APPENDIX C
TRANSIT ELEMENT TO THE COMPREHENSIVE PLAN

CITY OF GREENVILLE
TRANSIT ELEMENT TO THE
COMPREHENSIVE PLAN

OHIO DEPARTMENT OF TRANSPORTATION
OFFICE OF TRANSIT

FINAL REPORT
JUNE 30, 2003

RLS AND ASSOCIATES, INC.

3131 S. Dixie Hwy., #545 • Dayton, OH 45439

TABLE OF CONTENTS

I. INTRODUCTION **1**

II. INVENTORY AND ANALYSIS OF EXISTING CONDITIONS **2**

POPULATION 2
INDUSTRY AND LABOR FORCE 9
ECONOMIC PROFILE 11
MAJOR TRIP GENERATORS 13
TRANSIT PROPENSITY 19
SUMMARY 19

III. CURRENT TRANSPORTATION SERVICES **21**

GTS OVERVIEW 21
GTS SERVICES 23
Fare Structure *23*
Operating Statistics *23*
Vehicle Inventory *24*

IV. SERVICE IMPROVEMENT PROGRAM **27**

PLANNED SERVICE IMPROVEMENTS 27
Marketing *28*
Coordination Activities *29*
Software *29*
Countywide Service *30*
Service Levels *30*
Organization and Staffing *30*
Cost Implications *31*
CAPITAL IMPROVEMENTS SCHEDULE 31
Vehicles *31*
Transit Facility *31*

I. INTRODUCTION

This document is the first technical report prepared under a project sponsored by the Ohio Department of Transportation Office of Transit to prepare a Transit Element for the City of Greenville's Comprehensive Plan. Transit planning is essential to guide the management, operation, and financial functions of transportation systems. This study resulted in a plan to guide decision-makers to improve the existing transportation service in the City of Greenville and Darke County.

It is expected that this report will be used as input for the City of Greenville's Comprehensive Plan, which will be developed in 2003 and in the first half of 2004. This will include plans for road and utility improvements needed to support the desired future growth and land use patterns. It will be developed concurrently with the City's Park, Recreation, and Facilities Plan.

The first step in developing the Transit Element consisted of collecting background information on the characteristics of the City and Darke County and the transportation services that are available in the county. Data for the report was collected in a variety of ways. Section II of this report describes the existing conditions in Darke County. It provides background information about the demographics and economic status of the county's population and the labor force and employers in the county using U.S. Census Bureau and Ohio Department of Development data. In addition, numerous maps exhibit the major trip generators in the county including major employers, daycare providers, shopping destinations, medical facilities, residential and care facilities, and Department of Job and Family Services work, training and education sites among others.

Section III includes a profile of the current Greenville Transit System (GTS) system. It includes a description of the history of transit in Darke County, and a detailed description of the transportation service provided by GTS. The profile of GTS transportation includes its service area, hours of operation, vehicle fleet, operating revenue and expenses, ridership, and historical trends. This profile was compiled using information from GTS.

Section IV contains an identification of future service projections, transportation needs that currently exist in Greenville and Darke County, and a projection of operating costs, revenues, and capital needs for the system.

II. INVENTORY AND ANALYSIS OF EXISTING CONDITIONS

Darke County is located geographically in the west-central potion of Ohio, running along the Indiana border. The County was named for General William Darke who fought during times of the Revolutionary War. Darke County was established January 3, 1809 and is 605 square miles. Darke County is the birthplace of Annie Oakley and writer-commentator Lowell Thomas. Artifacts from both can be found at the Garst Museum in Greenville.

"The Treaty of Greene Ville " was signed by General Anthony Wayne and thirteen Native American tribes and brought peace to this area within the Greenville city limits.

Exhibit 2.1 illustrates the major highways in Darke County. U.S. Route 36, and State Routes 47, 502, 705, and 722 cross east and west through the country, while U.S. Route 127, and State Routes 49, 118, and 571 run north and south. The Wabash, Stillwater, and Mississinewa Rivers flow through Darke County.

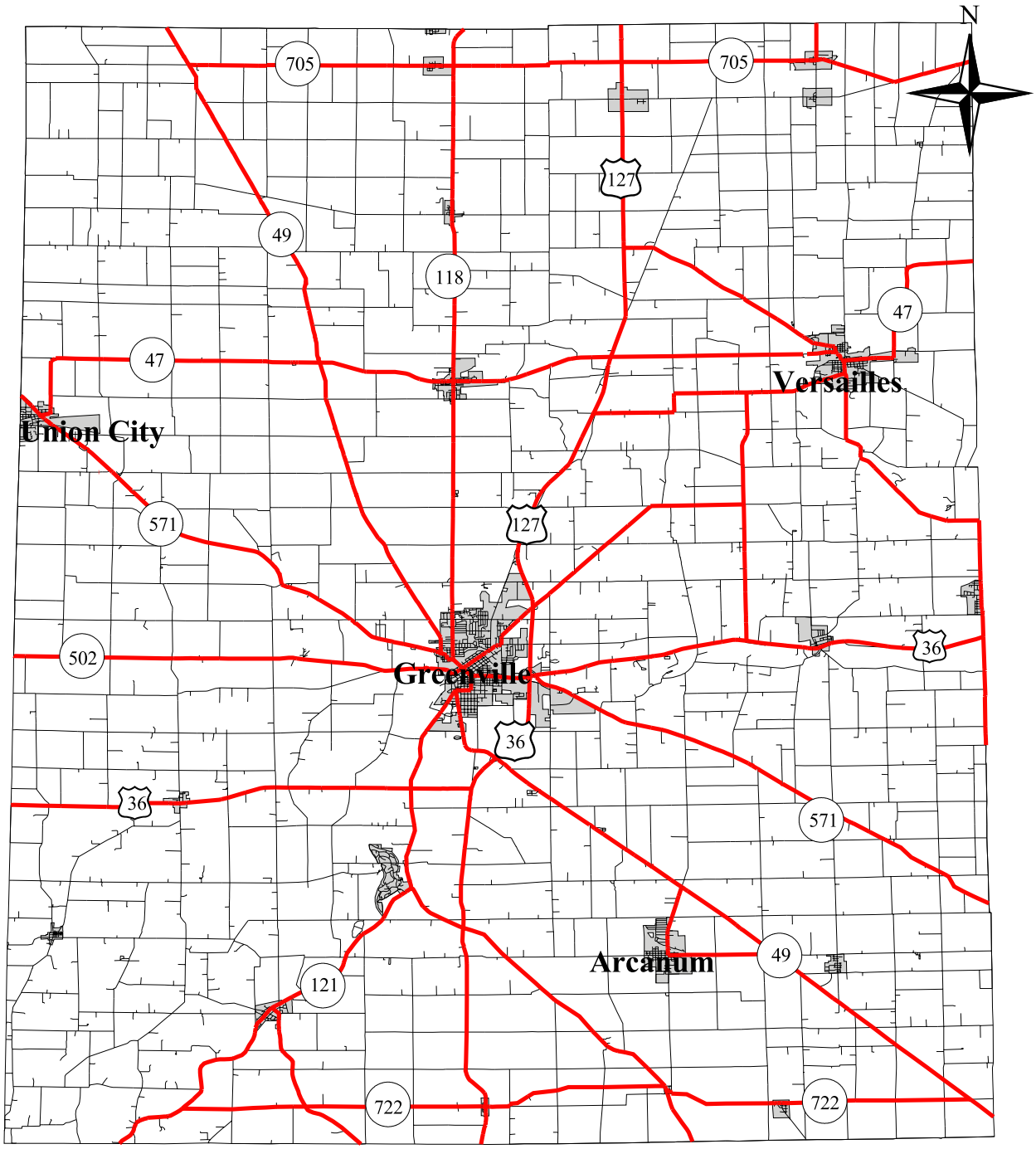
POPULATION

Population

The population of Darke County in 2000 was 53,309. Greenville is the county seat and the largest city with a population of 13,294. The population of the county seat increased 3 percent between 1990 and 2000. The other villages and townships have less than half this city's inhabitants. Greenville township is the second largest place with a population of 4,831 during 2000. Smaller places of Versailles, Adams Township, Arcanum, Union City, Wayne Township, Twin Township, Van Buren Township, and Washington Township also contain portions of the county's population. (See Exhibit 2.2)

Sixty –two percent of Darke County's population lives in a city, township, or village. At the time of the 2000 Census, approximately 38 percent of the county's residents lived in rural areas and the remaining claim residence in some incorporated or unincorporated area.

Exhibit 2.3 is a map illustrating Darke County population densities by Census block group. According to U.S. Census Data, the block group with the densest population is located in central Greenville. Block groups contiguous to central Greenville also have high population density. Versailles, Union City, and Arcanum block groups also have moderate to high population densities.



Legend

State Routes

US Routes

Incorporated Areas

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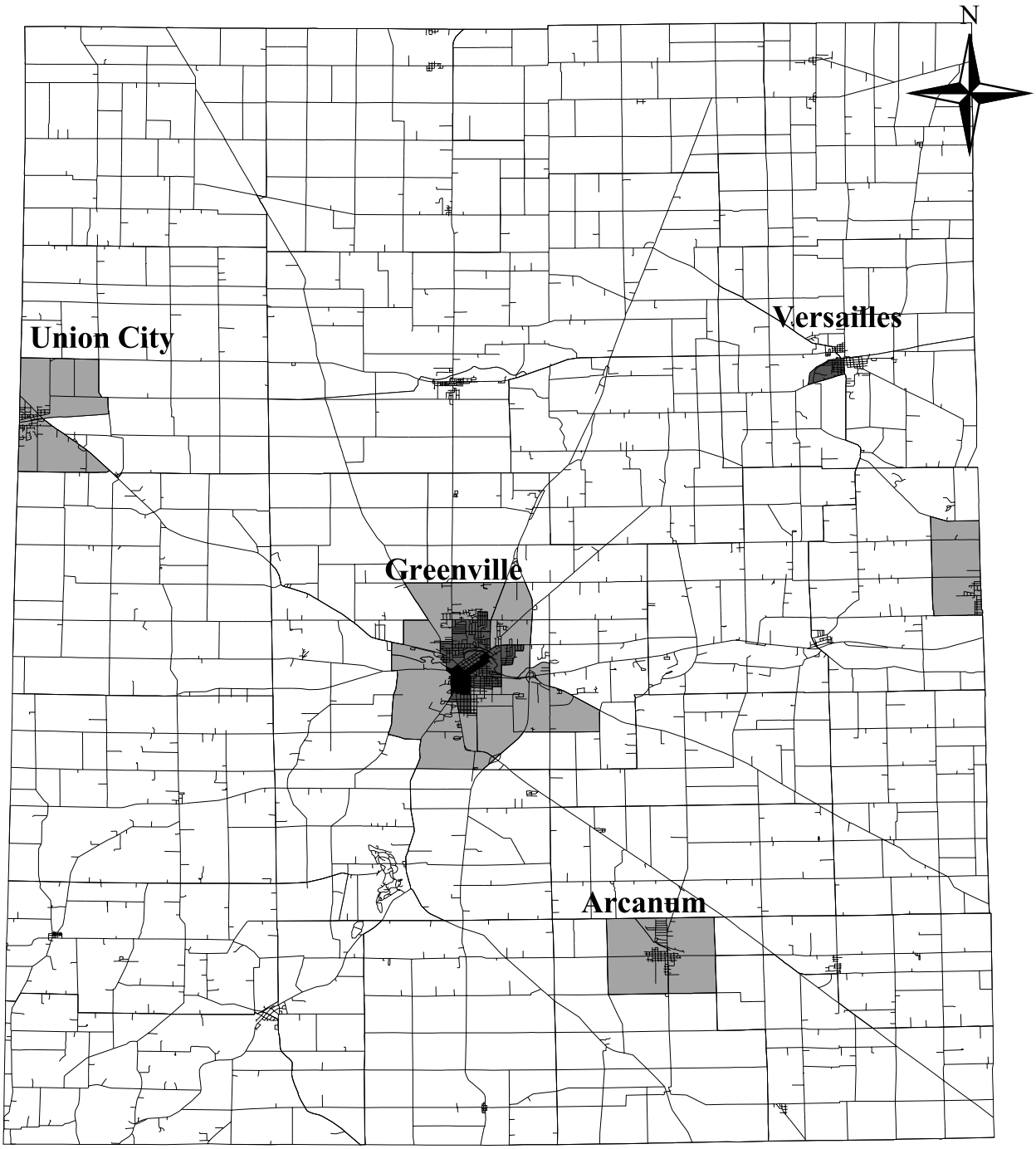
Exhibit 2.1: Darke County Location Map

Greenville Comprehensive Plan



Persons / Sq. Mi.
(By Census Block Group)

- 0 - 200
- 200 - 775
- 775 - 5355
- 5355 - 10870

Prepared By:
RLS & Associates, Inc.

