



Strategic Plan

# PSTA VISION

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Driving Toward a Stronger PSTA

2030

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# Message from the CEO

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As we enter a new era of new transportation challenges, financial limitations, and ever-changing technologies, PSTA is ready to meet the needs of Pinellas County and provide robust mobility to a rapidly growing population. The Vision 2030 Strategic Plan serves as PSTA's path to the future, built on three core priorities: financial responsibility, operational excellence, and community impact.

What I like about having a foundational strategic plan to guide our organization is that it tangibly links the PSTA Board of Directors' priorities with the specific projects and initiatives that the PSTA staff will advance over the next 5 years. It's essentially our "to-do" list of efforts, which, if accomplished, should generate tangible mobility improvements to our community.

PSTA's Vision 2030 Strategic Plan was developed through the careful collaboration of PSTA leaders to address community needs and wants, and to deliver unmatched transit services while remaining good stewards of taxpayer dollars. While our agency has always sought to excel in these areas, this plan represents an opportunity to focus and improve on these principles as we move forward into the next decade.

PSTA now looks to provide more premium transit options, increase non-tax revenues through business partnerships and appropriate user-revenues, and bolster services that leverage our water-abundant surroundings through ferry operations.

But the great work we do moving forward will not be possible without ensuring that the road ahead is clearly defined and that our employees and community stakeholders are fully engaged. It is through the Vision 2030 Strategic Plan that PSTA will achieve these goals and deliver on its overall mission to safely connect people to places. I am pleased to present our plan to the future.

Sincerely,



Brad Miller, CEO  
Pinellas Suncoast Transit Authority



# Introduction



The Pinellas Suncoast Transit Authority (PSTA) is a public transit agency serving Pinellas County, Florida and the Tampa Bay Region on the western coast of Florida. Operating multiple transit modes including bus rapid transit (BRT), ferry, and fixed route bus, paratransit, microtransit and trolley bus services, PSTA has proudly served our community for more than 40 years.

The Vision 2030 Strategic Plan has been developed to help PSTA maximize its effectiveness in alignment with the priorities of our Board of Directors, residents, and community stakeholders.

This plan was built with three key strategic priorities adopted by the PSTA Board of Directors in 2025:

- 1. Financial Responsibility:** serving as good stewards of taxpayer dollars and maximizing revenue from sources outside of local property tax.
- 2. Operational Excellence:** ensuring that our core services are operated effectively and efficiently focusing on improving customer satisfaction.
- 3. Community Impact:** demonstrating PSTA's commitment toward community, including workforce development.

These priorities serve as the north star for PSTA's capital investments, projects, and operational decisions.

In developing this strategic plan and mapping out projects, PSTA leaders across every functional area of the organization collaborated with Board Members, community partners, and of course riders, to determine projects and work that help deliver on PSTA's mission and the strategic priorities adopted by the Board of Directors. This is what successful strategic planning efforts are designed to do: ensure the specific initiatives and projects advance the agency's mission and priorities.

Internal to the PSTA organization, these strategic priorities will inform not only the Vision 2030 Strategic Plan, but also the PSTA Organization Scorecard, which is the basis for the PSTA Board's oversight on the progress of these initiatives as well as PSTA employee performance reviews at every level of the organization.

By ensuring that our goals are carried out throughout all PSTA departments, every individual contributor is incentivized to ensure that PSTA is operating efficiently, feels ownership in the success of the organization, makes fiscally responsible decisions, and delivers the best possible service for our unique community needs.

# Understanding Our Local Landscape

Pinellas County is the most densely populated county in Florida. With 24 municipalities in just 280 square miles, each of those communities has a distinct set of needs that PSTA must serve.

PSTA’s Board of Directors is composed of 13 elected officials from those municipalities and the Pinellas County Commission, as well as two non-elected citizen appointees.

When it comes to demographics, Pinellas County is higher than the rest of the nation in a few key areas:



	<b>Pinellas County</b>	<b>National</b>
Median Age <sup>1</sup>	<b>49.2</b>	<b>39.2</b>
Population Over 60 <sup>1</sup>	<b>60%</b>	<b>24.4%</b>
Disability Status <sup>2</sup>	<b>16.2%</b>	<b>13.7%</b>
Veteran Status <sup>3</sup>	<b>8.4%</b>	<b>5.9%</b>
Labor Force Participation Rate <sup>4</sup>	<b>59.8%</b>	<b>64%</b>
Employment in Arts/Entertainment, Hospitality, Food Service <sup>5</sup>	<b>11.1%</b>	<b>8.9%</b>
Asset Limited, Income-Constrained, Employed (ALICE) Households <sup>6</sup>	<b>46%</b>	<b>42%</b>

Because Pinellas County is home to a high density of aging individuals, veterans, and individuals with disabilities—many of whom cannot drive a car or use a regular bus for activities of daily living—several of PSTA’s strategic projects focus on serving these groups for their unique needs.

Our economy thrives when workers have reliable transportation. Unlike many other communities with comparably sized transit systems, our primary employment force is not the “9 to 5” office worker, but rather the tourism and hospitality industry, which creates more than one in ten jobs in our county. We work not only to serve those workers and employers directly, but to act as a key player in transporting the over 15 million annual visitors to our county.

