

2009 Partial Update to the
Comprehensive Plan

Morgan County, Georgia



Prepared by Morgan County Planning
and Development

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2009 Partial Update to the
Comprehensive Plan

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Purpose and Scope:

The Joint Comprehensive Plan for Morgan County, Georgia, and City of Bostwick, Town of Buckhead, City of Madison, and City of Rutledge was adopted by all jurisdictions in 2004. Pursuant to the requirements for a Partial Update to the Local Government Comprehensive Plan, which were adopted by the Department of Community Affairs in March 2007, the following document provides an update to on-going short and long range governmental projects and can be used as a policy guide in the interim between Comprehensive Plan Updates. This partial update includes all the required components for a local government plan prepared on the 2004 and prior Minimum Planning Standards.

Between March and May, 2008, a series of discussion forums, open to the public, were held with citizens regarding zoning and land use planning in Morgan County to address changing development patterns and other issues affecting citizens. A goal prioritization work session was conducted with the Morgan County Board of Commissioners on October 20, 2008, to review goals and policies, as well as the Short-Term Work Program in the Comprehensive Plan. Commissioners were asked to prioritize goals and where appropriate, submit new goals. This will allow county administration to better work toward accomplishing the goals and programs outlined in the plan. Public hearings were held on January 6, 2009 and January 22, 2009, to brief community residents on the new Plan elements and updated content of the Plan. Public input from this hearing was factored into the Plan update and notification was given as to when the updated plan components will be sent to the Northeast Georgia Regional Development Center for Review.

The Morgan County Board of Commissioners will attempt to adopt a Partial Update by resolution no later than May 2009, after it has been found to be in compliance with the planning requirements.

Quality Community Objectives:

Chapter 110-12-1-.06 of the “Local Planning Requirements” of the *Standards and Procedures for Local Comprehensive Planning* outline Quality Community Objectives for jurisdictions across the state. The Local Assessment Tool of the Quality Community Objectives identifies four broad areas for consideration: **Development Patterns, Resource Conservation, Social and Economic Development, and Governmental Relations**. The completed Local Assessment Tool for Morgan County can be found in the Appendix of this document, however the following broad conclusions can be extrapolated.

- **Development Patterns:** Morgan County continues to maintain a largely rural, agrarian pattern of development with some exurban development pressures from the metropolitan Atlanta area, as well as the growing region around Athens-Clarke County. A revised and updated Zoning Ordinance and Development Regulations were adopted in 2005 in anticipation of changing development patterns.

Most new developments and amenities seeking to locate in the area are inside the boundaries of the four municipalities. An exception to this is the area around Lake Oconee, which has experienced an increased demand for development in the five years since the Comprehensive Plan was adopted. Since 2004, approval has been given to three master-planned communities in this area. However, limitations on infrastructure (particularly water and sewer) and other factors have stymied many of these projects. A decline in demand for residential development countywide has resulted in several projects that have only built out to a fraction of their approved density.

Approval has been granted for several sizable commercial/ industrial projects in unincorporated Morgan County. The most recent example is a light-industrial complex with approximately 3 million gross square feet of space in 11 buildings. However, this site along with several others, has postponed development subsequent to their approvals.

In summary, much of the recent development in this community appears to have been speculative, but nonetheless foreshadows patterns of growth that may not be desirable. The partial build-out of approved projects should be taken into consideration before further project approvals are granted and efforts should be made to concentrate growth in appropriate areas.

- **Resource Conservation:** Since the adoption of the Joint Comprehensive Plan in 2004, Morgan County has been proactive in implementing measures to facilitate better resource conservation throughout unincorporated areas.
 - *Water Resources and Environmental Protection.* To further the protection of our water resources, regulations were adopted in 2005 with revised provisions in regard to groundwater recharge areas, wetlands, and floodplains. A one-hundred foot (100’) buffer was established along both sides of river and stream corridors for properties subdivided as major subdivisions. The county also engaged a Watershed Management Agent through a joint program with the University of Georgia to provide public

education about water quality issues and do stream sampling in targeted areas. Since that contract has expired, the Morgan County Planning Department is working with the Northeast Georgia RDC to formulate a proposal for ongoing water quality and TMDL monitoring for the county. In 2007, a position was created for a second Code Enforcement Officer to facilitate better oversight of compliance with all state regulations in regard to water quality and Erosion and Sediment Control monitoring.

- *Tree Protection and Off-Site Impacts.* A county-wide tree protection ordinance was adopted in 2005 to mitigate the effects of large development projects on the loss of tree canopy in Morgan County. Also at this time, ordinances were adopted in regard to air quality, noise levels, and light pollution for all of unincorporated Morgan County.
- *Public Parks and Open Space.* In 2004, sixty acres of land was acquired on the western side of Morgan County near Rutledge for a new community park. This site will include amenities such as a mulched walking trail, playground, picnic shelter and restrooms. In the future, plans include adding a pond and amphitheatre. It is projected that this park will be open to the public in 2009. Morgan County also assisted with the site preparation of the Bicentennial Park being constructed in downtown Madison, which is scheduled to be open to the public by 2009.
- *County Beautification.* In 2006, Morgan County in conjunction with a group of local citizens, instituted a Keep Morgan Beautiful Committee, an affiliate of the national Keep America Beautiful initiative. This group, working in conjunction with county staff, has sponsored several county beautification endeavors, including landscaping a memorial garden in front of the county archive building and three right-of-way clean-up projects.
- *Cultural Resources, Regional Identity and Heritage Preservation.* In 2005, the Morgan County Board of Commissioners adopted an ordinance designed to provide protection to scenic, historic, and cultural resources in unincorporated Morgan County. Also, in 2005 Morgan County was surveyed as a part of the Find It Program facilitated by the University of Georgia in conjunction with the State of Georgia's Natural, Archaeological and Historic Resources GIS (NAHRGIS) database. In 2006, the Morgan County Resource Preservation Advisory Board was appointed to oversee programs targeted at generating awareness of and protection for these resources. Since its inception, the Resource Preservation Advisory Board has initiated the following projects:
 - *Cemetery Survey.* This project identified and documented existing conditions of over 200 cemetery sites in Morgan County and its municipalities. This project was undertaken by county planning staff and graduate school interns during the summer of 2007. The report for this project was made available to the public free of charge as a pdf file in 2007, and a book will be available for purchase in 2008 (a map of these resources is included in Appendix III of this document).
 - *Historic Resource Survey.* This project implemented a countywide survey of significant historic resources, including documentation of cultural landscapes. This project was undertaken by county planning staff and graduate school interns during the summer of 2008. Over 400 resources of historic and cultural significance were identified; 1,000 separate resources were photographed and

