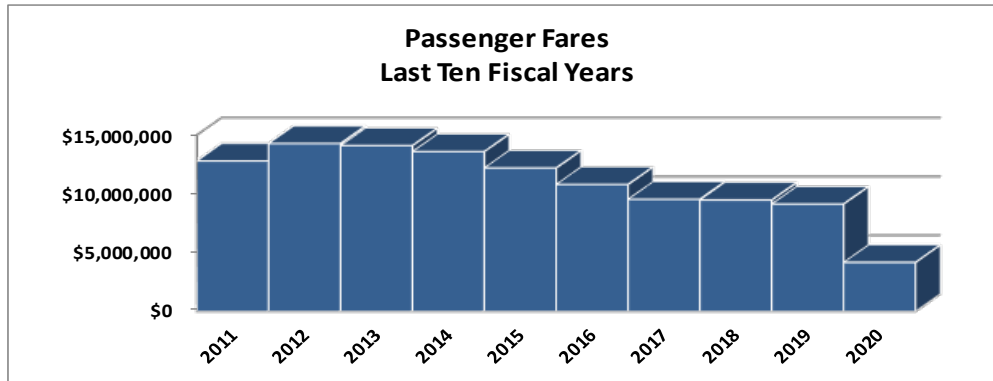
**Fiscal Years 2011 - 2020**

	Fiscal Year				
	2011	2012	2013	2014	2015
Operating revenues:					
Passenger fares	\$ 12,788,411	\$ 14,279,728	\$ 14,098,511	\$ 13,585,399	\$ 12,194,799
Demand response	1,032,194 (1)	1,056,808 (1)	1,098,822 (1)	1,079,160	1,143,997
Advertising revenue	395,847	439,557	417,851	248,224	485,359
Total operating revenues	14,216,452	15,776,093	15,615,184	14,912,783	13,824,155
Nonoperating revenues:					
Federal maintenance assistance	2,453,338	7,213,949	6,045,338	4,819,162	5,016,216
State operating assistance	3,567,209	3,847,388	3,917,007	4,015,888	4,086,490
Other federal grants	5,898,891	1,916,693	1,189,876	1,946,552	1,378,600
Special project assistance - state grants	777,813	1,124,795	3,004,543	2,994,467	3,169,227
Special project assistance - local grants	638,668	672,877	767,849	833,222	873,441
Property tax revenues, net	26,868,560	33,009,275	32,282,955	33,365,462	35,592,336
Investment income	127,470	221,905	146,824	55,618	193,039
Fuel tax refunds	560,059	610,910	610,172	613,721	649,202
Other, net	155,824	130,357	16,544	67,955	(14,055)
Total nonoperating revenues	41,047,832	48,748,149	47,981,108	48,712,047	50,944,496
Capital grants and other related revenues	3,919,798	4,343,650	15,555,810	1,052,867	14,994,301
Contributed capital - local government	-	-	-	100,000	-
Contributed capital - private sources	-	-	-	-	-
Total all revenues	\$ 59,184,082	\$ 68,867,892	\$ 79,152,102	\$ 64,777,697	\$ 79,762,952

	Fiscal Year				
	2016	2017	2018	2019	2020
Operating revenues:					
Passenger fares	\$ 10,791,925	\$ 9,535,246	\$ 9,473,561	\$ 9,129,892	\$ 4,165,445
Demand response	1,197,937	1,303,510	1,501,156	1,533,743	677,032
Advertising revenue	577,046	582,761	615,234	660,371	779,180
Total operating revenues	12,566,908	11,421,517	11,589,951	11,324,006	5,621,657
Nonoperating revenues (expenses):					
Federal maintenance assistance	4,979,539	5,009,268	5,026,849	4,975,583	4,571,923
State operating assistance	4,181,314	4,155,670	4,303,778	4,322,748	4,709,570
Other federal grants	935,330	967,084	1,504,617	2,618,763	12,515,684
Special project assistance - state grants	3,621,648	4,090,853	5,022,559	5,784,028	4,448,877
Special project assistance - local grants	922,275	1,174,823	1,282,808	1,715,148	1,412,272
Property tax revenues, net	38,166,312	41,607,265	45,389,030	49,113,559	53,031,249
Investment income	250,882	435,080	809,788	1,114,257	874,486
Fuel tax refunds	641,838	630,827	636,416	644,668	580,645
Other, net	313,578	(104,959)	228,008	(210,359)	90,453
Total nonoperating revenues	54,012,716	57,965,911	64,203,853	70,078,395	82,235,159
Capital grants and other related revenues	1,918,427	13,863,703	3,764,851	17,263,244	3,379,540
Contributed capital - local government	9,000	9,000	637,254	532,825	690,790
Contributed capital - private sources	-	23,320	38,746	91,919	8,884
Total all revenues	\$ 68,507,051	\$ 83,283,451	\$ 80,234,655	\$ 99,290,389	\$ 91,936,030