Because this major economic driver is so critical to keeping our county thriving, several of our strategic projects and services are designed to support the tourism industry and its workers in hotels, food and beverage, and arts and entertainment.

<sup>1</sup> American Community Survey 2024, Age and Sex <https://data.census.gov/table/ACSST1Y2024.S0101?g=050XX00US12103>

<sup>2</sup> American Community Survey 2024, Disability Characteristics <https://data.census.gov/table?t=Disability&g=050XX00US12103>

<sup>3</sup> American Community Survey 2024, Veteran Status <https://data.census.gov/table?t=Veterans&g=050XX00US12103>

<sup>4</sup> American Community Survey 2024, Employment Status <https://data.census.gov/table/ACSST1Y2024.S2301?t=Employment&g=050XX00US12103>

<sup>5</sup> American Community Survey 2024, Industry by Occupation for the Civilian Employed Population <https://data.census.gov/table/ACSST1Y2024.S2301?t=Employment&g=050XX00US12103>

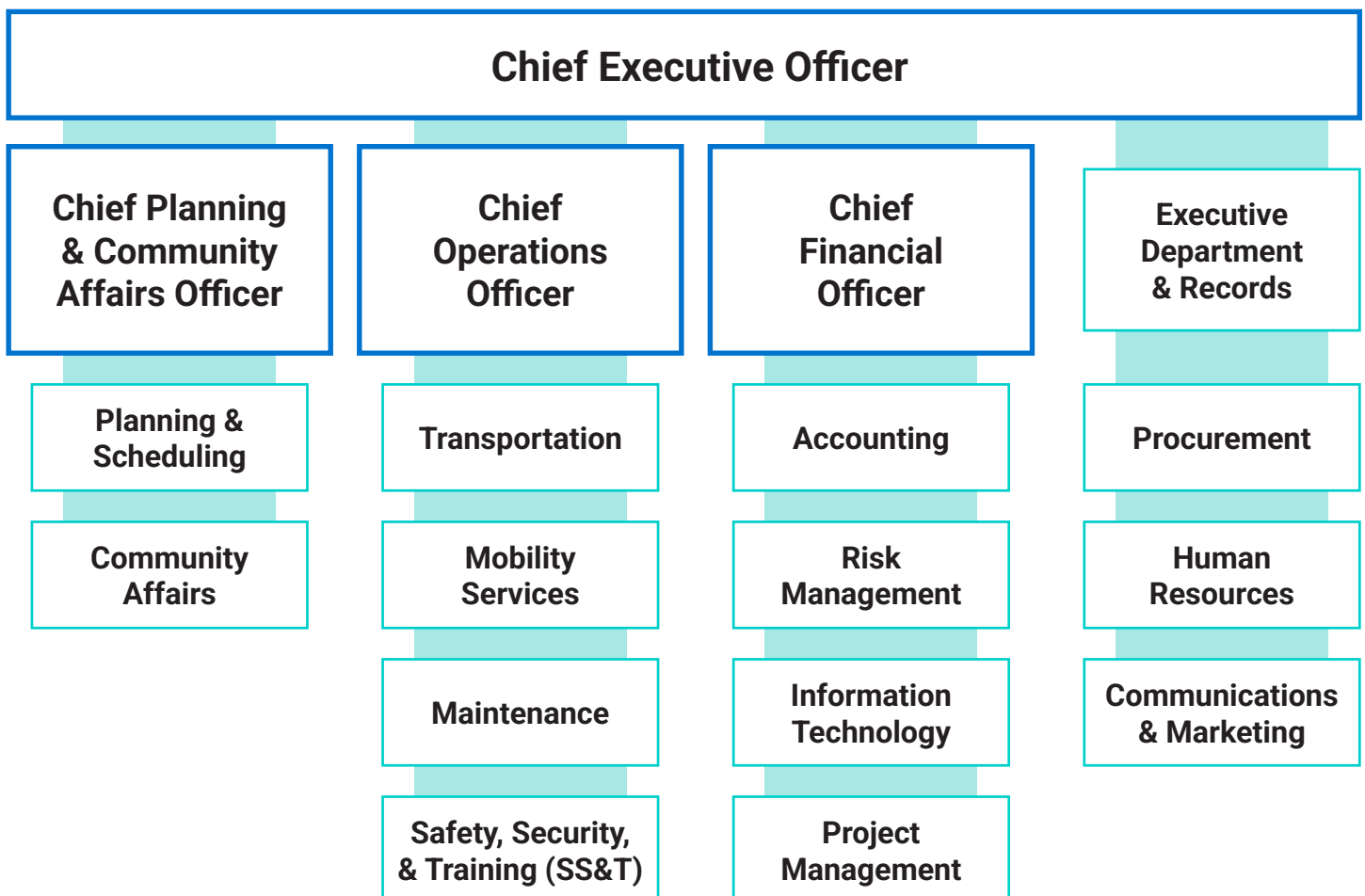
<sup>6</sup> United Way Suncoast, 2025 ALICE Report <https://www.unitedforalice.org/mapping-tool#11.127621844219824/28.0136/-82.5961>

Last but certainly not least, we are aware that many of Pinellas County’s residents are struggling financially despite working or having the ability to work. When living paycheck-to-paycheck, access to reliable, affordable transportation is critical. For many of these households, car payments, insurance, maintenance, and gas are expenses they simply cannot afford despite working and receiving a paycheck.

