



GLTC

ANNUAL REPORT
FISCAL YEAR 2018

OUR MISSION

“To provide safe, dependable, affordable, accessible, and high quality public transportation to the Central Virginia community.”



GLTC BOARD OF DIRECTORS

PRESIDENT:	Christian DePaul	pg. 5
VICE PRESIDENT:	Glenn McGrath	
SECRETARY / TREASURER:	Joel Morgan	
BOARD MEMBER:	John Hellewell	
BOARD MEMBER:	Mary-Winston Deacon	
BOARD MEMBER:	Christos Carroll	
BOARD MEMBER:	Bonnie Svrcek	
BOARD MEMBER:	Margaret Whitaker	
BOARD MEMBER:	Antonio Davis, Sr.	

GLTC STAFF

GENERAL MANAGER:	Brian Booth	pg. 7
ASSISTANT GENERAL MANAGER:	Amanda Richardson	pg. 9
HUMAN RESOURCES MANAGER:	John Yauger	pg. 11
MARKETING MANAGER:	Natalie Wilkins	pg. 13
FINANCE MANAGER:	Millicent Martin	pg. 15
INFORMATION TECHNOLOGY MANAGER:	Steven Overstreet	pg. 17
OPERATIONS MANAGER:	Allen Robey	pg. 19
MAINTENANCE MANAGER:	Scott Poindexter	pg. 21

ABOUT GLTC

The Greater Lynchburg Transit Company (GLTC) was established in 1974 as a non-profit, publicly owned company. The sole stockholder is the City of Lynchburg. A volunteer nine-member Board of Directors, appointed by City Council, oversees the general policy of the company and selects a management company to control the day-to-day operations. GLTC is currently managed by First Transit, a division of First Group America.

GLTC's operating expenses are covered through federal, state, and local funds, passenger fares, and other contract revenue.

GLTC has two volunteer citizen advisory

committees composed of current passengers and other individuals with an interest in services provided by GLTC. The Customer Advisory Committee provides a communication link between GLTC and its customers and advises of customer service practices and public transportation issues within the GLTC's service area. The ADA Advisory Committee provides the link between GLTC and its passengers with disabilities advising on best practices in the provision of services to customers with disabilities as well as compliance with ADA regulations.

The Greater Lynchburg Transit Company's mission is to provide safe, dependable, affordable, accessible, and high-quality quality public transportation to the Central Virginia community.

40
BUSES

13
VANS

14
ROUTES





WE'RE
HERE
TO
GET
YOU
THERE

BOARD PRESIDENT'S REPORT

CHRISTIAN DEPAUL



It is an honor to be a member of this board. The successes of 2018 have made Lynchburg a better place for everyone. The contributions from state and federal sources and our local contract partners, combined with heightened scrutiny of expenses,

provided a budget surplus of nearly a third of a million dollars. While funding sources and the criteria thereof are always in a state of fluctuation we continue with a positive and optimistic outlook for the future of the GLTC. Our status of being one of the top transit systems in Virginia is due to our experienced drivers, skillful maintenance workers, and wise management staff.

We underwent the redevelopment of our Transit Development Plan

As of December 1, 2011 all transit operators in Virginia were required to have a completed Transit Development Plan (TDP). In addition, the plans are required to be updated every six years. It is accomplished by first identifying the need and required resources for modifying public transit services. This year, with guidance from the Department of Rail and Public Transportation, GLTC management and staff completed the redevelopment of our TDP. The TDP is our foundation for funding requests which are necessary for the programming process. This yeoman's task serves in part as a management and policy document for the transit operator. It is a clear and up-to-date record of capital and operating budgets helping to assess our financial capacity to carry out levels of service and capital improvements. This provides efficiencies for the implementation of public funds to achieve the greatest public benefit. It is our goal to improve the efficiency

and effectiveness of public transportation services in Central Virginia. This is a constant effort of due diligence for transit operators to improve their efficiency and effectiveness.

Our response to assist with the transport of flood victims.

On August 2nd of this year over six inches of rain fell on Lynchburg in less than 24 hours. City residents near the College Lake dam area faced a threat which extended past flooded roadways and basements. The condition of College Lake dam was called into question. The dam having been built in 1935 on the edge of the University of Lynchburg campus was believed to be ready to be breached. This concern forced city officials to evacuate downstream residents. In similar fashion to previous emergencies, management and staff of the GLTC, under the direction of Brian Booth, assisted in the evacuation of scores of residents in just a couple of hours. Had the situation worsened these actions by our GLTC would have saved countless lives.

