



Sec. 10 Implementation

Section Summary

The ability to prepare for growth associated with Fort Stewart/Hunter Army Airfield necessarily entails both individual community actions, as well as regional and public-private partnerships. This Implementation Plan organizes the recommendations of the previous ten resource area sections into a series of specific action steps and identifies associated timeframe, implementing partners, and possible funding sources.

The tables that follow are intended to guide community and service providers actions in the years ahead and to support investment and policy decisions that continue to promote quality of life for military members and the regions' residents.



Fort Stewart Growth Management Plan Implementation Strategy Matrix		Implementation Partners		Implementation Timing			Est. Public Cost	Funding Sources	Additional Info
		Public	Private and Not-For-Profit	Short 2010-2012	Mid- 2013-2015	Long 2016-2030			
Healthcare and Social Services									
ISSUE:	Population growth will continue, exacerbating the existing shortage of medical providers								
GOAL:	Increase the number of health care providers in the region								
Objective:	Recruit and retain additional primary care providers								
Action 1:	Convene a local health planning board to spearhead the issue	LG-PH-LHA		X			(--)		
Action 2:	Examine the potential to coordinate or consolidate local health planning efforts with larger network providers located in Savannah	LG-LHA		X			(--)		
Action 3:	Examine the potential for the development of federal coordination and funding to permit military and non-military providers to work in partnership	LG-PS-FS		X			(--)		
Action 4:	WACH and local network should create a joint recruiting effort in the search for providers	LG-PS-FS		X			(--)		
Action 5:	Explore opportunities to improve access to providers in rural and less populated areas of the region	LG-PH			X		(--)		
ISSUE:	There is a disproportionate number of providers in the local community that accept TRICARE								
GOAL:	Ensure that an adequate network of care exists in the local community to serve members and dependants that are referred out to the local network for service								
Objective:	Increase the number of health care providers in the region that accept TRICARE								
Action 1:	The local community should work towards obtaining a waiver through the TRICARE network, increasing reimbursement and potentially increasing the number of providers that accept TRICARE	LG-LHA-FS		X			(--)		
ISSUE:	There are a number of service agencies in the community that are available for assistance to soldiers and community members that are underutilized								
GOAL:	Increase awareness of and access to providers and provider organizations								
Objective:	Ensure that those in need of a defined service have knowledge and access to the provider								
Action 1:	Create a community handbook that identifies the services providers in the area to be made available to new soldiers/residents of the area	LG-FS	SSP	X	X		(--)		
Action 2:	Have providers partner with local medical facilities or school districts to host community fairs or make information available through take away documents	PH-PS-FS	SSP	X	X		(--)		
Action 3:	Increase the number of programs, and ensure physical access to the programs, for children after school and during period of school break	PS-LG	SSP		X		(--)		
ISSUE:	The population in Liberty and Bryan County is growing older in terms of the percentages of people aged 65 years or older								
GOAL:	Ensure that the resources and facilities needed to support this cohort are present and functional								
Objective:	Provide for an aging population								
Action 1:	Ensure that the network resources can accommodate for the health, travel, housing, and social service needs of an aging cohort	LG-LHA-PH	SSP		X	X	(--)		
Action 2:	Consider inclusionary zoning that permits the establishment of age-restricted housing	LG			X		(--)		
ISSUE:	As the population continues to increase, commensurate needs for child care will also increase								
GOAL:	Ensure that providers exist to manage the demand for services in the future								
Objective:	Provide childcare for all requiring it								
Action 1:	Long County is likely to see a need for more providers in the short term and needs to monitor its population closely and assist willing providers in establishing facilities	LG	SSP	X			(--)		
Action 2:	Other counties should conduct period census of capacity to ensure that capacity is keeping tract with demand	LG	SSP		X		(--)		
Action 3:	Ensure assistance is available for those interested in beginning the process for home based care	LG		X	X	X	(--)		

Cost Key:

- (A) \$0-\$25,000
- (B) \$25,000-\$50,000
- (C) \$50,000-\$100,000
- (D) \$100,000-\$250,000
- (E) \$250,000-\$500,000
- (F) \$500,000-\$750,000
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IMPLEMENTATION CODES

PUBLIC SECTOR

- CC – City or County Council/Commission
- GDOT - Georgia Dept of Transportation
- LG - Local Governments
- PC – Planning Commission/Department
- RC - Regional Commission
- FS - Fort Stewart
- PH - Local Public Health Department
- PS - Public School System
- PP - Public Process
- LHA - Local Hospital Authority

PRIVATE SECTOR/NON-PROFIT

- RE - Realtors
- SSP - Social Service Providers

FUNDING SOURCES

- GR - General Revenue
- GA- State Revenue Source
- SID - Special Improvement Districts
- BID - Business Improvement Districts
- TID - Tax Increment Districts
- CDBG - Community Development Block Grants
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		Public	Private and Not-For-Profit	Short 2010-2012	Mid-2013-2015	Long 2016-2030			
Public Services									
ISSUE:	Population growth will require expanded capacity of all public utilities								
GOAL:	<i>Ensure availability of utilities is adequate to support growth</i>								
Objective:	<i>Coordinate resources within and among the counties to develop strategies to meet the public utility needs for future populations</i>								
Action 1:	Establish a regional water planning commission to explore unified options for creating and distributing water	LG-PC-FS		X			(--)		
Action 2:	Complete accurate inventory of existing system facilities and transmit to mapping component	LG		X			(--)		
Action 3:	Evaluate existing surface water resources for potential use as public water source	LG-PC-FS			X		(--)		
Action 4:	Establish a service delivery strategy to less populated portions of the region to reduce the reliance on well and septic	LG-PC			X				
Action 5:	Complete Master Planning for all utility to allow for better programmatic maintenance program and capital planning efforts	LG			X				
Action 6:	Commence strategic planning efforts to ensure long-term capacity for solid waste disposal is in place	LG				X	(--)		
ISSUE:	The reliance on individual well and septic systems to support new development has created undefined impacts to the environment								
GOAL:	<i>Ensure that future development patterns rely on sound environmental and land use planning techniques</i>								
Objective:	<i>Improve/maintain environmental quality through reduction in the use of individual septic and wells to facilitate new development</i>								
Action 1:	Commence and analysis of the environmental impacts in areas of heavy septic usage as a baseline to define the steps needed to correct defined deficiencies in environmental health	LG		X			(--)		
Action 2:	Determine the areas of the community suitable for septic usages and then determine the capacity threshold of the study areas regarding the ability to support septic usage	PC-LG		X	X		(--)		
Action 3:	Reconcile the development patterns and permit approvals to align with area capable of being served with public utilities or within the threshold of septic usage	LG-PC		X	X		(--)		
Action 4:	Explore opportunities for water conservation and reuse to reduce reliance water withdrawals for purposes other than drinking water supply	LG-PC		X	X		(--)		