(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**

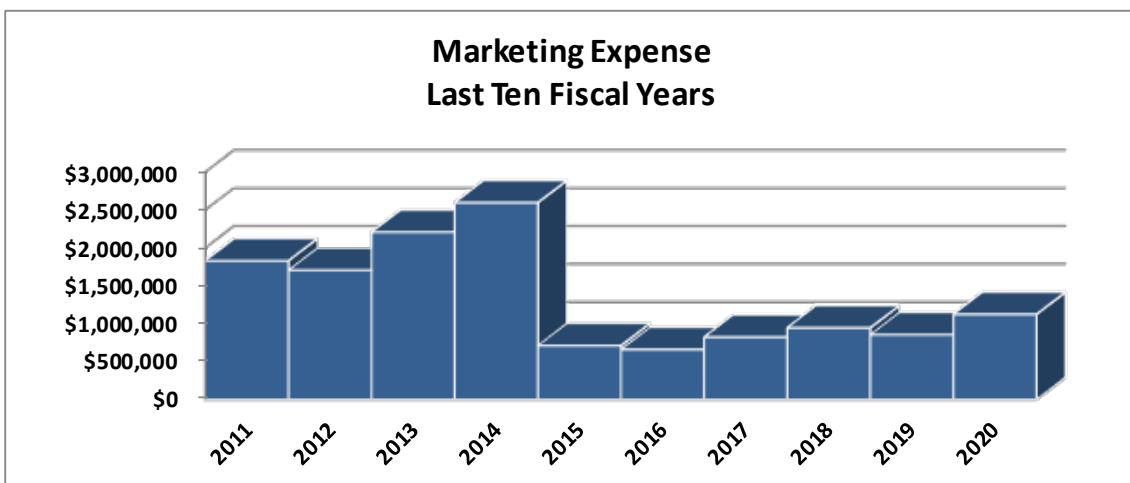
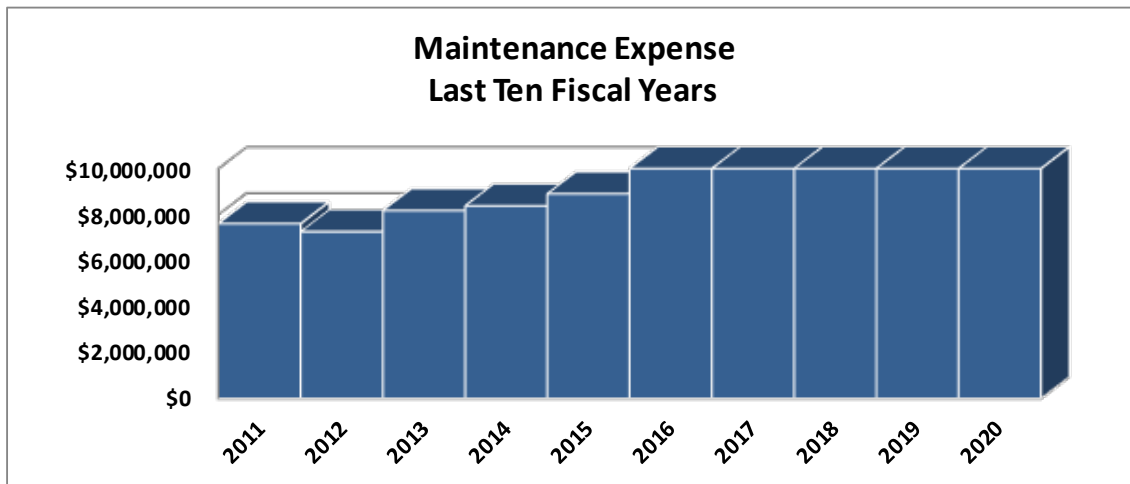
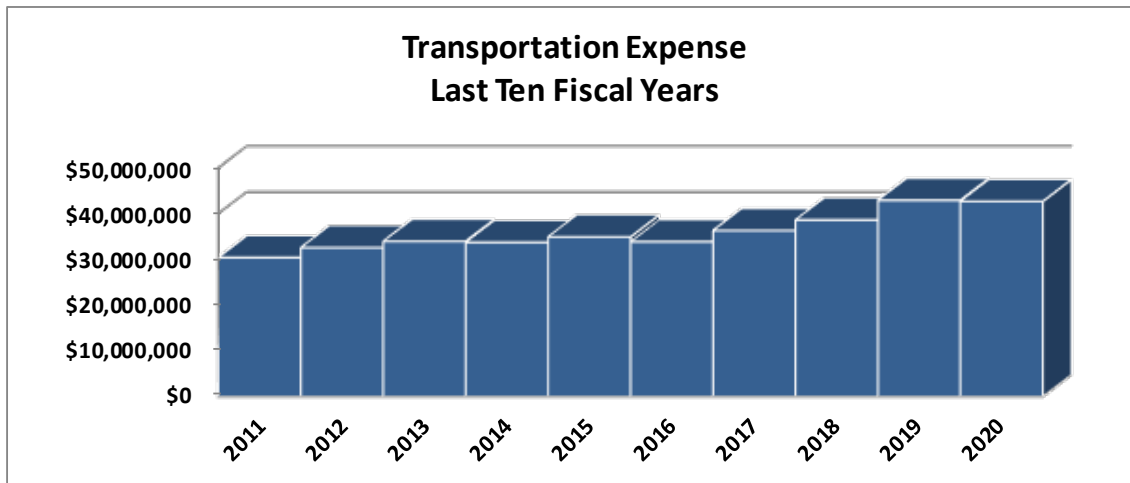
**Fiscal Years 2011 - 2020**

