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# Fort Stewart/HAAF

## REGIONAL GROWTH PLAN

**SUBMITTED TO** the Fort Stewart  
Growth Management Partnership

# Acknowledgements

The four counties of Bryan, Liberty, Long, and Tattnall and their 12 municipalities formed the Fort Stewart Growth Management Partnership (FSGMP) in April 2008 to develop a Regional Growth Management Plan (RGMP) that prepares the region for growth related to mission transformation at Fort Stewart and Hunter Army Airfield (HAAF).

The FSGMP is the result of an intergovernmental memoranda of understanding and it consists of representatives of 16 local governments in the Fort Stewart/Hunter Army Airfield region, as well as installation representatives. This document represents their collective blueprint to deliver quality services and to sustain the well-being and prosperity for current and future residents of the region.

This study was prepared with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the views of the participating local government entities and stakeholders of the Fort Stewart/HAAF region and does not necessarily reflect the views of the Office of Economic Adjustment.

## Fort Stewart Growth Management-Executive Board

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Michael Melton, City of Richmond Hill  
Franklin Etheridge, City of Pembroke  
Tom Ratcliffe, GA Military Affairs  
COL Kevin Milton, Garrison Commander, Fort Stewart

## Technical Task Force

Michael Biering, Fort Stewart  
Sonny Timmerman, Liberty Consolidated Planning Commission  
Paul Andreshak, Friends of Liberty and Fort Stewart  
Joey Brown, Liberty County  
Phil Jones, Bryan County  
Faye Hussey, Tattnall County  
Michael Riddle, Long County  
Billy Edwards, City of Hinesville  
Mike Melton, City of Richmond Hill  
Franklin Etheridge, City of Pembroke  
Amy Murray, City of Glennville

## Fort Stewart Growth Management Partnership Staff

Jeff Ricketson, Executive Director  
Sean Martin, Assistant Director

## Office of Economic Adjustment

Amber Levofsky, Project Manager

## Prepared by:

Fort Stewart Growth Management Partnership  
AECOM  
RKG Associates  
RS&H

<b>Executive Summary</b>	<b>7</b>
Executive Summary	
Introduction	
Housing and Demographics	
Land Use and Open Space	
Education	
Public Services	

<b>Sec. 1 Introduction</b>	<b>15</b>
<b>REMI Policy Insight Model</b>	<b>16</b>
<b>Growth and Development Capacity Assumptions</b>	<b>16</b>
Development Capacity	16
Personnel Changes	17
Construction Spending	17
Population Projections	17
Employment Projections	17
<b>CommunityViz</b>	<b>17</b>
<b>Social Infrastructure Model (SIF)</b>	<b>18</b>
Travel Demand Model	21
Partnership and Committee Outreach	21
Community Outreach	21

<b>Sec. 2 Housing and Demographics</b>	<b>23</b>
<b>Section Summary</b>	<b>23</b>
<b>Growth and Assessment Analysis Findings</b>	<b>23</b>
Growth Analysis	23
Issues	24
Recommendations	25

<b>Sec. 3 Land Use and Open Space</b>	<b>29</b>
<b>Section Summary</b>	<b>29</b>
<b>Growth and Assessment Analysis Findings</b>	<b>30</b>
Growth Analysis	30
Issues	51
Open Space and Recreation Demand	60
<b>Recommendations</b>	<b>66</b>
Introduction to Regional Strategies	66
Short-Term	73
Hinesville	80
Long-Term	91
Open Space and Recreation	94

<b>Sec. 4</b>	<b>Education</b>	<b>99</b>
	<b>Section Summary</b>	<b>99</b>
	<b>Growth and Assessment Analysis Findings</b>	<b>99</b>
	Existing Conditions	99
	Growth Analysis	106
	Future Public School Demand	108
	<b>Recommendations</b>	<b>111</b>
	Introduction	111
	Short-Term	111
	Long-Term	112

<b>Sec. 5</b>	<b>Public Services</b>	<b>117</b>
	<b>Section Summary</b>	<b>117</b>
	<b>Growth and Assessment Analysis Findings</b>	<b>117</b>
	Growth Analysis	117
	Issues	117
	<b>Recommendations</b>	<b>122</b>
	Introduction	122
	Short-Term	122
	Long-Term	124

<b>Sec. 6</b>	<b>Workforce Development</b>	<b>127</b>
	<b>Section Summary</b>	<b>127</b>
	<b>Assessment Analysis Findings</b>	<b>127</b>
	Issues	127
	<b>Recommendations</b>	<b>131</b>
	Introduction	131
	Short Term Action Items	131
	Long Term Action Items	132

