



HENRY COUNTY
TRANSIT MASTER PLAN

December 2021

Adopted by the
Henry County Board
of Commissioners on
January 5th, 2022.

Prepared by VHB

Compendium of Technical Documentation



The Compendium of Technical Documentation assembles major deliverables produced for the Henry County Transit Master Plan and includes the following:

1. Executive Summary
2. Inventory & Existing Conditions Memorandum
3. Transit Vision
4. Needs Assessment Memorandum
5. Fare Policy Overview and Recommendations
6. Financial Considerations Report
7. Henry County Transit Brand Identity and Style Guide
8. Recommendations Report
9. Public Survey Summary
10. Public Meeting #1 Summary
11. Public Meeting #2 Summary





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Executive Summary

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The Henry County Transit Master Plan was developed through a transparent and collaborative partnership between the Atlanta-Region Transit Link Authority (ATL) and Henry County. Study partners include the municipalities of Hampton, Locust Grove, McDonough and Stockbridge. The plan was developed in coordination with state and regional partners, including the Atlanta Regional Commission (ARC), Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), and State Road and Toll Authority (SRTA).



About the Henry County Transit Master Plan

The Henry County Transit Master Plan (TMP) is a 30-year vision for transit improvements in Henry County, through the year 2050. The TMP provides a blueprint to guide transit decisions that will address service needs based upon existing and projected conditions. The TMP concludes with recommendations for transit improvements in the short-, mid- and long-range time periods. Recommendations include transit expansion projects and policy guidance to improve mobility, safety, connectivity, and quality-of-life for Henry County residents.

Making the connection to a sustainable future for mobility in Henry County

This tagline embodies Henry County's commitment to achieving sustainability through providing services that are efficient, affordable, reliable, and environmentally friendly. Transit is a "green" form of sustainable transportation that has a low impact on the environment. Investing in transit builds a better future, improves the environment, and supports both healthy communities and a vibrant economy.



Henry County's Transit Vision:

To provide a safe and dependable high-quality transit system that enhances the quality of life and delivers mobility options for all county residents.

Need Areas



Increase Transit Accessibility and Connectivity to Jobs and Opportunities

Expand Multimodal Transportation Choices



Support Land Use and Economic Development

Reduce Travel Times and Traffic Congestion

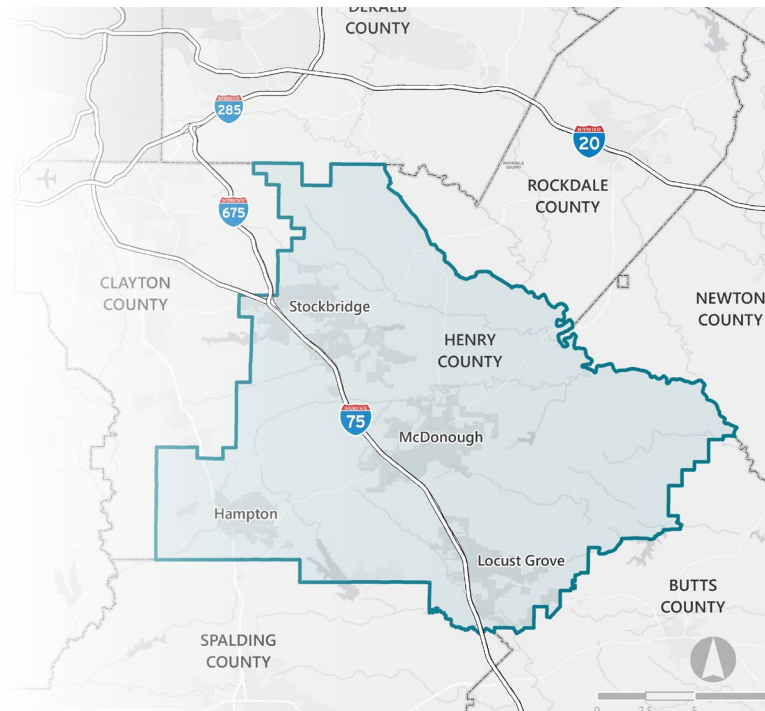


Provide a Safe, Equitable, and Cost-Effective Transit System

Henry County Today

Henry County is part of the Atlanta metropolitan region and benefits from its close proximity to City of Atlanta, located 20 miles to the north, and Hartsfield-Jackson Atlanta International Airport (H-JAIA), located 14 miles to the west. I-75 traverses Henry County from north to south and provides a major transportation link within the county and to the greater region. The county contains four municipalities: Hampton, Locust Grove, McDonough, and Stockbridge.

The county has experienced unprecedented growth in recent decades, becoming a destination for the region's southside. Between 1990 and 2010, Henry County grew from 59,000 to 245,000 residents – an increase of more than 200 percent. Rapid growth has increased development density, putting more pressure on the county's transportation system.



State of Transit in Henry County

Existing transit services in Henry County are provided through two main operators: Henry County Transit (HCT) and the ATL. HCT provides demand response service that is curb-to-curb, must be scheduled a day in advance, and is open to all county residents (there are no restrictions based on age, disability, income, or mobility). In 2019, HCT provided over 70,000 demand response trips. From July 2018 to March 2020, HCT operated a fixed-route pilot route in northern Henry County that was discontinued due to ridership reductions and social distancing concerns resulting from the COVID-19 pandemic.

The ATL operates four Xpress commuter bus routes that serve park-and-ride facilities in Henry County. Prior to the pandemic, the Stockbridge park-and-ride facility was over capacity due to the high demand for commuter services in the area. **In 2019, Route 432 (BrandsMart and Stockbridge Park-and-Rides to downtown Atlanta) featured the highest ridership levels in the entire Xpress system. Route 432 averaged approximately 12,000 monthly riders, at its peak in October of 2019.**



The Growing Need for Transit

Rapid population growth and urbanization.

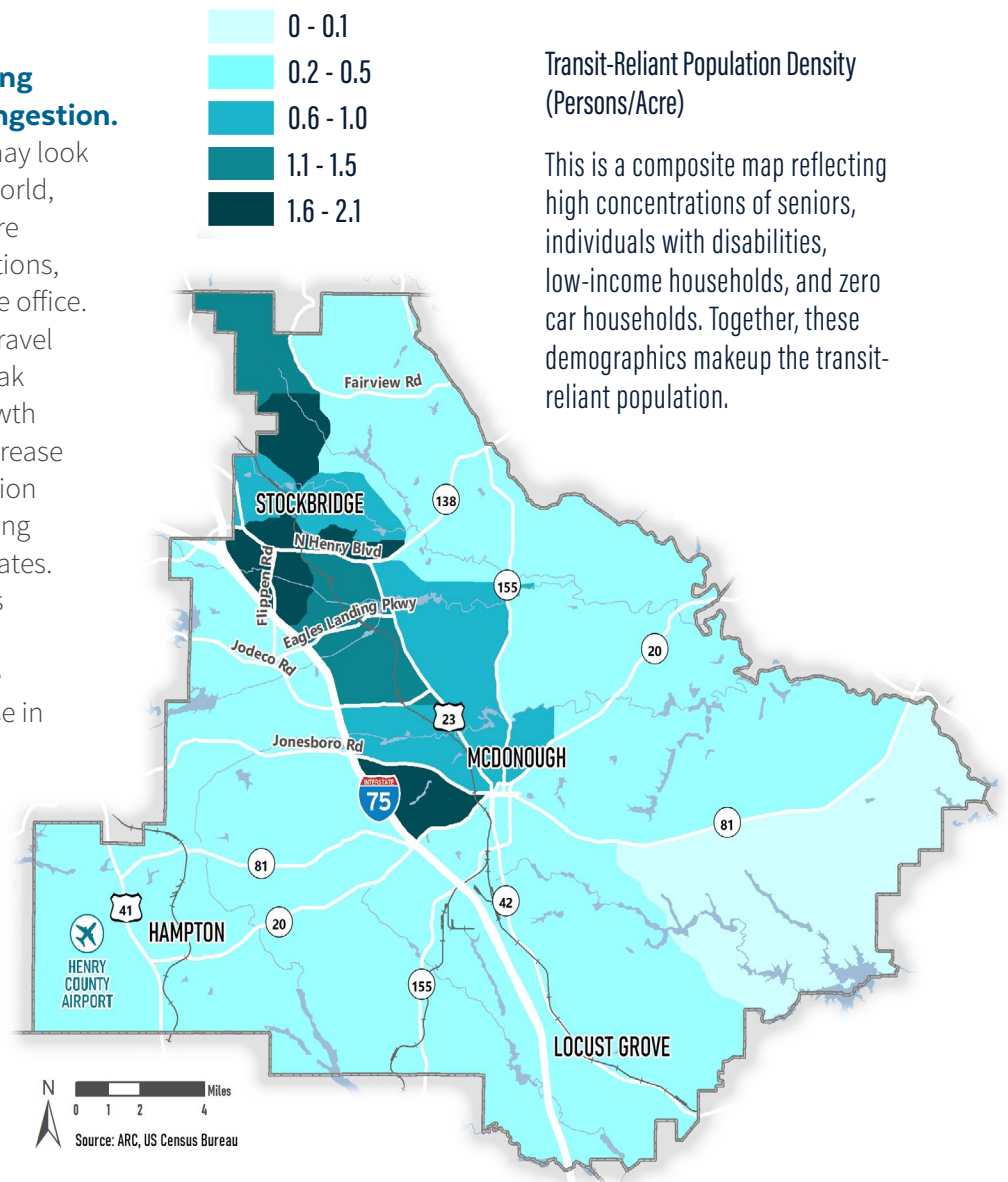
In recent decades, Henry County has experienced significant levels of population growth and this trend is projected to continue over the next 30 years. As the county continues to grow, the demand for reliable transit services will outpace the capacity of the current system. There is a need for improved transit connectivity within the county, which will create opportunity for transit to be a catalyst for higher density, transit-supportive development in key areas of the county.

Rising demand for commuting options due to increased congestion.

While the future of commuting may look different in the post-pandemic world, as the businesses in the region are returning to pre-COVID-19 operations, more workers are returning to the office. Early indications and emerging travel trends suggest a spreading of peak travel conditions, a return of growth and development activity, an increase in crashes across the transportation network, and congestion mounting in major corridors at increasing rates. The need for commuting options that provide a reliable, travel-time competitive, and stress-free alternative is expected to increase in the mid- and long-term.

Growing needs of transit-reliant populations.

The county is home to a growing number of transit-reliant residents, which is defined as seniors, persons with disabilities, persons living in poverty, and individuals without access to a car. The highest concentrations of transit-reliant residents are found north of I-75 South from McDonough to Stockbridge, emphasizing the growing transit need in the most populous and urbanized area of the county.



What We Heard from the Community

At the final public meeting, held in November of 2021, the TMP's draft recommendations were presented to the public to receive input and gauge the level of community support for proposed improvements. Interactive polling was conducted to measure support for transit funding options and new transit services. Overall, the public was supportive of additional funding sources and new service offerings. These polling results have been highlighted below.

What is your level of support for transit projects being included in future TSPLOSTs?



What is your level of support for a dedicated transit funding source for Henry County in the future?



How supportive are you of expanding commuter bus service in Henry County?



How supportive are you of bringing fixed-route bus service to Henry County?



How supportive are you of bringing microtransit service to Henry County?



Community Engagement Overview

45

ATTENDEES



Technical and Stakeholder Committee Meetings

Technical and Stakeholder Committees were convened to introduce the TMP, identify TMP goals and receive feedback on proposed recommendations



The TMP website launched to provide on-going TMP updates, including interactive mapping and a forum for questions and comments on the TMP.



610 SURVEY RESPONDENTS

Online survey respondents provided valuable input on the community's diverse perspectives about transit in Henry County.



342 PUBLIC MEETING REGISTRANTS

Two virtual public meetings were held to provide an overview of the TMP, share key findings from the technical analysis, receive feedback on potential improvements, and provide an opportunity for the public to give input and ask questions. Over 900 participants viewed the public meeting via Facebook Live.



STAKEHOLDER INTERVIEWS

A series of stakeholder interviews were conducted with county and municipal elected officials and leaders as well as ATL Board members to discuss their expectation for transit investments in Henry County.



43 ATTENDEES
Charrette for Stakeholder and Technical Committee Members

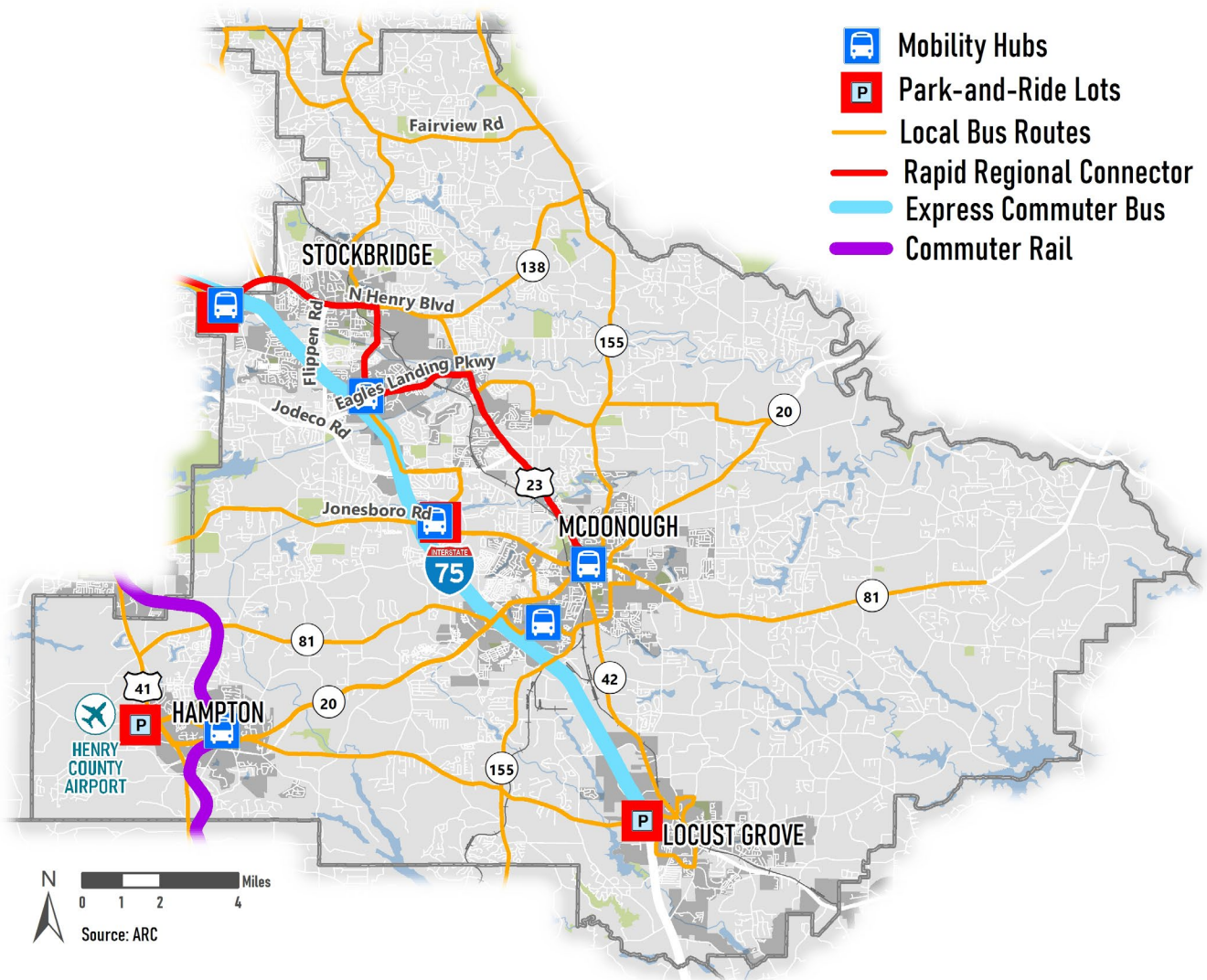
A virtual visioning charrette was held to bring together the members of the Stakeholder and Technical Committees to help craft the County's transit vision. The attendees participated in interactive visioning exercises, and the following summarizes the top three priorities to be addressed by the County's future transit system:

- » Congestion Relief
- » Improve Mobility and Access to Jobs and Education
- » Enhance Economic Development








In addition, a work session with the Henry County Board of Commissioners was also held to seek input on the vision.

Project Universe

A key step in the planning process was to develop a universe of potential projects for consideration and evaluation. Potential projects were identified from a variety of sources including prior planning efforts, such as Henry County's 2016 Transit Feasibility Study, the ARC's Regional Transportation Plan (RTP), the ATL Regional Transit Plan (ARTP), and MARTA's Clayton County Transit System Plan. Within the TMP effort potential projects were sourced from technical analysis, public and stakeholder input and professional judgment. The project universe contained six main project types: mobility hubs, park-and-ride lots, local bus routes, rapid regional connector service, commuter bus and commuter rail.



Project Types













Major Project Types in Project Universe	
Project Type	Description
Local Bus Route 	Local bus routes provide circulation and frequent stops within the county. Bus stops are anticipated to be located approximately every quarter mile. Operating plans assume 30-minute headways during peak periods and 60-minute headways during off-peak periods.
Commuter Bus Routes 	Commuter bus routes are designed to provide direct express service to key employment destinations outside of the county. Operating plans assume service during peak commuting periods only. Two potential new routes were included in the project universe that provide service from Locust Grove to downtown Atlanta and from Stockbridge to H-JAIA.
Rapid Regional Connector 	Rapid regional connector (RRC) service is envisioned as a hybrid between local and commuter bus. This project type is modeled after CobbLinc's Rapid 10, which provides frequent all-day service between limited stops in Cobb County to the MARTA system in Midtown Atlanta. A rapid regional connector route has been proposed that would link McDonough and Stockbridge to H-JAIA and downtown Atlanta. Project elements that improve service reliability along arterial roadways, such as queue jumps, transit signal priority (TSP) and intersection improvements are recommended for RRC routes. As market demand increases over time, transitioning RRC to high capacity transit or fixed guideway transit (e.g., bus rapid transit or rail) may be warranted.
Demand Response Transit/Microtransit 	Demand response transit (DRT) includes HCT's existing Dial-a-Ride service, as well as microtransit. Microtransit is a new form of DRT that utilizes advancements in technology to match riders to vehicles to provide flexible, cost-effective, and timely transit service. An analysis of existing Dial-a-Ride trips indicates that service delivery changes for senior center and disability service trips are not needed or desired at this time. Microtransit services are recommended however for further study to better serve general population trips, which are dispersed in nature and comprise approximately 37 percent of HCT's current trips.
Park-and-Ride Facilities 	Park-and-ride facilities allow patrons to park their vehicles on site to access transit services. These facilities offer shelters and other rider amenities and could serve existing and proposed bus routes operated by ATL, HCT and MARTA.
Mobility Hubs 	Mobility hubs are planned to facilitate bus-to-bus transfers, foster multi-modal connectivity, and offer upgraded amenities to improve the passenger experience. Amenities may include shelters, seating, vending machines, restrooms, real-time bus arrival information, fare payment kiosks, pick-up/drop-off areas and limited parking.
Commuter Rail 	The proposed commuter rail line by MARTA, between the East Point MARTA station to the city of Lovejoy, with a potential extension to Hampton, has been included in the project universe. This project is currently being reevaluated by MARTA and could be replaced by bus rapid transit (BRT) service in the same corridor, with a planned terminus in Clayton County. Since this project is now being reexamined it has not been evaluated in detail within the Henry County TMP.

Project Evaluation

The TMP's five transit need areas were used to develop evaluation measures to assess how well potential projects address the plan's most critical transit needs and goals. These measures were primarily quantitative in nature, with some qualitative measures also included in the analysis. A detailed discussion of project evaluation measures, the scoring process, and evaluation results can be found in the *Needs Assessment Memorandum*.

The highest performing transit service projects were prioritized within the short- and mid-range planning periods and are contingent upon forecasts of available funding.

Evaluation Measures for Transit Service Projects

Category		Evaluation Measure
Need Area: Increase Transit Accessibility & Connectivity to Jobs and Opportunities		
	Serves activity centers and key destinations	Number of activity centers and key destinations served by the project
	Serves Henry County community facilities	Number of Henry County community centers served by the project
	Serves residents and employment areas	Population and employment densities surrounding the project alignment
Need Area: Expand Multimodal Transportation Choices		
	Connectivity to other transit	Count of current and planned services and facilities served by the project
	Walkability	Sidewalk coverage within walking distance to transit stops
Need Area: Reduce Travel Times & Traffic Congestion		
	Ridership	Assumed mode shift based on type of service and land uses
	Connectivity between key origins & destinations	Count of top origin and destination pairs based on travel demand analysis
	Transit reliability	Assessment of potential transit reliability improvements
Need Area: Support Land Use & Economic Development		
	Transit-supportive land uses	Acres of transit-supportive existing land uses in project corridor
Need Area: Provide a Safe, Equitable, & Cost-Effective Transit System		
	Capital Cost	Sum of unit costs based on project definition
	Operating & maintenance costs	Sum of unit costs based on project definition
	Pedestrian & bicycle safety	Count of pedestrian and bicycle crashes in project corridor

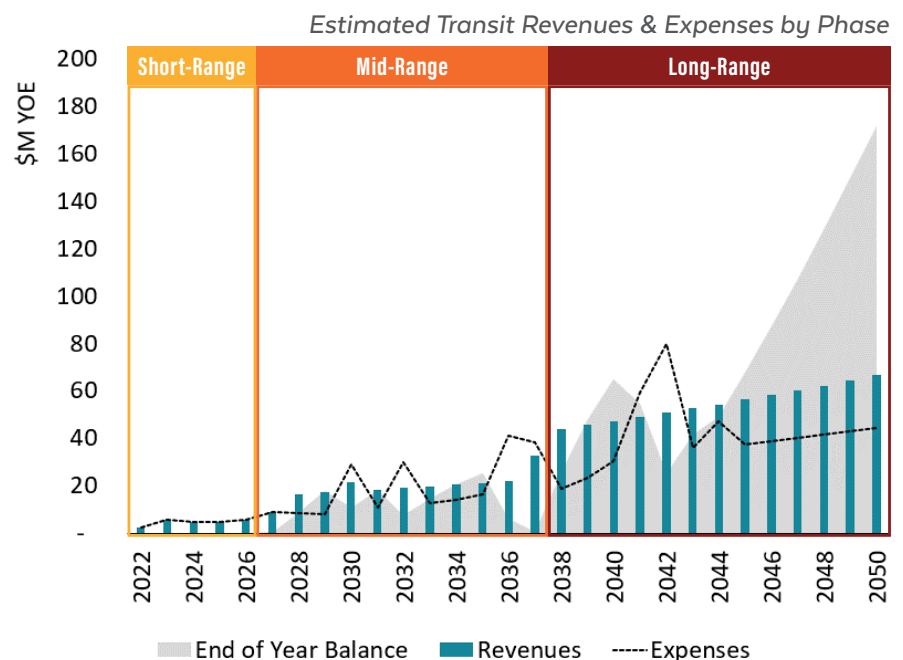
Financial Considerations

The TMP is a fiscally constrained plan that is limited by realistic funding projections within the short-, mid-, and long-range planning phase. The planning phases correspond with assumed changes in transit funding levels. In 2027, a dedicated transit funding stream is assumed through the dedication of 25 percent of TSPLOST revenues to transit. In 2038, a transit TSPLOST (via HB 930) is assumed that would dedicate a half-penny in sales tax revenue to fund transit projects.

Recommended Financial Strategies by Planning Phase

Short-Range 2022 - 2026	Mid-Range 2027 - 2037	Long-Range 2038 - 2050
<p>Navigate urbanization and anticipated reductions in 5311 funding</p> <p>Leverage annual 5307/5339 funding</p> <p>Leverage \$6M in unused 5307 funds</p> <p>Leverage \$0.5M in unused 5339 funds</p> <p>Pursue CMAQ grant funding for pilot local bus route (LB-17)</p>	<p>Dedicate 25% of future TSPLOST revenues to transit</p> <p>Pursue TSPLOST renewals in 2026 and 2032</p> <p>Leverage dedicated TSPLOST revenue stream with other funding sources (i.e. federal discretionary grants, state funding and/or bond proceeds, value capture and private involvement)</p>	<p>Pursue a 0.5% sales tax increase to fund a transit TSPLOST (using HB 930) in November 2037.</p> <p>Leverage dedicated transit TSPLOST revenue stream with other funding sources (i.e. federal discretionary grants, state funding and/or bond proceeds, value capture and private involvement)</p>

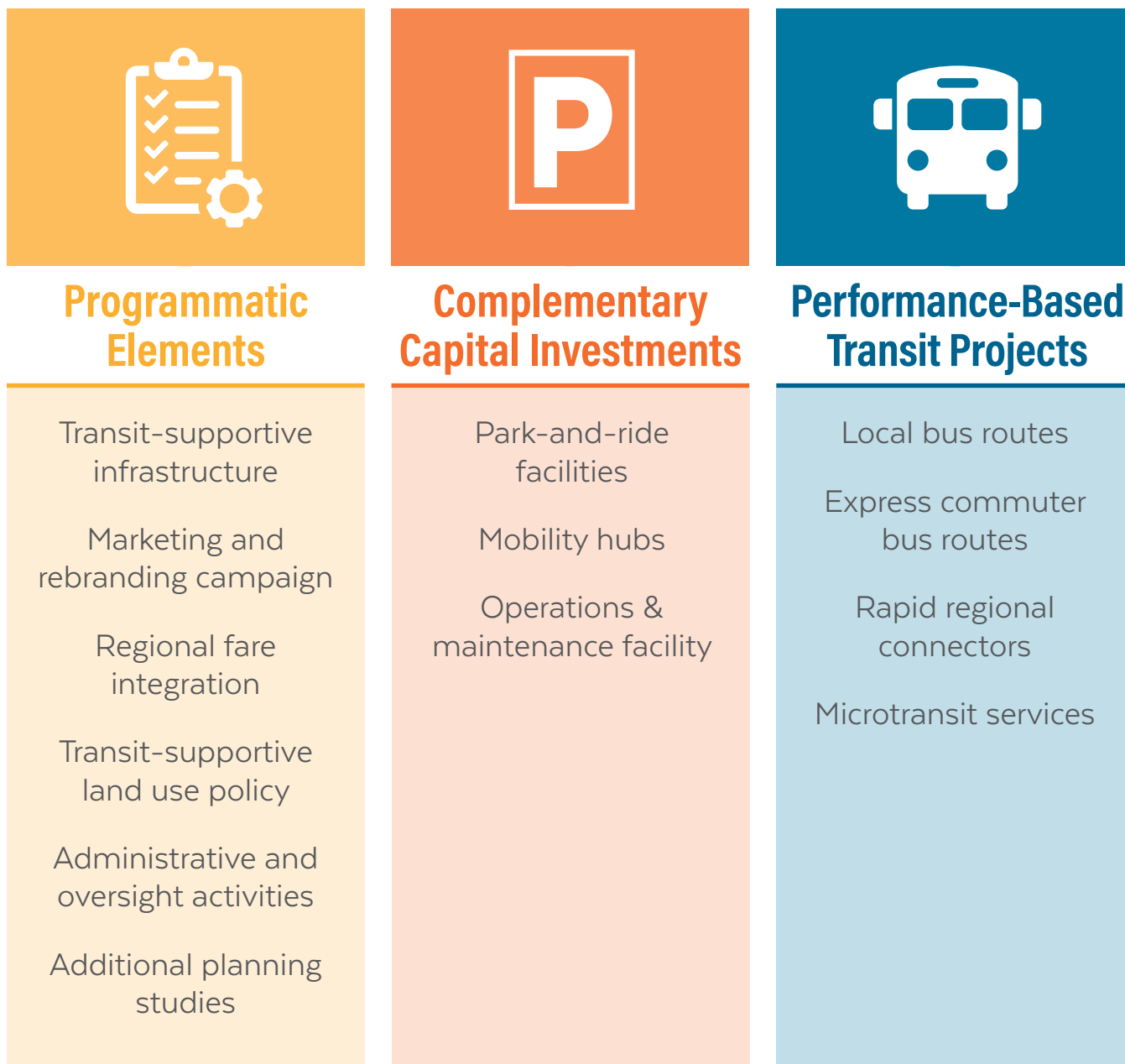
Estimated transit revenues and expenses by planning phase assume the implementation of recommended funding strategies identified above. The TMP's project recommendations in the short-, mid-, and long-range phases have been fiscally constrained to fit within these funding forecasts for each planning phase.



Recommendations

The culmination of planning process has led to the final recommendations presented in the Henry County TMP. The TMP's recommendations are multifaceted and have been categorized into three major groupings, all of which are critical components to achieving Henry County's transit vision. These categories are illustrated in the graphic below and include programmatic elements, complementary capital investments, and performance-based transit projects. A detailed description of the TMP's recommendations can be found in the *Recommendations Report*.

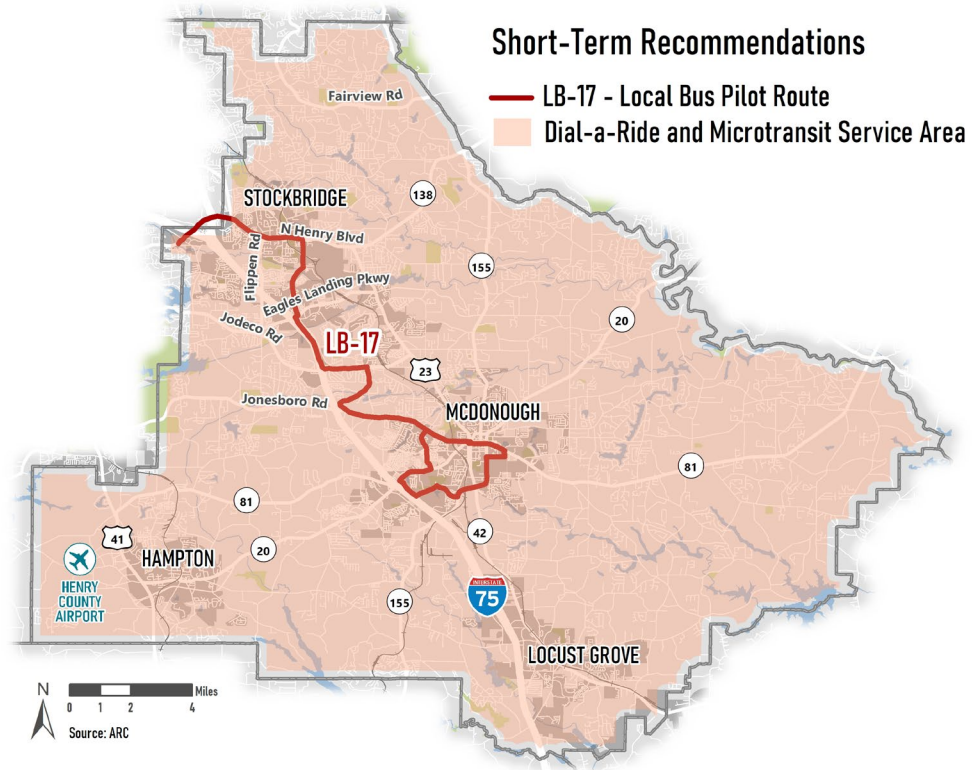
Major Recommendation Types



Short-Range Recommendations

The short-range recommendations apply to the first five-year period after plan adoption, from 2022 to 2026. Key recommendations in this phase include:

- **LB-17 - Local Bus Pilot Route**
 - Fixed-route bus service from McDonough to Stockbridge. Operating plans assume 30-minute headways during peak periods and 60-minute headways during off-peak periods.
- **Marketing and Promotional Campaign** - Develop a marketing plan and conduct a promotional campaign for the new Henry Connect brand. A key goal of the promotional campaign should be to increase knowledge of transit services in target markets, in an effort to encourage transit use to improve mobility and quality-of-life for Henry County residents.
- **Maintain Existing Dial-a-Ride Service for Senior Center and DDS Trips** - A high percentage of HCT trips (63 percent) are to/from the county's three senior centers (Bear Creek, Heritage, and Hidden Valley Senior Centers) and the Henry County Developmental Disability Services (DDS). A service analysis of HCT indicates that these trips are being served efficiently and improvements to scheduling or dispatching are not needed. It is recommended that HCT maintain the current system for senior center and DDS trips. Microtransit services are recommended for further study however, for their potential to better serve HCT's general population trips. These trips are more dispersed in nature and on average carry fewer passengers.

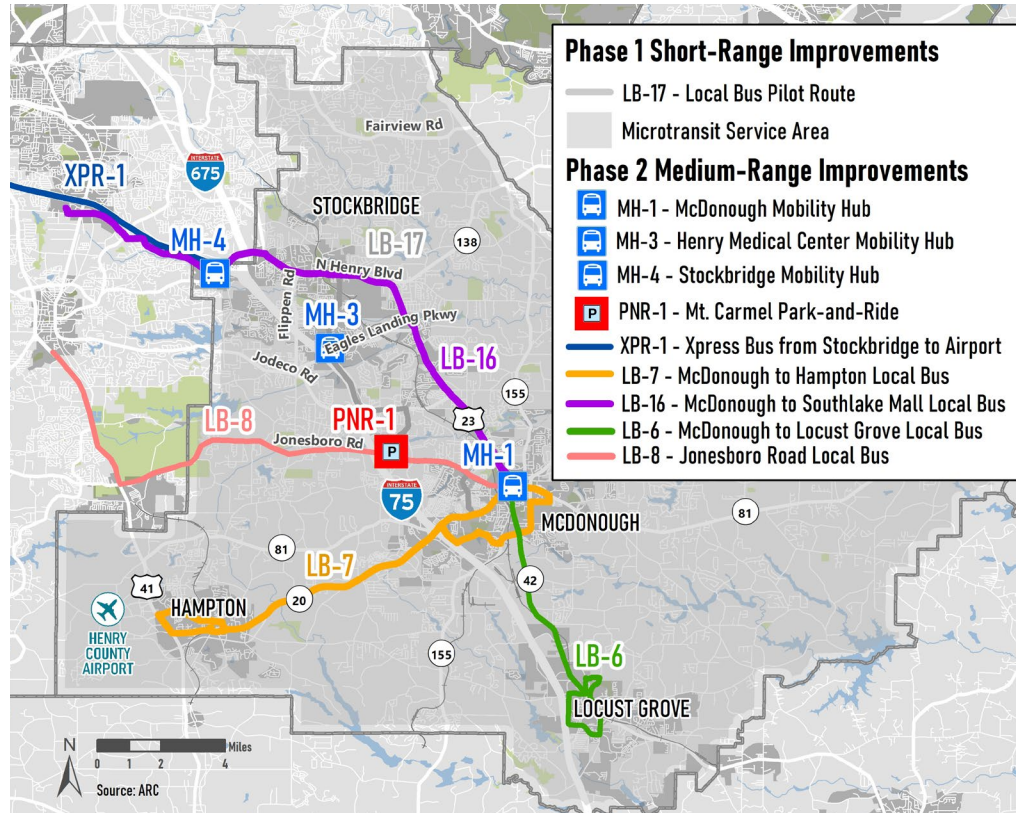


- **Microtransit Feasibility Study and Service Implementation** - Conduct a detailed microtransit study to determine the most suitable microtransit alternative for the county. Determine the operating model best suited for Henry County. Implement the study's recommended microtransit alternative and begin operations.
- **Initiate Regional Fare System Integration** - Initiate discussions with regional transit providers to begin planning for fare system integration with regional payment technologies, fare structures, and collection methods.
- **XPR-1 - Express Commuter Bus from Stockbridge to H-JAIA (PE only)** - Complete the planning and engineering phases of the XPR-1 commuter bus project.

Mid-Range Recommendations

Mid-range recommendations are targeted for implementation between year 6 to 16 after plan adoption, from 2027 to 2037. Key transit recommendations in this phase include:

- **MH-1 - McDonough Mobility Hub**
Hub - Bus transfer facility located in downtown McDonough with a limited parking.
- **MH-3 - Henry Medical Center Mobility Hub** - Bus transfer facility located near Piedmont Henry Hospital and Eagles Landing Parkway.
- **MH-4 - Stockbridge Mobility Hub** - Bus transfer facility located on SR 138 with park-and-ride accommodations. This facility provides opportunities to co-locate Xpress services from Stockbridge to downtown Atlanta and H-JAIA, with HCT local bus routes, and MARTA local bus connections to Clayton County.
- **PNR-1 - Mt. Carmel Park-and-Ride** - ATL owned and operated Xpress park-and-ride facility located on Jonesboro Road providing direct access to the managed lane system on I-75 south. This location facilitates direct service between McDonough and downtown/midtown Atlanta.
- **XPR-1 - Express Commuter Bus from Stockbridge to H-JAIA** - Complete construction of XPR-1 project and begin operations.
- **LB-7 - McDonough to Hampton Local Bus** - Local bus route connecting the McDonough loop to the Hampton loop with service along SR 20 (Bruton Smith Parkway).

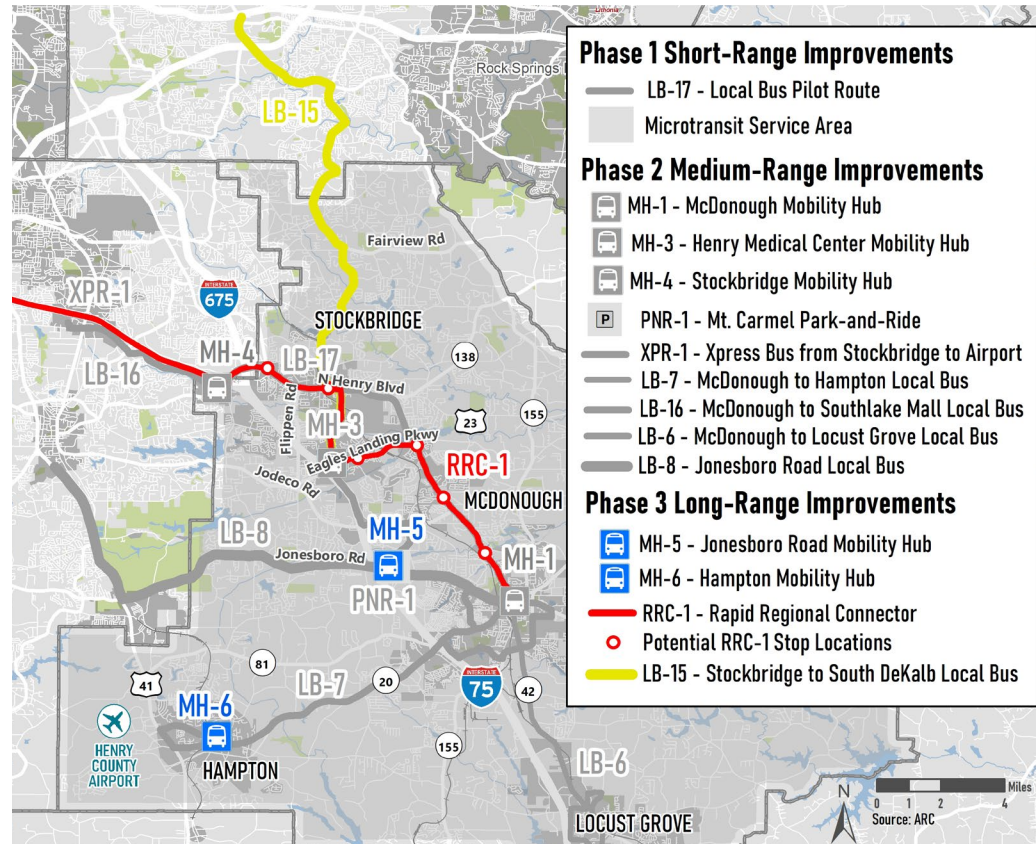


- **LB-16 - McDonough to Southlake Mall Local Bus** - Local bus route from downtown McDonough to Southlake Mall in Clayton County. The route connects to existing MARTA local bus routes and the planned Riverdale BRT and Southlake Mobility Hub.
- **LB-6 - McDonough to Locust Grove Local Bus** - Local bus route that connects downtown McDonough to the Locust Grove loop.
- **LB-8 - Jonesboro Road Local Bus** - Local bus route that connects downtown McDonough to the Clayton Justice Center in Clayton County and provides service along Jonesboro Road.
- **Achieve Regional Fare System Integration** - Full seamless regional fare system integration is recommended as numerous local bus routes, mobility hubs, and an additional express bus route and park-and-ride facility begin operations.
- **Henry Connect Operations and Maintenance Facility** - A new operations and maintenance facility is recommended to accommodate the needs of a growing service fleet of fixed-route buses.

Long-Range Recommendations

The long-range project recommendations apply to years 17 through 30 after plan adoption, from 2038 to 2051. Key recommendations in this phase include:

- MH-5 - Jonesboro Road Mobility Hub** - Bus transfer facility located on Jonesboro Road. This location provides opportunities to co-locate planned HCT transit services with the ATL's Mt. Carmel Park-and-Ride Xpress facility, which will become operational when additional funding is secured.
- MH-6 - Hampton Mobility Hub** - Bus transfer facility located in downtown Hampton, which could facilitate multi-modal connections between HCT and commuter rail or BRT services in Clayton County.
- RRC-1 - Rapid Regional Connector** - This service would operate with limited stops along SR 42, Eagles Landing Parkway, Rock Quarry Road, and SR 138. RRC-1 connects downtown McDonough to H-JAIA and downtown Atlanta. The project will provide all-day frequent service of 15 to 30-minute headways and may include queue jump lanes, transit signal priority (TSP), and/or signal and intersection improvements.



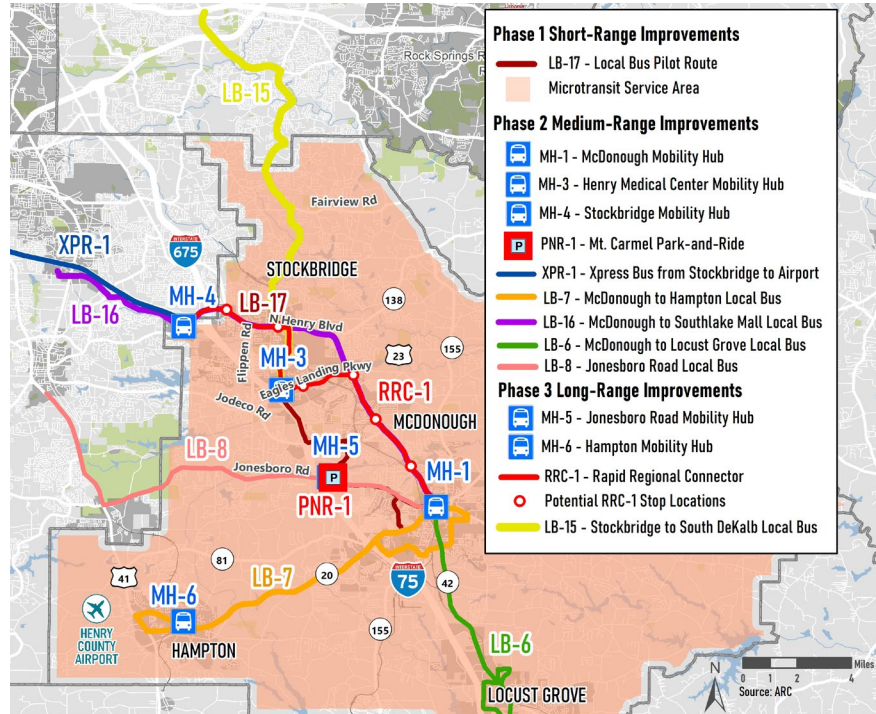
- LB-15 - Stockbridge to South DeKalb Local Bus** - Local bus route that connects Stockbridge to the planned South DeKalb Mobility Hub in DeKalb County and provides service along East Atlanta Road, Fairview Road, Flakes Mill Road, and SR 155 (Flat Shoals Parkway).
- Transit-Supportive Infrastructure** - A dedicated funding allotment of \$1M per year for transit-supportive infrastructure is included in the long-range phase. This could include first/last-mile connections, roadway operational improvements, and transit signal priority (TSP).

Benefits of the Transit Master Plan

The TMP will significantly improve transit access and mobility throughout Henry County and the Atlanta region, as well as, provide a variety of benefits for Henry County's residents. Transit benefits include improved air quality, less roadway congestion, community health benefits, enhanced mobility, increased transportation options and economic development benefits.

At completion, the full build-out of the TMP will include:

- » Countywide microtransit service
- » 6 local bus routes
- » 5 mobility hub facilities
- » Mt. Carmel Park-and-Ride facility
- » Xpress bus service from Stockbridge to H-JAIA
- » Rapid Regional Connector to H-JAIA and downtown Atlanta



Reduced Wait Times for Demand Response Service

Existing HCT services require a trip reservation to be made one day in advance. Countywide microtransit services will **reduce trip reservation windows from 24 hours to an average of 15 minutes.**



Henry County Residents Access to Transit

In 2050, it is estimated that **over 30 percent of county or approximately 112,000 residents in total, will be within a half-mile of fixed-route transit.**



Transit-Reliant Populations Access to Transit

The TMP will significantly improve transportation options for transit-reliant population groups. **In 2050, 31% of seniors (age 65+), 35% of zero-car households, and 37% of low-income workers are estimated to be within half-mile of fixed-route transit.**



Henry County Jobs Access to Transit

Improved access to jobs is another major benefit of the TMP. **In 2050, it is estimated that 30% of all jobs within the county or approximately 32,000 jobs will be located within half-mile of fixed-route transit.**

What's Next

The path forward to implement the TMP will require a series of key early action next steps, which include the following:



Coordination with CTP

Update – Henry County's Comprehensive Transportation Plan (CTP) update is currently in the project development phase and will conclude in the summer of 2022. The TMP's recommendations should be coordinated with the CTP's pedestrian, multi-use trail, and bicycle projects to facilitate first- and last-mile connections to transit i, in particular along the pilot local bus route (LB-17). Roadway capacity and operational improvements should also be prioritized in planned transit corridors to mitigate congestion and facilitate travel time reliability for transit vehicles.



Pursue CMAQ Funding for Local Bus Pilot Route –

Henry County should continue to pursue grant funding through the Federal Highway Administration's (FHWA's) Congestion Mitigation and Air Quality Improvement Program (CMAQ) for implementation of the local bus pilot route (LB-17).



ARTP's Call for Projects –

The ATL will be opening a call for projects in early 2022 to submit projects for consideration within the 2022 ATL Regional Transit Plan (ARTP). Henry County should submit priority transit service and supporting infrastructure projects from the TMP for inclusion within the ARTP.



Priority Planning Efforts –

Two additional planning efforts have been identified in the near-term to advance the recommendations of the TMP. These include a microtransit services assessment and a branding and marketing strategy for HCT. A microtransit services assessment is needed to determine the best microtransit alternatives and operating model for Henry County. A marketing and branding strategy is needed to determine the best way to launch and promote transit service offerings under the newly developed Henry Connect brand identity.



Land Use Policy – Future land use plans and zoning codes within Henry County and its municipalities should be updated and amended to support future transit investments identified within the TMP. In suburban locations, such as Henry County, higher-density transit-supportive development may not be suitable along all proposed transit routes, but should be instead focused around planned mobility hubs and the proposed Rapid Regional Connector (RRC-1) route. Higher-density development should be directed to mobility hub locations and within the RRC-1 corridor. This would support the long-range vision for the RRC-1 route to serve as a high-capacity transit corridor in the future.



Coordination with Agency Partners –

Henry County should collaborate with agency partners, including the ATL, GDOT and MARTA, on the advancement of projects and recommendations consistent with the TMP. This includes coordination with the ATL on regional fare policy initiatives and federal funding opportunities. Coordination with GDOT should also take place regarding transit service within the managed lane system and implementing transit signal priority (TSP) technology at Henry County intersections included in GDOT's regional connected vehicle program (CV1K). The County should also begin discussions with MARTA and Clayton County on planned transit service expansion projects to Clayton County.



Inventory & Existing Conditions Memorandum

March 2021



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1. Overview

Henry County is developing this Transit Master Plan (TMP) to update the county's Transit Feasibility Study, which was completed in 2016. This TMP effort is in collaboration with the municipalities of Hampton, Locust Grove, McDonough and Stockbridge. It is also in coordination with state and regional partners, including the Atlanta Regional Commission (ARC), the Atlanta-Region Transit Link Authority (ATL), Georgia Department of Transportation (GDOT), Georgia Regional Transportation Authority (GRTA), and State Road and Toll Authority (SRTA). This study was made possible through financial support provided by the ATL and Henry County.

The purpose of the Henry County TMP is to identify a strategic transit vision for the County and prioritize transit improvements in the near-, mid- and long-term. The TMP will incorporate extensive public and stakeholder engagement into the planning process. This will include virtual public meetings, on-line surveys and an interactive plan website. Engagement activities will collect input on community identified needs and priorities. The TMP will also be guided by Stakeholder and Technical Committees that represent the public's interests and provide technical input throughout the plan development process.

This plan will document a 30-year vision for transit investments through the year 2050 that will address Henry County's transit service needs based upon current and projected conditions. The study will conclude with a prioritized list of transit improvements, a fiscally constrained 5-year action plan and policy recommendations to improve mobility, safety, connectivity, and quality-of-life for Henry County residents.

About this Report

The Inventory and Existing Conditions Memorandum provides background information relevant to the development of the TMP. This report documents an inventory of existing and projected future



conditions including those that drive transit demand such as population and employment growth. Detailed information on the transportation network in Henry County and the current condition of the transit system is also provided in this report.

This memorandum lays the foundation for future phases of the TMP by inventorying the information and data needed to identify transit needs and potential improvements. Specific transit needs will be documented and analyzed in greater detail in the upcoming Needs Assessment phase of the TMP. This document concludes with a summary of key findings from the existing conditions analysis and a discussion of next steps in the TMP planning process.

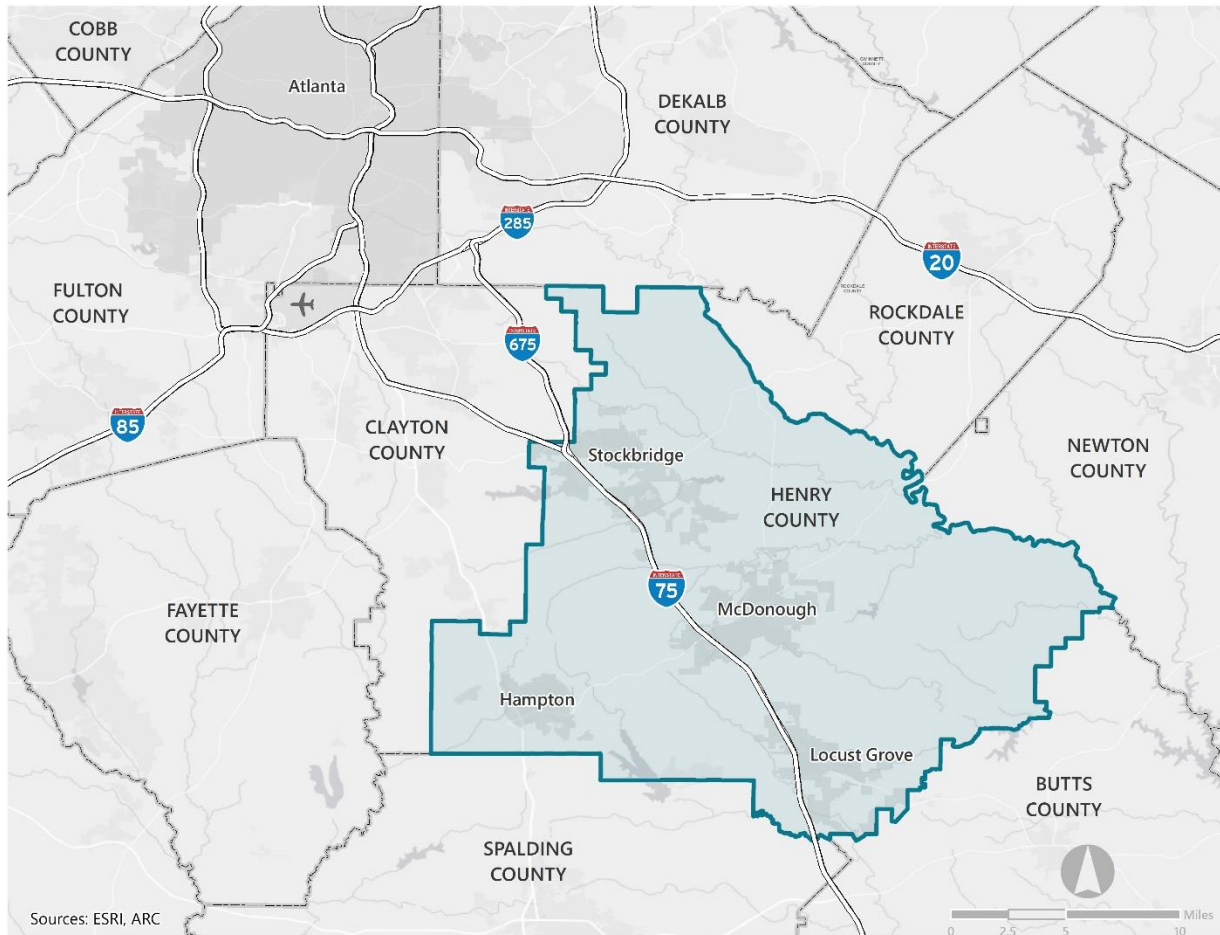
Study Area

Henry County is located in north central Georgia and is part of the Atlanta metropolitan region. It shares borders with Butts, Clayton, DeKalb, Newton, Rockdale and Spalding counties, as shown in **Figure 1-1**. The South River serves as much of the County's northeast border separating it from Newton County. Henry County has a total land area of 327 square miles and an estimated population of 234,561 in 2019, according to the U.S. Census.

Henry County contains four municipalities – McDonough, the county seat, Hampton, Locust Grove and Stockbridge. Interstate 75 traverses Henry County from north to south and provides a major transportation link within the County and to the greater region and beyond. The southern split of I-75 to I-675 is just inside Henry County as well.

The Henry County TMP is focused on transit conditions and improvements within Henry County but will also take into consideration the conditions and plans of neighboring jurisdictions and the greater region.

FIGURE 1-1: HENRY COUNTY TRANSIT MASTER PLAN STUDY AREA



2. People

Henry County is home to a growing and diverse population and employment base. This section describes the demographic composition of the County and trends related to population growth, population density, racial and ethnic diversity, age distribution and transit-reliant populations. This section also outlines the county's employment characteristics and trends related to job growth, employment density, industry sectors and major employers.

Population

In recent decades, Henry County has experienced significant levels of population growth and this trend is projected to continue over the 30-year planning horizon. **Table 2-1** details the County's historic and projected population growth. In the 1990's, Henry County was recognized as the sixth-fastest growing county in the United States. This trend continued in the 2000's, as it added over 74,000 residents between 2000 and 2010. Population growth is expected to continue at significant levels but decline in total numbers from roughly adding 50,000 to 30,000 per decade over the planning horizon. Over the 30-year planning horizon from 2020 to 2050, it is anticipated that the county population will grow by 50 percent and add roughly 124,000 residents.

TABLE 2-1: HENRY COUNTY'S HISTORIC AND PROJECTED POPULATION GROWTH

	1990	2000	2010	2020	2030	2040	2050
Total Population	58,741*	119,341*	193,717*	245,333**	294,490**	337,409**	368,889**
Change from Previous Decade	--	60,600	74,363	51,616	49,157	42,919	31,480
% Change from Previous Decade	--	+103%	+62%	+27%	+20%	+15%	+9%

Sources: *U.S. Census, **ARC Activity Based Model (ABM)

A comparison of Henry County's housing and income characteristics to the Atlanta region and the city of Atlanta are provided in **Table 2-2**. Henry County exhibits a higher median household income than the City of Atlanta and the Atlanta region as a whole. The percentage of the population living in poverty is also considerably lower than the City of Atlanta and greater region. Median home values are considerably lower than the City of Atlanta and slightly higher than the region as a whole.

TABLE 2-2: REGIONAL COMPARISON OF INCOME AND HOUSING CHARACTERISTICS

	Henry County*	ARC 10-County Region**	City of Atlanta*
2019 Total Population	234,561	4,614,686	506,811
Median Household Income	\$71,939	\$63,642	\$59,948
Median Value of Owner-Occupied Housing Units with a Mortgage	\$190,700	\$185,830	\$290,400
% Population with Income Below Poverty Level	8.2%	14.1%	20.8%

Sources: *US Census, **ARC

EXISTING POPULATION DENSITY

Figure 2-1 illustrates the existing population density in Henry County. The highest density areas are found in the County's municipalities of McDonough, Stockbridge, Hampton, and Locust Grove. Higher densities are also evident in unincorporated northern Henry County and within the I-75 corridor. The densest areas of population are found in residential areas adjacent to I-75 in McDonough and Stockbridge.

PROJECTED POPULATION DENSITY

Figure 2-2 illustrates Henry County's projected population density in 2050. Population density is anticipated to increase in central and northern Henry County between 2020 and 2050. The most notable area of increased density is north of Stockbridge, in the northernmost portion of the county, near the DeKalb and Clayton county borders. The area west of Hampton and rural areas in far eastern Henry County are anticipated to remain low density in 2050.

FIGURE 2-1: EXISTING POPULATION DENSITY IN HENRY COUNTY (2020)

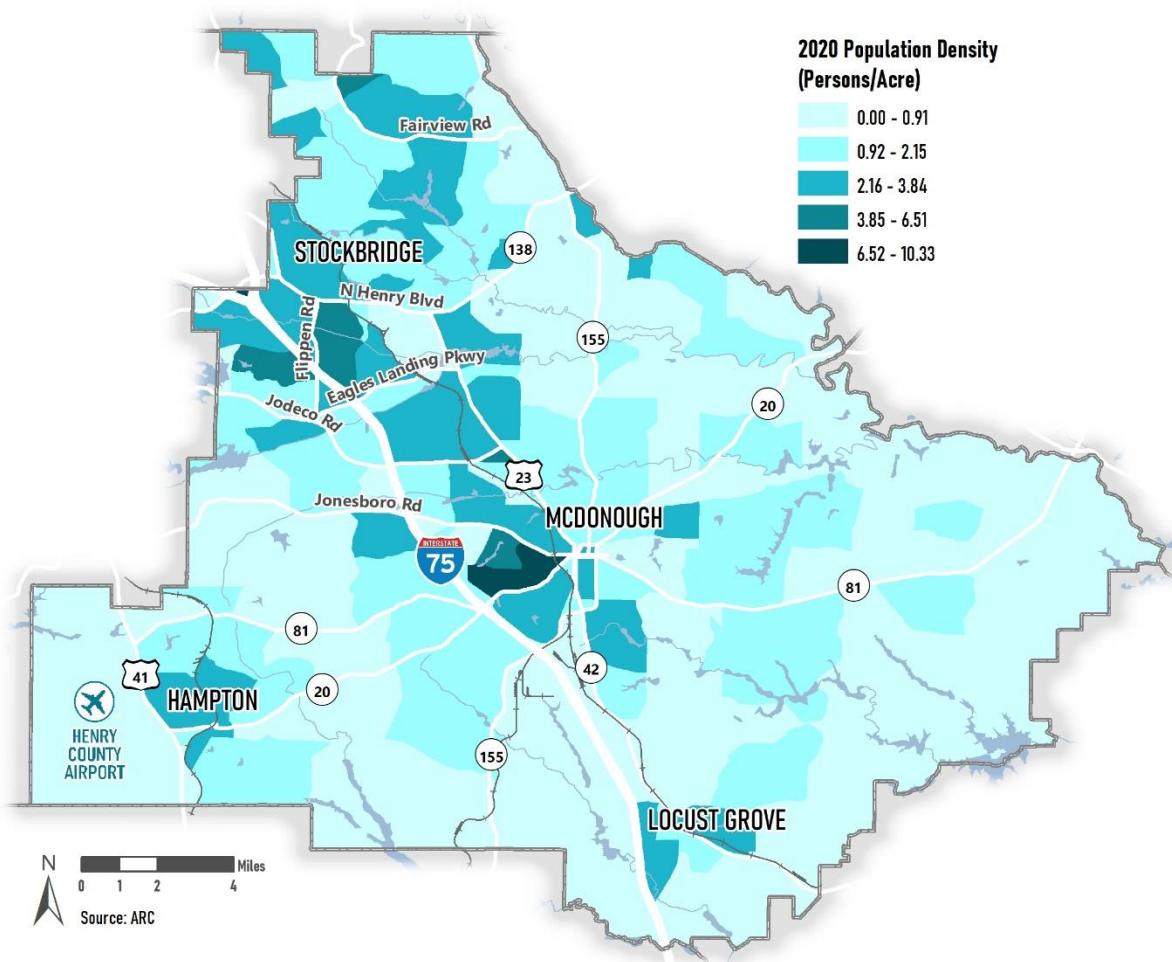
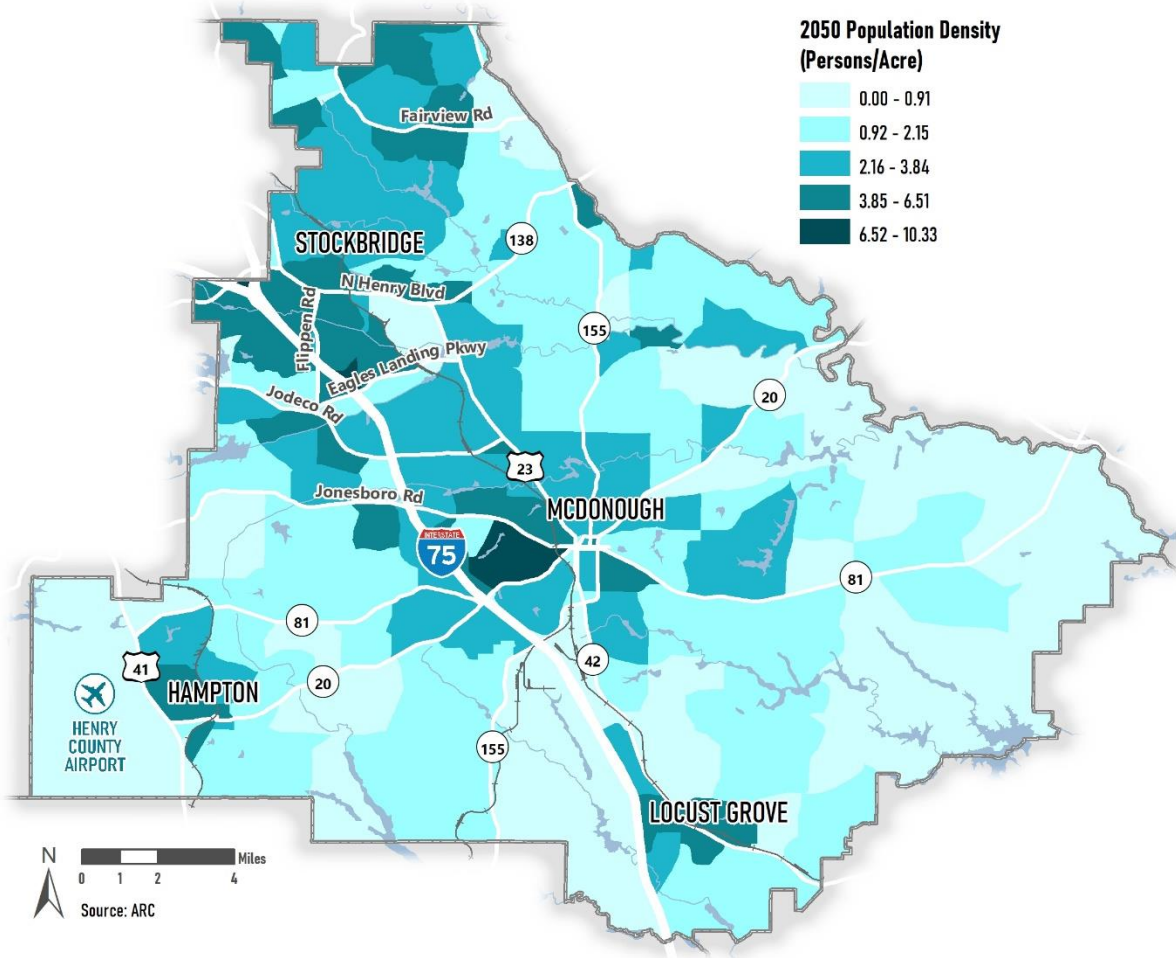


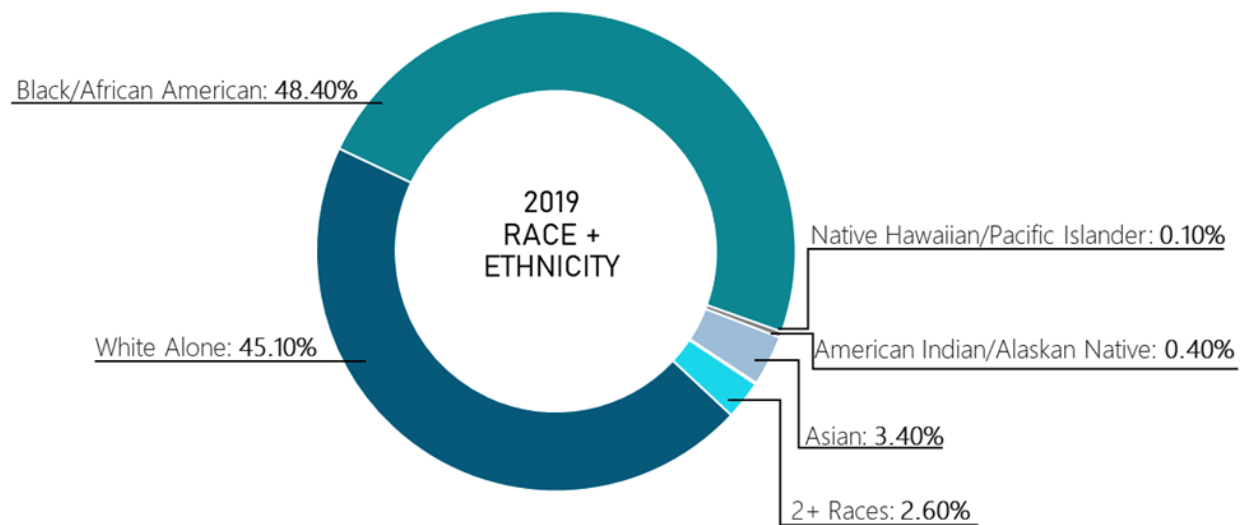
FIGURE 1-2: PROJECTED POPULATION DENSITY IN HENRY COUNTY (2050)



RACE AND ETHNICITY

Henry County has experienced increases in racial and ethnic diversity since the previous Transit Feasibility Study was completed in 2016. In 2019, 48 percent of Henry County's population identified as Black or African American. This has increased to approximately 8 percent since 2016. The County's population is now considered to be a majority-minority population, meaning that more than 50 percent of the population identifies as a race other than White. The existing racial and ethnic composition of the County is illustrated in **Figure 2-3**.

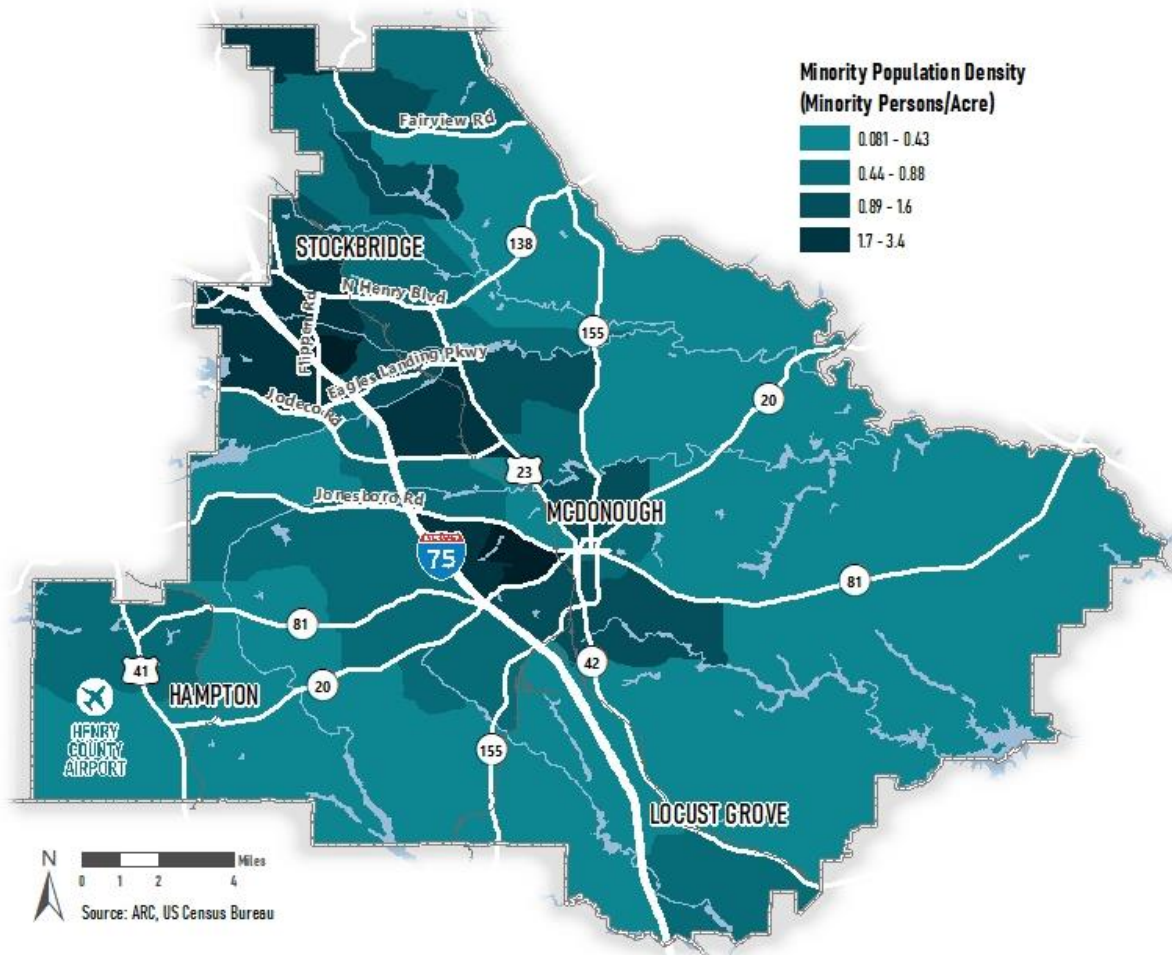
FIGURE 2-3: HENRY COUNTY'S EXISTING RACIAL AND ETHNIC COMPOSITION (2019)



Source: US Census Bureau

Figure 2-4 illustrates the geographic distribution of minority populations within Henry County. Minority populations are concentrated in north and west Henry County, in areas near Clayton and DeKalb counties. The heaviest concentrations are found within the I-75 corridor from the Stockbridge area south to McDonough.

FIGURE 2-4: HENRY COUNTY MINORITY POPULATION DENSITY



AGE DISTRIBUTION

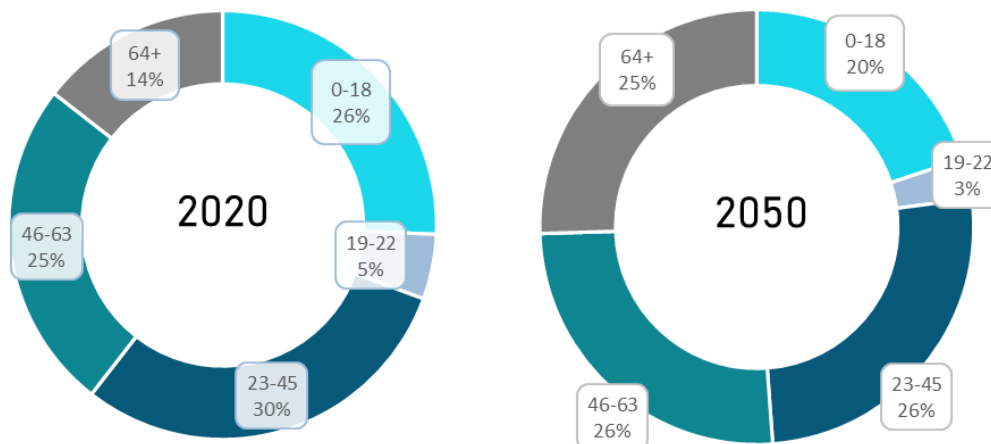
The age distribution in Henry County is projected to shift significantly between 2020 and 2050. These changes are detailed in **Table 2-3** and illustrated in **Figure 2-5**. The population of Henry County is expected to become significantly older over the 30-year planning horizon, with the greatest increases seen in the 64+ age group. The young adult demographic of 19- to 22-year-olds is the only age cohort that is anticipated to decline over this period. Given the anticipated increases in older population groups far outpacing those of younger groups the average age of the county is expected to increase 6 years from 38 to 44 from 2020 to 2050.

TABLE 2-3: HENRY COUNTY AGE DISTRIBUTION IN 2020 AND 2050

Age Cohort	2020	2050	Difference	% Change
0-18	63,039	73,465	10,426	+17%
19-22	12,015	10,931	-1,084	-9%
23-45	73,399	95,560	22,161	+30%
46-63	61,359	94,716	33,357	+54%
64+	35,495	93,924	58,924	+165%
Average Age	38	44	--	--

Source: ARC ABM

FIGURE 2-5: HENRY COUNTY EXISTING AND PROJECTED AGE DISTRIBUTION (2020 AND 2050)

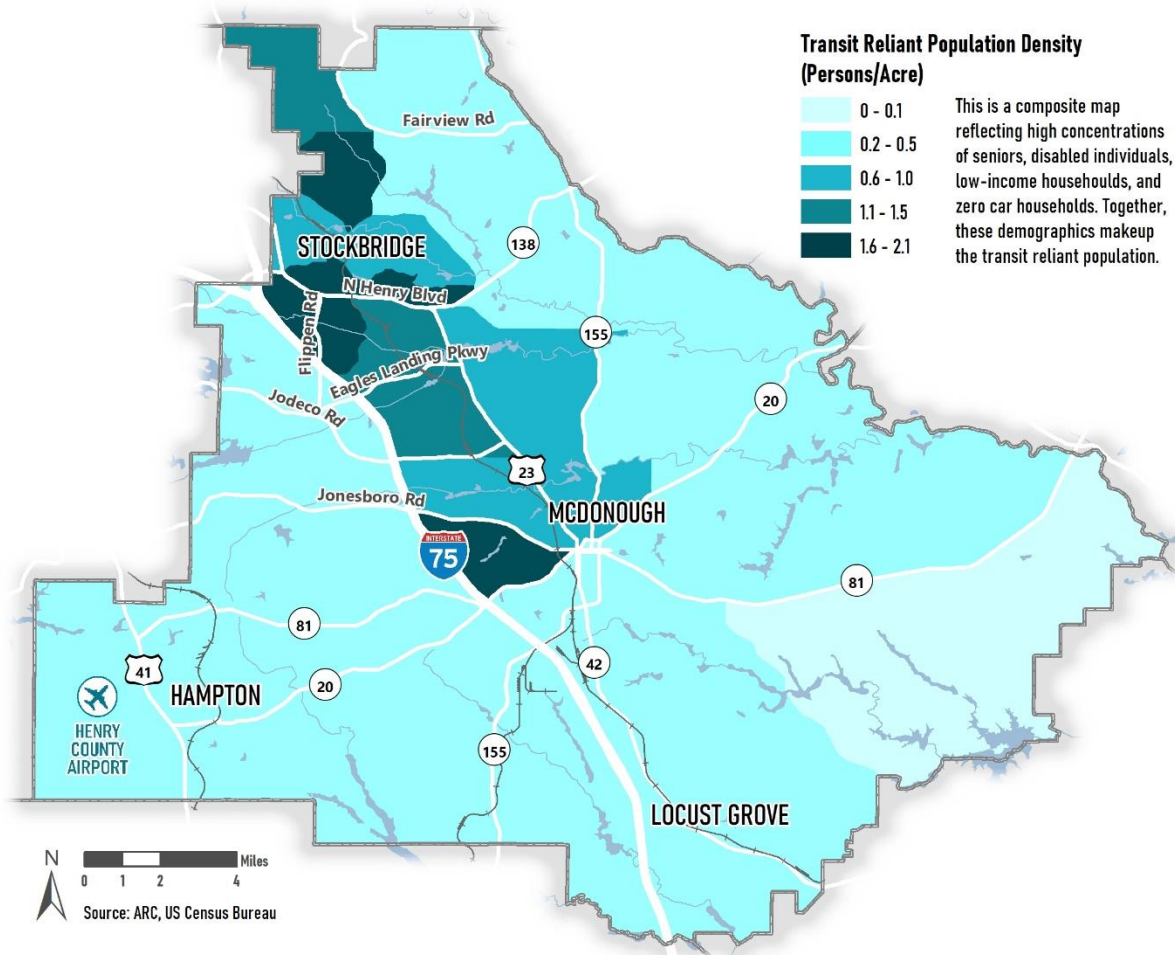


Source: ARC ABM

TRANSIT-RELIANT POPULATIONS

It is important to identify the locations of population groups who rely on public transit to access jobs, school, and medical services. These groups are commonly referred to as ‘transit-reliant’ and include individuals in zero-car households, disabled individuals, persons living in poverty and senior citizens (ages 65+). Concentrations of transit-reliant groups in Henry County are displayed in Figure 2-6. The individual population groups included in this composite map are mapped separately in Figures 2-7 through 2-10. The highest concentrations of transit-reliant population groups are found in a clear band east of I-75 from McDonough to Stockbridge and up to the northwest corner of the county.

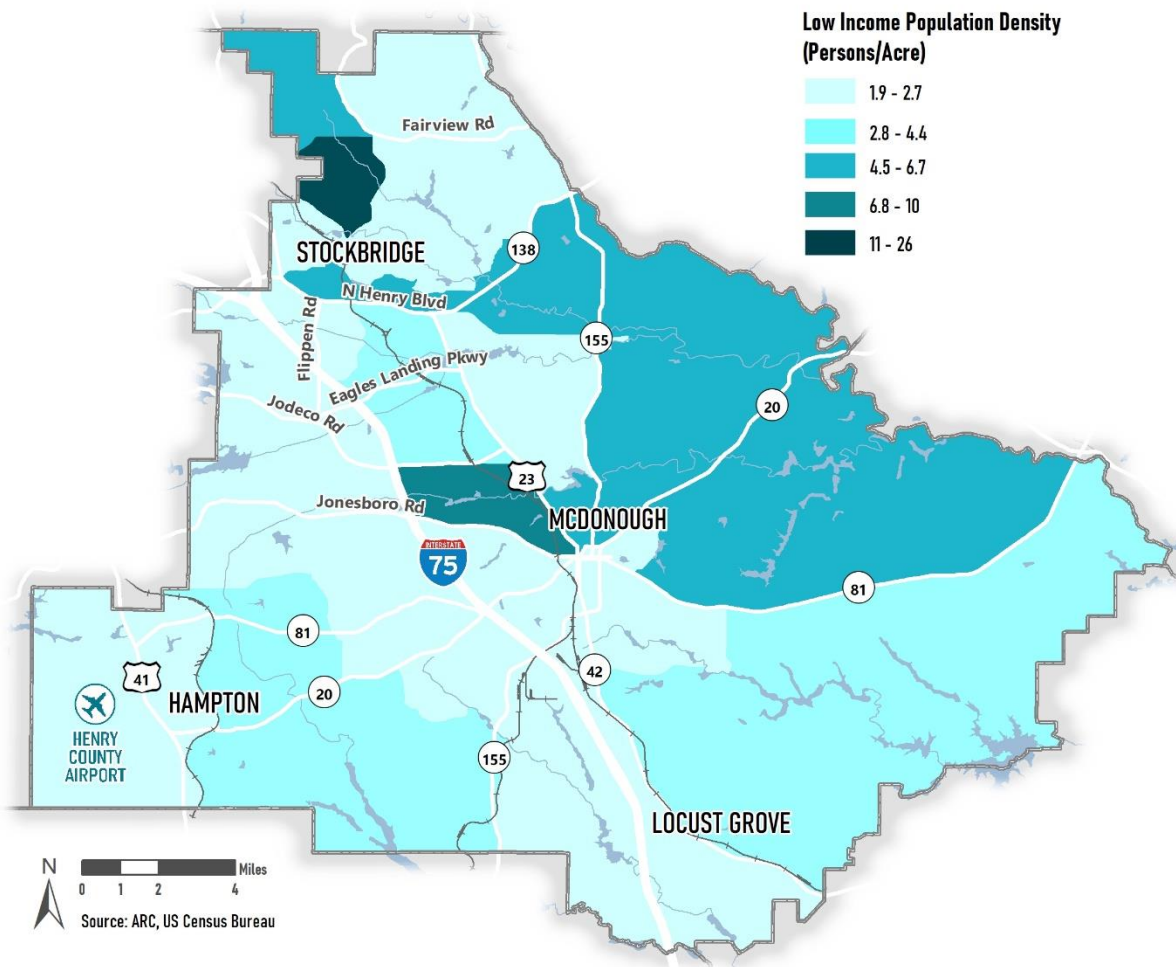
FIGURE 2-6: TRANSIT-RELIANT POPULATION DENSITY



LOW-INCOME POPULATION

Figure 2-7 displays concentrations of low-income individuals in Henry County. Dense areas of persons living below poverty are seen in the northwest corner of the county and in areas north of Jonesboro Road between I-75 and US 23. Higher concentrations of low-income individuals are also evident in more rural areas of eastern Henry County along SR 20 and north of SR 81.

FIGURE 2-7: LOW-INCOME POPULATION

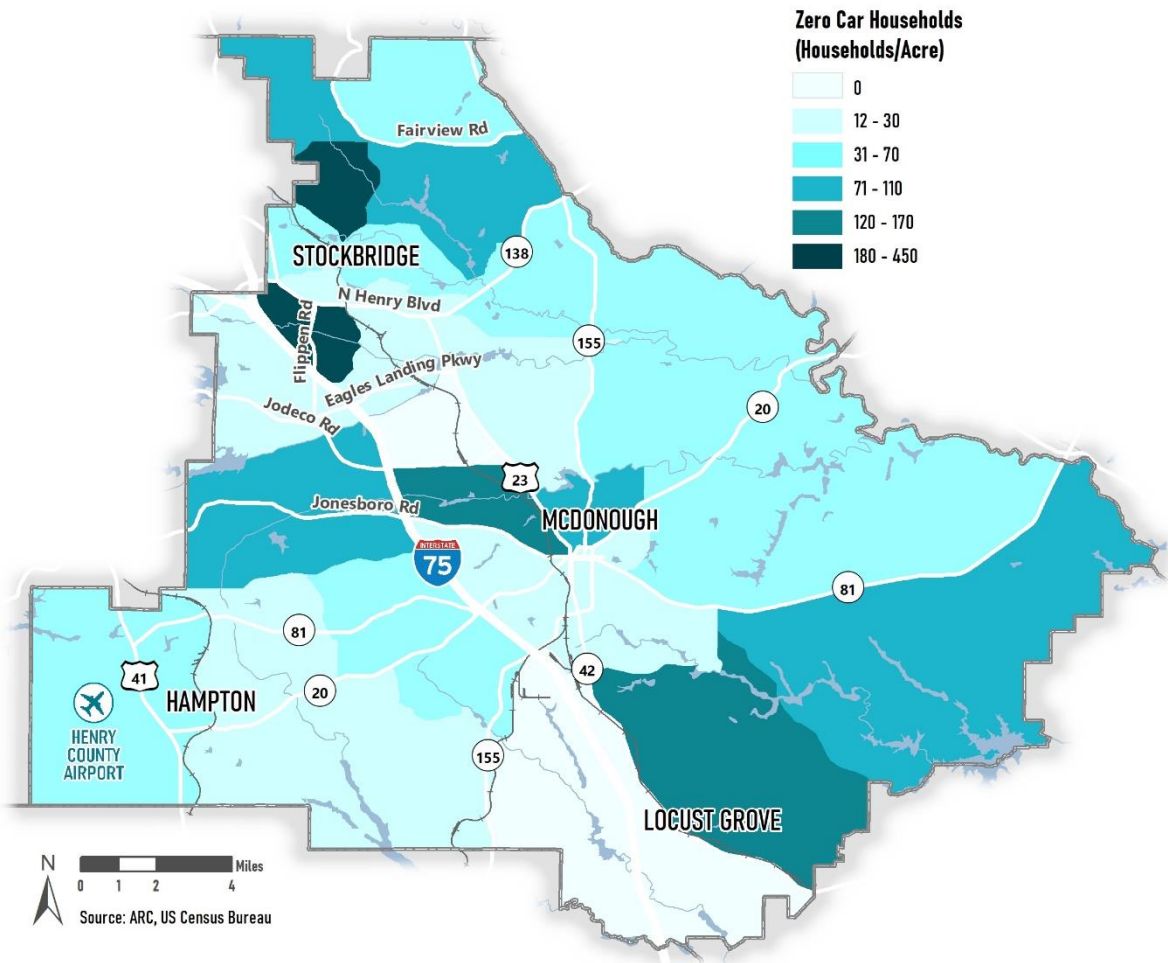


ZERO-CAR HOUSEHOLDS

Zero-car households comprise only two percent of all households in the county. This is unsurprising given the auto-dependent development patterns in most of the county. Concentrations of Zero-car households are displayed in Figure 2-8. The highest concentrations are located just north and just

southwest of Stockbridge, north of Jonesboro road between I-75 and US 23, and in areas to the east of Locust Grove. Two areas adjacent to I-75 South in southern and central Henry County do not contain any zero-car households.

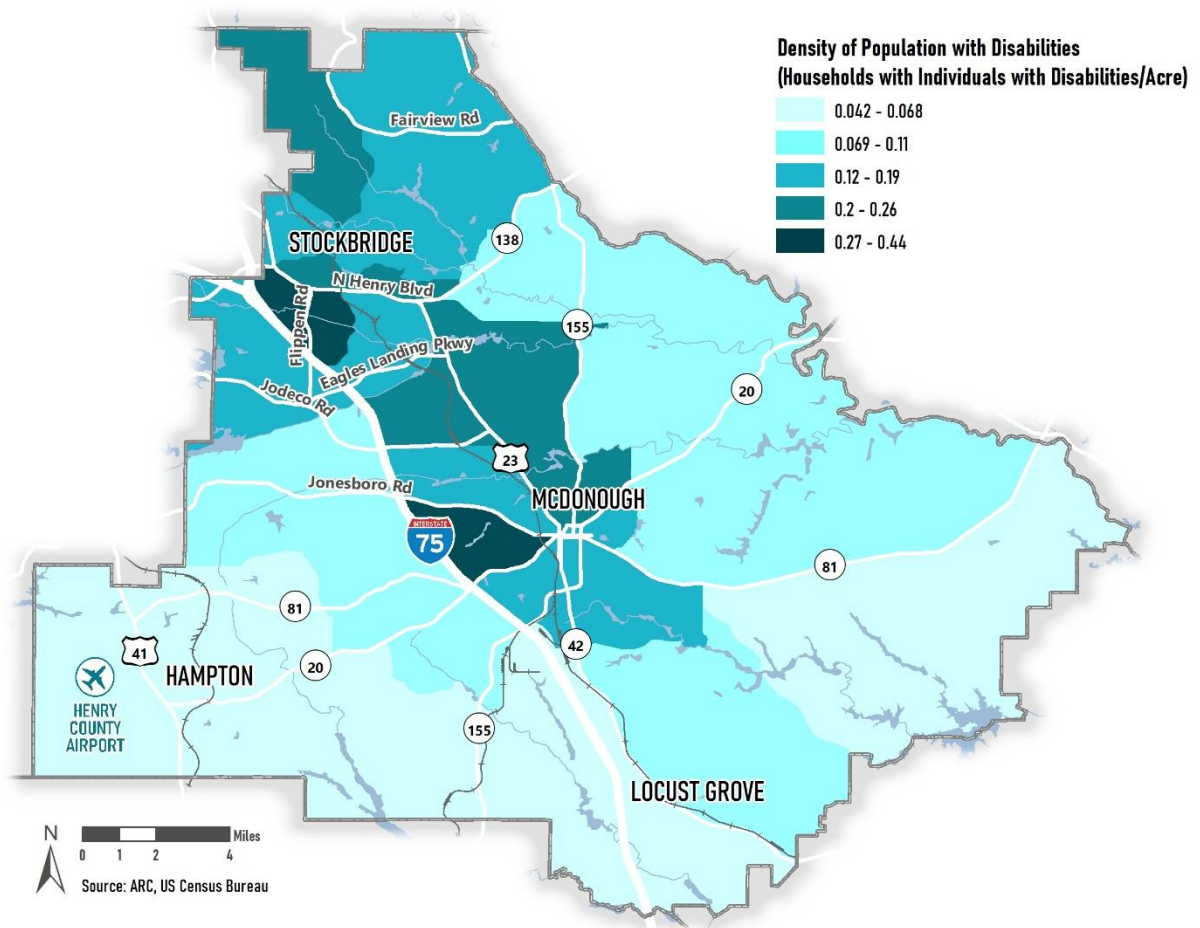
FIGURE 2-8: ZERO-CAR HOUSEHOLDS



POPULATION WITH DISABILITIES

Concentrations of disabled individuals in Henry County are displayed in Figure 2-9. The patterns of disabled individuals follows a similar pattern to that of the combined transit-reliant populations. Dense concentrations of disabled individuals can be found in a wide band between McDonough and Stockbridge and in the northwest corner of the county.

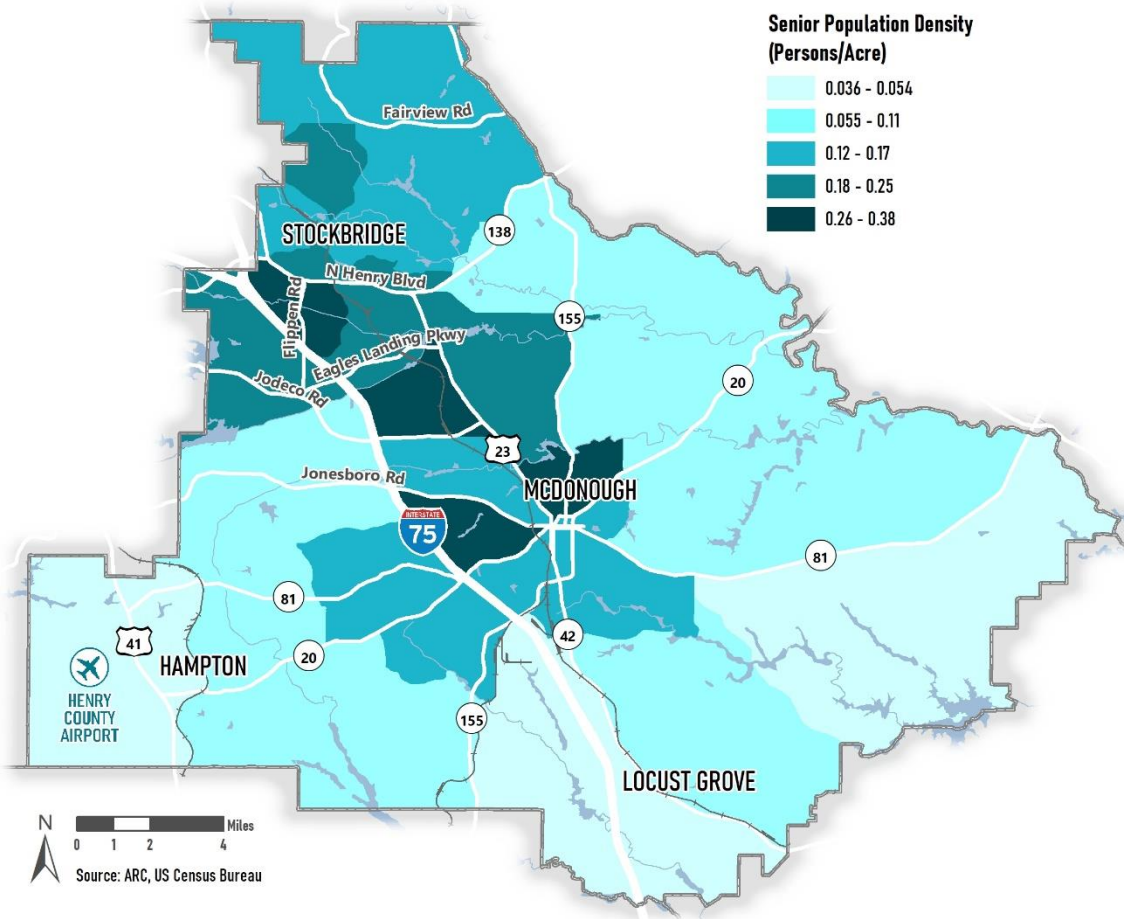
FIGURE 2-9: DENSITY OF POPULATION WITH DISABILITIES



SENIOR POPULATION

The senior population is comprised of individuals aged 65 and up. Concentrations of senior citizens are displayed in **Figure 2-10**. The heaviest concentrations of senior individuals are seen in a wide band between McDonough and Stockbridge, similar to disabled individuals and the combined transit-reliant population. The highest density areas are east of I-75 and south of Jonesboro Road and between Jodeco Road and Eagles Landing Parkway.

FIGURE 2-10: SENIOR POPULATION DENSITY



Employment

Henry County is well served with interstate access and well situated in the region and state to continue to attract employers. Much of the current and planned development in the county is found near the I-75 corridor and along major state routes. Projected employment growth is unsurprisingly expected in these same areas. It is anticipated that planned commercial vehicle lanes along I-75 South from Bill Gardner Parkway to near Macon will further contribute to employment growth in the I-75 corridor.

The number of jobs in Henry County is expected to grow by over 20,000 by the year 2050. This reflects a 28% increase between 2020 and 2050. Projected employment growth in the county over the 30-year planning horizon is detailed in **Table 2-4**. Growth in employment will have a significant impact on transportation considerations, as areas of the county become rising commuter destinations.

TABLE 2-4: PROJECTED EMPLOYMENT GROWTH IN HENRY COUNTY

	2020	2030	2040	2050
# Jobs	72,410	77,198	84,472	92,503
% Change from Previous Decade	--	+7%	+9%	+10%

Source: ARC ABM

TOP EMPLOYERS AND INDUSTRIES

Table 2-5 details the top 10 employers in Henry County. Most of the top employers in the county are located within I-75 South corridor. A majority of these top employers are located just off of I-75 at either SR 155 (McDonough Road) or Eagles Landing Parkway. The locations of top employers in the county are consistent with overall employment density in **Figure 2-11**.

TABLE 2-5: HENRY COUNTY TOP 10 EMPLOYERS

Employer	Location	Industry	# Employees
Henry County Schools	Countywide	School System	4,950
Luxottica Retail Group	I-75 and SR 155	Retail	2,000
Henry County Government	I-75 and SR 155	Government	1,818
Piedmont Henry Hospital	I-75 and Eagles Landing Parkway	Healthcare	1,800
Federal Aviation Administration – Air Traffic Control	US 19-41 in Hampton	Aviation	1,000
PVH Corp	I-75 and SR 155	Apparel	1,000
Home Depot Direct Fulfillment Center	I-75 and SR 155	Home Improvement	780
Carter's Inc.	Eagles Landing Parkway	Apparel	635
Georgia Power Customer Care Center	Downtown McDonough	Utilities	550
Ken's Foods, Inc.	I-75 and SR 155	Food Processing	500

Source: Henry County Economic Development Authority

Table 2-6 details the major employment sectors in Henry County in 2020 and 2050. The retail and service industries are the dominant employment sectors in the county today. These are projected to grow and remain the top industries in 2050. Industries expected to grow at the highest rates by 2050 include the FIRE (finance, insurance, and real estate), services, government, and retail sectors. On-going efforts to grow and diversify the employment base in the county are discussed in Section 4, which focuses on economic development.