Exhibit 2.3: 2000 Population Density for Darke County

Greenville Comprehensive Plan

All other block groups in the county have fewer than 200 people per block group.

Exhibit 2.2
Darke County Cites, Villages, and Townships

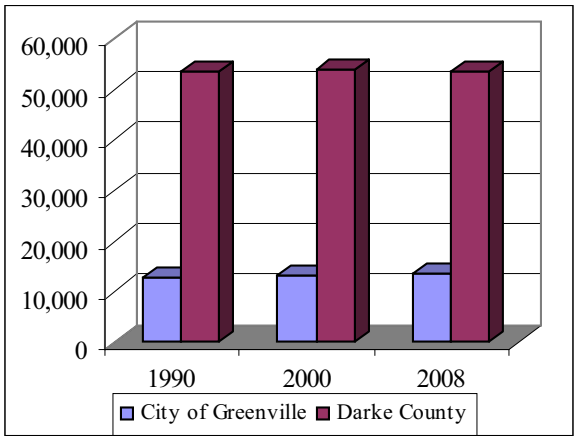
Largest Places	1990 Census	2000 Census
Greenville	12,863	13,294
Greenville township UIA	4,439	4,831
Versailles Village	2,351	2,589
Adams township UIA	2,044	2,125
Arcanum Village	1,953	2,076
Union City Village	1,984	1,767
Wayne township UIA	1,576	1,760
Twin township UIA	1,621	1,578
Van Buren township	1,652	1,573
Washington township	1,311	1,382
Total:	**31,794**	**32,975**

UIA: Unincorporated Area

Source: ODOD, 2002

Between 1990 and 2000, the Greenville area population increased steadily each year. As shown in Exhibit 2.4, the population has grown three percent between 1990 and 2000 and is projected to raise another two percent by the year 2008. Darke County's population has been close to stable over this decade.

Exhibit 2.4
Darke County Population Trends

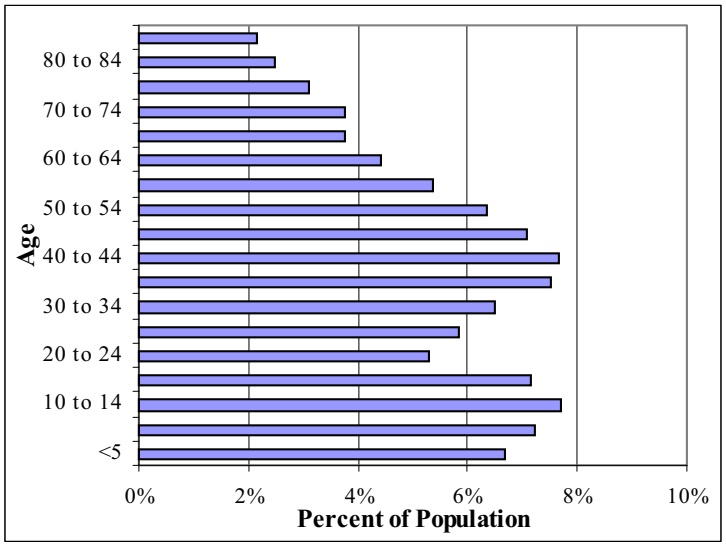


Source: ODOD, 2002

In 2000, the largest population age group was the group between ages 40 and 44 years old, consisting of 4,086 residents, or eight (8) percent of the

population (see Exhibit 2.5). The age group between ages 10 to 14 was the second largest group, consisting of 4,099 residents or 7.7 percent of the population. Only fifteen (15) percent of the County's population was age 65 and older.

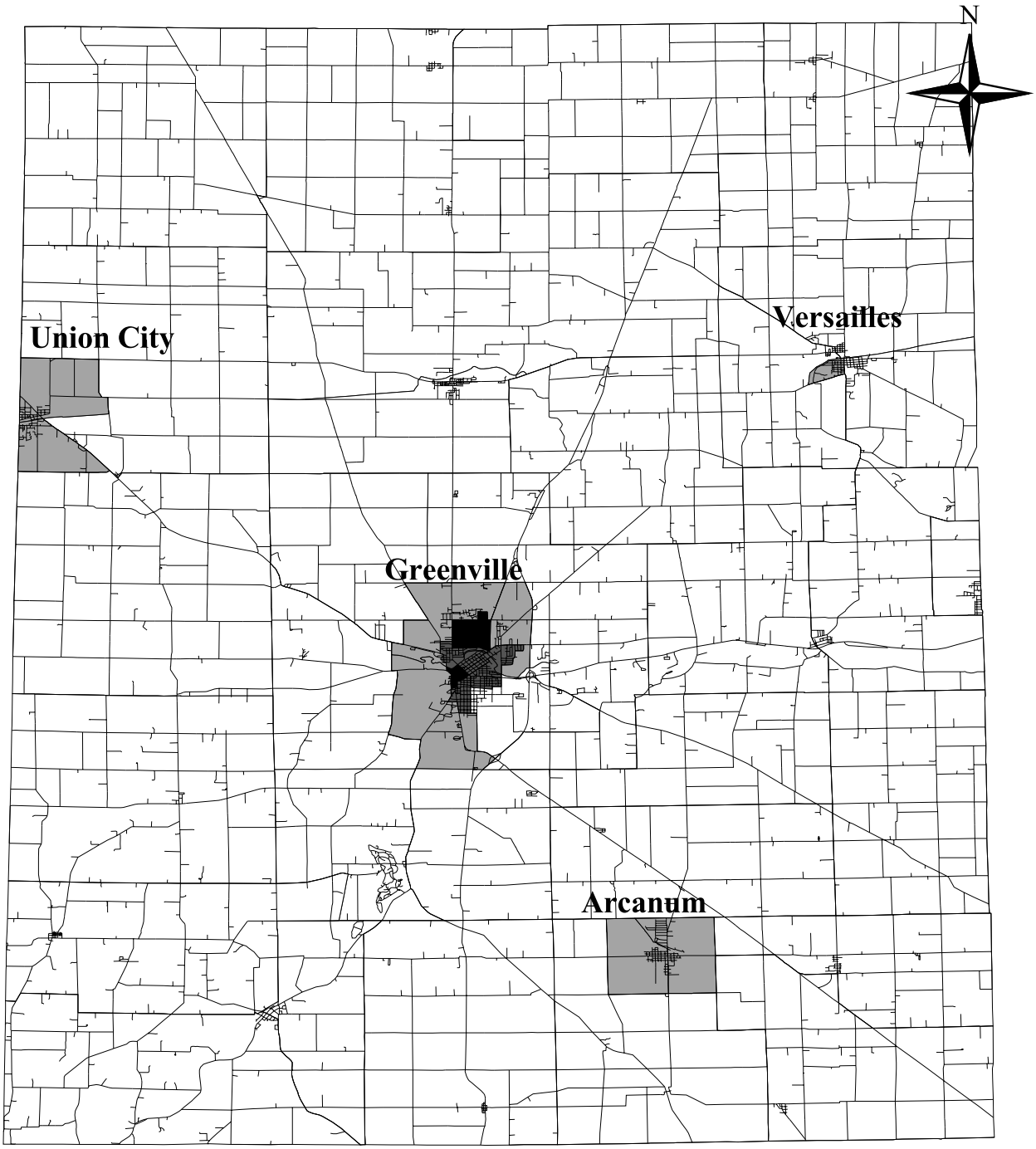
Exhibit 2.5
Percent of Population by Age, 2000



Source: ODOD, 2002

Exhibit 2.6 on the following page is a map illustrating the distribution of the elderly population by Census Block group. One block group in Greenville has the most significant percentage of elderly individuals (age 65 and older). Block groups in Versailles, Union City, and Arcanum have a moderate percentage of elderly individuals. Block groups in rural areas and smaller villages and towns have moderately low to low percentages of elderly individuals.

Approximately 17,522 individuals age five and older reported a disability according to the 2000 U.S. Census. Individuals with disabilities are categorized into one of three age groups (see Exhibit 2.7). Only 5.6 percent of the population between ages 5 and 20 reported having a disability. The oldest of the three age groups had the highest percentage, 83 percent, of people with disabilities. Reportedly, there were 10,145 out of 29,849 individuals between ages 21 and 64 with a disability. The greatest concentration of disabled persons over the age of 5 is in Greenville, with a significant number being in Versailles, Union City, and Arcadium (see Exhibit 2.8).



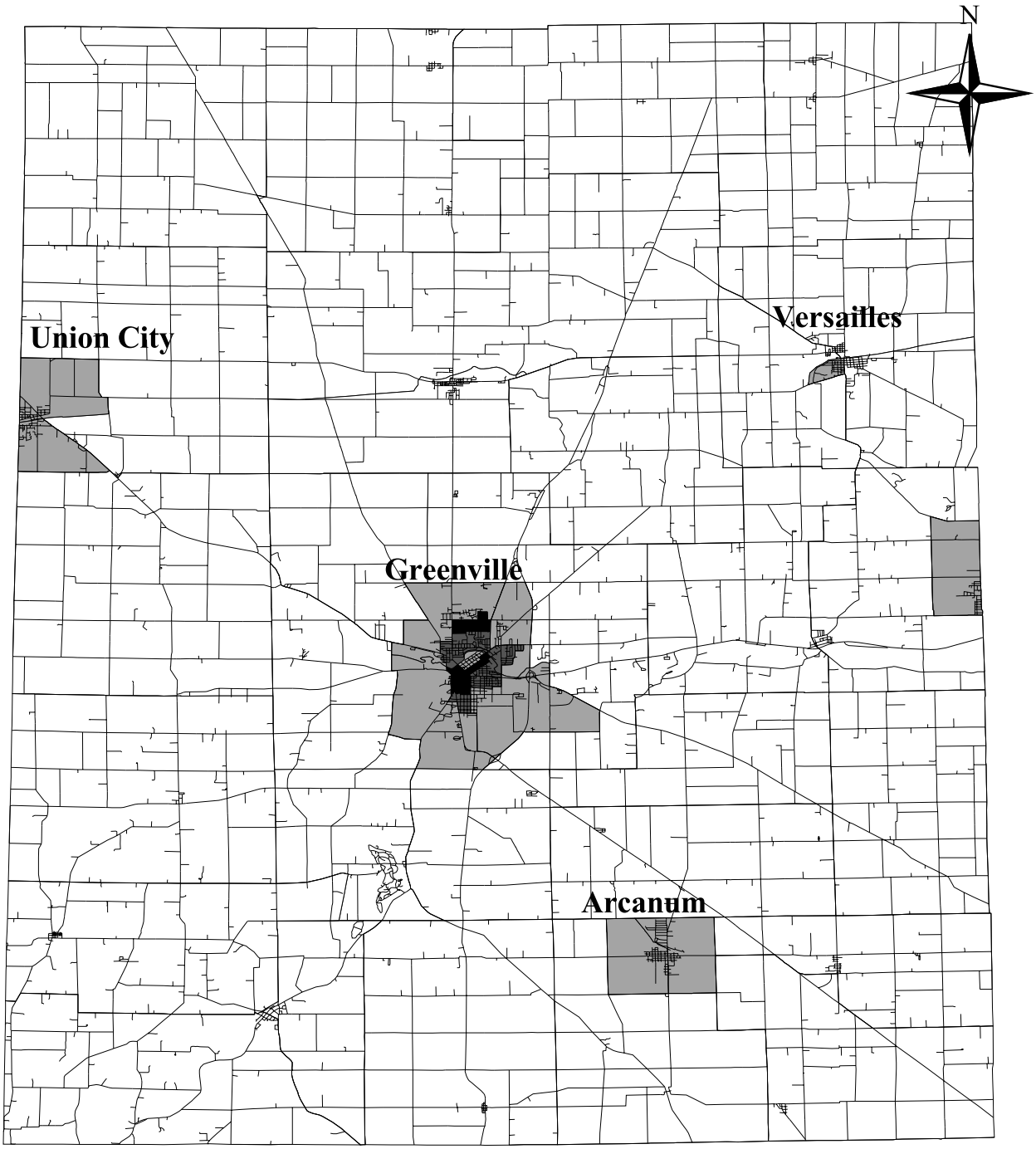
Persons Aged 65+ / Sq. Mi.
(By Census Block Group)

- 0 - 50
- 50 - 250
- 250 - 890
- 890 - 1560

Prepared By:
RLS & Associates, Inc.