<b>Sec. 7</b>	<b>Health Care and Social Services</b>	<b>135</b>
	<b>Section Summary</b>	<b>135</b>
	<b>Growth and Assessment Analysis Findings</b>	<b>136</b>
	Growth Analysis	136
	Issues	138
	<b>Recommendations</b>	<b>149</b>
	Introduction	149
	Short-Term	150
	Long-Term	151

<b>Sec. 8</b>	<b>Public Safety</b>	<b>159</b>
	Section Summary	159
	Existing Conditions	159
	Emergency Management and Communication	159
	Fire	159
	Law Enforcement	160
	Growth and Assessment Analysis Findings	160
	Growth Analysis	160
	Recommendations	162
	Introduction	162
	Short-Term	162
	Long-Term	163
<b>Sec. 9</b>	<b>Transportation</b>	<b>169</b>
	Section Summary	169
	Growth and Assessment Analysis Findings	169
	Growth Analysis for Bryan, Liberty, and Long Counties	169
	Issues	176
	Recommendations	177
	Introduction	177
	Short-Term Recommendations	177
	Long-Term	179
<b>Sec. 10</b>	<b>Implementation</b>	<b>181</b>
	Section Summary	181





Over the previous two decades, the population of the four-county Fort Stewart region increased by almost thirty percent, with more than 38,000 new residents drawn to the area's natural beauty and coastal character, as well as Fort Stewart and Hunter Army Airfield. Despite this robust growth, the Hinesville-Fort Stewart metropolitan statistical area remains among the smallest metropolitan areas in the country to host a major military installation. This comparatively smaller size leaves the region more vulnerable to the impacts of mission change and requires communities to prepare proactively for population increases and rising service demands.

Fort Stewart and Hunter Army Airfield (Fort Stewart/HAAF) are the home of the 3rd Infantry Division and serve as the Army's Premier Power Projection Platform on the Atlantic Coast. With 284,923 acres of land, Fort Stewart is also the largest installation east of the Mississippi River (See **Figure 1. Regional Context** on the following page). Due to initiatives such as Base Realignment and Closure (BRAC) and Grow the Army, the Department of Defense (DoD) announced that Fort Stewart/HAAF would receive additional troops, including the stationing of a 5th Brigade Combat Team (BCT) at the installation. The DoD reversed the decision to assign a BCT to Fort Stewart in June of 2009 (An analysis of the impacts of the BCT decision is contained in a separate report, *The Economic Impact Analysis of the 2009 Brigade Combat Team Cancellation at Fort Stewart, Georgia* available at [www.growfortstewart.com](http://www.growfortstewart.com)). Despite the cancellation, Fort Stewart/HAAF remains a vital link in the US Army's current and future, training, force projection and deployment requirements and will continue to grow as a result of mission transformation. By 2013, Fort Stewart/HAAF will add 4,341 personnel, including active military, civilian workers, and contractors.

Military-related growth is occurring within the context of overall change in the region. Coastal counties, such as Bryan and Liberty, are an increasingly appealing retirement location due to the area's warm climate, natural amenities and affordable cost of living. With proximity to the Port of Savannah and Port of Brunswick, as well as major interstates, the region has also emerged as a transportation and distribution hub for the State of Georgia. These factors have combined to increase the area's population and attract economic investment. According to US Census Bureau figures and current estimates, the four-county region grew from 93,352 people in 1990 to 131,389 in 2010, an increase of 29 percent. Population forecasts from the State of Georgia Office of Planning and Budget indicate that strong growth is very likely to continue. Forecasts call for an additional 72,483 people to settle in the region over the next two decades, bringing the total projected population of the four counties to almost 204,000.

Population growth alone creates various planning challenges for local communities by increasing demand for housing, public services, and infrastructure. But this growth is likely to occur in a context made more complex by issues such as increased sensitivity to protection of the environment, including the drinking water supply, the limited resources of smaller, predominantly rural communities to manage development impacts, and a constrained fiscal climate for many local governments.



Figure 1. Regional Context

To examine more closely specific resource areas, the team conducted one-on-one data gathering interviews or work sessions with six Advisory Committees, consisting of more than 90 representatives from the fields of education, health and behavioral care, child care, community planning, workforce development, economic development, emergency services, and utilities.