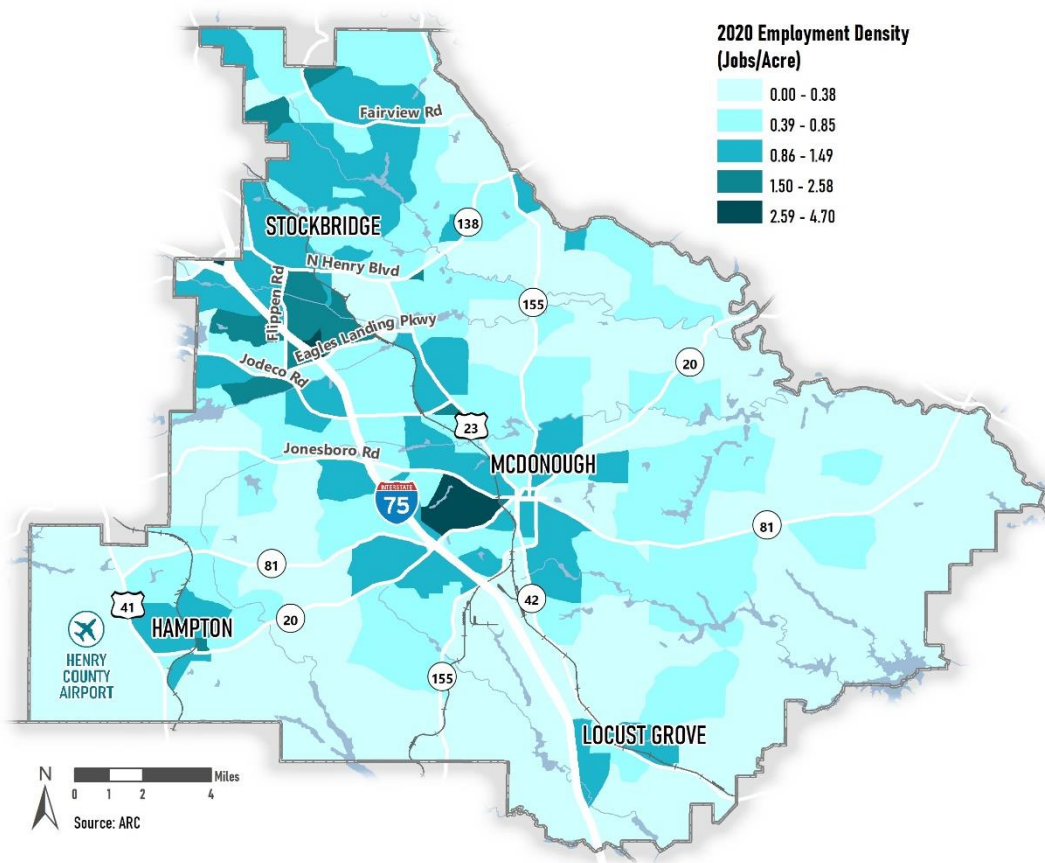
TABLE 2-6: HENRY COUNTY INDUSTRIES, 2020-2050

Industry	2020	2050	Difference	% Change
Construction	3,074	2,663	-411	-13%
Manufacturing	2,536	2,810	274	+11%
Transportation, Communications, and Utilities (TCU)	4,088	3,658	-430	+11%
Wholesale	2,862	2,693	-169	-6%
Retail	18,031	21,825	3,794	+21%
Finance, Insurance, and Real Estate (FIRE)	5,287	8,670	3,383	+64%
Service	31,691	44,184	12,493	+40%
Government	4,841	6,000	1,159	+24%

EXISTING EMPLOYMENT DENSITY

Figure 2-11 illustrates existing employment density within the county. The ARC's Activity Based Model (ABM) depicts existing employment densities following a similar pattern to the overall 2020 population density. Except for the city of Hampton, concentrations of employment are primarily found in central Henry County along the I-75 corridor. The highest concentrations of jobs are evident just south of Stockbridge near I-75 at Flippen Road, and just east of I-75 and north of SR 20. Employment density is also seen in central Hampton and Locust Grove.

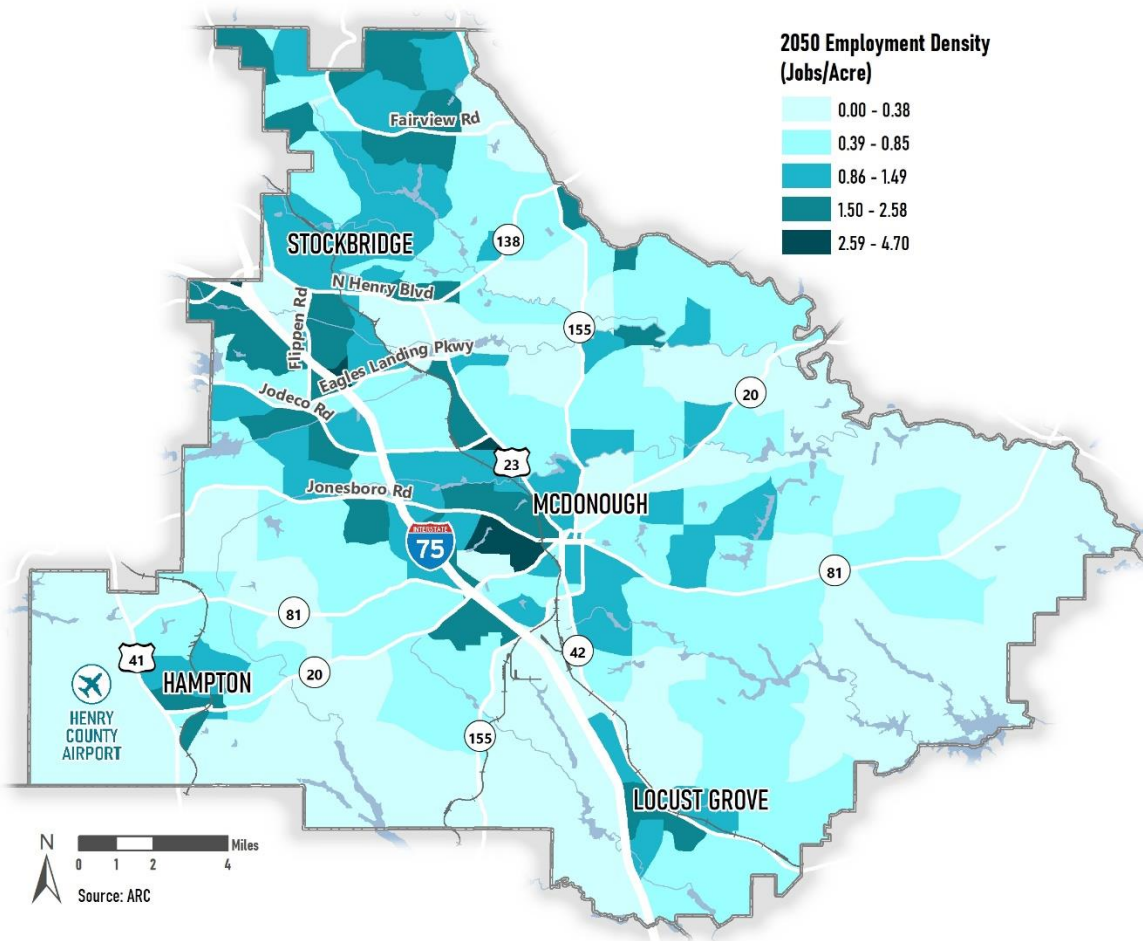
FIGURE 2-11: EXISTING EMPLOYMENT DENSITY



PROJECTED EMPLOYMENT DENSITY

Figure 2-12 illustrates projected employment density within the county. In 2050, the ABM projects a continued pattern of employment density along the I-75 corridor and along major state routes. Employment density is projected to increase in and spread out from the county's city centers and major corridors. Employment density is also expected to increase in northern Henry County between downtown Stockbridge and the DeKalb County line.

FIGURE 2-12: PROJECTED EMPLOYMENT DENSITY



3. Land Use and Development

Land use and development patterns are critical concerns when planning for transit—particularly in terms of its density, intensity, and ability to support transit ridership.

Urbanization

The last Decennial Census was in 2010 and the latest Decennial Census data collection was just completed in 2020. The last Census data available is the American Community Survey (ACS) 2018 5-Year data. The ACS provides data for the “in-between” periods of the Decennial Census to help local leaders and businesses understand the changes taking place in their communities.

As part of the population and demographic counting process used in Decennial Census and the ACS, the U.S. Census Bureau places geographical areas into two categories.

- Urban: The identified territory must encompass at least 2,500 people (1,500 of which reside outside institutional group quarters). In the 2010 Census, the Census Bureau identified two types of urban areas: Urbanized Areas (50,000+) and Urban Clusters (2,500 – 50,000).
- Rural: Anything outside of an urban area is considered rural.

These definitions are expected to remain the same during the 2020 Census which has completed collection but is still being analyzed as of November 2020.

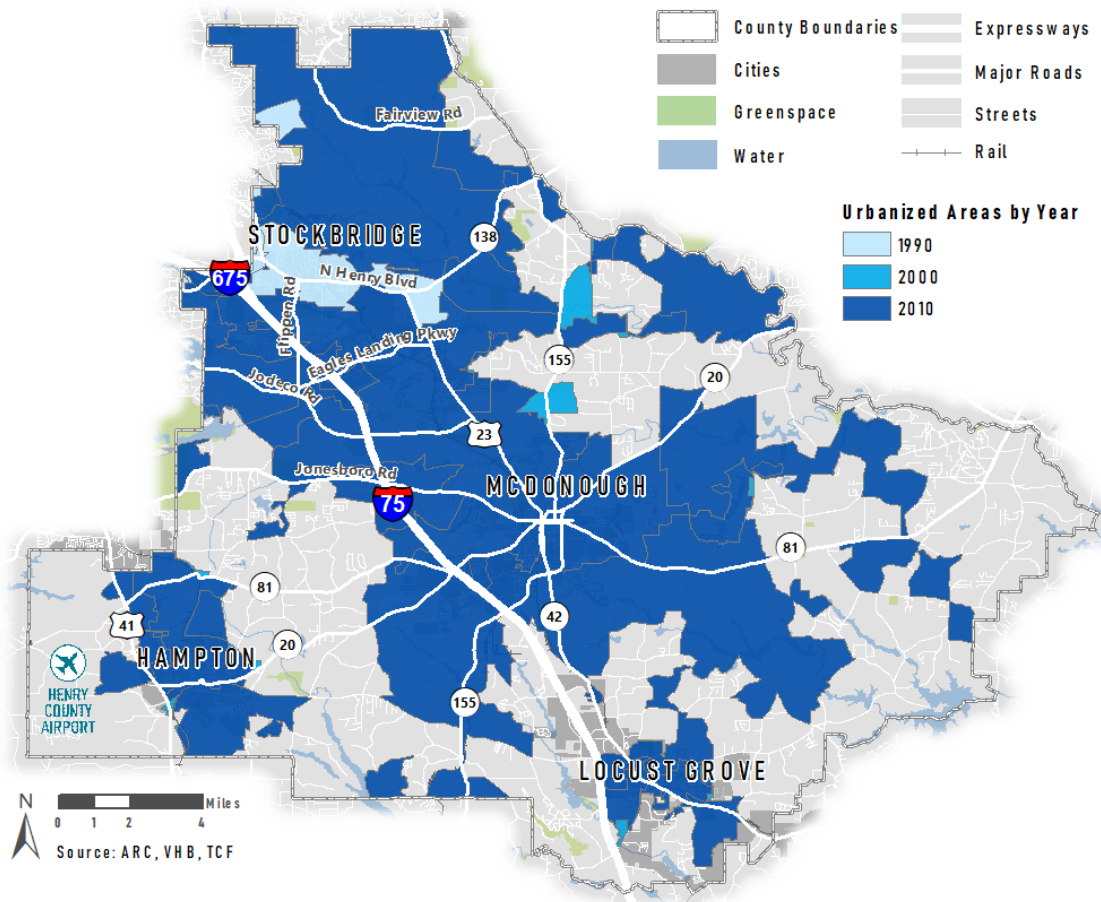
Overall, Henry County’s growth in the past decades has been rapid but uneven. Prior to the 1990s, only small sections in northern Henry County were considered urbanized, such as the North Henry Boulevard corridor in Stockbridge. The following decade resulted in a few additional pockets of urbanization, primarily along SR 155.

But between 2000 and 2010, urbanization in the County intensified greatly as shown in **Figure 3-1**. The residential development boom of the early 2000s resulted in thousands of acres transitioning to



urbanized uses, dispersing the County's population growth into low-density, suburban-style neighborhoods. During this ten-year period, the population grew by 62 percent.

FIGURE 3-1: NEW URBANIZED AREA BY CENSUS YEAR



Existing Land Use

As a result of the rapid urbanization in the 2000s, Henry County's existing land use pattern is a patchwork of activity centers, suburban-style neighborhoods, and rural areas. The incorporated cities of Hampton, Locust Grove, McDonough, and Stockbridge all have their own characters, but are largely towns with small, traditional downtown centers, surrounded by more suburban commercial and residential uses. The undeveloped, rural areas are a mixture of forest, agriculture, and other natural areas.

One of the most significant areas of growth in recent years is in warehousing and distribution. Henry County's location on I-75 and its distance from the Port of Savannah, have coalesced to make it a

“perfect spot” for warehousing and logistics. Although these industrial uses provide employment opportunities, the job density is relatively low because of the very large square footage of the buildings. Combined with an urban environment that is not friendly to pedestrians because of freight traffic and large block sizes, the low-density employment makes these growing warehouse districts unlikely locations for supporting significant investments in transit service.

Major Planned Developments

Between 2015 and 2020, there have been 16 Developments of Regional Impact (DRI) in Henry County submitted for review by the Atlanta Regional Commission. Eleven (11) of these are industrial projects, primarily focused on an expanding warehousing and logistics hub clustered around I-75 Exit 216 at SR 155. These industrial DRIs are described in detail in **Table 3-1**.

TABLE 3-1: INDUSTRIAL DRIS, JAN 2015-JAN 2021

Development	Location	Description	Status
Lambert Farms, Phase II	East side of SR 42/US 23 bordered by Wise Rd, SR 42/US 23 & King Mill Rd	817,200 SF of industrial	Under Construction
Locust Grove – Clayco (2016)	Price Drive, north of the intersection at Bill Gardner Parkway	1,002,998 SF of industrial	Complete
Midland Logistics Park – Scannell	Midland Ct, east of the intersection at King Mill Rd & SR 155/N McDonough Rd	699,732 SF of industrial	Complete
Locust Grove – Clayco (2017)	Between Bethlehem Rd & an area roughly 2,750 feet north of Bill Gardner Pkwy	3,500,000 SF of industrial	Planned
75 South Logistics Center	South of Pine Grove Rd & east of SR 42	2,615,250 SF of industrial	Planned
Gardner 42 Phase I (Gardner Logistics Park)	SR 42, north of the intersection with Market Place Blvd	2,012,256 SF of industrial	Complete
McDonough Commerce Center II	Macon Street (SR/US 23), south of the intersections at N McDonough Rd & S Zack Hinton Pkwy (SR 155)	728,000 SF of industrial	Complete
Lower Woolsey Henry	North of Lower Woolsey Rd & South of Wilkins Rd	6,330,000 SF of industrial	Planned
Bartram ADM Properties	160 & 180 Sedgeview Dr	Waste transfer station	Planned
Gardner 42 Expansion (Gardner Logistics Park)	West of SR 42 & north of Market Place Blvd	1,011,907 SF industrial	Under Construction
Southern Ready Mix Plant (2019)	Pine View Dr in Hampton area of Henry County	Concrete plant	Planned

Source: ARC DRI Database; Move Henry Forward

These developments, while important to the County's economy, are not typically major drivers for fixed route transit, but could be potential sources of on-demand trips.

The five remaining DRI projects from this period are summarized in **Table 3-2**. Jodeco Crossings and Henry Promenade were both reviewed in 2015 and had similar visions: higher end, mixed-use development with retail and a variety housing. Neither moved forward for a number of years, and eventually Henry Promenade was dropped. Jodeco Crossings was reborn as Bridges Jodeco and is currently under construction.

In 2019, the ARC reviewed plans for the proposed Reeves Creek development. The project is a 465-acre mixed use development located in the curve of I-75/I-675. In addition to a mix of residential and commercial uses, land is set aside for a future convention center and potentially a "mass transit complex." The County approved rezoning for the property in November 2019.

Garden Lakes is the newest DRI in Henry County, reviewed in summer 2020. Located just south of the Clayton County line in Hampton, the site is currently a sod farm. The proposed site plan includes 1,135 housing units in a mix of single-family residences and townhomes, with a net density of 5.4 units per acre.

TABLE 3-2: NON-INDUSTRIAL DRIS, JAN 2015-JAN 2021

Development	Location	Description	Status
Garden Lakes	Hastings Bridge Rd and SR81 in Hampton	1,135 housing units proposed, mix of single-family and townhomes	Planned
Henry Promenade	I-75 and Jonesboro Rd	891,450 square feet of commercial (retail, hotel, restaurants)	Cancelled
Jodeco Crossings	I-75 and Jodeco Rd	Mixed use with residential and retail	Under construction as Bridges Jodeco
Reeves Creek	East of I-75 near I-675 interchange	1,643 residential units; 1.5 million square ft of commercial; potential location for convention center and arena and a "mass transit complex"	Planned
Speedway Commerce Center	Bruton Smith Parkway (SR 20) in the City of Hampton, Georgia	Industrial but with 75,000SF commercial, and 300 residential units	Under Review

Source: ARC DRI Database; Move Henry Forward

Other Henry County projects that did not meet DRI thresholds in size and intensity, but are still notable in terms of significant development in the past five years include:

- Canyon Springs Apartments – 223 luxury apartments near Jonesboro Road and I-75 (completed)
- Columns at South Point – 260 high-end units in McDonough (currently under construction)
- Fairview Corners – Mixed use development with medical center focus in Ellenwood (planned)
- Havenwood Grove Senior Apartments – 56 senior apartments in Locust Grove (completed)
- Hawks Landing – 252 apartments in 11 three-story buildings in McDonough (approved)
- Shoppes at Ola Crossroads – 70,000 square feet of retail in Ola (under construction)
- Symphony Park – 499 mixed residential units (postponed)
- East Lake at Springdale – 184 residential units, primarily townhomes
- Kellytown Grocery Store – 48,000-SF grocery store plus 18,000 SF additional retail
- McDonough Family and Senior Housing – 470 apartment units for families and seniors
- Jonesboro Road Apartments – 268 residential units, 75,000 SF of medical/office/retail
- Mt Carmel Road Development – 104 condominium units and 222 single-family units

Future Land Use and Future Community Map

Henry County's Future Land Use Map, shown in **Figure 3-2**, is a guide for development in the coming decades. Broken into 11 different types of land use, each represents a specific vision. The future land use vision largely follows the same patterns seen in the existing land use map, with the most intensive activity occurring around I-75. The surge in industrial development is evident, particularly near McDonough and Locust Grove.

One of the most significant departures, however, is a large mixed-use area in the far west of the county near Hampton. This is part of the Henry County Speedway Megasite, which is envisioned to become a major employment, retail, and tourism destination in the future.

When the County adopted its latest Comprehensive Plan in 2019, it also included a Future Community Map, which provides a high-level vision for the future Henry community. This map is particularly helpful in terms of planning for transit. It clearly defines locations that are important for transit planning such as Activity Centers, Town Centers, "Main Street Henry," and major corridors as well as special use areas like the Henry County Speedway Megasite, and the Henry Global Gateway logistics hub. This Future Community Map is shown in **Figure 3-2**.

FIGURE 3-2: HENRY COUNTY'S FUTURE LAND USE MAP

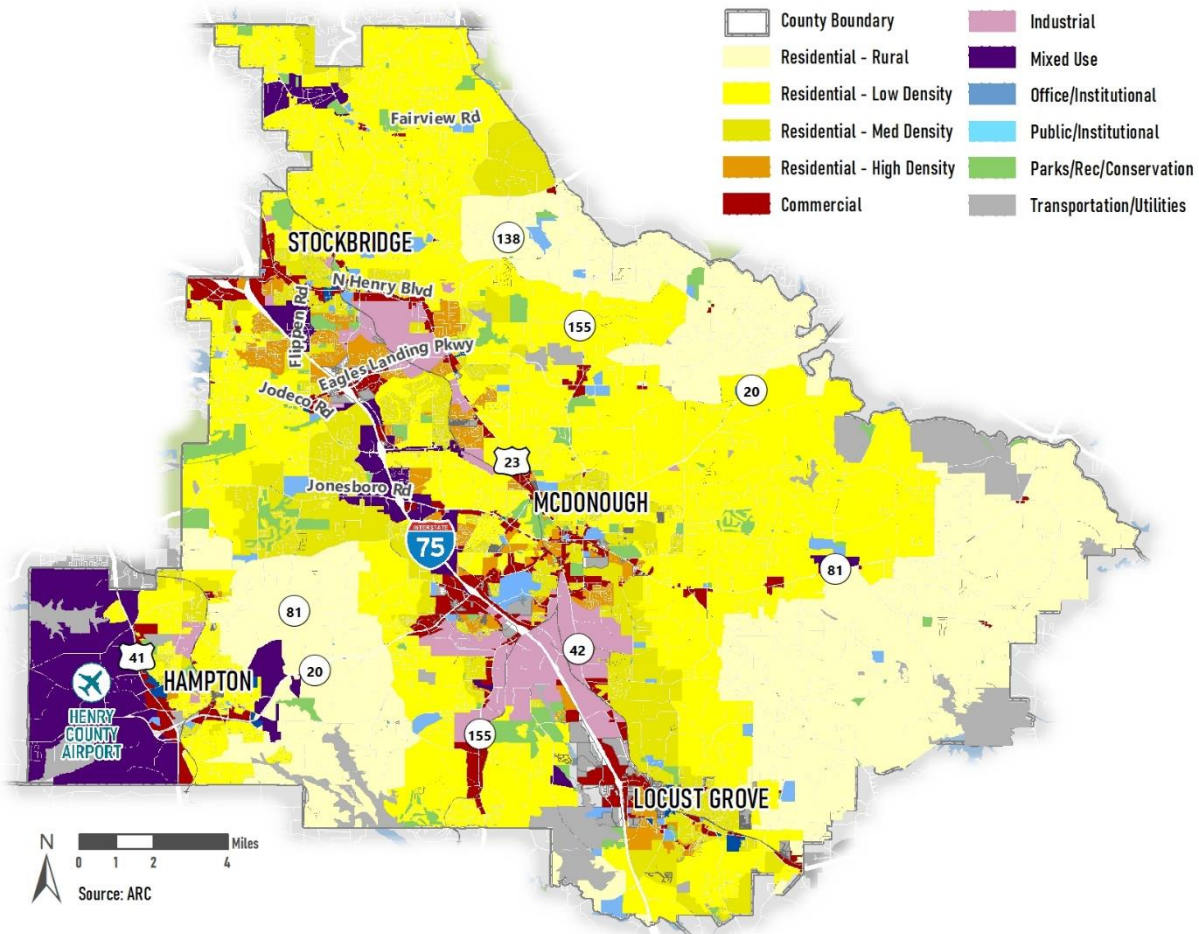
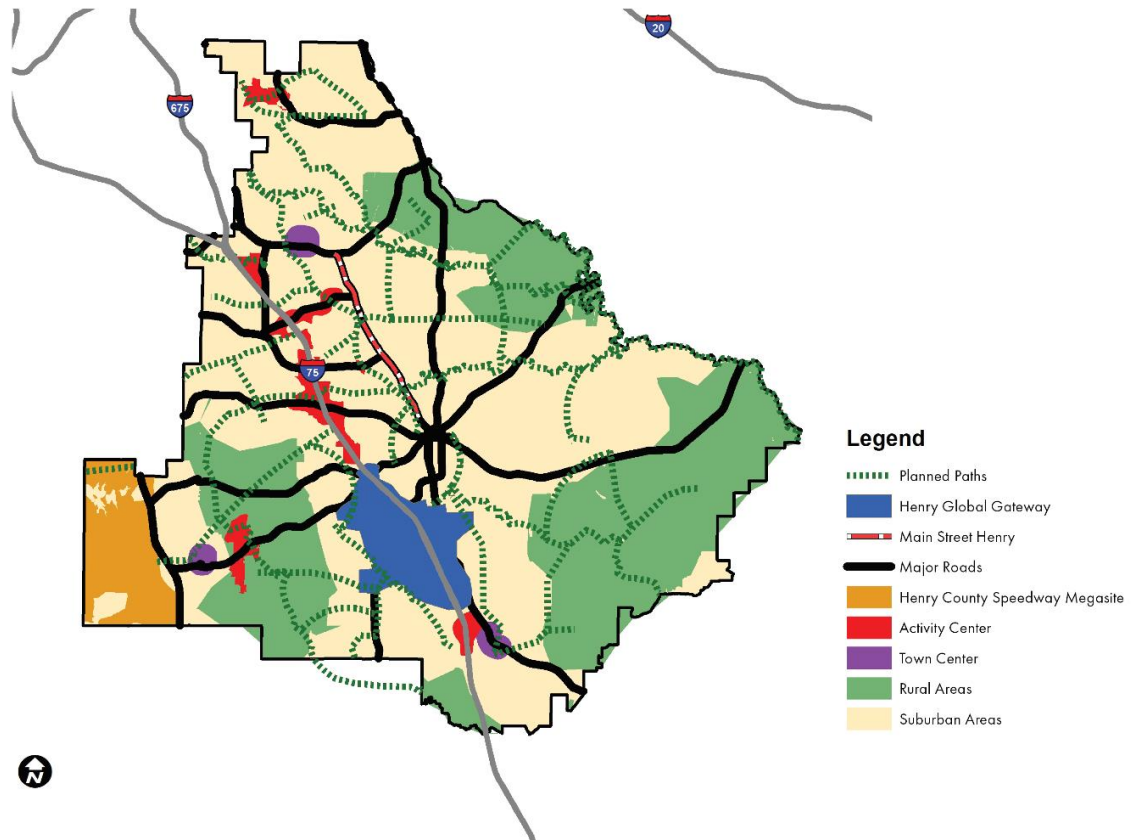


FIGURE 3-3: HENRY COUNTY'S FUTURE COMMUNITY MAP



Source: Henry County, ARC

Implications for Transit

The rapid suburbanization of Henry County in the early 2000s has created a dispersed land use pattern throughout much of the county. Many of these developments are low density and auto-dependent. The growth of subdivisions has slowed markedly, and most recent large-scaled developments have been industrial and clustered around the interchanges with I-75.

Looking ahead, the Future Community Map provides a simplified blueprint for where the county envisions major centers of activity and, by extension, potential ridership. Although the details of the Future Land Use map are important, the "big picture" view of the development vision shown in the Community Map should act as a guide for where land uses in the future are most likely to support and/or need transit.

4. Economic Development

Economic Development typically refers to the set of policies, programs, and activities focused on the enhancement of quality of life in a community. Economic development efforts are meant to catalyze economic activity by attracting and retaining jobs and supporting a stable tax base for funding public investment and government activities.

State of Economic Development in Henry County

In Henry County, there are several key players for economic development including the Henry County Development Authority (HCDA), the Stockbridge Downtown Development Authority (SDDA), the McDonough Downtown Development Authority (MDDA), the Locust Grove Downtown Development Authority (LGDDA), and the Hampton Downtown Development Authority (HDDA). Many of these jurisdictions have Main Street USA programs that are overseen by their downtown development authorities. Henry County and its municipalities also have other plans and policies to guide economic development in Henry County. These efforts make up the current state of economic development in Henry County today.

HENRY COUNTY DEVELOPMENT AUTHORITY

The Henry County Development Authority (HCDA) is the primary player in coordinating Henry County's economic development efforts on behalf of the County and across the jurisdictions. These efforts include retaining local companies, fostering new relationships and opportunities, and marketing Henry County as Atlanta's "new south."

Primarily, Henry County is home to a number of manufacturing and distribution facilities as previously detailed in the employment section. In July 2020, Purple Innovation, a comfort technology company known for creating the Purple Mattress, selected Henry County for its third U.S. manufacturing facility. The company will invest \$21 million investment in a 520,000 square foot facility and create as many as

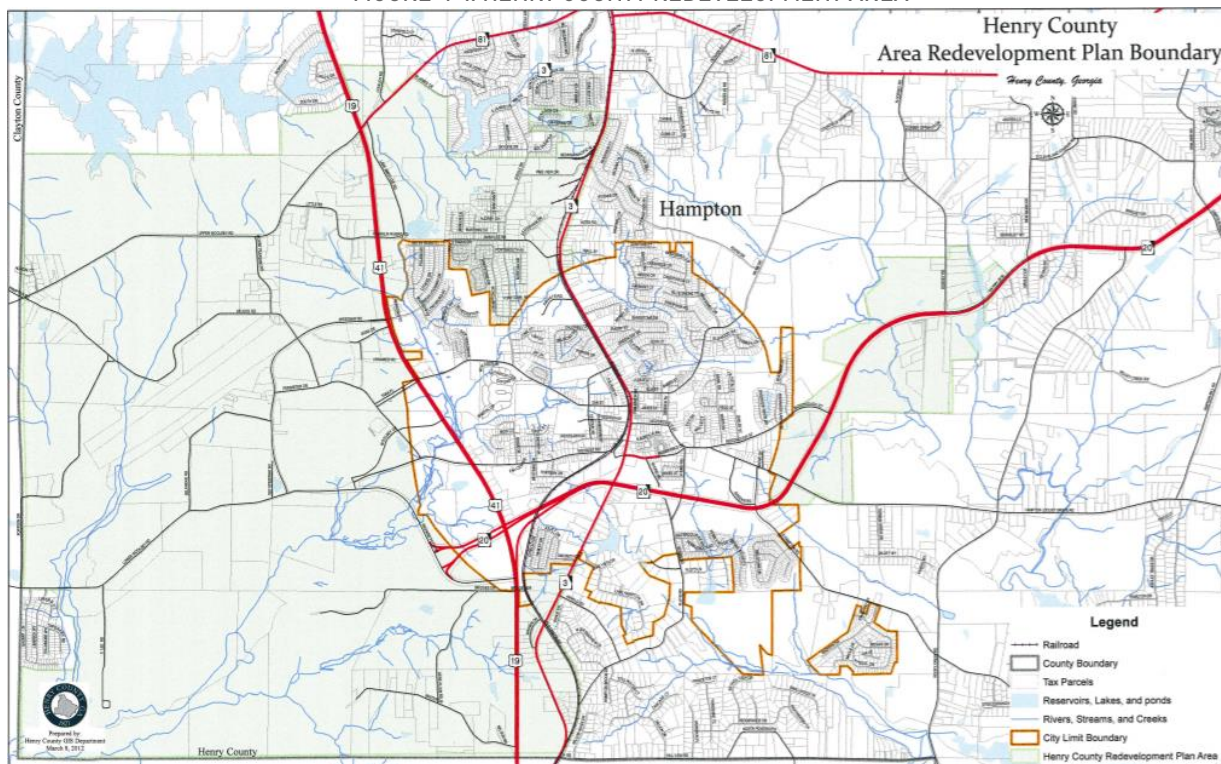


360 jobs for the area. The HCDA, in coordination with the municipalities within Henry County, attracts companies such as Purple Innovation to Henry County by ensuring the right blend of planning, zoning, and development regulations are in place.

HENRY COUNTY + CITY OF HAMPTON REDEVELOPMENT PLAN

In 2009, the HCDA and the City of Hampton adopted a Comprehensive Plan which highlighted the need to concentrate future industrial and commercial development on the major arterial corridors in the County. This decision was reflected in the joint Urban Redevelopment Plan completed in 2012 which identified a redevelopment area shown in **Figure 4-1**. The Redevelopment Area was also identified as an Opportunity Zone which will enable developers and investors to access tax credits and incentives to encourage private development in the targeted area.

FIGURE 4-1: HENRY COUNTY REDEVELOPMENT AREA



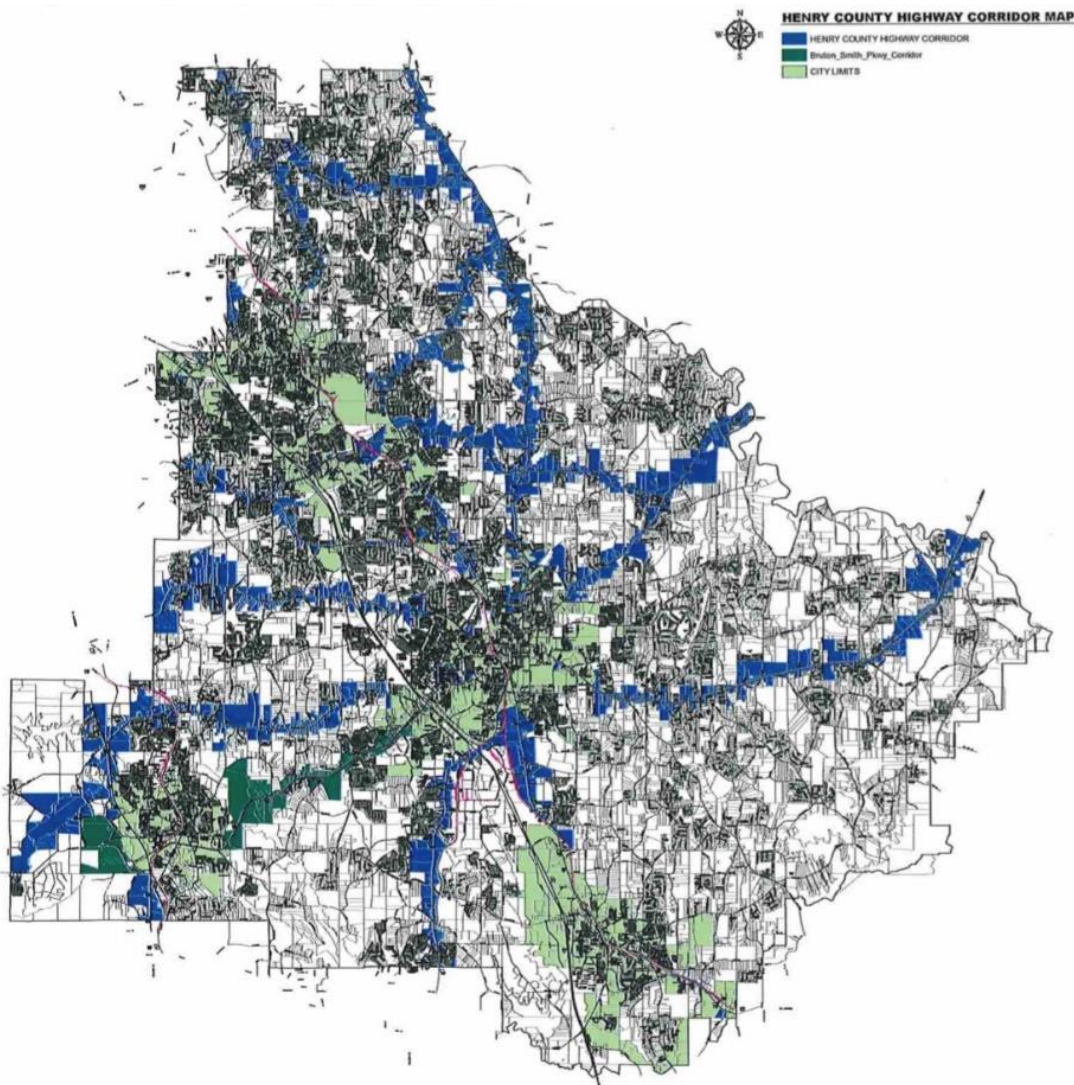
Source: Joint Urban Redevelopment Plan 2012

HENRY COUNTY HIGHWAY CORRIDOR OVERLAY DISTRICT

First approved in 2016, the Henry County corridor overlay district is further demonstration of the County's efforts to encourage development along major highway corridors within the County. The overlay district boundaries include all unincorporated parcels of land abutting Highway 138, Highway

155, Highway 20 (excluding Bruton Smith Overlay District), Highway 81, Highway 42, Jonesboro Road, Jodeco Road, Eagles Landing Parkway, Hudson Bridge Road, East Lake Parkway, East Lake Road (between Highway 155 and Highway 20), Fairview Road, East Atlanta Road, West Village Parkway, Anvil Block Road, West Panola Road, Panola Road, Flakes Mill Road, North Henry Boulevard, Highway 19/41, and the Henry County Airport. All state routes and associated rights-of-way are within the jurisdiction of the GDOT and any improvements within these respective rights-of-way are subject to GDOT requirements. The Highway Corridor Overlay District boundaries can be seen below in Figure 4-2.

FIGURE 4-2: HENRY COUNTY HIGHWAY CORRIDOR OVERLAY DISTRICT



Source: Henry County Code of Ordinances, Unified Land Development Code (ULDC)

The Henry County Code lists the following purposes of the Highway Corridor Overlay District:

- Promote general health, safety, and welfare of the community where residents can live, work, eat, and play.
- Promote economic development by diversifying the employment base for a stronger Henry County.
- Improve public health and provide safe and efficient movement within the overlay district by promoting development patterns that encourage physical activity such as walking and bicycling.
- Encourage a balanced mix of retail, professional, residential, civic, entertainment, and cultural uses.
- Improve the efficient operation of traffic around Henry County.
- Provide accessible, sufficient parking in an unobtrusive manner.
- Create an attractive gateway that is aesthetically appealing and environmentally responsible.
- Encourage innovative development projects that set standards for landscaping, open space, community design, and public amenities.
- Establish consistent and harmonious design standards for public improvements and private property development within the overlay district so as to unify the distinctive visual quality of Henry County.

The ordinance provides standards for access management (vehicular access points) by development type, driveway lengths for commercial developments, deceleration lanes, crosswalks, parking requirements, public improvements, and more to help encourage certain types of commercial development within the overlay district.

CITY OF STOCKBRIDGE DOWNTOWN DEVELOPMENT AUTHORITY

STOCKBRIDGE RENAISSANCE STRATEGIC VISION + PLAN – 2018

The Stockbridge Renaissance Strategic Vision + Plan (RSVP) effort builds upon previous efforts such as the 2015 Downtown Redefined Concept C and the 2012 Stockbridge Livable Communities Initiative (LCI) 10-Year Update. This plan focuses on the area of downtown Stockbridge at US 23 and E Atlanta Road and serves to help downtown Stockbridge adapt to the growth and change happening across Henry County.

Specifically, the recommendations address top issues surrounding the downtown feel, making downtown a destination, and increased connectivity. The plan recommends design solutions such as a pedestrian bridge, creating usable greenspace in the Norfolk Southern Railyard, and creating “The Station” (a facility to house a welcome center, the Main Street Program and DDA offices, tourist info,

gallery space, and more). Each of these recommendations work towards the goal of making Stockbridge a destination for businesses, residents, and visitors alike.

FIGURE 4-3: STOCKBRIDGE RSVP MASTERPLAN



Source: Stockbridge Renaissance Strategic Vision + Plan – 2018

LIVABLE COMMUNITIES INITIATIVE, 10-YEAR UPDATE (2012)

The City of Stockbridge first completed an LCI plan in 2001, but the City updated it more recently in 2012. One of the key differences between the two plans was the type of mixed-use development

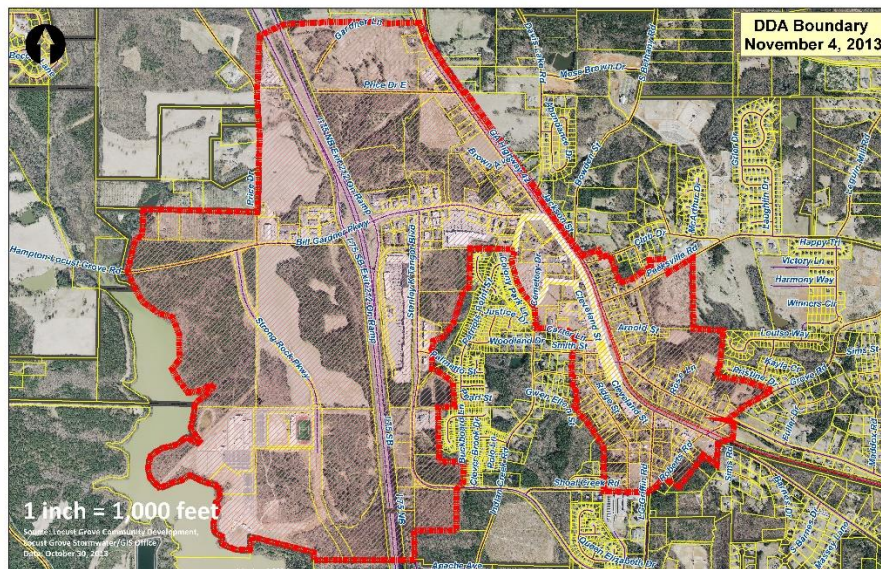
Source: City of McDonough Downtown Action Plan, 2012

CITY OF LOCUST GROVE DDA

The City of Locust Grove has both a DDA and a Main Street Program. The DDA boundary, shown below in **Figure 4.6**, covers all of downtown Locust Grove while the Main Street Program is focused on the main street (Highway 42) consisting of most of downtown's businesses. Each of these organizations work together to attract and retain businesses to the downtown Locust Grove area.

It should also be noted that a major employer and attraction in the City of Locust Grove are the Tanger Outlets just off I-75. These outlets attract visitors from all over the county as well as visitors passing through on I-75.

FIGURE 4.6 CITY OF LOCUST GROVE DDA BOUNDARY



Source: City of Locust Grove Downtown Development Authority

CITY OF HAMPTON

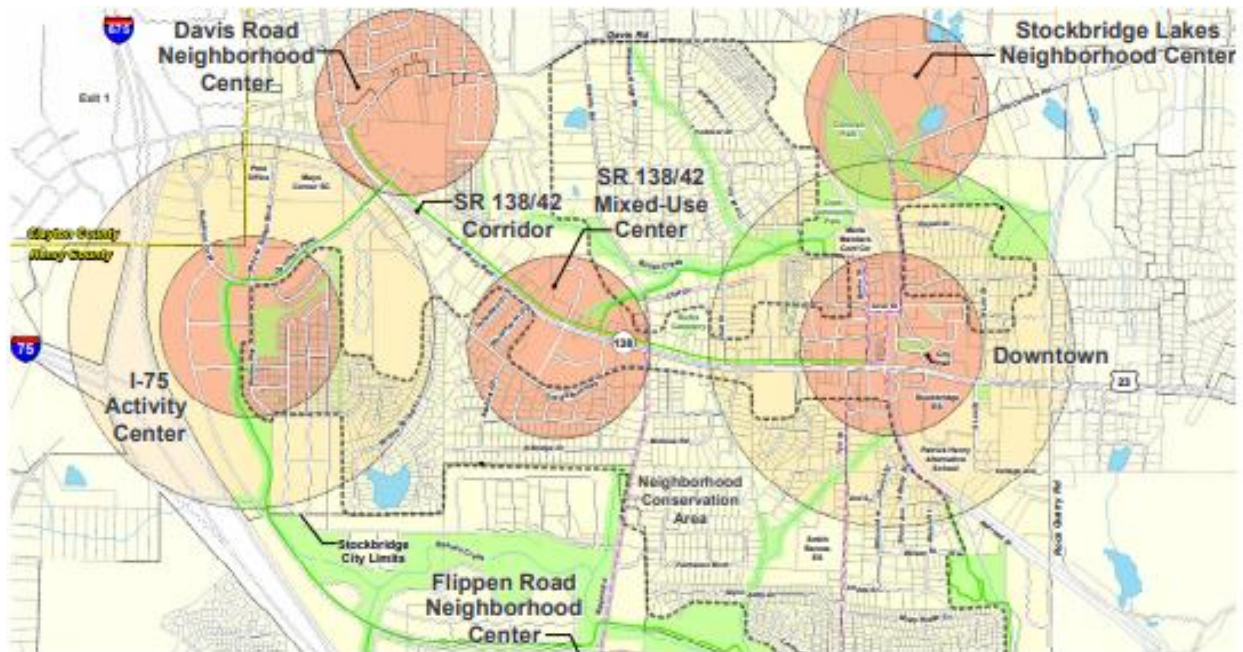
TOWN CENTER LCI STUDY (2011)

The City of Hampton, which conducted a redevelopment plan with the County in 2012, also has an ARC LCI Study, which was completed in 2011. This plan has a large study area (more than 500 acres shown in **Figure 4-7**) encompassing all of downtown Hampton centered around Main Street. As part of this study a detailed market analysis was completed to create a demographic and economic profile for the area.

recommended. This plan rightsized the issue of mixed-use development for Stockbridge, which was more amenable to developer-friendly horizontal mixed-use projects as opposed to large, high density, vertical mixed-use projects.

Displayed in **Figure 4-4**, the plan identifies key activity centers throughout the LCI study area which, like many other Henry County economic development efforts, are centered around the I-75/I-675 corridors and state highway corridors in the study area.

FIGURE 4-4: STOCKBRIDGE KEY ACTIVITY CENTERS



Source: Stockbridge, 10-Year LCI Update, 2012

CITY OF MCDONOUGH

CITY OF MCDONOUGH DOWNTOWN ACTION PLAN (2012)

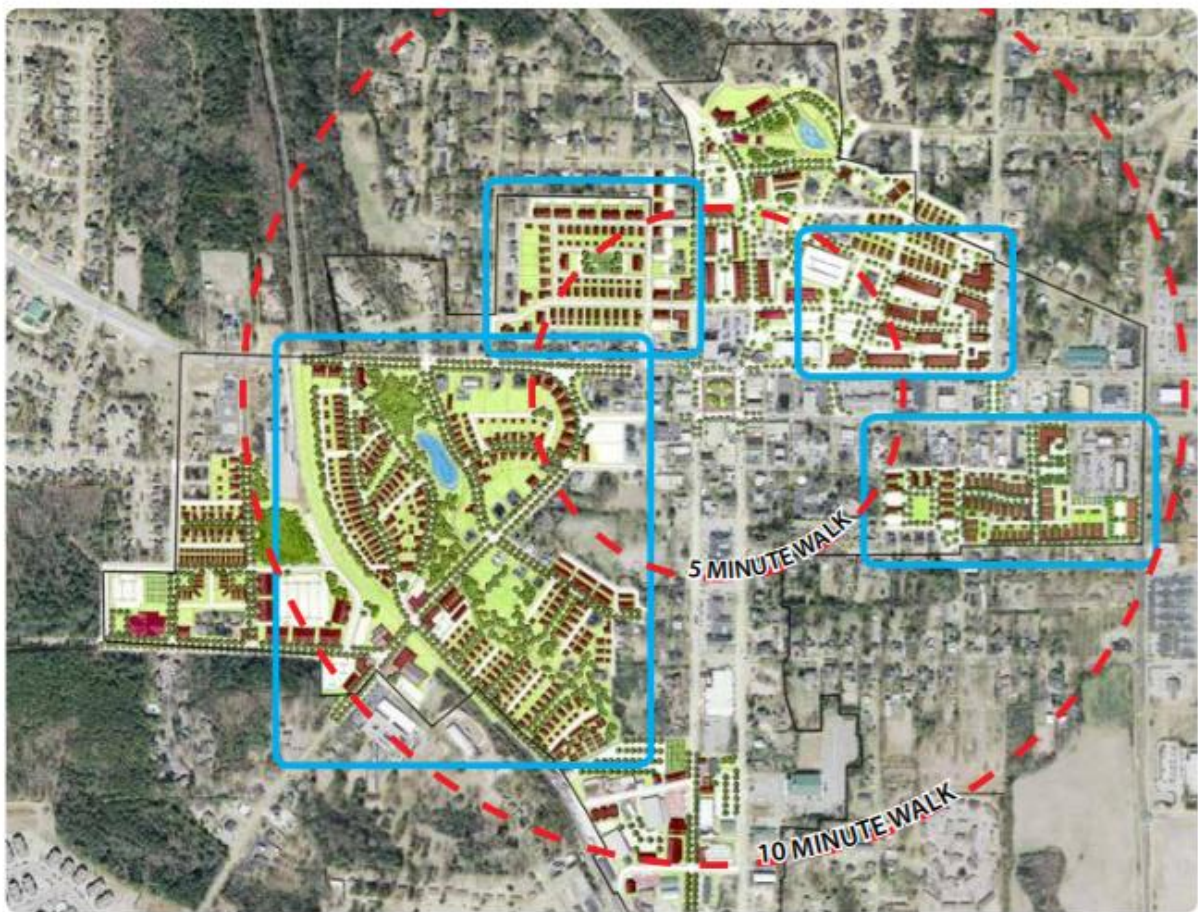
In 2012, the City of McDonough, through its Main Street program, completed a Downtown Action Plan which outlined a series of economic development policies and actions to create a roadmap for a prosperous downtown area focused around the historic McDonough Town Square. In terms of application to the economic development process in McDonough, the Downtown Action Plan followed the four tenants of the national Main Street program which include economic restructuring.

Recommendations under economic restructuring in the Downtown Action Plan are meant to strengthen the community's existing economic assets while diversifying its economic base. These

recommendations included strategies for retaining and expanding successful businesses for a balanced commercial mix including streamlined tenant improvement and new business permitting, aggressively pursuing film and TV production allowing for pop-up retail and art studios to fill temporary empty spaces, recognizing the food/restaurant sector as a key anchor, attract housing in the Downtown area near the Square, and attracting a mix of uses/activities for children and adults.

Figure 4-5 below from the Downtown Action Plan illustrates the city's desire to attract medium density residential uses within a 5- to 10-minute walk of the downtown Square.

FIGURE 4-5: MCDONOUGH DOWNTOWN ACTION PLAN



Conceptual Plan showing potential locations for infill housing within a 5 and 10 minute walk of the Square

FIGURE4-7: HAMPTON TOWN CENTER LCI STUDY AREA, 2011



Source: Hampton Town Center LCI Study, 2011

As a result, the plan provided a series of bicycle, pedestrian, transit, transportation, parking management, and other recommendations to encourage a more livable community in downtown Hampton. Some of the plan's economic development recommendations were to implement a downtown branding program (including a website), adding an affordable housing bonus in the zoning code, implementing a business attraction program, completing a downtown property inventory and creating a retail business incubator.

The LCI study area is a small portion of the study area for the City of Hampton in the 2012 redevelopment plan with Henry County. However, the 2012 plan drew on similar ideas and motives for economic revitalization and livability in the City of Hampton.

Implications for Transit

The major implications involving planning for future transit will be coordinating amongst the jurisdictions and the County.

INTERSTATE CORRIDOR DEVELOPMENT

Across the plans and economic development efforts reviewed, the I-75 corridor was a major focus in terms of employment centers in Henry County. As Henry County continues to focus its development along the I-75 corridor, the I-75 commercial vehicle (CV) lanes and their exit/on-ramp locations should be taken into account. Future development and employment centers should consider on- and off-ramp locations for the CV lanes in the planning and location process to make commuting by transit, especially bus transit, more convenient and efficient.

HIGHWAY CORRIDOR DEVELOPMENT

The second most common theme amongst both the employment conditions/projections and economic initiatives was the goal of focusing development along the state highway corridors. This is evident in both the employment density maps and the location of the top ten employers in Henry County. Additionally, many economic development efforts at each of the local jurisdiction levels are centered around the historic downtowns, which are located on state highways.

Close attention should be paid in the TMP process to existing and projected traffic flows and infrastructure conditions and capacity, specifically related to bus transit options, along these corridors where major employment centers and economic development efforts are projected to be located.

5. First- and Last-Mile Connectivity

Pedestrian and Bicycle Facilities

A well-connected bicycle and pedestrian transportation network is a critical element of any successful transit system. The recently published ARC *Bike-Pedestrian Plan – Walk, Bike, Thrive!* (March 2020) stated that 76.5 percent of the transit trips in the region start or end with a walking trip. For some, transit is not considered an option but rather a necessity so easy and convenient non-motorized access to a transit station or bus stop is essential. This section describes the existing pedestrian and bicycle facilities in the County that could play an important role in first- and last-mile connectivity for Henry County transit ridership.

Figure 5-1 illustrates the location of sidewalks and pedestrian facilities in the County. As noted in the Henry County Joint Comprehensive Transportation Plan, historic land development patterns in the County have resulted in an auto-centric transportation system. Sidewalks in the County are primarily located around activity centers and residential subdivisions. Only 20 percent of the total length of roadways in the County have sidewalks, and only 0.2 percent of the total length of roadways have corresponding bike paths.

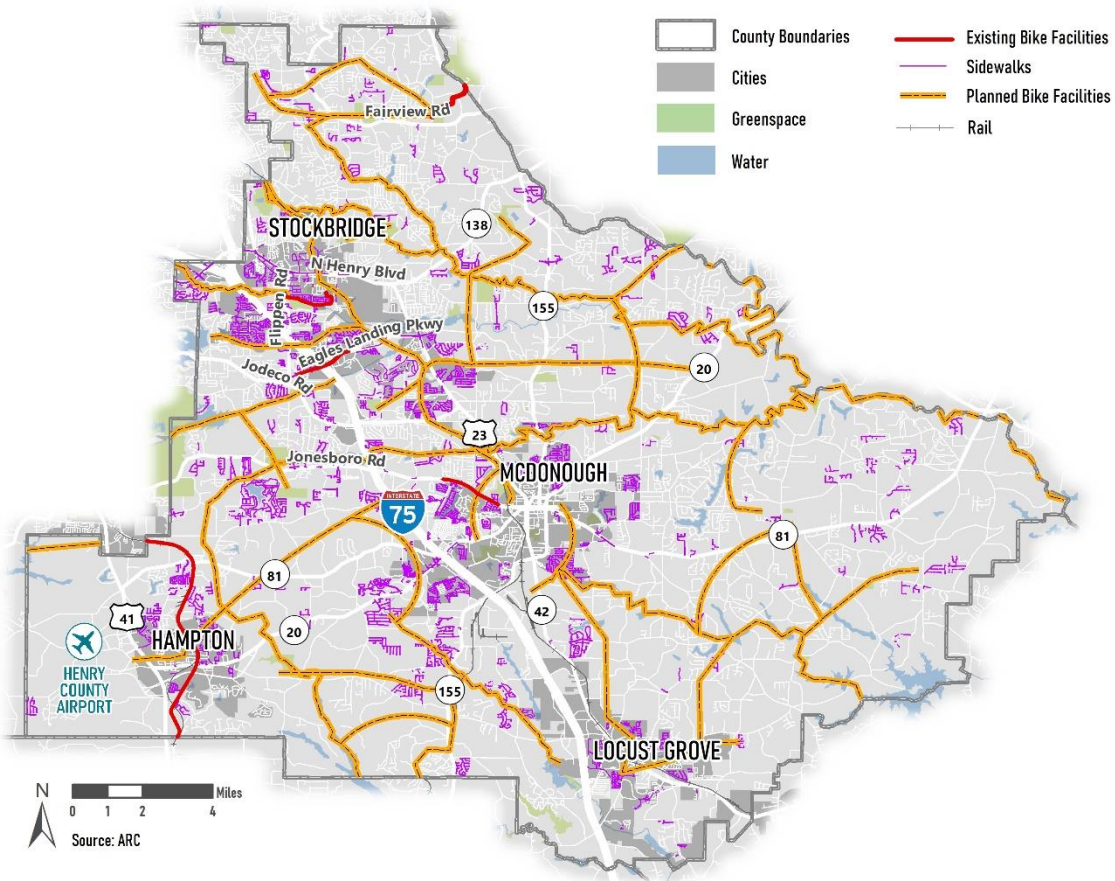
The ARC Bike-Pedestrian Plan pointed out that the County currently contains no trails of regional significance that would bridge the gap between this dispersed network of pedestrian facilities; however, since the plan's adoption, the County has completed a portion of the Panola Mountain Greenway Trail. Completed in 2020, this 1.6-mile trail runs from the park north of Austin Road Middle School and provides a connection to an extensive trail system in the State Park. A phase 2 of this Panola Mountain Greenway Trail is programed in the ARC's Transportation Improvement Program (TIP) for an additional 0.9 miles and to be completed in 2021, which will connect down to Fairview Library.

Besides this new greenway, there are very limited on-road and off-road bicycle facilities in Henry County. Current on-road facilities are present in limited locations:

- Hudson Bridge Rd / Eagles Landing Pkwy from Flippen Road to Country Club Drive, and
- Jonesboro Rd from Whisper Wind Drive to Monticello

Off-road facilities are available in county and city parks. The largest of these trails is the 1.5-mile Reeves Creek Trail in Stockbridge Memorial Park. This limited inventory of pedestrian and bicycle facilities points out the need for the further development of a more robust pedestrian and bicycle network in conjunction with the development of a more extensive county transit system.

FIGURE 5-1: PEDESTRIAN AND BICYCLE FACILITIES



Source: ARC

Pedestrian and Bicycle Safety

There were 225 reported crashes involving bicycles and pedestrians between 2016 and 2019 in Henry County. A large majority of those crashes caused non-fatal injuries (166) and 18 resulted in fatalities. All bicycle and pedestrian crashes are broken down by year and severity in **Table 5-1**, while **Figure 5-2** shows the overall distribution of crash severity.

TABLE 5-1: BICYCLE AND PEDESTRIAN CRASHES 2016-2019

Crash Type	2016	2017	2018	2019
Total Bike/Ped Related Crashes	51	68	60	46
Total Property Damage Only Crashes	7	9	12	12
Total Non-Fatal Injury Crashes	39	53	43	31
Total Number of Injuries	39	56	46	34
Total Fatality Crashes	5	5	5	3
Total Number of Fatalities	5	6	6	3

Source: GDOT GEARS

FIGURE 5-2: BICYCLE AND PEDESTRIAN CRASH SEVERITY BREAKDOWN

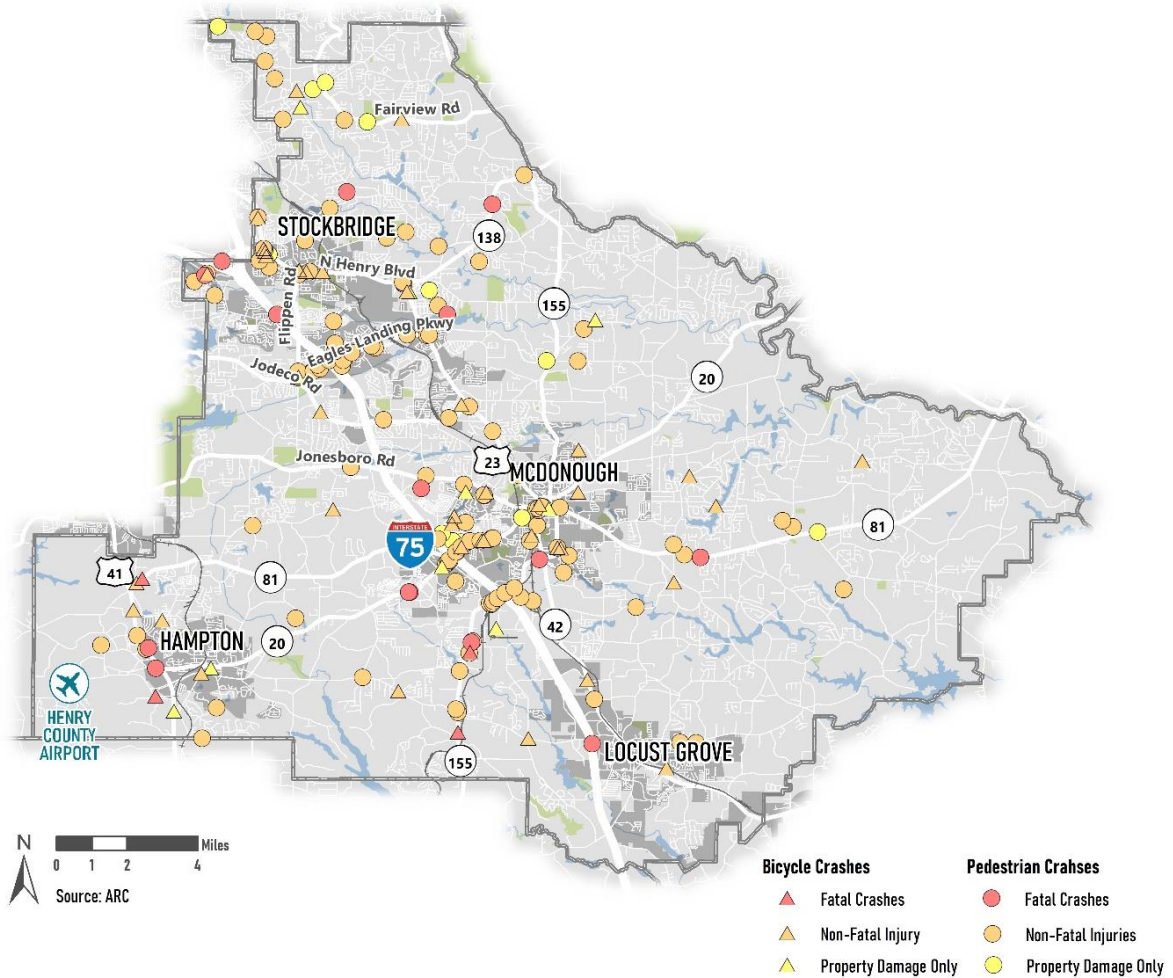


Source: GDOT GEARS

In the past four years, 82 percent of crashes involving a bicyclists or pedestrian resulted in an injury or fatality. Location data from the crash reports were used to map bicycle and pedestrian crash locations throughout the County. A map of these locations is shown in **Figure 5-3**.

The location map shows several hot spot locations for bicycle and pedestrian crashes in Henry County occur along Eagles Landing Parkway, SR 20 near I-75 and in the city of McDonough. There are also high concentrations of bicycle and pedestrian crashes along SR 155 near I-75, along US 23 in Stockbridge and along US 41 in Hampton.

FIGURE 5-3: BICYCLE AND PEDESTRIAN CRASHES (2016-2019)



Source: GDOT GEARS

6. Travel Trends

Background

This section analyzes the existing and future travel trends for the Henry County TMP study area. Current and forecasted trip desires, travel time reliability, mode split, and access to transit were examined. From this analysis, a list of travel needs in the study area was developed and will be used to define transit investment scenarios in later phases of the Henry County TMP.

METHODOLOGY AND DATA

The data and discussions in this section are based on output from the ARC ABM (also referred to as “the model”). The ARC’s model outputs divide information on activity and travel behavior by market segment (e.g., income group, number of workers per household, vehicles available per household, etc.). By looking at each market segment individually, new insights can be developed into the mode, trip lengths, and trip frequency for the various market segments to, from, and within the study area.

The model is based on the principle that travel demand is derived from people’s daily activities and travel patterns. This model predicts which activities are conducted, when, where, for how long, for and with whom, and the travel mode choices they will make to complete them. Model runs for existing conditions are for 2020 and are run on the network as it existed in 2020.

The model offers much greater detail in demographic information which results in enhanced analysis of the different travel markets. At the core of the model is a system to predict the characteristics of each individual household in the region including family structure, ages, income, number of vehicles, and types of employment/school for each person. This demographic detail allows the analysis to include much more targeted groups of travelers and provides a better understanding of how different market segments of the population move within the study area. The model was developed pre-COVID-19 and no changes have yet to be made to reflect the impacts from the pandemic.



Trip Desire

Determining existing and future trip desires for the Henry County TMP travelers is an important step in identifying needed transit connections. To develop an understanding of trip desires in Henry County, a technical process to identify origins and destinations, analyze key travel pairs, and review existing regional commute patterns was undertaken. Additionally, using the model, major travel corridors in Henry County were identified for further analysis. Finally, detailed information on transit market segments from the model was analyzed to provide further insight to potential transit needs.

Based on the analysis of trip desire, key findings are as follows:

- Henry County commuters generally travel within Henry County close to where they live, to nearby Clayton County, and to employment centers in the City of Atlanta.
- Major travel corridors for intra-county trips are generally in the vicinity of McDonough and Stockbridge, indicating a need for greater connection to and between these locations.
- Transit ridership is projected to increase across all market segments; however, it is expected to still make up only a small fraction of trips. The highest increases are projected to come from younger, lower-income populations; therefore, improvements to the transit system should focus on these market segments.

ORIGINS AND DESTINATIONS

The travel demand model used for analyzing trip desire divides Henry County into approximately 250 travel analysis zones (TAZs). Within the model, the Atlanta Region includes nearly 6,000 TAZs.

DEFINITION OF TRAVELSHEDS

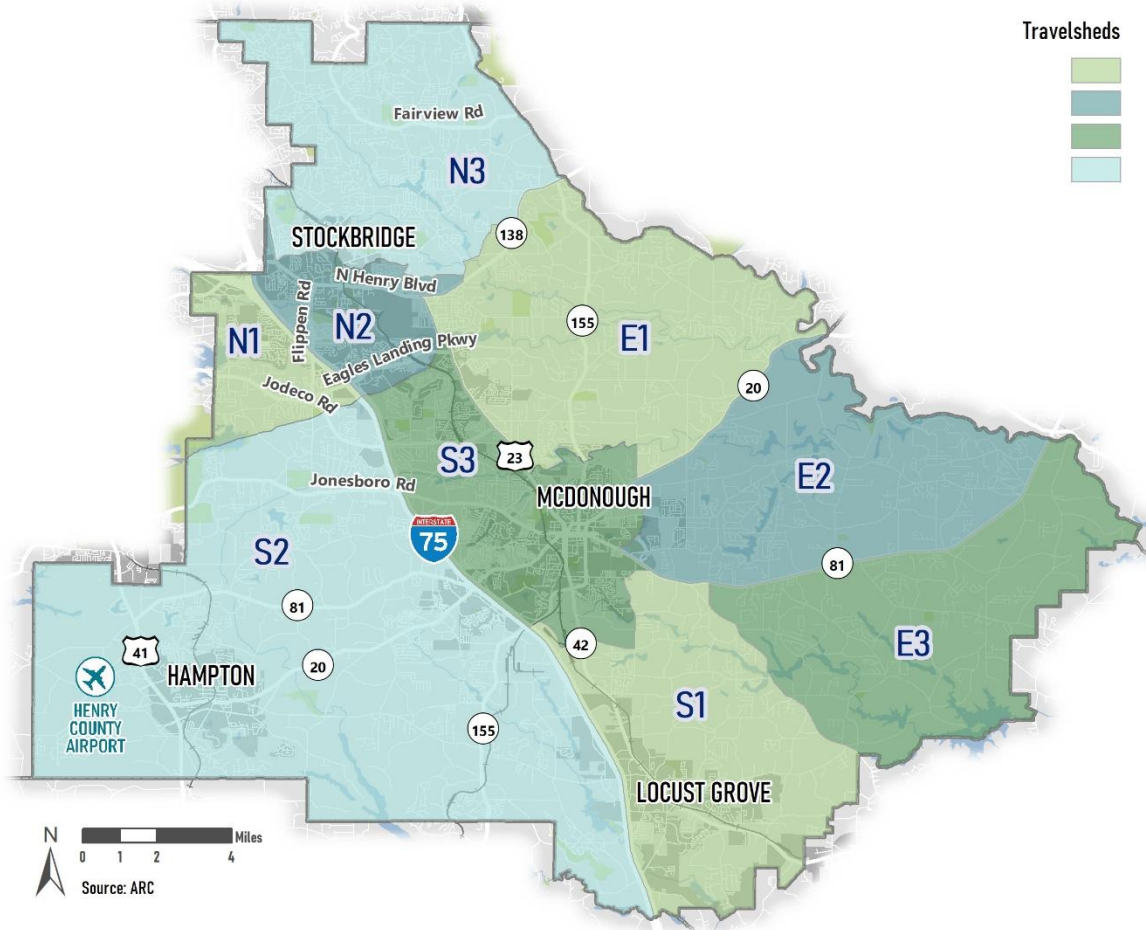
To better understand the model outputs that track trips between each of the 250 TAZs within Henry County, the TAZs are aggregated into larger units, referred to as travelsheds. Each travelshed is defined by a series of similar characteristics, such as land use, development density, and urban/suburban trip-making characteristics. All travelsheds are subdivided from the superdistricts defined by the ARC. In Henry County there are three superdistricts: North, East, and South Henry. A total of nine distinct travelsheds were defined using the process, as listed in **Table 6-1**. **Figure 6-1** shows the travelsheds on a map.

TABLE 6-1: HENRY COUNTY TMP TRAVELSHEDS

ID	Location	Land Use
N1	SW of I-75	Suburban residential and some commercial
N2	NE of I-75 to just north of SR 138	Suburban residential and commercial, including City of Stockbridge
N3	North of I-75 and SR 138	Primarily suburban residential
E1	South of SR 138, north of SR 20, east of US 23	Primarily suburban residential
E2	Between SR 20 and SR 81, east of McDonough	Primarily suburban residential
E3	South of SR 81 and east of Old Jackson Road	Primarily suburban residential
S1	East of I-75 and south of McDonough	Primarily suburban residential, includes City of Locust Grove
S2	West of I-75	Suburban residential with some industrial centers, includes City of Hampton
S3	City of McDonough	Mix of residential and commercial

Source: ARC ABM

Figure 6-1: Henry County TMP Travelsheds



Source: ARC ABM

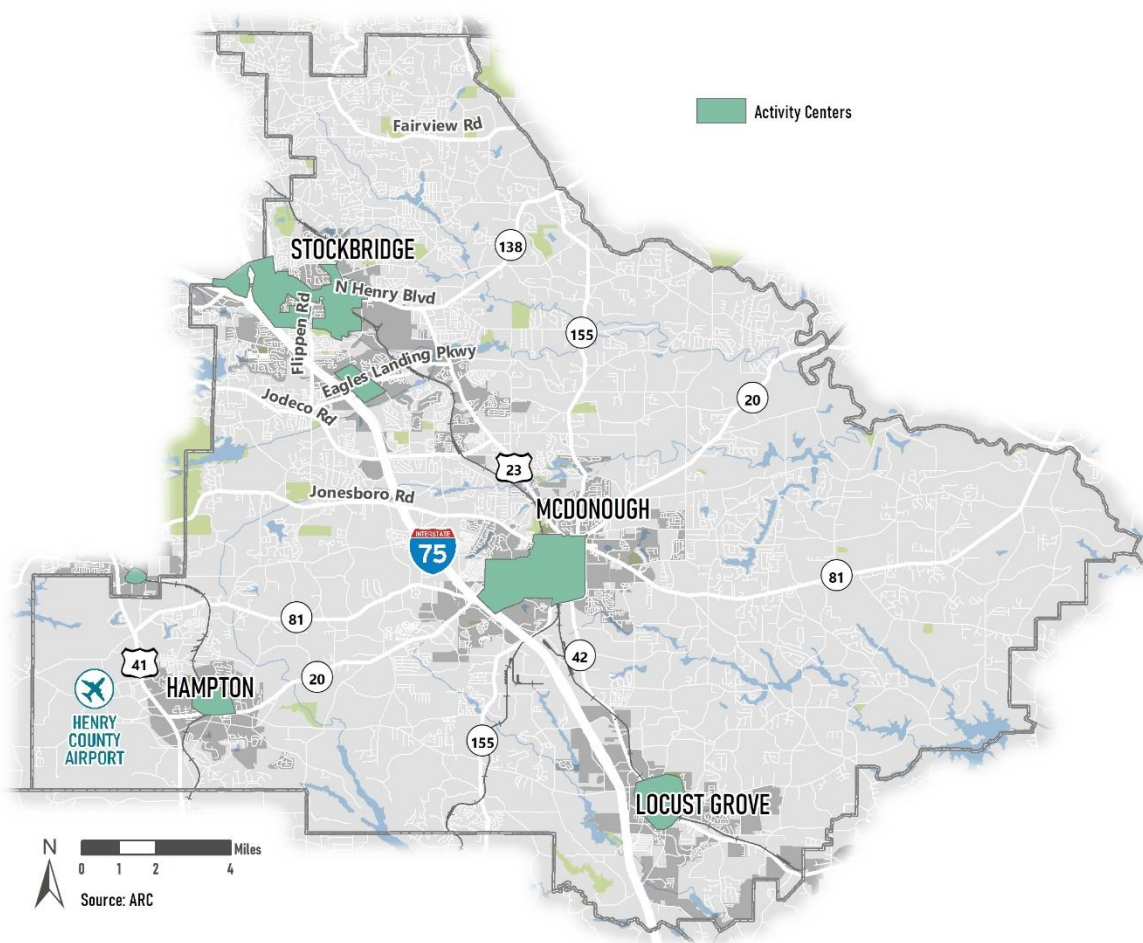
REGIONAL DESTINATIONS

After defining the travelsheds, the next step is to identify regional destinations. The ARC's regional activity centers were used to identify regional destinations to analyze trip desires. Regional activity centers are defined as traditional downtown areas as well as employment centers, such as Emory University and the Centers for Disease Control, and were not constrained to Henry County boundaries. For this analysis, a total of 50 regional destinations were identified. Henry commuters travel to 44 of the 50 regional destinations. The following five destinations were common to the top 10 travel pairs:

- Piedmont Henry Hospital
- Downtown Atlanta
- Locust Grove
- Stockbridge
- McDonough

A map of activity centers in Henry County is shown in Figure 6-2.

FIGURE 6-2: HENRY COUNTY ACTIVITY CENTERS



Source: ARC ABM

ANALYSIS OF EXISTING AND FUTURE KEY TRAVEL PAIRS

Using the travelsheds defined for Henry County and the regional destinations, an analysis of key travel pairs was undertaken to identify origins and destinations with the highest trip demand between them. To accomplish this, the regional trip tables from the model, including all origin and destination vehicle trips, were consolidated into the travelsheds and regional destinations. The model was then used to identify the top travel pairs between the travelsheds and regional destinations in 2020, representing existing conditions, and the horizon year, 2050. Because commute trips place the highest demand on the transportation system, morning peak period trips were used for this analysis.

EXISTING TRAVEL PAIRS (2020)

Table 6-2 shows the top 10 existing travel pairs. Key findings regarding existing trip pairs include the following:

- The top five travel pairs are between intra-county origins and destinations, indicating a need for connections within Henry County.
- Popular destinations outside of Henry County are generally located in neighboring Clayton County, with the exception of Fayetteville, in Fayette County, indicating need for greater connections with activity centers west of Henry County.
- There are no duplicate trips pair destinations in the top 10 pairs, indicating that travel throughout the county is relatively dispersed and travel patterns vary depending on the travelshed.

TABLE 6-2: EXISTING TOP TEN TRAVEL PAIRS, AM PEAK, 2020

Origin Travelshed	Regional Destination	Number of Trips (AM Peak, 2020)
N2	McDonough	1,770
S1	Locust Grove	870
S2	Hampton	860
S3	Stockbridge	580
N2	Piedmont Henry Hospital	550
N3	Lovejoy	520
S3	Jonesboro	350
E1	South Lake Mall	310
N1	Fayetteville	280
S2	Riverdale	260

Source: ARC ABM

FUTURE TRAVEL PAIRS (2050)

Table 6-3 shows the top 10 future travel pairs. Key findings regarding future trip pairs include the following:

- The order of the future top 10 trip pairs is almost identical to the existing trip pairs suggesting that travel patterns in Henry County are not expected to shift significantly over the next 30 years.
- The number of trips between the top trip pair, travelshed N2 and McDonough, is expected to increase by 80 percent by 2050 indicating a need for greater capacity.
- Trips between other trips pairs are generally expected to increase by between 10 percent and 50 percent.

TABLE 6-3: FUTURE TOP TEN TRAVEL PAIRS, AM PEAK, 2050

Origin Travelshed	Regional Destination	Number of Trips (AM Peak, 2050)
N2	McDonough	3,180
S1	Locust Grove	1,300
S2	Hampton	920
S3	Stockbridge	850
N2	Piedmont Henry Hospital	650
N3	Lovejoy	620
E1	Jonesboro	610
S3	South Lake Mall	610
N1	Fayetteville	550
S2	Riverdale	500

Source: ARC ABM

REGIONAL COMMUTE PATTERNS

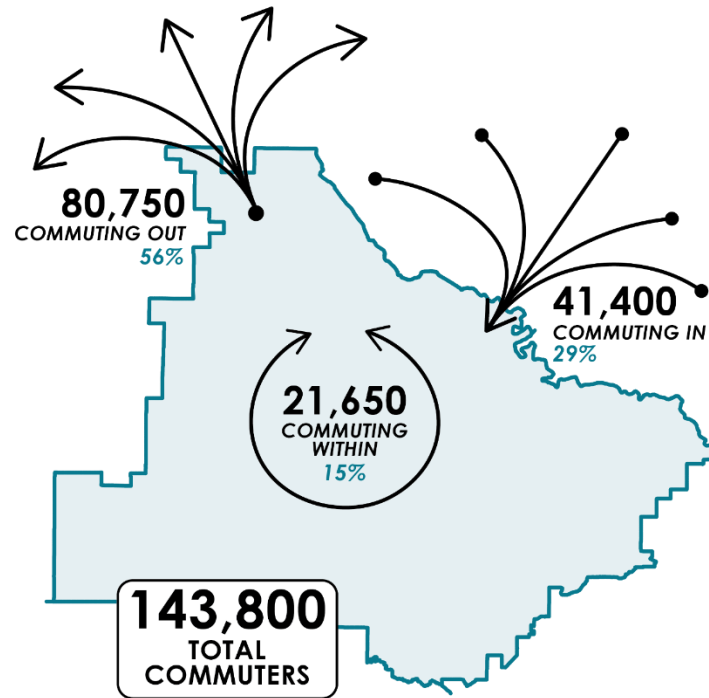
In addition to the analysis of key travel pairs, regional commute patterns were examined to provide an overview of all work trips entering and leaving the study area. To analyze commute patterns, the Census OnTheMap, a tool created and maintained by the U.S. Census Bureau, was used. Census OnTheMap uses data from a yearly longitudinal employer-household dynamics (LEHD) study to provide insight into worker flows between homes and employment centers as well as into and out of Henry County.

According to the most recently available LEHD survey, there were approximately 143,800 daily commuter trips in Henry County in 2018. The number and percentage of commuters entering, leaving, and staying within the study area are as follows:

- 80,750 (56%) residents leaving Henry County for work;
- 41,400 (29%) workers traveling into Henry County from other jurisdictions; and
- 21,650 (15%) workers both live and work within Henry County.

The inflow and outflow of Henry County works is illustrated below in **Figure 6-3**. The high percentage of workers traveling outside the county indicates a need for transit connections to neighboring jurisdictions.

FIGURE 6-3: HENRY COUNTY COMMUTE STATISTICS



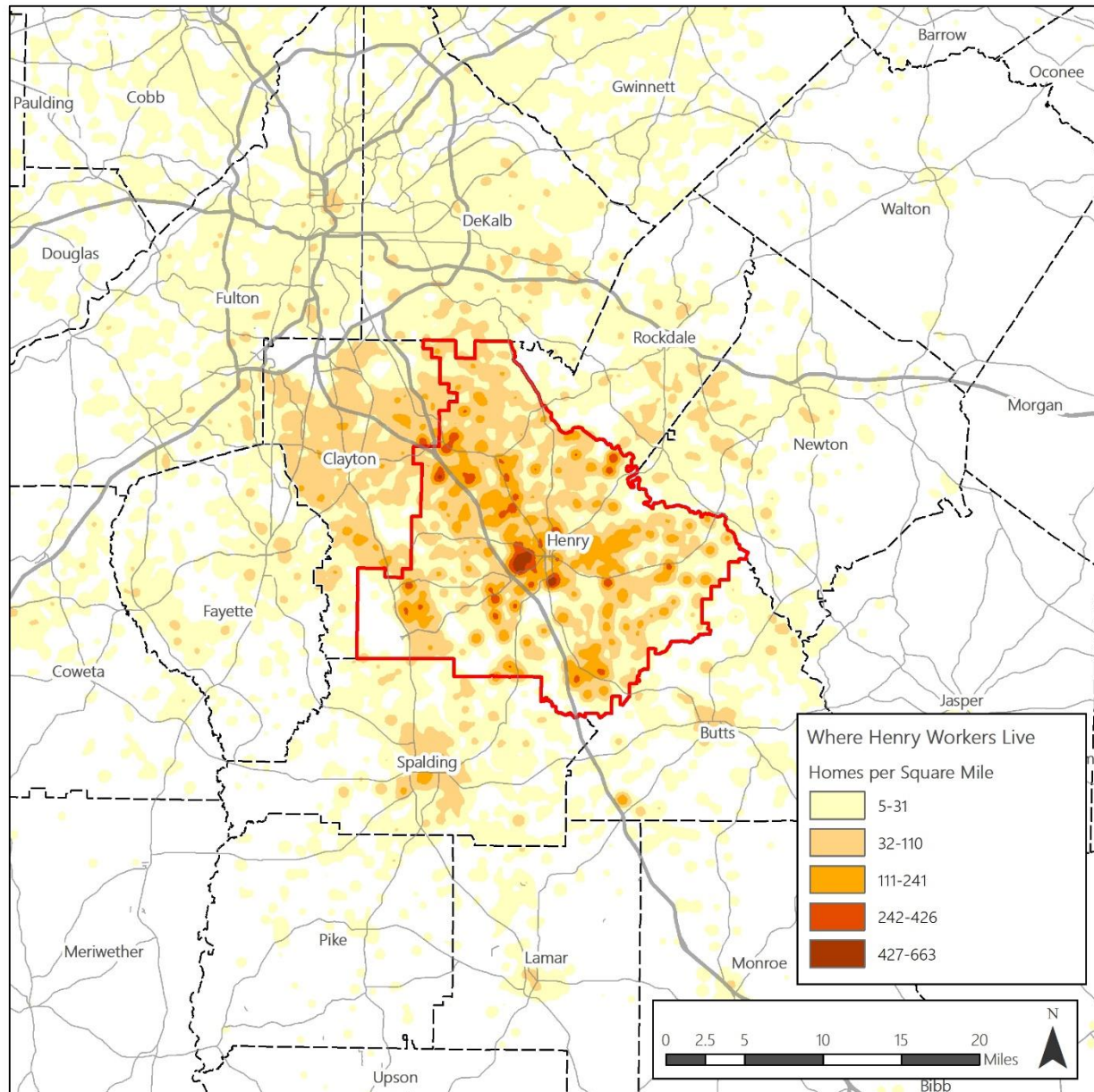
Source: U.S. Census Bureau. LEHD Origin-Destination Employment Statistics (2018)

HOME LOCATIONS OF HENRY COUNTY WORKERS

Henry County workers are generally dispersed throughout Henry County and surrounding counties. The highest concentrations of Henry County workers are along the I-75 corridor within or near the cities of McDonough, Stockbridge, and Locust Grove as well as along US 23 and SR 155.

Clayton County has a relatively high concentration of workers throughout the county who commute to Henry County for work. Other areas of worker concentrations outside of Henry County include Spalding County near the City of Griffin, Butts County near the City of Jackson, as well as DeKalb, Rockdale, and Newton counties south of I-20. A heatmap of home locations of Henry County workers is included in Figure 6-4.

FIGURE 6-4: WHERE HENRY COUNTY WORKERS LIVE



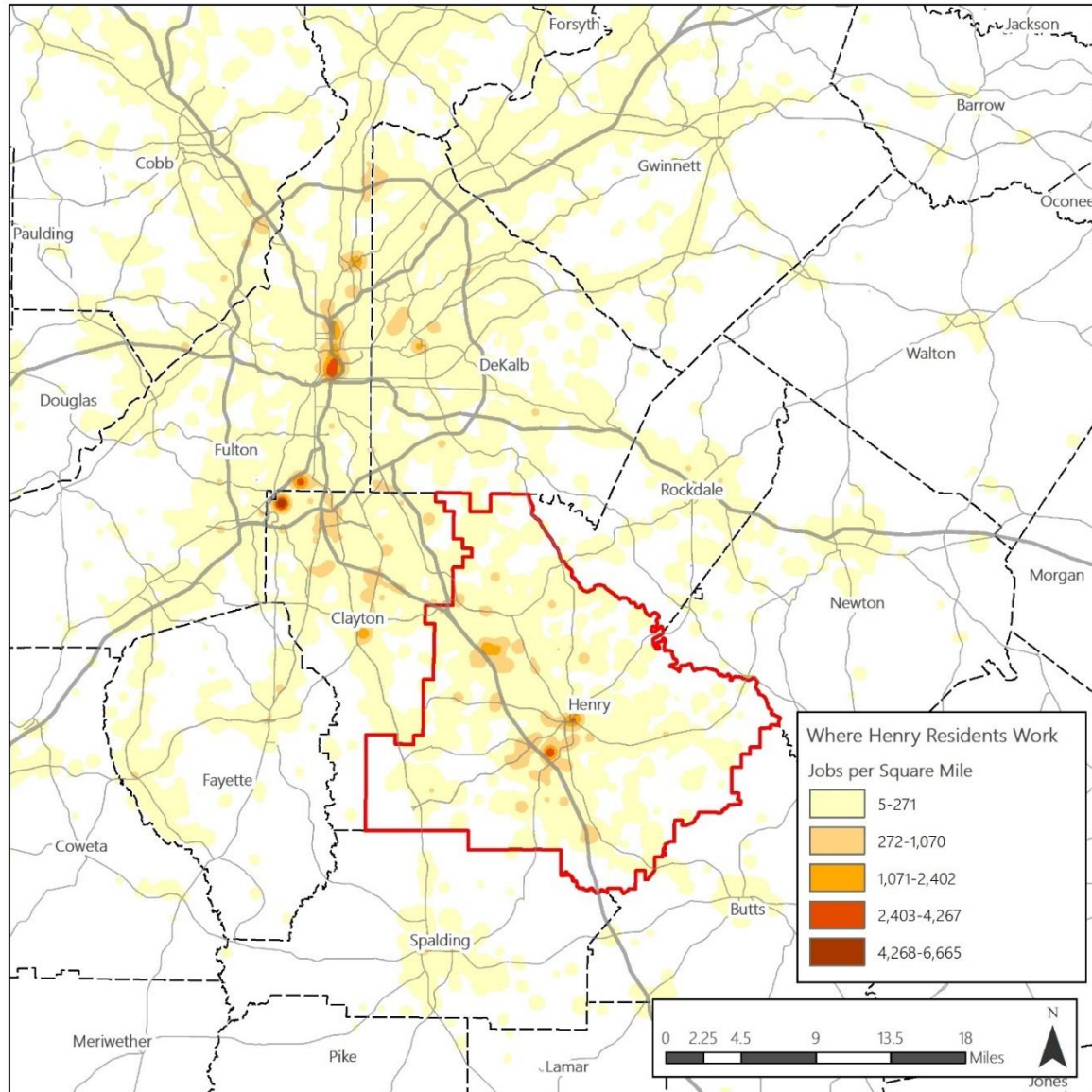
Source: U.S. Census Bureau. LEHD Origin-Destination Employment Statistics (2018)

WORK LOCATIONS OF HENRY COUNTY RESIDENTS

Workers who reside in Henry County work in locations throughout the Atlanta metro area; however, there are a few locations where workers are very highly concentrated. The highest concentration of Henry County residents work at or in the immediate vicinity of Hartsfield-Jackson Atlanta International

Airport (HJIA). Other areas of significant concentrations include Downtown Atlanta, Midtown Atlanta, Buckhead, Emory, and Sandy Springs. Within Henry County, there are also high concentrations of workers in the City of McDonough as well as in the vicinity of I-75 at Eagles Landing Parkway, SR 20, and SR 155. A heatmap of work locations of Henry County residents is included in **Figure 6-5**.

FIGURE 6-5: WHERE HENRY COUNTY RESIDENTS WORK



Source: U.S. Census Bureau. LEHD Origin-Destination Employment Statistics (2018)

MAJOR TRAVEL CORRIDORS

After developing an understanding of the key traveler origins and destinations, the next step is to determine the routes people use. The travel demand model was used to examine the major roadways and corridors within Henry County that carry the most trips. The trip patterns to, from, and within the County were developed based on the ARC ABM. Regional trip tables from the model, including all origin and destination vehicle trips, were consolidated into the travelsheds as described previously to summarize overall travel patterns in relation to Henry County. This analysis was divided into two sets of travelers: those who travel within Henry County (i.e., intra-county trips) and those who travel to major activity centers outside the County (i.e., inter-county trips).

INTRA-COUNTY CORRIDORS

Figure 6-6 identifies the major travel corridors serving intra-county users. There are several major intra-county corridors within Henry County. These roadways carry the highest number of users beginning and ending their trips within the County. These major corridors include:

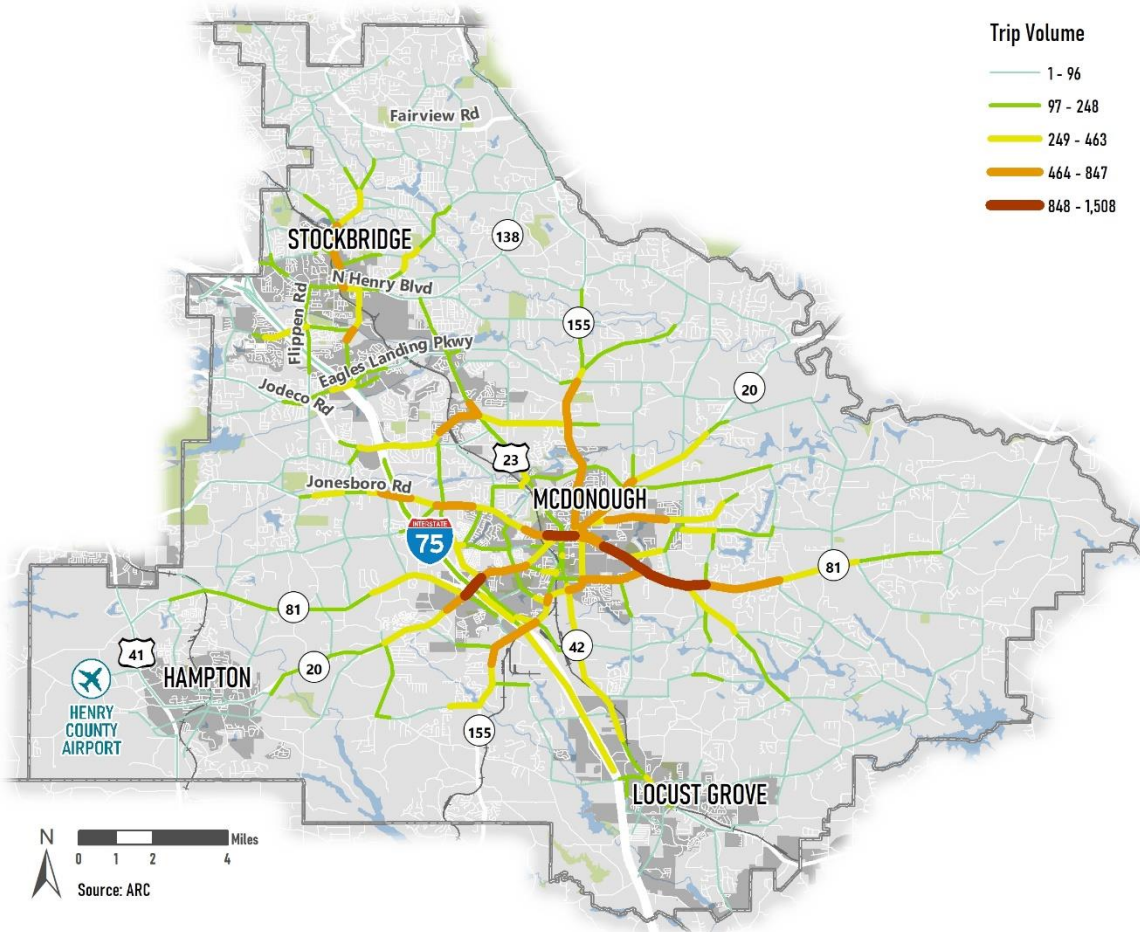
North-South Corridors

- Rock Quarry Road
- East Atlanta Road
- SR 42
- Decatur Road
- Old Jackson Road
- SR 155/North McDonough Road

East/West Corridors

- Walt Stephens Road
- Eagles Landing Parkway
- Jodeco Road
- Jonesboro Road
- SR 20/Hampton Road
- Racetrack Road
- SR 81

Figure 6-6: MAJOR INTRA-COUNTY CORRIDORS, AM PEAK PERIOD, 2020



Source: ARC ABM

INTER-COUNTY CORRIDORS

The significant travel corridors that carry the most users between Henry County and external activity centers, as well as through-county trips, are listed below. These trips generally occur on principal arterial roadways as they provide the most capacity and allow higher travel speeds for these longer distance trips. These major corridors include:

- I-75
- SR 3/Bear Creek Boulevard
- SR 138
- SR 155
- SR 20

TRAVEL TIME RELIABILITY

Travel time reliability is a key measure of how well the transportation network is functioning. To identify existing conditions and forecast future conditions, the ARC ABM was used. Travel time analyses were conducted for automobiles and transit separately.

KEY ORIGINS AND DESTINATIONS

Travel times for the top 10 existing and future travel pairs identified in the Trip Desire section were calculated. There were 12 unique trip pairs identified in the combined existing and future travel pairs; travel between travelshed S3 and Jonesboro as well as between travelshed E1 and Southlake Mall in the top 10 existing travel pairs were reversed in the top 10 future travel pairs. All twelve travel pairs will be analyzed in this section.

AUTOMOBILE TRAVEL TIMES

Existing and future automobile travel times were analyzed to identify both existing and forecasted future issues with travel time reliability. In the future, total travel time between the top trip pairs is expected to increase by 5 percent with only slight variability between the unique travel pairs. The following sections provide a detailed analysis of existing and future travel times by trip pair.

Existing Automobile Travel Times (2020)

Data from ARC's ABM was used to analyze travel times between the top travel pairs. Archived data from Google Maps was used to verify the validity of the ABM output for existing conditions. AM and PM peak period travel times for the top travel pairs are presented in **Table 6-4**. The AM peak travel times represent traditional commute trips from residences to employment centers, while the PM peak travel times represent the reverse commute movement. The AM peak period travel times range between seven minutes for the S2 travelshed to Hampton pair to 36 minutes for both the N3 travelshed to Lovejoy and S2 travelshed to Riverdale pairs.

Travel times between the top travel pairs in the peak direction during the AM and PM peak periods generally do not differ significantly from each other. Travel time differences between AM and PM peak periods range from a decrease of 14 percent (i.e., a five-minute decrease) in the commute between travelshed N3 and Lovejoy to an 11 percent increase (i.e., a four-minute increase) in the commute between travelshed S2 and Riverdale. Travel pairs with the most variability in travel times are generally between travel pairs with a regional destination outside of Henry County.

TABLE 6-4: AUTOMOBILE TRAVEL TIME BETWEEN TOP TRAVEL PAIRS, 2020

Origin Travelshed	Regional Destination	2020 Automobile Travel Times (minutes)		
		AM	PM	% Change
E1	South Lake Mall	33	33	0%
E1	Jonesboro	32	34	6%
N1	Fayetteville	32	33	3%
N2	McDonough	22	20	-9%
N2	Piedmont Henry Hospital	11	11	0%
N3	Lovejoy	36	31	-14%
S1	Locust Grove	12	12	0%
S2	Hampton	7	7	0%
S2	Riverdale	36	40	11%
S3	Stockbridge	22	24	9%
S3	Jonesboro	30	29	-3%
S3	South Lake Mall	30	30	0%

Source: ARC ABM

Future Automobile Travel Times (2050)

The ARC ABM was used to forecast automobile travel times during the AM peak period between the top trip pairs. **Table 6-5** shows the future travel times for the top pairs. As previously mentioned, in 2050 the trip pairs from travelshed S3 to Southlake Mall and travelshed E1 to Jonesboro replace the trip pairs from travelshed S3 to Jonesboro and travelshed E1 to Southlake Mall as top 10 trip pairs in 2050; however, all trip pairs are shown here for comparison purposes. Forecasted travel times range from eight minutes to 35 minutes in 2050.

TABLE 6-5: AUTOMOBILE TRAVEL TIME BETWEEN TOP TRAVEL PAIRS, 2050

Origin	Destination	AM Travel Time (minutes)	% Change from 2020
E1	South Lake Mall	33	0%
E1	Jonesboro	34	6%
N1	Fayetteville	33	3%
N2	McDonough	21	-5%
N2	Piedmont Henry Hospital	11	0%
N3	Lovejoy	35	-3%
S1	Locust Grove	15	25%
S2	Hampton	8	14%
S2	Riverdale	39	8%
S3	Stockbridge	23	5%
S3	Jonesboro	30	0%
S3	South Lake Mall	32	7%

Source: ARC ABM

Travel times are expected to remain relatively consistent from 2020 to 2050. Overall, AM peak period travel time is forecasted to increase by 5 percent overall from 2020 to 2050. Changes in overall travel time ranged from a three-minute increase to a one-minute decrease in travel time. The highest increase in travel times were observed between the following trips pairs:

- Travel time between travelshed S1 and Locust Grove, which is located within travelshed S1 increased by 25 percent (i.e., 12 minutes to 15 minutes).
- Travel time between travelshed S2 and Hampton, which is located within travelshed S2, increased by 14% (i.e., 7 minutes to 8 minutes).
- Travel time between travelshed S2 and Riverdale increased by 8 percent (i.e., 36 to 39 minutes).

Travel time decreased between two trip pairs:

- Travel time between travelshed N2 and McDonough decreased by 5 percent (i.e., 22 to 21 minutes).
- Travel time between travelshed N3 and Lovejoy decreased by 3 percent (i.e., 36 to 35 minutes).