	Fiscal Year				
	2011	2012	2013	2014	2015
Operating expenses:					
Transportation	\$ 30,351,762	\$ 32,524,451	\$ 33,907,097	\$ 33,663,536	\$ 34,879,734
Purchased Transportation	6,421,346 (1)	5,854,472 (1)	6,556,558 (1)	6,846,800	7,444,573
Maintenance	7,604,823	7,256,709	8,172,956	8,374,708	8,902,528
Administration and finance	10,243,021	9,333,777	9,762,130	10,767,137	11,465,894
Marketing	1,826,406	1,702,420	2,202,059	2,591,069	708,839
Total operating expenses, before depreciation	56,447,358	56,671,829	60,600,800	62,243,250	63,401,568
Depreciation	8,156,263	7,694,806	8,487,063	9,723,423	10,436,619
Total all expenses	\$ 64,603,621	\$ 64,366,635	\$ 69,087,863	\$ 71,966,673	\$ 73,838,187

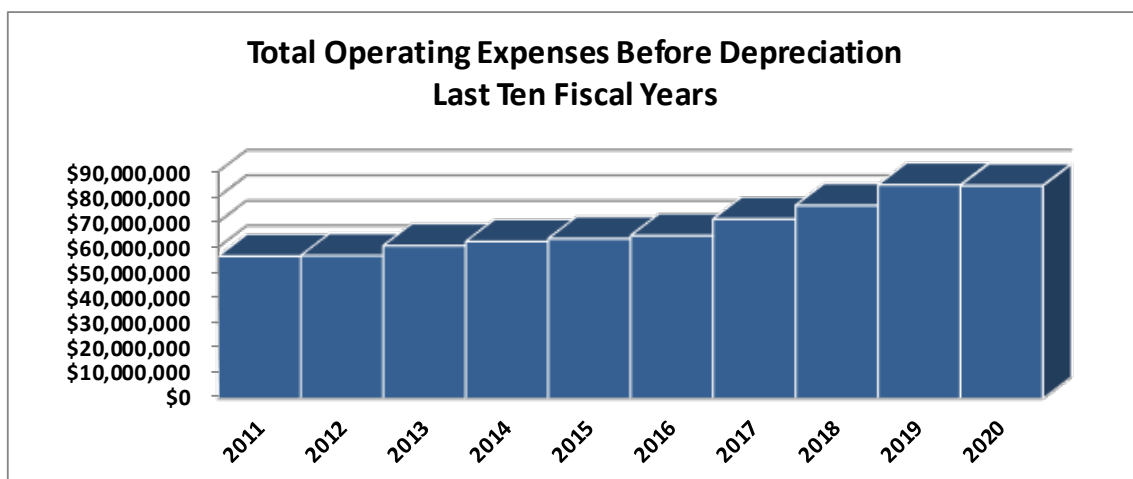