To address the impacts of expected military growth and the many inter-related factors that affect quality of life in the region, Liberty, Bryan, Long, and Tattnall Counties along with Fort Stewart/HAAF formed the Fort Stewart Growth Management Partnership. The Partnership includes one representative from each county and city in the region along with the Fort Stewart Deputy Garrison Commander and an official from the Georgia Military Affairs Commission. The staff of the Partnership consists of a Project Director and an Assistant Director.

The Partnership received a grant from the Office of Economic Adjustment in the Department of Defense in 2008 to conduct a regional plan to assess the impacts of military personnel increases and overall population growth in Liberty, Bryan, Long, and Tattnall Counties (See **Figure 2. Study Area** on the following page).

The Fort Stewart Regional Growth Plan (RGP) is the result of a year-long collaborative effort among local officials, area service providers, private sector interests, non-profit groups, and community residents to identify the steps necessary to prepare for population growth in the four counties, promote sustainable economic development, and maintain a high quality of life for military members and area families.

Throughout the planning process, the Partnership staff and planning team met regularly with the Fort Stewart Growth Management Executive Board and Partnership members, as well as a Technical Task Force. To examine more closely specific resource areas, the team conducted one-on-one data gathering interviews or work sessions with six Advisory Committees, consisting of more than 90 representatives from the fields of education, health and behavioral care, child care, community planning, workforce development, economic development, emergency services, and utilities. The Partnership also engaged the broader community through two rounds of public meetings, periodic newsletters, and a project web site ([www.growfortstewart.com](http://www.growfortstewart.com)).

The findings and recommendations of the RGP are organized into the following sections:

**Section 1 - Introduction** – gives an overview of growth assumptions and modeling tools used to assess regional impacts and quantify additional services needs

**Section 2 - Housing** – assesses the regional demand for housing

**Section 3 - Land Use** – evaluates the ability of cities and counties to manage the impacts of growth through sustainable land use practices

**Section 4 - Education** – assesses increased demand on the four public school districts in the region

**Section 5 - Public Services** – evaluates the need for increased adequate public water, wastewater treatment, and stormwater management capacity and identifies regional delivery strategies

**Section 6 - Workforce Development** – identifies strategies to diversify the regional economy and to prepare the workforce for jobs

**Section 7 - Health Care and Social Services** – evaluates the need for health care, child care, and human services

**Section 8 - Public Safety** – evaluates the need for increased emergency management and communication, fire protection, and law enforcement

**Section 9 - Transportation** – summarizes the results of the Three County Transportation Assessment prepared by RS&H for the Hinesville Area Metropolitan Planning Organization and the Fort Stewart Growth Management Partnership

