



# Jefferson County

Joint Comprehensive Plan  
2018 - 2028



**The Jefferson County Joint Comprehensive Plan 2018-2028 was prepared for:**

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**Adopted 2-25-19**

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**Adopted 2-19-19**

The elected officials of Jefferson County and the municipalities of Avera, Bartow, Louisville, Stapleton, Wadley and Wrens have recognized the significance of a comprehensive planning process to coordinate the needs each community has regarding development, housing vitality and maintaining of character. These officials and leaders recognize the efforts and input of all individuals who contributed to the creation of this comprehensive plan document, which will provide information for decision making and guidance for activities over the next decade.

Jefferson County, Avera, Bartow, Louisville, Stapleton, Wadley, and Wrens staff exhibited commitment toward the development of this comprehensive plan, in part by dedicating numerous hours to data compilation and review, information dissemination, and idea generation.

This document represents the culmination of meetings and conversations in which area leaders assembled to discuss the future of Jefferson County and its contained municipalities.



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Prepared by the CSRA Regional Commission





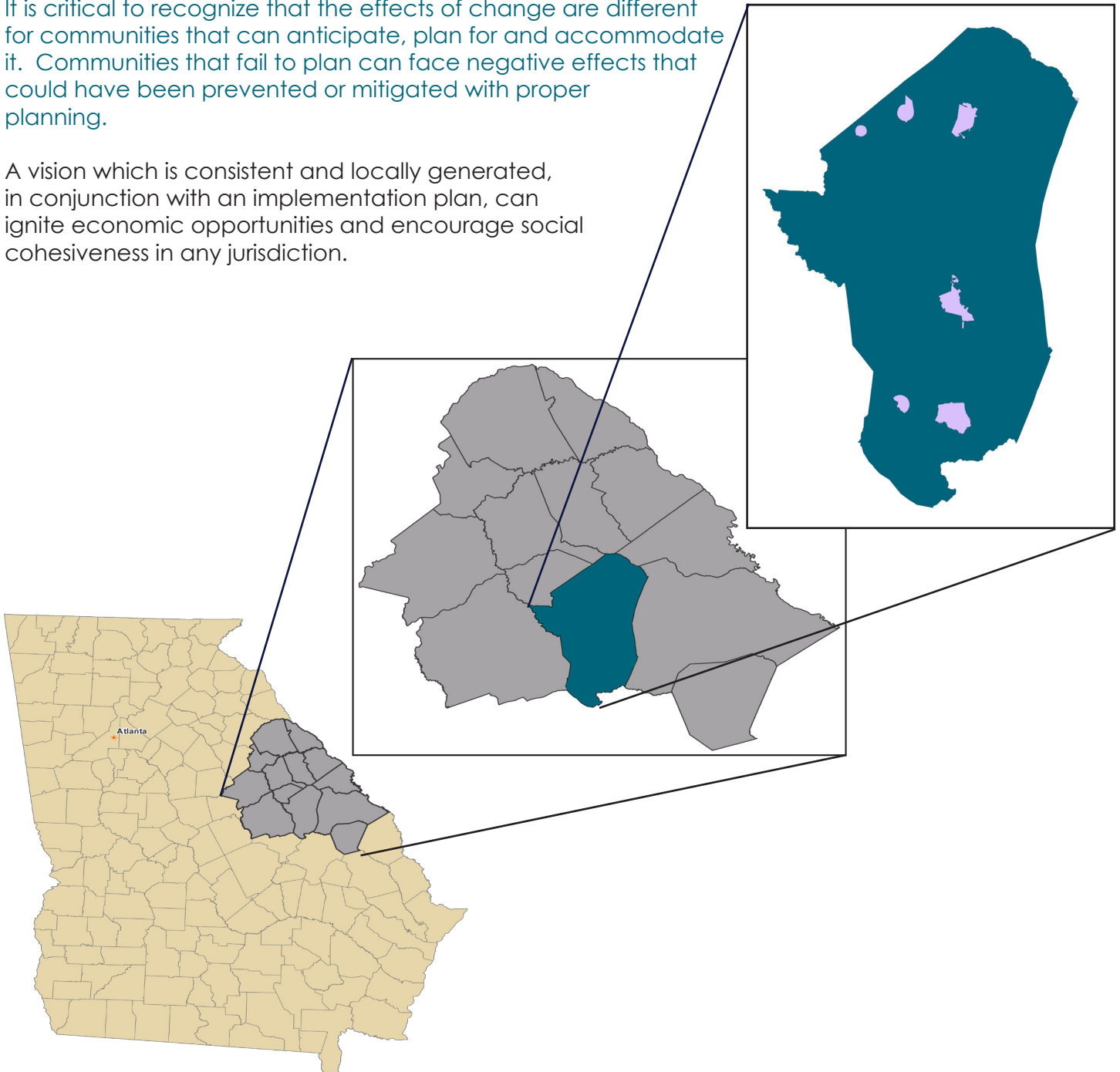
# INTRODUCTION

## Plan Overview

Counties, cities, and towns in Georgia all desire to provide residents of all ages and backgrounds with a safe, affordable, healthy and beautiful place to live and thrive. These communities, large and small, all experience change at various points in their existence, whether it be environmental, political, geographic, economic, or demographic. For example, rapid, uncontrolled development can lead to sprawl, and declining or stagnant development can lead to dilapidated buildings and increased blight. Change is inevitable, and the long-term viability of every community is affected by it. Community stabilization is a vital factor in remaining viable and encouraging quality growth. For a community to remain strong in an ever-changing world, it must accommodate its current needs, anticipate future needs, and take advantage of critical opportunities. It also requires adaptation in the face of unforeseen circumstances or emergencies.

It is critical to recognize that the effects of change are different for communities that can anticipate, plan for and accommodate it. Communities that fail to plan can face negative effects that could have been prevented or mitigated with proper planning.

A vision which is consistent and locally generated, in conjunction with an implementation plan, can ignite economic opportunities and encourage social cohesiveness in any jurisdiction.





The Jefferson County Joint Comprehensive Plan focuses on unique community traits and assets while identifying present issues and presenting future solutions. The Jefferson County Joint Comprehensive Plan is the official guiding document for Jefferson County and the communities of Avera, Bartow, Louisville, Stapleton, Wadley, and Wrens. This document serves to:

- Outline a desired future
- Provide a guide for how to achieve that future
- Formulate a coordinated long-term plan

The comprehensive plan coordinates areas of significance in economic development, housing, community facilities, cultural/natural resources and land use in a guide for:

- Land development in relationship with the environment
- Retention and attraction of employment opportunities
- Continued maintenance and access to public services and facilities
- Recreational services created and improved

Comprehensive plans prepared in Georgia that are consistent with the DCA standards include a strategic planning component called the “community work program.” Each community’s five-year community work program lists measurable projects that will be undertaken within the applicable community’s geographic area consistent with their stated comprehensive plan goals. This document includes data at a variety of scales, from the state and region, down to the municipal level. All of which provide valuable context and comparison information for plan users.

In conjunction with the Jefferson County Service Delivery Strategy (see page 7), this document is a resource to provide a road map for each jurisdiction. Appointed and elected officials should use this resource as they deliberate land development issues and help their respective citizenry understand the benefits of proper community planning.

## *Historic Background on Jefferson County and Its Municipalities*

Named in honor of Thomas Jefferson, in 1796 Jefferson County was established as the state of Georgia’s twenty-third county on land formerly belonging to Warren and Burke Counties. Since its founding, Jefferson County has been primarily agriculturally driven. Historically, cotton and tobacco were the main crops of the county. However, today the county’s farms have cotton, wheat, timber, cattle and dairy operations. According to the USDA’s 2012 Census of Agriculture, Jefferson County has 358 farms and 492 farmers, with an average farmer age of 56. Local industry and manufacturing also play a major role in the local economy. Although closures in some areas have affected local jobs, expansion efforts are underway in others, and the Development Authority is an active participant in industry recruitment.

### **AVERA**

Avera was founded in 1885, named after the beloved Dr. Alexander Avera. Dr. Avera donated the land for the town, which was named in his honor.

Avera

### **BARTOW**

Bartow was named “Wood’s Fort” after Solomon Wood who built a log fortification to protect against attacks from the Creek Nation. Part of the area now known as Bartow was a partial payment for Wood’s services as a Commander of all Georgia troops who fought in the Revolutionary War. The town was later incorporated in 1860, renamed Bartow in honor of Francis Bartow a Savannah native, who died during the Civil War’s First Battle of Manassas. During the Civil War “March to the Sea,” General William T. Sherman turned south prior to hitting the town, but briefly Union soldiers entered the town to take cotton and supplies. Bartow served as a source of supplies for Confederate soldiers.

Following the Civil War, the town was repaired and a railroad stop aided with attracting new residents, During the 1920s Bartow became a major freight stop between Macon and Savannah. After the arrivals of the boll weevil and The Great Depression the population began to decline. In recent years, an organized group of Bartow residents have revived a sense of pride focused on the town's history, which has resulted in a slow increase in population.

### **LOUISVILLE**

Louisville is the county seat and is named in honor of King Louis XVI of France. The City became Georgia's first permanent state capital in 1796, and remained the capital for 10 years. In the City's early years, tobacco and cotton crops helped to drive the economy, along with trade. During the Civil War in 1864, General William T. Sherman in his "March to the Sea" went through Broad Street in Louisville, burning homes and stores.



### **STAPLETON**

Stapleton originally served as a county post office named "Spread Oak." In 1885, when the railroad was built the town was renamed in honor of Colonel James Stapleton. During the Civil War the town was hit by General William T. Sherman's "March to the Sea", and homes and livestock suffered. In 1906, Stapleton was incorporated. The city has ideal land for agricultural purposes, and the chief crops are cotton and grain.

### **WADLEY**

Wadley was known as "Shakerag" in 1873, when the town founder William Donovan put down a tram road running from his mill to the town. William Donovan named the town after his friend William Morrill Wadley, who was president of the Central of Georgia Railway. The newly named town coincided with Wadley becoming an official railroad stop.



### **WRENS**

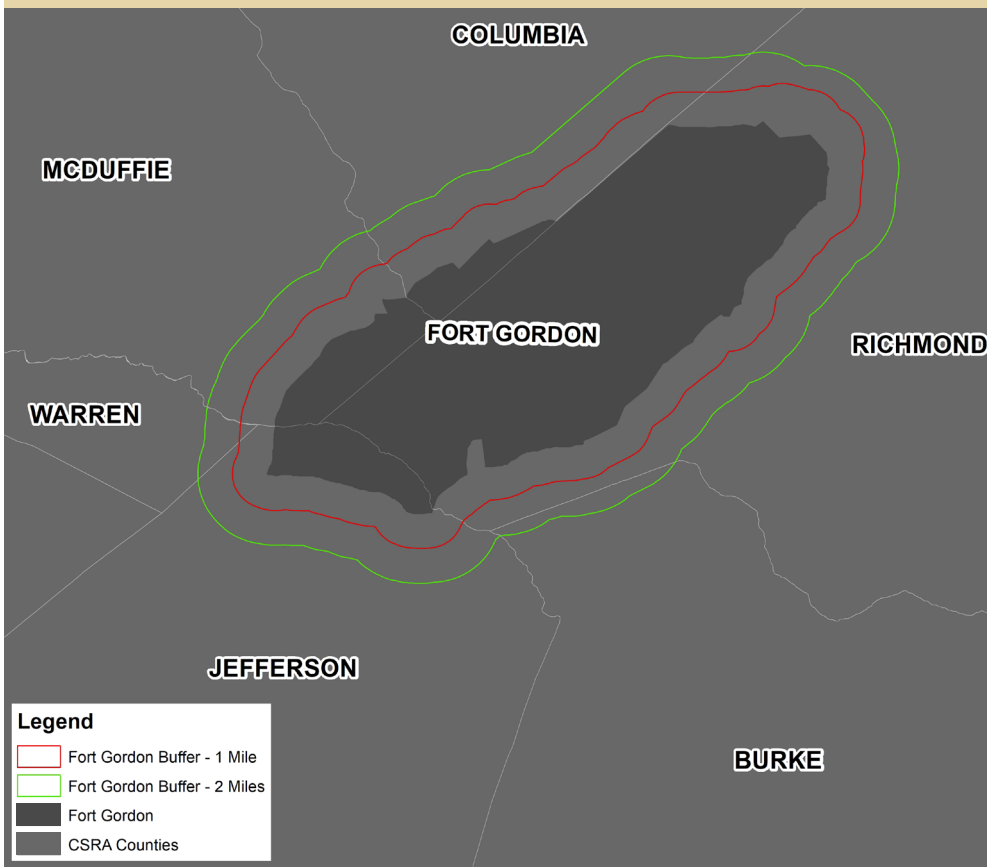
Wrens is named after an early settler, John Wren. The town developed due to its close proximity to the railroad. During the early 1900s, the town developed with churches, a school and soon after industry. Some of the noted industries in Wrens were a cottonseed oil mill, flour mill, woodwork factory, an ice factory and a Coca-Cola bottling plant. One of the City's unique assets is its gourd farm, the largest east of the Mississippi River.

## A Fort Gordon Neighbor

Fort Gordon is the Augusta area's largest employer and drives the regional economy. Occupying approximately 55,600 acres in four counties (Jefferson, Augusta-Richmond, McDuffie, and Columbia), Fort Gordon is the largest communications training facility in the Armed Forces and is the focal point for the development of tactical communications and information systems. Fort Gordon is also home to members of the other Armed Forces and is a center for joint forces training and operations. According to the Fort Gordon Alliance, Fort Gordon accounts for about 24,000 civilian and military jobs and generates over \$2.4 billion dollars in economic activity and tax revenue annually.

Fort Gordon was recently designated the Army Cyber Center of Excellence, and several thousand new soldiers and contractors are expected to our area in the coming years. This growth at Fort Gordon will directly affect the counties adjacent to Fort Gordon and will likely have extended effects across the region as these new residents search for housing, recreation, and retail opportunities and require local public services. The region is working to provide a skilled workforce capable of occupying some of the jobs that will be associated with growth in cyber and in Fort missions in general.

The relationship between military installations and surrounding communities has become strongly interrelated, and it is no longer possible for either entity to avoid one another when particular challenges arise. Neither local governments nor Fort Gordon can afford the costs associated with poor land use compatibility. Both need to work collaboratively in order to address issues that affect the localities' ability to grow in an orderly and organized manner, enabling it to provide adequate services to residents, and Fort Gordon's ability to adequately operate and train its troops.



Currently, local governments are required to inform Fort Gordon and take comment on rezoning requests within 3,000 feet of the installation per the State Zoning Procedures Law.

To address impacts of land use and encroachment on Fort missions, McDuffie, Augusta-Richmond, Burke, Columbia, and Jefferson counties are participating in a Joint Land Use Study (JLUS). Recommendations from the forthcoming final JLUS report will be included in a future version of this document as implementation activities once the report is complete.



# Jefferson County by the Numbers



## Median Age



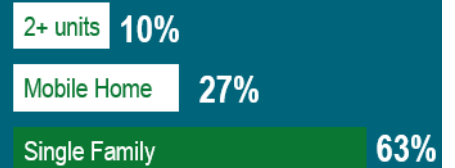
The median age has risen from 34.9 in 2000 to 38.4 in 2015 according to the U.S. Census

## School Enrollment



total student enrollment in the Jefferson County school system in 2015

## Housing Mix



based on 7,258 total housing units (2015 ACS)

## Family Households



of the population is family households with children

## NR Properties



Listings on the National Register of Historic Places

## Median Household Income

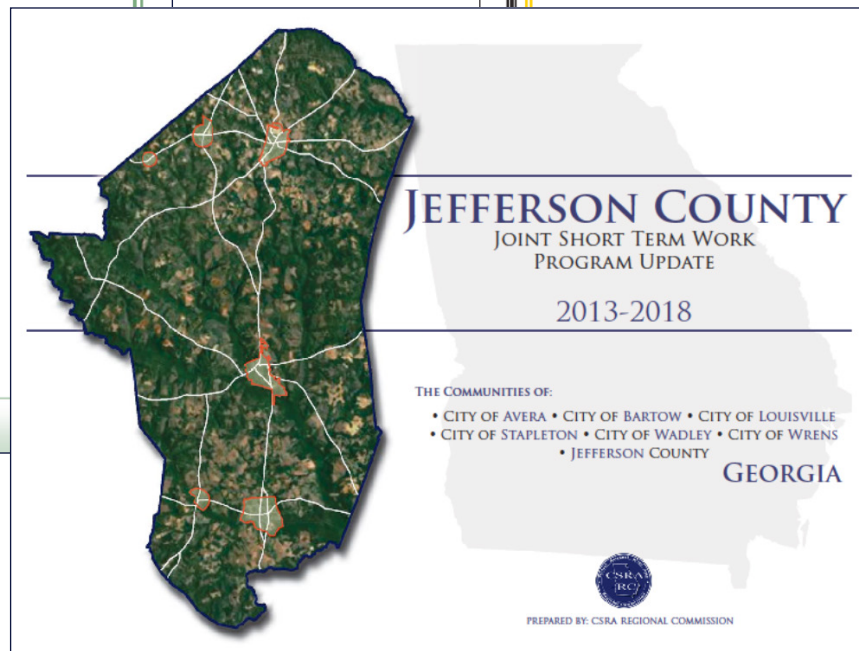
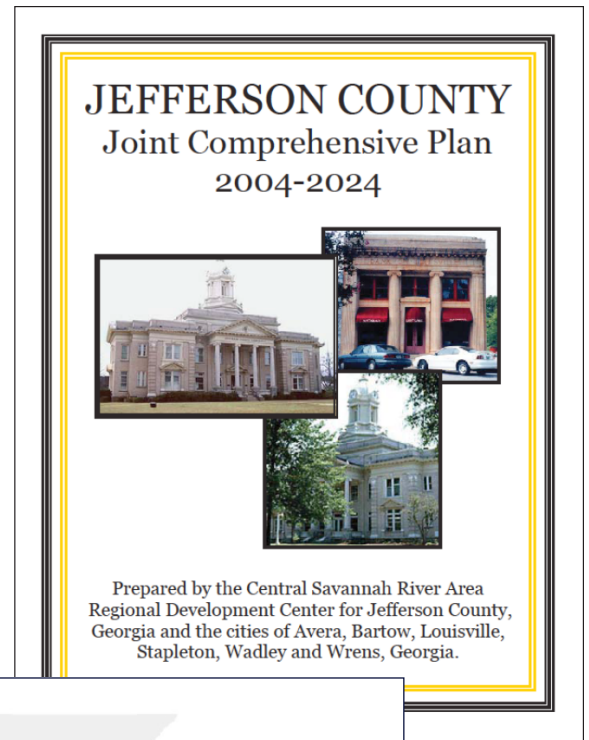
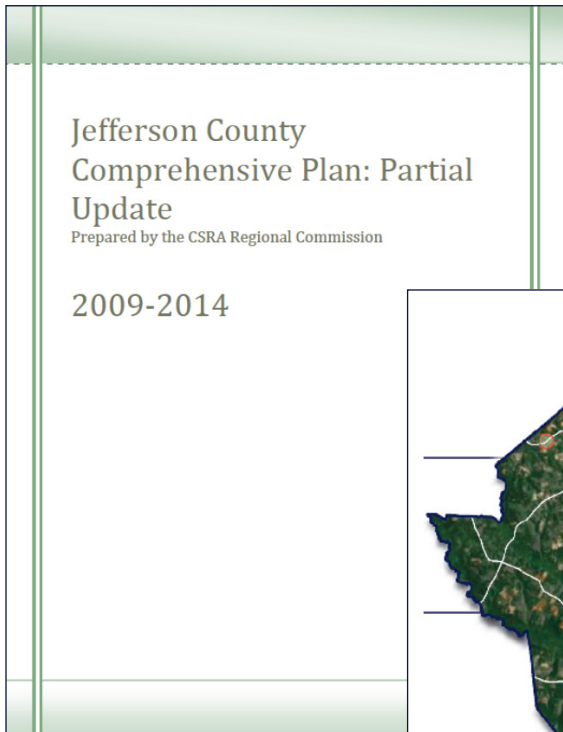


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## PRIOR PLANS

The comprehensive plan is a living document that should be updated as the community it describes changes. The Georgia Department of Community Affairs (DCA) requires 5-year updates of the plan and community work program to ensure community needs are met.

The 2004-2024 Plan, 2009-2014 Partial Update and 2013-2018 work program update were prepared by the CSRA Regional Commission (CSRA-RC).



## SERVICE DELIVERY STRATEGY

The state of Georgia's "Service Delivery Strategy Act" (O.C.G.A 36-70) was adopted in 1997 by the Georgia General Assembly. It required all Georgia counties and incorporated municipalities to adopt a joint "service delivery strategy" document by July 1, 1990. The service delivery strategy document is an action plan supported by appropriate ordinances and intergovernmental agreements, for providing local government services and resolving land use conflicts within a county.

The purpose of this Act - and the service delivery strategy document - is for local governments to examine public services, identify overlap or gaps in service provisions, and develop a better approach to allocating the delivery and funding of these services among local governments and other authorities within each county.

The Jefferson County Service Delivery Strategy has been updated as a part of this process.

## *Plan Coordination, Components and Process*

The CSRA-RC is the county's selected planning coordinator for the Jefferson County Comprehensive Plan 2018-2028. This document has been prepared to exceed the minimum requirements of Georgia Department of Community Affairs' 2018 Minimum Standards and Procedures For Local Comprehensive Planning which became effective in October 2018.

The Comprehensive Plan includes the following state-required and elective components:

- Community Goals
- Community Needs and Opportunities
- Community Work Program
- Community Involvement Overview
- Broadband Services
- Economic Development
- Land Use
- Housing
- Natural and Cultural Resources
- Community Facilities and Services

All state-required comprehensive planning components, and additional electives listed are distributed throughout the Jefferson County Comprehensive Plan in different sections.

A comprehensive plan should be composed to reflect the shared vision, goals and objectives for all communities involved in the process. The Georgia Department of Community Affairs requires the planning process for comprehensive plan to follow a set of minimum procedures to ensure that the public has the opportunity to provide input and review the comprehensive plan document as it is created. Figure 1 (on page 10) provides a list of the required procedures and provides a brief description of each.

### **PUBLIC INVOLVEMENT**

Consistent public input is a necessary component for the creation and completion of this comprehensive plan document. One significant part of the process is forming a stakeholder committee of community members. This group of people is critical to the plan creation and informs the decision-making process. A committee of stakeholders was created and was comprised of community leaders from a cross-section of the county. The primary purpose of this committee was assuring that CSRA-RC staff reflected the aforementioned shared vision, goals, and objectives of the community.

Two public hearings were also held as a part of this process. Initial public hearings to start the comprehensive planning process were held for each of the jurisdictions on the following dates:

- January 8, 2018 | Avera and Wadley
- January 9, 2018 | Louisville and Jefferson County
- January 11, 2018 | Stapleton
- January 16, 2018 | Wrens
- January 22, 2018 | Bartow

The second public hearing was a joint hearing held on January 25, 2019 at Louisville City Hall.



**The members of the Jefferson County stakeholder committee for this planning process were:**

Adam Brett | Administrator, Jefferson County  
Mitchell McGraw | Chairman, Jefferson County  
Greg Sellars | Economic Development Authority of Jefferson County  
Eugene Love | Resident  
Ricky Sapp | Administrator, City of Louisville  
Larry Morgan | Mayor, City of Louisville  
Arty Thrift | Administrator, City of Wrens  
Lester Hadden | Mayor, City of Wrens  
Gail Berry | Clerk, City of Stapleton  
Frank Parrish | Mayor, City of Stapleton  
Brittany Kurtz | Clerk, Town of Bartow  
Robert Morris | Mayor, Town of Bartow  
Amy Hadden | Clerk, City of Avera  
Tommy Sheppard | Mayor, City of Avera  
Rita Hilton | Clerk, City of Wadley  
Henry Moore | Mayor, City of Wadley

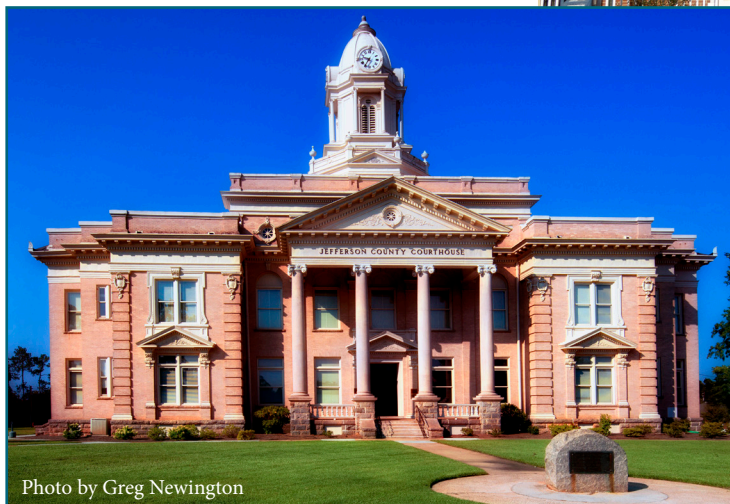


Photo by Greg Newington

Stakeholder meetings were held on the following dates to provide information, review data, and gain community perspective:

- January 26, 2018
- June 15, 2018
- June 18, 2018
- August 6, 2018 (phone conference)
- October 19, 2018
- January 25, 2019 (prior to the hearing)

**FIGURE 1: PLANNING PROCESS FOR THE JEFFERSON COUNTY COMPREHENSIVE PLAN**

Procedure		Description
A	First Required Public Hearing	Brief public on the process and provide opportunities to participate
B	Plan Development	Must include opportunity for involvement from stakeholders and community members
C	Second Public Hearing	Once plan is drafted must be made available for public review
D	Submittal for Review	Upon completion must submit to RC
E	Notification of Interested Parties	The RC will notify all interested parties of the availability of the plan for review and comment
F	Regional Commission Review	RC will review the plan for potential conflicts
G	Department Review	DCA will review for compliance with their "Rules"
H	Report of Findings and Recommendations	A report of findings and recommendations must be transmitted within 40 days after submittal
I	Plan Revisions	If plan is not in compliance revisions may be made to the plan to meet requirements
J	Adoption of Plan	Once the plan is found in compliance the plan can be adopted within a certain time frame
K	Notification of Local Adoption	RC must be notified of adoption within 7 days and forward to DCA in another 7 days
L	Qualified Local Government Certification	DCA will notify communities their QLGC has been extended
M	Publicizing the Plan	Publication of plan adoption must occur and citizenry informed of the availability of plan for review



# COMMUNITY GOALS

This section of the Plan includes the following:

- A *List of Community Goals*, divided by topic area, that represent the long-term, overarching concepts which should guide day-to-day decision-making for years into the future, beyond the community work program. These goals include broad statements of understanding and intent regarding the communities' long-term growth and development vision.
- A *List of Supporting Policies* that accompany each goal, which serves as ongoing guidance and direction for local officials for making decisions consistent with achieving that goal.