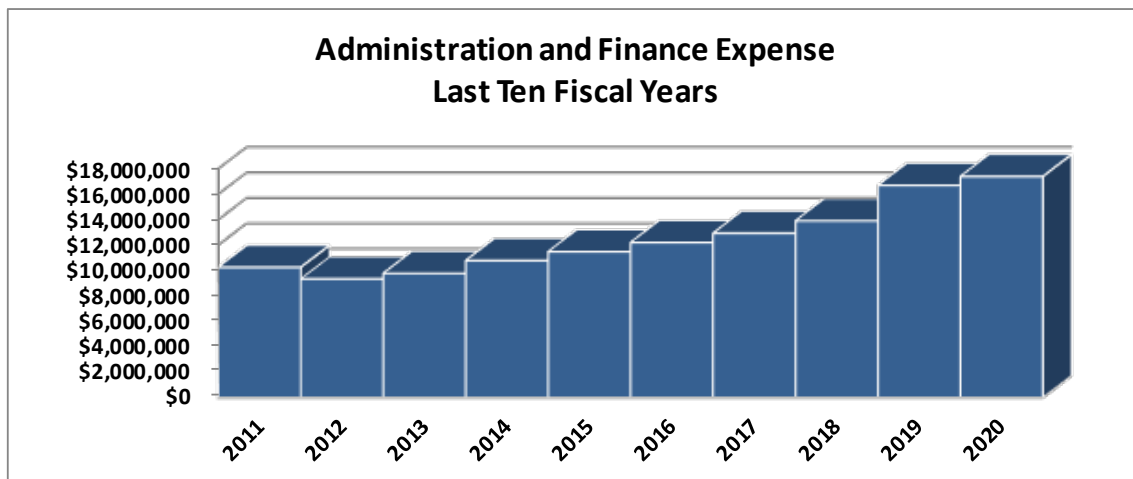
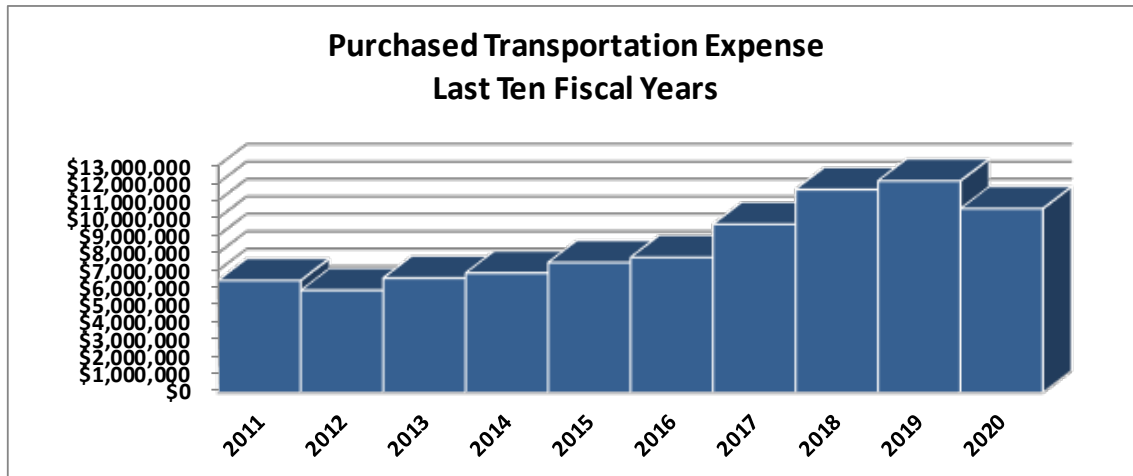
	Fiscal Year				
	2016	2017	2018	2019	2020
Operating expenses:					
Transportation	\$ 33,815,879	\$ 36,266,463 (1)	38,570,917	42,873,233	42,631,142
Purchased Transportation	7,738,429	9,637,695	11,627,971	12,123,292	10,538,164
Maintenance	10,178,517	11,536,994 (1)	11,510,788	12,203,763	12,759,510
Administration and finance	12,192,055	12,921,156 (1)	13,898,829	16,682,258	17,389,460
Marketing	657,700	819,842 (1)	943,235	852,508	1,120,625
Total operating expenses, before depreciation	64,582,580	71,182,150	76,551,740	84,735,054	84,438,901
Depreciation	10,249,547	9,976,763	8,372,047	8,984,115	8,725,291
Total all expenses	\$ 74,832,127	\$ 81,158,913	\$ 84,923,787	\$ 93,719,169	\$ 93,164,192

