



**Chapter 11:
Implementation**

11. Implementation Strategy

The Fort Gordon Regional Growth Management Plan (GMP) evaluates the potential impacts of growth at Fort Gordon and assesses strategies to manage growth in way that benefits both civilian and military communities. The recommendations in the previous sections provide a practical, coordinated approach to the continued success of the communities within the Study Area.

Each of the recommendations incorporates one or more actions that can be implemented to mitigate impacts to transportation facilities, fire and emergency services, police services, the Study Area's economy and employment, education, health care, childcare, housing, and infrastructure. The recommended strategies function as tools to aid the community in their goal of ensuring the continued sustainability of the military mission at the Installation and the efficient operation of the surrounding communities.

The question then becomes, "How do we implement the recommendations?" The process for implementation can be confusing and complicated. The recommendations themselves vary as well as the processes and procedures of the municipalities implementing them. However, if the recommendations remain as words in a report, the intent of the plan is not accomplished. Through actual implementation, the community and the military are able to fulfill the goal of the GMP and work together to create a thriving community while maintaining support for the mission at Fort Gordon.

11.1. Recommendation Implementation

The recommendations from Chapters 3 through 10 of the GMP were provided in a spreadsheet to members of the Advisory Group for their input on ranking and prioritization. Each member of the Advisory Group was asked to consider the importance of the recommendation and its achievability, and rank each of these factors on a scale of 1-4, with one being the most important or achievable and four being the least important or achievable. The average score for importance, achievability, and overall score for each recommendation was then calculated.

For most of the recommendations, the differences in average scores between importance and achievability were less than one. However, nine of the recommendations were seen as being more achievable than important, with differences in average scores of greater than one. There were no recommendations that were seen as being greatly more important than achievable.

The recommendations have been organized into three priority groups based on the average total score of the rankings. Priority Group One represents the most achievable and important, Priority Group Two represents the moderately achievable and important, and Priority Group Three represents the least important and achievable.

11.1.1. Priority Group One

Transportation

3.6: Improvements to Avenue of the States/Tobacco Road (Gate 5)	
Responsible Party: Augusta MPO; County Government	Priority: Group One
Discussion: Install traffic signals at both ramp terminals	
Timeline:	Within 10 years
Estimated Costs:	\$635,000 to \$750,000
Financing Mechanisms:	Federal, State, and Local Transportation funds
Indicator:	Inclusion in the MPO's schedule of improvements or the CSRA T-SPLOST

Public Services – Fire and EMS

4.1: Advertise volunteer fire department opportunities with new Cyber Command elements moving into the area and identify qualified potential volunteers currently on Fort Gordon living in surrounding communities.	
Responsible Party: Local Fire Departments	Priority: Group One
Discussion: In order to increase participation in local volunteer fire departments, notify new personnel coming into the area about the opportunity to volunteer. Local fire departments should coordinate with the Installation to identify ways to notify potential recruits.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal, limited to printing materials for sending out or time for sending out emails.
Financing Mechanisms:	Local Volunteer fire Department's existing budgets
Indicator:	Number of new recruits.

4.4: Close gaps in fire service response times – use a drive time analysis to identify areas that are not adequately served by existing fire stations to plan the locations of future fire stations to close service gaps.	
Responsible Party: Local Fire Departments	Priority: Group One
Discussion: Use a drive time analysis to identify areas that are outside of the minimum response time window. Use these under-served areas to identify locations for future fire stations to improve fire service coverage.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be moderate, associated with hiring a consultant to perform the drive time analysis and produce a report.
Financing Mechanisms:	Local regular and Volunteer Fire Departments' existing budgets; additional funds, grants or fundraising may be needed.
Indicator:	Report identifying the locations of the gaps in service.

4.5: Apply for grants, including Federal Emergency Management Agency (FEMA) grants: Assistance to Firefighters Grants, FEMA Fire Prevention and Safety Grants, FEMA Staffing for Adequate Fire and Emergency Response Grant, and state grants for firefighting assistance	
Responsible Party: Local Fire Departments, CSRA Regional Commission	Priority: Group One
Discussion: Administered by the Federal Emergency Management Agency, these grant programs help firefighters and other first responders obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to provide fire and EMS services to the public, reduce injuries and prevent deaths related to fire hazards among high-risk population, enhance fire department abilities to comply with staffing, response, and operational standards established by the National Fire Protection Association, and to increase firefighting capacity.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal, as existing staff who apply for grants on behalf of local fire departments can add this grant to their activities.
Financing Mechanisms:	If additional personnel or additional hours for existing personnel is needed, each department’s typical source for salaries can be used.
Indicator:	Completed grant applications; amount of grant funding awarded

Public Services – Police

4.12: Expand recruitment efforts	
Responsible Party: Local Law Enforcement Agencies	Priority: Group One
Discussion: Having an online recruitment website separate from the municipal website that highlights the day-to-day aspects of the job, can bring in applicants.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal, limited to the cost of creating and maintaining an additional website
Financing Mechanisms:	Typical revenue or grant funding
Indicator:	Website centered on recruitment of new officers

Employment, Economic Development, and Workforce Development

5.4: Leverage Existing Initiatives and Investments in Cyber at Fort Gordon	
Responsible Party: CSRA Alliance for Fort Gordon	Priority: Group One
Discussion: Fort Gordon is experiencing tremendous investment and growth due to the movement of U.S. Army Cyber Headquarters from facilities in Virginia, Maryland, and Washington, DC. This expansion includes over 80 major construction and renovation projects that will bring nearly \$2 billion of investment over the next ten years. This development includes projects like the Cyber Center Schoolhouse and Army Cyber Headquarters. The Fort is in tremendous position to continue leveraging these investments to promote future economic development. A working group within the CSRA Alliance for Fort Gordon could be formed to identify specific opportunities for public private partnerships that capitalize on the Fort’s strengths. This includes cyber but also energy related investments.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Funding for this initiative could be provided by the Economic Development Administration, FCC Universal Service Fund, as well as the Department of Agriculture. USDA grants that could be eligible include USDA Rural Development, USDA Telecommunications Infrastructure Loan Program, and USDA Community Connect Grant Program.
Indicator:	Establishment of a working group

Education

6.1: School boards annually track school facility needs including need for new schools and facility renovations. Continue these efforts and collaborate with local planning departments to track new residential growth to identify where growth and demand will be highest.	
Responsible Party: School Board	Priority: Group One
Discussion: The location of future growth will determine where new schools are needed. School boards should coordinate with local planning departments to identify where new development is going to be located and determine what the future needs for schools will be.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal
Financing Mechanisms:	Regular School Board budget
Indicator:	Formalized coordination activities between the School Board and local planning departments.