Supporting the City with their vision of a new police station through the transfer of the property at 1301 Kemper Street.

Starting in July of 2017 the GLTC board voted to remove two parcels of real estate off the market. These parcels on Kemper Street were where the Operations and Maintenance facility were previously located. The vote was to seek approval to transfer the property to the city from the Federal Transit Administration. This was a lengthy process which involved several levels of government. The request process concluded with approval in February 2018; paving the way for the new headquarters. The Lynchburg Police Department is now much closer to having a new home.

Hosting the Virginia State Bus Rodeo and Maintenance Competition

This year we were honored to host the 2018 Virginia State Bus Rodeo and Maintenance Competition at our new maintenance facility in March. Eleven transit agencies from across the Commonwealth attended and competed.

Scott Poindexter, Jeremy Branham and Johnnie Birch of the GLTC's maintenance team placed third in their portion of the competition. Nathan Harris was awarded the Virginia Transit Liability Pool's Safest Operator award. Jeremiah Gardner took 1st place in the 35 foot division. Jeremiah also took the overall first place operator award for the state qualifying him to compete in the International Bus Rodeo in Florida. For the first time in 30 years, a bus driver from Virginia is being called the best bus driver in all of North America and he is our Jeremiah Gardner.

The Hopper

This program continues to evolve. The beginning of this "no cost to the rider" service was a circulator route around downtown Lynchburg. Improvements for efficiency and inclusiveness now provides service to more business locations and is now extending up Fifth Street. Through collaboration with local businesses, local artists and musicians, Region 2000 and the GLTC, live entertainment will be introduced throughout the remainder of the year. The program continues to develop and provide a safe and convenient method by which citizens and visitors of Lynchburg can experience what downtown offers and reduce traffic concerns.

A special thank you to each of my fellow GLTC Board Members. Every year each member demonstrates their dedication to the City of Lynchburg and our riders with hard work which often goes unnoticed. This dedication and service helps us help our amazing management team led by Brian Booth and his staff to continue our great services. We have continued to benefit from the positive statewide and community partnerships with the Federal Transit Administration, Virginia Department of Rail & Public Transportation, City of Lynchburg, Liberty University, the University of Lynchburg, Central Virginia Community College, and many others; especially our riders who are integral to the continued success and growth of the GLTC.

GENERAL MANAGER'S REPORT

BRIAN BOOTH



2018 was a year of change for GLTC. Change that while difficult at times, always yielded the greatest reward in the end. From staff turnover, to new equipment, and unexpected speed bumps along the road traveled, our team

always pulled together to make it all happen while maintaining the reliable service provided to our passengers every day.

GLTC suffered a great loss of over 125 years of institutional knowledge and continued service from employees who were dedicated to GLTC each day. Langhorne Davis (47 years), Gloria Berkley (42 years), William Brown (17 years), and Billy Blankenship (11 years) all retired this past year while Gary Paris (11 years) took the opportunity to pursue a new venture with the Department of Emergency Services with the state of Virginia. Even though we lost a great deal of knowledge and experience with these individuals leaving, their departure provided the opportunity for equally talented and highly motivated individuals to join our team to carry GLTC forward.

In August, we began a year long journey with a consulting firm Kimley-Horn to redevelop our Transit Development Plan; a plan that analyzes current services and makes recommendations for potential improvements outlining the operation and capital funds required for support. During the month of October, the team held stakeholder interviews with key organization in Lynchburg with an interest in public transit and launched a survey for the general public. The response to the survey blew everyone's expectation out of the water when we received



nearly 1,000 completed surveys. Kimley-Horn officials stated the response rate was more than triple the responses received in the firm's history for any project previously conducted of similar size and scope.

Upon analyzation of the survey responses as well as previous years data, the consulting team completed the redeveloped Transit Development Plan in August, which the board adopted in September. This adopted plan included recommended route changes which will completely revamp the transit network and will be the most significant changes GLTC has experienced in over 25 years. These changes were widely publicized and unanimously approved by the Board of Directors in October after an overwhelming positive response from the public during the public hearing. We are excited for these new changes and look forward to how the improved connectivity within the City of Lynchburg will improve the experience for our customers.