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EDUCATION									
ISSUE:	Population growth will continue, stressing the physical capacities of existing facilities								
GOAL:	Ensure public schools districts are comprehensively prepared to support additional students								
Objective:	Maintain strategic planning efforts								
Action 1:	Maintain census of available spaces to ensure all available resources that can provide physical space for learning are utilized.	PS		X	X	X	(--)		
Action 2:	Establish a protocol and maintain coordination with permitting agencies to ensure ongoing and approved developments that impact schools or enrollment are accounted for in long range planning efforts.	PS-PC		X	X	X	(--)		
Action 3:	Establish a protocol and maintain coordination with Fort Stewart to ensure that fluctuations in troop strengths that could impact enrollment are accounted for in long range planning efforts.	PS-FS		X	X	X			
ISSUE:	Population growth may not be uniform within the service area, resulting in greater demand in some facilities while leaving other unaffected								
GOAL:	Ensure public schools districts are adequately prepared to support additional students at each facility								
Objective:	Monitor attendance at each facility								
Action 1:	Bryan County should explore adjusting the student attendance to K-5 in a single facility and rely upon attendance zones to determine enrollment patterns. The resultant outcome could reduce transportation costs in the Richmond Hill area and allow for future building construction (for new schools) to occur in geographically rather than concentrated in the urban core.	PS		X			(--)		
Action 2:	Establish a protocol and maintain coordination with permitting agencies to ensure ongoing and approved developments that impact schools or enrollment are accounted for in long range planning efforts.	PS-PC		X	X	X	(--)		
Action 3:	Complete attendance zone analysis on periodic basis to ensure balance among enrollment figures is commensurate to the physical and administrative capacity of the facility	PS			X	X	(--)		
ISSUE:	School Districts face budget challenges that are exacerbated in growth conditions								
GOAL:	Ensure public schools districts are obtaining all available sources of funding which they are entitled to receive while leveraging existing resources to serve the student populations								
Objective:	Maintain strategic planning efforts								
Action 1:	Ensure accurate census of students in taken each year to determine the qualifying receipt of Federal Impact Aid funding	PS		X			(--)		
Action 2:	Explore other financial tools, such as impact fees to supplement expenses associated with supporting growth	PS		X			(--)		
Action 3:	Coordinate with State and Federal legislators to reduce or eliminate the funding lag related to student enrollment figures	PS		X	x	x	(--)		
Action 4:	As growth occurs, explore alternatives to physical construction, such as adjusting student:teacher ratios to attendance zones	PS			x	x	(--)		

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LAND USE AND OPEN SPACE - TATTNALL COUNTY									
ISSUE:	The county lacks quality growth policy tools outside of its cities								
GOAL:	<i>Establish a policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Assess feasibility of county-wide land use regulation	CC, RC, PP		x			A	GR	
Action 2:	Explore a simplified conventional zoning alternative that would enable the protection of natural resources, the provision of efficient service delivery, and the prevention of land use conflicts	CC, RC, PP				x	B	GR	
Action 3:	Update land use regulations in Glennville to include mixed uses, walkability, design standards and conservation subdivisions	CC, RC, PP		x			B	GR	
ISSUE:	Redevelopment and infill growth could alter the physical character of downtown Glennville								
GOAL:	<i>Protect the distinctive character of downtown</i>								
Action 1:	Create a downtown master plan	CC, RC	DBA		x		C	GR, BID	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Expand inventory of recreational facilities, open space, natural areas, parks, and trails</i>								
Action 1:	Add approximately 150 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Growth continues to occur in areas outside of municipal boundaries and established service areas								
GOAL:	<i>Plan for adequate infrastructure capacity to support expected growth</i>								
Action 1:	County and municipalities should fully coordinate infrastructure planning and integrate plans from multiple providers to create a coherent strategy for service delivery	CC, LG		x			A	GR	
ISSUE:	The county lacks update mapping information and in-house GIS technology								
GOAL:	<i>Provide easily accessible mapping information on natural areas, land uses, and infrastructure</i>								
Action 1:	Enhance Local Planning Capacity through "smart" pdf maps that can access GIS data	CC, RC, LG		x			A	GR, RC	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct corridor study for Highway 301	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	C	GR, GDOT	

