



Strategic Plan Recommendations



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Strategic Plan Recommendations

Introduction

The Liberty Transit Strategic Plan is intended to make recommendations regarding the type of public transportation, service area, and system management structure that will best meet the needs of the metro Hinesville community. The goals of the study recommendations are to:

- increase the cost effectiveness of providing public transportation,
- improve mobility for transit dependent populations, and
- support economic development and quality of life in the Hinesville community.

The study evaluated the need for public transportation, performance of the first eighteen months of the transit service, and alternative strategies to meet the community’s transportation needs.

The graphic below shows the trip purpose that on-board survey respondents reported. Forty percent of trips documented were work-related. Twenty-five percent were shopping trips.

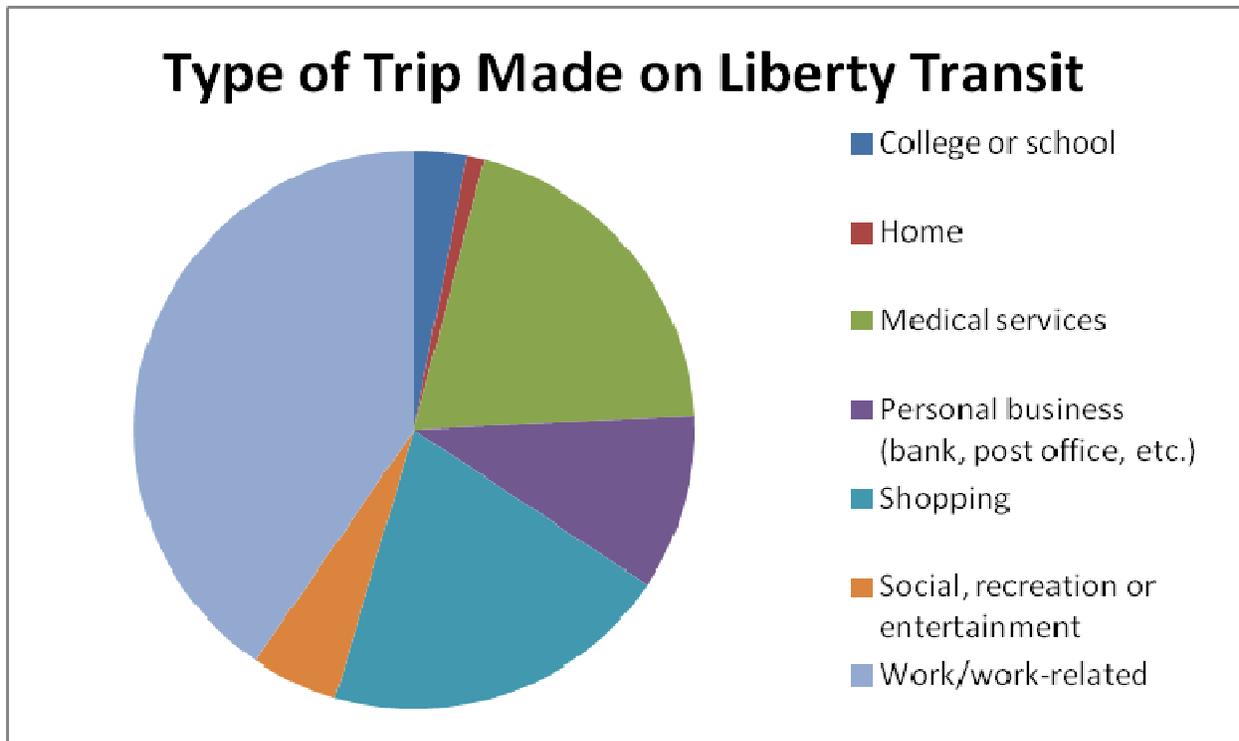


Figure 1 Reported Trip Purpose, Summer 2012

Rider counts were conducted from August 24 through August 30. The graphic below shows counts of passengers boarding and exiting the bus by hour of day. The figure shows that ridership in the midday period is as high as the morning and afternoon commute periods. It also confirms that service in the

early afternoon (i.e., 3pm to 4 pm) is important in this community, where significant numbers of workers complete their workday before 5pm.

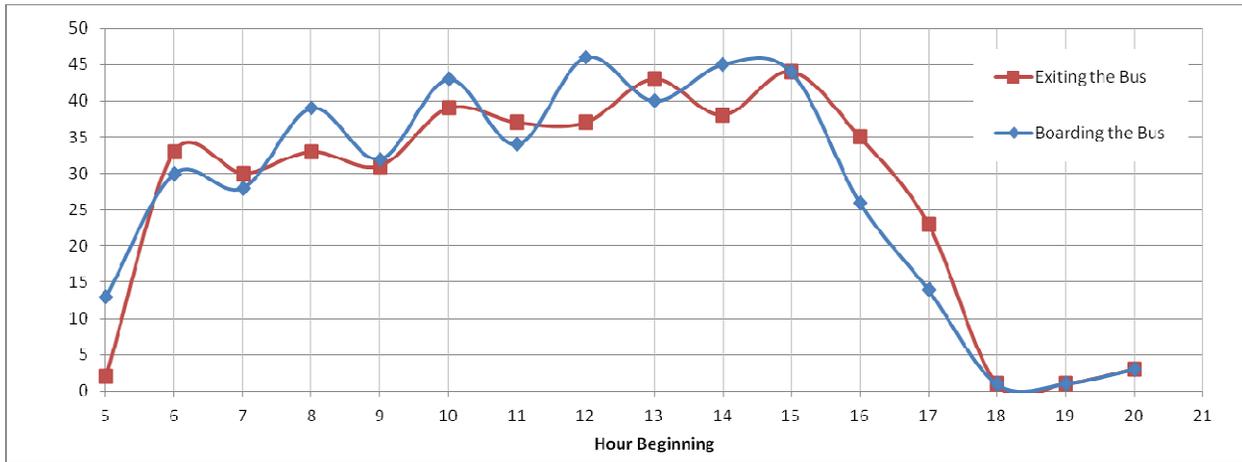


Figure 2 Summer 2012 Rider Counts by Time of Day

Figure 3 shows a summary of the needs assessment based on existing population, employment, and activity center locations. As shown on the map, the service area as of summer 2012 includes downtown Hinesville and activity areas on Fort Stewart. The study found both objective and anecdotal evidence of a need for public transportation outside the initial service area.

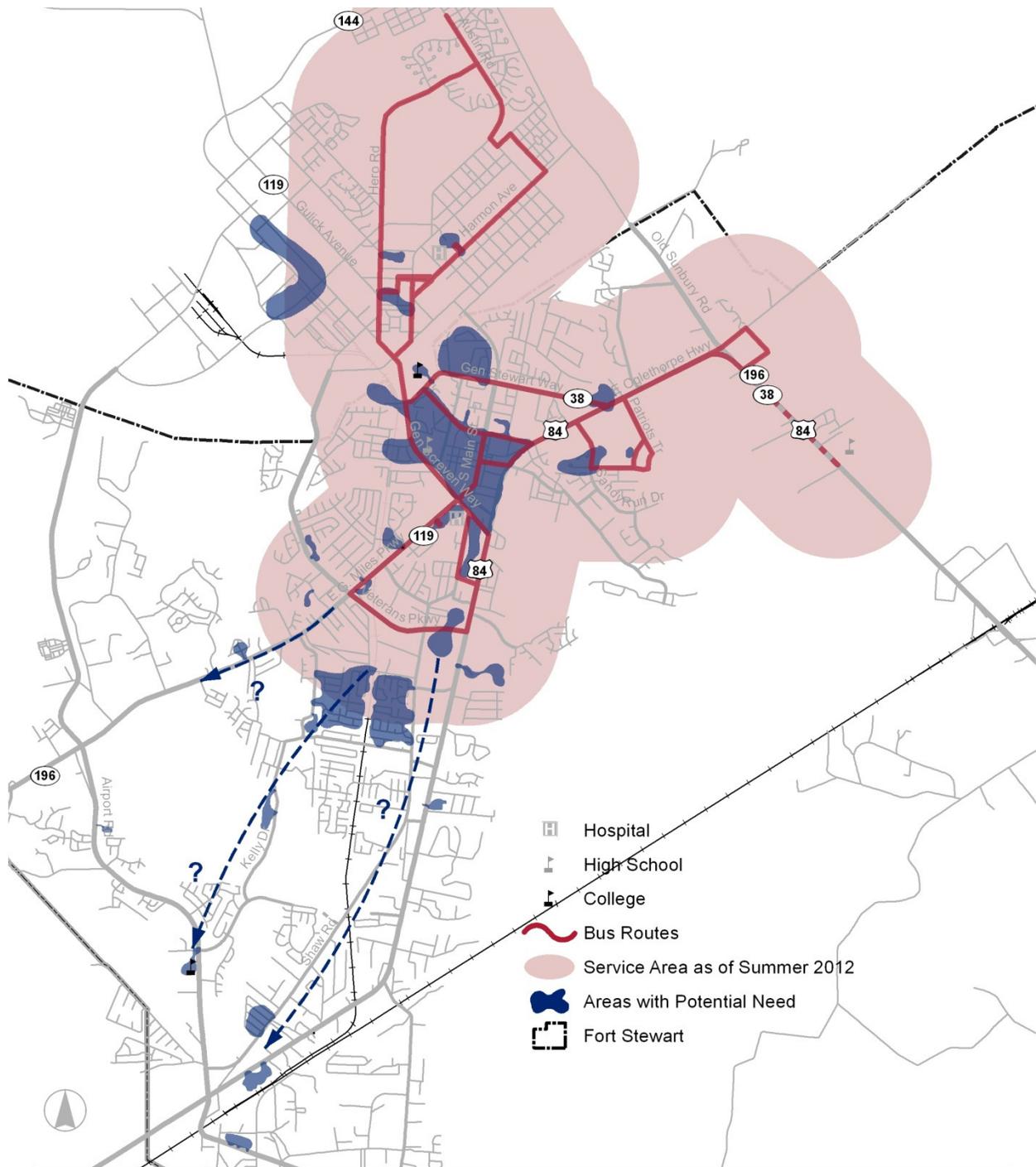


Figure 3 Transit Supportive Areas and Service Area as of Summer 2012

Service Area

The service area should be expanded to cover major destinations in southwest Hinesville, such as Savannah Technical College, with peak service only during hours justified by demand. As shown in Figure 4, there are areas with population and employment density sufficient to support hourly fixed

route transit service in the urban areas of Liberty County. Continuous service is not justified to outlying destinations because of the low density development patterns shown in Figure 5. While the City of Hinesville may decide to provide fixed route service to outlying areas, it is very likely that on-demand service may be a better fit in these areas.

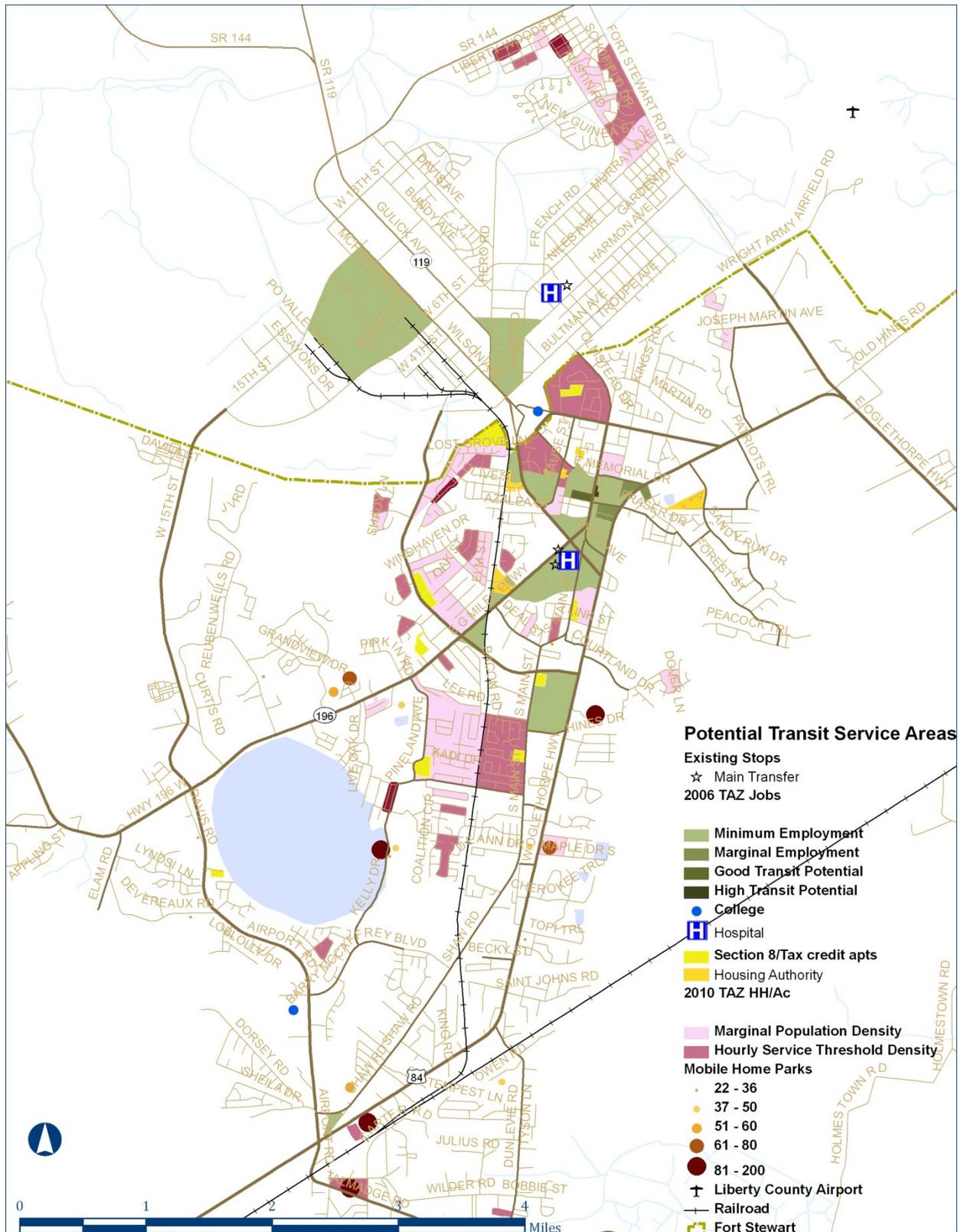


Figure 4 Levels of Transit Supportive Population and Employment

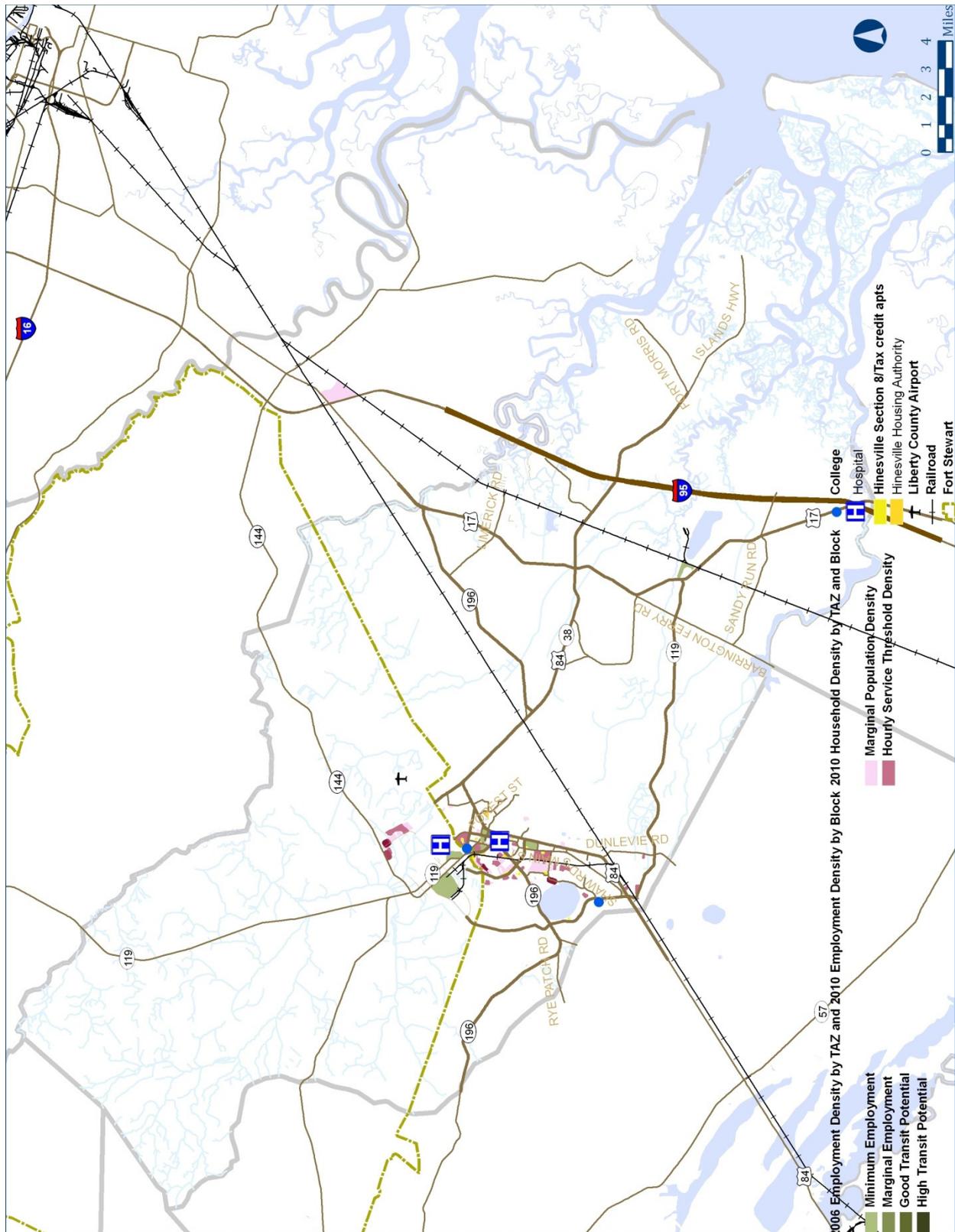


Figure 5 County-wide Levels of Transit Supportive Population and Employment

Figure 6 and Figure 7 show potential fixed route service area by type, including residential, employment, and activity centers. These areas may have enough activity on a daily basis to support a fixed route stop.