Exhibit 2.6: 2000 Elderly Population Density for Darke County

Greenville Comprehensive Plan



Disabled Persons / Sq. Mi.
(By Census Block Group)

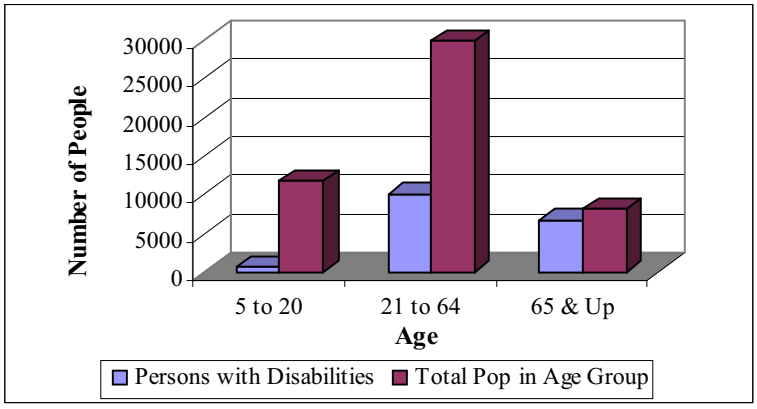
- 0 - 100
- 100 - 750
- 750 - 2245
- 2245 - 4190

Prepared By:
RLS & Associates, Inc.

Exhibit 2.8: 2000 Noninstitutionalized Disabled Persons Over Age 5 in Darke County

Greenville Comprehensive Plan

Exhibit 2.7
Persons with a Disability by Age 2000



Source: 2000 U.S. Census

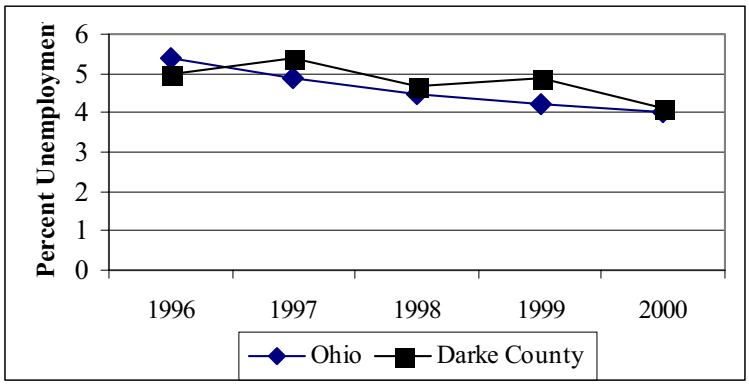
Population

INDUSTRY AND LABOR FORCE

Industry and Labor Force

The labor force in Darke County was made up of approximately 31,623 residents in 2000. The County's unemployment rate was 4.1 percent. Exhibit 2.9 illustrates a comparison of unemployment rates between 1996 and 2000 for Darke County, and the State of Ohio. As depicted, the unemployment for the County has been close to consistent with the State rate. Between 1996 and 1999 the County's unemployment rate declined from 5.0 percent to 4.1 percent. The County's rate increased between 1999 and 2000. Ohio's unemployment rate steadily decreased from 5.4 percent to 4.0 percent in the same period of time.

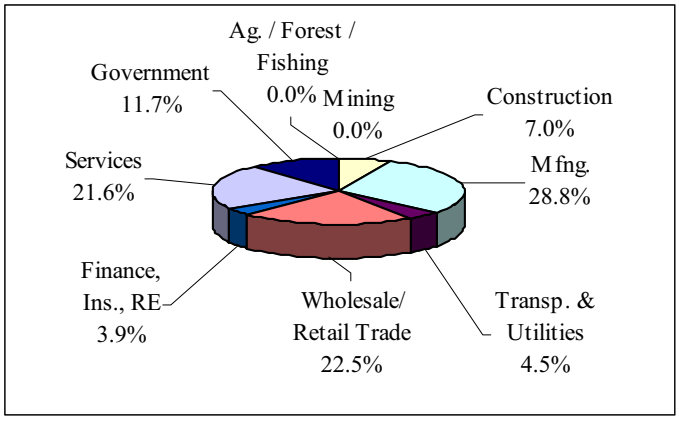
Exhibit 2.9
Comparison of Unemployment Rates



According to 2000 U.S. Census Data, the manufacturing industry was the larges employer in the county, employing 5,285 employees, or 28.8

percent of the workforce (see Exhibit 2.10). Wholesale and Retail Trade was the second largest employer with 4,134 employees, or 22.5 percent of the workforce. The service industry ranked third, employing 21.6 percent of the workforce in Darke County (LMI, 2000).

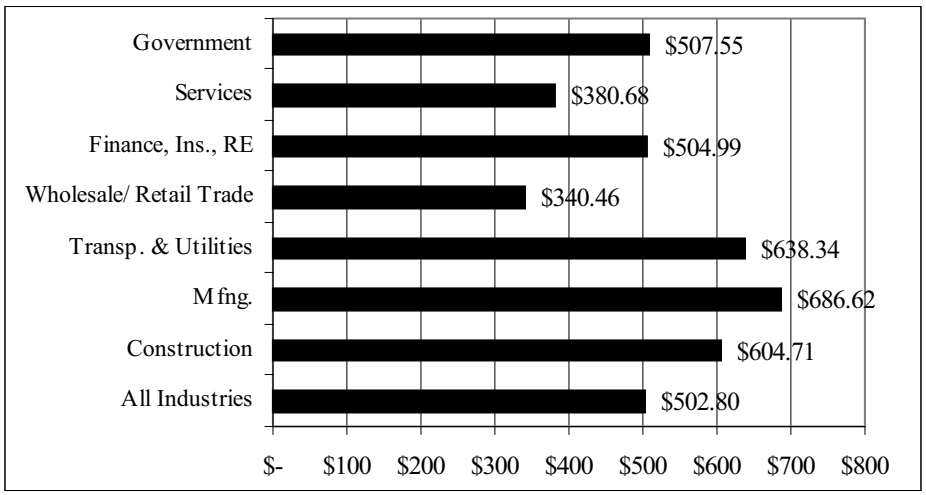
Exhibit 2.10
Employment by Industry, 2000



Source: Labor Market Index, 2000

The average weekly earnings in 2000 for individuals employed by all industries in the county was $502.80 (see Exhibit 2.11). In addition to employing a large number of workers in the county, the manufacturing sector also pays the highest average weekly wage, currently $686.62. Individuals employed in wholesale and retail trade had the lowest average weekly earnings of $340.46.