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LAND USE AND OPEN SPACE - LONG COUNTY AND LUDOWICI									
ISSUE:	The county inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Revisit Unified Development Code to add provisions related to mixed uses, walkability, form-based design standards and conservation subdivisions	CC, RC			x		A	GR	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Expand inventory of recreational facilities, open space, natural areas, parks, and trails</i>								
Action 1:	Add approximately 80 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Growth continues to occur in areas outside of municipal boundaries and established service areas								
GOAL:	<i>Plan for adequate infrastructure capacity to support expected growth</i>								
Action 1:	Conduct a small area study for the rapidly growing eastern and central portions of the county	CC, LG, FSGMP, RC		x			A	GR, OEA	
Action 2:	Develop a set of policies to reduce reliance on septic systems and plan for infrastructure extensions in rapidly growing portions of the county	CC, LG		x			A	GR	
ISSUE:	The county/city lacks update mapping information and in-house GIS technology								
GOAL:	<i>Provide easily accessible mapping information on natural areas, land uses, and infrastructure</i>								
Action 1:	Enhance Local Planning Capacity through "smart" pdf maps that can access GIS data	CC, RC, LG		x			A	GR, RC	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Revisit corridor study for US Highway 84	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 2:	Conduct corridor study for Highway 301	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	C	GR, GDOT	

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LAND USE AND OPEN SPACE - CITY OF HINESVILLE									
ISSUE:	The county inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Establish a traditional neighborhood or compact-lot, mixed use zoning district	CC, PC		x			A	GR	
Action 2:	Initiate the pedestrian retrofitting of established residential, commercial and institutional areas by adding pedestrian amenities, sidewalks, trails and bicycle access	CC, PC, GDOT		x	x		F-G	GR, GDOT, BID	
Action 3:	Increase the flexibility of residential districts to accommodate compact and diverse housing types	CC, PC		x			A	GR	
Action 4:	Adopt a military influence zoning district for areas around Fort Stewart	CC, FS, RC, LG, FSGMP		x			A	GR, OEA	
	Create Unified Development Ordinance with all municipalities)	CC, RC, LG, FSGMP			X		D	GR, RC	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Create an integrated county-wide framework for open space, natural areas, parks, and trails</i>								
Action 1:	Implement County-Wide Green Infrastructure Plan	CC, LG, PP, RC			x		B	GR, CF	
Action 2:	Add approximately 115 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Growth continues to occur in areas outside of municipal boundaries and established service areas								
GOAL:	<i>Plan for adequate infrastructure capacity to support expected growth</i>								
Action 1:	Create a coherent strategy for service delivery through joint master land use development plans and interlocal service agreements	CC, LG, PC		x			A	GR	
ISSUE:	Natural business cycles, redevelopment, and infill could alter the physical character of downtown Hinesville								
GOAL:	<i>Attract investment and infill activity and protect existing historic character</i>								
Action 1:	Conduct an overall downtown master plan to inventory the core's historic assets and design elements and to coordinate an overall strategy that aligns economic development,	CC, PC	DBA	x			B	GR, BID	
Action 2:	Conduct an inventory of available brownfield, greyfield and surface lot sites and vacant buildings	CC, PC, DBA		x			B	GR, BID	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct a corridor study for US Highway 17	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 2:	Revisit corridor study for US Highway 84	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 3:	Conduct corridor studies for Highways 196 and 119	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	E	GR, GDOT	