**Section 10 - Implementation** – outlines recommended action steps by resource area

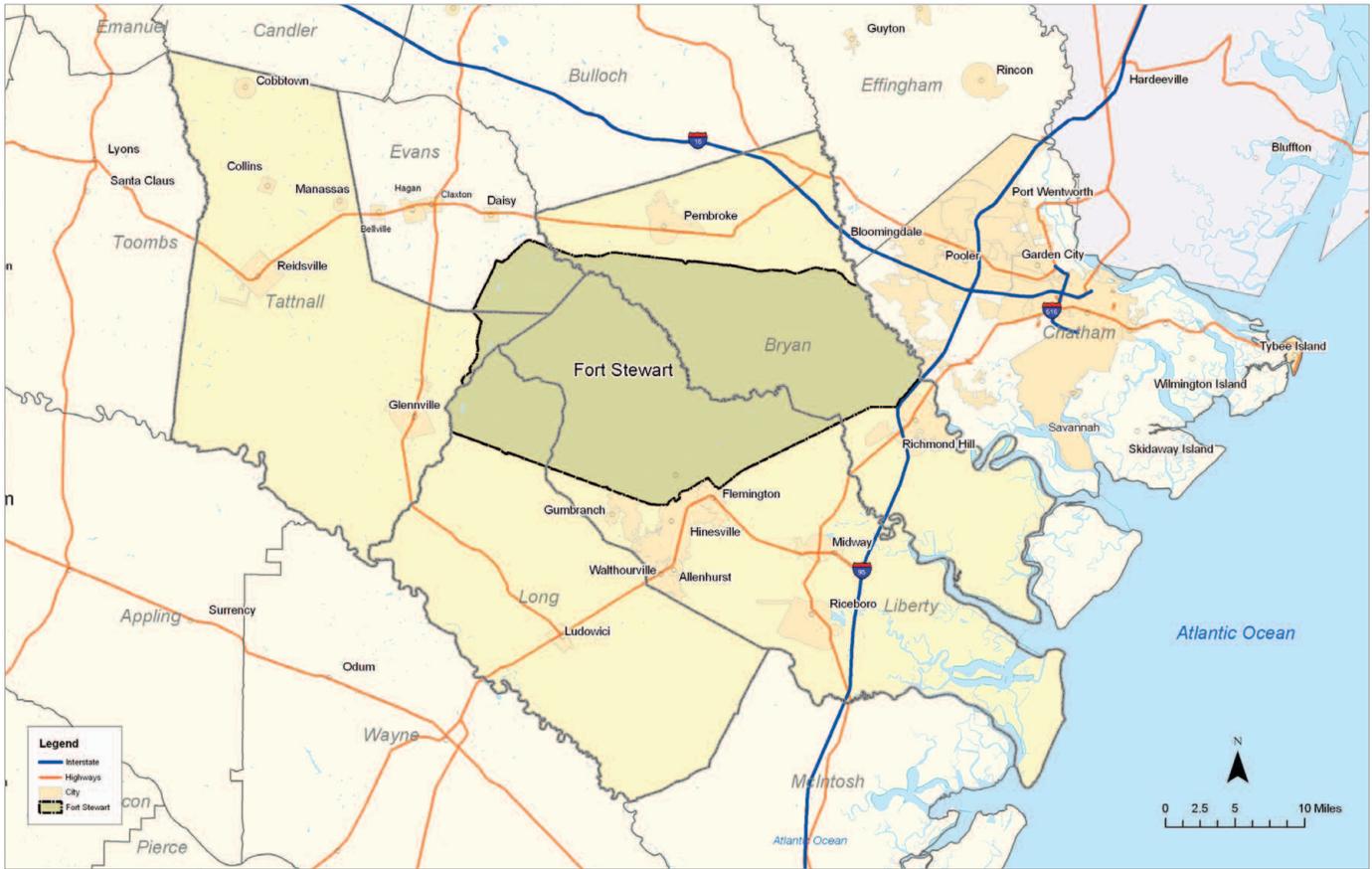


Figure 2. Study Area

The RGP also includes the following supporting Appendices, which contain more detailed information on technical studies and existing conditions:

- A. Existing Conditions Report
- B. Regional Growth Impact Analysis (REMI Model)
- C. Three County Transportation Assessment
- D. Social Infrastructure Analysis (SIF Model)

Below is a summary of the main RGP recommendations by resource area.

**Housing**

- Establish and maintain a Housing Trends and Growth Management Data Tracking system
- Create strategies to promote more physically compact development
- Increase regulations on developing housing in wetlands or other low-lying areas
- Hold developer/builder outreach forums to disseminate relevant information and findings from the regional growth management plan
- Survey active military personnel to better understand housing preferences
- Provide density bonuses and/or other financial incentives to increase localized multi-family housing
- Track and publish regional rental data

### Land Use

- Enhance land use regulations and create unified development codes for study partners
- Increase the use of regional and interlocal service planning models and agreements, especially in rapidly-growing areas just outside of incorporated areas
- Separate urban and rural landscapes through conservation subdivisions, agricultural policies and mixed use centers
- Continue to adopt land use compatibility measures around Fort Stewart/Hunter Army Airfield as part of ongoing Joint Land Use Study implementation
- Emphasize downtown revitalization and historic protection to reinforce sense of place
- Emphasize Complete and Lifelong Communities that are walkable, offer diverse housing types and open space/recreational amenities, and have proximity to retail and other services
- Protect open space and the environment by adopting low impact development standards and increase the supply of recreation facilities and park space to meet population growth
- Improve local planning capacity through the use of Geographic Information System (GIS) data, particularly in Long and Tattnall Counties

### Education

- Maintain strategic planning efforts by the local educational agencies
- Examine attendance zoning in Bryan and Liberty Counties
- Strengthen coordination between the school districts and Fort Stewart, particularly in Liberty County
- Monitor ongoing development, particularly in Long County, to understand the impacts of residential growth student enrollment
- Explore additional funding opportunities, including
  - Impact fees on residential development
  - Census of student populations to collect Federal Impact Aid funds
  - Coordination with State and Federal legislators to support educational funding

### Public Services

- Continue to collaborate on regional water planning
- Update infrastructure system inventories and master planning
- Analyze environmental impacts of well and septic usage
- Plan for solid waste capacity in the long-term
- Explore wastewater delivery strategies
- Conduct water reuse planning
- Evaluate surface water resources
- Reconcile development patterns with Utility Service Areas