According to the 2025 ALICE Report, developed by the United Way, 46% of Pinellas County households are struggling financially, compared to 42% nationwide. This report finds that not only does our county have a higher-than-national concentration of these households, but when broken down further, we see that more than half the zip codes in Pinellas County are higher than the national number, and in sixteen zip codes, more than half the population is below the ALICE income threshold. PSTA is uniquely positioned to offer transit and mobility programs that connect these households to jobs and resources that can dramatically improve lives.

# Organization Structure

PSTA’s leadership is organized within ten departments, reporting to four officers, as the following organizational chart shows. Each department plays a critical role in the delivery of this strategic plan and is responsible for leading the execution of the projects within the plan. While one team may be listed as the lead, we recognize that each of these projects will require efforts and input from the entire organization for success.



# Strategic Plan Structure



This plan has been developed to be concise, easy-to-read, and provide a high-level overview of key projects and initiatives.

The document is organized into chapters for each of the three strategic priorities:

- 1. Financial Responsibility**
- 2. Operational Excellence**
- 3. Community Impact**

Within each chapter, the Vision 2030 Plan highlights key goals of that priority and a high-level overview of strategic projects within that priority. At the end of the document, a full project plan is attached with specific tasks and objectives associated with each task, as well as the personnel charged with leading each task with the key stakeholder departments referenced.

# Financial Responsibility

As stewards of taxpayer dollars, it is of the utmost importance that we ensure that we're not only providing the best possible service to our riders, but that the service is operated as cost-effectively as possible. PSTA focuses on offering a service that serves our local community, while spending money efficiently and effectively in service of the mission.

PSTA consistently ranks as one of the most cost-efficient agencies in Florida and nationwide, and meets or exceeds all requirements set forth by the state for cost efficiency. However, true financial responsibility goes beyond slashing expenses.

PSTA's primary goals are to maintain cost-effective service, and to fully participate in collaborative partnerships with federal, state, and regional partners to ensure that PSTA has financial stability for both capital projects and operations in the long term. Strategic projects in this area focus on saving taxpayer dollars through investing in resilience efforts, conducting preventative maintenance, expanding revenue from sources outside of local tax dollars, and ensuring that our service helps stimulate the local economy.

## KEY PROJECTS

### Increasing Ridership and Non-Tax Revenue

PSTA is committed to exploring every possible source of revenue, especially those that reduce our reliance on local property tax dollars. This includes attracting and retaining riders to increase farebox recovery, expanding partnerships with major employers to the PSTA UPASS program, and increasing advertising revenue by opening new channels.



### State of Good Repair

By emphasizing the maintenance of our vehicles, facilities, and passenger amenities, we prevent unsustainable expansion and costly catastrophic failures while extending the life of our assets. In examining our state of good repair, we will replace PSTA's 15-year-old bus stops, enhance resiliency by replacing the roof at PSTA headquarters and replacing standby diesel generators with a larger capacity natural gas generator.



### Improved Processes and Decision-making Strategies

The key to keeping PSTA's administrative costs as low as possible is to continue improving processes and identifying efficiencies. By automating and digitizing processes and training employees on the latest methodologies, administrative burden is dramatically reduced, and hours can be spent on more important work.



# Operational Excellence

PSTA is an award-winning, internationally recognized transit agency because we pride ourselves on excellence. By remaining on the cutting edge of transit technology, enhancing customer experience with premium transit and expanded mobility offerings, or simply operating our routes safely on a daily basis, PSTA has earned a consistent reputation of excellence among our peer agencies around the world.

Looking at the next five years, PSTA will continue to improve and expand our offerings. Projects in this area focus on improvements, capital investments, and innovations that will increase efficiency, attract and retain riders, and advance our system's safety and effectiveness. Offering top-tier public transit service is no simple task, and no two days are the same.

## KEY PROJECTS

### Clearwater Station

PSTA broke ground on our newest transit hub in 2025. This facility in the heart of Downtown Clearwater will offer multimodal connectivity, indoor and shaded passenger waiting areas, real-time technology, and opportunities for alternative revenue through leasing of retail space. This project focuses on completing construction, transitioning operations out of the outdated Park Street Terminal, and securing a retail tenant.



### Premium Transit Services

In the last five years, PSTA launched the SunRunner and the Spark, PSTA's first premium service offerings in key high ridership corridors. These services prioritize high frequency, limited stops, and improved passenger experience. This project focuses on improving these existing premium services, as well as developing new premium services in other high-demand areas such as to the Tampa International Airport and along the US Alternate 19 corridor that traverses our service area.