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LAND USE AND OPEN SPACE - LIBERTY COUNTY AND MUNICIPALITIES									
ISSUE:	The county inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Establish a traditional neighborhood or compact-lot, mixed use zoning district	CC, PC		x			A	GR	
Action 2:	Adopt farmland protection policies	CC, PC		x			A	GR	
Action 3:	Adopt a conservation subdivision ordinance	CC, PC		x			A	GR	
Action 4:	Adopt a military influence zoning district for areas around Fort Stewart	CC, FS, RC, LG, FSGMP		x			A	GR, OEA	
Action 5:	Enhance the overall connectivity, walkability, and pedestrian orientation of new residential subdivisions and commercial developments	CC, PC		x			A	GR, OEA	
Action 6:	Increase open space set-asides in new residential subdivisions	CC, PC		x			A	GR, OEA	
Action 7:	Implement countywide design standards or overlay districts to guide the development and attract quality growth	CC, PC		x			A	GR, OEA	
Action 8:	Create Unified Development Ordinance with all municipalities)	CC, RC, LG, FSGMP			X		D	GR, RC	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Create an integrated county-wide framework for open space, natural areas, parks, and trails</i>								
Action 1:	Implement County-Wide Green Infrastructure Plan	CC, LG, PP, RC			x		B	GR, CF	
Action 2:	Add approximately 500 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Growth continues to occur in areas outside of municipal boundaries and established service areas								
GOAL:	<i>Plan for adequate infrastructure capacity to support expected growth</i>								
Action 1:	Create a coherent strategy for service delivery through joint master land use development plans and interlocal service agreements	CC, LG, PC	x				A	GR	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct a corridor study for US Highway 17	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 2:	Revisit corridor study for US Highway 84	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
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LAND USE AND OPEN SPACE - BRYAN COUNTY									
ISSUE:	The county inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Establish a traditional neighborhood or compact-lot, mixed use zoning district	CC		x			A	GR	
Action 2:	Adopt farmland protection policies	CC		x			A	GR	
Action 3:	Adopt Part V environmental planning criteria	CC		x			A	GR	
Action 4:	Adopt a military influence zoning district for areas around Fort Stewart	CC, FS, RC, LG, FSGMP		x			A	GR, OEA	
Action 5:	Create Unified Development Ordinance with all municipalities)	CC, RC, LG, FSGMP				x	D	GR, RC	
Action 6:	Explore a Joint City/County Planning Entity	CC, LG, PC				x	D	GR	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Create an integrated county-wide framework for open space, natural areas, parks, and trails</i>								
Action 1:	Implement County-Wide Green Infrastructure Plan	CC, LG, PP, RC			x		B	GR, CF	
Action 2:	Add approximately 400 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct a corridor study for US Highway 17	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 2:	Conduct corridor studies for US Highway 280 and Highways 196 and 119	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	E	GR, GDOT	

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LAND USE AND OPEN SPACE - RICHMOND HILL									
ISSUE:	The city is inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a specialized set of land use and design standards</i>								
Action 1:	Require higher densities and increased housing diversity in core areas	CC, PC		x			A	GR	
Action 2:	Adopt form-based codes or design guidelines to promote a consistent sense of place and attract quality development, particularly along Highway 17 and Highway 144	CC, PC		x			A	GR	
Action 3:	Enhance the overall connectivity, walkability, and pedestrian orientation	CC, PC		x			A	GR	
Action 4:	Adopt a military influence zoning district for areas around Fort Stewart	CC, FS, RC, LG, FSGMP		x			A	GR, OEA	
Action 5:	Create Unified Development Ordinance with all municipalities)	CC, RC, LG, FSGMP				x	D	GR, RC	
Action 6:	Explore a Joint City/County Planning Entity	CC, LG, PC				x	D	GR	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Participate in an integrated county-wide framework for open space, natural areas, parks, and trails</i>								
Action 1:	Implement City-Wide and County-Wide Green Infrastructure Plan	CC, LG, PP, RC			x		B	GR, CF	
Action 2:	Add approximately 80 acres of open space and recreational facilities to meet population growth	CC		x	x	x	D	GR, CF	
ISSUE:	Redevelopment and infill growth could alter the physical character of downtown Richmond Hill								
GOAL:	<i>Protect the distinctive character of downtown</i>								
Action 1:	Create a downtown master plan	CC, RC	DBA		x		C	GR, BID	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct a corridor study for US Highway 17	CC, LG, PP, RC, GDOT, HAMPO, FSGMP		x			C	GR, GDOT	
Action 2:	Conduct corridor studies for US Highway 280 and Highways 196 and 119	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	E	GR, GDOT	