Goals and policies were developed jointly for the county and cities.



# COMMUNITY GOALS and SUPPORTING POLICIES



## Economic Development

**Goal** -To have a diverse local economy built on a prepared workforce, business attraction and retention, creation of new employment opportunities and utilization of natural and cultural resources.

### Policies

- Maintain an updated list of available industrial sites
- Increase water/sewer/natural gas capacity
- Maintain an inventory and map of publicly owned land that's suitable for development
- Periodically review dual enrollment program options and update as feasible
- Encourage collaboration on tourism efforts
- Encourage the Chamber of Commerce to meet with all businesses
- Encourage adaptive reuse of structures and brownfield redevelopment
- Expand workforce and talent through community development
- Develop new and existing industry that expands the tax digest and/or increases opportunities to expand the county workforce
- Dedicate a portion of ad-valorem taxes will be allotted for the purposes of economic development within the county
- Focus on attracting new industry to the industrial parks
- Cities will coordinate with the Jefferson County Chamber of Commerce to attract new retail businesses, particularly to the downtown areas
- Cities will coordinate with the Development Authority of Jefferson County to attract new industries to the area
- Continue DDA member training when needed
- Engage in efforts to improve downtown storefronts



## Natural and Cultural Resources

**Goal** -To adequately protect sensitive natural areas and cultural resources while encouraging public access and visitation

### Policies

- Monitor naturally sensitive areas for pollution and or degradation
- Review and update natural resource protection ordinances as needed
- Prevent landfills from being developed near or adjacent to streams, rivers, and/or creeks
- Encourage development away from naturally sensitive areas
- Consider the negative effects of development on cultural resources
- Develop and promote scenic views and sites
- Periodically update historic resource surveys
- Encourage expansion of existing trails and parks where feasible
- Conduct activities to maintain the "Tree City" certification (Louisville)
- Implement streetscape enhancements that conform to center city conceptual designs, improve safety and aesthetics, and support multiple modes of transportation



## Community Facilities and Services

**Goal** -To ensure that residents of all ages, ability and income have access to critical facilities, resources and recreational opportunities

### Policies

- Identify potential passive and active recreation opportunities and apply for funding to develop them
- Update and renovate public buildings and look for opportunities to reuse vacant ones
- Explore opportunities to expand collegiate and vocational programs
- Continue to provide financial and human resource support to the Jefferson County Public Library System to meet identified needs
- Replace road, fire protection and public safety equipment as needed
- Improve flood and drainage throughout the county
- Pave roads within municipal limits and in designated county areas
- Maintain quality water and sewer infrastructure and make improvements as needed
- Repair and replace insufficient bridges throughout Jefferson County



## Housing

**Goal** – To provide a mix of housing options in a variety of price ranges for all residents that establishes an adequate, safe supply of units for owners and renters

### Policies

- Encourage new housing development to locate in proximity to existing or planned infrastructure and near important community attractions
- Examine patterns of non-resident commuters and develop housing options to encourage them to settle in Jefferson County
- Encourage incorporation of greenspace in new subdivision developments
- Maintain a housing inventory at the municipal level, noting unit type and condition
- Encourage sewer tap on, not septic tanks
- Encourage water tap on, not wells
- Educate the public on downtown payment assistance, USDA Rural Development guaranteed loans and other home ownership options
- Encourage rehabilitation or removal of dilapidated housing stock
- Improve access to low and moderate income housing to provide housing options for current and future residents
- Use code enforcement to designate vacant, dilapidated properties and use local funds or pursuing grants to do demolition where necessary
- Perform and update housing inventories or similar process at the municipal level
- Periodically review building permits and real estate data from the previous few years to get a better picture of housing availability, type and price



## Land Use

**Goal** - To maximize the efficient use of available land and existing infrastructure that creates areas with access to necessary resources, while determining the best areas to extend services and eliminate incompatible uses

### Policies

- Encourage appropriate infill housing and the revitalization of older neighborhoods
- Encourage rehabilitation and reuse of downtown buildings
- Coordinate new development with siting of public facilities and utilities
- Base project approval decisions on the ability of the existing or planned public facilities to accommodate increased use
- Maintain updated digital and paper zoning maps
- Encourage staff and planning commissioner attendance at planning and zoning trainings
- Review and update land use regulations and ordinances as needed
- Annually review the Comprehensive Plan
- Focus residential development along Calhoun Street with the possibility of some mixed-use development also occurring (Wadley)



## Intergovernmental Coordination

**Goal** – Maintain existing formal and informal intergovernmental coordination mechanisms within county jurisdictions (including quasi-governmental institutions), among neighboring jurisdictions, and within regional organizations

### Policies

- Encourage, where outlined, formal intergovernmental coordination mechanisms
- Examine consolidation of similar services
- Hold meetings to discuss projects occurring at different levels of government or within different agencies that affect other levels or agencies
- Actively seek opportunities for county and city officials to meet



## Broadband Services (High Speed Internet)

**Goal** -To ensure that all residents, businesses and institutions have access to quality, affordable high speed internet throughout the county

### Policies

- Provide residents, businesses and institutions with opportunities to discuss their broadband
- Pursue funding opportunities to expand and/or improve access
- Pursue the "Broadband Ready" site designation for important community buildings, as defined in the 2018 ACE Act
- Seek opportunities to partner with neighboring jurisdictions to create or expand high speed internet infrastructure where feasible

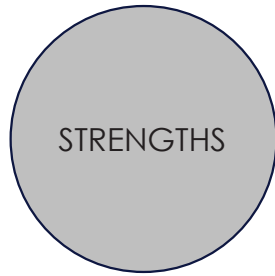


# COMMUNITY NEEDS & OPPORTUNITIES

The stakeholder committee members met several times with CSRA-RC staff over the course of the plan creation process and actively participated in facilitated discussions to help define community needs, establish community goals, and create community work program activities. One key item created during the process was the SWOT analysis (strengths, opportunities, weaknesses, and threats) for the county and each municipality. Combined with data collected by Regional Commission staff and county staff, the SWOT analysis directly informed the crafting of the county needs and opportunities. It also provided support for long-term goals and work program activities developed further along in the process.

This section of the Plan contains the locally agreed upon list of [needs and opportunities](#) the communities intend to address and will be updated every five (5) years. In contrast to the long-term focus of the Community Goals element, the Needs and Opportunities element conveys the relatively short-term imperatives which will require direct attention from the community in the following five years.

# SWOT ANALYSIS



- Local government cooperation between the cities, county and the authorities like economic development/hospital
- Land available for business or residential development
- Agricultural production
- Diverse population
- Schools with dual enrollment programs with Oconee Fall Line Technical and East Georgia University
- TSPLOST funds
- Municipal water available, often provided outside city/town limits
- Municipal airports
- Community centers

- 
- Lack of skilled and unskilled labor
  - Lack of quality, affordable housing for renting or owning
    - Lack of citizen education on personal finance
      - Lack of county-wide water
        - Poverty
          - Poor citizen health
    - Lack of commercial businesses
  - Aging water/sewer infrastructure
    - Vacant buildings
      - Dilapidated buildings
    - Flood and drainage issues
      - A struggling hospital
  - Lack of broadband access and/or quality
    - Outdated digital zoning maps



- Increasing intergovernmental cooperation
- Potential industry expansion
- Use of the UGA Extension credit counselor
- Available, quality industrial sites
- Tourism and recreation on/near the Ogeechee River
- Proximity to Augusta, Fort Gordon and Columbia County
- Natural gas expansion to Wadley
- Water and/or sewer expansions within or near the municipalities
- ACE broadband legislation and available funding for expansion/upgrades
- Revitalization of downtowns
- Adaptive reuse of structures/facilities
- Expansion of agri-tourism and heritage tourism
- Expansion of the solar industry

- 
- Loss of industry jobs/factory closings
    - Cost for rural health care
  - Reduced/unavailable funding for infrastructure improvements
    - Changing laws, specifically in emerging areas like telecommunications





# COMMUNITY NEEDS & OPPORTUNITIES



## ECONOMIC DEVELOPMENT

<i>NEEDS</i>	<i>OPPORTUNITIES</i>
<ul style="list-style-type: none"> <li>• More commercial businesses</li> <li>• Increased resident knowledge in finance</li> <li>• Better qualified workers</li> <li>• Improved broadband access and quality</li> <li>• Revitalized downtowns</li> <li>• To replace lost industry jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Available land for development</li> <li>• Utilizing the Extension credit counselor</li> <li>• Expansion of natural gas to Wadley</li> <li>• Space available for telecommunications antennas on the water tanks</li> <li>• Expansion of Dual Enrollment programs between the high school and nearby colleges/universities</li> <li>• Better utilization/promotion of the airports</li> <li>• Expansion of the solar industry</li> <li>• Renovate, reuse, or demolish vacant buildings</li> <li>• Create and promote tourism opportunities for natural, agricultural and historic assets</li> <li>• Refine permit process for fiber optic placement</li> </ul>



## NATURAL and CULTURAL RESOURCES

<i>NEEDS</i>	<i>OPPORTUNITIES</i>
<ul style="list-style-type: none"> <li>• Additional recreation options</li> <li>• Protect the quality of drinking water sources and sensitive natural areas</li> <li>• Protect valuable redevelopment forces and/or historic properties from demolition by neglect</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion of existing walking trails and parks</li> <li>• Expand and construct new community, service and senior centers</li> <li>• Promotion of community assets like local museums</li> <li>• To include greenspace in new developments</li> </ul>



## LAND USE

<i>NEEDS</i>	<i>OPPORTUNITIES</i>
<ul style="list-style-type: none"> <li>• Improved code enforcement</li> <li>• Updated digital zoning maps</li> <li>• Current, codified ordinances that address current conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Available land for development</li> <li>• Utilizing the RC to create or update GIS maps and review ordinances</li> <li>• Shared code enforcement</li> </ul>



## COMMUNITY FACILITIES

### NEEDS

- More recreation opportunities for residents
- Improved and expanded water and sewer infrastructure
- Flood and drainage improvements
- Additional support for the county hospital
- Public access to information and technology for improved quality of life
- Improved community health
- Strong school system with variety of courses

### OPPORTUNITIES

- Available land for development
- Using TSPLOST funding, especially discretionary funds for critical projects
- Community centers that can be rented out
- Expansion of course offerings and dual enrollment options in high school
- Promotion the scenic byway and historic sites nearby
- Expand recreation facilities at Ogeechee Crossing Park



## HOUSING

### NEEDS

- More diverse housing options
- Additional housing for rent or purchase
- Additional quality, available affordable/ workforce housing
- Redevelopment and/or rehabilitation of deteriorated housing stock
- Demolition of vacant, dilapidated structures

### OPPORTUNITIES

- Available land for housing development
- North end growth in the county is capable of absorbing residents from neighboring counties
- Refine permit process



## INTERGOVERNMENTAL COORDINATION

### NEEDS

- Continued cooperation and more opportunities to work together between jurisdictions

### OPPORTUNITIES

- Service consolidation where logical
- Utilizing the RC for joint planning efforts



# LAND USE

Land use and development patterns are the result of interaction between transportation and infrastructure development, demographic trends, economic circumstances and social attitudes. These often encourage communities to meet certain needs through the designation of land for particular uses. Substantial in-migration, historic events, technological changes in areas such as transportation and construction, and the availability and cost of land, water, energy and internet also influence existing and future development patterns. Land uses can ensure that land is distributed to meet the future needs of residents. Jefferson County contains the following land use categories: agricultural-residential, residential, commercial, industrial, public/institutional, parks/recreation/conservation and transportation/communication/utilities.

The purpose of the Land Use Element is to ensure that the distribution of land uses meets the future economic, social, physical, and environmental needs of Jefferson County and its municipalities. The future land use map can assist local governments in making development decisions that complement long-term goals and policies established in this planning process and avoid the emergence or continuance of inefficient development patterns. This section of the Plan includes the a [collection of future land use maps and defining narrative](#) that use classifications to depict the location of future land uses.

# EXISTING and FUTURE LAND USE

An examination of zoning, land uses and development patterns throughout the county reveals that little has changed since the last comprehensive plan update. The county's predominant land uses overall continue to be agricultural and residential in nature. Jefferson County has experienced a relatively small amount of growth. On the whole, the county remains rural and has not experienced the booming suburban growth seen elsewhere in the region. Despite lags or decline in the unincorporated area, some incorporated areas have grown in population, increased infrastructure service area and annexed land.

Transportation is one of the strongest influences on land use patterns. Travel behavior and the existence of roads have a direct impact on the location of new development. Jefferson County has an abundance of state routes intersecting the rural areas and linking them with the county's six cities. Historically, development patterns in the unincorporated areas have occurred along, or within close proximity to these major road networks. Widened highways and reduced commute times have increased Jefferson County's location benefit of proximity to the Augusta/Aiken area. Growth and job opportunities in these nearby counties served as a catalyst for residential development along the commuting corridor.

This same proximity has also affected commercial development. For the most part, much of the county's residents traditionally traveled outside the county to take advantage of larger shopping and entertainment opportunities in Augusta-Richmond County. Over time, major commercial and business development has been focused in areas inside and near to the incorporated areas. Commercial land use is significantly higher in Louisville, Wadley and Wrens than the other municipalities, reflecting larger population shares and traditional status as trading centers. Conversely, Avera, Bartow, and Stapleton have experienced lower rates of conversion from agricultural to residential and commercial uses. Additionally, in downtown areas, all the cities contend with the need and desire to recruit businesses in order to promote revitalization and prevent or resolve issues of vacant commercial structures.

Industrial land in Jefferson County includes several mining sites and industrial parks. The cities and county are seeking to better connect and expand existing industry and plan for the future as new projects such as highway widening and broadband deployment happen. One industry that has seen regional growth is solar, and there are opportunities to grow this industry in the county.

The improved efficiency of road networks and lack of robust public transit has contributed to an increased reliance on cars, which is reflected neighborhood development. Prominent features of the county's subdivisions are garages, driveways, and a lack of sidewalks. The increased mobility of the population, in general, has led to a decrease in mixed-use and neighborhood commercial development and has decreased our mobility options through a forced reliance on the automobile, even for the shortest of trips. The communities in Jefferson County have decided to change some of that. In the future, the jurisdictions would like to pursue more mixed-use development, particularly along important corridors and in areas immediately outside the incorporated areas that can support it. Some of the existing county zoning can support mixed-use developments, such as the planned-unit development (PUD) district. Other options currently not in the code should be developed to complement the others. One possibility is a commercial overlay along major highways. Additional study and refinement of the ordinances needs to happen in order to best define what code adjustments will be made.

As Jefferson County and its communities continue to change, awareness of the impacts of Fort Gordon's growth and expansion remain important. Land use regulations and patterns

that encourage appropriate growth and development will become increasingly important. Recommendations from the forthcoming JLUS report will be examined and incorporated into this plan and other documents in the future.

## LAND USE DESIGNATIONS

The following is a list and description of Jefferson County land uses:

- **Agricultural-Residential.** This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, commercial timber or pulpwood harvesting, and low-density single-family housing.
- **Residential.** The predominant use of land within the residential category is for single-family and multi-family dwelling unit organized into general categories of net densities.
- **Commercial.** This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensity. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building.
- **Industrial.** This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses, organized into general categories of intensity.
- **Public/Institutional.** This category includes certain state, federal or local government uses, and institutional land uses. Government uses include city halls and government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.
- **Parks/Recreation/Conservation.** This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.
- **Transportation/Communication/Utilities.** This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.

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*When determining how best to use the Comprehensive Plan future land use maps and supporting narratives, the reader should be mindful of the following parameters:*

- **Boundaries:** The future land use map is parcel based and does not cross parcel lines. Generally, a tract should develop according to the parameters established in the specific land use in which it is located. The county is strongly encouraged to initiate amendments to their Future Land Use Map whenever the community intends to promote a development pattern in an area that is contrary to the adopted map.
- **Narrative:** The included narratives correspond to the Future Land Use Map for the county and its jurisdictions and should be viewed as general policy statements - as statements of intent. Their use and applicability is similar to those other goals and policy statements found in the "Community Goals" section. They should inform future development decisions. Questions about underlying zoning should be answered by the jurisdictions.



## *Agricultural-Residential*

**Agricultural-Residential.** This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.

Low-density single-family dwelling units are the only allowable housing type. Recreation, such as bicycle and pedestrian trails would be appropriate in this area.



## *Residential*

**Residential.** The predominant use of land within the residential category is for single-family and multi-family dwelling unit organized into general categories of net densities.

Housing types and densities vary between the incorporated areas, the areas immediately outside city/town limits, and the balance of unincorporated Jefferson County.





## Commercial

**Commercial.** This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use on one building or grouped together in a shopping center or office building.

Most commercial activity in the county takes place in the larger cities of Louisville, Wrens, and Wadley. The cities are working toward improving their downtowns and continuing to attract new businesses and pedestrian traffic.



## Industrial

**Industrial.** This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses, organized into general categories of intensity.



## Public/Institutional

**Public/Institutional.** This category includes certain state, federal or local government uses, and institutional land uses. Government uses include city halls and government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.

They do not include facilities that are publicly owned, but would be classified more accurately in another land use category. For example, publicly owned parks and/or recreational facilities should be in the park/recreation/conservation category; landfills in the industrial category; and general office buildings containing government offices in the commercial category.

This land use includes land used for public and semi-public uses. Public uses include government and educational activities and structures. Semi-public uses include churches, synagogues, as well as and clubs and fraternal organizations.



## Transportation/Communication/Utilities

**Transportation/Communication/Utilities.** This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.



## *Parks/Recreation/Conservation*

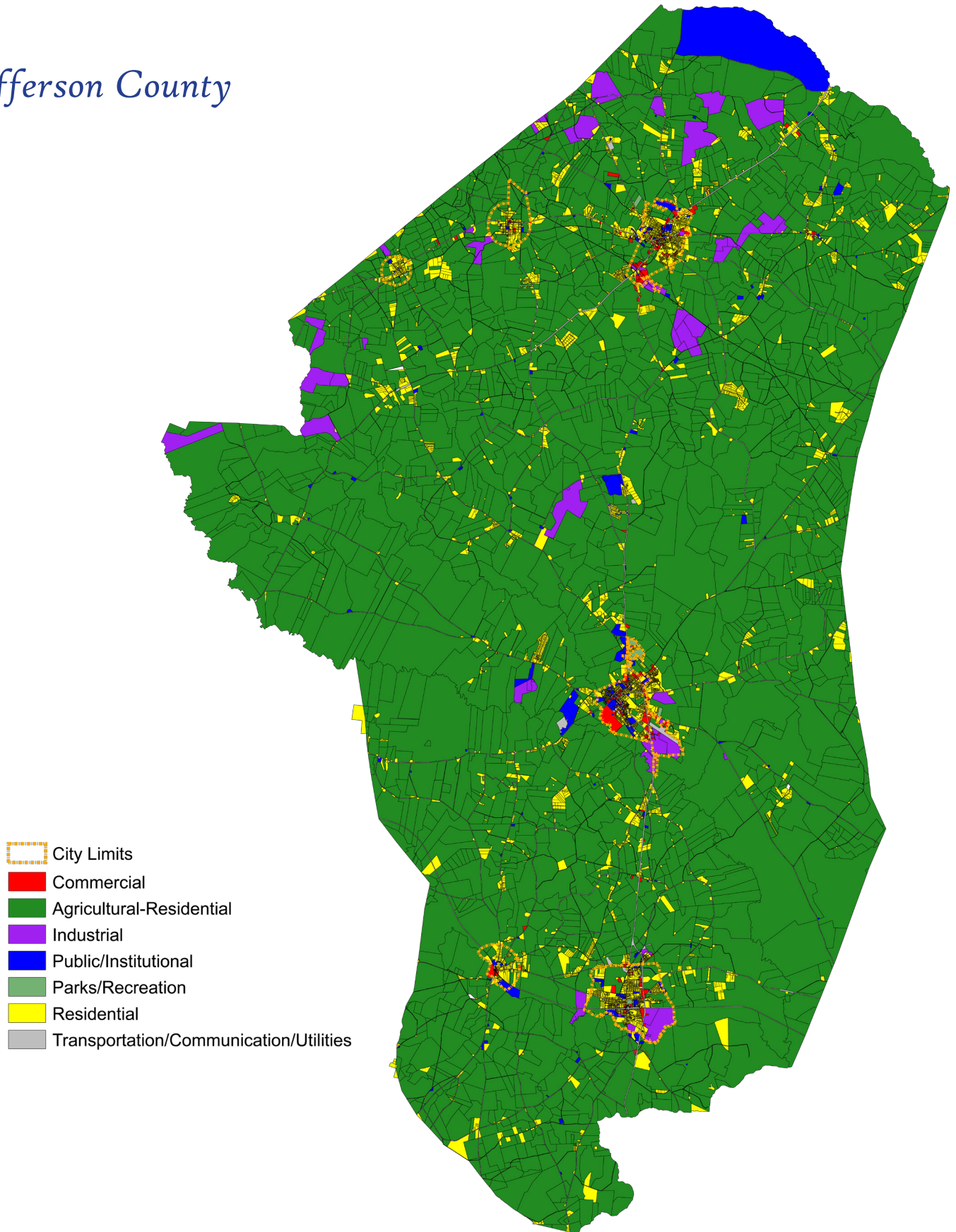
***Parks/Recreation/Conservation.*** This category is for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.