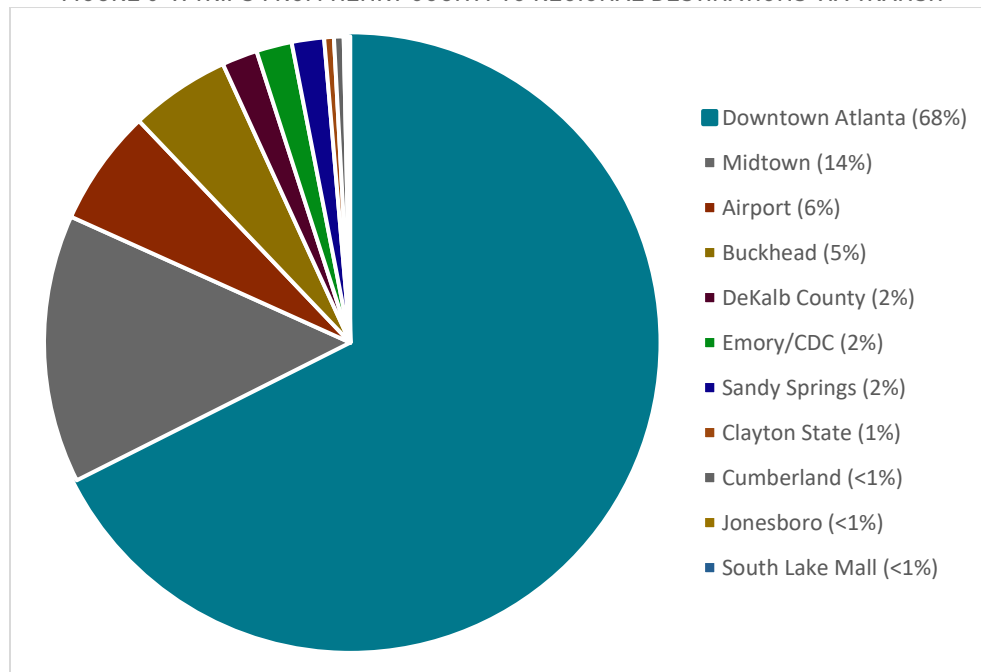
TRANSIT TRAVEL TIMES

The ARC ABM was used to calculate existing (2020) and future (2050) transit travel times between the top trip pairs. The ABM reports travel times for different modes used to access transit. These modes include riders getting dropped off at the station or stop (kiss and ride), riders driving to stations and parking (drive to transit), and riders walking to stations or stops (walk to transit).

No transit trips were observed between the top travel pairs in 2020; therefore, no transit travel times were able to be extracted from the model. Only one of the top travel pairs in 2050 had any transit riders. The trip pair from travelshed E1 to South Lake Mall observed two park and ride trips which had an average travel time of 60 minutes.

Transit trips from Henry County travel to 11 of the 42 regional travel destinations, all external to Henry County. The proportion of trips traveling from Henry County to the regional travel destinations is shown in **Figure 6-7**. The top three travel destinations via transit are Downtown Atlanta, Midtown, and HJAIA. The 2020 travel times for the top 10 transit travel pairs are shown in **Table 6-6**.

FIGURE 6-7: TRIPS FROM HENRY COUNTY TO REGIONAL DESTINATIONS VIA TRANSIT



Source: ARC ABM

TABLE 6-6: TRANSIT TRAVEL TIME BETWEEN TOP 10 TRANSIT TRIP PAIRS, 2020

Origin Travelshed	Regional Destination	2020 Transit Travel Times (minutes)			Total Transit Trips per Day
		Walk to Transit	Park and Ride	Kiss and Ride	
N3	Downtown Atlanta	103	56	54	83
N1	Downtown Atlanta	58	53	52	67
S2	Downtown Atlanta	92	67	66	67
N2	Downtown Atlanta	n/a	54	53	61
S3	Downtown Atlanta	n/a	62	70	54
E1	Downtown Atlanta	n/a	63	65	38
N3	Midtown	113	66	70	20
N2	Midtown	109	68	65	16
S1	Downtown Atlanta	n/a	70	75	15
N1	Midtown	n/a	64	64	14

Source: ARC ABM

Travel times in 2020 range from 52 minutes for kiss and ride travelers from travelshed N3 to Downtown Atlanta to 113 minutes for riders walking to transit to travel from travelshed N3 to Midtown. All transit trip pairs carry fewer than 100 transit riders per day.

Transit travel times for the top 10 transit travel pairs in 2050 are shown in **Table 6-7**. The travel pairs between travelshed S2 and Clayton State University and Midtown Atlanta were not in the 2020 top 10 travel pairs, but they are included in the 2050 top 10 transit travel pairs; they replace the travel pairs from travelshed N2 to Midtown and travelshed S1 to Downtown Atlanta.

Travel times in 2050 range from 53 minutes for kiss and ride travelers from travelshed S2 to Clayton State University to 105 minutes for riders walking to transit to travel from travelshed N3 to Downtown Atlanta. Similar to 2020, all transit trip pairs are projected to carry fewer than 100 transit riders per day.

TABLE 6-7: TRANSIT TRAVEL TIME BETWEEN TOP 10 TRANSIT TRIP PAIRS, 2050

Origin Travelshed	Regional Destination	2050 Transit Travel Times (minutes)			Total Transit Trips per Day
		Walk to Transit	Park and Ride	Kiss and Ride	
N1	Downtown Atlanta	60	54	54	93
N3	Downtown Atlanta	105	61	58	90
S2	Downtown Atlanta	87	71	73	76
N2	Downtown Atlanta	99	57	60	44
S3	Downtown Atlanta	n/a	66	67	37
E1	Downtown Atlanta	n/a	66	61	32
N3	Midtown	n/a	75	66	24
N1	Midtown	80	65	59	24
S2	Clayton State	n/a	56	53	22
S2	Midtown	n/a	78	81	21

Source: ARC ABM

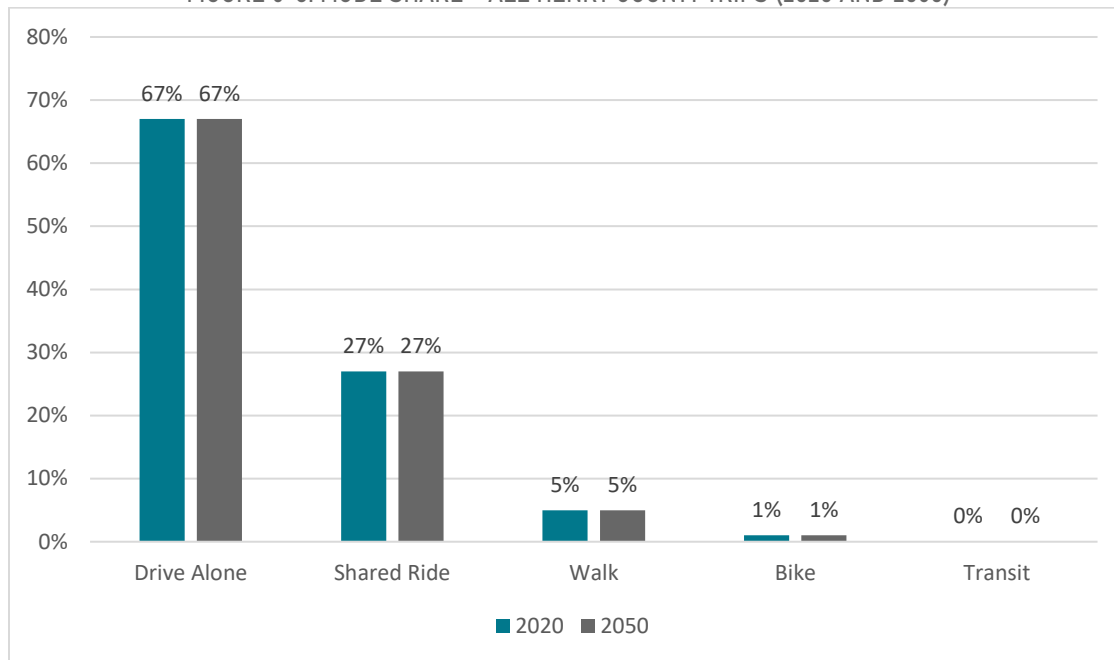
MODE SPLIT

Figure 6-8 portrays the existing and projected mode share for all trips to, from or within Henry County. This data has been sourced from the ARC's ABM for the years 2020 and 2050. Trips are categorized by major mode type, which includes driving alone (single occupancy vehicle or SOV), shared ride (carpooling and ride-sharing services), walking, bicycling and using transit.

A comparison of the existing and projected mode split shows no change between travel modes over time. The lack of substantial changes in mode split between 2020 and 2050 suggest significant investments in transit service and infrastructure are needed to promote high levels of transit usage and achieve a more balanced mode split.

A more detailed discussion of mode split by transit market segment is provided in the following section.

FIGURE 6-8: MODE SHARE - ALL HENRY COUNTY TRIPS (2020 AND 2050)



Source: ARC Travel Demand Model, VHB

TRANSIT MARKET SEGMENTS

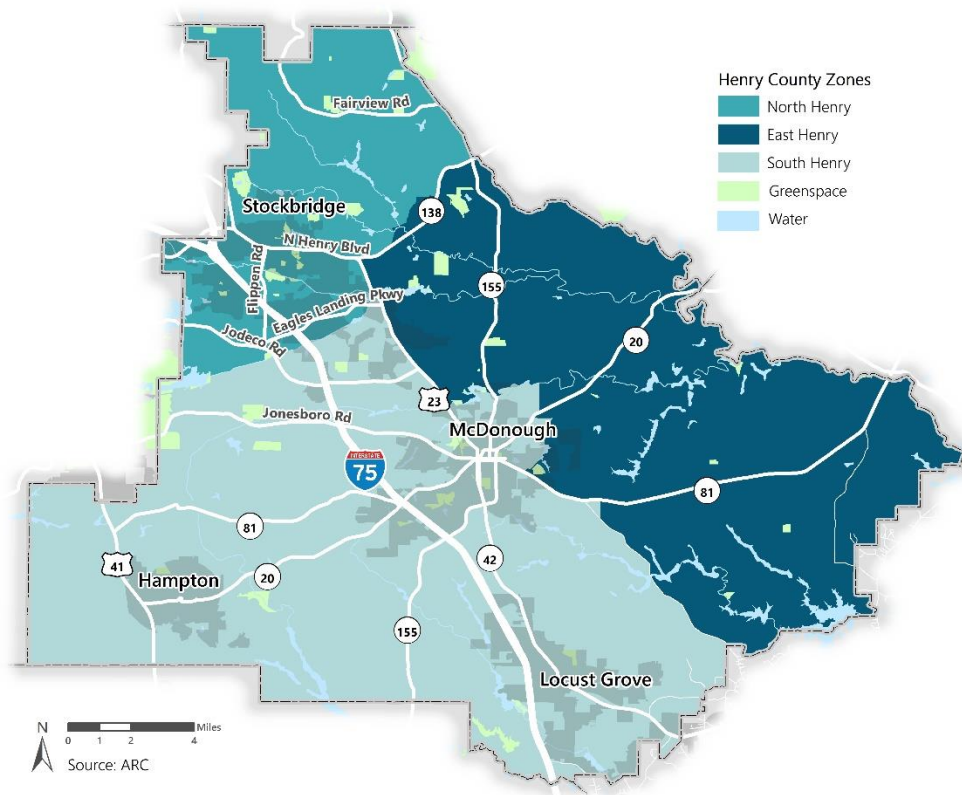
In addition to examining the origins and destinations of travelers, an understanding of their demographic characteristics is important to identify potential needs. The ABM allows for the segmentation of various demographic groups, which permits the study of their unique travel patterns. Three key transit market-segments have been analyzed to determine how these populations travel to, from and within the county. These demographic segments include:

- **Traditional Transit Users** – This category includes individuals with limited mobility options, such as people living in zero-car households, lower-income households (those earning less than \$25,000 annually), and households with fewer cars than workers. Traditionally, individuals in these population segments have a higher propensity to use transit. These individuals are often transit dependent so it is important to understand their needs in the planning process.
- **Commuters** – This market segment includes full-time and part-time workers. A thorough understanding of this market segment's travel patterns is critical to planning transit services that effectively connect workers to employment centers. Due to the consistency with which they use transit, this group is very important to the transit planning process.
- **Other Transit Markets** – This category includes university students and retirees. These market segments have unique transit needs that could be served through a variety of transit

technologies and modes. The day-to-day travel patterns for members of this group typically vary more than the individuals in the commuter category.

The analysis of transit markets shows how these groups travel within the County and throughout the region. For ease of understanding, Henry County has been split into North Henry, South Henry and East Henry analysis areas. These splits were based on the districts defined by the ARC. North Henry is split from the South and East sections along Highway 155 and Highway 138. The border between the South and East sections of the County is Highway 42 and Highway 81. The South section includes the City of McDonough. The three sections of Henry County are shown in **Figure 6-9**.

FIGURE 6-9: HENRY COUNTY ABM ZONES



Source: ARC ABM

TRADITIONAL TRANSIT MARKET

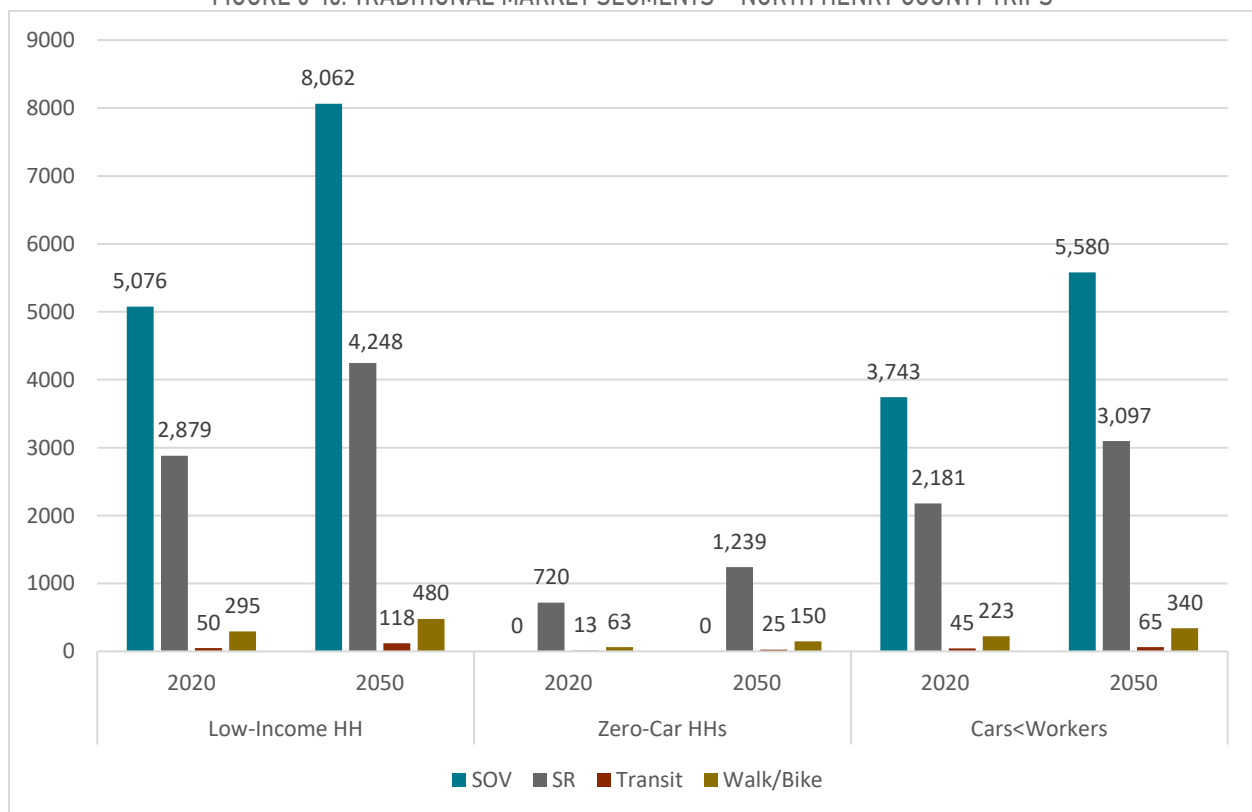
Figure 6-10 illustrates the number of traditional transit market persons traveling to, from or within North Henry and the mode of travel currently or predicted to be used as calculated by the ABM. For low-income households, between 2020 and 2050, the model predicts a 59 percent increase in SOV trips, a 48 percent increase in shared-trips, and a 63 percent increase in walk/bike trips. An even larger increase of 136 percent is predicted for transit trips in this demographic group. This makes the

overall mode share of transit remain relatively consistent from 0.60 percent in 2020 to 0.91 percent in 2050.

Increases are also expected between 2020 and 2050 for zero-car households. Shared rides are projected to increase 72 percent, transit trips by 92 percent and walk/bike trips by 138 percent. The mode share of transit trips is projected to remain relatively the steady from 1.63 percent in 2020 to 1.77 percent in 2050.

In households where the number of cars is fewer than the number of workers, SOVs are projected to increase by 50 percent, shared rides by 42 percent, transit by 44 percent and walking/biking by 52 percent. This demographic group shows the smallest percent increase of all the traditional transit markets. The mode share of transit trips is projected to remain consistent from 0.73 percent in 2020 to 0.72 percent in 2050.

FIGURE 6-10: TRADITIONAL MARKET SEGMENTS - NORTH HENRY COUNTY TRIPS



Source: ARC ABM, VHB

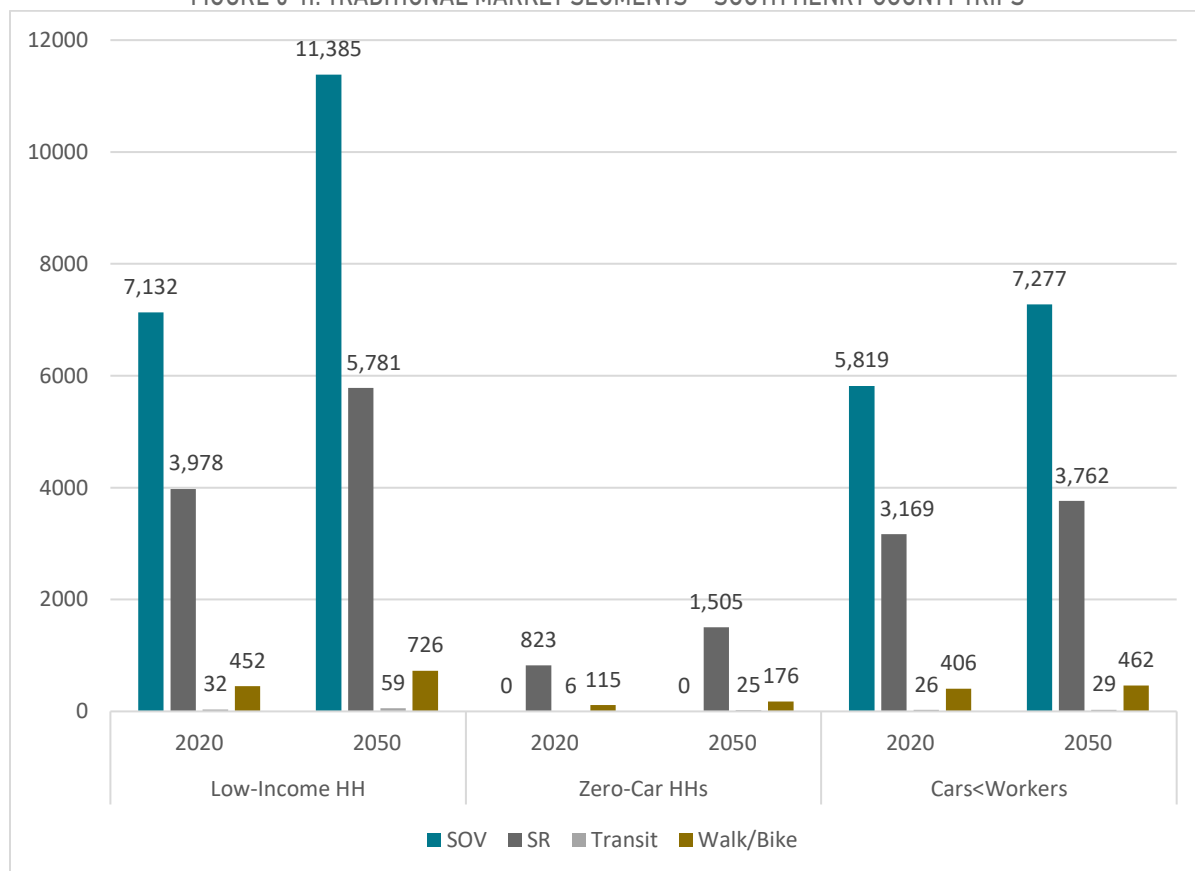
Figure 6-11 details the trips to, from and within South Henry County for traditional transit market segments. All modes show increases for low-income households from 2020 to 2050. SOVs are anticipated to increase by 60 percent, shared rides by 45 percent, transit trips by 84 percent and

walking/biking by 61 percent. Even with the large increase in transit trips, the mode share remains consistent from 2020 to 2050 at 0.28 percent and 0.33 percent, respectively.

For zero-car households, all market segments show an increase in trips from 2020 to 2050. SOVs are projected to increase by 83 percent and walking/biking by 53 percent. The largest increase is anticipated in transit trips, at a 317 percent increase. With this large increase in transit trips, the mode share is expected to increase from 0.64 percent in 2020 to 1.47 percent in 2050.

The last demographic to make up the traditional transit market for South Henry County is households with fewer cars than workers. In this demographic group, all modes are anticipated to increase from 2020 to 2050. SOVs are estimated to rise by 25 percent, shared rides by 19 percent, transit by 12 percent and walking/biking by 14 percent. The transit mode share is expected to remain consistent from 2020 to 2050, at 0.28 percent and 0.25 percent, respectively.

FIGURE 6-11: TRADITIONAL MARKET SEGMENTS - SOUTH HENRY COUNTY TRIPS



Source: ARC ABM, VHB

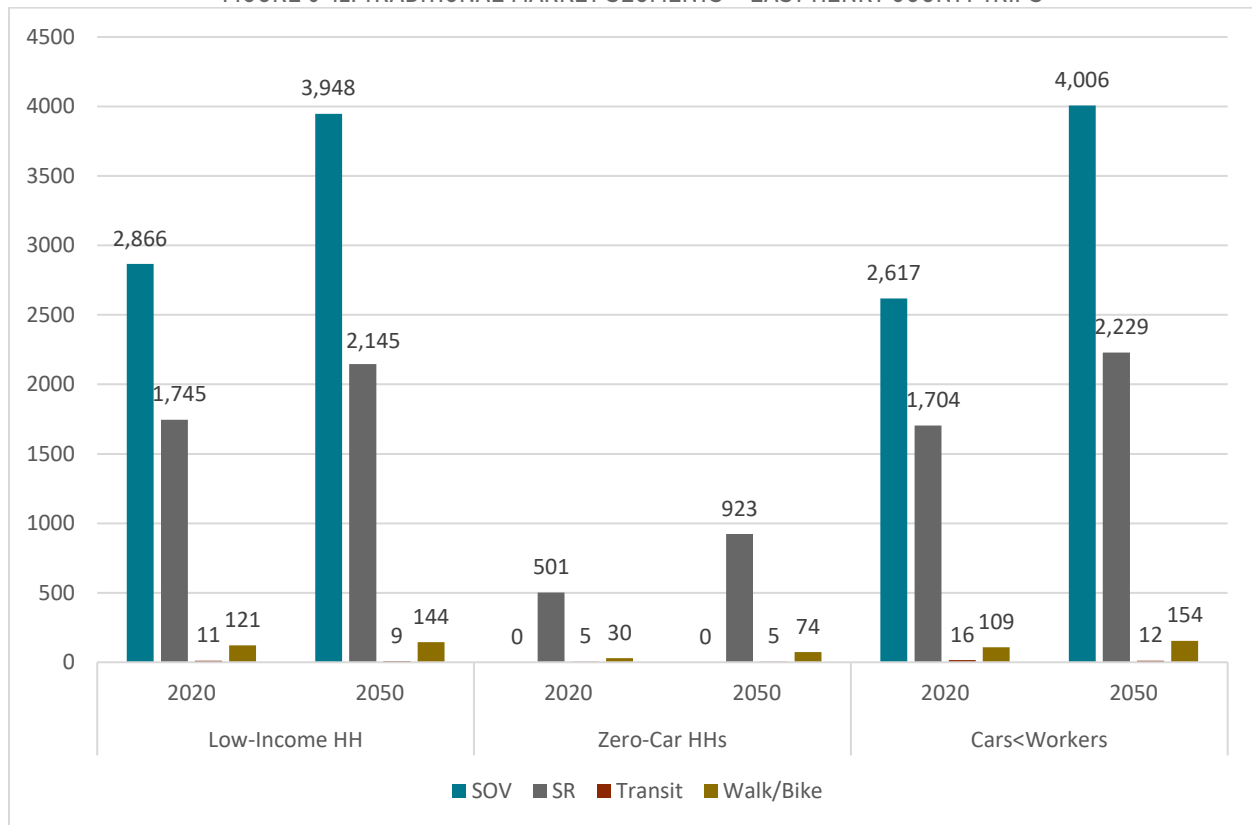
Figure 6-12 illustrates the traditional transit market trips to, from and within East Henry County. For low-income households, all modes except transit are expected to increase from 2020 to 2050. SOVs

are anticipated to increase 38 percent, shared rides by 23 percent and walking/biking by 19 percent. Transit trips are expected to decrease by 18 percent between 2020 and 2050. The decrease in transit trips is reflected in a small decrease in overall transit mode share in low-income households from 2020 to 2050. In 2020, the transit mode share is anticipated to be 0.23 percent in 2020 and, in 2050, it is projected to be 0.14 percent.

For zero-car households, shared rides are expected to increase by 84 percent and walking/biking is expected to increase by 147 percent. Transit is expected to remain the same, with zero percent change. Because the number of transit trips did not change from 2020 to 2050, the overall transit mode share decreased slightly from 0.93 percent to 0.50 percent.

For households that have fewer cars than workers, all modes except transit are expected to increase from 2020 to 2050. SOVs are estimated to increase 53 percent, shared rides by 31 percent and walking/biking by 41 percent. Transit is expected to decrease by 25 percent between 2020 and 2050. This decrease was is reflected in a small decrease in overall transit mode share, from 0.36 percent in 2020 to 0.19 percent in 2050.

FIGURE 6-12: TRADITIONAL MARKET SEGMENTS – EAST HENRY COUNTY TRIPS



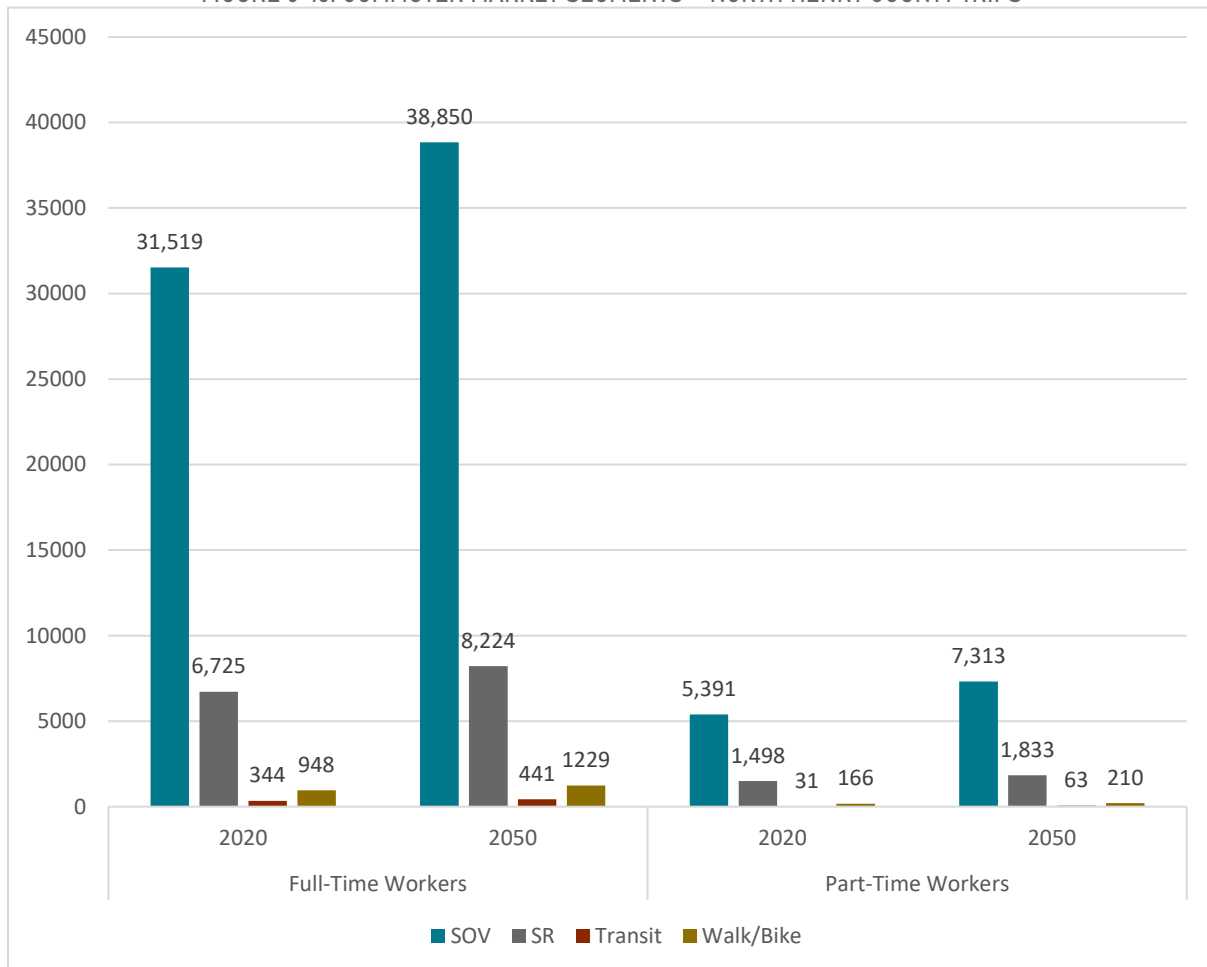
Source: ARC ABM, VHB

COMMUTER TRANSIT MARKET

Figure 6-13 details existing and projected trips to, from and within North Henry County for the commuter transit market segment. This segment includes both full-time and part-time workers. Full-time workers trips via SOVs are anticipated to increase by 24 percent, shared ride by 22 percent, transit trips by 28 percent and walking/biking by 30 percent.

Between 2020 and 2050, part-time workers SOV trips are expected to increase by 36 percent, shared rides by 22 percent and walking/biking trips by 27 percent. Transit trips have the largest anticipated increase at 103 percent. Even with the large increase in the number of transit trips, the mode share slightly increases from 0.44 percent in 2020 to 0.67 percent in 2050.

FIGURE 6-13: COMMUTER MARKET SEGMENTS - NORTH HENRY COUNTY TRIPS

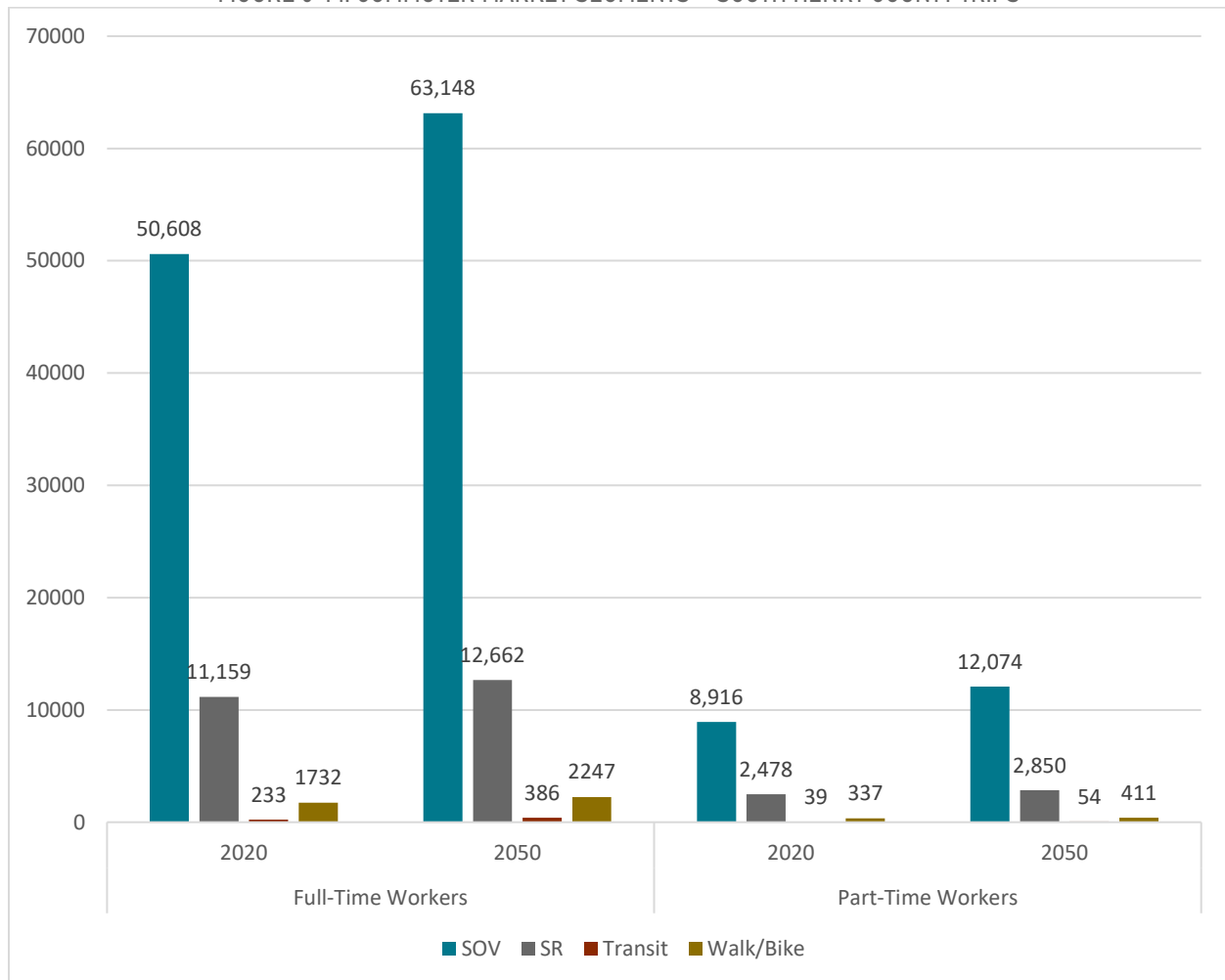


Source: ARC ABM, VHB

Figure 6-14 details existing and projected trips to, from and within South Henry for the commuter transit market. Full-time workers trips via SOVs are anticipated to increase by 25 percent, shared rides by 13 percent, transit by 66 percent and walking/biking by 30 percent. The overall mode share of transit is anticipated to remain consistent at 0.37 percent in 2020 and 0.50 percent in 2050.

For part-time workers in South Henry County, all modes are expected to increase over time. SOVs are anticipated to grow by 35 percent, shared rides by 15 percent, transit by 38 percent and walking/biking by 22 percent. Again, even though there was a relatively large change in the percent of transit trips, the overall mode share did not change from 0.33 percent in 2020 to 0.35 percent in 2050.

FIGURE 6-14: COMMUTER MARKET SEGMENTS – SOUTH HENRY COUNTY TRIPS

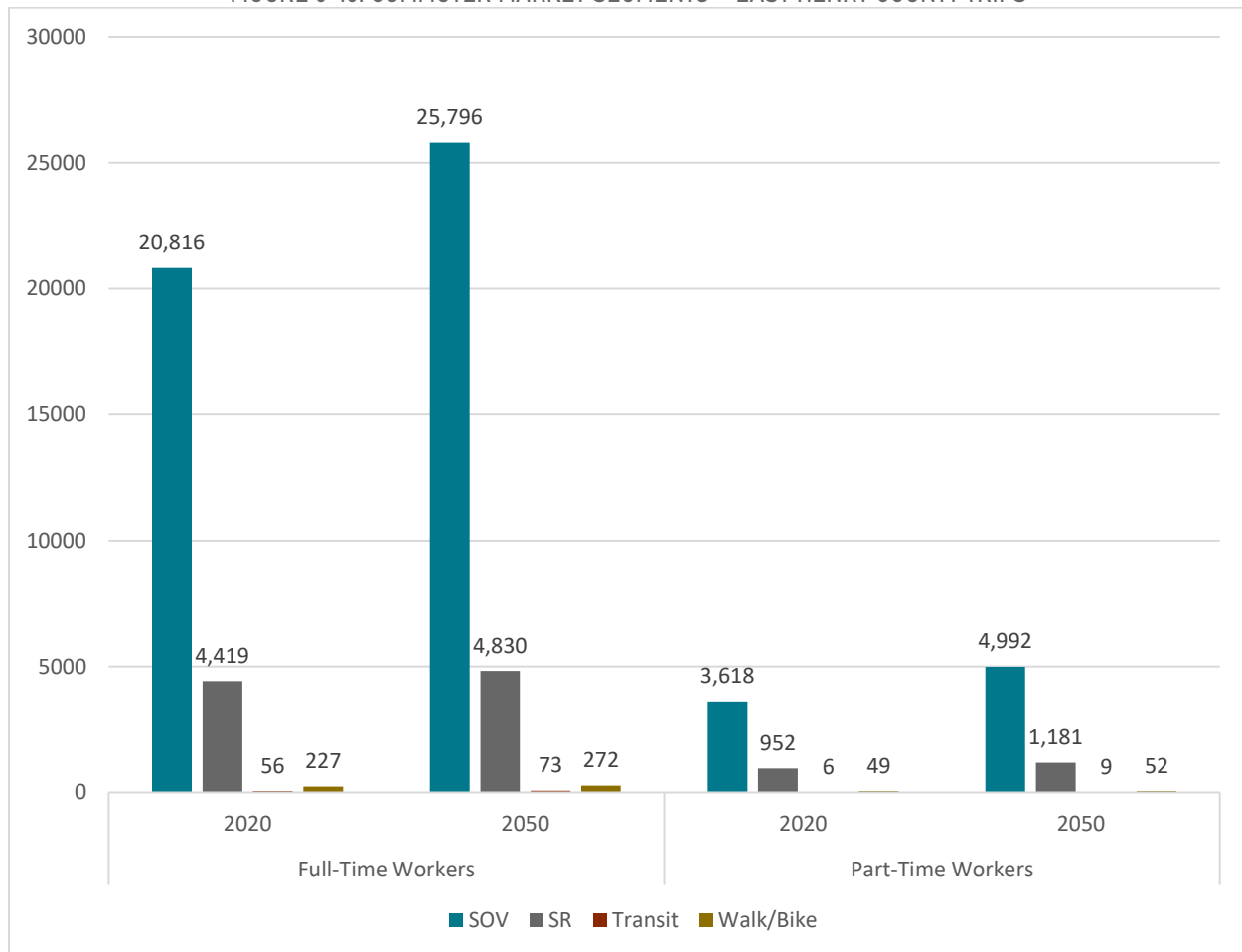


Source: ARC ABM, VHB

Figure 6-15 illustrates the trips to, from and within East Henry County for the commuter market segment Full-time workers trips via SOVs are anticipated to increase 24 percent from 2020 to 2050, shared rides by 9 percent, transit by 30 percent and walking/biking by 20 percent. The overall transit mode share remains consistent over the time period with a 0.22 percent share in 2020 and a 0.24 percent share in 2050.

For part-time workers, SOVs are expected to increase by 38 percent, shared rides by 24 percent, transit by 50 percent and walking/biking by 6 percent. Again, the overall mode share of transit remains relatively consistent between 2020 and 2050 with 0.13 percent and 0.14 percent, respectively.

FIGURE 6-15: COMMUTER MARKET SEGMENTS - EAST HENRY COUNTY TRIPS



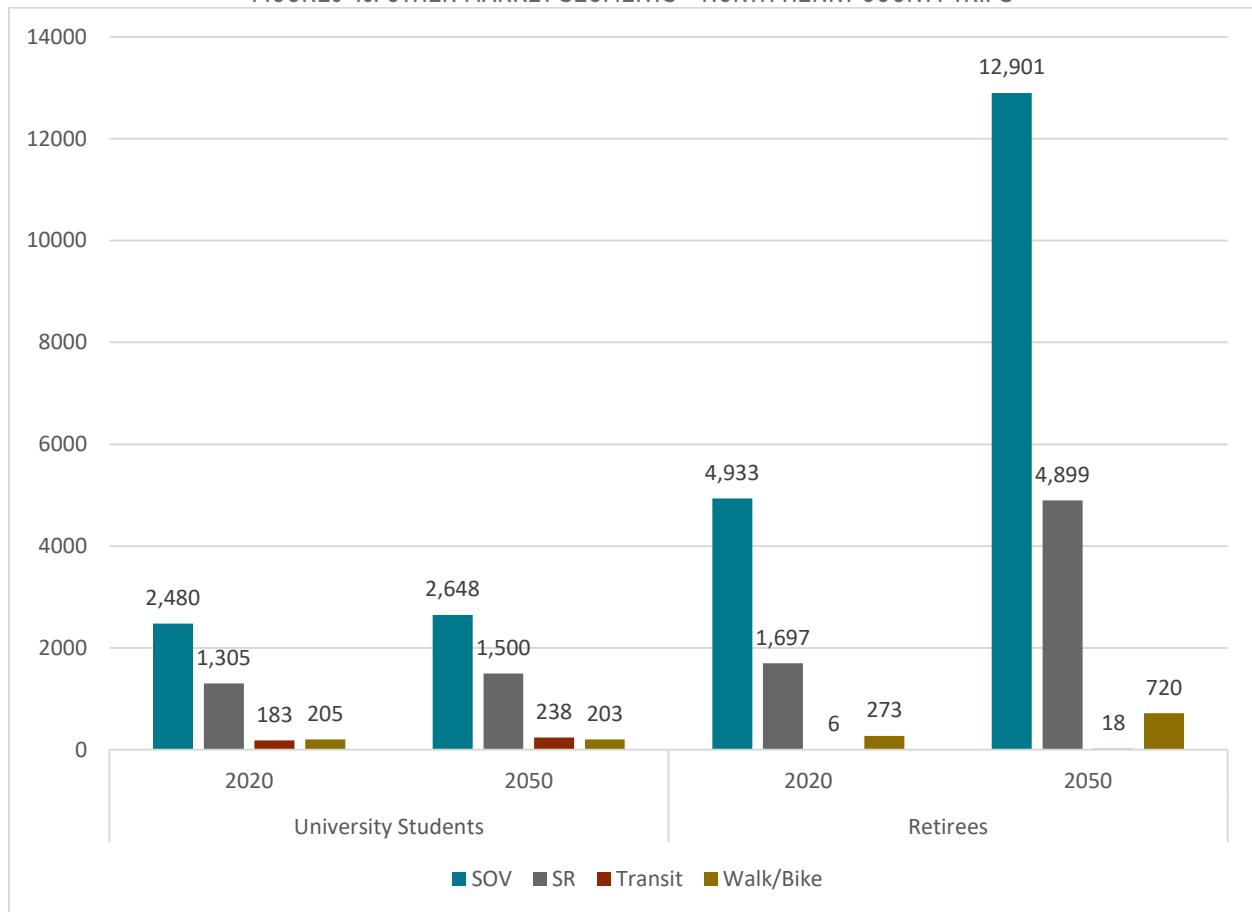
Source: ARC ABM, VHB

OTHER TRANSIT MARKET

Figure 6-16 represents the number of existing and projected trips for university students and retirees traveling to, from or within North Henry. For university students in north Henry County, SOV trips are projected to increase by 7 percent, shared rides by 15 percent and transit trips by 30 percent. Walking and biking trips are anticipated to decrease by approximately 1 percent from 2020 to 2050. The mode share of transit trips in this time period is anticipated increase from 4.4 percent in 2020 to 5.2 percent in 2050.

Trips for retirees are projected to have dramatic increases for all modes between 2020 and 2050. SOVs are projected to increase by 162 percent, shared rides by 189 percent, transit by 200 percent and walking/biking by 164 percent. Even with these large increases in trips, the mode share of transit remains consistent at 0.09 percent in 2020 and 0.10 percent in 2050.

FIGURE 6-16: OTHER MARKET SEGMENTS - NORTH HENRY COUNTY TRIPS

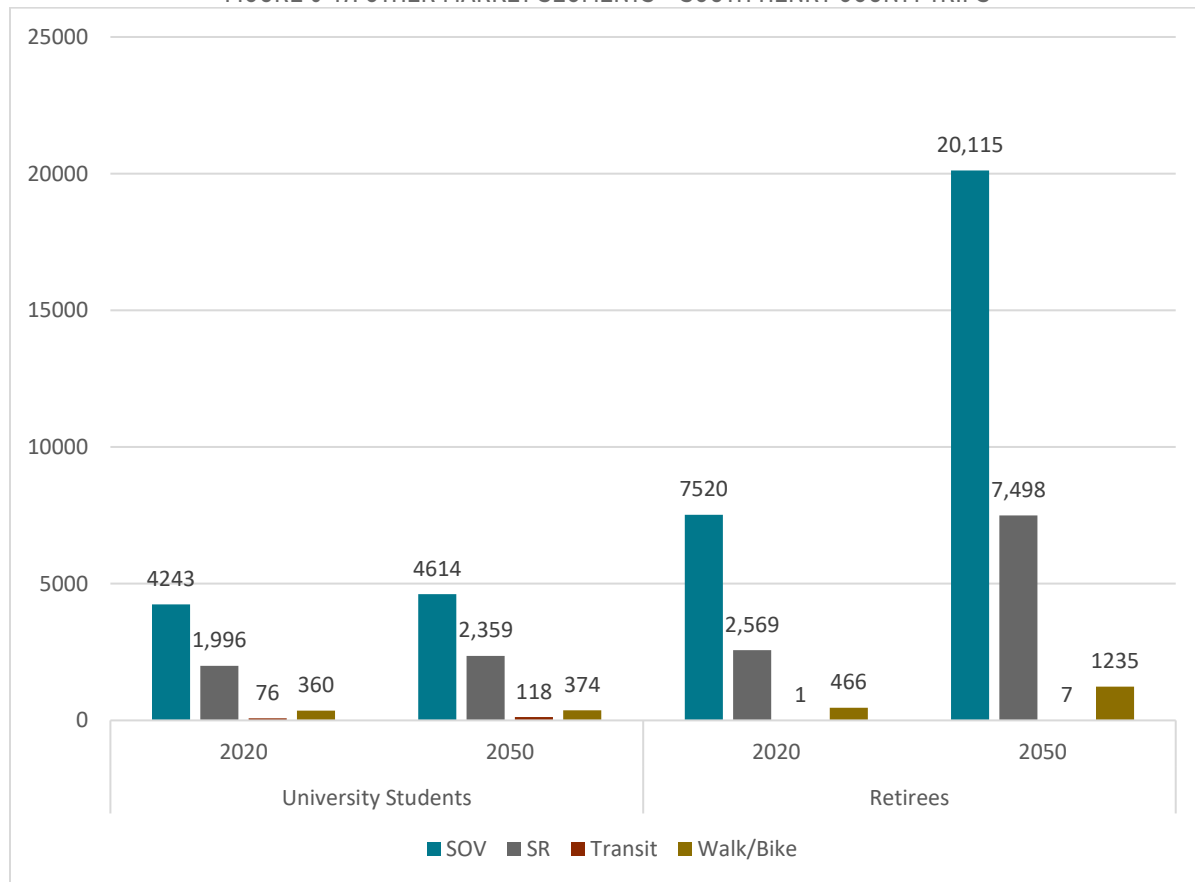


Source: ARC ABM, VHB

Figure 6-17 illustrates the trips to, from and within South Henry County for university students and retirees. For university students, transit has the largest increase from 2020 to 2050 with a 55 percent increase. SOVs are expected to increase by 9 percent, shared rides by 18 percent and walking/biking by 4 percent. The overall mode share of transit is anticipated to have a small increase from 1.14 percent in 2020 to 1.58 percent in 2050.

Large increases for all modes are projected for retirees in South Henry County. SOVs are anticipated to increase 168 percent, shared rides by 192 percent, transit by 600 percent and walking/biking by 165 percent. The 600 percent increase in transit ridership occurs because in 2020 only one retiree is expected to ride transit, which increases to 7 in 2050. Because the actual rider numbers are so small, the mode share of transit is a fraction of a percent for retirees in both 2020 and 2050.

FIGURE 6-17: OTHER MARKET SEGMENTS - SOUTH HENRY COUNTY TRIPS

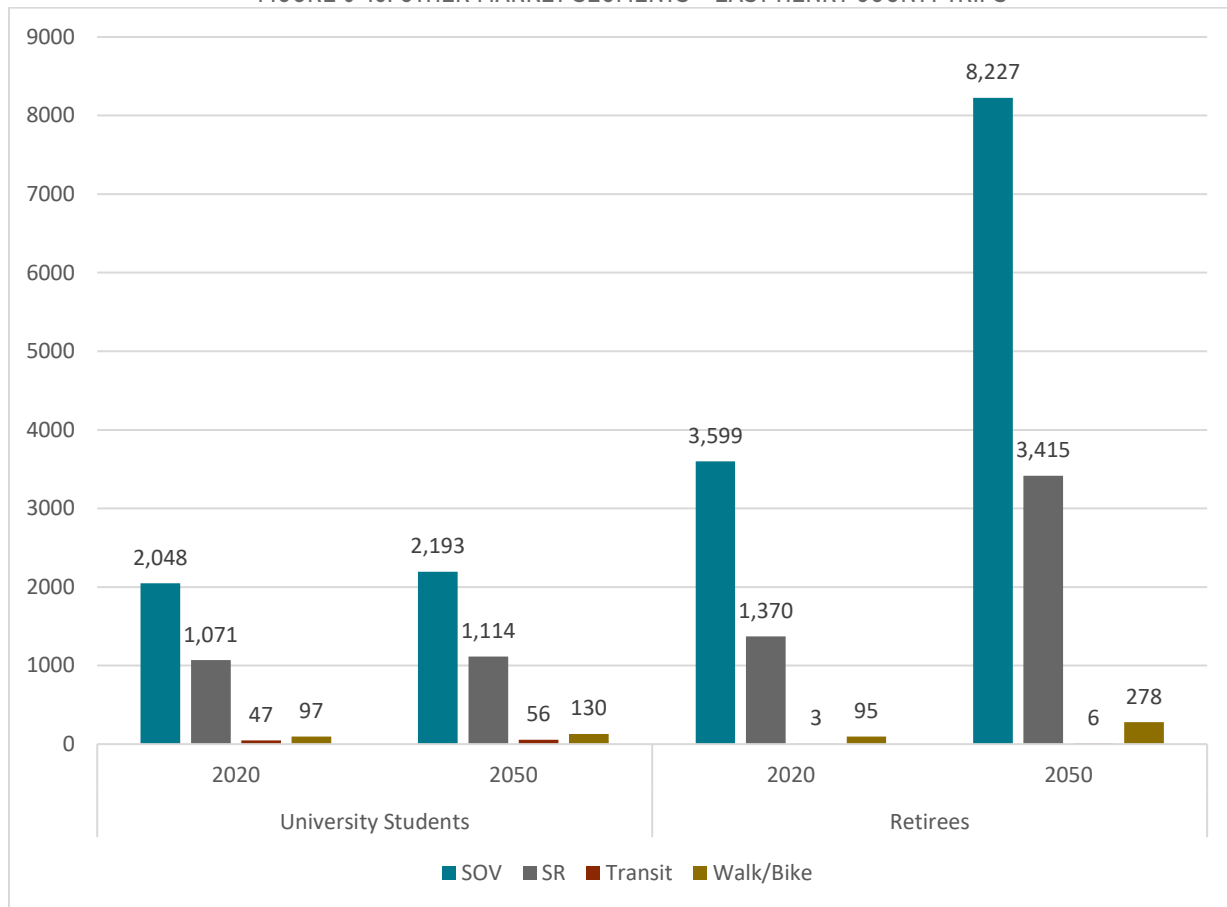


Source: ARC ABM, VHB

Figure 6-18 details the existing and projected trips for university students and retirees travelling to, from or within East Henry County. For university students, SOV trips are projected to increase by 7 percent, shared rides by 4 percent, transit trips by 19 percent and walking/biking by 34 percent. This small increase in transit trips did not affect the overall mode share with 1.4 percent of trips being made by transit in 2020 and 1.6 percent in 2050.

Finally, large increases in all modes are predicted for retirees in East Henry. SOVs increase by 128 percent, shared rides by 143 percent, transit by 100 percent and walking/biking by 193 percent. As previously mentioned, even though there is a large percent increase in transit riders, the actual number of riders is so small there is only of a fraction of change to the overall mode share. The total estimated transit riders in 2020 was three, which doubles to 6 in 2050.

FIGURE 6-18: OTHER MARKET SEGMENTS - EAST HENRY COUNTY TRIPS



Source: ARC ABM, VHB

KEY FINDINGS FROM MARKET SEGMENT ANALYSIS

Through the analysis of demographic market segments several key insights pertinent to future transit planning have become apparent.

- Full-time worker trips via transit are projected to increase at a higher rate than other modes in both South Henry and East Henry. The mode share for transit ridership is expected to increase slightly between 2020 and 2050, though it is still under one percent. Expanded and improved transit, especially connecting employment centers, would help shift trips from SOVs (the highest mode share in the County) to result in a more balanced mode split.
- Part-time worker trips via transit are projected to increase at a higher rate than all other modes in all three sections of the County, though their overall transit mode share is less than full-time workers. Expanded and improved transit service to employment centers will help

serve the expected increase in part-time worker transit ridership, as well as attract new trips. This would help achieve a more balanced mode split.

- University students are using transit at a higher percentage than any other demographic and have growth rates that range from 19 to 55 percent. Transit improvements to serve this market should be examined further. Students are well served by high-quality premium transit service as well as lower cost shuttle circulator systems.
- Retirees use transit the least of all the traditional transit markets in Henry County. Transit makes up less than 0.1 percent of mode split for retirees in all three areas of the County, but consistently have the highest growth rate of all demographic groups. These increases are in keeping with the demographic trends that show an increase in senior populations. With large increases in retiree trips anticipated and a low transit market share expected, there is the potential to plan services for this expanding market to encourage more retirees to take transit. A high-quality premium transit service accompanied by a lower cost shuttle service and neighborhood circulators is an ideal improvement for serving retirees.
- Both zero-car households and low-income households are expected to have very large increases in transit ridership, except in East Henry. Both North Henry and South Henry see increases ranging from 84 to 316 percent for transit riders between 2020 and 2050. East Henry expects no increase in transit ridership from zero-car households and a decrease of 18 percent for low-income households. Special consideration should be given to transit service in East Henry to ensure the transit dependent populations have their transportation needs met.

7. Planned and Programmed Projects

This section provides a comprehensive inventory of planned transportation projects that may impact transit planning within Henry County. This includes Henry County's planned and programmed projects within the ARC's Regional Transportation Plan (RTP) and TIP. The transit projects identified in Henry County's 2016 Transit Feasibility Study have been inventoried to evaluate their on-going need. The ATL's Regional Transit Plan, the Aerotropolis Transit Feasibility Study, Atlanta to Macon Commuter Rail and major transit plans of neighboring jurisdictions (Clayton, DeKalb and Spalding Counties) have been reviewed and detailed to identify potential regional and intercounty transit connections.

ARC TIP and RTP

The ARC's Regional Transportation Plan is a 30-year constrained vision for transportation in the region. It includes projects that are locally identified as well as major, regional infrastructure projects. Those projects identified with a funding source in the RTP and that are programmed for construction within the first six-years are part of the TIP. In other words, the TIP is the ARC's short-term implementation plan for transportation improvements within the 2020-2025 time period. The vast majority of the projects identified in the TIP and RTP for Henry County are intended to increase capacity of the roadway network, although it does include a few maintenance, trail, and transit projects. Henry County's TIP and RTP projects have been mapped in **Figure 7-1**.

TIP

Table 7-1 lists the projects programmed within the ARC's TIP for Henry County. Five roadway segments are programmed for widening of existing roads including SR 20, SR 81, US 23, and SR 155. New roads are programmed along the I-75 corridor including new commercial lanes and parallel connectors. A new extension of Rock Quarry Road from SR 138 / US 23 to the intersection of East Atlanta Road and Valley Hill road is programmed as well.

The remainder of the programmed projects are comparatively minor projects, in terms of costs, timeframe of implementation, and impacts. These projects consist of a bridge replacement project on SR 42, the resurfacing of Jonesboro Road, and phase 2 of the Panola Mountain Greenway Trail.

TABLE 7-1: PROGRAMMED PROJECTS IN THE ARC TIP, 2020-2025

ARC ID	Project Name	Location	Improvement
AR-318	I-75 commercial vehicle lanes (northbound direction only)	From I-475 to SR 155	New 2-lane road
HE-005	SR 81 widening	From east of Lemon St to Bethany Rd	Widening from 2 to 4 lanes
HE-020A	SR 20/81 (Hampton St): segment 1 - new alignment	From east of I-75 south to Phillips Dr	Widening from 2 to 4 lanes
HE-107	US 23 widening	From downtown McDonough to SR 138 (North Henry BLVD)	Widening from 2 to 4 lanes
HE-109	Rock Quarry Rd extension - new alignment	From SR 138 / US 23 to intersection of East Atlanta Rd and Valley Hill Rd	New road, 2 lanes
HE-113	SR 155 widening	From I-75 south to SR 42/us 23	Widening from 2 to 4 lanes
HE-179	Western parallel connector - new alignment	From Jonesboro Rd to Hudson Bridge Rd	New Road, 4 lanes
HE-198A	Panola Mountain Greenway Trail - Phase I	From Panola Mountain State Park to north of Austin Road Middle School	Completed 2020 – side paths and trails
HE-198B	Panola Mountain Greenway Trail - Phase II	From north of Austin Road Middle School to Fairview Library	Side paths and trails
HE-200	SR 81 bridge replacement	At South River	Completed 2020 - bridge upgrade
HE-201	SR 42 bridge replacement	At Norfolk Southern line 5 miles south of McDonough	Bridge upgrade
HE-202	SR 42 / US 23 widening	From Bill Gardner Pkwy to Peeksville Rd	Widening from 2 to 3 lanes
HE-203	West Village Pkwy widening	From Clayton County line to Fairview Rd	Completed 2020 – widening
HE-920M	Jonesboro Rd resurfacing	From Clayton County line to Mount Olive Rd	Resurfacing

Source: ARC ABM

RTP

To an even greater degree than the projects programmed in the TIP, the projects included in the RTP are concerned with increasing capacity on the Henry County roadway network. Four new roadway projects and a dozen roadway widening projects are planned for long-range construction, as can be seen in **Table 7-2**.

Three of the new alignment projects would continue the McDonough Parkway extension to the northeast and east of the city center and add a bypass segment to its southwest. A fourth new alignment project would extend Rock Quarry Road to create a connection around the north and east of Stockbridge. The new roadways these projects would create are intended to operate as bypasses, reducing the through traffic in downtown areas.

TABLE 7-2: PLANNED PROJECTS IN THE ARC RTP, 2026-2050

ARC ID	Project Name	Location	Improvement
AR-955	I-75 south - new interchange	At Bethlehem Rd	New interchange (scoping 2021)
HE-118D	McDonough Pkwy extension (McDonough bypass): Phase IV - new alignment	From SR 20 (Lawrenceville St) to SR 81 (Keys Ferry Rd)	New Rd, 2 lanes
HE-126A1	Hampton Locust Grove Rd widening	From SR 20 (McDonough Rd) to SR 155	Widening from 2 to 4/6 lanes
HE-126B	Bill Gardner Pkwy widening	At SR 155 to Lester Mill Rd (4 lanes) and from Lester Mill Rd to I-75 South (6 lanes)	Widening from 2 to 4/6 lanes
HE-132C	Eagles Landing Pkwy widening	From Eagles Pointe Pkwy to US 23	Widening 4 to 6 lanes
HE-134B	Fairview Rd widening: Phase II	From Scraggins Memorial Pkwy to Panola Rd	Widening from 2 to 4 lanes
HE-134C	Fairview Rd widening: Phase III	From DeKalb County line to Cook Rd	Widening from 2 to 4 lanes
HE-137	East Atlanta Rd widening	From Valley Hill Rd to Fairview Rd	Widening from 2 to 4 lanes
HE-161A	Rock Quarry Rd widening	From north of Eagle Springs Dr to SR 42 / SR 138	Widening from 2 to 4 lanes
HE-165B	Patrick Henry Pkwy: segment 2 - widening	From Jodeco Rd to Eagles Landing Pkwy	Widening from 2 to 4 lanes
HE-183	SR 138 widening	From Millers Mill Rd to SR 155 (Stockbridge Highway)	Widening from 2 to 4 lanes
HE-189	SR 155 (McDonough Rd) widening	From I-75 South to Hampton-Locust Grove Rd/Bill Gardner Pkwy	Widening from 2 to 4 lanes
HE-204	Racetrack Rd widening	From SR 81 to Old Griffin Rd	Widening from 2 to 4 lanes



ARC ID	Project Name	Location	Improvement
HE-205	SR 81 Rd widening	From Keys Ferry Rd to north/south Bethany Rd	Widening from 2 to 4 lanes
HE-206	Airline Rd extension	From Rodgers Rd to intersection to SR 81 and Old Jackson Rd	New 2 lane Rd
HE-207	East Lake Pkwy widening	From SR 155 to SR 20	Widening from 2 to 4 lanes
HE-208	Mill Rd widening	From Jonesboro Rd to SR 81	Widening from 2 to 4 lanes
HE-209	Bethlehem Rd extension and realignment	From Lester Mill Rd to intersection of Iris Lake Rd and Harris Dr	New 2 lane Rd
HE-210	L.G. Griffin Rd widening	From Hosannah Rd to SR 42/US 23	Widening from 2 to 4 lanes
HE-211	Tanger Blvd new alignment and flyover bridge	From Strong Rock Pkwy to Tanger Blvd	New 2 lane Rd
HE-920B	SR 920 (McDonough Rd / Jonesboro Rd) widening	From US 19/41 (Tara Blvd) in Clayton County to I-75 South in Henry County	Widening from 2 to 4 lanes

Source: ARC ABM

Henry County Transit Feasibility Study (2016)

The 2016 Transit Feasibility Study undertaken by Henry County and its cities laid out a comprehensive mobility vision that include a variety of transit options, including:

- Demand Response (short-term)
- Pilot Route (short-term)
- Local Connection Routes (medium-term)
- Future Mobility Corridors (long-term)
- Regional Commuter Bus (medium-term)
- Rapid Transit Alternative (long-term)

This vision is illustrated in **Figure 7-2** and was further refined with specific recommendations for funding, administration, policies, and infrastructure to make transit a move viable and preferred travel mode in the County.

- Coordinate with the Planning Department and Public Works to focus development and provide transit-supportive infrastructure throughout the County.

Included with the HCT Vision was a set of toolkits for each type of transit recommendation. Each toolkit includes strategies, policies, and action items that HCT can pursue to enhance mobility services within the County. **Table 7-3** provides several toolkits.

TABLE 7-3: TRANSIT FEASIBILITY TOOLKIT

Pilot Route Toolkit	Local Connection Routes Toolkit	Future Mobility Corridor Toolkit
Vehicle selection	Connect to the pilot route	Identify flex areas
Marketing and visibility	Schedule coordination	Focus on land use
Rider education and travel training	Transfer policies	Consider new technologies
Focus on frequency	Pedestrian-supportive infrastructure plans and policies	Schedule coordination
Focus development around planned hubs	Real-time arrival information	Track and monitor trip locations to improve services
Incorporate bus stop amenities	Farebox technology	
Provide sidewalks		

Source: 2016 Transit Feasibility Study

Preliminary service planning and action items for HCT to roll out service of a pilot route and plan ahead for additional routes were also developed. Since the adoption of the study, HCT did launch a North Henry Fixed Bus Route, in addition to their on-demand transit shuttle service.

Atlanta Regional Transit Plan

The ATL updates the Atlanta Regional Transit Plan (ARTP) annually. The 2019 plan only identifies one transit project planned for Henry County, which is the Mt. Carmel Park and Ride Lot. The project includes 489 parking spaces with an estimated cost of \$14,928,000. This facility would be located near the Jonesboro Road exit of I-75 and is mapped in **Figure 7-3**, which is a composite map of regionally significant transit plans with potential impacts in Henry County. The project is seeking federal/state discretionary funding and is classified as a lower cost and lower impact project. This category of project includes lower cost investments that produce less impact (progress towards ARTP goals), but they are identified because these investments can optimize available funding.

The expansion would allow for future commuter bus expansion from Henry County to downtown Atlanta. The project is identified within the near-term six-year planning horizon, which correlates to

ARC's fiscally constrained short-range TIP. This project will be advanced for inclusion in the next ARC TIP/RTP. The project sponsor will be the ATL and the operator will be Xpress.

Clayton County High Capacity Transit Initiative

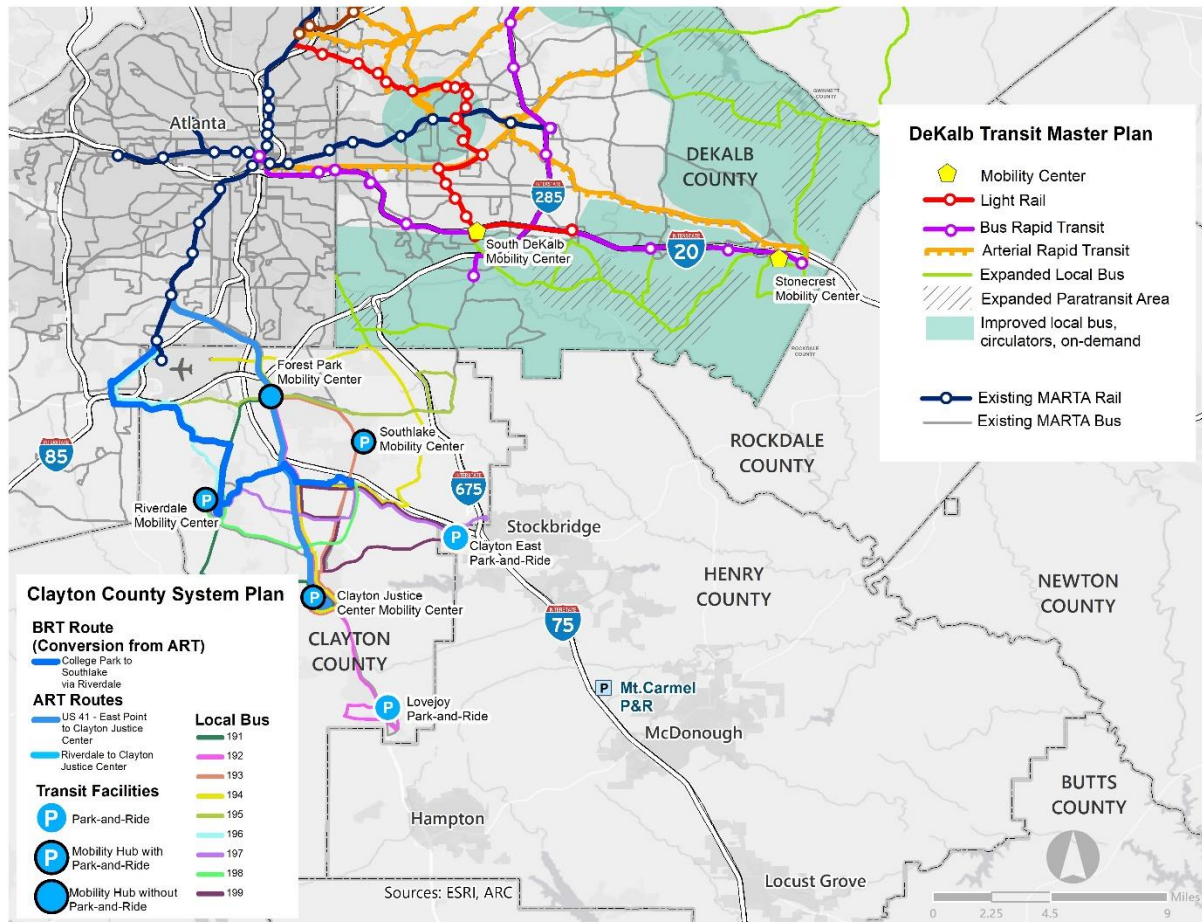
The Clayton County Transit System Plan is a 30-year vision for transit improvements within Clayton County. This plan was developed through a multi-year planning process that began in 2018. The plan was community-driven and coordinated with other county projects.

The plan identified a variety of service recommendations, which include six new mobility hubs to facilitate quick, efficient intra-county transfers. These mobility hubs are planned for Forest Park, Riverdale, Southlake, Riverdale, Lovejoy and Clayton East (Stockbridge).

Two high-frequency arterial rapid transit (ART) routes and one bus rapid transit (BRT) route are recommended. ART routes are planned on US 41 from the East Point MARTA Station to the Clayton Justice Center and from the College Park MARTA Station to Southlake via Riverdale. In the second phase of implementation (5-7 years), the Southlake ART is planned for conversion to a BRT route.

A number of modifications to the local bus network were also recommended, which include reducing local bus headways by half. Two proposed local bus routes (197 and 199) are planned to extend for one mile into Henry County along SR 138. A mobility hub in Henry County is also recommended near the I-75 and SR 138 interchange. A high-level of citizen interest was heard to extend transit service along SR 138 to shopping areas in Henry County. The recommended service improvements of the Clayton System Plan have been mapped in **Figure 7-3**.

FIGURE 7-3: REGIONALLY SIGNIFICANT TRANSIT PLAN RECOMMENDATIONS



DeKalb County Transit Master Plan

The DeKalb County Transit Master Plan (DCTMP) was completed in 2019. The DCTMP is a 30-year vision for future transit investments in DeKalb County. The plan identified a number of unmet rider needs to be pursued as improvements in the near-term. The plan also presented a series of transit investment scenarios for high-capacity transit, tied to various funding levels. Scenarios included an Existing MARTA Penny Scenario, Half-Penny Scenario, Full-Penny Scenario, and Previously Adopted Scenario.

Near-term improvements include expanded local bus service, increased paratransit service, on-demand service, improvements to popular routes, mobility centers (also called transit hubs), and improvements to MARTA stations. Planned improvements in southern DeKalb County, in close

proximity to Henry County, include improved local bus, circulators, and on-demand service in an area of the county with limited existing bus service. Mobility centers, to facilitate bus-to-bus transfers, are planned for the Mall at Stonecrest and the Gallery at South DeKalb areas. High-capacity transit (BRT and limited light rail transit) is planned along I-20 East from downtown Atlanta to the Mall at Stonecrest. BRT along I-285 is also planned to serve the Panthersville area.

Spalding County Transit Feasibility Study

The City of Griffin and Spalding County developed a joint Transit Feasibility Study in 2014 to determine the feasibility of providing new public transportation services within the City of Griffin and Spalding County. As part of this study, a set of transit alternatives were developed and assessed for final recommendation. Spalding County is currently working in coordination with the ARC to update their 2014 transit plan. This is a concurrent planning effort to the Henry TMP. Coordination between both plans will be conducted to ensure the recommendations dovetail with each other.

The 2014 study evaluated the propensity for fixed-route transit service through target market locations, residential, and employment densities. The final recommendations for proposed transit service are detailed below.

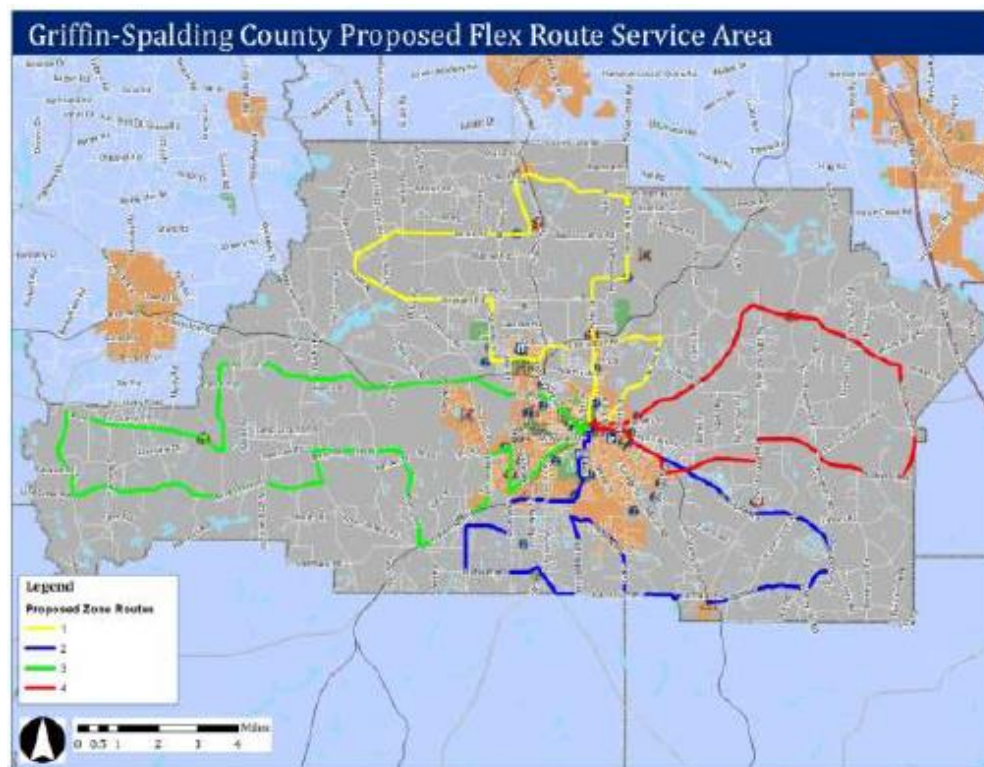
The first recommendation was formal participation in regional TDM programs to serve commuter trips and assist local employers to develop workplace commuter alternatives programs. The suggestion was for the County and City to begin involvement with Georgia Commute Options and explore the many offerings of the program including incentives for alternatives to driving alone, ride matching, and guaranteed ride home. Spalding County already had five vanpool services in operation at the time and the recommendation was to explore the expansion of these programs moving forward.

The second recommendation was to implement an on-call or flex transit service as a gateway recommendation to a more permanent, local, fixed-route bus system. The feasibility study recommended a pilot program for flex service operating within designated quadrants of the Griffin-Spalding service area. These potential flex routes are shown in **Figure 7-4**.

The third and final recommendation was a joint Griffin-Spalding local fixed-route bus system to serve local transit markets. The proposed fixed routes, shown in **Figure 7-5**, were refined through analysis and public involvement and would serve many local destinations radiating from a centralized transfer center. Five routes were proposed and are described below:

- **Route 1** - would operate within the northern portion of the service area along N. 9th Street, E. McIntosh Road, N. 6th Street and also to the east along E. Chappell Street, Grady Street, and Spalding Street.

FIGURE 7-4: PROPOSED FLEX ROUTES IN SPALDING COUNTY

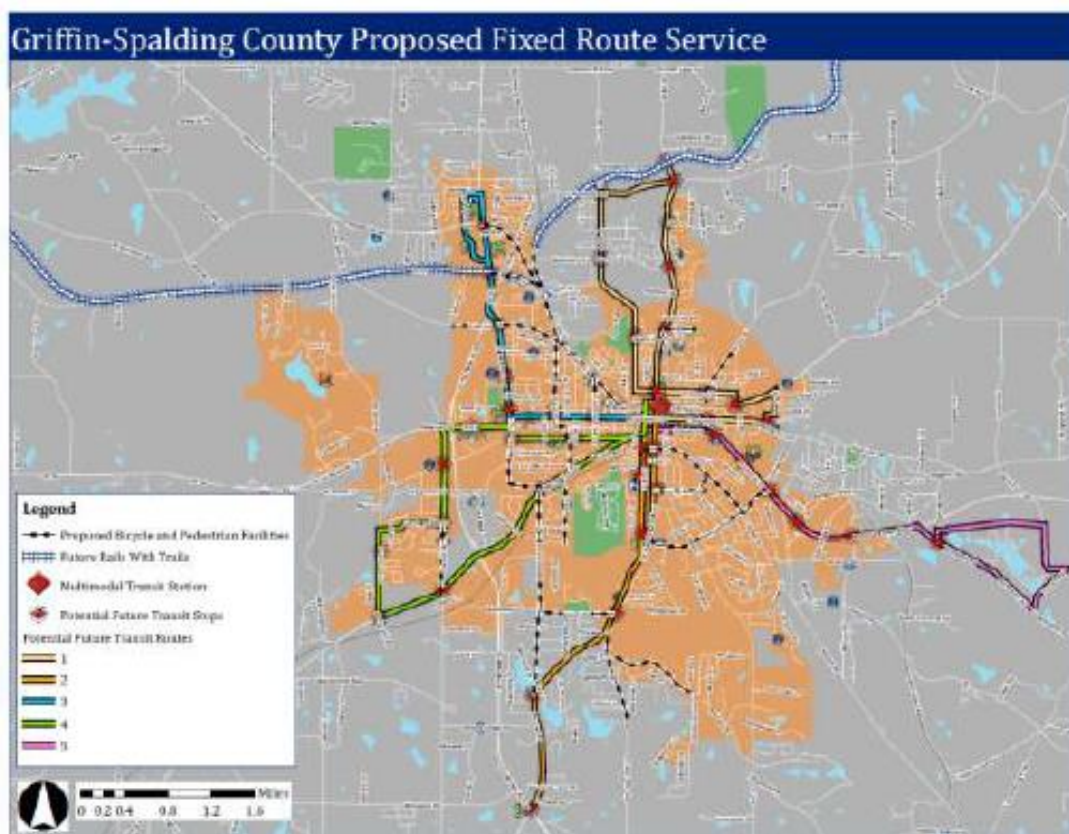


Source: Spalding County Transit Feasibility Study

- **Route 2** - would operate to the southern portion of the service area along US Hwy 19 continuing onto Zebulon Road and terminating in the shopping area at Zebulon Road and US 41 Bypass. Route 2 will also operate on S. 8th Street in order to provide service to Spalding Regional Medical Center and other medical related offices.
- **Route 3** - would operate to the northwestern quadrant of the service area and travel on W. Solomon Street to North Expressway to the shopping and medical centers located near Wal-Mart.

- **Route 4** - would operate within the southwestern portion of the service area on S. 9th Street to W. College Street to Pine Hill Road, Carriage Hill Drive, Carver Road, SR 16 (W. Taylor Street) North Expressway, W. Poplar Street and S. 9th Street to the transfer center.
- **Route 5** - would operate to the eastern portion of the service area via E. Taylor Street, Memorial Drive, and around the Lakes at Green Valley Industrial Park.

FIGURE 7-5: PROPOSED FIXED-ROUTE SERVICE IN SPALDING COUNTY



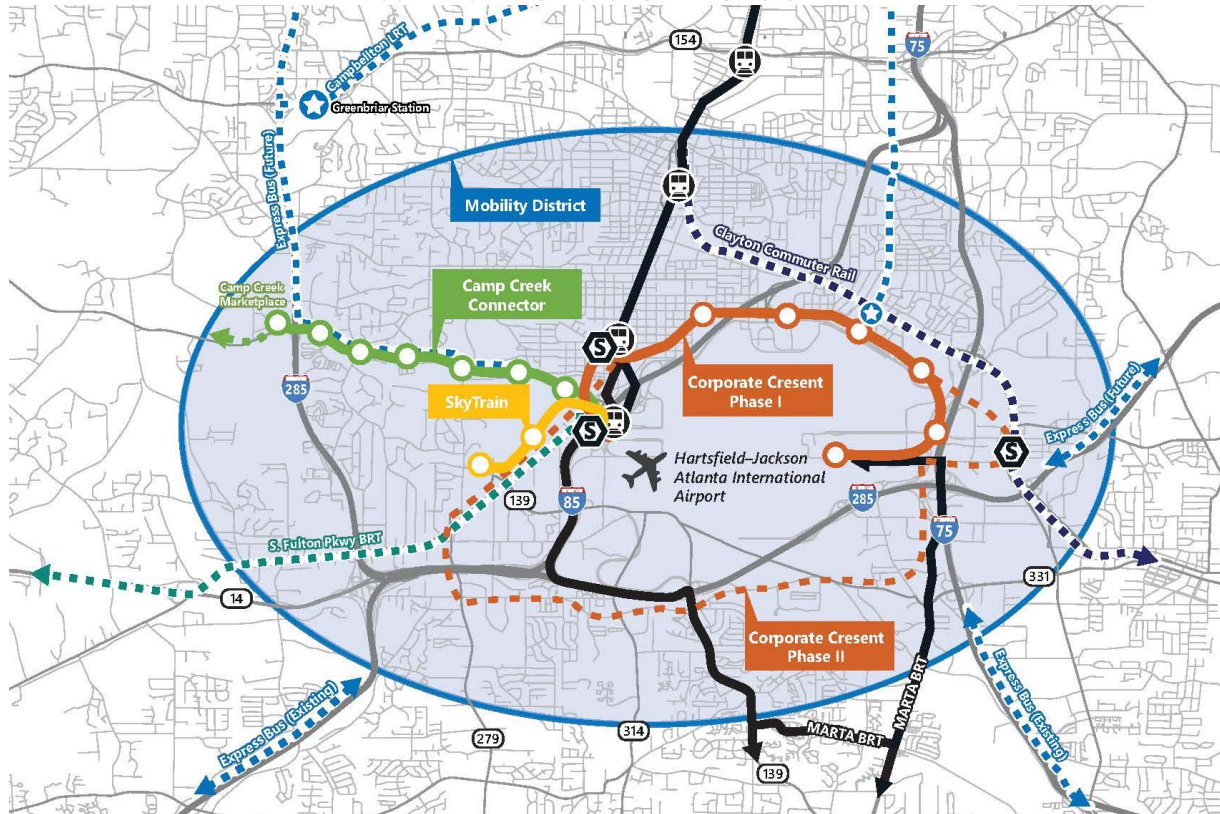
Source: Spalding County Transit Feasibility Study

Aerotropolis Transit Feasibility Study

With Hartsfield-Jackson International Airport (H-JIA) being a major employment destination for Henry County residents, planned transit investments in this area have implications for developing regional transit connections to and from Henry County. The Aerotropolis Transit Feasibility Study was completed in January of 2019 and includes a variety of recommended transit services and connections. These include Xpress bus, Clayton County commuter rail, Corporate Crescent Phase I

and II, Camp Creek Connector, Mobility District services, Intermodal Transit Centers, Riverdale Road ART and South Fulton BRT. The overall Transit System Plan is illustrated in Figure 7-6.

FIGURE 7-6: AEROTROPOLIS TRANSIT SYSTEM PLAN



Source: Aerotropolis Transit Feasibility Study

Xpress Bus service is planned from points south on I-75 to directly serve the airport. This service would initially operate to and from the airport terminal but is planned to eventually operate to and from the Intermodal Transportation Centers.

MARTA is planning regional commuter rail that would serve locations in Clayton County. The project is planned from East Point, through Hapeville and Mountain View to Lovejoy. Connections to the planned Intermodal Transportation Center in Mountain View and the Corporate Crescent circulator are recommended.

The Corporate Crescent Phase I transit service would provide additional service along an arc just north of the airport. This would connect large corporate employers – Delta, Porsche and Well-Fargo to MARTA heavy rail and airport terminals. This service would accommodate airport users, Corporate

Crescent employees and Aerotropolis visitors and residents. Phase II would extend this arc southward to complete a full loop around the airport serving major employers just south of the airport.

The Camp Creek Connector would connect multiple destinations along Camp Creek Parkway through a publicly operated shuttle service. This would replace the many privately operated shuttles from remote airport parking lots.

The Mobility District concept would provide on-demand transportation solutions outside of the normal operating hours of MARTA. This would provide public transportation options around the clock with no gaps in coverage for travelers in the Aerotropolis district.

Intermodal Transportation Centers (ITCs) are planned in the Mountain View area and at either the College Park or Airport MARTA stations. These centers would provide connectivity between multiple modes including MARTA rail, local bus, premium bus, bicycles, TNC, taxi, and shuttle services. This center could feature multiple amenities including real-time trip planning functionality, shower/changing facilities for active transportation and shopping/dining options.

The Riverdale Road ART reflects upgrades to the existing MARTA bus route 196. This includes reducing headways and making improvements at bus stop locations. The long-term vision for this service is a full BRT upgrade, which is consistent with the long-term project identified in the ARC's RTP.

The South Fulton BRT Corridor is envisioned as rubber-tire articulated transit vehicles operating in dedicated lanes. Key stops would include the College Park MARTA, Old National Highway, Stonewall Tell Road, Derrick Road, SR 92 and SR 154.

Atlanta to Macon Commuter Rail

Another planned project with major implications to transit planning in Henry County is commuter rail from Atlanta to Macon. This project is being pursued by the I-75 Central Corridor Coalition, of which Henry County is a member. The alignment of this project would run within the Northern Southern rail corridor through western Henry County with a potential stop in downtown Hampton. This project would provide service between Robins Air Force Base in Warner Robins, GA to Hartsfield-Jackson International Airport.

8. State of Transit

Existing transit services in Henry County are provided through two major operators: HCT and ATL. Currently, HCT provides county-wide demand response transit as their only service offering. Until recently, HCT operated a pilot fixed-route service in northern Henry County that was discontinued due to reduced ridership levels and social distancing concerns resulting from the COVID-19 pandemic. ATL operates four Xpress commuter bus routes that serve four park-and-ride facilities in Henry County. There are also commuter vanpools operating in Henry County.

Henry County Transit

Henry County Transit provides curb-to-curb demand response service that is available to all Henry County residents. The mission of HCT is to provide safe, reliable, accessible and affordable transportation to the citizens of Henry County. Residents frequently use this service to access medical appointments, shopping, employment, senior centers and social events. A detailed analysis of trip characteristics, vehicle itineraries, and origin-destination links will be conducted as part of the upcoming Needs Assessment phase of this study.

HCT also provides human services transportation for disabled individuals accessing services provided by the Georgia Department of Human Services (DHS). An overview of HCT's service characteristics and policies are provided in **Table 8-1**. A full inventory of HCT's service fleet is provided in **Appendix A**. The fleet inventory includes vehicle characteristics, condition, and projected year of replacement.

TABLE 8-1: HENRY COUNTY TRANSIT SERVICE CHARACTERISTICS AND POLICIES

Service Area	Within Henry County
Service Population	Open to all Henry County residents
Service Hours	Monday through Friday 6:00 A.M. - 6:00 P.M. Peak service: 6:00 A.M. - 9:30 A.M. and 1:30 P.M. - 4:00 P.M.
Scheduling Hours	Monday through Friday 7:00 A.M. to 12:00 P.M.
Reservation Policy	Reservations can be made no more than 7 days in advance and up to the day before Monday through Friday between 8:00 a.m.-12:00 P.M.
Fare Rates and Policy	Fare Rates: Riders under 60 years of age: \$4; 60 and Older: \$2. Fares are one-way, per person, per stop and paid as riders board. Exact change is required; drivers do not carry change. Cash and checks are accepted. Riders are charged \$25 for returned checks and cannot ride until the fee is paid.
Cancellation and No-Show Policy	Cancellations should be made a minimum of 24 hours in advance. Cancellations made less than 30 minutes from scheduled pick-up times will be considered a 'no-show'. Riders who fail to show or 'no-show' will be charged full fare. Drivers are only required to wait five minutes for passengers before a 'no-show' occurs. Riders with three consecutive no-shows will be suspended from ridership for a thirty-day period and this may result in denial of future public transportation services.
Accessibility Service and Policies	All service vehicles are wheelchair and mobility device accessible. Wheelchair and mobility device assessments are strongly encouraged to ensure the safety of all riders. Riders with disabilities may be accompanied by a personal care assistant or escort free of charge. Additional companions will be charged the regular fee. Service animals are permitted. When riders with accessibility needs book trips it is recommended that they alert the operator of any assistance needed to board or disembark from the vehicle.
Vehicle Fleet	The service fleet consists of 32 vehicles. These vehicles include 28 16-passenger cutaways, one 20-passenger cutaway, two 6-passenger vans and one 33-passenger bus. A cutaway is a vehicle that has a bus body mounted on the chassis of a van or light-duty truck. A detailed fleet inventory is provided in Appendix A .
Administrative and Maintenance Facilities	HCT's administrative office is located at 530 Industrial Boulevard McDonough, GA 30253. HCT's maintenance, service and inspection facility (Lube Shop) is located at 121 Workcamp Road McDonough, GA 30253.

Source: Henry County Transit

TECHNOLOGY

HCT does not use a lot of technology to operate its transit services. There are no immediate plans to implement new transit technology; however, the County is paying close attention to regional technology discussions. In particular, the ATL is hosting regional discussions on the implementation of General Transit Feed Specification (GTFS) data and, ultimately, the use of seamless farebox technology throughout the 13-county Atlanta Region. Currently, all software systems are in-house to Henry County and not connected to any other regional transit services.

SECURITY CAMERAS

Henry County uses cameras on its vehicles provided by SEON to monitor activity on-board and utilize the data in case of incidents, complaints or crashes. The existing video system records data digitally and is only pulled in the case of one of the aforementioned events.

SCHEDULING AND DISPATCHING

Since 2011, Routematch is the scheduling and dispatching software of choice in Henry County. The software is used to schedule trips, send information to drivers and produce reports on ridership activity. Customers call a designated number and speak with dispatchers who utilize the software to schedule a trip. Information is sent to drivers via tablets on the vehicles that are connected to the Routematch software. Information that can be sent to the driver includes schedule information, driver notifications, trip cancellations and trip additions.

In addition to the Routematch software, the County also utilizes TRIP\$, a software managed by the Georgia DHS. The County does not manage or update the software but utilizes it to access trips that are scheduled by social service entities in Henry County. This trip data is uploaded to drivers so that HCT can provide service to these customers.

PEER SYSTEM REVIEW

A peer system review was conducted to assess how HCT service compares to similar transit agencies. A peer analysis helps the agency gain a better understanding about the efficiency and effectiveness of the existing transit service.

PEER SELECTION METHODOLOGY

The peer selection is guided by the standardized methodology provided in Transit Cooperative Research Program (TCRP) Report 141, *A Methodology for Performance Measurement and Peer Comparison in the Public Transportation Industry*, using 2018 NTD data. The pool of possible peers was initially ranked in order by likeness scores generated by Urban Integrated National Transit Database - FTIS: Florida Transit Information System. The pool of possible peers was assessed through several standard NTD variables:

- Geography (Southeastern US)
- Passenger trips
- Revenue miles
- Service area population
- Total operating expense
- Vehicles operated in maximum service
- Revenue hours

Ultimately, seven peers were selected for the peer analysis and these are listed in **Table 8-2**.

TABLE 8-2: PEER SYSTEMS SELECTED FOR COMPARISON TO HENRY COUNTY TRANSIT

Agency Name	Location
Cherokee Area Transportation System	Cherokee County, GA
Hall Area Transit	Hall County, GA
Athens-Clarke County Transit	Clarke County, GA
Macon-Bibb County Transit Authority	Bibb County, GA
Franklin Transit Authority	Williamson County, TN
Iredell County Area Transportation System	Iredell County, NC
Forsyth County Public Transportation	Forsyth County, GA

PEER ANALYSIS RESULTS

A summary of the peer review analysis is shown in **Table 8-3**. It shows the findings by key performance measures/indicators in comparison with the peer group mean. Positive numbers indicate that Henry County is above the mean and negative numbers indicate that Henry County is below the mean.

The full results of the peer analysis can be found in **Figure 8-1**. For each measure in **Figure 8-1**, the chart on the left provides Henry County trend data for a five-year period and the chart on the right provides the peer review based on 2018 NTD data.