On the heels of completing the Transit Development Plan, the Department of Rail and Public Transportation selected GLTC to be the pilot agency for the first ever Strategic Plan in the State of Virginia. This new plan was a requirement from legislation put into place by Congress which went into effect July 1, 2018. GLTC was selected to be the pilot agency because of the in-depth and thorough analysis conducted by the consulting agency and GLTC during the Transit Development Plan. Once completed, the Strategic Plan for

GLTC will be used as the model template for all urban public transit agencies in the state.

Through our partnership and with the assistance of the Region 2000 Local Government Council, we were able to complete an ADA Bus Stop Accessibility study which inventoried all bus stops in the system for ADA compliance. This study identified specific stops and made recommendation for what improvements were necessary to bring the individual bus stops into compliance with ADA standards. This study will be very beneficial as we look toward the future in working with the city to improve bus stop amenities for our passengers within the city.

I would like to extend my gratitude for all of the individuals who serve on our important Boards and Committees. We have an excellent Board of Directors, Customer Advisory Committee, and ADA Advisory Committee who are all committed to seeing services improve for Lynchburg. Each of these groups work hard and donate their time freely to carry forward the mission of GLTC.

Finally, I would like to thank the wonderful, dedicated, and hardworking staff that I have the pleasure of working with on a daily basis at GLTC. This year was extremely tough because of the many changes we went through, but the staff stepped up and persevered forward as they always do. It is because of their efforts and dedication that we are able to provide the top-notch quality service to our customers and community.

ASSISTANT GENERAL MANAGER'S REPORT

AMANDA RICHARDSON

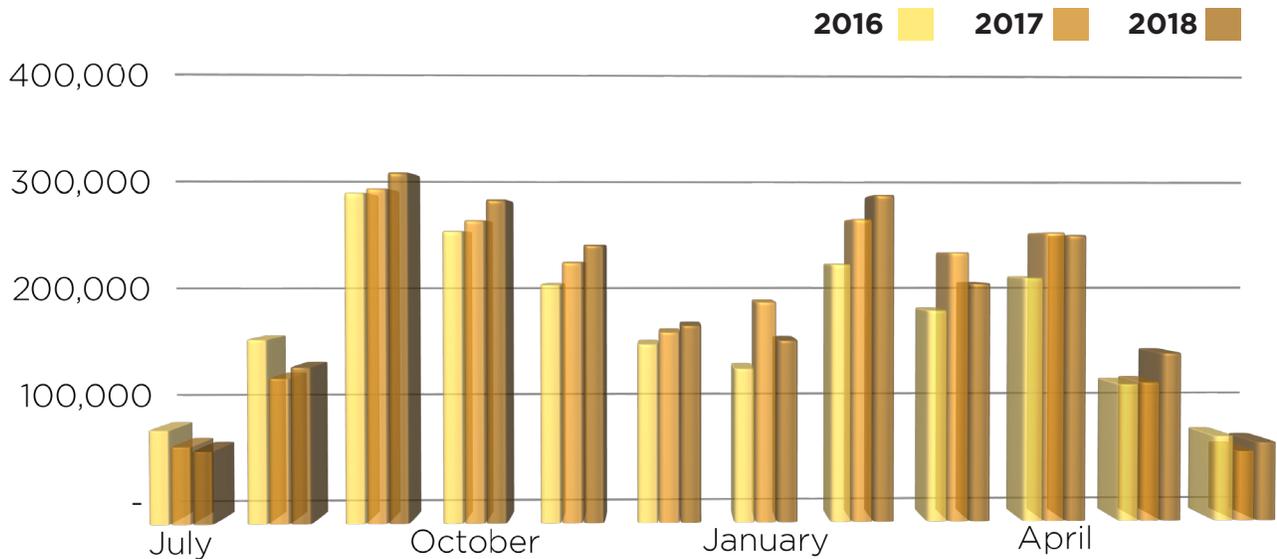
FY 2018 saw significant amounts of change and forward momentum for GLTC. This past year has been eye opening in regards to the massive amount of work completed by our staff every day. Highlights include hosting the Virginia State Bus Roadeo and Maintenance Competition and the redevelopment of our Transit Development Plan.