Exhibit 2.11
Average Weekly Earnings by Industrial Sector, 2000

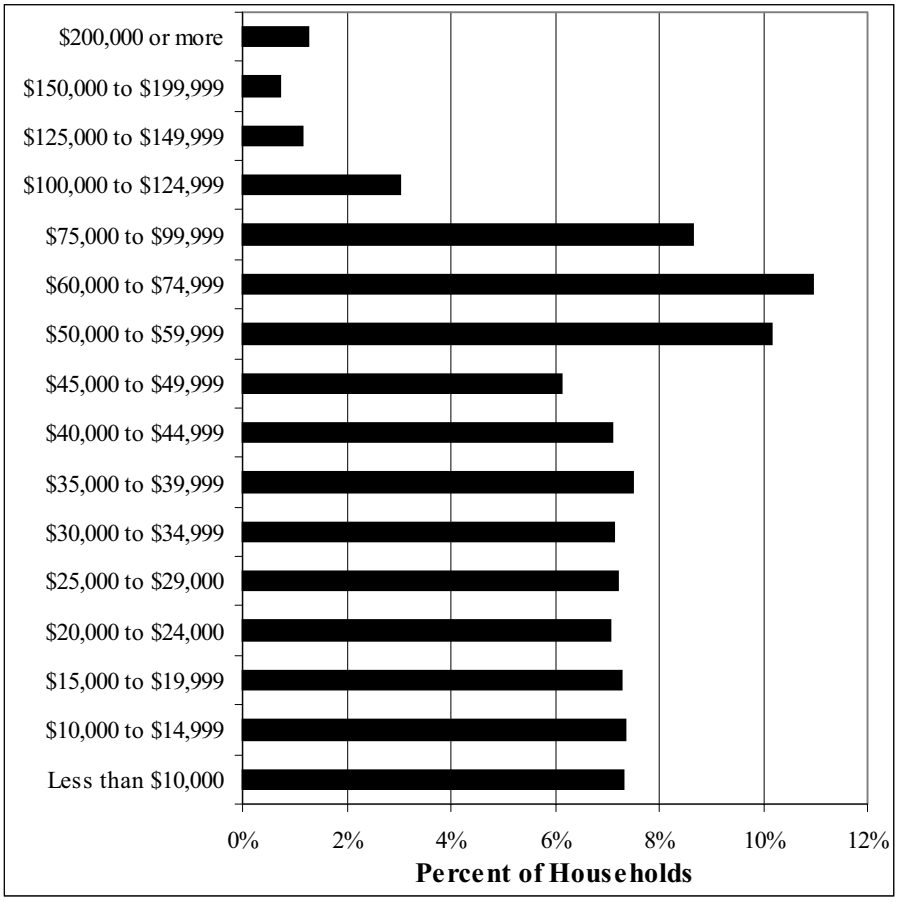


Source: Ohio Bureau of Employment Services, 2000

ECONOMIC PROFILE

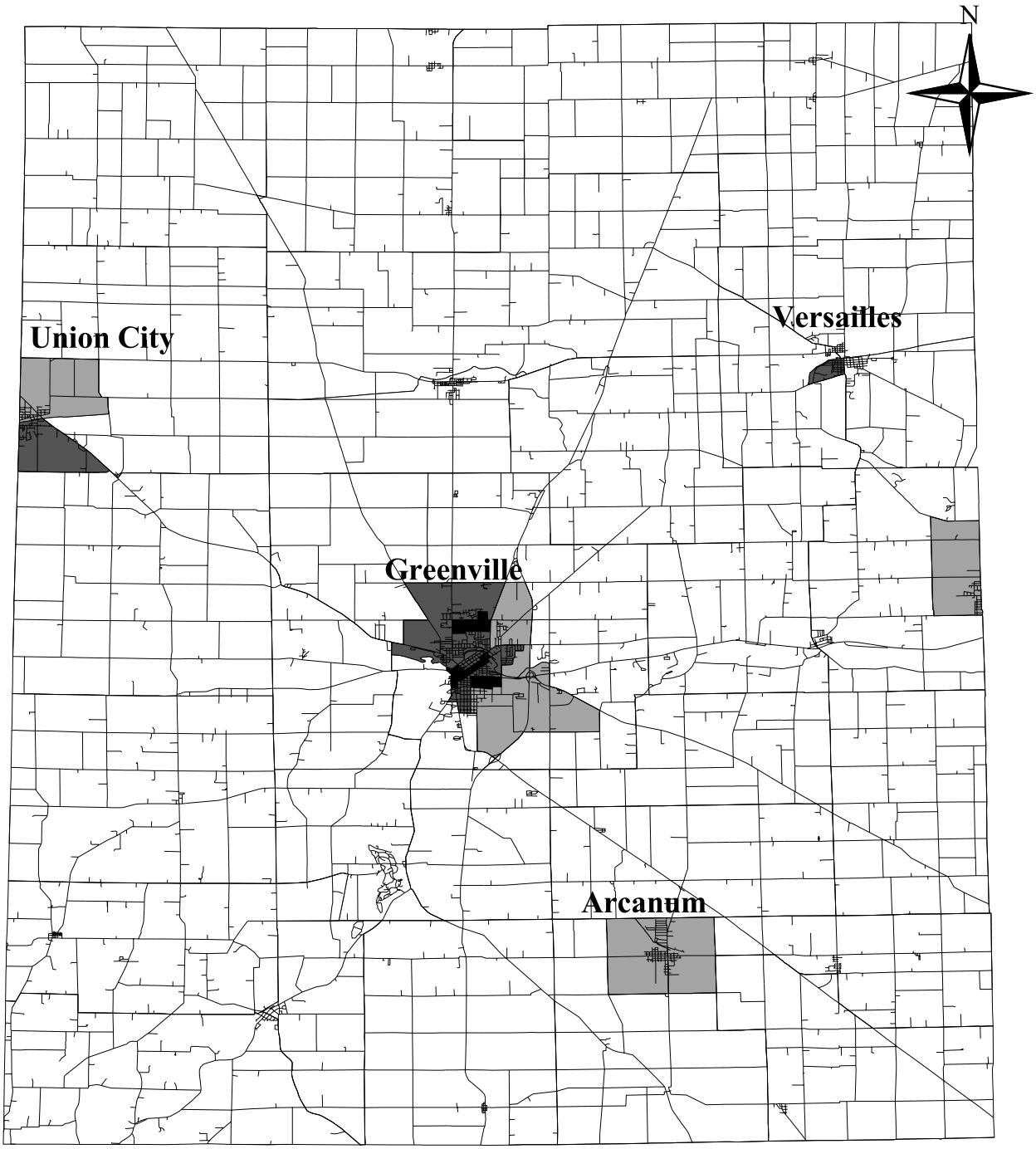
As shown in Exhibit 2.12, according to U.S. Census thirty percent of Darke County's households in 1999 had a household income between $50,000 and $99,999. More Darke County residents earn between $20,000 and $49,999 annually, 42 percent of the households are within that income range. Approximately seven percent of the households had an income less than $10,000 annually in 1999 (U.S. Census).

Exhibit 2.12
Household Income, 1999



Source: U.S. Census Data, 2000

Zero-vehicle household status is another indicator of poverty. Exhibit 2.13 displays the distribution of zero-vehicle households in Darke County. The block groups are shaded to indicate their correspondence to the percentage of zero-vehicle households. The census block groups with the highest percentage of zero-vehicle households are concentrated in and around the county's villages and townships. The block group with the highest percentage of zero-vehicle households is located in Greenville.



Zero Vehicle Households / Sq. Mi.
(By Census Block Group)

- 0 - 5
- 5 - 26
- 26 - 160
- 160 - 337

Prepared By:
RLS & Associates, Inc.

Exhibit 2.13: 2000 Zero Vehicle Households in Darke County

Greenville Comprehensive Plan

Some block groups in Union City also have a large percentage of zero-vehicle households. Arcanum and a block in the east-central part of the county have a moderate number of households with zero vehicles. The most significant numbers of zero-vehicle households are located in and around Greenville and Union City. Block groups that are in the rural areas have lower population densities that may account for the smaller percentage of zero-vehicle households.

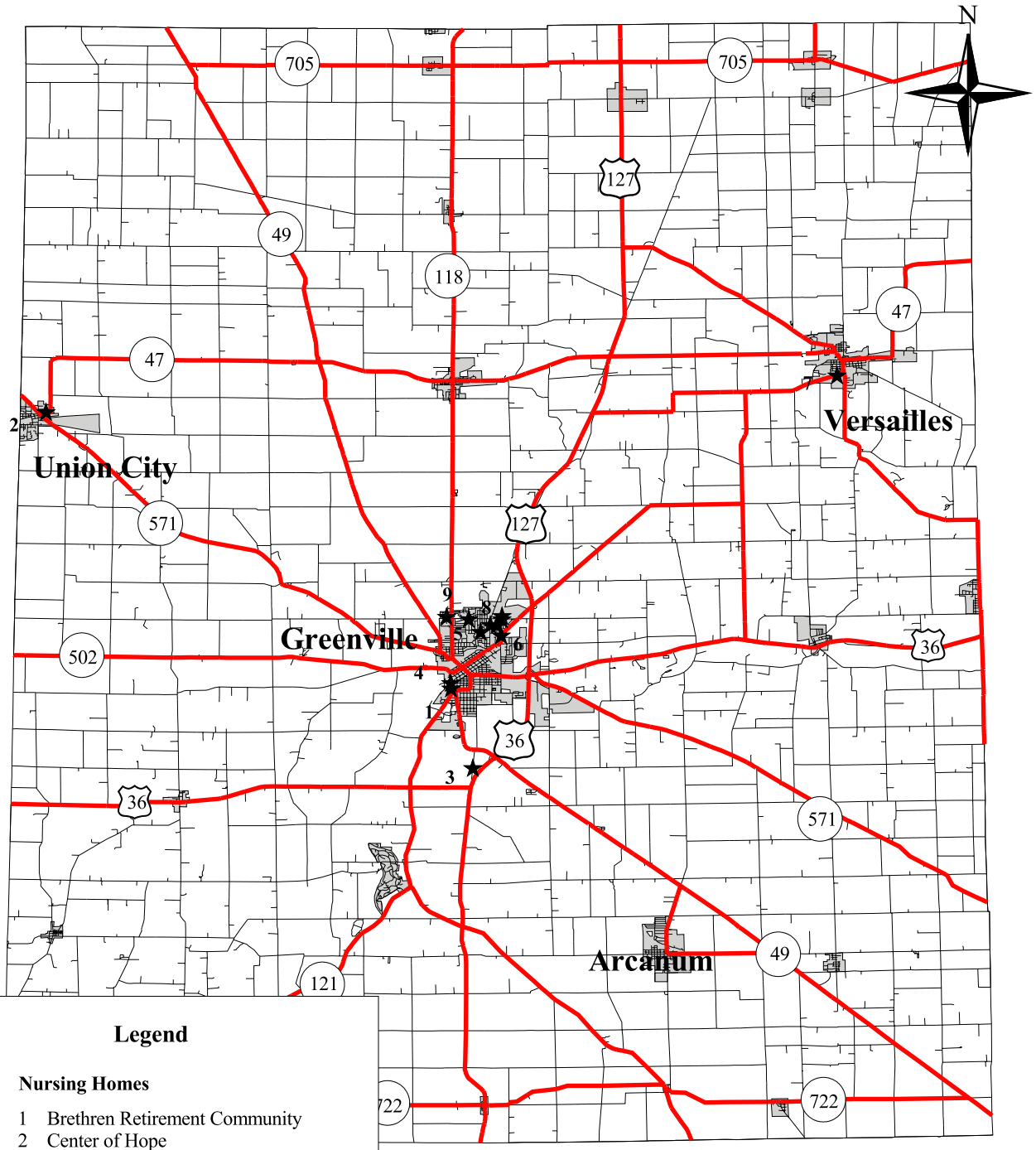
MAJOR TRIP GENERATORS

The term "trip generator" is used to describe locations where concentrations of people are likely to live (nursing homes, low income apartment complex, and others), or where people are likely to travel to meet their shopping, recreation, health care, and medical needs.

First, we have identified where people live that might be potential transit users. Exhibit 2.14 is a map that illustrates the geographic location of senior and low-income apartments in Darke County. According to information provided by GTS staff, there are nine (9) senior homes in Darke County where residents commonly use public or agency sponsored transportation. As indicated by the map, eight (8) of these establishments are in Greenville. The last elderly housing establishment is located in Versallies. All five (5) low income apartment complexes are within Greenville city limits (see Exhibit 2.15). These accommodations provide renters with rental assistance in addition to standard markey rental units.

Schools are another major destination of trips requested. GTS transports to all the public schools within Darke County along with some of the private schools (see Exhibit 2.16). These private schools include Faith Christian, Decolores Montessori, and St. Mary's.

Finally, there are two medical establishments located in Greeneville. Wayne Hospital is located in the southwestern part of town and the Family Health Incorporated (see Exhibit 2.17). Transportation is also provided out of the county for special medical reasons, i.e. dialysis (see Exhibit 2.18). Miami Valley Hospital, Grandview, the Veterans Administration Medical Center, Kettering Memorial, Good Samaritan, Huber Medical Center, and the Children's Hospital are located in Dayton. There are trips available to Troy's medical centers as well, Upper Valley Medical and Dettmer Hospitals.



Legend

Nursing Homes

1 Brethren Retirement Community
2 Center of Hope
3 Darke County Home
4 Gade Health Care Center
5 Heartland of Greenville
6 Rest Haven
7 Versailles Health Care Center
8 Treat City Manor
9 Oakley House

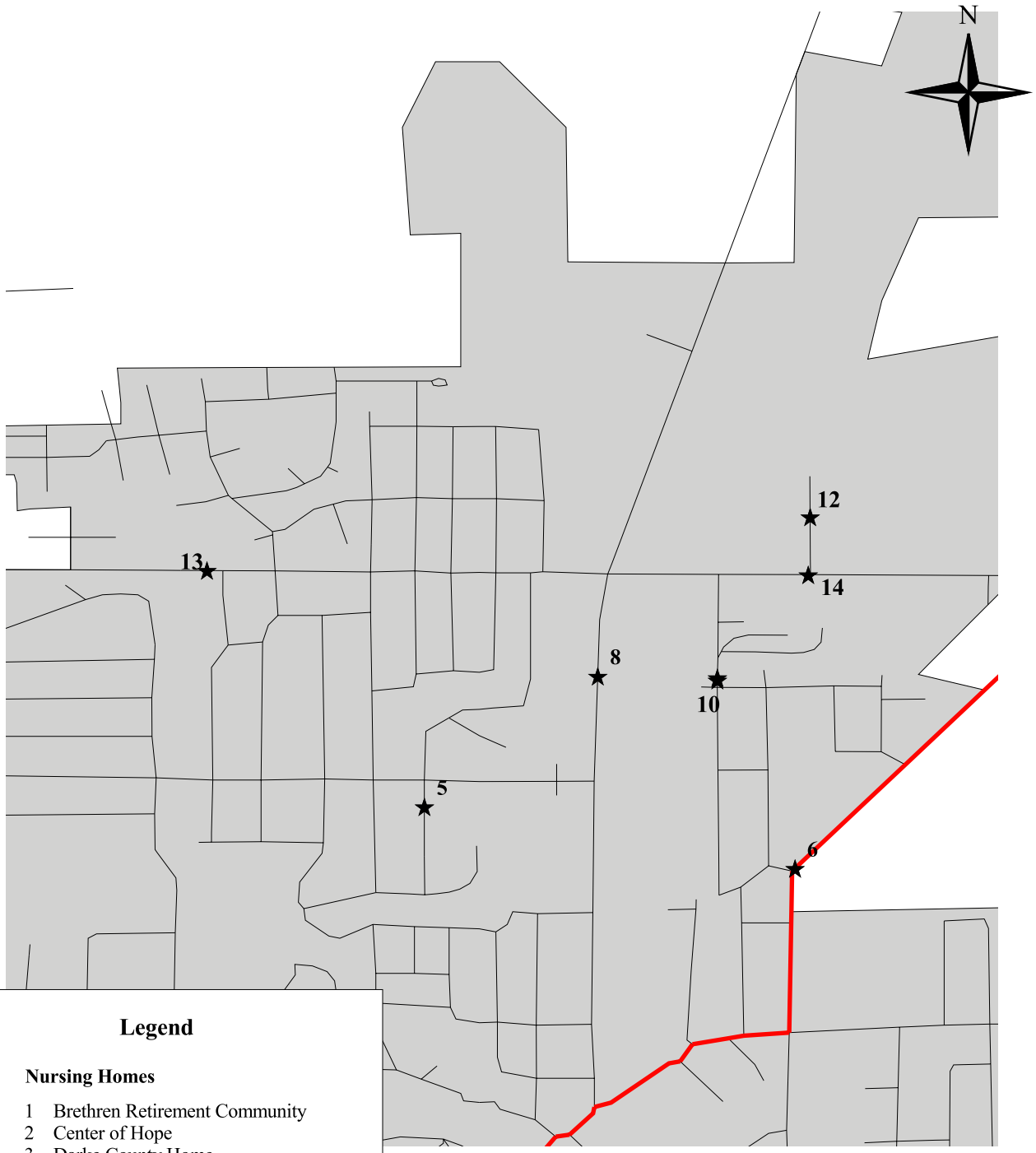
Low-Income Housing

10 Surrey Lane Apartments
11 Oxford Heights Apartments
12 Willow Place Apartments
13 Wycliff Court Apartments
14 Hunters Oak Apartments

Prepared By:
RLS & Associates, Inc.