6.7: Work with community planners to identify upcoming large-scale residential developments, including large-scale residential rezoning applications. Partner with developers for dedication of future school sites.	
Responsible Party: School Boards, Planning Departments	Priority: Group One
Discussion: When new large scale residential developments are being rezoned, partner with community planners and developers for dedication of land for future school sites. This strategy has helped to provide land for a needed school in Dalton, Georgia in 2017. Donation of land for schools is supported by State of Georgia Code (GA Code §48-7-29.12) which provides a tax credit for the donation of real property to governmental agency or a bona fide charitable nonprofit organization.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Minimal; coordination activities could be performed by existing school board staff.
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Formal coordination mechanisms between the school board and planning departments.

Health Care

7.7: Communicate future hospital capacity needs to existing hospitals to assess current expansion planning.	
Responsible Party: Local economic development organizations, CSRA Regional Commission	Priority: Group One
Discussion: Hospitals are currently overindexed against national averages, which means that the Study Area has more hospitals per capita than the average American community. Growth will reduce that surplus but will not eliminated it. However, the presence of the large medical teaching facilities may somewhat misrepresent capacity, particularly if those facilities draw out-of-area patients. Based on anticipated growth rates, an additional capacity of roughly 1,585 hospital employees will be needed to maintain service levels at their current level in the face of increased growth. This is roughly the equivalent of a new hospital of average size in the area and suggests demand for an additional hospital to be built in the area, or at least significant hospital expansion.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Health Care philanthropy, medical schools, grants
Indicator:	Communications plan

7.9: Join working partnerships with on-Installation resources and public health agencies to understand and leverage current capacity to expand capacity to prevent and treat mental health and substance abuse issues.	
Responsible Party: Fort Gordon, local public health departments	Priority: Group One
Discussion: Aside from being impacted by the accelerated growth, mental health and substance abuse issues are likely to be disproportionately impacted by the addition of military personnel whose age profile falls into a more vulnerable area. Mental health providers, while a broader field than substance abuse, may provide a proxy measure for current capacity, and that occupation is notably underrepresented in the Study Area compared to national averages. Increasing the number of mental health providers by nearly double (180 to 338) would meet current national ratios. Working with the base is an obvious solution to this program. Substance abuse is also typically a high priority for public health departments.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Fort Gordon, local public health departments
Indicator:	Expanded mental health and substance abuse treatment capacity

Housing

8.6: Promote connections between local planners, developers, and builders to identify sites for future development and address challenges regarding land use, zoning, development regulations, and the building process.	
Responsible Party: Regional Housing Leadership Team	Priority: Group One
Discussion: Facilitating connections between those involved in the development of housing can lead to a streamlined process for development.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or regular staff time
Indicator:	Program for connecting builders and property owners

8.18: Ensure policies place considerable development constraints around the Installation.	
Responsible Party: Local Departments	Priority: Group One
Discussion: Development of housing for staff at the Installation must strike a delicate balance – close enough to minimize commute times and provide easy access, but far enough away that encroachment at the Installation is not a problem. Developing a series of policies that guide development around the installation can help with this challenge.	
Timeline:	Long-term
Estimated Costs:	Moderate (4-5 years)
Financing Mechanisms:	Grants or staff time
Indicator:	Development policies

8.19: Identify opportunities to leverage nontraditional incentives to promote housing development like Opportunity Zones, New Market Tax Credits, and Low-Income Housing Tax Credits.	
Responsible Party: Local Housing Departments	Priority: Group One
Discussion: The housing leadership team should consider non-traditional housing initiatives to address residential development challenges related to affordable, multi-family, and military housing. Potential strategies could leverage Opportunity Zones, New Market Tax Credits, and Low-Income Housing Tax Credits.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Identification of nontraditional incentive opportunities

8.21: Work with local and regional developers to encourage the use of New Market Tax Credits, and Low-Income Housing Tax Credits.	
Responsible Party: Local Planning Departments	Priority: Group One
Discussion: Low Income Housing Tax Credit (LIHTC) and New Market Tax Credits (NMTC) could help promote development in challenged areas with significant need for more affordable housing products. The Low-Income Housing Tax Credit (LIHTC) program aims to create affordable rental housing for low and very low-income families. Residents qualify for LIHTC if their income is less than 60% of the Area Median Income (AMI). These credits ensure rent limits for low-income residents but also allow developers to sell credits and generate revenue for projects to address funding gaps created by offering affordable units. Rent limits for the LIHTC Program are determined so that a household would only pay 30% of their income. NMTC's help with mixed use projects as they aim to stimulate business real estate investment in low-income communities in the United States. Projects that incorporate both commercial and residential uses can apply these credits to address funding gaps.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Programs encouraging the use of LIHTC and NMTC

Child Care

9.3: Inform local providers of upcoming demand increases so they can make growth decisions.	
Responsible Party: Fort Gordon; CSRA Regional Commission	Priority: Group One
Discussion: Work with local providers, perhaps through an industry working group, to provide input on expected personnel buildup and the projected number of children needing daycare. By working with providers ahead of time, they can take the steps necessary (additional space or employees) to provide childcare when new personnel arrive.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Communication path to notify local childcare providers of expected increases in demand for services.

9.6: Educate and raise awareness to families that there are resources available to them to help them get quality affordable childcare.	
Responsible Party: Fort Gordon	Priority: Group One
Discussion: There is a lack of education among new military families on resources available to help them such as Child Care Aware of America, which will provide financial assistance to military families based on their income.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Educational materials informing families of the options they have for childcare.

9.7: Increase CAPS threshold to allow more families to be eligible to receive help, including military families who are barely ineligible to receive help but need it.	
Responsible Party: Federal government/US Army	Priority: Group One
Discussion: Many families earn just above the income threshold needed to qualify for subsidies yet still need the assistance. As of October 2020, the CAPS threshold for initial eligibility is 50% of the state median income -\$33,688 for a family of three and \$40,105 for a family of four. Another challenge is that even if families that qualify under the CAPS threshold, they still need to afford the initial costs of settling into a facility pay costs for a few weeks until CAPS or other financial assistance is processed.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Increase in the CAPS threshold

9.11: Educate military families about quality childcare differentiators, for example, licensed versus unlicensed providers.	
Responsible Party: Fort Gordon	Priority: Group One
Discussion: In general, military families and area residents need more education on what quality childcare looks like to avoid inadvertently sending their child to an unregulated facility. Providers highlighted the importance of education and raising general awareness of resources available to families.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Education materials for families on childcare facilities

Implementation

11.1: Coordinate implementation activities with the Joint Land Use Study and Quality of Life efforts.	
Responsible Party: –CSRA Regional Commission	Priority: Group One
Discussion: Many of the implementation strategies outlined in this chapter overlap and complement implementation strategies being implemented through the Joint Land Use Study and the Quality of Life. In order to eliminate duplication of efforts, implementation of these strategies should be coordinated with the activities of both of those programs.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Coordination plan with Joint Land Use Study Implementation Group and Quality of Life group; Implementation of recommendations

11.2: Monitor best practices in growth management planning.	
Responsible Party: –CSRA Regional Commission	Priority: Group One
Discussion: In order to ensure that the implementation of the Growth Management Plan is achieving the highest level of effectiveness, monitoring trends and innovations in growth management plan should be done. This monitoring will allow ideas and innovations to be included in the implementation of the plan and create the most effective changes within the Study Area.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Designated staff person to monitor best practices in growth management planning