organized into a GIS layer; an approximately 150 resources were documented in detail (a map of these resources is included in Appendix III of this document).

- *CLG Designation.* Morgan County applied for Certified Local Government (CLG) designation by the State Historic Preservation Office.
 - *Historic Structures Reports.* Working with the graduate department in Historic Preservation at the University of Georgia, several teams of students documented the Cox House (Seven Islands Road, Madison), the Saffold House (Saffold Road, Buckhead), and the John Bostwick House (Bostwick Highway, Bostwick). In addition to these resources, this program had also documented the Nolan House and Nolan Store (Bostwick Highway, Madison) in 2005.
 - *Oral History Project.* Working with a graduate school intern for the Heritage Preservation program at Georgia State University, a training manual for collecting oral history was produced, and a volunteer committee of citizens was assembled. The oral history initiative has collected valuable information on the community in the former of audio and video interviews, and transcripts of several interviews have been produced.
- **Social and Economic Development:** Progress continues to be made toward the goal of providing more educational and employment opportunities to the community.

Employment Options and Appropriate Businesses. In addition to several recently approved commercial and industrial projects that have failed to come to fruition, the County continues to participate in the Joint Development Authority of the Four-County Industrial Project known as Stanton Springs. The state of Georgia has recently assisted this project by providing funding for infrastructure including roads, water and sewer lines, and project entrance signage. In 2005-06, the County adopted a Freeport Exemption and adopted a Resolution in support of the Blue Willow Inn Village Project in neighboring Social Circle, Georgia, as they sought funding through a One Georgia (IGA) grant¹.



Education Opportunities and Job Training. In 2007 a joint work session was held between City of Madison and Morgan County in regard to joint technical training opportunities and developing a Jobs Commission. A Committee of Dekalb Technical College, who already offers joint enrollment classes through the Morgan County High School, was working with county officials to find a site for additional educational opportunities in the area. Morgan County also leased space to the Ferst Foundation, whose mission is to support child and adult literacy programs for citizens of Morgan County.



Economic Development. Perhaps the most decisive step taken by the Board of Commissioners was the acquisition of the former Denon manufacturing building as well as 50 adjacent acres of land. This acquisition will enable the existing structure to be renovated for a

¹ Support of an adjacent county was needed as a part of the grant application.

new public safety center, including a detention facility for the Sheriff's Department. Additional space in the building may also be leased as incubator space for developing industries, and the adjacent acreage creates opportunities to recruit new businesses and industry, as well as workforce training programs, to the community. [This project is discussed further in the Long-Term and Ongoing Activities section of this update.]

- **Governmental Relations:** In light of development pressures and the increasing demand for services from new residents, Morgan County has made decisions and implemented policies that recognize the future need to expand governmental services to better serve our citizens and adjacent jurisdictions. Specific projects are identified here to recount initiatives that have been successfully implemented and resulted in greater efficiency and sound stewardship of taxpayer resources. Incremental decisions may otherwise be overlooked when considering broad policies.
 - *Public Safety.* Morgan County implemented new Animal Control Guidelines and revised Standard Operations Guidelines for the Fire Department, both adopted in 2005. In 2006, a master plan was initiated for a study in regard to a proposed new public safety facility, and by 2007, a site had been located and acquired, and an architectural and engineering firm had been hired to develop renovation plans. In 2007, a Joint Mutual Aid Pact was revised for the Morgan County fire department and other neighboring jurisdictions and an agreement was entered into between City of Madison and Morgan County to provide joint services for Animal Control. Additionally, grants have been received from GEMA for projects in regard to Homeland Security Initiatives and a Local Assistance Grant for the Buckhead Fire Department was passed through Morgan County from the Department of Community Affairs.
 - *Fiscal Management.* Morgan County participates in a rigorous audit annually. Additionally, voluntary audits of the Morgan County Board of Assessors as well as the Madison-Morgan County Chamber of Commerce in 2005-2006 allowed the Commissioners to review the operations of these entities. In 2007, Morgan County commissioned Dr. Jeffrey Dorfman to perform a Cost of Community Service Study and Fiscal Impact Analysis for Morgan County to better assist in long-term budgetary and fiscal planning, as well as land use decision-making. This report is incorporated herein by reference, and a complete copy is available from the Board of Commissioners.
 - *Elections.* In 2005, the process began to combine the functions of the Elections Superintendent and Board of Registrars to create a Board of Elections and Registration. Initial appointments to this Board were made in 2007, and intergovernmental agreements were instituted later that year with the City of Madison and City of Bostwick to provide services for municipal elections.
 - *Public Buildings.* The renovations to the Morgan County Courthouse were completed in 2006, and county personnel reoccupied that building. The Board of Commissioners also purchased the old Avado office building in downtown Madison (known as the Creamery) and relocated several county departments into this building, including Board of Commissioners administrative staff, Tax Assessors, Tax Commissioner, and Planning and Development Departments. The acquisition of this building allows for better

customer service for our citizens by consolidating government functions that formerly were spread among multiple buildings, and also committed county government to reinvesting in downtown Madison, rather than moving out of town and building a new government complex.