Exhibit 2.14: Darke County Nursing Homes and Low-Income Housing

Greenville Comprehensive Plan



Legend

Nursing Homes

1 Brethren Retirement Community
2 Center of Hope
3 Darke County Home
4 Gade Health Care Center
5 Heartland of Greenville
6 Rest Haven
7 Versailles Health Care Center
8 Treat City Manor
9 Oakley House

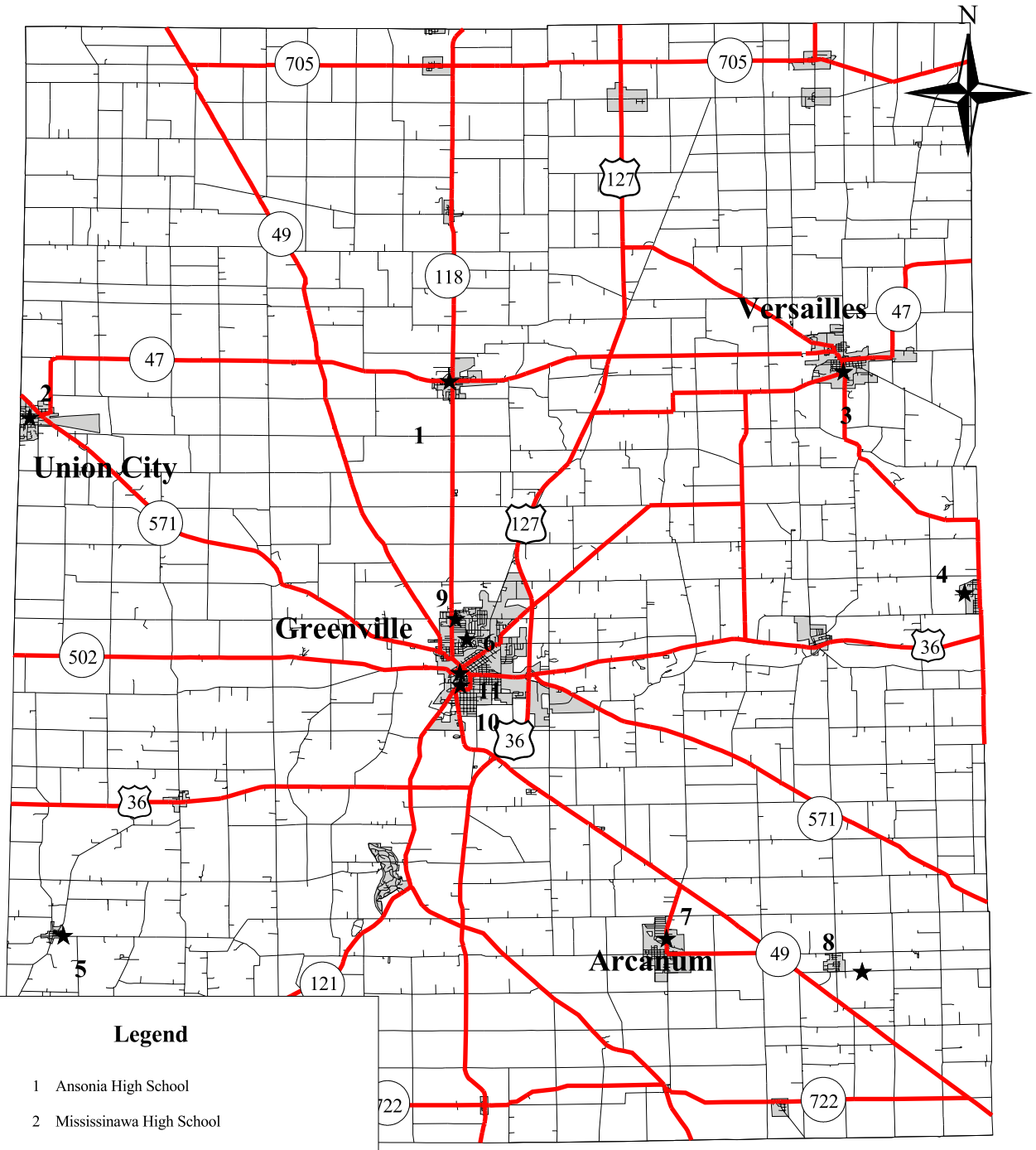
Low-Income Housing

10 Surrey Lane Apartments
11 Oxford Heights Apartments
12 Willow Place Apartments
13 Wycliff Court Apartments
14 Hunters Oak Apartments

Prepared By:
RLS & Associates, Inc.

Exhibit 2.15: Greenville Nursing Homes and Low-Income Housing

Greenville Comprehensive Plan



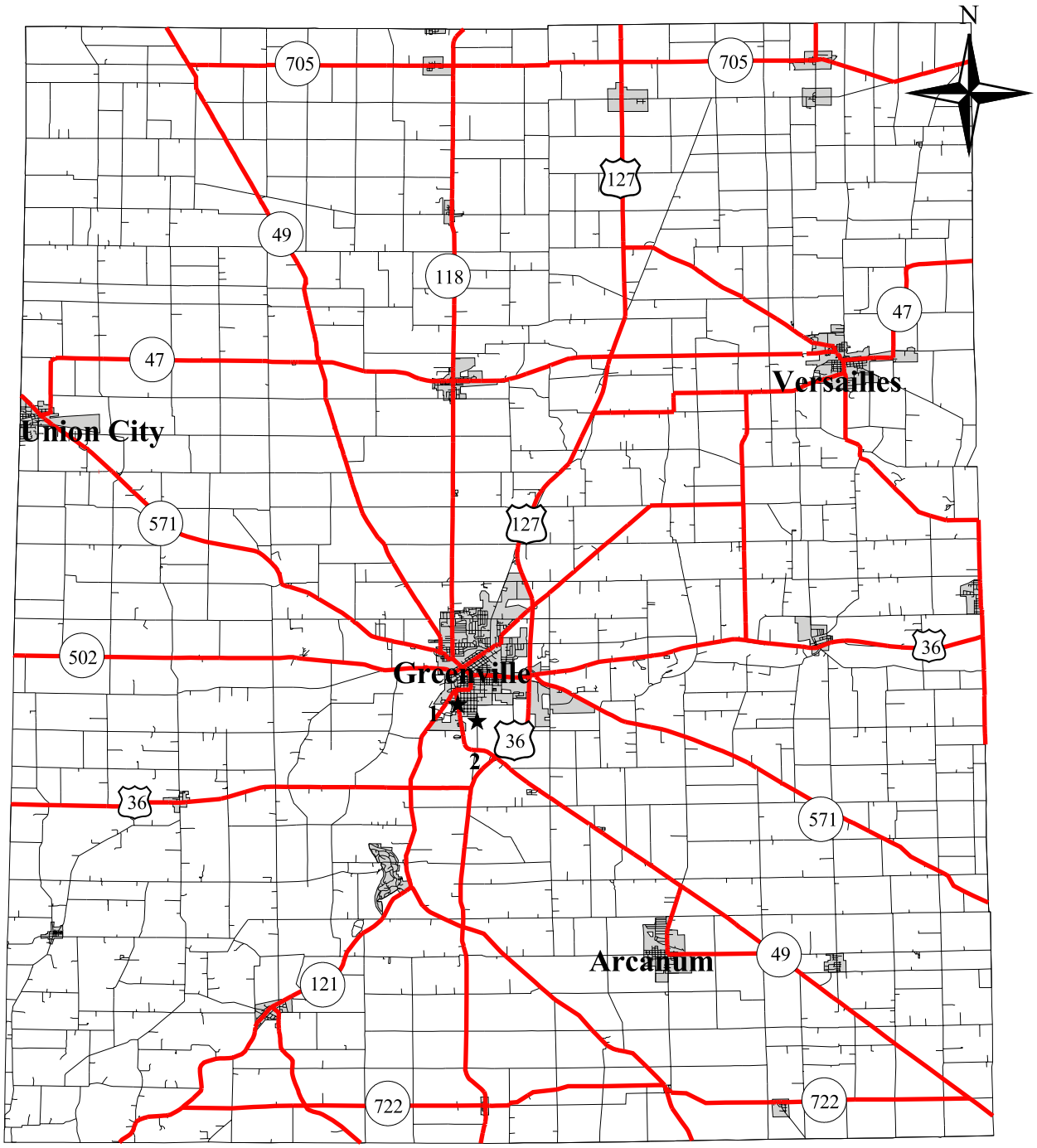
Legend

1 Ansonia High School
2 Mississinawa High School
3 Versailles Senior High School
4 Bradford High School
5 Tri-Village High School
6 Greenville Senior High School
7 Arcanum High School
8 Franklin Monroe Middle/High School
9 Faith Christian
10 Decolores Montessori
11 St. Mary's

Prepared By:
RLS & Associates, Inc.