11.3: Develop partnerships with other growing installations.	
Responsible Party: Alliance for Fort Gordon/ CSRA Regional Commission	Priority: Group One
Discussion: Coordinate with the local governments around other growing installations to share strategies and learn from each other.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Partnership plan, list of installations and surrounding local governments

11.4: Engage in continuous coordination and planning with local governments and organizations who lead in the various Growth Management Plan topics.	
Responsible Party: Alliance for Fort Gordon/ CSRA - RC	Priority: Group One
Discussion: Establish coordination procedures to work with local governments and organizations within the Study Area. A working group with these entities, broken down into smaller technical groups can keep the members informed, ensure that strategies are shared, and reduce duplication of efforts.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Established working group for the Growth Management Plan

11.5: Prepare model Growth Management Plan language for local and regional plans.	
Responsible Party: Alliance for Fort Gordon/ CSRA Regional Commission	Priority: Group One
Discussion: Work with staff inside the CSRA – RC or hire a consultant to prepare model Growth Management Plan language for local governments in consider including in their plans. This model language will ensure that all local governments are working to meet the recommendations of the Growth Management Plan in a coordinated and uniform way.	
Timeline:	Short-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Report containing model language

11.6: Prepare and maintain a permanent GMP implementation website to serve as an information clearing house for stakeholders and the public.	
Responsible Party: –CSRA Regional Commission	Priority: Group One
Discussion: A permanent website, hosted through the Alliance or CSRA-RC will allow easy access to all of the documents and videos created for the Growth Management Plan. I will also serve as a convenient way to reach the public and make documents created by implementation activities accessible to the public.	
Timeline:	Ongoing
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Establish permanent website

11.7: Conduct recurring public engagement activities on the status of the GMP’s implementation.	
Responsible Party: Alliance for Fort Gordon/ CSRA - RC	Priority: Group One
Discussion: Establishing a regular or milestone-based schedule for recurring public engagement will allow the public to keep up with the progress of the Growth Management plan, and it will allow those implementing the plan to obtain public input when needed.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants to hire consultants, or regular staff costs if done in-house
Indicator:	Number of public engagement activities

11.8: Develop an annual implementation status report.	
Responsible Party: CSRA Regional Commission	Priority: Group One
Discussion: Compiling an annual status report will serve two functions: it will keep stakeholders up to date on implementation progress, and it will serve as a record of what was accomplished in the implementation of the growth management plan. Both of these functions are important to the implementation efforts – notification of progress made can keep interest and motivation going, both of which will impact the plan’s success.	
Timeline:	Ongoing
Estimated Costs:	Low
Financing Mechanisms:	Grant funding
Indicator:	Annual status report

11.9: Update the Growth Management Plan and Quality of Life data annually to measure progress.	
Responsible Party: CSRA Regional Commission	Priority: Group One
Discussion: Regular updates to selected metrics can provide and indicator of the Growth Management Plan’s success. This data is important to see if the recommended strategies are having the desired effect within the Study Area and to keep tabs on trends in the area to determine if recommendations are still valid or need to be adjusted to meet changing needs.	
Timeline:	Ongoing
Estimated Costs:	Moderate, depending upon data gathered and its presentation
Financing Mechanisms:	Grant funding
Indicator:	Updated data as part of the status report in Strategy 11.8

11.1.2. Priority Group Two

Transportation

3.1 – 3.3: Improvements to Gordon Highway and Jimmie Dyess Parkway/7th Avenue (Gate 1)	
Responsible Party: Augusta MPO, County Government	Priority: Group Two
Discussion: Construct a third eastbound turn lane; extend the northbound left-turn lane by 300 feet; Convert the southbound right-turn lane to a free-flowing movement.	
Timeline:	Within 5 years
Estimated Costs:	\$1,895,000 to \$2,235,000
Financing Mechanisms:	Federal, State, and Local Transportation funds
Indicator:	Inclusion in the MPO’s schedule of improvements or T-SPLOST

3.4 – 3.5: Improvements to Gordon Highway and Gate 6	
Responsible Party: Augusta MPO; County Government	Priority: Group Two
Discussion: Construct a third westbound exclusive left-turn; Construct a new interchange and connector from I-20 to Gate 6	
Timeline:	Within 10 years
Estimated Costs:	\$2,085,000 to \$2,450,000
Financing Mechanisms:	Federal, State, and Local Transportation funds
Indicator:	Inclusion in the MPO’s schedule of improvements or T-SLOST

Public Services – Fire and EMS

4.2: Conduct public service announcements and a public relations campaign in local media to advertise needs of local volunteer fire departments.	
Responsible Party: Local Fire Departments	Priority: Group Two
Discussion: Create a campaign to get the word out about the local volunteer fire department’s need for volunteers.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal, limited to printing materials for sending out or time for sending out emails and talking to local media.
Financing Mechanisms:	Local Volunteer fire Department’s existing budgets
Indicator:	Public service announcements or news stories about the local fire department’s needs

4.3: Explore outreach to high schools and colleges to attract more students who may be interested in firefighting work.	
Responsible Party: Local Fire Departments	Priority: Group Two
Discussion: Create a curriculum that would allow local high school students to train as a fire fighter for school credit. These students, upon reaching the age of majority, would then be able to serve as a volunteer or attend firefighting training for a job with local fire departments.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Costs for this recommendation should be moderate, with costs associated with teaching staff and any materials needed.
Financing Mechanisms:	Local regular and Volunteer Fire Departments' existing budgets; additional grant funds or fundraising may be needed.
Indicator:	For-credit curriculum in local high schools

4.6: Coordinate regional and local Fire Service Meetings to coordinate on community needs.	
Responsible Party: Local Governments	Priority: Group Two
Discussion: Coordinate meetings to foster cooperative collaboration between fire departments.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be negligible, as staff responsible for scheduling meetings coordinates with other departments.
Financing Mechanisms:	If additional personnel or additional hours for existing personnel is needed, each department's typical source for salaries can be used.
Indicator:	Schedule of coordinated meetings.

4.7: Foster regional cooperative and collaborative meetings among the Fire Service and EMS providers to identify current and changing needs.	
Responsible Party: Local Governments, CSRA Regional Commission	Priority: Group Two
Discussion: Use the regional commission to foster cooperative and collaborative meetings.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be negligible, as staff responsible for scheduling meetings coordinates with other departments, and these duties could be added to an existing staff member's duty.
Financing Mechanisms:	If additional personnel or additional hours for existing personnel is needed, each department's typical source for salaries can be used; grant funding.
Indicator:	Schedule of coordinated meetings.

