



**GTA BOARD OF DIRECTORS ANNUAL MEETING**  
County Square, 301 University Ridge (Suite 400), Greenville, SC 29601

**MINUTES**  
January 23, 2020

**Members Present:** Mr. George Campbell (Board Chair), Ms. Addy Matney (Treasurer), Mr. David Mitchell, Ms. Inez Morris (Vice Chair), Mr. Dick O'Neill, Mr. Darren Scott Ms. Amanda Warren

**Greenlink Staff:** Wendy Campbell (Information Specialist), Steve Chastain (Transit Dispatch Supervisor), James Keel (Transit Director), Jasmin Curtis (Safety & Training Officer), Nicole McAden (Marketing and Public Affairs Manager), Jason Sanders (Fleet Manager), Kayleigh Sullivan (Transit Planning Manager)

**Other City Staff:** Mike Blizzard (Technical Services Mgr.), Sarah Cook (Grants Coordinator), Karen Crawford (Comptroller), Dorothy Dowe (City Council), Matt Efird (Deputy OMB Director), Mike Jann (IT Manager), Kai Nelson (OMB Director), Micah Snead (Sr. Accountant), Russell Stall (City Council), Ginny Stroud (Interim Director of Economic Development), Megan Young (Business & Projects Manager)

**Others in Attendance:** Judy Albert (City of Greer), Lynn Ballard (County Council), Sherry Barrett (Upstate Forever), Santora Bowling (Michelin), Keith Brockington (Greenville County), Sid Cates (County Council), Jordan Christian (Regional Director at U.S. House of Representatives), Scott Craig (Upstate Mobility Alliance), Scott Crosby (Mauldin), Ennis Fant (County Council), Heather Gatchell (GHA-Homeless Alliance), Michael Hildebrand (Upstate Mobility Alliance), Hank Hyatt (Greenville Chamber), Dean Hybl (Ten at the Top), Asangwua Ikein (Greenville County), Butch Kirven (County Council Chair), Renée Miller-Cotton (SCDOT), Kat Moreland (Clemson University), Angie Omer (Senator Graham's Office), Danielle Gibbs (Senator Scott's Office), Rob Krulac (CUICAR), Tish McCutchen (Jolly Foundation), Mike Maier (CTA), Willis Meadows (County Council), Terry Merritt (Mayor of Mauldin), Keith Moody (Clemson University), Morgan Pettingill (GHA – Homeless Alliance), Eric Reynolds (Proterra), Paul Shewmaker (Simpsonville Mayor), Katy Smith (Piedmont Health Foundation), Walker Smith (Bon Secours St. Francis), Tamela Spann (Hollingsworth Funds), Allison Stafford (Hollingsworth Foundation), Will Whitley (Michelin), Sally Wills (LiveWell Greenville)

**Ms. Inez Morris (Vice Chair) called the meeting to order at approximately 12:30 p.m.**

**Quorum established.**

**Ms. Addy Matney made a motion to approve the December 11, 2019 GTA Board of Directors Work Session Minutes.**

**Mr. David Mitchell seconded the motion. There is no opposition. The motion carries.**

**Ms. Addy Matney made a motion to approve the December 19, 2019 GTA Board of Directors Meeting Minutes.**

**Mr. David Mitchell seconded the motion. There is no opposition. The motion carries.**

**Opening Comments (James Keel, Transit Director):**

He has been at Greenlink for 4 years. He has worked in transit for 11 years. He started as a Bus Operator. Moving from an internal to external position, he was overwhelmed by the level of support he has received. He thanked various staff members for their contributions and noted some of their accomplishments. He also acknowledged the 36 drivers, 4 mechanics, 2 foreman, 7 supervisors, 4 dispatchers and 2 facilities maintenance people who are not in this room. He thanked City of Greenville departments for their contributions to transit. Karen Crawford, City Comptroller, puts in a lot of work and also serves as our Asst. Treasurer. He thanked elected officials for their countless support. He acknowledge the Chamber for their effort in promoting public transit. Unemployment in Greenville in December was 1.8%. Transportation is the key thing missing in Greenville. Public transit is a lot of things to a lot of different people. One goal of public transit is to serve as many people as possible whether dependent or independent. Public transit gets people to school, to the doctor and to jobs. It provides an economic opportunity. Public transit gets people out of their cars and acts as congestion mitigation. We are trying to do something to help the environment. Public transit in this community is inadequate and underfunded. It will take people working collectively to make it better. There has been a lot of planning. Greenlink developed the Transit Development Plan in 2018.

Greenlink Annual Report (James Keel, Transit Director)

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**GREENLINK ANNUAL REPORT (Report in entirety can be found on the Greenlink Webpage)**

There has been a lot of talk in the community about electric vehicles, UBER and Lyft, and autonomous vehicles. None of which solve the congestion you experience on your commute to work every day.