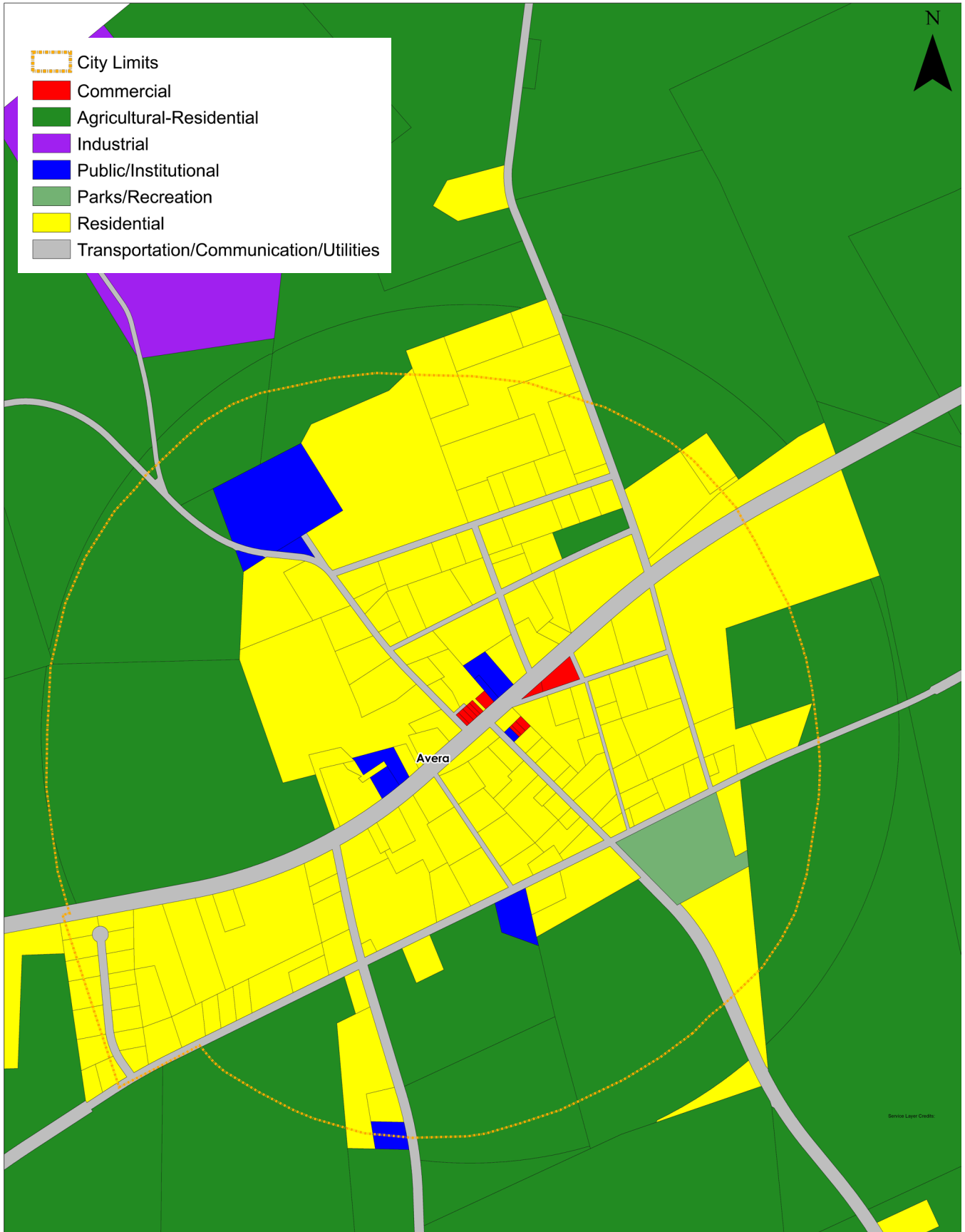


# Future Land Use Maps by Municipality

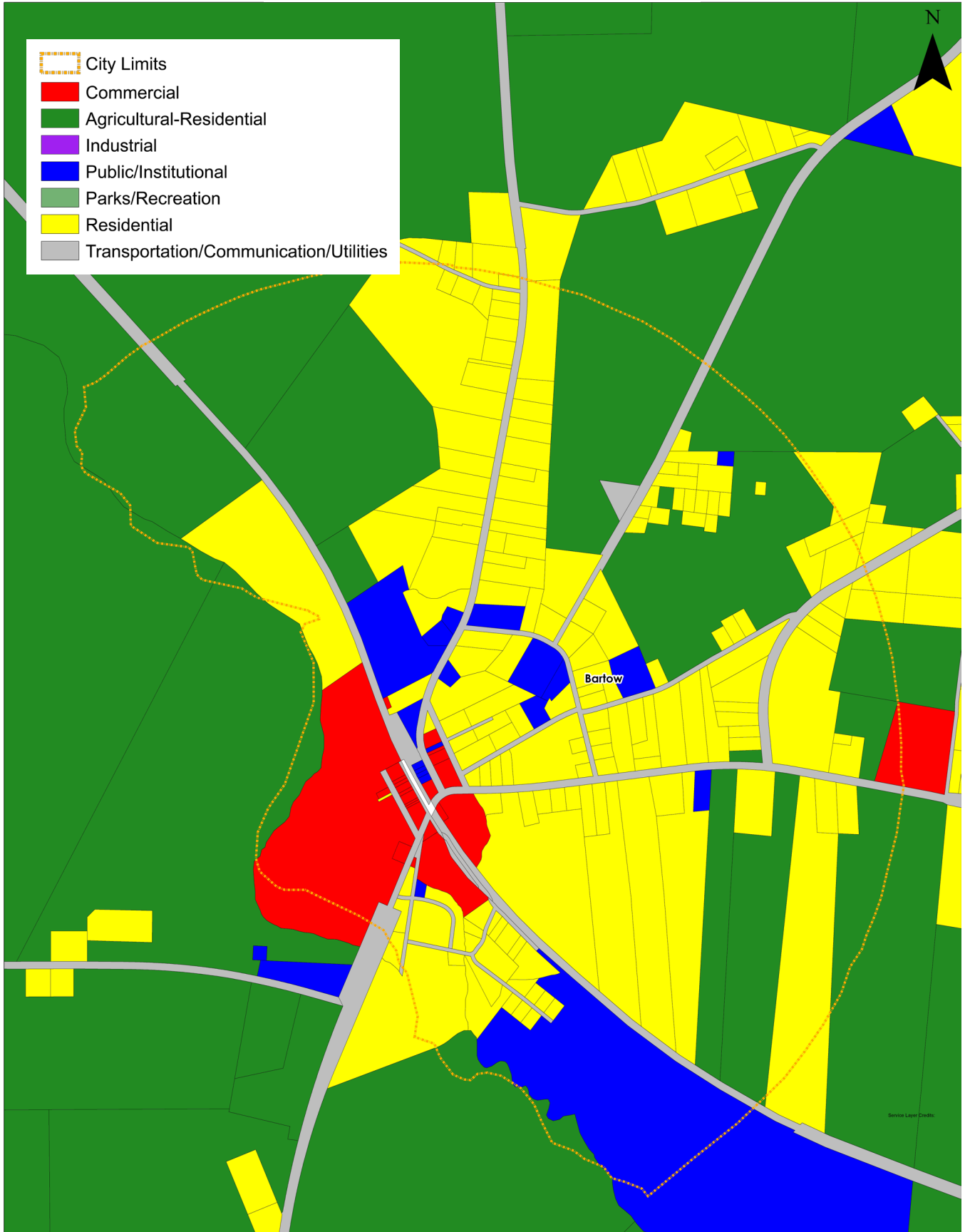
## Jefferson County



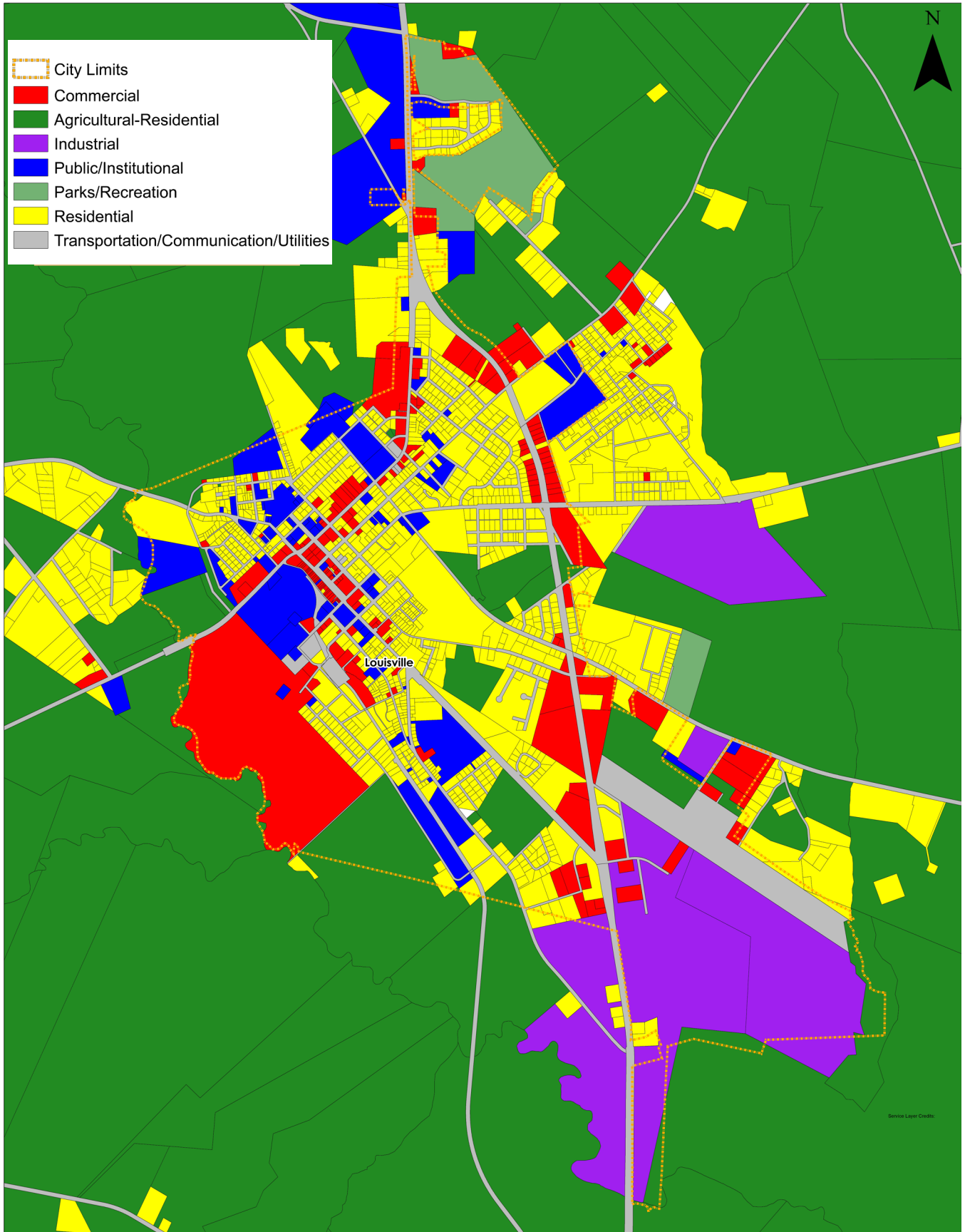
# Avera



# Bartow

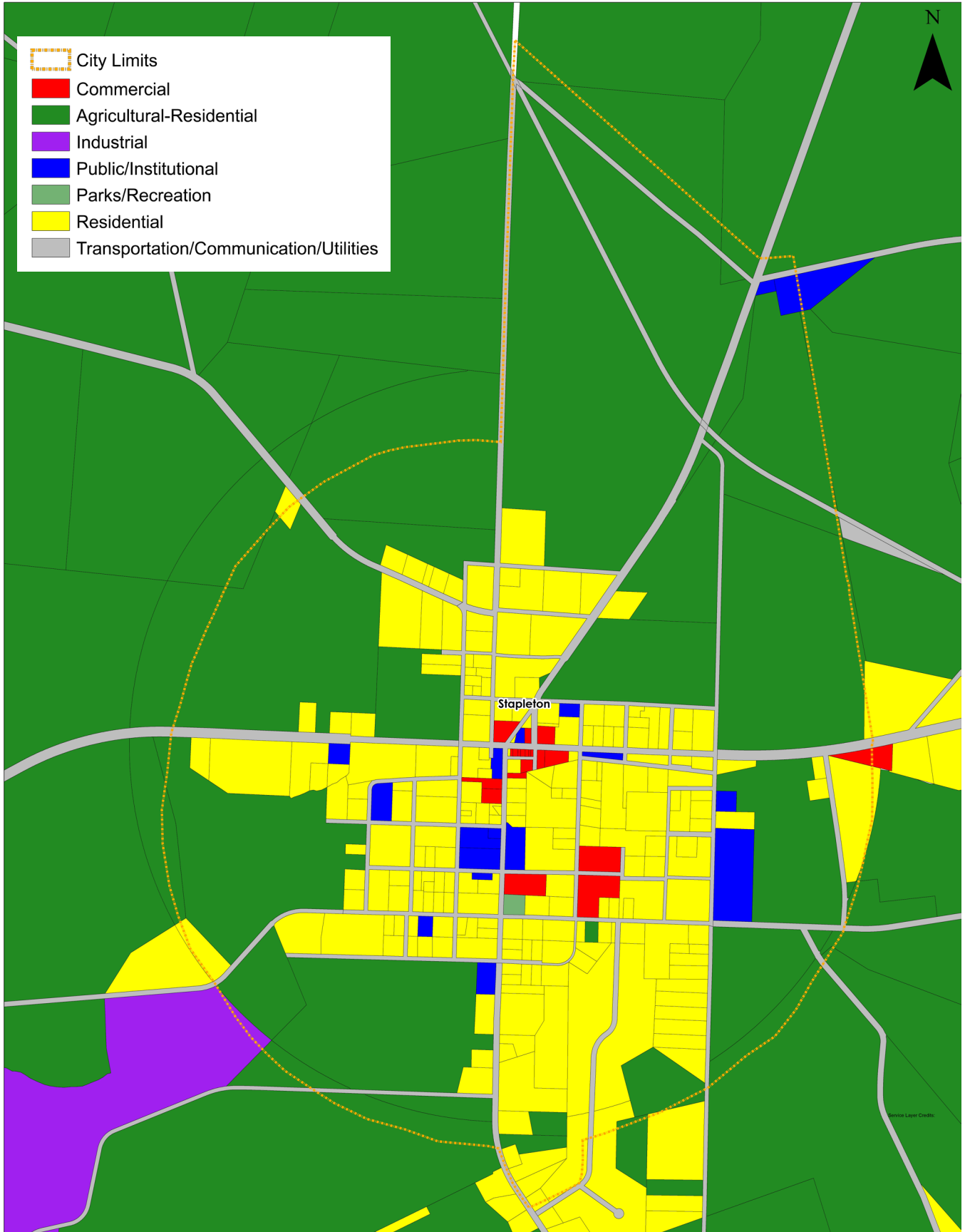


# Louisville

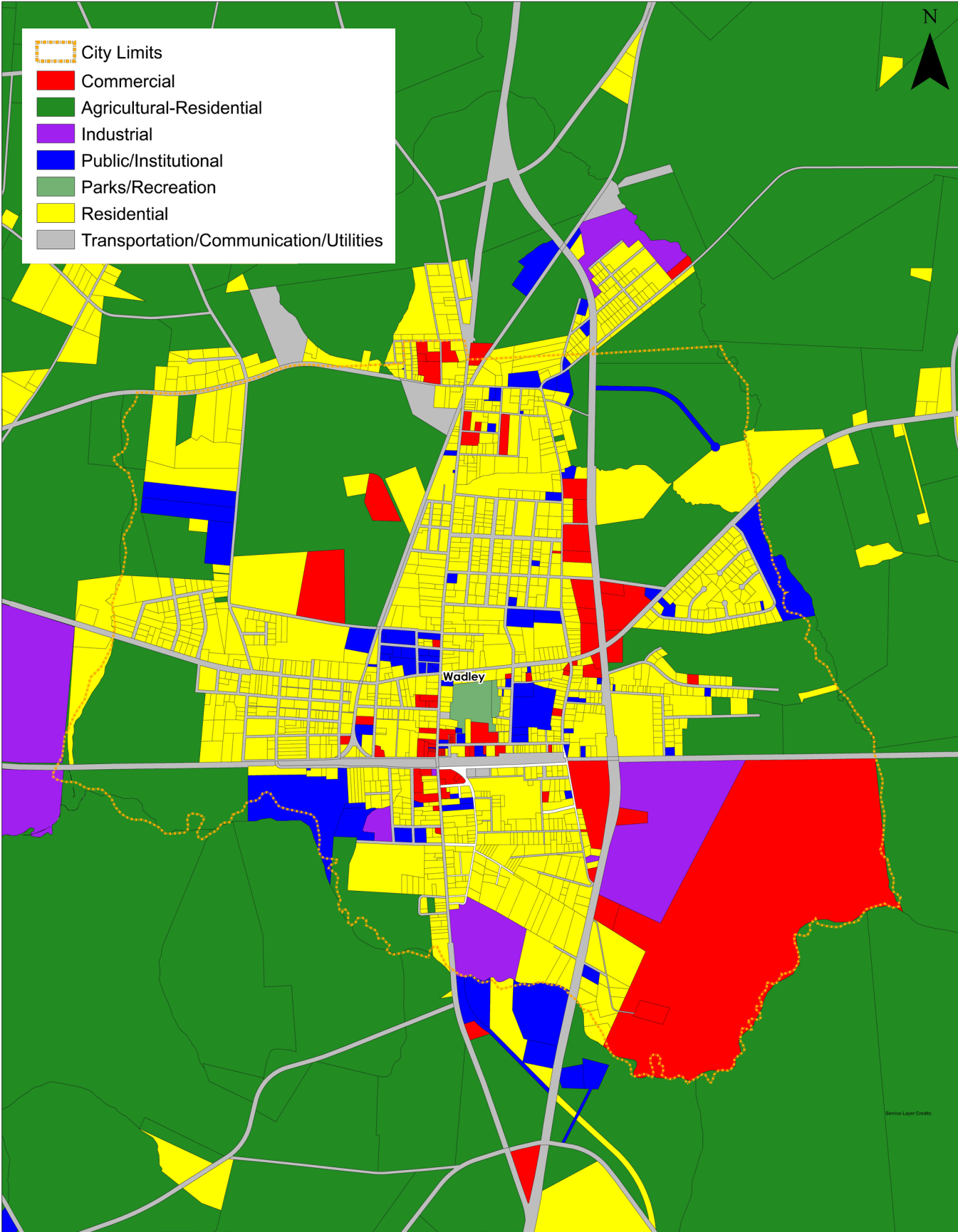




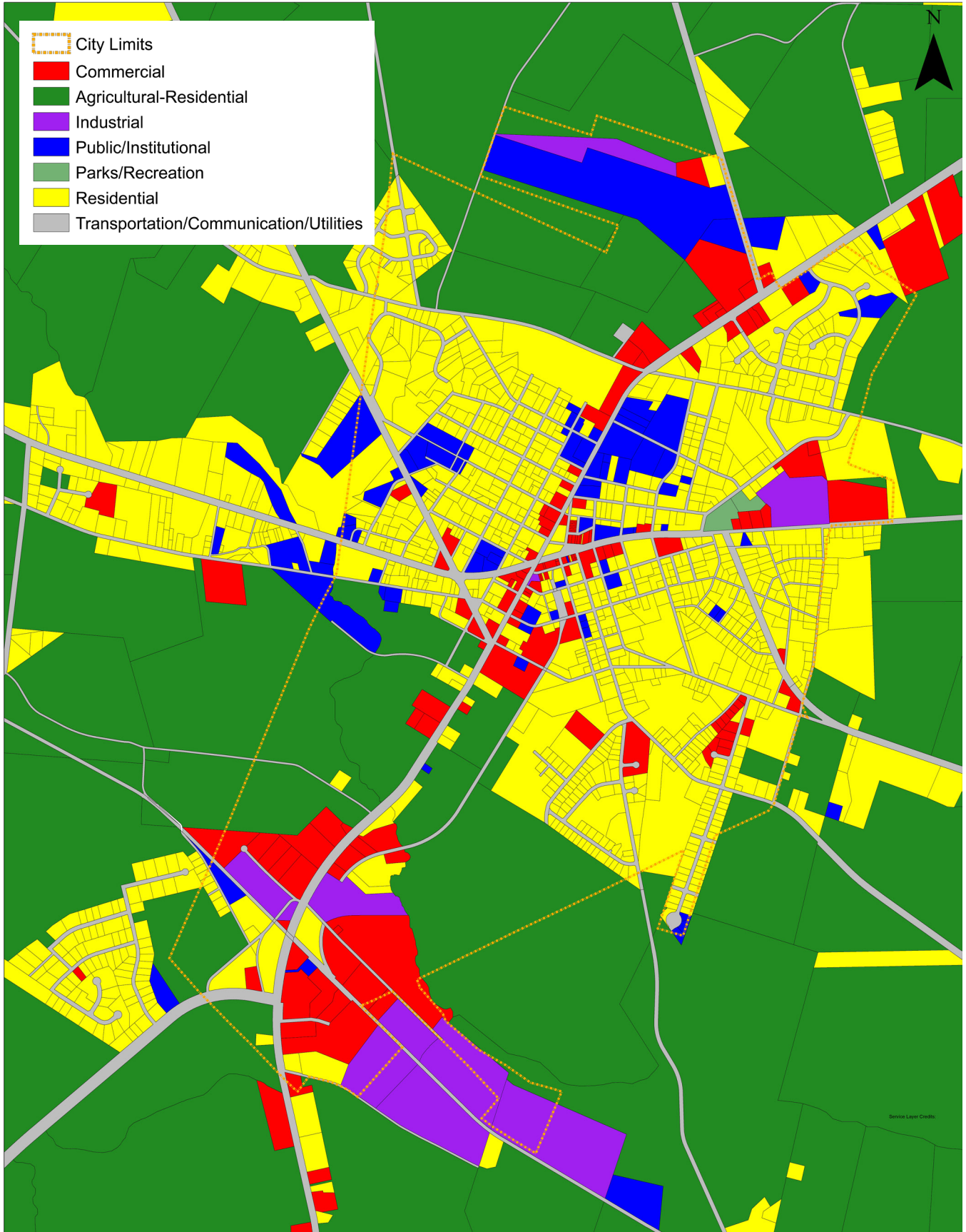
# Stapleton



# Wadley



# Wrens





# COMMUNITY FACILITIES

Creating and maintaining sufficient community facilities should be an important component to any community plan. An assessment of the availability and adequacy of community facilities is important to understanding a community's ability to sustain its local population, attract future residents and accommodate future demands. Topics discussed in this section of the plan include: water supply, sewer, public safety, fire, libraries, parks, roads, railroads, and educational facilities.



## Educational Facilities

Public school systems are critical in providing the education and skill foundation for future employees and business leaders. The quality of public schools is also a significant consideration to business leaders deciding where to locate their companies. How schools perform on state and national standardized tests helps to measure readiness for higher education and employment opportunities.

The Jefferson County school district contains six (6) schools with a 2016 enrollment of 2,713. This represents a decline in total enrollment over the last 20 years, wherein enrollment was 3,707 in 2000 and 3,060 in 2010. This follows the pattern of general population declines in the County. With 191 graduates in 2016, the graduation rate at Jefferson County High School was 89.5 percent. Females had a slightly higher graduation rate with 91.7 percent, compared with 87.3 percent for males. The combined mean SAT score was 1,269 (Reading - 425; Math - 435; Writing - 409). The 2016 mean score for the region as a whole was 1,308.



Jefferson County currently offers dual-enrollment program with Oconee Fall Line Technical College (OFTC) for high school seniors. OFTC operates the Jefferson County Center, an extension campus in Louisville. Across its system, the college offers more than 100 associate degree, diploma and certificate programs. Programs offered at the Louisville location include commercial truck driving, early childhood and education, nurse aide, and welding and joining technology. County residents will hopefully be able to benefit from increased collaboration between local and regional colleges and universities, businesses and K-12 educational institutions to develop a qualified workforce capable of meeting the needs of existing and expanding business through new degree programs, apprenticeships, and expanded dual enrollment options.

## Fire, Police, and EMS

An effective fire department is a vital link in the chain of regional development, affecting insurance costs and, thus, the willingness of people and industries to settle in a given area. Fire protection is directly affected by the quality of the water system and a lack of infrastructure can severely reduce the community's ability to provide adequate fire protection. The existence and adequacy of a water system become a determining factor in the rating given a fire department by the Insurance Services Organization (ISO). Other factors include: the size and type of buildings in a community, the presence or absence of a fire alarm system, how calls are received and handled, whether fire fighters are paid or volunteer, the size of water mains, and call response time. The ISO weighs these factors to assign a department a rating between one and ten, with a rating of nine or ten meaning that an area is relatively unprotected. ISO ratings are not legal standards but recommendations that insurance companies can use to set fire insurance rates. Because they are set by an independent organization, they become an easy way of comparing community fire departments. However, because these ratings involve weighing





several variables, they do not directly compare. For instance, a rating of seven in two different communities does not mean that each is working with the same equipment under the same circumstances. Rather, one could have an adequate water system but inadequate personnel and equipment, the other, the reverse.

In our region, firefighting services are provided by both full-time and volunteer firefighters. Despite having several dozen fire stations spread throughout the region, and one of the highest firefighter per capita rates in the state, most CSRA counties have relatively high fire insurance ratings, indicating a need for additional funding for equipment or human resources. According to the 2018 Government Management Indicators (GOMI) survey, Augusta-Richmond and Columbia counties reported the highest ISO rating for the region with a 1, and 3 counties reported the region's lowest rating, 9 (Hancock, Taliaferro, Warren). The rest of the counties reported between 4 and 8. Jefferson County's ISO rating overall is a 6. The municipalities have ISO ratings ranging from 3 to 6.

Gold Cross EMS, Inc. has been serving the CSRA since 1997 and is a locally owned and operated business. Its service includes critical care ambulance, ALS and BLS ambulance, stretcher van and wheelchair van services. The county is currently working to upgrade its fire station and the 911 system to NextGen 911. Dispatch services for all public safety agencies except Wadley Police Department which has its own dispatchers.

**Figure 6: Police and Fire Statistics by Jurisdiction in Jefferson County**

Jurisdiction	Operates a Police Department	Number of Certified Officers with Arrest Powers	Fire Classification Rating (ISO)	Number of Fire Stations	Uses an All-Volunteer Fire Department
Avera	no	n/a	6	1	yes
Bartow	yes	1*	5	1	yes
Louisville	yes	6*	3	1	no
Stapleton	yes	3*	4	1	yes
Wadley	yes	5*	4	1	yes
Wrens	yes	8*	3	1	no

\*part-time ; Source: GOMI 2018

The various municipal police departments and sheriff's offices in the CSRA counted several hundred police officers, the vast majority in Augusta-Richmond and Columbia counties. Like other services, several counties provide police protection for their incorporated jurisdictions. Crime rates throughout the CSRA are approximately similar to those found in other regions of the state.





## Stormwater

According to the 2018 GOMI survey, the majority of CSRA counties list stormwater as a provided service. However, only five (5) counties reported having adopted a stormwater management ordinance: Columbia, Jefferson, McDuffie, Washington and Lincoln.

## Service Center

Jefferson County proposes to rehabilitate its 1986 Jefferson County Service Center in order to provide code compliant changes needed to the 8,700 SF building that will correct the substandard working conditions of its 43 clients (Intellectually and Developmentally Disabled). The deficient building no longer provides a physical environment that meets client program goals for work activities, and it is not handicap accessible nor secure. The 43 limited clientele are presumed 100% low-to-moderate income (LMI). Jefferson County owns and maintains the building; the Community Service Board (CSB) operates the program.

## Libraries

The CSRA has seven (7) different library systems serving the region, counting a total of 37 libraries. Within that group, the Jefferson County Library System (JCLS) is a locally-funded system and has three (3) libraries with locations in Louisville, Wrens, and Wadley. These three libraries spread across the county provide access to citizens throughout the County. With approximately 11,000 registered patrons as of fiscal year 2016, the system contained 47 public use computers with internet. The 3 libraries operate with 5 full-time and 4 part-time employees who oversee a collection of approximately 44,000 items housed within the facility. The JCLS also offers a van delivery service to local schools to supplement children's access to books. As plans for broadband access move forward, the County should discuss patron and facility needs with library staff.