Public Services - Police

4.8: Apply for grants, including the Community Policing Development Program Grant, the Community Policing Development Microgrant, the COPs hiring program grant, and the Local Law Enforcement Block Grant Programs.	
Responsible Party: Local Law Enforcement Agencies; CSRA Regional Commission	Priority: Group Two
Discussion: Administered by the Department of Justice, the Community Policing Development Program Grant funds projects that develop knowledge, increase awareness of effective community policing strategies, increases the skills and abilities of law enforcement and community partners, increases the number of law enforcement agencies using proven community policing practices. The Community Policing Development Microgrant Program, administered by the Department of Justice, offers grants to develop and test innovative policing strategies and build knowledge about best practices. The Community Oriented Policing Services (COPS) program at the Department of Justice provides grants to hire entry-level career law enforcement officers to preserve jobs, increase community policing capabilities, and support crime prevention efforts. The Local Law Enforcement Block Grant Programs provides fund to local governments to support projects that reduce crime and improve public safety.	
Timeline:	Annual opportunity to apply
Estimated Costs:	Costs for this recommendation should be minimal, as existing staff who apply for grants on behalf of local law enforcement agencies can add this grant to their actives.
Financing Mechanisms:	If additional personnel or additional hours for existing personnel is needed, each agency’s typical source for salaries can be used; grant funding.
Indicator:	Completed grant application.

4.9: Partner with local colleges and universities to create more opportunities for experience to be accepted as college credit. Explore outreach to high schools and colleges to attract more students who may be interested in police work.	
Responsible Party: Local Law Enforcement Agencies	Priority: Group Two
Discussion: Rather than go through an involved process only for new employees to discover they don’t like policing, ride-alongs and outreach to secondary schools and colleges can increase the likelihood of reaching candidates whose interest in the job would be maintained.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal, as existing staff who perform community outreach can add these t asks to their duties.
Financing Mechanisms:	General revenues or grant funding
Indicator:	Outreach events and materials and identification of potential police recruits

4.10: Identify additional compensation or on-the-job perks that may help to retain officers.	
Responsible Party: Local Law Enforcement Agencies	Priority: Group Two
Discussion: Out-of-the-box benefits, such as student loan repayment, conversion of experience for college credit, and sign-on bonuses give the opportunity to gain training without incurring debt. Relaxation of candidate qualifiers, such as visible tattoos, may broaden the applicant pool. Coordination with local secondary education institutions will be necessary for conversion of experience as college credit.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be moderate, consisting of repayment of student loans and sign-on bonuses. Relaxation of candidate qualifiers should require no additional costs.
Financing Mechanisms:	General revenues or grant funding
Indicator:	Programs concerning the repayment of student loans, conversion of experience for college credit, sign-on bonuses, and new candidate qualifiers.

4.11: Explore work-life balance initiatives that will attract and retain officers.	
Responsible Party: Local Law Enforcement Agencies	Priority: Group Two
Discussion: Work-life balance initiatives can include part-time work and training for those who are balancing childcare or other responsibilities and online training to remove the hardship of being away from home for weeks at a time. Non-monetary benefits, such as being able to bring a squad are home, having a uniform allowance, or allowing relaxed uniforms in appropriate circumstances can make the job more attractive.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be minimal to moderate, depending on the costs on developing or purchasing an online training program.
Financing Mechanisms:	General revenues or grant funding
Indicator:	Development of work-life balance initiatives for each agency

4.13: Perform a workload-based analysis to determine the right number of officers and the most efficient way to deploy them.	
Responsible Party: Local Law Enforcement Agencies	Priority: Group Two
Discussion: Perform a workload-based analysis to determine that the police department has the appropriate number of officers and that they are deployed effectively.	
Timeline:	Ongoing
Estimated Costs:	Costs for this recommendation should be moderate, depending on the costs of running the analysis
Financing Mechanisms:	General revenues or grant funding
Indicator:	Results of the analysis

Employment, Economic Development, and Workforce Development

5.1: Create a regional association for defense contractors	
Responsible Party: CSRA Alliance for Fort Gordon	Priority: Group Two
Discussion: Regional opportunities likely exist to connect large and small employers working cooperatively within the region to address industry challenges, supply chain gaps, and defense contracting needs. A regional association for defense contractors may have similar function to the CSRA Alliance for Fort Gordon but could maintain a much broader mission that aims to work with defense contractors across all industry sectors.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	The association for defense contractors could be partially funded through memberships and structured similarly to other local and state defense associations; grant funding.
Indicator:	Establishment of the regional association

5.2: Identify expansion opportunities for existing businesses	
Responsible Party: CSRA Alliance for Fort Gordon	Priority: Group Two
Discussion: Opportunities likely exist to work with local economic developers and build upon existing business retention and expansion programs (BRE) to help identify opportunities for suppliers within target industries. BRE programs help reduce the risk of businesses leaving or downsizing, as these businesses typically have strong community ties.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Local funding for Economic Development, U.S. Department of Commerce, U.S. Department of Commerce International Trade Administration, U.S. Department of Labor, U.S. Small Business Administration, U.S. Small Business Administration Office of International Trade, Business Retention & Expansion International.
Indicator:	Plan to conduct business expansion activities

5.3: Develop or align a business attraction strategy focusing on target industries	
Responsible Party: CSRA Alliance for Fort Gordon	Priority: Group Two
Discussion: A business attraction strategy geared toward target industries could help build and diversify the region's economic base.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Local funding for Economic Development, U.S. Department of Commerce, U.S. Department of Commerce International Trade Administration, U.S. Department of Labor, U.S. Small Business Administration, U.S. Small Business Administration Office of International Trade, Business Retention & Expansion International.
Indicator:	Report outlining the business attraction strategies and activities

5.5: Identify sector partnerships to align resources and promote collaboration.	
Responsible Party: CSRA Alliance for Fort Gordon; CSRA Regional Commission	Priority: Group Two
Discussion: Sector Partnerships are an employer-driven model for aligning resources and promoting collaboration among educational institutions, workforce service providers, and community-based organizations to meet the needs of business. They offer a way to simultaneously meet business’ need for a robust and qualified workforce, while also expanding access to the skills that lead to jobs with family sustaining wages for workers.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Varies, depending upon projects
Financing Mechanisms:	Funding for projects, rather than the establishment of the partnership is recommended. Staff from the Alliance or the CSRA Regional Commission could fill in where needed to get the partnership off the ground
Indicator:	Establishment of a partnership group

5.6: Identify work-based learning activities that collaboratively engage employers and training providers in providing structured learning experiences.	
Responsible Party: CSRA Alliance for Fort Gordon	Priority: Group Two
Discussion: Work-based learning, referred to as WBL, is the “umbrella” term used to identify activities that collaboratively engage employers and training providers in providing structured learning experiences for individuals, particularly students. Types of work-based learning include internships, cooperative education, on-the-job training, work-experience, transitional jobs, pre-apprenticeships, and apprenticeships. These experiences focus on assisting individuals in developing broad, transferable skills for secondary and post-secondary education and the workplace; often translating into employment opportunities that offer livable wages.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Varies, depending upon projects
Financing Mechanisms:	Leverage state and federal grants with private and endowed funds
Indicator:	Development of a group of activities