This year I was fortunate enough to truly be hands on and part of the day to day running of the maintenance department for several months. Without a shadow of doubt, I can say that GLTC has the best maintenance team that we could ask for. In preparation for hosting the State Roadeo, they worked tirelessly. Often going above and beyond in order to both maintain our current buses in service, and also doing an in-depth preparation of the vehicles that would be used in the competition. Their work paid off in an incredibly smooth Roadeo day, as well as a third-place finish for our maintenance team! It was my pleasure to hand the Maintenance Department off to Scott Poindexter as he will lead the way forward with confidence and a wealth of institutional knowledge.

My first year with GLTC has been a truly wonderful experience. This company has such a wealth of talent and hardworking staff. They are all dedicated to providing the best possible service for our customers, and ensuring that “we are here, to get you there”.



GLTC MONTHLY RIDERSHIP



Jeremiah Gardner is recognized by Governor Ralph Northam for his accomplishment on winning 1st place at the International Bus Roadeo.

GLTC is continuing its efforts to improve public transportation provided to the Lynchburg region. New bus stop signs have been acquired and will be going up in conjunction with the newly designed routes. These new signs are much larger and reflective which will improve visibility of the signs for both our staff and passengers.



In an effort to continually improve our services, GLTC has placed into service six new low floor transit buses to be used for our paratransit service. Our paratransit service provides transportation to individuals with disabilities who cannot access our fixed route system. These low floor buses have ramps which allow for easier access into the vehicle by eliminating steps to enter.

HUMAN RESOURCES MANAGER'S REPORT

JOHN YAUGER

2018 has been a year of change for the Human Resources department at GLTC. After over four decades of service, Gloria Berkley made the difficult decision to retire. Losing a long-time employee like Gloria is very difficult for any organization as you lose more than just a person, you lose the institutional knowledge from the many year of experience. Even through the turnover and growing pains in the department this year, we still had a very exciting and productive year.

Change sparks evolution and the Human Resources department at GLTC has a very bright future. Many big strides were taken this year to lay the ground work for an amazing year in 2019. We have been working on streamlining and enhancing the hiring process to allow GLTC to recruit, hire, and train the best talent this area has to offer. We have made modifications to the worker's compensation process in order to better protect our employees.

The homegrown talent was on full display in 2018 as long time GLTC employee, and 2018 International Rodeo Champion Jerimiah Gardner Jr. was promoted to Transportation Supervisor. Another GLTC veteran, Scott Poindexter, was promoted to the position of Maintenance Manager within the company. Scott was one of three Senior Managers hired in 2018.

While some of our long-time employees decided to move on, we also were able to bring on and train a number of new driver's this year. Our most recent new hire class had 6 very qualified drivers that will help serve our customers and carry on the great GLTC legacy.

Through all of these changes one thing has remained constant; Human Resources at GLTC is always looking to grow and adapt to meet all of the employee and employer needs on a daily basis.

**RETIREES, LANGHORNE DAVIS
AND GLORIA BERKLEY**



**OPERATOR CISCO MILES PRESENTED
WITH VIRGINIA TRANSIT LIABILITY
POOL'S ABOVE AND BEYOND AWARD**



JEREMIAH GARDNER AND BRIAN BOOTH



NEW HIRE CLASS

MARKETING MANAGER'S REPORT

NATALIE WILKINS

GLTC remains committed to providing outstanding service to our community. FY 2018 was no exception. Once we settled in to our new home at 419 Bradley Drive, we kept the momentum going strong.

In August 2017, we launched the kick-off of the new Downtown Circulator “The Hopper” with local and state officials including Mayor Joan Foster, Commonwealth Transportation Board Member Shannon Valentine, Secretary of Transportation Aubrey Layne, and Governor Terry McAuliffe. This was an exciting time for GLTC to be a part of such a monumental service launch within our own city.

In January 2018, area stakeholders decided that The Hopper would be best suited to the evening hours to accommodate the growth of downtown Lynchburg. GLTC thanks the Department of Rail and Public Transportation (DRPT) in supporting this program.



Local and State Rodeos

The Oscar's in the Transportation Industry

GLTC hosted a local Rodeo in December. Despite the inclement weather, staff members were able to pull it off. Winners of the local rodeo were Nathan Harris, Paul Carcalho, Patrick Walker, Brittney Evans, Jeremiah Gardner, and Debra Evans. During this fun but competitive competition, General Manager Brian Booth issued a challenge in the "Beat the Boss" competition in which he was outscored by three of the operators.