### Waterborne Transit

In 2025, PSTA expanded service into ferries—a natural fit for a county surrounded by water on three sides. Starting with a partnership with Clearwater Ferry and continuing to expand through developing an improved Tampa Bay Ferry service between St. Petersburg and Tampa, project objectives in this area are focused on vessels, docks, and service operations.



## Mobility Service Improvements

PSTA's mobility services lead the transit industry—we were the first agency to partner with Uber and Lyft, and continuously explore innovative, cost-effective ways to keep people moving. We intend to maintain our #1 ranking in the nation in terms of customer satisfaction while expanding our offerings. Project objectives for mobility service improvements include enhancing the PSTA Access and Mobility-On-Demand programs for paratransit users, increasing adoption of on-demand and microtransit services including the Snapper and Grouper services, as well as increasing the regional Vanpool program.



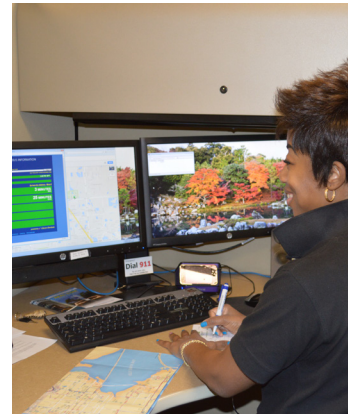
## Safety and Security

Safety is key in PSTA's mission. In addition to on-site and onboard security in our daily operations, PSTA plays a critical role in Pinellas County's emergency response in the event of a hurricane or other natural disaster. Projects in this area include enhancements to PSTA's physical security and cybersecurity, as well as enhancements to training protocols that will ensure safe operations and emergency preparedness.



## Innovations: Artificial Intelligence, Technology, and Process Improvements

Technology is evolving at an unprecedented pace, and emerging technologies such as artificial intelligence (AI) create opportunities to improve efficiency and save costs. PSTA is committed to implementing a comprehensive and secure AI policy, and exploring applications that can lead to process improvements and smart automation. Additionally, PSTA will continue to lead the way in our industry through initiating innovations outside of AI such as the automation of veteran and senior discount eligibility verification, streamlining our data management, and preparing for future operation of autonomous vehicles.



# Community Impact

PSTA's purpose centers on one key word: connection. We know that our riders rely on us for more than just a ride—transportation is crucial to attending work, seeking medical care, visiting family, and preventing isolation caused by limited mobility or lack of car ownership. Access to reliable public transit is an essential driver for economic development, job creation, and community building.

We believe that community impact starts at home, by investing in our own workforce. PSTA employs over 600 employees and manages another 200 contracted transit employees, primarily in front-line operations, customer service, and technical positions. Recruiting and retaining top talent is essential for positioning PSTA as a leader in our community, as each employee is an ambassador for the agency.

Outside of our own walls, it is essential to engage with stakeholders at every level, from the largest federal organizations to the individuals making a difference in their local area. By working with elected officials, municipal organizations, and both private and nonprofit partners, we make sure that transportation is part of important conversations about the future of our county.

## KEY PROJECTS

### Community and Stakeholder Engagement

Engaging with municipal and community partners helps PSTA build our service. Whether through funding partnerships, easements, or community education initiatives, positioning PSTA as a transportation expert helps ensure that we can continue to execute our mission and maximize our effectiveness as an economic driver. Objectives in this area include an education campaign centered on transit-oriented development, engaging with our municipal partners to improve transit service, connecting with major nonprofit partners, and maximizing our community sentiment.



### Workforce Development and Employee Engagement

We recognize that an investment in our talent is an investment in our community. Attracting and retaining top-tier talent helps reduce costs associated with employee attrition, and projects in this area aim to increase employee engagement, enhance internal communication initiatives, and improve labor relations with bargaining unit employees.



# Measuring Success

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STA is committed to the efficient and effective operation of public transit in our community. We publicly hold ourselves accountable to qualitative success measures through our Performance Counts Scorecard, which is aligned with the priorities of this Vision 2030 Strategic Plan. The Scorecard measures both qualitative project milestone achievements, as well as quantitative key performance indicators (KPIs) such as:

- **Budget adherence**
- **Average net subsidy per ride**
- **Year-over-year fare and fare-equivalent revenue growth**
- **Riders per revenue hour**
- **Collisions per 100,000 miles**
- **Fuel efficiency**
- **Employee retention**
- **Customer satisfaction and community sentiment**

Each year, the board has an opportunity to review and modify which KPIs are measured on the Performance Counts Scorecard, and reports on these metrics are given quarterly at PSTA Board Meetings.

The Performance Counts Scorecard for Fiscal Year 2026 (Quarter 1) can be found following the project list in this strategic plan, and the most up-to-date version as well as previous Scorecards can be found on PSTA's website.

# Vision Forward

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The Vision 2030 Plan and the projects it lays out are all in service directly of PSTA's purpose of connection. We understand that truly connecting people to places is about more than travel from point A to point B—it's about delivering outstanding service, as efficiently as possible, designed with the community's specific needs in mind.