TABLE 8-3: HENRY COUNTY PEER REVIEW ANALYSIS, 2018

Performance Measures	HCT Compared to Peer Average
Service Measures	
Passenger Trips	-80%
Revenue Miles	-17%
Revenue Hours	-9%
Operating Expenses	-47%
Passenger Fare Revenue	-74%
Average Fare	-14%
Vehicles Operated in Maximum Service	46%
Effectiveness Measures	
Passenger Trips per Revenue Mile	-65%
Passenger Trips per Revenue Hour	-69%
Passenger Trips per Capita	-87%
Efficiency Measures	
Operating Expense per Passenger Trip	32%
Operating Expense per Revenue Mile	-28%
Operating Expense per Revenue Hour	-34%
Operating Expense per Capita	-66%
Revenue Miles per VOMS	-43%
Farebox Recovery Ratio	-14%

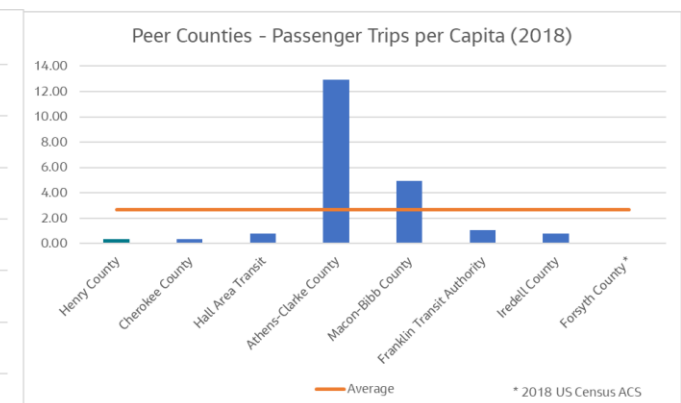
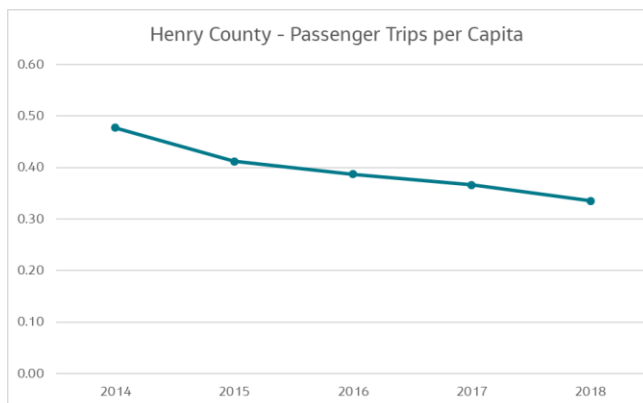
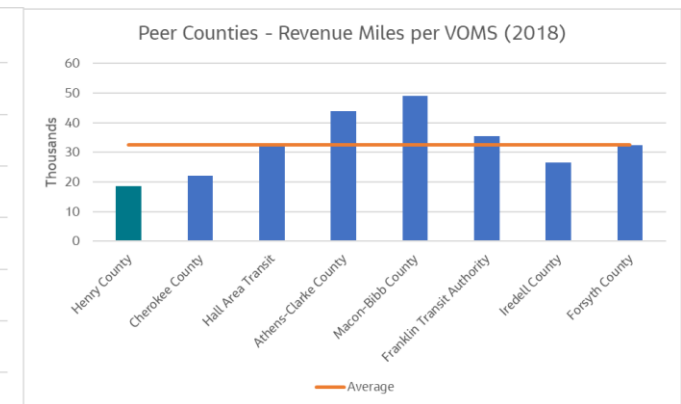
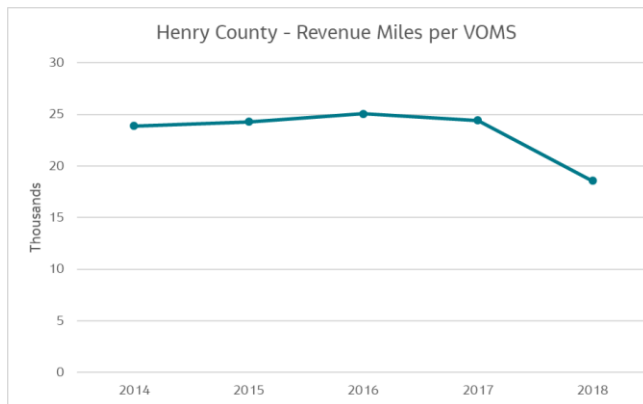
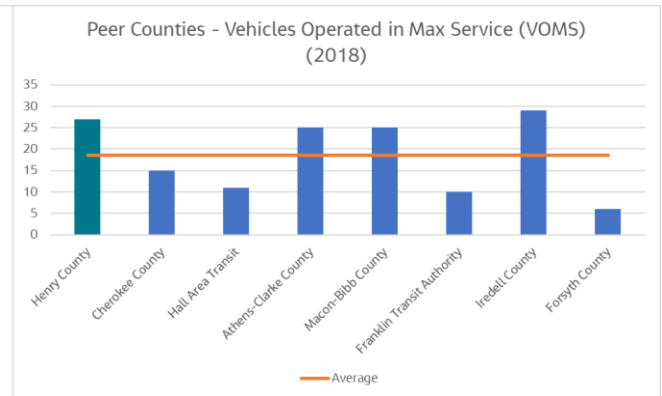
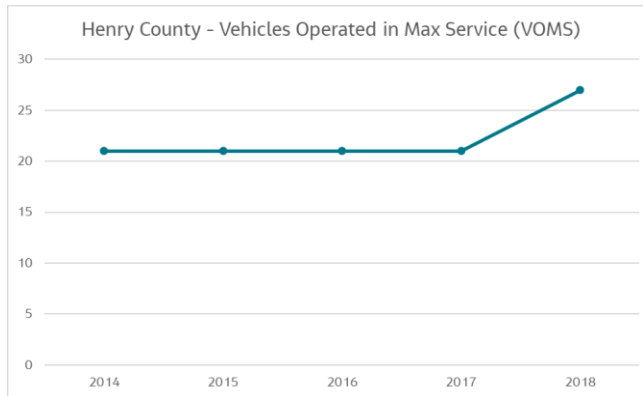
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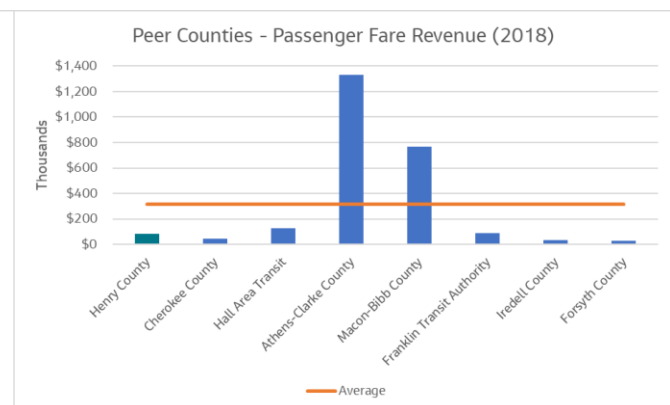
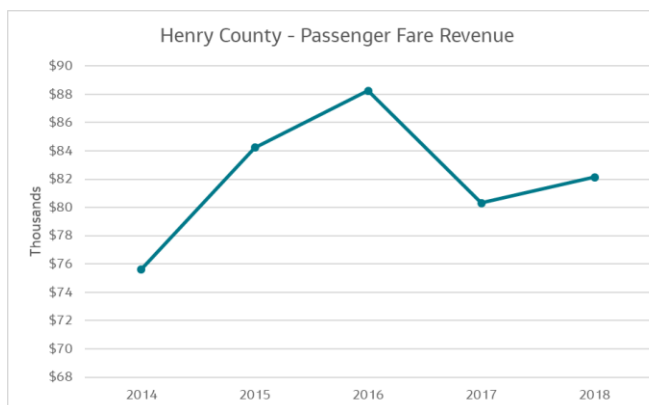
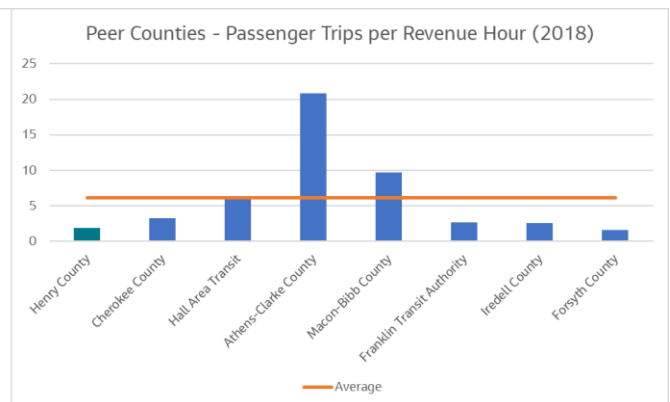
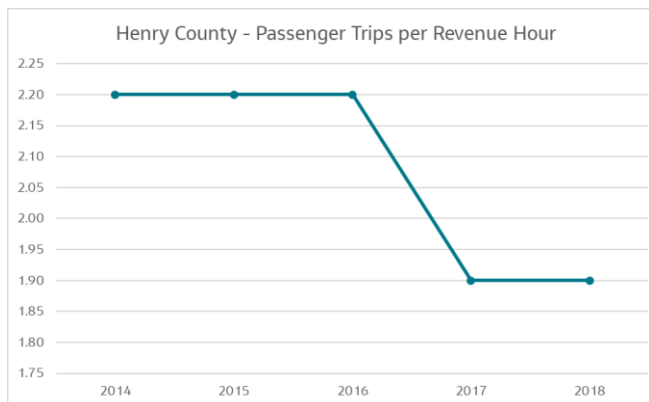
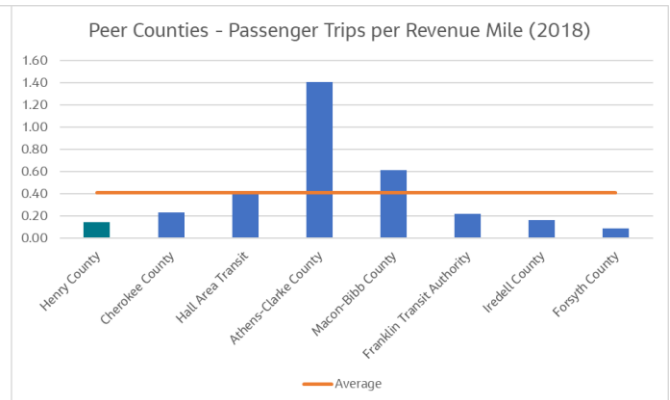
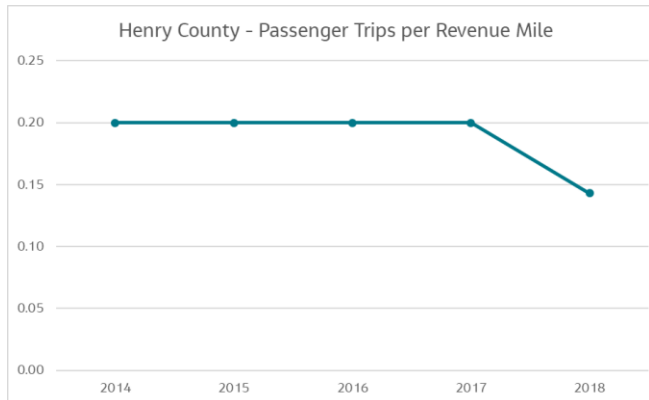
PEER ANALYSIS SUMMARY

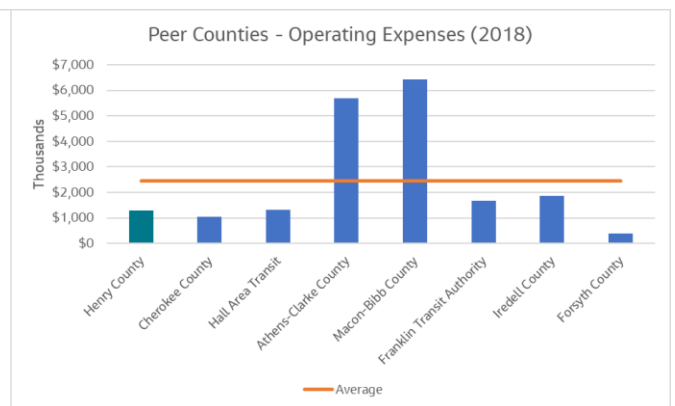
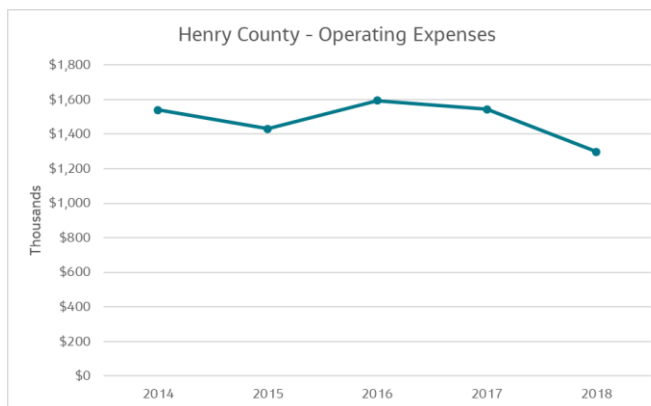
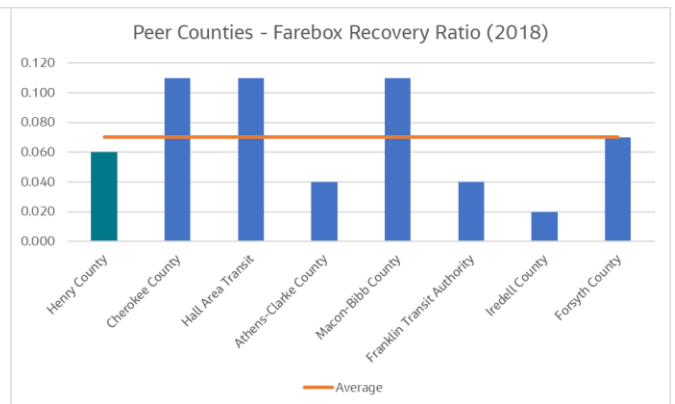
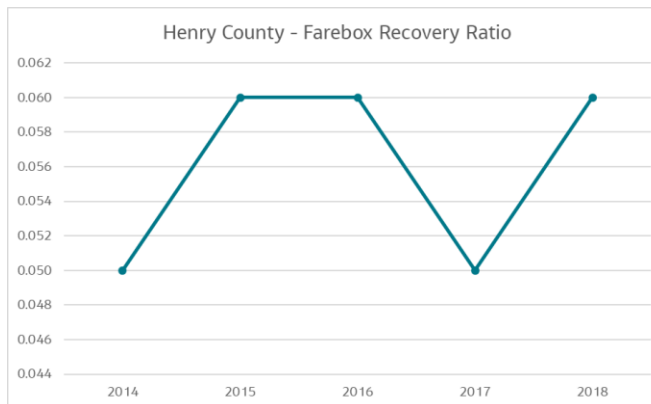
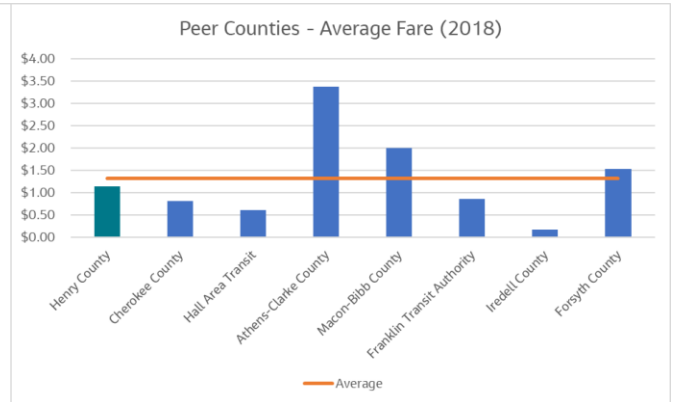
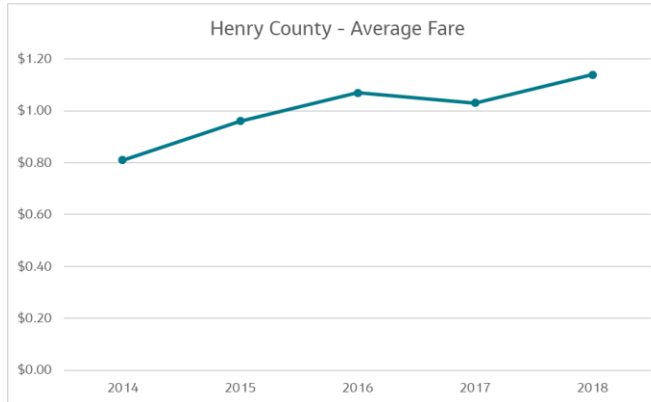
- Henry County generates 80 percent fewer passenger trips than its peers which drives the passenger fare revenue lower than the peer average as well; however, HCT's operating expenses are 47 percent lower than the peer average.
- Although Henry County's operating costs per trip are 32 percent higher than its peers, it has more efficient operating expenses per revenue mile and per revenue hour at 28 percent and 34 percent, respectively.
- Henry County's average fares and farebox recovery ratio are both 14 percent lower than the peer average. These are the closest metrics to the peer average with the exception of revenue hours.

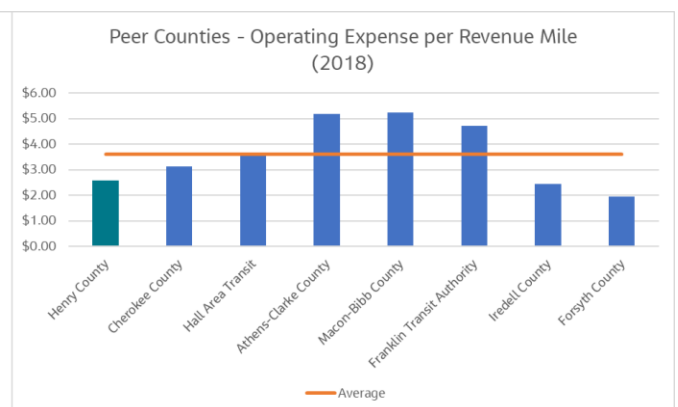
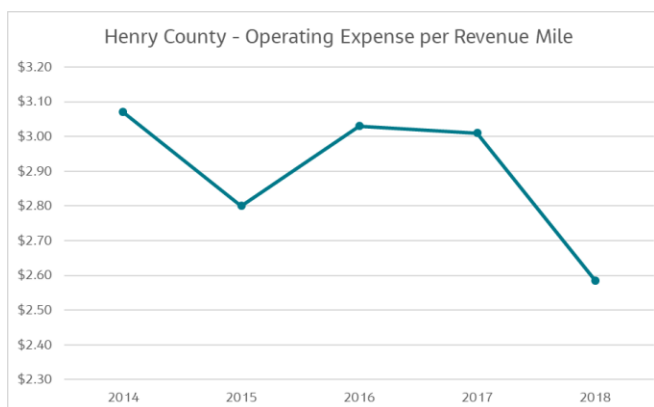
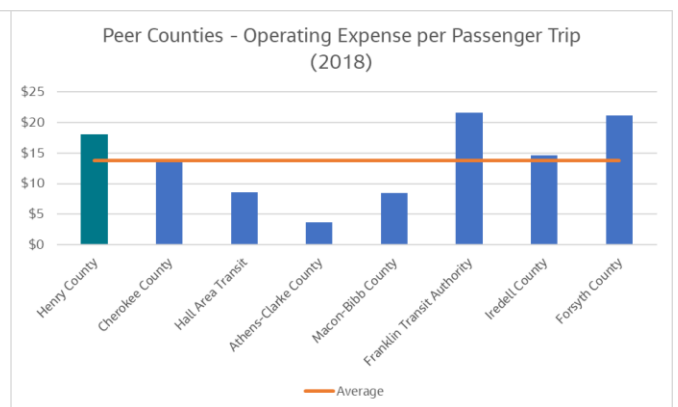
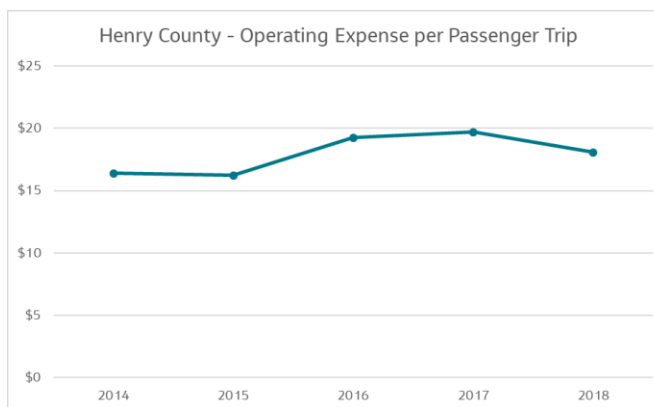
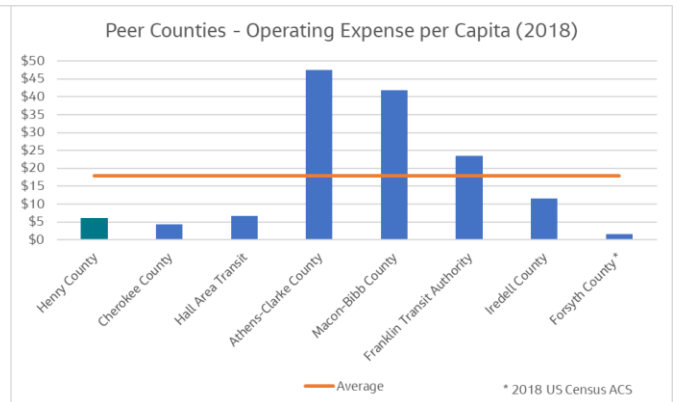
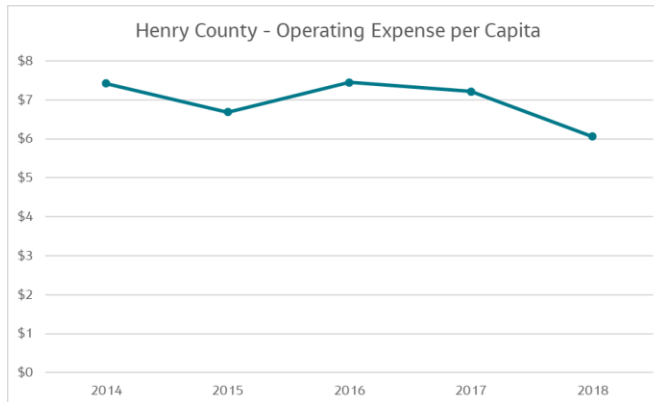
FIGURE 8-1: HENRY COUNTY TREND ANALYSIS AND PEER REVIEW

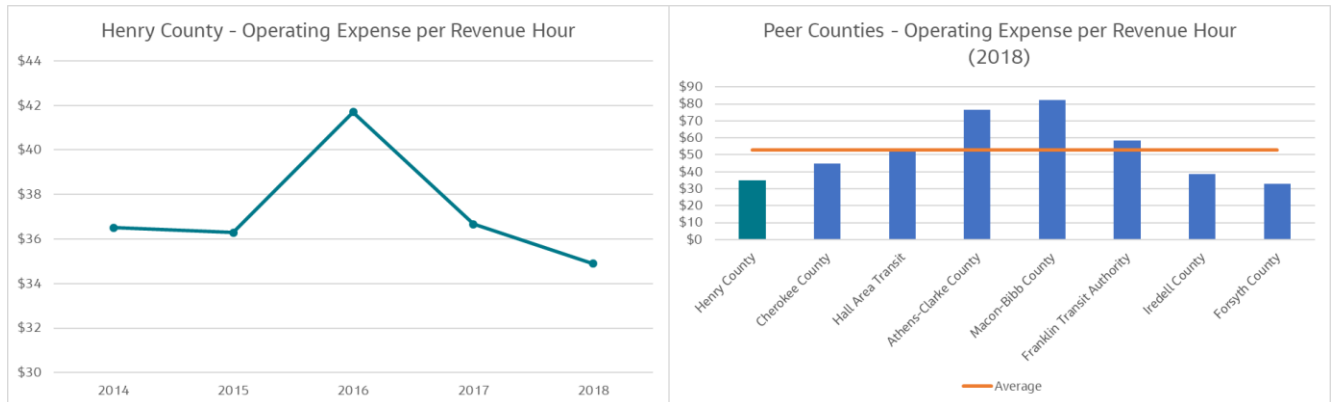












Source: NTD

FUNDING SOURCES

An overview of the current HCT funding sources is provided in this section. A more in-depth analysis of HCT's revenues, costs and funding opportunities will be explored in the upcoming financial considerations phase of this study.

Currently, HCT is funded through four main funding sources: federal, state, local, and direct revenue. The majority of HCT's funding is sourced from local funds in the amount of \$1,426,453 from the county's General Fund. The second largest revenue source is from federal funding programs, in the amount of \$1,416,456. The federal funding is sourced from the following grant programs:

- 5310 Capital Assistance Program:** The Section 5310 program provides financial assistance for capital and operating projects that are public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable and projects that exceed the requirement of the Americans with Disabilities Act (ADA), improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit, and alternatives to public transportation that assist seniors and individuals with disabilities.
- 5339 Bus and Bus Facility Formula Program:** Section 5339 provides funding to states and transit agencies through a statutory formula to replace, rehabilitate and purchase buses and related equipment and to construct bus-related facilities. Eligible recipients include designated recipients that operate fixed route bus service or that allocate funding to fixed route bus operators; and State or local governmental entities that operate fixed route bus service that are eligible to receive direct grants under 5307 and 5311.

- **5311 FTA Formula Grants for Rural Areas:** Section 5311 funds are federal funds that are administered by states. In Georgia, this is done by the GDOT Intermodal Division. "Other than Urban Areas" can apply for operations funds for transit. This requires a local match of 50 percent. To be eligible for these funds, agencies must provide services outside of an urban area. The annual award is based on the newly established formula. Funds are paid to the county as reimbursements of eligible expenditures.
- **5307 FTA Urbanized Area Formula Program:** The Urbanized Area Formula Funding program makes federal resources available to urbanized areas and operating assistance in urbanized areas and for transportation-related planning.

The funding breakdown of these various sources is shown in **Table 8-4**. Henry County is currently eligible to receive funds from both the urban and rural (5307 and 5311) FTA programs. Moving forward, as the County continues to grow and urbanize, the amount of urban funds the county is eligible for will increase and the rural funds will decrease. The updated urbanized area from the 2020 US Census is estimated to impact FY 2022 FTA allocations.

The remaining portion of HCT's revenue is made up of state, local and directly generated funds. Directly generated revenue is made up of fare revenue and funds from a contract with DHS (the State of Georgia Department of Human Services). In Henry County, DHS contracts trips on behalf of multiple organizations to HCT. For each trip provided, DHS pays HCT \$13.50 for ambulatory rides and \$15.00 for rides requiring a wheelchair lift. DHS is invoiced monthly for eligible trips. State funds make up the smallest portion of the HCT funding sources at just over \$40,000.

TABLE 8-4: HENRY COUNTY TRANSIT FUNDING SOURCES (CAPITAL AND OPERATING - FY 2019)

2019 Funding Sources	Category	Subtotal	Total
Federal Assistance	Capital Assistance Spent on Operations (Including Maintenance) (5310)	\$16,455	\$1,416,456
	Bus and Bus Facilities Formula (5339)	\$785,878	
	FTA Formula Grants for Rural Areas (5311)	\$515,735	
	FTA Urbanized Area Formula (5307)	\$98,388	
State Funds	State Funding Programs	\$40,458	\$40,458
Local Funds	County General Fund	\$1,426,453	\$1,426,453
Directly Generated	Fare Revenue	\$66,485	\$389,921
	DHS Contract	\$323,436	
TOTAL			\$3,273,288

Source: NTD 2019

PILOT FIXED-ROUTE SERVICE

Pilot fixed-route service was implemented in northern Henry County in 2018 and discontinued in 2020 due to social distancing concerns and reduced ridership from the COVID-19 pandemic. The pilot route operated from 9:00 A.M. to 5:00 P.M., Monday through Friday, with a service break from 12:20 P.M. to 1:50 P.M. Bus stop signage, shown in **Figure 8-2**, was installed along the route and includes the stop schedule. The route provided service via a 20-passenger StarTrans Senator II Shuttle Bus. Headways fluctuated at stops throughout the day but were typically between 70 minutes and 90 minutes.

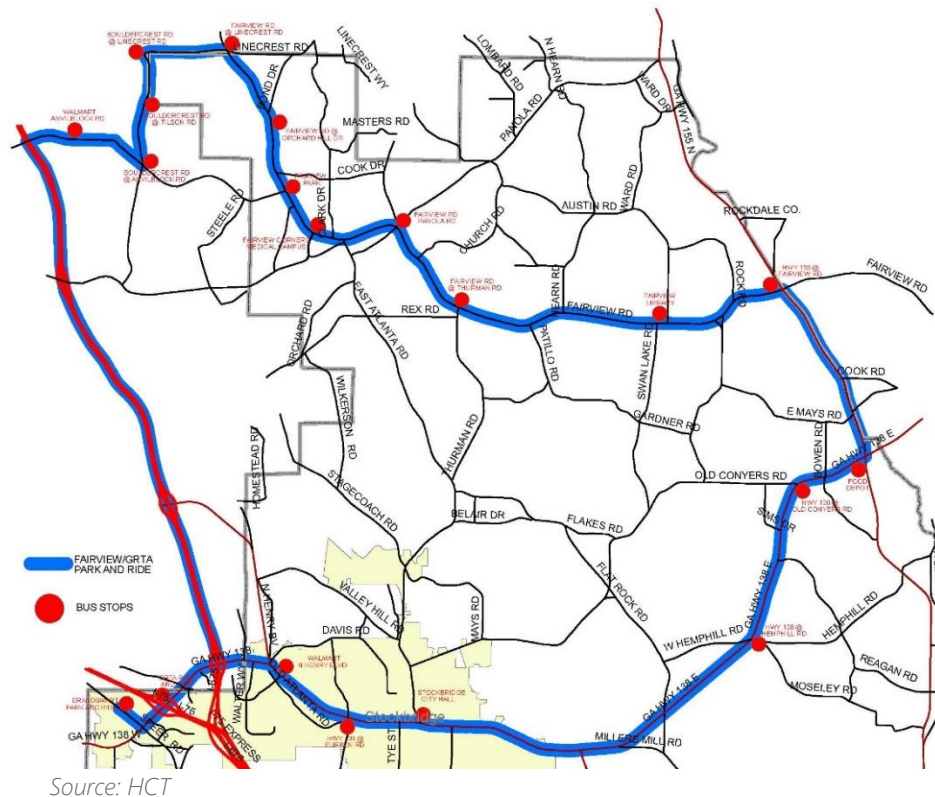
Figure 8-3 displays the path of the pilot route, which consists of a circular route along SR 138 (North Henry Boulevard), SR 155, Fairview Road, Bouldercrest Road, Anvil Block Road, I-75 South, and SR 138. The northern extents of the route along Bouldercrest Road and Anvil Block Road allowed for transfers to MARTA Routes 32 and 195, before those routes were cut in COVID-19 service reductions.

FIGURE 8-2: FIXED-ROUTE STOP SIGNAGE



Source: HCT

FIGURE 8-3: FAIRVIEW-GRTA FIXED-ROUTE PILOT ROUTE



The pilot route served the Fairview Corners Wellness Campus, Fairview Public Library and Fairview Recreation Center. It also served several Wal-Mart shopping centers. The route served the Stockbridge and BrandsMart park-and-rides twice each in the morning and afternoon peak periods to align with Xpress service.

Monthly ridership totals for the pilot route in 2019 are detailed in **Table 8-6**. The low route performance suggests the need to reevaluate the pilot service route and service characteristics. The need to relaunch fixed-route pilot service with improved service characteristics or in a new location will be examined further in the upcoming Needs Assessment phase of the study.

TABLE 8-6: PILOT FIXED-ROUTE MONTHLY RIDERSHIP (2019)

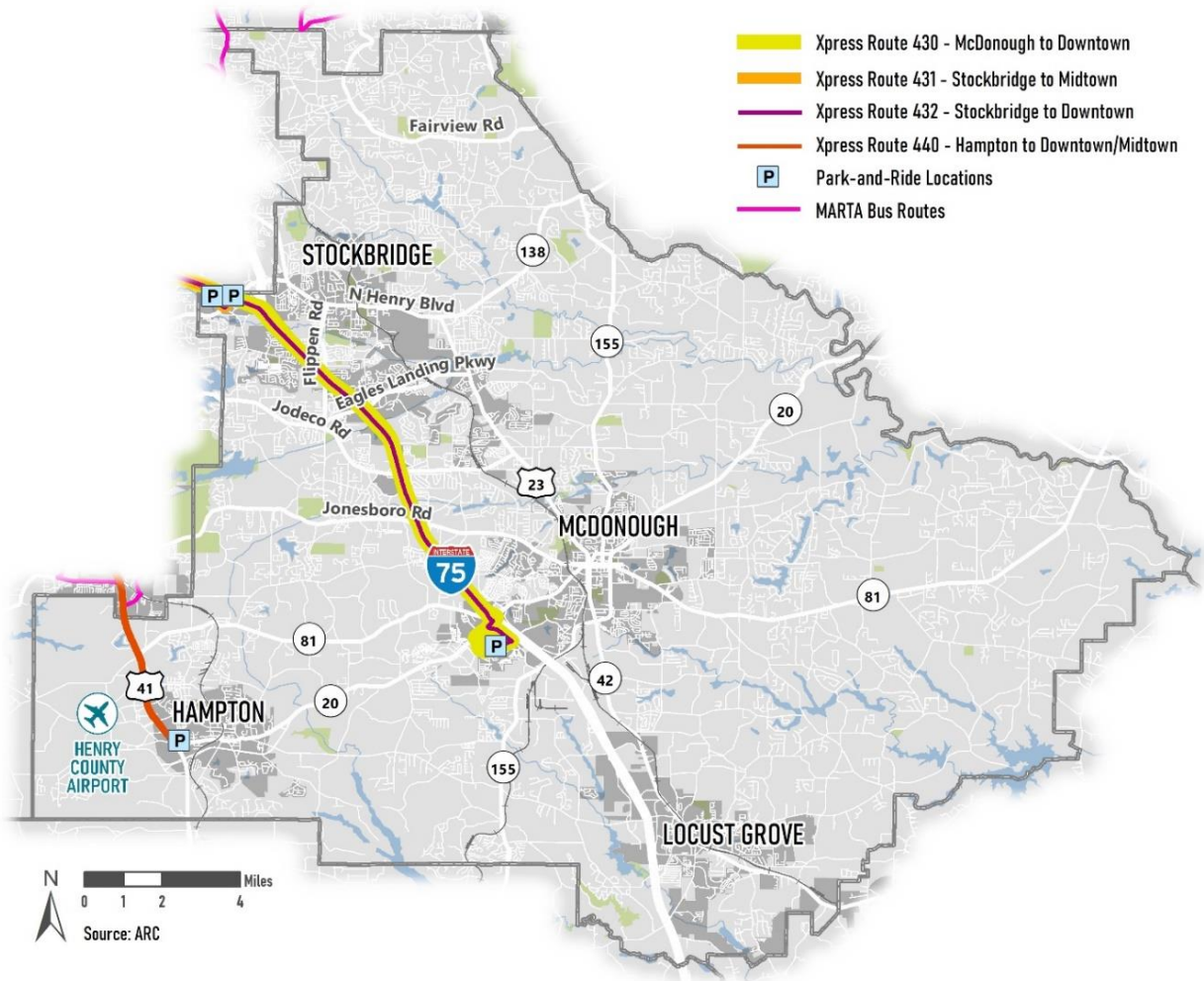
Month (2019)	Total Passengers	Service Days	Average Passengers per Service Day
January	84	21	4.00
February	87	20	4.35
March	75	20	3.75
April	56	22	2.50
May	61	22	2.80
June	55	20	2.80
July	61	22	2.80
August	74	22	3.40
September	59	20	3.00
October	105	23	4.60
November	99	19	5.20
December	79	19	4.20

Source: Henry County Transit

Commuter XPRESS Bus

The ATL operates four Xpress bus routes in Henry County and these routes serve four park-and-ride locations within the County. **Figure 8-4** displays the existing transit services and park-and-ride locations in Henry County. Two park-and-ride facilities are located in Stockbridge at BrandsMart and the Stockbridge Commuter Park-and-Ride Lot at the interchange of I-75 and SR 138 (Lake Spivey Parkway). Another park-and-ride facility is located in McDonough at Avalon Park on Industrial Parkway. Hampton also contains a park-and-ride at Boothe's Crossing shopping center.

FIGURE 8-4: EXISTING TRANSIT SERVICES



Source: ARC

Commuter Xpress bus service primarily serves the I-75 South corridor from McDonough or Stockbridge to downtown/Midtown Atlanta. One route serves the US 19-41 corridor from Hampton to downtown/Midtown Atlanta with stops at Jonesboro in Clayton County. Services are provided Monday through Friday during peak morning and evening commute hours. **Tables 8-7 through 8-10** detail the current service schedules for the four routes that serve Henry County. In 2020, service levels on Xpress routes were reduced to efficiently serve dramatically reduced ridership due to the COVID-19 pandemic.

TABLE 8-7: XPRESS BUS ROUTE 430 MCDONOUGH TO DOWNTOWN – UPDATED SERVICE SCHEDULE

Source: ATL

Outbound				In-Bound
McDonough P&R	MLK Jr. Dr at Peachtree Street	Peachtree Center Ave at Auburn Ave	Civic Center MARTA Station	Civic Center MARTA Station
5:45 AM	6:23 AM	6:27 AM	6:40 AM	3:30 PM
6:10 AM	6:49 AM	6:53 AM	7:11 AM	4:00 PM
6:30 AM	7:21 AM	7:26 AM	7:42 AM	4:40 PM
6:50 AM	7:37 AM	7:42 AM	7:58 AM	5:00 PM
7:30 AM	8:22 AM	8:27 AM	8:43 AM	5:35 PM

TABLE 8-8: XPRESS BUS ROUTE 431 BRANDSMART/STOCKBRIDGE TO MIDTOWN – UPDATED SERVICE SCHEDULE

Source: ATL

Outbound				In-Bound
BrandsMart P&R	Stockbridge P&R	Civic Center MARTA Station	Arts Center MARTA Station	Civic Center MARTA Station
5:30 AM	5:38 AM	6:00 AM	6:11 AM	---
6:00 AM	6:08 AM	6:38 AM	6:51 AM	3:00 PM
6:45 AM	6:53 AM	7:39 AM	7:52 AM	4:00 PM
7:15 AM	7:24 AM	8:00 AM	8:16 AM	5:00 PM

TABLE 8-9: XPRESS BUS ROUTE 432 BRANDSMART/STOCKBRIDGE TO DOWNTOWN - UPDATED SERVICE SCHEDULE

Outbound					In-Bound
BrandsMart P&R	Stockbridge P&R	MLK Jr Dr at Peachtree Street	Peachtree Center Ave at Auburn Ave	Civic Center MARTA Station	Civic Center MARTA Station
5:30 AM	5:38 AM	5:57 AM	6:00 AM	6:13 AM	3:30 PM
6:30 AM	6:38 AM	7:03 AM	7:08 AM	7:24 AM	4:40 PM
7:00 AM	7:09 AM	7:47 AM	7:52 AM	8:08 AM	5:10 PM

Source: ATL

TABLE 8-10: XPRESS BUS ROUTE 440 HAMPTON/JONESBORO TO DOWNTOWN/MIDTOWN - UPDATED SERVICE SCHEDULE

Outbound					In-Bound
Hampton P&R	Jonesboro P&R	Civic Center MARTA Station	Arts Center MARTA Station	Spring Street at Linden Ave	Civic Center MARTA Station
5:15 AM	5:30 AM	6:05 AM	6:15 AM	6:22 AM	---
6:00 AM	6:15 AM	7:03 AM	7:13 AM	7:20 AM	3:10 PM
7:00 AM	7:16 AM	8:09 AM	8:21 AM	8:31 AM	4:05 PM
8:00 AM	8:16 AM	9:03 AM	9:13 AM	9:22 AM	5:05 PM

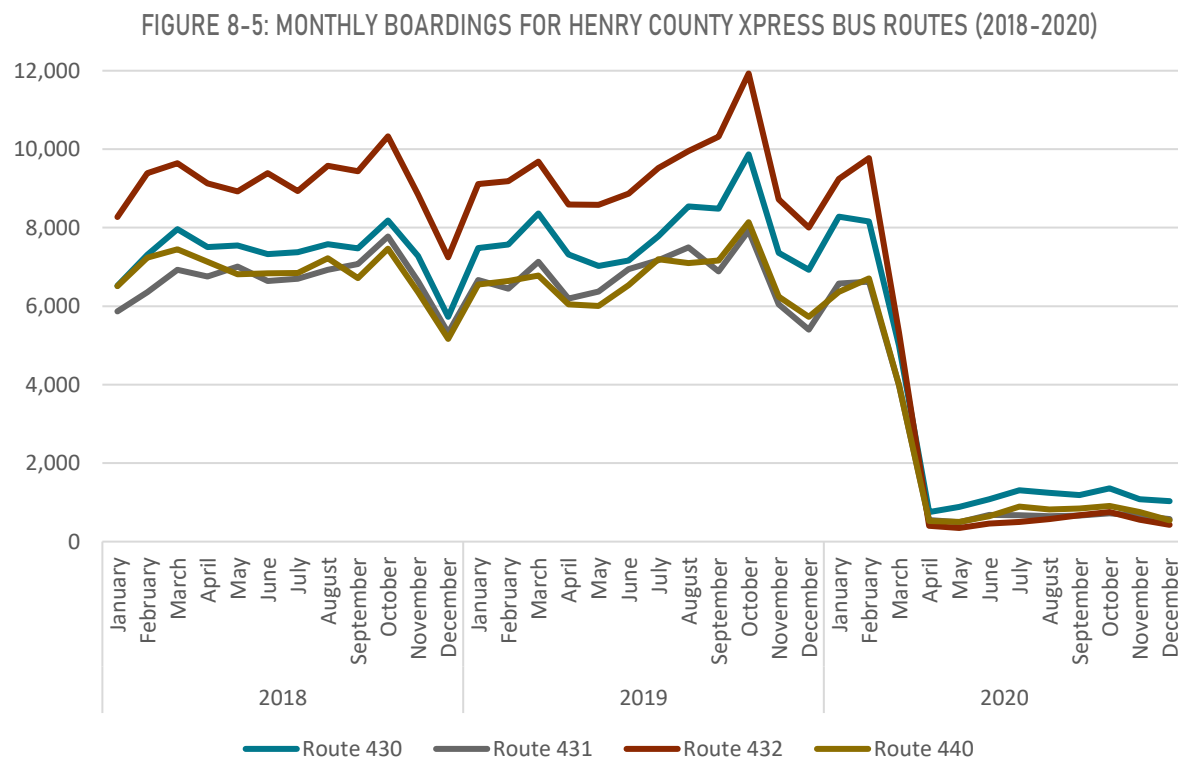
Source: ATL

XPRESS BUS RIDERSHIP

A ridership analysis of Henry County's Xpress bus routes was conducted to assess current ridership levels and identify trends. **Figure 8-5** illustrates ridership levels as monthly boardings for the four routes that served Henry County from 2018 to 2020. The most notable trend in ridership over this period is the steep decline in March 2020 resulting from the COVID-19 pandemic. Ridership declined 93 percent for Henry County's routes between February and April of 2020. Ridership has increased slightly over the remainder of 2020 from a low of 2,228 combined monthly boardings in April to a high of 3,732 combined boardings in October. ATL service planners do not expect Xpress service to return to pre-COVID levels of ridership and service for at least three to five years.

In the Pre-COVID period, Route 432 from BrandsMart/Stockbridge to downtown Atlanta exhibited the highest ridership levels of any route. From 2018 to early 2020, steady increases in ridership were seen

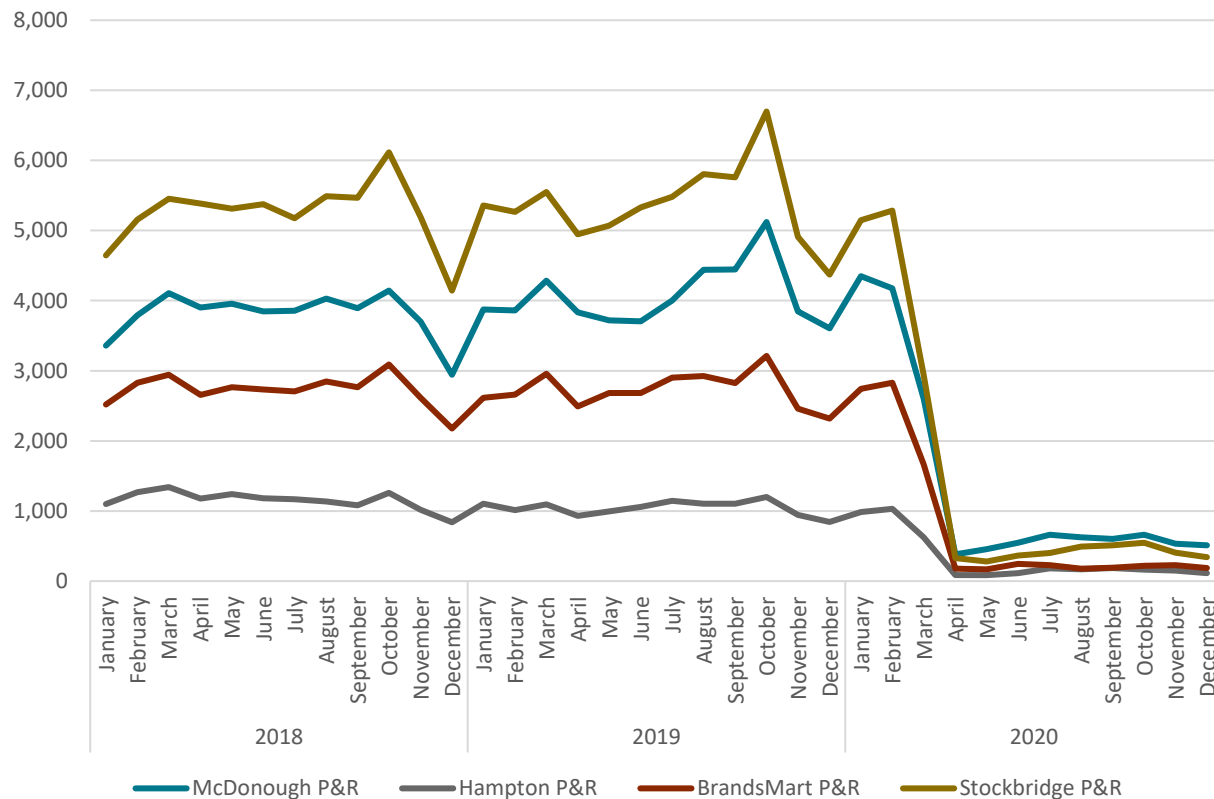
on Route 432, when controlling for the seasonal effects on ridership. Ridership peaks in the fall and dips in December for all routes. Similar ridership increases were seen for Route 430, which runs from McDonough to downtown Atlanta. Smaller more modest increases in ridership were evident over this period for Route 440 from Hampton to downtown/Midtown Atlanta and Route 431 from BrandsMart/Stockbridge to downtown Atlanta.



Source: ATL

Figure 8-6 displays the number of monthly boardings by park-and-ride location between 2018 to 2020. The Stockbridge park-and-ride exhibits the highest number of monthly boardings by a considerable margin. Increases in monthly ridership are evident at the Stockbridge and McDonough locations suggesting a growing demand for park-and-ride facilities in these areas. The BrandsMart and Hampton park-and-rides have seen relatively flat levels of growth in monthly ridership in recent years.

FIGURE 8-6: MONTHLY BOARDINGS BY HENRY COUNTY PARK-AND-RIDE LOCATIONS (2018-2020)



Source: ATL

Commuter Vanpool

Commuter vanpool services are provided within Henry County through SRTA. The program enables commuters with similar trip origins and destinations to share rides. SRTA provides financial incentives for commuters to promote participation and contracts with private sector vendors who provide the vehicles. Vanpool vendors provide vans with capacities ranging between 7-15 passengers. Some vehicles include features, such as GPS navigation and in-vehicle wi-fi. Ride-matching services are provided through Georgia Commute Options.

Commuter vanpools are a heavily utilized form of transportation in Henry County. **Table 8-11** details Henry County's monthly vanpool passenger trips between January 2019 and February 2020. During this period an average of 12,293 monthly trips were provided via vanpools, and a total of 147,626 trips

were taken in 2019 via vanpools in Henry County. Vanpools originating in Henry County serve many destinations throughout the Atlanta metropolitan region. A detailed assessment of vanpool origins and destinations and travel trends will be conducted as part of the upcoming needs assessment phase of the Henry TMP.

TABLE 8-11: MONTHLY HENRY COUNTY VANPOOL PASSENGER TRIPS

Month	Total Passengers
January 2019	12,432
February 2019	10,380
March 2019	12,599
April 2019	11,933
May 2019	13,574
June 2019	11,882
July 2019	13,357
August 2019	12,021
September 2019	11,763
October 2019	13,742
November 2019	12,289
December 2019	11,654
January 2020	13,626
February 2020	10,994
Monthly Average	12,293

Source: The ATL/SRTA

9. Next Steps

This Inventory and Existing Conditions Memorandum provides the baseline information needed to guide the development of the TMP. The data in this report will be used to help identify transportation needs that will require additional study in the upcoming needs assessment phase of the TMP. The key findings from this report will be presented to the public at a virtual public meeting held in February 2021 to elicit community feedback on transit needs, desires and concerns. The information provided in this report will also be used to help identify the community's vision for transit service that will be discussed with the public during a second round of public engagement in the spring of 2021.

Figure 9-1 outlines the TMP study process and shows that the study is currently in first stage of the process. The Inventory and Existing Conditions Memorandum represents the culmination of the first technical phase of the study. The next phase involves identifying transit needs through additional technical analysis and feedback from elected officials, the public, community stakeholders and Technical Committee. A major upcoming technical effort will involve analyzing HCT demand response trips and ATL Vanpool ridership data in the DataTripper visualization tool to gain insights on existing travel patterns and unmet transit needs.

FIGURE 9-1: HENRY TMP STUDY PROCESS



Appendix A.

HCT Vehicle Fleet Inventory

TABLE A-1: HENRY COUNTY TRANSIT VEHICLE FLEET INVENTORY

Service	ID	Type	Year	Model	Vehicle Type	Seats	Wheelchair Stations	Physical Condition*	Mechanical Condition**	Odometer Reading (Feb 2021)	Projected Year of Replacement Request
Demand Response	3389	PASSENGER BUS	2013	FORD E350	CUTAWAY	16	2	F	G	144,361	2018/ 150,000 Miles
Demand Response	3390	PASSENGER BUS	2013	FORD E350	CUTAWAY	16	2	F	G	140,137	2018/ 150,000 Miles
Demand Response	3392	PASSENGER BUS	2013	FORD E350	CUTAWAY	16	2	F	G	144,361	2018/ 150,000 Miles
Demand Response	3539	PASSENGER BUS	2015	FORD E350	CUTAWAY	16	2	F	G	99,597	2020/ 150,000 Miles
Demand Response	3540	PASSENGER BUS	2015	FORD E350	CUTAWAY	16	2	F	G	100,429	2020/ 150,000 Miles
Demand Response	3541	PASSENGER BUS	2015	FORD E350	CUTAWAY	16	2	F	G	127,677	2020/ 150,000 Miles
Demand Response	3840	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	86,958	2021/ 150,000 Miles
Demand Response	3841	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	80,681	2021/ 150,000 Miles
Demand Response	3842	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	78,249	2021/ 150,000 Miles
Demand Response	3843	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	84,905	2021/ 150,000 Miles
Demand Response	3941	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	43,496	2021/ 150,000 Miles
Demand Response	3942	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	50,323	2021/ 150,000 Miles
Demand Response	3943	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	46,873	2021/ 150,000 Miles
Demand Response	3944	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	42,887	2021/ 150,000 Miles
Demand Response	3945	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	46,342	2021/ 150,000 Miles
Demand Response	3946	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	51,375	2021/ 150,000 Miles
Demand Response	3947	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	41,888	2021/ 150,000 Miles
Demand Response	3948	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	51,514	2021/ 150,000 Miles
Demand Response	3949	PASSENGER BUS	2017	FORD E350	CUTAWAY	16	2	G	G	27,184	2021/ 150,000 Miles
Demand Response	4027	PASSENGER BUS	2019	FORD E350	CUTAWAY	16	2	N	G	13,366	2024/ 150,000 Miles
Demand Response	8100	PASSENGER BUS	2011	GLAVAL	BUS	33	1	F	G	43,070	2021/ 150,000 Miles
Demand Response	8248	PASSENGER BUS	2015	FORD E350	CUTAWAY	16	2	F	G	129,360	2020/ 150,000 Miles
Demand Response	8249	PASSENGER BUS	2015	FORD E350	CUTAWAY	16	2	F	G	131,063	2020/ 150,000 Miles
Demand Response	8410	PASSENGER BUS	2016	FORD E350	CUTAWAY	16	2	F	G	81,360	2021/ 150,000 Miles
Demand Response	8411	PASSENGER BUS	2016	FORD E350	CUTAWAY	16	2	F	G	85,500	2021/ 150,000 Miles
Demand Response	8682	PASSENGER BUS	2018	FORD E350	CUTAWAY	20	2	G	G	9,425	2023/ 150,000 Miles
Demand Response	8716	PASSENGER BUS	2018	FORD E350	CUTAWAY	16	2	G	G	24,913	2023/ 150,000 Miles
Demand Response	8717	PASSENGER BUS	2018	FORD E350	CUTAWAY	16	2	G	G	28,032	2023/ 150,000 Miles
Demand Response	8718	PASSENGER BUS	2018	FORD E350	CUTAWAY	16	2	G	G	32,001	2023/ 150,000 Miles
Demand Response	8720	PASSENGER BUS	2019	FORD E350	CUTAWAY	16	2	N	G	22,815	2024/ 150,000 Miles
Demand Response	8893	VAN	2021	FORD TRANSIT	CONNECT VAN	6	2	N	G	2,551	2025/ 150,000 Miles
Demand Response	8896	VAN	2021	FORD TRANSIT	CONNECT VAN	6	2	N	G	2,551	2025/ 150,000 Miles
*Physical Condition (N = Like new; G = Like new, almost no signs of wear and tear; F = General appearance is satisfactory but is beginning to show signs of wear and aging)											
**Mechanical Condition (G = Good working order requiring only nominal minor repairs; F = Requires minor frequent repairs; P = Requires frequent major repairs)											

Source: Henry County Transit

June 2021



Transit Vision

Overview

The Henry County Transit Master Plan (TMP) is a 30-year outlook for the future transit system and services in Henry County. The TMP's mission is to address the county's mobility challenges, foster economic development, and improve quality of life. Henry County is developing the TMP in partnership with the Atlanta-Region Transit Link Authority (ATL), and, the cities of Hampton, Locust Grove, McDonough and Stockbridge. The TMP is scheduled to conclude in fall 2021. The outcome of this process will be a prioritized list of transit improvements, programs, and policy recommendations.

How We Got Here

The planning process was launched in October 2020 with a comprehensive assessment of existing conditions and future trends to better understand the growing needs for transit throughout the county. This assessment, along with input from stakeholders and the community, was used to establish a strategic vision for transit that reflects the priorities of Henry County. The assessment was also used to help identify a set of transportation needs to be addressed in the transit planning process.

Activities completed to date:



FALL/WINTER 2020

- Data Gathering & Existing/Future Conditions
- Online Public Survey & Virtual Meeting
- Technical & Stakeholder Committee Meetings



SPRING 2021

- Stakeholder Interviews & Visioning Charrette
- Transit Vision & Needs Assessment



SUMMER 2021

- Alternatives Development and Evaluation ★ WE ARE HERE
- Henry County Transit Rebranding
- Financial Analysis, Fare Policy & Recommendations



FALL 2021

- Final TMP for Adoption by the Henry County Board of Commissioners



Henry County's Transit Vision:

To provide a safe and dependable high-quality transit system that enhances the quality of life and delivers mobility options for all county residents.

Through both the technical analysis and input received to date from stakeholders and the general public, the Vision reflects community desires for transit and forms the foundation for the future Henry County transit system and services. Moving forward, the TMP will seek to build on this Vision and address five key transit need areas, which include the following:

Need Areas



Increase Transit Accessibility and Connectivity to Jobs and Opportunities

Expand Multimodal Transportation Choices



Support Land Use and Economic Development

Reduce Travel Times and Traffic Congestion



Provide a Safe, Equitable, and Cost-Effective Transit System



Working Together to Shape the Countywide Transit Vision

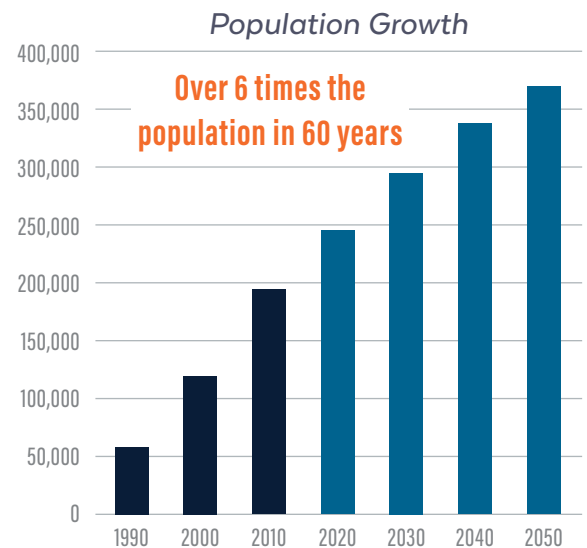
Existing/Future Conditions + Input from the Community = Countywide Transit Vision

Henry County's Transit Vision was shaped by findings from the existing conditions and future trends, and input from the community over the course of the last eight months.

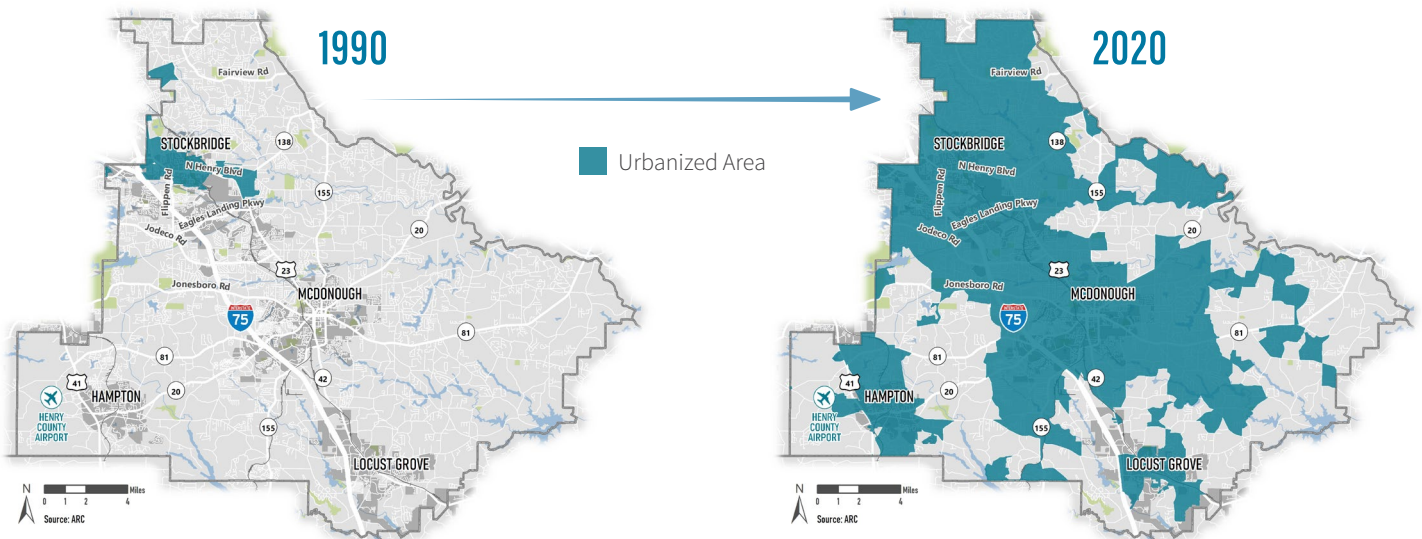
Key Conditions that Shaped the Vision

Rapid Population Growth and Urbanization

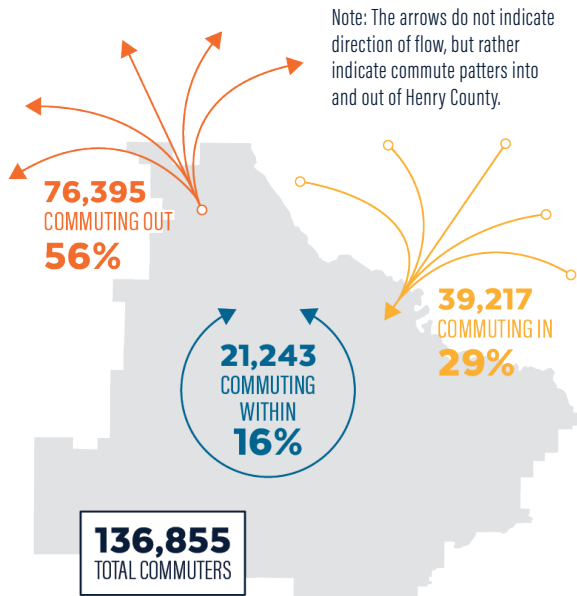
- » Henry County experienced unprecedented growth in recent decades, becoming a destination for the region's southside. This rapid growth is shifting and densifying development patterns, putting more pressure on the county's transportation system.
- » Henry County's population grew at a much faster rate than employment, contributing to a jobs-housing imbalance. This trend is expected to continue in the next 30 years, with population and employment growing by 50% and 28%, respectively.
- » There is a need for enhanced transit connectivity within the county, creating opportunity for transit to be a catalyst for higher density, transit-supportive development in key areas of the county.



Urbanization of Henry County



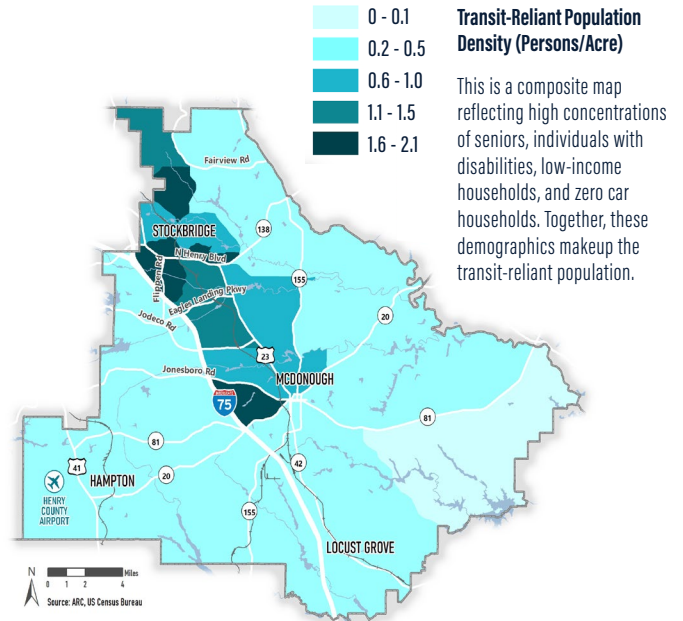
Rising Demand for Travel Options Due to Increased Congestion and Delay



Commute Pattern (2019)

- » Prior to the pandemic, over half of county residents commuted to jobs outside the county, with the Hartsfield-Jackson Atlanta International Airport, Downtown and Midtown Atlanta being top destinations.
- » Almost a third of the work trips in the county are from outside the county, with many commuting to McDonough and along heavily congested corridors such as I-75 at Eagles Landing Parkway, SR 20, and SR 155.
- » While the future of commuting may look different in the post-pandemic world, early indications and emerging travel trends suggest a spreading of peak travel conditions, return of growth and development intensity, an increase in crashes across the transportation network, and congestion mounting in major corridors at exponential rates.
- » The need for sustainable travel options like transit and improved regional connectivity in the long-term is not expected to change.

Growing Needs of the Transit-Reliant Population



Transit-Reliant Population

- » In 2019, Henry County Transit provided over 70,000 demand response trips. Henry County Transit's demand response service is curb-to-curb, must be scheduled in advance, and is open to all county residents with no restrictions (i.e., age, disability, income, mobility). As the county grows, the demand for reliable transit services will outpace the capacity of the current system.
- » In particular, the county is home to a growing number of transit-reliant residents (i.e., seniors, persons with disabilities, persons living in poverty, and those without access to a car). Highest concentrations of transit-reliant residents are found on the east side of I-75 from McDonough to Stockbridge and near the border of Clayton County, emphasizing the growing transit need in the most populous and urban areas in the county.
- » While the impacts from increased growth and congestion will be felt by everyone, the most vulnerable are those who rely on transit for all their travel needs.

Collaborative Input and Results

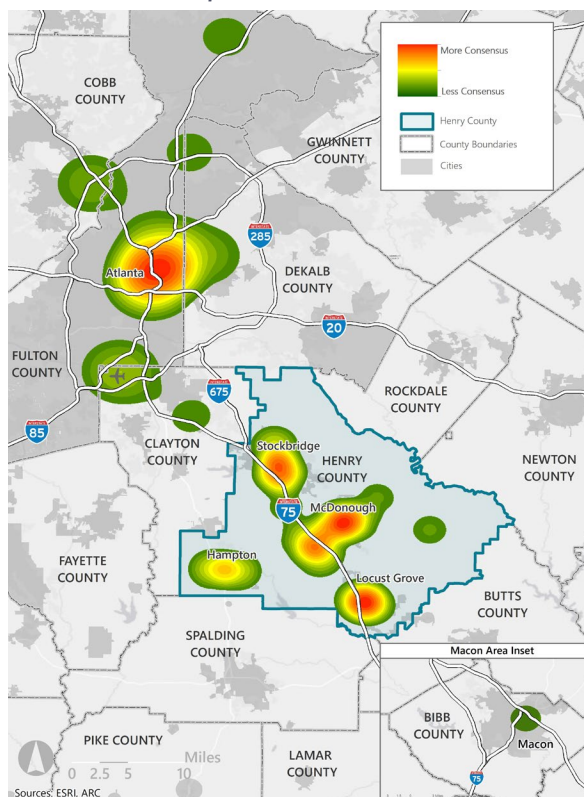
Identifying What's Important

From December 2020 to April 2021, a variety of virtual public engagement tools were used in the TMP process to collect and gather input from Henry County's stakeholders and public. The input received on transit needs and desires helped set the stage for defining the County's transit vision.

★ Key Outcomes - April 2021 Visioning Charrette Results

The participants identified key destinations for transit both within and outside the county. The results are summarized in the map (below) that reflects the level of consensus amongst the committee members on transit connectivity and access. The red areas in the map indicate the most desirable destinations. These findings reinforce the importance of a transit network that balances serving connectivity within the county and with regional destinations.

Consensus Map



45 ATTENDEES
Technical and Stakeholder Committee Meetings

Technical and Stakeholder Committees were convened to introduce the TMP, discuss roles of the committees, and begin a discussion on the TMP goals.

The TMP website launched to provide on-going TMP updates, including interactive mapping and a forum for questions and comments on the TMP.

610 SURVEY RESPONDENTS

Online survey respondents provided valuable input on the community's diverse perspectives about transit in Henry County.

250 PUBLIC MEETING ATTENDEES

A virtual public meeting was held to provide an overview on the TMP, share key findings from the existing/future conditions assessment, and provide opportunity for the public to give input and ask questions on the planning process.

STAKEHOLDER INTERVIEWS

A series of stakeholder interviews were conducted with county and municipal elected officials and leaders as well as ATL Board members to discuss their expectation for transit investments in Henry County.

43 ATTENDEES
Charrette for Stakeholder and Technical Committee Members

Most recently, a virtual visioning charrette was held to bring together the members of the Stakeholder and Technical Committees to help craft the County's transit vision. The attendees participated in interactive visioning exercises, and the following summarizes the top three priorities to be addressed by the County's future transit system:

- » Congestion Relief
- » Improve Mobility and Access to Jobs and Education
- » Enhance Economic Development

What's Next?

We are more than halfway through the planning process. A framework is currently being developed to evaluate potential transit improvements based on their ability to address the defined need areas summarized on the first page of this document.

Project Evaluation Framework



In the coming months, the TMP process will be focused on identifying and evaluating proposed transit improvements, programs, and policies. Additionally, a financial plan will be developed to assess resources needed to implement proposed transit improvements. The final step will be to prioritize the needed transit improvements into short-, medium-, and long-term timeframes.

Stay Engaged

Henry County is committed to engaging the community and stakeholders throughout the planning process. Additional outreach is planned for later this summer to collect input on the proposed transit recommendations.

For More Information

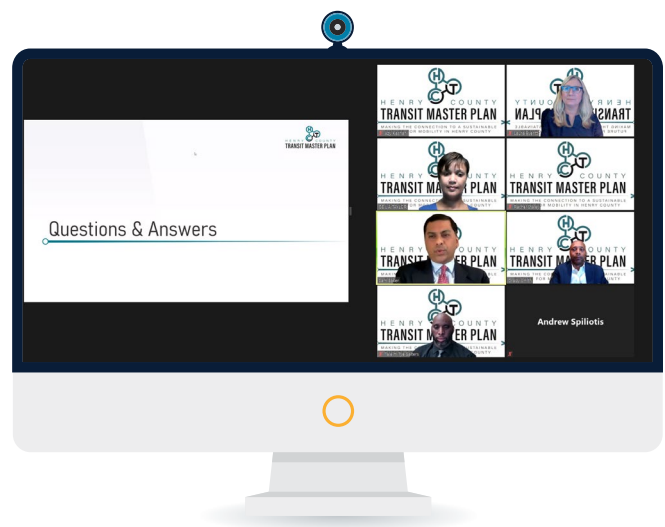
Visit www.HenryTransitMasterPlan.com

Want to provide comments or receive updates throughout the TMP process? Sign up on the project web page.

Other Important Considerations for the TMP:

Input collected throughout the engagement process placed emphasis on the following:

- » Education on transit and its benefits
- » Technology and innovation for better customer experience
- » Potential high capacity transit to meet future demand
- » Differing perceptions of transit between rural and urban residents





Needs Assessment Memorandum

September 2021



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1. Overview

This memorandum provides a summary of the Needs Assessment phase of the Henry County Transit Master Plan (TMP) development process.

Report Organization

This document is divided into four sections beyond this Overview section:

- Section 2 provides an overview of the needs identified in the *Inventory & Existing Conditions Technical Memorandum*.
- Section 3 explains the types of projects and methodology used to develop the universe of projects.
- Section 4 details the process for evaluating each alternative in the universe of projects and the results of the evaluation.
- Section 5 provides a summary of next steps for the project.

A Title VI assessment was also conducted alongside the transit needs assessment effort. Title VI of the Civil Rights Act of 1964 protects people from discrimination based on race, color, and national origin in programs and activities receiving federal financial assistance. The Federal Transit Administration (FTA) is responsible for ensuring nondiscriminatory transportation and monitors FTA recipients' Title VI programs for their compliance with Title VI requirements. HCT is an FTA recipient. The Title VI assessment will be used to inform Henry County on actions it will need to consider as it grows its transit service. The Title VI assessment can be found in the Appendix to this memorandum.



2. Transit Needs

The various steps undertaken as part of the Henry County TMP have revealed a number of transit needs. These needs were uncovered in the data analysis performed for the *Inventory & Existing Conditions Memorandum*. Needs were also identified through the public engagement process including public meetings, surveys, stakeholder interviews, the visioning charrette and the regional roundtable. These identified needs are explored in this section.

Existing & Future Conditions Analysis

Near the start of the Henry TMP planning process, a detailed assessment of existing and future conditions was conducted to help identify existing and future conditions relevant to transit in Henry County. This assessment was documented in the *Inventory & Existing Conditions Memorandum* and was finalized in March 2021. This section provides an overview of the key transit needs identified as part of that assessment. It is organized by major need area including existing and projected population and employment density, land use and development, economic development, first-mile/last-mile connectivity, travel trends, planned projects, and existing transit services. For more information on these topics, see the *Inventory & Existing Conditions Memorandum*.

POPULATION AND EMPLOYMENT NEEDS

The following points highlight the findings of the existing and future conditions related to population and employment:

- Henry County experienced unprecedented population growth between 1990 and 2010 from 59,000 to 245,000 – an increase of greater than 200 percent. This rapid growth is densifying development patterns, putting more pressure on the county’s transportation system.
- Henry County population growth is projected to continue. By 2050, Henry County is expected to be more than six times its 1990 population.
- Henry County’s population grew at a much faster rate than employment, contributing to a jobs-housing imbalance. This trend is expected to continue in the next 30 years, with the population and employment growing by 50 percent and 28 percent, respectively.
- To a large degree, Henry County has low population density throughout except for the more urban and dense areas in the Stockbridge to McDonough corridor, which also parallels I-75.
- Population growth is expected in the I-75 corridor from Stockbridge through McDonough corridor, in northern Henry County and centered around the cities of Locust Grove and Hampton.



- Senior population in Henry County are growing rapidly. Approximately one-quarter of Henry County's residents are projected to be over the age of 65 by 2050.
- Most of the transit-reliant population (i.e., defined as individuals living with disabilities, in zero-car households, in poverty, or older adults) live along the east side of I-75 from McDonough to Stockbridge and near the border of Clayton County, emphasizing the growing transit need in the most populous and urban areas in the county.

LAND USE NEEDS

The following points highlight the findings of the existing and future conditions related to land use:

- As population and employment continue to grow, more and more development is expected which will densify land uses.
- Urbanization, defined as areas with greater than 2,500 people, increased in Henry County over the last several decades.
- In 1990, approximately two percent of the county was classified as urban. By 2010, that figure expanded to more than half of the county. Refer to the *Inventory & Existing Conditions Memorandum* for details on urbanization of Henry County.

ECONOMIC DEVELOPMENT NEEDS

The following points highlight the findings of the existing and future conditions related to economic development:

- Over the years, much focus has been placed on revitalizing downtown areas across the county to attract more businesses and create more walkable areas.
- Henry County has a number of large manufacturing and distribution facilities and recently attracted Purple Innovation, which is a comfort technology company known for creating the Purple Mattress. Purple Innovation is expected to bring 260 new jobs to the county.
- Henry County's proximity to Hartsfield-Jackson Atlanta International Airport (H-JAIA) and access to I-75 makes it a popular location for residents and employers alike. Development plans approved within Henry County also indicate a preference for locating businesses along state highway corridors.

FIRST-MILE/LAST-MILE NEEDS

The following points highlight the findings of the existing and future conditions related to first-mile/last-mile connectivity:

- While sidewalks are present along commercial corridors and downtown areas, the presence of sidewalks elsewhere in the county is limited. Bicycle facilities are also limited throughout the county.
- Crashes involving bicycle and pedestrians are concentrated in areas with more densely concentrated commercial activities particularly around N. Henry Boulevard, Eagles Landing Parkway, SR 20 near I-75, and near downtown McDonough.

TRAVEL NEEDS

The following points highlight the findings of the existing and future conditions related to travel:

- Travel is generally dispersed and multi-directional which can make it difficult to serve with fixed-route transit.
- Prior to the rise of teleworking during the pandemic, over half of the county residents commuted to jobs outside the county, with the H-JAIA, Downtown and midtown Atlanta being top destinations.
- Almost a third of the work trips in the county are from outside the county, with many commuting to McDonough and along the heavily congested corridors such as I-75 at Eagles Landing Parkway, SR 20, and SR 155.
- The top five travel pairs (i.e., origin paired with a destination) are intra-county. Travel between Stockbridge and McDonough are among the highest of all trips made in the county.
- Henry County residents frequently travel to Clayton County to access destinations.

PROGRAMMED AND PLANNED PROJECT NEEDS

The following points highlight the findings of the existing and future conditions related to programmed and planned projects:

- Most transportation-related planned and programmed projects are related to increasing roadway capacity.
- Henry County previously prepared a Transit Feasibility Study in 2016, which led to in the introduction of Henry County Transit's (HCT) pilot fixed route bus service in 2018.
- Many of the surrounding counties have adopted or are preparing a transit master plan so this is an opportune time for Henry County to coordinate and collaborate with those efforts.

TRANSIT NEEDS

The following points highlight the findings of the existing and future conditions related to existing transit services:

- HCT's demand response service is curb-to-curb, must be scheduled in advance, and is open to all county residents (there are no restrictions based on age, disability, income, mobility).
- As the county grows, the demand for reliable transit services will outpace the capacity of the current system.
- In 2019, HCT provided over 70,000 demand response trips. When considering both revenue hours and miles, HCT operates less transit service than its peers.
- The pilot fixed route bus service launched in 2018 was discontinued due to the COVID-19 pandemic in March of 2020.
- Using data from December 2019 through February 2020 (pre-COVID), major transit trip generators include Henry County Developmental Disability Services, Bear Creek Senior Center, Heritage Senior Center, Hidden Valley Senior Center, Davita Dialysis, and Henry County Peer Support Mental Health Services.
- An assessment of general population HCT trips was conducted and it was determined that trip requests were being adequately and efficiently served through existing scheduling and dispatching procedures. This analysis indicated that there was no need to make short-term (within 18 months) modifications to existing service delivery.
- HCT demand response service currently requires a trip reservation to be made 24 hours in advance. Recent advancements in transit technology, routing algorithms and widespread smartphone adoption have greatly enhanced the responsiveness of demand response services. To keep pace with technological advancements, there is an opportunity to explore more responsive forms of transit (i.e., mobility-on-demand and microtransit solutions) for Henry County in the medium and long-term planning periods.

Community Identified Needs

As part of the Henry County TMP process, a number of public and stakeholder engagement activities were undertaken including a virtual public meeting, stakeholder interviews, a public survey and interactive mapping exercise, transit visioning charrette, and a regional partners roundtable meeting. The following are key themes from these engagement activities. For more information on the public meeting, see the Presentation Slides, Meeting Recording, and Public Meeting Summary.

VIRTUAL PUBLIC MEETING

A virtual public meeting was held on February 25, 2021 to provide an overview on the TMP, share key findings from the existing/ future conditions assessment, and provide opportunity for the public to give input and ask questions on the planning process. Many meeting participants were not transit riders. Input received at the meetings varied but was generally positive toward increasing transit within the county. The following points highlight the input received from the public meeting:

- The most appealing aspect of transit is its capacity to be less stressful than driving.
- Accommodating individuals with special needs should be a key consideration in the plan
- Ensure the plan addresses the need for improvements to other transportation modes to support transit

STAKEHOLDER INTERVIEWS

A series of stakeholder interviews were conducted with county and city elected officials and leadership as well as the Atlanta-Region Transit Link Authority (the ATL) Board members to discuss their expectation for transit investments in Henry County. Stakeholders generally saw a need for transit expansion in Henry County but indicated a need to educate Henry County residents on the benefits of transit as there is a divide in support for transit. The following points highlight the input received from the stakeholder interviews:

- It is important to provide service to key destinations such as the downtown Atlanta or H-JAIA.
- Traffic congestion is a significant issue for Henry County residents and transit needs to be a part of the solution to congestion.
- Increasing funding for transit depends on demonstrating the benefits to residents.

PUBLIC SURVEY

An online survey was conducted between February and April 2021 to understand the community's diverse perspectives about transit in Henry County. Over 600 respondents shared their views on transit. The following points highlight the input received from the public survey:

- More than half of the respondents were not aware of HCT service so as the system grows more resources should be dedicated to marketing the system.
- The survey also garnered input on where respondents wanted to travel within and outside of Henry County. The list of proposed destinations was vast and dispersed which will be difficult to address with a fledgling transit system.

VISIONING CHARETTE

A virtual visioning charrette was held to bring together the members of the Stakeholder and Technical Committees to help craft the County's transit vision. The attendees participated in interactive visioning exercises to identify key destinations for transit both within and outside the county. The following points highlight the input received from the charette:

- Congestion relief, improving access to jobs and education, and enhancing economic development as the top three priorities to be addressed by the County's future transit system.
- Desire for a transit network that balances serving connectivity within the county and with regional destinations.

REGIONAL PARTNERS ROUNDTABLE

The Regional Roundtable was conducted to learn about regional transit connection opportunities and constraints, to discuss potential Henry TMP implementation collaboration and partnerships, and to provide an update on the Henry TMP process to regional partners. The following points highlight the input received from the Regional Partners Roundtable:

- There are several other planning projects studies and projects being completed simultaneously to the Henry County TMP by neighboring jurisdictions and agencies. This creates the opportunity to collaborate and coordinate, but that collaboration and coordination will need to continue into the future to effectively implement the planning efforts' recommendations and maximize partnership benefits.
- Opportunities exist to connect with other existing and planning transit services and facilities, particularly ATL Xpress and Metropolitan Atlanta Rapid Transit System (MARTA) services and facilities in Clayton County and Fulton County.
- Connection to the airport is more complex due to space limitations and security concerns.

3. Project Universe

The project universe contains all potential transit projects identified to meet the assessed needs and opportunities and be evaluated for inclusion in the TMP's recommendations. Project alternatives were identified from a variety of sources including the 2016 Transit Feasibility Study, the ARC's Regional Transportation Plan (RTP), the ATL Regional Transit Plan (ARTP), the Clayton County Transit System Plan, Henry County's Fairview Pilot Route, and public and stakeholder input. Additionally, the transit needs summarized in Section 2 served as the basis for identifying and confirming potential projects.

Project Types

The following section describes each major project type considered as a component of the TMP. This includes park-and-rides, mobility hubs, local fixed-route bus routes, rapid regional connectors, commuter bus, demand response transit, and commuter rail.

PARK-AND-RIDES

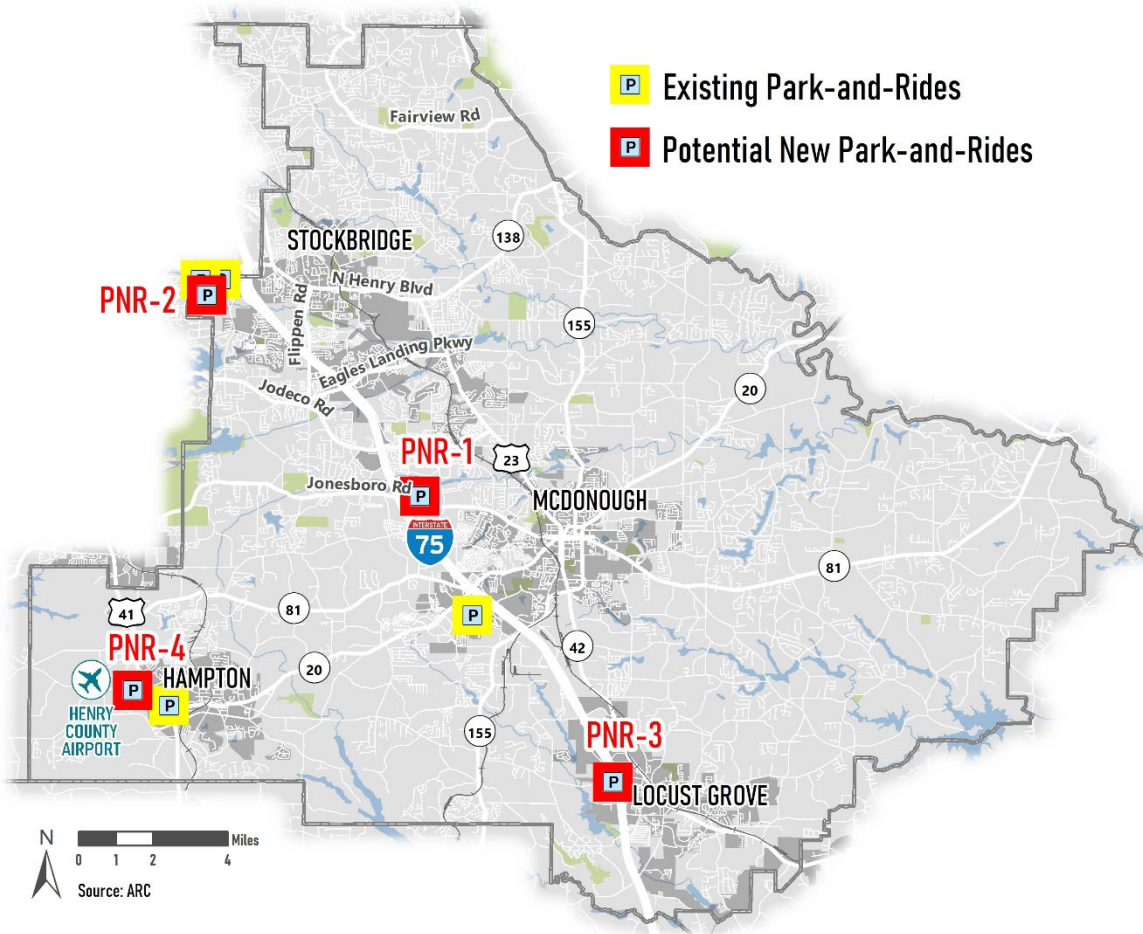
Park-and-ride facilities are defined as parking facilities with varying level of rider amenities targeted towards serving one transit mode or service. For Henry County, park-and-ride facilities serve existing and future bus routes operated by MARTA, HCT and Xpress. Four potential new park-and-ride facilities have been identified from various sources, including the ARTP, Clayton County Transit System Plan, and the 2016 Transit Feasibility Study. Potential new park-and-ride facilities are described in **Table 3-1** and have been mapped in **Figure 3-1**.

TABLE 3-1: PARK-AND-RIDE FACILITIES

Project Number	Project Name	Description
PNR-1	Mt. Carmel Road Park-and-Ride	Planned Xpress park-and-ride facility to include 489 parking spaces. This site is currently owned by the ATL but funding has not been allocated to begin construction of the facility.
PNR-2	Clayton East Park-and-Ride	Identified in the Clayton County Transit System Plan on SR 138 to serve as a MARTA park-and-ride for two new MARTA local bus routes that serve Clayton County.
PNR-3	Locust Grove Park-and-Ride	Identified in the 2016 Transit Feasibility Study to provide Xpress service between Locust Grove and downtown Atlanta.
PNR-4	Atlanta Motor Speedway Park-and-Ride	Identified as an alternative to the Boothe's Crossing park-and-ride should this site change ownership or be redeveloped and no longer remain a leased.



FIGURE 3-1: POTENTIAL NEW PARK-AND-RIDE FACILITIES



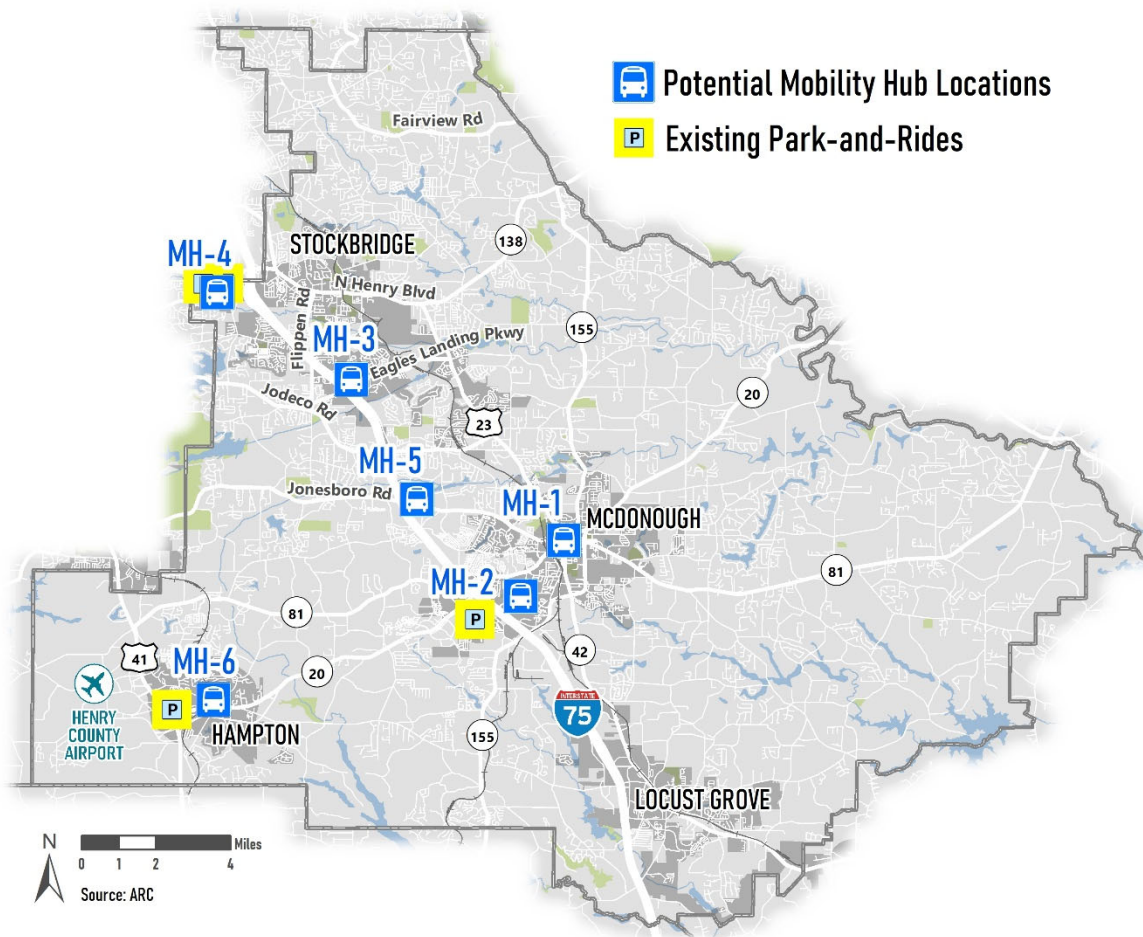
MOBILITY HUBS

Mobility Hubs are intended to facilitate multi-modal connections between local bus, commuter bus, regional connectors, demand response, car-sharing, bike-sharing and micro-mobility. They are planned to feature a high-level of rider amenities. Some of these amenities may include covered shelters, seating, vending machines, restrooms, real-time bus arrival information, and fare payment kiosks. Opportunities to co-locate potential mobility hubs with existing park-and-ride facilities were explored to leverage existing investments. Locations of potential mobility hubs are detailed in Table 3-2 and mapped in Figure 3-2.

TABLE 3-2: POTENTIAL MOBILITY HUB LOCATIONS

Project Number	Project Name	Description
MH-1	Downtown McDonough Mobility Hub	A mobility hub in downtown McDonough identified in the 2016 Transit Feasibility Hub. This facility is anticipated to accommodate bus to bus transfers only and not offer a significant parking component.
MH-2	Henry Parkway Mobility Hub	A mobility hub on Henry Parkway provides opportunities to co-locate with other Henry County government uses and leverage the County's existing investments in this area.
MH-3	Henry Medical Center Mobility Hub	A mobility hub near the Piedmont Henry Hospital has been identified in the 2016 Transit Feasibility Study at a major destination and connection point in Stockbridge.
MH-4	Stockbridge Mobility Hub	A mobility hub with a park-and-ride facility on SR 138 in this location offers opportunities to co-locate Xpress bus service to downtown and the airport, HCT pilot bus route, with MARTA local bus connections to Clayton County.
MH-5	Jonesboro Road Mobility Hub	A mobility hub in this location offers opportunities to co-locate planned HCT transit services with the ATL's Mt. Carmel Park-and-Ride Xpress facility, which will become operational when additional funding is secured.
MH-6	Hampton Mobility Hub	A mobility hub in downtown Hampton could facilitate multi-modal connections between HCT transit services and commuter rail or BRT services in Clayton County.

FIGURE 3-2: POTENTIAL MOBILITY HUB LOCATIONS



LOCAL FIXED-ROUTE BUS

Eighteen local fixed-route bus route alternatives were identified for evaluation within the project universe. Local fixed-route bus service does not currently exist in Henry County but is provided by MARTA in neighboring Clayton, Fulton, and DeKalb counties. Local bus alternatives are assumed to operate in a similar fashion to fixed bus routes in neighboring counties. Bus stops are anticipated to be located approximately every quarter-mile along routes. Service would operate at 30-minute headways during peak-periods and at 60-minute headways during off-peak periods. Transit vehicles

are assumed to be 20-passenger shuttle buses, similar to what was operated by Henry County Transit along the GRTA-Fairview Pilot Route.

These local bus routes were developed from a variety of sources that include the 2016 Transit Feasibility Study, public and stakeholder input and professional planning judgement drawing from the existing conditions and identified needs. The routes primarily represent the local bus network described in the Henry County Transit Vision from the 2016 study with additional connections identified between the cities and adjusted regional connections. These local fixed-route bus route alternatives have been mapped in **Figure 3-3** and are described in **Table 3-3**.

FIGURE 3-3: LOCAL BUS ALTERNATIVES

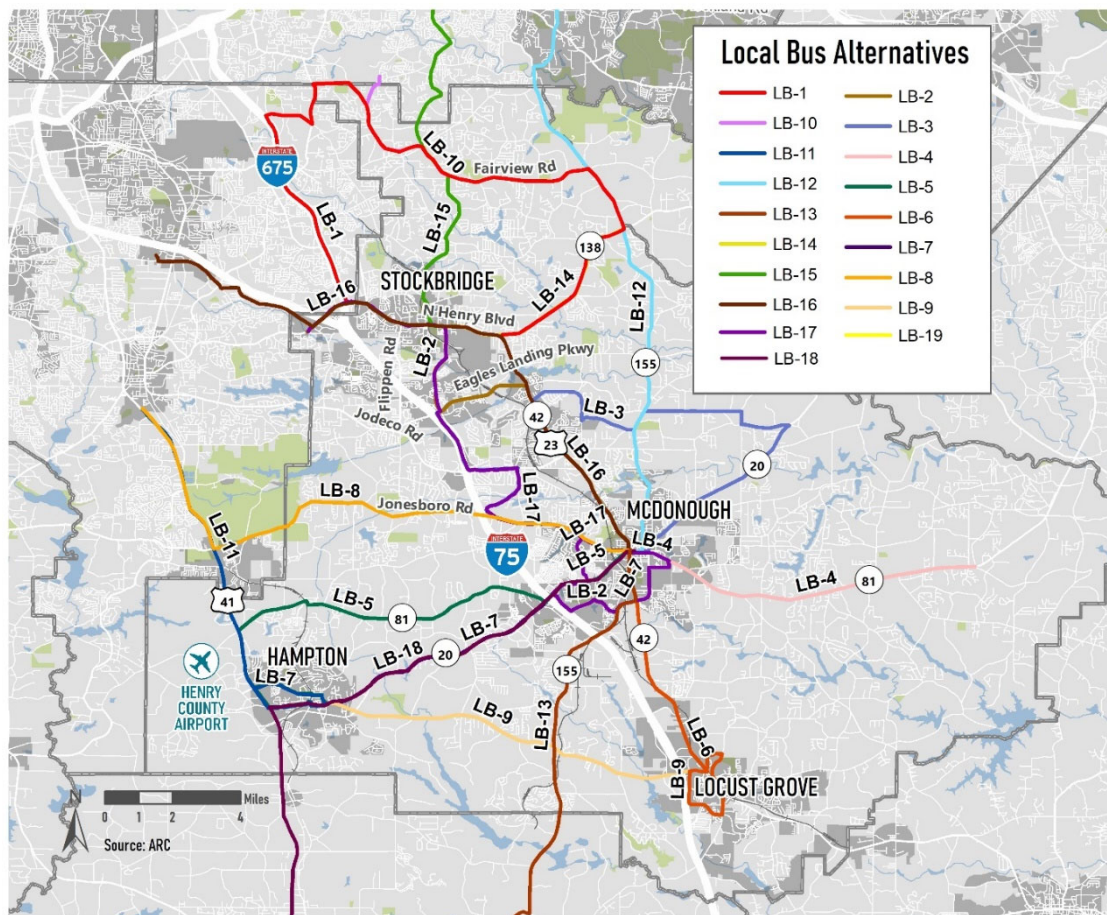


TABLE 3-3: LOCAL BUS ALTERNATIVES

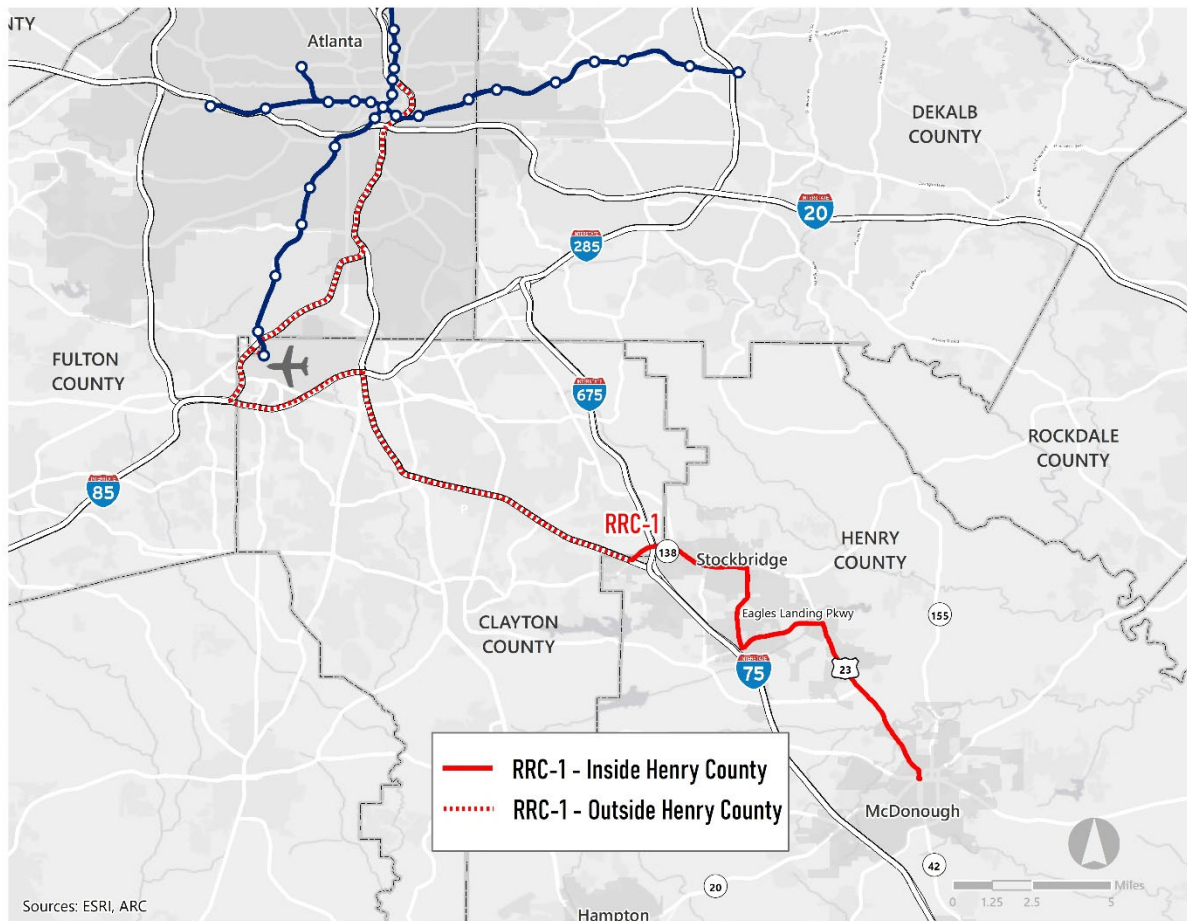
Project ID	Project Name	Description
LB-1	Fairview- Pilot Route	HCT's pilot route which served northern Henry County, Stockbridge, ATL Xpress Bus, and connected to two MARTA local bus routes in DeKalb County. Discontinued due to COVID-19 pandemic.
LB-2	SR 42 North - McDonough to Clayton East (Pilot)	Recommended as the pilot route in 2016 Transit Feasibility Study.
LB-3	McDonough to Stockbridge Loop	Serves as a connection between downtown McDonough and Stockbridge.
LB-4	SR 81 East	Serves SR 81 East from the Ola community to the McDonough loop; Connects downtown McDonough to Henry Parkway.
LB-5	SR 81 West - McDonough Loop to Hampton Loop	Connects the McDonough loop to the Stockbridge loop via SR 81 West.
LB-6	SR 42 South - McDonough to Locust Grove	Connects downtown McDonough to the Locust Grove loop.
LB-7	SR 20 - McDonough to Hampton	Connects McDonough to the Hampton loop.
LB-8	Jonesboro Road - McDonough to Clayton Justice Center	Connects downtown McDonough to the Clayton Justice Center in Clayton County.
LB-9	Locust Grove to Hampton	Connects the Locust Grove loop to the Hampton loop.
LB-10	Stockbridge to DeKalb County (MARTA Route 15)	Serves Stockbridge and connects to local MARTA bus route 131 in DeKalb County.
LB-11	US 41 - Hampton to Clayton Justice Center	Connects the Hampton loop to the Clayton Justice Center in Clayton County.
LB-12	SR 155 North - McDonough to Panola Rd park-and-ride	Serves SR 155 North from downtown McDonough to the MARTA and ATL Xpress Panola Road Park-and-Ride.
LB-13	SR 155 South - McDonough to Downtown Griffin	Serves SR 155 South from McDonough to downtown Griffin.
LB-14	SR 138 - Stockbridge to SR 155	Serves SR 138 and Rock Quarry Road in Stockbridge.
LB-15	Stockbridge to South DeKalb	Connects Stockbridge to the planned South DeKalb Mobility Hub in DeKalb County.
LB-16	SR 42 North - McDonough to Southlake Mall	Route from downtown McDonough to Southlake Mall in Clayton County; Connects to existing MARTA local bus routes and the planned Riverdale BRT and Southlake Mobility Hub.
LB-17	McDonough to Clayton East (2016 Pilot Alternative)	Modification of recommended pilot route in the 2016 Transit Feasibility Study with a connection to the Mt. Carmel Park-and-Ride and service along McDonough Parkway in McDonough.
LB-18	McDonough to North Griffin via SR 20	Route from downtown McDonough to north Griffin at the University of Georgia campus via SR 20.