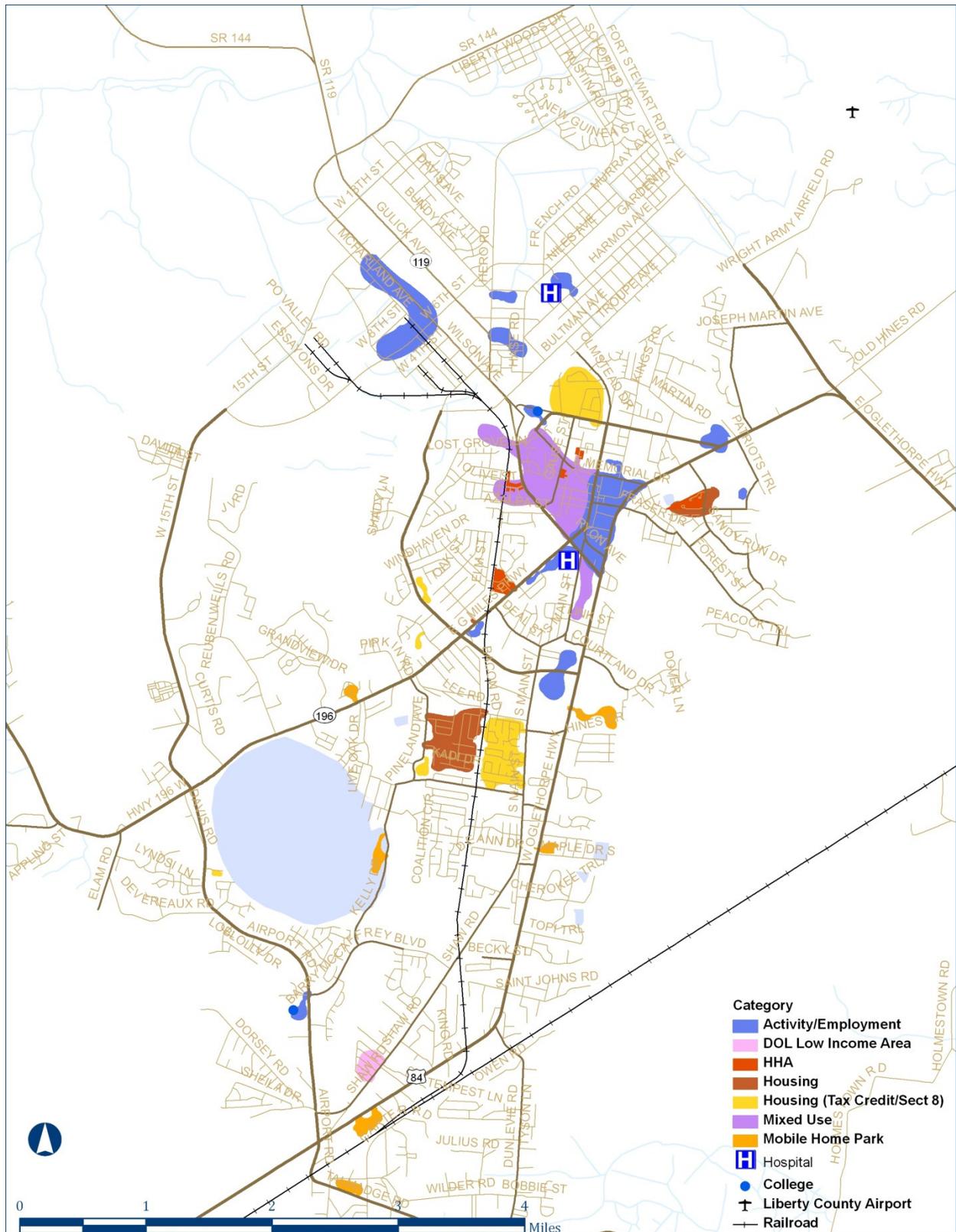


Figure 6 Potential Transit-Supportive Areas by Type

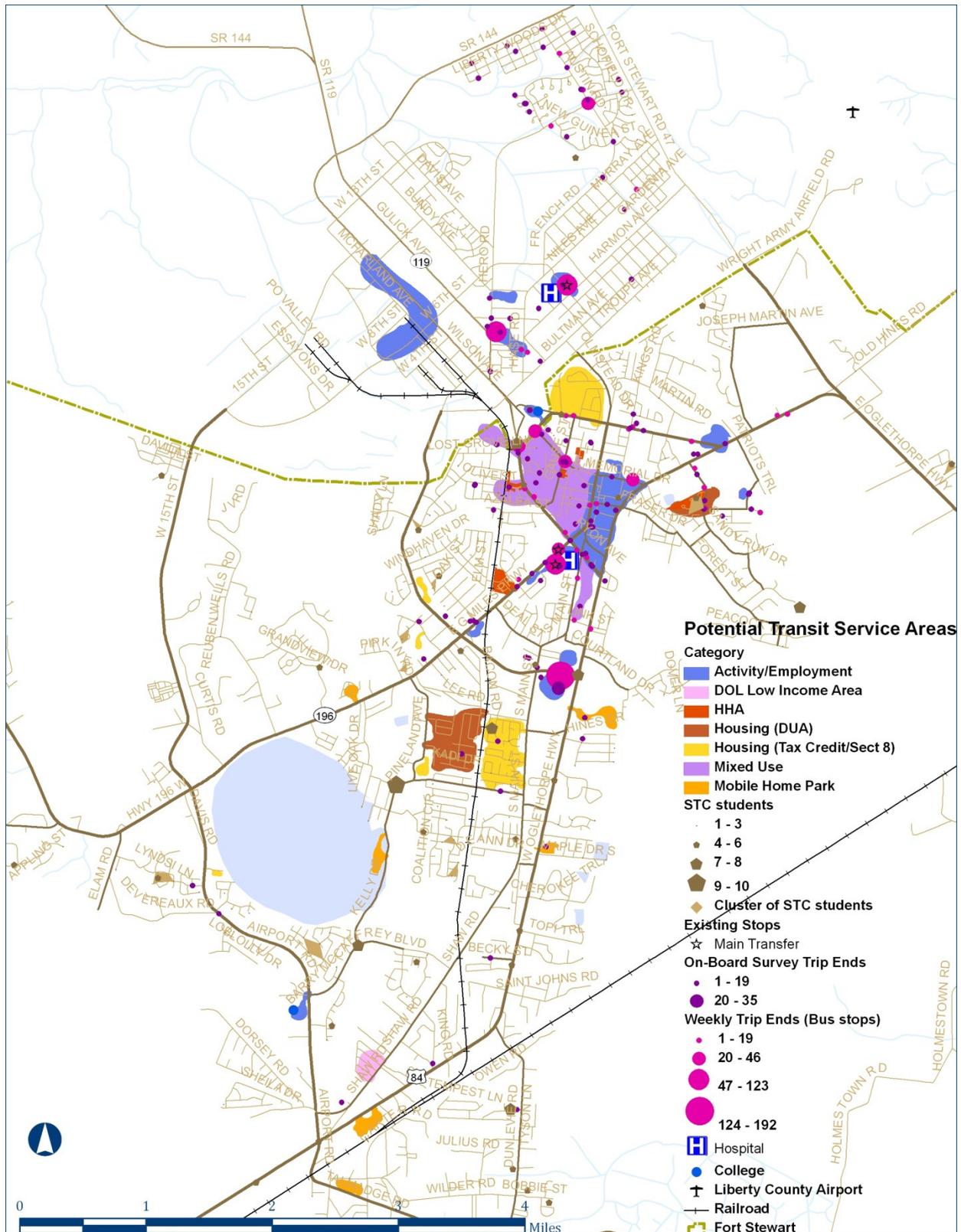


Figure 7 Transit Supportive Areas and Existing Trip Ends

The study team recommends that the City of Hinesville consider offering on-demand service to eligible passengers beyond the $\frac{3}{4}$ mile buffer required by FTA regulations. The service area for curb-to-curb service should be expanded to include areas within $\frac{3}{4}$ mile of Airport Road and EG Miles Parkway. The required $\frac{3}{4}$ mile buffer and the expanded area are shown in Figure 8.

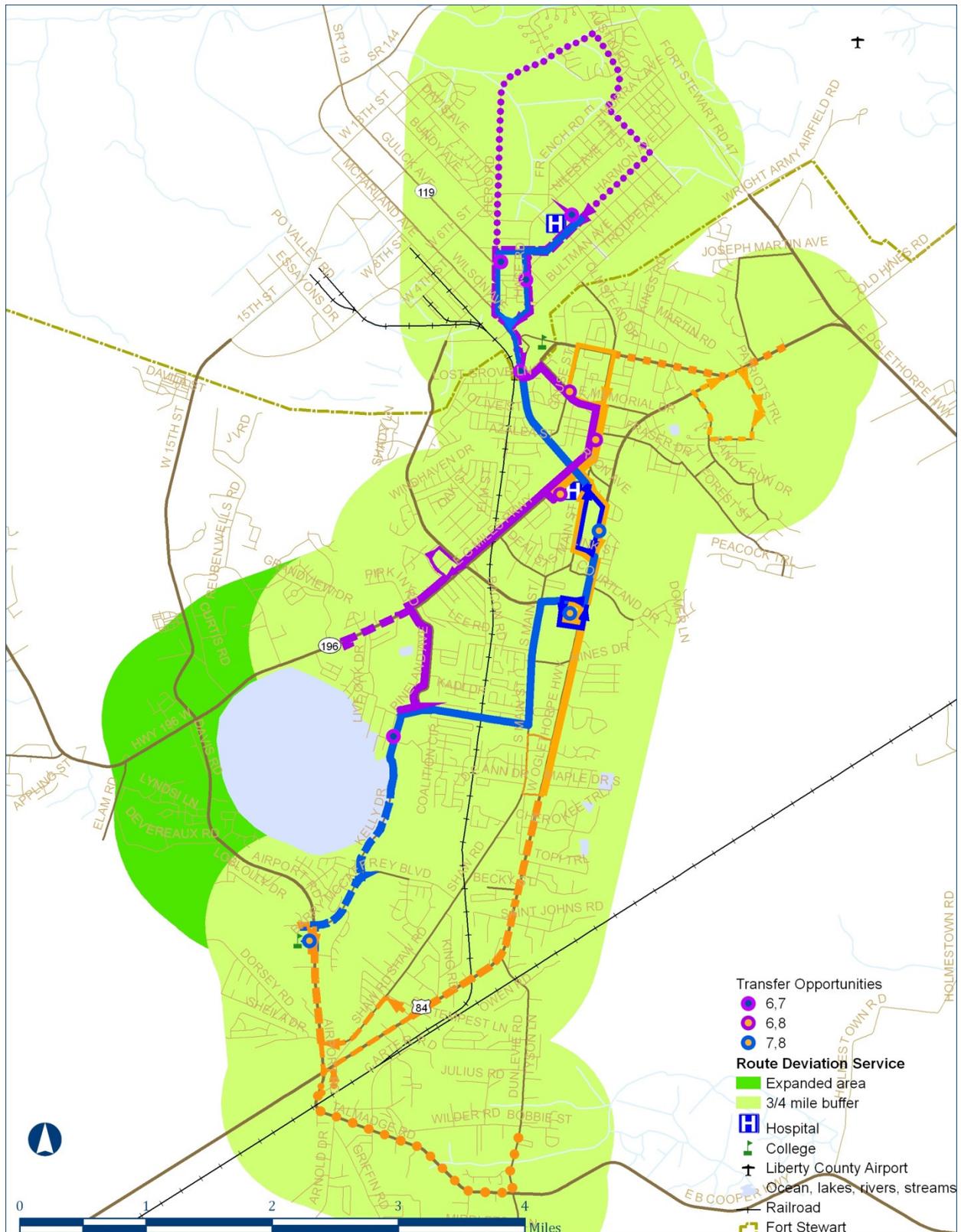


Figure 8 Proposed fixed routes and route deviation service area

Additional service area coverage and eligibility could be provided within urbanized area boundaries shown in Figure 9. For example, the mayor and mayor pro-tem of Walthourville are currently negotiating with Hinesville officials for fixed route service to Walthourville. A more cost-effective solution would be to allow any passenger traveling to or from the urbanized area within Walthourville to request on-demand service or route deviation service for a fixed price.

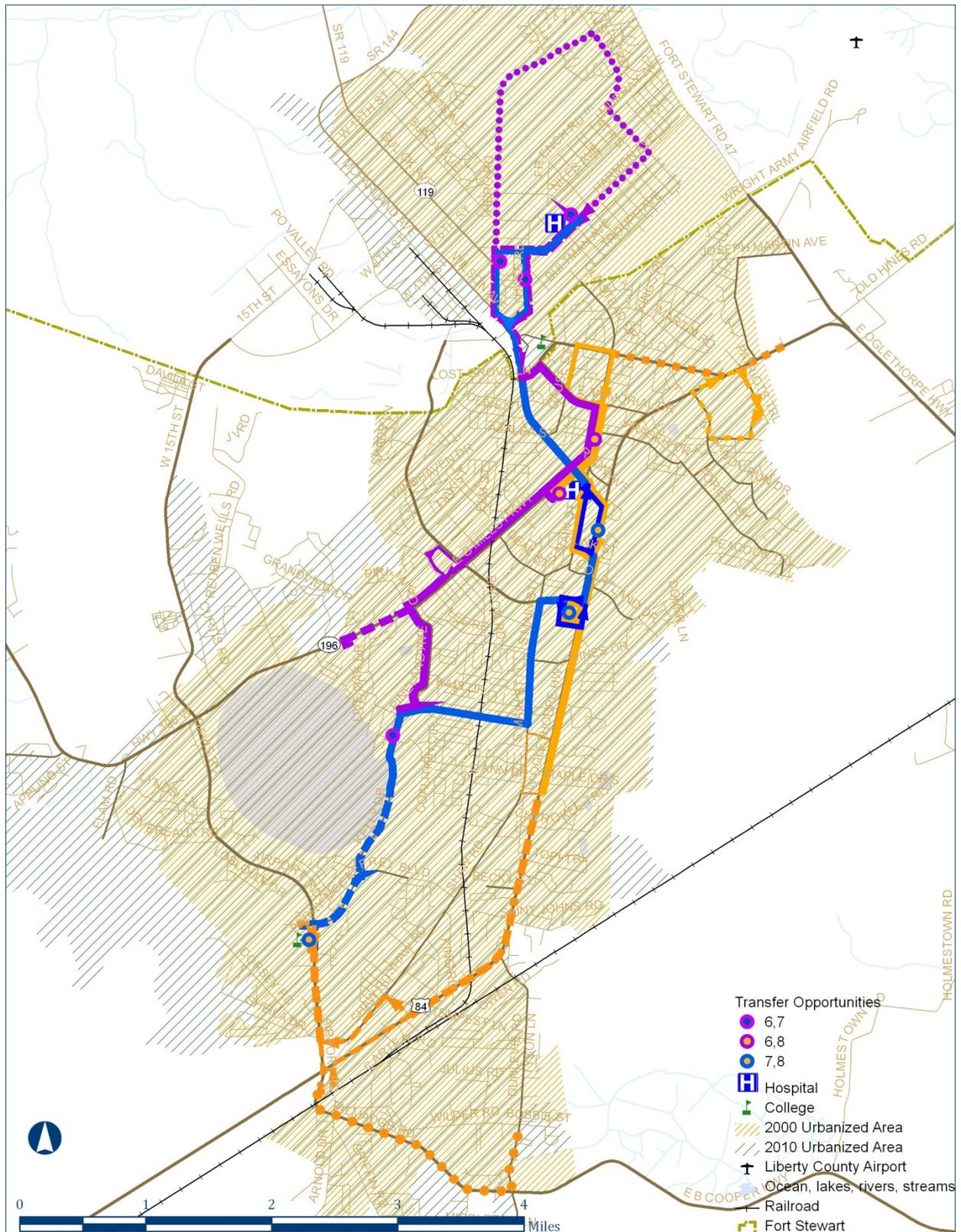


Figure 9 Proposed fixed routes and urbanized area boundary

Service Delivery

Liberty Transit should continue to provide fixed route service to areas with population and employment levels sufficient to support the service, as shown in Figure 4. The state of the practice suggests that it will take from two to five years to build ridership after fixed route changes are made. Because of local budget constraints, fixed route service is proposed for the morning and evening peak periods with a midday break in service. This should be supplemented by on-demand service for eligible passengers. Liberty Transit has one van available that can provide curb-to-curb service for eligible passengers in compliance with the Americans with Disabilities Act. If funding is available, the City should provide on-demand service from approximately 6am to 8pm. Because reservations are required 24-hours in advance, on-demand service should be a cost-effective means to provide service to those most in need while continuing to minimize vehicle revenue hours and the resulting transit management firm contract costs.

Service should continue to be coordinated with Coastal Regional Coaches (CRC), the rural public transportation provider in the coastal region (including Liberty County). The two systems are complementary. The CRC service operates on a request basis and requires 24 hours advance notice to schedule a trip. The limited number of available CRC vehicles and advance reservation requirement do not lend themselves to being a viable travel option for most of the residents of Hinesville, Flemington, and Ft. Stewart for work, medical, shopping, recreation, and other personal trips. Liberty Transit fills the need for regular trips within the urbanized area by providing fixed route service and route deviation service to eligible passengers. The proposed Liberty Transit service continues to offer transfers at Applebees on US 84 in Flemington between the two systems.

Figure 8, Figure 9, and Figure 10 show the three fixed routes proposed. Each route has an extension proposed during high demand periods to specific destinations, including Savannah Technical College, Fort Stewart family housing areas, Walthourville, and the YMCA/Regency Park Apartment complex. Major destinations served by the proposed routes include the following:

- Savannah Technical College
- Wal-Mart and shopping centers
- Liberty Regional Medical Center
- Hinesville Central Business District
- Fort Stewart Post Exchange and Winn Army Community Hospital
- Coastal Regional Coaches transfer location
- Dense and low income residential areas

The figure below shows landmarks along proposed routes.

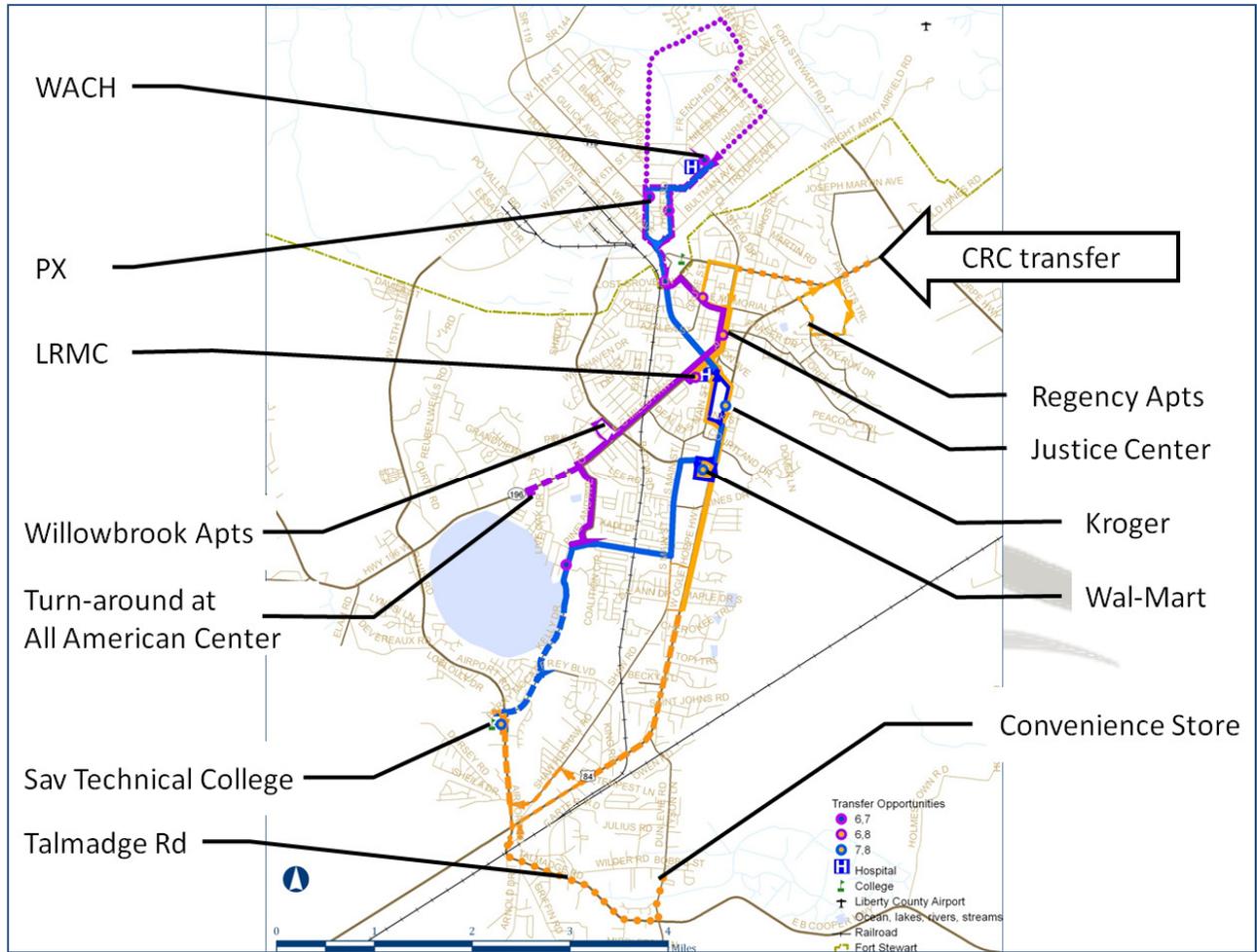


Figure 10 Landmarks along Proposed Routes

The proposed fixed route schedules have been planned to accommodate shifts at major employers including Wal-Mart, the Post Exchange, and Winn Army Community Hospital as well as Savannah Technical College class schedules and human services appointments. Draft fixed routes and schedules were presented to a working group of human service agency representatives, HAMPO committees, and the general public. Comments from stakeholders and the public have been incorporated into the final proposal.

The table below shows a summary of annual vehicle revenue miles by jurisdiction. The percentage of vehicle revenue miles in each jurisdiction as of summer 2012 is shown for reference.

Table 1 Proposed Vehicle Revenue Miles by Jurisdiction

	Hinesville	Walthourville	Allenhurst	Flemington	Fort Stewart	Total
Estimated Annual VRM	69,213	9,766	2,893	695	13,939	96,506
Percent of Total	71.7%	10.1%	3.0%	0.7%	14.4%	100.0%
Percent of Total Annual VRM as of Summer 2012	44.6%	0.0%	0.0%	10.7%	44.6%	100.0%

Note that route numbering and naming should be developed during implementation. Numbering such as Route 201, 202, and 203 may be useful to differentiate the new route from the existing routes 1A, 1B, 2, and 3. For planning purposes only, the proposed routes are numbered 6 through 8, with purple, blue, and orange color coding. Route 6, Purple Route, is scheduled from 6 am to 9 am and from 3:40 pm to 7:20 pm. Route 7, Blue Route, is scheduled from 5:50 am to 2:00 pm and from 3:30 pm to 7:00 pm. Route 8, Orange Route, is scheduled from 6 am to 2 pm and from 3:30 pm to 6:50 pm. Draft schedules for timepoints along the fixed routes are shown below.

Purple Route/Route 6

Monday through Friday

Northbound			Southbound		
LRMC	Library	PX	Raintree Apts	Library Memorial Drive	Kelly Drive
6:10	6:15	6:25 S	6:50	6:55	7:10
7:30	7:35	7:45	7:55	8:00	8:20
8:30	8:40	8:50	9:00	9:05	—
3:30	3:45	3:50 S	4:10	4:20 C	4:50
5:00	5:10	5:20 S	5:40	5:50	6:10
6:20	6:30	6:40	6:50	6:55 C	7:25

S: Service to Shoppette and Brittin Elementary
C: Service to Cypress Bend MHP on EG Miles Pkwy

Blue Route/Route 7

Monday through Thursday

Northbound			Southbound		
Kelly Drive	WalMart	PX	WalMart	Kelly Drive	Savannah Technical College
5:50	6:05	6:25	6:50	7:10	7:20
7:30	7:40	8:00	8:30	8:40	--
8:40	9:00	9:15	9:45	9:55	--
10:00	10:10	10:30	10:55	11:10	--
11:10	11:25	11:45	12:10	12:25	12:30
12:40	12:55	1:15 pm	1:40	1:55	--

3:30	3:45	4:05	4:30	4:45	--
4:45	5:10	5:35	6:00	6:10	--
6:10	6:25	--	6:50	7:00	--

Friday

Northbound			Southbound		
Kelly Drive	WalMart	PX	WalMart	Kelly Drive	Savannah Technical College
5:50	6:05	6:25	6:50	7:10	--
7:10	7:30	7:50	8:10	8:30	--
8:30	8:40	9:00	9:30	9:40	--
9:40	9:50	10:15	10:40	10:55	--
11:00	11:10	11:30	11:55	12:10	--
12:10	12:25	12:45 pm	--	--	--

3:30	3:45	4:05	4:30	4:45	--
4:45	5:10	5:35	6:00	6:10	--
6:10	6:25	--	6:50	7:00	--

There is a timed transfer at Kelly Drive for Savannah Tech students. There is another timed transfer at the Post Exchange for passengers traveling to/from the shoppette or family housing area on Fort Stewart. Note that the Savannah Technical College (STC) stops accommodate the morning class schedule, which typically begins at 8 am. Based on input from STC administration, the proposed schedule will allow students who take two or three morning classes to ride Liberty Transit between home and campus. While STC classes are often available throughout the day, students who attend evening classes typically drive from their employment to campus. It is also important to note that STC does not schedule class on Friday. Therefore, the Friday schedule does not include STC timepoints.