- *Transportation.* In 2006, Morgan County partnered with the Georgia Department of Transportation and three adjacent counties to undertake the East Georgia Multi-County Transportation Plan. The final report was produced in 2007 for Jasper, Putnam, Greene and Morgan Counties, and it outlines recommended improvements to transportation infrastructure, including roads, bridges, culverts, railroad crossings, and opportunities for bicycle and pedestrian transportation options.

Areas Requiring Special Attention

Morgan County and its municipalities continue to feel growth pressures from surrounding communities. Specifically, this area is adjacent to the rapidly expanding Atlanta MSA to the west, as well as the growing community of Athens-Clarke County to the north, and the emerging recreational/residential amenity of Lake Oconee to the southeast. The following seven areas have been identified by the Department of Community Affairs as ones likely to require special attention:

- Areas of significant natural or cultural resources, particularly where these are likely to be intruded upon or otherwise impacted by development;
- Areas where rapid development or change of land uses is likely to occur;
- Areas where the pace of development has and/or may outpace the availability of community facilities and services, including transportation;
- Areas in need of redevelopment and/ or significant improvements to aesthetics or attractiveness (including strip commercial corridors);
- Large abandoned structures or sites, including those that may be environmentally contaminated;
- Areas with significant infill development opportunities (scattered vacant sites);
- Areas of significant disinvestment, levels of poverty, and or unemployment substantially higher than average levels for the community as a whole.

Consideration of each of these areas is taken in turn, and the Map of Areas Requiring Special Attention on Page 12 identifies each of these areas.

Areas of Significant Natural or Cultural Resources

In 2004, Morgan County adopted a GreenPrint Plan as a part of their Comprehensive Plan. The GreenPrint thoroughly documents areas of natural resources in our community, and the data generated in regard to environmentally sensitive areas is a part of the County GIS database and is used daily by administrative staff. [The GreenPrint Concept Map is included in Appendix III of this document.] With the increasing amount of attention paid to recreational tourism, the Apalachee River corridor along the eastern boundary of Morgan County has value as both a natural resource and development as a tourism destination.

In addition to natural resources, the GreenPrint gives consideration to historic and cultural resources as well. Due to the limitations of the data available at the time, the GreenPrint does not thoroughly identify these resources. The Map of Areas Requiring Special Attention on page 12 includes recent data in regard to the location of historic structures and cemeteries in the community that have been surveyed in the past two years. In addition to these 600+ historic and cultural resources, over 20 historic communities have been identified throughout Morgan County.

These are areas that at one time had some level of community and civic organization, including a post office, schools, small stores and/ or industrial structures such as mills or gins. Some may have been



formerly incorporated, such as Apalachee and Godfrey. To commemorate the bicentennial of Morgan County's charter in 1807, sixteen historic markers were erected in each of the communities by the Bicentennial Committee and the Board of Commissioners. Two additional markers were erected for significant historical events – a crash of a WWII Air Force bomber in Morgan County during a training mission and construction of Hard Labor Creek State Park by the Civilian Conservation Corps as a part of President Franklin Roosevelt's New Deal. Consideration may need to be given to other areas that need to be identified or marked to draw attention to their existence, and further work needs to be done to better understand how historic patterns of development influence present day land use and planning decisions.

Areas of Rapid Development or Changes of Land Use



The area adjacent to Lake Oconee has continued to attract residential developers to Morgan County. Since 2004, several proposals for master planned communities including recreational and social amenities have been considered by the Board of Commissioners. Approval has been given to most of them, though development has slowed. There has been relatively little demand for commercial development on Lake Oconee in Morgan County, which is probably due to the fact that these types of amenities have been aggressively developed in adjacent Putnam and Greene Counties. The Lake Oconee area has experienced a more suburban residential pattern of development in comparison with most of Morgan County, but a different pattern may emerge in the future. Specifically, the influx of equestrian-oriented development may start to supplant traditional lakeshore patterns of development. In some respects, ownership of a residential lot with direct frontage onto Lake Oconee is probably still the most desirable amenity, but as lake frontage becomes scarce, the trend seems to shift toward developments with lake access through a common dock and/ or boat slips and larger residential lots that may accommodate recreational/ hobby agricultural uses such as horses. Additionally, consideration should be given to a similar trend of common lake access for high density development (condominium or townhouse types). A surplus of this type of housing appeared in Greene and Putnam Counties, but lack of infrastructure in Morgan County limits this here. Though several of these types of projects have received preliminary approval from Morgan County, none have been built. Market demand will always be a wildcard for areas with unique amenities such as Lake Oconee. Morgan County should be prepared to accommodate a variety of residential development patterns in this area.



In 2006, as a result of increased demand for annexation of land into the city of Madison, city and county Planning Staff undertook a review of areas of unincorporated land adjacent to the municipal boundaries. Consideration was given to existing infrastructure as well as negotiated service delivery boundaries. The result was a map presented at a joint work session with city and county officials, which has been informally referred to as the "halo" boundary. In 2008, county planning staff, in consultation with city planners, has begun to draft ordinances that will apply to the areas identified in this halo. The goal is to

create a transitional area with commensurate land use expectations regardless of whether the property remains unincorporated, or is annexed inside municipal boundaries. Historically, annexation has resulted in a significant density increase given the disparity between rural and city zoning classifications, and recent experience has shown that sometimes the result may be undesirable for both jurisdictions. Additionally, regulations for this transitional boundary will attempt to integrate design criteria to assure that quality aesthetic standards for development are maintained, but also provide some flexibility in regard to housing type (i.e. duplex, triplex building forms) and mix of uses (i.e. residential, commercial, and professional).