Communities who have solved their basic bus problems are the ones being awarded large dollar grants.

2019 Accomplishments:

- TouchPass launched. Sixteen percent of our riders boarding bus use TouchPass to pay their fares.
- First Citizen's Academy class graduated.
- Four Proterra electric buses deployed.
- Re-designed the bus route system as a result of the Comprehensive Operations Analysis which was completed in 2017.
- Installed over 400 new bus stop signs which are colorful and informative resulting in favorable comments from the public.
- Monthly pass launched which offers fare capping. Even if you cannot afford a \$50 the monthly pass, if you have an account in TouchPass, the system will stop charging you once you spend \$50 and the rest of your trips for the month are free. If you are elderly or disabled the monthly pass costs \$25.
- Thanks to the effort of Nicole McAden we launched the Adopt-A-Stop program.
- We were awarded \$600,000 from the Michelin Foundation to be used as a match for future low or no emissions vehicles grants.
- We were awarded \$2.04 million from FTA for traditionally fueled vehicles.
- We had a lot of community engagement for fare free days. With Fare Free event ridership we saw a 45% increase in ridership for that day.
- Michelin held an abbreviated Citizens Transit Academy on their property. We are working with the Furman University OLLI Senior Leaders on transportation training. Worked with high schools like JI Mann and Carolina High to see how students think we can improve our public transportation. Worked with Furman University to expand bus vs car vs bus race and used UBER to see if ride share was any faster. We had "Cookies with a Cop" at our downtown Transit Center. We launched Twitter for the public to get updated information on Greenlink.
- We secured funding from Greenville County and the City of Greenville to extend service to 11:30 pm.
- Within Greenlink's service area, the agency receives \$13.36 in local funding per person within the City limits. For the Greenville County service area, operating funding per capita is \$5.88 and capital funding per capita is \$4.36. The average local funding per capita is \$10.52 per person in our service area.

Overview of Finances (Karen Crawford, City Comptroller):

- Operating revenue decreased from \$952,000 last year to \$861,000. Operating expenses went up. Non-operating revenue is comprised of state and federal grants and local funds. This number increased by almost \$1.2 million. The largest change is in total capital and contributions. For year ending June 30, 2010, we were at \$375,000. This year we are at \$7.1 million. This relates to the four Proterra buses and bus refurbishment program. The City provided \$1.4 million as local match for new maintenance facility and \$1 million for bus replacement. Tremendous increase in net position which went from \$6.3 million to \$12.5 million.
- Local partners are City of Greenville, Greenville County, CUICAR and Bon Secours. We received \$5.1 million over the past fiscal year. The contributed services of \$541,000 reflect what the City does on behalf of the GTA. The City employs all of the employees that work for the Transit Authority. HR, Legal, OMB and financial piece is all capped as service revenue and helps draw down more federal funds.
- For expenses, \$8 million went out with a large portion being for salary and wages at around \$4 million. Materials and supplies and fuel costs are high. Depreciation is \$1.2 million and is non-cash. Adding Electric buses caused the depreciation to go up. Expenses track about the same each year.
- The Net position of the GTA is a concern of the auditors each year. There is a big difference between this year and last year. This is the capital piece where buses added. Unrestricted net position is more important because this is money we have to spend. A large portion is invested in capital assets and cannot be touched. Unrestricted is at around \$3.4 million. When we take out what the City provided for the maintenance facility and bus refurbishments, the amount is \$2.4 of the \$3.4 million. The \$2.4 million is earning interest for the Authority. .
- Fiscal cliff discussion occurs each year. At 6/30/18, the federal government appropriation totaled \$2.2 million for FY19. We expended \$2.6 million that year. At the end of FY19, the grant funds still funding available (old grants) is \$730,000. When we started FY 2020, we had a federal deposit of \$2.4 million. Our estimate for the draw amount is



115 \$2.6 million which is a decrease of \$250,000 leaving us a balance of \$500,000 of grant money. At the end of June of  
116 2020, we will have \$500,000 in the bank for the grant funds. We know \$2.3 million is our apportionment for the coming  
117 year. We estimate that \$2.8 million will be used. Leaving us with a negative balance of -\$36,000 in grant funds going  
118 forward. A local partner would have to pay the \$36,000 for the budget to balance. Numbers presented are estimates  
119 and things can change. Salary and wages go up every year as well as other items so expenses will increase. When  
120 looking at FY 22 estimate, we expect to get less money based on the way federal grants are trending. With growth we  
121 expect to pay out \$3.1 million which would put us in the hole by \$1 million for 2022.

- 122 • A dedicated funding source would eliminate dependence on partners. Maintenance facility capital cost will impact  
123 capital needs that we normally have. There is a replacement time frame for buses. The Bus Refurbishment program is  
124 helping. There are ADA cost considerations following implementation of the TDP since we will serve more people.