## Water Supply and Treatment

Access to adequate water supply is of both residential and commercial importance in the region. Communities in Jefferson County suffer from deterioration of parts of the local water systems due to aging lines or constrained growth opportunities due to undersized lines, which inhibit increased flow and carrying capacity. Having adequate water supply and properly sized lines also helps with fire protection in assuring capacity and proper flow. One positive is that each of the municipalities has available capacity in the water storage tanks and have capacity to expand service areas. Overall storage varies, from a one tank system with 60,000 gallon capacity in Avera, to a six (6) tank system with 950,000 gallon capacity in Louisville, and in between.

Jurisdiction	Number of Tanks	Total Tank Storage in Gallons
Avera	1	60,000
Bartow	1	75,000
Louisville	6	950,000
Stapleton	2	135,000
Wadley	2	550,000
Wrens	4	800,000



## Sewerage

Sewer service is not widespread in the county. Additionally, Jefferson County turned its water and sewer system over to the City of Louisville. Like water, sewer service is primarily offered at the city level, and much of the unincorporated areas use septic systems. Some cities have extended sewer service outside of city boundaries and have agreements with the county for how those unincorporated areas are served.

## Parks and Recreation

Jefferson County Recreation and Parks agency's mission is "to enhance the quality of life for all youth in Jefferson County by providing athletic fields, indoor basketball court, playground and fun enjoyable recreation programs that promote healthy lifestyles and an active community."

Parks, playgrounds and walking tracks are located throughout Jefferson County at traditional park locations, schools, and health facilities. This is a good option for including and increasing active and passive recreation in a community. Current county efforts to increase recreational facilities include a picnic site/pavilion and disc golf course at Ogeechee Crossing Park.

Recreation should not be limited to what we normally see. Even in more rural areas of the County, residents can benefit from passive recreation such as non-paved, soft-surface trails.





## Hospitals

The Jefferson Hospital, located in Louisville, GA, is a 37-bed facility which uses hospital staff and contract physicians. It is a member of the Georgia Hospital Association's for Rural Health and is directed by a 7 member Hospital Authority. Ninety percent (90%) of patients come from Jefferson County. The remaining ten percent (10%) come from many surrounding counties, including Burke, Glascock, Jenkins, Emanuel, Johnson, McDuffie, Warren, Washington, and Richmond counties. The hospital also has three (3) rural health clinics in Louisville, Wadley and Wrens.



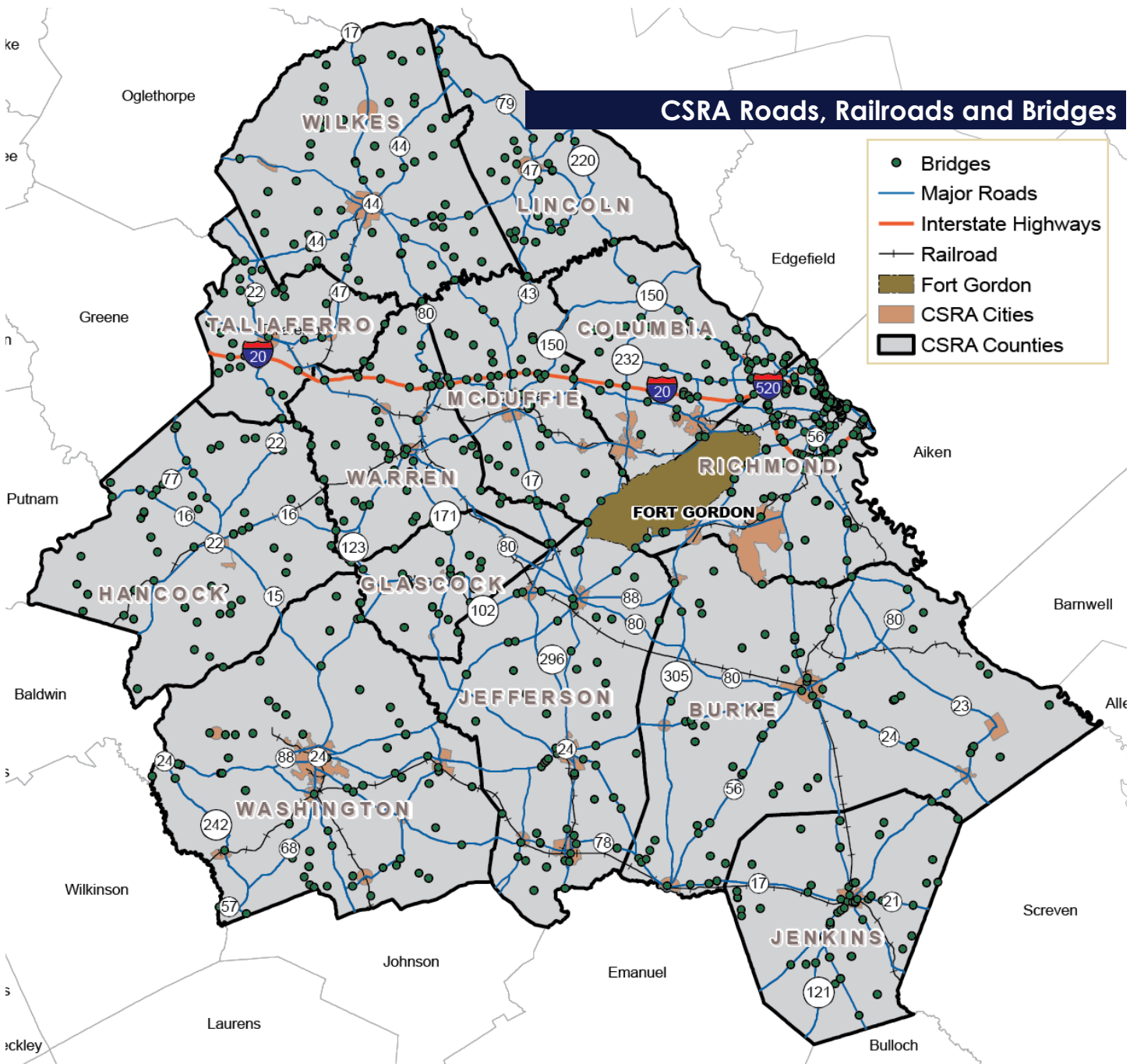
Support for the hospital is important. Like many other parts of the state, the rural hospitals have struggled. Some counties in the CSRA have no hospital at all, which forces residents to travel and decreases overall quality of life. This becomes a concern for residents with health concerns and those who are aging or have young children in those areas. Opportunities to improve local access to healthcare in Jefferson County include increasing telemedicine activity. This would be well-served by improving highspeed internet access at the hospital, clinics and residences.

According to the 2016 Community Health Needs Assessment for Jefferson Hospital, residents experience higher rates of diabetes, obesity and smoking compared to the state of Georgia. Identified community health needs include: preventative care, education, and chronic disease management, lack of medical specialists, and over-utilization of emergency room for non-emergency services.

In addition to services offered locally, Jefferson County residents can access care at the medical facilities in nearby Augusta-Richmond County and other areas. The Augusta area led by the following major hospitals: Georgia Health Sciences Medical Center (formerly MCGHealth Medical Center), Doctor's Hospital, and University Hospital. Additionally, over the last several years, urgent care facilities, a less-expensive alternative to the traditional emergency room, have increased the number of locations in the region, particularly in the urban areas. Chronic disease management classes are also available through the Area Agency on Aging, housed at the CSRA Regional Commission.

## Natural Gas

Natural gas, like water and sewer, is not provided county-wide. Louisville provides natural gas service to its city customers and to Vidette and Gough in Burke County. Wadley is in Louisville's service area, and the City of Louisville hopes to expand the system with a natural gas line to Wadley. The City of Wrens provides natural gas to its city customers.



## Road Network

The CSRA has a small network of interstates and four-lane U.S. highways that provide east-west and north-south access to regional and national markets. Interstates 20 and 520, as well as U.S. 1 and U.S. 25 link the CSRA's major cities to each other as well as to the state's major cities, such as Atlanta, Macon, and Savannah. However, the highway system does not meet traveler and freight mobility needs throughout the region. The interstates and U.S. 1 and U.S. 25 cover only a part of the CSRA, leaving entire areas in the northern and southern part of the region without adequate highway infrastructure. Additionally, there are bridges across the region that are structurally deficient, functionally obsolete, or lack bicycle and pedestrian facilities. Roadways drive the Jefferson County economy and are considered significant as much for economic development function as for local transport needs. The expansion of U.S. 1 to four lanes will likely have a significant impact over the coming years. Given the municipality's ability to provide water and sewer infrastructure, it is likely

that manufacturing plants will locate in proximity to Louisville, Wadley and Wrens. Should that occur, the municipalities and Jefferson County will need to consider the traffic implications of potentially significant truck and vehicular traffic along U.S. 1. Overall land use patterns are also of increasing concern, and the municipalities and county will benefit from a county land use ordinance update. Jefferson County will also be repairing and replacing its bridges over the next few years.

In 2016, the total daily vehicle miles traveled in Jefferson County was 616. The county also contained over 1,653 miles of road, 32.5% was unpaved. This represents a significant improvement from the 2004 comprehensive plan, when approximately 50% of roads were unpaved. Within municipalities nearly 100% of roads are now paved.

### Safety and Vehicular Transportation

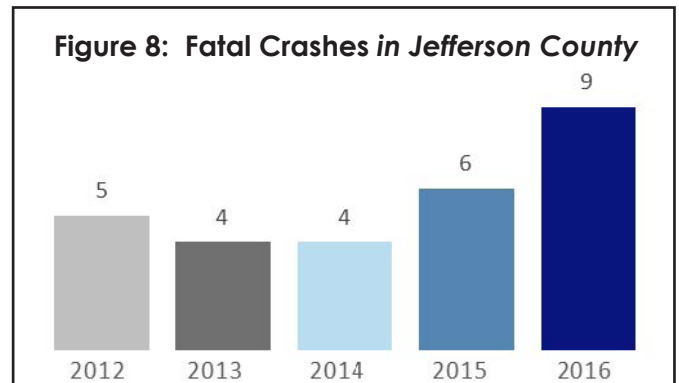
The number of annual automobile crashes has dramatically increased throughout the CSRA Region since 2012. The majority of crashes occur in the more urbanized areas of the region; this makes sense since the majority of vehicular activity occurs in those areas. Figures 7 and 8 depict crash data from the Governor’s Office of Highway Safety. Figure 7 reflects the stark difference in the urban and rural areas with regard to incidence of crashes, and figure 8 provides the number (chart) and location (map) of fatal crashes in Jefferson County. Augusta-Richmond County has consistently led the region since 2013. In Jefferson County, the annual number of crashes has remained relatively consistent between 2012 and 2016. With a push to add more bicycle and pedestrian facilities to our roads, recent passage of the Georgia Hands-Free Driving law, and redesigned roadways, residents hope to see a decrease in the number of accidents over the next few years.

Utilizing the Safe Routes to School (SRTS) resource center and other resources to perform walk audits in the areas surrounding schools and community centers can improve understanding of vehicular and pedestrian travel patterns in those areas and provide additional information on intersections that may be (or become) problematic.

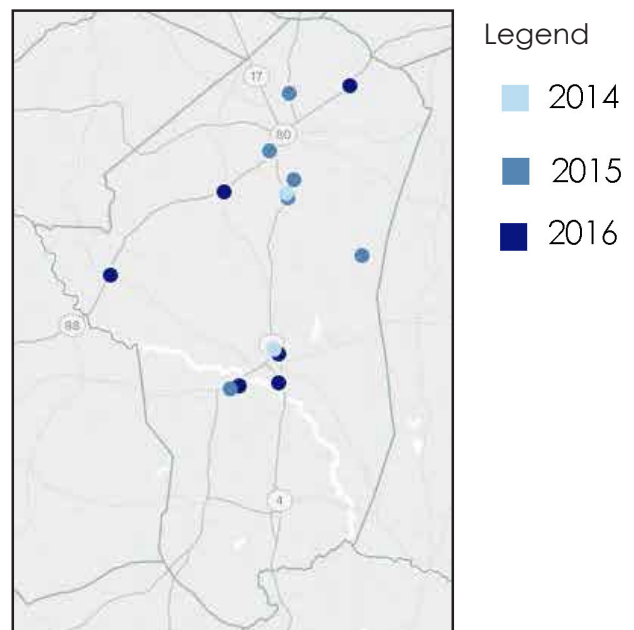
**Figure 7: Annual Total Number of Vehicular Crashes All CSRA Counties**

	2012	2013	2014	2015	2016
Glascocock	16	19	20	36	54
Hancock	40	45	46	60	50
Taliaferro	54	59	61	67	47
Warren	123	137	119	183	151
Lincoln	124	76	55	93	129
Jenkins	149	150	148	98	102
Wilkes	177	202	169	238	267
Washington	216	107	516	535	629
Jefferson	244	275	236	212	247
Burke	327	280	460	371	661
Richmond	333	1,315	8,879	9,541	9,957
McDuffie	347	600	589	724	757
Columbia	373	336	379	353	4,051
CSRA Total	2,523	3,601	11,677	12,511	17,102

Source: Governor’s Office of Highway Safety, Georgia Traffic Safety Facts



Source: Governor’s Office of Highway Safety, Georgia Traffic Safety Facts





## Alternative Modes of Transportation

Fixed-route public transit in the CSRA is limited to Augusta-Richmond County. The rest of the CSRA is served with demand-response service, paid for in part by state and federal agencies that provide transportation benefits, such as Medicare and Medicaid. Jefferson Transit is a public transportation system, owned and operated by the Jefferson County Board of Commissioners and has served Jefferson County since 1987. Jefferson Transit receives funding from the Federal Transit Administrator, the Georgia Department of Transportation, the Department of Human Services, Jefferson County and rider fares. Scheduled bus service is available Monday - Friday throughout the County; pricing is available on the County's website. Jefferson Transit's mission is "to provide efficient, effective, safe and affordable transportation that will allow riders to access jobs, medical/dental offices, education, social service agencies, government offices, and for shopping/personal purposes."

CSRA cities and counties have been active in implementing numerous bicycle and pedestrian improvements, including the development of a bicycle and pedestrian plan in 2005. The plan aimed to designate a regional bicycle network as well as recommend actions to improve pedestrian facilities, particularly in downtown areas. The plan for Jefferson County included a multi-use trail through Avera, Stapleton, Wrens, and Louisville that would connect to Glascock and Burke counties.

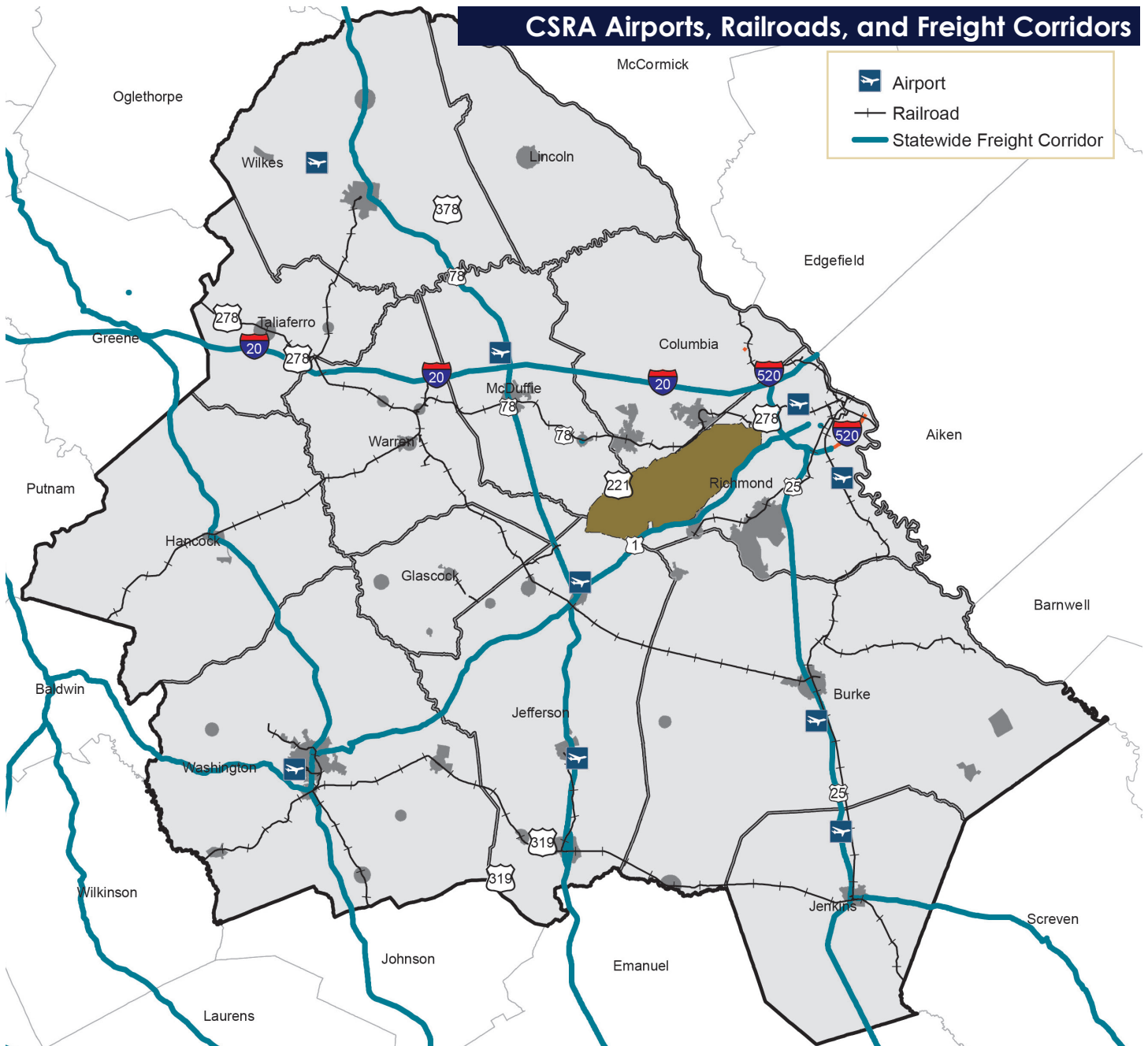
Sidewalks are available in the incorporated jurisdictions in downtown and neighborhood areas. However, there is currently no comprehensive sidewalk inventory for Jefferson County and its municipalities. Jefferson County communities should focus on repair and maintenance of sidewalks in existing areas as well as seek opportunities to expand into new areas.

One opportunity to observe areas of potential need is the SRTS program, for which the CSRA RC is a partner. The SRTS program enables and encourages students to walk or bike to school by facilitating projects and activities that improve safety and reduce traffic and air pollution in the vicinity of schools. The previously-mentioned walk audits also can provide recommendations of where to install additional bike/ped facilities.





## CSRA Airports, Railroads, and Freight Corridors



### Trucking, Rail, and Air

The CSRA has two primary rail freight carriers: Norfolk Southern and CSX Rail Service. Two (2) statewide freight corridors pass through Jefferson County, through the cities of Louisville, Wadley and Wrens. Augusta-Richmond County has a large inbound flow of truck tonnage (over 5 million tons), partially due to it being a population center and having both I-20 and I-520. A positive for our region overall is that the majority of truck travel occurs on the Interstate. Courses offered at Oconee Fall Line Technical College include commercial trucking, which can support local residents.

There are nine (9) public, general aviation airports that service the CSRA, but only Augusta Regional Airport provides regularly-scheduled commercial flights. Within Jefferson County, Louisville and Wrens both have a municipal airport and are working toward expansion and upgrades. One potential source of funds for improvements could be as a part of the next round of TSPLOST.

## Transportation and Land Use Connection

Because transportation and land use are directly connected, governments must consider the impacts and effects that decisions on future land development and transportation infrastructure management have on one another. Land use and transportation planning in the region must coordinate if the jurisdictions ever hope to achieve more sustainable communities. This coordinated planning effort allows us to create places with a balance of uses, mixed uses, preserved local character, and greater access to recreation, employment, services, transportation options, and so much more.

While the transportation system serves automobiles relatively well, it is less friendly to other users. Many streets are designed only with vehicle traffic in mind, making them unsafe or unpleasant for pedestrians and cyclists. Moreover, development patterns in many cases continue to separate uses and rely on arterial roads to make connections. These two factors limit mobility for residents and contribute to inactivity and growing obesity levels for children and adults in the region. As a matter of practice, communities with zoning, subdivision regulations and other land use-related controls should consider, among other things, the following:

- Creation of Planned Unit Developments classification in the ordinance
- Encourage conservation subdivisions and cluster developments
- Providing incentives or requiring that linkages be made between new developments and bike/ped/recreation facilities
- Allow mixed uses in certain zoning districts
- Allowing /encouraging the upper floors of downtown buildings for residential and the ground floor for commercial/office
- Implementing a Complete Streets policy and design guidelines
- Utilizing the expansion of water/sewer infrastructure as a means to guide growth to desired areas
- Examine the street networks around senior centers for walkability/usability
- Perform walk audits with SRTS at local schools to address issues

There are more issues with traffic and congestion in the more urban areas of the region. One critical point is the I-20 bridge crossing over the Savannah River between Georgia and South Carolina. This crossing contains two lanes in each direction and operates as a primary freight route between the two states; sometimes a bottleneck is created in that area. During busy times like Master's week, commuters can expect delays and some take to using longer, alternative routes like I-520.

Rapidly expanding areas in Columbia County experience congestion along major thoroughfares like Robinson Ave and Washington Rd. The construction of a new gate at Fort Gordon between Grovetown and Harlem presents potential land use and transportation challenges, as that gate may affect traffic pattern and volume in the area (redirected from other gates) and increase residential and commercial builders' desire for nearby property. A recommendation of the Joint Land Use Study will be to conduct a small area study of the land between Grovetown and Harlem to more closely examine land use, infrastructure and transportation impacts. Counties like Jefferson may experience migration from these more urban areas because of lower housing costs, less traffic, and charming rural character. These individuals would likely live in Jefferson and commute back to Fort Gordon, Augusta-Richmond County or Columbia County. Considerations for roadway impacts and land use changes to accommodate these changes is important.

With that said, it must be noted that the goal of transportation planning is not to build roadways that never experience congestion. Communities have to consider the future and the fact that targeting improvements and expanding road capacity can encourage unintended development. Some areas may need to do a "road diet" and actually remove an automobile travel lane in certain areas

(like downtowns) and replace it with on-street parking, wider sidewalks, bike lanes or other traffic calming measures.

The Augusta Regional Transportation Study (ARTS) Metropolitan Planning Organization (MPO) is the regional transportation agency and covers Augusta-Richmond County and parts of Columbia, Aiken, and Edgefield counties. Within the MPO area and across the region, transportation improvements have taken place over the last couple of years that may not otherwise have happened until later in the future. Thanks to the passage of the Transportation Improvement Act (TIA, aka TSPLOST) in 2012 - much-needed transportation improvements have taken place across the entire region, either through the projects designated on the region's final project list, or through the 25% discretionary funds. TIA represents a 1% transportation sales tax to fund regional and local transportation improvements, of which 75% of funds go to a predefined project list. Discretionary funds are used on a variety of projects, such as airports, roads, bridges, bike lanes, and pedestrian facilities. The funds can be used on any new or existing transportation projects, including operation and maintenance or as a match for state and/or federal funds.

The CSRA TIA Project list at a glance as of December 2018:

Total Projects: 84  
 Projects Under Construction: 16  
 Projects Completed: 40  
 TIA Funds Budgeted (2011 Dollars): \$713,019,813  
 Total Expenditure to Date: \$160,234,172  
 Tax Revenue Collected o Date: \$376,616,735

Projects from the 2012 TIA list are staggered into three (3) "bands" covering different points of the 10-year collection window: Band 1 (2013-15), Band 2 (2016-19), and Band 3 (2020-22). Types of projects include; road widening, road resurfacing, bridge restoration or replacement, bike/ped facilities, public transit operations and maintenance, intersection improvements, sidewalks, signals, medians, frontage roads, truck routes, and passing lanes.

Jefferson County's three (3) projects are: Hoyt Braswell Rd Truck Route (conversion from road to truck route), Walker St Improvements (Sidewalks, Curb&Gutter, Resurface) from SR 4/US Hwy 1 to Young St), and the Louisville Bypass Widening.

Communities across the board are supportive of TIA and elected officials have begun conversations about a TIA 2022, facilitated by the Regional Commission. **More information on the TIA program such as project status and budgets can be found at [www.ga-tia.com](http://www.ga-tia.com).**

**Figure 9: TIA Projects by County**

County	Number of Projects (on the approved TIA investment list)
Burke	5
Columbia	8
GlascocK	1
Hancock	3
Jefferson	3
Jenkins	1
Lincoln	2
McDuffie	3
Richmond	50
Taliaferro	1
Warren	2
Washington	2
Wilkes	3

Source: GDOT



BROADBAND  
SERVICES



## What is Broadband?

At the Georgia Rural Broadband Workshop, sponsored by the Georgia Municipal Association in September 2018, the following [Broadband definitions](#) were given:

"High speed Internet access that is always on and is significantly faster than traditional dial-up access. Broadband includes several high-speed transmission technologies, such as fiber optic, wireless, Digital Subscriber Line (DSL) and coaxial cable."

"Minimum upload and download speeds are essential to quality of service for end user customers. The FCC currently defines high speed Internet access as download speeds of at least 25 Mbps and upload speeds of at least 3 Mbps." [Mbps](#) is megabits per second.

Broadband speed is important when sending and receiving information. The [upload speed](#) is how fast a system sends data to a remote server. The [download speed](#) is the speed with which a system receives data from a remote server.