Orange Route/Route 8

Monday through Thursday

Northbound						Southbound			
Dunlevie Convenience Store	Darsey Road at US 84	WalMart	LRMC	Library	YMCA/Regency Apts	LRMC	WalMart	Savannah Technical College	
--	5:55	6:00	6:10	6:20	--	6:30	6:35	--	
--	6:45	6:50	7:00	7:10	--	7:15	7:20	7:45	
8:00	8:30	8:35	8:45	8:50	--	9:00	9:05	--	
9:35	10:00	10:05	10:15	10:25	10:35	10:50	11:00	--	
11:25	11:50	12:00	12:05	12:10	--	12:20	12:30	12:50	
--	1:05 pm	1:15	1:20	1:30	1:40	1:55	2:00	--	
--	--	3:30	3:40	3:45	--	3:55	4:05	--	
4:30	4:55	5:00	5:10	5:20	--	5:30	5:35	--	
--	5:45	5:50	6:00	6:10	--	6:15	6:20	--	
6:50	--	--	--	--	--	--	--	--	

Friday

Northbound						Southbound		
Dunlevie Convenience Store	Darsey Road at US 84	WalMart	LRMC	Library	YMCA/Regency Apts	LRMC	WalMart	Savannah Technical College
--	5:55	6:00	6:10	6:20	--	6:25	6:35	--
--	6:40	6:50	7:00	7:05	--	7:15	7:20	--
7:50	8:15	8:20	8:30	8:35	--	8:45	9:00	--
--	9:00	9:10	9:15	9:25	9:35	9:50	10:00	--
10:25	10:50	10:55	11:05	11:10	--	11:20	11:30	--
--	11:35	11:45	11:50	12:00 pm	12:10	12:25	12:30	--

--	--	3:30	3:40	3:45	--	3:55	4:05	--
4:30	4:55	5:00	5:10	5:20	--	5:30	5:35	--
--	5:45	5:50	6:00	6:10	--	6:15	6:20	--
6:50	--	--	--	--	--	--	--	--

Note that service from Regency Apartments accommodates a mid-morning trip to the hospital and adjacent doctors’ offices as well as Wal-Mart and nearby shopping. This schedule is recommended based on feedback from Housing Authority staff regarding the needs of their residents.

Once the Memorial Drive Veterans Administration clinic is open, the orange route should be modified to include a stop westbound on Memorial Drive near the clinic. The route should loop clockwise from Memorial Drive to Gause Street to General Stewart Way to US 84 then back to Memorial Drive, and onto Main Street. The route schedule will then need to be adjusted to arrive at Wal-Mart by 7am for the morning shift and again for the pickup after 5pm.

Liberty Transit Organization

Transit Coordinator

City Council should direct staff to create a Transit Coordinator position within the City of Hinesville (COH) responsible for management and oversight of Liberty Transit planning and operations. The Community Development Department (CDD) appears to be the best place within the City to house the Transit Coordinator. CDD Staff is familiar with Federal and state grant application and administration. Oversight of the transit program is consistent with the broad spectrum of CDD responsibilities including planning, homeless prevention, housing assistance, parks and grounds, downtown revitalization, stormwater management, and brownfields cleanup.

The Coordinator should attend COH department head meetings with the General Manager of Liberty Transit. The Transit Coordinator should not be expected to complete system operations tasks such as arranging for bus stop sign and shelter placement, procurement of minor equipment and supplies, or resolving conflicts between City departments such as Public Works and Liberty Transit over system operations (e.g., bus access to the fueling station). Operational issues are within the scope of the transit management firm contract and should be handled by the General Manager. Issues that cannot be resolved by the General Manager should be elevated to the Transit Coordinator and City Manager only after the General Manager has exhausted other options.

See the appendix for a detailed draft job description for the Transit Coordinator.

Decision Making

The Transit Coordinator should be given clear direction regarding the position's authority over transit schedules and stop locations, routing, customer service, community outreach, and other topics. The Transit Coordinator should have authority to direct the General Manager to (1) complete contractual obligations such as reporting and planning, (2) respond to customer service issues, and (3) implement minor services changes approved by the City Manager and major changes approved by Hinesville City Council. The Transit Coordinator should have the authority and responsibility to complete National Transit Database reporting on behalf of the City and to update public information materials such as the website, route maps and schedules, flyers, and Ride Guides consistent with approved changes. The Transit Coordinator should report to the Hinesville City Manager.

Hinesville City Council has the authority to apply for grants, negotiate and enter into contracts, approve major service changes¹, and hire the Transit Coordinator. The Transit Coordinator should brief City Council quarterly and propose any major service changes at that time. Monthly reports should be made available to City Council as they are prepared.

Revenue

The Transit Coordinator should research public grant opportunities for transportation services. Identifying grant opportunities eligible as a match to Federal Transit Administration urbanized area formula grants should be a priority. The Transit Steering Committee should vet grant opportunities, which should then be presented to City Council with a summary of services proposed, grant source, local match requirements, and other local commitments required to receive grant funds.

The Transit Coordinator, in cooperation with HAMPO, should manage all transit grants. This includes ensuring timely and accurate reporting to GDOT. Grant applications for Federal Transit Administration funds should be prepared cooperatively with HAMPO staff. Coordination with the GDOT Intermodal Division currently requires significant staff time. The Transit Coordinator should handle all requests from GDOT related to reporting and budgeting. The Transit Coordinator and HAMPO staff will need to work together to respond to GDOT requests related to previous grant applications, reimbursement requests, Transportation Improvement Program and Long Range Transportation Plan documents, and

¹ Major service changes represent a change in vehicle revenue hours equal or greater than 10% the existing level of service.

discretionary grant opportunities. The Transit Coordinator should review all transit management firm invoices, including reporting, and apply all incentives or penalties prior to submitting to the City Finance Department for payment. The Transit Coordinator should maintain records of all invoices for reimbursement requests to GDOT.

The Transit Coordinator should develop and administer a program to sell advertising on bus shelters and buses. As appropriate, the City Manager, with assistance from the Transit Coordinator and Finance Department, should negotiate all contracts on behalf of City Council.

The Transit Coordinator should develop an information program to educate employees and employers, including Fort Stewart, about commuter benefits available. Employers are able to create a program allowing workers to set aside pre-tax dollars to cover transit costs and/or subsidize the cost for their workers and deduct the costs as an employee benefit. Currently, this Qualified Transportation Fringe Benefit is available to purchase transit fare media up to \$120 per employee per month. This is more than enough to cover the cost of a monthly bus pass. At a minimum, employers should be provided information about Liberty Transit routes, schedules, and fares.

Marketing and Public Information

The Transit Coordinator should develop a marketing and outreach plan, with assistance from the City of Hinesville Public Relations Office. Savannah Technical College students, low income residents, the elderly, handicapped, and youth should be targeted. It is critical that publicly available maps and schedules provide accurate information. The Transit Coordinator should be accountable for maintaining accurate printed Ride Guides, information at bus stops, and Liberty Transit website maps and schedules.

Quarterly public information events should be held to educate potential transit riders. One of these meetings should be designated as a general public workshop, with staff available to present service information, record comments and questions, and assist potential riders in planning trips, purchasing fare media, and other concerns as appropriate. Once a year, a public information event should be held in coordination with the Hinesville Housing Authority, Senior Citizens Inc., and the Department of Labor/Vocational Rehabilitation program. Travel training is a critical component of these targeted outreach events to human services populations. Staff should provide training in trip planning, boarding the bus, paying fares, and requesting a stop.

Information should be provided to human services agencies/providers on a regular basis. These human services resources include the following:

- Health Department
- Disabled American Veterans
- Liberty Regional Medical Center
- Department of Human Services
- Department of Labor/Vocational Rehabilitation
- Ministerial alliance

- Coalition for the Homeless
- Kirk Healing Center
- Hinesville Housing Authority
- Senior Citizens Inc.

Contracted Services

The City should revise management contract to include more detail regarding contractor responsibilities, especially in planning, reporting, and management. The Transit Coordinator should conduct regular sessions to obtain bus driver, administrative staff, and management staff feedback. The Transit Coordinator should facilitate regular listening sessions, for example each quarter, for Liberty Transit staff to relay passenger comments, service or schedule issues, condition of vehicles, condition of facilities, etc.

The Transit Coordinator should monitor Veolia Transdev performance and review the records specified in the contract on a regular basis.

Monitoring and Reporting

A significant finding of the Liberty Transit performance review is that the monitoring specified in the Service Agreement is not being performed on behalf of the City of Hinesville. Planning commission staff that have provided administrative support to Liberty Transit review monthly invoices for vehicle revenue hours reported by route, but do not review other performance standards. This means that the liquidated damages and incentives specified in the contract are not applied. Furthermore, recurring performance issues such as on-time performance and incorrect fixed route alignment were not detected for several months. A Transit Coordinator position needs to be created and staffed by a City of Hinesville employee. The Transit Coordinator should be accountable for enforcing the performance standards specified in the Service Agreement. Furthermore, the Transit Coordinator should review both National Transit Database report data prepared by the contractor, any performance data provided upon City request, and any materials provided by HAMPO/LCPC staff in support of transit planning. The service contract between the City of Hinesville and the transit management firm should be enforced.

After service changes are made, ridership should be reviewed monthly both at the system level and on a stop-by-stop basis. Revenue should be monitored on a monthly basis. Customer service inquiries and complaints must be passed onto the Transit Coordinator. The Transit Management Firm should provide a monthly report summarizing customer feedback including stop requests, concerns, and questions. New stops should be added where feasible along the fixed routes if multiple requests are received.

Long Term Planning

With the service changes recommended by the Strategic Plan, most of the Hinesville urbanized area (and some areas outside of the urbanized area) will be served by fixed route transit along major roads, as shown in Figure 9. The study recommends continuing the current route deviation service to comply

with requirements of the Americans with Disabilities Act. However, for urbanized areas outside of the fixed route service area (i.e., beyond the 3/4 mile buffer along fixed routes), on-demand service could be provided to eligible passengers. This service should continue to be coordinated with Coastal Regional Coaches.

As shown in Figure 5, today there is not sufficient population, employment, or other activity to support fixed route transit service to outlying areas in Liberty County, including areas adjacent to the interstate. Although major employers are located in these areas, previous efforts by the Coastal Regional Commission and others to form vanpools or provide carpool matching have been unsuccessful. This suggests that there is not a sufficient level of interest in alternative commuting options. The limited information available about employee residence locations also suggests that many employees commute from outside of Liberty County and would therefore not support transit service from the urbanized areas in Hinesville to the workplaces located near the interstate or rural areas, such as Chemtall. Figure 11 shows that even in 2035, projected population and employment densities may not be sufficient to support fixed route transit service beyond the proposed service area.

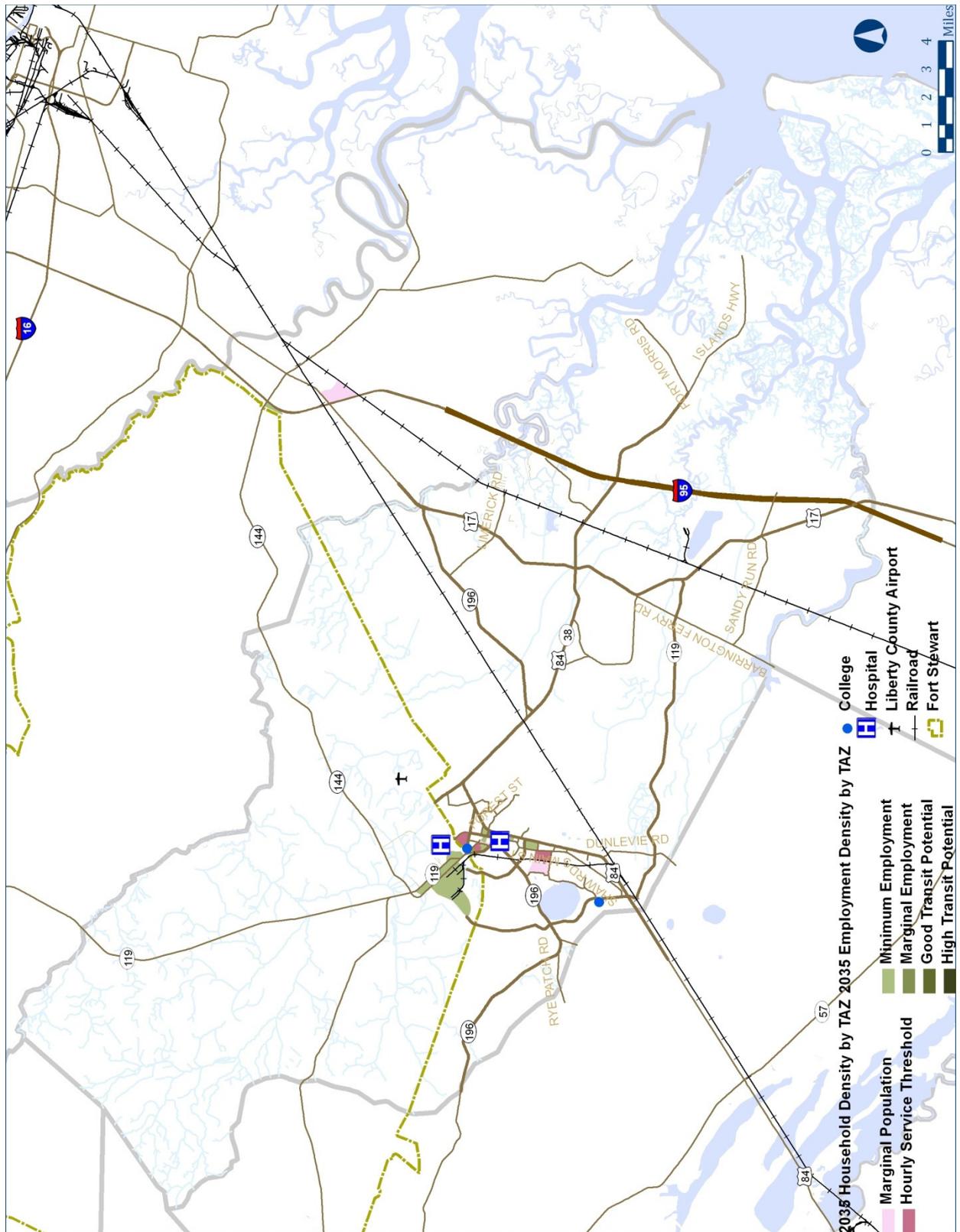


Figure 11 2035 Projected Population and Employment Density by Traffic Analysis Zone

There is some anecdotal support for limited fixed route service to Savannah, with connecting service to Chatham Area Transit. However, Coastal Regional Coaches currently provides a public transportation option for those who wish to travel between Liberty County and Chatham County, with restrictions on stop locations so that one trip end is outside of the urbanized area. The need for regular service between Savannah and Liberty County should be assessed as the area grows, about every five years. In order to succeed, intercounty service would require the following characteristics:

- detailed coordination with the military and other major employers in the region to provide employee commute benefits, maintain coordination between stop times and shift schedules, and promote the system,
- coordination with other jurisdictions, such as Richmond Hill, that have significant commute patterns between Liberty County,
- timed transfers between express service and urban service (CAT and Liberty Transit), and
- accessible park and ride facilities, only if a needs assessment finds significant demand for park and ride service.

Summary

In summary, changes to the Liberty Transit fixed route and deviation service are justified based on public and stakeholder feedback, travel demand analysis, and community goals. The service area should be expanded even while the schedule is reduced due to budget reductions. A transit coordinator needs to be established to ensure that the system is operated in accordance with plans and Federal Transit Administration regulations.

Appendix A: Transit Coordinator Job Description

Liberty Transit Coordinator

Assumes responsibility for supervising the administration, operation, maintenance, and promotion of the transit system in order to provide a safe, efficient, and accessible service.

Job Description

1. Planning and Programming
 - a. Participates in HAMPO; Provides input into long range transportation needs, project recommendations, cost estimates, and priorities consistent with applicable regulatory requirements; Reviews bicycle, pedestrian, and ADA plans and recommends improvements in support of access to public transportation; Participates in and develops presentation materials for PC, TCC, and CAC meetings as needed.
 - b. Develops and implements near term transit plan, including service area, routes, schedules, capital and operating program, and system administration; Assesses customer and facility needs; Recommends improvements; Reviews requests for transit service; Maintains compliance with Americans with Disability Act and other requirements.
 - c. Develops draft four-year capital and operating budget; Provides four year program to HAMPO staff for inclusion in annual TIP update and annual transit grant applications.
 - d. Participates in budget work sessions annually to develop final annual budget; Coordinates with Hinesville Finance Department.
 - e. Updates Liberty Transit Title VI and Environmental Justice Plan(s) as needed.
 - f. Coordinates with LCPC; reviews development regulations [plans] and provides recommendations to facilitate adequate, safe, efficient, and cost effective transit service.
 - g. Coordinates public participation process in compliance with applicable regulations, including required public notice and hearings.
 - h. Completes [administers] special projects such as transit plan elements, response to citizen requests not addressed by transit management firm, and Transit Steering Committee [Governing Authority] requests. Gathers data, performs research, compiles statistics, analyzes data, prepares recommendations and reports; may supervise work of staff.
2. Administration
 - a. Demonstrates an understanding of applicable policies, procedures, and work methods associated with assigned duties.
 - b. Monitors and administers transit system budget including revenues and expenses.
 - c. Identifies grant opportunities; Develops FTA/GDOT grant applications for capital, planning, and operations funding.
 - d. Prepares mandated reports in compliance with federal and state regulations, including National Transit Database reporting. Develops and monitors performance measures consistent with transit plan and system goals, such as ridership, revenue, service provided, and expenditures.
 - e. Coordinates with state and federal agencies regarding regulatory requirements, grant programs, etc.; attends related meetings.
 - f. Prepares transit-related ordinances and resolutions as needed.
 - g. Prepares and presents reports to Hinesville City Council quarterly or as needed.

- h. Reviews [LCPC, HAMPO, and City] staff timesheets and expenses for hours and accounts charged.
 - i. Prepares request for proposals, contracts, and other documents related to services provided; administers selection process and negotiates contracts
 - j. Develops specifications and oversees procurement and construction of minor projects (e.g., bus stop installation or ADA improvements) in support of transit operations; Reviews and approves purchase orders and vouchers.
 - k. Represents the City of Hinesville [Liberty Transit] at HAMPO and other agencies in support of state and federal requirements and the system mission; participates in Georgia Transit Association.
 - l. Develops **on-board and bus stop advertising program** for sale; Markets program to business community and other stakeholders; Administers program; Reports program costs and revenue to City of Hinesville.
 - m. Maintains records in accordance with applicable local, state, and federal requirements.
 - n. Coordinates Transit Steering Committee [Governing Authority] meetings; Prepares agendas, minutes, and reports.
 - o. Administers fare media agreements including employer, business owner, and NEHS contract bulk sales. Coordinates with partners regarding service requests and other needs.
 - p. Attends City of Hinesville Department Head meetings.
 - q. Coordinates with Fort Stewart regarding Mass Transit Benefit Program, marketing, security requirements, service requests, and special events. Maintains MOU.
 - r. Coordinates special event service requests. Recommends changes to program as applicable.
3. Transit management firm oversight and coordination
- a. Monitors and audits transit system operations, performance, and equipment consistent with contract(s), federal and state regulations, and system goals.
 - b. Verifies that equipment is maintained in accordance with relevant manufacturer, federal and state preventive maintenance schedules per the contract.
 - c. Reviews and approves invoices; applies performance (dis)incentives per the contract.
 - d. Coordinates operations with city departments as needed, such as bus stop placement, bus stop maintenance, bus stop lighting, bus stop signage, fueling, and vehicle maintenance.
 - e. Recommends corrective action or improvements to system operations/contracted services as appropriate.
 - f. Reviews public comments and relevant actions taken by transit management firm.
4. Marketing and outreach
- a. Promotes transit system, including planning, implementing, and evaluating community events and communication strategies.
 - b. Conducts market research as needed for transit plan and special projects.
 - c. Develops and updates Ride Guide, route maps and schedules; Distributes public information materials.
 - d. Updates LibertyTransit.org; Ensures accuracy of service information.
 - e. Develops and conducts regular outreach to humans services agencies and community organizations; Disseminates Ride Guides; Provides travel training
 - f. Develops and conducts regular outreach to business community regarding transit partnerships such as pass sales, employer benefit programs, schedule coordination, etc.
 - g. Coordinates with City of Hinesville Public Relations Manager and other departments.

Appendix B: Route Directions for Planning Purposes

Route 6 (Purple)

Route 6 Northbound

1. Continue northbound on Pineland Ave.
2. Turn right onto EG Miles Pkwy.
3. Turn left onto Willowbrook Dr.
4. **First Run** - Begin service at Willowbrook Apartments, or other turn-around location as negotiated.
5. Turn right onto Pacific Place.
6. Turn right onto Veterans Pkwy.
7. Turn left onto EG Miles Parkway from Veterans Parkway.
8. Turn right into LRMC parking lot, following route through lot as specified by agreement with LRMC.
9. Turn right onto EG Miles Pkwy.
10. Continue onto W Hendry Street.
11. Turn left onto S Main Street.
12. Continue onto N Main Street.
13. Turn left at traffic circle onto Memorial Drive.
14. Turn left onto W General Stewart Way.
15. Turn right onto W General Screven Way.
16. Enter Fort Stewart at Gate 1.
17. Continue onto Wilson Ave.
18. Turn right onto Hero Rd.
19. **S** – Continue on Hero Rd toward family housing area.
20. **S** – Turn right onto Austin Rd.
21. **S** - Turn left onto E 16th St.
22. **S** – Turn right onto Harmon Ave.
23. **S** - Turn right into WACH parking lot and follow route as specified by agreement with WACH.
24. **A** - Turn right onto Lindquist Avenue.
25. **A** - Enter PX parking lot and follow route as specified by agreement with Exchange management.
26. **A** - Turn right onto Lindquist Avenue.
27. **A** - Turn left onto Harmon Ave.
28. **A** - Turn left into WACH parking lot and follow route as specified by agreement with WACH.

Route 6 Southbound

1. Turn right onto Harmon Ave from WACH parking lot.
2. Turn right onto Lindquist Ave.
3. Turn left onto Hase Rd.
4. Turn right onto Bultman Ave.
5. Turn left onto W General Screven Way.

6. Exit Fort Stewart through Gate 1.
7. Turn left onto W General Stewart Way.
8. Turn right onto Memorial Dr.
9. At traffic circle, turn right onto N Main St.
10. Continue onto S Main St.
11. Turn right onto W Hendry St.
12. Continue onto EG Miles Pkwy.
13. Turn left into LRMC parking lot and follow route through lot as specified by agreement with LRMC.
14. Turn left onto EG Miles Pkwy.
15. Turn right onto Willowbrook Dr.
16. Turn right onto Pacific Pl.
17. Turn right onto Veterans Pkwy.
18. Turn right onto EG Miles Pkwy.
19. **B** – Turn left into All American Center for turn-around.
20. **B** – Turn right onto EG Miles Pkwy.
21. **B** – Turn right onto Pineland Ave.
22. **O** - Turn left onto Pineland Ave.
23. Turn right to stay on Pineland Ave at Glenn Bryant Rd.
24. Turn left onto Kelly Dr. *Timed transfer point with Route 7.*
25. Turn right onto Debbie Dr.
26. Turn right onto Keith Dr.
27. Turn right onto Pineland Ave.