#### 125 126 2020 Census & Transit (James Keel):

127 We do not know how the 2020 census will affect us. The urbanized area decides who is in our area and affects 5307  
128 funding which is used for operations. Greenville, Clemson and Easley are in the same urbanized area. Mauldin and  
129 Simpsonville are in a different UZA. There are a lot of unknowns regarding whether the entire area will combine into one  
130 urbanized area.

#### 131 132 Key Performance Indicators (Kayleigh Sullivan):

133 In looking at our Fixed Route ridership trend, our highest month is March and our lowest is July. Paratransit ridership had  
134 highest ridership in October and lowest in August. Highest ridership for the Trolley was May and the lowest was January.  
135 Compared to other systems, national trends are consistent with ours. Transit systems in our region have the same highs and  
136 lows that we are experiencing.

#### 137 138 All Transit System Performance Scores (James Keel):

139 Greenlink's score is 1.2 out of 10. Compared to other systems, we only offer an average of 77 transit trips a week available  
140 within 0.5 miles from the average house. But our peers are offering transit trips in the triple digits. When looking at number  
141 of jobs within 30 minutes we could do better. When looking at the number of Commuters who use transit, our score is low due  
142 to not having better frequency.

#### 143 144 Vehicle Maintenance (James Keel):

145 Reliability of electric buses improved once team learned more about them. They perform as well as everything else. The  
146 reliability goal is 85% and we are exceeding our goal. Major service interruptions per 100,000 miles are improving. In  
147 December we had 5.9 compared to a high of almost 30 in May. Our midlife overhaul was successful and put our fleet in a  
148 good condition. There are five cutaways that need to be replaced. Action will be taken on replacing two of them  
149 immediately.

#### 150 151 Technology Remaining Life:

152 Our fare collection software is at its useful life of 10 years as established by the FTA and it is time to replace software. ITS  
153 software is due to be replaced in 2022. Transit planning software needs to be replaced in 2002. Everything else looks  
154 good.

#### 155 156 Capital Replacement & Expansion (Looking at Next 12 Years):

157 In 2020, we need \$27 million. Maintenance facility included in this number. In 2021 we need \$700,000. In 2022, we need  
158 \$900,000. In 2023, we need \$8.2 million. In 2025, we need \$10 million. Buses reach end of useful life. Need a plan to  
159 replace vehicles. Between 2026 and 2032, our estimated need is \$34 million in capital.

#### 160 161 What to Expect in 2020:

162 Massive route changes went into effect in July to improve on time performance. We have seen 20% increase in OTP.

- 163 • Implemented route changes in July of this year
- 164 • Intended to launch longer hours in October. We have everything we need except people. We need 12 people. We  
165 are offering \$1,000 signing bonus. We will begin our own training program.
- 166 • In the process of redesigning the trolley network.
- 167 • Need to secure land and award contracts for maintenance facility.
- 168 • Need to see what we can do with bus stop infrastructure. Weather affects waiting on bus. We have 400 stops and only  
169 50 of them have shelters. Safety and security is important. We have applied for grants to purchase lights for bus stops  
170 where a button can be pushed to turn on lights.



- 171 • Replace outdated farebox technology. Replace components in ITS system that count passengers.
- 172 • With the \$600,000 provided by Michelin Corporate Foundation, money to be used as match for the Low-No competitive
- 173 funding grant program offered by the FTA. We will apply for 6 vehicles. We only need eleven buses for 30 minute
- 174 headways and won a grant to purchase four last year.

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 176 Purpose of the 2020 – 2024 Transit Development Plan (TDP):  
 177 TDP becomes the master plan. Goal is to improve Greenlink to make it more appealing for residents and businesses in the  
 178 City and County. Objectives are 1) Prepare prioritized service plan that demonstrates how Greenlink should operate  
 179 expanded services in the next five years. 2) Make the case for additional transit funding for the service expansion.

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 181 Core Network improvements:  
 182 The first bus will pull out at 5:30 am. Last bus will put out at 10:30 pm. Service will end at 11:30 pm Monday through  
 183 Saturday.

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 185 Beyond 2020 - Transit Development Plan:  
 186 Construction of maintenance facility will begin. This is necessary in expanding frequency. The estimated capital cost including  
 187 the maintenance facility and doubling the bus fleet was \$35 million. In 2023, plan to implement 30-minute frequencies. In  
 188 2024 plan is to add Sunday service.

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 190 2025 and Beyond - Proposed Service Expansion Improvements:  
 191 There were four types of route expansions we focused on in the TDP. Radial route is mostly what we have now. They start  
 192 downtown, go out in the community and come back. Crosstown route goes outside of the downtown center and allows people  
 193 to get to destination more quickly. Connector goes to communities that are further out from downtown Greenville. Commuter  
 194 routes would help get some of the traffic off of 85 and 123. Immediate needs is estimated to be \$10 million in operating  
 195 and \$35 million in capital.