In March, GLTC hosted the Virginia State Bus and Maintenance Rodeo at 419 Bradley Drive. Operators from all over the state visited our new facility and took part in the competition and comradery. We are so proud of our team, as our Maintenance Team comprised of Johnnie Birch, Scott Poindexter, and Jeremy Branham placed 3rd in competition, operator Nathan Harris won the Virginia Transit Liability Pool's Safety award and operator Jeremiah Gardner placed 1st in the state beating out 40 plus other operators. Jeremiah went on to

compete in the International Rodeo held in Tampa, Florida where he won 1st Place and became the American Public Transportation Association's Best Operator in North America.

Staff at GLTC supported General Manager Brian Booth and Assistant General Manager as they participated in the Susan G. Komen "Big Wig" Campaign to support breast cancer awareness. Through various events, the two raised \$1,000 to support this worthy cause.

On the Horizon

GLTC will continue its focus on customer service as we prepare to improve our routes to be more efficient. We thank the consultants from Kimley-Horn who spearheaded the community surveys and brought back a wealth of data to improve our transit system. The Marketing Department is excited to have an intern, Keri Brown, funded by DRPT who will assist in various marketing initiatives and social media platforms. The best is yet to come!



FINANCE MANAGER'S REPORT

MILLICENTMARTIN

Fiscal year 2018 was a challenging year for the Finance Department. Due to a reduction in revenue with increased expenses, Finance worked to ensure that the cash flow was available when needed. In addition, we sought to streamline processes and become more efficient. Some of our accomplishments for FY2018 were:

Closed out various capital projects including the Administration and Maintenance Facility grant and six other capital projects.

Created a DBE form to assist in DBE tracking and reporting.

Welcomed a new payroll/accounts payable financial technician

Completed the Federal Transit Administration's Comprehensive Review.

Successfully completed the DRPT Compliance Review audit.

Finalized the annual financial audit with no findings.

STATEMENTS OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION

Taken from Audited Financial Statement

OPERATING REVENUES	2018	2017
Passenger fares	\$ 631,785	\$ 700,864
Universal bus pass	\$ 138,706	\$ 137,161
Special buses	\$ 18,280	\$ 22,024
Advertising	\$ 107,451	\$ 81,302
Registration fees	\$ 420	\$ 542
Non-transportation revenue	\$ 7,594	\$ 3,292
Total Operating Revenues	\$ 904,236	\$ 945,185
OPERATING EXPENSES		
Operations	\$ 6,695,891	\$ 6,761,817
Maintenance	\$ 2,624,419	\$ 2,143,605
General administration	\$ 2,261,387	\$ 1,704,387
Total operating expenses	\$ 11,581,697	\$ 10,609,809
Operating loss	\$ 10,677,461	\$ 9,664,624
NON-OPERATING REVENUES		
SUBSIDIES OF OPERATIONS		
City of Lynchburg	\$ 1,451,063	\$ 640,258
Counties	\$ 73,313	\$ 71,875
Liberty University	\$ 1,660,504	\$ 2,239,525
State of Virginia aid for public transit	\$ 1,682,106	\$ 2,014,644
Federal Operating grant	\$ 2,274,007	\$ 2,049,373
Other	\$ 10,844	\$ 7,683
Miscellaneous revenue (expenses), net	-	\$ 2,100
Gain on disposition of capital assets	\$ 28,983	\$ 38,948
Total non-operating revenue	\$ 7,122,854	\$ 7,064,406
CAPITAL CONTRIBUTIONS	\$ 1,660,244	\$ 10,720,253
Change in net position	\$ 1,894,363	\$ 8,120,035
Net position - beginning at July 1	\$ 42,162,094	\$ 34,042,059
Net position - ending at June 30	\$ 40,267,731	\$ 42,162,094

INFORMATION TECHNOLOGY MANAGER'S REPORT



STEVE OVERSTREET

Introduction

GLTC is constantly looking towards technology to seek solutions that can improve the experience of services and ridership for our customers. Better access to information and data is one of our primary goals, but it's not our only focus. We are always on the lookout to build upon reliable network systems to provide services and information that helps our customers and to meet federal and state regulations.

Continued Growth

During the 2018 fiscal year, GLTC continued to expand and build its server, network, and support infrastructure with the addition of new hardware and servers.