Route 7 (Blue)

Route 7 Northbound

1. Begin on Kelly Dr at Happy Acres MHP; Continue north on Kelly Dr.
2. Turn right onto Glenn Bryant Rd.
3. Turn left onto S Main St.
4. Turn right onto Veterans Pkwy.
5. Turn right into Wal-Mart parking lot; continue around lot toward the east.
6. Turn left onto US 84.
7. Turn left onto Link St.
8. Turn right onto Main St.
9. Turn left onto W General Screven Way.
10. Enter Fort Stewart at Gate 1.
11. Continue onto Wilson Ave.
12. Turn right onto Hero Rd.
13. Turn right onto Lindquist Avenue.
14. Enter PX parking lot and follow route as specified by agreement with Exchange management.
15. Turn right onto Lindquist Avenue.

16. Turn left onto Harmon Ave.
17. Turn left into WACH parking lot and follow route as specified by agreement with WACH.

Route 7 Southbound

1. Turn right onto Harmon Ave from WACH parking lot.
2. Turn right onto Lindquist Ave.
3. Turn left onto Hase Rd.
4. Turn right onto Bultman Ave.
5. Turn left onto W General Screven Way.
6. Exit Fort Stewart through Gate 1.
7. Turn right onto US 84.
8. Turn left into WalMart parking lot; continue around lot toward the east.
9. Turn left onto US 84.
10. Turn left onto Veterans Pkwy.
11. Turn left onto S Main St.
12. Turn right onto Glenn Bryant Rd. Continue straight onto Pineland Ave.
13. Turn left onto Kelly Dr; *Timed transfer point with Route 7.*
14. **C** – Continue southbound on Kelly Dr.
15. **C** – Turn right onto Barry McCaffrey Blvd. Continue straight onto Techwood Ct.
16. **C** – Turn left into Savannah Technical College parking lot; follow route as specified in agreement with STC.
17. **C** – Turn left onto Airport Rd.
18. **C** – Turn right onto Barry McCaffrey Blvd.
19. **C** – Turn left onto Kelly Dr.
20. **O** – Turn around at negotiated location, such as Liberty Tabernacle.

Route 8 (Orange)

Route 8 Northbound

1. **First Run** - Begin service at Darsey Rd, or other location as negotiated.
2. Continue north on US 84.
3. Turn left onto Veterans Pkwy.
21. Turn left into WalMart parking lot; continue around lot toward the east.
22. Turn left onto US 84.
4. Turn left onto Link St.
5. Turn right onto S Main St.
6. Turn left onto W General Screven Way.
7. Turn left into LRMC parking lot and follow route through lot as specified by agreement with LRMC.
8. Turn right onto EG Miles Pkwy.
9. Continue onto W Hendry Street.
10. Turn left onto S Main Street.

11. Continue onto N Main Street.
12. At traffic circle, turn left onto W Memorial Dr.
13. Turn right onto Gause St.
14. Turn right onto W General Stewart Way.
15. **E** – Turn left onto US 84.
16. **E** - If CRC transfer service has been requested, continue to Applebees parking lot; turn left into parking lot and follow route agreed to by Applebees management and CRC. Turn right onto US 84 westbound.
17. **E** – Turn right onto Patriots Trl. (This is a left turn from CRC transfer location)
18. **E** – Turn right onto Mary Lou Dr.
19. **E** – Turn right onto Tupelo Trl.
20. **E** – Turn right onto Sandy Run Dr.
21. **E** – Turn right onto US 84.
22. **E** – Turn left onto W General Stewart Way.
23. **E** – Turn left onto N Main St.
24. **O** - Turn right onto N Main St.

Route 8 Southbound

1. Continue onto S Main St.
2. Turn right onto W Hendry St.
3. Continue onto EG Miles Pkwy.
4. Turn left into LRMC parking lot and follow route through lot as specified by agreement with LRMC.
5. Turn right onto EG Miles Pkwy.
6. Turn right onto W General Screven Way.
7. Turn right onto US 84
8. Turn right onto Veterans Pkwy.
9. Turn left into WalMart parking lot; continue around lot toward the east.
10. Turn right onto US 84.
11. **F** - (If not serving STC or Walthourville/Dunlevie Rd) Turn right onto Kacey Dr.
12. **F** – Turn left onto S Main St.
13. **F** - Turn left onto Darsey Rd.
14. **F** - Turn left onto US 84.
15. **C** - Turn right onto Rivers Rd.
16. **C** - Turn left onto Shaw Rd.
17. **C** - Turn right onto Airport Rd.
18. **C** - Turn left onto Techwood Ct.
19. **C** - Turn left into Savannah Technical College parking lot; follow route as specified in agreement with STC.
20. **C** – Turn right onto Airport Rd.
21. **G** - (if not serving Dunlevie Rd) - Turn left onto US 84.

22. **D** – Continue onto Talmadge Rd/SR 119.
23. **D** – Turn left onto Dunlevie Rd.
24. **D** – Turn left into convenience store parking lot and follow route as specified in agreement with property management.
25. **D** – Turn right onto Dunlevie Rd southbound.
26. **D** – Turn right onto Talmadge Rd.
27. **D** – Turn right onto Busbee Rd.
28. **D** – Turn right onto US 84.

Appendix C: Public Outreach Materials



The Liberty Transit Strategic Plan will make recommendations regarding the type of public transportation, service area, and system management structure that will best meet the needs of the metro Hinesville community.

Now that we have data from the first eighteen months of the transit service, we are evaluating system performance, including where transit trips begin and end, and who is using the system.

We're looking for answers:

- What are the goals of the system?
- How can the system provide for greater mobility, economic development, and quality of life in the community?
- How has the system performed in its first eighteen months?
- Are there areas with a need for public transportation that are not being served now?
- How can the City of Hinesville increase the cost effectiveness of the system?

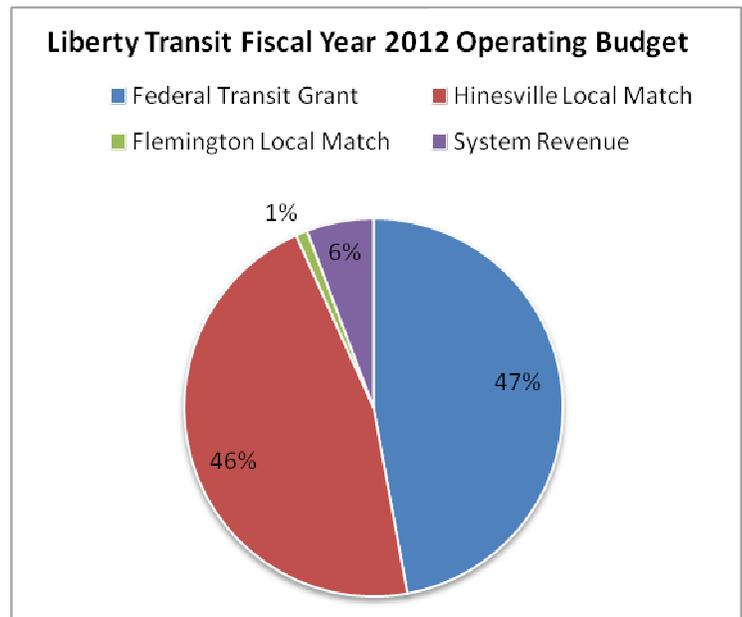
Liberty Transit Today

Liberty Transit provides local bus service within Hinesville, Flemington, and Fort Stewart. There are currently four bus routes available from 5:30 am until 6:00 pm Monday through Thursday, with limited service until 9:30 pm on Friday and Saturday. Each ride costs only \$1.

Buses can deviate from normal routes to provide curb-to-curb service for eligible passengers who cannot access regular bus stop locations. The curb-to-curb service is provided within ¼ mile of bus routes, which defines the current service area shown on the map below. All buses are outfitted with a bike rack and a wheelchair lift to accommodate passenger needs.

Liberty Transit is funded through a Federal grant for public transportation in the Hinesville urbanized area, local matching funds, and system revenue. The total operating budget for this fiscal year is \$1.2 Million. About half of system operations are funded federally, as you can see in the chart above.

Today, the service is focused on central Hinesville and Fort Stewart, with about 40% of the service on post. Popular bus stops include Wal-Mart, the PX, Winn Army Medical Center, Liberty Regional Medical Center, and the public library. The system provides about 24,000 trips per year, and we're working to provide more!



Liberty Transit Tomorrow?

The study team wants to know where potential passengers live and work so that we can provide transportation where it is needed.

The study team has identified areas with population and employment to possibly support bus service, including low income areas and activity centers. There are areas outside of the current service area which may support regular bus service, limited peak hour service, or on-demand service similar to a dial-a-ride system.

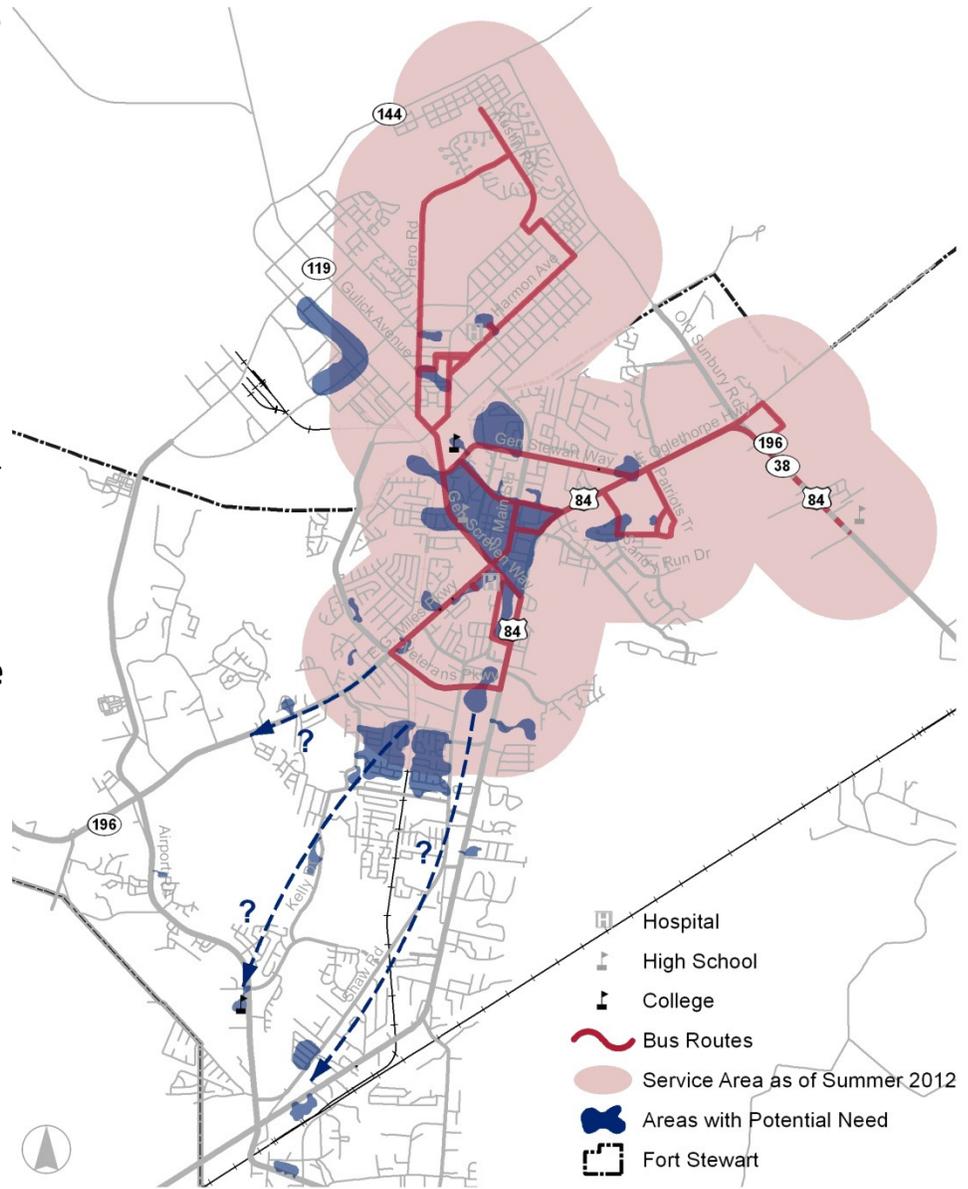
Does the map show where you need Liberty Transit service?

Next Steps

The study team is gathering public feedback during July and August 2012. Visit libertytransit.org to take a survey online and to find out when public open houses are scheduled to get your feedback.

The study team will make initial recommendations in the fall of 2012 during another round of public feedback. We are scheduled to wrap up in December 2012.

We would be happy to talk to your group about the Liberty Transit Strategic Plan. Please call Liberty Transit at 912-877-1472 to request that someone contact you.



We need to hear from you!

Please visit libertytransit.org to take a short survey about the transit system.



Liberty Transit Public Hearing
 8/30/2012
 SIGN IN SHEET

Name	Address	Telephone	E-mail address
Mayer Darius S. Fay	222 Busbee Rd Waltham	368-7501	
Ronald Hatch	100 MAIN ST. HINESVILLE		
Gary Burh	200 Fraser St Hulk	876-4007	
Boze Kemmer	City Hall	876-3564	
Katrina Sage	302 S Main	877-4332	
Geane Smith	65 Netties Bunchy Dr HINESVILLE, GA	977-6642	
Tameika S. Dansby	114 Stewart Terrace	876-7955	
Deborah Longtin	805m Adson Dr.	369-4044	
Louise Stewart	POF 1 Lakeview	876-3316	
Anne Moreson	804 Jack Hill Rd	876-4367	
Roslyn A. Brown	1009 Meredith Lane	220-348-1814	
Tamela Scharnagl	205 Carlie Ct, Hinesville	(912) 877-5627	
Dianne Finley	814 Lakeview Ct		
Michael ZENO	930 Ringneck way	(912) 610-1404	michaelzeno1964@yahoo.com
Shari Garr	311 Wexford drive	(912) 977-2661	

Not signed in
 in front of you

New Pickups

8/30/12

bus stop at Walthourville, Midway
to Local hospital, Doctor's building, Winn Army
Kroger, Local Pharmacy, Downtown Hill

more accessible bus stops in communities away,
From main highways

NEED TO KEEP IT !

Education ~~NEED~~ OF NEED

bus pull off on high speed roads
so traffic doesn't have to stop

the buses are beautiful.
Transit needed to jobs i.e., target
ferth rickson, tire rack, etc.
Consider park & ride options @
stadiums, ball fields near army
Consider a church run

food lion on SR196 Airport Rd
- far Tech
DMN on ~~SR196~~ airt Rd
Shaw Rd church
~~Darcey~~ from US 84
Darcey Rd " " to Shaw
Carleat ^{near} on US 84
Service to Midway if they can fund it

housing to Taylors Creek/schools
on request basis maybe only
for after school activities/parent
conferences

I would take the bus if

my car broke down
forest St / Fraser drive to WinnAMC

①

According to surveys taken when Cott was considering the bus system a lot of people said they would ride. I think we should give the system a chance 3-5 years. Also according to sound off citizens want routes on Airport Road. I think we should do that & make sure you print in the Courier on our website how many use it, so if no one rides from there you can →

let them know that we tried & the citizens did not respond. ~~They~~ also I think we should chg the routes (if any) that are under performing. Another idea if possible is use the smaller & more information need to be put out about para transit. Elderly needs help getting to &

②

From the Coastal Regional Coaches. → should run as needed or until at least 8:00 p.m.

Bore Kemner

service to far seek needed

need to serve neighborhoods

Monday Morning

Savannah Tech

NAME	Are you likely to ride Liberty Transit in the future?			
	Extremely Likely	Very Likely	Somewhat Likely	Not at all likely
Whitney Yates		X		
Kelly Clary			X	
L. C. Berry	X			
A. R. Anderson		X		
Kayla White		X		
Paula Perry				
Cynthia Cole	X			
Linda Jones	X			
Barth DAVIS	X			
Ray Gilmore	X			
Okthi Hgober	X			
Laura Smith				X
Petra Young		X		
Deborah Clark		X		
Curtina D Frazier		X		
CALLEON, MARIE	X			
Sally Griffin		X		
Natell Mingo Jr			✓	
Terrance Bailey			✓	
Chonija Hooper	X			
Susy Lee Harrington	✓			
Randa Frazier			✓	
Paul Green		✓		
Anthony Adams			X	Not
Meghan Vest		✓	X	
Mariash Deschinsky				
Ruby Smith	✓			
Kissiah C Moore	✓			
Keshia Wilson	✓		✓	
Hanna Lee	✓			
Gray Devan		X		
Yvette Gonzalez-Smith			X	
Rashard Wight			X	
Stoner Tille	X			
Rick Garza	X			
Glenn Stevens	X			

Of 95 responses, 45 (or 46%) indicated they are extremely likely to use LT. 68 (or 69%) indicated that they are extremely or very likely to use LT.

Savannah Tech

NAME	Are you likely to ride Liberty Transit in the future?			
	Extremely Likely	Very Likely	Somewhat Likely	Not at all likely
Whitney Yates		X		
Jennifer Smith ^{Admission}	X		X	
Bryll Wilson			X	
Ashanti Manawe			X	X
Loretta Stewart				X
Tanya El S			X	X
Cateriya Hoder	X			
Brenton L. Jordan			X	
Benea Ward		X		
Susie Bacon	X			
Angela Fordham		X		
CATRENA SHARDY	X			
Shelia Broclin			X	
Emily Scott			X	
Debra Corman		X		
Paullyna Ligazy Person	X			
Reginald Robertson	X			
Tiaa Crawford		X		
Deborah Lawson		X		
TIARA RODRICK	X	X		
Felicia Daniels	X			
Wanda Edmonds	X		X	
Roy Gilmore	X			
Medny Zepo				X
Cateriya Hoder	X			
melissa moore	X			
Tempestt Parham		X		
Jamie Williams	X	X		
Briqn Harboyr		X		
Westmoreland Ric ^z	X			
Michaela Rectes			X	
Kenneth Simmons			X	
Ruth George		X		
Fione Fuller		X		
Damorus Brown			X	
Michael Martineau			X	

Pick me up at army Education center
and drop off at sav. Tech. every 2 hours
for class.

• See Bay area transit maps

- my child transfer on a school bus to Liberty Cty HS.
- IF either bus is late he has no way to get to / from school.
- IF the transit bus came close to our home a missed school bus would not stand him at his school or at home missing school.
- ^{ideal} route: LCHS to Shaw Rd area towards STC on Airport Rd.

My students would use this
and would help them to get
to class on time!

I live at Tupelo Trail Apts. and drive a
Hummer. Service to STC would be great.
I would ride it.

**Please mark stops more
clearly. Bright paint or
something.**

I walked from Deal St. to get
here today. Please bring transit
out to Savannah Tech. I look
the survey. Thank you!



Public Workshop

November 15, 2012

2:30 pm - 5:00 pm

Hinesville City Hall Lobby

In the wake of funding reductions, Liberty Transit is planning significant **service modifications** including changes to service hours, stop locations, and routes.

While hours will certainly be reduced, Hinesville City Council has asked that the coverage area expand to new areas. Public feedback is critical to ensuring that the new service meets the transportation needs of the citizens of Hinesville.

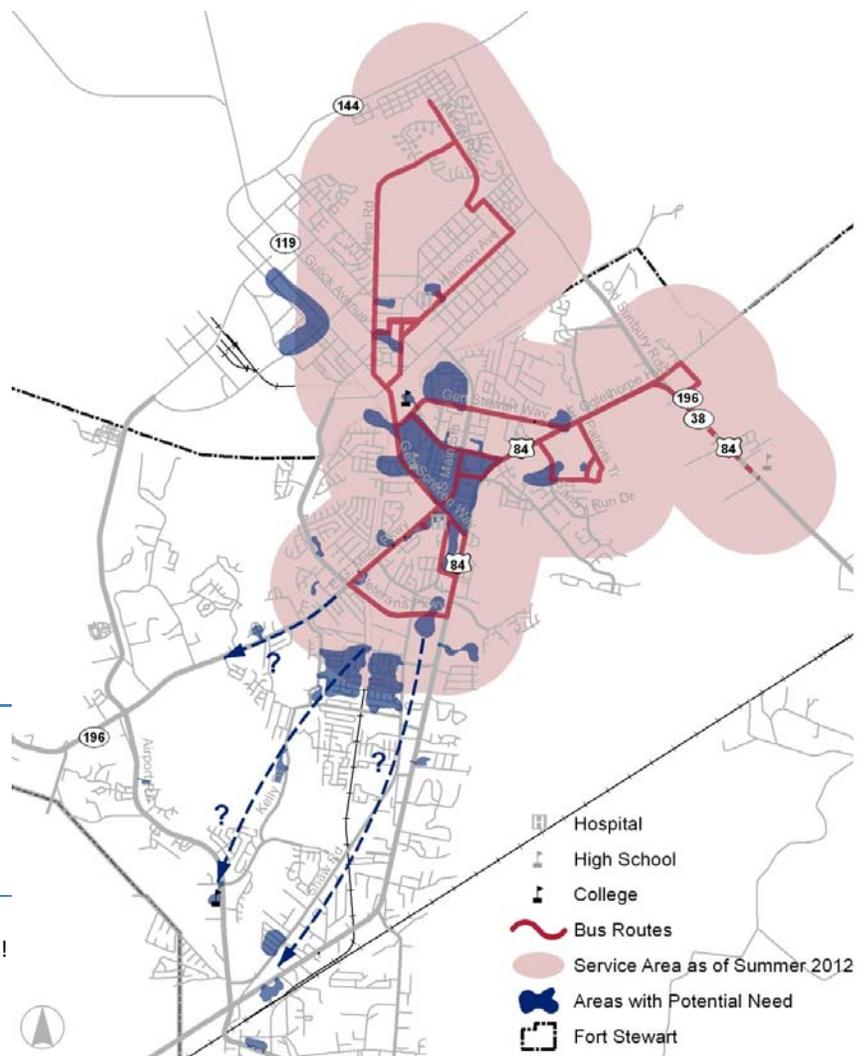
We need to hear from you!