Areas Where the Pace of Development May Outpace the Availability of Public Facilities and Services

Solid waste concerns will be a top priority for Morgan County and the region. In 2005, the Board of Commissioners adopted a Resolution endorsing the Northeast Georgia Solid Waste Management Plan developed by the Northeast Georgia RDC. Oak Grove Landfill in Barrow County had been the recipient of solid waste from Morgan County, however, solid waste is now being hauled as far away as Macon for disposal. In 2007, the county initiated a campaign to promote recycling countywide, including working with local schools to provide recycling containers for each classroom as well as dumpsters for recyclable materials at each school. Free household recycling containers are provided to any county resident, and county buildings have recycling containers for paper, plastic, and glass throughout. To curb illegal dumping, the county now offers to “free turn-in days” twice a year, and cameras have been installed at all county dumpsters to monitor for the dumping of non-compactable materials. Increased growth will come with the need to find alternative solutions for the increasing amount of solid waste generated by the community and the region.

The East Georgia Multi-County Transportation Plan identified needed transportation infrastructure improvements throughout Morgan County. With diminishing state and federal funds, road improvement projects will need to be prioritized and regularly reviewed. Consideration should also be given to accommodating transportation options that include safe bicycle and pedestrian alternatives. Finally, though it is probably beyond the scope of this plan, a recent report by R.L. Banks and Associates for the Transit Planning Board, Georgia Department of Transportation, and Metro Atlanta Chamber of Commerce analyzed seven commuter rail plans, including one that would terminate in Madison. Should a commuter rail line to Madison become a reality, growth and development patterns in Morgan County would be significantly affected, as would the impact on public facilities and services. This is not to suggest that a commuter rail is necessarily a bad transportation alternative for this area, but rather to suggest that the County should maintain awareness of any developments with a commuter rail and its impacts to Morgan County.

Redevelopment Areas / Large Abandoned Structures or Sites/Areas of Dis-investment or Poverty/ Infill Development Areas

On the whole, Morgan County has been able to retain much of the rural character of its unincorporated areas without high incident of blight or neglect. Granted, the countryside is dotted with numerous agricultural buildings that have long since passed the prime of their usefulness, and an argument for

disinvestment could be made in certain contexts. But even the most weather-worn barn or tenant house may still serve as a sufficient shelter for equipment, hay, or other agricultural implements and commodities. Furthermore, the presence of such structures arguably serves to augment an aesthetic value of the rural character of Morgan County. Therefore, it may be appropriate to acknowledge that there are numerous agricultural buildings that have ceased to be functional and finding appropriate uses to preserve their integrity and utility in the coming years will be a challenge.

A similar idea can be extended to considerations of poverty or unemployment. Aside from data generated through the U.S. Census and the Georgia Department of Labor, a systematic study of poverty and/ or unemployment has not been undertaken for Morgan County. When looking at aggregate population statistics, Morgan County has fared reasonably well in these areas, and it would be hard to pinpoint concentrations of either of these elements in unincorporated areas. Rather, as an “armchair observation” it is probably fair to suggest that extensive kinship networks exist in the community, which may be considered typical of the rural, agrarian roots of the community. In considering ways to measure poverty in this context, there may be numerous instances where individuals are not economically prosperous or gainfully employed, however, this is offset by the reality that kinship networks may provide support that sustains individuals or families at a reasonable standard of living. In the context of this Partial Plan Update, this observation serves dual purposes as 1) an acknowledgement that issues relating to rural poverty probably do exist, but 2) a reliable, systematic measurement for the phenomenon has not been identified or utilized in this community. Therefore, it would be inappropriate to identify such areas without adequate data to substantiate the claim.

Notwithstanding, there are five areas of Morgan County that probably are relevant to context of this portion of the Comprehensive Plan.

- **Downtown Apalachee:** Once formally incorporated, the community of Apalachee in north Morgan County has experienced a gradual decline over the years. Though there are many residents of Morgan County that strongly identify with the Apalachee community, it has been many years since a functional municipal governing body has existed. With the decline of the railroad and removal of the former train depot, as well as the shifting transportation corridor of Highway 441, a county dumpster occupies the site of the former depot and a small economic center has ceased to exist. However, three churches are still active in the area and the two-story historic Apalachee school house has been renovated and is available tours and rentals. Unfortunately, the former commercial buildings have fallen into disrepair, but they retain architectural integrity and sense of character, and are ideal candidates for rehabilitation and adaptive reuse. In recent years, several of the historic residential structures in Apalachee have been restored, and in close proximity along Plantation Road and Shockley Road, significant investments have been made in horse farms and equestrian facilities. The opportunity exists for the commercial buildings in downtown Apalachee to be stabilized and renovated for reuse.



- **Downtown Godfrey:** The downtown commercial block of Godfrey has experienced a similar fate to that of Apalachee. Located on the south side of the county, it was once a thriving community and active point for the railroad for both freight transport and passenger rail. At its economic peak the town included eight retail stores, a bank, a barber shop, a livery stable, an icehouse, a cotton gin, a warehouse, a peach shed, a railroad depot, a post office, and nearby Walton's Mill. Population in the area has continued to decline, but large dairy operations in the area



continue to thrive. The core of the downtown commercial buildings appear to be structurally sound and retain their architectural integrity, but from all visible appearances have been in a state of disuse for some time.