Exhibit 2.16 Darke County Public and Private Schools

Greenville Comprehensive Plan



Legend

1 Wayne Hospital
2 Family Health Center, Inc.

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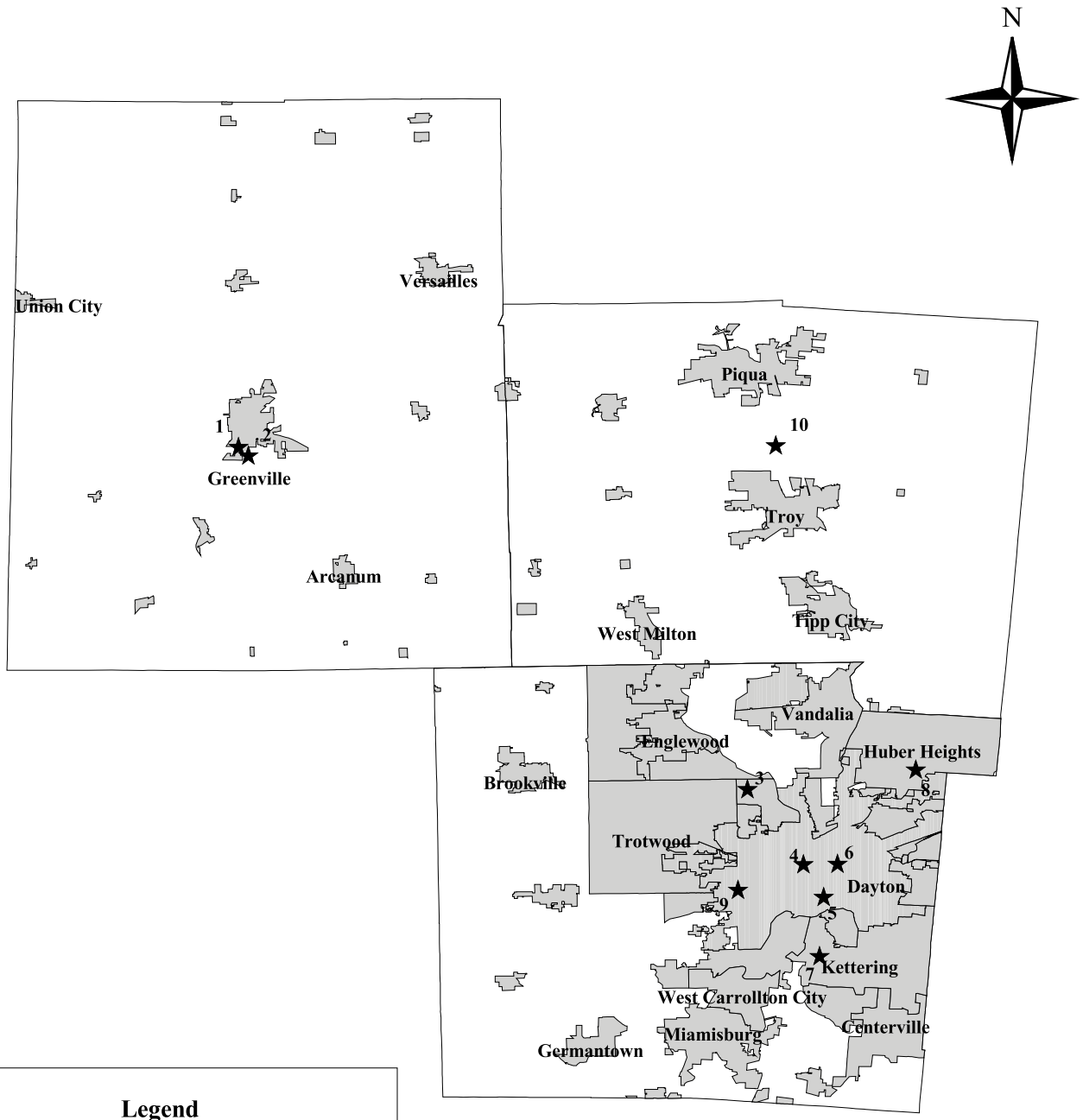
Exhibit 2.17: Greenville Medical Centers

Greenville Comprehensive Plan



Legend

1 Wayne Hospital

2 Family Health Center, Inc.

3 Good Samaritan Hospital

4 Grandview Hospital

5 Miami Valley Medical Center

6 Childrens' Hospital

7 Kettering Medical Center

8 Huber Medical

9 VA Hospital

10 Upper Valley Medical Center

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Exhibit 2.18 Out of County Medical Centers

Greenville Comprehensive Plan

TRANSIT PROPENSITY

In order to estimate relative demand for transit service in Darke county, a transit propensity calculation was done. Transit propensity is a measure of the potential of population to use transit service. The model was derived through a study done by Theodore A. Wallin and Alice Kidder in 1986 and published in *Financing and Sustaining Rural Mobility in Rural Areas: A Manual*. The end result is an estimate of the relative propensity for transit per census block group for 2000.

To calculate transit propensity, U.S. Bureau of the Census 2000 data were used. The data included: total population, number of persons age 65 or older, number of households, number of households without available vehicles, and the land area in square miles of each block group. These figures were then entered into the previously cited quick response model to determine transit propensity per square mile. Exhibit 2.19 gives the 2000 transit propensity estimates for each census block group. As shown, areas in Greenville have the highest transit propensity of all of Darke County where the only block groups with a calculated potential transit trips per square mile greater than 15,000 are located.

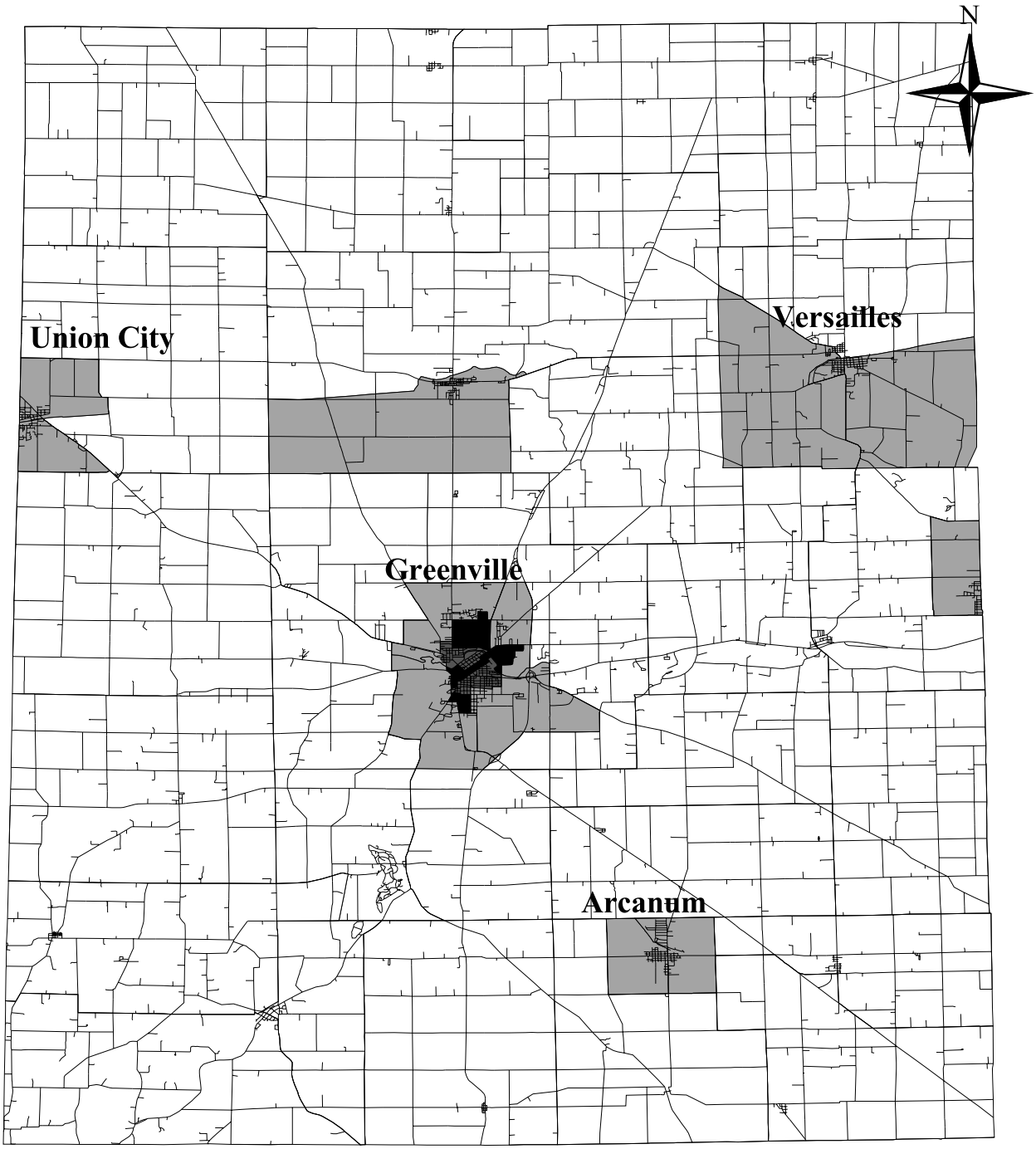
SUMMARY

Summary

Neither the population nor employment levels are projected to increase significantly in the next 15 years, according to the U.S. Census Bureau. The face of the county will change, however, in the next 20 years as the largest age groups (35 to 44) become senior citizens and move into retirement.

A significant and growing percentage of Greenville's and Darke County's residents are either elderly or disabled. The level of special transport is a necessity for this area. The ability to get to the specialized medical facilities in the Dayton and Troy areas is also a must.

The greatest concentrations of trip generators in Darke County are in Greenville. Greenville has the largest population density as well as the most employers, medical, schools, and human service destinations within Darke County.



Transit Propensity / Sq. Mi.
(By Census Block Group)

- 0 - 200
- 200 - 6000
- 6000 - 15000
- 15000 - 27848

Prepared By:
RLS & Associates, Inc.

Exhibit 2.19: 2000 Transit Propensity for Darke County

Greenville Comprehensive Plan

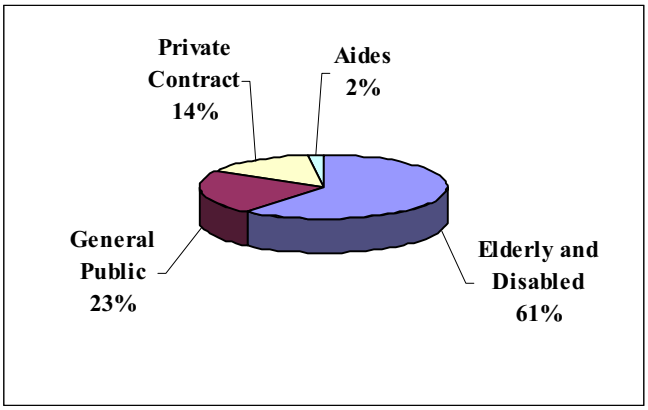
III. CURRENT TRANSPORTATION SERVICES

GTS OVERVIEW

The Greenville Transit System (GTS) was started in December of 1984. In July of the following year, the first ODOT funded vehicles were provided. Service throughout the country was made available in January 1988. During August of 1991, Greenville created the position of Transit Coordinator to oversee the system. In 2000, the title was changed to Public Transportation Director. GTS currently provides taxi service within the city limits as well as the Family Health Incorporated. Darke County, Dayton, and Troy transports are handled by the transit system. The total one-way trips, for 2002, were 66,077, with 441,619 miles logged.

Ridership has been on a steady climb from 1997. It is broken down into four categories as seen in Exhibit 3.1. The steady growth is illustrated in Exhibit 3.2. Between 1997 and 2002, ridership has risen twenty percent.