Investments in high production equipment such as HP Servers & SANs, and Cisco switches has allowed our agency to build upon its base of existing hardware equipment to ensure a solid and more reliable server farm and network. The distribution of this equipment

has now been spread equally between the O&M Facility and the Transfer Station. Each server site now has multiple host servers that are clustered into a current state of the art virtual array using a tier one industry leader (VMware) that provides increased reliability and failover for all data and applications.

GLTC during this time also continued to upgrade and whenever possible combined existing applications into one uniformed system. We are taking steps to combine our tank monitoring system into our fuel management system, which in turn becomes part of our maintenance inventory system. All of this integration helps streamline reporting and improve accuracy and reaction times.

With the increasing demands of communications and public access, GLTC went the extra mile this year and partnered with Cisco Meraki to build a segregated network that improved accessibility to public Wi-Fi for our ridership while isolating our business network. This extra layer of protection provides better firewalls and safe guards against attacks whether malicious

intent or not.

GLTC's technology department has actively been building a disaster recovery system that has geographic separation to help maintain consistent and reliable safe guards to the company's data and applications. These safe guards are then further protected by daily backups that are both on premise and in the cloud.

Looking to the future!

GLTC is constantly looking for ways to improve our services through technology whenever possible. It is our plan to continue our Wi-Fi expansion to our Transfer Station platform to further facilitate access to our riders while waiting for their transit connection. This expansion can lead to more opportunities that can involve increased security and electronic signage. We are constantly eyeing technologies that offer more user interfaces such as kiosks where a rider can purchase tickets online, find routes, and leave feedback on our services.

We're here to get you there!



OPERATIONS MANAGER'S REPORT

ALLEN ROBEY

The operations department is committed to training drivers for the safe operation of vehicles and good customer service to passengers. This past year we were able to bring on staff nine extremely qualified individuals as drivers to provide this transportation to our customers. One goal we have in the future is to minimize the number of complaints and increase the number of compliments we receive as we strive forward delivering excellent service to the City of Lynchburg and surrounding region.

GLTC is extremely proud and honored to have the top bus operator in the nation as our own. Jeremiah Gardner represented both Lynchburg and the state of Virginia at the International Bus Roadeo in Tampa, Florida in May of this year. Operator Gardner competed against over 80 operators from across the United States and Canada to win 1st Place in the competition.

GLTC completed another successful partnership providing student transportation on campus with Liberty University. Officials at Liberty University overseeing transit operations stated this was the best year yet for service provided by GLTC. We are excited and gearing up to continue with this service to the University again this year.

The Para-Transit department has placed in service six new low-floor vans replacing older vans in the fleet. These new low floor vans utilize deployable ramps which allows easier access for customers by replacing the lifts which eliminates individuals with disabilities having to climb steps to enter the vehicle.

Greater Lynchburg Transit Company's motto is: **"We're Here to Get You There"**.



PARA-TRANSIT VANS



INTERNATIONAL ROADEO



INTERNATIONAL ROADEO RING



STATE ROADEO

MAINTENANCE MANAGER'S REPORT

SCOTT POINDEXTER

2018 has been a good year for the Maintenance Department at GLTC. In March, we hosted The Virginia State Roadeo where our Maintenance team competed and placed 3rd in the competition. We have faced a lot of challenges having several employees retire or accept promotions both within and outside of our organization. Having filled several positions throughout the year our team has worked tremendously well together to bring the new staff up to speed for maintaining the fleet in top standard.

Our current fleet is still aging, with an average age of 10 years, we look forward to starting to receive replacement vehicles in the coming years. Because of this aging fleet we have seen an increase in maintenance and labor cost from the previous year.

Our focus this coming year will be to upgrade basic necessities throughout all facilities that will help improve maintenance and take it to the next level. Keeping up with transit technology has been one task at hand and includes upgrading several diagnostic systems which will assist in providing more pinpoint solutions to problems helping to avoid long hours troubleshooting. Another notable upgrade will include the purchase of a new service vehicle equipped with the proper equipment to better handle road calls outside the garage.

With these upgrades our goal in the coming year will be decrease vehicle downtime due to repairs. The maintenance department is more focused on preventative maintenance with the goal that expenditures will decrease in the coming years.

In closing, the maintenance department would like to thank everyone for their support and express our gratitude in helping us be a successful Maintenance team in order to serve the public in a safe and timely manner.



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