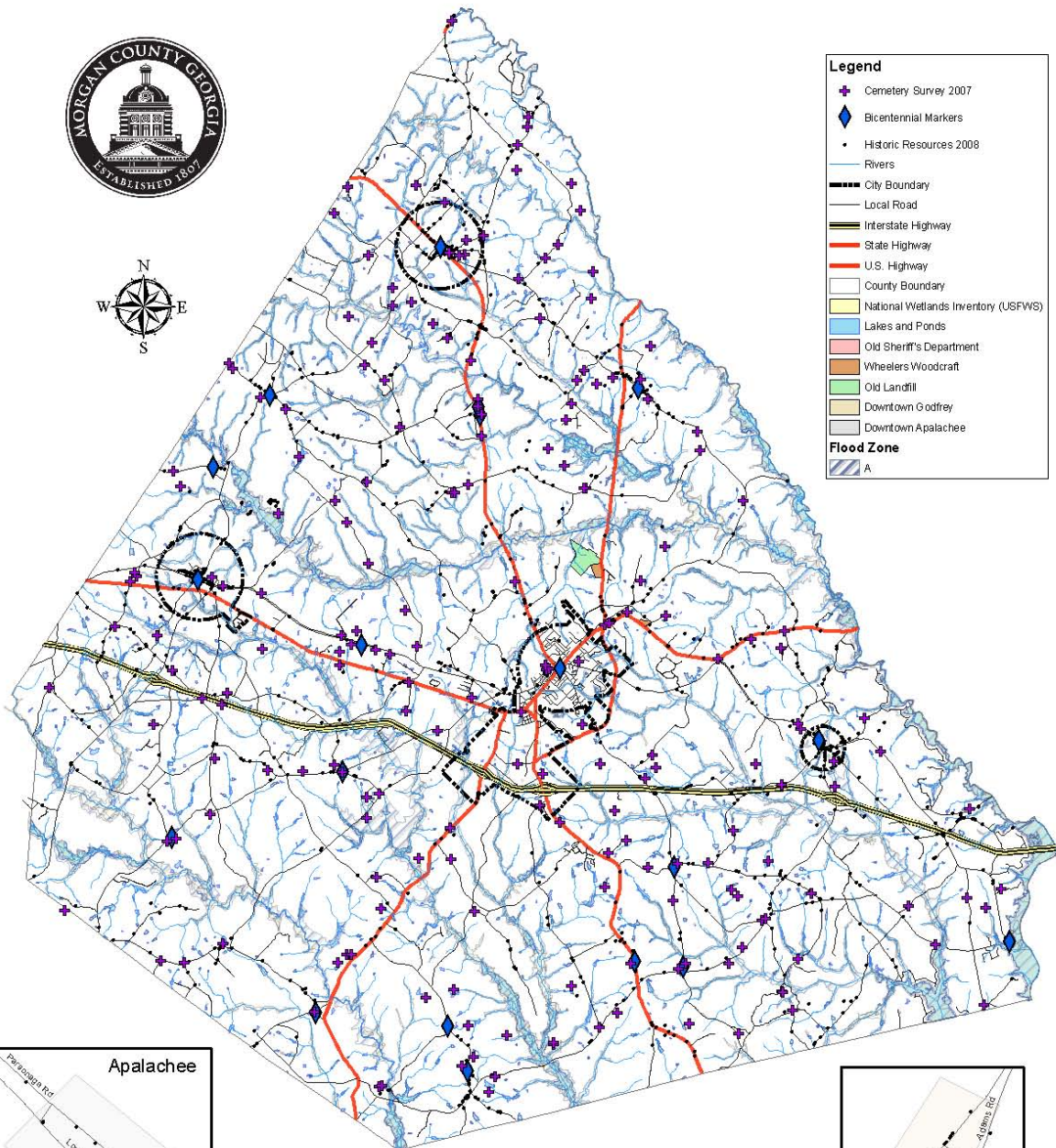
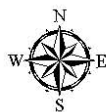
- **Wheeler's Lumber/ Woodkraft Road:** The Georgia Pacific plant anchors an industrial node on the east side of Madison in Morgan County. This area has been classified as being appropriate for commercial and industrial development, and it includes plenty of land for the development of such enterprises. In 2004, Wheelers Supply Company constructed a 45,000 square foot distribution warehouse with fenced parking and outdoor storage facilities. Within three years, this facility was closed down as a result of insolvency of the parent company. Located on Highway 278 east at Woodkraft Road, the location of this facility



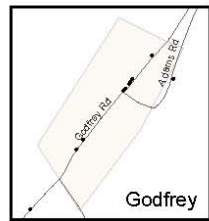
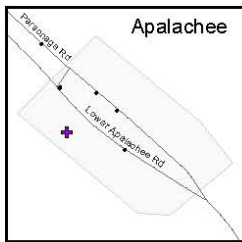
suggested that this area held the promise of new infill development, but as an unoccupied building, it is economically unproductive and may be detrimental to further development of this node.

- **Morgan County Landfill:** The Morgan County Landfill is approximately half-way through a 30 year closure period. Monitoring as required by State environmental regulations is on-going. There is no immediate use planned for the redevelopment of this site, but consideration should be given to an appropriate use as the termination of its closure period approaches.
- **Morgan County Sheriff's Department:** The building which currently houses the Sheriff's Department was constructed in 1971 as a DOT camp for road work along Highway 441. It is no longer suitable to house the detention center and administrative offices of the Sheriff, and the County is in the process of constructing a new Public Safety Complex (which is discussed further in the Long Term and Ongoing Activities section of this update). When the current building is vacated, alternative uses will need to be considered. Some suggestions have included records storage/ county archives and/ or evidence storage for local law enforcement, as the existing cages would allow for security of materials. Also, a portion of the building may be suitable for use for Cooperative Extension Service activities, given its proximity to the Ag Center. Given its location near the existing facilities for the Public Buildings Department, Roads and Bridges Department, Solid Waste Department, and Animal Control Department, the facility may be suitable to accommodate some of the administrative functions of these departments.