196  
 197 In conclusion, Mr. Keel stated that Greenlink is more than a brand or a line item in a budget. You have tax payer money  
 198 going back to tax payers. It is important to humanize this. We need to understand how impactful some of the people in this  
 199 room can be. If we are collaborate, he is confident that everything we have in mind can be accomplished.

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 201 **UNFINISHED BUSINESS**

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 203 Action Items: GTA Invoices  
 204 **Mr. Darren Scott made a motion to pay invoices in the amount of \$753,763.09 subject to the availability of funds.**  
 205 **Ms. Inez Morris seconded the motion. There is no opposition. The motion carries.**

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 207 **Board Invoices**

Date	Vendor	Description	Invoice #	Amount
12/31/19	City of Greenville	December 2019 expenses	85776	424,784.82
12/24/19	Coach Crafters	Bus # 401 midlife overhauls	FL21393	109,234.67
12/23/19	Coach Crafters	Bus # 403 midlife overhauls	FL21458	36,000.00
12/23/19	Coach Crafters	Bus # 402 midlife overhauls	FL21457	36,000.00
12/30/19	Coach Crafters	Bus # 306 midlife overhauls	FL21477	20,150.44
12/30/19	Coach Crafters	Bus # 306 midlife overhauls	FL21478	7,913.44
12/31/19	Coach Crafters	Bus # 308 midlife overhauls	FL21582	97,459.80
12/30/19	Genfare	Portable data unit for buses	90159732	6,500.00
12/19/19	Noel Training & Consulting	Phase 1 SMS Readiness Assessment	19077	8,150.00
12/1/19	Roe Cassidy Coates & Price	Legal services rendered	1029707	1,789.00
12/1/19	Roe Cassidy Coates & Price	Legal services rendered	1020134	80.00
1/9/20	TD Card Services	Board meeting lunches	192020JK-BOARD	53.17
12/31/19	Young Office Furniture	Second half of James Keel's furniture	200986	5,647.75
Total				\$753,763.09

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 209 Action Item: Proposed Trolley Route Changes  
 210 **The Committee of the Whole recommended approving new trolley routes as outlined by staff which is South Main, North**  
 211 **Main, Attractions, & West End with Downtown Routes. Since this is a recommendation from the Committee of the**  
 212 **Whole, a second is not required. There is no opposition. The motion carries.**

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Action Item: Proposed Transition of Paper Punch Pass Products to TouchPass

The Committee of the Whole recommended approving transition from paper punch pass to TouchPass. Since this is a recommendation from the Committee of the Whole, a second is not required. There is no opposition. The motion carries.

Action Item: Election of 2020 Officers

The Nominating Committee recommends appointing Mr. Dick O'Neill as GTA Board Chair. Since this has gone through a committee, a second is not required. There is no opposition. The motion carries.

The Nominating Committee recommends appointing Ms. Amanda Warren as GTA Board Vice Chair. Since this has gone through a committee, a second is not required. There is no opposition. The motion carries.

The Nominating Committee recommends re-appointing Ms. Addy Matney as GTA Board Treasurer. Since this has gone through a committee, a second is not required. There is no opposition. The motion carries.

Comments from Outgoing GTA Board Chair (Mr. George Campbell):

We had a good year: Keep moving the City to meet this demand. Greenville is growing very fast and we must build the infrastructure to cope with it if we want to maintain our quality of life. It takes the dedicated involvement of everyone in this room who have participated on this journey.

Comments from Incoming GTA Board Chair (Mr. Dick O'Neill):

He has lived all over world. He has a car. He took OLLI leadership training and found out many citizens don't share this same convenience. They have been forced out of downtown because of high housing costs, and many live in food deserts. Greenlink is the only way to get to where they want to go. We need to think about how we change that atmosphere. Staff put together the most efficient system you can put together with the money provided. He thanked the City and County for providing funding. A good transit system centers around getting people where they need to go in efficient manner. Transit is a daily required service. It is an economic development tool. The grant for a new Vehicle Maintenance facility is only for a limited time and we must move forward. He thanked George Campbell for his leadership last year.

**NEW BUSINESS**

Request for Board Action: Procurement of Two New Cutaway Replacement Vehicles

Ms. Addy Matney made a motion to allow procurement of two new cutaway replacement vehicles. Mr. Darren Scott seconded the motion. There is no opposition. The motion carries.

Mr. George Campbell made a motion to adjourn. Ms. Inez Morris seconded the motion. There is no opposition. The motion carries.

Prepared by: Lorrie Brown Date: 2/27/20  
Lorrie Brown, Board Secretary.

Approved by: Dick O'Neill Date: 2/27/20  
Mr. Dick O'Neill, Chairman

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