Broadband networks use several other definitions. [Bandwidth](#) is the capacity or maximum amount of data that can pass through a network connection at any time. [Latency](#) is the delay between a user's request for data (the "click" of a finger on a mouse) and the delivery of data. And finally, [reliability](#) is the consistency and predictability at which broadband service can be provided.

The infrastructure of Broadband is often referred to as its [architecture](#). The [backbone or trunk lines](#) are the major high-speed transmission lines that link smaller networks across the country. The [middle mile](#) is the connection between the backbone network and local networks. And, the [last mile](#) is the connection between the local network and end user homes and businesses.

[Fiber optic](#) cable is buried underground and transmits data over light through glass or plastic.

Copper-based technologies use infrastructure deployed by cable TV and telephone broadband providers. [Coaxial Cable \(Coax\)](#) is described as durable and the dominant technology for residential broadband service. It involves wireless devices or systems providing service in fixed locations.

[Digital Subscriber Lines \(DSL\)](#) are copper-based and are offered over traditional telephone networks. They are not as rapid as other technologies and may degrade over distance.

Wireless technologies use directional equipment to provide service over a wide area. [Wireless](#) is fixed where the wireless systems provide service in fixed locations. [Mobile wireless](#) consists of cellular networks that deliver service to mobile end-users. [Satellite wireless](#) utilizes geostationary satellites that provide service in low-density locations. Lastly, [microwave wireless](#) uses mid-to-high frequency signals to deliver service between line-of-sight locations.

## The ACE Act

In 2018, the Georgia General Assembly passed "Achieving Connectivity Everywhere (ACE) Act" as Senate Bill 402. One part of the new law requires that each local government in the state incorporate a "Broadband Services Element" into its local comprehensive plan. The act requires local governments to plan for Broadband whereby the Act provides some guidance for deployment of infrastructure planning. The Act also enables local governments to take advantage of applying for financial incentives for broadband services, if they meet criteria. The Act enables the Georgia Department of Transportation to use interstate highway rights-of-way for deployment of broadband services and other emerging communications technologies.

The Georgia Department of Community Affairs (DCA), Georgia Department of Economic Development, and the Georgia Technology Authority (GTA) are the state agencies charged with assisting local governments with Broadband planning and deployment for local governments. In addition, the OneGeorgia Authority Act will be amended to include broadband services.

The Georgia Technology Authority is directed to establish and implement policies and programs as are necessary to coordinate state-wide efforts to promote and facilitate deployment of broadband services and other emerging technologies. In addition to developing a state-wide broadband services deployment plan, they will work with the Georgia Department of Community Affairs and the OneGeorgia Authority to establish grant programs, designation programs, and other programs to promote the deployment of broadband services.

Working with GTA, the Georgia Department of Community Affairs will determine areas in the state that are served areas and unserved areas and will publish such findings. Local governments will be expected to provide addresses and locations to assist with broadband services, and the RC is a facilitator in this process. A served area means a census block that is not designated by DCA as an unserved area. An unserved area means a census block in which broadband services are not available to 20 percent or more of the locations as determined by DCA. A map will be provided by DCA to determine served and unserved areas of broadband service, based on service information collected for the locally- provided addresses.

A political subdivision is defined in ACE as a county, municipal corporation, consolidated government, or local authority. A qualified broadband provider means an entity that is authorized to apply for or that obtains a certificate of authority that has been providing broadband services to at least 1,000 locations for three years or longer. Locations include a residence, dwelling, home, business, or building.

A political subdivision that has a comprehensive plan that includes the promotion of the deployment of broadband services pursuant to Code Sections 36-70-6 and 50-8-7.1, may apply to the Department of Community Affairs for certification as a broadband ready community. DCA will determine an application process for certification. A political subdivision will not be required to apply for certification if they have enacted an ordinance that complies with the ACE act. The ordinance will provide for the review of applications and the issuance of permits related to broadband network projects.

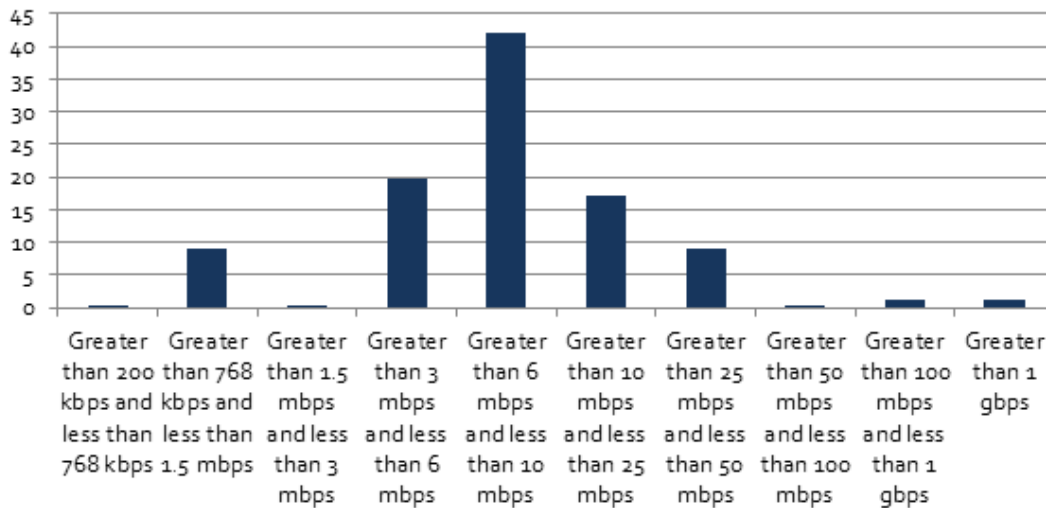
In order to encourage economic development and attract technology-enabled growth in Georgia, DCA is developing the Georgia Broadband Ready designation program. Communities will have the opportunity to become a Georgia Broadband Ready community or site. In the Act, Broadband services are defined as the provision of access to the Internet or computer processing, information storage, and protocol conversion.

The ACE act provides for competitively awarded grants to eligible applicants. DCA is currently developing an application program that considers such priorities as: the effectiveness of the partnership between an eligible applicant and a qualified broadband services provider, the benefit to the unserved area in terms of the population served and the capacity and scalability of the technology to be deployed, and the total project cost and the ability to leverage other available federal, local, and private funds. One other important point is to serve 90 percent of any locations requesting broadband services in any unserved area for which a funding award is received.

## Local and Regional Connectivity

Explosive growth in wireless and fiber-optic communication has provided many urban areas in Georgia with excellent broadband infrastructure. In many larger cities of the state, there are multiple providers who compete by offering lower prices and faster broadband speeds. However, not all the regions of the state have benefited from fiber-optic growth. Most areas of the CSRA outside of the urbanized parts of Columbia and Augusta-Richmond counties lag in both choice and quality of service. The disparity increases as you move west across the region toward Hancock County. Most of these areas are not served by any land broadband service provider, making slower satellite Internet service the only option. One major challenge facing the rural areas in particular is download speeds (actual versus maximum advertised). Modern business and home-use needs require ever-growing download speeds, and it is not uncommon in many major urban areas for the vast majority of speeds to be between 100 mbps and 1 gigabit. The graph below presents download speeds for the CSRA region. Over one-third of the region's download speeds are greater than 10Mbps (primarily in the urban area), compared to less than 10% in the rural areas. According to the Federal Communications Commission (FCC), a minimum download speed for a household using 2 devices at once for functions like email, browsing, and Internet radio is 3-8 Mbps (Megabits per second). The figures on page 23 are FCC listed general guidelines for minimum download speeds.

**Figure 2: Percentage of Connections in the CSRA by Download Speed**



Source: CSRA Digital Economy Plan, 2014

In today's high-tech economy, broadband infrastructure is as vital to business development decisions as water, sewer and transportation systems. Broadband is critical in attracting and cultivating new employers as well as keeping existing businesses competitive. From small businesses to large manufacturers, broadband is a critical element in operating efficiency and access to the global marketplace. The CSRA RC considers broadband the region's top infrastructure priority and has been aggressively pursuing state and federal funding to remedy this deficiency by extending broadband infrastructure to areas of the region that currently lack it. Several communities have indicated an interest in the state's new Broadband Ready designation, and RC staff will be working with cities and counties to update comprehensive plans and undertake other activities to achieve the designation and extend services. Jefferson County's joint action plan for pursuing broadband connectivity across the county includes utilizing the policies identified in the Broadband Services portion of the Community Goals element of this plan, as well as the broadband-related actions identified in the Community Work Program.

**Figure 3: FCC Published Minimum Download Speeds for Households**

	<i>Light Use</i> (Basic functions: email, browsing, basic video, VoIP, Internet radio)	<i>Moderate Use</i> (Basic functions plus one high-demand application: streaming HD video, multiparty video conferencing, online gaming, telecommuting)	<i>High Use</i> (Basic functions plus more than one high-demand application running at the same time)
1 user on 1 device	Basic	Basic	Medium
2 users or devices at a time	Basic	Medium	Medium/Advanced
3 users or devices at a time	Medium	Medium	Advanced
4 users or devices at a time	Medium	Advanced	Advanced

Source: <https://www.fcc.gov/research-reports/guides/household-broadband-guide>

**Figure 4: FCC Published Minimum Download Speeds Overall**

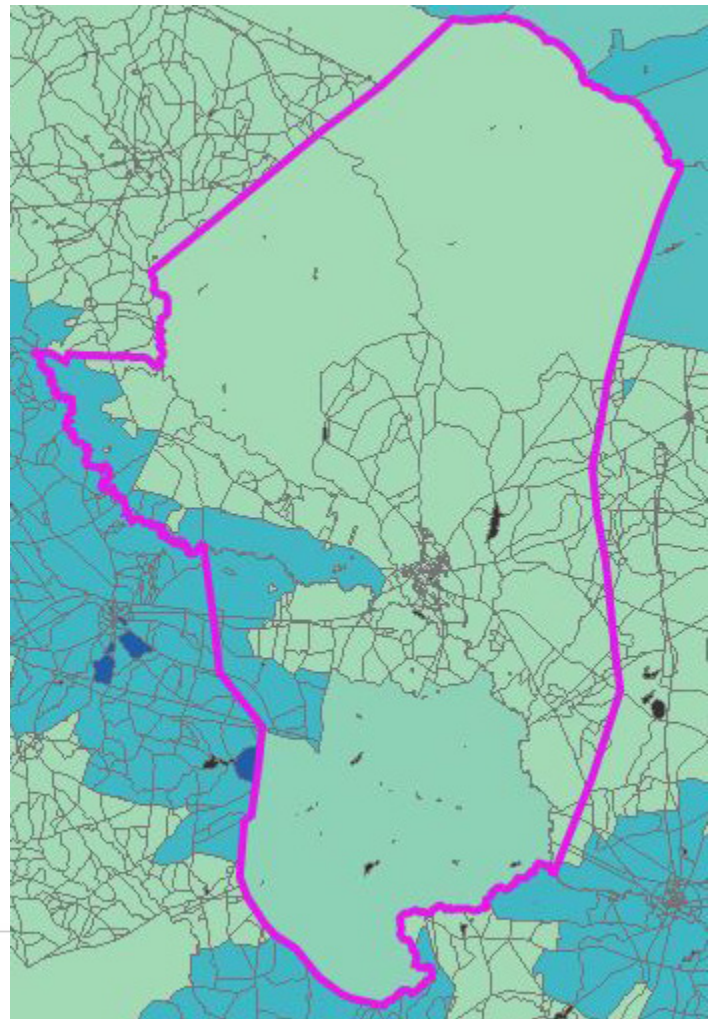
<i>Activity</i>	<i>Minimum Download Speed (Mbps)</i>
<b>GENERAL USAGE</b>	
General Browsing and Email	1
Streaming Online Radio	Less than 0.5
VoIP Calls	Less than 0.5
Student	5 - 25
Telecommuting	5 - 25
File Downloading	10
Social Media	1
<b>WATCHING VIDEO</b>	
Streaming Standard Definition Video	3 - 4
Streaming High Definition (HD) Video	5 - 8
Streaming Ultra HD 4K Video	25
<b>VIDEO CONFERENCING</b>	
Standard Personal Video Call (e.g., Skype)	1
HD Personal Video Call (e.g., Skype)	1.5
HD Video Teleconferencing	6
<b>GAMING</b>	
Game Console Connecting to the Internet	3
Online Multiplayer	4

Source: <https://www.fcc.gov/reports-research/guides/broadband-speed-guide>



Based on 2017 data from the FCC, highspeed internet access in Jefferson County is very limited. Conversations with stakeholders supports this conclusion. According to the FCC, just over ninety percent of county residents only have single-provider access to 25/3 Mbps speeds or greater. Fewer than ten percent (10%) of residents have access to 100/10 Mbps or greater speeds, and that is with only one provider as well. The greatest availability for broadband with the largest number of providers is at the lowest speed - .2/.2 Mbps. Geographically, there's greater provider access on the western side of the county. These speeds include satellite, which is not as fast as land-based internet. Examination of the FCC published minimum download speeds reveals that many Jefferson County residents only have internet speeds only suitable for light use by a limited number of household users (1-2). Stakeholder conversations support this conclusion. Greater competition for service may help to make the service more affordable for residents and encourage providers to improve the quality of access.

**Figure 5: Jefferson County Areas with Access to 25/3 Broadband Speeds**



**Number of Fixed Residential Broadband Providers**

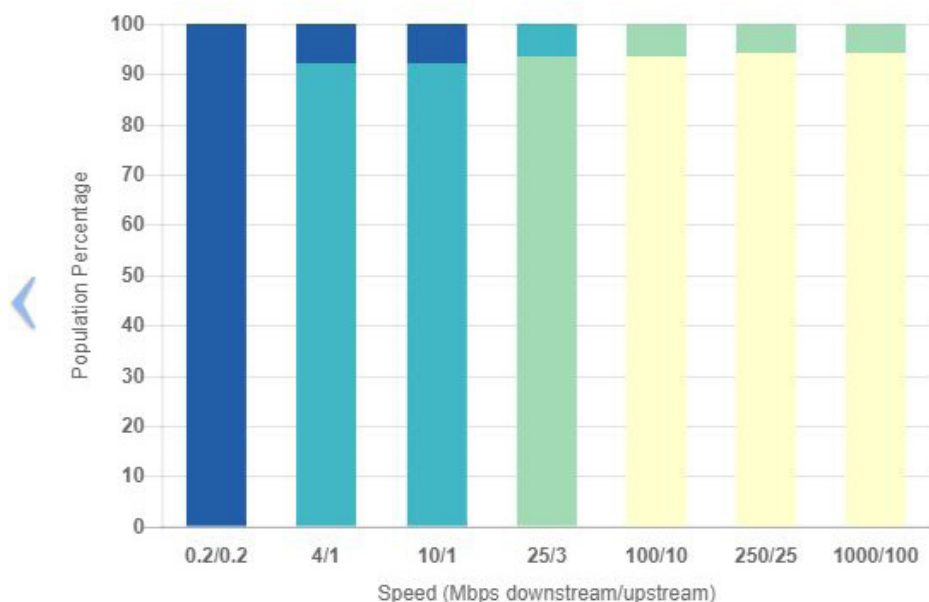


**Broadband**

**Technology** ADSL, Cable, Fiber, Fixed Wireless, Satellite, Other

**Speed** ≥ 25/3 Mbps

**Date** June 2017 (latest public release)



Jefferson County and its municipalities are not fully served by adequate broadband service. This negatively impacts overall resident quality of life, damages prospects for industries that require highspeed internet access, and hinders access to emerging technologies like telemedicine that could be critical in the ever-changing environment. Providing broadband access at community centers, hospitals and schools would greatly aid in the effort to improve quality of life.



# ECONOMIC DEVELOPMENT

The strength and capability of a community's labor force influences several aspects of the overall well-being of the area including, but not limited to, development and quality of life. The following analysis provides information which could aid county leaders in making planning and policy decisions to advance Jefferson County economic development goals. This section briefly discusses employment status, location of employment, pay, employment by sector, and projected job growth.

## Did You Know?\*

- Kings Mill Commerce Park is a rail-served GRAD site, with over 400 available acres
- Jefferson County is home to five international companies.
- Although Jefferson County's economy is based on agriculture, other industry sectors that have a strong presence are metal fabrication, kaolin mining and processing, food processing, and timber industries.
- Jefferson County is home to the executive offices and the electronic data processing of one of the top 10 banks headquartered in the State of Georgia.

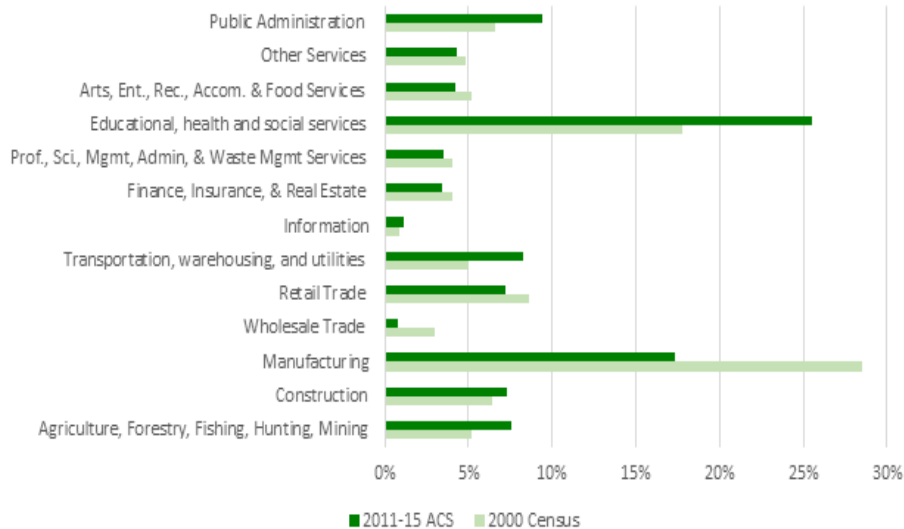
\*For more information, contact the Development Authority of Jefferson County.



## Employment by Sector

Manufacturing was the dominant sector in Jefferson County in the year 2000, but this sector experienced significant decline. Some of this can be attributed to the 2008 economic recession, which affected communities across the state. Unlike manufacturing, the Education, Health, and Social Services sector experienced significant growth over the same time period. These two sectors continue to employ the most people in Jefferson County.

**Figure 10: Employment by Sector in Jefferson County**



Source: U.S. Census Bureau, 2011-15 American Community Survey

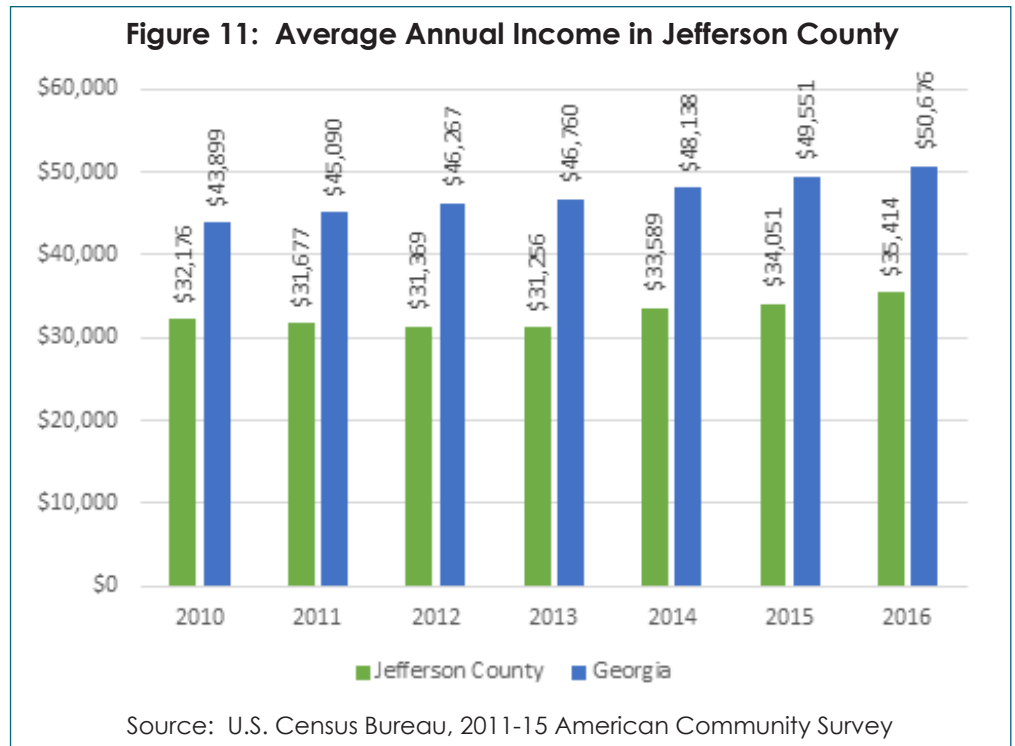
Looking at the jurisdictions themselves, Avera and Wadley experienced significant declines in employment between 2000 and 2015, while Bartow and Wrens gained employment. During this period, Wrens added 187 jobs in Educational-Health-Social Service sector and Bartow experienced an increase of employment in the Transportation, Warehousing, and Utilities sector. Wadley was impacted the most by the decline of employment in the

Manufacturing sector. Louisville also lost 195 manufacturing jobs, but this loss was offset by the significant employment gains in 6 other employment sectors.



## Average Annual Income

Jefferson County has traditionally had a lower average annual income than Georgia. Since 2010, the Jefferson County average annual income has declined and increased again. It is currently over \$35,400. However, that is still significantly lower than the state average.



## Location of Employment

Most Jefferson County residents who are employed work in Jefferson County. This trend has not changed since 2000. A very small portion of Jefferson County residents work outside of Jefferson County and an even smaller portion work outside of Georgia. Jefferson County residents on average have approximately a 26 minute commute time. That ranks fourth in the CSRA region.

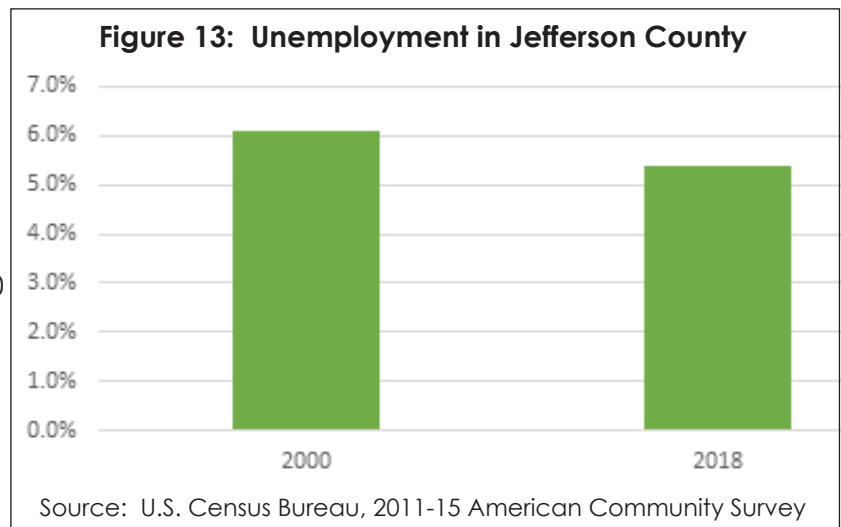
**Figure 12: Location of Employment**

	2000 Census	2011-15 ACS	Percent (%) Change
Worked in Georgia	5,766	4,976	-13.7%
Worked Outside of Georgia	75	65	-13.3%
Worked in Jefferson County	3,842	3,137	-18.3%
Worked Outside of Jefferson County	1,942	1,839	-4.4%

Source: U.S. Census Bureau, 2011-15 American Community Survey

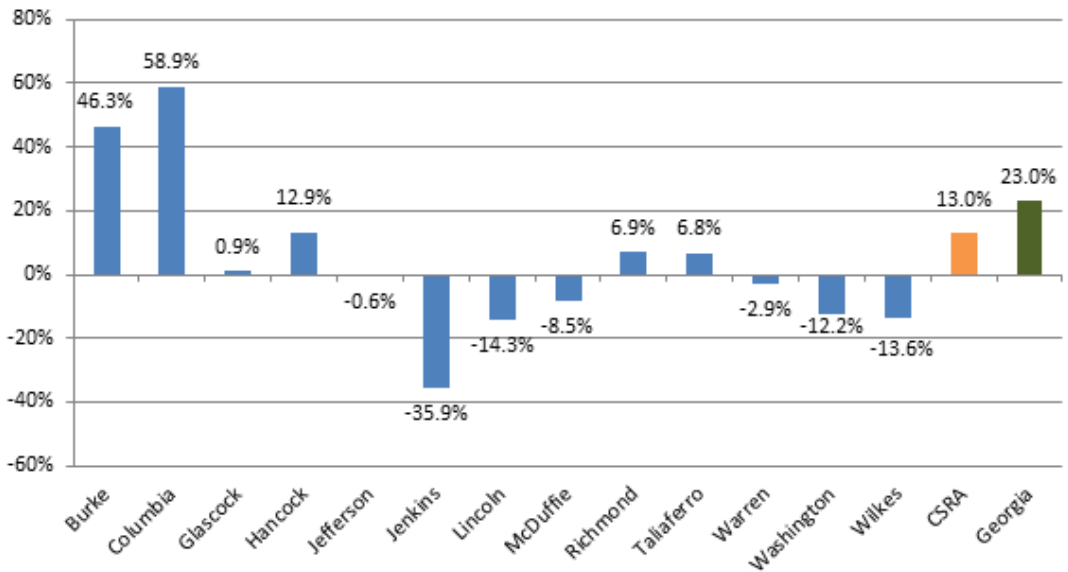
## Unemployment Rates

Unemployment rates in Jefferson County have been traditionally higher than the national unemployment rate. While the March 2018 unemployment rate for the United States stood at 4 percent, Jefferson County had an unemployment rate of 5.4 percent. Unemployment in Jefferson County is currently below its 2000 level of 6.8%. Although unemployment has fallen, so have the overall number of jobs. Unemployment rates may be affected by the number of individuals of working age that have chosen to come out of the labor force all together. Those individuals aren't counted in the overall unemployment number.