### Workforce Development

- Create marketing strategy targeting local industries
- Identify potential company prospects on a quarterly basis
- Direct mail marketing material on training programs and ways the colleges can help train and recruit workers

- Conduct follow-up calls and contact with local industries to ensure awareness of programs and opportunities
- Routinely meet with industry leaders
- Conduct follow-up calls with local industries to keep abreast of their changing needs
- Create job fairs targeted to military spouses and dependents
- Create “Work Skills 101” 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
- Assist dependents and spouses to obtain a Career Readiness Certificate (CRC)
- Provide incentives for commercial and/or industrial-based companies to locate in the region
- Align educational programs with skills of local workforce and needs of regional employers
- Update or conduct economic diversification studies in Bryan, Liberty, Long and Tattnall Counties
- Research and coordinate efforts on the potential of creating a distance-learning programs with Georgia’s major four-year institutions
- Incorporate work ethic classes into middle and high school curriculum
- Create a new “career academy” high school (partnership of public high schools and technical colleges)

#### **Health Care and Social Services**

- Address deficit of health care providers and adopt strategies to retain current providers
- Seek a TRICARE waiver to increase reimbursements
- Increase awareness of existing service providers operating in the study area
- Address continued demand for Head Start programs in all counties
- Define and implement service delivery strategies for increasing access for rural residents
- Increase after school/summer school programs
- Address needs of aging population
- Add child care facilities to meet population growth

#### **Public Safety**

- Formally adopt Mutual Aid Agreements
- Coordinate with Police and Fire Chiefs
- Implement alternative community safety strategies such as Crime Prevention through Environmental Design
- Coordinate on development projects that could affect designated Emergency Evacuation routes
- Plan for capital facility expansion and staffing increases commensurate with growth
- Reduce reliance on volunteer fire services in rural area
- Increase after school/summer programs
- Consider a regional approach to housing offenders
- Explore opportunities for the Liberty and Tattnall Sheriff Satellite Offices to use other police and fire facilities in the region as bases for satellite offices
- Consolidate Long County/Ludowici Public Safety Agencies

### Transportation

- Conduct an origin-destination survey for Fort Stewart employees including information about time of travel and alternatives to making the trip
- Conduct an origin-destination survey of commercial vehicle traffic entering Fort Stewart
- Conduct a survey of Liberty Transit riders and Fort Stewart residents and employees regarding quality of service of the transit system (after one year of service)
- Continue Liberty Transit startup
- Pursue the Army Mass Transportation Benefit Program to provide transit passes to Federal employees
- Study issues along eastern boundary including impact of new IBCT, potential designation of new commercial vehicle gate, proposed Flemington Loop, US 84 curve area, and Old Sunbury Road; Coordination with GDOT will be essential.
- Design and implement traffic operations strategies to address US 84 curve; pursue safety grant for improvements
- Coordinate 15th Street widening concept and Central Connector concept with Fort Stewart commercial vehicle gate designation, proposed defense roadway improvements, and Liberty County Board of Education plans for a new Middle School
- Add signage for non-permitted traffic entering Gate 1
- Promote Liberty Transit and Army Mass Transportation Benefit Program
- Pursue demand management strategies with Fort Stewart to reduce the peak hour traffic
- Study SR 144 going east into Bryan County from Fort Stewart to determine need and purpose for either road widening or passing lanes
- Assess operational improvements at SR 144 and I-95 interchange; coordinate impacts of commercial gate designation with Fort Stewart due to potential increases in truck traffic at this interchange in the future
- Assess maintenance issues at US 17 and I-95 interchange; resurface ramps as appropriate for commercial vehicle traffic
- Ensure road widening project concepts include access management strategies
- Conduct a county-wide transportation infrastructure assessment in Tattnall County to inventory the existing network of roadways, multi-modal facilities, aviation facilities, and pedestrian amenities in support of future transportation planning
- Increase the amount of roads that are paved and/or resurfaced annually in Tattnall County with an emphasis on incorporated areas and more quickly growing areas adjacent to the municipal boundaries of Glennville and Reidsville
- Implement the grant to upgrade facilities/services at the local airport in Tattnall County



The purpose of the Fort Stewart Regional Growth Plan is to prepare communities for continued growth from Fort Stewart/HAAF and to provide recommendations to individual jurisdictions, service providers, and the region overall on those actions necessary to meet increasing needs.

To assess the readiness of local governments to accommodate growth, the Fort Stewart Regional Growth Plan (RGP) posed a series of strategic questions. These guiding questions are listed below along with the methods of analysis and outreach used to generate critical input.