RAPID REGIONAL CONNECTOR

One rapid regional connector project (RRC-1) has been included in the project universe. The RRC is envisioned to provide a higher level of service with defined passenger amenities (e.g., shelters with seating) compared to local fixed-route bus service. RRC-1 also includes project elements that improve service reliability such queue jumps, transit signal priority (TSP), and/or signal and intersection improvements. RRC-1 connects downtown McDonough to H-JAIA and downtown Atlanta. This project is generally modeled after CobbLinc's Rapid 10 service which provides frequent service (15-to 30-minute headways, respectively) between limited stops in Cobb County to the MARTA heavy rail system. This service would operate in Henry County with limited stops along SR 42, Eagles Landing Parkway, Rock Quarry Road, and SR 138. This project is mapped in **Figure 3-4**.

This project would provide a rapid direct connection to the two highest concentrations of work locations for Henry County residents (H-JAIA and downtown Atlanta). This project would accommodate work schedules outside of the typical work hours, which are served well through existing Xpress bus services. As market demand increases over time, transitioning RRC to high capacity transit or fixed guideway transit (e.g., bus rapid transit or rail) may be warranted.

FIGURE 3-4: RAPID REGIONAL CONNECTOR PROJECT (RRC-1)



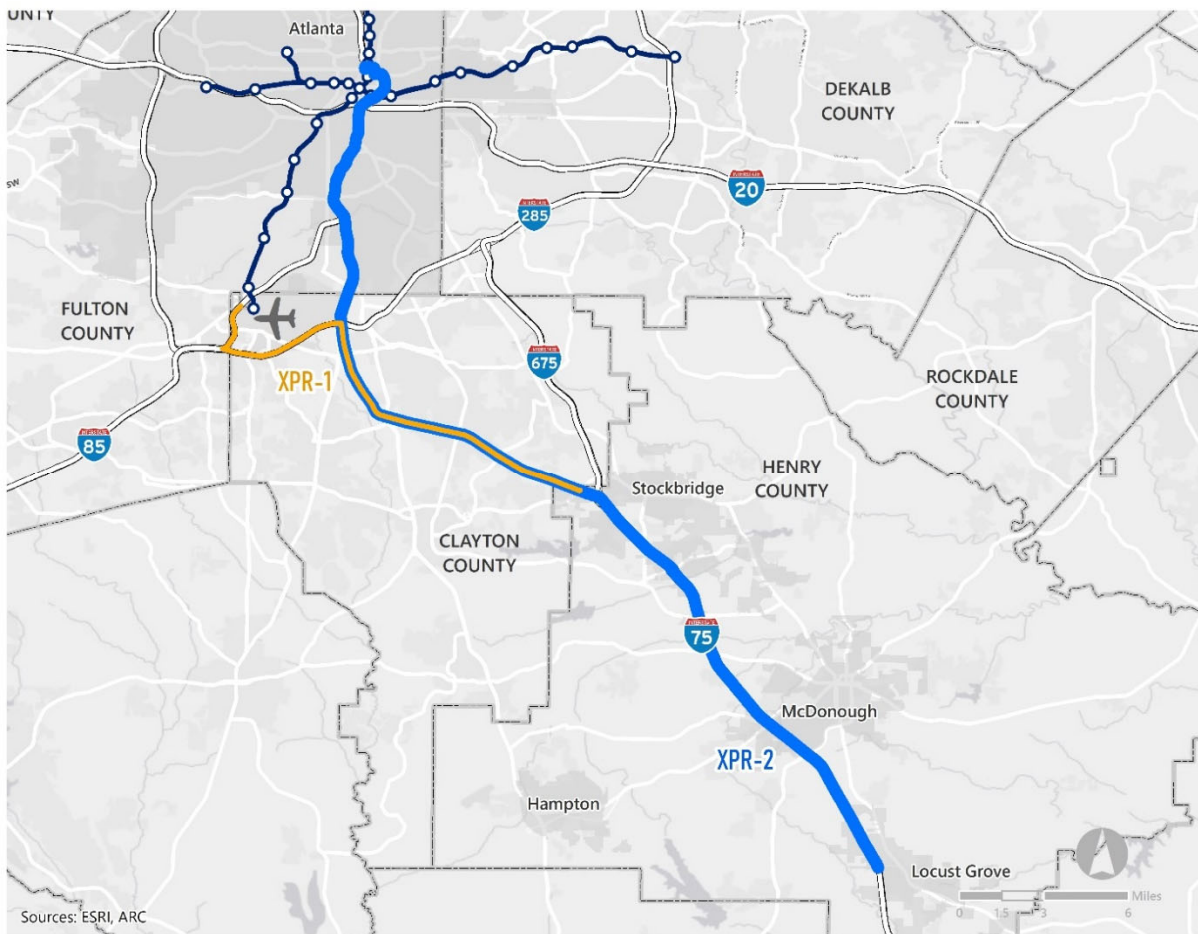
COMMUTER BUS

Two new express commuter bus routes have been included in the project universe. This includes XPR-1 Stockbridge to Airport and XPR-2 Locust Grove to downtown Atlanta. Both of these projects are mapped in **Figure 3-5**. Current express commuter bus service is provided by the ATL Xpress service.

All new express commuter bus services would require local funding at this time due to the current funding constraints of the ATL which are focused on maintaining existing Xpress service. XPR-1 was identified as a priority route for airport service in the ATL's Airport Xpress Service Study. Service was anticipated to begin operations in 2025 pre-COVID, but this is now on hold due to the impacts of COVID on ridership demands and budget constraints.

The ATL currently has no long-range plans to extend Xpress service beyond McDonough to Locust Grove. XPR-2 was a recommendation of the 2016 Transit Feasibility Study and has been included in the project universe for evaluation within the Henry TMP.

FIGURE 3-5: XPRESS COMMUTER BUS PROJECTS (XPR-1 AND XPR-2)



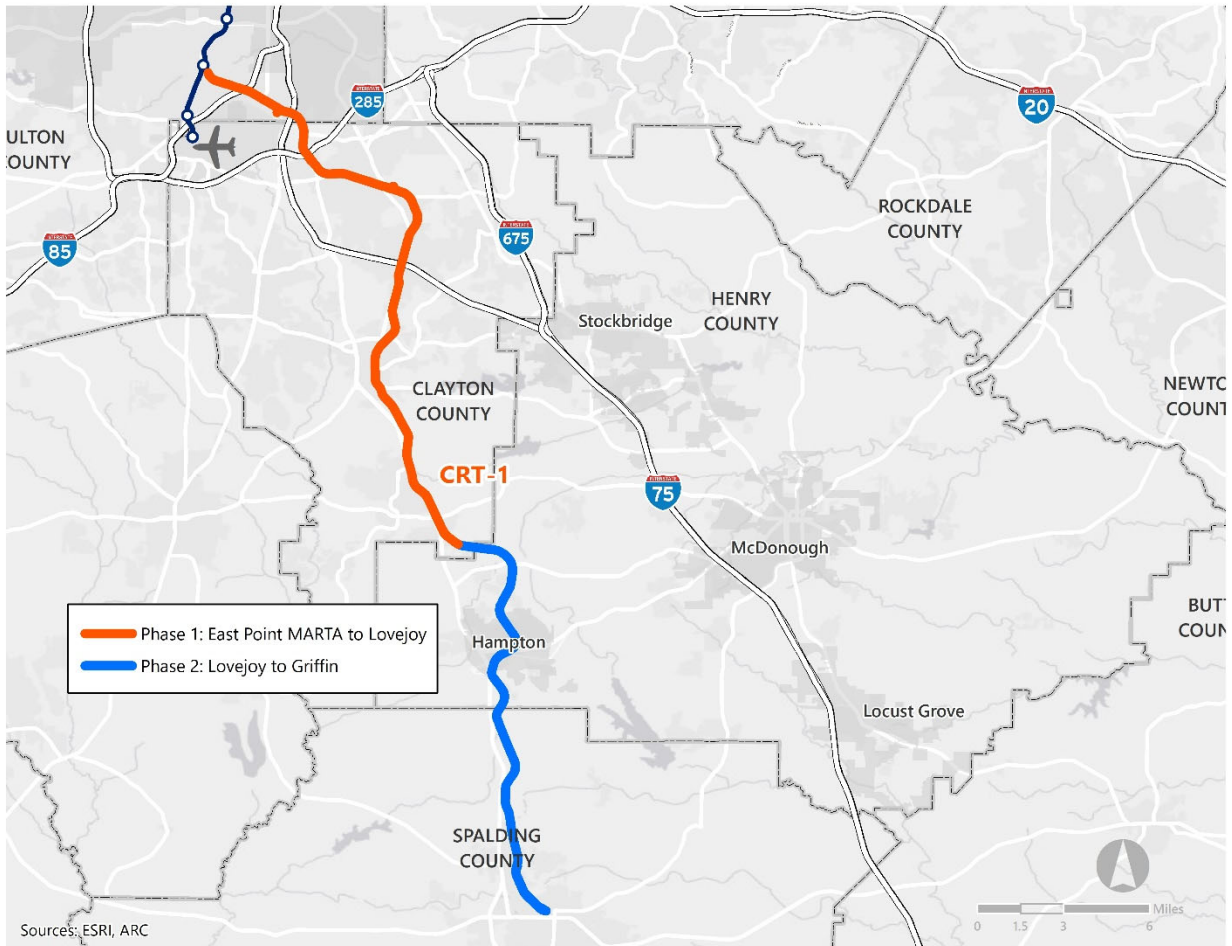
DEMAND RESPONSE TRANSIT

After a detailed assessment of current demand response trip patterns, it was determined that the project universe should include one demand response alternative. This alternative would assume the continuation of HCT's current service provision for senior center and Department of Disability Services trips. General population trips with dispersed origins and destinations will be examined for service through a Mobility on Demand (MoD) or microtransit alternative. The assessment will include an analysis of varying levels of trip request responsiveness and how this would inform the number of vehicles needed in circulation and associated operating and maintenance costs.

COMMUTER RAIL

The project universe contains one commuter rail project (CRT-1). The project runs from the East Point MARTA station to the City of Griffin in Spalding County as shown in **Figure 3-6**. The first phase is planned from East Point to Lovejoy and a second segment is proposed to travel through Henry County to Griffin. A stop is planned in Hampton. Clayton County Commissioners are currently in discussions to switch the transit mode in this corridor to bus rapid transit (BRT). If the decision to move forward with BRT is made the anticipated opening date would be in 2030 with a terminus in Jonesboro in Clayton County.

FIGURE 3-6: COMMUTER RAIL TRANSIT PROJECT (CRT-1)



4. Project Evaluation

This section provides an overview of the project evaluation framework, which was designed to align with Henry County's Transit Vision and key transit need areas. Evaluation results are summarized with respect to evaluation measures identified under each Vision need areas. The findings from the evaluation will ultimately inform the short-, medium-, and long-term recommendations of the TMP. In addition to the technical evaluation results, the final recommendations will also consider input from the stakeholder committees and public, professional judgment provided by the project team, and the logical phasing of projects based on cost, benefits, performance, and the need for supporting facilities. For example, developing a park-and-ride facility is an essential part of implementing a new commuter bus service.

Evaluation Framework

Henry County's Transit Vision: To provide a safe and dependable high-quality transit system that enhances the quality of life and delivers mobility options for all county residents.

Henry County's Transit Vision was shaped by major findings from the assessment of existing conditions and future trends and input from key stakeholders and county residents. The Vision reflects the transit priorities of Henry County and helped identify the following key transit need areas to be addressed in the planning process:

- Increase transit accessibility and connectivity to jobs and opportunities
- Expand multimodal transportation choices
- Reduce travel times and traffic congestion
- Support land use and economic development
- Provide a safe, equitable, and cost-effective transit system

An evaluation framework was developed to analyze and compare projects based on their ability to address Henry County's Transit Vision and the associated need areas. It is important to note that the evaluation framework was only applied to local fixed-route bus, RRC, and commuter bus projects. Demand response projects and supporting facilities such as park-and-ride lots and mobility hubs were not included in the project evaluation due to its lack of defined alignment or stops making it difficult to measure and compare against other alignment-based projects. Facilities such as park-and-ride lots and mobility hubs were not included as they do not operate in a stand-alone manner. They are dependent on the bus routes serving them, so they were not independently evaluated. Lastly, the commuter rail project was also not evaluated. The commuter rail project is being further examined

and evaluated via planning efforts of other regional partners. It's ability to move forward is highly dependent on this ongoing evaluation.

Table 4-1 provides a summary of the quantitative and qualitative evaluation measures corresponding to the need areas. A short description of the evaluation method and data sources is also provided.

TABLE 4-1: HENRY COUNTY TRANSIT NEED AREAS & EVALUATION MEASURES

Category	Evaluation Method	Measure	Data Source
NEED AREA: INCREASE TRANSIT ACCESSIBILITY AND CONNECTIVITY TO JOBS AND OPPORTUNITIES			
Serves activity centers and key destinations	GIS buffer	Number of activity centers and key destinations	Atlanta Regional Commission (ARC) Unified Growth Policy Map (UGPM), Activity Centers
Serves Henry County community facilities	GIS buffer	Number of Henry County community centers	ARC's Community Facilities
Serves residents and employment areas	GIS buffer	Population and employment densities	ARC's 2050 population and employment projections by Traffic Analysis Zone (TAZ)
NEED AREA: EXPAND MULTIMODAL TRANSPORTATION CHOICES			
Connectivity to other transit	GIS buffer	Count of current and planned services and facilities served	Service providers' existing transit service maps; Proposed projects in Atlanta Regional Transit Plan (ARTP) and county-specific plans
Walkability	GIS buffer	Percent sidewalk coverage	Henry County sidewalk inventory
NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION			
Ridership	GIS buffer	Assumed mode shift based on type of service and land uses	Trip data from ARC's Activity-Based Model (ABM) Projected mode shift
Connectivity between key origins and destinations	Qualitative	Count of top origin and destination pairs based on travel demand analysis	ABM top 10 2020 AM peak and 2050 AM peak origins
Transit reliability	Qualitative	Assessment of potential transit reliability improvements	Project definition
NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION			
Transit-supportive land uses	GIS buffer	Acres of transit-supportive land uses	Henry County Future Land Use Map
NEED AREA: PROVIDE A SAFE, EQUITABLE, AND COST-EFFECTIVE TRANSIT SYSTEM			
Capital cost	Calculation	Sum of unit costs based on project definition	Capital costs per unit based on HCT and national guidance

Operating and maintenance costs	Calculation	Sum of unit costs based on project definition	Operating and maintenance costs per unit based on HCT, Xpress and national guidance
Pedestrian and bicycle safety	GIS buffer	Count of pedestrian and bicycle crashes	Georgia Department of Transportation (GDOT) Georgia Electronic Accident Reporting System's (GEARS) crashes involving pedestrians and bicyclists
Serves transit-reliant populations	GIS buffer	Percent of transit-reliant population	US Census income, age, disability status, and car ownership data

Evaluation Measures Definition

As noted in **Table 4-1**, many of the measures rely on GIS buffer analysis for evaluation. Unless otherwise noted, the GIS buffers used in the evaluation varied based on type of service:

- 1/4-mile buffer around local bus alignments
- 1/2-mile buffers around stations of rapid regional connection
- 5-mile buffers around park-and-ride lots for commuter bus service

Details of the evaluation measures including methodology and assumptions are provided below.

NEED AREA: INCREASE TRANSIT ACCESSIBILITY AND CONNECTIVITY TO JOBS AND OPPORTUNITIES

SERVES ACTIVITY CENTERS AND KEY DESTINATIONS | GIS analysis to inventory the number of activity centers and destinations served by the projects. ARC's activity centers and key Urban Growth Policy Map (UGPM) designations (e.g., City Center, Region Core) were used as the basis for this analysis. Raw scores were weighted to reflect the magnitude of providing connections to the largest activity centers in the region. For example, a connection to the City Center (downtown Atlanta) was weighted higher than the connection to a Town Center (McDonough).

SERVES HENRY COUNTY COMMUNITY FACILITIES | GIS analysis to identify the local community facilities served by the projects. Only the facilities within Henry County, including hospitals, libraries, schools, city halls, judicial centers, incarceration facilities, and senior activity centers, were accounted for in this analysis to emphasize the need to improve access to intra-county facilities.

SERVES RESIDENTS AND EMPLOYMENT AREAS | Population and employment densities estimated for each project using ARC's 2050 forecasts by TAZ. This measure placed emphasis on projects that served areas in the county with moderate to high population and employment densities.

NEED AREA: EXPAND MULTIMODAL TRANSPORTATION CHOICES

CONNECTIVITY TO OTHER TRANSIT | GIS analysis to measure the project's connectivity to other transit services and facilities operated by MARTA and ATL. This analysis also considered future connections to projects included in the ARTP, DeKalb County Transit Master Plan, and Clayton System Plan. Qualitative consideration supplemented the GIS buffer analysis to ensure that transfer opportunities were available where the potential project alignments intersect existing or planned services. Raw scores were weighted to prioritize the existing connections over future connections. In addition, connections to existing MARTA heavy rail were weighted higher than connections to local bus service.

WALKABILITY | GIS analysis to estimate the percent of existing sidewalk coverage within defined project buffers to determine the level of walkability. This measure is intended to understand the pedestrian accessibility of each project using the existing sidewalk data in Henry County.

NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION

RIDERSHIP | Spreadsheet-based sketch planning model to estimate future year 2050 ridership forecasts ranging from very low, low, medium to high. Model inputs include Henry County's 2050 trip patterns derived from the ABM for four market segments: commuters, traditional (e.g., zero-car households or lower-income households), university and retirees. It also assumed mode shift depending on type of transit service and surrounding land use characteristics. Refer to the *Inventory & Existing Conditions Memorandum* for details on the transit market segments used in the ridership analysis. It is important to note that the ridership projections provided in this evaluation are for comparative purposes and not intended to reflect actual use.

CONNECTIVITY BETWEEN KEY ORIGINS AND DESTINATIONS | Qualitative assessment of the top 10 trip origin-destination (OD) pairs served by the project based on ARC's ABM analysis and US Census LEHD employment statistics. The top OD pairs represent the highest movement of Henry County residents within the county as well as connections to regional activity centers (e.g., downtown Atlanta). Refer to the *Inventory & Existing Conditions Memorandum* for details on the top ten OD pairs and the travel demand analysis.

TRANSIT RELIABILITY | Qualitative assessment based on project definition and consideration of project elements that improve reliability such queue jumps, transit signal priority (TSP), and/or signal and intersection improvements.

NEED AREA: SUPPORT LAND USE AND ECONOMIC DEVELOPMENT

TRANSIT-SUPPORTIVE LAND USES | GIS analysis using Henry County's Future Land Use Map to estimate the acres of future land use categories that are considered transit supportive within the defined project buffer areas. ARC's UGPM supplemented this analysis due to the lack of future land use data for the City of Locust Grove. Transit-supportive categories include commercial, high-density residential, mixed use, office institutional, and public institutional land uses.

NEED AREA: PROVIDE A SAFE, EQUITABLE, AND COST-EFFECTIVE TRANSIT SYSTEM

CAPITAL COST | Estimation based on planning-level unit costs assumed for each service type (2019 dollars). Capital costs include vehicle and stop infrastructure costs, but do not include supporting infrastructure such as park-and-rides or mobility hubs. The unit costs for vehicles and stops are based on existing expenditures or standard unit cost assumptions used by Henry County, ATL and MARTA. The number of vehicles required for each alternative is based on the operating characteristics presented in **Table 4-2**, but the assumed number of vehicles does not include any allowance for spares. Stop costs are based on an assumed standard distance between stops based on the mode. For example, local bus service was assumed to have a bus stop every $\frac{1}{4}$ mile. It is important to note that the capital cost projections used in the evaluation are intended for comparison purposes, not budgeting purposes.

OPERATING AND MAINTENANCE (O&M) COST | Estimation based on planning-level operating assumptions shown in **Table 4-2** and O&M costs per hour (2019 dollars) derived from the National Transit Database (NTD) for similar types of service operated by peer counties in the Atlanta region. It is important to note that the O&M cost projections used in the evaluation are intended for comparison purposes, not budgeting purposes.

TABLE 4-2: OPERATING CHARACTERISTICS BY SERVICE TYPE

Service Type	Span of Service			Headway Peak/Non-Peak (minutes)		
	Weekday	Saturday	Sunday	Weekday	Saturday	Sunday
Local Bus	6:00 AM – 8:00 PM	7:00 AM – 8:00 PM	No Service	30/60	70/70	No Service
Commuter Bus	4:00 AM – 9:00 AM & 2:00 PM – 6:00 PM	No Service	No Service	80/240	No Service	No Service
Regional Connector	5:00 AM – 8:00 PM	6:30 AM – 8:00 PM	7:00 AM – 7:30 PM	15/30	30/30	60/60

O&M COST PER RIDER | Calculation based on annual O&M cost divided by number of forecast riders of the projects. This measure is used to understand the cost-effectiveness

PEDESTRIAN AND BICYCLE SAFETY | GIS analysis of crashes involving pedestrians and bicyclists within the defined project buffers. This measure assumes that pedestrian and bicycle crashes are correlated to the lack of sidewalk and bicycle infrastructure, and that a transit investment provides an opportunity to improve these facilities. As such, this measure is intended to emphasize the projects that serve corridors with high pedestrian and bicycle crashes to identify the opportunities to improve first-mile/last-mile access to transit. It is important to recognize that the lack of sidewalks and bicycle infrastructure is only one of the roadway design components that can lead to unsafe conditions for pedestrians and cyclists. Other design features such as speed, number of lanes, lighting and crosswalks were not analyzed as part of this measure. These features will be considered as part of identifying potential safety improvements that support the final set of transit recommendations.

SERVES TRANSIT-RELIANT POPULATIONS | GIS analysis of transit-reliant populations, as defined by seniors, persons with disabilities, persons living in poverty, and those without access to a car, based on 2019 American Community Survey data. This measure focused on projects serving the areas in the county with moderate to high concentrations of transit-reliant populations.

Scoring Process

Scoring involved a three-step process: 1) develop analysis results; 2) assign ratings of High, Medium, or Low relative to other projects; 3) assign numeric scores to develop composite scores. First, the quantitative and qualitative analysis results were estimated for each measure (e.g., number of activity center connections). The quantitative analysis results were generally grouped into three equal ranges from highest to lowest to arrive at the ratings for the projects. Qualitative analysis ratings were

assigned based on a relative comparison of projects' ability to meet the intent of the measure. Based on the sequence of results, a comparative rating of High, Medium, or Low was signed to each project. Most of the measures allowed for comparison and scoring of projects independent of service type. However, service type was considered in some cases (e.g., ridership), as detailed further in the subsequent discussion of evaluation results. Each measure was scored individually and independent of other measures.

The ratings are shown as a numeric value shown in **Table 4-3**.

TABLE 4-3: PROJECT SCORING

Level	Score
High	3
Medium	2
Low	1

Evaluation Results

The evaluation results produced both qualitative and quantitative results based on the relative comparison of all the projects. The following evaluation results are summarized corresponding to each need area. **Table 4-4** provides a summary of the results and is located at the end of the section.

NEED AREA: INCREASE TRANSIT ACCESSIBILITY AND CONNECTIVITY TO JOBS AND OPPORTUNITIES

SERVES ACTIVITY CENTERS AND DESTINATIONS | RRC-1 and the commuter bus projects received a high rating based on their ability to increase connectivity to activity centers, particularly outside Henry County. Most of the local bus projects designed to provide circulation within the county received a low rating. Notably, local bus projects that received a moderate rating include LB-15, LB-16, LB-17 that provide connections to activity centers in DeKalb and Clayton counties.

SERVES HENRY COUNTY COMMUNITY FACILITIES | Local bus projects (LB-2, LB-5, and LB-7) that provide the most coverage and local circulation, particularly connecting McDonough to other parts of the county received a high rating. The projects that emphasized regional connections received a low rating. Commuter bus projects were not analyzed because they are not intended to serve local community facilities within Henry County.

SERVES RESIDENTS AND EMPLOYMENT AREAS | RRC-1, XPR-1, LB-2, and LB-17 received a high rating relative to population density because they provide connections to areas with the highest concentrations of population near McDonough, SR 42, Eagles Landing Pkwy and N. Henry Blvd. Projects with a low rating (LB-13, LB-11, LB-12, LB-6) serve the lowest population densities along SR 155 and the eastern and western parts of the county.

Results of the employment density analysis generally mirrored the findings of the population density analysis. RRC-1, LB-17, and LB-2 serve the areas of highest employment densities and thus, received a high rating. Projects that received a low employment density rating include LB-4, LB-6, LB-9, LB-11, LB-12, and LB-13. Commuter bus projects were not analyzed because they are not intended to serve employment areas within Henry County.

NEED AREA: EXPAND MULTIMODAL TRANSPORTATION CHOICES

CONNECTIVITY TO OTHER TRANSIT | Given the regional nature of RRC-1 and commuter bus projects, they received a high rating with the greatest number of connections to existing and planned MARTA and Xpress services outside of Henry County. Additionally, LB-1, LB-11, LB-12, LB-15, and LB-16 received a high rating among the local bus projects. Remaining local bus projects mainly serve Henry County with limited connections to other transit services, and thus received moderate and low ratings, accordingly.

WALKABILITY | RRC-1, LB-2, LB-4, LB-6, LB-7, and LB-17 received a high walkability rating due to their access to areas with the highest sidewalk coverage along urban commercial corridors (e.g., Eagles Landing Pkwy, N Henry Blvd) and downtown McDonough. Projects that received a low walkability rating serve mostly rural highways with limited access to sidewalks. Walkability scores were not analyzed for commuter bus projects due to the higher tendency for riders to drive rather than walk to park-and-ride lots.

NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION

RIDERSHIP | Ridership projections range widely among projects and correlate to level of service and surrounding land use characteristics (e.g., densities). With over 140,000 annual boardings, ridership projections for RRC-1, LB-2, and LB-17 are by far the highest of all projects. LB-6, LB-8, LB-9, LB-11, LB-12, and LB-13 have the lowest ridership projected among all projects, corresponding to serving areas with the lowest densities with limited activity centers.

Due to the limited span of service (i.e., peak period), commuter bus ridership was not evaluated against the other projects that provide all-day service. When ridership was compared between the two commuter bus projects, XPR-1 (20,000) received a high rating and XPR-2 (4,000) received a low

rating. Again, it should be noted that the ridership projections developed during the evaluation process are only for comparison purposes and not meant to reflect actual ridership figures.

CONNECTIVITY BETWEEN KEY ORIGINS AND DESTINATIONS | LB-2, LB-7, and RRC-1 received a high rating because they provide direct connectivity within and between McDonough and Stockbridge, including the Piedmont Henry Hospital area, which make up the top trip origins and destinations within the county. Additionally, RRC-1 connects county residents to H-JAIA and downtown Atlanta, which are the most desirable regional destinations for county residents. Most of the projects either serve only one or none of the top OD pairs and thus, received a low rating.

TRANSIT RELIABILITY | RRC-1 is the only project that includes any reliability improvements (e.g., queue jumps) as part of its project definition, and thus received a high reliability rating. Local bus projects received a low rating in comparison to other service types as they must operate under existing conditions without any roadway or operational improvements to improve reliability. Commuter buses can leverage the existing I-75 South managed lanes, and thus received a moderate rating.

NEED AREA: SUPPORT LAND USE AND ECONOMIC DEVELOPMENT

TRANSIT-SUPPORTIVE LAND USES | LB-3 and LB-17 serve areas in the county with the highest acreages of transit-supportive land uses, and thus received a high transit-supportive land use rating. LB-14, LB-15, and LB-16 serve the areas in the county with the least transit-supportive land uses, and thus received a low rating. Additionally, commuter bus projects received a low score due to the generally low-density of areas surrounding park-and-ride lots.

NEED AREA: PROVIDE A SAFE, EQUITABLE, AND COST-EFFECTIVE TRANSIT SYSTEM

CAPITAL COST | Capital costs varied widely across service types. As such, capital costs were rated relative to each service type. In general, the capital costs of local bus projects are significantly lower in comparison to other service types due to the limited infrastructure investments associated with local bus projects. Local bus projects with the lowest capital costs range between \$400,000 and \$500,000 and include LB-6, LB-8, LB-10, LB-11, and LB-14. These projects received a high rating. Local bus projects with the highest capital costs range between \$800,000 to \$900,000 and include LB-1, LB-3, LB-5, and LB-17. These projects received a low rating.

Other service types scored either moderate or low in terms of capital costs. With an estimated capital cost of \$36.3 million, RRC-1 is by far the costliest project and thus, received a low rating. When

comparing commuter bus projects, XPR-1 received a moderate rating (\$4.9 million), and XPR-2 received a low rating (\$5.9 million). Again, it should be noted that the capital cost projections developed during the evaluation process are only for comparison purposes and not meant to be used for budgeting purposes.

O&M COST | Similar to the capital cost evaluation, O&M cost ratings were also developed relative to each service type. Among the local bus projects, LB-7, LB-10, LB-11, and LB-14 are projected to cost less than \$1 million in annual O&M and thus, received a high rating. LB-1, LB-2, LB-3, LB-5, and LB-17 are estimated to cost greater than \$1.7 million in annual O&M and thus, received a low rating. With an estimated O&M cost of \$4.27 million, RRC-1 is by far the costliest project and thus, received a low rating. Due to the difference in the length of service and the resulting annual vehicle hours, O&M cost of XPR-1 (\$180,000) is significantly lower than that of XPR-2 (\$1.6 million). As such, XPR-1 received a high rating, while XPR-2 received a low rating. Again, it should be noted that the O&M cost projections developed during the evaluation process are only for comparison purposes and not meant to be used for budgeting purposes.

O&M COST PER RIDER | O&M cost per rider was evaluated to understand a project's cost-effectiveness. Results show that XPR-1 is the most cost-effective project due to its relatively high ridership in comparison to low vehicle hours required to operate service. On the other hand, XPR-2 is by far the least cost-effective project due to its low ridership in comparison to high vehicle hours. Other projects with a high cost-effectiveness score include LB-2, LB-4, LB-10, LB-14, and LB-17. Other projects with a low cost-effectiveness score include LB-9 and LB-11.

PEDESTRIAN AND BICYCLE SAFETY | The underlying assumption for this measure is that an investment in transit offers the opportunity to improve first-mile/last-mile connections. LB-2, LB 17, and RRC-1 are associated with the highest number of pedestrian and bicycle crashes, and thus received a high rating. Commuter bus projects were not evaluated due to the low tendency for riders to walk or bike to park-and-rides.

SERVES TRANSIT-RELIANT POPULATIONS | A number of projects received a high score for providing access to areas with the highest concentrations of transit-reliant populations along Jonesboro Road, Flippen Road, Eagles Landing Pkwy and N. Henry Blvd. LB-9, LB-11, and XPR-2 received a low rating as they do not serve any areas in the county with high concentrations of transit-reliant populations.

Summary of Evaluation Results

A composite table was developed to present the relative ratings for each project with respect to the evaluation measures (Table 4-4). Corresponding scores across the measures are presented Table 4-5.

Colors were assigned to reflect the ratings, with dark blue indicating high and lighter blue indicating low ratings. At present, all the evaluation measures are weighted equally. Potential weighting of evaluation measures will be considered as part of the development of the final recommendations. Major findings from the evaluation include the following:

- In general, projects that increase connectivity and access to the two largest cities in Henry County, Stockbridge and McDonough, were among the highest scoring projects.
- LB-2, LB-17, and RRC-1 are the highest rated projects due to their ability to increase transit access and connectivity to key destinations within and external to Henry County.
- RRC-1 received the highest overall rating; however, it is by far the costliest project both in terms of capital and annual O&M costs due to the high level of service and associated infrastructure improvements.
- LB-2 and LB-17 best balance project costs with ridership potential and other project benefits.
- LB-3 provides the critical link between Stockbridge and McDonough and rated moderately across the measures
- XPR-1 is by far the most cost-effective project due to its high ridership in comparison to low vehicle hours required to operate this service.
- LB-16 is another highly rated local bus project with respect to regional connectivity, cost-effectiveness, and access for transit-reliant populations.
- LB-7 and LB-10 rated moderately across the measures with a high-cost effectiveness.
- LB-11, LB-12, LB-13, and XPR-2 are the lowest rated projects generally across all the measures.

TABLE 4-4: PROJECT EVALUATION RESULTS

ID	Alternative	Increase transit accessibility and connectivity to jobs and opportunities				Expand multimodal transportation choices		Reduce travel times and traffic congestion			Support land use and economic development	Provide a safe, equitable, and cost-effective transit system				
		Activity Centers & Key Destinations	Community Facilities	Residential Density	Employment Density	Connectivity to Other Transit	Walkability	Ridership	Connectivity between Key Origins and Destinations	Transit Reliability	Transit-supportive land uses (Acres)	Capital Cost (2019\$)	O&M Cost (2019\$)	O&M Cost/Rider	Pedestrian & Bicycle Safety	Transit-Reliant Populations
LB-1	Fairview- Pilot Route	Low	Moderate	Moderate	Moderate	High	Low	Moderate	Low	Low	Moderate	Low	Low	Moderate	Moderate	High
LB-2	SR 42 North - McDonough to Clayton East (Pilot)	Low	High	High	High	Moderate	High	High	High	Low	Moderate	Moderate	Low	High	High	High
LB-3	McDonough to Stockbridge Loop	Low	Moderate	Moderate	Moderate	Low	Moderate	Moderate	High	Low	High	Low	Low	Moderate	Moderate	Moderate
LB-4	SR 81 East	Low	Moderate	Moderate	Low	Low	High	Moderate	Low	Low	Moderate	Moderate	Moderate	High	Moderate	Moderate
LB-5	SR 81 West - McDonough Loop to Hampton Loop	Low	High	Moderate	Moderate	Low	Moderate	Moderate	Low	Low	Moderate	Low	Low	Moderate	Moderate	Moderate
LB-6	SR 42 South - McDonough to Locust Grove	Low	Moderate	Low	Low	Low	High	Low	Low	Low	Low	High	High	Moderate	Low	Moderate
LB-7	SR 20 - McDonough to Hampton	Low	High	Moderate	Moderate	Low	High	Moderate	Low	Low	Moderate	Moderate	Moderate	High	Moderate	Moderate
LB-8	Jonesboro Road - McDonough to Clayton Justice Center	Low	Low	Moderate	Moderate	Moderate	Low	Low	Moderate	Low	Moderate	High	Moderate	Moderate	Low	Moderate
LB-9	Locust Grove to Hampton	Low	Moderate	Moderate	Low	Low	Moderate	Low	Low	Low	Moderate	Moderate	Moderate	Low	Low	Low
LB-10	Stockbridge to DeKalb	Low	Low	Moderate	Moderate	Low	Moderate	Moderate	Moderate	Low	Moderate	High	High	High	Low	High
LB-11	US 41 - Hampton to Clayton Justice Center	Low	Low	Low	Low	High	Low	Low	Low	Low	Moderate	High	High	Low	Low	Low
LB-12	SR 155 North - McDonough to DeKalb	Low	Low	Low	Low	High	Low	Low	Low	Low	Low	Moderate	Moderate	Low	Low	Moderate
LB-13	SR 155 South - McDonough to Downtown Griffin	Low	Low	Low	Low	Low	Low	Low	Low	Low	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
LB-14	SR 138 - Stockbridge to SR 155	Low	Low	Moderate	Moderate	Moderate	Moderate	Moderate	Low	Low	Low	High	High	High	Moderate	Moderate
LB-15	Stockbridge to South DeKalb	Moderate	Low	Moderate	Moderate	High	Low	Moderate	Moderate	Low	Low	Moderate	Moderate	Moderate	Low	High
LB-16	SR 42 North - McDonough to Southlake Mall	Moderate	Low	Moderate	Moderate	High	Moderate	Moderate	High	Low	Moderate	Moderate	Moderate	High	Moderate	High
LB-17	McDonough to Clayton East (2016 Pilot Alternative)	Moderate	Moderate	High	High	Moderate	High	High	High	Low	High	Low	Low	High	High	High
LB-18	McDonough to North Griffin via SR 20	Low	Low	Moderate	Moderate	Low	Low	Moderate	Low	Low	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate
RRC-1	McDonough to Airport and Downtown Atlanta	High	Moderate	High	High	High	High	High	High	High	Moderate	Low	Low	Moderate	High	High
XPR-1	Xpress Bus Stockbridge to Atlanta Airport	High	N/A	High	N/A	High	N/A	High	Moderate	Moderate	Low	Moderate	High	High	N/A	High
XPR-2	Xpress Bus Locust Grove to Downtown Atlanta	High	N/A	Low	N/A	High	N/A	Low	Moderate	Moderate	Low	Low	Low	Low	N/A	Low

TABLE 4-5: PROJECT EVALUATION SCORES

ID	Alternative	Increase transit accessibility and connectivity to jobs and opportunities				Expand multimodal transportation choices		Reduce travel times and traffic congestion			Support land use and economic development	Provide a safe, equitable, and cost-effective transit system				
		Activity Centers & Key Destinations	Community Facilities	Residential Density	Employment Density	Connectivity to Other Transit	Walkability	Ridership	Connectivity between Key Origins and Destinations	Transit Reliability	Transit-supportive land uses (Acres)	Capital Cost (2019\$)	O&M Cost (2019\$)	O&M Cost/Rider	Pedestrian & Bicycle Safety	Transit-Reliant Populations
LB-1	Fairview- Pilot Route	1	2	2	2	3	1	2	1	1	2	1	1	2	2	3
LB-2	SR 42 North - McDonough to Clayton East (Pilot)	1	3	3	3	2	3	3	3	1	2	2	1	3	3	3
LB-3	McDonough to Stockbridge Loop	1	2	2	2	1	2	2	3	1	3	1	1	2	2	2
LB-4	SR 81 East	1	2	2	1	1	3	2	1	1	2	2	2	3	2	2
LB-5	SR 81 West - McDonough Loop to Hampton Loop	1	3	2	2	1	2	2	1	1	2	1	1	2	2	2
LB-6	SR 42 South - McDonough to Locust Grove	1	2	1	1	1	3	1	1	1	1	3	3	2	1	2
LB-7	SR 20 - McDonough to Hampton	1	3	2	2	1	3	2	1	1	2	2	2	3	2	2
LB-8	Jonesboro Road - McDonough to Clayton Justice Center	1	1	2	2	2	1	1	2	1	2	3	2	2	1	2
LB-9	Locust Grove to Hampton	1	2	2	1	1	2	1	1	1	2	2	2	1	1	1
LB-10	Stockbridge to DeKalb	1	1	2	2	1	2	2	2	1	2	3	3	3	1	3
LB-11	US 41 - Hampton to Clayton Justice Center	1	1	1	1	3	1	1	1	1	2	3	3	1	1	1
LB-12	SR 155 North - McDonough to DeKalb	1	1	1	1	3	1	1	1	1	1	2	2	1	1	2
LB-13	SR 155 South - McDonough to Downtown Griffin	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2
LB-14	SR 138 - Stockbridge to SR 155	1	1	2	2	2	2	2	1	1	1	3	3	3	2	2
LB-15	Stockbridge to South DeKalb	2	1	2	2	3	1	2	2	1	1	2	2	2	1	2
LB-16	SR 42 North - McDonough to Southlake Mall	2	1	2	2	3	2	2	3	1	2	2	2	3	2	3
LB-17	McDonough to Clayton East (2016 Pilot Alternative)	2	2	3	3	2	3	3	3	1	3	1	1	3	3	3
LB-18	McDonough to North Griffin via SR 20	1	1	2	2	1	1	2	1	1	2	2	2	2	2	2
RRC-1	McDonough to Airport and Downtown Atlanta	3	2	3	3	3	3	3	3	3	2	1	1	2	2	3
XPR-1	Xpress Bus Stockbridge to Atlanta Airport	3	N/A	3	N/A	3	N/A	3	2	2	1	2	3	3	N/A	3
XPR-2	Xpress Bus Locust Grove to Downtown Atlanta	3	N/A	1	N/A	3	N/A	1	2	2	1	1	1	1	N/A	1

5. Next Steps

The major findings of the needs assessment and project alternatives evaluation will be shared with Stakeholder and Technical committees and the community for feedback. Financial considerations and funding strategies will also be developed, taking into account existing and future local funding scenarios, potential project phasing, and state and federal funding partnerships.

The input received from engagement, results of the technical project evaluation, and funding considerations will be brought together to form the recommendations for the Henry County TMP. These recommendations will include a project phasing strategy in short-, medium-, and long-term phases to implement the best-performing, most cost-effective, and supported projects.



Fare Policy Overview and Recommendations

September 2021



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Introduction

Henry County is located to the south of the City of Atlanta within the greater metropolitan Atlanta region. Sustained population growth is shifting development patterns in Henry County from a mixture of rural and suburban to a more urban form, which is increasing the demand on Henry County's transportation system. To address these changes, the Henry County Transit (HCT) Master Plan (TMP) is being developed in partnership with the Atlanta-Region Transit Link Authority (ATL). The TMP includes a fare policy assessment as an important part of the broader mobility analysis.

The intent of this report is to outline the TMP's fare policy assessment and recommendations based on the current HCT fare structure and the capabilities available through current or developing technologies. The purpose of this document is to identify the baseline conditions, provide best practices from peer agencies, and consider how these practices could be applied to Henry County to meet HCT's stated goal to "maximize ridership, revenue, and funding sources while providing customers an easy-to-understand system with efficient boarding, fare collection, and transfers to complementary systems." This report includes a review of the following items:

- Boarding process
- Fare collection procedures
- Fare policy
- Regional fare initiatives
- Integration of transit and other County programs

Several relevant studies and reports have been developed by local and regional agencies, and peer agencies around the country have also extensively studied fare policy implications. Previous work referenced in this document includes the 2016 Henry County Transit Needs Assessment, the 2020 ATL Annual Report and Audit, and the 2021 Henry County TMP Inventory & Existing Conditions Memorandum.

This report is divided into the following key sections:

1. **Section 1 – Introduction.** Introduce the fare policy assessment and its context within the TMP.
2. **Section 2 – Existing and Previous Conditions.** Summarize the existing and previous conditions of transit service in Henry County.
3. **Section 3 – Regional Considerations.** Describe relevant transit service and fare policies within the Atlanta region.
4. **Section 4 – Best Practices.** Present relevant best practices in fare policy, transit contracting, and fare payment.
5. **Section 5 – Recommendations.** Recommend fare policy changes and actions for HCT in the short-, medium-, and long-term.

Existing and Previous Conditions

Existing transit services in Henry County are provided through two primary operators: HCT and the ATL. Currently, HCT provides county-wide demand response transit as their only transit service offering. Until recently, HCT operated a pilot fixed-route service in northern Henry County that was discontinued due to reduced ridership levels and social distancing concerns resulting from the COVID-19 pandemic. The ATL operates four Xpress commuter bus routes that serve four park-and-ride facilities in Henry County. Commuter vanpools also operate in Henry County.

HCT Demand Response Service

Demand response is the primary existing transit service within Henry County. HCT provides curb-to-curb demand response service that is available to all Henry County residents. HCT's mission is to provide safe, reliable, accessible, and affordable transportation to citizens of Henry County. Residents frequently use this service to access medical appointments, shopping, employment, senior centers, and social events. HCT also provides human services transportation for disabled individuals accessing services provided by the Georgia Department of Human Services (DHS).

Reservations are required no more than seven days in advance and are accepted up to noon on the day before the trip.

FARES

Existing demand response fares are based on passenger age:

- \$2 per trip for passengers 60 years of age and over
- \$4 per trip for passengers under 60 years of age

It is recommended that HCT coordinate with the ATL and regional partners to adopt any established regional standard for demand response age groups.

Fares are only accepted in cash or check at the time of service. There are no immediate plans to implement transit fare collection technology; however, the County is paying close attention to regional fare collection technology discussions. Additionally, HCT staff has had a number of discussions with fare collection vendors regarding compatible fare collection technology options suitable for Henry County. In particular, the ATL is hosting regional discussions on the implementation of General Transit Feed Specification (GTFS) data and, ultimately, the use of seamless farebox technology throughout the 13-county Atlanta Region. Currently, all software systems are in-house to Henry County and not connected to any other regional transit services.

The Fiscal Year (FY) 2022 contract for DHS service provides \$458,954 in funding to HCT. Under the current contract, DHS contracts trips on behalf of multiple organizations to HCT. For each trip provided, DHS pays HCT \$9.50/\$13.50 for ambulatory rides (depending on the organization) and \$15.00 for rides requiring a wheelchair lift. DHS is invoiced monthly for eligible trips. Data in the TMP Existing Conditions report show that the actual cost to operate each HCT trip is approximately \$18 (in 2018).

RIDERSHIP

The 2019 National Transit Database (NTD) reported 70,650 annual unlinked trips.

FARE REVENUE

The 2019 NTD reported fare revenue of \$66,485, with a farebox recovery ratio of 3.2 percent. While fares per trip range from \$2 to \$4, when total fare revenue is compared to total ridership, the actual farebox amount collected per trip is \$0.94. When the DHS contract is included as revenue, the actual farebox amount collected per trip is \$7.32.

Commuter Xpress

The ATL operates four Xpress bus routes in Henry County and these routes serve four park-and-ride locations within the County. Commuter Xpress bus service primarily serves the I-75 South corridor from McDonough or Stockbridge to Downtown/Midtown Atlanta. One route serves the US 19-41 corridor from Hampton to Downtown/Midtown Atlanta with stops at Jonesboro in Clayton County. Services are provided Monday through Friday during peak morning and evening commute hours. In 2020, service levels on Xpress routes were reduced to efficiently serve dramatically reduced ridership due to the COVID-19 pandemic.

Further information can be found in the HCT Master Plan Inventory & Existing Conditions Memorandum.¹

FARES

The ATL's Xpress service is part of the Breeze card system. Fares can be purchased using cash or stored value on the Breeze card. One-way fares are \$3 and \$4 depending on distance, and round-trip fares are \$5 and \$7. Ten-trip and 31-day passes are also available through the Breeze card.

RIDERSHIP

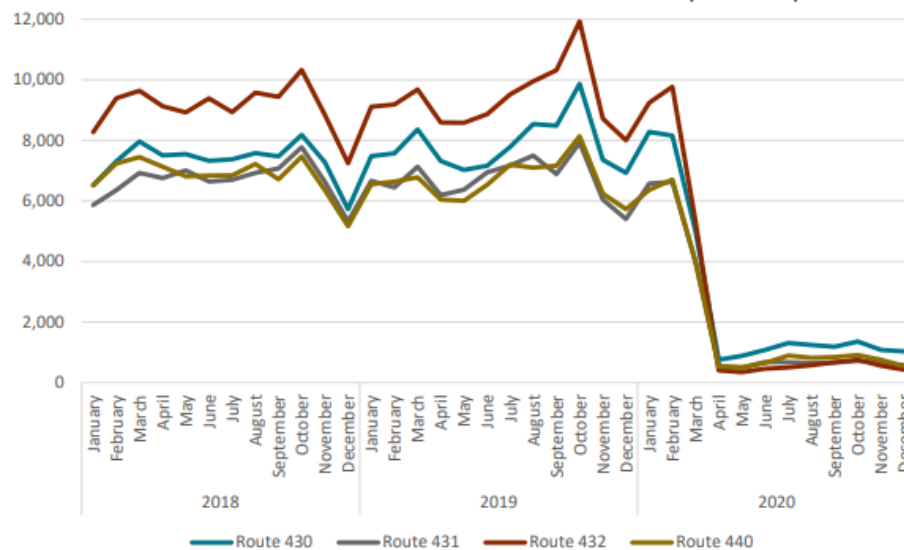
A ridership analysis of the Xpress bus routes within Henry County was conducted as part of the Henry County TMP Inventory & Existing Conditions Memorandum to assess current ridership and identify trends. The most notable trend in ridership over this period was the steep decline in March 2020 resulting from the COVID-19 pandemic. Ridership declined 93 percent for Henry County's routes between February and April of 2020. Ridership has increased slightly over the remainder of 2020 from a low of 2,228 combined monthly boardings in April to a high of 3,732 combined monthly boardings in October. ATL service planners do not expect Xpress service to return to pre-COVID levels of ridership and service for at least three to five years.

In the pre-COVID period, Route 432 from BrandsMart/Stockbridge to downtown Atlanta exhibited the highest ridership levels on any route. From 2018 to early 2020,

¹ HCT. 2021. *Henry County Transit Master Plan: Inventory & Existing Conditions Memorandum*. http://www.henrytransitmasterplan.com/docs/Henry_County_TMP-Existing_Conditions_Memorandum_Final.pdf

steady increases in ridership were seen on Route 432, when controlling for the seasonal effects on ridership. Ridership peaks in the fall and dips in December for all routes. Similar ridership increases were seen for Route 430, which runs from McDonough to downtown Atlanta. Smaller modest increases in ridership were evident over this period for Route 440 from Hampton to downtown/Midtown Atlanta and Route 431 from BrandsMart/Stockbridge to downtown Atlanta. **Figure 1** presents ridership levels as monthly boardings for the four routes that served Henry County from 2018 to 2020.

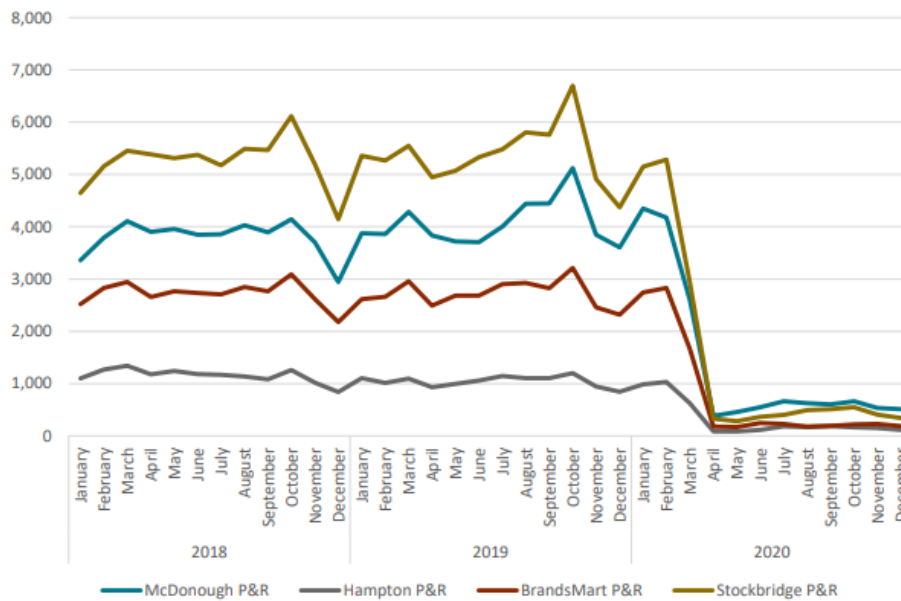
FIGURE 1: MONTHLY BOARDINGS FOR HENRY COUNTY XPRESS BUS ROUTES (2018-2020)



Source: ATL

Figure 2 displays the number of monthly boardings by park-and-ride location between 2018 to 2020. The Stockbridge park-and-ride exhibits the highest number of monthly boardings by a considerable margin. Increases in monthly ridership are evident at the Stockbridge and McDonough locations suggesting a growing demand for park-and-ride facilities in these areas. The BrandsMart and Hampton park-and-rides have seen relatively flat levels of growth in monthly ridership in recent years.

FIGURE 2: MONTHLY BOARDINGS BY HENRY COUNTY PARK-AND-RIDE LOCATIONS (2018-2020)



Source: ATL

FARE REVENUE

The 2019 NTD reported fare revenue of \$5.0 million, with a farebox recovery ratio of 23.9 percent.²

Fixed-Route (Pilot)

Pilot fixed-route service was implemented in northern Henry County in 2018 and discontinued in 2020 due to social distancing concerns and reduced ridership from the COVID-19 pandemic. The pilot route operated from 9:00 A.M. to 5:00 P.M., Monday through Friday, with a service break from 12:20 P.M. to 1:50 P.M. Bus stop signage with stop schedules was installed along the route. The route provided service via a 20-passenger StarTrans Senator II Shuttle Bus. Headways fluctuated at stops throughout the day but were typically between 70 minutes and 90 minutes. HCT's pilot fixed-route consisted of a circular route along SR 138 (North Henry Boulevard), SR 155, Fairview Road, Bouldercrest Road, Anvil Block Road, and I-75 South. The northern extents of the route along Bouldercrest Road and Anvil Block Road allowed for transfers to Metropolitan Atlanta Rapid Transit Authority (MARTA) Routes 32 and 195, before those routes were cut in COVID-19 service reductions. Further information

² Revenue is provided for all 27 bus routes operated by the ATL across 12 metro Atlanta counties, not just the four bus routes operated in Henry County.

can be found in the Henry County TMP Inventory & Existing Conditions Memorandum.³

FARES

The pilot program offered fare-free transit.

RIDERSHIP

Table 1 presents monthly ridership for the pilot route in 2019. The low route performance suggests the need to reevaluate the pilot service route and service characteristics. The need to relaunch fixed-route pilot service with improved service characteristics or in a new location will be examined further in the upcoming Needs Assessment phase of the study.

TABLE1: PILOT FIXED-ROUTE MONTHLY RIDERSHIP (2019)

Month (2019)	Total Passengers	Service Days	Average Passengers per Service Day
January	84	21	4.00
February	87	20	4.35
March	75	20	3.75
April	56	22	2.50
May	61	22	2.80
June	55	20	2.80
July	61	22	2.80
August	74	22	3.40
September	59	20	3.00
October	105	23	4.60
November	99	19	5.20
December	79	19	4.20

Source: HCT

³ HCT. 2021. *Henry County Transit Master Plan: Inventory & Existing Conditions Memorandum*. http://www.henrytransitmasterplan.com/docs/Henry_County_TMP-Existing_Conditions_Memorandum_Final.pdf

FARE REVENUE

No fare revenue was collected during the fare-free pilot program.

Funding Sources

HCT is currently funded through four main funding sources: federal, state, local, and direct revenue. The majority of HCT's funding is sourced from local funds in the amount of \$1.4 million annually from the county's General Fund.

The second largest revenue source is from federal funding programs, in the amount of \$0.8 million annually in 2019. Federal funding was sourced from multiple grant programs such as the §5310 Capital Assistance Program, the §5339 Bus and Bus Facility Formula Program, the §5311 Federal Transit Administration (FTA) Formula Grants for Rural Areas, and the §5307 Urbanized Area Formula Program. In 2019, Henry County was eligible to receive funds from both the urban and rural (§5307 and §5311) FTA programs. Moving forward, as the county continues to grow and urbanize, the amount of urban funds the county is eligible for will increase and the rural funds will decrease. For urbanized areas with populations less than 200,000, operating assistance is an eligible §5307 expense. Once population exceeds this limit, the urbanized area may not use funds for operating assistance unless identified by FTA as eligible under the Special Rule. Henry County's upcoming FY 2022 FTA allocations will be impacted by the County's newly released 2020 US Census population estimate of 240,712. Moving forward, Henry County will need to identify new local and/or state funds to support existing transit operations that were previously funded under §5311. The ATL, in conjunction with the Georgia Department of Transportation (GDOT) and Georgia Institute of Technology, recommend that operators classify §5307 funds as Job Access and Reverse Commute (JARC), which will allow 50 percent of the funds to be used for operating expenses. Henry County will need to demonstrate that JARC criteria is met for connecting low-income residents to jobs.

The remaining portion of HCT's 2019 revenue is made up of state and directly generated funds⁴, including fare revenue of \$66,485, with a farebox recovery ratio of 3.2 percent, and a contract with DHS for \$323,436 (\$458,954 in 2020). HCT received \$192,067 in state funds in 2019. **Table 2** presents the funding breakdown of the various sources presented in this section. In 2020, it should also be noted that HCT received additional federal funding assistance related to the COVID-19 pandemic. This

⁴ Directly generated revenue consists of fare revenue and funds from a contract with the State of Georgia DHS.

included funding through the Coronavirus Aid, Relief and Economic Security (CARES) Act of \$2.8 million issued directly from the FTA, and \$729,030 in supplemental CARES Act funding received from the State.

TABLE 2: HCT FUNDING SOURCES (CAPITAL AND OPERATING – FY 2019)

2019 Funding Sources	Category	Subtotal	Total
Federal Assistance	Capital Assistance Spent on Operations (including Maintenance) (\$5310)	\$165,455	\$785,878
	Bus and Bus Facilities Formula (\$5339)	\$6,300	
	FTA Formula Grants for Rural Areas (\$5311)	\$515,735	
	FTA Urbanized Area Formula (\$5307)	\$98,388	
State Funds	State Funding Programs	\$192,067	\$192,067
Local Funds	County General Fund	\$1,426,453	\$1,426,453
Directly Generated	Fare Revenue	\$66,485	\$389,921
	DHS Contract	\$323,436	

Source: National Transit Database 2019, HCT

Public Views of Transit in Henry County

In November 2015, outreach for the HCT Needs Assessment⁵ was held through an open house meeting. In January 2016, a transit visioning workshop was held in support of the same project, and an online and telephone survey was also conducted. As a part of this work effort, a virtual outreach session was conducted in January 2021.⁶ The virtual outreach session generated the following takeaways:

- Most attendees did not know that Henry County currently operates its own transit system of demand response service.
- Generally, comments from attendees were in support of transit and mobility for seniors, but they were unsure if they themselves would use such a service, nor if they would support funding such a service.
- Respondents stated that they would prefer to use credit cards and/or pre-paid fares (e.g., Breeze card).

⁵ HCT. 2015. *Transit Needs Assessment Report*.

<https://www.co.henry.ga.us/Portals/0/Transit/pdf/Henry%20County%20Transit%20Needs%20Assessment.pdf>

⁶ HCT. 2021. *Henry County Transit Master Plan: Summary Report Public Meeting #1*.

http://www.henrytransitmasterplan.com/docs/HC_TMP_Summary_Report-Public_Meeting_1-FINAL.pdf

- 52 percent of the 54 attendees stated that they were in support of “whatever it takes to accomplish the transit vision,” and 32 percent supported additional funding for adding some new services.

Additional customer surveys should be considered in the future as ridership recovers and HCT looks to advance service improvements.

Regional Considerations

The HCT demand response service and the ATL’s Xpress service offer some opportunities for users to connect to other regional transit services. HCT riders can use the demand response service as a connection to the Xpress stops at the McDonough, Hampton, BrandsMart, and Stockbridge Park and Ride Lots. The Xpress routes connect to Downtown and Midtown Atlanta, allowing passengers to transfer (with additional fare) to local and regional services such as MARTA. These relevant regional transit services are summarized below.

Transit in the Atlanta Region

The Atlanta region has a multi-modal transit network with several operators and a wide variety of service types. Heavy rail provides over half of all transit trips in the region. The region has six fixed-route bus systems and an extensive network of commuter bus routes, with many taking advantage of express lanes on interstates. The region is also served by several demand response and vanpool services.

According to the 2020 ATL Annual Report and Audit, the Atlanta region’s transit network includes:

- MARTA’s 46-mile heavy rail network with 38 stations
- MARTA’s streetcar service with 12 stops
- 6 fixed-route bus systems with nearly 700 buses carrying almost 215,000 riders daily
- At least 13 demand response providers
- 35 commuter bus routes
- 65 miles of express lanes
- 3 vanpool programs

The 13-county Atlanta region includes Cherokee, Clayton, Cobb, Coweta, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Henry, Paulding, and Rockdale counties. These counties are divided into 10 transit districts, each of which has a representative on the ATL board. District boundaries were intentionally drawn to extend across

county boundaries to foster proactive transit planning and coordination activities that advance a more seamless, regional transit network. The ATL's goal is to better connect transit options across the 13-county region of Atlanta.

Table 3 presents the ATL’s transit partners in alphabetical order.

TABLE 3: ATL'S TRANSIT PARTNERS

Agency/ Operator	Description
The Atlanta Regional Commission (ARC)	ATL works closely with the ARC to revise the current regional transit process. Both agencies work together to ensure that the regional transit plan aligns and integrates with the Transportation Improvement Program (TIP) and the Statewide Transit Plan (STP) processes and funding.
Cherokee Area Transportation System (CATS)	Provides fixed-route service in and around Canton and countywide demand response service.
Cobblinc	Provides local bus service, paratransit and FLEX on-demand service within Cobb County as well as commuter bus to and from Downtown and Midtown Atlanta.
Connect Douglas	Commuter-oriented program that operates work-trip vanpools and offers transportation assistance to senior adults and disabled individuals.
Forsyth County Dial-A-Ride	Provides on-call public transportation system for use by Forsyth County residents.
Coweta County Transit	Provides on-demand transit services to business, commercial, and activity centers within the county.
Georgia Department of Transportation (GDOT)	Plans, designs, constructs, maintains, and improves the state's roads and bridges, and interstate highways; and provides planning and financial support for other modes of transportation including rail, transit, general aviation, bicycle, pedestrian programs, and waterways.
The Georgia Regional Transportation Authority (GRTA)	Maintains authority over the TIP, Developments of Regional Impact (DRI), and the Governor's Development Council. The ATL is administratively attached to GRTA.
Gwinnett County Transit (GCT)	Offers express bus, local bus, and paratransit service.
Henry County Transit (HCT)	Provides on-demand curb-to-curb service on a first-come, first-served reservation basis for all its residents.
Metropolitan Atlanta Rapid Transit Authority (MARTA)	Exclusive authority for operating the region's heavy rail system, including any new heavy rail projects.
The State Road and Tollway Authority (SRTA)	SRTA's oversees tolling, the Georgia Transportation Infrastructure Bank (GTIB), and transportation financing. SRTA's GO! Transit program was coordinated with the ATL.
Xpress	27 routes operated by the ATL across 12 metro Atlanta counties providing commuters access to and from major employment centers in Downtown, Midtown, and Perimeter Center. Refer to the previous section for information on the routes that operate in Henry County.

Source: ATL

Fare Structure in the Atlanta Region

Table 4 through Table 7 summarize the Atlanta region's current fare structures by mode.

TABLE 4: FARE STRUCTURE FOR FIXED-ROUTE LOCAL BUS, HEAVY RAIL, AND STREETCAR

Agency/ Operator	Base	Senior	People with Disabilities	Students/ Children
CATS	\$1.25	\$0.60	\$0.60	Free
CobbLinc	\$2.50	\$1.00	Free to \$1.00	Free to \$1.50
Connect Douglas	\$2.50	\$1.00	\$1.00	\$1.00
CPACS*	\$2.00	\$2.00	\$2.00	\$2.00
GCT	\$2.50	\$1.25	\$1.25	Free
HCT**	Free	Free	Free	Free
MARTA (Bus, Heavy Rail)	\$2.50	\$1.00	\$1.00	\$1.00
MARTA (Streetcar)	\$1.00	\$1.00	\$1.00	Free

* CPACS waives fares for qualifying riders

** Pilot fixed-route service was implemented in northern Henry County in 2018 and discontinued in 2020 due to social distancing concerns and reduced ridership from the COVID-19 pandemic. The pilot program offered fare-free transit.

Source: ATL Annual Report and Audit, 2020

The most common base fare for fixed-route services in the region is \$2.50. If a region-wide base fare were enacted at this rate, CATS and Atlanta Streetcar riders, who currently pay less per trip, would be more adversely impacted. If HCT were to reinstate the fare-free pilot fixed-route service post-COVID-19, those HCT riders would also be more adversely impacted. Most providers offer a discount to seniors and people with disabilities, except for CPACS and the Atlanta Streetcar. Most providers also offer free or discount fares to students and/or children, but with varying restrictions. For example, some have a maximum age and others have a maximum height.

TABLE 5: FARE STRUCTURE FOR COMMUTER BUS

Agency/ Operator	Base	Children
Cobblinc	\$5.00	\$5.00
GCT	\$3.75 to \$5.00	Free if on the lap of a parent/guardian
Xpress	One-way: \$3.00 to \$4.00 Round-trip: \$5.00 to \$7.00	Free if on the lap of a parent/guardian (and other restrictions)

Source: ATL Annual Report and Audit, 2020

Commuter bus fares vary widely by base cost and trip distance. Xpress offers a discount when purchasing a round-trip ticket. Cobblinc does not offer any discount on commuter bus service. GCT and Xpress offer free rides to children if they sit on a lap of a fare-paying adult.

TABLE 6: FARE STRUCTURE FOR DEMAND RESPONSE SERVICE

Agency/ Operator	Base	Other Fare Type (if applicable)	Passengers
CATS	\$2.50	N/A	Open to all
Cobblinc	\$2.50	Children: Free	Open to all
Connect Douglas	\$1.00	N/A	ADA Paratransit
Coweta	\$3.00	N/A	Open to all
CPACS	Free	Personal care attendant: Free	Open to all
GCT	\$4.00	Personal care attendant: Free	ADA Paratransit and seniors
HCT	\$4.00	Seniors \$2.00	Open to all
MARTA	\$4.00	N/A	ADA Paratransit

Source: ATL Annual Report and Audit, 2020; Transit agencies' webpage.

Fares for demand response services vary in part because some of the region's demand response services are ADA paratransit and others are open to all customers.⁷

⁷ Americans with Disabilities Act. ADA paratransit refers to services available for individuals with disabilities who undergo an eligibility certification process.

TABLE 7: FARE STRUCTURE FOR VANPOOL SERVICE

Agency/ Operator	Fare
CATS	CATS pays 50 percent of the lease and fuel expenses; vanpool riders share the other 50 percent.
Connect Douglas	One-way: \$6.00 Round-trip: \$8.00 Monthly pass: \$82.00 to \$195.00
Xpress vanpool	The Xpress vanpool program provides a monthly subsidy of \$375.00; vanpool riders share the remaining expenses.
HCT	Vanpool program is operated by the ATL. The ATL provides financial incentives for commuters to promote participation.

Source: ATL Annual Report and Audit 2020; Henry County Transit Master Plan: Inventory & Existing Conditions Memorandum 2021

Each vanpool service has a different fare structure: CATS provides a fixed share of the costs, with passengers paying the remainder; the Xpress vanpool program provides a fixed dollar amount, with passengers paying the remainder, and Connect Douglas's passengers pay a fixed price per trip or per month. Connect Douglas's fare structure functions more like a standard fixed-route system with single-trip and monthly prices. Both CATS's and Xpress's fare structures incentivize riders to maximize vehicle occupancy: the more passengers, the lower per-passenger cost. Commuter vanpool services are provided within Henry County through the ATL. The ATL provides financial incentives for commuters to promote participation and contracts with private sector vendors who provide the vehicles.

BREEZE

MARTA introduced the Breeze card to the public in October 2006. The card is a stored value smart card that passengers use as part of an automated fare collection system. The Breeze card is the Atlanta region's current transit fare card. It has a computer chip inside that can be encoded with a cash value or discount pass. The Breeze system collects fares using smart cards instead of tokens or magnetic strip cards. Its features include:

- Interactive Breeze vending machines
- "Tap-and-go" card readers on entry gates, buses, and paratransit vehicles
- State-of-the-art computer system that links everything together

Breeze's technology has allowed MARTA to work with other transit systems in the region, including CobbLinc, Gwinnett County Transit, and Xpress. This system enables transit riders to travel throughout the Atlanta region using MARTA, CobbLinc, Gwinnett County Transit, or Xpress with just one fare card. The other operators in the

region, including HCT, do not currently use Breeze cards and are not as easily accessible as a result.

Today, transit riders receive free transfers between MARTA and any Breeze partner agency with the use of a Breeze card. This card enables free transfers from rail-to-bus, bus-to-rail, and bus-to-bus including free transfers from MARTA to Xpress, Cobb Community Transit, and Gwinnett County Transit. The following transfer conditions apply:

- Riders must not tap their Breeze card before exiting the bus or fare gate.
- Riders are entitled to make up to four (4) bus-to-bus, bus-to-rail, or rail-to-bus transfers if they choose to pay the fare with stored value or a trip-based pass. Transfers are valid for a maximum of three (3) hours from the beginning of a trip and cannot be used for round trips.
- Riders are entitled to an unlimited number of rides within the validity period if they are using a time-based pass.
- Bus riders paying in cash will not receive a transfer and must pay any additional fare to transfer to another bus or bus-to-rail.
- Transfers do not apply to the Atlanta Streetcar.

It is recommended that frequent riders purchase a multi-trip or monthly pass, as it provides added discounts by purchasing in bulk. The cost of a Breeze card is \$2 in addition to the cost of a fare or pass.

Table 8 provides a complete listing of all fare passes available in the Atlanta region. Most discount and passes for each individual transit agency are available on the Breeze card.

One of Breeze's objectives is to connect transit systems and solve many of the issues faced by Atlanta region transit riders, who are increasingly more likely to use more than one transit service to complete a trip. These trips typically require knowledge of potentially confusing transfer policies and the issuance of various paper and magnetic card transfers, which discourage inter-jurisdictional transit travel. Breeze provides the technology infrastructure to create a fare structure common to all the transit providers.

Additionally, Breeze establishes a common fare clearinghouse that distributes revenue between the various transit systems and allows for the ATL Regional Transit Committee (formerly, the Transit Planning Board), to facilitate a regional fare structure. Breeze is eventually expected to operate as one seamless regional system for transit riders. The MARTA Breeze Team continues to work with the ATL and Cobb and Gwinnett counties to plan and eventually implement improved fare policies for the

region.⁸ As more agencies join Breeze and coordinate their transfer policies, the MARTA Breeze Team must ensure that transfer rules are clear to transit riders. Transit coordination could also be needed with Spalding and Rockdale counties depending on their future transit system plans and fare technologies.

Transfer policies may be needed within Henry County between different modes. HCT to HCT transfers could automatically load and be available if the agency were to join Breeze. Note that CobbLinc to CobbLinc transfers are automatically loaded and available when using a Breeze card. These are valid for three (3) hours from start of trip and in same direction of travel. A Breeze card is also required to receive a free transfer within Gwinnett County Transit services (e.g., express to express, local to local). Similar to CobbLinc, free transfers are valid for 3 hours from start of a trip.

TABLE 8: MULTI-TRIP FARES

Agency/ Operator	Fare Type	Fare
Streetcar	1 Day Pass	\$3.00
	7 Day Pass	\$11.00
	30 Day Pass	\$40.00
	Visitor Pass (5 Days)	\$10.00
CobbLinc	Local 10 Ride	\$18.00
	Local 31 Day Pass	\$72.00
	Express 20 Ride	\$65.00
	Express 31 Day Pass	\$125.00
GCT	Zone 1 Express 10 Ride	\$32.50
	Zone 1 Express 30 Day	\$130.00
	Zone 2 Express 10 Ride	\$45.00
	Zone 2 Express 30 Day	\$180.00
	Local 10 Ride	\$22.50
	Local 30 Day	\$80.00
Xpress	Green Zone Round Trip	\$5.00
	Green Zone 10-Trip	\$25.00
	Green Zone 31-Day	\$100.00
	Blue Zone Round Trip	\$7.00
	Blue Zone 10-Trip	\$35.00
	Blue Zone 31-Day	\$125.00
MARTA	2 Trip	\$5.00
	10 Trip	\$25.00
	20 Trip	\$42.50

⁸ Breeze Card: Connecting Transit Systems
https://www.breezecard.com/regional_partners.aspx

Agency/ Operator	Fare Type	Fare
	1 Day Pass	\$9.00
	2 Day Pass	\$14.00
	3 Day Pass	\$16.00
	4 Day Pass	\$19.00
	7 Day Pass	\$23.75
	30 Day Pass	\$95.00

Source: ATLtransit Fares, Passes & Breeze Card

REGIONAL FARE POLICY STUDY

The ATL is currently working with regional partners to create a regional fare collection program, which may ultimately replace the Breeze card. This regional fare policy study will assess regional fare collection and policy and consider how technology could be leveraged to improve the customer experience and make the system simpler to use.

A committee developed the workplan in 2020 to achieve consensus on the metro-wide system as well as an intergovernmental agreement. Beginning in late 2020, workshops assisted committee members and local partners in understanding potential fare policy options, receiving input from the public, and agreeing on draft fare collaboration principals and fare collaboration forum structure options. As these are finalized toward the end of 2021 and the beginning of 2022, MARTA will contract with a vendor to implement the fare collection system through a phased rollout to 2026.

Best Practices

Drawing upon national best practices, this section identifies several relevant best practices in fare policy, transit contracting, and fare payment that may be of interest to Henry County.

Mobility on Demand Contracting Best Practices

Mobility on demand (MOD)⁹ refers to transportation services that can be hailed in real-time for an impending trip. MOD integrates data such as location tracking and traffic conditions, with user-entered destination and payment information. Though most MOD services are designed for users to interface using a smartphone, MOD can

⁹ Eno Center for Transportation. 2019. *Contracting for Mobility*.
<https://www.enotrans.org/enno-resources/contracting-for-mobility/>

be requested through a web browser or call center to meet accessibility and equity needs. MOD models use a variety of transit modes to provide services, including fixed-routes, demand response, and volunteers. While MOD is not a new concept, recent technological advancements facilitate its deployment in a new way.

MOD can integrate and connect various pre-existing modes of transportation within a community. Typically, a transit authority serves as a central hub in scheduling and coordinating transportation for several programs and for individuals. A private company, local partners, and local and state agencies work together to organize and provide transportation using preexisting transportation infrastructure, matching client needs with the most appropriate resources available. These contracted service providers help to ensure cost efficiency, improve safety, and satisfy any necessary regulatory compliance.

MOD partnerships between public transit agencies and private companies require thorough planning and negotiation during inception to produce a service that can meet both sides' goals. Public agency staff and private companies alike should recognize that the contracting process may be lengthy, especially when it includes detailed plans and information and depends on funding sources and federal, state, and regional context. But understanding each party's motive, assigning expectations early, and negotiating contentious topics in a clear contract will provide a solid framework for implementation.

The 2016 FTA MOD Sandbox pilot program involving Los Angeles Metro and Puget Sound/King County in Washington identified several best practices for MOD:

- Public agencies should balance the benefits of multi-organization collaboration with the benefits of speedier implementation. Multi-agency collaboration creates complex projects. Although this collaboration can add capacity and inter-regional context, it can also protract timelines.
- Public agencies should be aware that MOD service providers require quick turnaround, while MOD service providers need to recognize that contracting with public agencies takes time. Contracting between the public and private sectors requires give-and-take on both sides.
- Public agencies should be resolute with service and data needs in contracting with private companies. Particularly when they are subsidizing on-demand type services with taxpayer dollars, public agencies have tremendous leverage in negotiating contract terms. Service provisions and data sharing needs should be agreed upon in project planning, written down in a signed term sheet, and included in the final contract.
- Public agencies can design MOD contracts to have flexibility to allow for adaptable projects but understand that flexibility can open up opportunities

for further deliberation. Allowing for adaptability based on quantitative data and qualitative experience can help progress toward project goals.

Innovative Mobility Partnerships (IMP) are another option similar to MOD, where an agency develops a partnership with private providers such as Uber or Lyft. While MOD partnerships often use a fleet of dedicated vehicles owned either by the agency or the contractor, IMP uses privately owned vehicles operated by contract drivers. MOD vehicles tend to be ADA compliant while recent pilot IMP programs have run into complex contracting issues with being able to provide enough ADA compliant vehicles to meet rider demand and ensure compliance with Title XI.

If HCT is considering MOD/IMP as an additional service or to replace the existing on-demand service, it will be important to develop a comprehensive set of goals and objectives, as well as understand what customers need and will use.

Fare-Free Transit

Transit systems have implemented fare-free systems in various ways, including systemwide on a pilot basis, within a specific area such as downtown or within a major travel corridor, during specific times or events such as during off-peak periods or during poor air quality days, or for certain riders such as students, seniors, veterans, or low-income individuals. Some systems have implemented a fare-free route or routes by mode. The Atlanta Streetcar was initially fare-free during its first few years of operations between 2014 and 2016 and HCT's fixed-route pilot service operated fare-free between 2018 and 2020 in northern Henry County.

Most transit systems are highly subsidized as they provide a public good, with fares providing between 5 and 50 percent of revenue. Fare-free programs tend to be implemented in systems where only a small share (usually up to 10 percent) of costs are covered by fare revenue. Increasing subsidies to cover the net cost of these programs is more feasible in smaller systems than in large metropolitan transit agencies simply because of the level of funding required. Subsidies can come from federal, state, or local governments, or in some examples, the funding requirements are small enough for anchor institutions and major employers to provide meaningful support. For example, programs in Chapel Hill, Kansas City, and San Francisco have been supported with contributions from local universities and large employers.

While fully free transit potentially allows for the removal of fare collection infrastructure and operating costs, more targeted programs that offer free or reduced fares to selected riders or for selected trips may impose greater administrative costs. To ease this burden as much as possible, other programs have relied on existing eligibility determination processes, such as proof of attendance in the local schools or

enrollment in the Supplemental Nutrition Assistance Program (SNAP), to prove eligibility rather than develop their own eligibility determination procedures.

Transit operators pursue (or have pursued) free or reduced fare policies to meet one or more of three objectives:

- **Offer no- or low-cost mobility options to riders.** Free or reduced fare policies can also alleviate the cost burden of transportation and improve mobility and accessibility to jobs and amenities within a service area.
- **Generate broad economic and environmental benefits.** To the extent free or reduced fare programs lead to an increase in transit use at the expense of auto trips, these programs can help reduce traffic congestion, improve air quality, and decrease reliance on auto use.
- **Meet specific agency goals such as equity, ridership increases, or operational efficiencies.** These could include:
 - o **To market the system and attract new riders.** By making its system free, a transit operator can also promote the system, elevating its profile and encouraging non-users to “try out” the system. These programs tend to be temporary but cover a larger share of trips. Early programs in Denver, Colorado, and Trenton, New Jersey, in the 1970s provided free transit during off-peak hours. Denver’s program was designed to reduce air pollution, while the Trenton pilot was motivated by economic development in the area. A more recent free transit program in Austin, Texas, was designed to increase ridership partially as a marketing experiment and was not designed to be funded permanently.
 - o **To provide free transit to selected populations,** such as K12 students, veterans, seniors, or low-income workers. These systems use free fare policies less like standalone programs and more like aspects of an overall fare structure, though some programs have dedicated funding sources from external funding partners, such as New York City Transit’s free program for K12 students, which is funded partially by the City and State of New York.
 - o **To improve operational efficiency** by eliminating infeasible fare collection and enforcement, particularly in smaller systems. Some small systems implemented free transit because of onerous collection costs in relation to overall revenues. Many of these systems receive federal operating grants for a significant share of funding, and the remaining gap can be made up through other sources, oftentimes local institutions. For example, Chapel Hill Transit went fare-free in 2002 with support from the local university and increased transfers

from the cities of Chapel Hill and Carrboro funded by property tax levies and motor vehicle registrations.¹⁰ A fare free program in San Francisco for low- and moderate-income seniors and children has been funded through increased city transfers and private contributions from Google.¹¹ New York City funded Fair Fares, a program that offered half-price fares to low-income New Yorkers, from the City budget.¹²

To further these goals, many operators that offer free or reduced fare transit and their local and regional government partners have invested in improved or expanded capacity, implemented other policy changes to encourage transit use, or both in conjunction with elimination of fares.

Mobile Fare Payment and Regional Fare Coordination

Mobile fare payment is replacing traditional cash and paper passes by offering mobile ticketing via smart phone applications (“apps”) and multiple use transit cards. Most transit systems across the US, including those in the Atlanta region, offer fare payment via mobile apps and pre-loaded cards (e.g., Breeze card). There are several advantages to mobile fare payment and regional fare coordination, including service efficiencies, ease of passenger use, and operational flexibility. Agencies use a variety of mobile fare payment types, including a visual electronic “ticket” for inspection by a transit agency employee; a machine-readable two-dimensional Quick Response (QR) Code; and Near Field Communication (NFC) technology that allows data to be exchanged between devices that are a few centimeters apart (i.e., by “tapping” their device on an NFC reader installed at a station or on-board a vehicle).

The increased use of mobile apps / ticketing and multi-day passes reduces cash fare payments. This, in turn, can improve the efficiency of passenger boarding process, reduce dwell times, improve driver safety, and reduce cash handling. Some agencies also apply a cash-payment surcharge ranging from 1 to 30 percent of the fare in

¹⁰ Implementation and Outcomes of Fare-Free Transit Systems (2012), www.nap.edu/catalog/22753/implementation-and-outcomes-of-fare-free-transit-systems.

¹¹ Mayor Lee, Supervisors & SFMTA Announce \$6.8 Million Gift from Google to Fund Free Muni for Low Income Youth (press release, February 27, 2014), <https://sfmayor.org/article/mayor-lee-supervisors-sfmta-announce-68-million-gift-google-fund-free-muni-low-income-youth>.

¹² Mayor de Blasio and Speaker Johnson Announce Over 100,000 New Yorkers Enrolled in Fair Fares (press release, January 9, 2020), <https://www1.nyc.gov/office-of-the-mayor/news/014-20/mayor-de-blasio-speaker-johnson-over-100-000-new-yorkers-enrolled-fair-fares>.

order to further incentivize riders to convert to mobile ticketing or pre-paid fares. While there are equity considerations with this practice (i.e., access to banks and credit cards can be an issue for low-income residents), these concerns can be ameliorated through low-income rider policies or other actions.

Passengers view transit systems as a single service, and often cannot differentiate between services offered by one agency versus another. A single fare card backed by regional fare coordination can simplify and improve the rider experience. This also allows operational flexibility within the participating agencies, including ease of accommodating fare changes, options for a variety of fares, and transfers between otherwise distinct systems. Refer to the draft ATL Fare Collaboration Principles for additional information on how these policies may be implemented.

As noted during the 2016 Transit Needs Assessment, many respondents indicated that they would prefer to use credit cards and/or pre-paid fares to access transit. Regional fare coordination, such as the work currently being advanced by the ATL, is intended to make the region's transit network better coordinated, more unified, and more affordable while effectively accommodating differences in fare structures across participating agencies. A single card that can be used across all the region's transit providers is key to a unified regional fare policy. The ATL is currently working to develop a regional fare policy intended to simplify the fare payment process and improve customer experience, enhancing connectivity of the region's transit network.

With respect to HCT, while mobile ticketing may not be an option in the immediate future, participation in the ongoing ATL fare collaboration work and joining the Breeze card program could offer benefits to existing passengers and attract new riders.

Xpress recently implemented a mobile ticketing pilot program through Token Transit for its commuter bus service. Token Transit is a smart phone application that enables passengers to purchase passes to use immediately or store them for future rides. The agency intends to move to a more permanent Breeze mobile solution in the future.

Fare Capping

Fare capping limits how much a rider pays for all trips in a day, week, or month. Once a rider's maximum purchases and activations in a day, week, or month add up to the value of a higher value pass, the rider is automatically provided the higher value pass to use for the remaining time period. The rider would no longer be charged for any additional trips for the duration of pass. Fare capping also allows riders to gradually pay up to the cost of a weekly or monthly pass without having to pay for it upfront.

Fare capping can be a solution to increasing ridership and can be an important tool to support equity.

While fare capping is not necessarily relevant for HCT today, it may become relevant in the long-term as the system continues to grow. Fare capping is being used by larger agencies and regions, including TriMet (Portland, Oregon), AC Transit (Bay Area, California), DART (Dallas, Texas), and the Rapid (Grand Rapids, Michigan). Each agency's reason for implementing fare capping differs, but all have indicated that it can offer levels of equity to fares and improve the customer experience.

Employer / School / Partner Fare Programs

Transit agencies often partner with regional agencies, employers, or educational institutions to offer reduced or subsidized fares for clients, staff, or students. For example, New Jersey Transit offers full time college students the opportunity to save 25 percent on a monthly pass through the MyTix program in partnership with institutions participating in the University Partnership Program. In Flagstaff, Northern Arizona University (NAU) and Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) have partnered for several years on the ecoPASS program. NAU purchases highly discounted transit passes for its 2,800 employees, giving them access to free public transportation. In San Antonio, VIA offers the U-Pass program in conjunction with a number of local institutions to provide more than 100,000 active students, faculty, and school staff members with unlimited trips on regular bus service in the VIA service area. Los Angeles Metro is currently developing a pilot program to offer fare-free service to students and MARTA offers a discount program for employers to offer tax-free discounted fares to their staff.

As HCT continues to grow and considers fare collaboration with regional agencies, partnerships with employers, agencies, and schools could result in increased ridership. One potential option is the Georgia Commute Options¹³ (GCO) program, administered by the Atlanta Regional Commission. This could be a resource to work with Henry County and employers one-on-one to help develop fare partner programs. The GCO program offers a number of employer services to help develop commute options plans that meet the needs of individual organizations and their employees.

¹³ <https://gacommuteoptions.com/>

Fare Increase / Fare Review Policy

Agencies consider a variety of factors when setting fares, including revenue generation and service capacity. However, revenue often becomes the deciding factor, outweighing other benefits or goals. By taking a step back and defining goals to guide fare policy, agencies can provide a framework for making more deliberate decisions and balance the need to generate revenue from fares against other objectives. There are several ways to achieve this, including complex custom formulas tailored to the specific region and agencies, indexing fares to the Consumer Price Index (CPI), or identifying “triggers” to spur a review of the fare policy.

For example, the San Francisco Municipal Transportation Agency (SFMTA) has indexed changes to transit fares and parking fees by formula since 2009. Known as the Automatic Indexing Implementation Plan, this process makes transit fare increases more predictable and transparent, and ensures that parking rates rise commensurately to the transit fare.

Maryland Department of Transportation's Maryland Transit Administration (MTA) adjusts fares for core services, which includes every two years for local bus, light rail, metro subway and mobility/paratransit and every five years for commuter bus and Maryland Area Regional Commuter (MARC) Train. The increase in core service fares (single-trip full fare) is based on the increase in the CPI during the past two years, rounded to the nearest dime. Fares for commuter bus and MARC Train increase by the rise in the CPI during the last five years, rounded to the nearest dollar.

Agencies with strategic fare policies produce a better experience for riders, making transit more affordable, accessible, and convenient to use. Good fare policy starts with agency leadership, reflects the demands and expectations of riders, and is an on-going, iterative process.

Recommendations

Based on the TMP fare policy assessment, best practices, and key findings outlined in this report, HCT could consider the following short-, medium-, and long-term fare policy recommendations as part of the TMP:

SHORT-TERM

- **Fare Partner Programs.** Consider seeking local partnerships with large employers, schools, and healthcare providers to create fare partner programs, potentially through the Georgia Commute Options program.

- **Mobility On Demand Study.** Perform a specialized study on MOD/IMP to understand the costs and benefits of using MOD/IMP for HCT's on-demand service. Continue working with vendors to explore options.

MEDIUM-TERM

- **Regional Fare Payment Coordination.** Participate in regional fare payment coordination, potentially including the Breeze card system in the short-term and outcomes of the ATL Fare Study and the ATL Regional Transit Plan in the long-term. Work towards transitioning HCT to a mobile fare payment system.
- **Renegotiate DHS Contract.** Look at the costs and benefits of providing service to DHS customers to ensure that both HCT and DHS achieve their respective goals.

LONG-TERM

- **Transit Expansion Fare Policy.** Develop long-term transit fare policies with an eye to future transit expansion and coordination with regional fare policy, including future Xpress service within Henry County.

These recommendations are wide-ranging and far-reaching, looking ahead to a short-, medium-, and long-term future where transit choices in Henry County expand beyond on-demand service. This fare policy assessment does not recommend a specific fare amount for on-demand or fixed-route service at this time. For the on-demand services, the current rate is aligned with neighboring counties. For future fixed-route service, it is difficult to set a rate without knowing what the service entails. Given the fares for similar services around the region, it is recommended that the base one-way fare for HCT local bus would range from \$1.25 to \$2.50 in 2021 dollars. The fares should be adjusted to year of operation dollars based on inflation and Henry County should continue to use other regional system fares as a benchmark. While the service is new, the farebox recovery ratio may be low, but once the service matures (i.e., approximately three years of operation), a good farebox recovery target would be between 15 and 25 percent. Note: These recommendations are based on costs for similar services and farebox recovery. They do not take into account the impact of other funding sources and may need to be adjusted to balance the operating budget. In addition, they do not take into account any agreed-to regional fare level that might be set by the ATL. HCT should take into consideration the proposed service, connections, and frequency, as well as the market conditions within Henry County at inception. A fare study with a demographic and market analysis, with linkages to regional fare coordination efforts should be initiated, to allow HCT to develop a comprehensive local fare policy in conjunction with the operating plan and to account for future fare increases (when, how much, what triggers them).

By working with regional partners to leverage new technologies, create system-wide policies, and ensure the system is simple to ride, HCT can lay the foundation for future transit options. Creating inter-county partnerships with local employers and institutions, and ensuring legislation and policy incorporates transit-friendly planning, will contribute to this groundwork. As Henry County grows, the systems will be in place to ensure mobility options are available to meet the needs of employers, residents, and visitors.



Financial Considerations Report – FINAL Report

December 2021

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Introduction

Henry County is located to the south of the City of Atlanta within the greater metropolitan Atlanta region. Sustained population growth is shifting development patterns in Henry County from a mixture of rural and suburban to a more urban form, which is increasing the demand on Henry County's transportation system. To address these changes, the Henry County Transit Master Plan (TMP) is being developed in partnership with the Atlanta-Region Transit Link Authority (ATL). The TMP includes a financial considerations task as an important part of the broader mobility analysis.

This report summarizes key findings for the financial considerations task, including key financial strategies to implement the TMP transit investments proposed in the short-, medium, and long-term. The financial considerations report is divided into five key sections:

1. **Section 1:** Introduction of this financial analysis and context within the TMP.
2. **Section 2:** Description of short-term, medium-term, and long-term transit investments identified in the TMP, including estimated annual capital costs and operations and maintenance costs.
3. **Section 3:** Identification of key federal, state, local, and project-specific funding and financing opportunities that could be used to advance transit in Henry County in the short-, medium-, and long-term.
4. **Section 4:** Recommendation of financial strategies to implement and operate the short-term, medium-term, and long-term transit investments.
5. **Section 5:** Discussion of next steps, including submission of a CMAQ grant application, navigating urbanization, and looking ahead to the medium-term and long-term financial strategies.

Proposed Transit Investments

This section summarizes the short-term, medium-term, and long-term transit investments identified in Task 5 of the TMP, including the estimated annual capital costs and operations and maintenance (O&M) costs for each category of transit investment.

The project universe contains all potential transit projects identified to meet the assessed needs and opportunities and be evaluated for inclusion in the TMP's recommendations. Project alternatives were identified from a variety of sources including the previous 2016 Transit Feasibility Study, the Atlanta Regional Commission's (ARC) Regional Transportation Plan (RTP), and the ATL's Authority's Regional Transit Plan (ARTP), the Clayton County Transit System Plan, Henry County's Fairview Pilot Route technical analysis, and public and stakeholder input. Major project types include park-and-rides, mobility hubs, local bus, commuter express bus, rapid regional connector, commuter rail, demand response transit, and operations and maintenance facility.

Based on the evaluation results described in detail in the *Henry County Transit Master Plan Needs Assessment Memorandum*, Henry County could consider the following investments:

- **Programmatic Elements**
 - Transit Supportive Infrastructure
 - First-mile/last-mile connections
 - Roadway operational improvements
 - Connected vehicle technology/transit signal priority (TSP)
 - Managed lane coordination
 - Marketing and Rebranding Campaign
 - Regional Fare Integration
 - Transit Supportive Land Use Policy
 - Safety and Security
 - Administrative and Oversight
 - Staffing and training
 - National Transit Database (NTD) reporting
 - Route planning (stop locations and amenities)
 - Developing service standards
- **Complementary Capital Investments**
 - Park-and-ride lots (PNR)
 - Mobility hubs (MH)

- Operations and maintenance facility
- Microtransit
- Service fleet expansion
- **Performance-based Transit Projects**
 - Local Bus Routes (LB)
 - Express Commuter Bus (XPR)
 - Rapid Regional Connector (RRC)

All costs in this section are presented in years of expenditure (YOE) dollars.

Short-Term Transit Investments

Henry County's short-term transit investments are assumed to be implemented in the first five years, between 2022 and 2026. Proposed transit investments in the short-term include:

- **Develop and implement a marketing and promotional rebranding campaign for Henry Connect in 2023**
 - Cost: \$172,000
- **Maintain Dial-a-Ride service (2022-2026)**
 - Total Existing Henry County Transit (HCT) Operations & Maintenance (O&M) Costs: \$13.2 million
 - Department of Human Service (DHS) Contract Costs (net of Federal and State Support): \$2.0 million
- **Conduct microtransit feasibility study in 2024 and implement recommended scenario**
 - Cost: \$59,000
- **Initiate regional fare system integration and discussions and process**
- **LB-17 McDonough to Clayton East Local Bus (2016 Pilot Alternative)¹**
 - Capital Cost: \$903,000 (2022-2023)
 - Total O&M Cost: \$98.6 million (2023-2051)
- **XPR-1 Xpress Bus Stockbridge to Atlanta Airport**
 - Planning/Engineering Cost: \$620,000 (2026)

¹ Modification of recommended pilot route in the 2016 Transit Feasibility Study with a connection to the Mt. Carmel Park-and-Ride and service along McDonough Parkway in McDonough.

The total capital and O&M costs for the short-term are summarized in Table 4. The local fixed-route bus pilot alternative (LB-17) and microtransit service area are shown in Table 1: **SHORT-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2022-2026)**

Investment	Capital	O&M	Total
Develop and implement a marketing and promotional rebranding campaign for Henry Connect	\$0.2M	-	\$0.2M
Maintain Dial-a-Ride service	-	\$15.2M	\$15.2M
Microtransit Feasibility Study and Implementation of Recommended Scenario	\$0.1M	-	\$0.1M
Regional Fare System Integration	-	-	-
LB-17 McDonough to Clayton East Local Bus	\$0.9M	\$98.6M	\$99.5M
XPR-1 Xpress Bus Stockbridge to Atlanta Airport	\$0.6M	-	\$0.6M
Total	\$1.8M	\$113.8M	\$115.6M

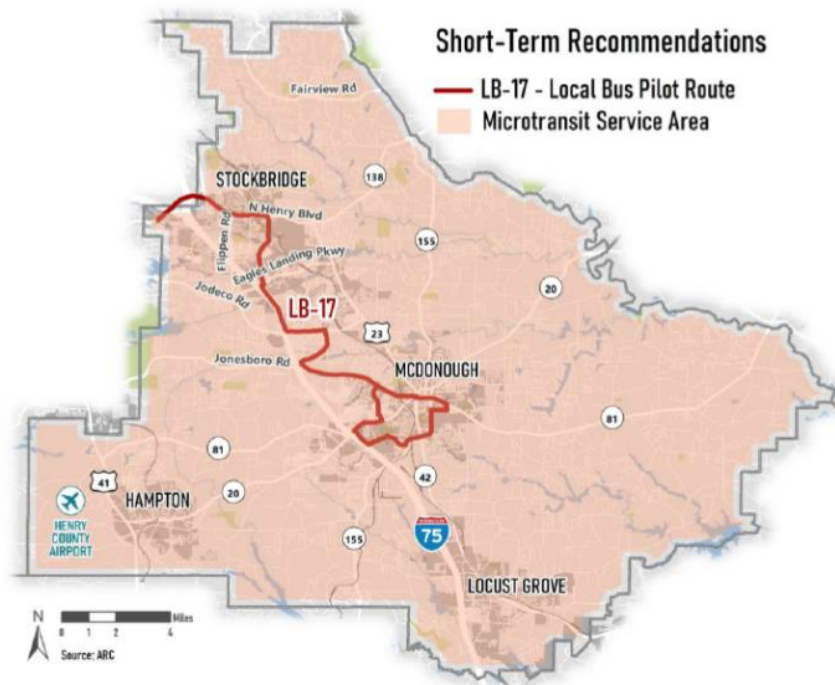
FIGURE 1

TABLE 1: SHORT-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2022-2026)

Investment	Capital	O&M	Total
Develop and implement a marketing and promotional rebranding campaign for Henry Connect	\$0.2M	-	\$0.2M
Maintain Dial-a-Ride service	-	\$15.2M	\$15.2M
Microtransit Feasibility Study and Implementation of Recommended Scenario	\$0.1M	-	\$0.1M
Regional Fare System Integration	-	-	-
LB-17 McDonough to Clayton East Local Bus	\$0.9M	\$98.6M	\$99.5M
XPR-1 Xpress Bus Stockbridge to Atlanta Airport ²	\$0.6M	-	\$0.6M
Total	\$1.8M	\$113.8M	\$115.6M

² Cost presented for XPR-1 is for planning and engineering.

