

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

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

Cost Key:

- (A) \$0-\$25,000
- (B) \$25,000-\$50,000
- (C) \$50,000-\$100,000
- (D) \$100,000-\$250,000
- (E) \$250,000-\$500,000
- (F) \$500,000-\$750,000
- (G) \$1 million +
- (--)- Unknown or no cost

IMPLEMENTATION CODES

PUBLIC SECTOR

- CC – City or County Council/Commission
- FSGMP - Growth Management Partnership
- GDOT - Georgia Dept of Transportation
- LG - Local Governments
- PC – Planning Commission/Department
- RC - Regional Commission
- FS - Fort Stewart
- PH - Local Public Health Department
- PS - Public School System
- PP - Public Process
- TC- Technical Colleges
- ACAP - Army Career and Alumni Program
- FERP - Family Employment Readiness Program
- WIB - Workforce Investment Board
- DL - Department of Labor
- ED - Economic Developer Organization

PRIVATE SECTOR/NON-PROFIT

- RE - Realtors
- SSP - Social Service Providers

FUNDING SOURCES

- GR - General Revenue
- GA- State Revenue Source
- SID - Special Improvement Districts
- BID - Business Improvement Districts
- TID - Tax Increment Districts
- CDBG - Community Development Block Grants
- GDOT - Statewide Transportation Funds
- CFF - Community Facility Fee
- OEA - Office of Economic Adjustment
- CF - Conservation Funds
- FS - Fort Stewart
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HOUSING								
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ISSUE:	Monitoring New Development - The close link between military mission and housing demand requires monitoring in order to better meet housing needs and to reduce the risk of overbuilding as seen in the wake of the cancellation of the 5th brigade.							
GOAL:	To create a "living" database and map graphic displaying the location and status of proposed residential developments. The process would also define a protocol for updating/maintaining the map, as well as making the public access widely available.							
Action 1:	Establish and maintain a residential development tracking database to inform the development community of on-going and "pipeline" projects	CG, PC, LG, FSGMP		X			B	GR
ISSUE:	Concentrate Residential Development - Many stakeholders interviewed for this study expressed concern over the way planned housing developments are scattered across the region. Developing housing in this manner will likely provide undue strains on public services							
GOAL:	Focus future residential development in and near established areas							
Action 1:	Encourage development in areas properly served by municipal services and infrastructure (where available)	PC, CG			X		A	GR
Action 2:	Increase restrictions on residential development in sensitive areas (i.e., wetlands or other low-lying areas)	PC		X			A	GR
Action 3:	Hold developer/builder outreach forums to disseminate relevant information and findings from the regional growth management plan	PC, CG		X			A	GR
ISSUE:	Lack of community amenities in apartment complexes and residential subdivisions							
GOAL:	Encourage development of new apartment complexes and subdivisions with higher level of amenities							
Action 1:	Survey military and civilian households to determine local housing preferences and provide information to developers	FS, PC				X	A	GR
Action 2:	Provide density bonuses and/or other financial incentives to increase localized multi-family housing	PC			X		A	GR
Action 3:	Provide enhanced development standards for residential subdivision and apartment development	PC		X			A	GR
ISSUE:	Diversity Rental Housing Stock - There is a large rental population in the region, especially in Liberty County, however there does not appear to be a great diversity in the types of rental properties available. Many rental properties are conversions of single family homes.							
GOAL:	Increase diversity of rental housing stock							
Action 1:	Track and publish regional rental data. Periodic reporting on the regional rental market will help real estate developers make more informed decisions about the size, location, and scale of new developments	PC, FSGMP	RE			X	A-B	GR

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