#### 1. Where are we now?

- Baseline analysis, review of existing plans and studies, stakeholder interviews, Task Force and Advisory Committee meetings, public input

#### 2. How much growth is coming and where is it going?

- REMI economic modeling, CommunityViz land use modeling, current transportation modeling, Task Force and Advisory Committee meetings

#### 3. What are the gaps or stress points in our systems of service delivery?

- Social Infrastructure modeling, transportation modeling, Task Force and Advisory Committee meetings, public input

#### 4. How do we enhance delivery to meet need and improve quality of life?

- Task Force and Advisory Committee meetings, public input

## Section Summary

This section gives an overview of the modeling techniques and community and stakeholder outreach activities used to establish how well the communities and service providers are meeting current needs and to project the intensity and location of population and job growth in the study area, as well as to measure additional service demands. The remainder of the sections in this document look more closely at specific resource areas to identify critical gaps and to develop recommendations for improving service delivery for military families, and current and future residents. The sections and appendices contain additional information on the models used to assess community impacts.

It should be emphasized that the modeling techniques used to project the amount of growth, determine its spatial patterns across the four counties, and assess likely increases in service needs are based on a wide range of assumptions and are influenced by a number of variables, such as the current state of the local, regional and national economies and troop strength at Fort Stewart. The planning context for defense communities in particular is often very fluid due to fluctuations in installation activities and Department of Defense initiatives. The RGP, therefore, should be used as a flexible and living framework to guide action in the years ahead. Communities, service providers, and stakeholders should continue to revisit findings as economic conditions and military mission change throughout the 20 year planning horizon of this study.



## REMI Policy Insight Model

Regional Economic Models, Inc. (REMI) of Amherst, MA developed a custom Policy Insight model to evaluate the economic impacts associated with installation expansion at Fort Stewart. This Policy Insight model was used to evaluate economic impacts related to Liberty, Bryan, Long, and Tattnall Counties on an individual basis. Throughout this section, the results are often expressed for the region, which consists of the four host communities, in addition to an area known as the “rest of state”, which includes the rest of Georgia. It is believed that nearly 100% of the growth impacts of Fort Stewart’s expansion will be captured with the region and State of Georgia. The distinguishing features of the REMI Policy Insight model are listed below:

- REMI developed a custom multi-regional economic and demographic forecast for the Fort Stewart Region communities. This dynamic year-by-year forecast represents the baseline, or no-build scenario. The REMI forecast extends to the year 2030.
- Policy Insight’s forecast was assembled at the county level using data from various U.S. government agencies, including the Bureau of Economic Analysis (BEA), the Bureau of Labor Statistics (BLS), the Department of Energy, Department of Defense (DoD), the Bureau of Census, and other public sources.
- The REMI model generates estimates for both DIRECT and INDIRECT impacts. Direct impacts for this analysis are expanded military operations: military personnel, on-post jobs, and on-post construction spending. The indirect impacts can be split into two groups: Intermediate and Induced. Intermediate impacts are essentially business to business purchases. Induced impacts are associated with increased regional disposable income resulting in a change in consumer spending.

It should be noted that the planning team used REMI output to project the number of non-military jobs created in the four counties from 2010 to 2030. REMI also produced an alternative population projection for the region. The subsequent sections of this document, however, use the State of Georgia Office and Planning and Budget (OPB) projection figures for purposes of assessing increases in service demand associated with population growth.

## Growth and Development Capacity Assumptions

Below is a summary of growth and development capacity assumptions used to answer the questions “Where are we now?” and “How much growth is coming?”

### Development Capacity

- In order to determine local development capacity, the planning team met with officials from each county to review existing and proposed development projects. In total, the team identified 67 separate residential subdivisions, totaling over 21,000 acres in Liberty, Bryan and Long Counties, but no subdivisions were identified for Tattnall County.
- The cumulative value of all subdivisions located in each county produced each county’s attractiveness score, or its potential to capture future growth. Liberty County achieved a value of 9,052 points from 17 subdivisions, representing 43% of all available points. Long County was second with 8,264 points from 31 subdivisions, followed by Bryan County with 3,674 points from 21 subdivisions and Tattnall County received no points due to its lack of subdivisions.

## Personnel Changes

- Between 2008 and 2013, Fort Stewart and Hunter AAF is projected to add approximately 3,083 full-time military personnel, 680 new civilian government employees, and 578 government contractor personnel. The total change is projected to equal 4,341 new personnel over six years. According to personnel numbers provided by the Fort Stewart Garrison Command, the peak employment year is planned for 2010, when new personnel exceed 4,800.