For more than 40 years, we've proudly served our community and earned countless awards and accolades for the service, innovation, and impact that we deliver. We aim to continue this reputation by focusing our work in three key areas, identified by our Board of Directors as critical:

- 1. Financial Responsibility**
- 2. Operational Excellence**
- 3. Community Impact**

This strategic plan is not intended to be completely comprehensive, nor is it written in stone. These pages do not encompass all the work that PSTA intends to do in these areas over the next five years, and as new priorities, technologies, or community needs emerge, we can act quickly. However, the Vision 2030 plan and all listed projects are instrumental in advancing public transportation in Pinellas County and the Tampa Bay region.

This strategic plan serves as a road map, guiding our team of public transit professionals to better outcomes for our riders, for our taxpayers, and for our region's vitality. Work has already begun on many of the projects listed here, and we are excited to see what the future holds. This plan maps out critical milestones for the next five fiscal years, and updates will be provided at key milestones to maintain accountability to these performance standards.

In addition to progress reports, these projects will be used to develop the PSTA Performance Scorecards, which serve as the basis for employee annual reviews and merit adjustments (if provided in the budget). This ensures that the entire team is incentivized to deliver on these projects.

In approximately five years, PSTA will unveil a new set of projects and programs based on the progress made with this plan, direction from our Board, and the specific and timely needs of our riders.

# Project List

## Financial Responsibility

Number	Project	Description	Lead Dept.	Completion	
<b>1</b>	<b>Increasing Ridership and Non-Tax Revenue</b>				
	<b>A</b>	<b>Fares and Fare-Equivalent Revenue</b>			
	i	UPASS increase revenue by 1.5% per year and add more.	UPASS increase revenue by 1.5% per year.	Communications	FY26
	ii	Update Fare Structure	Update fare policy to align with multimodal service expansion.	Planning	FY27
	<b>B</b>	<b>Alternative Revenue Sources</b>			
	i	Begin Naming rights/operating sponsor program for services and facilities	Solicit a naming rights broker, identify services and facilities for naming rights	Communications	FY27
	ii	Technology devices on fleet for advertisements	Implement an advertising program to sell geotargeted ads by route	Communications	FY27
	<b>C</b>	<b>Attract and Retain Riders</b>			
	i	Spark Ridership Campaign	Develop and deploy ridership campaign for Spark, similar to Year 1 SunRunner	Communications	FY26
	ii	Tourist oriented Marketing Campaigns	Implement and deploy advertising plan, organic social plan, and events plan	Communications	FY26
	iii	Promote SunRunner	Annual Marketing Campaign to position SunRunner as the ideal transportation choice for St. Petersburg and St. Pete Beach	Communications	FY26
	iv	Transit App Education and Improvements	Optimize use of Transit App for customer communication, including increasing adoption, implementing real-time detour detection, and maximizing alert capability	Communications	FY27
<b>2</b>	<b>State of Good Repair</b>				
	<b>A</b>	<b>Passenger Amenities</b>			
	i	New Bus Stop Signs	Procure and deploy new bus stop signs aligned to new wayfinding system at all stops	Communications	FY28
	ii	Countywide bus bay assessments	Work with MPO and property owners to identify additional needs for bus bays at terminals and transfer locations throughout the county (ie Largo Walmart), design and construct bus bays where identified	Planning	FY28
	iii	Countryside Mall Bus Bay	Plan, design & construct bus pull out location on SR 580 in front of Countryside Mall	Project Management Office	FY28

<b>B Facilities and Maintenance</b>					
	i	Fuel Solicitation	Conduct regional fuel solicitation	Procurement	FY28
	ii	Parts	Q1 Release procurement; Q2 Award procurement; Q3 Implementation; Q4 Spend trend monitoring and analysis	Procurement	FY27
	iii	Admin Roof	Long term repair/replacement of Admin and Operations Building membrane flat roofs.	Maintenance	FY27
	iv	Transit Asset Management Plan	Complete required 4-year plan update	Maintenance	FY27
	v	Generators	Replace existing main standby diesel generator with larger capacity, natural gas-powered generator. Install new secondary generator for up to 12 high-capacity bus chargers.	Maintenance	FY28
<b>3 Improved Processes &amp; Decision-making Strategies</b>					
<b>A Financial Analysis &amp; Processes</b>					
	i	Checklist for Insurance in Procurements	Implement Checklist for Insurance in RFPs to ensure grant-related projects are in compliance with the grant requirements.	Risk	FY26
	ii	Blanket PO	Implement new Blanket Purchase Order policy for service-based contracts. Implement 10 per year.	Procurement	FY27
	iii	Update Capital Project Rankings	Simplify project ranking and align projects to new strategic priorities	Project Management	FY27
	iv	Implement Force Account Procedures, educate managers	Educate all project managers on how to charge more time to projects, reducing direct operating costs	Finance	FY27
	v	Contracted Services Financial Analysis	Financial Analysis to determine true cost comparison between directly operated and contracted services.	Finance	FY27
<b>B Service Operational Improvements</b>					
	i	Digitize Manual and Paper processes for front-line employees	Deploy digital check-in/out solutions for operators; Pilot mandatory self-service holiday bidding, evaluate and codify in policy & next union contract; Convert supervisor forms to digital fillable format, create SOPs, train supervisors/union	Transportation	FY27
	ii	Standardize field SOPs for front line Supervisors	Document standardized field SOPs related to accidents, and breakdowns.	Transportation	FY27