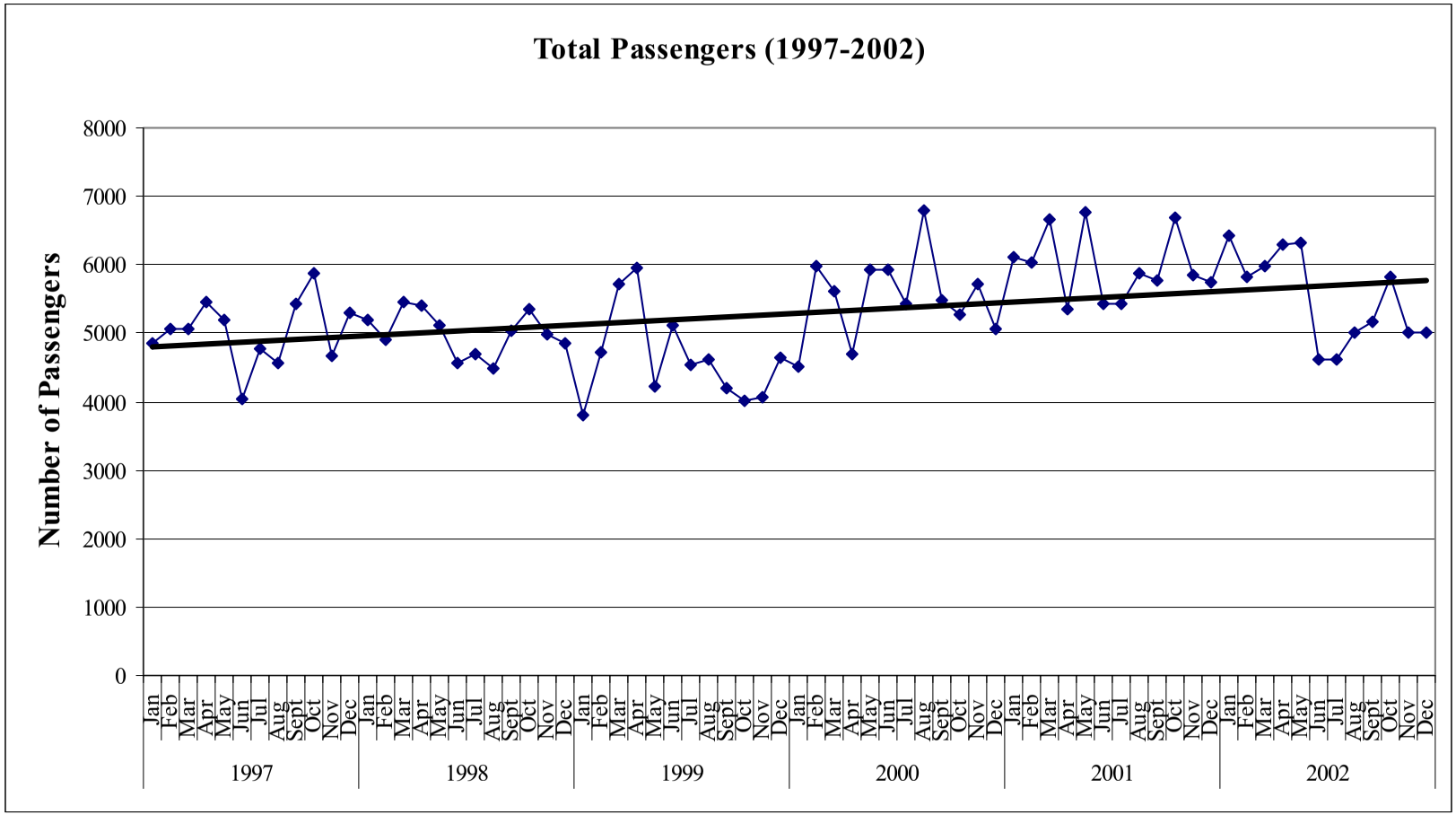
Exhibit 3.1
GTS Average Ridership Breakdown (1997-2002)



GTS goals are to provide clean, safe, affordable transportation to all who wish to take advantage of the service with no priorities given to age or income. The transit system also endeavors to allow the maximum amount of riders with in the previously set budget.

The system is municipally owned and is currently operated by the Supporting Council of Preventive Efforts (SCOPE). The Ohio Department of Transportation and the Federal Transit Administration fund the organization, with additional funding though Darke County and Greenville.

Exhibit 3.2
GTS Ridership 1997 – 2002



GTS SERVICES

GTS is a demand response taxi service, providing transportation within the City of Greenville with no advanced notice needed. The County service is a 24-hour notice service providing transportation within the rest of Darke County and trips to selected Dayton and Troy locations.

GTS provides transportation for elderly, disabled, low-income, and the general public. Taxi hours are Monday through Saturday 6:00 a.m. to 8:00 a.m. and Sunday 7:00 a.m. to 2:00 a.m. While transit hours are limited to Monday through Friday 6:30 a.m. to 6:30 p.m.

The system is an open-door service available to anyone requesting transportation within Darke County or anyone at selected medical facilities in Dayton to Troy want to travel from or to Darke County, during the fore mentioned operating hours.

Fare Structure

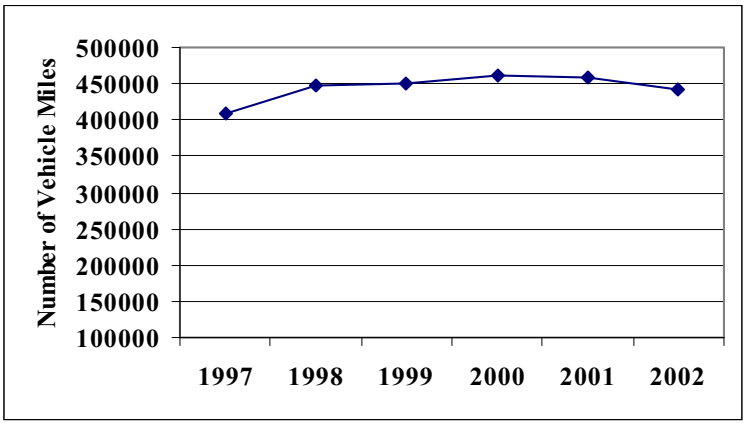
As of January 1, 2003, the general public fare is as follows: $3.00 for inside Greenville, $4.00 for in Darke County, and $6.00 if transportation is required outside of the county. GTS also has a special discount for disabled and elderly, in which the individual is given a "Green Card". To receive this card, proof of age or proof of the disability is needed. Acceptable forms of age are birth certificates, drivers' license, golden buckeye cards, or state issued identification cards. Correspondence from SSI, statements from medical doctors, and various other source documents are adequate forms of proof of disabilities. The discounted fares are as follows: $1.50 for inside Greenville, $2.00 within Darke County, and $3.00 for transportation outside of the county.

Operating Statistics

As stated in Exhibit 3.2, Ridership has steadily increased from 1997 to 2002. During this time period, ridership grew from an average of just under 5,000 passenger trips per month to slightly under 6,000 passenger trips per month. In some of the heaviest months in 2001, ridership approached 7,000 trips. Seasonal fluctuation will bring some months to under 5,000 passenger trips.

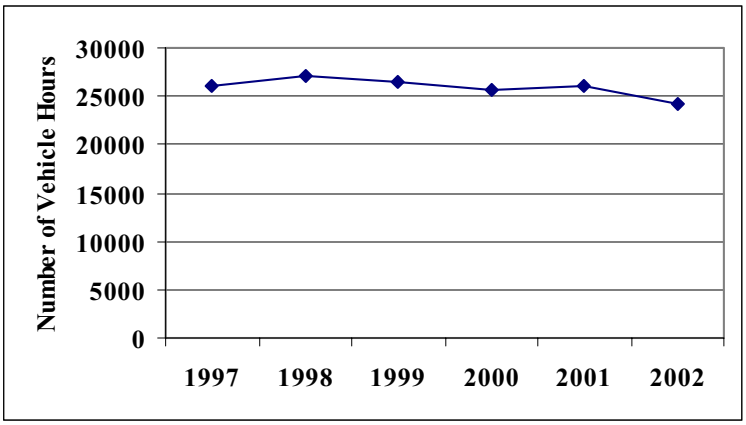
Exhibit 3.3 shows that vehicle mileage has increased between 1997 and 2001. It began to decrease in 2002, but overall there is a slight upward trend in the total number of vehicle miles operated.

Exhibit 3.3
Total Number of Vehicle Miles (1997-2002)



While vehicle miles have shown an upward trend, vehicle hours have always been in a downward trend. This is shown in Exhibit 3.4 below. In 1997, annual vehicle hours were just over 25,000, while in 2002 they were slightly under 25,000.

Exhibit 3.4
Total Number of Vehicle Hours (1997-2002)



Vehicle Inventory

GTS has a fleet of 16 vehicles (including one back-up). Exhibit 3.5 on the following page provides a list of vehicles in the GTS fleet. Exhibit 3.6 describes each vehicle's utilization. Eight of these vehicles are run mainly for City or Countywide transportation. Trips to Dayton or Troy medical centers are reserved for four routes. Three other vehicles are used for city demand response and school trips.

Exhibit 3.5
Vehicle Inventory

Vehicle Number	Model Year	Manufacturer/ Model	Vehicle Type	Vehicle Mileage (as of 2/28/03)	ADA Comply (Y/N)	Vehicle Status
7	1998	Dodge	14-passenger (w/c)	95,394	Y	Active
12	1997	Ford LTV	25-passenger (w/c)	132,611	Y	Back-up
14	1997	Ford LTV	17-passenger (w/c)	190,291	Y	Active
15	1998	Ford LTV	17-passenger (w/c)	202,620	Y	Active
16	1999	Ford LTV	21-passenger (w/c)	145,468	Y	Active
17	1999	Dodge CV	14-passenger (w/c)	92,751	Y	Active
19	2000	Chevy LTV	17-passenger (w/c)	88,703	Y	Active
20	2000	Ford LTV	21-passenger(w/c)	97,316	Y	Active
21	2000	Crown Victoria	6-passenger	78,449	N	Active
22	2000	Dodge CV	14-passenger	62,439	Y	Active
23	2001	Dodge CV	14-passenger	43,938	Y	Active
24	2001	Dodge CV	14-passenger	35,656	Y	Active
25	2002	Crown Victoria	6-passenger	30,141	N	Active
26	2002	Dodge CV	14-passenger	16,248	Y	Active
27	2002	Dodge CV	14-passenger	22,391	Y	Active
28	2003	Crown Victoria	6-passenger	187	N	Active

Exhibit 3.6
GTS Vehicle Utilization

Vehicle	AM											PM												
Number	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
7										City Demand Response														
12									Back-up															
14									School Trips															
15							Dayton Medical Trips																	
16											Dayton Medical Trips													
17									City/County Demand Response															
19							Dayton Medical Trips																	
20											Dayton/Troy Medical Trips													
21										City Demand Response														
22													City/County DR											
23													City/County DR											
24													City/County DR											
25													City/County DR											
26												City/County DR												
27												City/County DR												
28												City/County DR												

IV. SERVICE IMPROVEMENT PROGRAM

Projections for GTS service show a moderate level of growth over the next ten years. With an increase in the GTS fleet, there is an increased need for a facility to base the system's operations. Along with the continued acquisition of vehicles, this is the major short-term capital cost for GTS.

Planned Service Improvements

PLANNED SERVICE IMPROVEMENTS

Future service improvements build on the successful transportation system that GTS provides and emphasizes their aspiration to improve and expand their current efforts. GTS will continue to provide the public transportation demand response service in Greenville and Darke County, and outside the County as it does today while enhancing the service with added trips for school, employment, and agency program purposes. Such activities will require a significant effort to support productivity and growth in the budget. New emphasis is placed on GTS productivity measures (miles, hours, and trips), and community involvement activities.

The system currently operates service Monday through Friday from 6:00 a.m. to 8:00 p.m. Demand response service is provided within the City of Greenville for a fare of $3.00 (elderly and disabled citizens qualify for a fare of $1.50) and in Darke County for a $4.00 fare ($2.00 for elderly and disabled citizens). Children age 8 and under may ride for free with an adult. Out-of-county trips are provided at a $6.00 fare. There are no changes in the fare structure or service hours.

Much of the anticipated demand for transit service comes from the projected increase in the number of senior citizens in Greenville and the remainder of Darke County. In addition, several potential growth areas were identified as part of GTS future development plans. These include the following:

- Alternative School Trips – Students who are placed in an Alternative School are not provided transportation. These trips are needed to and from school during the normal school year.
- Private/Parochial School Trips – GTS currently provides trips from different locations in Darke County to Arcanum School in Greenville. Additional requests for service to private and parochial schools have been made.
- Adult Day Care – Need for transportation to adult day care centers will increase as the population ages.

- Job Training – Recent layoff at local companies will create a need for transportation to job retraining locations. Edison Community College is the major center for these activities.
- Senior Housing Complexes – New senior citizen housing complexes are planned for Darke County. Transportation for shopping, personal business, and other life sustaining trips will be needed.
- Mental Health Agency – The Mental Health Agency runs a support facility called Safe Haven. There is need for transportation to this facility, particularly in the evenings.
- Tourism – The growing amount of tourism in Darke County presents opportunities for additional ridership. Trips to museums, and special activities may require transportation services in the future.

The growing demand for GTS services support continued growth based on past trends. Exhibit 4.1 depicts the recent growth trends for GTS and projects its level of service for the next ten years.

Marketing

The GTS staff realizes that expansion requires a gradual, well-planned strategy that incorporates marketing efforts. The staff will pursue opportunities for marketing their services to the local communities throughout Darke County. Emphasis on marketing will help GTS staff in identifying unmet need that exists for various demographic groups within the community and the service improvements that will be the highest priority.