Education

6.2: Raise performance on state and federal accountability scorecards by using the Georgia Department of Education model for improving supportive learning environments.	
Responsible Party: School Boards	Priority: Group Two
Discussion: One of the top criteria in attracting talent to support the Fort Gordon “Cyber District” is the availability of quality education. Families want to live in communities with higher performing schools. It is recommended that schools work towards increasing school performance. The Georgia Department of Education has a process to improve schools. This process includes identifying needs, selecting interventions, planning implementation, implementing the plan, and examining progress.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Varies, depending on interventions selected
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Implementation plan

6.3: Foster collaboration between schools that have a cyber curriculum and those that don't to share how the model curriculum is taught.	
Responsible Party: School Boards	Priority: Group Two
Discussion: While a cyber curriculum is taught in many of the study area schools, it is not yet available in all of them. It is recommended that school districts consider expanding cyber curriculum teachings to those schools that do not yet offer it in their curriculum to create easy access. This cyber curriculum provides a head start for students wishing to pursue a cyber career and also trains a future local cyber workforce.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Plan to increase cyber education offerings

6.4: During annual school facility plan reviews, review technology as upgrades can improve operational efficiency.	
Responsible Party: School Boards	Priority: Group Two
Discussion: Invest in technology upgrades to improve operational efficiency.	
Timeline:	Ongoing
Estimated Costs:	Moderate
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Schedule of technology improvements included in school budgets

6.5: Continue to recruit teachers at in state and out of state teaching colleges.	
Responsible Party: School Boards	Priority: Group Two
Discussion: According to efficiency reports, strategic plans, and interviews with school board staff, there is a need for additional teachers in the Study Area. Recommend the continuation of efforts to recruit teachers at in state and out of state teaching colleges.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Plans for recruitment of teachers

6.6: Raise awareness of all study area schools of available education support programs for military families, e.g., Purple Star school program.	
Responsible Party: School Boards	Priority: Group Two
Discussion: Military families face unique circumstances with frequent moves resulting in lost credits, missed lessons, and impacts on grading and graduation requirements. Raise awareness to all study area schools of available education support programs for military families, e.g., Purple Star school program.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Plan for education of local schools on military programs

6.8: Apply for charitable foundation and organization grant opportunities that support education-related objectives. Beyond standard federal funding, search for additional grant opportunities.	
Responsible Party: School Boards	Priority: Group Two
Discussion: Thousands of private foundations, corporations, and associations are dedicated to education-related objectives. Among the multitude of resources for searching is the website https://www.instrumentl.com/ . These grants can be used to obtain additional educational materials that may not be included in a typical school budget. Beyond Department of Education Funding, federal CARES Act and additional grants are available. The following is a website that provides information on such programs https://www.grants.gov/ .	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal; search for potential resources could be performed by existing school board staff.
Financing Mechanisms:	Regular School Board budget, grants
Indicator:	Applications for grants for educational materials

Health Care

7.1: Develop partnerships with local employers for local residencies, internships, and other training.	
Responsible Party: Health Care philanthropy, medical schools	Priority: Group Two
Discussion: The Study Area is currently staffed at a rate below the national average of primary care physicians on a provider per 10,000-person basis. We estimate that 22 new primary care physicians are needed now to rise to the national average, and 76 will be needed in 2030 relative to current ratios. (Note that this is primary care physicians only as specialists are overindexed in the local area.)	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal
Financing Mechanisms:	Grants, administered through local medical learning institutions
Indicator:	Increase in the number of primary care physicians in the Study Area

7.2: Calculate and promote true compensation by understanding and communicating cost of living differentials in the Study Area versus larger markets.	
Responsible Party: Local economic development organizations	Priority: Group Two
Discussion: Despite having a medical school nearby, healthcare professionals interviewed noted that a shortage of primary care physicians exists because not enough of the medical school graduates choose to stay in the area. One reason for this is that these graduates could be getting paid more if they went to other areas of the country, this could be further exacerbated by the pressure of high student debt. This high debt also has a strong influence over whether graduates of public medical schools will choose family and primary care. As debt increased for public medical students, their odds of practicing family care or primary care decreased. Raising awareness about the area's low cost of living could attract more physicians.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Minimal
Financing Mechanisms:	Existing economic development organization budgets for recruitment
Indicator:	Increase in the number of primary care physicians in the Study Area

7.3: Increase use of incentives (e.g., loan forgiveness) for physicians graduating locally to stay in the area. Identify partners in this effort.	
Responsible Party: Health Care philanthropy, local governments	Priority: Group Two
Discussion: Currently at the Medical College of Georgia, there are scholarships specifically for keeping students in Georgia. One scholarship is for a medical student who has matched into a primary care residency in Georgia. Another scholarship has the main goal of addressing the physician shortages of rural Georgia. Similarly, future scholarships could require that medical students get matched into a primary care residency in the Study Area. An increase in funding and direct contribution to student scholarships in other colleges and technical schools would be beneficial. These include the University of South Carolina Aiken and Aiken Technical College to name a few.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants, local partners
Indicator:	Increase in the number of primary care physicians in the Study Area

7.4: Work with employers to increase compensation or benefits in physician recruitment and pharmacy technician and pharmacist recruitment.	
Responsible Party: Health Care philanthropy, local government	Priority: Group Two
Discussion: The Study Area is currently notably understaffed relative to the national average of pharmacists and pharmacy technicians on a basis of providers per 10,000 people, and a notable population increase will increase the problem. The number of professionals in pharmacy and pharmacy tech would need to roughly double to meet the average presence of those degrees elsewhere in Georgia and South Carolina. Increasing compensation for pharmacy technicians and pharmacists could help attract more of these professionals to the Study Area. The same strategies used to attract pharmacists and pharmacy technicians can be used to attract physicians.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	Grants, local partners
Indicator:	Increase in the number of physicians, pharmacists, and pharmacy technicians in the Study Area

7.5: Increase awareness of health care career opportunities out of high school.	
Responsible Party: Local High schools, colleges with relevant programs	Priority: Group Two
Discussion: In addition to being a doctor, there are a number of medical professional career paths. Young people with an interest in a health care career may not be aware of all of the potential paths available to them. Increasing awareness of potential careers can lead to more people filling technician and other needed positions. The Study Area is currently notably understaffed in numerous professions such as MRI, sonogram, radiologic, and laboratory technicians, and a notable population increase will increase the problem. The number of professionals in pharmacy and pharmacy tech would need to increase by anywhere from 25 percent to 100 percent in these various technical specialties to meet the average presence of those degrees elsewhere in Georgia and South Carolina.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Health Care philanthropy, medical schools
Indicator:	Increase in the number of medical technology fields such as MRI, sonography, radiology, and lab tech fields.