## Operational Excellence

Number	Project	Description	Lead Dept.	Completion
<b>4 Clearwater Station</b>				
	i	Secure Retail Tenant	Clearwater Station Retail	Project Management FY26
	ii	Construct Clearwater Station on Time and Under Budget	Clearwater Station FMC	Project Management FY27
	iii	Clearwater Station Operational Access Plan	Finalize ingress/egress for intermodal center and routing of Park St. routes to improve OTP.	Scheduling FY27
	iv	Clearwater Station Service Implementation	Open and operate out of facility, transfer all operations out of Park St. Terminal	Transportation FY27

<b>5</b>	<b>Premium Transit Services</b>				
	<b>A</b>	<b>Alt. 19 Premium Transit</b>			
	i	Alt 19 Premium Transit pre-PD&E	Enter FTA Project Development by Fall 2026. Hire consultant, schedule milestones	Planning	FY27
	ii	Complete PD&E of Alternate 19 Premium Transit Corridor	Complete Project Development and Environment Study for Alt 19 BRT preferred alternatives	Planning	FY28
	iii	Identify funding plan for Alternate 19 Capital and Operation	Determine how to fund Alt 19 preliminarily	Finance	FY28
	<b>B</b>	<b>727 Express to Tampa International Airport</b>			
	i	Implement 727 DTSP to Downtown Tampa via TPA	Conduct planning analysis, service plan, and public outreach for 727 service implementation. Implement and operate service. Secure funding from FDOT.	Planning	FY26
	ii	Secure Downtown St. Pete Park & Ride & Coordinate with TPA	Coordinate with COSP staff on Park & Ride location and develop plan for P&R implementation. Design route and service schedule, public acceptance to cut 100x, coordinate with airport	Planning	FY26
	iii	Promote the 727 Service	1. Develop branding and vehicle livery 2. Develop educational and ridership campaigns pre-launch 3. Ribbon Cutting with TPA's Michael Stephens and FDOT 4. Ongoing ridership campaign and partnership with TPA airport	Communications	FY26
	<b>C</b>	<b>SunRunner Upgrades</b>			
	i	SunRunner Upgrades	Optimize TSP and Headway	Project Management	FY28
	ii	SunRunner New Red Lane Priority	Install turn pathway markings with City partners. SunRunner ads.	Project Management	FY28
	<b>D</b>	<b>Spark Improvements</b>			
	i	Transit Signal Priority (TSP) Upgrades	Implementing TSP on SPARK corridor	Project Management	FY27
	ii	Additional Station(s)	Add Spark station, signage at 1st Ave N. (Planning recommends new Spark station between 38th Ave S and 42nd Ave S)	Project Management	FY27
	<b>E</b>	<b>Downtown St. Petersburg Trolley Service</b>			
		Assess and optimize Central Ave. Trolley and Looper	1. Work with Downtown Partnership to bring Looper service in house  2. Analyze Central Avenue Trolley and Looper service to combine into one streamlined, effective trolley service	Planning	FY27
<b>6</b>	<b>Waterborne Transit</b>				
	<b>A</b>	<b>Clearwater Ferry</b>			
	i	Dock improvements in Clearwater and Dunedin	Design and install ADA compliant ramp for Clearwater ferry between dock and boat. Improve accessibility at all ferry dock locations/PWTEAC Committee	Transportation	FY27
	ii	Funding for Clearwater Ferry	Identify long term, sustainable funding	Planning	FY27