FIGURE 1: MAP OF SHORT-TERM TRANSIT INVESTMENTS



Medium-Term Transit Investments

Henry County's medium-term transit investments are assumed to be implemented between year 6 and 16, from 2027 to 2037. Proposed medium-term transit investments include:

- **XPR-1 Xpress Bus Stockbridge to Atlanta Airport**
 - Capital Cost: \$5.9 million (2027-2028)
 - Total O&M Cost: \$8.8 million (2028-2051)
- **Integration into Regional Fare System in 2027**
 - Cost: \$658,000
- **MH-4 Stockbridge Mobility Hub**
 - Capital Cost: \$21.8 million (2029-2030)
 - Total O&M Cost: \$4.9 million (2030-2051)
- **LB-16 McDonough to Southlake Mall Local Bus**
 - Capital Cost: \$876,000 (2030)
 - Total O&M Cost: \$63.9 million (2030-2051)
- **PNR-1 Mt. Carmel Park-and Ride**
 - Capital Cost: \$23.4 million (2031-2032)
 - Total O&M Cost: \$2.5 million (2032-2051)

- **LB-7 McDonough to Hampton Local Bus**
 - Capital Cost: \$971,000 (2033)
 - Total O&M Cost: \$61.9 million (2033-2051)
- **LB-6 McDonough to Locust Grove Local Bus**
 - Capital Cost: \$670,000 (2034)
 - Total O&M Cost: \$38.7 million (2034-2051)
- **MH-1 McDonough Mobility Hub**
 - Capital Cost: \$16.1 million (2035-2036)
 - Total O&M Cost: \$1.3 million (2036-2051)
- **Operations and Maintenance Facility**
 - Capital Cost: \$23.7 million (2035-2037)
 - No additional O&M cost is assumed³
- **MH-3 Henry Medical Center Mobility Hub**
 - Capital Cost: \$9.3 million (2036-2037)
 - Total O&M Cost: \$1.3 million (2037-2051)
- **LB-8 Jonesboro Road Local Bus**
 - Capital Cost: \$929,000 (2037)
 - Total O&M Cost: \$42.3 million (2037-2051)

The total capital and O&M costs for the medium-term are summarized in Table 2. The proposed medium-term projects are shown in Table 2: **MEDIUM-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2027-2037)**

Investment	Capital	O&M	Total
XPR-1 Xpress Bus Stockbridge to Atlanta Airport	\$5.9M	\$8.8M	\$14.7M
Integration into Regional Fare System	\$0.7M	-	\$0.7M
MH-4 Stockbridge Mobility Hub	\$21.8M	\$4.9M	\$26.7M
LB-16 McDonough to Southlake Mall Local Bus	\$0.9M	\$63.9M	\$64.8M
PNR-1 Mt. Carmel Park-and Ride	\$23.4M	\$2.5M	\$25.9M
LB-7 McDonough to Hampton Local Bus	\$1.0M	\$61.9M	\$62.9M
LB-6 McDonough to Locust Grove Local Bus	\$0.7M	\$38.7M	\$39.4M
MH-1 McDonough Mobility Hub	\$16.1M	\$1.3M	\$17.4M
Operations and Maintenance Facility	\$23.7M	-	\$23.7M
MH-3 Henry Medical Center Mobility Hub	\$9.3M	\$1.3M	\$10.6M

³ This cost is captured in the O&M costs associated with individual bus routes proposed in the TMP.

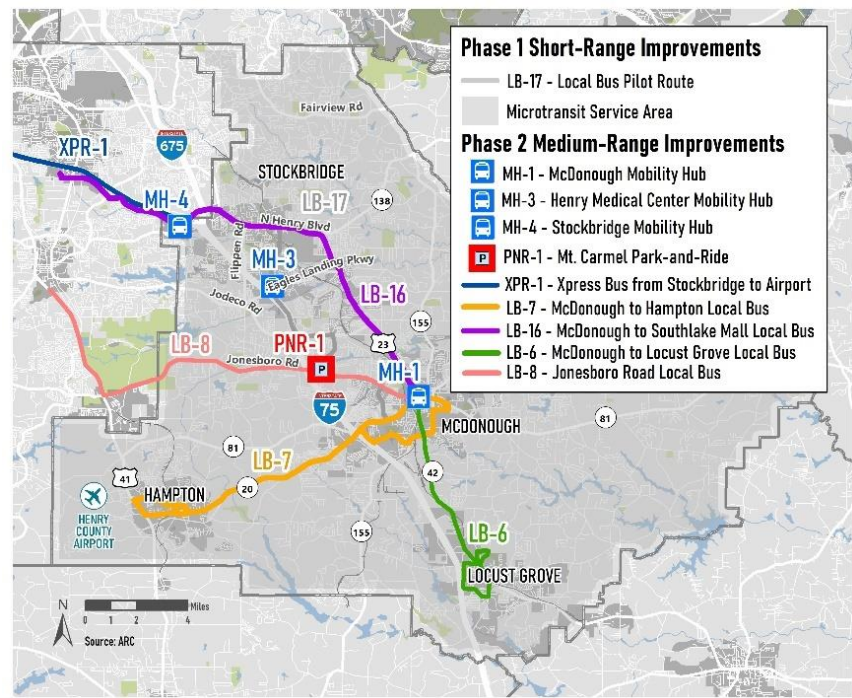
LB-8 Jonesboro Road Local Bus	\$0.9M	\$42.3M	\$43.2M
Total	\$104.4M	\$225.6M	\$330.0M

FIGURE 2

TABLE 2: MEDIUM-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2027-2037)

Investment	Capital	O&M	Total
XPR-1 Xpress Bus Stockbridge to Atlanta Airport	\$5.9M	\$8.8M	\$14.7M
Integration into Regional Fare System	\$0.7M	-	\$0.7M
MH-4 Stockbridge Mobility Hub	\$21.8M	\$4.9M	\$26.7M
LB-16 McDonough to Southlake Mall Local Bus	\$0.9M	\$63.9M	\$64.8M
PNR-1 Mt. Carmel Park-and Ride	\$23.4M	\$2.5M	\$25.9M
LB-7 McDonough to Hampton Local Bus	\$1.0M	\$61.9M	\$62.9M
LB-6 McDonough to Locust Grove Local Bus	\$0.7M	\$38.7M	\$39.4M
MH-1 McDonough Mobility Hub	\$16.1M	\$1.3M	\$17.4M
Operations and Maintenance Facility	\$23.7M	-	\$23.7M
MH-3 Henry Medical Center Mobility Hub	\$9.3M	\$1.3M	\$10.6M
LB-8 Jonesboro Road Local Bus	\$0.9M	\$42.3M	\$43.2M
Total	\$104.4M	\$225.6M	\$330.0M

FIGURE 2: MAP OF MID-TERM TRANSIT INVESTMENTS



Long-Term Transit Investments

Henry County's long-term transit investments are assumed to be implemented in years 17 and 30, from 2038 to 2051. Proposed long-term transit investments include:

- **Transit Supportive Infrastructure**
 - Program includes first-mile/last-mile connections, roadway operational improvements, connected vehicle technology/transit signal priority (TSP), and managed lane coordination
 - Program Cost: \$1.0 million per year (2038-2051)
- **LB-15 Stockbridge to South DeKalb Local Bus**
 - Capital Cost: \$1.2 million (2039)
 - Total O&M Cost: \$41.5 million (2039-2051)
- **RRC-1 Rapid Regional Connector**
 - Capital Cost: \$78.2 million (2040-2042)
 - Total O&M Cost: \$110.5 million (2042-2051)
- **MH-6 Hampton Mobility Hub**
 - Capital Cost: \$11.0 million (2041-2042)
 - Total O&M Cost: \$906,000 (2042-2051)
- **MH-5 Jonesboro Road Mobility Hub**
 - Capital Cost: \$11.8 million (2043-2044)
 - Total O&M Cost: \$749,000 (2044-2051)

The total capital and O&M costs for the long-term are summarized in Table 3. The proposed long-term projects are shown in Table 3: **LONG-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2038-2051)**

Investment	Capital	O&M	Total
Transit Supportive Infrastructure	\$14.0M	-	\$14.0M
LB-15 Stockbridge to South DeKalb Local Bus	\$1.2M	\$41.5M	\$42.7M
RRC-1 Rapid Regional Connector	\$78.2M	\$110.5M	\$188.7M
MH-6 Hampton Mobility Hub	\$11.0M	\$0.9M	\$11.9M
MH-5 Jonesboro Road Mobility Hub	\$11.8M	\$0.7M	\$12.5M
Total	\$116.2M	\$153.6M	\$269.8M

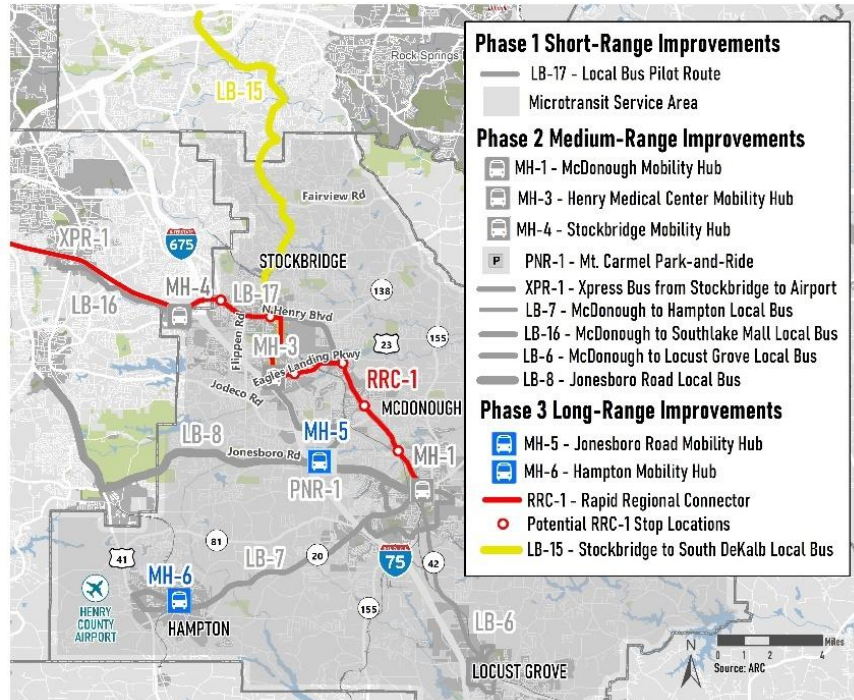
FIGURE 3

TABLE 3: LONG-TERM TRANSIT INVESTMENT CAPITAL AND OPERATING COSTS (2038-2051)

Investment	Capital	O&M	Total
Transit Supportive Infrastructure	\$14.0M	-	\$14.0M

LB-15 Stockbridge to South DeKalb Local Bus	\$1.2M	\$41.5M	\$42.7M
RRC-1 Rapid Regional Connector	\$78.2M	\$110.5M	\$188.7M
MH-6 Hampton Mobility Hub	\$11.0M	\$0.9M	\$11.9M
MH-5 Jonesboro Road Mobility Hub	\$11.8M	\$0.7M	\$12.5M
Total	\$116.2M	\$153.6M	\$269.8M

FIGURE 3: MAP OF LONG-TERM TRANSIT INVESTMENTS



Funding and Financing Opportunities

This section summarizes the key federal, state, local, and project-specific funding and financing opportunities that could be used to advance transit in Henry County in the short-, medium-, and long-term. Table 4 outlines the key funding and financing opportunities that could be used to advance transit in Henry County.

TABLE 4: FUNDING AND FINANCING OPPORTUNITIES FOR TRANSIT IN HENRY COUNTY

Federal	State	Local	Project-Specific
COVID-19 Relief Funds	Georgia Transit Trust Fund	Regional TSPLOST	Tax Allocation District (TAD)*
Infrastructure Investment and Jobs Act (IIJA)	Georgia Transportation Trust Fund	County TSPLOST	Special Service District (SSD)
Build Back Better Act (BBB) Budget Reconciliation	Tolls	Transit TSPLOST	Community Improvement District (CID)
Congressional Directives ("earmarks")	Toll Credits	County SPLOST	Naming Rights/Sponsorships
FHWA CMAQ, STP, and Transportation Alternatives (TA) Funds	State General Fund Allocations	County LOST	Land Donations
FHWA ATCMTD Grants	State General Obligation Bonds*	Property Tax Increase	Joint Development
FHWA Federal Lands Access Program (FLAP)	Georgia Transportation Infrastructure Bank*	Hotel Motel Fee increase	Air Rights
FTA Capital Investment Grants (5309)		Title Ad Valorem Tax Increase	Development Impact Fees
FTA Formula Funds (5307/5340, 5337, 5339, 5310)		Rental Car Tax Increase	Parking Benefit District
FTA Bus and Bus Facilities Grants (5339)		County General Funds	Private/Developer Contributions
FTA Low or No Emissions Bus Grants (5339)		General Obligation Bonds*	Private Financing*
FTA Transit Oriented Development Grants		Revenue Bonds*	Private Equity*
FTA Access and Mobility Partnership Grants			Fare Revenue
FTA Integrated Mobility and Innovation (IMI) Grants			Advertising Revenue
FTA Accelerating Innovation Mobility (AIM) Grants			Other Agency Revenue
FTA Technical Assistance and Workforce Development Grant Program			
FTA Areas of Persistent Poverty Grants			
USDOT Rebuilding American Infrastructure with Sustainability and Equity (RAISE) Grants			
USDOT Transportation Infrastructure Finance and Innovation Act (TIFIA) Loan*			

Source: *InfraStrategies LLC, 2021*

* Denotes financing mechanisms

Federal

Henry County may qualify for several existing and future federal grant and loan programs summarized below:

COVID-19 RELIEF FUNDS

The ongoing COVID-19 crisis has impacted transit service and future transit capital expansion programs across the world. The U.S. has provided billions in relief to transit, including \$371 million to transit agencies in the Atlanta region through the Coronavirus Aid, Relief, and Economic Security (CARES) Act. Henry County received \$2.8 million in Coronavirus Aid, Relief and Economic Security (CARES) Act funding from FTA and \$729,030 in supplemental CARES Act funding from the State.

INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA)

In November 2021, Congress passed a \$1 trillion Infrastructure Investment and Jobs Act (IIJA) with bipartisan support. The bill reauthorizes surface transportation programs for five years (fiscal years 2022 to 2026) and provides for billions in above baseline stimulus spending for roads and bridges (\$110 billion), transit (\$39 billion), rail (\$66 billion), safety (\$11 billion), airports (\$25 billion), ports and waterways (\$17 billion), electric vehicle chargers (\$7.5 billion), and electric buses (\$7.5 billion). The bill includes increased funding for several discretionary grant programs (e.g., RAISE grants, Bus and Bus Facilities, Low-No) and creates several new discretionary grant programs over the next five years. . The bill also includes significant increases in federal formula funds, including federal “flex” funds (e.g., CMAQ, STBG, TA) and FTA formula funds (5307/5340, 5339, 5337, 5310). As the result of this bill, Henry County will receive increased federal formula fund allocations and will have additional opportunities to compete for federal discretionary grants between fiscal years 2022 and 2026. Notably, the impacts of this bill are anticipated during the proposed short-term transit investments; the bill does not extend into the medium- and long-term investment periods. Without a dedicated revenue stream, Henry County’s ability to leverage the bill will likely be limited by the availability of local match funds during the short-term investment period.

BUILD BACK BETTER ACT (BBB) BUDGET RECONCILIATION

A separate budget reconciliation bill, the Build Back Better Act, is currently being considered by Congress. This bill would provide an additional \$10 billion for public transit access to affordable housing, \$10 billion for dedicated high-speed rail funding, and tax changes to benefit zero-emission vehicles and infrastructure.

CONGRESSIONAL DIRECTIVES (“EARMARKS”)

Earmarks could represent a potential infrastructure funding source to advance key transit and rail projects. Earmarks are typically a one-time capital funding source, and not likely a source for long-term operations and maintenance. This program requires working directly with Congressional member to submit funding request. Earmarks were not included in the IIJA, but were included in the FY 2022 House Transportation, Housing and Urban Development (THUD) Appropriations bill.

FHWA FEDERAL FORMULA FUNDS

The Federal Highway Administration (FHWA) distributes federal formula funds to state and local governments, including sources that are eligible to be “flexed” or transferred to the Federal Transit Administration (FTA) to support implementation of transit projects. There are three primary funding programs eligible for transit:

- Surface Transportation Block Grant (STBG) Congestion Mitigation and Air Quality (CMAQ)
- Transportation Alternatives Program (TA)

Flex formula funds are distributed by the ARC through the Transportation Improvement Program (TIP). The IIJA will increase annual federal funds for each of these programs over the next five years.

FTA FEDERAL FORMULA FUNDS

The FTA distributes federal formula funds to transit providers through several programs that may fund a portion of the capital and/or operations and maintenance costs of transit in Henry County:

- **Section 5307:** Urbanized Area Formula Funding Program
- **Section 5340:** Growing State and High Density States Formula Funding Program
- **Section 5337:** State of Good Repair Grant Program
- **Section 5310:** Enhanced Mobility of Seniors and Individuals with Disabilities Program
- **Section 5339:** Bus and Bus Facilities Formula Program

Section 5310 funds are distributed by DHS and the remaining formula funds are distributed by the ATL to the 23-county Atlanta Urbanized Area (UZA). The IIJA will increase annual federal funds for each of these programs over the next five years.

FTA CAPITAL INVESTMENT GRANTS (CIG)

The FTA CIG Program is the primary federal funding program for major capital transit projects. The CIG Program administers funds through three categories: Small Starts, New Starts, and Core Capacity. These categories are described below:

- **Small Starts:** Either have costs less than \$400 million or are seeking less than \$150 million in CIG funds
- **New Starts:** Either have costs greater than \$300 million or are seeking more than \$100 million in CIG funds

The CIG program is highly competitive and oversubscribed. The CIG program requires projects to navigate a multi-step project development process, which typically takes five to nine years for Small Starts and seven to twelve years for New Starts from entry into the Project Development phase to receipt of a Full Funding Grant Agreement (FFGA). In addition to making several changes to the program, the IIJA will increase annual federal funds for the CIG program over the next five years.

USDOT RAISE GRANT PROGRAM

The U.S. Department of Transportation (USDOT) RAISE Grant Program is a highly competitive federal grant program for surface transportation and transit projects. The program was renamed from Better Utilizing Investments to Leverage Development (BUILD) in 2021.⁴ Projects require strong political support. Awards typically range between \$5 million and \$25 million with specific award requirements for rural and urban areas. The IIJA will increase funds available to this program by \$7.5 billion over the next five years.

OTHER FEDERAL DISCRETIONARY GRANT OPPORTUNITIES

In addition to creating several new grant opportunities, the IIJA will increase funding available to several other existing grant programs over the next five years. Henry County should develop a strategy for applying to the programs with the goal of maximizing Henry County's federal discretionary grants funding. Each existing program is briefly summarized below:

- **FTA Section 5339(b): Bus and Bus Facilities Grants:** an existing federal discretionary grant program with funding for the replacement, rehabilitation, purchase, or lease of buses and bus-related equipment and rehabilitation,

⁴ Prior to BUILD, this Grant Program was known as the Transportation Investment Generating Economic Recovery (TIGER) program between 2009 and 2017.

purchase, construction, or lease of bus-related facilities. The most recent application period for \$409.6 million in FY 2021 closed on November 21, 2021. The IIJA increased authorization for this program and included a new requirement that applicants submit a zero-emission fleet transition plan with their application.

- **FTA Section 5339(c): Low or No-Emission (Lo-No) Bus Grants:** an existing established federal discretionary grant program with funding for the purchase or lease of zero-emission and low-emission transit buses and the acquisition, construction, and leasing of required supporting facilities such as recharging, refueling, and maintenance facilities. Prior to the IIJA, revenue potential was limited, with only \$182 million awarded to 49 projects in 46 states in FY 2021 and a maximum award of \$7.4 million. The IIJA significantly increased authorization for this program and included a new requirement that applicants submit a zero-emission fleet transition plan with their application.
- **FTA Transit-Oriented Development (TOD) Grants:** an existing pilot program for TOD planning to integrate land use and transportation planning with new fixed-guideway or core capacity transit capital investments. Revenue potential is very limited, with only \$6.2 million awarded to nine organizations in FY 2020 and a maximum award of only \$1 million.
- **FTA Access and Mobility Partnership Grants:** federal grant funds awarded through two programs:
 - FTA's Innovative Coordinated Access and Mobility (ICAM) Pilot Program, which supports projects focused on non-emergency healthcare travel needs
 - FTA's Human Services Coordination Research Program, which funds research to reduce gaps in services to provide safe, affordable, and reliable mobility options to seniors, people with disabilities, and low-income individuals

Revenue potential is very limited, with only \$9.6 million awarded to 37 projects in 27 states in FY 2019 and a maximum award of only \$734,752.

- **FTA Integrated Mobility and Innovation (IMI) Grants:** federal grant funds for projects that demonstrate innovative, effective approaches, practices, partnerships, and technologies to enhance public transportation effectiveness, increase efficiency, expand quality, promote safety, and improve the traveler's experience. Revenue potential is very limited, with only \$20.4 million awarded to 25 projects in FY 2019 and a maximum award of only \$2 million.
- **FTA Accelerating Innovation Mobility (AIM) Grants:** federal grant funds for projects that support mobility and innovation in the transit industry. Revenue is very limited, with only \$14 million awarded to 25 projects in FY 2020 and a maximum award of only \$2.3 million.

- **FTA Technical Assistance Workforce Development Competitive Program:** federal grant funds to carry out the technical assistance activities that enable more effective and efficient delivery of transportation services, foster federal compliance, and improve public transportation workforce needs through research, outreach, training, and the implementation of a frontline workforce grant program, and conduct training and educational programs in support of the public transportation industry. Revenue potential is very limited, with only \$30.1 million spent in FY 2019.
- **FTA Areas of Persistent Poverty Grants:** an existing federal grant program for transit in areas of persistent poverty. Requires coordination and partnership with the ATL. Revenue potential is very limited, with a maximum award of \$850,000.
- **FHWA Advanced Transportation Congestion Management Technologies Deployment (ATCMTD) Grants:** an existing federal grant program to provide municipal governments with funding for the development of model deployment sites for large scale installation and operation of advanced transportation technologies to improve safety, efficiency, system performance, and infrastructure return on investment. While transit projects are eligible, the majority of awards to date have been made to state departments of transportation. Revenue potential is limited, with only \$43.3 million awarded to only ten states in FY 2020 with a maximum award of \$10 million.
- **Federal Lands Access Program (FLAP):** established to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.

THE IIJA CREATED SEVERAL NEW DISCRETIONARY GRANT OPPORTUNITIES THAT MAY BE AVAILABLE FOR CERTAIN HENRY COUNTY TRANSIT PROJECTS, INCLUDING PROGRAMS TO FUND RECONNECTING COMMUNITIES, SAFE STREETS, STATE OF GOOD REPAIR, STATION ACCESSIBILITY, MOBILITY, REVOLUTIONIZING TRANSPORTATION, AND MORE. ADDITIONAL INFORMATION ON THE IIJA'S IMPACT ON CRITERIA AND FUNDING AVAILABLE FOR EACH NEW AND EXISTING GRANT PROGRAM WILL BE MADE AVAILABLE AS NOTICE OF FUNDING OPPORTUNITIES ARE RELEASED BY USDOT FOR FISCAL YEAR 2022. USDOT TIFIA LOANS

The USDOT TIFIA Loan Program provides credit assistance to state and local government transit agencies and other eligible applicants for transportation projects. TIFIA assistance is evaluated based on the project's creditworthiness (not cost-benefit analysis) and the ability of borrowers to repay their loans, among a number of other eligibility criteria. To be judged creditworthy, a project's senior debt obligations and the borrower's ability to repay the federal credit instrument must receive investment-grade ratings from at least one, but typically two, nationally-recognized credit rating agencies. To be eligible for TIFIA assistance, a project sponsor must have a dedicated revenue source pledged to secure both the TIFIA and senior debt financing. While TIFIA can fund up to 49 percent of project cost, in practice TIFIA assistance has been limited to 33 percent of the anticipated eligible project costs. It is important to note that the combined federal share (including TIFIA proceeds, CIG, RAISE, Bus and Bus Facilities, Federal Formula, and STBG/CMAQ funds) cannot exceed 80 percent of project costs. TIFIA uses federal appropriations to provide credit assistance to capital-intensive projects, which would likely go unfinanced – or at substantially higher costs – without the assistance of TIFIA. According to federal guidance, TIFIA provides three types of credit assistance: secured loans, loan guarantees, and standby lines of credit. However, in recent years, TIFIA has exclusively provided direct loans to qualified borrowers. These direct secured loans provide combined construction and permanent financing. Repayments may be deferred for up to five years after substantial completion to allow time for facility construction and ramp-up. The maximum term has historically been 35 years from substantial completion. The IIJA included a provision to allow for longer repayment terms based on asset life, allowing up to 75 years for repayment for eligible projects.

The attractiveness of TIFIA financing is its low cost, its flexibility, and its long duration, features that are hard to match in the private capital market. Federal credit assistance provides funds at a low fixed rate, the Treasury rate for a similar maturity. Disadvantages of the TIFIA program include the long timeframe it takes for TIFIA decision making. The TIFIA process typically takes one year or more to complete from submission of a letter of interest to financial close.

State

Georgia's primary source for state transportation funding, the motor fuel sales tax, is legislatively restricted and can only be used to fund roads and bridges. Until recently, Georgia had historically allocated a little over \$20 million per year in state general funds for transit purposes to three state entities. This annual support had historically been provided through the state general fund allocation process using a portion of the state's transportation revenues that are not legislatively restricted to roads and bridges (e.g., alternative fuel vehicle fees, highway impact fees for heavy vehicles, and hotel motel fees). However, with the recent approval of a new dedicated state source for transit in 2020 and the creation of the Georgia Transit Trust Fund in 2021, additional state funding may become available for certain transit capital projects in future years. The key existing state funding opportunities for transit are profiled below.

GEORGIA TRANSIT TRUST FUND

House Bill 105 of 2020 established a new flat fee of \$0.50 on for-hire ground transport trips and \$0.25 on shared trips for taxis, ride-hailing services, and limousines services in Georgia. Prior to COVID-19, a public revenue estimate suggested the fee would generate between \$24 million and \$45 million in the first full year; however, continued COVID-19 recovery impacts are anticipated in the first few years of revenue collections.

The following year, House Bill 511 of 2021 established nine trust funds including the new Georgia Transit Trust Fund (see Ga. Code § 48-13-141), which will hold revenue from the newly created ride hailing fees. Ride hailing fee revenue will be appropriated annually to the fund and dedicated for use by one or more transit providers for capital transit projects throughout the state of Georgia.

GEORGIA TRANSPORTATION TRUST FUND

House Bill 511 of 2021 established the Georgia Transportation Trust Fund (see Ga. Code § 40-2-151.2) to hold revenue from fees on alternative fuel vehicles (see Ga. Code § 40-2-151), highway impact fees for heavy vehicles (see Ga. Code §40-2-151.1),

and hotel motel fees (see Ga. Code § 48-13-50.3). Revenue will be appropriated annually to the fund and dedicated for use and expended by the commissioner of transportation for transportation purposes and transit projects. No more than 10 percent of the funds may be expended on transit projects. The current annual state generated fund allocations for transit (profiled below), including funding for Xpress commuter bus service operations, have historically been funded using the fees that will now be appropriated into the new Transportation Trust Fund.

TOLLS

Tolls are fees charged at one or multiple points along a specific transportation facility. Georgia operates and is in the process of delivering a large system of managed toll lanes. These managed toll lanes could allow commuter bus and bus rapid transit operations. Current toll revenues are used to operate, maintain, and pay long-term debt for these facilities. However, as is the case in peer states, long-term revenues could be applied to other transportation (or transit) improvements in and along the express lane corridors or in the state. It is important to note that toll revenues have been heavily impacted by the ongoing COVID-19 pandemic and would likely not be a viable source to pursue until the revenues and facilities have recovered from those impacts.

TOLL CREDITS

Under 23 U.S.C.120(i), states are authorized to substitute certain past toll-funded investments as state matching funds on current federally-funded projects. Depending on a project's financial plan, toll credits could be used as a substitute for the required non-federal share on a new project up to an effective share of 100 percent. If the facility was built, improved, or maintained using federal funds (other than loans that are repaid), the credit is reduced by the percentage of the total cost of the facility that was derived by federal funds. The credit cannot reduce or replace state funds required to match federal funds.

It is important to note that toll credits are not funds, and instead are a tool that can be used to waive or reduce a project's federal match requirements. A project that uses toll credits will still need to identify funding. Toll credits are not dedicated to transit. Transit projects will need to compete with other state and local transportation priorities for limited earned toll credits. Toll credits can be used for both transit capital and operating projects.

STATE GENERAL FUND ALLOCATIONS

Prior to 2021, Georgia had historically allocated a little over \$20 million per year in state general funds for transit purposes to three state entities: the GDOT Intermodal Transit Division, Xpress commuter bus service, and the ATL. These funds are subject to the state's annual general fund allocation process and must compete with other state priorities, including education and safety. As noted above, these allocations had previously been funded by the fees that will now be appropriated annually into the Georgia Transportation Trust Fund.

STATE GENERAL OBLIGATION BOND PROCEEDS

The State has awarded state bond proceeds to several transit projects in recent years. House Bill 170 of 2015 authorized GO! Transit, a one-time award of \$75 million in general obligation bond proceeds to 11 transit projects in nine communities across the state. In addition to the one-time GO! Transit investment of \$75 million in 2015, the Georgia General Assembly approved \$100 million in state bond proceeds in 2018 for the Georgia 400 Bus Rapid Transit Project. The State of Georgia could choose to advance key transit projects with general obligation bond proceeds in future years. Each year, the ATL provides a list of transit projects of regional significance to the Governor and Georgia General Assembly for possible state bond funding.

GEORGIA TRANSPORTATION INFRASTRUCTURE BANK

State Infrastructure Banks (SIBs) are revolving infrastructure investment funds for surface transportation that are established and administered by states. The initial federal pilot SIBs were capitalized with federal-aid surface transportation funds and matching state funds. Of the two SIB pilot programs, 31 states and territories were established under the National Highway System Designation Act of 1995 and two additional states were established under Transportation Equity Act for the 21st Century (TEA-21). No additional federal funds are available to capitalize either of the SIB pilot programs and Georgia did not establish a pilot SIB under the pilot programs.

Georgia passed legislation in 2008 establishing a Georgia Transportation Infrastructure Bank (GTIB), which was capitalized with \$34 million in state funds in FY 2009. The GTIB is a grant and low-interest loan program administered by the State Road and Tollway Authority (SRTA). The existing GTIB is designed to include local, regional, and state government entities and is generally for highway and bridge projects. In addition, community improvement districts (profiled in the project-specific section below) are eligible recipients of GTIB funding and several have historically received loans. Since its inception, GTIB has provided over \$125 million in grants and loans to support more

than \$770 million in transportation improvements. While GTIBs have not historically been used for transit, state policy changes could allow for future use on major transit projects.

Local

This subsection describes the key local funding sources in more detail.

REGIONAL TSPLOST

The Transportation Investment Act of 2010 established 12 transportation regions comprising the state, required that each district develop a list of potential transportation (and transit) projects, and authorized a voter referendum for an additional one percent regional sales tax for a ten-year period. The Transportation Special Purpose Local Option Sale Tax (TSPLOST) vote for all 12 regions was included on the July 31, 2012 primary statewide ballot. Only three of the 12 regions passed the TSPLOST, which notably included some of the most rural regions in Georgia. The Atlanta region overwhelmingly rejected the referendum with only 38 percent of the region in favor.

The ten-year tax collection period for regional TSPLOSTs does not allow for long-term planning, funding of long-term operations and maintenance costs, or financing of capital transit projects. This mechanism also does not allow for the collection of sales tax revenues from motor fuels.

COUNTY TSPLOST

In 2015, the Georgia General Assembly amended the regional TSPLOST legislation to streamline the regional process and authorize individual counties to impose TSPLOSTs. In addition to allowing regions to proceed with regional TSPLOST referenda without further state authorization, the 2015 legislation allowed individual counties to proceed with a TSPLOST if a regional TSPLOST was not enacted. Currently, all counties in the ATL district qualify. This authority allows for a sales tax increase of up to one percent in increments of 0.05 percent. However, the county TSPLOST must be renewed by voters every five years similar to county SPLOSTs (profiled below). Similar to the regional TSPLOST, revenues may be applied to roadway and transit projects, including transit operations, and the mechanism does not include collections on motor fuel sales. The five-year tax collection period does not allow for long-term planning, funding of long-term operations and maintenance costs, or financing of capital transit projects.

TRANSIT TSPLOST

In addition to establishing the ATL, House Bill 930 of 2018 created additional sales tax authorization to allow individual counties within the 13-county district to levy a transit sales tax of up to one percent in increments of 0.05 percent for up to 30 years (see Ga. Code § 48-8-269). Because transit SPLOSTs authorized under House Bill 930 of 2018 may be imposed for up to 30 years, they can be used to support long-term operations and maintenance costs and/or to support the issuance of debt. This is especially important for projects seeking FTA Capital Investment Grant funds under the New Starts category since they will be required to demonstrate the sponsor's financial capacity to operate and maintain the project for 20 years. Given this significant benefit, many project sponsors may choose the transit SPLOST option over the five-year county TSPLOST and ten-year regional TSPLOST options. While no county has passed a transit TSPLOST to date, several are currently considering future ballot initiatives.

COUNTY SPLOST

The county SPLOST mechanism was first authorized by the Georgia General Assembly in 1985. Over the next few decades, SPLOSTs were favored over increasing local property taxes and became a favorable method for obtaining alternative funding for county governments. By 1997, 149 of Georgia's 159 counties (94 percent) had implemented SPLOSTs. Between 1998 and 2009, 93 percent of SPLOST referenda for transportation purposes were successful, with a higher passage rate outside of Georgia's metropolitan areas. Today, 155 of Georgia's 159 counties (97 percent) levy a SPLOST.

Under this authorization, counties may levy a one percent SPLOST to fund local capital projects (include public transportation). SPLOSTs require voter approval and must be renewed every five or six years depending on municipal participation. Prior to House Bill 170 of 2015, local sales tax revenues were collected on all motor fuel sales. HB 170 placed a new cap on motor fuel sales, restricting the collection of local motor fuel sales taxes to motor fuel priced at \$3.00 per gallon and below. SPLOST are no longer being assessed on the price of motor fuel above \$3.00 per gallon.

COUNTY LOST

Counties are also authorized to impose a one percent Local Option Sales Tax (LOST) for any function of county government. This tax may remain in effect until it is specifically rescinded by county voters. LOSTs are imposed by 154 of 159 counties in

Georgia. The tax is collected on all sales, including motor fuels, and is also subject to the \$3.00 price cap placed by HB 170 in 2015.

PROPERTY TAX INCREASE

Local property taxes are assessed as a percentage of the market value of real property, commonly by the “mill” or dollar tax per \$1,000 of assessed value. This is a primary funding source for the Henry County General Fund, which provides annual subsidies for HCT operations. While property tax revenue can sometimes be applied to certain infrastructure priorities, including existing operations of HCT, they are largely committed to other local needs. An additional property tax increase above current mill rates could be considered as a potential alternative dedicated revenue stream to sales taxes in the short- and medium-term.

HOTEL MOTEL FEE INCREASE

Local hotel motel fees are levied on hotel room charges on a per-day basis or as a percentage of total rental. Georgia authorizes cities and counties to levy local hotel motel fees.

TITLE AD VALOREM TAX INCREASE

Local title ad valorem tax is a one-time tax imposed on a vehicle when purchased based on the value of the vehicle. Georgia levies a one-time 7 percent state and local tax on the vehicles purchased on or after March 1, 2013, based on the fair market value of the vehicle.

RENTAL CAR TAX INCREASE

Rental car taxes are applied as a per-day, per-use, or percentage-based surcharge on rental car purchases or leases. These taxes are common transportation funding sources with a close connection to transportation. Rental car taxes also collect revenue primarily from out-of-town visitors, which can improve the source’s political support. Georgia currently does not levy a state rental car tax or fee, but it does authorize the levy of local excise taxes on rental cars. Many cities levy rental car taxes, but the rates are generally low and could have more availability and applicability to transit if additional state authorization is secured.

COUNTY GENERAL FUNDS

General funds include a variety of sources, including county property taxes, licenses and permits, fees and fines, and other county taxes. County general funds are subject to the county budgeting process and transit must compete with other county needs, including education and safety. Henry County General Funds, which are currently used to support HCT operations, are recommended as a short-term financial strategy until dedicated funding sources are secured in the medium- and long-term. County general funds do not allow for long-term planning, reliable support for long-term operations and maintenance costs, or allow for debt issuances.

GENERAL OBLIGATION BONDS

General obligation bonds are debt instruments issued in the name of a local government where repayment is guaranteed through a pledge of the full faith and credit of the issuer. In Georgia, counties currently cannot exceed 10 percent of the assessed value of all taxable property located within the county.

REVENUE BONDS

Revenue bonds are debt instruments issued by a local government where repayment is made solely from revenues generated in association with the purpose of the bond. In Georgia, issuance of revenue bonds does not count against state-imposed county bonding capacity limits.

Project-Specific

Several value capture mechanisms and private involvement opportunities are available to Henry County on a project-by-project basis.

TAX ALLOCATION DISTRICT

According to a joint study from the American Public Transportation Association (APTA) and the National Association of Realtors, property values of residential and commercial buildings increase dramatically when located close to transit. Moreover, the greater the importance of transit to Henry County, the greater the impact on property values. Tax Increment Financing (TIF) has been used in a number of cities across the country to capture this value and fund transit-related projects, most commonly to pay for station infrastructure such as parking garages, roads, and pedestrian improvements. TIF uses the increased property or sales taxes (increment)

generated by new development to finance costs related to the development such as public infrastructure, land acquisition, demolition, and planning.

In Georgia, TIF districts are referred to as tax allocation districts (TADs). As with TIF, Georgia's Redevelopment Powers Law gives cities and counties the authority to sell bonds to finance infrastructure and other redevelopment costs within a TAD. The tax increments deposited in a special fund to repay the bonds can include property taxes, personal property, and sales taxes. Generally, only property tax increments are used, and therefore local governments continue to receive new revenues from within TADs from personal property value growth, new business licenses, and other sources. Neither the ATL nor any other local transit agency can establish a TIF district. Cities and counties that have the power to create TIF districts generally may have broader goals – other than transit – in mind for TIF revenues.

SPECIAL SERVICE DISTRICT/COMMUNITY IMPROVEMENT DISTRICT

A Special Service District (SSD) is a district where an additional property tax is applied to fund one or more public improvements within the district. The additional property tax is applied to both existing and future properties for a 20 or 30-year period. Unlike TIF, the assessment is a tax increase that generates a consistent revenue stream throughout the taxing period. Commercial and residential properties are often taxed at different rates. A similar mechanism, known as Business Improvement District (BID), is a defined area where businesses are required to pay an additional tax or fee to fund projects within the district. Typically, BIDs are known as Community Improvement District (CIDs), which have become an extremely popular mechanism for promoting growth in a defined area. Georgia currently has 25 active CIDs, with some having expanded non-traditional roles in planning and management (typically for transportation purposes). CIDs are very popular in the Atlanta region.

NAMING RIGHTS AND SPONSORSHIPS

The sale or lease of naming rights for stations, corridors, or other assets in return for a one-time payment or annual payments. This type of agreement can be structured to offset operations and maintenance costs or capital costs. There are several peers that have used similar arrangements to provide up front capital funding or to offset annual operations and maintenance costs.

LAND DONATIONS

A county, city, or private entity may donate land for project needs, which can be used for construction staging, project right-of-way, vehicle maintenance facilities, or for land transfers.

JOINT DEVELOPMENT

Joint development agreements are partnerships between a public entity and a private developer to develop certain assets. According to FTA guidance, the development and property must have a physical and functional relationship. Joint development can occur when an agency owns land that can be leased to the developer for a long period of time, which allows the developer to build on the land with a low risk of losing the capital investment. In exchange, rents are paid to the agency, creating a revenue stream that can be bonded against to support the development of a transit improvement. Joint development may also take the form of the sale of development rights for upfront capital funding. Revenue potential can vary depending on market conditions. There have been recent joint development successes in the Atlanta region.

AIR RIGHTS

Transit agencies may enter into an air rights agreement to sell, lease, or transfer the right to develop, occupy, and control the vertical space above a property. This is most often seen in transit projects, where the space above a transit station is developed by a private developer to build transit-oriented developments. Revenue can vary depending on market conditions.

DEVELOPMENT IMPACT FEES

Development impact fees are fees that may be imposed by municipalities to finance public facilities such as water, sewer, roads, stormwater, parks, public safety facilities, and libraries needed to serve new growth and development.

PARKING BENEFIT DISTRICT

A parking benefit district (PBD) is typically located in downtown areas or along commercial corridors. The district uses revenue generated from on-street parking facilities to fund neighborhood improvements, including transportation and transit.

PRIVATE/DEVELOPER CONTRIBUTIONS

Developers often provide in-kind or monetary contributions to facilitate construction of infrastructure that would result in a positive impact on property values. Often these contributions are negotiated to reflect the benefit the developer derives from the project. If funding is negotiated, project sponsors often request the contribution upfront to reduce overall financing needs and/or during the early portion of the debt service period. This enables the project sponsor to better leverage other funding options. In some instances, developers have received density allowance increases in return for their contributions. Contributions may be used to fill funding gaps for both capital and operations and maintenance costs.

PRIVATE FINANCING/PRIVATE EQUITY

A public-private partnership (P3) is a contractual agreement between a public agency and a private sector entity that allows for greater private sector participation in the delivery and financing of transportation projects. P3s can provide two types of financing to a transit project:

- **P3 equity:** an ownership stake in an enterprise made in hopes of returning a profit in the long-term. This may include investment from commercial developers, financial investors, pension funds, sovereign wealth funds, insurance companies, and private equity funds.
- **P3 financing (debt):** can be coupled with equity to partially finance a project. This may include private activity bonds (PABs), taxable bonds, bank loans, and other debt instruments available to private entities.

In addition to financing, P3s offer the following benefits:

- Accelerated delivery process
- Up-front private investments to finance projects
- Construction cost savings
- Efficiencies in alternative project delivery and project management strategies
- On-time or accelerated project completion
- Operations and maintenance cost savings
- Lifecycle cost savings from improved asset management
- Operational improvements from introduction of innovative technology
- Enhanced revenue generation from leasing and management of real property

Although the pace of P3 deals has accelerated over time, P3s remain a very small percentage of investment in transportation.

FARE REVENUES

Revenues from fare collections will likely be a key funding source for operations and maintenance of new transit investments. As recommended in the fare policy assessment, Henry County should consider seeking local partnerships with large employers, schools, and healthcare providers to create fare partner programs, potentially through the Georgia Commuter Options program.

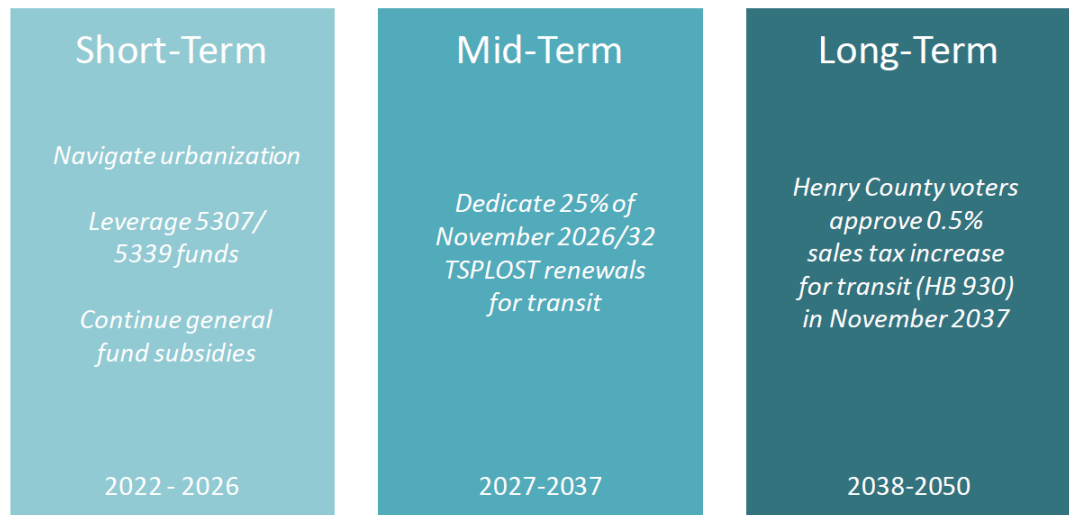
ADVERTISING AND OTHER AGENCY REVENUES

Revenues generated by advertising on vehicles, and at stations, facilities, and other property of a transit owner. These revenues can be used to augment fare revenues as an ongoing funding source for transit operations and maintenance. This is a traditional transit operations and maintenance funding source that typically accounts for less than five percent of an agency's operating budget.

Financial Strategies

This section presents financial strategies to implement and operate the short-term, medium-term, and long-term transit investments. Figure 4 provides a summary of the key financial strategies for Henry County's consideration.

FIGURE 4: SUMMARY OF FINANCIAL STRATEGIES



Source: InfraStrategies LLC, 2021

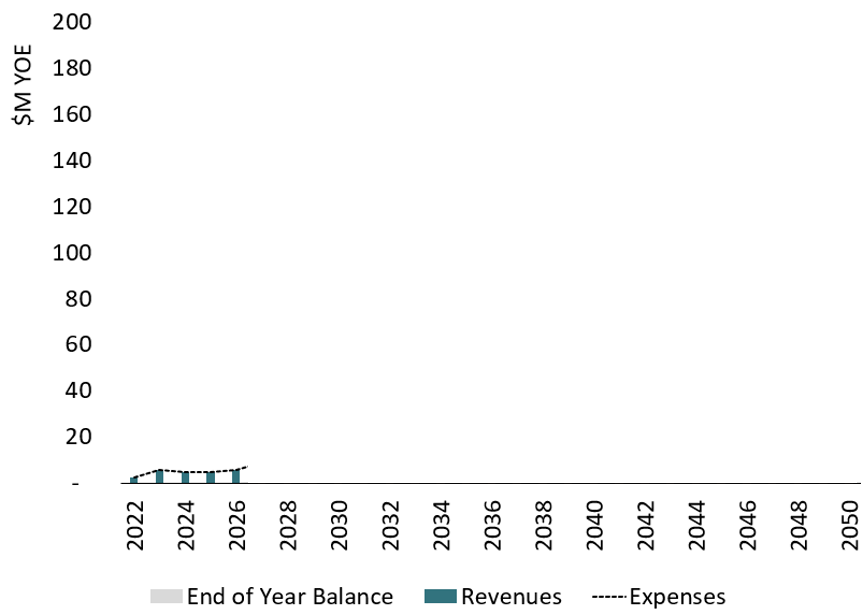
Short-Term Financial Strategies

In the short-term, Henry County should consider the following:

- Continue to navigate urbanization
 - Navigate anticipated reduction in federal funding (5311 funds)
 - Leverage all annual 5307/5339 funds, including anticipated IJA increases
 - Leverage \$6.0 million in unused 5307 funds forward
 - Leverage \$0.5 million in unused 5339 funds forward
- Continue requesting existing level of annual general fund subsidies
- Target key federal discretionary grants for short-term priorities (LB-17 pilot local bus route)
 - CMAQ call for projects closes in December 2021

Figure 5 summarizes estimated five-year capital and O&M sources and uses considering the above financial strategies.

FIGURE 5: SHORT-TERM CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: InfraStrategies LLC, 2021

Note: Does not include anticipated IJA increases in federal formula funds between 2022 and 2026.

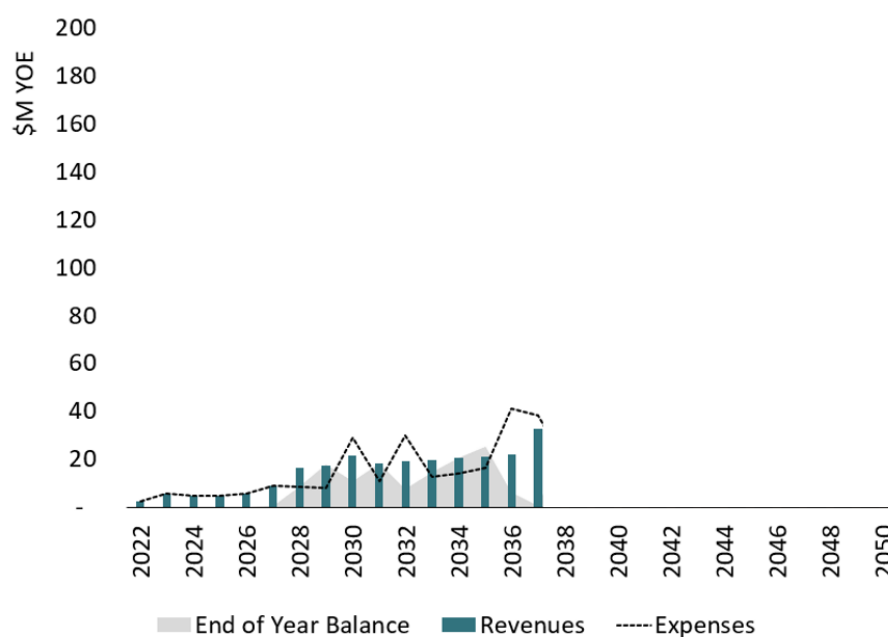
Medium-Term Financial Strategies

In the medium-term, Henry County could consider the following financial strategies:

- Dedicate 25 percent of future TSPLOST revenues to transit (the current TSPLOST on the ballot in November 2021 does not include transit expenditures)
 - November 2026 renewal
 - November 2032 renewal
- Leverage new dedicated revenue stream with other funding opportunities
 - Federal discretionary grants
 - State funding and/or bond proceeds
 - Value capture and private involvement opportunities

Figure 6 summarizes estimated short- and medium-term capital and O&M sources and uses considering the above financial strategies.

FIGURE 6: MEDIUM-TERM CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: InfraStrategies LLC, 2021

Note: Does not include anticipated IJIA increases in federal formula funds between 2022 and 2026.

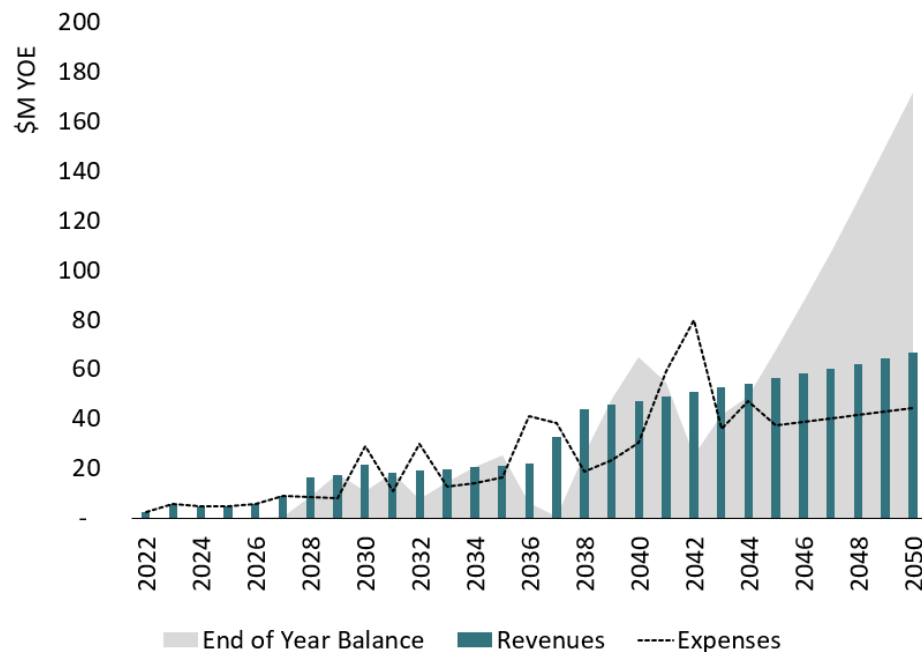
Long-Term Financial Strategies

In the long-term, Henry County should consider the following financial strategies:

- Pursue 0.5 percent transit TSPLOST (using House Bill 930) to advance Henry County's long-term transit priorities
- Leverage this more robust dedicated revenue stream with other funding and financing opportunities
 - Federal discretionary grants and/or loans
 - State funding and/or bond proceeds
 - Value capture tools and private involvement opportunities

Figure 7 summarizes estimated short-, medium-, and long-term capital and O&M sources and uses considering the above financial strategies.

FIGURE 7: LONG-TERM CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: *InfraStrategies LLC, 2021*

Note: Does not include anticipated IJIA increases in federal formula funds between 2022 and 2026.

Next Steps

As a key next step, Henry County could submit a CMAQ grant application to the ARC for the LB-17 McDonough to Clayton East Local Bus pilot route project. Henry County should consider requesting \$4.8 million (80 percent match) in federal funds for start-up transit operations in the current CMAQ funding round. Funds are available for FY 2023 to 2025. Applications are due December 2, 2021. The \$4.8 million request amount would align with a recent successful CMAQ grant award for transit operations in Douglas County (\$4.8 million in total - \$1.6 million for three years FY 2019-FY 2021). The remaining 20 percent of funds would be provided by local funds (e.g., General Funds FY 2023-FY 2025). This amounts to \$404,000 per year for three years.

As Henry County continues to navigate urbanization, it should work to fully utilize and spend down its existing annual and balance forward of federal 5307 and 5339 funds. Leading up to November 2026, Henry County could pursue a dedicated portion of the TSPLOST renewals to advance the recommended medium-term transit investments. In the long-term, Henry County could consider seeking voter approval for a dedicated transit sales tax of up to 30 years to advance a larger program of projects, including the recommended long-term transit investments.



HENRY COUNTY TRANSIT

BRAND IDENTITY & STYLE GUIDE

Last Updated 10/12/2021

The **Henry Connect** Branding aligns with the Henry County Transit Master Plan (TMP) which is a 30-year outlook for the future transit system and services in Henry County. A strong visual identity, applied consistently across all communications, will support the brand and strategic aims of Henry Connect to advocate for better public transit across Henry County.

Henry County is developing the BRANDING in partnership with the Atlanta-Region Transit Link Authority (ATL), and, the cities of Hampton, Locust Grove, McDonough and Stockbridge.



BRAND MISSION

**The mission is to address the
county's mobility challenges, foster
economic development, and
improve quality of life.**

BRAND VISION

**To provide a safe and dependable
high-quality transit system that enhances
the quality of life and delivers mobility
options for all county residents.**

BRAND PROMISE

Increase transit accessibility and connectivity to jobs and opportunities.

Expand multimodal transportation choices.

Support land use and economic development.

Reduce travel times and traffic congestion.

Provide a safe, equitable, and cost-effective transit system.

BRAND PERSONALITY

SERVICE EXCELLENCE

SAFETY

ENVIRONMENTAL RESPONSIBILITY

INNOVATION

COMMUNITY ORIENTATION

FINANCIAL RESPONSIBILITY

The logo

Logo Variations

Logo Usage

Typography

Color Palette

Brand Application





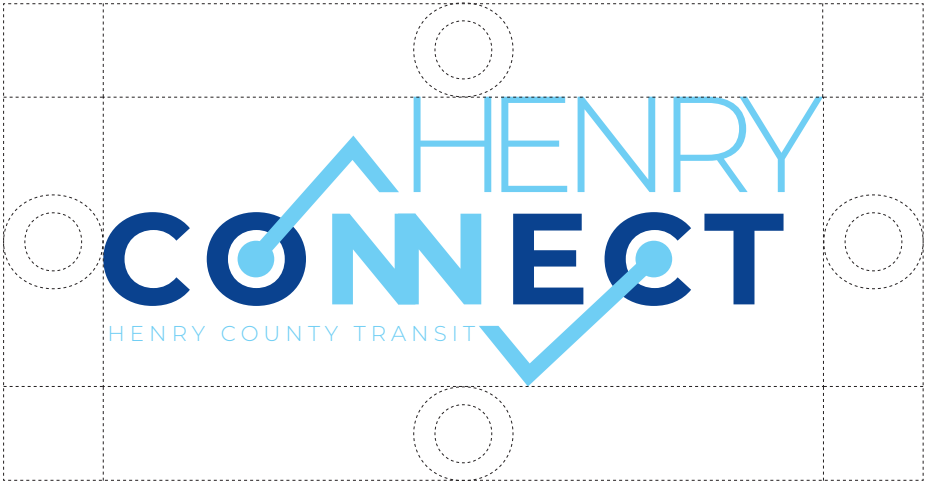
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Color



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Exclusion zones

Always allow a minimum space around the logo.



Minimum width

The logo minimum width is 144px or 2 Inches.



Maximum width

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Montserrat

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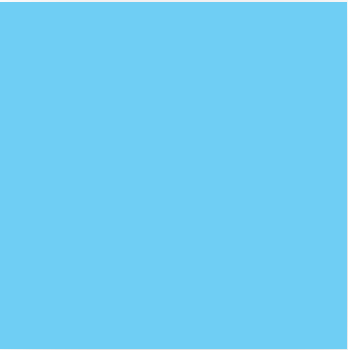
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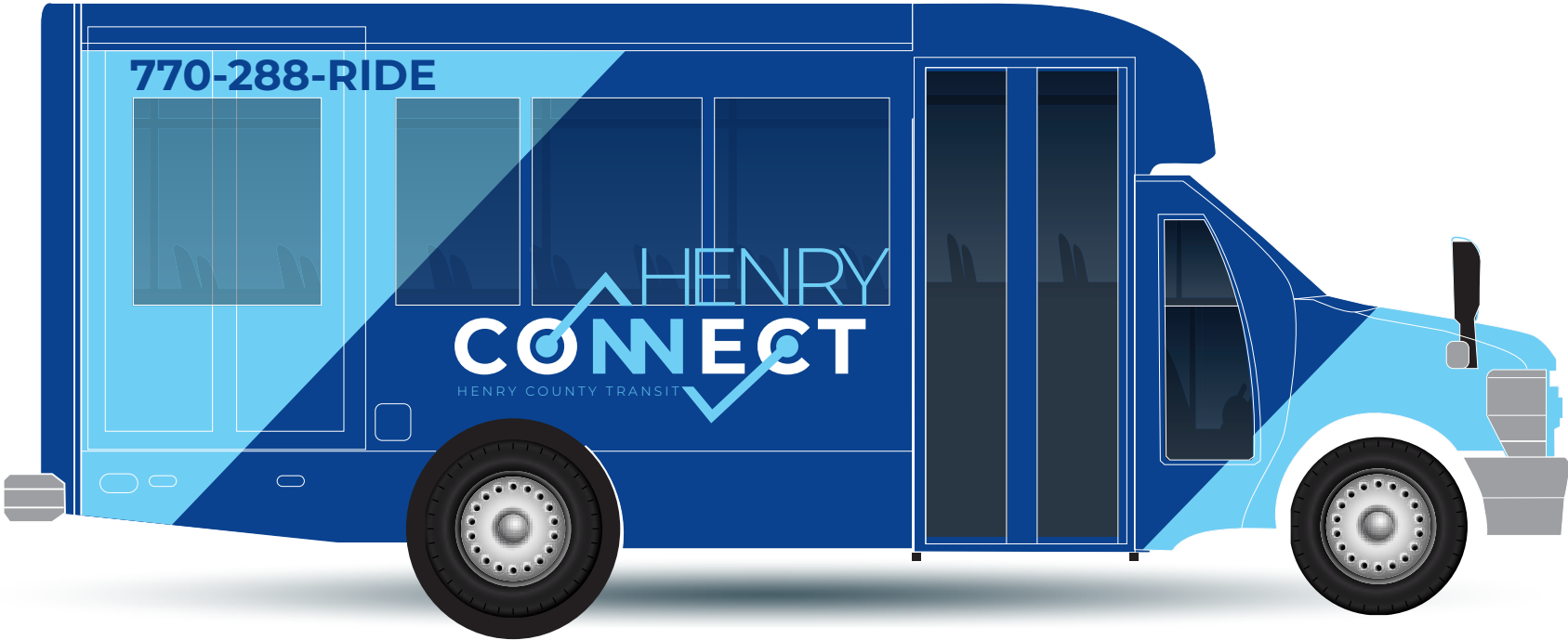
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Brand application

Brand implementation refers to the physical representation and consistent application of brand identity across visual and verbal media.

BRAND IDENTITY & STYLE GUIDE

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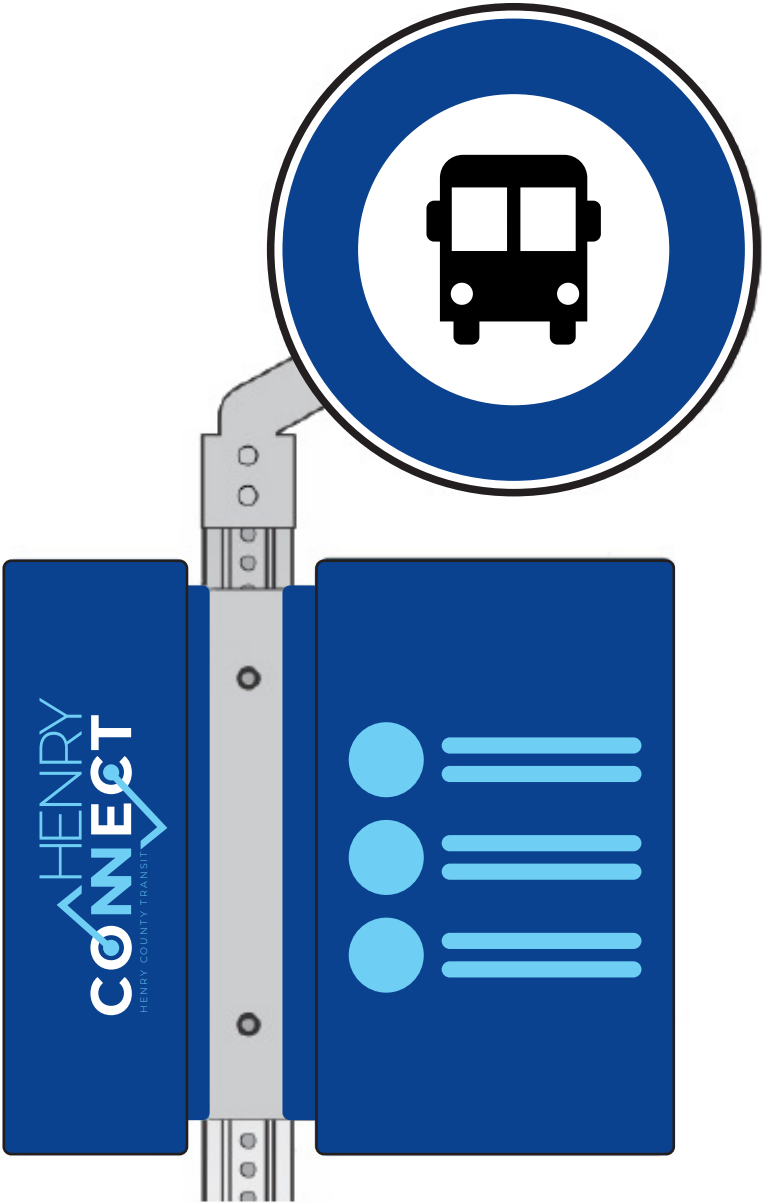






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BUS STOP SIGNAGE



BUS STOP 400300

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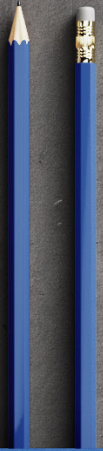
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WATER BOTTLE



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STATIONARY



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POWER-POINT PRESENTATION



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THANK YOU



Recommendations Report

December 2021

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1. Introduction

The Henry County Transit Master Plan (TMP) is about improving the lives of local residents and creating an environment for businesses and institutions to thrive. Henry County requires an innovative and multifaceted transportation system that will meet the county's mobility needs and enhance economic development opportunities. This TMP is the first and largest undertaking of Henry County Transit (HCT) since its inception. The TMP identifies immediate changes on the ground to realize fast results as well as conceive the future vision of mobility in Henry County.

The TMP's mission is to address the County's mobility challenges, foster economic development, and improve quality of life. Ultimately, the plan will serve as the guiding document to support more detailed transit planning and expansion in Henry County. Additionally, it will serve to provide guidance to County officials on the strategic direction for securing additional funding for future transit investments necessary to implement the plan. The final project list will feed into the Regional Transit Plan under development by the Atlanta-Region Transit Link Authority (ATL).

Henry County TMP was developed through a transparent and collaborative partnership with the ATL, and the cities of Hampton, Locust Grove, McDonough and Stockbridge. The plan included an extensive public engagement process that featured two virtual public meetings, stakeholder interviews, Technical and Stakeholder Committees meetings and an online survey and interactive mapping exercise.

About this Report

This report represents the third and final report developed for the Henry County TMP. The first report, entitled *Inventory & Existing Conditions Memorandum*, was completed in March 2021 and documented key demographic, land use, and travel trends that support and drive transit demand in Henry County. The findings from this analysis informed the county-wide transit vision and need areas to be addressed in the TMP. The *Needs Assessment Memorandum* that followed in September 2021 documented the process used to develop and evaluate potential transit improvements to address the identified transit needs. The results from the needs assessment were used as the basis for the final recommendations detailed in this report. The Henry County TMP Final Recommendations Report summarizes and builds upon the previous planning efforts and details the final plan recommendations and steps toward implementation. This final report documents the technical steps, as well as public/stakeholder outreach that led to the key Henry County TMP outcomes. This report is organized

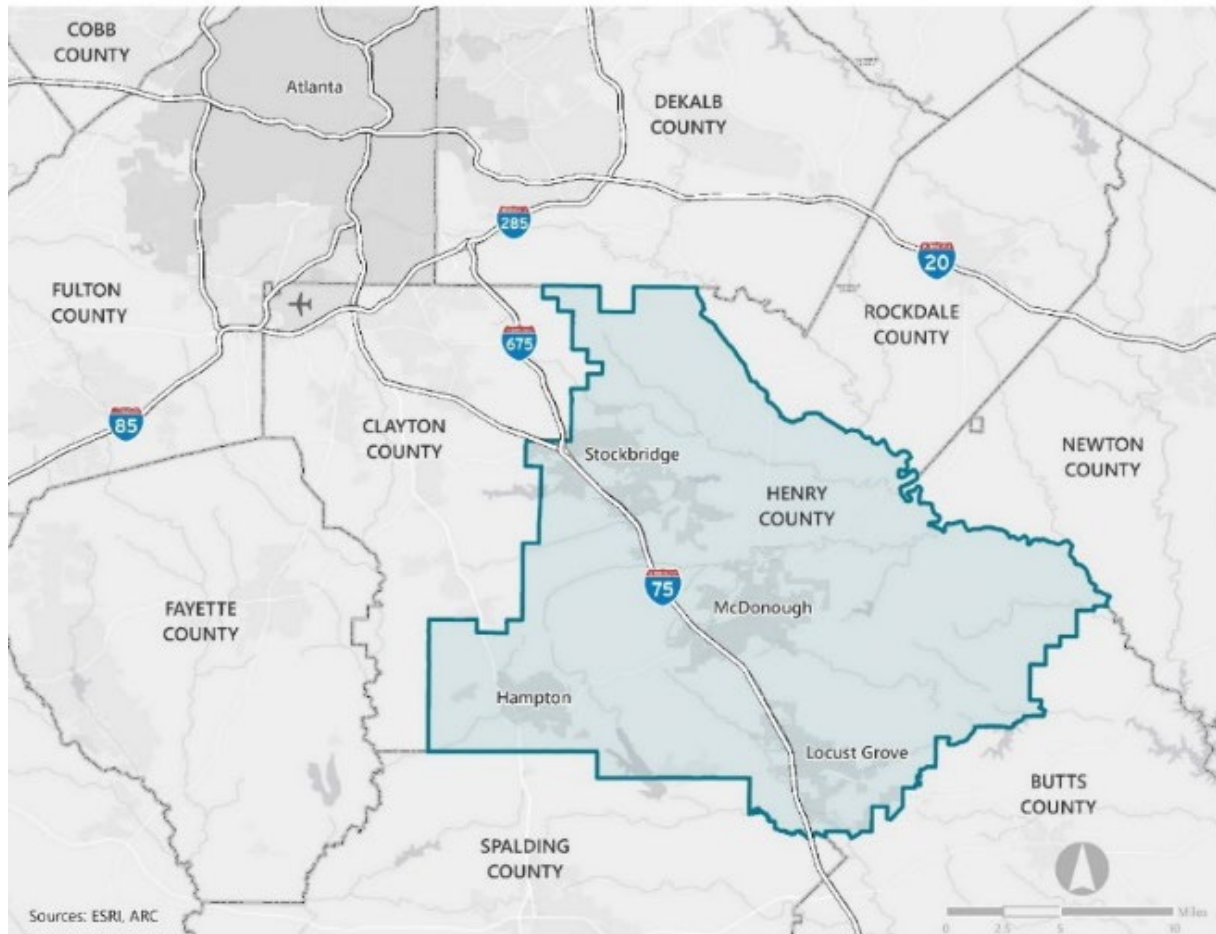
into four major sections that covers the overall planning process, highlights from community engagement, funding assessment, and detailed recommendations of the TMP.

Henry County Today

Henry County is part of the Atlanta metropolitan region and benefits from its close proximity to City of Atlanta, located 20 miles to the north, and Hartsfield-Jackson Atlanta International Airport (H-JAIA), located 14 miles to the west. I-75 traverses Henry County from north to south and provides a major transportation link within the county and to the greater region. Henry County contains four municipalities – McDonough, the county seat, Hampton, Locust Grove and Stockbridge – and shares borders with Butts, Clayton, DeKalb, Newton, Rockdale and Spalding counties. The South River serves as much of the county’s northeast border separating it from Newton County.

Henry County experienced unprecedented growth in recent decades, becoming a destination for the region’s southside. Between 1990 and 2020, Henry County grew from 59,000 to 245,000 residents – an increase of greater than 200 percent. This rapid growth is densifying development patterns, putting more pressure on the county’s transportation system.

FIGURE 1-1 HENRY COUNTY REGIONAL CONTEXT



State of Transit in Henry County

Existing transit services in Henry County are provided through two major operators: Henry County Transit (HCT) and the ATL. HCT's demand response service is curb-to-curb, must be scheduled in advance, and is open to all county residents (there are no restrictions based on age, disability, income, or mobility). In 2019, HCT provided over 70,000 demand response trips. Currently, HCT provides county-wide demand response transit as their only service offering. From July 2018 to March 2020, HCT operated a pilot fixed-route service in northern Henry County that was discontinued due to reduced ridership levels and social distancing concerns resulting from the COVID-19 pandemic.



Henry County Transit's (HCT's) service fleet at 530 Industrial Boulevard in McDonough, Georgia.

The ATL operates Xpress commuter bus routes that serve four park-and-ride facilities in Henry County. Prior to the pandemic, the two park-and-ride facilities in Stockbridge were over capacity due to the high demand for commuter service from Henry County. In fact, Route 432 (BrandsMart and Stockbridge Park-and-Rides to downtown Atlanta) is the highest ridership route in the entire Xpress system. Route 432 averaged approximately 12,000 monthly riders at its peak in October 2019.



Xpress Park-and-Ride facility in Stockbridge, Georgia.

Growing Need for Transit

Findings from the existing conditions assessment coupled with input from the community helped inform the growing needs for transit expansion in the county. The Henry County TMP is designed to address the following needs:

Rapid population growth and urbanization. In recent decades, Henry County has experienced significant levels of population growth and this trend is projected to continue over the next 30 years. As the county continues to grow, the demand for reliable transit services will outpace the capacity of the current system. There is a need for enhanced transit connectivity within the county, which will create opportunity for transit to be a catalyst for higher density, transit-supportive development in key areas of the county.

Rising demand for commuter options due to increased congestion. While the future of commuting may look different in the post-pandemic world, as the businesses in the region are returning to pre-COVID-19 operations, more workers are returning to the office. Early indications and

emerging travel trends suggest a spreading of peak travel conditions, return of growth and development intensity, an increase in crashes across the transportation network, and congestion mounting in major corridors at exponential rates. The need for sustainable commuter options in the long-term are not expected to change.

Growing needs of the transit-reliant populations. The county is home to a growing number of transit-reliant residents, as defined by seniors, persons with disability, persons living in poverty, and those without access to a car. Highest concentrations of transit-reliant residents are found along I-75 South from McDonough to Stockbridge, emphasizing the growing transit need in the most populous and urban areas in the county. While the impacts from increased growth and congestion will be felt by everyone, the most vulnerable are those who rely on transit for all of their travel needs.

2. How We Got Here

Planning Process

The year-long planning process was launched in October 2020 with a comprehensive assessment of existing conditions and future trends to better understand the growing needs for transit throughout the county. This assessment, along with input from stakeholders and the community, was used to establish a strategic vision for transit that reflects the priorities of Henry County. The assessment was also used to help identify a set of transportation need areas to be addressed in the planning process.

FIGURE 2-1 HENRY COUNTY TRANSIT VISION

Henry County Transit Vision

To provide a safe and dependable high-quality transit system that enhances the quality of life and delivers mobility options for all county residents.

FIGURE 2-2 HENRY COUNTY TRANSIT NEED AREAS



These need areas were used as the basis of the project evaluation framework to identify the projects that best addressed HCT's Vision. Based on the findings from the project evaluation, the best performing projects were prioritized, and potential funding scenarios were developed for short-, medium-, and long-range recommendations. Critical to the technical planning process was obtaining public input at key project milestones to build consensus around Henry County's transit priorities and to strengthen partnerships and coordination.

The planning process was divided into three major phases, with each one building upon the previous steps. The major activities under each phase included:

PHASE 1: EXISTING CONDITIONS & KICKOFF (FALL/WINTER 2020) ❄️

- Data Gathering & Existing/Future Conditions
- Online Survey & Public Meeting
- Stakeholder Committee Meetings

PHASE 2: TRANSIT VISION & NEEDS ASSESSMENT (SPRING/SUMMER 2021) 🌻

- Stakeholder Interviews & Visioning Charrette
- Assessment of Needs
- Project Identification and Evaluation
- Stakeholder Committee Meetings

PHASE 3: TRANSIT MASTER PLAN (FALL 2021) 🌿














- Financial Analysis & Phasing Plan
- Henry County Transit Rebranding & Fare Policy
- Stakeholder Committee Meetings
- Public Meeting
- Final TMP for Adoption by the Henry County Board of Commissioners

Transit Project Evaluation

This section describes the process used to identify and evaluate potential transit projects to address the identified transit needs. The first step in the process began with developing the universe of projects for consideration. Then, the applicable projects were evaluated across the Henry County TMP's five major need areas. Each need area had several corresponding evaluation measures, which are detailed in [Table 2-1](#). The best performing projects were presented to the Technical and

Stakeholder Committees for further consideration in the phasing plans and included in the final recommendations.

Table 2-1 Transit Project Evaluation Measures

Category	Evaluation Measure
NEED AREA: INCREASE TRANSIT ACCESSIBILITY AND CONNECTIVITY TO JOBS AND OPPORTUNITIES	
 Serves activity centers and key destinations	Number of activity centers and key destinations served by the project
 Serves Henry County community facilities	Number of Henry County community centers served by the project
 Serves residents and employment areas	Population and employment densities surrounding the project alignment
NEED AREA: EXPAND MULTIMODAL TRANSPORTATION CHOICES	
 Connectivity to other transit	Count of current and planned services and facilities served by the project
 Walkability	Percent sidewalk coverage within walking distance to transit stops
NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION	
 Ridership	Assumed mode shift based on type of service and land uses
 Connectivity between key origins and destinations	Count of top origin and destination pairs based on travel demand analysis
 Transit reliability	Assessment of potential transit reliability improvements
NEED AREA: REDUCE TRAVEL TIMES AND TRAFFIC CONGESTION	
 Transit-supportive land uses	Acres of transit-supportive land uses
NEED AREA: PROVIDE A SAFE, EQUITABLE, AND COST-EFFECTIVE TRANSIT SYSTEM	
 Capital cost	Sum of unit costs based on project definition
 Operating and maintenance costs	Sum of unit costs based on project definition
 Pedestrian and bicycle safety	Count of pedestrian and bicycle crashes
 Serves transit-reliant populations	Percent of transit-reliant population served by the project

Identifying the Project Universe

The development of the universe of projects involved identifying potential projects from a variety of sources including prior planning efforts, public involvement, stakeholder input, and needs assessment. Previous planning efforts included 2016 Transit Feasibility Study, the ARC's Regional Transportation Plan (RTP), the ATL Regional Transit Plan (ARTP), the Clayton County Transit System Plan.

The project universe included potential transit investments that provide connections to local destinations, including downtown McDonough, Piedmont Henry Hospital, and other major destinations within the county. Additionally, providing access to regional employment centers in the City of Atlanta, DeKalb County, and Clayton County was another major consideration. Overall, 33 projects were identified for consideration in the project universe, including a number of transit routes that serve both local and regional needs as well as supportive capital facilities like park-and-rides and mobility hubs. Henry County TMP's project universe is illustrated in [Figure 2-3](#) and included the following:



18 Local Bus Routes

Local bus routes are designed to provide circulation and make frequent stops within the county. Eighteen local bus route alternatives were identified for evaluation within the project universe, with service proposed along most of the major corridors and connections to all the cities in the county.



2 Commuter Bus Routes

Commuter bus routes are designed to travel on freeways for longer distances with fewer stops to provide fast service to key employment destinations outside the county. Two new commuter bus routes were included in the project universe with services from Stockbridge to H-JAIA and Locust Grove to downtown Atlanta. The commuter service would be operated by the ATL Xpress during the AM and PM peak periods.



1 Rapid Regional Connector (RRC)

Rapid Regional Connector is envisioned to provide a higher level of service with defined passenger amenities (e.g., shelters with seating) compared to local bus service. RRC also includes project elements that improve service reliability such as queue jumps, transit signal priority (TSP), and/or signal and intersection improvements. As market demand increases over time, transitioning RRC to high capacity transit or fixed guideway transit (e.g., bus rapid transit or rail) may be warranted.



1 Commuter Rail

The planned commuter rail project that runs from the East Point MARTA station to the City of Griffin in Spalding County with a stop in Hampton was initially considered in the project universe. However, because the commuter rail project is being further examined and evaluated via planning efforts of other regional partners, it was not evaluated as part of the Henry County TMP.



Demand Response Transit

Improvements to countywide demand response service was included in the project universe to better meet the mobility needs of the rapidly growing seniors and other transit-reliant communities in the county. It is important to note that demand response transit underwent a separate evaluation to identify service gaps and potential solutions. This evaluation involved an understanding of the extent to which the demand response trip requests are being met and how this would inform the number of vehicles needed in circulation and associated operating and maintenance costs. The demand response transit recommendations in the TMP are based on the findings of this evaluation.

A detailed analysis of existing HCT trip patterns was conducted to identify recommended improvements to demand response services. Trips for a three-month period between December 2019 through February 2020 (pre-COVID) were examined via the DataTripper data analysis tool available at https://vhb-transportation.shinyapps.io/Henry_Data_Tripper/. Trip patterns indicated that a high

percentage of HCT trips (63.4 percent) are to/from the county's three senior centers (Bear Creek, Heritage, and Hidden Valley Senior Centers) and the Henry County Developmental Disability Services (DDS). An analysis of trips to these locations indicated that they are currently being efficiently served by HCT and adjustments to the scheduling and dispatching of these trips is not required. Stakeholder outreach related to Senior Center and DDS trips has also indicated that service delivery changes to these trips and population groups is not viewed as desirable or needed at this time. It is recommended that HCT maintain the current system for Senior Center and DDS trips.

The remaining 36.6 percent of HCT trips primarily serve the county's general population and are for a variety of purposes including medical, employment, shopping, education, personal and other purposes. These trips could be better served by microtransit services. Current demand response service requires that a trip reservation is made one day in advance. Through the use of technology, microtransit allows riders to request trips on-demand, similar to ride hailing services like Uber and Lyft. An average response time of 15 minutes could be expected with a maximum response time of 30-45 minutes for the riders.

Complementary Capital Facilities

The project universe included a number of capital facilities, including park-and-ride lots and mobility hubs, to support the proposed transit service. These facilities were not included in project evaluation as they do not operate in a stand-alone manner.



Park-and-Ride Facilities

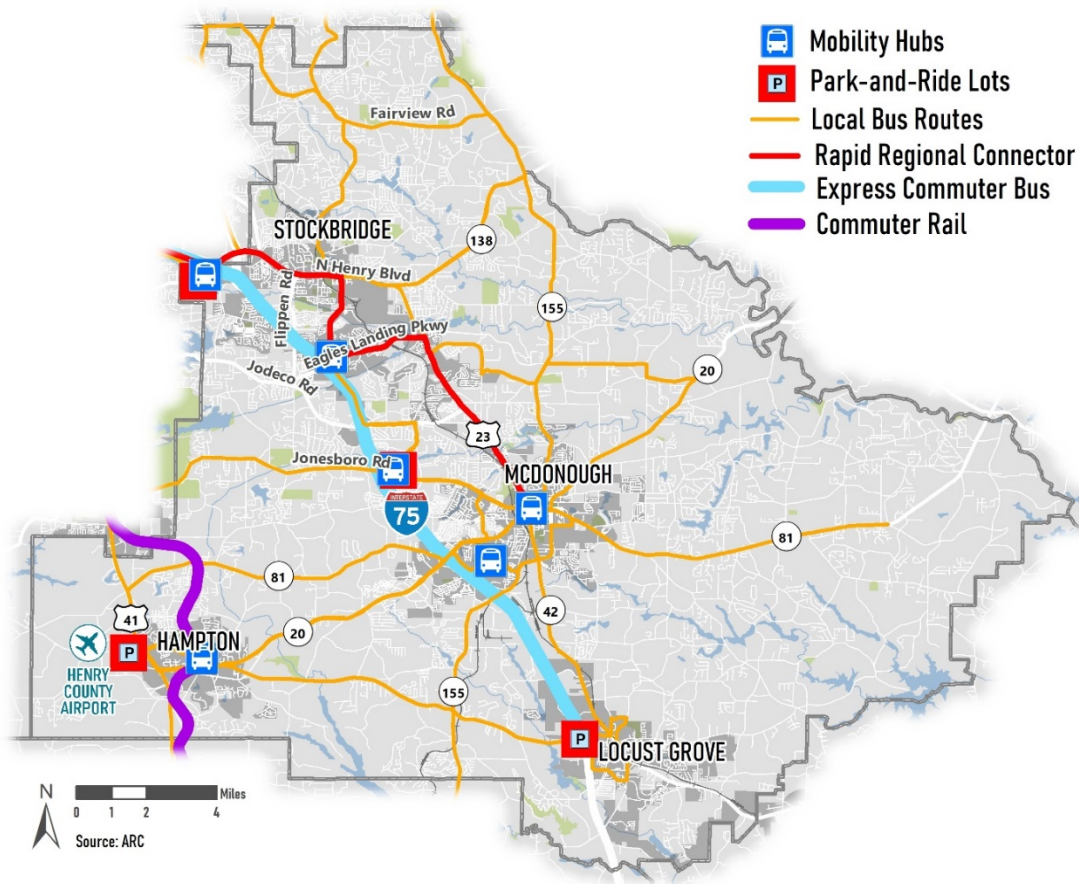
Park-and-Ride facilities allow patrons to park their vehicles on site to access transit. These facilities offer shelters and other rider amenities and will serve existing and future bus routes operated by MARTA, HCT and Xpress. Four park-and-ride facilities are proposed in Clayton East/Stockbridge, McDonough, Locust Grove and Hampton.



Mobility Hubs

Mobility Hubs are intended to facilitate bus-to-bus transfers, foster multimodal connectivity, and offer upgraded amenities to improve passenger experience. Some of these amenities may include covered shelters, seating, vending machines, restrooms, real-time bus arrival information, and fare payment kiosks. Six mobility hubs were considered in a number of strategic locations, including downtown McDonough, Henry Medical Center, Stockbridge, Hampton, and others. Opportunities to co-locate potential mobility hubs with existing park-and-ride facilities were explored to leverage existing investments.

FIGURE 2-3 PROJECT UNIVERSE



Evaluating the Projects

The local bus, commuter bus, and RRC projects were evaluated based on the defined evaluation measures to identify the projects that would best address Henry County's transit need areas. The evaluation results produced both qualitative and quantitative results based on the relative comparison of all the projects. Refer to the *Needs Assessment Memorandum* for details on each project and the project evaluation results. Major findings from the evaluation included the following:

- In general, the highest scoring projects served the high population and employment density areas and increased connectivity and access to Stockbridge and McDonough.
- SR 42 N McDonough to Clayton East Local Bus - 2016 Pilot Route (LB-2), McDonough to Clayton East Local Bus - 2016 Pilot Alternative (LB-17), and McDonough to Atlanta - Rapid Regional Connector (RRC-1) are the highest rated projects due to their ability to increase transit access and connectivity to key destinations within and external to Henry County.
- The McDonough to Atlanta - Rapid Regional Connector (RRC-1) received the highest overall rating; however, it is by far the costliest project both in terms of capital and annual O&M costs due to the high level of service and associated infrastructure improvements.
- SR 42 N McDonough to Clayton East Local Bus - 2016 Pilot Route (LB-2) and McDonough to Clayton East - 2016 Pilot Alternative (LB-17) best balance project costs with ridership potential and other project benefits.
- SR 42 N McDonough to Southlake Mall Local Bus (LB-16) is another highly rated local bus project with respect to regional connectivity, cost-effectiveness, and access for transit-reliant populations.
- Stockbridge to H-JAIA Xpress Bus (XPR-1) is by far the most cost-effective project due to its high ridership in comparison to low vehicle hours required to operate this service.
- US 41 - Hampton to Lovejoy Local Bus (LB-11), SR 155 N - McDonough to DeKalb County Local Bus (LB-12), SR 155 S - McDonough to Spalding County Local Bus (LB-13), and Locust Grove to Downtown Atlanta Xpress Bus (XPR-2) are the lowest rated projects generally across all the measures.

The major findings of the project evaluation were shared with the Technical and Stakeholder Committees and the community for feedback. The input received from engagement, results of the technical project evaluation, and funding considerations were brought together to form the recommendations for the Henry County TMP. This process is described in greater detail in the subsequent sections of this report.

3. What We Heard from the Community

The TMP incorporated extensive public and stakeholder engagement into the planning process. Engagement activities were designed to collect input on Henry County's transit needs and community priorities. The public involvement process used to develop the Henry TMP ran concurrently with the technical process. It was a comprehensive and robust process that informed the technical work at critical TMP milestones. Efforts to engage the public included virtual public meetings, an on-line survey, and an interactive website.

In addition to public meetings, the development of the TMP was guided by the Technical and Stakeholder Committees, who represent the public's interests and provide technical input. Stakeholder engagement efforts included one-on-one interviews, meetings to receive plan updates, and a design charrette to provide an opportunity for greater interaction and dialog. Each major engagement activity is described in the following sections.

Public Involvement Plan

At the onset of the project, the team prepared a Public Involvement Plan (PIP) to guide the TMP engagement activities. The PIP outlined activities to be undertaken to educate, inform and engage stakeholders and the public in light of the COVID-19 pandemic. As the pandemic persisted through the entire project timeframe, most engagement activities were done in a virtual setting.

Project Management Team

The Project Management Team (PMT) met monthly to review interim project deliverables and engagement materials. The PMT was composed of staff from Henry County, the City of Hampton, the City of McDonough, the City of Stockbridge, the ATL, the Atlanta Regional Commission (ARC), and project consultants.

Website

The project website, www.henrytransitmasterplan.com, was created at the beginning of the project as well. The website was used to post notices about upcoming activities as well as post documents such as fact sheets and technical memoranda. The website offered several opportunities to provide feedback including an email address for questions, the public survey, and a map where visitors could identify transportation issues or concerns. The information gathered from the website was used to inform the plan.

Technical and Stakeholder Committees Meetings and Charrette

Three rounds of engagement with the Technical and Stakeholder Committees were held over the course of the project. Each provided an update on the project and sought input from the group. The Technical Committee was comprised of approximately 20 members from across municipal and county governments. The Stakeholder Committee was inclusive of over 60 representatives from various groups such as county and municipal government, business entities such as the Atlanta Motor Speedway and Tanger Outlet Centers, Georgia Power, medical facilities, and non-profit groups.

FIGURE 3-1 TECHNICAL AND STAKEHOLDER MEETING OVERVIEWS

Meeting #1	Meeting #2 Charrette	Meeting #3
<p>Technical: Dec 10, 2020 Stakeholder: Jan 28, 2021</p> <p>Material Presented:</p> <ul style="list-style-type: none"> What is a TMP? Role of Committee HCT Services <p>Input Sought:</p> <ul style="list-style-type: none"> Project Goals Engagement Challenges 	<p>Joint: Apr 29, 2021</p> <p>Material Presented:</p> <ul style="list-style-type: none"> Key Conditions Implications for Transit <p>Input Sought:</p> <ul style="list-style-type: none"> Transit Priorities Origins and Destinations 	<p>Joint: Oct 19, 2021</p> <p>Material Presented:</p> <ul style="list-style-type: none"> Draft Recommendations Financial Planning Process <p>Input Sought:</p> <ul style="list-style-type: none"> Recommendations Project Phasing

WHAT WE HEARD

The following is a summary of findings from the Technical and Stakeholder Committees outreach. For some input, quantifiable data is available while for others the input takes the form of a comment or comments received during the meetings. [Figures 3-2](#) and [3-3](#) provide the results of polls taken during the first Stakeholder meeting. [Figure 3-4](#) provides the results of the mapping exercise held during the second meeting, which combined the Technical and Stakeholder Committees in a form of a charrette.

FIGURE 3-2 STAKEHOLDER MEETING POLL #1 RESULTS

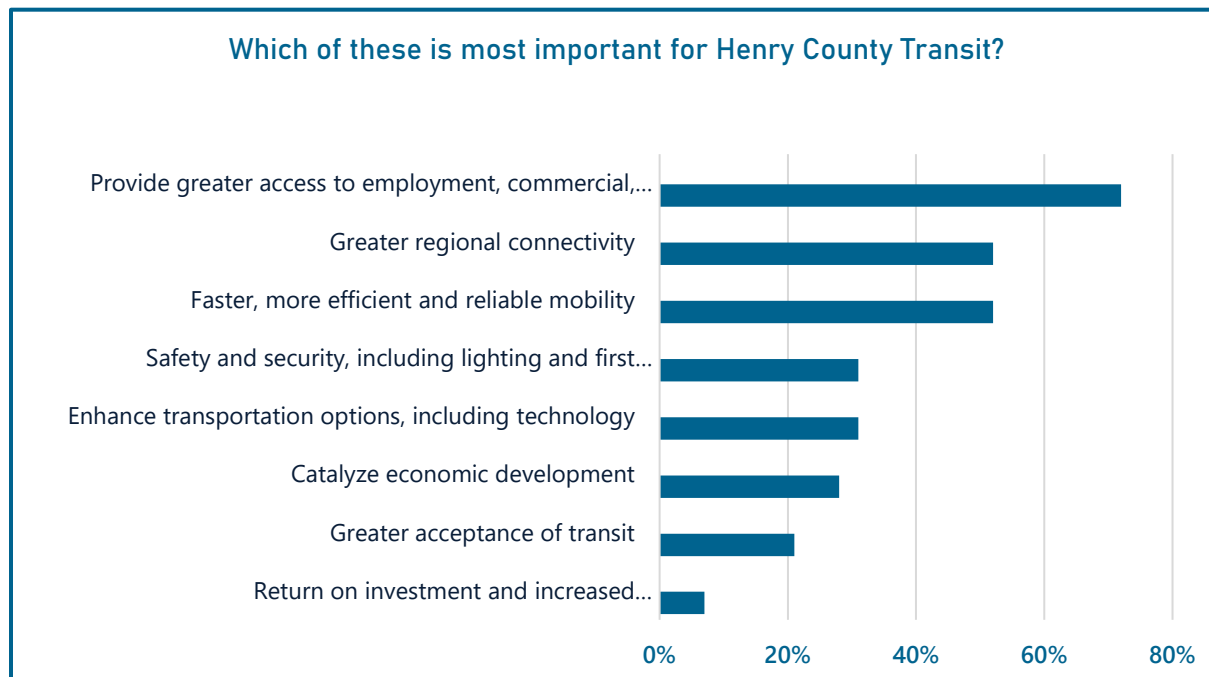


FIGURE 3-3 STAKEHOLDER MEETING POLL #2 RESULTS

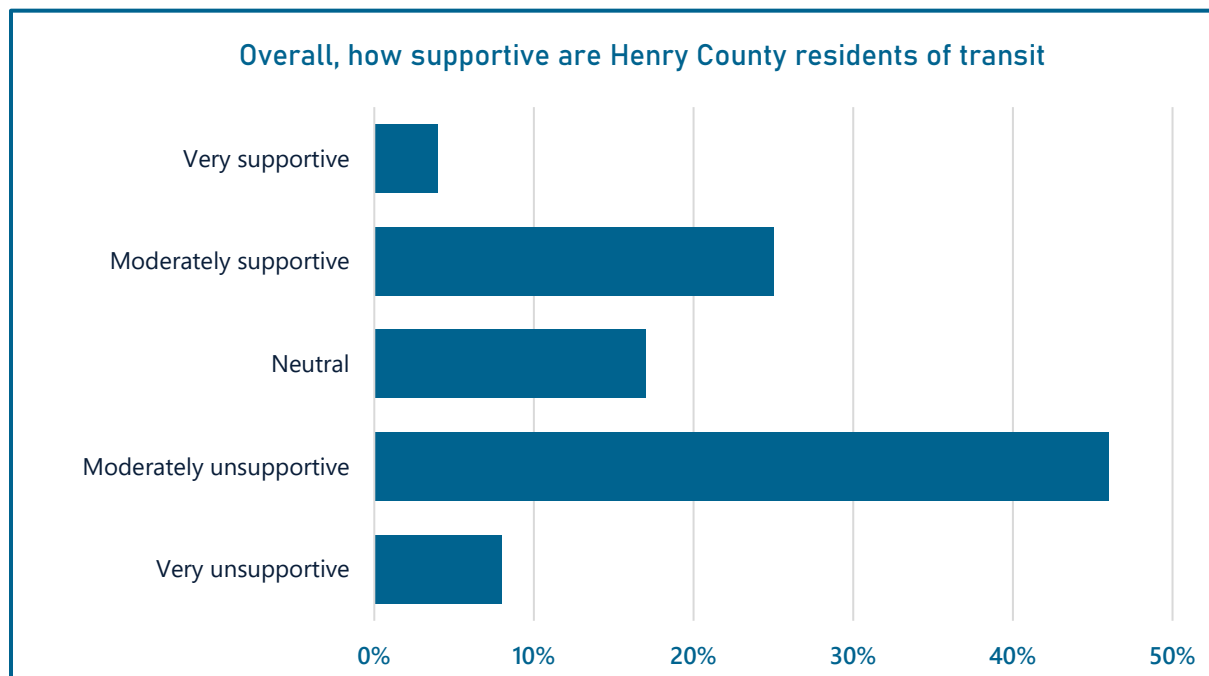
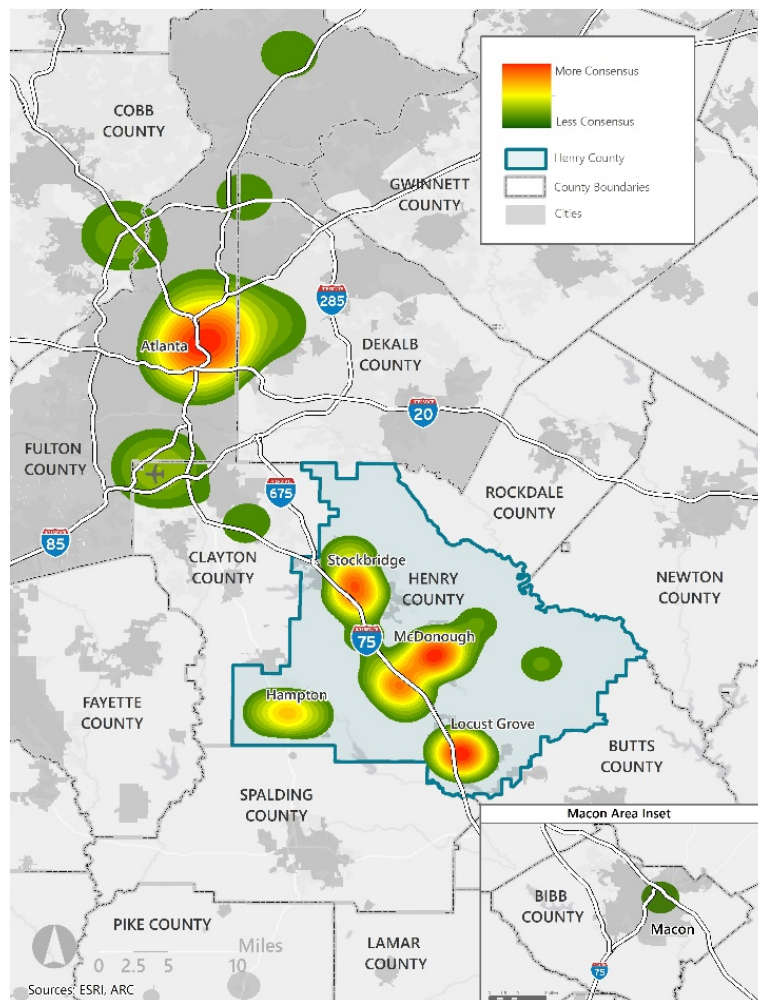


FIGURE 3-4 MOST DESIRED TRANSIT DESTINATIONS FROM CHARETTE



General comments received from Technical and Stakeholder Committees meeting participants:

- Education on the benefits of transit use is needed in Henry County
- As Henry County shifts from rural to urban development, it will be important to view transportation in a bi-directional manner. Movement of Henry County residents to the downtown Atlanta core will be important, but movement of others coming into Henry County for business purposes should not be ignored.
- Desires for connectivity between Henry County and the H-JAIA.
- Concerns with stigma associated with transit.
- There is a lack of land use intensity and density to support transit.
- COVID-19 has significantly impacted transit ridership.
- Growing traffic congestion is a major concern.