- Will peak hour service from 7 am to 9 am and 4:30 pm to 6:30 pm meet your needs?
- Where do you need the bus to go? Work? Shopping? A doctor's appointment?
- When do you need to take the bus? Midday? Morning? Evenings?
- Did you know that eligible passengers can request curb-to-curb service within $\frac{3}{4}$ mile of any route? *Eligible passengers are those unable to access regular fixed route stops. Today's service area is shown in pink on the map to the right.*

Liberty Transit Public Workshop

November 15, 2012
2:30 pm – 5:00 pm
Hinesville City Hall lobby

Pay your water bill and provide feedback in the same place! Draft Route Maps and Schedules will be available for your review and comment.



Liberty Transit Strategic Plan

November 15 Workshop

Name	Phone	Email	Agency (if applicable)
Whitney Shepard	912-236-5311	whitney.shepard@rsandh.com	RS+H
Lisa Lawson	912-369-9458	lpearson@libertyregional.org	Liberty Regional Medical Center
Debra Williams	912-876-3812	debra_williams@hinesvillehousing.org	Hinesville Housing Authority
BILLY EDWARDS	912-876-3564	BEDWARDS@CITYOFHINESVILLE.ORG	CITY OF HINESVILLE
Theotis Jackson	912-877-0692	Theotis.Jackson@vestatransdev.com	Liberty Transit-GulfMedia
Barbara F. Hurst	912-262-2830	bhurst@cccga.gov	Coastal Regional Commission
Brian Allen	912-262-2835	ballen@ccc.ga.gov	Coastal Regional Commission
RACHEL HATCHER	912-408-2034	RHATCHER@THELCP.ORG	HAMPO
Carmen M. Rose	912-368-0765	tierruca65@yahoo.com	Regency Park Apartments
Walter Jackson	912-980-5727	WJJackson26@gmail.com	SEQUOIA CIRCLE HINESVILLE
Jack P. Crowes	912-370-6256	Soltham@as@yahoo.com	Without
Maria Rita Leone Beckford	912-996-8890		
Luciria L. Lovette	912-271-1966	LuciriaLovette@yahoo.com	Walthourville
Latrell Barney	912-570-1650		LCHS
Annette Julien	912-572-1726	julienannette82@yahoo.com	
Dona Black	208-882-5800	dona.black@am.dadea.edu	Dadea

Map

November 15, 2012

Liberty Transit Public Workshop Summary of Comments

- Please serve child support office (located in a private law firm) on EG Miles Pkwy. [This location is on a proposed route.]
- The Econolodge stop is where I catch the bus in the morning to get to Brittin Elementary. I need to be to school at 7 am and am finished at 3:30 pm. I have PD every Thursday that I need to stay late for.
- You should have WalMart Saturday service on the 1st and 15th of the month for soldiers after payday.
- You should serve Ga Power on US 84 and the WACH night shift from 4:30 pm to 11:30 pm.
- Please bring back Saturday service.
- We need a shelter across the street from Baldinos on General Screven Way (SB).
- I need the bus to run errands at about 9 am and 2pm.
- I use the bus to run errands all day and return in the evening.
- Get dropped off coming from Waltherville. Go to Liberty Regional to catch first bus. Ride bus to shop, pay bills, etc. then go to WalMart in bus to get a car ride back to Waltherville.
- I want a bus route from Gause Street/General Stewart Way to WACH.
- The Gause Street apartments are a hotspot for bus trips.
- There are more houses along Shaw Road than US 84, but not from Darsey to Barry McAffrey.
- I think parents need the bus to pick them up earlier so that they can drop off kids at childcare before work.
- The service area should have gone to Airport Road from the beginning.
- Regency apartments' residents probably want service to doctors' offices, hospital, pharmacy, and shopping; they don't need every day but on Fridays, doctors close early.

Schedule information for internal use

- Doctor's appointments need about a two-hour window. Many close at noon on Friday. Most open at 0800 or 0900 and are open until 1700, including LRMC.
- Wal-Mart shifts start at 07:00, 14:00, 22:00
 - Eight or ten hour shifts; need to adjust during holidays
 - 0700 to 1600 shift worker wants 0630 to 1630 service
- Lowes start at 10:00 or 12:00, end at 19:00
- Fort Stewart
 - WACH janitorial shifts 16:30 to 23:30 and 07:00 to 16:00 (0730 to 1530 shift)
 - WACH pharmacy 07:30 to 20:00 open hours
 - PT starts 06:30, formation starts at 09:00
 - Civilians start work at 08:00
 - PX shifts start at 09:00 Mon-Sat
 - Brittin at 0700 and 1530 except for Thursday, at 1700.

- Memorial Drive Library closes at 20:00
- Voc Rehab clients go to Goodwill store in Hinesville on CRC mostly; shifts are 0730 to 1530-1600 and 1630 to 2430.
- Students going to STC 08:00 classes should be finished after 12:15. Many take three morning classes and then are done for the day. Most evening students drive from work to class and wouldn't need a bus.

Notes on stop locations

- Move SB Raintree stop north toward Gate 1 so that Route 6/7 can both stop at same location.

[Print This Article](#)

T-SPLOST failure disappoints officials

By Danielle Hipps

Staff writer

dhipps@coastalcourier.com

August 3, 2012

Hinesville leaders collectively are disappointed by Tuesday's failed T-SPLOST referendum, according to Mayor Jim Thomas and Mayor Pro Tem Charles Frasier. Frasier said he spoke Wednesday morning with other city council members and City Manager Billy Edwards about their feelings toward the referendum vote. Thomas said the leaders would begin a discussion about options in Thursday's city council meeting.

"I'm very disappointed the measure failed," said Frasier, who added that other city leaders had expressed similar sentiments. "I'm particularly concerned about the reasons some people gave for their non-support. I don't know if they didn't like the list of projects, or if they didn't feel like they were involved enough in the selection process for the projects."

Frasier said he also was disappointed in apparent opposition to the city's transit system receiving T-SPLOST funds, saying that most people don't realize ridership on most cities' transit systems always is under what the public expects for the first 10 years.

If T-SPLOST had passed, he said, it would have helped the city maintain the transit system until ridership gets to what it should be.

Thomas equally was dismayed but diplomatic.

"I really think (T-SPLOST) was a great idea, but the overwhelming majority did not," he said. "Liberty County and a few others approved it, but the majority didn't, and this is a democratic country."

Both leaders emphasized that all the transportation projects slated for funding by T-SPLOST would have helped Liberty County's development. Frasier hoped the state Legislature would come up with something the people could support. He admitted, however, he wasn't aware Gov. Nathan Deal said Wednesday he wasn't in favor of another T-SPLOST.

Atlanta's WXIA-TV reported the governor said he plans to "take charge" of Georgia's transportation projects through "traditional" means, like the state's Department of Transportation.

Noting the state would receive \$700 million less in federal transportation spending, the governor said the state's projects list would have to get smaller. Frasier said one issue he had with the state's transportation-fund efforts was that most of the revenue generated from higher gas taxes tended to wind up in the Atlanta area.

"With T-SPLOST, we had an opportunity to spend our own money right here," he

said. "And again, some of those projects would have really helped this area. The bypass, for example, would have been completed in four or five years. Now it might be nine or 10 years."

Frasier said he and other city leaders would have to sit down and talk about options, saying decisions about new methods for funding transportation projects would not be made right away. Thomas admitted there is not much they could do, noting the amount of money the community would have received through T-SPLOST cannot be matched through other sources.

"We're going to have to put some projects on hold and hope we get some more money from the federal or state government," he said.

Frasier noted options like an increase in the gas tax are not looked upon favorably with gas prices already rising and motorists trying to cut back on travel to save money. He also noted that increasing millage rates for personal property taxes would affect property owners and could hurt residential development.

<http://coastalcourier.com/section/139/article/46471/>

City council approves transit study

By RANDY C. MURRAY

rmurray@coastalcourier.com

The Hinesville City Council heard a report Thursday on the Liberty Transit Strategic Study that detailed county-wide needs and recommended strategies.

Rachel Hatcher, planning director of the Liberty Consolidated Planning Commission reported that ridership still is low but growing, and even though route deviation is available, it's not being used, and there is a lack of accurate information getting to the public. However, survey showed that 67 percent of those responding wanted transit service to continue, with 66 percent wanting services to expand. There was criticism about the revised schedule, especially dropping Saturday services.

Hatcher said the cost for running the Liberty Transit System for fiscal year 2013 is \$340,094, with existing services continuing until Feb. 2013, followed by reduced services until Oct. 2013.

Council members expressed concerns about the study's findings, with some asking about changing particular routes, which Hatcher admitted she could not answer at that time.

City Manager Billy Edwards told the council it only needed to approve the study results as evidence that the city is serious about improving the transit system.

COUNCIL continues on 3

COUNCIL

Continued from page 1

"Gentlemen, I need guidance from you before we enter into further, detailed negotiations," he said. "Are we heading in the right direction?"

The council members agreed and approved the study along with a recommendation by Mayor Jim Thomas that they hold work sessions early next year about the study's recommendations.

Also Thursday, the council recognized the Long Time Coming Ryders Auto Club for making donations to the Homeless Coalition. Club President Antony Walthour told the council his nonprofit organization donated canned foods and clothing to help the homeless.

The council also heard from Daisy Jones, homeless prevention coordinator, about the city's participation in the 2013 Statewide Homeless Count. She said the city would be helping the county with the pre-printed surveys from the Georgia Department of Community Affairs. Her office had received at \$450 grant to ex-

ecute the plan.

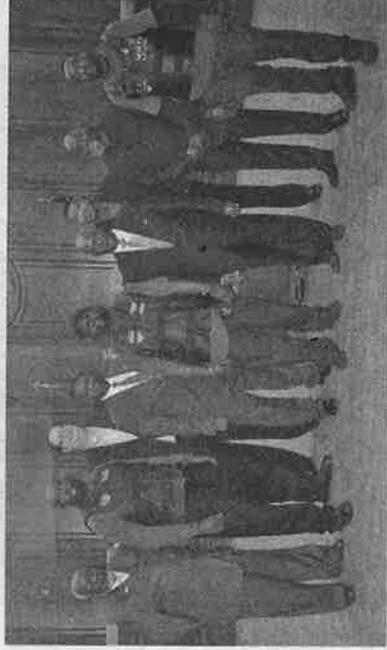
A presentation on the Hinesville Market Analysis by Vicki Davis, executive director for the Hinesville Downtown Development Authority, was re-scheduled for next month. Thomas said the postponement was necessary due to the nearly one hour used to discuss the transit study. This would allow Davis sufficient time for the presentation, he said.

Edwards added that he would ensure her informational item was at the top of the agenda for the Jan. 3 meeting.

The council approved the proposed use for the fiscal year 2013 Local Maintenance & Improvement Grant to be used for road repairs on South Main Street and Memorial Drive.

Mayor Pro Tem Frasier also wanted to thank the Hinesville Police Department and the Coastal Courier for informing the public about the increase risk for crime during the holidays, urging everyone to be extra vigilant.

Edwards concluded the meeting with a request to allow HPD Chief George Stagemer to begin the process of filling a vacancy created



Randy C. Murray

Members of the Long Time Coming Ryders Auto Club were honored during Thursday's Hinesville City Council meeting for the group's charity work.

by the pending retirement of HPD Lt. Max McLendon. Accordingly, the position would be filled internally by promoting a qualified sergeant, with that position would be filled by a qualified corporal and so on. When the process reached a point where a new officer would need to be hired, Stagemer would return to the council to ask permission to fill that vacancy in accordance with the budget agreement not to fill employee vacancies until approved by the council.

Maximum strength analgesic creme for temporary relief from:

- Joint and Muscle soreness
- Arthritis
- Back aches

Go Painlessly! THERA-GESIC

Help Liberty Transit Better Serve You! Liberty Transit needs your help to provide improved bus service. This survey is confidential.

<p>1. Do you currently ride Liberty Transit?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No. <i>Please skip to question #4.</i></p> <p>2. How many days per week do you usually ride Liberty Transit? (Choose one.)</p> <p><input type="checkbox"/> Less than once a week</p> <p><input type="checkbox"/> 1</p> <p><input type="checkbox"/> 2</p> <p><input type="checkbox"/> 3</p> <p><input type="checkbox"/> 4</p> <p><input type="checkbox"/> 5</p> <p><input type="checkbox"/> More than 5</p> <p>3. If bus service was not available, how would you make those trips?</p> <p><input type="checkbox"/> Drive</p> <p><input type="checkbox"/> Bicycle</p> <p><input type="checkbox"/> Taxi</p> <p><input type="checkbox"/> Walk</p> <p><input type="checkbox"/> Ride with someone</p> <p><input type="checkbox"/> Wouldn't make the trip</p> <p><input type="checkbox"/> Other: _____</p>	<p>6. How important are the following improvements on a 1 to 5 scale?</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th colspan="2" style="text-align: center;">Not Important</th> <th colspan="3" style="text-align: center;">Very Important</th> </tr> <tr> <th></th> <th style="text-align: center;">1</th> <th style="text-align: center;">2</th> <th style="text-align: center;">3</th> <th style="text-align: center;">4</th> <th style="text-align: center;">5</th> </tr> </thead> <tbody> <tr> <td>Bus service to new areas</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>More direct service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Faster service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Earlier morning service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>Later evening service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>More frequent weekday service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>More frequent Saturday service</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>More information at bus stops</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> <tr> <td>More information on the internet</td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </tbody> </table> <p>7. How likely are you to use, or continue to use, public transportation such as Liberty Transit?</p> <p>Please choose one:</p> <p><input type="checkbox"/> Extremely likely</p> <p><input type="checkbox"/> Very likely</p> <p><input type="checkbox"/> Moderately likely</p> <p><input type="checkbox"/> Slightly likely</p> <p><input type="checkbox"/> Not at all likely</p> <p>8. What is the purpose of the trip(s) you make, or would make, on public transportation? Select all that apply.</p> <p><input type="checkbox"/> Work/work-related</p> <p><input type="checkbox"/> Personal business (bank, post office, etc.)</p> <p><input type="checkbox"/> Shopping</p> <p><input type="checkbox"/> College or school</p> <p><input type="checkbox"/> Medical services</p> <p><input type="checkbox"/> Social, recreation or entertainment</p> <p><input type="checkbox"/> Other: _____</p>		Not Important		Very Important				1	2	3	4	5	Bus service to new areas	<input type="checkbox"/>	More direct service	<input type="checkbox"/>	Faster service	<input type="checkbox"/>	Earlier morning service	<input type="checkbox"/>	Later evening service	<input type="checkbox"/>	More frequent weekday service	<input type="checkbox"/>	More frequent Saturday service	<input type="checkbox"/>	More information at bus stops	<input type="checkbox"/>	More information on the internet	<input type="checkbox"/>																																				
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<p>4. Where should Liberty Transit Service be provided?</p> <p><input type="checkbox"/> Downtown Hinesville to Midway</p> <p><input type="checkbox"/> Downtown Hinesville to Tradeport/I-95 interchange area</p> <p><input type="checkbox"/> Savannah Technical College/Airport Road to Wal-Mart/shopping on Oglethorpe Highway/US 84</p> <p><input type="checkbox"/> Savannah Technical College/Airport Road to downtown Hinesville</p> <p><input type="checkbox"/> Walthourville/Allenhurst to downtown Hinesville</p> <p><input type="checkbox"/> Walthourville/Allenhurst to Wal-Mart/shopping on Oglethorpe Highway/US 84</p> <p><input type="checkbox"/> Other: _____</p>																																																																			
<p>5. Do you have any comments on how Liberty Transit can better serve you?</p> <p>_____</p> <p>_____</p>																																																																			

Tell us about you!

<p>What is your age?</p> <p><input type="checkbox"/> Under 16 <input type="checkbox"/> 36 - 45</p> <p><input type="checkbox"/> 16 - 20 <input type="checkbox"/> 46 - 55</p> <p><input type="checkbox"/> 21 - 25 <input type="checkbox"/> 56 - 65</p> <p><input type="checkbox"/> 26 - 30 <input type="checkbox"/> 66 - 75</p> <p><input type="checkbox"/> 31 - 35 <input type="checkbox"/> Older than 75</p>	<p>Are you: (Check the one that best describes you.)</p> <p><input type="checkbox"/> Black/African American</p> <p><input type="checkbox"/> Hispanic/Latino</p> <p><input type="checkbox"/> White/Caucasian</p> <p><input type="checkbox"/> Asian/Pacific Islander</p> <p><input type="checkbox"/> Other: _____</p>	<p>What was your estimated annual household income in 2011 before taxes?</p> <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Under \$ 5,000</td> <td><input type="checkbox"/> \$ 40,000 to \$ 54,999</td> </tr> <tr> <td><input type="checkbox"/> \$ 5,000 to \$ 9,999</td> <td><input type="checkbox"/> \$ 55,000 to \$ 69,999</td> </tr> <tr> <td><input type="checkbox"/> \$ 10,000 to \$ 19,999</td> <td><input type="checkbox"/> \$ 70,000 to \$ 84,999</td> </tr> <tr> <td><input type="checkbox"/> \$ 20,000 to \$ 29,999</td> <td><input type="checkbox"/> \$ 85,000 or more</td> </tr> <tr> <td><input type="checkbox"/> \$ 30,000 to \$ 39,999</td> <td></td> </tr> </table>	<input type="checkbox"/> Under \$ 5,000	<input type="checkbox"/> \$ 40,000 to \$ 54,999	<input type="checkbox"/> \$ 5,000 to \$ 9,999	<input type="checkbox"/> \$ 55,000 to \$ 69,999	<input type="checkbox"/> \$ 10,000 to \$ 19,999	<input type="checkbox"/> \$ 70,000 to \$ 84,999	<input type="checkbox"/> \$ 20,000 to \$ 29,999	<input type="checkbox"/> \$ 85,000 or more	<input type="checkbox"/> \$ 30,000 to \$ 39,999		<p>Do you own a vehicle?</p> <p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p>
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<input type="checkbox"/> \$ 30,000 to \$ 39,999													

Please return this survey to the place you received it, any Liberty Transit bus driver or Liberty Transit at 220 North Maple Drive, Hinesville, GA 31313.

Survey Please take a minute to help us improve Liberty Transit by filling out the survey on the other side of this page. Please return this survey to the place you received it, any Liberty Transit bus driver, or Liberty Transit at 220 North Maple Drive, Hinesville, GA 31313.

While we have your attention...

Did you know that funding for Liberty Transit is included in the upcoming transportation sales tax (T-SPLOST) referendum?

- ✓ The referendum is July 31, 2012.
- ✓ 25% of all funds raised in the region will be returned directly to the local jurisdiction and 75% will go to regional projects that help us all.
- ✓ The regional transportation project list was developed by local elected officials, will be voted on by the public, and will be supervised by the public.

Find out more at **www.t-splost.com** and at **www.libertycounty.org**

Appendix D: Needs Assessment Report

Liberty Transit Strategic Plan Needs Assessment

Submitted to Hinesville Area Metropolitan Planning Organization/Liberty Consolidated Planning Commission

Submitted by Reynolds, Smith and Hills, Inc.

Submitted November 7, 2012

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System Overview

Liberty Transit operates within the Hinesville urbanized area. The service area includes Hinesville’s downtown and core commercial corridors, a major commercial corridor in Flemington, and Fort Stewart’s main activity center. The system was planned with a significant level of service to Fort Stewart, with over 40% of the route-miles within the installation. Bus routes connect through to the installation’s hospital, Post Exchange, offices, entertainment, and family housing. The system also provides service to traditional transit dependent populations including the elderly, disabled, and low income households, as well as visitors and residents of Hinesville and Flemington. Major destinations off of the installation include the historic downtown, commercial corridors, human services agencies, the hospital, hotels, and residential areas.

Currently, the system includes four fixed routes with six 26-passenger buses during peak service. Service is available Monday through Saturday from 5:30 am until 6:00 pm, with limited service until 10:00 pm on Friday and Saturday evenings. Liberty Transit provides curb-to-curb service via route deviation for eligible passengers in compliance with the Americans with Disabilities Act. However, the route deviation service is not used by existing passengers.

Organization

The Liberty Transit System is governed by the City of Hinesville, with support from a Transit Steering Committee comprised of the Mayor of Hinesville, Mayor of Flemington, Liberty County Board of Commissioners Chairman, and an ex-officio Fort Stewart representative. The City of Hinesville finances the system and is the designated subrecipient for Federal Transit Administration funds; the Hinesville City Council approves all grant applications and contracts. The City relies on staff from the Hinesville Area Metropolitan Planning Organization (HAMPO) to act as transit coordinator for the system as well as to provide planning, grant administration, and marketing support. The system is operated by a contracted transit management firm, Veolia Transdev, Inc. Figure 1 shows the intended organizational structure for the system’s management and operation.

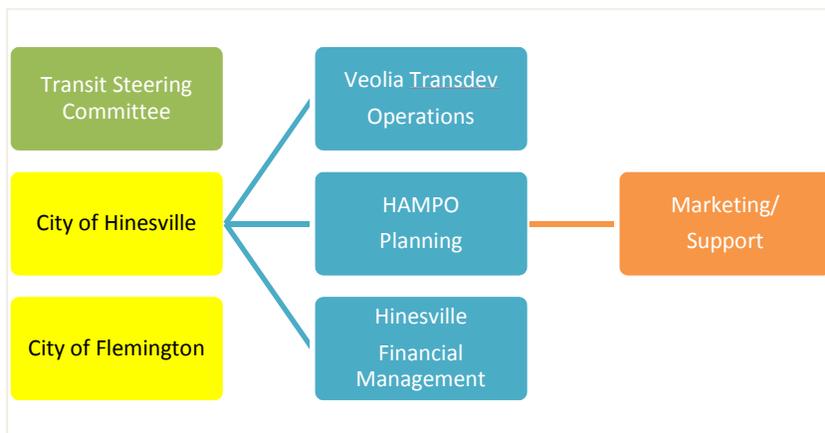


Figure 1 Planned Organizational Structure

As part of the assessment of system performance, the study team met with stakeholders, staff (including both public sector and Veolia/TransDev employees), and elected officials to document the system’s institutional structure for the first eighteen months of operation. It is evident that the role of the Transit Coordinator has evolved into an active manager of daily decision making and planning, including the following duties:

- grant administration, annual budgeting, and procurement,
- Veolia contract management, invoice review,
- service and route planning, locating new or revised stop locations,
- long range planning, coordination with MPO and Planning Commission activities,
- marketing and public information, stakeholder involvement, Fort Stewart Transportation Division point of contact, and
- facilitating communication between the various entities that govern, fund, administer, and operate the Liberty Transit as well as other city departments such as public works that assist the system.