7.8: If necessary, communicate needs to non-local hospital providers to inform them of upcoming growth opportunities.	
Responsible Party: Local economic development organization	Priority: Group Two
Discussion: Informing local hospitals of the expected increased need will be informative so they can consider strategic expansions. Economic development officials can also be of service to inform healthcare companies of future increased demand. Expansion of Fort Gordon’s medical capacity, both in terms of hospital capacity and urgent care, is also an obvious solution for part of the increased demand and will lessen burdens on other parts of the community.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Low
Financing Mechanisms:	Health Care philanthropy, medical schools, grants
Indicator:	Communication plan

7.10: Increase paramedic and first-responder capacity to address personal crisis situations, using similar strategies as seen in Strategy 7.9 for increasing the supply of medical technicians and hospital capacity.	
Responsible Party: Local government, local public health departments, vocational training organizations	Priority: Group Two
Discussion: Expanding paramedic services, could also assist with immediate health care needs. A recent article in the Journal of the Georgia Public Health Association, also noted that Community Health Workers can be a valuable tool for mental health along with physical health issues and can also lessen burdens on other strategic issues identified in this report, such as hospital and physician capacity.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Local government, local health departments
Indicator:	Expanded mental health and substance abuse treatment capacity

Housing

8.1: Identify and reach out to housing and land use experts from regional counties about serving on Housing Leadership Team.	
Responsible Party: CSRA Regional Commission	Priority: Group Two
Discussion: In the Study Area, as with most regions, housing does not have an explicit leadership group assigned with maintaining and growing the region’s potential. While housing may be an issue that other regional organizations and local governments consider, there is not one regional entity guiding overall housing efforts to promote development of all housing types and accommodate growth. Given that this housing assessment is focused on a multi-county region with communities across state boundaries, the group should include expertise from both sides of the Georgia-South Carolina border and both urban and rural communities. Expertise could be leveraged from multiple stakeholders including military, real estate development, construction, finance, community, economic development, and landowner representatives. Also given the broad geographic region, an organization that is separated from city and local government, but directly interfaces with these entities, would be the ideal structure. The CSRA Regional Commission or Alliance for Fort Gordon could spearhead this effort to ensure time and effort is dedicated to addressing housing needs driven by rapid regional growth.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal; staff from the CSRA Regional Commission could add organization to their duties
Financing Mechanisms:	If additional staff time of a position is needed, regular source of staff salaries or grants
Indicator:	Outreach to housing and land use experts

8.2: After identifying members, formalize a housing leadership team spearheaded by the CSRA Regional Commission and Alliance for Fort Gordon to guide regional housing strategies.	
Responsible Party: CSRA Regional Commission, Alliance for Fort Gordon, Regional Housing Leadership Team	Priority: Group Two
Discussion: See discussion in Strategy 8.1.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Minimal; staff from the CSRA Regional Commission could add organization to their duties
Financing Mechanisms:	If additional staff time of a position is needed, regular source of staff salaries or grants
Indicator:	Formation of a Regional Housing Leadership Team

8.3: Conduct discussions with federal and state entities focused on housing to access funding.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: The regional housing leadership team should coordinate with state and federal entities to identify possible sources of funding for housing projects.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Minimal; staff from the CSRA-RC could add organization to their duties
Financing Mechanisms:	If additional staff time of a position is needed, regular source of staff salaries or grants

Indicator:	Outreach to state and federal housing entities
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8.4: Convene local government planning officials and private developers to streamline regulations and promote desirable housing development.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: After the creation of the housing leadership team, regular meetings should be convened to develop strategies to streamline regulations that may be making developing housing more difficult. By enlisting planning officials and private developers, consensus can be reached on where regulations can be refined to allow housing to be developed while also avoiding the potential negative outcomes that the regulations are intended to prevent.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grant funding, or regular staff costs.
Indicator:	Meeting of local government officials and private developers

8.5: Encourage and facilitate conversations between property owners and developers to promote development of catalyst sites.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: During meetings with property owners, developers, and builders, focus could initially be placed on meeting individually with property owners of land in catalyst sites about potential developments and to gauge their interest in allowing property to be acquired. A catalyst site is a location where, if redeveloped, has the potential to spur additional development, like a high-traffic intersection located along a main corridor. If property owners indicate a willingness to dispose of land, meetings could be facilitated with these property owners and known developers who can deliver types of high-quality multi-family and workforce housing products to begin land acquisition processes. These conversations could lead to acquisition of property by regional housing, development entities and partners which could influence the development type of these sites. Ultimately this could help promote development of housing that caters to needs of diverse growing populations.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grant funding, or regular staff costs.
Indicator:	Meeting of property owners and developers

8.7: Hold regional educational housing summits to communicate importance of best practices around land-use, zoning, and middle housing.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: Communication of the best practices of housing development, concerning land use, zoning, and housing types to entities in the housing industry can lead to more efficient development of the types of housing that is needed in the area. Communicating what is possible and what is needed can lead to the development of a variety of housing types at different price points.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or regular staff time

Indicator:	Series of housing summits
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8.8: Identify land that can be specifically designated for the purpose of housing development, especially rental or multi-family developments that can better accommodate regional growth.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: The identification of land that can be developed with needed housing types can help to streamline the development process. Notifying property owners and housing developers of the land can lead to additional housing development.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Grants or regular staff time
Indicator:	Portfolio of land available for different types of housing development

8.9: Work with local governments and communities to implement overlay zoning.	
Responsible Party: Regional Housing Leadership Team and Local Governments	Priority: Group Two
Discussion: Overlay Zoning is one method to direct development of larger land set asides for denser housing. Acting on priority land set asides would allow regulatory agencies to make specific rules for these larger property tracts that do not necessarily apply outside of that zone, thereby significantly easing the entitlement and development process in that location.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grant funding or regular staff costs
Indicator:	Draft overlay zoning for local governments

8.10: Review and reform existing land use and zoning regulation around best practices to promote development of middle housing.	
Responsible Party: Regional Housing Leadership Team and Local Governments	Priority: Group Two
Discussion: Missing middle Housing includes buildings with multiple units that are compatible in scale with single family houses. As this description indicates, these types of developments are scaled between single family homes and mid-rise apartments and could include duplexes, triplexes, fourplexes, townhouses, and medium sized multiplexes. In many communities, this style and scale of housing is missing. This is likely the case for many communities in the region as there is somewhat limited housing diversity, as the region mostly contains detached single-family homes. Missing middle housing can provide attainable options that creates additional housing diversity in the region and addresses the needs of a wider range of existing and future residents.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or regular staff time
Indicator:	Draft land use and zoning regulations for local governments

8.12: Work with partners to implement strategic land cost reduction programs.	
Responsible Party: Local Governments	Priority: Group Two
Discussion: Land costs and preparation serve as a significant upfront cost. This cost often makes it difficult for attainable housing projects to be profitable. For land owned, or strategically acquired by active partners, reduction or deferral of the land and preparation cost burden could help encourage attainable housing projects. This can be achieved through various local government financing tools on various scales of development, to include grants, special-purpose local tax option sales tax, planned capital improvement projects, or incentives for developers to make land improvements in Enterprise Zones through property tax abatement.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	Grants or tax revenues
Indicator:	Implemented land cost reduction program