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LAND USE AND OPEN SPACE - PEMBROKE									
ISSUE:	The city is inconsistent in the application of quality growth policy tools								
GOAL:	<i>Strengthen the existing policy framework and adopt a minimum set of land use, design and environmental protection standards</i>								
Action 1:	Enhance the overall connectivity, walkability, and pedestrian orientation of new residential subdivisions and commercial developments	CC		x			A	GR	
Action 2:	Increase open space set-asides in new residential subdivisions	CC		x			A	GR	
Action 3:	Adopt a military influence zoning district for areas around Fort Stewart	CC, FS, RC, LG, FSGMP		x			A	GR, OEA	
Action 5:	Create Unified Development Ordinance with all municipalities)	CC, RC, LG, FSGMP				x	D	GR, RC	
Action 6:	Explore a Joint City/County Planning Entity	CC, LG, PC				x	D	GR	
ISSUE:	Increasing population and ongoing growth will require additional space and parkland								
GOAL:	<i>Participate in an integrated county-wide framework for open space, natural areas, parks, and trails</i>								
Action 1:	Implement City-Wide and County-Wide Green Infrastructure Plan	CC, LG, PP, RC			x		B	GR, CF	
ISSUE:	Redevelopment and infill growth could alter the physical character of downtown Pembroke								
GOAL:	<i>Protect the distinctive character of downtown</i>								
Action 1:	Create a Design Review Board, Historic Preservation Commission or similar advisory body	CC	DBA		x		B	GR, BID	
Action 2:	Create a downtown master plan	CC, RC	DBA		x		C	GR, BID	
ISSUE:	The city lacks update mapping information and in-house GIS technology								
GOAL:	<i>Provide easily accessible mapping information on natural areas, land uses, and infrastructure</i>								
Action 1:	Enhance Local Planning Capacity through "smart" pdf maps that can access GIS data	PC, RC		x			A	GR, RC	
ISSUE:	Corridors are likely to anchor significant future commercial and residential activity								
GOAL:	<i>Plan for an appropriate transitions, landscape and design standards, protection of historic and scenic elements and gateway features</i>								
Action 1:	Conduct corridor studies for US Highway 280 and Highways 196 and 119	CC, LG, PP, RC, GDOT, HAMPO, FSGMP				x	E	GR, GDOT	