In addition to the Transit Coordinator, HAMPO staff also provides marketing support by conducting outreach activities to human services agencies, local businesses, developing promotional materials, and staffing Transit Steering Committee meetings. Hinesville’s City Manager and Chief Financial Officer are directly involved in administration of the system.

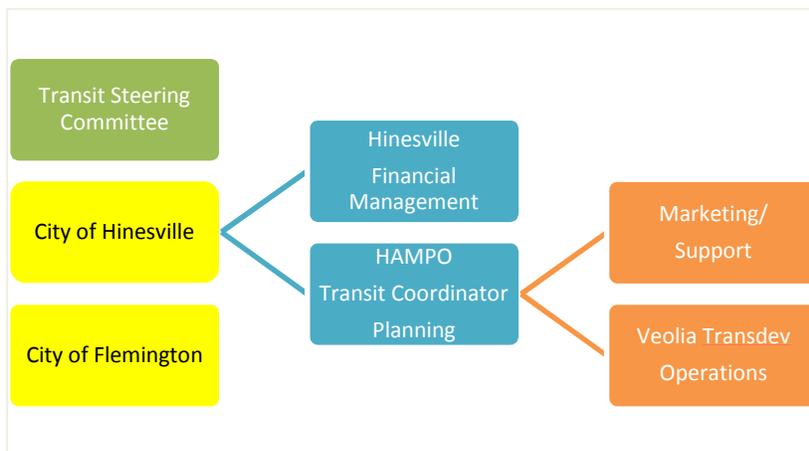


Figure 2 Organizational Structure Supporting Day-to-Day Operations

Figure 3 represents the decision making structure for Liberty Transit. The Transit Steering Committee directs the Transit Coordinator and other staff through a consensus based process. Although the Hinesville City Council approves all grant applications and budgets for Liberty Transit, decisions regarding service provision come directly from the Transit Steering Committee. The Transit Coordinator provides direction for the Liberty Transit General Manager, who is a Veolia Transdev employee.

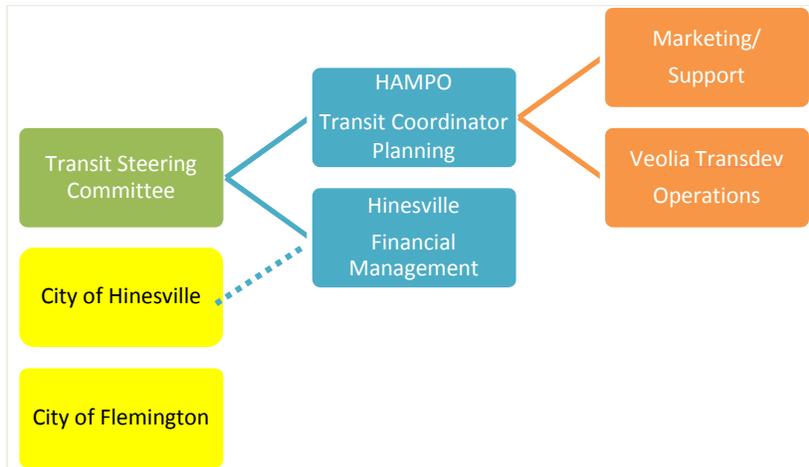


Figure 3 Organizational Structure for Policy Guidance

Fort Stewart holds a nonvoting position on the Transit Steering Committee. Fort Stewart civilian personnel within the Transportation Division, Master Planning Division, and Directorate of Emergency Services support the ongoing operations of the system. The installation’s point of contact for transit operations and planning is the Chief of the Transportation Division. A critical component to the system’s future success will be the Transportation Incentive Program (Mass Transit Benefit Program) offered by the Department of Defense which is available to fund transit passes for all federal employees on the installation. Fort Stewart has not chosen to pursue the program at this time, but it is a potential dedicated revenue source for the system.

Timeline

The Hinesville Area MPO began discussing a transit system soon after its formation in 2003. Formal plans for the system began in 2004 with a Feasibility Study. A Transit Implementation Study was completed in early 2007. An Operations Plan was completed in mid 2008 with the MPO’s metropolitan planning program (§5303) and urbanized area (§5307) program funds. RS&H, the consultant that completed the Operations Plan, was retained for on-call implementation and planning support through system start-up.

The Operations Plan included a level of detail sufficient to begin service. It defined the financial requirements for the first year of the system, including capital purchases and operating cost. As of May 2008, the plan was to purchase four medium-sized cutaway buses in the first year and three identical buses in the second year, when the service area would expand from two to three fixed routes with complementary curb-to-curb service for eligible passengers. Detailed capital cost estimates for vehicles, fareboxes, and related equipment were developed. The Operations Plan also detailed responsibilities of the City of Hinesville, the transit management firm, and other parties. The consultant prepared an urbanized area program grant application for the system’s start-up, and coordinated with Georgia Department of Transportation, the designated recipient for small urban area funds. The MPO’s consultant also prepared a request for proposals for a transit management firm, and assisted with the technical review of the three proposals received.

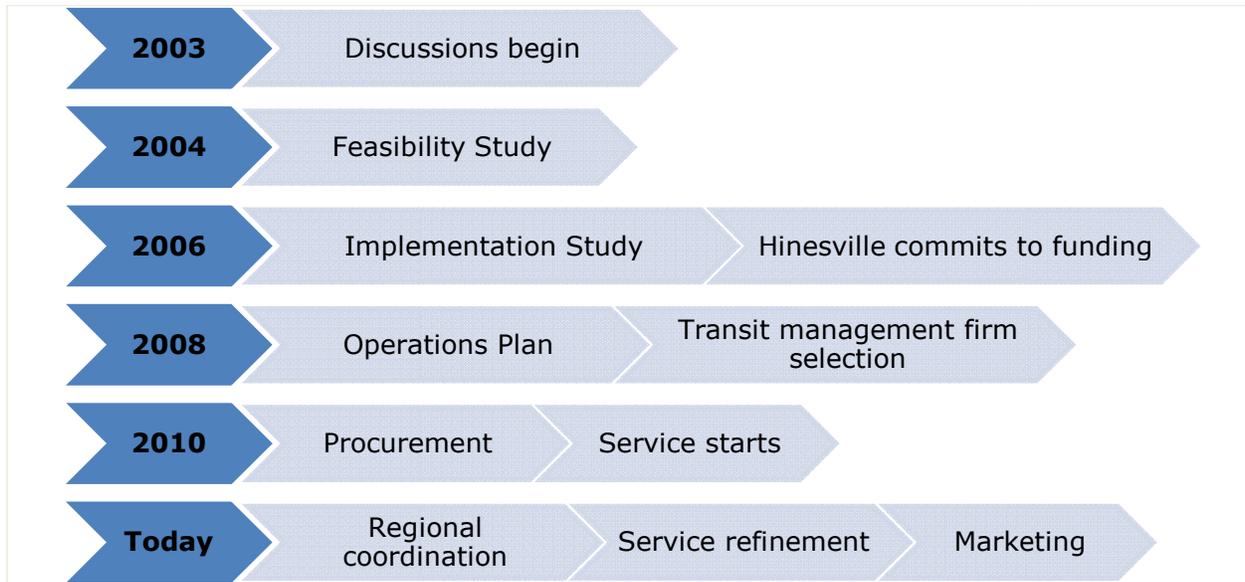


Figure 4 Implementation Timeline

Significant changes were made during the operations planning. The target start date was moved up to early December 2008 to accommodate Fort Stewart troops returning from the Middle East. Routes were shifted to priority destinations and to accommodate likely trip patterns while minimizing transfers. Revised routes also avoided school zones and roads that are regularly closed for military training. Direct service onto Fort Stewart was added to connect to destinations on post (rather than dropping passengers at the security gate out of reach). Stop locations were refined based on substantial input from city and county staff, public agencies, residents, and field review. The recommended service structure was changed to route deviation to accommodate ADA requirements, rather than a separate complementary paratransit service. Schedules were adjusted to reflect actual travel times and security procedures at the Fort Stewart access control gate.

Start-up Schedule and Stimulus

As mentioned above, the City of Hinesville is a subrecipient of FTA program funds which flow through GDOT. As a start-up system, Liberty Transit was significantly impacted by agency delays in processing grant applications. The system start-up was delayed for over a year¹ while the City waited for GDOT to execute the grant for capital purchases for the system and was unable to contract with the highest ranked transit management firm or begin the procurement process.

While unfortunate, the delay did create an opportunity to apply for American Recovery and Reinvestment Act (ARRA) funds in 2009 for purchasing transit vehicles and other equipment. The availability of ARRA funds and changes to the cutaway vehicle market² changed the preferred vehicle for the system as well as the procurement process. The capital and operating budgets went through several

¹ Hinesville applied for funds in December 2007. The capital and planning grants necessary to purchase vehicles and other equipment were executed in early April 2009.

² GM ceased production of the preferred vehicle, a 16-passenger cutaway bus vehicle with wheelchair lift and tie-down positions.

iterations to accommodate the changes in start-up capital, vehicle operating costs, and schedule. After several months of conversation regarding use of program funds and/or stimulus to purchase specific capital items, procurement finally began in spring 2010. Liberty Transit took advantage of ARRA to fund the capital program for three fixed routes at startup.

Since system startup, two service reductions have been implemented due to budgetary constraints and ridership levels.



Figure 5 Glaval Apollo Liberty Transit Vehicle

System Funding

The Hinesville urbanized area is designated by the US Census, with a reported population of 51,456. Figure 6 shows the 2000 and 2010 urbanized area, which extends into Long County. As a small urbanized area, it is eligible for Section 5307 Urbanized Area Formula Program funds from the Federal Transit Administration (FTA). The City of Hinesville is the designated subrecipient for FTA funds which flow through GDOT. FTA program funds can be used for capital purchases, planning studies, and public transportation operations. Hinesville has also been the recipient of discretionary grants for transit planning and capital purchases under the Section 5303 Metropolitan Planning program and the American Recovery and Reinvestment Act, respectively.

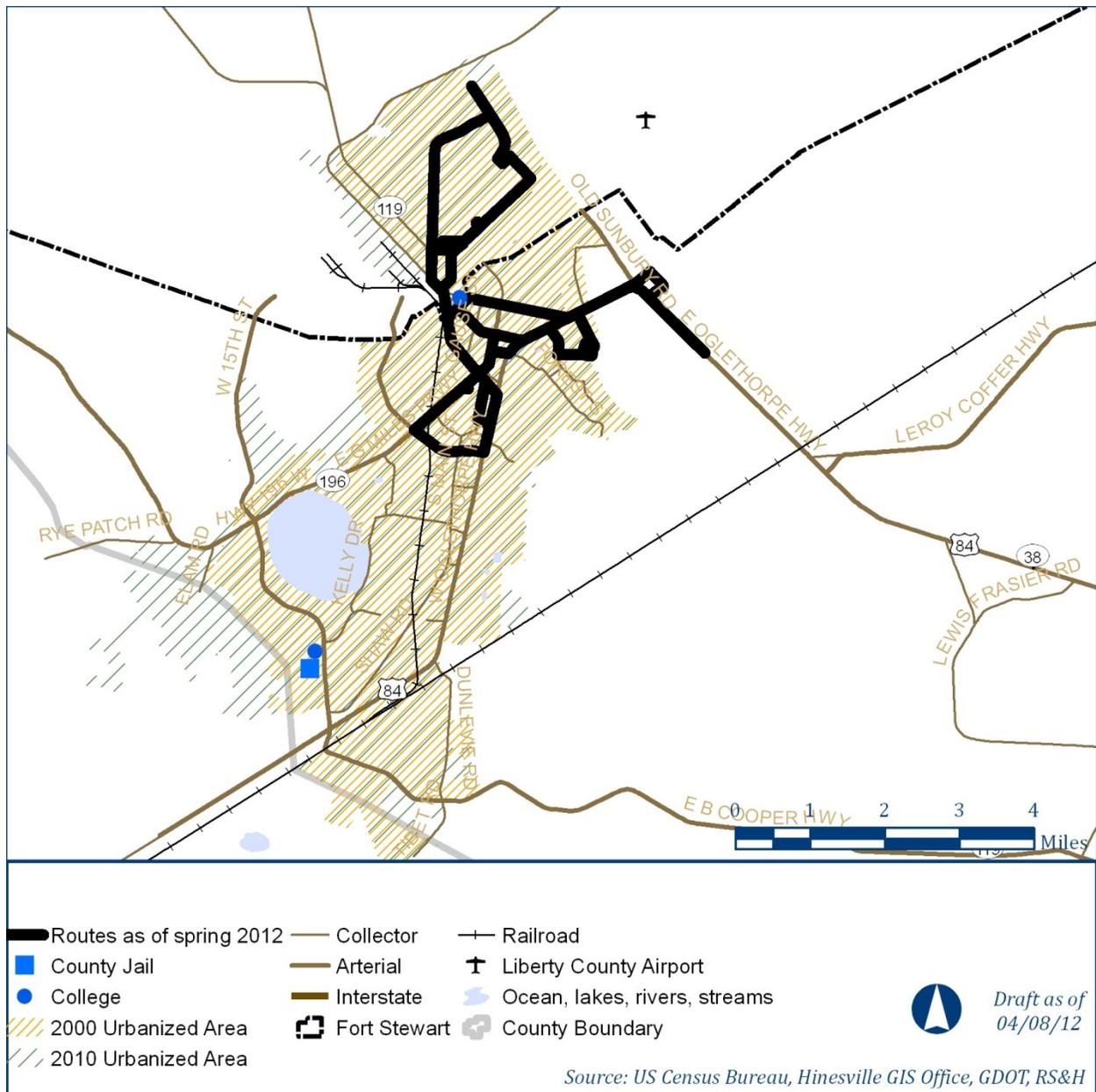


Figure 6 Urbanized Area Boundaries

Coastal Regional Coaches provide public transportation for the nonurbanized areas surrounding Hinesville. This service uses Section 5311 Rural Public Transportation Program funds and Section 5310 Elderly and Disabled Program funds as well as local matching funds to operate on-demand public transportation for trips that start or end within nonurban areas in ten Coastal Georgia counties.

Section 5307 Urbanized Area Formula Program

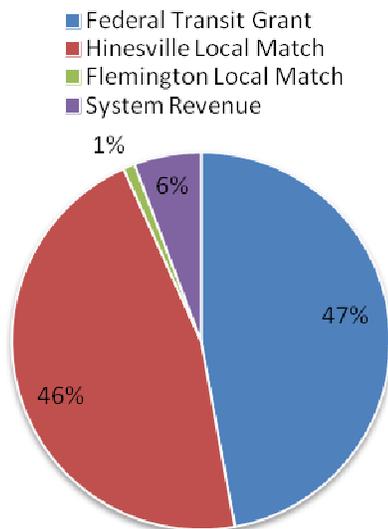
Funds under the Section 5307 Urbanized Area Formula Program are apportioned annually to Hinesville. In recent history, about \$650,000 has been apportioned to Hinesville each year. The City must apply annually to GDOT to receive its apportionment as well as any additional funds that are available within the state. Section 5307 funds require minimum matching funds of 20% of the cost of capital items and

50% of the net operating cost of the system. That is, capital purchases under Section 5307 are funded at a ratio of 4 Federal dollars to 1 local dollar while operations are funded at a 1 to 1 ratio. GDOT partially matches capital purchases at its discretion. In order to qualify for Section 5307 funding, services must be open to the general public, must serve the designated urbanized area, and must comply with Federal regulations such as the National Environmental Policy Act and Title VI Civil Rights requirements. Grants under the program are subject to GDOT oversight and administration. In the past, this has resulted in delays to the system start-up and loss of two years of past apportionments that Hinesville applied for but was not granted. A significant portion of the Transit Coordinator's time is needed for grant application and administration.

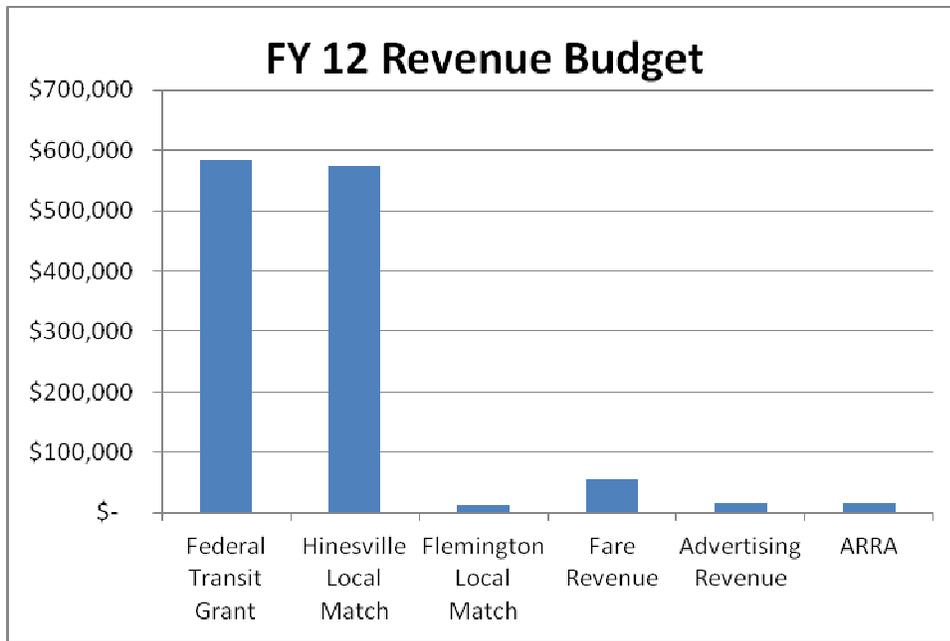
Liberty Transit Cash Flow

The total operating budget for Liberty Transit for the period November 1, 2011 through October 31, 2012 is \$1.2 Million. About half of system operations are funded federally, as you can see in the charts below.

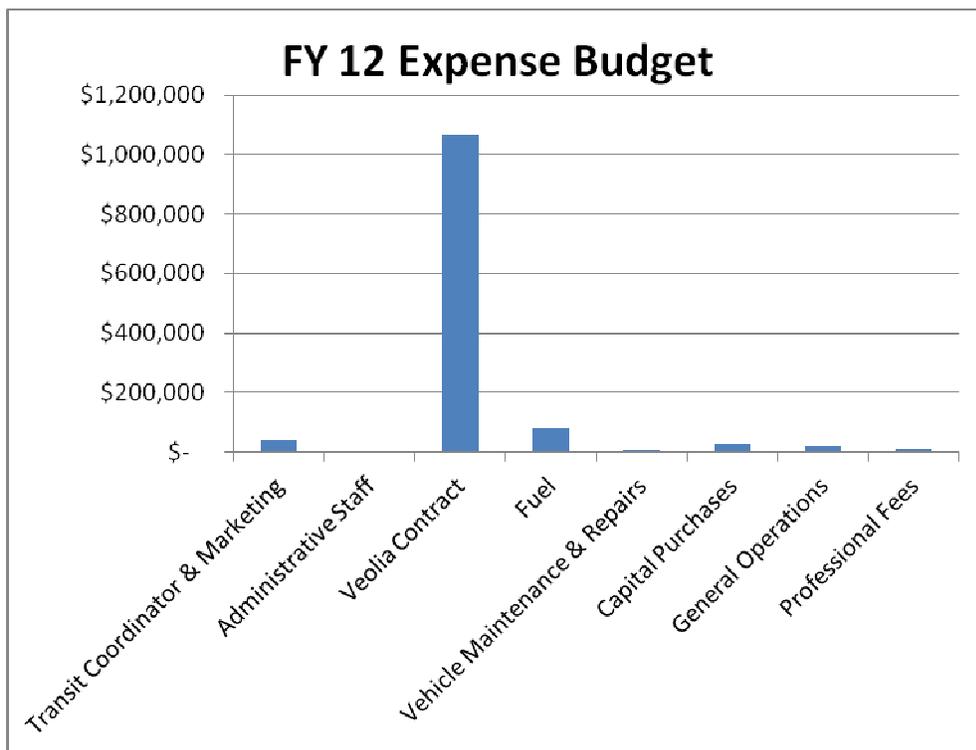
Liberty Transit Fiscal Year 2012 Operating Budget



The City of Hinesville has budgeted \$573,000 from the General Fund as a local match for system operations. The City of Flemington is budgeted to contribute an additional \$12,000 in local matching funds. Actual local shares are projected to meet the budget. Fare revenue includes a large purchase of Liberty Transit passes by Coastal Regional Coaches for nonemergency transportation. No advertising revenue has been generated this fiscal year. As a point of comparison, the fiscal year 2011 budget included a local match of \$650,000 in addition to administrative, finance, and marketing support from Hinesville staff.



As the figure below shows, the largest single item in the operating budget is the contract with Veolia TransDev to manage and operate the system. The next largest budget line item is fuel; fuel is likely to exceed the budgeted amount due to increased price per gallon over the year. There were also delays in planned service reductions, which increased operating cost for the system above the budgeted amount. There is about \$40,000 budgeted for staff support positions including the Transit Coordinator and marketing staff.



System Performance

Based upon Liberty Transit service area characteristics, the study team identified several peer transit systems in the south with service area density less than 2,000 persons per square mile and service area population less than 62,000. All peer systems have been in service longer than Liberty Transit and their performance measures represent a 12-month period after the typical start-up period of three to five years.