Morgan County
2009 Comprehensive Plan Update:
Areas Requiring Special Attention



- Legend**
- ✦ Cemetery Survey 2007
 - ◆ Bicentennial Markers
 - Historic Resources 2008
 - Rivers
 - City Boundary
 - Local Road
 - Interstate Highway
 - State Highway
 - U.S. Highway
 - County Boundary
 - National Wetlands Inventory (USFWS)
 - Lakes and Ponds
 - Old Sheriff's Department
 - Wheelers Woodcraft
 - Old Landfill
 - Downtown Godfrey
 - Downtown Apalachee
- Flood Zone**
- ▨ A



Issues and Opportunities

The following Issues and Opportunities were developed after consideration of several areas:

- Analysis by planning staff of the *Quality Community Objectives Local Assessment Tool* prepared as a part of this Partial Plan Update
- Public forums with citizens hosted between March and May 2008 to focus on planning and land use issues in Morgan County in preparation of the Partial Plan Update.
- A goal prioritization work session with the Board of Commissioners that was held on October 20, 2008.
- Public input workshops held on January 6, 2009 and January 22, 2009. These workshops were open to the public and citizen input on the various plan elements was encouraged and included in this Issues and Opportunities analysis.
- A review of the Partial Plan Update by the Morgan County Planning Commission, a joint planning advisory board with representatives from all four municipalities as well as unincorporated Morgan County.

This list serves as a compliment to the Joint Comprehensive Plan adopted in 2004 and it is focused around the major plan elements identified in the “Local Planning Requirements” of the *Standards and Procedures for Local Comprehensive Planning*. Those elements include:

- Economic Development
- Natural and Cultural Resources
- Community Facilities
- Housing
- Land Use
- Intergovernmental Coordination

These items are a useful interim progress check in between Plan Updates, however they are not meant to supplant any other issues or opportunities identified in the Joint Comprehensive Plan adopted in 2004.

Economic Development. In a goal prioritization work session with the Board of Commissioners, Economic Development was the second highest ranking priority next to Infrastructure (roads, water, sewer and solid waste). Protecting agricultural land use and opportunities for continuing education and workforce training were identified as contributing to a successful economic development plan.

Agricultural Industry. In addition to the current economic development initiatives undertaken by the Chamber of Commerce, emphasis should be focused on promoting agricultural initiatives as industry. It has been identified that agriculture and open space are not the same things, and the best way to preserve the rural character of Morgan County was to keep agricultural land viable as agricultural land. This idea also resonated with a citizen’s focus group that met with County Planning Staff in the spring of 2008 to discuss issues relating to agricultural land use. Several key ideas relating to this concept were articulated by the focus group, including:

- There may be a number of industries that could locate next to agricultural uses without conflict. Specific attention was focused on industries relating to food production, such as slaughterhouses and processing plants, as well as dairy bottling operations.
- Though much of traditional agriculture is focused around the “family farm” unit, it was articulated by several farmers that the family no longer really needed to own the land to be able farm. If large areas of land suitable for farming were available for lease, the pressure to own, manage and pay taxes on several hundred acres of land by a farm family would be alleviated. Current lease rates for agricultural land in Morgan County average between \$15 and \$45 per acre, and the fees for leasing land could offset taxes to a non-farming property owner.
- Initiatives to bring the retail dollar directly to the farm should be encouraged. Creating land use regulations that allow for agri-business and agri-tourism uses allow farmers to diversify opportunities to make money off of their land. Several families have engaged in these endeavors by hosting farm festivals, farm tours, and developing products for niche agricultural markets.
- Initiatives should be promoted to encourage local branding and marketing. After meeting with the focus group for four months, a group of citizens broke off into their own committee to develop the idea of a local co-operative for agricultural producers and investigate the possibility of conducting a feasibility study for such an endeavor.

Agri-tourism Initiative. Morgan County has taken steps help promote the development of agri-tourism opportunities in the county by supporting an initiative to install way-finding signs in unincorporated areas of Morgan County. The agri-tourism committee of the Chamber of Commerce identified one of the primary obstacles to tourism on local farms is the difficulty of locating their farm. They encouraged the County to assist with finding ways that signage could be installed to better direct individuals toward their destinations in unincorporated areas. Using funding from hotel/motel taxes, Morgan County worked with a graphic designer to develop a concept, and subsequently produced and installed two prototype signs at main intersections in the county. Nameplates for the signs may be purchased by anyone interested in locating on the sign, including farms, churches, real estate developments, etc. Additionally, places of general interest such as cities and cultural resources are identified on the signs. Providing opportunities for such signage at major intersections also may alleviate problems created by various types directional signage that create visual clutter along roadways and often constitute zoning code violations. Based on the feedback from the public, additional funding may be allocated for further development of this project.



Workforce Study Initiative. Morgan County has also initiated a project to better understand the composition and characteristics of our workforce. Of specific concern are 1) the perception that Morgan County is adverse to recruitment of new industry and 2) issues relating to over/under-employment based on educational attainment, commuting patterns, and the ability to find suitable jobs in Morgan County commensurate with an individual’s skill level, experience, and education. It is anticipated that this project will get underway early in 2009, and be completed by Fall 2009. The data will be used to

review and revise as necessary the strategies utilized by Morgan County and the Chamber of Commerce to recruit business and industry.

Master Plan of Public Safety Center Site. In addition to the development of a Public Safety Center, another opportunity exists to implement a project that may ultimately prove to meet the twin goals of economic development and continued education identified as high priorities for the community. Approximately 50 acres of land was acquired in addition to the facility that will be renovated for use by the Sheriff and other public safety entities. Since the acquisition of this property, an active dialogue has ensued as to potential uses of the additional acreage, including an industrial park and a satellite campus for one of Georgia's Technical Colleges. It was suggested that a community visioning session be held with elected officials, staff, and members of the public to create a plan for that site and explore the many possibilities for its development. Through this process, new ideas for the property may emerge and consideration may be given to the best way to market the site to bring about the community's vision.

Natural and Cultural Resources. The citizens and elected officials of Morgan County place a high value on conscientious stewardship of the community's natural and cultural resources.

Cultural Resources. The projects initiated by the Morgan County Resource Preservation Advisory Board have been successful in regard to the identification and documentation of significant cultural resources. With knowledge of these resources comes the need to find ways to make the information available to the public. The Board is initiating a project to create a website that will integrate audio and video resources from the Oral History project with images of cultural resources and information related to the county's history. They are working with a local citizen's group to outline the content of the site and acquire interviews and material for the site. An RFP is also being developed to solicit for a producer of the audio/ visual element of the site, and a designer for the website itself. This project has the potential to be integrated into educational and tourism experiences, but full development of the project will probably be on-going over several years.