	<b>B</b>	<b>Tampa Bay Ferry</b>			
	i	Ferry Vessels Purchase	Vessel(s) purchase	Procurement	FY26
	ii	Apply and win Ferry Grants to purchase Vessel(s)	Identify and apply for ferry grant opportunities	Planning	FY27
	iii	Tampa Bay Ferry Docks	Build docks for Tampa Bay Ferry in St. Pete. Improve Tampa dock.	Project Management	FY27
	iv	Branding and educational campaigns	1. Develop Branding for Tampa Bay Ferry Service 2. Develop pre-launch Educational and Launch Ridership campaigns	Communications	FY27 (Contingent on service launch)
	v	Identify funding for Tampa Bay Ferry sustainability	Renew and maintain ILAs	Finance	FY29
<b>7</b>	<b>Mobility Service Improvements</b>				
	<b>A</b>	<b>PSTA Access &amp; Mobility On Demand</b>			
	i	Complete new Mobility on Demand RFP; award new contracts	Create new procurement using other agencies' best practices. Ensure new vendors comply with Federal Law and integrate with Spare booking applications.	Mobility	FY26
	ii	Reduce No Shows on Access and MOD	Improve no show reporting and tracking. Work with Spare to identify valid no shows. Assign a staff member to monitor, analyze and enforce the no show policy.	Mobility	FY27
	iii	Transportation Disadvantage Database Replacement	Complete SOW and Solicitation for new database/application to replace the current Microsoft Access version.	IT	FY28
	<b>B</b>	<b>Public On-Demand Microtransit Services</b>			
	i	Improve Grouper & Snapper On Demand Services Ridership	Marketing strategy to increase ridership.	Communications	FY26
	<b>C</b>	<b>Vanpool Service</b>			
	i	Complete new RFP; award new contract	Create new procurement using other agencies' best practices.	Mobility	FY27
<b>8</b>	<b>Safety and Security</b>				
	<b>A</b>	<b>Enhanced Security Protocols</b>			
	i	Increase Security (On-site & Onboard)	Expand visible security presence, equipment, and protocols at hubs, onboard buses, Safety Patrol expansion/permanence, etc.	Transportation	FY26
	ii	Safety Campaign	Initiative collaborative safety campaign; implement at least ten new initiatives	SS&T	FY27
	iii	Eliminate Open Radio Channels	Shift in-bus radio communications to secure encrypted communications	Transportation	FY27
	iv	Contract Service Partners Oversight & Safety Planning	Develop and implement plans. Monitor the outcomes.	Mobility	FY28
	v	Update County Radio System	Ensure all voice communications are recorded & compliant	Transportation	FY28
	vi	Defensive Driver Camera Systems (e.g. GeoTab)	Pilot deployment to demonstrate GeoTab capabilities in fleet of buses to monitor safety behaviors.	Transportation	FY29
	<b>B</b>	<b>Training &amp; Emergency Preparedness</b>			
	i	Cybersecurity SOC Services / Action Plan	Conduct and implement a cybersecurity action plan.	IT	FY26

	ii	Refresher Operator Training	Annual curriculum, certification, refresher SOP & safety protocols.	Transportation	FY27
	iii	New Accident (AIMS) Database	Complete SOW & Solicitation for new AIMS Database to replace the current access version	IT	FY27
	iv	PSTA Hurricane Response Mobile Command Unit	Develop mobile command unit & hurricane recovery plan	Transportation	FY28
<b>9</b>	<b>Innovations</b>				
	<b>A</b>	<b>Artificial Intelligence</b>			
	i	Implement an AI Policy for the agency	Create and implement guidelines for the agency to safely use Artificial Intelligence tools that is in line with the transit industry	IT	FY26
	ii	Implement AI to improve claims processes.	Implement AI enhancements to improve claims processes.	Finance	FY27
	iii	Optimize AI Voice for Cost Savings and Customer Improvement	Achieve optimal balance of AI call taking and Reservation Agent staff.Track Outcomes and Customer Satisfaction Weekly	Mobility	FY27
	iv	Autonomous Vehicle	Develop a funding and service plan to procure and run an autonomous vehicle as transit in Pinellas County.	Planning	FY30
	<b>B</b>	<b>Technology and Process Innovations</b>			
	i	Campus WIFI Access Improvement "Access Point Equipment Replacement Project"	Conduct solicitation and field assessment phase of WIFI layout in the bus yard and buildings. Complete the installation of new WIFI equipment across campus and decommission the old.	IT	FY27
	ii	EV Chargers at Layby and Grand Central	Implement en-route chargers for Layby and Grand Central.	Project Management	FY26
	iii	Online Verification Application for Fare Discounts (Smart Grant)	Implement a pilot procedure to allow riders to upload personal identification information to login.gov when applying for a transit benefit.	IT	FY27
	iv	Start Florida Transit Procurement Group	Launch procurement and supply chain group with peer agency participation to collaborate and share best practices.	Procurement	FY27
	v	Implement Data Management System	Implement Data Management System including dashboards.	Planning	FY28
	vi	ERP Replacement	Enterprise Resource Planning System - Complete RFP for system replacement. Implementation of new system	IT	FY30

## Community Impact

Number	Project	Description	Lead Dept.	Completion
<b>10</b>	<b>Workforce Development and Employee Engagement</b>			
	<b>A</b>	<b>Recruit and Retain Talent</b>		
	i	Recruiting & Outreach Strategy	Create and implement recruiting strategy, evaluate outcome.	Human Resources FY26
	ii	Compensation Study	Complete compensation study with results and recommendations available by Spring 2026.	Human Resources FY26