- Coordination between medical facilities and transit system is important.
- A desire to have high-capacity transit considered as a mode in the longer term for Henry County.
- During the Charrette, participants identified the top three priorities for HCT: congestion relief, improving mobility and access to jobs and education, and enhancing economic development.

Stakeholder Interviews

To augment the input gathered during the Technical and Stakeholder Committees meetings, individual or small group interviews were conducted. In total, 15 stakeholders were interviewed and included representatives from Henry County, its four municipalities, and ATL Board Members. The stakeholders either resided in Henry County or represented the interests of the transit users of Henry County.

WHAT WE HEARD

The following bullets summarize themes from the input received during stakeholder interviews:

- There is a need for both advertising HCT's services so that residents and workers are aware of them as well as a need to educate citizens on the benefits of transit to address various misconceptions. The education may need to include key facts about the changing demographics in Henry County.
- The County should be open to different modes and an evolution of modes as Henry County grows.
- Traffic congestion is a major concern for the residents and employees in Henry County.
- Stakeholders understand that transit is a part of the County's economic development success, but residents do not appear to understand transit in this way. If increased spending on transit is marketed in a certain way, it could gain support throughout the county. Any increase will need to address transportation issues generally.
- It is important to improve access to services and employment centers within Henry County while at the same time connection to regional destinations as well.
- There is a need to invest in transit-supportive infrastructure, such as shelters, benches, and first-mile/last-mile connectivity projects.

Public Survey

The project survey was available on the website from February 22 to April 18, 2021. The 14-question survey was completed by 610 respondents although the number of respondents per question varied. The vast majority of respondents were not transit users.

WHAT WE HEARD

The following bullets summarize themes from the input received from the survey:

- More than half of the respondents were not familiar with HCT services although approximately two-thirds of respondents were aware of ATL Xpress services to Atlanta.
- Respondents indicated the following reasons for not using transit:
 - Preference for driving their own car
 - Finding transit use to be inconvenient
 - Feeling that transit vehicles are unclean or unsafe
 - Lack of awareness of the availability of transit services
- An open-ended question regarding what comes to mind when thinking about transit elicited responses regarding the connection between transit and increased crime rates.
- Transit service to the H-JAIA was the highest-ranking transit option among survey respondents. The second highest ranking transit option was connections to locations outside of Henry County.

Regional Partners Roundtable

The Regional Partners Roundtable was held to connect with leaders from other agencies and neighboring counties that would require coordination if HCT expanded beyond Henry County. Participants in the Roundtable included MARTA, H-JAIA, Three Rivers Regional Commission, State Road & Tollway Authority (SRTA), ATL, ARC, Georgia Department of Transportation (GDOT), City of Atlanta, Newton County, Rockdale County, and Spalding County. The agenda included an opportunity for each participant to update the group on transit-related planning and implementation projects going on in their communities. It also included an open conversation about potential transit services connecting between Henry County and the entities invited to the meeting.

WHAT WE HEARD

The following bullets summarize input received during the Regional Partners Roundtable:

- MARTA is exploring several transit improvements to Clayton County which might benefit or allow for connection to Henry County.
- Newton County is working on a TMP, which is a little behind Henry County's timeline. Currently, Newton County does not have transit and would prioritize connections to other county's ahead of a connection with Henry County based on their travel demand.
- Spalding County is working on a transit plan as well and will provide more information at a later date. The County offers an on-demand transit service as part of the Three Rivers Regional Commission.

- Rockdale County may be doing its own TMP in the near future and are in conversation with the ATL concerning this opportunity.
- ATL Xpress service is still rebounding from the loss of ridership due to the COVID-19 pandemic.
- The H-JAIA representative indicated that connection to the airport would require study to understand where the bus could go as space is very limited at the airport.

Public Meetings

Two rounds of public meetings were held with the first meeting to kick off the TMP (February 5, 2021) and the second meeting to present the final TMP recommendations (November 9, 2021).

Approximately 125 people participated in the first public meeting. The meeting was livestreamed on Facebook and had 1,600 views after the meeting. Approximately 31 people participated in the second public meeting via Zoom and approximately 900 people via Facebook Live.

WHAT WE HEARD

The following bullets summarize input received during the first public meeting:

- About a quarter of participants have used ATL Xpress service while only 18 percent have used HCT services.
- When asked what would motivate them to use transit, 37 percent indicated the reduced amount of stress when compared to driving was an important factor.
- During the question-and-answer period, several questions focused on the following:
 - Improvements to the transportation system, generally including fixing damaged roads and improving sidewalks.
 - Potential transit modes and destinations.
 - More information on how to make the transit system more environmentally friendly.

The following bullets summarize input received during the second public meeting:

- There was a strong desire by the public to see Xpress, Rapid Regional Connector, and microtransit investments shifted from the long- and medium-range time periods to the short-range. This desire was noted, and it was explained that due to financial forecasting constraints this was not feasible in the plan.
- The majority of meeting attendees indicated a high or medium level of support for some of the Henry County's TSPOST funding to be allocated towards transit projects (45% - high, 23% - medium, 32% - low).

- The majority of meeting attendees indicated a high or medium level of support for a designated transit funding source for the county in the future (41% - high, 32% - medium, 27% - low).
- A majority of meeting attendees reported a high or medium level of support for bringing fixed-route local bus, additional commuter bus, and microtransit services to Henry County. A high level of support for all three services was the most frequent poll result.
- Stronger support was seen for expanding express commuter bus (61% - high, 22% - medium, 17% low) than fixed-route local bus (43% - high, 35% - medium, 22% - low) or microtransit service (43% - high, 30% - medium, 26% low).
- There was a desire for rapid bus connections to the H-JAIA, sooner rather than later.
- Questions were received about how transit service could reduce roadway congestion.
- A question was raised about how the recently passed federal infrastructure bill, currently pending signature by President Biden, could be leveraged to speed up the timeline of project delivery.
- Concerns were raised about the expansion of transit service leading to an increase in crime.

Board and Committees Presentations

In addition to the activities above, the project team also made presentations to several sitting committees and boards. The following presentations were made to update various groups across Henry County and the region:

- Henry County Board of Commissioners – February 2, 2021
- Henry County Chamber of Commerce – April 15, 2021
- Henry County Transportation Advisory Group – April 26, 2021
- Georgia State Senator Ossoff – May 25, 2021
- ATL Board – June 3, 2021
- Henry County Transportation Advisory Group – July 19, 2021
- Henry County Board of Commissioners – August 3, 2021
- Henry County Board of Commissioners – September 22, 2021
- Transit Operators Group – November 19, 2021

For the most part, these presentations were intended to inform and provide an update on the TMP more than to seek input from attendees.

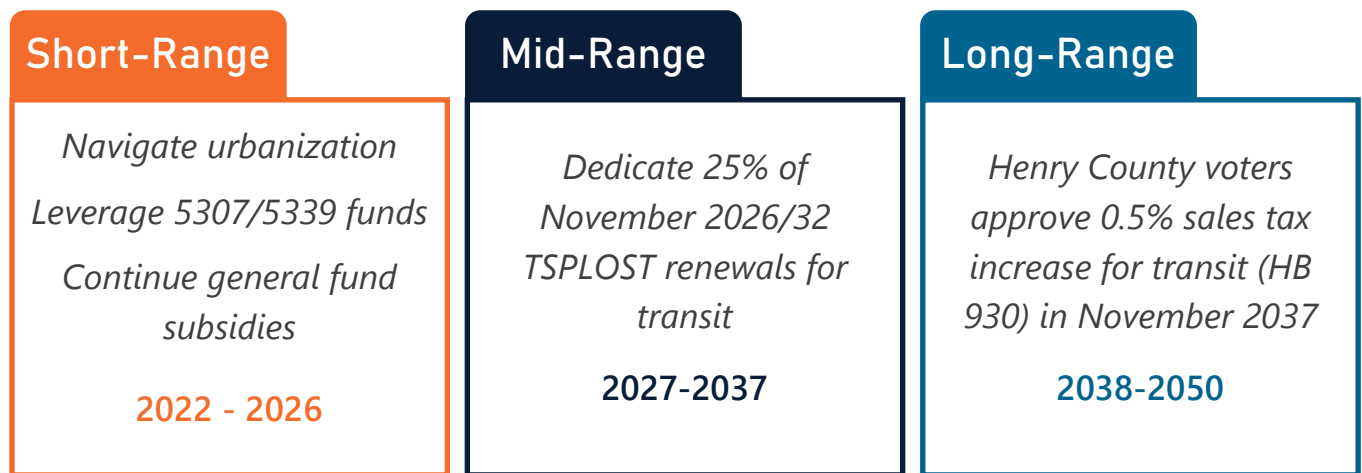
4. Funding Considerations

This chapter provides an overview of recommended funding strategies for consideration to fund and implement the TMP by funding phase. The TMP is required to be a fiscally constrained plan, which is limited by sensible funding projections within the short-, medium-, and long-range funding periods. The full detailed financial methodology, funding assumptions, and discussion of potential funding options and sources have been included in the TMP as a stand-alone report entitled the Financial Considerations Report. This chapter concludes with recommended next steps and action items for HCT to consider related to securing addition transit funding.

Financial Strategies

Recommended funding strategies have been identified in the short-, medium- and long-range funding periods. An overview of these strategies is provided in [Figure 4-1](#). Key considerations for each funding phase are described in following subsections.

FIGURE 4-1 OVERVIEW OF FINANCIAL STRATEGIES



SHORT-RANGE FINANCIAL STRATEGIES

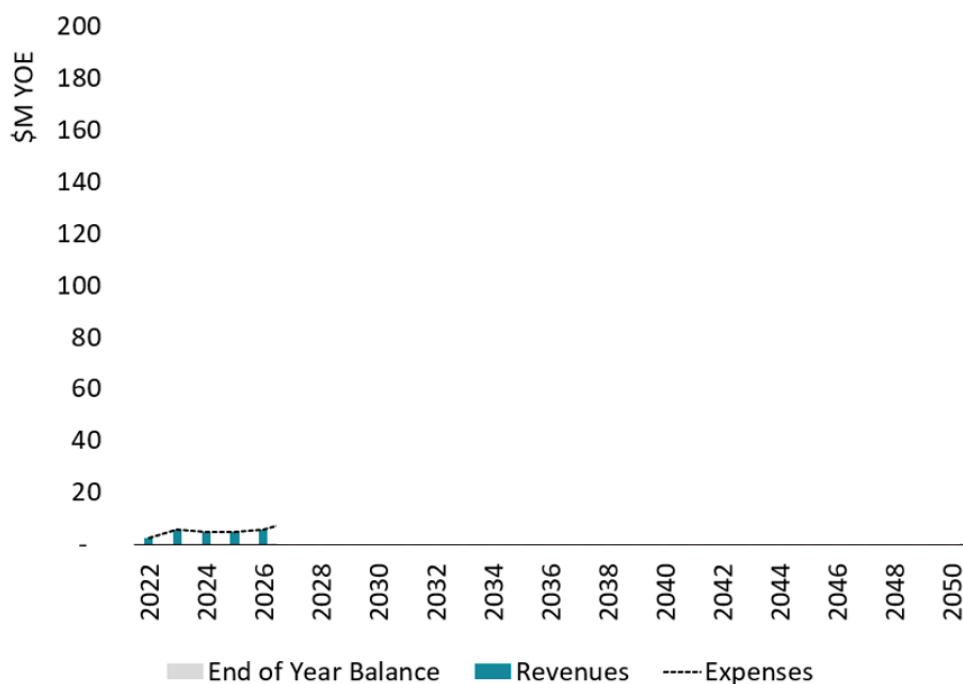
In the short-range, HCT should consider the following:

- Continue to navigate urbanization.
 - Navigate anticipated reduction in federal funding (5311 funds).
 - Leverage all annual 5307/5339 funds.
 - Leverage \$6.0 million in unused 5307 funds forward.
 - Leverage \$0.5 million in unused 5339 funds forward.

- Continue requesting existing level of annual general fund subsidies.
- Target key federal discretionary grants for short-range priorities, such as LB-17 pilot local bus route. Pursue Congestion Mitigation and Air Quality Improvement (CMAQ) funding, for which the call of projects closes in December 2021.

Figure below summarizes the estimated five-year capital and O&M sources and uses considering the above financial strategies.

FIGURE 4-2: SHORT-RANGE CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: InfraStrategies LLC, 2021

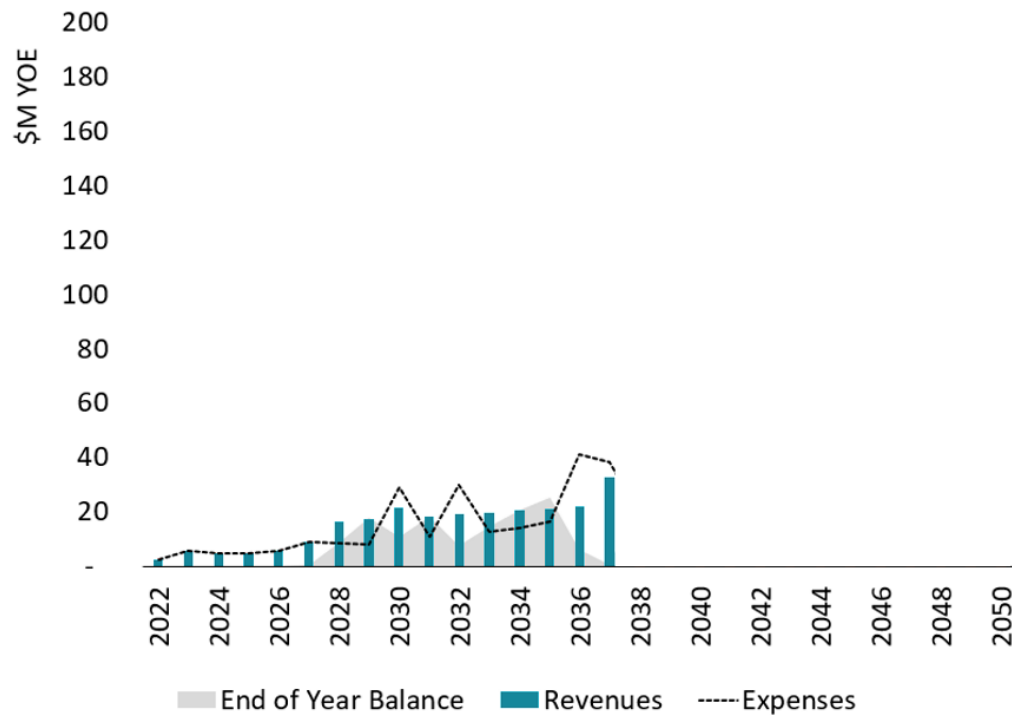
MEDIUM-RANGE FINANCIAL STRATEGIES

In the medium-range, HCT could consider the following financial strategies:

- Dedicate 25 percent of future TSPLOST revenues to transit (the current TSPLOST on the ballot in November 2021 does not include any transit expenditures).
 - Pursue November 2026 renewal.
 - Pursue November 2032 renewal.
- Leverage new dedicated revenue stream through other funding opportunities, such as:
 - Federal discretionary grants.
 - State funding and/or bond proceeds.
 - Value capture and private involvement opportunities.

Figure summarizes estimated short- and medium-range capital and O&M sources and uses considering the above financial strategies.

FIGURE 4-3: MEDIUM-RANGE CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: InfraStrategies LLC, 2021

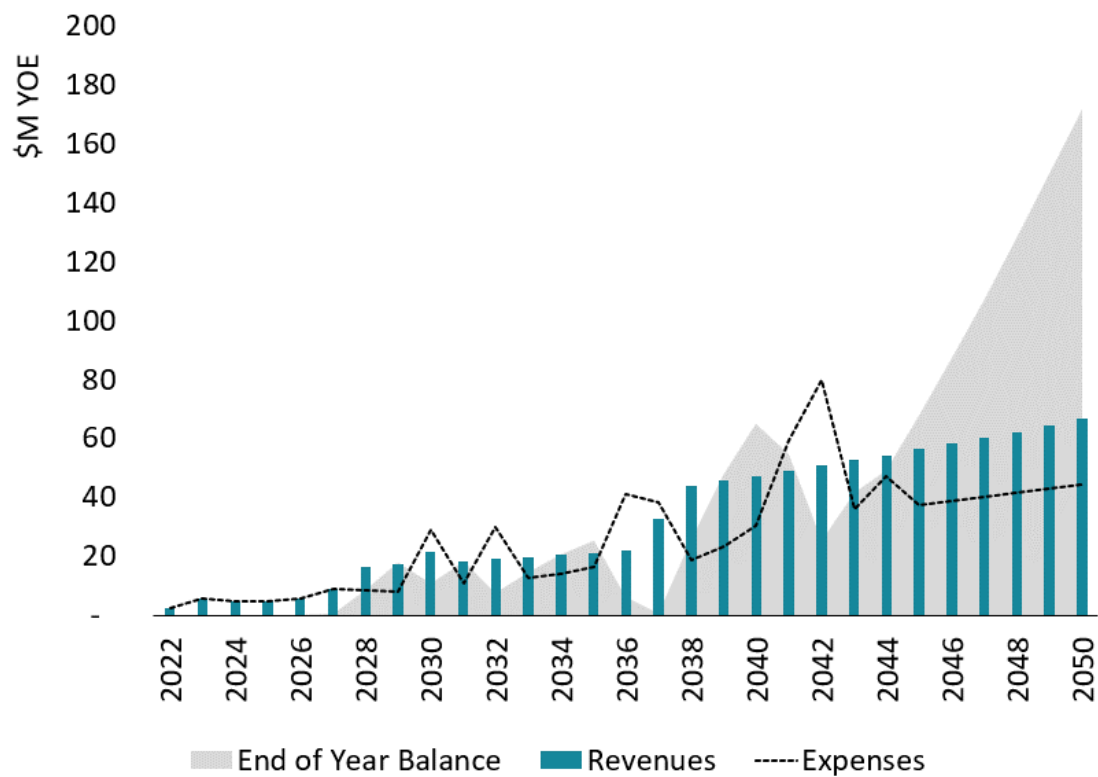
LONG-RANGE FINANCIAL STRATEGIES

In the long-range, HCT should consider the following financial strategies:

- Pursue 0.5 percent transit TSPLOST (using House Bill 930) to advance HCT's long-range transit priorities.
- Leverage this more robust dedicated revenue stream with other funding and financing opportunities, such as:
 - Federal discretionary grants and/or loans.
 - State funding and/or bond proceeds.
 - Value capture tools and private involvement opportunities.

Figure 4.4 summarizes estimated short-, medium-, and long-range capital and O&M sources and uses considering the above financial strategies.

FIGURE 4.4: LONG-RANGE CAPITAL AND O&M SOURCES AND USES SUMMARY



Source: InfraStrategies LLC, 2021

5. Recommendations

The culmination of rigorous technical planning and community engagement has led to the transit recommendations presented in the Henry County TMP. These recommendations are categorized in three major groupings that are critical components to achieving Henry County’s transit vision. These categories are illustrated in **Figure 5-1** and include programmatic elements, complementary capital investments, and performance-based transit projects. Programmatic elements include administrative and oversight activities, additional planning studies, and a rebranding campaign for Henry County Transit. Complementary capital investments include major transit infrastructure projects, such as park-and-ride lots and mobility hubs, that will support new transit services and routes. Performance-based transit projects include new transit services and routes, such as local bus and commuter bus routes.

This section begins with an overview of programmatic elements, which are recommended for implementation throughout the TMP’s 30-year planning timeline, during the short-, medium-, and long-range planning periods. Specific programmatic elements, complementary capital investments and performance-based transit projects have been prioritized into short-, medium- and long-range planning periods based upon projected funding levels detailed in the previous chapter.

FIGURE 5-1. MAJOR RECOMMENDATION TYPES



Programmatic Elements

The TMP has identified a variety of programmatic recommendations, which includes policy recommendations and planning activities to support the transit expansion projects. Programmatic elements include transit-supportive infrastructure, communication strategies, regional fare policy integration, transit-supportive land use policy, and administrative activities.

TRANSIT SUPPORTIVE INFRASTRUCTURE

Developing an effective network of transit-supportive infrastructure is a critical component to maximizing the County's investments in major transit projects. The County should plan for the construction of these infrastructure improvements in tandem with new major transit services as they become operational. Major forms of transit-supportive infrastructure include:

- First-mile/last-mile connections
- Roadway operational improvements
- Transit signal priority (TSP)
- Managed lane coordination

FIRST-MILE/LAST-MILE CONNECTIONS

First- and last-mile connections describe the beginning or ending segment of a transit trip. These can often be completed on-foot as a pedestrian or via bicycle. Contiguous sidewalk and/or bicycle infrastructure is necessary to provide safe access to transit. To maximize the potential of transit services, the County should focus on providing a connected network of pedestrian and bicycle facilities to transit stops, stations, park-and-ride lots and mobility hubs as they become operational.

ROADWAY OPERATIONAL IMPROVEMENTS

Roadway operational improvements encompass a variety of treatments designed to improve transit vehicle travel times where they operate in shared lane environments. This may include treatments designed to improve general traffic flow or transit-specific enhancements. General traffic flow improvements could include signal retiming/coordination, access management, raised center medians and additional turn-lanes. Transit-specific improvements could include queue jump lanes or exclusive transit-only lanes.

Queue jump lanes may be used at congested intersections and may take the form of a separate bus-only lane at intersections that permit the transit vehicle to bypass the general traffic queue. A right-only turn lane at intersections could also be repurposed for use as a through lane for transit vehicles. If there is no receiving lane side on the downstream side of the intersection, a short bus-only signal phase would be required to provide an early green for the transit vehicle to bypass the travel queue.

In highly congested areas exclusive transit-only travel lanes could be constructed to facilitate more efficient transit travel. Transit-only lanes may be warranted in the future, particularly along the route of the planned Rapid Regional Connector project along SR 42, Eagles Landing Parkway, Rock Quarry Road, and SR 138. Exclusive transit right-of-way in this corridor could serve as the foundation for bus rapid transit (BRT) and/or light rail transit (LRT) within the county.

TRANSIT SIGNAL PRIORITY (TSP)

Transit signal priority (TSP) technologies adjust signal timing at intersections to better accommodate transit vehicles. Typically, a bus approaching a traffic signal will request priority. This could prolong green light cycles to ensure transit vehicle passage or shorten other phases to begin the next green phase earlier. This type of technology could be particularly warranted for implementation within the Rapid Regional Connector project corridor to facilitate a fast regional connection through the county's major arterial highways.

MANAGED LANE COORDINATION

With GDOT's recent investments in managed lanes along I-75 South in Henry County, there is the opportunity to leverage these lanes to facilitate faster regional transit connections. These reversible express lanes should be explored to provide express commuter bus service in peak congestion periods from the planned Mt. Carmel Park-and-Ride on Jonesboro Road to destinations in Atlanta. Coordination with GDOT should be conducted to permit and facilitate the safe and easy exit and entrance of transit vehicles from the express lane entrance on Jonesboro Road.

MARKETING AND REBRANDING CAMPAIGN

A key component of the TMP was to reevaluate HCT's branding and develop three brand alternatives for consideration. Brand options were vetted by the Project Management Team (PMT) and the Henry Connect branding shown in [Figure 5-2](#) was selected as the preferred new brand name and logo design.

FIGURE 5-2 HENRY CONNECT BRANDING



The complete Brand Identity and Style Guide for Henry Connect will be included in the final Henry County TMP documentation. This includes the brand mission, brand vision, brand promise, brand personality, logo variations, color scheme, and brand application renderings on transit vehicles and promotional items.

To promote the new brand in addition to new transit service offerings it is recommended that a marketing and promotional campaign should be developed and implemented. Target markets for existing and new transit services should be identified and specific strategies to communicate with each target market should be developed. A key goal of the marketing plan should be to increase knowledge of transit services in target markets to encourage transit use to improve mobility and quality-of-life for Henry County residents.

The marketing plan should also provide guidance on how the new brand will be featured throughout the system. Specifically, the plan should identify where the brand will be visible across all potential advertising venues including the county's website, mobile applications, vehicle wraps, signage, and at Henry County properties.

After the marketing plan is completed, a promotional campaign is recommended to carry out the plan. The promotional campaign should be targeted towards educating residents on transit service offerings, how to access information on the services, and how to best utilize the services. Types of promotional materials that could be created include:

- A marketing video that both promotes the new brand and shows users how to access and use transit services
- Digital files of the new logo and any associated graphics or tag lines to be used on any promotional materials.
- Paper flyers/brochures/postcards including the new brand and rider information.
- A new mobile device application featuring the updated brand and user-friendly access to transit services.
- Platforms and venues to feature these promotional items could include:
 - Social media platforms (Facebook, Twitter, Instagram, etc.)
 - Local/regional news outlets (including radio, print, and local tv news)

- Billboards
- Henry County's website
- A new or updated Henry County Transit website
- County sponsored or hosted events
- Community events
- Senior Centers

It is important that promotional outlets clearly identify the county's transit service offerings under the updated logo/branding system. Developing a short promotional video is recommended to share with news outlets, post on social media platforms, and include on Henry County's main webpage, and the transit department's webpage.

REGIONAL FARE INTEGRATION

The ATL is currently completing a regional fare policy study to establish guidelines for setting a uniform, fair, and equitable regional fare structure consistent with revenue-producing requirements and established budgets. It is anticipated that the study will be developing regional fare policy recommendations. Continued coordination with the ATL is recommended to incorporate the recommendations for regional fare policy. Recommendations from the ATL's study may impact fare structures, collection methods and payment technology recommendations in the region. The outcome of the study may likely establish a regional fare structure, payment methods, mobile application and payment technologies.

TRANSIT SUPPORTIVE LAND USE POLICY

Transit and land use planning are closely linked. Without supportive land uses, it is difficult for many transit investments to be sustainable long range.

There are five main characteristics of transit-supportive land uses:

- Density/Intensity: are there enough residents, workers, and visitors to support ridership?
- Mix of Uses: is there a mix of uses that creates activity throughout the day?
- Walkability: can people easily make short trips without getting in a car?
- People-Friendly Design: does the area feel safe, comfortable, and attractive?
- Managed Parking: is parking de-emphasized through less visibility and fewer spaces?

In a suburban context like Henry County, it is not necessary—nor desirable—for transit-supportive land use to exist everywhere, or even along every proposed transit line. Instead, transit-supportive land use policies should be focused on the proposed mobility hubs. These mobility hubs are the

suburban equivalent of transit stations in more urban areas and would benefit from more detailed small area planning.

These small area plans should not only establish an overall vision for the area $\frac{1}{4}$ to $\frac{1}{2}$ mile around the mobility hubs but should include an in-depth analysis of the current zoning and land development regulations in place—these are the most powerful tool a jurisdiction has in guiding land use and development decisions. Key areas of the local zoning code and land development regulations to evaluate include:

- **Minimum and maximum densities.** Most suburban zoning codes specify density maximums, but transit-supportive zoning focuses instead on minimums. Minimally transit-supportive densities are 15 dwelling units per acre (a typical density of townhomes) for residential uses, or a floor area ratio of 0.75 for non-residential uses. Additionally, residential units should have very low minimum square footage requirements (less than 1,000 square feet, but preferably lower).
- **People-friendly building siting.** The position of buildings on their sites is very important to creating a people-friendly, transit-supportive environment; buildings should have front setbacks of no more than 15 feet and maximum lot coverage should be generous (at least 70 percent).
- **Mix of uses.** Although classic mixed use—retail on the bottom, residential above—is desirable, it is not always realistic from a real estate market perspective. Mixed use in many forms, including horizontal mixed use, a mix of architectural styles, and mixed income communities, should be strongly encouraged or required if practical.
- **Street design requirements:** streets near mobility hubs should be multi-modal by design, with required sidewalks (minimum of 6 feet but preferably more) and “amenity strips” of at least 6 feet between sidewalks and the roadway. Street trees, landscaping, and pedestrian-scaled lighting should also be required.
- **Parcel access.** Curb cuts should be kept to a minimum, and inter-parcel access should be required in non-residential areas.
- **Parking requirements.** Most zoning codes have parking minimums that are overly generous; transit-supportive zoning instead focuses on maximum quantities of parking to reduce excess surface lots. Parking should also be prohibited in front of buildings, and only allowed to the side or to the rear of buildings.

Single-family residential areas very close to mobility hubs can also help support transit. Although their uses and densities are unlikely to change significantly, allowing accessory dwelling units (ADUs) and “discreet duplexes” (duplexes that appear to be single-family homes) are policies that help encourage gentle, context-sensitive density.

Zoning and land development regulation changes must be undertaken thoughtfully, and with full transparency to the community. As implementation of the mobility hubs move forward, correspondingly land use studies should accompany each to make sure that future land uses not only support anticipated transit investments, but also align with the communities' visions for growth.

ADMINISTRATION AND OVERSIGHT

STAFFING AND TRAINING

The recommended transit improvements identified in the short-range, medium-range, and long-range time period will require additional personnel needs to meet HCT's service delivery goals. It is recommended that the department complete a staffing plan to achieve its service goals. Staffing plans generally follow a five-step process identified in [Figure 5-3](#).

FIGURE 5-3 STAFFING PLAN DEVELOPMENT PROCESS



Staff training and development will be an important component of the staffing plan. This will identify training needs for both dispatch support, driver training and administrative functions. This will include training related to implementing fixed-route local bus service and microtransit service. Training related to new federal requirements for trip reporting to the National Transit Database (NTD) related to implementing new services will be required. The ATL is a regional resource that could assist with administrative burden of additional NTD reporting.

ROUTE PLANNING

With the implementation of the pilot bus route and additional bus routes, route planning will become an important administrative activity for Henry County Transit. Route planning will include identifying the optimal route alignments, driver schedules, bus stop placement and bus stop amenities along new routes.

SERVICE STANDARDS

With the provision of new transit modes and services, service standards should be developed and formally documented to guide the delivery of services. A formal service change process should also

be established within service standards documentation. Service standards should be developed for each transit mode provided and include guidelines related to: Service hours, Service frequency, Service capacity, On-time performance, Bus productivity, and Stop placement standards.

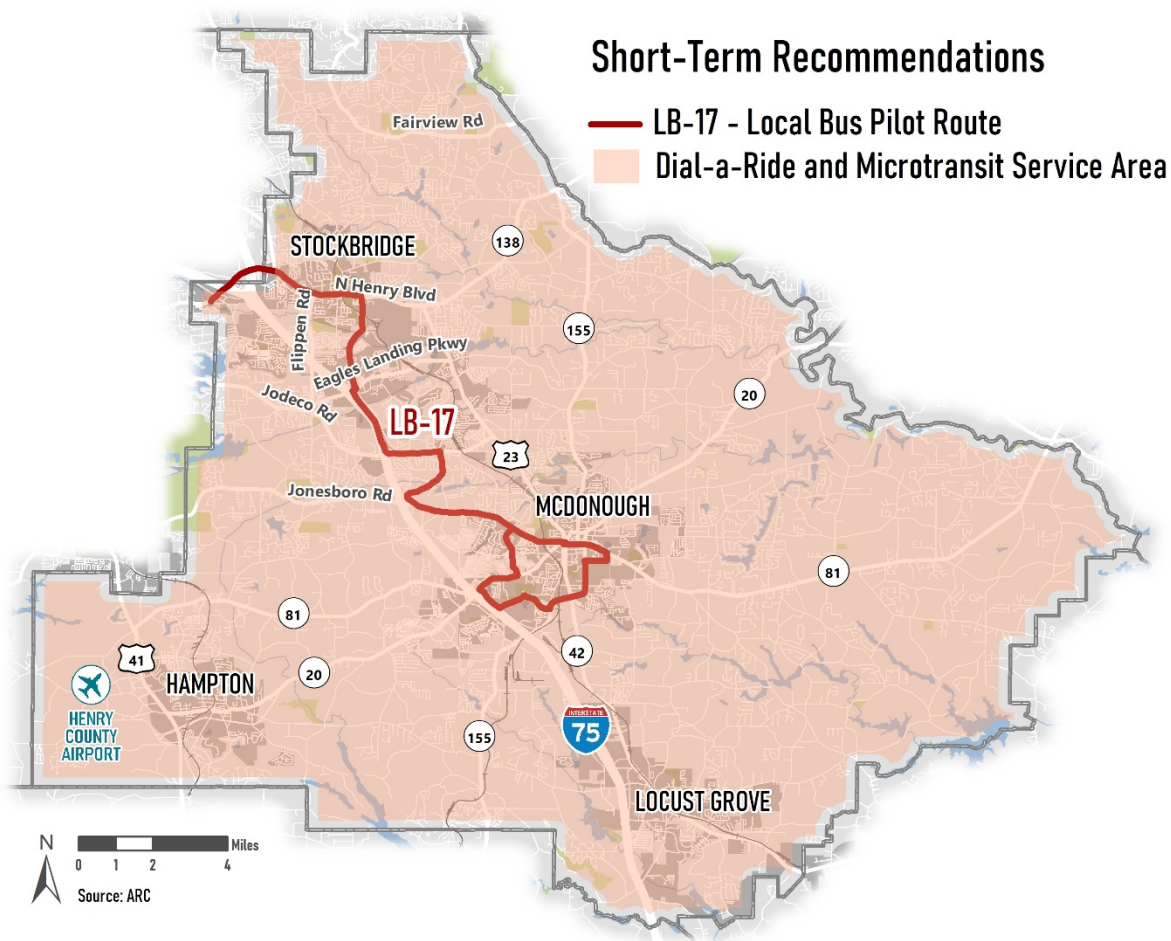
Short-Range Recommendations

The short-range recommendations apply to the first five-year period after plan adoption, from 2022 to 2026. The recommended transit investments for the short-range planning period are detailed in **Table 5-1**. The table includes applicable programmatic elements and the high performing transit projects that were evaluated and vetted with the Technical and Stakeholder Committees. This total estimated capital and annual O&M costs for the short-range are also summarized in **Table 5-1**. The recommended transit projects are also mapped in **Figure 5-4**.

Table 5-1: Short-Range Recommendations

Project ID	Project Name	Project Description	Capital Costs	Annual O&M Costs
LB-17	McDonough to Clayton East Pilot Route	Pilot local bus route from McDonough to Stockbridge along McDonough Parkway, SR 20, Henry Parkway, SR 155, Post Master Drive, SR 81, Jonesboro Road, Foster Drive, Oak Grove Drive, Jodeco Road, Patrick Henry Parkway, Rock Quarry Road, US 23 (N Henry Blvd), and SR 138. Bus stops are anticipated to be located approximately every quarter mile along routes. Service would operate at 30-minute headways during peak-periods and at 60-minute headways during off-peak periods. Transit vehicles are assumed to be 20-passenger shuttle buses.	\$0.9M	\$1.8M
--	Marketing Campaign	Develop and implement a marketing and promotional campaign for Henry Connect	\$0.2M	--
--	Existing Demand Response Service	Maintain Dial-a-Ride service	--	\$2.6M
--	Microtransit Feasibility and Study	Microtransit Feasibility Study and implementation of recommended scenario.	\$0.1M	--
--		Initiate Regional Fare System Integration Process	-	
XPR-1	Xpress Bus from Stockbridge to Airport (PE only)	Planning and engineering costs for XPR-1	\$0.6M	--

FIGURE 5-4 SHORT-RANGE RECOMMENDATIONS



LOCAL BUS PILOT ROUTE

Henry County's 2016 Transit Feasibility Study recommended a pilot route for local fixed-route bus that has been reexamined in the TMP. This route, LB-2 (SR 42 North – McDonough to Clayton East), was studied to identify if any modifications were needed to address recent planning considerations since 2016. The 2016 pilot route is still effective in connecting the highest concentrations of population and employment density in the county with the highest concentrations of trip origins and destinations. Several small modifications were studied in LB-17 (McDonough to Clayton East), as an alternative to the 2016 pilot. This includes a connection along Jonesboro Road to the planned Mt. Carmel Park-and-Ride and service along McDonough Parkway in McDonough. The LB-17 alternative scored higher in

the project evaluation and showed a modest increase ridership estimates over LB-2. In light of this, LB-17 is recommended as the local bus pilot route for implementation in the short-range phase. Refer to the *Needs Assessment Report* for details on the evaluation results. The pilot route is mapped in **Figure 5-4** and described in **Table 5-1**.

HYBRID MICROTRANSIT DEMAND RESPONSE SERVICES

A detailed microtransit study is recommended to determine the best microtransit solution for the county. HCT's general population trips average approximately 83 trips per service day. It is assumed that providing a higher level of service will increase trip demand to a level of at least double current levels, or approximately 166 trips per day. Assuming a typical microtransit vehicle could complete 35 trips per day, preliminary estimates suggest this trip volume could be served by five microtransit vehicles. Vehicles within HCT's service fleet of 16-seater cutaway passenger buses could be repurposed as microtransit vehicles with the addition of automated vehicle location (AVL) and enhanced communication technologies.

There are a variety of microtransit operating models that should be examined as a component of the microtransit feasibility study to determine the best model that suits HCT. Three major models for consideration include:

1. Transportation as a Service (TaaS): In this model, the microtransit vendor provides a turnkey solution that includes microtransit technology, plus drivers, vehicles, and operations management.
2. Transportation as a Service (TaaS) with HCT Vehicles: Since Henry County has a large existing fleet of service vehicles, the microtransit vendor could operate a TaaS service using HCT vehicles. For this scenario, the vendor would bear operating costs associated with the vehicles, including maintenance, fuel, cleaning, and registration.
3. Software as a Service (SaaS): In this model, the microtransit vendor provides the necessary microtransit technology, including the on-demand transit operating system and mobile applications, along with a full suite of tools and support services. The model is for agencies who prefer to use their own drivers, vehicles, and dispatchers. This option may be well-suited to HCT given the large existing service fleet. The licensing of software and technology is considered a capital cost within federal formula funding programs and is covered at an 80 percent match.

SHORT-TERM FUNDING STRATEGY

As a key next step, HCT could submit a CMAQ grant application to the ARC for the LB-17 McDonough to Clayton East Local Bus pilot route project. HCT should consider requesting \$4.8 million (80 percent match) in federal funds for start-up transit operations in the current CMAQ

funding round. Funds are available for FY 2023 to 2025. Applications are due December 2, 2021. The \$4.8 million request amount would align with a recent successful CMAQ grant award for transit operations in Douglas County (\$4.8 million in total - \$1.6 million for three years FY 2019-FY 2021). The remaining 20 percent of funds would be provided by local funds (e.g., General Funds FY 2023-FY 2025). This amounts to \$404,000 per year for three years.

As HCT continues to navigate urbanization, it should work to fully utilize and spend down its existing annual and balance forward of federal 5307 and 5339 funds. Leading up to November 2026, HCT could pursue a dedicated portion of the TSPLOST renewals to advance the recommended medium-range transit investments. In the long-range, HCT could consider seeking voter approval for a dedicated transit sales tax of up to 30 years to advance a larger program of projects, including the recommended long-range transit investments.

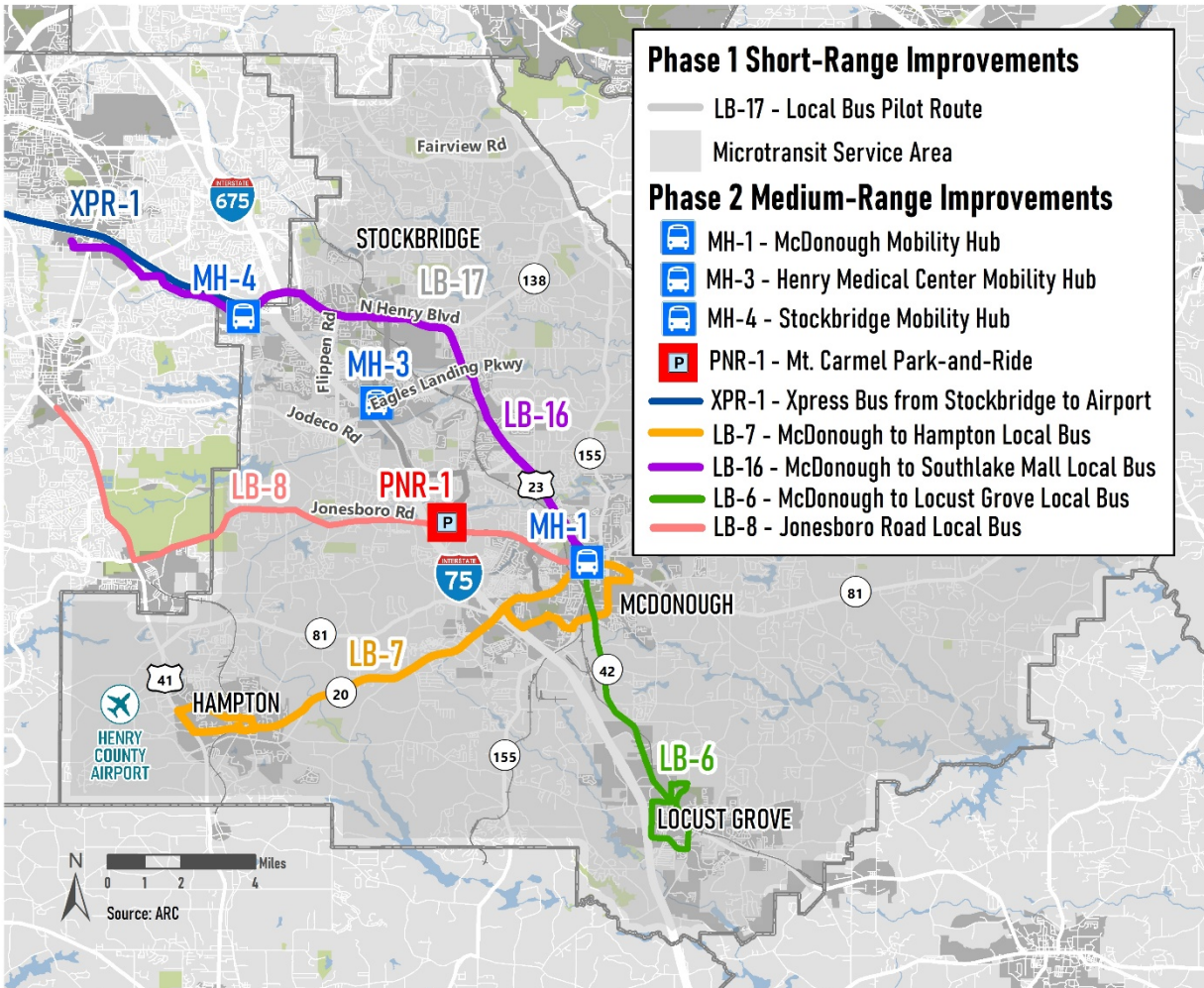
Medium-Range Recommendations

The medium-range projects recommended for implementation between year 6 to 16 after plan adoption, from 2027 to 2037. The recommended transit investments for the medium-range planning period, including the estimated capital and annual O&M costs are detailed in [Table 5-2](#). The-medium range recommendations build on the short-range projects and include applicable programmatic elements, high-performing transit projects, and complementary capital investments. The recommended transit projects in this funding phase are also mapped in [Figure 5-5](#).

Table 5-2: Medium-Range Recommendations

Project ID	Project Name	Project Description	Capital Costs	Annual O&M Costs
MH-1	McDonough Mobility Hub	A mobility hub in downtown McDonough with limited parking.	\$16.1M	\$0.04M
MH-3	Henry Medical Center Mobility Hub	A mobility hub near the Piedmont Henry Hospital at a major destination and connection point in Stockbridge.	\$9.3M	\$0.04M
MH-4	Stockbridge Mobility Hub	A mobility hub with a park-and-ride facility on SR 138 in this location offers opportunities to co-locate Xpress bus service to downtown and the airport, HCT pilot bus route, with MARTA local bus connections to Clayton County.	\$21.8M	\$0.1M
PNR-1	Mt. Carmel Park-and-Ride	Planned Xpress park-and-ride facility to include 489 parking spaces. This site is currently owned by the ATL but funding has not been allocated to begin construction of the facility.	\$23.4M	\$0.06M
XPR-1	Xpress Bus from Stockbridge to Airport	Commuter bus service from Stockbridge to Airport.	\$5.9M	\$0.2M
LB-7	McDonough to Hampton Local Bus	Connects McDonough to the Hampton loop.	\$1.0M	\$1.5M
LB-16	McDonough to Southlake Mall Local Bus	Route from downtown McDonough to Southlake Mall in Clayton County; Connects to existing MARTA local bus routes and the planned Riverdale BRT and Southlake Mobility Hub.	\$0.9M	\$1.4M
LB-6	McDonough to Locust Grove Local Bus	Connects downtown McDonough to the Locust Grove loop.	\$0.7M	\$0.9M
LB-8	Jonesboro Road Local Bus	Connects downtown McDonough to the Clayton Justice Center in Clayton County.	\$0.9M	\$1.2M

FIGURE 5-5 MEDIUM-RANGE RECOMMENDATIONS



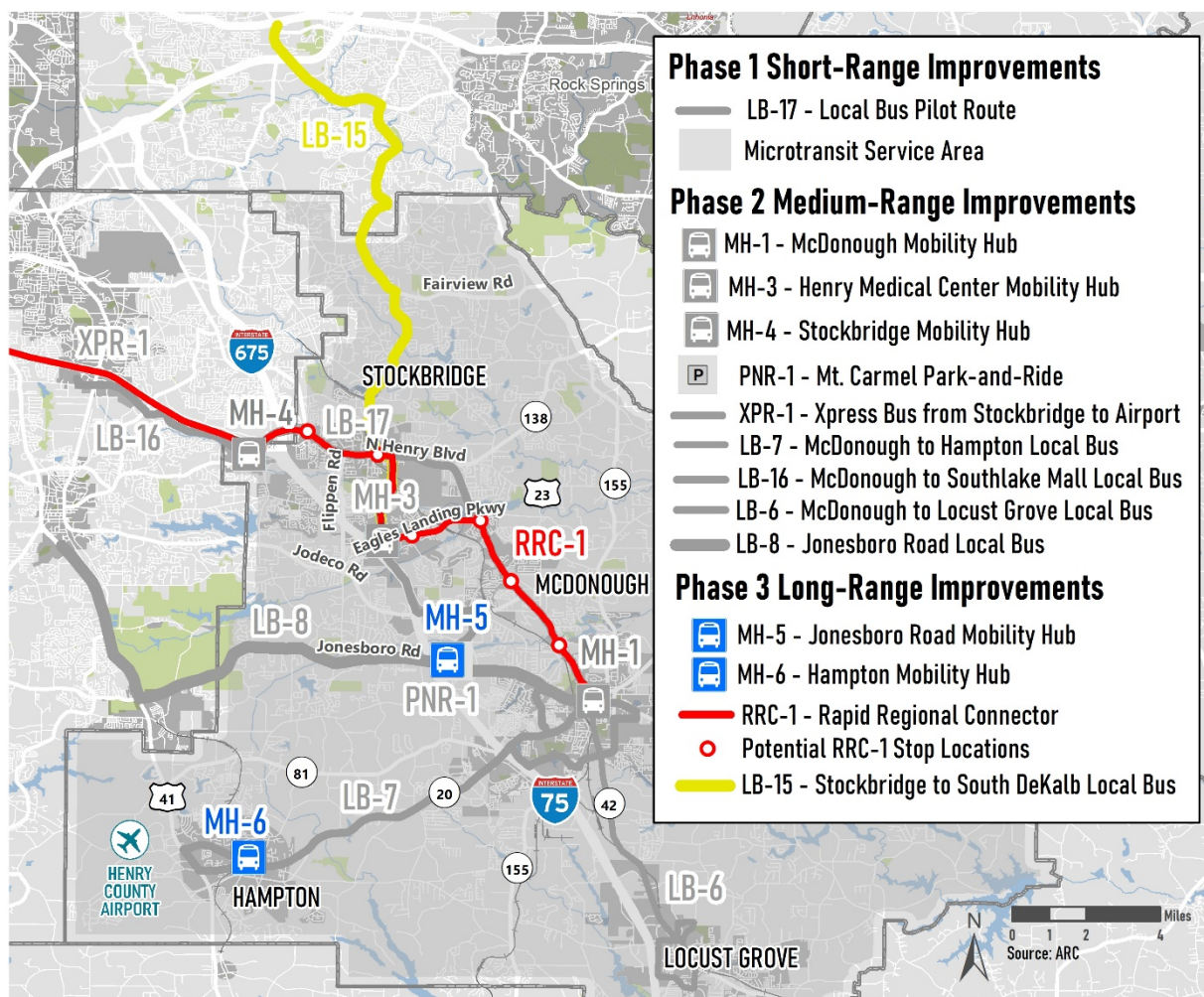
Long-Range Project Recommendations

The long-range project recommendations apply to years 17 through 30 after plan adoption, from 2038 to 2051. The recommended transit investments for the long-range planning period, detailed in [Table 5-3](#), assume the previous recommendations have been implemented. This total estimated capital and annual O&M costs for the short-range are also summarized in [Table 5-3](#). The recommended long-range transit projects are also mapped in [Figure 5-6](#).

Table 5-3: Long-Range Recommendations

Project ID	Project Name	Project Description	Capital Costs	Annual O&M Costs
--	Transit Supportive Infrastructure	Funding category for transit supportive infrastructure (\$1M per year)	\$14.0M	-
MH-5	Jonesboro Road Mobility Hub	A mobility hub in this location offers opportunities to co-locate planned HCT transit services with the ATL's Mt. Carmel Park-and-Ride Xpress facility, which will become operational when additional funding is secured.	\$11.8M	\$0.04M
MH-6	Hampton Mobility Hub	A mobility hub in downtown Hampton could facilitate multi-modal connections between HCT transit services and commuter rail or BRT services in Clayton County.	\$11.0M	\$0.04M
RRC-1	Rapid Regional Connector	RRC-1 connects downtown McDonough to H-JAIA and downtown Atlanta. The project will provide all-day frequent service of 15 to 30-minute headways and may include queue jump lanes, transit signal priority (TSP), and/or signal and intersection improvements. A corridor-level alternatives analysis study should be performed for this project to solidify logical termini, alignment/station locations, ridership, cost estimates, and funding options. As market demand increases over time, transitioning RRC to high capacity transit or fixed guideway transit (e.g., BRT or rail) may be warranted.	\$78.2M	\$4.2M
LB-15	Stockbridge to South DeKalb Local Bus	Connects Stockbridge to the planned South DeKalb Mobility Hub in DeKalb County along East Atlanta Road, Fairview Road, Flakes Mill Road, and SR 155 (Flat Shoals Parkway).	\$1.2M	\$1.3M

FIGURE 5-6: LONG-RANGE PROJECT RECOMMENDATIONS



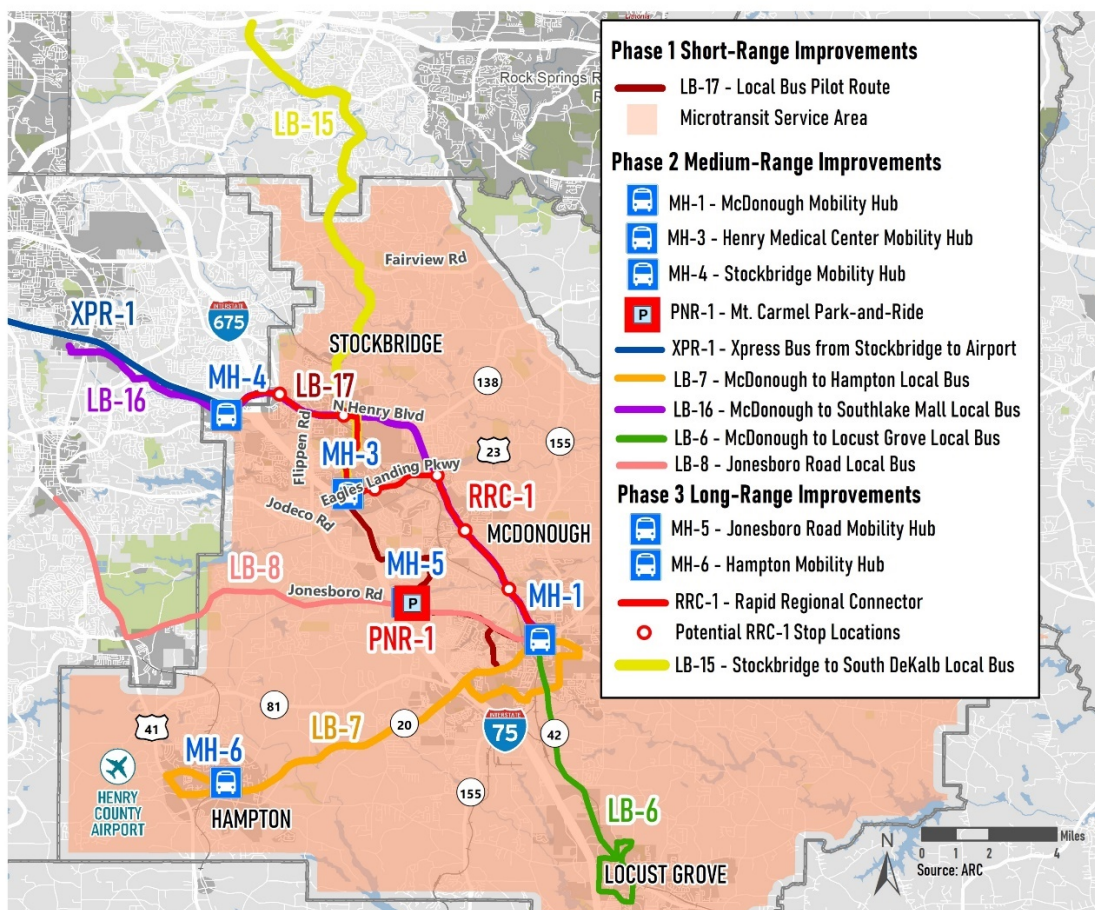
Benefits of the Transit Master Plan

At completion the full build-out of the TMP will include:

- Countywide microtransit service expansion
- 6 local bus routes
- 5 mobility hub facilities
- 1 additional park-and-ride facility
- Commuter bus expansion from Stockbridge to H-JAIA
- 1 Rapid Regional Connector project

The full-system plan is illustrated in [Figure 5-7](#).

FIGURE. 5-7 HENRY COUNTY TMP'S 30-YEAR TRANSIT VISION



REDUCED WAIT TIMES FOR DEMAND RESPONSE SERVICE

The TMP will greatly improve transit access and mobility throughout the county and will feature a variety of benefits for Henry County's residents. This will include major enhancements to Henry County Transit's (HCT's) existing demand response service. Existing HCT services require a trip reservation to be made one day in advance. Through the expansion of countywide microtransit services this trip reservation window will be greatly reduced from 24 hours to an average of 15 minutes. Wait times for demand response service will be calibrated to not exceed 30-45 minutes.

HENRY COUNTY RESIDENTS ACCESS TO TRANSIT

Another benefit will be improved transit access and options for a large percentage of Henry County residents. In 2050, it is estimated that over 30 percent of county residents will be located within a half-mile of fixed-route transit services. This translates to approximately 112,000 residents in total. Many of which are projected to be within traditionally transit-reliant population groups. This includes seniors (age 65+), zero-car households, and low-income workers. In 2050, 31 percent of seniors, 35 percent of zero-car households, and 37 percent of low-income workers are projected to be within half-mile of fixed-route transit. This will significantly improve transit options to population groups who are most reliant on transit to access employment opportunities and medical services.

HENRY COUNTY JOBS ACCESS TO TRANSIT

Greatly enhanced connections between residents and jobs will be another major benefit of the TMP. At system completion over 30 percent of all employment opportunities within the county will be located within a half-mile of fixed-route transit. This corresponds to within an average 10-minute walk from a designated transit route. In 2050, it is estimated that approximately 32,000 jobs will be readily accessible via fixed-route transit.

6. What's Next

The path forward to facilitate the implementation the Transit Master Plan should include a series key steps. These include additional planning efforts supervised by Henry County, coordination with agency partners on regional planning initiatives, funding pursuits, and programmatic activities. Key next steps include:

- **Coordination with CTP Update** – The TMP and Comprehensive Transportation Plan (CTP) update have been concurrent planning efforts conducted by Henry County. While the TMP has focused specifically on transit improvements, the CTP is a multi-modal transportation plan that will include project recommendations for roadway, freight, bicycle, pedestrian, and transit improvements. The final recommendations of the TMP should be considered and utilized to help inform the recommendations of the CTP. The CTP update is currently in the project identification and development phase and is anticipated to conclude in the summer of 2022. The TMP's recommendations should be coordinated with the CTP's proposed pedestrian, multi-use trail, and bicycle projects to facilitate first- and last-mile connections to planned transit investments, in particular along the pilot local bus route (LB-17) and other recommended local fixed-routes. Roadway capacity and operational improvements should also be prioritized within planned transit corridors to mitigate congestion and facilitate travel time reliability for transit service along the county's key roadway connections.
- **Pursue CMAQ Funding for Pilot Route** – Henry County should continue to pursue funding through the Federal Highway Administration's (FHWA's) Congestion Mitigation and Air Quality Improvement Program (CMAQ) for implementation of the local bus pilot route (LB-17). A key component of this includes a grant application for CMAQ funding to be submitted for consideration in December of 2021.
- **ATL Regional Transit Plan** – The ATL will be opening a call for projects in early 2022 to submit projects for consideration within the 2022 ATL Regional Transit Plan (ARTP). Henry County should submit priority transit service and supporting infrastructure projects from the TMP for inclusion within the ARTP.
- **Priority Planning Efforts** – Two additional planning efforts have been identified in the near-term to advance the recommendations of the TMP. These include a **microtransit services assessment** and a **branding and marketing strategy** for Henry County Transit. A microtransit services assessment is needed to study a variety of microtransit service alternatives and determine the best solution and operating model for HCT. A marketing and branding strategy is needed to determine the best way to launch and promote transit service offerings under the newly developed Henry Connect brand identity. Henry County should begin working on these priority planning efforts in the short-term to advance key goals of the TMP.

- **Land Use Policy** – Future land use plans and zoning codes within Henry County and its municipalities should be updated and amended to support future transit investments identified within the TMP. In suburban locations, such as Henry County, higher-density transit-supportive development may not be suitable along all proposed transit routes, but should be instead focused around planned mobility hubs and the proposed Rapid Regional Connector (RRC-1) route. Higher-density development should be directed to mobility hub locations and within the RRC-1 corridor, which provides service along SR 42, Eagles Landing Parkway, Rock Quarry Road, and SR 138. This would support the long-range vision for the RRC-1 route to serve as a high-capacity transit corridor in the future.
- **Coordination with Agency Partners** - Henry County should collaborate with agency partners, including the ATL, GDOT and MARTA, on the advancement of projects and recommendations consistent with the TMP. Henry County should coordinate with the ATL on regional fare policy initiatives and federal funding allocations and opportunities. Coordination with GDOT should also take place regarding transit service within the managed lane system and implementing transit signal priority (TSP) technology at Henry County intersections included in GDOT's regional connected vehicle program (CV1K). The County should also begin coordination and discussions with MARTA and Clayton County on planned transit service expansion projects to Clayton County.



Henry County Transit Master Plan Survey

APRIL 2021

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OVERVIEW

The Collaborative Firm conducted an online survey from February 22, 2021 – April 18, 2021, utilizing the platform, SurveyMonkey. The questions for the survey were created by the Project Management Team for the purpose of assessing and prioritizing Henry County’s transit needs. It is important that residents and workers provide input into the process because the Henry County Transit Master Plan (TMP) will guide decisions about major long-term transit investments for transit in the county.

Outreach to promote the survey was conducted in partnership with entities from the cities of Locust Grove, Stockbridge, Hampton, and McDonough, as well as with the county. A total of 610 persons participated in the online survey. There was a total of 14 survey questions, including multiple choice and open-ended question types. The survey took approximately 5 to 10 minutes to complete. Questions requesting geographic information were included for the purpose of gauging the locations of the universe of respondents and their areas of interest. An analysis of the results showed that most responses received were from persons in the McDonough area.

The data collected from the remaining questions related specifically to transit needs throughout the county and yielded enlightening results about the views of the public. It is apparent from the responses that there is a disparate view about the importance of transit for Henry County, as well as the types of transit solutions needed to accommodate the projected growth for Henry County that is anticipated over the next 30 years. The survey responses received are summarized in this report.

SURVEY RESPONSE SUMMARIES

Listed below are the survey questions and responses. A description of the collective summary of responses and/or an explanation of the results is provided for each of the questions.

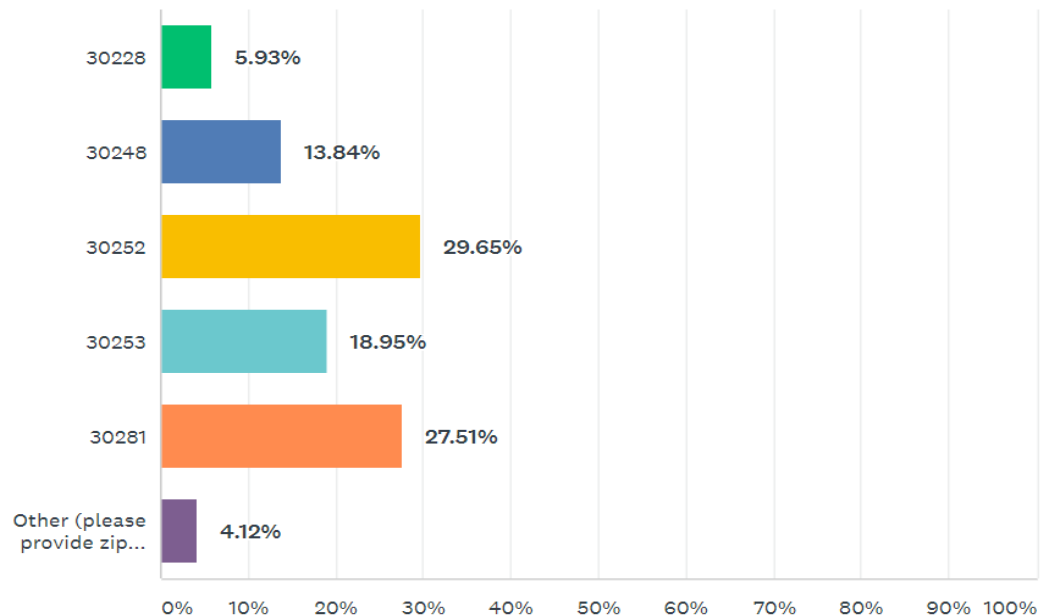
Q1. What is your home zip code?

Most of the persons taking the survey - 607 out of 610 respondents - provided their home zip code. Figure 1-1 below shows that the majority of respondents were from McDonough (30252 and 30253). The next highest levels of respondents respectively were from Stockbridge (30281), Locust Grove (30248), and Hampton (30228). Other zip codes (4.12%) included respondents from the Atlanta, Ellenwood, Jonesboro, Jackson, Rex, Hiram, and Riverdale areas.

Figure 1-1: Zip Codes

What is your home zip code?

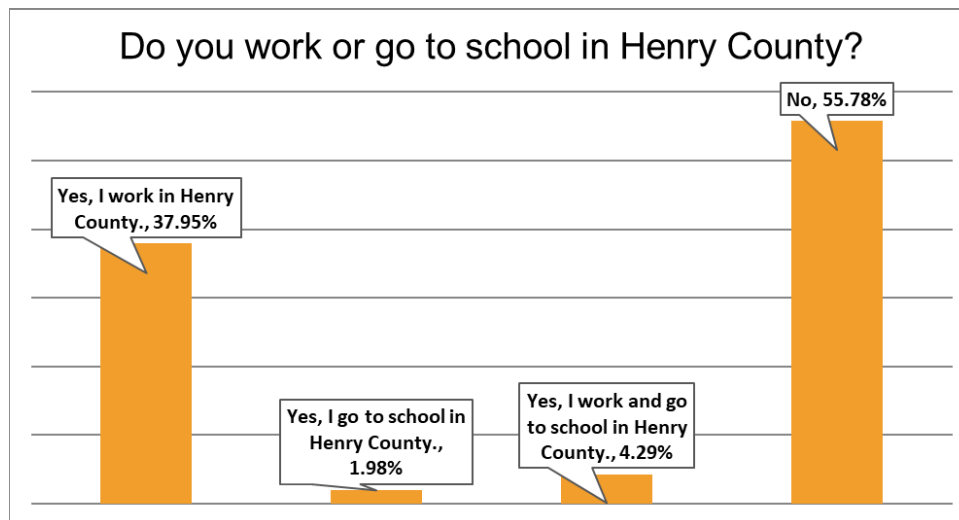
Answered: 607 Skipped: 3



Q2. Do you work or go to school in Henry County?

Over half of the respondents (55.78%) shared that they neither work nor go to school in Henry County. Over one-third (37.95%) of the respondents work in Henry County. Less than 5% of the respondents both work and attend school in the county, and approximately 2% of the respondents go to school in Henry County. The results are displayed in Figure 1-2 below.

Figure 1-2: Work/School Location

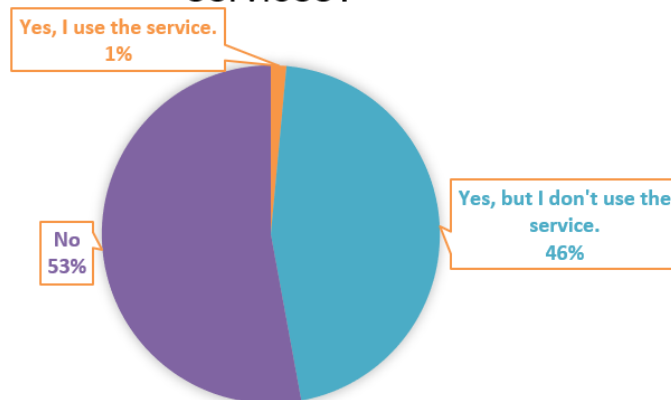


Q3. Did you know that Henry County Transit Services (HCT) offers on-demand, curb-to-curb transit services?

When asked about their awareness of the on-demand, curb-to-curb transit services currently offered by Henry County Transit (HCT), over half (53%) of respondents were not aware that the service is available. Of those who reported being aware of the availability of the service, as shown in Figure 1-3, 46% do not use the service. Nine persons out of the 607 respondents represent the 1% that do currently utilize HCT services.

Figure 1-3: HCT Services

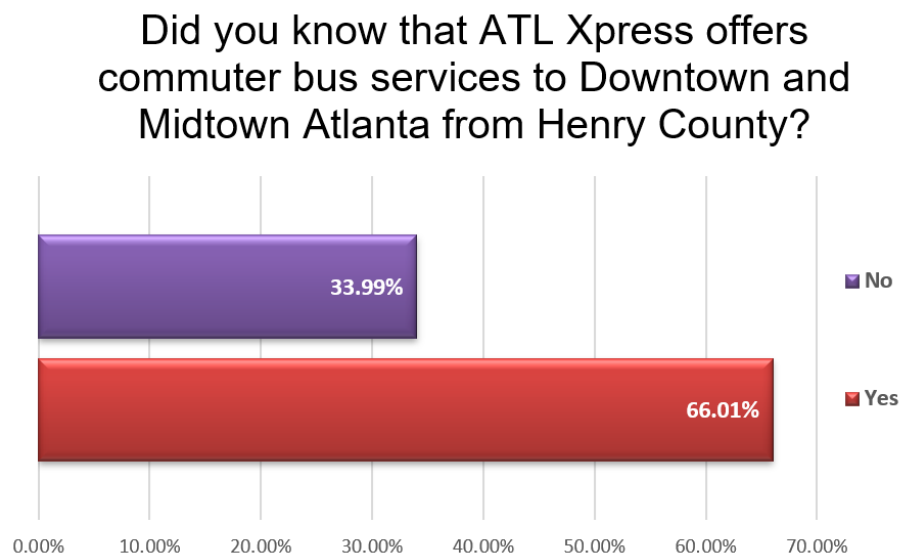
Did you know that Henry County Transit Services (HCT) offers on-demand, curb-to-curb transit services?



Q4. Did you know that ATL Xpress offers commuter bus services to Downtown and Midtown Atlanta from Henry County?

Two-thirds of the respondents (66.01%) are aware that ATL Xpress offers commuter bus services to Downtown and Midtown Atlanta, while one-third (33.99%) were not aware of the service. These results are displayed below in Figure 1-4.

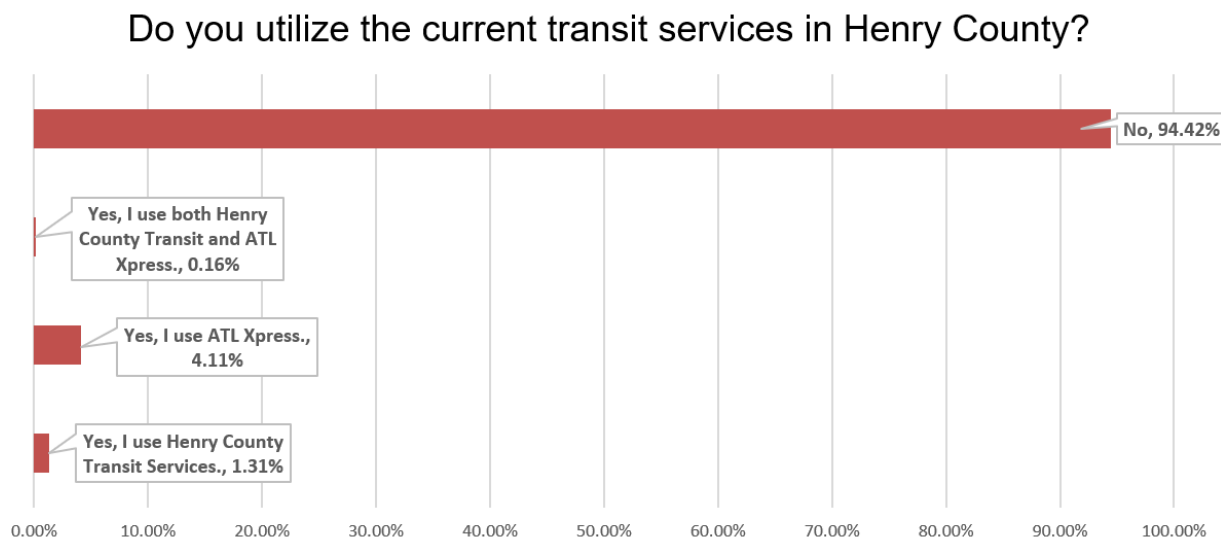
Figure 1-4: ATL Xpress Service



Q5. Do you utilize the current transit services in Henry County?

Nearly all of the respondents (94.42%) reported that they do not utilize current transit services in Henry County. Of the respondents who do utilize transit services, as shown in Figure 1-5, 4.11% use ATL Xpress and 1.31% use HCT services. One person, representing 0.16% of respondents, utilizes both transit services.

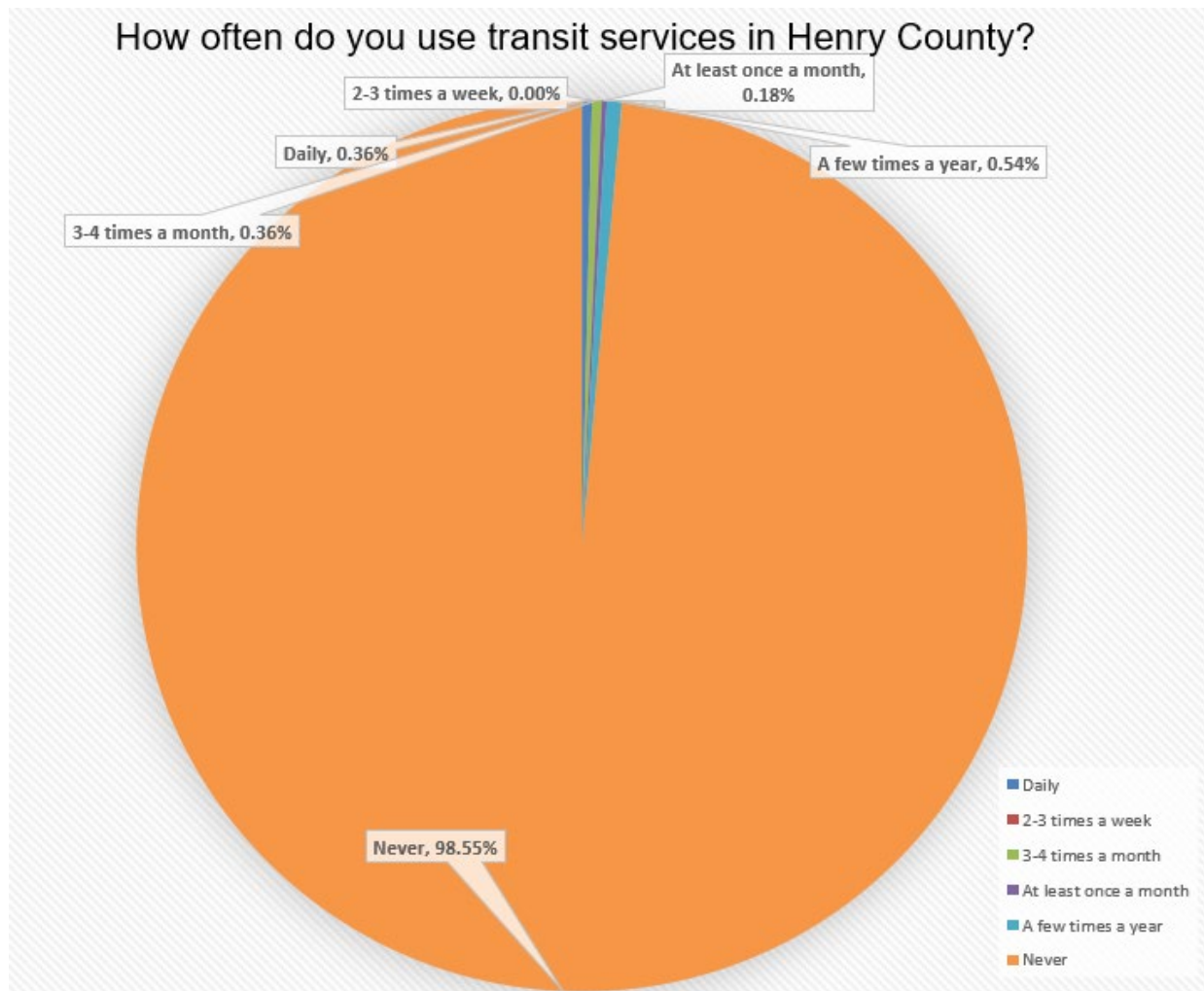
Figure 1-5: HCT Utilization



Q6. How often do you use transit services in Henry County?

When asked about the frequency of their usage of transit services, nearly all (98.55%) of respondents reported never using transit services in Henry County. Of the options provided to note the frequency of usage, Figure 1-6 shows that each category received less than one-percent of the responses. In terms of the numbers of respondents, a total seven (7) persons out of 551 respondents reported having used transit services in Henry County.

Figure 1-6: HCT Use Frequency



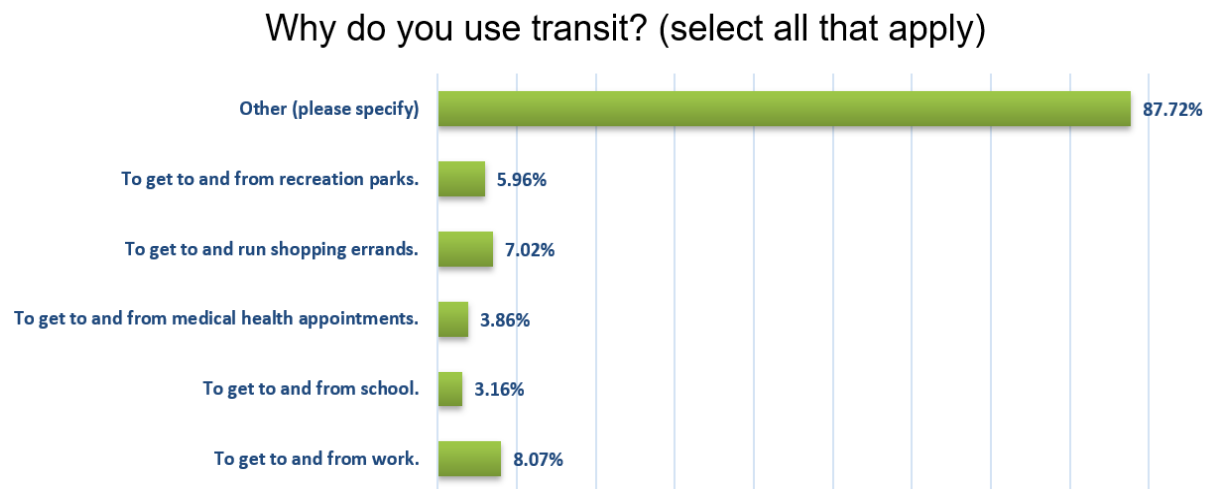
Q7. Why do you use transit? (Select all that apply.)

A total of 285 of the 610 respondents provided answers for this question. Of those, the majority (87.72%) have not used and do not intend to utilize transit services. When asked to specify their reasons for not using transit services, the responses included explanations such as:

- A preference for driving their own car
- Finding transit use to be inconvenient
- Feeling that transit vehicles are unclean or unsafe
- Lack of awareness of the availability of transit services

Averaging between 3% and 8%, respondents reported motives for using transit services ranging from getting to work or appointments to recreational use. Figure 1-7 lists a breakdown of some of the reasons for transit use.

Figure 1-7: Transit Use Reasons



Q8. When you think of public transportation (transit), what comes to mind? (Please specify.)

A total of 411 responses were provided. As it relates to transit modes, buses were the primary mode mentioned. Regarding the perception of transit in the community, the majority of responses provided referenced crime as an issue of major concern. The chart shown in Figure 1-8 below shares the common themes that arose from the comments of the respondents as it relates to public transportation and transit.

Figure 1-8: Public Transportation (Transit) Themes

COMMON PUBLIC TRANSPORTATION (TRANSIT) THEMES	
CRIME	<ul style="list-style-type: none"> • Expectation is that transit brings crime • Belief that criminals who would not otherwise be able to access Henry County will be able to use transit to do so • Police Department lacks capacity to address expected increase in crime
BUS	<ul style="list-style-type: none"> • Need Intra-county routes • Need Inter-county routes • Need designated bus stops • Takes longer to get to destinations than driving • Increases damage to roads • Unkempt bus stops are unattractive • Need for bus shelters • Frequent stops increase traffic congestion • BRT
OTHER SUGGESTED TRANSIT OPTIONS	<ul style="list-style-type: none"> • Rail/Train (that ties into MARTA/Atlanta) • Streetcar • Shuttle • Van service • Taxis/Cabs • Ride Share Services • Uber/Lyft • Carpooling • Park-and-Ride

Figure 1-8: Public Transportation (Transit) Themes cont'd.

OTHER NOTEWORTHY CONCERNS EXPRESSED:
<ul style="list-style-type: none"> • Ease of connectivity of transit options is vital • Transit could ease traffic congestion • Reliability <ul style="list-style-type: none"> ○ Transit is convenient only when reliable • Availability of service <ul style="list-style-type: none"> ○ Need weekend times • Routes <ul style="list-style-type: none"> ○ To Atlanta, in particular ○ Rapid Transit Options needed ○ Need express routes to popular locations ○ To other areas outside county ○ Connect to other service provider routes and/or major hubs ○ Need fixed routes, schedules ○ Need routes in subdivisions/neighborhoods • Accessibility <ul style="list-style-type: none"> ○ For transit reliant population ○ For disabled users ○ For elderly residents • Affordability • Better Mobility • Cleanliness issues associated with maintaining transit • Presence of more buses would increase traffic congestion • Transit lowers property values • Expect increase in lower income population with addition of transit • Not supportive of having more transit in Henry County • HCT needs to improve communication to public • Not supportive of MARTA coming to Henry County • Less driving; Less stress • Prefer to see investment in road repairs

Q9. If you were in charge of transit services in Henry County for a day, what would be your first improvement? (Please specify.)

Respondents offered a variety of input about what they considered to be priorities related to improving transit services for Henry County. Approximately one-fourth of the 372 responses provided had negative connotations. However, the remaining responses were either positive or neutral in their tone. Listed in Figure 1-9 is a summary of the improvements respondents say they would make, shown in order of importance and ranked the frequency of mentions.

Figure 1-9: Transit Improvements

If you were in charge of transit services in Henry County for a day, what would be your first improvement? (Please specify.)	
TOP 10 SUGGESTIONS	
1	Does Not Support Transit for Henry County
2	Roads - Widen, Repair, Add Traffic Lights in lieu of Stop Signs
3	Enhance Communication/Outreach about Transit Services and Benefits
4	Increase drop-off location options; Advertise schedules; Extend and Promote Hours of Operation
5	Add More Bus Routes and Bus Lanes - Increase Options Inside and Outside County; Add More Connections to MARTA & Atlanta
6	Include Rail/Train Options
7	Make Services Easier for Frequent Users to Access - Disabled, Senior Citizens, Transit-Dependent
8	Sidewalks, Bike Lanes need to be added
9	Cleanliness is important for all transit modes
10	Safety/Security Enhancements

Q10. What locations in Henry County do you feel need transit options most? (Please specify by street, city, etc.)

Respondents provided input about locations where transit is most needed in Henry County. Again here, several of the 366 respondents shared their opposition to the idea of having transit in Henry County. For those who support having transit in Henry County, Figure 10-1 shows a list of the desired locations where they feel transit is most needed.

Figure 1-10: Transit Location Options

STREETS	CITIES/TOWNS:	ACTIVITY CENTERS
<ul style="list-style-type: none"> • All major roads and intersections • Bridges Road (McDonough) • E. Atlanta Road (Stockbridge) • Eagles Landing Parkway • East Lake Parkway • Ellenwood • Fairview Road • Flint River Road • Flippen Road • Hudson Bridge • Huntington Road • Hwy 138 • Hwy 155 • Hwy 19/41 corridor • Hwy 42 • Hwy 81 near Walmart • I-20 • I-75 (On/Off Ramps) • I-75 (with East-West routes) • Jodeco Road • Jonesboro Road • Lake Dow Road • McGarity Road • Moreland Avenue • N. Henry Blvd (Stockbridge) • Rock Quarry Road • Walt Stephen Road • Willow Lane (McDonough) 	<ul style="list-style-type: none"> • Griffin • Hampton • Locust Grove • Locust Grove to Stockbridge, specifically • McDonough <ul style="list-style-type: none"> • Downtown • The Square • Ola/McDonough area • Stockbridge • Stockbridge to McDonough, specifically <p>OTHER LOCATIONS:</p> <ul style="list-style-type: none"> • All around the county • Along the highway (need Park-and-Rides) • Outside the county • Unincorporated Stockbridge (White Acres Subdivision) • Unincorporated/Rural Henry County <p>OTHER COMMENTS:</p> <ul style="list-style-type: none"> • Bus stops should be near neighborhoods • Exit 216 (needs widening to accommodate trucks) • Need areas with safe parking • Need to repair roads 	<ul style="list-style-type: none"> • Amphitheater • Atlanta Motor Speedway • Churches • Daycare Centers • Downtown Atlanta • Entertainment Venues • Government Buildings • Grocery Stores • High schools • Hospitals/Medical offices • Jail • Libraries • Major Shopping Areas/ Centers • Nursing Homes/Assisted Living Facilities/Senior Centers • Parks • South Point Mall • Tanger Outlets • Target • Walmart • Warehouse area

Q11. Are there other destinations outside Henry County that you would like to take transit to? (Please specify.)

Approximately half of the 369 responses to this question stated opposition to having transit in Henry County. The other half of respondents shared locations they would like to access via transit. A great emphasis was placed on accessing locations in the Atlanta area. The list of desired transit destinations is shown in alphabetical order below in Figure 1-11 and includes nearby towns, counties, and specific locations.

Figure 1-11: Transit Destinations – Outside County

NEARBY TOWNS	
ATLANTA	Marietta
• ATLANTA – Airport	Rex
• ATLANTA – Buckhead	Riverdale
• ATLANTA – Downtown Venues	Sandy Springs
• ATLANTA – Downtown/Midtown	Savannah
• ATLANTA – Five Points	Stone Mountain
• ATLANTA – Major Parks/Attractions	Valdosta
• ATLANTA – MARTA Hubs	NEARBY COUNTIES
• ATLANTA – Medical Offices/ Hospitals	Butts County
• ATLANTA – Moreland Avenue	Clayton County
• ATLANTA – Sports Venues	Cobb County
Alpharetta	Rockdale County
Cartersville	DeKalb County
Conyers	Douglas County
Decatur	Fayette County
Dunwoody/North Atlanta	Fulton County
Ellenwood	Gwinnett County
Fayetteville	Newton County
Forest Park	Paulding County
Griffin	OTHER LOCATIONS
Jonesboro	Clayton State University
Lithonia	Cobb (Galleria)
Macon	Perimeter Mall
	Stonecrest Mall

Q12. What transit options do you most prefer? (Select all that apply.)

Respondents were encouraged to select their preferred transit options from a defined list of choices. Shown in Figure 1-12 is a breakdown of their preferences ranked from most popular to least popular. The desire for service to Atlanta Hartsfield-Jackson Airport consistently ranks here, as in other places on the survey, as a top preferred location to access by transit.

Figure 1-12: Preferred Transit Options

What transit options do you most prefer? (Select all that apply.)		
<u>Answer Choices</u>	<u>Responses</u>	
Providing transit service to Atlanta Hartsfield-Jackson Airport.	73.20%	213
Coordinated connections out of the County.	44.67%	130
Diversified fleet for more flexible trips.	37.46%	109
Targeted non-medical transportation services and routes.	35.05%	102
More weekend and late-night service hours.	33.68%	98
Improved trip reservation and payment system.	30.58%	89
	Answered	291
	Skipped	319

Q13. Rank your priorities in order for the Henry County Transit Master Plan (Top is most important and bottom is least important).

Respondents were asked to prioritize a list of topics that will be addressed by the Transit Master Plan (TMP). The total number of persons who answered was 363, and Figure 1-13 lists the priorities they selected from most important to least important. Ranked as most important is the desire to provide transit options for persons who cannot or choose not to drive. Although receiving a significant number of votes, having transit options to provide connections to education locations was less of a priority.

Figure 1-13: Transit Priorities

TMP PRIORITIES:	RANKING (By Votes):
Mobility options for those who cannot or choose not to drive	350
Connection to other transit systems and destinations in the surrounding metro Atlanta area	349
Connections to services (i.e. medical, social services, etc.)	347
Connections to jobs	339
Connections to education	339

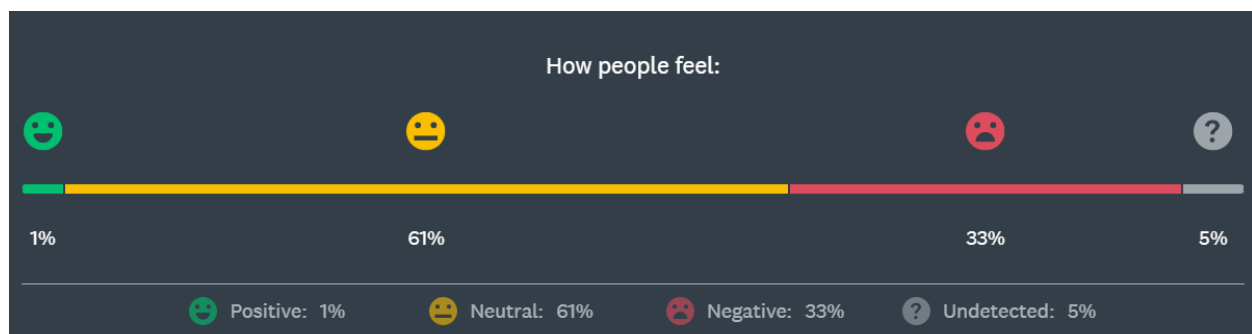
Q14. Provide any other thoughts about transit services in and around Henry County below:

Survey respondents were provided the opportunity to offer their thoughts about transit services in an open-ended question. A total of 271 responses were received. Over one-third of respondents opposed having transit in Henry County. Other input varied from expressions of a need to have transit services to provide transportation options for the transit-reliant population to reducing traffic congestion by providing transit as an alternative to driving. Other noteworthy comments shared are summarized here:

- Convenience is important to make the use of transit an attractive option
- Education about transit benefits is needed
- Fare considerations should be taken into account to ensure affordability
- Inter- and Intra-county routes are desired
- Rail options are needed
- Road infrastructure needs repairs
- Transit needs to be available to senior citizens and disabled persons
- Transit service is associated with a perceived increase in crime

The graphic shown in Figure 1-14 captures the variance of the sentiments expressed. While there were a significant number of negative comments, there was a greater expression shown for the need of transit services to address specific needs for the residents of Henry County.

Figure 1-14: Transit Sentiments



END OF REPORT



Summary Report Public Meeting #1

February 25, 2021

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1. Overview

The first public meeting for Henry County Transit Master Plan (TMP) was held on Thursday, February 25, 2021, at 6:00 p.m. utilizing Zoom webinar technology. There were over 248 registrants and 126 attendees consisting of Henry County residents and non-residents, community stakeholders, elected officials, and Henry County staff. The meeting was livestreamed on Henry County's Facebook page and it has received over 1,600 views. Registrants responded to questions at registration that provided the project team insights as to their residency, work location, and commute patterns.

The purpose of the meeting was to educate attendees about the value of transit in Henry County while providing information regarding the Henry County TMP. Attendees were strongly encouraged to participate at the onset, and Invaluable input was gained through interactive engagement. Polls were launched throughout the meeting and utilized as a tool to keep attendees engaged while obtaining their feedback. Presenters responded to an abundance of questions submitted by attendees.

Links to access presentation materials and a recording of the meeting have been made available on the project website at www.HenryTransitMasterPlan.com.

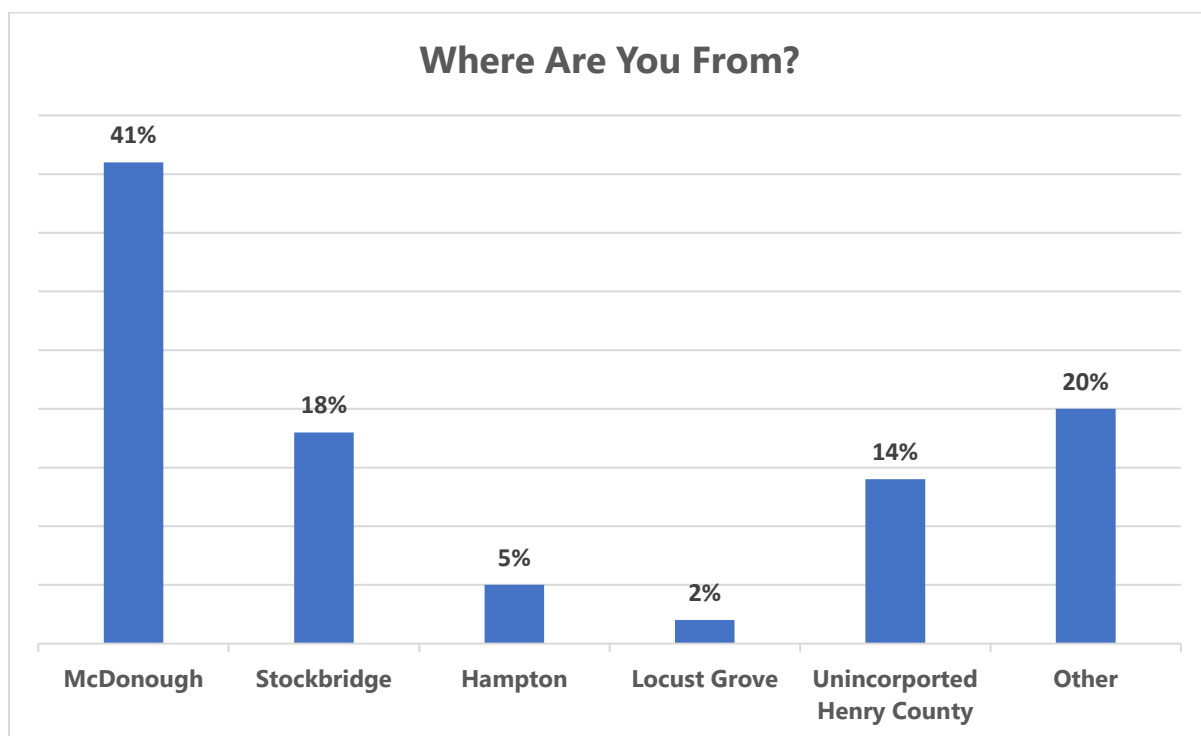
2 Meeting Polls

During the meeting, attendees viewing from the Zoom platform were provided an opportunity to participate in polls, which provided feedback that will help inform the development of the Henry County TMP. The poll questions and results are displayed in Figures 1 - 7 below:

Location

As shown in **Figure 1-1**, the majority of respondents residing within Henry County were from McDonough followed by Stockbridge. It is noteworthy that 20% of the participants were from areas outside of Henry County.

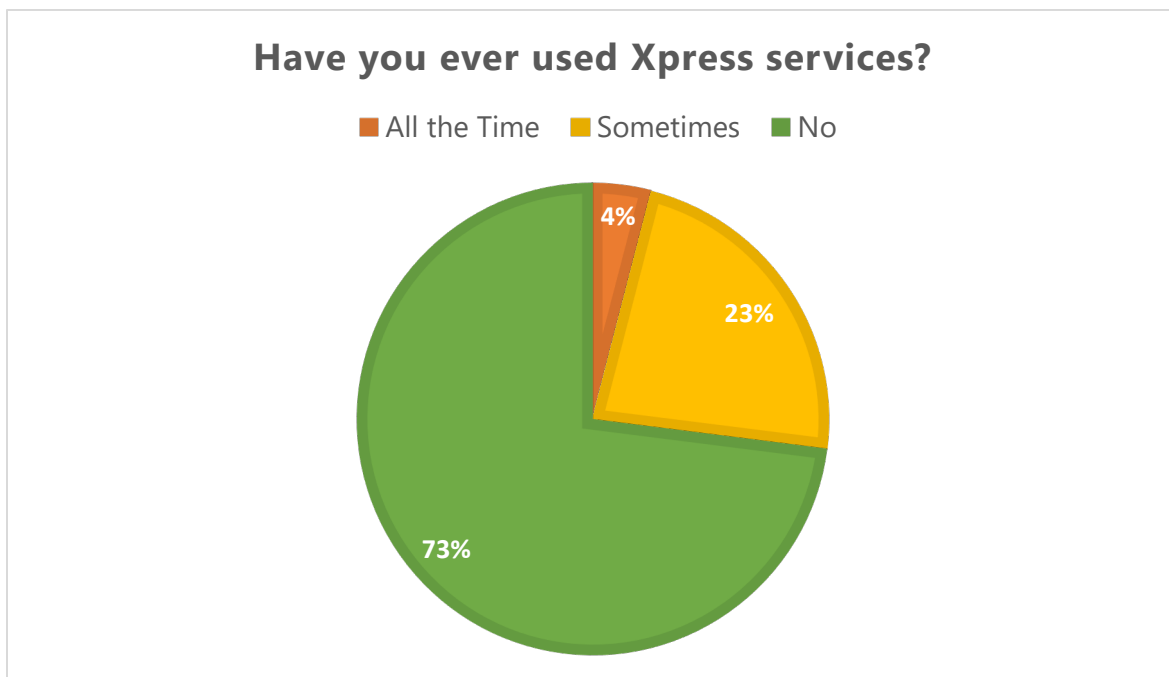
FIGURE 1-1: ATTENDEE LOCATIONS



Xpress Services

Operated by the Atlanta-Region Transit Link Authority (ATL), Xpress is a commuter bus service that operates to and from 12 counties in the Atlanta region, Downtown Atlanta and Midtown, and other regional employment centers. Although Xpress provides service to areas of Henry County, 73% of the poll participants have not used the service and only 23% use the service sometimes as illustrated in **Figure 1-2**. The results from the poll suggest a potential brand awareness issue as it relates to the service.