In addition to transmitting general knowledge about the wealth of cultural resources in Morgan County, consideration should be given to identifying those resources that could be considered landmarks of the community. A landmark resource is recognized in the zoning ordinance as a building, structure, site or object that is significant in the context of the community's history. Strategies should be developed to work with property owners toward the long-term preservation of these resources.

Natural Resources. Morgan County has identified the need to be more proactive in regard to monitoring water quality. A proposal is under consideration to develop a partnership with the Northeast Georgia RDC for stream sampling and water quality monitoring. Consideration may also need to be given to acquiring the rights to sources of potable water in anticipation of the increasing demand for service.

In addition to the regulatory mechanisms already established by federal and state statutes in regard to environmentally sensitive areas, consideration should be given to ways that the local government can hold conservation easements to protect local natural resources. A system of identifying priority areas based on natural characteristics would allow consideration to be given to critical areas of the natural

habitat. Consideration should also be given to the obligations of monitoring and enforcing conservation easements by the County and a determination be made if this is a suitable solution to providing a higher level of protection for the community's resources. [This also applies to Issues and Opportunities associated with Land Use.]

Facilities and Services. Morgan County faces the same challenges as many communities in regard to aging transportation infrastructure and finding long-term solutions to issues regarding water and solid waste. Increasing population will place greater stress on existing infrastructure and will also necessitate greater demand for community facilities to maintain high standards for quality of life.

Transportation Infrastructure. The recent East Georgia Multi-County Transportation Plan will be a valuable resource in planning a long-term strategy for infrastructure improvements to the county's transportation networks. Proposed improvements should be reviewed and programmed into long-term work plans for the next five years.

Solid Waste. Morgan County has been proactive in implementing a series of initiatives to promote recycling options, including installation of recycling dumpsters at all county solid waste collection facilities and providing free recycling bins to all Morgan County citizens who request them. A long-term strategy for addressing solid waste issues for Morgan County should be developed within the next five years. A variety of alternatives should be considered, including partnering with other jurisdictions for collection services, construction of a c&d landfill, and options for recycling of organic materials such as tree limbs and yard debris. Expansion of existing recycling initiatives in regard to paper, plastic, glass and other consumer items will be an important part of an overall strategy.

Water. As long-term issues for water are analyzed, several preliminary questions must be addressed. Morgan County has a State-chartered water and sewer authority that has been inactive for many years. A decision should be made as to whether this is a suitable governing authority for the County's purposes, or whether other options should be explored. Consideration should be given to whether the County's activities should focus on acquiring rights to sources of water or whether the County plans to engage in the construction and management of a countywide water system. Reviewing existing agreements in regard to water and sewer service delivery areas negotiated under HB 489 agreements will be necessary in making this decision. Also, considering growth boundaries and the impact on development potential that will be allowed as a result of water infrastructure improvements will inform decision-making on the type of investment in a system the county needs to make. Finally, consideration should be given as to whether investment in a wastewater management system should be implemented concurrently with strategies to develop water infrastructure. Working through these initial questions will likely require a long-term strategy, and deliberation will probably consume much of the next five years should the process commence in the near future.

Fire Protection. Morgan County Fire Department continues to adequately serve the needs of this community. However, the department relies primarily on volunteer labor, and it is increasingly becoming difficult to recruit volunteers. The training requirements for volunteers may be difficult to fulfill due to scheduling conflicts, and more often, employers disfavor allowing volunteers to leave their

jobs to respond to calls during working hours. Many residents of Morgan County are employed outside of the county, which limits the effectiveness of a volunteer force during normal working hours. In light of these challenges, Morgan County will need to evaluate whether the needs of a growing community can be met with a volunteer force, or whether additional paid personnel will be required. Consideration should also be given to increasing the incentives to volunteers, such as monetary stipends to compensate for their time, or implementing an on-call system whereby volunteers will be compensated for time on-call regardless of whether they actually respond to an emergency. Should the County choose to consider the need for more paid fire personnel, an internal review of current responsibilities and obligations would suggest areas where need is growing. For example, administrative obligations have increased with the need to provide letters in regard to ISO Ratings or Hazmat incidents to private insurance and mortgage companies. There are also greater demands from the private sector in regard to the information provided by fire investigators. And as with many areas of government, changing requirements at the state and national level may impact the day-to-day operations of local departments. Such a review will provide direction for developing a proactive strategy to meet increasing demand for fire protection services.

Animal Control. Existing levels of service for animal control functions in Morgan County continue to be sufficient. However, as Morgan County continues to grow, there will be a need to proactively stay on top of the needs to protect public safety and welfare by addressing issues relative to the domestic and feral animal population. Consideration should be given to ensuring that the existing facility continues to meet needs, and maintenance should be performed as necessary. Improvements to outdoor fencing will ensure the safety of shelter animals as well as the public. In addition to responding to complaints and incidents of dangerous animals, programs to improve understanding by the public of the importance of proper animal care and welfare would benefit the community. Also, working toward a system of integrating public safety issues in regard to animal nuisances with information regarding sheriff, EMA, and fire protection may allow for better response to and control of these issues.

Public Safety. This element of Community Facilities and Services is addressed at length in the Long-Term and On-going Activities section of this Update.

Aquatics Center. In 2006, the decision was made to close the public pool in Hill Park. The pool, which had been constructed in the 1920s, was found to be inadequate to meet the needs of current residents. Additionally, it had become financially burdensome due to maintenance costs, and concerns were expressed regarding the soundness of the physical structure. The only other public pool at Wellington Park had been closed in the 1990s. Under the recent SPLOST, Morgan County allocated funding for the construction of a new Aquatics Facility. The City of Madison and the Morgan County Board of Education pledged additional funding for this project. This facility will be located inside the city limits of Madison in proximity to the public library and public school complex. The new indoor pool will be 25 yards long and include 8 lanes. It will be able to accommodate recreational use and competitive functions, and the building will also house offices, dressing areas, restrooms, a meeting room and an exercise room. Future expansion includes plans for a water park with slides and a lazy river on the site. The aquatics center will be open to the public and be maintained by the Morgan County Department of Parks and Recreation.