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Fort Stewart Growth Management Plan Implementation Strategy Matrix - Workforce Development		Implementation Partners		Implementation Timing			Est. Public Cost	Funding Sources
		Public	Private and Not-For-Profit	Short 2010-2012	Mid-2013-2015	Long 2016-2030		
WORKFORCE DEVELOPMENT								
WORKFORCE DEVELOPMENT								
ISSUE:	Enhancing Basic Labor Force Skills - Multiple interviews with technical college representatives and industry leaders alike have indicated that many workers do not possess strong work skills or reliability. Basic work skills such as daily attendance and arriving on-time have been noted as problems by both employers and workforce training programs. To address this problem, there is a work ethics component in all of the technical college courses. However, there may need to be more focused attention at earlier ages such as middle school or high schools.							
GOAL:	<i>Ensure workforce has basic skills necessary for obtaining and holding industry jobs</i>							
Action 1:	Incorporate work ethic and career guidance into middle and high school core curriculum	PS		X			(--)	GR/GA
Action 2:	Create a new "career academy" high school (partnership of public high schools and technical colleges)	PS, TC				X	(--)	GR
ISSUE:	Improve Awareness of Technical Training Programs - Some local employers are not fully aware of the programs offered at the technical colleges that may be beneficial to their companies' workforce training needs.							
GOAL:	<i>To increase marketing and acceptance of technical training and certificate programs among industry leaders</i>							
Action 1:	Create a marketing strategy targeting local companies' human resource departments	TC		X			B	GR
Action 2:	Conduct semi-annual follow-up with companies receiving training assistance to monitor program effectiveness	TC		X			A	GR
Action 3:	Prepare direct mail marketing materials on training programs and target local companies with over 50 employees	TC, ED		X			A	DL
Action 4:	Conduct a rolling, annual company visitation program to ensure awareness of training programs and opportunities	TC, ED		X			A	GR
ISSUE:	Military Spouse and Military Dependent Job Opportunities - The Army Career and Alumni Program (ACAP) offer job fairs that are usually held twice a year (during non-deployment years). The target audience of the job fairs is transitioning soldiers, who have finished their enlistment term. Dependents of military personnel are welcome to attend. However, there is not a job fair held specifically for military spouses. In addition, Family Employment Readiness Services offer career coaching, job search assistance, etc. It is recommended other programs and training opportunities be created targeting military spouses.							
GOAL:	<i>Increase job recruitment opportunities and job training opportunities for military spouses and dependents</i>							
Action 1:	Create job fairs targeted to military spouses and dependents	ACAP, FERP, FSGMP			X		B	FS
Action 2:	Create "Work Skills 101" program. This is a two-week program that teaches participants basic job skills, such as interview preparation, resume writing, and PC basics such as Microsoft Word, Excel, Internet and e-mail.	PS, WIB, FS			X		D	FS
Action 3:	Assist dependents and spouses in obtaining a Career Readiness Certificate (CRC). Once the certificate is received, the military spouse or dependent can use it as an attachment to their resume to show employers that they are proficient in basic job skills.	PS, WIB, FS			X		D	FS
ISSUE:	Advanced Degree Educational Opportunities - Currently, the region's education, workforce, and training programs are preparing workers that have basic skill levels, but lack technical proficiency or advanced degrees. The immediate Fort Stewart region is not well served by colleges and universities offering four-year baccalaureate degrees or post graduate and doctoral degrees. Most of the higher level college institutions are located just outside of the Fort Stewart Region. In addition, the State of Georgia's major four-year institutions (i.e., University of Georgia, Georgia Tech, Georgia Southern, etc.) do not have a major presence within the region and do not offer distance learning opportunities through local technical colleges.							
GOAL:	<i>To strengthen diversity and availability of broad educational opportunities and degree programs in the region</i>							
Action 1:	Research and coordinate efforts on the potential of creating a distance-learning programs with Georgia's major four-year institutions	TC				X	(--)	GR, GA
ISSUE:	Meeting Industry Needs - The technical colleges and Georgia Department of Labor conduct economic development outreach and coordinate and communicate directly with regional industries. It is imperative that communication is maintained between local industries, technical colleges, and the GA Department of Labor.							
GOAL:	<i>To create effective working relationships between workforce training providers and industry leaders</i>							
Action 1:	Create semi-annual industry roundtable with industry leaders, economic developers, and other business organizations	DL, TC, ED		X			A	GR
Action 2:	Survey local companies to identify potential needs and ensure awareness of programs and opportunities	DL, TC		X			A	GR

Fort Stewart Growth Management Plan Implementation Strategy Matrix - Workforce Development		Implementation Partners		Implementation Timing			Est. Public Cost	Funding Sources
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ISSUE:	Diversifying Economy - Economic diversification is needed throughout the four-county Fort Stewart region to ensure adequate military spouse employment opportunities and to maintain quality of life.							
GOAL:	<i>To slowly diversify the region's job base resulting in greater private employment opportunities at all skill levels</i>							
Action 1:	Update or conduct economic diversification studies in Bryan, Liberty, Long and Tattnall Counties	LG, CC, FSGMP		X			C	GR
Action 2:	Align educational programs with skills of local workforce and needs of regional employers	TC, ED		X			(--)	GR
Action 3:	Provide incentives for commercial and/or industrial-based companies to locate in the region	LG				X	G	GR

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- PS - Public School System
- PP - Public Process
- TC- Technical Colleges
- ACAP - Army Career and Alumni Program
- FERP - Family Employment Readiness Program
- WIB - Workforce Investment Board
- DL - Department of Labor
- ED - Economic Developer Organization