**Figure 14: CSRA Job Growth by County, 2000 - 2016**



Source: Bureau of Economic Analysis, CA-25 and CA-25N; Calculations by CSRA RC

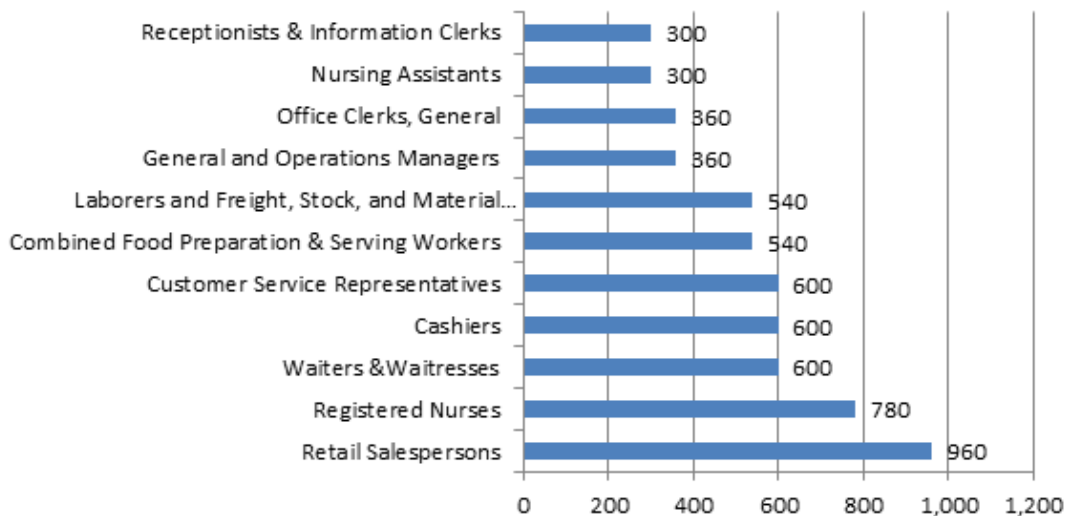
Overall, between 2010 and 2017, the region has seen an increase in the number of jobs. However, Jefferson County experienced a slight decline. The majority of the CSRA's jobs are located in the more urban counties. With that said, Jefferson County has room to grow and continues to recruit industry to its industrial parks, assist businesses with local expansions and pursue the creation of GRAD sites.

### Projected Job Growth

Like Jefferson County, the larger CSRA economy was built on traditional industries such as manufacturing, which remains a critical sector. Changes in the regional economy have made growth industries such as health care and social services, as well as cyber and information technology, the areas in which job creation will occur. These industries will play an increasing role in the region's employment picture over the next decade, and Jefferson County should seek opportunities to be a part of it.

The following projected job projections are based on the "Georgia Area Workforce Trends: Projections to 2018." The analysis is at the Workforce Innovation and Opportunity Act Service Area (WIOA) as defined by the Georgia Department of Labor. WIOA #12 includes Richmond, Burke,

**Figure 15: Occupations with the Most Openings Through 2024  
WIOA Area #12**



Jefferson and Jenkins counties. Given the increase of employment in the retail and services industries and Augusta's status as a major regional health care center -- retail, service, and nursing occupations dominate the list of job sectors with the highest projected gains.

A 2014-2024 projection is detailed in the next table (Figure 16).

This projection depicts that the Health Care & Social Assistance and Professional, Scientific, & Technical Services sectors will account for the vast majority of industry growth rates. Only seven sectors have projected growth. However, 2018 employment numbers reveal that Health Care & Social Assistance, Construction, Administrative Support and Waste Management, Accommodation and Food Services, and Arts, Entertainment and Recreation have surpassed their 2024 projections for the WIOA area as a whole.

**Figure 16: Top Industry Growth Sectors through 2024, WIOA Area #12**

	2014 Estimated Employment	2024 Projected Employment	Total 2014- 2024 Employment Change	2014-2024 Percent Change
<b>Health Care and Social Assistance</b>	18,813	21,382	2,569	1.29%
<b>Professional, Scientific, and Technical Services</b>	4,312	5,724	1,412	2.87%
<b>Construction</b>	4,059	4,522	463	1.09%
<b>Administrative Support and Waste Management</b>	9,176	9,579	403	0.43%
<b>Accommodation and Food Services</b>	10,565	10,932	367	0.34%
<b>Finance and Insurance</b>	1,974	2,051	77	0.38%
<b>Arts, Entertainment, and Recreation</b>	1,473	1,521	48	0.32%

*Source: Georgia Department of Labor Area Workforce Trends: Projections to 2024*

One-the-job training (OJT) is offered by the Regional Commission through WIOA. OJT is a 50% reimbursement to an employer of wages paid to new employees, when the employer hires and trains new employees. These employees often have basic skills to work but still need additional training to perform the job. This reimbursement is to offset the extraordinary cost of hiring and training new employees. The CSRA-RC currently has one (1) OJT agreement with an employer in Jefferson County and hopes to expand.

### Federal Qualified Opportunity Zones

In 2018, the U.S. Department of Treasury designated 260 census tracts within Georgia as Qualified Opportunity Zones, 27 of which are located in the CSRA region. Poverty and income were used to determine eligible tracts. Investments in business ventures or real estate through Opportunity Funds may provide tax savings for individuals who invest in the funds. DCA will provide information on program rules as they are developed. The Jefferson County Qualified Opportunity Zones (by tract number) are: census tract 9604 and census tract 9603.

### Regional Programs

#### Quick Start Program

The award-winning Quick Start program, administered by state technical colleges, offers companies screening of potential workers as well as specific training at no cost to the employer. This program benefits new and existing businesses. Quick Start covers two areas: manufacturing and service training. The manufacturing training covers company orientation, core skills, job-specific skills, productivity enhancement, employee involvement, and human resource development. The service training covers company orientation, customer service, interaction skills, product information training, job procedures, and professional development.

#### Job Training Partnership

CSRA counties participate in the Job Training Partnership, a federally-funded program established to prepare youth and adults facing employment barriers by providing job training and other services that will result in increased employment and earnings. The program trains or retrains workers to find better jobs, and offers employers reduced training costs, wage subsidies, screening and tax credits.



# HOUSING

Housing types and condition vary across the county. Examining this information is important because housing conditions within a community provide insight into its economic and social health. Both new housing development and renovated existing housing are present in a vibrant community. High vacancy rates, large quantities of deteriorated housing, and lack of new development are indicators of population decline, stagnant growth, and potentially low quality of life. Providing safe, adequate, affordable housing for residents is a priority for Jefferson County. This section of the plan examines the housing mix, occupancy, housing value, age of housing stock, and jobs-housing balance.

## Housing Types, Age and Mix in the Region

The CSRA's housing stock includes both owned and rental units and mix of housing types. The majority of the region's housing stock is classified as single-family. Approximately 36 percent of occupied housing units are rental units and 64 percent are owner units, which represents some regional capacity to address different housing needs (Figure 18). The region's vacancy rate is relatively high 18 percent, a figure that has increased since 2010, when it stood at 15 percent. Observations, resident conversation and housing inventories suggest that the region's housing stock is not adequate. According to the 2010 distribution of vacant housing units, almost 36 percent were unavailable for purchase or rent. In addition, a significant portion of housing is substandard. Age of housing stock is also a factor, with most being built before the 1980s in the region's rural counties. In areas where residents are also low-income, housing repair can be a major issue. Some home owners have been able to utilize Community HOME Investment Program (CHIP) grants for housing rehab, although issues of heir property has been a problem. The CSRA has a need for more housing options for those who are working lower-wage jobs, retired, aging in place, and in poverty. Housing constructed through CHIP could fill some of this need. The demand for affordable housing is rising in the region, and although many residents want to see single-family homes in their area, apartments, duplexes, and other multi-family options are necessary.



**Figure 17: Physical Housing Characteristics, 2012-2016**

County	Total Units	Single Family	Multi-Family	Manufactured
Burke	8,082	55.9%	11.4%	32.7%
Columbia	45,623	87.9%	6.2%	5.8%
Glascocock	1,105	51.8%	2.2%	4.6%
Hancock	2,813	56.2%	6.4%	37.4%
Jefferson	5,855	61.5%	11.2%	27.3%
Jenkins	3,554	65.0%	4.1%	30.8%
Lincoln	3,457	63.5%	3.4%	33.1%
McDuffie	8,067	66.9%	10.8%	22.3%
Richmond	72,470	68.0%	24.4%	7.6%
Taliaferro	748	55.4%	6.0%	38.6%
Warren	2,204	51.9%	13.8%	34.3%
Washington	7,381	62.1%	7.7%	30.2%
Wilkes	3,975	72.5%	9.6%	17.9%

Source: US Census Bureau, 2012-2016 ACS 5-Year Estimates

**Figure 18: CSRA Household Units by Occupancy Status and Tenure, 2010-2016**

	2010		2016	
	Number	Percent	Number	Percent
<b>Total Housing Units</b>	213,733	100	201,643	100%
<b>Occupied</b>	181,712	85.0	165,334	82.0
Owner	119,139	55.7	105,945	64.1
Renter	62,573	29.3	59,389	35.9
<b>Vacant</b>	32,021	15.0	36,309	18.0

Source: 2010 Census, 2012-2016 American Community Survey 5-Year Estimates



## Age of Housing Stock in Jefferson County

The housing stock in Jefferson County is trending older. Several cities have preserved their historic housing, which does affect the overall percentages. Avera, Wrens and Bartow have the smallest percentages of new housing, that is, housing built since 1990. Housing constructed between 1960 and 1989 represents the largest percentage of housing in the county with 46.3 percent. While communities are encouraged to maintain existing housing stock and preserve historic structures, a balance must be struck and new construction pursued as well in order to help accommodate new residents.



**Figure 19: Age of Housing in Jefferson County**

Housing Age	Jefferson County	Avera	Bartow	Louisville	Stapleton	Wadley	Wrens
1939 - Older	10.1%	36.8%	40.9%	12.4%	26.6%	9.2%	4.3%
1940-1949	4.7%	8.1%	6.5%	8.4%	1.5%	2.9%	5.0%
1950-1959	9.8%	7.4%	22.7%	13.9%	7.0%	12.2%	14.0%
Total Older Than 1960	24.6%	52.2%	70.1%	34.7%	35.2%	24.3%	23.4%
1960-1969	10.5%	8.8%	1.9%	17.6%	9.0%	10.8%	12.8%
1970-1979	22.3%	4.4%	2.6%	15.9%	17.6%	14.7%	29.1%
1980-1989	13.4%	18.4%	16.2%	10.1%	9.0%	9.9%	18.7%
Total 1960-1989	46.3%	31.6%	20.8%	43.5%	35.7%	35.3%	60.6%
1990-1999	18.9%	7.4%	6.5%	9.3%	13.1%	30.5%	8.8%
2000-2009	8.3%	8.8%	2.6%	9.2%	16.1%	7.4%	7.2%
2010-later	1.9%	0.0%	0.0%	3.2%	0.0%	2.4%	0.0%
Total Since 1990	29.1%	16.2%	9.1%	21.8%	29.1%	40.4%	16.0%

**Figure 20: Housing Types in Jefferson County**

Type	2000 Census		2015 ACS		Change	Percent (%) Change
	Number	Percent (%) of Total	Number	Percent (%) of Total		
Single Units (Detached)	4,481	62.1%	4,524	62.3%	43	1.0%
Single Units (Attached)	79	1.1%	65	0.9%	-14	-17.7%
Double Units	188	2.6%	237	3.3%	49	26.1%
3 to 9 Units	309	4.3%	437	6.0%	128	41.4%
10 to 19 Units	49	0.7%	15	0.2%	-34	-69.4%
20 or More	122	1.7%	37	0.5%	-85	-69.7%
Mobile Homes or Trailers	1,990	27.6%	1,936	26.7%	-54	-2.7%

**Figure 21: Number of Housing Units 2000-2015**

Number of Units	2000	2015	Change	Percent Change
Avera	162	136	-26	-16.0%
Bartow	108	154	46	42.6%
Jefferson County	7,221	7258	37	0.5%
Unincorporated Jefferson County	1,806	1540	-266	-14.7%
Louisville	1,090	1,179	89	8.2%
Stapleton	120	199	79	65.8%
Wadley	878	901	23	2.6%
Wrens	1,057	1,134	77	7.3%

Similar to the changes in population between the years 2000 and 2015, some jurisdictions experienced increases while others experienced decreases. The greatest change occurred in the unincorporated area, where the number of housing units decreased by approximately 15 percent (15%). The County population in the unincorporated area decreased by 13 percent (13%) during the same time period.

Single-family detached units are the predominant housing type in Jefferson County with 62 percent of the total housing units. Mobile homes represent 28 percent of all housing units in the county. This is not atypical in the CSRA. Like most counties in the region, multifamily housing in Jefferson County is not highly present, although it is needed. All communities in the county have expressed a desire to provide greater housing diversity, particularly to provide for lower income and middle-income residents and commuters.

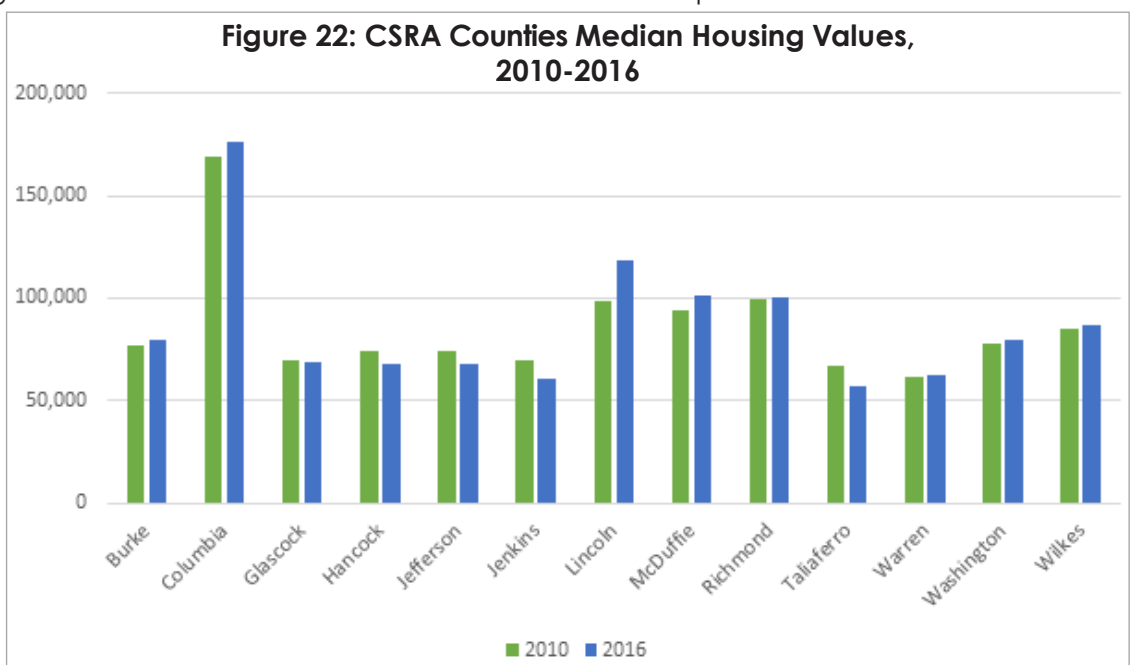


**Value of Housing Stock**

Between 2010 and 2016, Jefferson County experienced a decline in housing values. It was one of five counties in the region to do so. The remainder of CSRA counties experienced an increase in the median housing value, or remained relatively stable,

with Lincoln County experiencing the largest increase of 20 percent. Overall housing inventories and inventories of vacant and/or dilapidated buildings can assist the County and municipalities in evaluating where community needs are and what needs to be done to help improve values.

**Figure 22: CSRA Counties Median Housing Values, 2010-2016**



## Jobs-Housing Balance

The mean travel time to work in the CSRA region is less than 30 minutes. However, this does not reveal enough information about the Jobs-Housing Balance in the region and its respective counties, especially in terms of affordability. This requires examining housing and transportation costs combined. Households in the Region spend more than half of their monthly incomes on housing and transportation costs. On average, Jefferson County households spend over 80% their monthly income on housing and transportation. That's one of the highest percentages in the region.

With half of the Region's counties already using more than 30% of their income toward housing, the inclusion of transportation costs negatively impacts the affordability of living in the CSRA. Factors that can contribute to high transportation costs include working outside of the county, region or state, lack of affordable housing where one works, and lack of access to public transportation or a vehicle for personal use. The County and its municipalities would all like more safe housing available for low-to-mid income residents. Increased variety overall may assist in making housing more affordable.

**Figure 23: Average Housing and Transportation Costs as A Percentage of Monthly Income**

County	Percent (%) of Monthly Income
Burke	52%
Columbia	66%
Glascocock	58%
Hancock	76%
Jefferson	83%
Jenkins	78%
Lincoln	58%
McDuffie	54%
Richmond	52%
Taliaferro	86%
Warren	76%
Washington	63%
Wilkes	73%

Source: ACS 2015 and Center for Neighborhood Technology's Housing and Transportation Affordability Index



# NATURAL & CULTURAL RESOURCES

Natural and cultural resources are community assets that contribute to the vitality and sustainability of the county and have the potential to draw visitors who value natural beauty and historic preservation. They can also be connected to similar resources in other counties for regional tourism. As conditions change, it is important to focus efforts on protecting natural features like watersheds. Additionally, when development decisions are made, the cultural resources that make the county unique and tell its story must also be considered.



# NATURAL RESOURCES

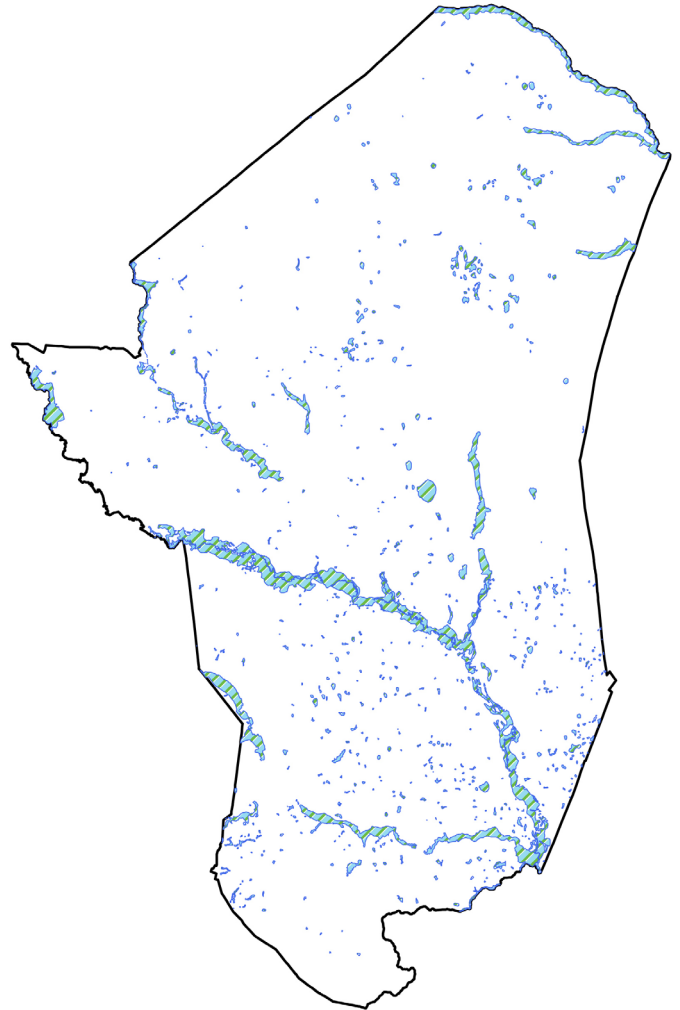
## **WETLANDS**

Wetlands can be defined as lands which are saturated, either permanently or seasonally, creating an ecosystem that contains characteristic vegetation that has adapted to the unique soil conditions. Wetlands serve as a unique habitat for fish and wildlife, breeding ground, and home for unique plant and animal species that have adapted to these special conditions.

The Georgia Department of Natural Resources has identified five categories of wetlands which require special protection through ordinances. These wetlands include: Open water, scrub/shrub, altered, non-forested, and forested.

Land uses in wetland areas should be limited to low to no impact uses which include the harvesting of lumber and timber and wildlife and fishery management.

Jefferson County has adopted a Wetlands Protection Ordinance. The ordinance was passed to promote wetland protection, while taking into account varying ecological, economic development, recreational and aesthetic values. The objective of the ordinance is to protect wetlands from alterations that will significantly affect or reduce their primary functions for water quality, floodplain or erosion control, groundwater recharge, and aesthetic nature and wildlife habitat. This ordinance refers to projects located within a wetlands area to the Army Corps of Engineers for review.



## **FLOOD PLAINS**

Flooding can be defined as a situation in which an overflow of water submerges land which usually is not inundated with water. A floodplain is an area designated to store natural water and conveyance, maintain water quality, and provide groundwater recharge. Designated flood zones as determined by the U.S. Federal Emergency Management Agency's (FEMA) are located on the Flood Insurance Rate Map (FIRM). The FIRM can be found on the FEMA website, and areas located within the 100-year flood plain are in Zone A.

## **WATERSHEDS**

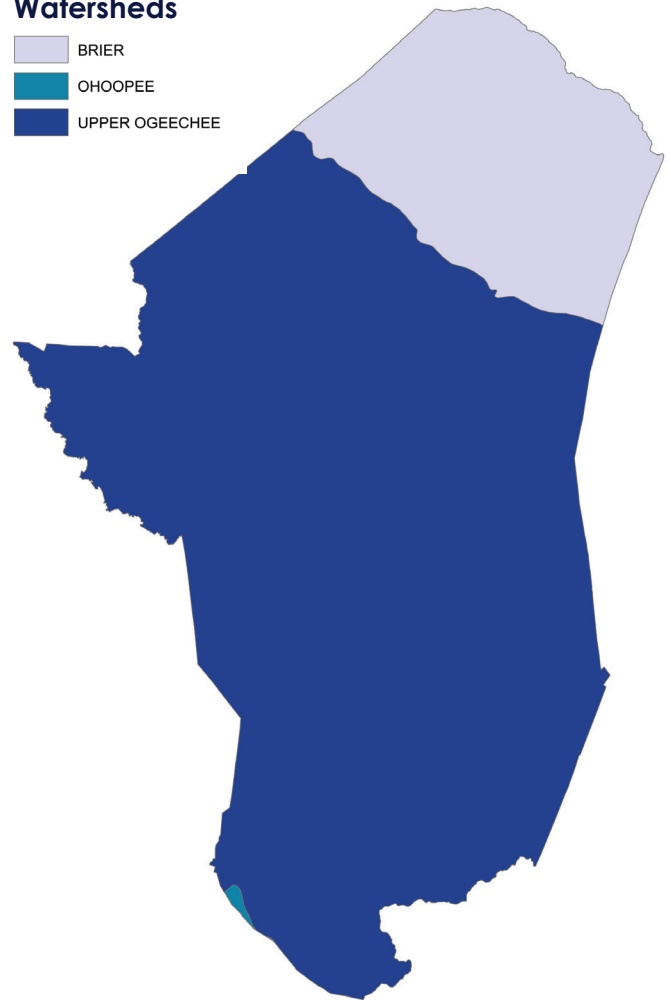
Watersheds are important components to public water supply. Watersheds are land formations which direct water (primarily rain water) flows in a certain direction and feeds smaller flows and water bodies.

The removal of vegetation and the introduction of paving for roads, parking lots, etc. increase the total run-off on a site which in turn increases erosion, flooding, and sedimentation of water resources. To protect drinking water supplies downstream, The Department of Natural Resources has recommended buffer requirements to water supply watersheds that are less than 100 square miles in size.

Protection of Jefferson County's water supply will help keep drinking water for county residents free of contamination from various pollution sources. By limiting the amount of pollution that gets into the water supply, governments can reduce the cost of purification and guarantee improved public health.