## Construction Spending

- Total construction spending is projected to equal over \$1.4 billion over the 2008-2013 expansion period. The peak spending year is scheduled for 2009, when construction activity will approach nearly a half billion dollars.

## Population Projections

- Over the 2010 to 2030 period, Georgia OPB projects that population within the Fort Stewart Region will increase from 131,389 to 204,232, or 72,843 new persons increase in population. This rate of growth would translate into an average annual rate of 2.8%. By way of comparison, the Fort Stewart Region grew by approximately 2.7% annually during the 1990s and 1.2% annually during the 2000s.
- By 2030, REMI Control Forecast projects that the region's population will increase by 27,237, for an average annual growth rate of 1.5%. Annual growth rates exceeding 1.0% are generally considered steady to strong.

## Employment Projections

- The REMI Model projects that as many as 7,984 jobs will be created by 2016 and 11,930 jobs by 2030. Private non-farm employment is projected to equal roughly 30% of all new jobs created by 2030, with the vast majority classified as government jobs.
- During the 2008 to 2013 period, construction-related employment accounts for between 45% and 90% of all new jobs in any given year, with the peak occurring in 2008 at 4,759 jobs. This surge in construction jobs is a direct result of construction spending at Fort Stewart/Hunter AAF, which equals \$1.4 billion during the 6-year period.

## CommunityViz

CommunityViz is a Geographic Information System (GIS) based model that allocates growth to parcels of land based on a series of user-defined assumptions. For purposes of the Fort Stewart Growth Plan, the planning team customized the CommunityViz platform to assess the attractiveness of land in the four-county region and to place new people and jobs according to market-driven factors and quality growth principles. This model assists the communities in answering the question "Where will growth go?"

For purposes of assessing land use impacts, the CommunityViz model assumed that the region would grow as aggressively as indicated in the OPB projections. The growth placed represents the addition of 72,843 people or an increase of 55 percent in the current four-county population over the next two decades. The CommunityViz/OPB growth scenarios assumes that the region will grow both as a result of mission expansion at the installation and underlying population increases.

The second step in the growth allocation process determines where new people and jobs will locate within the four counties. To assign future growth, the model removes vacant land that has natural or physical development constraints, such as wetlands or conservation status, producing a buildable lands

layer. The model then designates each parcel of land according to future land use categories that reflect the most recently adopted future land use map in each of the four counties.

CommunityViz then assigns people and jobs to parcels based on the land’s future land use designations, density assumptions and attractiveness scores. The Technical Appendix contains more details on model assumptions. The attractiveness rating for a parcel is a combined score that reflects the suitability of that parcel to accommodate future growth based on multiple variables. The model considers both market factors, such as the relative desirability of platted and proposed subdivisions in the region and consistency with quality growth principles, including proximity to infrastructure and built out areas.

As described in Section 2 on Housing, the region has a large inventory of existing or proposed subdivisions that could absorb all of the forecasted growth in the region over the next two decades. To predict patterns of residential choice among these options, CommunityViz relies on a subdivision gravity model to evaluate the relative market position of the 67 subdivisions identified in Bryan, Liberty, and Long Counties (Tattnall County does not have any proposed subdivisions). The subdivision gravity model scores each subdivision according to factors, such as land capacity, pricing, proximity to services, school performance, and military impact, including proximity to the installation gate and the current number of military workers in the community.

CommunityViz links with the subdivision gravity model through a series of “hot spots.” Hot spots are areas in which future growth is likely to occur due either to market-based factors or local government policies that guide investment to the designated area. Examples of hot spots include platted subdivisions, business parks or specially targeted infill development areas. The model assigns a higher score to parcels that fall within a hot spot.

The model then completes the growth allocation by placing people and jobs in sequence from higher to lower ranked parcels by county. For example, the highest ranked residential parcels receive households at the density specified until build out is achieved. The model then seeks out the next highest ranked parcel to place remaining households until all growth in the county is allocated.

## Social Infrastructure Model (SIF)

The planning team conducted a social infrastructure analysis using a proprietary model (Social Infrastructure model or SIF) that quantifies future needs of communities based on OPB population projection inputs combined with a comprehensive list of social infrastructure standards and targets. The analysis performs modeling for each county in the region in five-year phases over the 20-year study period, as shown in the tables below.