8.13: Provide a resource kit for local builders to better utilize state, federal, and local incentives to enable attainable housing developments.	
Responsible Party: Regional Housing Leadership Team	Priority: Group Two
Discussion: Local communities could utilize the strategies listed in this section, and further build upon them, to provide a resource kit for local builders to better utilize state, federal, and local incentives to enable attainable housing developments.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Grants or staff time
Indicator:	Completed resource kit

8.14: Identify opportunities to revise restrictive zoning language to allow for denser housing development like duplexes, attached townhomes, condominiums, and apartments.	
Responsible Party: Regional Housing Leadership Team and Local Governments	Priority: Group Two
Discussion: Increased land-use regulation and zoning is associated with rising home prices across the country. Revising restrictive zoning language to allow for denser housing development like duplexes, attached townhomes, condominiums, and apartments will allow for the development of attainable housing. Changes could include reducing minimum lot size requirements, allow for irregularly shaped lots to be developed for housing, increase mixed-use zoning, and increasing development growth caps. Inclusionary zoning programs tie in affordable housing development to market-rate housing by requiring or incentivizing specific percentages of units to be affordable for established household incomes.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Draft revisions to zoning language

8.15: Assess rural development areas and determine areas at risk or facing ad hoc housing and commercial real estate with inefficient land-use patterns.	
Responsible Party: Local Departments	Priority: Group Two
Discussion: It is important to consider a variety of housing types to meet the needs of the future population. A more rural setting, lower cost housing, less dense development, and tight-knit communities are appealing, and many residents are living and moving to more rural portions of the region. Rural locations can be susceptible to lower quality development as smaller communities generally do not have the planning capacity of more urban locations. This could lead to development of ad hoc housing and commercial real estate with inefficient land-use patterns due to immense growth pressure facing the region. Ultimately, this unorganized development could detract from these rural settings. Furthermore, Study Area communities need to be mindful of growth that could encroach on the Installation, creating challenges for its mission. Substantial housing development near the Installation is not conducive for military operations.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Report identifying at-risk areas

8.16: Identify areas for rural housing transition zones for development guided by rural land use policies.	
Responsible Party: Local Departments	Priority: Group Two
Discussion: The creation of planned and well-defined housing transition zones could help to attract families and growth to the region’s smaller communities while offering more attainable housing choices to the broader housing market. Transition zones would identify land that would be designated for housing development guided by rural land-use policies.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Report identifying transition zones

8.17: Establish rural land use policies in areas identified as transition zones.	
Responsible Party: Local Departments	Priority: Group Two
Discussion: Rural land-use policies would establish standards intended to improve the quality of housing to be developed, preserve open space, and make it easier to serve the regional housing community with utilities and infrastructure. Land-use planning, and development of these zones would be considerate of development constraints around the Installation.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Draft land use policies

8.20: Form strategies and plans around leveraging nontraditional housing incentives including development of investment prospectuses.	
Responsible Party: Local Departments	Priority: Group Two
Discussion: Opportunity Zones could be an incentive used to activate investment in more challenged and underserved markets within the region. With a well-conceived strategy, the region could leverage Opportunity Zones to promote investment in distressed census tracts. The incentive allows a deferral and reduction in capital gains allowing investment in business growth, housing improvements, and infrastructure updates. Opportunity Zones promote economic development by providing federal capital gains tax advantages for investments made in these areas. Investors can realize deferral and reduction of capital gains taxes in investments held for at least 5 years with additional incentives available for investments maintained in Opportunity Zones for 7 and 10 years. This incentive can help address funding gaps in residential projects in areas where residential markets are less established.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or staff time
Indicator:	Identification of strategies and plans

Child Care

9.1: Incentivize the expansion of operating hours of current off-post centers and/or on-base family child development centers to operate 24 hours (or to the needs of the parent).	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion: Some military families work early morning or overnight shifts, when most childcare centers are closed. This is a need that is not currently being met within the Study Area.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Incentive programs for extended childcare hours, on-Installation and off.

9.2: Partner with other off-post centers and childcare providers as “extensions” to military childcare that have the same policies and regulations as onsite centers.	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion: Waitlists for on-post centers could be anywhere from a few weeks to several months. There are three CDCs on base that care for children under 6 years old at Fort Gordon. Policies and standards of care for on-installation childcare facilities are higher than those of the state. Partner facilities would have to meet these requirements.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Partnership plan for working with off-installation childcare facilities.

9.4: Communicate with new arrivals to facilitate placement of children.	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion: For child development centers (CDCs) on-post, the cost of the childcare is usually based on the family's total income. Interviewees commented on how waitlists for on-post centers could be anywhere from a few weeks to several months, according to conversations they have had with on post parents. There are three CDCs on base that care for children under 6 years old at Fort Gordon. Families should also be made aware of licensed facilities in the area.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Process for working with new families to help them find childcare in the area

9.5: Consider pilot programs such as the In-Home Child Care Fee Assistance Pilot to help military families.	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion: The DoD In-Home Child Care (IHCC) Fee Assistance Pilot Program is a program that serves military families whose full-time childcare needs are best met by an in-home childcare provider. For qualifying families and providers offered enrollment, the IHCC pilot program will provide fee assistance towards full-time in-home childcare costs for a minimum of 30 hours to a maximum of 60 hours of childcare weekly. Eligible families are responsible for finding and employing their in-home childcare provider to care for their children. This program is not currently available at Fort Gordon.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Moderate
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Creation and trial of pilot programs.

9.8: Provide support for small businesses to increase competitiveness and retention.	
Responsible Party: State/Local Governments	Priority: Group Two
Discussion: Childcare allows households with two working parents to function. Supporting small businesses meeting this need is important to the area's economy and quality of life. Programs offering training, grants, and other financial incentives are needed.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Plan to assist small businesses

9.9: Support the addition or enhancement of benefits for workers.	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion: High turnover and retention challenges among childcare workers are historical concerns nationwide. Policy experts suggest increasing wages of childcare providers to at least those of teachers with similar education levels such as preschool and kindergarten teachers. Based on the profiles of the average teacher and childcare worker, there is a difference of approximately \$6,000 dollars in median yearly earnings with preschool teachers working a median of ten more hours a week.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	High
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Plan for providing support

9.10: Promote existing and/or enhanced state funded scholarships that will fully or partially pay for the education of childcare workers.	
Responsible Party: Fort Gordon	Priority: Group Two
Discussion:	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Plan for promotional activities and materials

9.12: Educate current babysitters/nannies or unlicensed providers about the benefits of becoming licensed and certified and working with Bright from the Start to be quality rated.	
Responsible Party: Local Government/Child Care Industry	Priority: Group Two
Discussion: Many professional development opportunities and resources are also available to current childcare providers. There are also resources for residents with aspirations to become licensed providers. Scholarships and other financial assistance are available through state programs such as DECAL for current and future childcare workers that want to be certified and/or acquire a college degree. Educating current babysitters/nannies or unlicensed providers about the benefits of becoming licensed and certified through working with Bright from the Start (also known as DECAL) to be quality rated would be beneficial to everyone.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	See Child Care chapter for potential funding sources.
Indicator:	Education materials for unlicensed providers