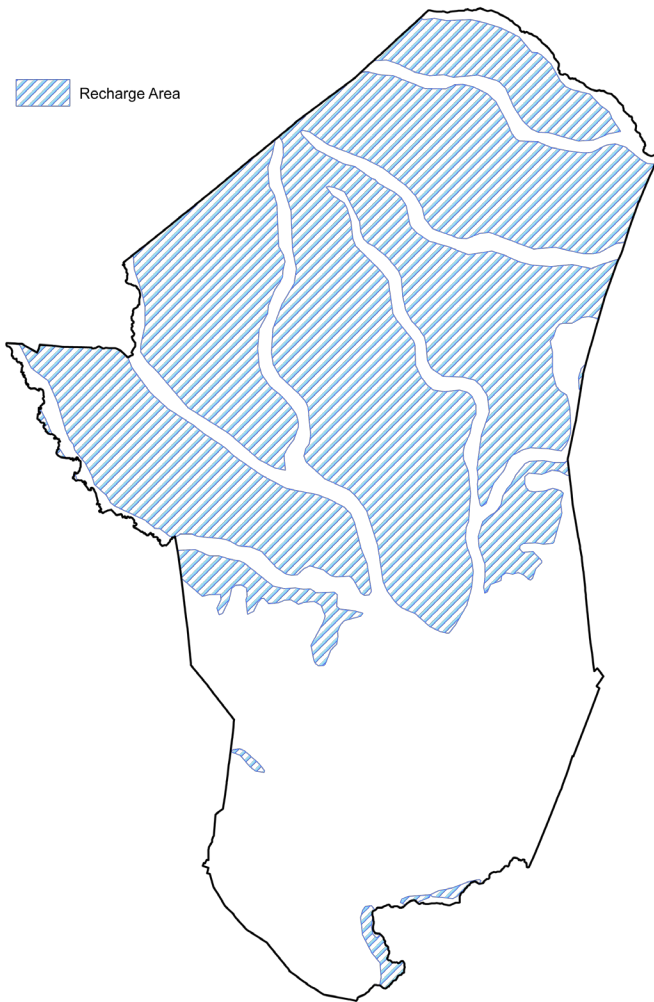
### Watersheds

- BRIER
- OHOOPEE
- UPPER OGEECHEE



### Groundwater Recharge Areas in Jefferson County

Recharge Area



Groundwater recharge areas are specific surface areas where water passes through the ground to replenish underground water sources. These areas should continue to be protected because contamination of this water supply is a possibility which must be considered when discussing the development or placement of any type of facility in these areas.



















The only significant groundwater recharge area in Jefferson County is located in the northern half of the county. Most of the area lying north of the fall line is within the Cretaceous aquifer where it is more practical to draw water from surface sources than from deep wells. The southern half of the county is located within the Floridian Aquifer region where deep wells are used to draw water and the environmental concerns are not as great. The Georgia Department of Natural Resources recommends that local governments adopt criteria for groundwater protection as part of their land

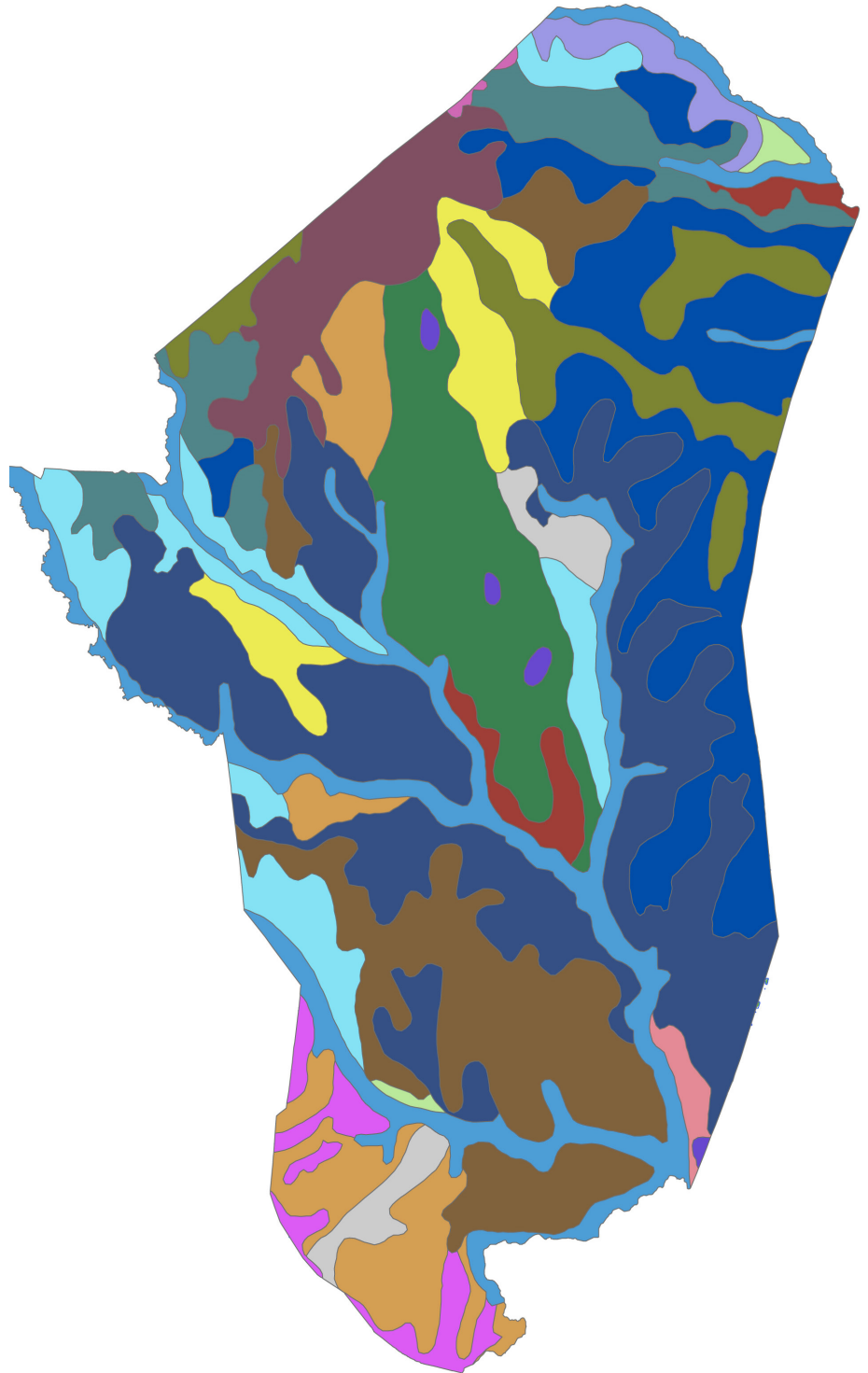
use regulations. This is particularly important for the cities that lie within the groundwater recharge areas in the northern part of the county. The new recommended criteria should pertain to any new development within the recharge areas.

## SOIL TYPES

Jefferson County is in both the Carolina and Georgia Sand Hills land resource area and the Southern Coastal plain major land resource area. Characteristics of the Carolina and Georgia Sand Hills area are very gently sloping to moderately sloping steep soils on uplands. These soils are well drained to excessively drained. They commonly have a thick, sandy surface layer and a loamy subsoil or are sandy throughout. The subsoil, if it occurs, is generally firm. The Southern Coastal Plain major land resource area, which makes up a large part of the county, is made up of mainly nearly level to gently sloping soils on uplands. These soils are well drained and have a sandy surface layer and a loamy or clay-like subsoil.

### Legend

	COWARTS-CUTHBERT-SAWYER
	CUTHBERT-SAWYER-CARNEGIE
	EUSTIS-LAKELAND-LUCY
	FACEVILLE-ORANGEBURG-GREENVILLE
	FACEVILLE-TIFTON-ORANGEBURG
	GRADY
	GREENVILLE-FACEVILLE
	GREENVILLE-FACEVILLE-ORANGEBURG
	IZAGORA-DEBRUCE
	KERSHAW-LAKELAND-EUSTIS
	KERSHAW-PLUMMER
	LAKELAND-FUQUAY-LUCY
	NORFOLK-FUQUAY-TIFTON
	NORFOLK-ORANGEBURG
	NORFOLK-TIFTON-FUQUAY
	ORANGEBURG-LUCY-FACEVILLE
	SWAMP-ALLUVIAL LAND,WET-RAINS
	TIFTON-NORFOLK-FACEVILLE





# CULTURAL RESOURCES

Jefferson County was the site of several historically significant places and events, including the Constitutional Convention of 1798 and the Civil War. The County currently has **five sites** listed on the National Register of Historic Places (NR), in the cities of Louisville, Bartow, and Wadley. There are dozens of other sites in city and county areas that are eligible for the National Register, and jurisdictions should consider this nomination and additional local protections through ordinance.

## Louisville **Market House**

The Market House is the only remaining structure from the 18th century in Louisville. Located in the town center, it was built between 1795 and 1798. While the exchange of goods, furniture, and town lots was common, the Market House was known as being the site for the sale of slaves. It was commonly referred to as the Slave Market. While portions of the structure have been replaced, the original timber still exists reinforced by steel. In addition, the Market House has a French cast bell that made its way to Louisville after being stolen off a ship by pirates and sold in Savannah. Due to its cultural and historical significance to both the state and nation, the Market House has been on the National Register of Historic Places since 1978.



## **Jefferson County Courthouse**

The Jefferson County Courthouse is located on the site of the old State Capital. In 1799, Georgia's Great Seal was adopted on this site. The courthouse was designed by native Louisville architect, William Franklin Denny, and built in 1904. Best known for church and residential architecture, the Jefferson County Courthouse is the only courthouse Denny designed. The Jefferson County Courthouse was placed on the National Register of Historic Places in 1980. Today, the courthouse houses the State and Superior courts and many other county offices.



### **Louisville Commercial District**

The Louisville Commercial District has always served as Louisville's primary commercial area. It extends four blocks NW to SE along Broad Street and was listed on the National Register of Historic Places in 1994. The District includes 180 acres, 43 buildings, and 1 structure. The Jefferson County Courthouse and Market House are within this District. Other significant structures include the post office, county jail, former Baptist Church Sunday School, Jefferson Hotel, Abbot and Stone building, Planter's Cotton Warehouse, and the Pal Theater. The period of significance is 1750-1949. Architectural styles of the district include Beaus Arts, Romanesque, and Early Commercial. Majority of the buildings are brick and one story in height. The District has a state level of significance.



### **Bartow**

#### **Bartow Historic District**

The Bartow Historic District was entered into the National Register of Historic Places in 2009. It has a period of significance ranging from 1850 to 1958. The District includes the town's historic commercial, residential, industrial, and institutional resources. It contains 125 contributing resources. Buildings and structures within the district



represent common architectural types and styles found in Georgia through the late 19th to mid-20 centuries, such as the Queen Anne cottage, Georgian house, and the gabled-ell cottage. Notable community landmark buildings include the Central of Georgia depot, Bartow Baptist Church, Bartow United Methodist Church, and the 1956 Bartow High School. The district is also noted for its significance in the areas of African-American heritage and community planning and development.

### **Wadley**

#### **Cunningham-Coleman House**

The Cunningham-Coleman House was entered into the National Register of Historic Places in 1984. The house is significant in architecture, agriculture, and local history. The house is a Sand Hills cottage with Greek Revival detailing. It was the center of a middle-sized cotton plantation. William Armstrong Cunningham purchased the plantation in 1869 and played a significant role in the area, running a store in the area. Cunningham's widow sold the property to John C. Coleman, a business owner and public official in adjacent Emanuel County, in 1895. The family has been in the Coleman family since its purchase in 1895.



Photo from NR nomination form



# COMMUNITY WORK PROGRAM

This section of the Plan includes the following:

- A *Report of Accomplishments*, based on activities included in the previous work program from 2013
- A new *Community Work Program* that identifies the specific activities Jefferson County and its municipalities intend to undertake from 2019 to 2023

Although this is a joint plan, each community has its own work program.

Activities from the 2013 Community Work Program are assigned the following identifiers to acknowledge the status of each project as:

- Completed: the listed activity has been concluded
- Ongoing: the listed activity has started and is continuing
- Postponed: the listed activity has not been started or halted for some reason
- Not Accomplished: the listed activity has not moved forward

The Report of Accomplishments is structured to adhere to the Georgia Department of Community Affairs' minimum standards for local comprehensive planning. Items regarded as policies are not included in the 2019 community work program and have been incorporated into the "Community Goals" section of the plan verbatim, reworded, or included in another policy.

The Community Work Program is the key implementation tool for addressing the needs and opportunities identified during this planning process. The Community Work Program is also structured to adhere to the DCA minimum standards. Consistent with state rules, the 2018 Comprehensive Plan's Community Work Program includes the following information:

- Description of each activity
- Timeframe for initiating and completing the activity
- Responsible party for implementing the activity
- Estimated Cost (if any) of implementing the activity
- Funding Source(s), if applicable

The following pages are organized by community, where each jurisdiction's report of accomplishments is followed by the community work program.

# Report Of Accomplishments

## JEFFERSON COUNTY

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
A portion of ad-valorem taxes will be allotted for the purposes of economic development within the county.		X			This is regarded as a policy and does not appear in the 2019-2023 Community Work Program (CWP).
A focus will be placed on attracting new industry to the industrial park located in south Jefferson County.		X			This is regarded as a policy and does not appear in the CWP.

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Reconstruct or rehabilitate housing for low-to-moderate income households utilizing recently received CDBG funds (Including local match).	X				
Continue to improve access to low and moderate income housing to provide housing options for current and future residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Update the main courtroom of the Jefferson County Courthouse.	X				
Identify recreational and greenspace options for county property on T.E. Buchanan Road and seek funding for implementation support.		X			This item has been revised in the CWP as: Identify recreational and greenspace options for Ogeechee Crossing Park and seek funding for implementation support.



## COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Relocate the Jefferson County football facilities to the Jefferson County Recreation Center.	X				
Resurface the tennis courts at the Jefferson County Recreation Center.	X				
Re-roof the old National Guard Armory in order to maintain facility usage.	X				
Install an HVAC unit in the Armory for the purpose of making the community space usable.		X			
Develop an “Emergency Operations Center” in the old National Guard Armory.	X				
Update sewerage and water infrastructure on an as needed basis.	X				The county turned the water & sewage department over to City of Louisville
Repair and replace insufficient bridges throughout Jefferson County.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

## LAND USE

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Initiate changes to the provisions of the R-A and M-1 zoning districts to allow for solar collection facilities as conditional uses.	X				
Conduct a land development ordinance review for the purpose of auditing the manner in which the County manages growth and development.		X			

# Community Work Program

## JEFFERSON COUNTY

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important County locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			County, RC	Staff Time	Local Funds, DCA
Expand infrastructure in the county industrial sites.		X	X	X		County, Development Authority	Staff Time	Local Funds, Grants
Assist Louisville Airport Industrial Park in becoming GRAD certified.		X	X	X	X	County	TBD	Local Funds, Grants
Create a pad ready site at Kings Mill Commerce Park.			X			County	TBD	Local Funds, Grants
Review county communication channels for the permitting process to locate places for streamlining and improvement.	X	X				County	Staff Time	Local Funds
Work with GDOT, RC, and others to expand US 1/SR 4 for all of Jefferson County.	X	X	X	X	X	County, GDOT	TBD	TSPLOST, GDOT

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Apply for CHIP, CDBG, or other funds to rehab housing units in targeted areas.		X	X	X		County, RC	Staff Time	Local Funds, Grants, DCA

### NATURAL AND CULTURAL RESOURCES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Identify recreational and greenspace options for Ogeechee Crossing Park and seek funding for implementation support.	X	X	X			County	Staff Time	Local Funds

## COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Purchase extrication equipment.		X				County	\$21,238	Local Funds
NextGEN Phone System 911	X	X	X	X	X	County	\$204,380	Local Funds, SPLOST
AVL (Automatic Vehicle Locater)	X					County	\$59,600	
Fire Station					X	County	\$200,000	SPLOST
Capacity max upgrade for a new radio system				X		County	\$580,000	SPLOST
Purchase motor graders (2).	X	X	X			County	\$264,900	TIA
Replacement Motor Graders (2).			X	X		County	\$236,938	TIA
Landfill - cell construction/engineering				X		County	\$1,041,522	Local Funds, SPLOST
Construct a disk golf area at Ogeechee Crossing.	X	X				County	\$25,000	HTWF
Construct a pavilion/picnic site at Ogeechee Crossing.		X	X			County	\$6,000	Local Funds
Install a HVAC unit in the Armory for the purpose of making the community space usable.	X					County	\$47,600	SPLOST, HTWF
Roof Replacement - Green Street Old Jail		X				County	\$25,000	SPLOST
Renovate the Service Center.	X	X				County, Community Service Board of Middle GA/Ogeechee Division	\$790,500	CDBG, Local funds
Replace senior center windows.	X					County	\$5,000	SPLOST
Remodel and re-purpose the Old Jail building on the courthouse grounds.					X	County	\$100,000	SPLOST
Remodel the inside of the old sheriff's house for use as county office/meeting space.				X		County	\$100,000	SPLOST
Improve handicap access at the county courthouse by adding an ADA ramp with portico on the back.	X					County	\$60,000	HTWF
Upgrade the courthouse grounds to include a "Veteran's Plaza" & landscaping.	X					County	\$50,000	SPLOST
Develop a list of projects for the next regional TSPLOST initiative.	X	X	X			County	Staff Time	Local Funds
Provide the RC with a list of school gardens and farmer's markets for inclusion in regional food asset mapping.	X	X				County, RC	Staff Time	Local Funds, DCA
Partner with cities to expand natural gas access, especially to the Wadley area.					X	County, Cities	TBD	Local Funds, Grants

## LAND USE

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Rezone mining areas to industrial zoning districts.		X	X			County	Staff Time	Local Funds
Conduct a land development ordinance review for the purpose of auditing the manner in which the County manages growth and development.	X	X	X			County, RC	Staff Time	Local Funds, DCA
Update county zoning ordinance, particularly regarding PUD districts and mixed-use options.	X	X				County, RC	Staff Time	Local Funds, DCA
Update comprehensive plan to include recommendations from the Fort Gordon Joint Land Use Study (to be released later in 2019).	X	X				County, RC	Staff Time	Local Funds, DCA
Update the digital version of the zoning map.	X	X				County, RC	Staff Time	Local Funds, DCA

## BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Create a county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					County, RC	Staff Time	Local Funds, DCA
Evaluate county buildings like senior centers to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			County, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Jefferson County desires to be fully served by broadband capability through broadband deployment.	X					County, RC	Staff Time	Local Funds, DCA



# Report Of Accomplishments

## AVERA

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Coordinate with the Jefferson County Chamber of Commerce to attract new retail businesses to the downtown area.		X			This is regarded as a policy and does not appear in the 2019-2023 Community Work Program (CWP)

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Locate and map blighted areas of the city for potential redevelopment.		X			

### COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Make improvements to the city storm water drainage system.		X			

### INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Increase the number of opportunities for interaction between county and city officials.	X				

# Community Work Program

## AVERA

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important City locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			City, RC	Staff Time	Local Funds, DCA

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Locate and map blighted areas of the city for potential redevelopment.	X	X	X	X		City, RC	Staff Time	Local Funds, DCA
Apply for CHIP, CDBG, or other funds to rehab housing units in targeted areas.		X	X	X		County, RC	Staff Time	Local Funds, Grants, DCA

### COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Make improvements to the city storm water drainage system.	X	X	X			City	Varies	Local Funds, Grants
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			City	Varies	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer's markets for inclusion in regional food asset mapping.	X	X				City, RC	Staff Time	Local Funds, DCA

# Community Work Program

## AVERA

BROADBAND								
Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					City, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					City, RC	Staff Time	Local Funds, DCA
Evaluate city buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			City, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Avera desires to be fully served by broadband capability through broadband deployment.	X					City, RC	Staff Time	Local Funds, DCA

# Report Of Accomplishments

## BARTOW

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Coordinate with the Development Authority of Jefferson County to recruit new industries to the area.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Coordinate with the Jefferson County Chamber of Commerce to attract new retail businesses.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Upgrade or replace water infrastructure to provide better service to residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Refurbish the city's elevated water tank.	X				



## NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to offer grants to encourage facade improvements for downtown businesses.		X			This item has been revised and moved to Economic Development in the 2019-2023 CWP.
Construct a historic marker to commemorate Sherman's Trail.	X				
Renovate a building downtown to create a soda fountain museum.	X				
Advertise the Bartow Museum along state and federal roads.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

## INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
The City will seek opportunities to meet with Jefferson County and other city officials.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

# Community Work Program

## BARTOW

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important Town locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			Town, RC	Staff Time	Local Funds, DCA
Offer grants to encourage facade improvements for downtown businesses.	X	X	X			Town	Undetermined	Local Funds, Grants

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Locate and map blighted areas of the Town for potential rehabilitation or redevelopment.		X	X	X		Town, RC	Staff Time	Local Funds, DCA

# Community Work Program

## BARTOW

### COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			Town	Varies	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer’s markets for inclusion in regional food asset mapping.	X	X				Town, RC	Staff Time	Local Funds, DCA

### BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					Town, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					Town, RC	Staff Time	Local Funds, DCA
Evaluate Town buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			Town, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Bartow desires to be fully served by broadband capability through broadband deployment.	X					Town, RC	Staff Time	Local Funds, DCA

# Report Of Accomplishments

## LOUISVILLE

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Purchase land for ability to have GPS approach.	X				
Re-mark the airport runway to improve the viability of markings.	X				
Seal cracks in airport runway.	X				
Continue DDA member training when needed.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Engage in efforts to improve downtown storefronts.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Update airport layout plan.	X				

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to improve access to low and moderate income housing to provide housing options for current and future residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Conduct activities to maintain the newly acquired "Tree City" certification.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.



## COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Purchase a street sweeper.	X				
Purchase a brush truck.	X				
Purchase four police cars.	X				
Purchase a garbage truck.	X				
Purchase a speed trailer.	X				
Purchase tornado sirens.	X				
Purchase laptops and printers for the police department.	X				
Purchase surveillance equipment.	X				
In conjunction with the Jefferson County Board of Education, install ADA compliant bathrooms facilities at Helen Clark Park.	X				
Construct a performance stage at Helen Clark Park.	X				
Install a pond system lift station as part of sewerage upgrades.	X				
Upgrade water treatment facilities will be undergoing upgrades.	X				
Construct a four-lane by-pass.		X			
In conjunction with the Jefferson County Board of Education and Jefferson County, construct a natural gas filling station.		X			
Conduct street repairs on 10th street & Mimosa Street.	X				
Pave Par Lane and Duffers Drive.	X				
Pave First Street.	X				
Resurface basketball courts.		X			
Seek funding for the development of center city recreational opportunities that link downtown to Revolutionary War cemetery and the creek.		X			
Implement streetscape enhancements that conform to center city conceptual designs (see Land Use LO-8), improve safety and aesthetics, and support multiple modes of transportation.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

## LAND USE

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Develop a conceptual design plan for center city streetscapes, trails, park development, and other facilities that enhance community recreation, tourism, and other quality of life measures.	X				
Amend land development ordinance provisions to support conceptual center city enhancements.	X				

## INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Increase the number of opportunities for interaction between county and city officials.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

# Community Work Program

## LOUISVILLE

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important City locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			City, RC	Staff Time	Local Funds, DCA

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Apply for CHIP, CDBG, or other funds to rehab housing units in targeted areas.		X	X	X		City, RC	Staff Time	Local Funds, Grants, DCA
Complete a dilapidated property inventory.	X	X				City	Undetermined	Local Funds, Grants

### LAND USE

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Collaborate with Jefferson County on zoning update for parcels along the outside of city limits for mixed use options.	X	X				City, County, RC	Staff Time	Local Funds, DCA
Update the digital version of the zoning map.	X	X				City, RC	Staff Time	Local Funds, DCA

## COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Construct a four-lane by-pass.	X	X	X	X		GDOT		TSPLOST
In conjunction with the Jefferson County Board of Education and Jefferson County, construct a natural gas filling station.					X	City, County, BOE	\$350,000	Local Funds, Municipal Gas Authority of GA
Resurface basketball courts.	X	X				County	\$15,000	SPLOST
Seek funding for the development of center city recreational opportunities that link downtown to Revolutionary War cemetery and the creek.	X	X				City, County	Staff Time	Grants, Local Funds
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			City, RC	Varies	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer's markets for inclusion in regional food asset mapping.	X	X				City, RC	Staff Time	Local Funds, DCA



## BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					City, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					City, RC	Staff Time	Local Funds, DCA
Evaluate city buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			City, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Louisville desires to be fully served by broadband capability through broadband deployment.	X					City, RC	Staff Time	Local Funds, DCA

# Report Of Accomplishments

## STAPLETON

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Coordinate with the Development Authority of Jefferson County to recruit new industries to the area.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Coordinate with the Jefferson County Chamber of Commerce to attract new retail businesses.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to improve access to low and moderate income housing to provide housing options for current and future residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Rehabilitate the Stapleton city-owned gym.			X		Lack of Funds

## COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Upgrade the water system to continue to provide adequate service to residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Place a water cooler and grill in the city park for the enjoyment of patrons.	X				
Upgrade restroom facilities at the city park to include ADA facilities.		X			
Pave Stapleton Acres Road.	X				
Extend water lines along Stapleton Acres Road and in other locations.		X			
Paved Highway 102 to the Glascock County line.	X				

## INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to seek opportunities to meet with Jefferson County and other city officials.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

# Community Work Program

## STAPLETON

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important City locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			City, RC	Staff Time	Local Funds, DCA

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Apply for CHIP, CDBG, or other funds to rehab housing units in targeted areas.		X	X	X		City, RC	Staff Time	Local Funds, Grants, DCA

### COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Upgrade restroom facilities at the city park to include ADA facilities.	X			X		City	\$25,000	Local Funds, Grants
Extend water lines along Stapleton Acres Road and in other locations.	X	X		X	X	City	\$250,000	Local Funds, Grants
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			City, RC	Varies	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer's markets for inclusion in regional food asset mapping.	X	X				City, RC	Staff Time	Local Funds, DCA



## NATURAL AND CULTURAL RESOURCES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Rehabilitate the Stapleton city-owned gym.				X	X	City	\$25,000	Local Funds, Grants

## BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					City, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					City, RC	Staff Time	Local Funds, DCA
Evaluate city buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			City, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Stapleton desires to be fully served by broadband capability through broadband deployment.	X					City, RC	Staff Time	Local Funds, DCA

# Report Of Accomplishments

## WADLEY

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
The City is actively seeking to annex property into the municipal limits.				X	Lack of Interest
Revise land use regulations as needed.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Recruit businesses with an emphasis to placing more businesses in downtown Wadley.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Work to attract industries to the recently established industrial park.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to improve access to low and moderate income housing for current and future residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

### NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Identify houses along South Main Street of historic significance with the intention of creating a historic district.	X				
Place the Old Wadley Middle/High School on the National Register of Historic Places.			X		Lack of funds

## COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Rehabilitate the “Old Wadley Middle/High School” for the purpose of creating a community center.		X			
Establish a senior center.				X	A senior center was established in Louisville with county-wide service.
Upgrade sewerage to provide appropriate capacity.		X			
Complete drainage and road improvements along MLK and Butts Streets.		X			
Renovate the Train Car (located behind the new city hall) to house a visitor’s center.				X	Lack of funds
Improve Bergeron Street and other local streets.	X				
Water Line Improvements along roadways.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Road repairs on Railroad and Calhoun.	X				
Replace corroded galvanized water lines with PVC line on the following streets but not limited to: Burton St, Cooper St, Forbes St, Hawkins St, Hinkins St, Jordan St, N. Main St, Sargent St, Spann St, Stevens St, and W. Smith St.		X			This item has been slightly revised in the 2019-2023 CWP.