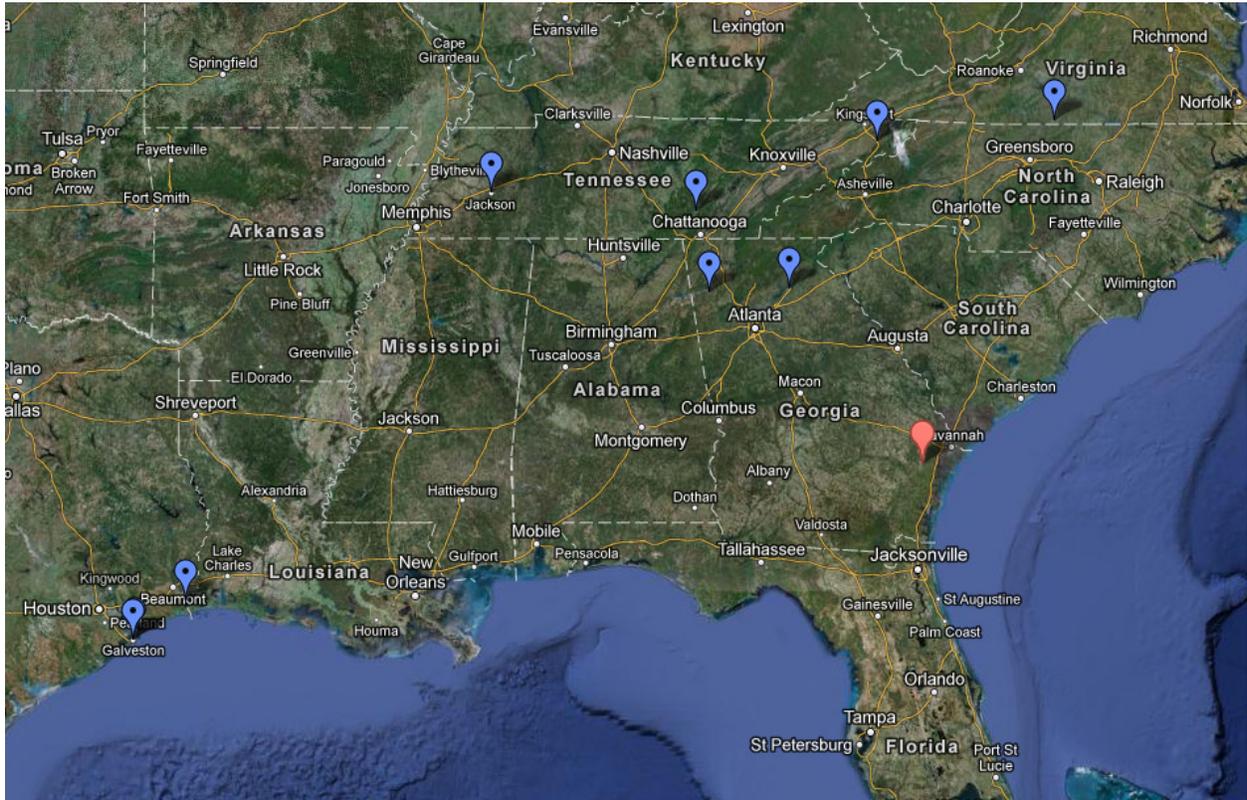


Figure 7 Peer System Locations

The figure below shows farebox recovery for Liberty Transit in 2011 and peer systems in 2010 (the latest year reported in the National Transit Database). Farebox recovery represents fare revenue as a percentage of total operating costs for the year. Note that the three systems with the highest farebox recovery serve major destinations which generate ridership. Danville and Jackson both provide service to major employers and Danville also serves two colleges, while Rome provides school bus service. The farebox recovery ratio in 2012 is projected to be about 5% for Liberty Transit.

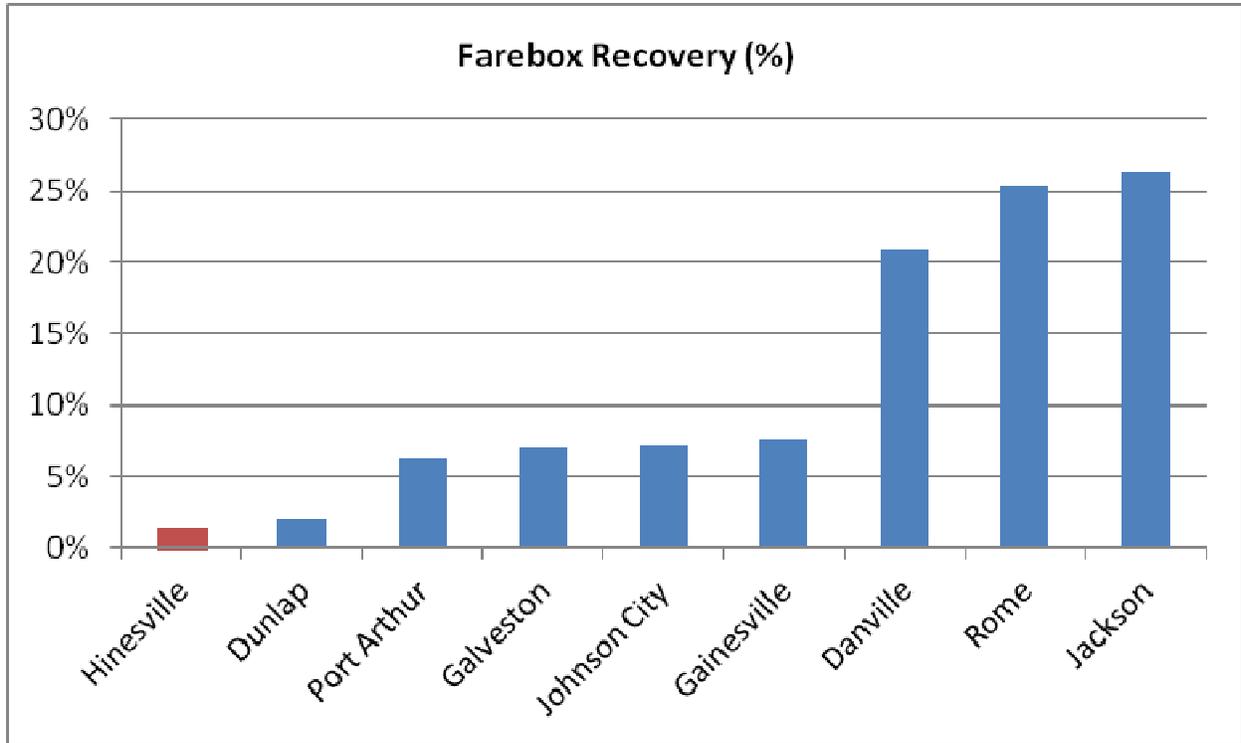


Figure 8 Annual Farebox Recovery

The figure below shows that Liberty Transit has fewer passengers per hour of service than its peers.

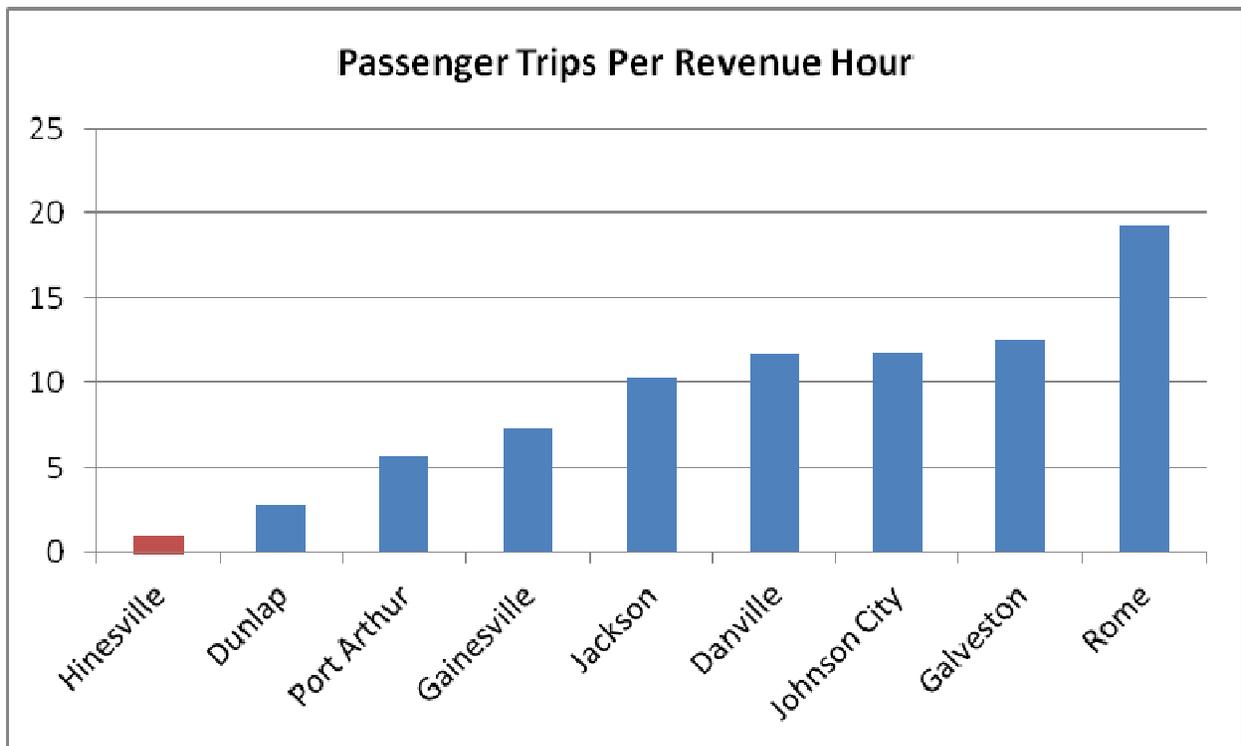


Figure 9 Annual Passenger Trips per Revenue Hour

The figure below shows total annual operating expense per revenue service hour, with Liberty Transit above the median.

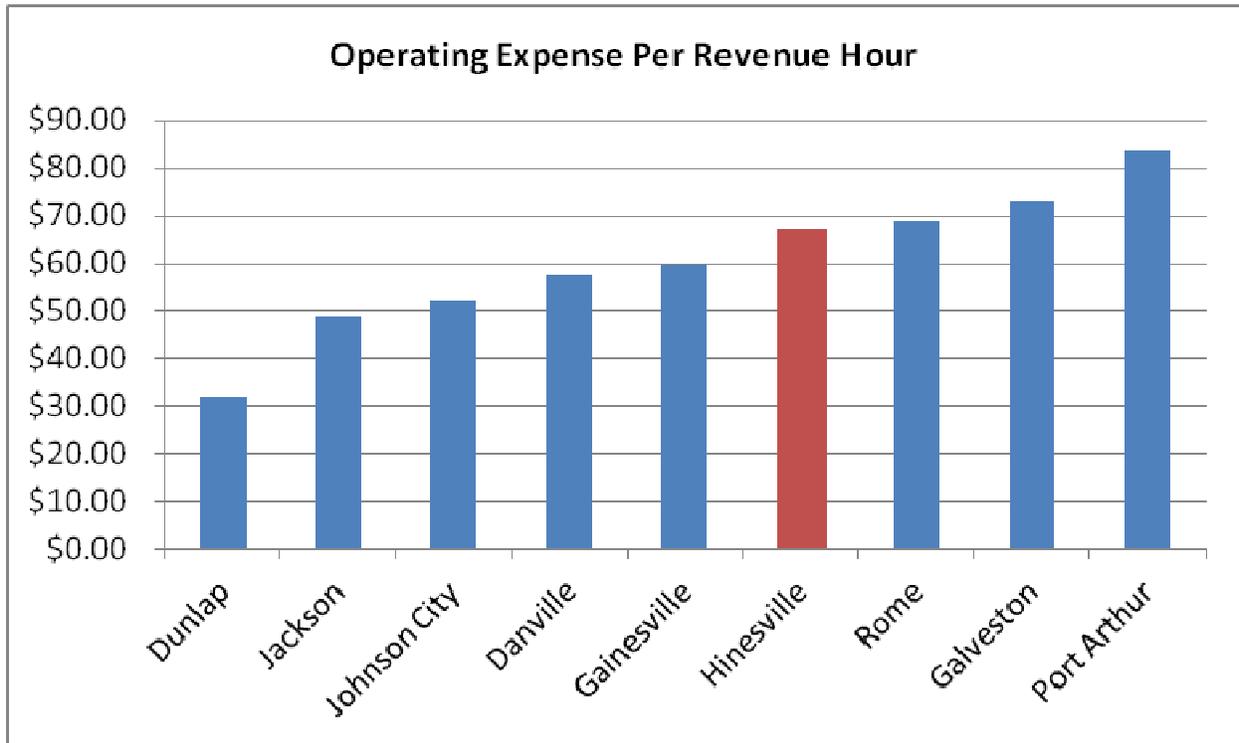


Figure 10 Annual Operating Expense per Revenue Hour

The figure below shows total annual operating expense per passenger trip. Liberty Transit's low ridership results in a higher expense per trip than its peers which have built ridership over several years. Note that an expert panel assembled for a work session with City Council indicated that it takes three to five years to establish a new bus system. However, the goal of increasing system passengers is a critical one for Liberty Transit.

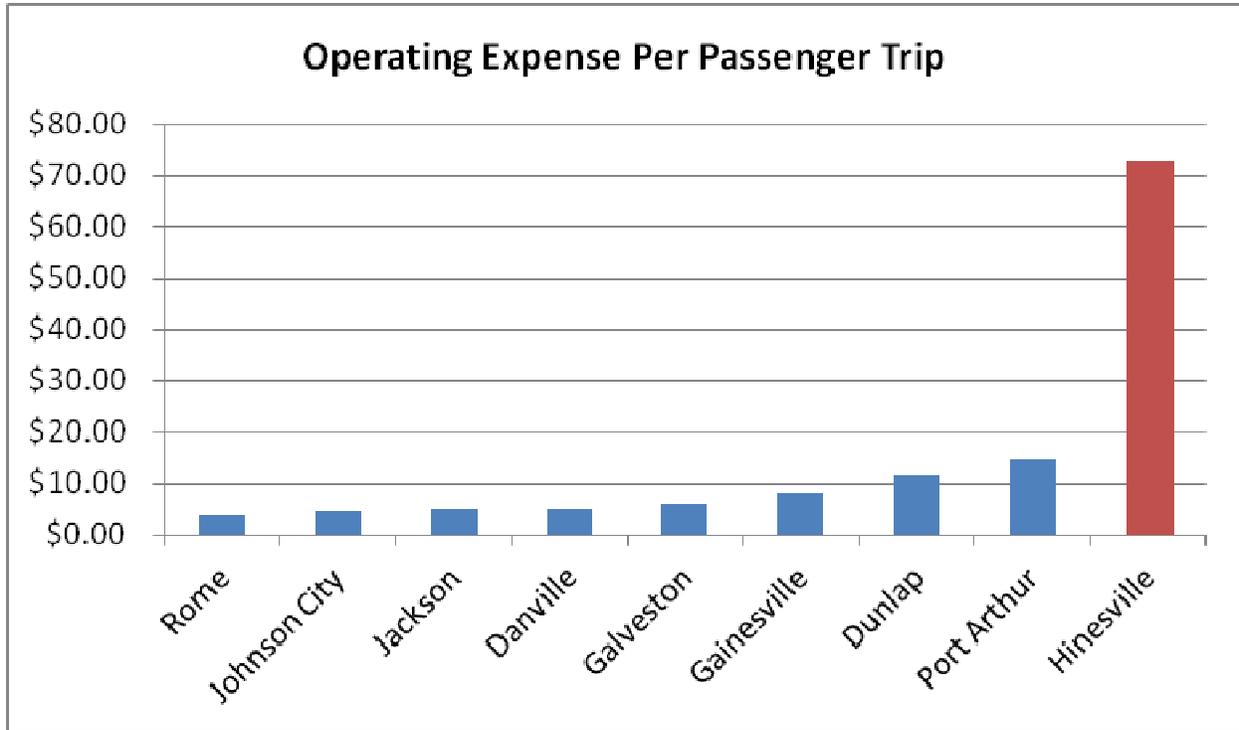


Figure 11 Annual Operating Expense per Passenger Trip

Public Transportation Needs Assessment

Existing Riders

Based on results from the on-board survey, it is clear that existing riders are dependent upon Liberty Transit for mobility. The majority of current passengers ride several times per week, are minority, are low income, and do not own a vehicle. The on-board survey is discussed in more detail below.

Transit Supportive Areas

In order to assess the need for transit service, the study team mapped population and employment density, major activity centers, and concentrations of transit dependent populations. According to the *Transit Capacity and Quality of Service Manual*, the minimum density required to support hourly transit service is a household density of 4.5 units per net acre, which is typically about 3 units per gross acre. The minimum employment density required to support transit service is 4 jobs per gross acre. The study team mapped 2010 Census data, 2006 socioeconomic data developed for the Long Range Transportation Plan, 2010 Department of Labor employment data available through the Local Employment Dynamics program, and local data showing public and subsidized housing locations, as well as mobile home parks. The figure below shows an overview of the current service area and areas that might support transit service today. Areas with potential include residential areas along Glenn Bryant Road, Kelly Drive, and South Main Street, as well as mobile home parks on SR 196. A desire for transit service to the Savannah Tech Liberty Campus on Airport Road has been expressed by officials and stakeholders.

It should be noted that the family housing area on Fort Stewart has an overall density of about 2 households per acre, which is below the density that can support regular fixed route transit service.

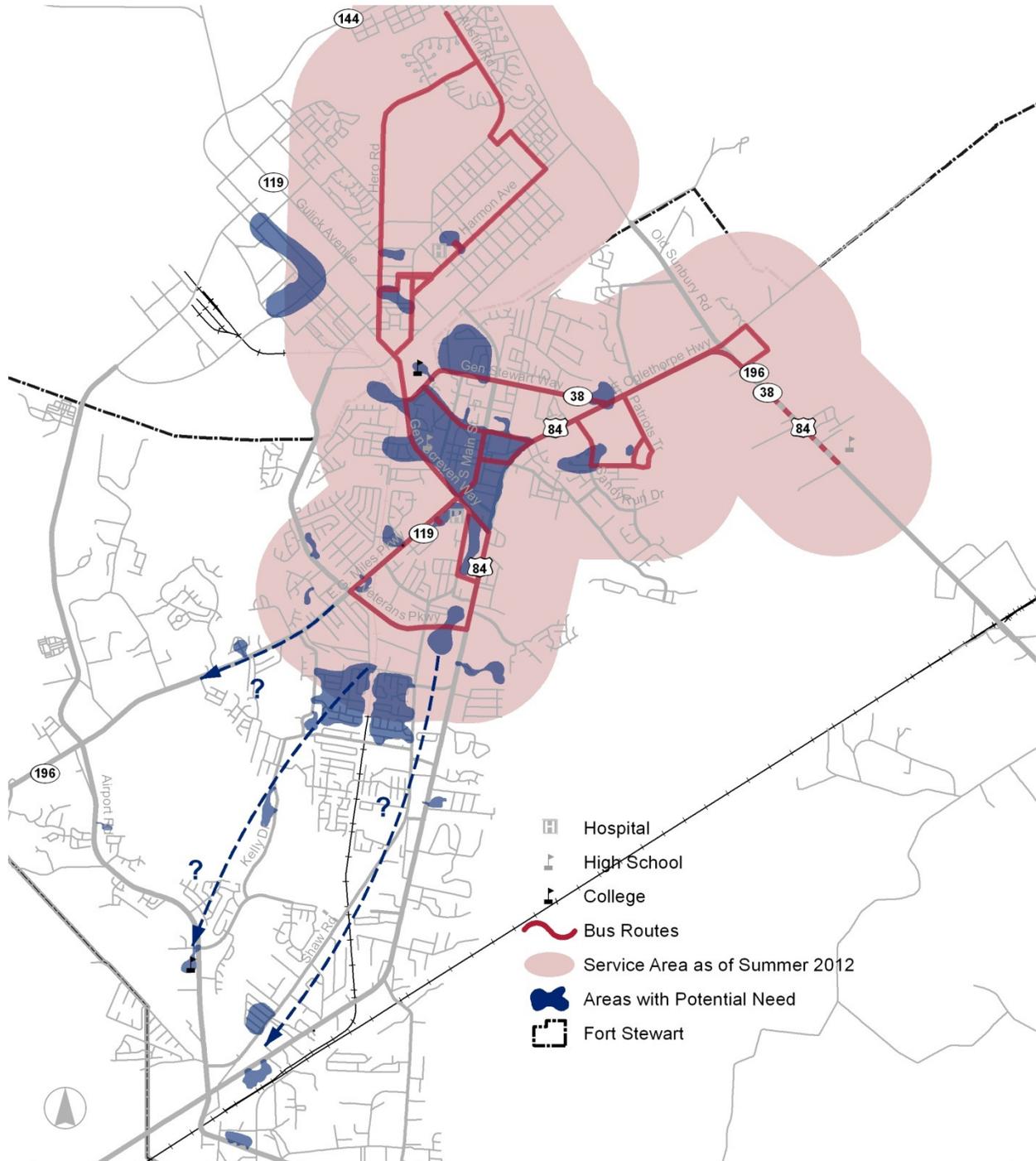


Figure 12 Areas with Potential for Supporting Transit Service

Public Input

The first phase of the Strategic Plan has included diverse outreach and information gathering events, described briefly below.

- Each member of the Hinesville City Council has been interviewed individually.
- Liberty Transit staff, including the general manager, shift managers, office administrator/customer service representative, and bus drivers were interviewed and a survey was conducted online for further input.
- A work session was held in July 2012 for the Hinesville and Flemington City Councils to discuss the system performance, issues, and opportunities with public transportation experts.
- A public workshop was held over two days at Savannah Tech’s Liberty Campus.
- An on-board survey was conducted for a full week in June 2012. The survey included origin-destination information as well as questions regarding demographics, quality of service and stated preference.
- An online survey was conducted in July-August 2012.
- Human service agency representatives were interviewed in August 2012.
- Presentations were made to the Transit Steering Committee and HAMPO Committees.

On-board Survey Results

The following figures show responses to the on-board survey conducted in June 2012. Bus drivers distributed surveys to each passenger boarding a transit vehicle. Some passengers completed more than one survey during the week.

Forty percent of trips documented were work-related. Twenty-five percent were shopping trips.