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Fort Stewart Growth Management Plan Implementation Strategy Matrix - Housing		Implementation Partners		Implementation Timing			Est. Public Cost	Funding Sources
		Public	Private and Not-For-Profit	Short 2010-2012	Mid- 2013-2015	Long 2016-2030		
HOUSING								
HOUSING								
ISSUE:	Monitoring New Development - The close link between military mission and housing demand requires monitoring in order to better meet housing needs and to reduce the risk of overbuilding as seen in the wake of the cancellation of the 5th brigade.							
GOAL:	To create a "living" database and map graphic displaying the location and status of proposed residential developments. The process would also define a protocol for updating/maintaining the map, as well as making the public access widely available.							
Action 1:	Establish and maintain a residential development tracking database to inform the development community of on-going and "pipeline" projects	CG, PC, LG, FSGMP		X			B	GR
ISSUE:	Concentrate Residential Development - Many stakeholders interviewed for this study expressed concern over the way planned housing developments are scattered across the region. Developing housing in this manner will likely provide undue strains on public services							
GOAL:	Focus future residential development in and near established areas							
Action 1:	Encourage development in areas properly served by municipal services and infrastructure (where available)	PC, CG			X		A	GR
Action 2:	Increase restrictions on residential development in sensitive areas (i.e., wetlands or other low-lying areas)	PC		X			A	GR
Action 3:	Hold developer/builder outreach forums to disseminate relevant information and findings from the regional growth management plan	PC, CG		X			A	GR
ISSUE:	Lack of community amenities in apartment complexes and residential subdivisions							
GOAL:	Encourage development of new apartment complexes and subdivisions with higher level of amenities							
Action 1:	Survey military and civilian households to determine local housing preferences and provide information to developers	FS, PC				X	A	GR
Action 2:	Provide density bonuses and/or other financial incentives to increase localized multi-family housing	PC			X		A	GR
Action 3:	Provide enhanced development standards for residential subdivision and apartment development	PC		X			A	GR
ISSUE:	Diversity Rental Housing Stock - There is a large rental population in the region, especially in Liberty County, however there does not appear to be a great diversity in the types of rental properties available. Many rental properties are conversions of single family homes.							
GOAL:	Increase diversity of rental housing stock							
Action 1:	Track and publish regional rental data. Periodic reporting on the regional rental market will help real estate developers make more informed decisions about the size, location, and scale of new developments	PC, FSGMP	RE			X	A-B	GR

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Public Safety									
ISSUE:	Increases in population will demand commensurate increases in services								
GOAL:	<i>Maintain or improve level of service for the local public safety agencies</i>								
Objective:	<i>Continue to provide for the safety of a growing population without service disruption</i>								
Action 1:	Formally adopted mutual aid agreements to solidify assistance coordination	LG		X			(--)		
Action 2:	Establish a protocol to keep safety leaders and emergency management official up to date on temporary and long-term changes to the development patterns	LG-PC		X			(--)		
Action 3:	Establish a capital plan to ensure that upgrades to staff and equipment keep pace with population growth	LG-PC			X		(--)		
Action 4:	Establish a plan to reduce reliance on volunteer fire department staffing levels	LG-PC			X		(--)		
							(--)		
ISSUE:	The cost of providing effective service can be expected to increase without commensurate increases in sources of revenue								
GOAL:	Seek opportunities for shared expenditures that do not reduce effectiveness of service								
Objective:	<i>Look for opportunities to consolidate services when possible</i>								
Action 1:	<i>Explore the use of a single housing facility for prisoner needs on a regional basis as a means to reduce costs of providing smaller housing units in each community</i>	LG			X		(--)		
Action 2:	<i>Explore joint use of existing facilities, such as fire stations or local police office facilities to use as satellite base for sheriff patrols</i>	LG			X		(--)		
Action 3:	<i>Explore the consolidation of the Long County and Ludowici public safety agencies to reduce redundancy in service, expand coverage and reduce expenditures</i>	LG			X		(--)		
Action 4:	Adopt Crime Prevention through Environmental Design measures to reduce the potential for new and existing construction to encourage criminal activity	PC-LG		X	X	X			

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- LHA - Local Hospital Authority

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