## LAND USE

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Annex property along Cooper Road and near the Lincoln Park Area into the municipal limits.			X		This activity effort will resume in 2021.
Revise land use regulations on an as-needed basis.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Draft a downtown master plan.		X			
Amend the zoning ordinance to allow mixed-use buildings downtown for the purposes of revitalization.			X		Lack of funds
Focus residential development along Calhoun Street with the possibility of some mixed-use development also occurring.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

## INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to seek opportunities to meet with Jefferson County and other city officials.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.



# Community Work Program

## WADLEY

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important City locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			City, RC	Staff Time	Local Funds, DCA

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Apply for CHIP and/or CDBG funds to rehab housing units in targeted areas.		X	X	X		City, RC	Staff Time	Local Funds, Grants, DCA

### NATURAL AND CULTURAL RESOURCES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Place the Old Wadley Middle/High School on the National Register of Historic Places.			X			City, RC	Staff Time	Local Funds, DCA

## COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Rehabilitate the “Old Wadley Middle/ High School” for the purpose of creating a community center.			X			City	\$150,000	Local Funds, Grants
Complete drainage and road improvements along MLK and Butts Streets.			X			City	\$100,000	TE Grant
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			City, RC	Staff Time	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer’s markets for inclusion in regional food asset mapping.	X	X				City, RC	Staff Time	Local Funds, DCA
Replace fire hydrants and corroded galvanized water lines with PVC and/or ductile iron line on the following streets but not limited to: Burton St, Cooper St, Forbes St, Hawkins St, Hinkins St, Jordan St, N. Main St, Sargent St, Spann St, Stevens St, and W. Smith St.	X	X	X			City, RC	\$750,000	Local Funds, Grants
Upgrade sewerage to provide appropriate capacity.		X	X	X	X	City, RC	Undetermined	Local Funds, Grants

## LAND USE

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Draft a downtown master plan.	X	X	X	X		City, RC, private sector	\$20-50,000	Local Funds, DCA
Collaborate with Jefferson County on zoning update for parcels along the outside of city limits for mixed use options.	X	X				City, County, RC	Staff Time	Local Funds, DCA

## BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					City, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					City, RC	Staff Time	Local Funds, DCA
Evaluate city buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			City, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Wadley desires to be fully served by broadband capability through broadband deployment.	X					City, RC	Staff Time	Local Funds, DCA

# Report Of Accomplishments

## WRENS

### ECONOMIC DEVELOPMENT

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Actively recruit new local businesses.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.
Complete an environmental assessment as part of improvements to city airport.				X	Lack of funds
Conduct a survey to measure demand for a T-hanger.				X	Lack of funds
Implement phased airport improvements such as a runway extension, pavement rehabilitation, fencing for a fuel farm, runway lighting, etc.			X		Lack of funds; This item has been revised to remove the runway extension in the 2019-2023 CWP
Implement phased airport improvements such as a fuel farm access road plan, fencing, design, pavement rehabilitation, parallel taxiway, T-Hanger, update of ALP, etc.				X	Lack of funds
Implement phased airport improvements such as security fencing, design of fuel farm, design of fuel farm access road, design of security fencing, etc.				X	Lack of funds
Implement phased airport improvements such as perimeter security fencing - phase II, fuel farm & access road engineering, etc.				X	Lack of funds

### HOUSING

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to improve access to low and moderate income housing to provide housing options for current and future residents.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.

## COMMUNITY FACILITIES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Acquire new police cars on a bi-annual basis.	X				

## NATURAL AND CULTURAL RESOURCES

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
The Johnson Lake facility at Memorial Lake will be upgraded.		X			So far the city has rebuilt a well and mowed and cut property.

## LAND USE

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to train Planning and Zoning Commissioners at the UGA Carl Vinson Institute of government on an as-needed basis.	X				
Hold quarterly meetings regarding land use in Wrens.	X				

## INTERGOVERNMENTAL RELATIONS

Project	Completed	Ongoing	Postponed	Not Accomplished	Comments
Continue to seek opportunities to meet with Jefferson County and other city officials.		X			This is regarded as a policy and does not appear in the 2019-2023 CWP.



# Community Work Program

## WRENS

### ECONOMIC DEVELOPMENT

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Provide the RC with a list of important City locations and events for inclusion in the regional database of historic landmarks, festivals, and attractions.	X	X	X			City, RC	Staff Time	Local Funds, DCA

### HOUSING

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Market an available 15 acre tract to a developer for a residential subdivision.	X	X	X	X	X	City	Staff Time	Local Funds
Apply for CHIP, CDBG, or other funds to rehab housing units in targeted areas.		X	X	X		City, RC	Staff Time	Local Funds, Grants, DCA

### NATURAL AND CULTURAL RESOURCES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
The Johnson Lake facility at Memorial Lake will be upgraded.	X	X	X			City	Undetermined	Local Funds, Grants

## COMMUNITY FACILITIES

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Complete 2017 CDBG grant for Sewer Improvements on Geter St., Stephens St. Extension, a part of Stephens St., a part of Center St., and the two apartment complexes of Green Meadows and Pine Valley.	X	X				City	\$70,000	Local Funds
Purchase three police vehicles.			X	X	X	City	\$60,000	SPLOST
Purchase 15 SCBAs for Wrens Fire Department.	X	X	X	X	X	City	\$150,000	SPLOST
Purchase three pickup trucks for the Utilities Department.	X	X	X			City	\$60,000	SPLOST
Conduct water/sewer improvements throughout the city.		X				City, County	\$300,000	SPLOST
Participate in discussions for the next regional TSPLOST initiative.	X	X	X			City	Varies	Local Funds
Provide the RC with a list of school gardens, community gardens and farmer's markets for inclusion in regional food asset mapping.	X	X				City, RC	Staff Time	Local Funds, DCA
Implement phased airport improvements such as pavement rehabilitation, fencing for a fuel farm, runway lighting, etc.			X	X	X	City	Undetermined	Local Funds, Grants, TSPLOST

## BROADBAND

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Designate a representative for the county-wide broadband committee aimed at improving quality and access across all jurisdictions.	X					City, County	Staff Time	Local Funds
Assist CSRA RC in collection of address data, which will assist DCA with address-level evaluation of broadband service.	X					City, RC	Staff Time	Local Funds, DCA
Evaluate city buildings and other public spaces to determine which may be improved to become a “Broadband Ready” site under the ACE Act.	X	X	X			City, RC	Staff Time	Local Funds, DCA
Adopt a resolution stating that Wrens desires to be fully served by broadband capability through broadband deployment.	X					City, RC	Staff Time	Local Funds, DCA

## LAND USE

Activity	Timeframe					Responsible Party	Cost Estimate	Funding Source(s)
	2019	2020	2021	2022	2023			
Collaborate with Jefferson County on zoning update for parcels along the outside of city limits for mixed use options.	X	X				City, County, RC	Staff Time	Local Funds, DCA
Update comprehensive plan to include recommendations from the Fort Gordon Joint Land Use Study (to be released later in 2019).	X	X				City, RC	Staff Time	Local Funds, DCA
Update the digital version of the zoning map.	X	X				City, RC	Staff Time	Local Funds, DCA



# APPENDIX



The stakeholder committee met several times over the course of the plan creation process and actively participated in facilitated discussions and group exercises to define community needs, establish community goals, and create community work program activities. One key item created during the exercises was the SWOT analysis (strengths, opportunities, weaknesses, and threats) of the county. Combined with data collected by Regional Commission staff and county staff, the SWOT analysis directly informed the crafting of the county needs and opportunities. It also provided support for long-term goals developed further along in the process.



# POPULATION DATA

2000 - 2015 Population for Jefferson County and Contained Jurisdictions					
Population	2000	2010	2015	1990 -2015 Population Change	1990-2015 Population Percent Change
Avera	217	246	282	65	30.0%
Bartow	223	286	297	74	33.2%
Jefferson County	17,266	16,930	16,374	-892	-5.2%
Louisville	2,712	2,493	2,581	-131	-4.8%
Stapleton	318	438	471	153	48.1%
Wadley	2,088	2,061	1,992	-96	-4.6%
Wrens	2,314	2,187	2,532	218	9.4%
Unincorporated Jefferson	9,394	9,219	8,219	-1,175	-12.5%
Georgia	8,186,453	9,687,653	10,429,379	2,242,926	27.4%

Source: U.S. Census Bureau, 2000 and 2010 Summary File 1 (SF1), Table DP-1

Population for CSRA Counties 1990 - 2015						
County	1990	2000	2010	2015	1990 - 2015	
					Change	Percent Change
Burke	20,579	22,243	23,316	23,007	2,428	11.80%
Columbia	66,031	89,288	124,053	136,204	70,173	106.27%
Glascocok	2,357	2,556	3,082	3,087	730	30.97%
Hancock	8,908	10,076	9,429	8,881	-27	-0.30%
Jefferson	17,408	17,266	16,930	16,374	-1,034	-5.94%
Jenkins	8,247	8,575	8,340	8,922	675	8.18%
Lincoln	7,442	8,348	7,996	7,720	278	3.74%
McDuffie	20,119	21,231	21,875	21,582	1,463	7.27%
Richmond	189,719	199,775	200,549	201,291	11,572	6.10%
Taliaferro	1,915	2,077	1,717	1,721	-194	-10.13%
Warren	6,078	6,336	5,834	5,561	-517	-8.51%
Washington	19,112	21,176	21,187	20,785	1,673	8.75%
Wilkes	10,597	10,687	10,593	9,991	-606	-5.72%
<b>CSRA Region</b>	<b>378,512</b>	<b>419,634</b>	<b>454,901</b>	<b>465,126</b>	<b>86,614</b>	<b>22.88%</b>

Source: U.S. Census Bureau, American Community Survey, Staff Calculations

# COMMUNITY INVOLVEMENT

## Identification of Stakeholders

Stakeholder input and feedback was used directly in plan involvement at every phase, from the SWOT analysis to the specific implementation measures that form the community work program. Identified stakeholders represent a variety of disciplines and backgrounds and helped to guide plan development. These individuals include policy makers and others able to affect the plan, those affected by the plan, and partners in plan implementation.

### **Stakeholder Committee Members:**

Adam Brett | Administrator, Jefferson County  
Mitchell McGraw | Chairman, Jefferson County  
Greg Sellars | Economic Development Authority of Jefferson County  
Eugene Love | Resident  
Ricky Sapp | Administrator, City of Louisville  
Larry Morgan | Mayor, City of Louisville  
Arty Thrift | Administrator, City of Wrens  
Lester Hadden | Mayor, City of Wrens  
Gail Berry | Clerk, City of Stapleton  
Frank Parrish | Mayor, City of Stapleton  
Brittany Kurtz | Clerk, Town of Bartow  
Robert Morris | Mayor, Town of Bartow  
Amy Hadden | Clerk, City of Avera  
Tommy Sheppard | Mayor, City of Avera  
Rita Hilton | Clerk, City of Wadley  
Henry Moore | Mayor, City of Wadley

### Participation Techniques

During the process, the RC gathered information and comments from stakeholders and the public through multiple events such as public hearings, steering committee input. CSRA RC staff utilized both print and digital distribution channels, which served to support each other in the process, either as a conduit for sending information or an opportunity to gather resident input.

The County staff also utilized social media and the county website to post plan updates and information links on the Facebook page for the Board of Commissioners. The Regional Commission also utilized its website to make plan documents available.

### **Stakeholder Committee Meetings**

Stakeholder meetings were held on the following dates to provide information, review data, and gain community perspective:

- January 26, 2018
- June 15, 2018
- June 18, 2018
- August 6, 2018 (phone conference)
- October 19, 2018
- January 25, 2019 (prior to the public hearing)

Jefferson County Joint Comprehensive Plan - City of Wadley and Town of Bartow  
2nd Stakeholder Committee Meeting, June 15, 2018, 2:00p.m.  
Wadley City Hall

NAME	EMAIL	JURISDICTION REPRESENTED	PHONE
12. Rita D. Hilton	adhcitywadley@att.net	Wadley	(478) 252-1116
13. Robert Morris	Townbartow@outlook.com	Bartow	(478) 364-3300
14. Harold Moore	mayor.moore75@att.net	Wadley	(478) 252-1116
15. Brittany Kurtz	Townbartow@outlook.com	BARTOW	(478) 364-3300
16.			( )

Jefferson County Joint Comprehensive Plan - Cities of Avera and Stapleton  
2nd Stakeholder Committee Meeting, June 15, 2018, 11:00a.m.  
Stapleton City Hall

SIGN-IN SHEET

NAME	EMAIL	JURISDICTION REPRESENTED	PHONE
1. Amy Hadden	avera.cityof@bellsouth.net	Avera	(706) 547-6272
2. Tommy Sheppard	T.SHEPPARD@LAJ.BA.GOV	AVERA	(706) 547-6272
3. FRANK PARRISH	FRANK257@bellsouth.net	STAPLETON	706-547-2828
4. Gail Berry	stapletonclerk@gmail.com	Stapleton	706 547-2828
5.			( )

Jefferson County Joint Comprehensive Plan - City of Louisville and Jefferson County  
2nd Stakeholder Committee Meeting, June 18, 2018, 10:00a.m.  
Louisville City Hall

SIGN-IN SHEET

NAME	EMAIL	JURISDICTION REPRESENTED	PHONE
1. Adam Brett	abrett@jeffersoncountyga.gov	Jefferson County	(706) 338-8875
2. Mitchell McBrann	mbrann@jeffersoncountyga.gov	Jefferson County	(478) 1494-5325
3. Ricky Sapp	richard-sapp@att.net	Louisville	(478) 625-3166
4. LARRY MORGAN	FLYERS03@att.net	JEFFERSON COUNTY	( )
5. Eugene Love	eugene.love57@yahoo.com	Jefferson County	(706) 830-1441
6.			( )

Jefferson County Joint Comprehensive Plan - Jefferson County  
4th Stakeholder Committee Meeting, October 19, 2018, 10:00a.m.  
County Administration Building

SIGN-IN SHEET

NAME	EMAIL	PHONE
1. Adam Brett	abrett@jeffersoncountyga.gov	(706) 338-8875
2. Sandy Walden	swalden@jeffersoncountyga.gov	( )
3. Jimmy Kitchens	JKitchens@jeffersoncountyga.gov	478 625-4032
4. Neil Easterton	Easterton@jeffcounty.org	( )
5.		( )
6.		( )
7.		( )
8.		( )
9.		( )
10.		( )
11.		( )

Jefferson County Joint Comprehensive Plan  
 Stakeholder Committee Meeting, January 25, 2019 11:00 a.m.  
 Louisville City Hall

SIGN-IN SHEET

NAME	EMAIL	JURISDICTION REPRESENTED	PHONE
Neil Easterlin	NEasterlin@JeffersonCounty.org		(478) 625-8134
Liz May	liz@Louisville		(478) 206-0949
Eugene Love	eugene.love57@yahoo.com		(706) 830-1441
Brittany Kurtz	tbartow@attilack.com	Bartow	(478) 364-3300
Richard T Stapp	richard-stapp@AT.net	Louisville	(478) 625-3166
Adam Brett	abrett@jeffersoncountyga.gov	Jefferson County	(478) 625-3332

Jefferson County Joint Comprehensive Plan  
 Public Hearing, January 25, 2019 12:00 P.M.  
 Louisville City Hall

NAME	EMAIL	JURISDICTION REPRESENTED	PHONE
Richard T Stapp	richard-stapp@AT.net	Louisville	(478) 625-3166
Liz May	"	"	"
Adam Brett	abrett@jeffersoncountyga.gov	Jefferson County	(478) 625-3332
William Easterlin	NEasterlin@jeffersoncountyga.gov	DAJC	(478) 625-8134

Date: August 6, 2018  
 Dial-in number: (515) 604-9726  
 Access code: 340200  
 Account: #s10066282

Audio

Caller	Service Type	Start Time	End Time	Duration
(706) 651-7304 - CSRA REGIONAL C Host		1:51:34 PM	2:51:14 PM	60m
+1 706 830 1441		1:57:52 PM	2:51:17 PM	54m
+1 478 625 3332 - Jefferson County Commis		1:57:59 PM	2:51:19 PM	54m
+1 478 364 3300		1:59:45 PM	2:51:17 PM	52m
4786253166		2:00:22 PM	2:51:14 PM	51m
+1 478 625 8134 - Developmental Authority		2:00:55 PM	2:51:14 PM	51m
+1 706 547 3000 - City of Wrens		2:02:14 PM	2:51:13 PM	49m
(706) 547-2828		2:02:21 PM	2:51:16 PM	49m

Number of callers: 8  
 Toll minutes: 420m

Note: All times in Eastern Time

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## Public Hearings

Two types of public hearings were also held as a part of this process. Initial public hearings were held to start the comprehensive planning process for the different jurisdictions on the following dates:

January 8, 2018 | Avera and Wadley  
January 9, 2018 | Louisville and Jefferson County  
January 11, 2018 | Stapleton  
January 16, 2018 | Wrens  
January 22, 2018 | Bartow

The second public hearing was a joint hearing of all the jurisdictions once the plan was drafted to brief the public on the contents of the plan and submittal timeline, as well as get final input. This hearing was held on January 25, 2019 at Louisville City Hall.

**JEFFERSON COUNTY**  
**PUBLIC HEARING NOTICE**  
**Initiation of Jefferson County**  
**Joint Comprehensive Plan**

Jefferson County and the jurisdictions of the City of Louisville, City of Wrens, City of Bartow, City of Wadley, City of Avera and City of Stapleton will each hold a public hearing to announce the start of the creation of the new Jefferson County Joint Comprehensive Plan. Although the plan will be a joint plan, each jurisdiction will have its own Community Work Program, therefore separate public hearings will invite public input. Further information about the plan process and meeting schedule will be available. Residents wishing to comment or make suggestions should be in attendance. Following are the places and times set for each Public Hearing:

**Jefferson County**, January 9, 2018 at 9:00 a.m.  
Jefferson County Commission Office, 217 E. Broad St., Louisville, GA  
Contact: Adam Brett, Administrator, Phone: 478-625-3332

**City of Louisville**, January 9, 2018 at 5:00 p.m.  
Louisville, City Hall, 1011 Peachtree Street, Louisville, GA  
Contact: Ricky Sapp, Administrator, Phone: 478-625-3166

**City of Wrens**, January 16, 2018 at 10:00 a.m.  
Wrens City Hall Civic Room, 401 E Broad Street, Wrens, GA  
Contact: Arty Thrift, Administrator, Phone: 706-547-3000

**City of Wadley**, January 8, 2018 at 6:00 p.m.  
Wadley City Hall, City Council Chambers, 37 Butts Street, Wadley, GA  
Contact: Rita Hilton, Clerk, Phone: 478-252-1116

**City of Bartow**, January 22, 2018 at 6:30 p.m.  
Bartow City Hall, 7849 Church Street, Bartow, GA  
Contact: Brittany Kurtz, Clerk, Phone: 478-364-3300

**City of Avera**, January 8, 2018 at 5:00 p.m.  
Avera City Hall, 9446 Broad Street, Avera, GA  
Contact: Amy Hadden, Clerk, Phone: 706-547-6272

**City of Stapleton**, January 11, 2018 at 5:30 p.m.  
Stapleton City Hall, 120 West Main Street, Stapleton, GA  
Contact: Gall Berry, City Clerk, Phone: 706-547-2828

All Jefferson County local government jurisdictions are committed to providing all persons with equal access to its services, programs, activities, education and employment regardless of race, color, national origin, religion, sex, familial status, disability or age. For a reasonable accommodation or if you need an alternative format or language, please call the contact person listed for the Public Hearing at least two business days prior to the Public Hearing during following hours: 8:00 a.m. – 5:00 p.m. Monday-Friday. Persons with hearing disabilities can contact the Georgia Relay Service, at (TTY) 1-800-255-0056, (Voice) 1-800-255-0135, 7-1-1.

**PUBLIC HEARING NOTICE**

Jefferson County and the jurisdictions of the City of Louisville, City of Wrens, Town of Bartow, City of Wadley, City of Avera and City of Stapleton will hold a joint public hearing on January 25, 2018 at 12:00 p.m. at the Louisville City Hall, 1011 Peachtree Street, Louisville, GA.

The purpose of the hearing will be to brief the community on the contents of the Jefferson County Joint Comprehensive Plan and notify the community of when the Plan will be submitted to the CSRA Regional Commission for review. Residents wishing to comment or make suggestions or revisions should be in attendance. Citizens can access copies of the draft plan in advance of the public hearing by contacting Adam Brett, County Administrator at 478-625-3332 or by visiting the Jefferson County Commission Office located at 217 E. Broad St. in Louisville, GA.

All Jefferson County local government jurisdictions are committed to providing all persons with equal access to its services, programs, activities, education and employment regardless of race, color, national origin, religion, sex, familial status, disability or age. For a reasonable accommodation or if you need an alternative format or language, please contact Adam Brett at least two business days prior to the public hearing during following hours: 8:00 a.m. – 5:00 p.m. Monday-Friday. Persons with hearing disabilities can contact the Georgia Relay Service, at (TTY) 1-800-255-0056, (Voice) 1-800-255-0135, or 7-1-1.





### Jefferson County Board of Commissioners

Published by Adam Brett · Just now ·

Jefferson County and its Cities are in the process of updating our Comprehensive Plan. This plan will be used over the next five years as a guide for policy development and allocation of resources toward certain projects. A comprehensive plan is required by all local governments in Georgia that seek state funds to offset cost to local services and projects.

We need your input. Let us know what we are doing right. Also, what projects would you like seen done in Jefferson County over the next five years. You can post your thoughts here or call me at 478-625-3332. Adam Brett, Jefferson County Administrator.

## Social Media and Web

During the planning process, the Jefferson County Board of Commissioners posted on its Facebook page to alert the community of where draft documents were located, solicit general feedback, and the begin the broadband conversations.

The Regional Commission utilized its website to provide links to past and current plan documents.

The screenshot shows the CSRA-RC (Central Savannah River Area Regional Commission) website. The header includes the logo and navigation links: RFPs / Bids, Reports, About, Jobs, EOC, Accessibility, Notices, and a Search bar. A secondary navigation bar lists: Area Agency on Aging, Economic & Workforce Development, Finance, Local Government Services, Planning, Contact Us, and Review Docs. The main content area is titled "Planning Documents" and contains a list of documents for review, including "2015 Millen Urban Revedevelopment Plan", "Warren County 2014 Comprehensive Plan", and "Jefferson County 2004 Comprehensive Plan".

This is another view of the CSRA-RC website's "Planning Documents" page. It features a navigation bar with "Planning" highlighted. The page content includes a description of the commission's planning process and a list of documents for public comment, such as "2015 Millen Urban Revedevelopment Plan" and "Jefferson County 2004 Comprehensive Plan".



### Jefferson County Board of Commissioners

August 27 at 1:11 PM · 🌐

The link below will allow you to access the current Jefferson County Comprehensive Plan. We are in the process of updating our plan and would like your input. You can send me your ideas for the comprehensive plan at [abrett@jeffersoncountygga.gov](mailto:abrett@jeffersoncountygga.gov). Thank you in advance for your help and support. Adam Brett, Jefferson County Administrator.

<https://csrarc.ga.gov/planning-documents>



### Jefferson County Board of Commissioners

August 28 at 8:00 AM · 🌐

The image shows a Facebook post with a blue background. The text reads: "HOW GOOD OR BAD IS YOUR BROADBAND SERVICE? We'd like to become a certified broadband ready community and want your input!". The background of the image shows a computer monitor and a pen on a desk.

This screenshot shows a portion of the CSRA-RC website. It features the large "CSRA" logo and the text "CENTRAL SAVANNAH RIVER AREA REGIONAL COMMISSION". Below the logo, it says "CSRARC.GA.GOV" and "Planning Documents | CSRARC". The main text reads: "The Commission completes major planning documents and reports throughout the year. Urban Redevelopment Plans 2015 Millen Urban Revedevelopment Plan Comprehensive".



**Visit the Official Jurisdiction Websites**

<https://www.jeffersoncountyga.gov/>

<http://www.cityoflouisvillegeorgia.com/>

<https://cityofwrens.com/>



**Visit the RC's Official Website**

<https://csrarc.ga.gov>

**Contact the RC's Planning Department**

[Planning@csrarc.ga.gov](mailto:Planning@csrarc.ga.gov)

**Follow the RC on Facebook**

<https://www.facebook.com/CSRARC/>