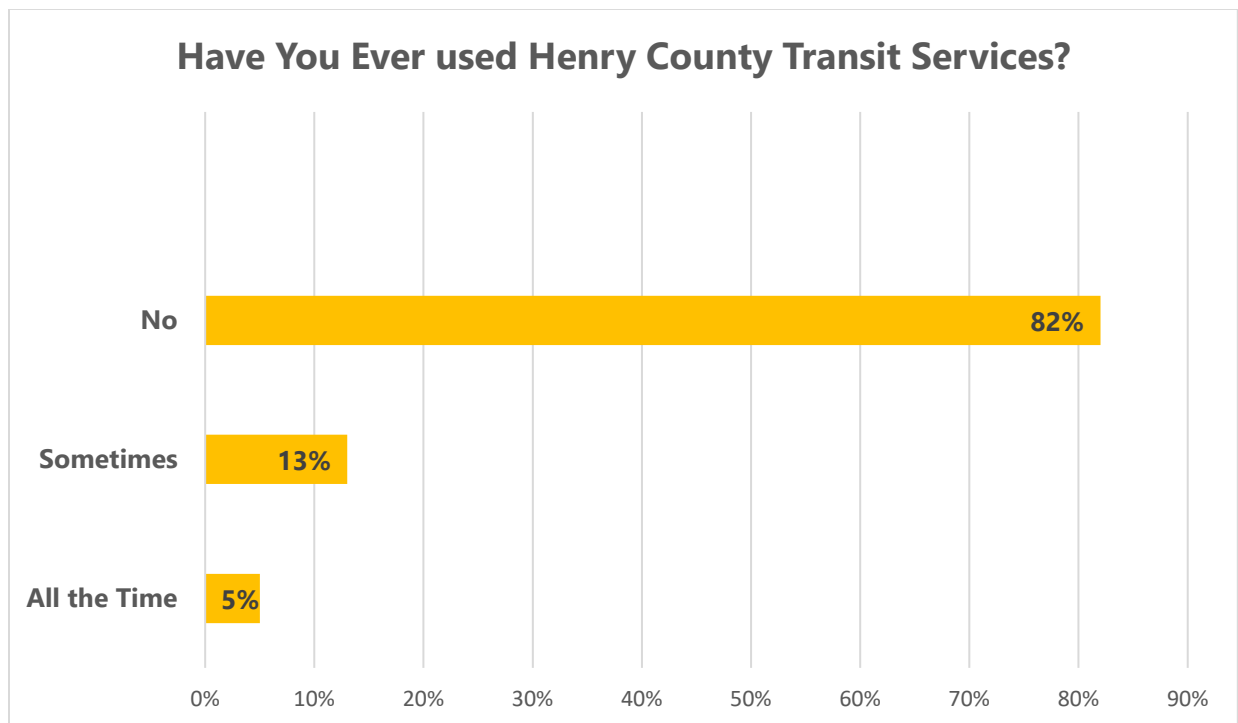
FIGURE 1-2: XPRESS SERVICES



Henry County Transit

Henry County Transit (HCT) provides transportation for medical appointments, shopping, social activities, employment, and many other places by means of a Demand-Response system. HCT provides curb-to-curb service that operates from the curb of a customer's pick-up location to the curb of the customer's destination. **Figure 1-3** illustrates 18% of the participants have used HCT while 82% have not.

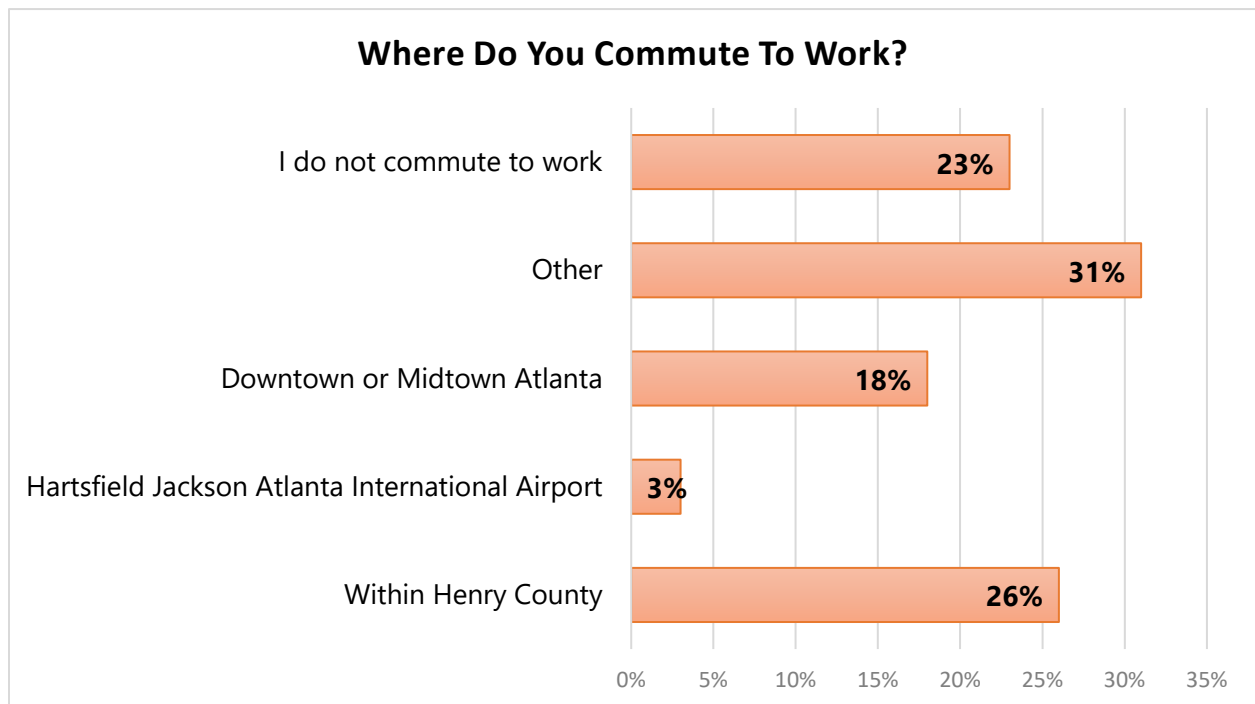
FIGURE 1-3: HENRY COUNTY TRANSIT



Commute to Work

Figure 1-4 illustrates over half of the participants commute to work outside Henry County. Over one-fourth of the participants commute to work within Henry County and those remaining do not.

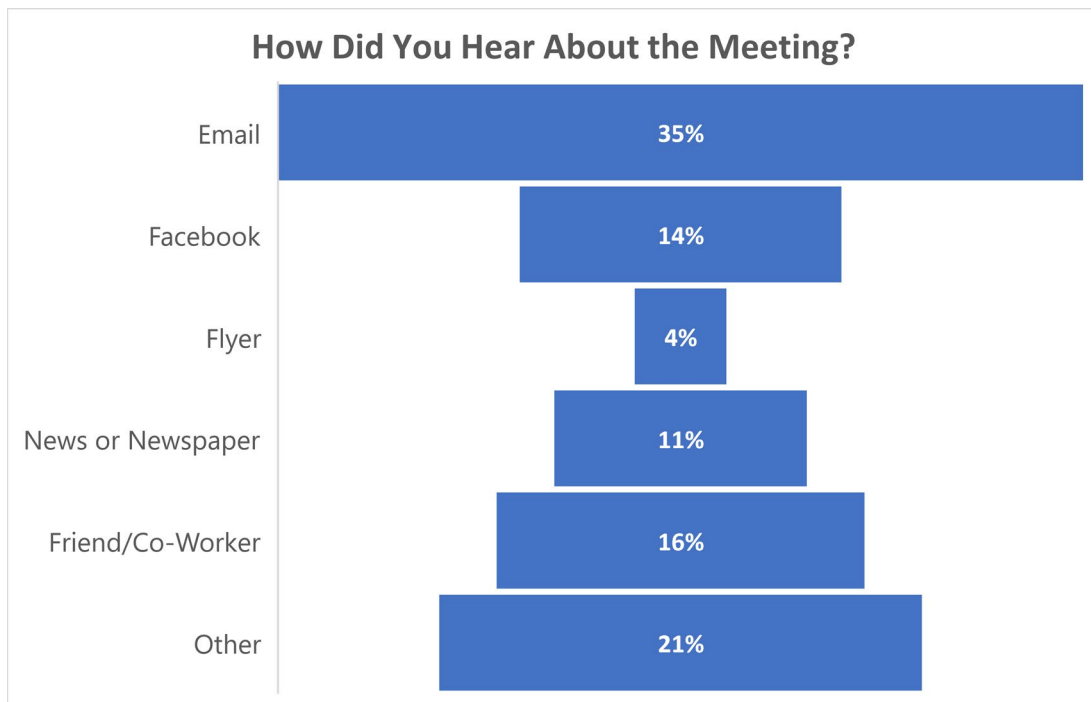
FIGURE 1-4: COMMUTE TO WORK



Meeting Promotion

A variety of outreach methods were implemented to maximize awareness of the public meeting. As illustrated in **Figure 1-5**, the majority of participants heard about the meeting through the project team’s email marketing efforts followed by word-of-mouth (WOM).

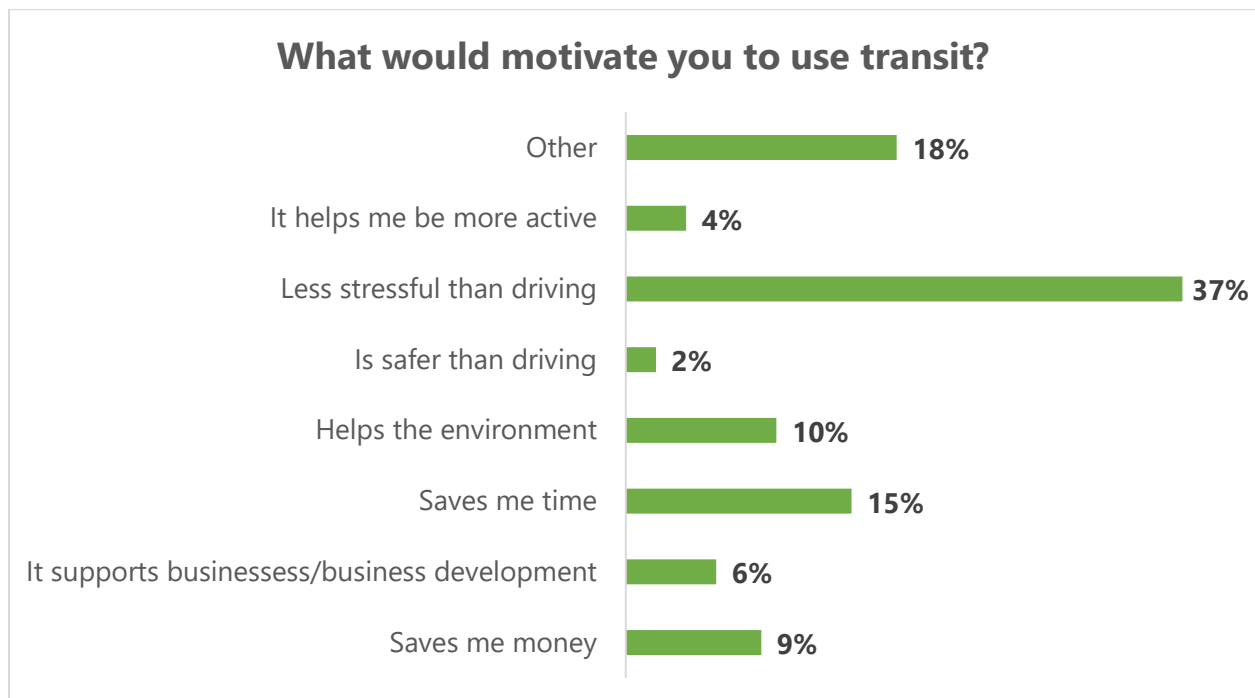
FIGURE 1-5: MEETING PROMOTION



Motivation to Use Transit

Figure 1-6 illustrates over one-third of respondents selected “Less stressful than driving” as a motivator followed by “Other”, which provides an opportunity to gain additional insight at future public meetings.

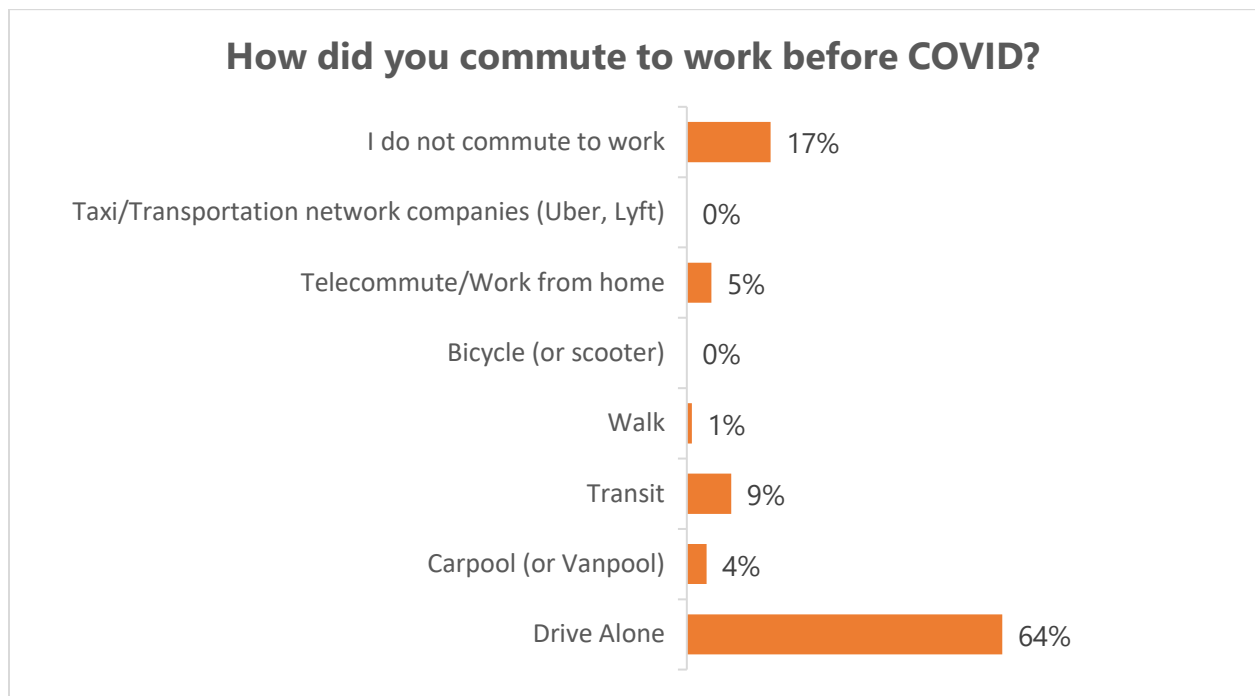
FIGURE 1-6: TRANSIT USE MOTIVATION



Pre-COVID Work Commute

COVID-19 significantly affected the traditional workflow as it relates to the locations from where people work. As shown in **Figure 1-7**, prior to the advent of COVID, over half of the participants (64%) drove alone on their commute to work while only 9% utilized transit.

FIGURE 1-7: PRE-COVID WORK COMMUTE



3. Audience Questions

Throughout the meeting, attendees were instructed to post questions in the Q & A Box. Presenters addressed a variety of questions for approximately 30 minutes during the question and answer portion of the agenda. The facilitator grouped similar questions to alleviate repetition and maximize the time allotted. A summary of the questions and responses are represented in Table 1.

TABLE 1: SUMMARY OF QUESTIONS AND RESPONSES

Q #	QUESTION	RESPONSE(S)
Q1	Are there plans to expand the hours of operation for Henry County Transit (HCT) to include evening and/or weekend hours?	The current HCT hours of operation will be reviewed, and consideration will be given to the expansion of hours along with connectivity to existing ATL Xpress services.
Q2	What types of transit are being considering for Henry County?	The full spectrum of transit opportunities is being considered, including technological advances in the transportation industry. A needs assessment will be conducted to develop an array of alternatives. The transit options best suited for Henry County will be selected. Input from residents and community stakeholders will be included in the process.
Q3	Will accommodations for individuals with special needs be taken into consideration when developing the Henry County TMP?	All segments of the Henry County community will be taken into consideration, including senior citizens, socioeconomically disadvantaged persons, and those with disabilities and special needs.
Q4	Are land and rights-of-way being secured now before it increases in cost?	Not at this time, as we are currently in the early stages of the planning process. We will be seeking input from the Henry County community to identify where transit solutions need to be located; how the connections to the region would work; where there should be a tie-in to the airport, MARTA or even to the ATL Xpress services. Acquiring rights-of way to build projects will occur during the next phase of the project.

Q #	QUESTION	RESPONSE(S)
Q5	How does this plan link with your current plan? Are there any completed projects from the first plan?	Henry County currently has a Comprehensive Transportation Plan (CTP) from which it operates. Transit considerations from that plan included the implementation of the county's first fixed route bus system known as Henry County Transit (HCT). Other projects completed from the CTP focused on roadway and bicycle/pedestrian path improvements. Because of the continual population growth trend in Henry County, there are opportunities to expand transit services to address unmet transportation needs. The Transit Master Plan (TMP) will identify and provide recommendations regarding future transit options for the county.
Q6	As a long-term resident who is concerned about dilapidated roads and traffic congestion, how will this plan deal with all the proposed development in the county?	The project team understands the concerns regarding road conditions and traffic congestion. As density increases in the county, public transit may be viewed by residents as a more feasible option than driving. The resulting decrease in reliance on personal vehicles would in turn minimize or alleviate traffic congestion. Without viable transportation options, traffic congestion will worsen as Henry County's population grows from its 2020 level of 245,000 to its 2050 projected level of 369,000. Development plays a major role in effective transit planning. Data will be reviewed to identify where development is occurring, the intensity and density of that development, and the types of transit options that align with the density and intensity. Density and intensity of land use is important as it relates to the transit component of transportation investments in the county. Although this plan will not address road construction, it will provide recommendations for the best transit options for Henry County.

Q #	QUESTION	RESPONSE(S)
Q7	When will our roads throughout the county be repaired of potholes and when will the county stop building roundabouts and put traffic lights in crucial areas such as Hwy. 20?	Henry County has a comprehensive transportation plan that was developed a couple years ago. It includes a long list of road improvement and traffic control projects. It would cost \$3.3 billion over the next 20 years to implement all the road projects in the transportation plan, including all the roundabouts, which is not financially feasible. While road improvements and the widening of some roads are needed, public transportation should be considered. As of 2020, Henry County's population was 245,000 and is projected to rise to 369,000 by 2050. There are several ways to combat traffic congestion including drive less, telework, rideshare, and embrace public transit, which reduces reliance on personal automobiles.
Q8	Will the county use biometrics to increase security while using the transit system?	Safety and security will be a component of the plan. There are strict requirements to obtain federal transit dollars and we plan to maximize our opportunity to receive these funds for the project.
Q9	How will the TMP incorporate eco-friendly strategies?	Transit in itself can be part of an eco-friendly strategy. No matter the fuel used with the vehicle, transit is a more eco-friendly option than driving. Use of the network of transit agencies across the United States contributes to a reduction in air pollution. Emissions affect the air we breathe. Keeping emissions low positively affects health concerns in the long run. The county is examining programs that offer financial incentives to local governments to switch their vehicle fleets from gasoline and diesel run vehicles to electric vehicles. The TMP will consider the types of transit vehicles that make up the county's fleets. Consideration may be given to converting some of the county's vehicles to electric vehicles which saves money because electric vehicles have less maintenance issues and are more economical in the long run.

Q #	QUESTION	RESPONSE(S)
		Public feedback will be sought to determine priorities. The TMP recommendations will reflect public feedback and may impact decision making on which types of vehicles and technologies are most sensible for Henry County.
Q10	Are new sidewalks and bike lanes included in the current Henry County budget, or do they have to be included in future transit plans? Are bike lanes being considered as part of this transit plan?	Henry County has a robust transportation planning agenda for this year which will address bike lanes and other modes of transportation. There are plans to update Henry County's Comprehensive Transportation Plan (CTP), which will include roads, bridges, sidewalks, bike lanes, and freight. In addition, a Trails Master Plan will be developed that focuses on developing a trails network for Henry County.
Q11	Has the county considered a shuttle service to transport workers from park-and-rides to the warehouse areas at regularly scheduled intervals, such as every 30 minutes?	We have not yet received a request for transit service from park-and-ride lots to warehouses. However, it will be taken into consideration as a transit option for Henry County if it is brought to our attention.
Q12	How will the land use map look like at the end of the 30-year timeframe?	Henry County has adopted a future land use map that will be included in the Existing Conditions Analysis Report found on the project website. It shows Atlanta is growing outward, and more of Henry County is going to be urbanized and crowded with the projected population increase. Traffic congestion is likely to increase as a result of the growth in population and employment.
Q13	Would the plan involve Xpress creating reverse commute routes for people traveling into the county?	Reverse commute routes and commute out of the county will be considered. The TMP will address how to make that option more viable.
Q14	Does this plan affect unincorporated Henry County?	The plan will address transit needs throughout the county, including unincorporated Henry County.

Q #	QUESTION	RESPONSE(S)
Q15	Will consideration be given to transport services to and from the Atlanta Airport and Henry County?	Connection services from Henry County to and from Hartsfield-Jackson International Airport, downtown Atlanta, and Midtown will be considered. Other considerations will include connectivity with MARTA bus and rail, and Spalding County's transit service.
Q16	Are there plans to expand the hours of operation for Henry County Transit (HCT) to include evening and/or weekend hours?	The current HCT hours of operation will be reviewed, and consideration given to the expansion of hours along with connectivity to existing ATL Xpress services.
Q17	How or by what metrics are your job estimates coming from?	Several data sources were utilized to obtain job estimates, including the U.S. Census and Department of Labor estimates. Atlanta Regional Commission was the source we used for the future employment projections..
Q18	I don't see Uber on the list. Are those types of options being considered?	Uber service is considered micro transit or Mobility on Demand and is included on the list with other transit modes and technologies.
Q19	Are energy-efficient transportation methods such as electric trolleys and PODS deemed realistic options for Henry County?	The influx of technology and how it is being deployed in the transportation industry is changing day by day. Electric trolleys, PODS, and autonomous vehicles are likely transportation solutions that may be in use in the future. Similar energy-efficient transportation options may be considered if deemed appropriate for Henry County.
Q20	What is the relationship between planning and funding for implementation?	To receive funding for transit investments, the county must have a plan in place that details how the funds will be used. The government will only allocate funding for an existing plan. The process for creating the plan is multi-faceted. In the first phase, consultants and county staff create an unlimited set of potential solutions designed to meet the unmet transit needs of the county. This list is unconstrained by budgetary considerations.

Q #	QUESTION	RESPONSE(S)
		<p>The second phase of the process involves examining financials and prioritizing the list of potential solutions to determine what the county can actually afford. That is referred to as constraining the plan to create a more realistic plan based on what future revenues and funding sources may be available.</p> <p>The direct linkage between planning and funding is that the county needs to have a plan in place to be able to apply for the funding needed to implement the plan. That is essentially how the planning process ties together with the financial process.</p>
Q21	Will the slides for the recordings and presentations from the meeting be made available?	Presentations and recordings from all public meetings will be made available on the project website at www.HenryTransitMasterPlan.com .
Q22	Once you go to in person meetings in the future, can you consider keeping the virtual meetings as well?	We will consider the continuation of hosting some virtual meetings post COVID-19.

4. Summary

The outreach efforts for this first public meeting netted a great deal of public interest as indicated in the number of registrants and views on Henry County's social media platform. Attendees remained engaged throughout the meeting as demonstrated by number of attendees who participated in the polls as well as the question and answer period.

During this, the first Public Meeting for the Henry County Transit Master Plan (TMP), key findings from the Inventory and Existing Conditions Memorandum were presented for the purpose of obtaining community feedback on transit needs, desires, and concerns. The insight gained from the attendees' input will inform the needs assessment phase of the TMP.

Public input will play a major role in the developing the Henry County TMP. The project team will continue to encourage public input and continue utilizing engagement tools to achieve this goal. Interviews with elected and appointed officials wrapped up in March and themes that derived from those meetings are being compiled. In addition, the project team is in the process of planning a charrette that is scheduled to be held in April 2021. During this interactive event, members of the Stakeholder and Technical committees will participate in interactive exercises designed to help identify and prioritize the community's vision for Henry County's transit needs. The outcomes of the visioning charrette will be shared during a second Public Meeting that is slated to take place in the Spring/Summer of 2021.

Appendix A

Attendee Registration List

TABLE A-1: ATTENDEE REGISTRATION LIST

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
APRIL	PATTON	april.patton.1964@gmail.com	Locust Grove	I work outside Henry County	15-30 minutes
Amanda	Becker	abecker@sentrymgt.com	McDonough	I work inside Henry County	15-30 minutes
Elnora	Linton	elnoralinton@kw.com	Hampton, Ga	I work inside Henry County	15-30 minutes
Winn	Cannon	wcwc9000@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
BAKARI	HEIGHT	bheight1@gmail.com	ATLANTA, Fulton County	I work outside Henry County	Less than 15 minutes
Cheri	Matthews	cmatthews@co.henry.ga.us	McDonough, Henry	I work inside Henry County	15-30 minutes
Christopher	Williams	ocnupe@hotmail.com	McDonough Henry County	I work outside Henry County	15-30 minutes
Ernest	Farmer	farmer_eh@mercer.edu	McDonough Henry County	I work inside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Lisa	King	lking@trnstaffing.com	McDonough/ Henry County	I work inside Henry County	15-30 minutes
Stephen	Almand	stephen@com-tech.com	Atlanta Dekalb	I work inside Henry County	15-30 minutes
Tracy	Udunka	tracy@ud-law.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Terry	Nash	tnash@co.henry.ga.us	Hampton. Henry	I work inside Henry County	15-30 minutes
Karen	Menz	Healingriseup.ariix@gmail.com	Locust Grove and Henry County	I work inside Henry County	Less than 15 minutes
Sidney	Douse	sdouse@atlantaregional.org	College Park Fulton County	I work outside Henry County	15-30 minutes
Mitchell	Tulloch	anytimetaxservicesinc@gmail.com	McDonough Henry County	I work inside Henry County	Less than 15 minutes
Denise	Brown	bell426@bellsouth.net	McDonough	I work outside Henry County	More than 60 minutes
Jolene	Hamm	joharrell52@gmail.com	McDonough, Henry	I work outside Henry County	More than 60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Sandra	Vincent	mssandravincent@gmail.com	McDonough	I work outside Henry County	30-60 minutes
Carlotta	Harrell	charrell@co.henry.ga.us	Jonesboro	I work inside Henry County	15-30 minutes
Kasie	Pier	kasie@crowerealtyga.com	Griffin, Pike county	I work inside Henry County	30-60 minutes
Rosalind	Brooks	rozbrooks83@yahoo.com	Clayton	I work outside Henry County	Less than 15 minutes
Clint	Crowe	clint@crowerealtyga.com	Jackson BUTTS County	I work inside Henry County	15-30 minutes
Burt	Sims	burtsims@att.net	McDonough	I work outside Henry County	More than 60 minutes
Jeffrey	Glover	jehglover@bellsouth.net	Henry County	I work inside Henry County	15-30 minutes
Adrienne	Cooper	amonique.cooper@gmail.com	McDonough	I work outside Henry County	15-30 minutes
Barbara	Coleman	bcoleman@co.henry.ga.us	Lamar County	I work inside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Lee	Hunter	lee.hunter@gdol.ga.gov	McDonough	I work inside Henry County, I work outside Henry County	More than 60 minutes
Devlin	Cleveland	devlin.cleveland@gmail.com	Hampton	I work inside Henry County	Less than 15 minutes
Lisa	Norwood	mothersraisingsons@gmail.com	Ellenwood	I work inside Henry County	Less than 15 minutes
Melvennia	Clark	shaquilleclark21@gmail.com	McDonough	I work inside Henry County, I work outside Henry County	30-60 minutes
Tracy	Lawrence	godslittlechildren@yahoo.com	Henry	I work inside Henry County	Less than 15 minutes
Angela	Bortone	Bortone.Angela@gmail.com	Stockbridge, Henry	I work outside Henry County	15-30 minutes
Erica	Harris	Ericanhart@gmail.com	Henry	I work outside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Mechele	Lynch	mechele2001@hotmail.com	Hampton/Henry	I work outside Henry County	More than 60 minutes
Joann	Young	jlycollections@yahoo.com	McDonough Henry	I go to school outside Henry County	Less than 15 minutes
Nanda	Shewmangal	nshewmangal@co.henry.ga.us	McDonough	I work inside Henry County	Less than 15 minutes
Sharon	Brooks	Artbysharon@aol.com	Henry	I work inside Henry County, I work outside Henry County	30-60 minutes
Kimberly	Altimermer	dawnmstgloing@gmail.com	Hampton	I work inside Henry County	30-60 minutes
Siddiqa	Gibson	dgsgibson@cs.com	Henry	I work outside Henry County	30-60 minutes
Trumondia	Williams	Twilliams@travelwithtru.com	McDonough Henry	I work outside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Don	Dunlap	ddunlap@henry.k12.ga.us	McDonough - in unincorporated Henry county	I work inside Henry County	Less than 15 minutes
ANTHONY	WILSON	alwilson72@gmail.com	Henry	I work inside Henry County	15-30 minutes
Jim	Robinson	jimrobinsonnews@gmail.com	McDonough	I work outside Henry County	30-60 minutes
David	Mills	dwmills@gmail.com	Locust Grove, Henry County	I work outside Henry County	More than 60 minutes
Rhonda	Melancon	RhondaSMelancon@gmail.com	McDonough and HENRY	I work outside Henry County	30-60 minutes
Lynda	Mesko	Meskofam@charter.net	McDonough Henry	I work inside Henry County	15-30 minutes
Margaret	Sottosanti	msottosanti3@gmail.com	Stockbridge	I work inside Henry County	30-60 minutes
El-Mahdi	Holly	statehouse111@gmail.com	McDonough, Henry	I work outside Henry County,	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
				I work inside Henry County	
Ruthie	Harris	sassy_ju52@yahoo.com	McDonough, Ga	I work inside Henry County	15-30 minutes
Denice	Colson	rdacolson@gmail.com	McDonough Henry	I work inside Henry County	Less than 15 minutes
Sheryll	Harrison	s73harrison@gmail.com	McDonough	I work inside Henry County, I work outside Henry County, I go to school in Henry County, I go to school outside Henry County	15-30 minutes
Marlene	Lemons	Lemons_marlene@yahoo.com	Ellenwood Ga. Dekalb County Ga	I work inside Henry County	15-30 minutes
Amy	Kuhns	akuhns@mctrail.org	Stockbridge Henry	I work inside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
James	Williams	Jameswilliams@co.henry.ga.us	Forsyth, Monroe	I work inside Henry County	30-60 minutes
Trisha	Colpetzer	tcolpetzer@choosehenry.com	Newton	I work inside Henry County	30-60 minutes
Stacey	Hudgens-Wallace	staceyhudgens@hotmail.com	Locust Grove	I work inside Henry County	Less than 15 minutes
Derrin	Wright	derrinlw@hotmail.com	McDonough Henry	I work inside Henry County	Less than 15 minutes
Samuel	Humphrey	shumphrey_atl@yahoo.com	McDonough, Henry	I work outside Henry County	30-60 minutes
Robin	Jones	robin@preventchildabusehc.org	McDonough Henry County	I work inside Henry County	Less than 15 minutes
Deirdre	Henderson	Deirdre.henderson1130@yahoo.com	Hampton, Henry	I work outside Henry County	More than 60 minutes
Shanicki	Burton	sburton@mcdonoughha.org	Covington/ Newton	I work inside Henry County	15-30 minutes
Pam	Milling	pam.milling@piedmont.org	Stockbridge	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Jennifer	Young	jyoung@unitedwayatlanta.org	Decatur, Dekalb	I work inside Henry County	30-60 minutes
Joni	McRae	Jonimcrae2@gmail.com	Stockbridge, Henry county	I work inside Henry County	15-30 minutes
James	Risher	risherj3@charter.net	Henry	I work inside Henry County	Less than 15 minutes
Avery	Wilkinson	zaverywilkinson@gmail.com	McDonough	I work outside Henry County	More than 60 minutes
Angelitha	Dyer	Angelithadyer@outlook.com	Stockbridge Henry County	I work inside Henry County	Less than 15 minutes
Antonio	Saunders	imajndat@yahoo.com	Stockbridge	I work outside Henry County	30-60 minutes
latoya	Burrell	lalique1977@yahoo.com	McDonough	I work inside Henry County	Less than 15 minutes
Tammie	Strickland	Bradlandworkathome@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Sonia	Smith	Perrys55@charter.net	McDonough, Henry County	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Ericka	Boyd	sym.mebeliv3@outlook.com	McDonough (City) Henry (County)	I work inside Henry County, I work outside Henry County	15-30 minutes
Anna	Cullen	acullen@atltransit.ga.gov	Atlanta Fulton	I work outside Henry County	Less than 15 minutes
Richard	Hathcock	rhathcock@ATLtransit.ga.gov	Sandy Springs - Fulton	I work outside Henry County	30-60 minutes
Terrence	Bocage	tmbocage@gmail.com	McDonough/Henry	I work outside Henry County	More than 60 minutes
Kathryn	Pillatzki	kathy.pillatzki@henrylibraries.org	Hampton	I work inside Henry County	30-60 minutes
DIANA	BATSON	DIANABATSON@CHARTER.NET	McDonough	I work outside Henry County	More than 60 minutes
Jon	Ravenelle	jravenelle@atltransit.ga.gov	City of Atlanta, Fulton County	I work outside Henry County	Less than 15 minutes
Shurmaine	Jacobs	shurmainej@gmail.com	Stockbridge	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Ronald	Borel	rborel@yahoo.com	McDonough	I work outside Henry County	30-60 minutes
Alex	Walker	awalkersconnection@gmail.com	Stockbridge and Henry	I work outside Henry County	More than 60 minutes
Benicia	Malone	benicia.malone@gmail.com	McDonough	I work outside Henry County	More than 60 minutes
Jenifer	Reid	Jeniferreid@att.net	McDonough. Henry County	I work outside Henry County	30-60 minutes
Donna	Reid	admin@idealfurniturega.com	Hampton	I work inside Henry County	Less than 15 minutes
Tonya	Pickett	tpickett2160@gmail.com	McDonough, Henry County	I work outside Henry County	More than 60 minutes
Sharon R	Bowie	sbowie39@gmail.com	Stockbridge (Henry)	I work inside Henry County	Less than 15 minutes
Cail	Morris	cail.morris@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Lincoln	Parks	lincoln@webmobilefusion.com	McDonough	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Shameka	Jones	shameka.a.jones@gmail.com	Stockbridge	I work inside Henry County	Less than 15 minutes
Kalpesh	Patidar	kpatidar2013@gmail.com	McDonough and Henry County	I work inside Henry County	Less than 15 minutes
Erica	Bennett	Erica.Bennett.cues@gmail.com	Stockbridge, Henry County	I work inside Henry County	Less than 15 minutes
Lisa	Fareed	lfareed@cityofstockbridge-ga.gov	Stockbridge	I work inside Henry County	Less than 15 minutes
CAROLYN	HEARD	carolyn.heard@henry.k12.ga.us	JACKSON, Henry	I work inside Henry County	15-30 minutes
Jerry	Brown	THEJERRYBROWN@GMAIL.COM	Stockbridge, Henry	I work inside Henry County	Less than 15 minutes
LINDA	LOGAN	llogan@cityofstockbridge-ga.gov	Jonesboro / Clayton County	I work inside Henry County	Less than 15 minutes
Tyshon	Williams	twilliams28152@yahoo.com	Duluth	I work outside Henry County	30-60 minutes
Rose	C	corley_rose@yahoo.com	McDonough	I work outside Henry County	More than 60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Ryan	Elcombe	rce2613@gmail.com	Stockbridge	I work outside Henry County	30-60 minutes
Rose	P	rmpollion3@hotmail.com	STOCKBRIDGE	I work outside Henry County	30-60 minutes
Sarita	Dyer	Simplierita@gmail.com	McDonough, Henry	I work outside Henry County	More than 60 minutes
Tony	White	tony@banthonywhite.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Yvonne	Guettler	yguettler@gmail.com	Stockbridge, Henry	I work outside Henry County	15-30 minutes
Shirah	Smith-Frazier	sshirah4@aol.com	Henry	I work inside Henry County	15-30 minutes
Demond	Kennedy	dkenn36@runbox.com	Stockbridge, GA Henry County	I work inside Henry County	Less than 15 minutes
Barbara	Ingram	bingram@henrycounty.com	McDonough	I work inside Henry County	30-60 minutes
Alford	Williams	ACWilliams2727@gmail.com	Hampton	I work inside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Cassandra	Davis	cddavis3470@att.net	Henry	I work inside Henry County	Less than 15 minutes
Willis	Freeman Jr	f5_transport@f5transportllc.com	Henry	I work outside Henry County	30-60 minutes
Warren	Reddick	Warrenreddick@yahoo.com	Stockbridge	I work inside Henry County	15-30 minutes
Laura	Evans	Lauraevansrealty@gmail.com	McDonough, GA	I work inside Henry County	Less than 15 minutes
Tambria	Willingham	tamrock16@hotmail.com	McDonough	I work inside Henry County	Less than 15 minutes
ALBERT	IRVIN	AIRVIN@CERM.COM	DEKALB COUNTY	I work outside Henry County	15-30 minutes
Makenzie	McDaniel	makenzie.mcdaniel@gmail.com	McDonough, Henry County	I work outside Henry County	30-60 minutes
Robert	Kolpak	Robert@rachelmooney.com	Unincorporated McDonough /Henry	I work inside Henry County, I work outside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Cinzia	Thomas	cinziacoleman@bellsouth.net	Ellenwood Henry	I work outside Henry County	15-30 minutes
Kimberly	Steele	ksteele@cerm.com	Smyrna	I work outside Henry County	15-30 minutes
Annissia	Hanyard	Annissia@gmail.com	McDonough, Henry	I work outside Henry County	30-60 minutes
Pat	Boston	ptrcboston@gmail.com	McDonough/ Henry	I work inside Henry County	15-30 minutes
Lowell	Gilmore	Lowgil@sbcglobal.net	McDonough Henry	I work inside Henry County	15-30 minutes
MARY	HOWARD	mflindsey1012@yahoo.com	STOCKBRIDGE, Henry	I work outside Henry County	15-30 minutes
Vivian	Thomas	vthomas@co.henry.ga.us			
An Elegant	Appeal	anelegantappealllc@gmail.com	Stockbridge, Henry County	I work outside Henry County, I go to school in Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Tyrone	Bradford	tyebrad11@gmail.com	Locust Grove	I work outside Henry County	15-30 minutes
Felicia	Wilson	sandreanurse@rocketmail.com	McDonough, Henry	I work outside Henry County	More than 60 minutes
Dr. Sharif	Muhammad	smmuhammad@benry.k12.ga.us	McDonough/Henry	I work inside Henry County	Less than 15 minutes
Joy	Boyce	Joy_boyce@yahoo.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Richmond	Hunter	anissa319@gmail.com	MCDONOUGH	I work outside Henry County	15-30 minutes
Elizabeth	Holman	sisliz@bellsouth.net	Stockbridge, Henry County	I work inside Henry County	Less than 15 minutes
Christine	Newton	Nbselijah@hotmail.com	Henry	I work outside Henry County	More than 60 minutes
Candy	Bruce	candyjbru70@outlook.com	Henry, McDonough	I go to school in Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Lawrence	Epps	leeppsdawg@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Lisa	Catlin	Tnak0135@bellsouth.net	McDonough	I work outside Henry County	More than 60 minutes
MILDRED	YOUNG	mrsyoungdiaz1@gmail.com	STOCKBRIDGE, Henry	I work outside Henry County	More than 60 minutes
Constance	Reed	Maranconn@att.net	Henry	I work inside Henry County	Less than 15 minutes
L	Atkins	victoriouslea@bellsouth.net	McDonough	I work inside Henry County	Less than 15 minutes
Stephanie	Richards	smrtgirl1979@gmail.com	McDonough	I work inside Henry County	15-30 minutes
Anthony	Ford	asford@cityofstockbridge-ga.gov	Stockbridge	I work inside Henry County	Less than 15 minutes
EDWARD	CORAM	coram@attglobal.net	McDonough	I work inside Henry County	Less than 15 minutes
Kelli	Lee	klee0809@sbcglobal.net	Hampton, Henry	I work outside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Davida	Montgomery	mcarthdv@gmail.com	McDonough	I work outside Henry County	30-60 minutes
Latasha	Terry	latashaterry@hotmail.com	Ellenwood Henry	I work outside Henry County	15-30 minutes
LORENZO	PATTERSON	lorenzopatterson@yahoo.com	McDonough	I work outside Henry County	30-60 minutes
Betty	Jones	Tecxpertt@gmail.com	Stockbridge Henry	I work outside Henry County	15-30 minutes
Ronald	Reeder	rarrar50@yahoo.com	McDonough	I work inside Henry County	15-30 minutes
Amanda	Palmer	apalmer@iceboxmail.com	Stockbridge	I work outside Henry County	30-60 minutes
Sean	W.	Fdxit2@gmail.com	McDonough, Henry County	I work inside Henry County	15-30 minutes
Steven	Palmer	Sp22750@aol.com	Stockbridge	I work outside Henry County	15-30 minutes
William	Strickland	ws@bellamystrickland.net	McDonough Henry,	I work inside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Cheryl	Smith	Cheryls890@gmail.com	Henry	I work inside Henry County	Less than 15 minutes
Frank	Burton	fjburton@hotmail.com	McDonough-Henry	I work outside Henry County	More than 60 minutes
Arnaz	Fanning	arnazfanning@gmail.com	Ellenwood	I work outside Henry County	30-60 minutes
Brendon	Mack	BRENDON.MACK@MBAKERINTL.COM	Decatur	I work outside Henry County	30-60 minutes
Mike	Crawford	mcrawford@fdc-llc.com	Stockbridge	I work inside Henry County	15-30 minutes
Kelly	Jordan	Kellyjordan@earthlink.net	Atlanta	I work outside Henry County	Less than 15 minutes
Keith	peavy	pvsenterprises@bellsouth.net	Stockbridge	I work inside Henry County, I work outside Henry County	More than 60 minutes
KK	Sharma	kksharma60@yahoo.com	Jonesboro	I work outside Henry County,	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
				I work inside Henry County	
Bryan	Marshburn	bmarshburn@kingindustrial.com	McDonough	I work inside Henry County	Less than 15 minutes
John	Ellis	bowlerjre@gmail.com	McDonough	I work inside Henry County	30-60 minutes
Tonya	Saxon	tsaxon@itsmarta.com	Ellenwood, Henry County	I work outside Henry County	30-60 minutes
Jim	Jaquish	jjaquish@atlantaregional.org	Kennesaw, Cobb	I work outside Henry County	30-60 minutes
David	Haynes	dhaynes@atlantaregional.org	East Point / Fulton	I work outside Henry County	Less than 15 minutes
Chandra	Lemons	chandralemons@gmail.com	Stockbridge Henry County	I work inside Henry County, I work outside Henry County	15-30 minutes
Lynda	Kerr	thebuck33@gmail.com	MCDONOUGH, Henry County	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Thomas	White	mtwhite@co.henry.ga.us	Henry	I work inside Henry County	15-30 minutes
TRACY	WHITNEY	tacgetsitdone@yahoo.com	Stockbridge	I work inside Henry County	15-30 minutes
Sheryl	Singletary	ssingletary@unitedwayatlanta.org	Stockbridge Henry	I work outside Henry County	30-60 minutes
Donna	Ennis	donna.ennis@innovate.gatech.edu	Fulton	I work outside Henry County	15-30 minutes
Eres	David	eresodavid05@gmail.com	McDonough, Henry County	I go to school in Henry County	Less than 15 minutes
Dwayne	Stowe	desto22@aol.com	McDonough. Henry County.	I work outside Henry County, I go to school in Henry County	More than 60 minutes
Howard	Mosby	mosb7101@hotmail.com	Atlanta	I work outside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Demetrius	Rucker	demetriusrucker77@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Donald	Shaw	dshaw819@aol.com	McDonough	I work outside Henry County	30-60 minutes
Robert	Gray	rlgray@egmatlanta.com	Henry	I work outside Henry County	30-60 minutes
Dave	Peterson	daveypeterson@gmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Carlene	Welch	carlenereese@yahoo.com	McDonough Henry	I work outside Henry County	Less than 15 minutes
Angela	Daniel	msangela48@gmail.com	GRIFFIN	I work outside Henry County	More than 60 minutes
Carey	Thomason	careyscollisionllc@gmail.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Debbie	Hibben	Deborah.hibben@gmail.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Julius	Allen	juliusallen2166@hotmail.com	McDonough Henry	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Samara	Fleming	samararigsby05@gmail.com	McDonough, Henry	I work outside Henry County	30-60 minutes
Katie	Young	catiyyoung@ymail.com	Hampton, Henry	I work outside Henry County	30-60 minutes
Anuoluwapo	Olusanya	anuoluwxn@gmail.com	McDonough, Henry County	I go to school in Henry County	15-30 minutes
Preston	Dorsey	pdorsey@mcdonoughga.org	McDonough/Henry	I work inside Henry County	Less than 15 minutes
TONY	LAMAR	tlamar@mindspring.com	Rex, Clayton County	I work outside Henry County	More than 60 minutes
Tyrone	Jamar	tb4057@gmail.com	MCDONOUGH	I go to school in Henry County, I go to school outside Henry County, I work outside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Terrell	Tyson	Terrelltyson413@gmail.com	McDonough, Henry	I work inside Henry County	Less than 15 minutes
Natalie	Knight	natalie.knight@bargedesign.com	Smyrna	I work outside Henry County	30-60 minutes
Yvette	Pugh	yp2932@att.com	N/A	I work outside Henry County	30-60 minutes
Kiesha	Cheatham	kcheatham156@gmail.com	McDonough	I work outside Henry County	30-60 minutes
Ariel	Shaw	arielshaw.org@gmail.com	Henry County	I work inside Henry County	Less than 15 minutes
Dr. Deborah	Sykes	dr.dasykes@gmail.com	Henry	I work inside Henry County	Less than 15 minutes
Tammy	Upchurch	Tammy.upchurch@yahoo.com	Henry	I work inside Henry County	Less than 15 minutes
Gerald	Jackson	Patriot8472@protonmail.com	McDonough	I work inside Henry County	Less than 15 minutes
Quandra	Williamson	qtandsarah@yahoo.com	Stockbridge	I work outside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Kyana	Cannon	k.cannon1922@gmail.com	Stockbridge, Henry Co	I work outside Henry County	15-30 minutes
Nancy	Funny	futurebiz2002@gmail.com	Stockbridge/Henry	I work inside Henry County	Less than 15 minutes
Audrey	Fuller	audreyfuller@hotmail.com	Stockbridge	I work outside Henry County	30-60 minutes
Susan	Ryan	ssryan@mindspring.com	Locust Grove, Henry	I work outside Henry County	More than 60 minutes
Lamen	Latimore	Latimore86@yahoo.com	McDonough, Henry	I work outside Henry County	More than 60 minutes
Felicia	Franklin	Felicia.franklin@claytoncountygga.gov	Jonesboro Clayton	I work outside Henry County	Less than 15 minutes
Kathy	Warren	kwarren@tcfatl.com	Atlanta	I work outside Henry County	15-30 minutes
Jennifer	Hartley	nenny_3@yahoo.com	McDonough, Henry County	I work inside Henry County	15-30 minutes
Samuel	Brown	sam.brown.gt@gmail.com	Unincorporated Henry County	I work outside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Scarlett	Stephenson	ses_24@msn.com	McDonough	I work inside Henry County, I work outside Henry County	15-30 minutes
ANNA	HENDERSON	haofficeann@att.net	Henry	I work outside Henry County	15-30 minutes
Tynisha	Edwards	tynishae@gmail.com	McDonough Henry	I go to school in Henry County	15-30 minutes
Clarissa	Goodson	cygoodson@gmail.com	McDonough, Henry County	I work inside Henry County	Less than 15 minutes
Christina	Bolden	cwbolden@hotmail.com	McDonough/Henry	I work inside Henry County	15-30 minutes
Tonya	Sutton	lssdesigns4@gmail.com	Stockbridge/ Henry County	I work outside Henry County	30-60 minutes
Chris	Wood	cwood@ssemc.com	Atlanta, Fulton	I work inside Henry County	30-60 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
K	Crockett	raesigns1@gmail.com	Clayton County	I work inside Henry County	Less than 15 minutes
Butch	Springer	butch.springer@ccim.net	Henry	I work inside Henry County	Less than 15 minutes
Lesa	Britt	brittl@bellsouth.net	McDonough, Henry	I work inside Henry County	15-30 minutes
Thomas	Hynes	thomashynes@clayton.edu	Clayton	I work outside Henry County	15-30 minutes
Erika	Richards	erichards@co.henry.ga.us	Henry County	I work inside Henry County	15-30 minutes
Carolyn3	DANIELS	cdaniels@zoltanconsultinginc.com	Ellenwood	I work inside Henry County	Less than 15 minutes
Kairav	Shah	kairavshah@gmail.com	McDonough	I work inside Henry County	15-30 minutes
Bruce	Holmes	bholmes@co.henry.ga.us	Henry County	I work inside Henry County	15-30 minutes
Gina	Riffey	ginariffey@gmail.com	McDonough Henry	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Jack	Kmiecik	Jack@cbcmcdonough.com	Henry	I work inside Henry County	15-30 minutes
Laxman	Ramani	l1ramani@aol.com	McDonough	I work inside Henry County	Less than 15 minutes
Kayla	Jack	kejack927@gmail.com	Stockbridge and Henry	I go to school in Henry County	Less than 15 minutes
Khari D	Lewis	mahoganytransit@gmail.com	Rockdale	I work outside Henry County	30-60 minutes
Andrew	Ryan	alryan1n@gmail.com	McDonough Henry County retired	I work inside Henry County	Less than 15 minutes
Lamar	Williams	lamarw3@gmail.com	Riverdale	I work inside Henry County	15-30 minutes
Olamotse	Idaewor	Ola.idaewor@gmail.com	McDonough	I go to school in Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Ericka	Amador	ericka.amador18@gmail.com	Henry	I go to school in Henry County	30-60 minutes
James	Saxton	Jsaxton2016@yahoo.com	Hampton Henry	I work outside Henry County	30-60 minutes
Larry	Goodson	larry.goodson@walkerconcrete.com	Stockbridge	I work inside Henry County	30-60 minutes
Clarisa	Haugabrook	chaugabrook@hotmail.com	Atlanta, Fulton County	I work inside Henry County	30-60 minutes
Bill	Swift	wswift3703@aol.com	HAMPTON	I work inside Henry County	Less than 15 minutes
LaTosha	Pugh	lapu2012@gmail.com	Hampton	I work inside Henry County	Less than 15 minutes
Larvell	Nance	larvell66@gmail.com	McDonough, McDonough	I work outside Henry County	30-60 minutes
Elaine	W	brendajones2900@gmail.com	McDonough Henry	I work inside Henry County	Less than 15 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
Michael	Bull	Famu98ee@yahoo.com	Stockbridge	I work outside Henry County	30-60 minutes
Gabriela	Adarve	gabyadarve@outlook.com	Atlanta, Fulton	I work outside Henry County	15-30 minutes
Bobbie	Potter	bobbiepotter4342@yahoo.com	McDonough, Henry	I work outside Henry County	30-60 minutes
Skip	Pitner	skippitner@gmail.com	Stockbridge	I work inside Henry County	Less than 15 minutes
Toni	Reid	Antreid@southernco.com	Henry	I work inside Henry County	Less than 15 minutes
Tara	Barton	duchesstgb@gmail.com	Stockbridge	I go to school in Henry County	Less than 15 minutes
Rchard	Bell	rbelld@earthlink.net	Stockbridge Henry	I work outside Henry County	15-30 minutes
Elaine	Grimes	elainedixon888@gmail.com	Henry	I work outside Henry County	15-30 minutes

First	Last	Email	In what CITY and COUNTY do you reside?	Do you work and/or go to school INSIDE or OUTSIDE Henry County?	How long is your work commute?
JOHN	MILLER	JOHNNYMILLER_3@BELLSOUTH.NET	LOCUST GROVE	I work inside Henry County	30-60 minutes
Cory	Dickerson	Cdickerson6@yahoo.com	McDonough Henry	I work inside Henry County	15-30 minutes
DEBORAH	CORAM	dacoram@aol.com	Henry	I work inside Henry County	Less than 15 minutes
Toussaint	Kirk	Tkirk@co.henry.ga.us	McDonough	I work inside Henry County	Less than 15 minutes
Anthony	Lanier	nhtigerfootball@gmail.com	Henry	I work outside Henry County	30-60 minutes
Jane	Doe	Janedoe@jane.com	McDonough Henry	I work inside Henry County	Less than 15 minutes



Summary Report Final Public Meeting

November 9, 2021

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1. Overview

The final public meeting for Henry County Transit Master Plan (TMP) was held on Tuesday, November 9, 2021, at 6:00 p.m. utilizing Zoom webinar technology. There were over 700 views of the registration page and 92 registrants who responded to a question during registration that provided the Project Team with information regarding their residency, which is shown in Table A of the Appendix. Attendees consisted of Henry County residents and non-residents, community stakeholders, elected officials, and Henry County staff. The meeting aired live on HenryTV Charter/Spectrum channel 180. Additionally, it was livestreamed on Henry County's Facebook page and received 989 views and 35 comments to date.

The purpose of the meeting was to share Henry County TMP draft recommendations. Attendees were strongly encouraged at the onset of the meeting to participate in polls for the purpose of providing feedback on the planning process and the draft recommendations presented. Polls launched throughout the meeting provided insights into the community's views. Presenters responded to questions submitted by attendees at the conclusion of the presentation.

This report provides a summary of the feedback received. Links to access the presentation materials and a recording of the meeting have been made available on the project website at www.HenryTransitMasterPlan.com.



2 Meeting Polls and Survey Results

During the meeting, attendees were provided an opportunity to participate in live polls, which provided feedback on the planning process and the draft recommendations of the Henry County TMP. People watching via HenryTV or Facebook were invited to take a survey following the meeting that included the same questions from the live polls launched on Zoom during the meeting. The poll questions and survey results are displayed below in **Figures 1 - 8**.

Location

The first question asked attendees to indicate where they lived in order to provide the Project Team and Henry County representatives an understanding of the geographic distribution of participants. As shown in **Figure 1-1.A**, the majority of poll respondents residing within Henry County were from the City of McDonough (32%) followed by the City of Stockbridge (18%). Twenty-seven percent (27%) of the poll participants live in unincorporated Henry County. Conversely, as shown in **Figure 1-1.B**, of the survey respondents, the majority of people viewing the meeting on HenryTV and Facebook reside in the City of Stockbridge (31%) followed by the City of McDonough (27%). Similarly, twenty-four percent (24%) of the survey respondents reside in unincorporated Henry County.

FIGURE 1-1.A: ATTENDEE LOCATIONS (POLL)

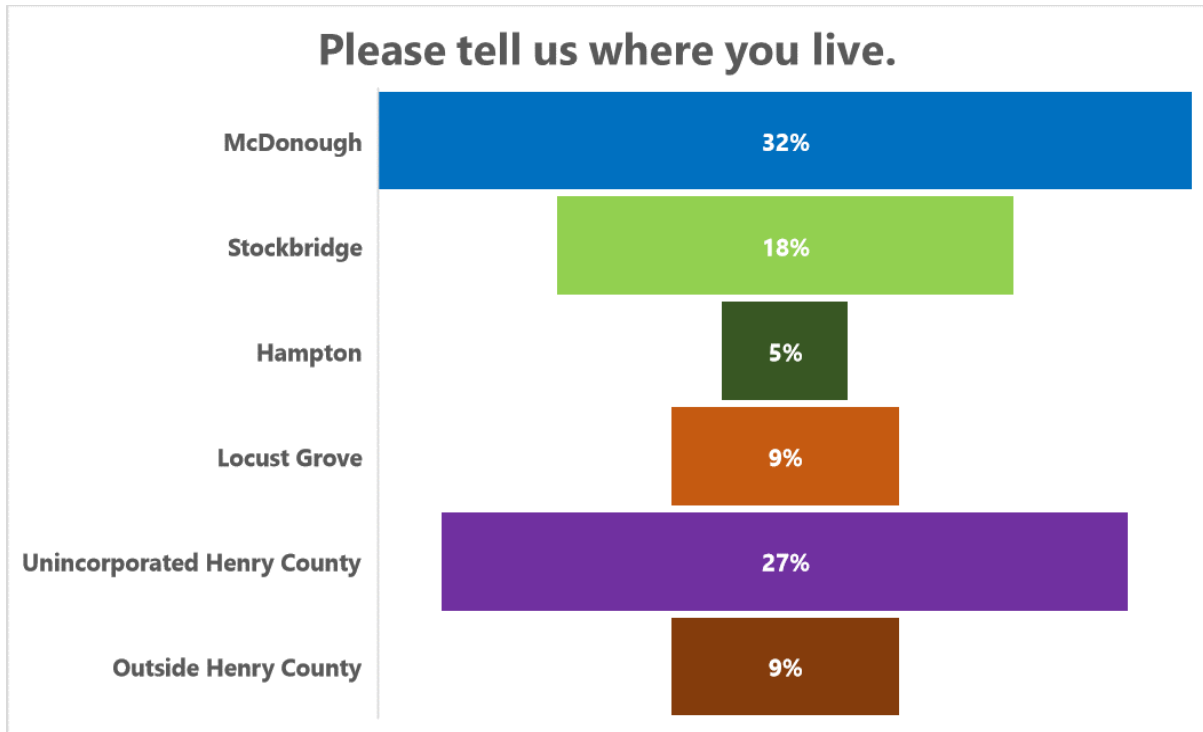
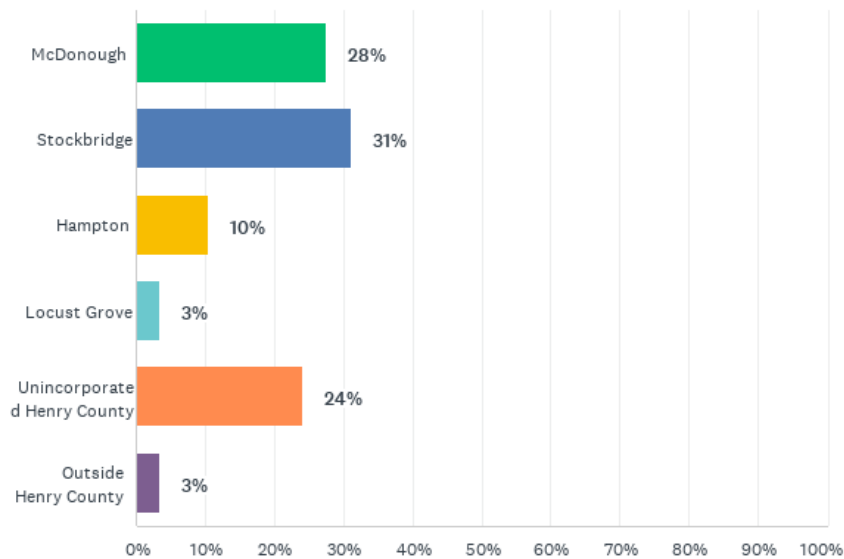


FIGURE 1-1.B: ATTENDEE LOCATIONS (SURVEY)

Q1 Please tell us where you live. Select from the options below.



Henry County Transit

Henry County Transit (HCT) provides transportation services for medical appointments, shopping, social activities, employment, and many other places by means of a Demand Response System. HCT provides curb-to-curb service that operates from the curb of a customer's pick-up location to the curb of the customer's destination. The second poll asked attendees if they have used HCT services to gauge their familiarity with existing transit services in Henry County. **Figure 1-2.A** illustrates that none of the meeting attendees have used HCT. However, as shown in **Figure 1-2.B**, seven percent (7%) of those surveyed have used HCT at least once and three percent (3%) use HCT all the time.

FIGURE 1-2.A: HENRY COUNTY TRANSIT (POLL)

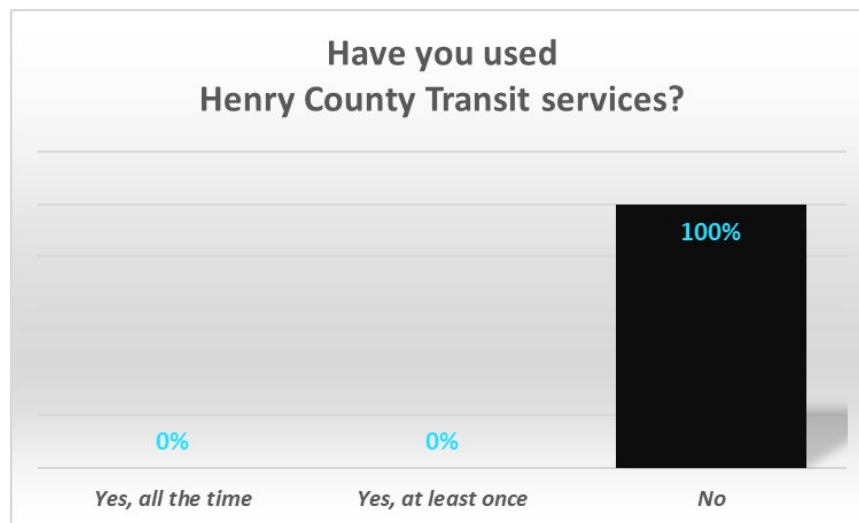
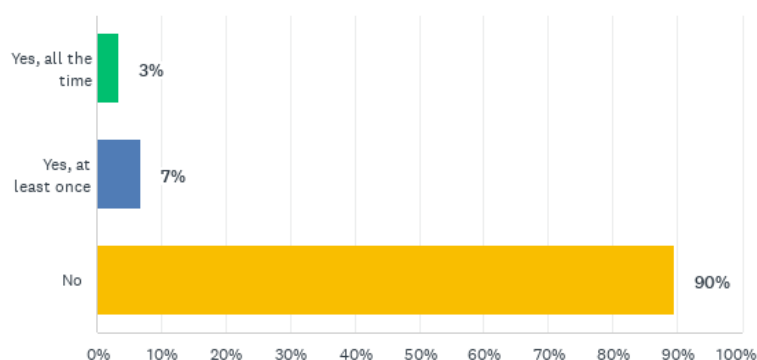


FIGURE 1-2.B: HENRY COUNTY TRANSIT (SURVEY)

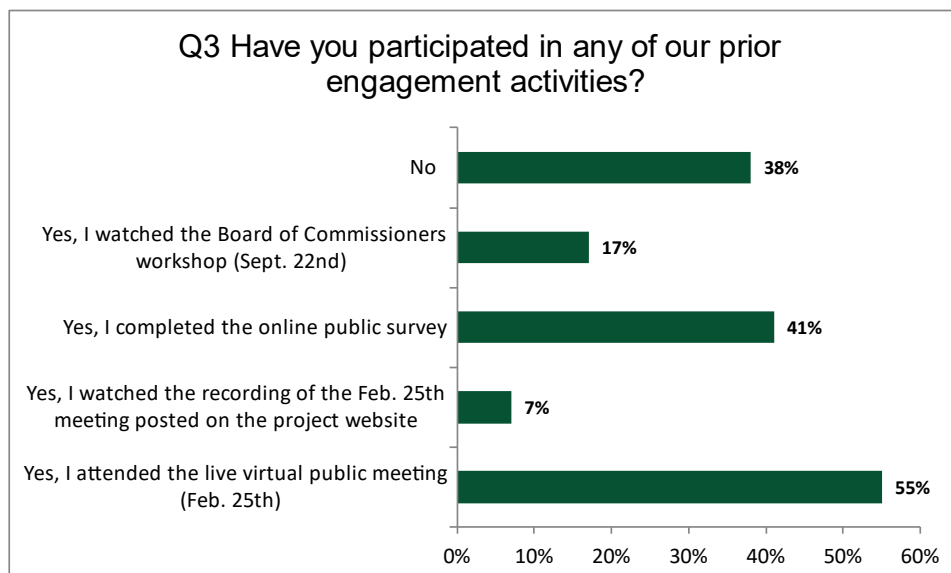
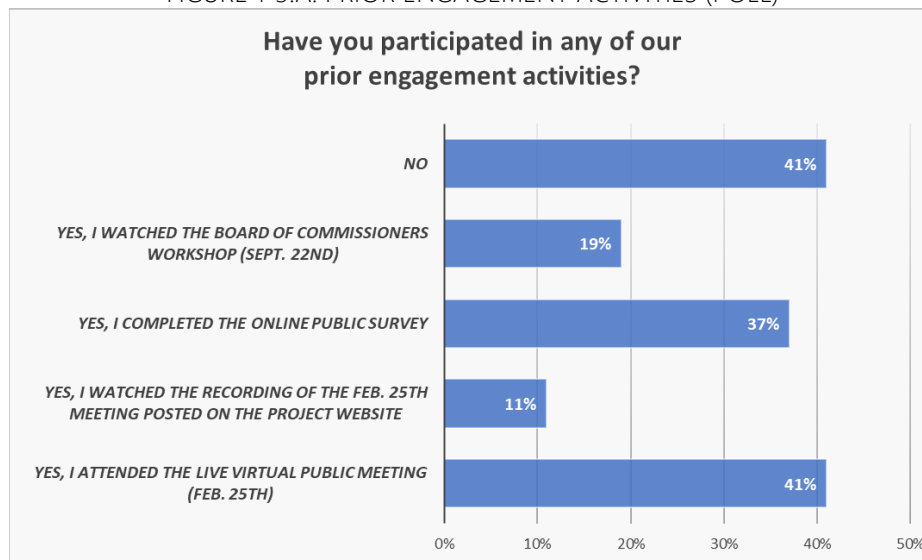
Q2 Have you used Henry County Transit services?



Prior Engagement Activities

A variety of engagement activities were conducted during the planning process to educate, inform, and engage Henry County residents and stakeholders about the Henry County TMP. The goal was to ensure the transit needs of the community were clearly defined and addressed in the plan. The third poll asked if attendees had participated in any of the prior public engagement activities. As illustrated in **Figure 1-3.A**, the majority of attendees had participated in prior engagement activities; only forty-one (41%) had not participated in any prior activities. Similarly, as shown in **Figure 1-3.B**, the majority of survey respondents had participated in prior engagement activities.

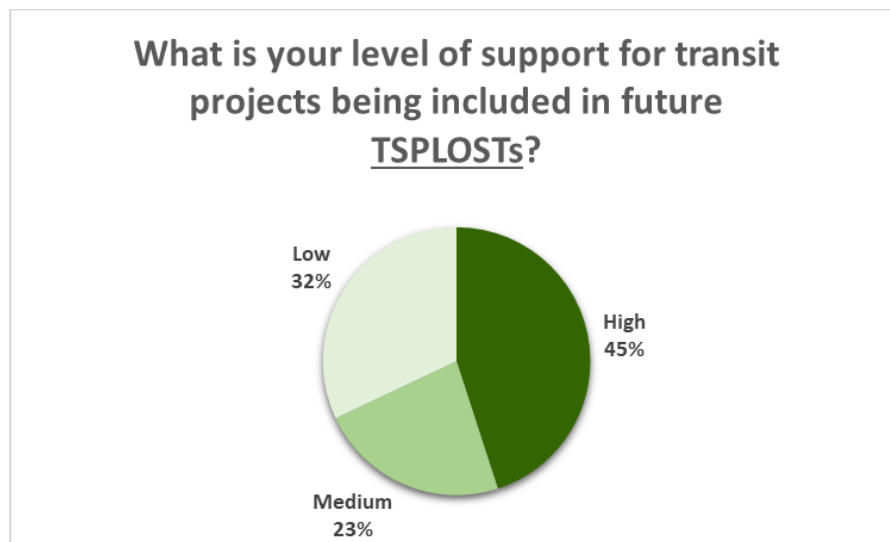
FIGURE 1-3.A: PRIOR ENGAGEMENT ACTIVITIES (POLL)



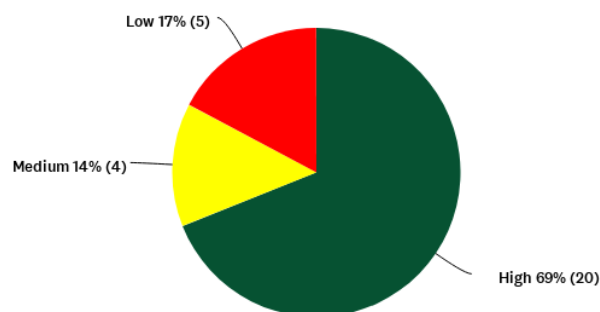
TSPLOSTs

The Henry County TMP takes into account the need for new funding sources to support the development of transit services for Henry County. One of those funding source options is a TSPLOST (Transportation Special Purpose Local Option Sales Tax). The fourth poll asked attendees to indicate their level of support for transit being a part of future Henry County TSPLOSTs referenda. **Figure 1-4.A** illustrates that forty-five percent (45%) of the meeting attendees expressed high support for including transit projects in future county TSPLOSTs. In **Figure 1-4.B**, an even greater validation is displayed by survey respondents with sixty-nine (69%) expressing high support for including transit projects in Henry County TSPLOSTs.

FIGURE 1-4.A: TSPLOSTs (POLL)



Q4 What is your level of support for transit projects being included in future TSPLOSTs?



Dedicated Transit Funding Source

The Henry County TMP considered another potential future funding source to support the development of transit services for Henry County. When asked whether they would support having a dedicated funding source specifically for transit services, forty-one percent (41%) of meeting attendees expressed high support for this option. **Figure 1-5.A** provides an illustrative breakdown of the levels of support from meeting attendees. Of the survey responses shown in **Figure 1-5.B**, sixty-two percent (62%) expressed high support for this option.

FIGURE 1-5.A: TRANSIT FUNDING SOURCE (POLL)

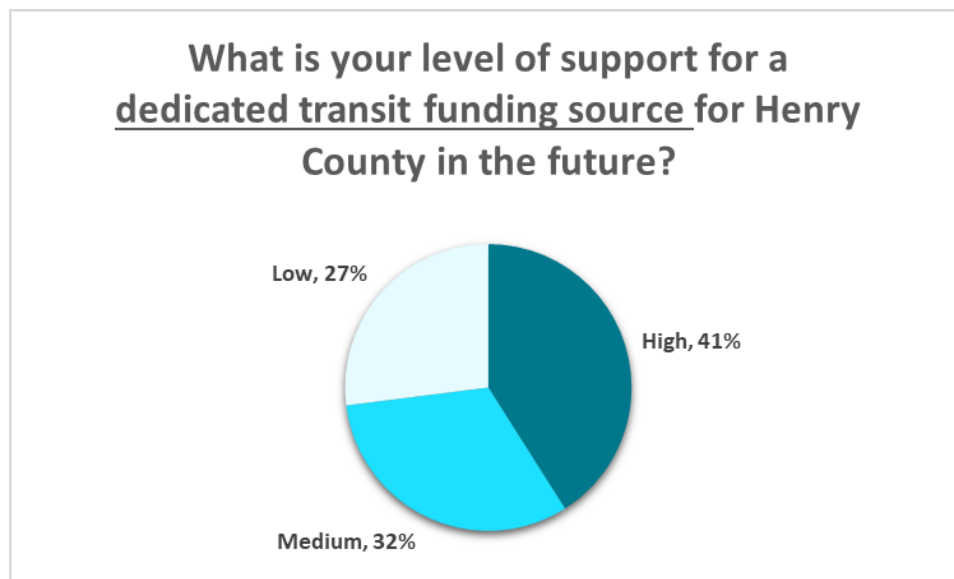
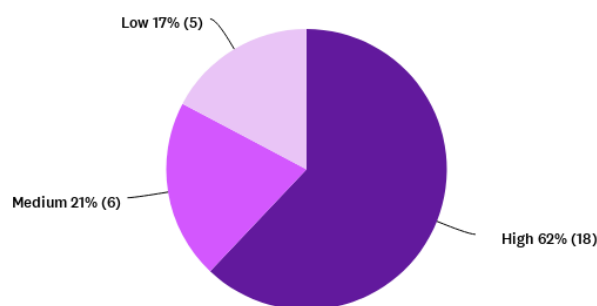


FIGURE 1-5.B: TRANSIT FUNDING SOURCE (SURVEY)

Q5 What is your level of support for a dedicated transit funding source for Henry County in the future?

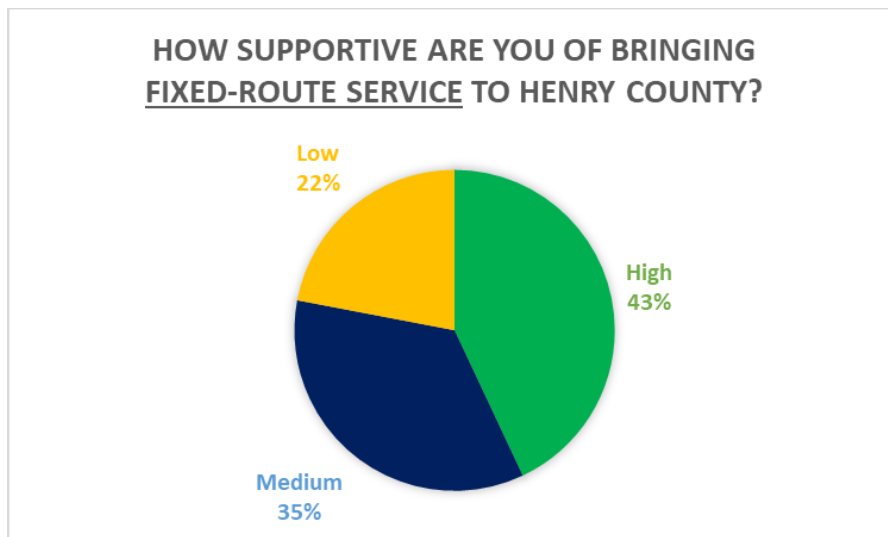


Several types of transit services were included in the draft recommendations of the Henry County TMP. Descriptions of the types of transit services were provided during the presentation. Attendees were polled to determine their level of support for each option. **Figures 1-6 through 1-8** illustrate their responses.

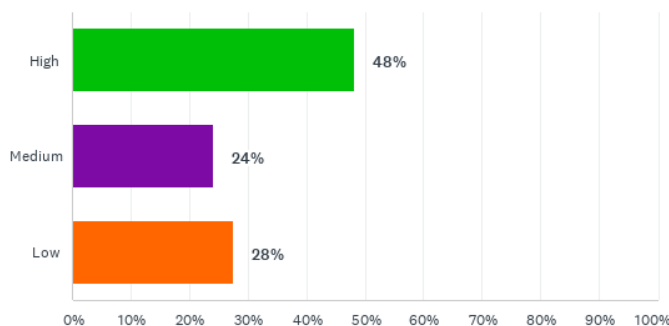
Fixed Route Service

A fixed-route service is a bus service with specific numbered routes that remain consistent. The routes have scheduled times that are also fixed for pick-up and drop-off along designated routes. **Figure 1-6.A** illustrates the majority – over forty-three (43%) - of poll respondents expressed high support for having fixed-route service. Forty-eight percent (48%) of survey respondents also expressed high support for this option, as shown in **Figure 1-6.B**.

FIGURE 1-6.A: FIXED ROUTE SERVICE (POLL)



Q6 How supportive are you of bringing fixed-route service to Henry County?



Microtransit

Microtransit is a form of demand response transport that utilizes technology to coordinate service delivery between passengers and the vehicles and their operators. This transit service offers flexible routing and/or flexible scheduling of vehicles shared with other passengers. As shown in **Figure 1-7.A**, forty-four percent (44%) of poll respondents expressed high support for Microtransit options. Nearly the same high level of support – forty-five percent (45%) – was expressed by survey respondents, which is illustrated in **Figure 1-7.B**.

FIGURE 1-7.A: MICROTRANSIT (POLL)

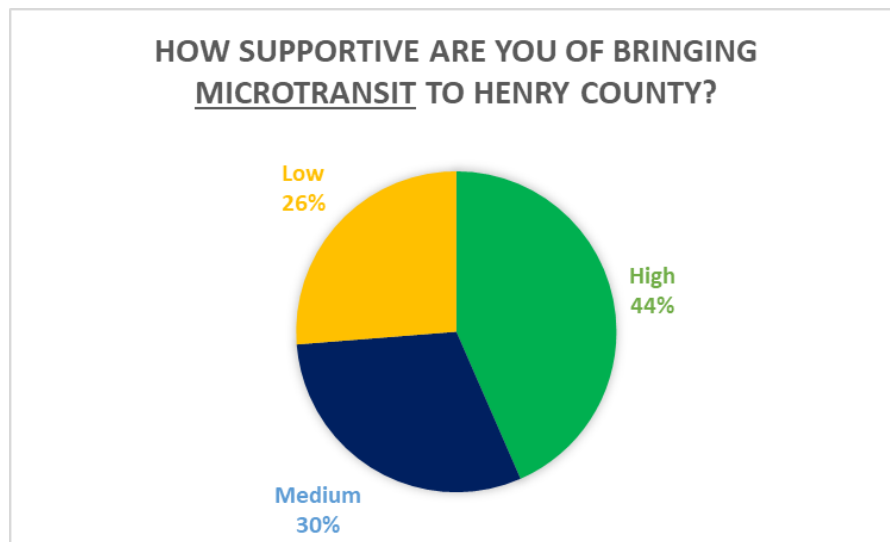
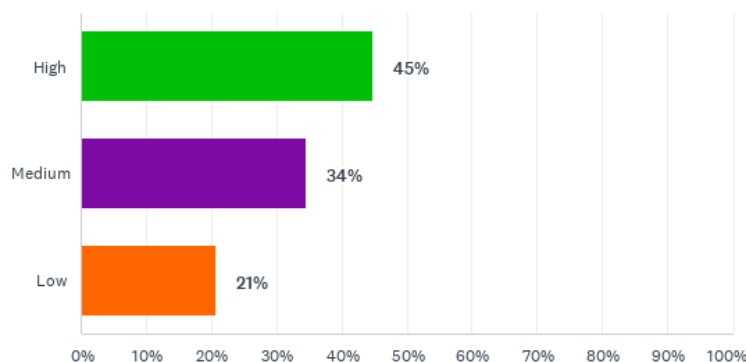


FIGURE 1-7.B: MICROTRANSIT (SURVEY)

Q7 How supportive are you of bringing microtransit to Henry County?



Express Commuter Service

Express Commuter Service is designed to support work trips by bus during peak periods and makes a limited number of stops to minimize travel times. As shown in **Figure 1-8.A**, sixty-one percent (61%) of poll respondents expressed high support for this transit option. **Figure 1-8.B** indicates that seventy-two percent (72%) of survey respondents expressed high support for this transit option.

FIGURE 1-8.A: EXPRESS COMMUTER SERVICE (POLL)

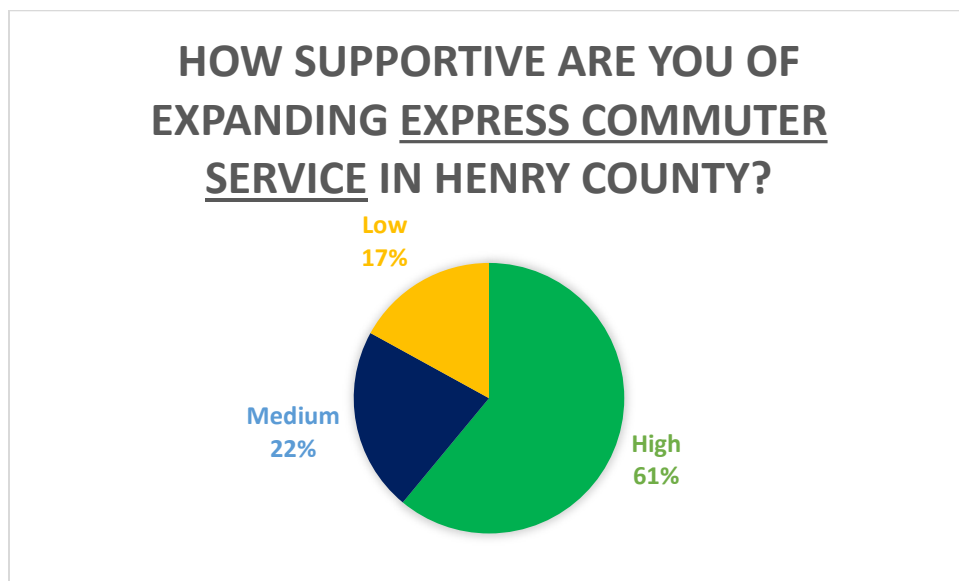
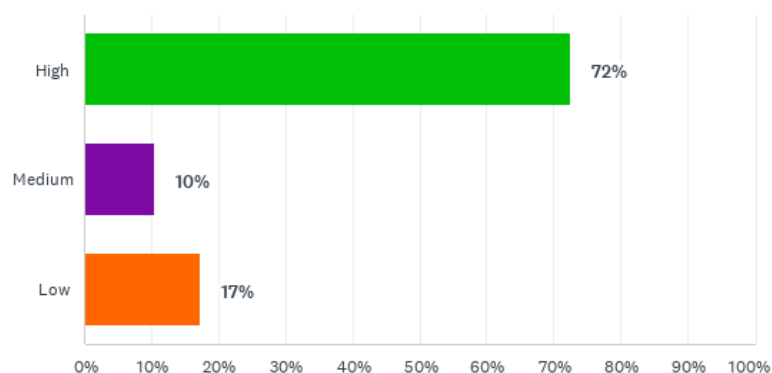


FIGURE 1-8.B: EXPRESS COMMUTER SERVICE (SURVEY)

Q8 How supportive are you of expanding express commuter service in Henry County?



3. Questions and Comments

Throughout the meeting, attendees were instructed to submit questions in the Q&A box. Viewers watching on Henry County's Facebook Live were able to post questions in the comment section. Presenters responded to questions from both platforms for approximately 30 minutes at the conclusion of the presentation. A summary of the questions and responses is displayed below in **Table 1**. Additional comments from posts made on Facebook are shown in **Table 2**.

TABLE 1: SUMMARY OF QUESTIONS AND RESPONSES

Q #	QUESTION	RESPONSE(S)
Q1	We need a BRT connections to the Airport now for jobs!	An express bus connection is included in the mid-term recommendations. There are several project options, but it is necessary to ensure that funds are available to pay for the projects.
Q2	The Xpress, Rapid Regional Connector, and microtransit projects sound like the most impactful ones. Those should be moved up the timeline to build ridership and support for expansion/improvement.	We agree that those recommendations would be impactful. However, we must have sound financial backing for all the recommendations to ensure the ability to deliver.
Q3	What are the views about light rail coming to Henry County?	Projected land use in Henry County shows increases in density and intensity. Such increases support higher capacity transit investments, be it light rail or bus rapid transit. The idea behind the Connector project is to build the market and support over time so as the county grows, densities increase, and the need for higher capacity transit increases. We are reserving a place for that within the context of Henry County transit plans. Developing the ridership and acceptance of transit in Henry County is also a goal of the local route recommendations that have been made. In particular, the focus is on providing access to future regional high capacity transit connection opportunities in Clayton County. The cost of rail service is beyond the county's scope, but if it is



Q #	QUESTION	RESPONSE(S)
		feasible, the county will work with other regional partners to provide the service.
Q4	Does the potential for Federal infrastructure money make it possible to bump up the timeline of the projects?	The answer is not known currently. It was noted that the project team will be reviewing the infrastructure bill to determine what funding options are available once the bill is approved. A part of the strategy is to leverage as much federal funding as possible. This plan provides for the county and its cities a strong vision with a prioritized list of transit investments which will allow the county to be better positioned to take advantage of any federal funding opportunities that may arise.
Q5	Do the federal funds require a local match?	Much of the federal funding assumes a local funding match.
Q6	I remember something about ARC using the existing railroad lines. Is that scrapped?	Rather than the Atlanta Regional Commission (ARC), it is actually MARTA that has been discussing the use of existing railroad lines. MARTA is still making decisions on what to do, associated with providing higher capacity transit along the Norfolk Southern rail corridor commuter rail to Clayton County as far south as Lovejoy. We are aware of the planning activities associated with that corridor and opportunities, as well as impacts. Our plan is flexible and has the ability to tie-in to higher capacity transit if the opportunity presents itself.
Q7	This project is supposed to help with congestion. Please explain how this will happen. We have congestion now in McDonough and other surrounding areas. I'm also concerned about crime. How do you plan to address crime	Statistically, there is not a lot of crime associated with transit. The perception about crime and transit does not align with statistical facts. Transit has made a huge impact on economic development in Buckhead and in Clayton County, and neither has experienced an increase in crime in relation to transit availability. Transit can improve congestion and provide reliable travel times with the ability to carry more people in a smaller amount of space. Shifting people from a single

Q #	QUESTION	RESPONSE(S)
	coming into the county from other areas?	occupancy vehicle mode to a transit mode takes cars off of the roadway and reduces congestion while providing that same mobility in a smaller space. By leveraging the implementation of transit to further additional roadway improvement opportunities such as traffic signal timing and technology, implementing connected vehicle technology can help traffic in that both transit and cars can operate effectively together on a road. Connected infrastructure helps to make traffic move more efficiently in and around an area by getting it through intersections faster and safer. Public transit provides an opportunity to reduce traffic congestion in Henry County.
Q8	If lanes were being widened to accommodate permanent infrastructure, 30 years would make sense. I'm pro-transit; that helps to allay poverty; it gives people who actually work an option. But it should also aid in positive and aesthetically pleasing economic development. Has this been addressed in the presentation/plan, especially when the last coach is before 5:30pm?	Yes, that falls into two of the areas of need identified in the plan: Economic Development/Economic Opportunity and Access to Opportunity. The transit supportive land use zoning and development policies deal with the aesthetics, which is important to help make transit work well. Additionally, addressing first-mile/last-mile connections related to aesthetics includes planning for sidewalks to provide for safe pedestrian crossings, shading/trees, and lighting. All of these components need to be in place to make transit work well. Having a good public transit system helps with economic development. Employers are attracted to areas where employees can live and access transit to get to their jobs. Current Henry County transit services operate mainly during morning and evening rush hour peak times. The plan provides options that will operate all day.
Q9	Has the county included some of the infrastructure support services such as roadway improvements in the recent TSPLOST	The TSPLOST passed by the voters on November 2 nd invests money only in roads, bridges, sidewalks, and trails projects; no money for transit projects. The TMP recommends that future TSPLOSTs allocate funds for transit.



Q #	QUESTION	RESPONSE(S)
	programming or are each of the projects within each phase grow as you go?	
Q10	What are the expected frequencies for the local bus routes in Phase 1?	Our operating assumptions for all local bus routes - including phase 1 - are to operate at 30-minute frequencies during the AM & PM peak periods and one-hour frequencies outside of peak periods.
Q11	Is it going to take 30 years to implement six bus routes and five transit hubs?	That depends on funding. The Henry County TMP considers leveraging other funding sources in the mid-term and long-term including federal dollars, state dollars, regional partnerships, and public-private partnerships. The TMP provides a roadmap to identify and access funding sources as they arise. The speed at which projects are implemented is largely dependent on available funding sources.
Q12	What are the plans to address the traffic congestion on Exits 216 and 218? We should have an overpass on I-75 to allow access over the highway that is not an exit overpass.	In addition to completion of the TMP, Henry County is also in the process of completing a Comprehensive Transportation Plan (CTP), which is scheduled to be completed in June 2022. The concerns expressed in the question will be addressed in the CTP, which will recommend projects to be phased over the next 30 years.

TABLE 2: FACEBOOK COMMENTS

	COMMENTS
1	There absolutely has to be something done about the horrible traffic in Henry County. In addition to expanding roads, some form of public transit is necessary.
2	The passing of a TSPLOST will truly give us a fantastic future for our county's growth.
3	With the rapid growth happening in Henry County, there needs to be several transit options available to move around the county and surrounding areas.
4	Not interested in a MARTA-type transportation system in the county.
5	Super important to include multi-use trail systems to enable safe cycling and commuting/recreation.
6	Create a monorail network, widen interior roads, and help divert traffic away from I-75. Add a lane to I-75 going south beyond Exit 224.
7	MARTA cannot fulfill its ridership projections so how in the world are you going to do that? There will not be any rail as Clayton County found out from Norfolk Southern. We are now going to be paying eight percent sales tax on top of out of control inflation. Wake up people!!!
8	Nicely done... it's about time. If we keep building houses, we need solutions to reduce congestion.
9	Motorcycle lanes, bicycle lanes, more sidewalks. Also increased lighting on roads.
10	Talk about problem areas revolving around I-75 and getting across town.
11	There is no need for all these busses. I don't get it. 100% said they never used transit. Which I assume we don't need it. I don't want any busses running or sidewalks by my house.

4. Summary

During the final public meeting for the Henry County Transit Master Plan (TMP), the draft recommendations for transit services and infrastructure were presented for the purpose of obtaining community feedback. Insight gained from the attendees input will be considered as the Project Team prepares to present its final plan recommendations to the Henry County Board of Commissioners.

Public input played a major role in the development of the Henry County TMP. Over the course of the project, the Project Team utilized a variety of engagement techniques to obtain educate, inform, and engage residents, community stakeholders, and elected officials. The collective results of the interactive activities helped to identify and prioritize the community's vision for Henry County's transit needs.

Appendix.

Attendee Registration List



TABLE A: ATTENDEE REGISTRATION LIST

First Name	Last Name	Email	City
Adam	Ivory	aivory@tcfatl.com	East Point
albert	Irvin	airvin@cerm.com	Tucker
Amy	Kuhns	akuhns@mctrail.org	McDonough
Angelitha	Dyer	Angelithadyer@outlook.com	Stockbridge
Annette	Edwards	annette.edwards@henry.k12.ga.us	Henry County
Anthony	Ford	asford@cityofstockbridge-ga.gov	Stockbridge
April	Golatt	summersandcarter@gmail.com	Locust Grove
April		aprilsummers29@gmail.com	N/A
Arnaz	Fanning	arnazfanning@gmail.com	Ellenwood
Brandeis	Parkman	brandeis@ohioriversouth.com	N/A
Brandon	Carson	bcarson31@hotmail.com	N/A
Brandon	Hutchison	brandonh@atlantamotorspeedway.com	McDonough
Brecca	Johnson	Bjohnson@cityofstockbridge-ga.gov	Stockbridge
Brittany	McLeod	brittanyjackson240@yahoo.com	Stockbridge
Candy	Bruce	candyjbru70@outlook.com	McDonough
Carolyn	Minnihan	Carolyn.minnihan2003@gmail.com	Stockbridge
Cassandra	Davis	cddavis3470@att.net	McDonough
Chrisynthia	Young	chrisynthia.young@gmail.com	Stockbridge
Christopher	Williams	chtwilli@southernco.com	McDonough
Christy	Chewning	cchewning@cgemc.com	Jackson
CJ	Harris	tubsme98@gmail.com	Henry County
Councilman Vincent	Williams	nccwilliams@att.net	Locust Grove

First Name	Last Name	Email	City
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Daisy	Sahadeo	daisysahadeo@gmail.com	N/A
Darlene	Rogers	Darlenerogers@kw.com	McDonough
David	Frissell	frisseld@bellsouth.net	Stockbridge
David	Junger	djunger30@charter.net	N/A
Demetrius	Rucker	meechie1chi60@gmail.com	N/A
Denise	Brown	bell426@bellsouth.net	McDonough
Devlin	Cleveland	Devlin.cleveland@gmail.com	Hampton
Donna	Braddy	Donna.braddy@piedmont.org	Stockbridge
Donna	Carter	Dc92800@gmail.com	N/A
Donna	Ennis	donna.ennis@innovate.gatech.edu	Atlanta
EDWARD Clinton	CORAM	coram@attglobal.net	McDonough
Elizabeth	Holman	Sisliz@bellsouth.net	Stockbridge
Elnora	Linton	elnoralinton@kw.com	Hampton
Elton	Alexander	EltonAlexander24@gmail.com	McDonough
Frank	Hurley	ednahurley@hotmail.com	McDonough
Genine	Bryant	gbryant@cerm.com	N/A
Gordon	Linton	glinton@cityofstockbridge-ga.gov	N/A
Herman	Ryan	HLR4251@YAHOO.COM	Locust Grove
Jenifer	Reid	Jeniferreid@att.net	McDonough
JOSEPH	HENNING	JHENNING@HENRYCOUNTY.COM	MCDONOUGH
Joshua	Anthony	imjoshuaanthony@gmail.com	McDonough
Joy	Lyons	joy.lyons@mmc.com	N/A
Julie	Donaldson	msjuliedonaldson@gmail.com	McDonough



First Name	Last Name	Email	City
Kai	Valdez Sorey	kaivaldez@gmail.com	McDonough
Kathy	Walker	Kathy.walker1970@gmail.com	Lake Spivey
Katrina	Highsmith	katrina.highsmith@gmail.com	N/A
Katy	Bell	Ekatybell8@gmail.com	McDonough
Kay	Embrey	Kay.embrey@heritagebank.com	N/A
Kaye	Sheets	kayesheets51@gmail.com	Stockbridge
Kevin	Lewis	kevin.kjlewis@gmail.com	McDonough
Khari	Lewis	mahoganytransit@gmail.com	N/A
Kiesha	Cheatham	kccheatham156@gmail.com	N/A
KIM	HOWARD-CARSWELL	kim@personaaffairs.com	Stockbridge
Kimberly	Thomas	Kdanielle2010@yahoo.com	Stockbridge
Kristine	Goens	krissygoens@gmail.com	Stockbridge
Lamar	Williams	lamarw3@gmail.com	N/A
Lee	Burks	leedorab@gmail.com	McDonough
Lincoln	Parks	lincoln@webmobilefusion.com	N/A
Lisa	King	lking@trnstaffing.com	McDonough
Lynda	Mesko	meskofam@charter.net	McDonough
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Mark	Einersen	markeinersen@gmail.com	Locust Grove
Melissa	Kornegay	Mkornegay@co.henry.ga.us	McDonough
Meskel	Crowe	hhandsusa@gmail.com	McDonough
Monica	Davis	mdavis.g1@gmail.com	Hampton
Orville	Wray	owray230@gmail.com	McDonough
Paulette	Clark	pclark@luxotticaretail.com	McDonough



First Name	Last Name	Email	City
Quentin	Thomas-Bey	qthomasbey@gmail.com	McDonough
Rebecca	Scott	Rdscott125@gmail.com	N/A
Russell	Day	rday1006@GMAIL.COM	McDonough
Sherell	Stembridge	stemmie4@outlook.com	McDonough
Sidney	Douse III	sdouse@atlantaregional.org	ATLANTA
Skip	Pitner	skip@skippitner.com	Stockbridge
Stephanie	Gonsahn	sgonsahn@yahoo.com	N/A
Stephanie	Harris	stephaniewalkerharris@gmail.com	McDonough
Stephen	Almand	stephen@com-tech.com	Stockbridge
Stevie	Thomas	sthomas@lici.com	Stockbridge
Tabatha	Presley	Tabpresley69@gmail.com	Stockbridge
Tamisha	Henry	Househenry@gmail.com	Hampton
Tara	Wright	Tarawright749@gmail.com	McDonough
Tasha	Scott	Tasha.estelle1@gmail.com	N/A
Tejas	Kotak	tkotak013@gmail.com	N/A
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Tynisha	Edwards	tynishae@gmail.com	N/A
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Wayne	Smith	wsmith@dwsdgi.com	McDonough
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Yvonne	Pearce	yvonne@yapearce.com	Locust Grove