Infrastructure

10.1: Work with communities within Augusta-Richmond, Burke, Columbia, Lincoln, McDuffie, Aiken, and Edgefield Counties to determine where areas of growth are to occur and develop potable water and sanitary sewer master plans to ensure that infrastructure is available where and when it is needed.	
Responsible Party: CSRA Regional Commission	Priority: Group Two
Discussion: Coordinate with local governments in the listed counties to ensure that there is adequate potable water and sanitary sewer capacity to serve expected population growth.	
Timeline:	Long-term (5+ years)
Estimated Costs:	Low
Financing Mechanisms:	Infrastructure grants and regular infrastructure funding sources
Indicator:	Coordination plan for local government utility providers

10.2: Work with communities within Augusta-Richmond, Burke, Columbia, Lincoln, McDuffie, Aiken, and Edgefield Counties to identify and procure funding to support the potable water and sanitary sewer master plans.	
Responsible Party: CSRA Regional Commission	Priority: Group Two
Discussion: Coordination with local governments in the listed counties is needed to ensure that there is adequate funding to assist in implementing potable water and sanitary sewer mater plans.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	Infrastructure grants and regular infrastructure funding sources
Indicator:	Coordination plan for local government utility providers

11.1.3. Priority Group III

Transportation

3.7: Construct a new connector roadway from I-20 to Gate 6	
Responsible Party: Augusta MPO; County Government	Priority: Group Three
Discussion: Columbia County has determined that a new interchange and connector road between I-20 and Gate 6 is a way to eliminate traffic congestion at that gate.	
Timeline:	Long-term (5+ years)
Estimated Costs:	High
Financing Mechanisms:	GDOT, USDOT
Indicator:	Constructed connector roadway between exit described in Recommendation 3.5 and Gate 6

Health Care

7.6: Offer financial aid or other incentives for students to pursue medical technician fields. Identify partners in this effort.	
Responsible Party: Health Care philanthropy, local government	Priority: Group Three
Discussion: In addition to being a doctor, there are a number of medical professional career paths. Young people with an interest in a health care career may not be aware of all of the potential paths available to them. Increasing awareness of potential careers can lead to more people filling technician	

and other needed positions. the Study Area is currently notably understaffed in numerous professions such as MRI, sonogram, radiologic, and laboratory technicians, and a notable population increase will increase the problem. The number of professionals in pharmacy and pharmacy tech would need to increase by anywhere from 25 percent to 100 percent in these various technical specialties to meet the average presence of those degrees elsewhere in Georgia and South Carolina.	
Timeline:	Short-term (1-3 years)
Estimated Costs:	Low
Financing Mechanisms:	Health Care philanthropy, medical schools, grants
Indicator:	Increase in the number of medical technology fields such as MRI, sonography, radiology, and lab tech fields.

Housing

8.11: Work with regional communities to implement a cost reduction program for builders/developers.	
Responsible Party: Local Governments	Priority: Group Three
Discussion: A cost reduction program is a public policy program that reduces the cost of developing attainable housing. This may include development line items such as: permit fee reductions, impact fee waivers, and utility improvement and hook-up fee reductions. In some cases, the costs may be reduced or deferred until after completion of the project, thus reducing the amount of debt required during the construction period.	
Timeline:	Mid-term (4-5 years)
Estimated Costs:	Moderate
Financing Mechanisms:	Grants or regular staff time
Indicator:	Implementation of a cost reduction program

11.2. Monitoring Plan

To ensure that Study Area communities continue to thrive, the recommendations within this chapter need to be implemented. Advisory Group members are ideally suited to serving in an important capacity to implement these recommendations. Composed of members from the CSRA Regional Commission, the Alliance for Fort Gordon, and other stakeholders, the Advisory Group can transition to an Implementation Group after the GMP is finalized and adopted. This group is tasked with implementation activities and ensures that implementation stays on track.

The Implementation Group can also act as a forum for continued communication and sharing of information and current events associated with the GMP after it is completed. As part of its activities, the Implementation Group can formalize the existing channels of communication and add additional ones to increase effectiveness and ensure that the channels remain open in the event of a change of staff at either the CSRA Regional Commission or local governments. Additional areas of communication could include websites, social media links, a list of points of contact for both the commission and local governments, and standardized methods of contact and response times. A communication guide could provide new personnel with the tools needed to ensure continued communication. Implementation recommendations are included in Priority Group I (section 11.1.1 this chapter) and include the formation of an Implementation Group as well as data gathering and coordination activities.

11.3. Metrics

In order to monitor the success of the GMP and to keep track of trends in the Study Area, key metrics to gauge the health of the community should be monitored. For example, keeping track of school capacity and performance metrics at Study Area schools would enable the Implementation Group to measure the community’s school’s ability to serve the population. Metrics should be publicly available and easily accessible. Staff at the CSRA Regional Commission, serving as staff to the GMP Implementation Group, could be charged with obtaining these metrics and providing an annual report to the Implementation Group. Included in Priority Group I (Section 11.1.1 of this chapter) is recommendation 11.9: Update Growth Management Plan and Quality of Life data annually to measure progress. While the exact metrics and their sources should be defined by the Implementation Group after their formation, with input from staff regarding what is available and accessible, a list of potential metrics and their sources is included in Table 11.1, below.

Table 11.1: Potential Metrics for GMP Implementation Monitoring

Metric	Source	What is being measured
Population		
Base Personnel	Fort Gordon	Factors related to population growth
MSA Population Estimates	American Community Survey	Population growth
Transportation		
Traffic Counts	Surveying Service	Traffic volume
ARTS Long Range Transportation Plan	ARTS MPO	Planned transportation improvements
Public Services		
Fire station drive time analysis	Staff GIS analysis	Gaps in response time coverage
Number of police officers	Local police departments	Maintenance of existing officer ratios
Employment, Economic Development, and Workforce Development		
Current Jobs by NAICS codes	Economic modeling statistics consultants	Changes in economic base
Jobs in targeted industry groups	Economic modeling statistics consultants	Growth in targeted Industries
Education		
CCRPI Scores	Georgia School Districts	College preparedness
School Report Cards	South Carolina Board of Education	Student performance
Available Instructional Spaces	School Districts	School Capacity
Health Care		
Health Care Professionals by type per 10,000 people for Study Area, Georgia, South Carolina, and US	American Community Survey	Density Index of health care professionals
Housing		
Number of housing units by type	American Community Survey	Housing stock
Vacancy rates	American Community Survey	Vacant housing
Occupancy type	American Community Survey	Housing characteristics
Mortgage and rent costs	American Community Survey	Housing costs
Income	American Community Survey	Housing affordability

Metric	Source	What is being measured
Child Care		
Number of child care businesses	American Community Survey	Retention and expansion of child care industry in Study Area
Number of child care workers	American Community Survey	Estimation of child care capacity
Infrastructure		
Capital Improvements Plans	Study Area local governments	Potable water and sanitary sewer expansion projects