(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.



Note: The statistical section contains "Unaudited" data.



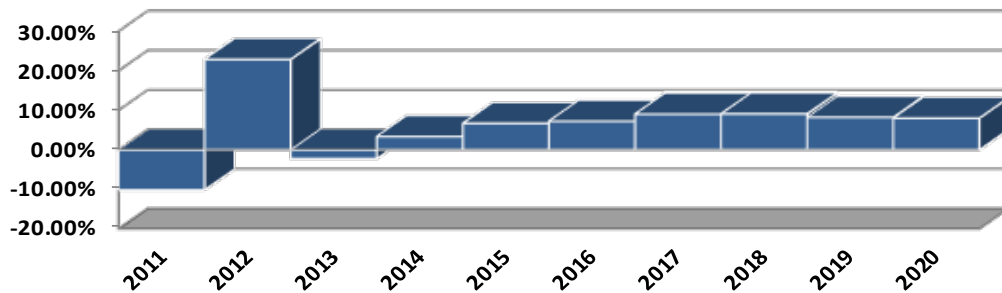
**Property Tax Revenue By Year  
Last Ten Fiscal Years**

**Fiscal Years 2011 - 2020**

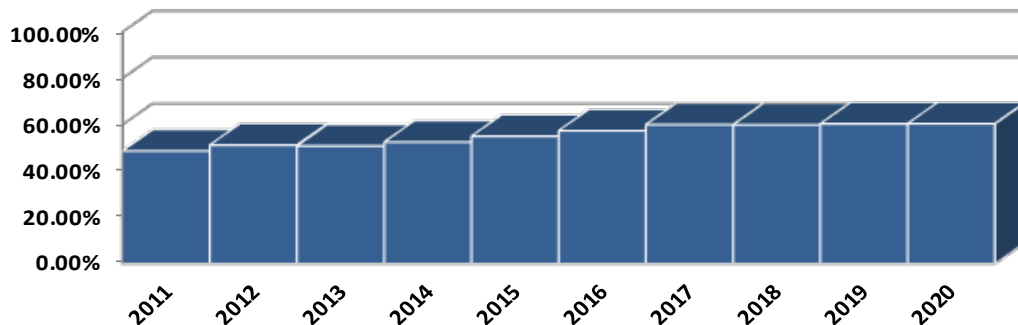
<b>Fiscal Year</b>	<b>Property Tax Dollars</b>	<b>Percent Change</b>	<b>Total Revenues *</b>	<b>Percent of Total</b>	<b>Millage Rate</b>
2011	26,868,560	-10.12%	55,264,284	48.62%	0.5601
2012	33,009,275	22.85%	64,524,242	51.16%	0.7305
2013	32,282,955	-2.20%	63,596,292	50.76%	0.7305
2014	33,365,462	3.35%	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
2020	53,031,249	7.98%	87,856,815	60.36%	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 2011 – FY 2020)
- Direct and Overlapping Property Tax Rates (FY 2011 – FY 2020)
- Principal Property Tax Payers (FY 2011 – FY 2020)
- Property Tax Levies and Collections (FY 2011 – FY 2020)