	Phase 1	Phase 2	Phase 3	Phase 4	Total
	2010-2015	2015-2020	2020-2025	2025-2030	
<b>Bryan</b>	5,658	6,288	7,194	7,068	26,208
<b>Liberty</b>	9,997	6,803	7,708	7,373	31,881
<b>Long</b>	1,196	1,297	1,358	1,427	5,278
<b>Tattnall</b>	2,188	2,288	2,436	2,564	9,476
<b>Region</b>	<b>19,039</b>	<b>16,676</b>	<b>18,696</b>	<b>18,432</b>	<b>72,843</b>

	Phase 1	Phase 2	Phase 3	Phase 4
	2010-2015	2015-2020	2020-2025	2025-2030
<b>Bryan</b>	5,658	11,946	19,140	26,208
<b>Liberty</b>	9,997	16,800	24,508	31,881
<b>Long</b>	1,196	2,493	3,851	5,278
<b>Tattnall</b>	2,188	4,476	6,912	9,476
<b>Region</b>	<b>19,039</b>	<b>35,715</b>	<b>54,411</b>	<b>72,843</b>

Population changes and subsequent social infrastructure requirements were also estimated for the two most populous cities in the region, Hinesville and Richmond Hill, which are also projected to experience substantial growth over the study period. These population counts are included within the respective county counts (i.e. Liberty and Bryan Counties). As State population projections are only provided on a county level, projections for the cities of Hinesville and Richmond Hill were developed by analyzing the population within the city limits as generated through the land use model, CommunityViz.

	Phase 1	Phase 2	Phase 3	Phase 4	Total
	2010-2015	2015-2020	2020-2025	2025-2030	
<b>Hinesville</b>	2,307	1,514	1,827	1,751	7,399
<b>Richmond Hill</b>	830	1,122	1,520	1,660	5,132

	Phase 1	Phase 2	Phase 3	Phase 4
	2010-2015	2015-2020	2020-2025	2025-2030
<b>Hinesville</b>	2,307	3,821	5,648	7,399
<b>Richmond Hill</b>	830	1,952	3,472	5,132

Impacts generated solely from military growth were also modeled. US Army projections for military employment at Fort Stewart were multiplied by a factor of 1.55 to account for dependents and therefore represent total direct military-related population growth in the region. US Army projections are limited to the horizon year of 2013, as future military actions are unpredictable, making estimates for growth beyond 2013 difficult. The military projections also utilize a base year of 2007 (rather than 2010 used for regional projections) to capture the arc of the latest growth period on the installation. If a base year of 2010 was used for military projections, it would appear that military population is declining; using the base year of 2007, historic growth can be captured. Social infrastructure requirements generated from this data represent a snapshot of facility need, therefore, during a cycle of growth and give insight into the impacts of direct military growth in the near term. Impacts were modeled from 2007-2013 in two phases, based on the growth outputs below.



**Table 1.5 - Direct Military Population Growth (Including Dependents) *by Phase***

	Phase 1 2007-10	Phase 2 2010-13	Total
Fort Stewart	5,964	-1,186	4,479

**Table 1.6 - Direct Military Population Growth (Including Dependents) *Cumulative***

	Phase 1 2007-10	Phase 2 2010-13
Fort Stewart	5,964	4,779

All of the demand projections are based on the best evidence available at the time of this study. The demand predictions shown will therefore change if the underlying assumptions on population and facility standards also change. It is important that the social infrastructure recommendations set out in this document are reviewed on a regular basis as developments come forward and projections can be verified.

## Travel Demand Model

RS&H developed a three county travel demand model for this study, as well as the 2035 Hinesville Area Metropolitan Planning Organization Long Range Transportation Plan. The Transportation Section and Appendix contain additional detail on model assumptions and output.

## Partnership and Committee Outreach

In addition to baseline analysis and modeling, the planning team and Partnership staff met throughout the 12-month study process with the Partnership Board and Technical Task Force to review interim study findings, verify assumptions, and develop recommendations. The planning team also conducted one-on-one data collection interviews with area service providers and facilitated two rounds of work sessions with the Advisory Sub-Committees in November of 2009 and April of 2010. The Advisory Sub-Committees consisted of community officials, technical professionals, and service providers in the areas of education, health care/human services, public services, public safety, workforce development and land use/housing.

## Community Outreach

The Partnership staff conducted ongoing outreach to the four-county region throughout the year-long planning process. The planning team and staff also conducted two rounds of formal community briefings and meetings in Pembroke, Richmond Hill, Hinesville, Ludowici, and Glennville in October of 2009 and July of 2010 to gather input from the community and review the findings of the study.