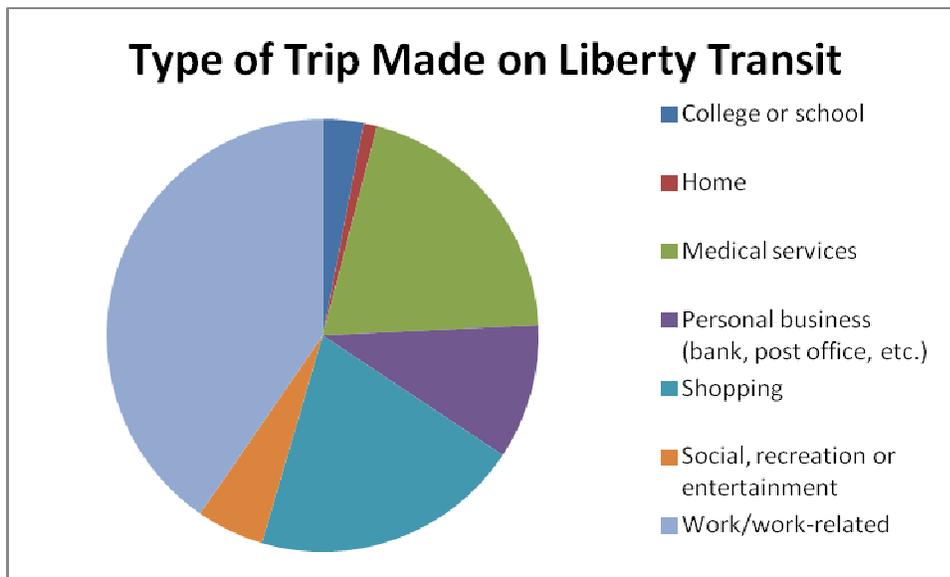


Figure 13 Trip Purpose Reported On-board

Respondents were asked, “If bus service was not available, how would you have made this trip?” Respondents selected more than one response from those shown below. The most frequent response was “walk”.



Figure 14 Alternative Travel Modes Selected

The survey asked passengers how many days per week they ride the bus. Fifty-two percent of respondents ride Liberty Transit five or more days per week.

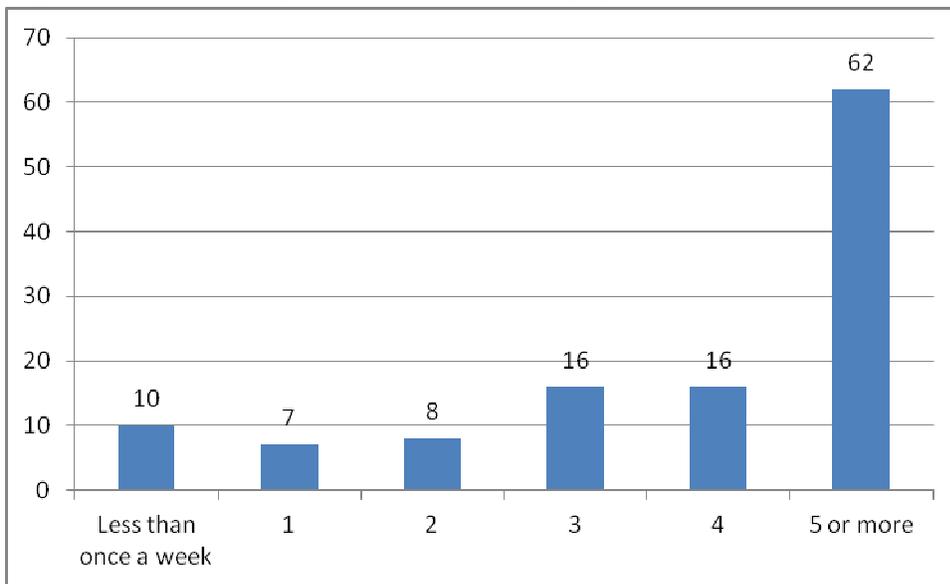


Figure 15 Frequency of Use

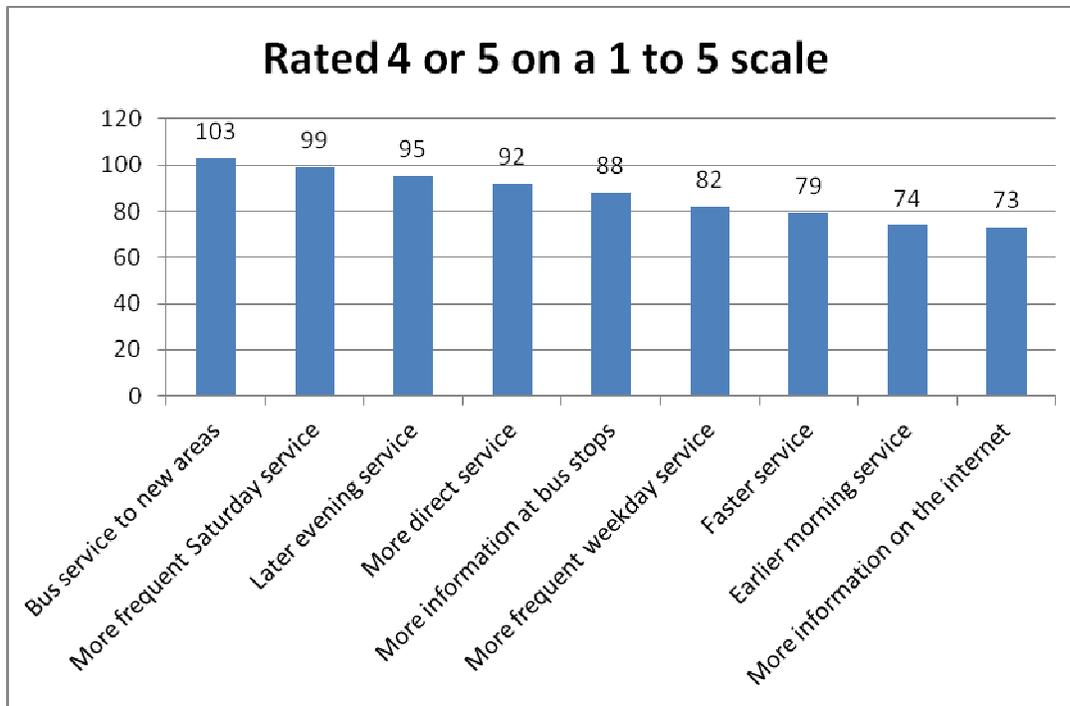


Figure 16 Potential Service Improvements

Respondents were asked to rate potential service improvements on a scale from 1 to 5. Bus service to new areas was the highest ranked improvement. Respondents were also asked where new service should be provided, with multiple choices allowed. The Savannah Tech Liberty County campus, Walthourville and Allenhurst, and destinations to the east including Midway and Tradeport east near the I-95/US 84 interchange were all selected by several respondents.

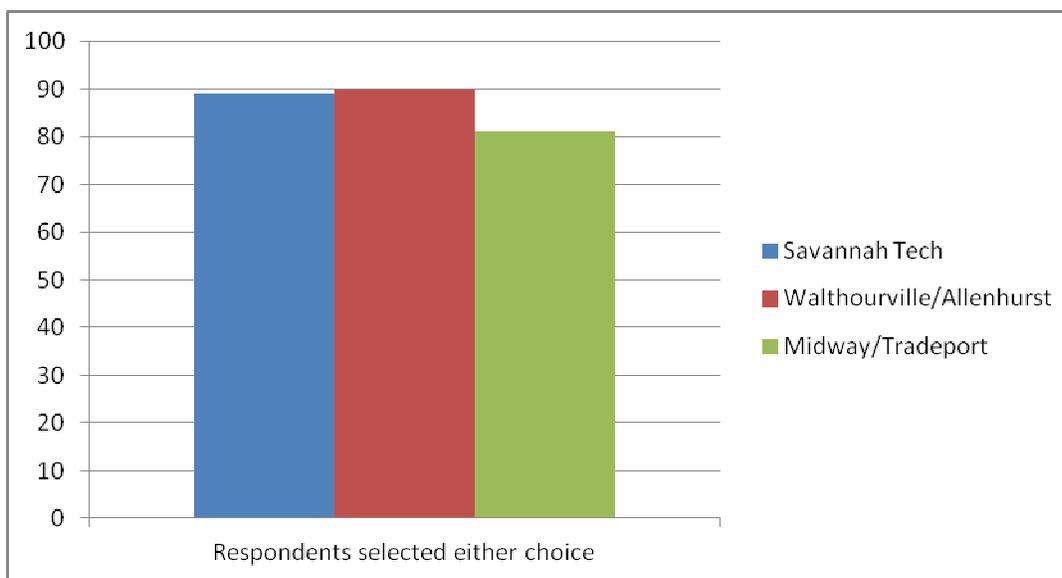


Figure 17 Stated Preference for New Service Areas

The majority of respondents reported a racial minority, with black/African American the most frequent response.

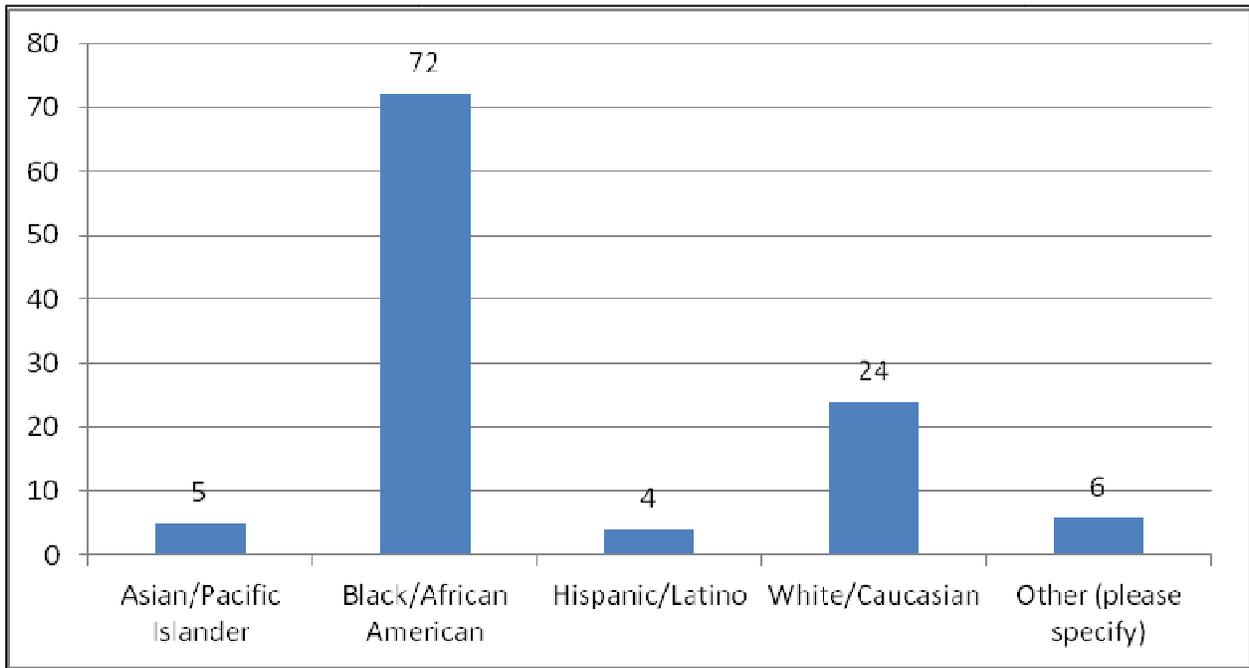


Figure 18 Race of Respondents

The age of respondents reflects the high portion of Hinesville’s population between the ages of 16 and 25, with another large group reporting ages between 46 and 55 years old.

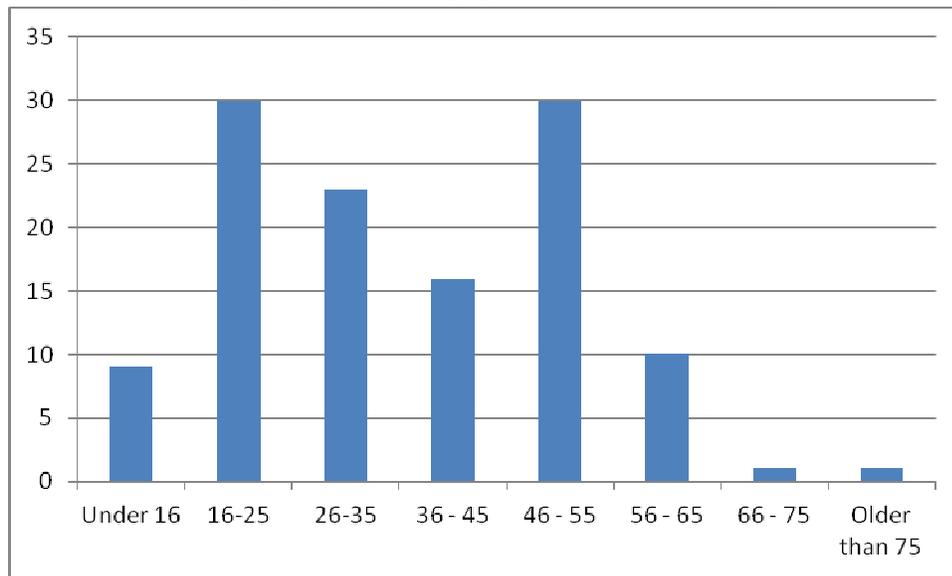


Figure 19 Age of Respondents

Survey respondents were asked to report their annual household income. About ¾ of respondents reported income below the poverty level.

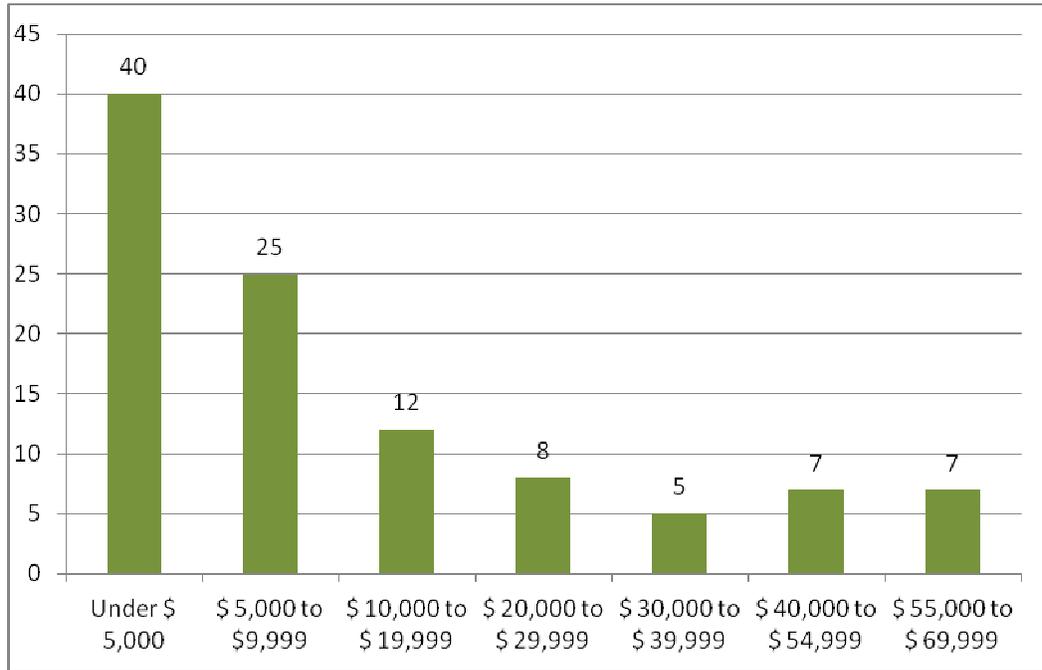


Figure 20 Reported Household Annual Income

Specific issues and opportunities documented as part of public and stakeholder are included in the section below.

Issues and Opportunities

Service Area and Schedule

1. During the summer of 2011, a brief survey was sent to all addresses in Hinesville and was made available online. Respondents expressed support for continuing the service and expanding the service area.
2. The majority of current riders (as of summer 2012) say that service to new areas is important.
3. The 2012 on-board survey included specific questions about expanding the service area. Respondents expressed support for expanding service to Airport Road/Savannah Tech, Walthourville and Allenhurst, and eastern Liberty County. Airport Road/Savannah Tech was the most popular destination selected.
4. Administration at the Savannah Tech Liberty Campus has requested transit service. About 4 out of ten attendees at the Savannah Tech public workshop indicated that they are extremely likely to use Liberty Transit in the future.
5. There are areas to the southwest of the current service area that have densities that may support hourly transit service, or peak period service.

6. Current service is concentrated in downtown Hinesville and on Fort Stewart. The level of service is higher than can be supported by the level of population and employment on the installation, especially without participation in the Mass Transit Benefit Program.
7. The level of service on commercial corridors surrounding downtown may be higher than can be supported by the population and employment on those corridors.
8. Service to seasonal destinations, such as Liberty High School, is continued even when there is no activity.
9. While designed to accommodate physical training on post by starting early on weekdays, transit schedules do not accommodate certain shift schedules, such as at Wal-Mart or the PX.

Public Information

While information has been distributed to stakeholders such as Liberty Regional Medical Center and the City of Hinesville, existing passengers, residents, and soldiers have all indicated that they do not have adequate information about Liberty Transit. Specific issues and opportunities documented during the Strategic Plan are listed below:

1. The website has consistently provided partially inaccurate information to the public regarding routes and schedules. As of July 2012, the website Ride Guide continues to show service on three of the four routes (Route 3, 1A and 1B) that was discontinued in August 2011.
2. From August 2011 to April 2012, maps and schedules of Route 1A and Route 1B showed the reduced service to Liberty High School, even though the reduction was not implemented for those nine months. Therefore, schedules for all stops on those routes were inaccurate.
3. Ride Guides were not available on vehicles for several months, possibly seven months.
4. Maps at each bus stop only show the timepoint locations, which are labeled as "bus stops", potentially misleading the public about the frequency of stop locations.
5. Schedules on the website are difficult to read, with headings misaligned.
6. For many months, schedules for all routes mislabeled weekday service as Monday through Thursday (rather than Monday through Friday).
7. There is minimal awareness of the available route deviation service for eligible passengers.
8. The City of Hinesville Public Relations Manager has helped promote events related to the transit system.
9. The Coalition for the Homeless Program Coordinator and DFCS distribute information about the service to clients.

Public and Stakeholder Engagement

1. Area hotel operators along the bus routes have purchased day passes to provide to guests.
2. Coordination with Coastal Regional Coaches has resulted in the purchase of several passes for nonemergency transportation. Local human services agencies (e.g., DFCS) report distributing the passes to clients in need of public transportation.
3. Two surveys, one conducted online during the summer of 2011, and an on-board survey in June 2012, indicate that the public supports continuation of Liberty Transit service and an expansion of the service area.

4. The public and stakeholders report positive interactions with bus drivers, and a positive attitude toward the drivers, vehicles, and equipment.
5. Human services agencies report that information is being shared with them and their clients, although the content is not always up to date. There is some desire for more accessible information regarding all routes and schedules in a single brochure.

Management and Oversight

Communication between the transit management firm, decision makers, and staff is critical to continued support for the service.

1. Route 1A and 1B consistently run ten minutes behind schedule because drivers continue past the end of the line stop location at Liberty High School to turn around. This should be reflected in the schedules, but has not been corrected because the issue was not communicated beyond the General Manager. Furthermore, the added travel distance increases fuel costs and wear and tear to the vehicles. The Transit Coordinator was not informed of the issue for several months.
2. At system start-up, Route 3 service on Fort Stewart was not operated according to the schedule and planned route. A large segment was run in reverse, with a portion entirely off of the planned route, for the first eight to nine months of operations. Therefore, the maps and schedules for stops on Fort Stewart did not provide accurate information about where and when the bus service was available.
3. The August 2011 Route 3 service reduction was not implemented according to plan. Current service omits one entire run that the Transit Steering Committee approved. The omission was not discovered until about eight months after the service reduction. Because of the reduction, shift workers are potentially excluded from the service and there is reduced service for personal business and shopping after work hours.
4. Invoices from Veolia/Transdev are not reviewed for the performance measures included in the contract, which specifies incentives and disincentives.
5. Reporting to National Transit Database (NTD) has some inaccuracies.
6. Feedback from customers who call or email Liberty Transit is not consistently passed on to staff or decision makers. In many cases, the issue is resolved by Veolia/Transdev staff. However, in cases where genuine complaints are made (such as an issue with scheduled service), it should be reported per the service contract.
7. Staff has at times reinforced inaccurate information about the service, including the operating budget and service provided.
8. Communication with DPW and other City departments is inefficient. For example, placement of additional bus stop signs for the Route 1A and 1B changes took nine months. Fueling and other operational issues are not handled directly by Veolia/Transdev but require intervention by the City's transit coordinator.
9. City Council reported a lack of information about the service, policies, operations, and Transit Steering Committee deliberations. Therefore, in many cases, the members of the local funding agency have incomplete information. This negatively reinforces misinformation that the public has received.
10. The new DFCS facility was designed and constructed with no provision for bus service, despite discussions at the Transit Steering Committee and staff level about a future stop location at the facility beginning in early 2010 (before service began operations).
11. Staffing the Transit Coordinator position through HAMPO facilitates coordination of land use planning and long range transportation plans with the planning and provision of transit service.

12. Hinesville has successful relationships with contractors who operate and manage the city public works department. The model for the transit management firm contract is similar.
13. Use of a private transit management firm enabled a compressed startup schedule to proceed (after the initial delay in grant agreements with GDOT).

Cash Flow

1. Ridership (and therefore fare revenue) has increased slowly over the initial 20 months of operations, resulting in fare revenue below budget for the first year of operations. Fare revenue is projected to meet the second year's operating budget.
2. The on-board advertising program does not have any participants. Therefore, revenue is more than \$15,000 below budget for this program.
3. Fort Stewart has chosen to not participate in the Mass Transit Benefit Program. Troops indicated no awareness of the program in a limited survey. Lack of consistent coordination with Fort Stewart regarding the Mass Transit Benefit Program lead to a period of time where both the Transit Steering Committee and Fort Stewart Point of Contact incorrectly believed that only trips over a certain distance were eligible for the MTBP. All Federal employees commuting to/from or within the installation are eligible for the MTBP. There is no champion promoting the MTBP to troops or civilian workers, or to the installation command.

Preliminary Recommendations

While the next phase of the Strategic Plan will focus on recommendations to increase the cost effectiveness of Liberty Transit, there are a few initial recommendations that the study team has developed during the needs assessment phase. These include:

- Correct current issues with local Census data, including addressing, to ensure that accurate data is available in the future.
- Establish a clear organization structure with accountability for implementing decisions made by the governing authority.
- Establish feedback mechanisms between bus operators, managers, and the Transit Coordinator.

Route 1

- Immediate - Adjust schedule to permit turn-around at bus barn.
- Immediate - Adjust route during summer and vacation so that Liberty High School is not served when school is not in session.

Route 2

- Adjust Saturday (or all) Route 2 service to serve Kroger and CVS in a more direct way. There are no stops now between the post office and CVS on Route 2.
- Adjust the Monday to Thursday schedule to serve the Wal-Mart shift that ends at 19:00. This will also accommodate return trips to the installation later in the day to allow for more shopping/personal business activity.