	<b>B</b>	<b>Internal Communication</b>			
	i	Engagement Results & Response Campaign	Create and implement internal communications campaign to engage employees at all levels in improving organization culture. Measure results in pulse survey.	Human Resources	FY27
	ii	Employee Intranet	Develop and launch internal-facing online resources including an online cloud system for policy and SOP distribution and document control; internal portal and communication hub; Payroll/HR/Benefits portal	Human Resources	FY27
	<b>C</b>	<b>Labor Relations</b>			
	i	Supervisor Collective Bargaining Agreement	Complete FY26 union negotiations: form management committee, propose desired changes, determine final changes, complete financial analysis, conduct and conclude successful contract negotiations by 9/30/2026	Transportation	FY26
	ii	FY2027 Frontline Labor Negotiations	Form management negotiations committee; define proposals; labor cost modeling w/ Finance; legal review; bargaining communications plan; start groundwork in FY26 for FY27 contract	Transportation	FY27
<b>11</b>	<b>Community and Stakeholder Engagement</b>				
	<b>A</b>	<b>Economic Development</b>			
	i	SunRunner Rising TOD	Work with City of St. Pete to approve new TOD zoning and land development code along SunRunner corridor, encouraging business development in new zones	Community Affairs	FY26
	ii	Create TOD toolkit	Create TOD toolkit for community partners and electeds in key corridors to accompany state and legislative requirements, Support local jurisdictions on TOD implementation as needed	Community Affairs	FY27
	<b>B</b>	<b>Municipal Collaboration</b>			
	i	Gas Plant Redevelopment Coordination	Work with City of St. Pete and developer to ensure multi-modal component to design.	Community Affairs	FY27
	ii	SunRunner Optimization Plan	Develop an optimal SunRunner BAT Lane & Station Strategy for Rays Traffic and future Gas Plant Redevelopment	Planning	FY27
	<b>C</b>	<b>Community Partnerships</b>			
	i	Publicize PSTA's Above Average Cost Efficiency	Implement communication campaign with community stakeholders.	Community Affairs	FY26
	ii	Community Sentiment Survey	Conduct triennial Community Sentiment Survey	Community Affairs	FY27
	iii	Reboot Community Nonprofit Partnerships	Re-Establish at least three major NGO relationships; for example, SunCoast United Way, Big Brothers Big Sisters, Habitat for Humanity	Community Affairs	FY28

# Performance Counts Scorecard:

## Fiscal Year 2026, Quarter 1 Results

Fiscal Year	FY26	Quarter	Q1	Date Presented	2/1/2026	Sent to	Executive Committee
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PSTA Performance Counts Scorecard											Achievement Percentage		
FY26											100%		
											90 - 99.99%		
											< 89.99%		
Strategy	Metric Code	Metric	Performance Goals	Q1 Performance Results	Q2 Performance Results	Q3 Performance Results	Q4 Performance Results	Goal Points	Q1 Earned Points	Q2 Earned Points	Q3 Earned Points	Q4 Earned Points	Year To Date
Financial Responsibility	ORG1	Annual Budget Adherence	≤0% above budget	-4%				7	7.3				7.3
	ORG2	Average Net Subsidy Per Ride	≤-\$9.51	\$ 9.81				7	6.8				6.8
	ORG3	Fare and Equivalent Revenue Growth	1% growth compared to FY25 Actual Revenue	17.84%				7	7.7				7.7
	ORG4	Clearwater Station	Q1: Permitting completed, NTP, and Site Prep Q2: Demolition & Excavation; Q3: Underground Utilities; Q4: Infrastructure	90%				7	6.3				6.3
								28	28.07	0	0	0	28.1
Operational Excellence	ORG5	Ridership	≥ 14.2 passengers per revenue hour	13.82				7	6.8				6.8
	ORG6	Safety	≤4 collisions per 100,000 miles	4.9				7	5				5
	ORG7	Fuel Efficiency	≥5 miles per gallon	5.42				7	7.6				8
	ORG8	State of Good Repair Rating	≥3	4.23				7	7.7				7.7
								28	27.3	0	0	0	27.3
Community Impact	ORG9	Fixed Route Customer Satisfaction	82%	87%				8	8.5				8.5
	ORG10	Paratransit Customer Satisfaction	90%	96%				8	8.8				8.8
	ORG11	Ferry, Vanpool and Grouper Customer Satisfaction	Q1: Identify scope of surveys Q2: Design surveys and delivery Q3: Conduct survey Q4: 86% or greater customer satisfaction result	Achieved				7	7				7.0
	ORG12	Employee Retention	≥88%	99%				7	7.7				7.7
	ORG13	Community Sentiment Survey	90%	95%				7	7.4				7.4
	ORG14	SunRunner Corridor Economic Impact	Growth Rate in Jobs in SR corridor: 2017-2020; 2020-2023	21%				7	7				7
								44	46.33	0	0	0	46.3
<b>Overall Performance Score</b>								<b>100</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>102</b>

**Q1 Notes**

**ORG2:** The net subsidy increased primarily due to the decrease in fixed-route ridership compared to last year. See the ridership metric for additional information.

**ORG 4:** The site fence and mobilization was delayed until January, but all other tasks are complete and back on track.

**ORG5:** Passengers per revenue hour decreased in Q1 due to immediate impacts of implementing CCBN and riders adjusting to the service change. There were also more weekend days in November of 2025 compared to 2024, which also resulted in decreased ridership. Service adjustments are planned for February 2026, and ridership impacts will be analyzed.

**ORG6:** SST is currently investigating cause of increased collisions. Defensive driving measures are being pushed out as well as increased signage and safety messaging for all operators.

**ORG13:** Result reflects the previous Community Sentiment Survey. Will be replaced with current results at survey's conclusion.

**Q2 Notes**

**Q3 Notes**

**Q4 Notes**