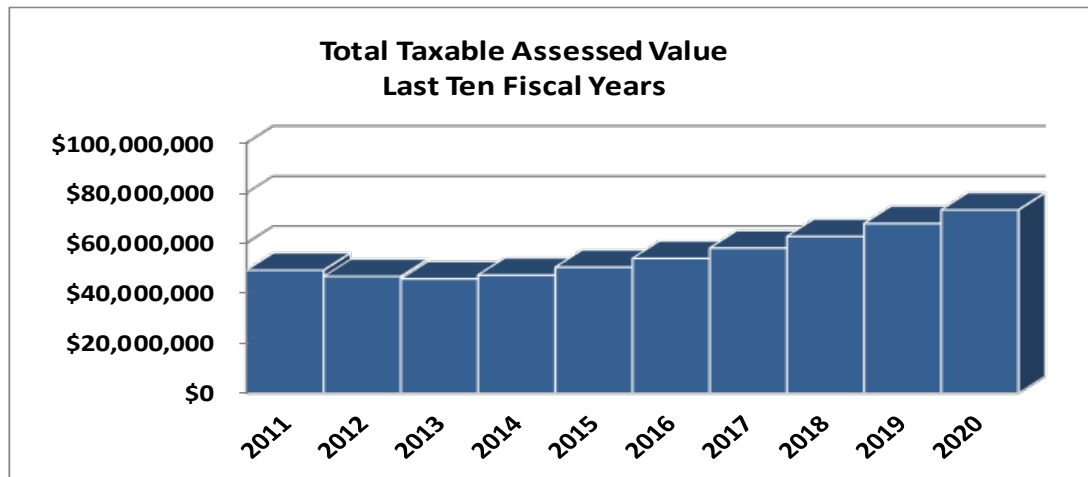




**Taxable Assessed Value and Estimated Actual Value of Taxable Property  
Last Ten Fiscal Years  
(Dollars in thousands)**

**Fiscal Years 2011 - 2020**

Fiscal Year	Estimated Actual Value (a)		Exemptions (c)	Total Taxable Assessed Value	Total Direct Tax Rate (d)
	Real Property	Centrally Assessed Property (b)			
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
2020	113,238,615	6,977	19,885,584	73,238,574	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  
Last Ten Fiscal Years  
In Mills, Per \$1,000 of Assessed Value**

**Fiscal Years 2011 - 2020**

Direct Rates (a)				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
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
2020	0.7500	0.7500	0.7500	5.2755	6.5840	0.9158	1.1932	0.6350	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 0.2801.

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



**Principal Property Tax Payers  
Fiscal Year 2020 and Nine Years Ago**

Taxpayer	Business	2020		2011	
		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	\$ 162,625,000	0.22%	\$ 119,557,610	0.24%
Publix Super Markets, Inc.	Grocery	149,567,063	0.20%	52,732,000	0.11%
Wyndham Vacation Resorts Inc,	Real Estate	118,024,594	0.16%		
Wal-Mart Stores East, LP	Retail Stores	116,479,041	0.16%	69,639,786	0.14%
Camden USA Inc	Real Estate	108,400,000	0.15%		
De Bartolo Capital PTNSHP	Retail Mall	104,250,000	0.14%	115,500,000	0.24%
B W C W Hospitality LLC	Hospitality	101,216,627	0.14%		
Duke Energy Florida Inc.	Electric Utility	100,384,309	0.14%	68,344,738	0.14%
Raymond James & Associates, Inc.	Financial Services	96,226,170	0.13%	96,639,786	0.20%
K & P Clearwater Estate LLC	Real Estate	8,025,000	0.01%		
Largo Medical Center Inc.	Hospital			61,542,048	0.13%
Franklin/Templeton Investor Svc.	Financial Services			58,005,301	0.12%
Pinellas County	Government			52,654,110	0.11%
K B Parkside LLC	Real Estate			47,842,165	0.10%
		<u>\$ 1,065,197,804</u>	<u>1.45%</u>	<u>\$ 742,457,544</u>	<u>1.51%</u>
Total Taxable Assessed Value		<u>\$ 73,238,574,423</u>		<u>\$ 49,142,757,008</u>	

Source: Pinellas County Property Appraiser

Methodology: Top ten taxpayers identified for Real Property only.