Needs assessments conducted by GTS and activities incorporated into this study revealed that the general public perceives GTS as a service only for disabled and senior citizens needing transportation for medical appointments. Marketing efforts will be targeted at changing the public perception of the service.

Through marketing activities and materials, GTS staff will emphasize that the system is open to all ages and for all trip purposes within the service area. Because of the perception that the system is for use only by the elderly, disabled and low – income citizens, marketing activities and materials should promote that trips are available for any purpose and for anyone within the service area. Efforts should target groups that are not currently using the system.

Marketing activities can be effective without becoming an expensive undertaking for GTS. There are many low cost methods to successfully promote GTS to the community. Advertisements in the yellow pages of

the telephone book under "transportation," public interest articles in the newspapers, and participation in parades and other community events are examples of low-cost marketing activities. Distribution of brochures in token sales locations, grocery stores, laundromats, hotels, medical offices, and other local businesses, and the Chamber of Commerce are some other low-cost advertising opportunities.

Coordination Activities

In addition to marketing to the general public, GTS will continue to pursue coordination activities with local employers, agencies, and transportation providers. GTS will continue efforts to establish and re-establish contracts for service and ensure that contract rates are covering fully allocated costs. Coordination with local agencies and businesses will improve the general public service capabilities. Just as passenger fares offset the system's operating expenses, service contracts with local agencies will do the same, at a more significant rate.

New contracts should be marketed on the prospect that such agreements will allow GTS to expand services, thereby further reducing the burden on the agencies. In turn, local agencies can save costs by dedicating less time to transportation internally. Their customers have guaranteed transportation provided by GTS to and from appointments and employment. Contract agreements produce a guaranteed trip for the agency and in turn require extra time and attention from the GTS staff. GTS must therefore charge the fully allocated cost of the contract trip.

Any decisions that are made regarding contract rates should be reviewed annually (at minimum) in order to ensure that the rates reflect actual service costs, local economic and political conditions, local match requirements, and the desire of the system to engage in the contract service.

For some trips into the Dayton area, GTS may utilize the Greater Dayton RTA bus system to save time and resources. For example, GTS may drop off passengers at the Salem Mall Hub location for a transfer to an RTA bus destined for other locations in the RTA service area. This would have to be done on a case-by-case basis since many passengers with medical appointments would not be physically able to a long trip with two or more transfers.

Software

GTS staff has undertaken efforts to improve overall efficiency through upgrading scheduling software. GTS purchased a new scheduling software package in 2002, and is currently in use on a daily basis.

Countywide Service

Countywide demand response service will continue to be provided on a 24-hour advance reservation basis. Curb-to-curb service will be provided to maximize service efficiency and overall operating speed for passengers.

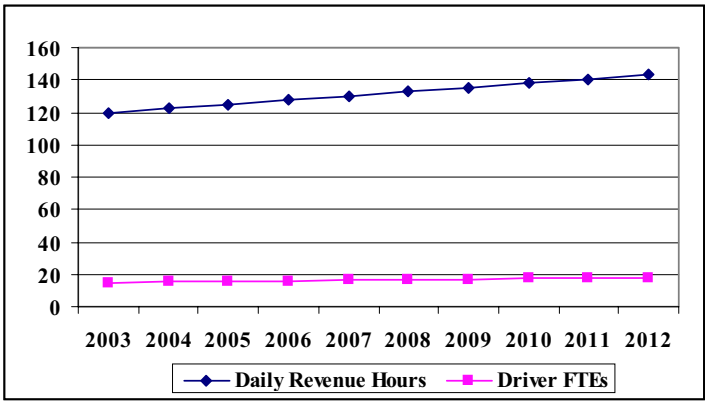
Service Levels

As shown previously in Exhibit 4.1, a modest two percent annual increase in ridership and service levels are projected based on past trends. This will bring the total annual revenue hours to 30,102 by 2012 from the 2003 levels of 24,210. While there is fluctuation daily based on demand, current daily revenue hours average approximately 120. This is projected to increase to 143 by 2012.

Organization and Staffing

GTS utilizes, through its contractor, a total of fifteen (15) full -time driver equivalents (FTEs) that are needed to operate an average of 120 vehicle revenue hours per day. This number will increase in proportion to the level of service. With service projected to increase at an average rate of two percent annually, an additional three driver FTEs will be needed by 2012. Exhibit 4.2 below depicts the increase in GTS daily service levels and FTEs.

Exhibit 4.2
Projected Service Levels and Driver FTEs



The Transportation Director, Operations Manager, and two scheduler/dispatchers are responsible for a range of duties including scheduling drivers, scheduling trips, scheduling vehicle maintenance, conducting driver on-board evaluations, and scheduling driver-training

courses. The current management staff is expected to be adequate for the service increases projected for GTS.

Cost Implications

As illustrated in Exhibit 4.3, the GTS operating costs are projected to increase over $1 million annually by 2012. This includes the projected two percent annual increase in service levels and a 3.5 percent annual inflationary increase. These estimates were based on an average operating cost per revenue hour of $23.96 for the purchased transportation service.

Exhibit 4.3 also provides an estimate or needed revenue through 2012. Contributions from the FTA Section 5311 program and the Ohio Public Transportation Grant Program in the amounts of $229,602 and $135,648 respectively in 2003 reflect budgeted amounts for 2003. Revenue from these sources through 2012 is assumed to increase at an annual rate of 3.5 percent.

Based on ridership projections, the system's FY 2003 farebox and token sales revenue are estimated at $117,353. The current fare structure is not expected to change. Contract revenues are projected to exceed $61,000. The remaining revenue is expected come from Darke County and the City of Greenville.

CAPITAL IMPROVEMENTS SCHEDULE

Vehicles

The projected vehicle acquisition schedule for GTS through 2012 is shown in Exhibit 4.4. With useful lives of five years each, GTS vehicles will need to be replaced at least once over the next ten years. Also, at least three additional vehicles will be needed to accommodate the growth in demand for GTS service.

Transit Facility

GTS has, in the past, secured funding to build a facility to function as a base for its operations. This is considered essential for overall system safety, efficient operations, management control, and service quality. The City of Greenville prepared a preliminary site plan for a proposed building on Kitchenaid Way. It is envisioned that this building would include:

- Office space for the Transportation Manger, Operations Manager, and call-taker/schedulers, and dispatchers;

Exhibit 4.3
Operating Cost and Revenue Projection, 2003 - 2012

	2003	2004	2005	2006	2007
Operating Levels					
TOTAL MILES	441,619	450,451	459,460	468,650	478,023
TOTAL VEHICLE HOURS	24,210	24,694	25,188	25,692	26,205
WEEKDAY PEAK FIXED ROUTE BUSES REQUIRED	15	15	16	16	16
ANNUAL PASSENGERS CARRIED	66,077	67,002	67,940	67,940	69,856
PASSENGERS PER MILE	0.150	0.149	0.148	0.147	0.146
AVERAGE FARE	1.78	1.78	1.78	1.78	1.78
FAREBOX RECOVERY %	18.5%	17.8%	17.1%	16.2%	15.8%
Financial Summary					
ASSUMED INFLATION RATE %	0.0%	3.5%	3.5%	3.5%	3.5%
ANNUAL OPERATING COST	$635,625	$669,878	$705,998	$744,089	$784,258
FAREBOX AND TOKEN REVENUE	$117,353	$118,996	$120,662	$120,662	$124,064
CONTRACT REVENUE	$61,829	$63,993	$66,233	$68,551	$70,950
OTHER REVENUE	$1,000	$1,035	$1,071	$1,109	$1,148
TOTAL OPERATING REVENUE	$179,182	$182,989	$186,895	$189,213	$195,014
OPERATING SUBSIDY REQUIRED	$456,443	$486,889	$519,104	$554,876	$589,244
COST OF SERVICE CHANGES	$0	$12,006	$25,103	$39,362	$54,866
Revenue Summary					
FEDERAL OPERATING	$229,602	$237,638	$245,955	$254,564	$263,474
STATE OPERATING	$135,648	$140,396	$145,310	$150,395	$155,659
STATE E&D	$15,121	$15,650	$16,198	$16,765	$17,352
CITY OF GREENVILLE	$43,100	$44,609	$46,170	$47,786	$49,458
DARKE COUNTY	$32,776	$33,923	$35,110	$36,339	$37,611

Exhibit 4.3 (continued)
Operating Cost and Revenue Projection, 2003 - 2012

	2008	2009	2010	2011	2012
Operating Levels					
TOTAL MILES	487,583	497,335	507,281	538,331	549,098
TOTAL VEHICLE HOURS	26,730	27,264	27,809	29,512	30,102
WEEKDAY PEAK FIXED ROUTE BUSES REQUIRED	16	16	17	18	18
ANNUAL PASSENGERS CARRIED	70,834	71,825	72,831	75,951	77,015
PASSENGERS PER MILE	0.145	0.144	0.144	0.141	0.140
AVERAGE FARE	1.78	1.78	1.78	1.78	1.78
FAREBOX RECOVERY %	15.2%	14.6%	14.1%	13.4%	12.9%
Financial Summary					
ASSUMED INFLATION RATE %	3.5%	3.5%	3.5%	3.5%	3.5%
ANNUAL OPERATING COST	$826,620	$871,295	$918,411	$1,004,254	$1,058,674
FAREBOX AND TOKEN REVENUE	$125,801	$127,562	$129,348	$134,890	$136,779
CONTRACT REVENUE	$73,433	$76,004	$78,664	$81,417	$84,267
OTHER REVENUE	$1,188	$1,229	$1,272	$1,317	$1,363
TOTAL OPERATING REVENUE	$199,234	$203,566	$208,012	$216,307	$221,045
OPERATING SUBSIDY REQUIRED	$627,386	$667,729	$710,399	$787,947	$837,629
COST OF SERVICE CHANGES	$71,699	$89,952	$109,723	$167,263	$192,389
Revenue Summary					
FEDERAL OPERATING	$272,695	$282,239	$292,118	$302,342	$312,924
STATE OPERATING	$161,107	$166,746	$172,582	$178,623	$184,874
STATE E&D	$17,959	$18,588	$19,238	$19,911	$20,608
CITY OF GREENVILLE	$51,189	$52,981	$54,835	$56,754	$58,741
DARKE COUNTY	$38,928	$40,290	$41,700	$43,160	$44,670

Exhibit 4.4
Vehicle Replacement Schedule

Vehicle #	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
7		◆					◆			
12	◆					◆				
14	◆					◆				
15	◆					◆				
16		◆					◆			
17			◆					◆		
19			◆					◆		
20			◆					◆		
21				◆					◆	
22				◆					◆	
23				◆					◆	
24				◆					◆	
25					◆					◆
26					◆					◆
27					◆					◆
28						◆				
Expansion					◇					◆
Expansion								◇		
Expansion										◇

◆ Indicates replacement date

▭ Useful life of current vehicles

Planned Service Improvements

- Training/Conference room;
- Indoor vehicle storage area;
- Storage area for other equipment;
- Capability to perform light vehicle maintenance; and
- Vehicle washing equipment.

This facility will also help control operating costs. Currently, GTS' contractor provides office space for scheduling, dispatching, call-taking, and supervisory staff. The cost for this would be saved if the City were to provide the facility. In addition, it would provide the City with greater flexibility when it contracts for transportation services by making it easier to change contractors, or to change to a directly operated City-run system. Greater control of City interests will be also afforded. City oversight staff can be located in the same building as the contractor. Direct lines of communication are made easier by sharing office space.

In addition, a new facility will help improve service quality. Indoor vehicle storage will improve vehicle maintenance and keep vehicles secure. Daily vehicle inspections and fluid level maintenance are performed more easily out of the elements in an indoor facility. With vehicle washing equipment included in the facility, vehicles can be cleaned as part of a regular routine, possibly on a daily basis.

There is also some potential for shared use of this facility with police, public works, or other departments of the City of Greenville. This possibility will need to be explored in more detail before the final design is decided on.

The acquisition of a transit facility is a key component to GTS future service plans. It should be large enough to house 20 to 25 small transit vehicles, and be located within or close to City limits.