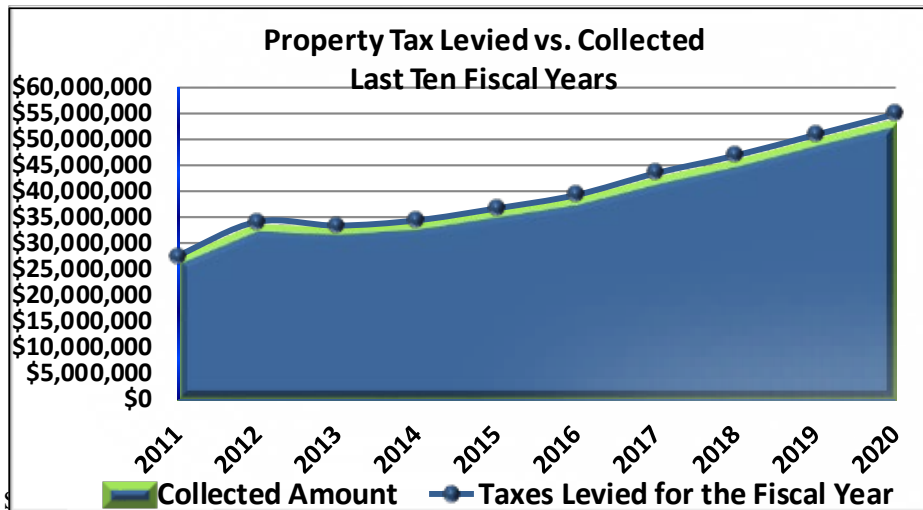
**Note: The statistical section contains "Unaudited" data.**



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

Fiscal Years 2011 - 2020

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
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%	69,291	49,141,524	96.45%
2020	54,929,012	52,961,958	96.42%	-	52,961,958	96.42%



(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.**



## **STATISTICAL SECTION**

**(UNAUDITED)**

### **Demographic and Economic Information**

- Demographics and Economic Statistics (FY 2011 – FY 2020)
- Principal Employers (FY 2011 – FY 2020)

**Demographic and Economic Statistics  
Last Ten Fiscal Years****Fiscal Years 2011 - 2020**

<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>
2020	984,925	N/A (e)	N/A (e)	N/A (e)	6.6%
2019	978,045	54,216,585	55,607	101,427	2.7%
2018	970,532	52,133,419	53,455	100,948	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%

(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.**



**Pinellas Suncoast Transit Authority**

**PROPOSED FY 2022 BUDGET**

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

**Fiscal Years 2011 and 2020**

Employer	2020 (a)			2011 (a)		
	Employees	Rank	Percentage of Total County Employment	Employees	Rank	Percentage of Total County Employment
The Pinellas County School Board	15,000	1	3.08%	17,060	1	4.53%
Publix Super Markets, Inc.	7,000	2	1.44%			
Pinellas County BBC	5,900	3	1.21%			
Raymond James Financial Inc.	4,000	4	0.82%	2,500	8	0.66%
U.S. Dept. of Veteran Affairs	3,600	5	0.74%	4,581	2	1.22%
City of St. Petersburg	3,500	6	0.72%	3,178	3	0.84%
Walmart	3,000	7	0.62%			
John Hopkins All Children's Hospital	3,000	7	0.62%	2,600	6	0.69%
Morton Plant Hospital	2,900	8	0.59%	2,600	7	0.69%
St. Petersburg College	2,800	9	0.57%	2,478	9	0.66%
Tech Data	2,100	10	0.43%			
HSN Inc.						
Pinellas County Sherriff Office				2,646	5	0.70%
Pinellas County Government				2,693	4	0.71%
Bayfront Medical Center				2,100	10	0.56%
Total County Employment	487,540			376,967		

(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 2011 – FY 2020)
- Bus Service Effort and Accomplishments Per Hour (FY 2011 – FY 2020)
- Unlinked Passenger Changes (FY 2011 – FY 2020)
- Vehicles Operated in Maximum Service (FY 2011 – FY 2020)
- Number of Employees (FY 2011 – FY 2020)
- Miscellaneous Statistical Data (FY 2011 – FY 2020)





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

**Fiscal Years 2011 - 2020**

<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>
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	1.24
2020	8,519,643	-7.93%	\$ 9.05	\$ 1.25	1.28

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 2011 - 2020**

<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>
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 (e)	675,662	7.12%	99.18	5.99	16.56
2019	703,927	4.18%	96.22	5.81	16.57
2020	626,988	-10.93%	122.98	7.25	16.96

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 2011 - 2020**

<b><u>Fiscal Year</u></b>	<b><u>Bus (a)</u></b>	<b><u>Percent of Change</u></b>
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%
2020	10,635,563	-8.81%

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 2011 - 2020**

<b><u>Fiscal Year</u></b>	<b><u>Bus (a)</u></b>	<b><u>Percent of Change</u></b>
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%
2020	178	-6.32%

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 2011 - 2020**

<u>Fiscal Year</u>	<u>Full-Time</u>	<u>Part-Time</u>	<u>Total</u>	<u>Percent of Change</u>
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%
2020	631	3	634	2.09%

Source: PSTA

Note: Budgeted authorized positions.

a) Data revised

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



**Pinellas Suncoast Transit Authority**

**PROPOSED FY 2022 BUDGET**

**Miscellaneous Statistical Data  
Last Ten Fiscal Years**

**Fiscal Years 2011 - 2020**

	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Population served by Bus	922,616	922,616	922,616	933,258	944,971	954,569	962,003	970,532	978,025	984,925
Size of land area served by Bus (in square miles)	243	243	243	243	243	243	243	243	243	243
Number of Bus Routes	37	37	40	40	40	38	40	40	40	40
Annual PSTA Bus Passenger Miles (in millions) (Excludes Demand Response)	71,534	67,977	67,078	65,266	67,813	64,047	55,773	54,491	61,880	58,318
Miles of Bus Route - Directional Miles	898.8	907.2	907.2	885.18	929.1	1,016.3	893.0	862.0	862.6	866.0
Average Annual On Time Performance Percentage	90.5	90.4	82.3	83.4	80.5	78.6	64.8	65.2	69.2	71.3
Number of Bus Stop Locations	5,159	5,105	5,141	5,157	4,929	4,906	4,752	4,752	4,665	4,602
Number of Bus Park and Ride Facilities	3	2	2	2	2	2	2	2	2	2
Number of Transit Centers	3	3	3	3	4	4	4	4	4	4
Number of Transfer Hubs	14	14	14	14	14	14	14	14	14	14
Number of Passenger Shelters	742	707	707	707	682	531	530	530	537	537
No. of Buses in Active Fleet	191	186	194	199	210	210	210	210	210	210
Average Vehicle Age (in years)	5.40	6.40	7.40	6.00	7.39	8.25	8.80	8.80	8.80	10.80
Net Investment in Capital Assets (in thousands)	\$ 78,170	\$ 76,412	\$ 86,157	\$ 79,199	\$ 83,810	\$ 76,019	\$ 75,914	\$ 75,484	\$ 86,662	\$ 85,483

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.

**FLAMINGO FARES TAMPA BAY** brings a new payment system to the region, simplifying transit use. It allows a rider to pay using a re-loadable smart card or smartphone app, which can be used across participating transit agencies. Counties currently participating in Flamingo Fares: Hernando (The-Bus), Hillsborough (HART/TECO Line Streetcar System), Pasco (PCPT), and Pinellas (PSTA/Jolley Trolley). **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.



## GLOSSARY

**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.

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

**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



## GLOSSARY

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.

**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.



## GLOSSARY

**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.

**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*

*PROPOSED FY 2022 BUDGET*



Pinellas Suncoast  
Transit Authority

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