Library Expansion. Under the recent SPLOST, funding was allocated to help facilitate a 3,000 square foot expansion of the public library in Morgan County. This expansion would include added room for the stacks and an overhaul of the existing structure, which is approximately 20 years old. Even with the commitment of SPLOST funds, the project is on hold due to limited funding from the state of Georgia.

Housing. The 2004 Comprehensive Plan noted that the housing stock in Morgan County became less diversified through the 1990s. This pattern has continued, and limitations on water and sewer infrastructure still result in a low-density, large lot pattern of development throughout much of Morgan County. Several new residential subdivisions developed under current densities and regulations have called into question whether the current regulations result a type of development that is suitable for the community as a whole. Additionally, citizen input has repeatedly suggested that features typical of suburban subdivisions, such as wide-cleared right-of-ways and elaborate project entrance signage, are detrimental to rural character. Housing and Land Use issues are closely linked in the community, and implementing policies and regulations that focus on the incorporation of design standards for new development that are compatible with existing land use patterns may help balance new growth.

Workforce Housing. Though Morgan County adopted a Workforce Housing ordinance in 2005 to incentivize the construction of new affordable housing, it has not been utilized. The effectiveness of this incentive may be limited by current infrastructure constraints and the decline in the development of new housing. Nonetheless, the premise upon which it is constructed is sound, and it was featured as an innovative land use mechanism on the website of the department of Community Affairs. It is a good start, but workforce housing is an issue that will need to stay on the forefront of the community agenda.

Build-Out Analysis. In giving consideration to approvals of new housing developments, an analysis of existing residential development should be completed. Specifically, the period between 1998 and 2008 has seen an increase in new residential subdivision development in Morgan County, but many projects have failed to build out to projected capacity. This can lead to a false impression of the true development capacity of the county. An analysis of the current build out capacity of residential lots would be useful to balance future requests for new development. [Also applies to Land Use.]

Halo Boundary. As described in *Areas of Rapid Development or Changes in Land Use*, the area immediately adjacent to the city of Madison should be considered for its potential as a transitional boundary to level out the disparity between city and county densities and development types. Within this area, consideration should be given to allowing zoning densities somewhat higher than typical county densities (where appropriate) in exchange for design requirements that are compatible with the character and integrity of the developed core of Madison. Significant emphasis should be placed on site design and landscape features to balance the transition between the two areas. A public review process should also be considered in regard to projects and development in this area to insure that both city and county residents continue to have access to the planning process. [Also applies to Land Use.]

Land Use. Continued efforts should be made to revise regulations that affect the most rapidly developing areas of Morgan County, including the transitional boundary around Madison, the area around Lake Oconee, and areas of intensive agricultural land use. Though the recent slowdown in

economic activity has dramatically effected building and new development in the community, close attention should still be paid to the emerging land use patterns in the Metropolitan Atlanta area as well as development pressures to north from Athens-Clarke County. Working to be proactive about identifying growth boundaries and implementing design standards would probably prove advantageous for influencing future types of development. Consideration should be given to better defining character areas and implementing strategies to protect local character while providing mechanisms to facilitate appropriate growth.

Cost of Community Service Study and Fiscal Impact Analysis. In 2007, Morgan County commissioned Dr. Jeffrey Dorfman to perform a Cost of Community Service Study and Fiscal Impact Analysis for Morgan County to better assist in long-term budgetary and fiscal planning, as well as land use decision-making. [This report is incorporated herein by reference.] It examined three patterns of development and their respective cost of community services relative to revenue generated from taxation. In regard to those services provided by county government exclusive of public education, residential development requires more in services than it pays in taxes, but is nonetheless more in balance than other places. Both commercial and industrial land and farm and forest land generate a fiscal surplus relative to their demand in services. This information lays a good foundation on which to consider land use decisions and fiscal impacts of new development, but the community needs to continue to building on this data to better analyze desirable patterns of development.

Ag Estate Overlay. In 2005 the Agricultural Estate (AE) zoning classification was introduced, and the only substantive difference between this classification and existing classifications was a 10 acre minimum lot size. It was suggested that larger acreage was required to preserved true agricultural activities, but the inherent difficulty with down-zoning to less intense development capacities has precluded this as an effective land use tool. Furthermore, a more reasonable minimum acreage for true agricultural land use probably is higher than ten acres which raises the question as to whether such an acreage requirement simply leads to large-lot sprawl over time. The Agricultural Estate Zoning classification needs to be revisited in light of recent discussion forums with citizens about the changing nature of agricultural land use in Morgan County. Consideration should be given to separating issues of density from those relating to lot size and to the needs of viable agricultural enterprises. Additional emphasis needs to be placed on design initiatives that recognize those elements of agricultural land use that contribute to rural character and provide mechanisms for the protection of rural character. [Also applies to Housing.]

Intergovernmental Coordination. Morgan County and its municipalities jointly plan for Comprehensive Planning purpose and share many governmental services. Many of the shared service provisions between Morgan County and its municipalities were negotiated under the provisions of HB 489 in 1999 and are in need of thorough review and analysis. Much has changed in the intervening years, and though periodic review has taken place, several other intergovernmental agreements – mostly in regard to public safety – have been negotiated in the interim. A program of review should be implemented well in advance of the 2014 Comprehensive Plan so that any major modifications or amendments can be addressed in a timely way. Continued coordination among Morgan County and its municipalities will be necessary to further the long-term goals of all jurisdictions.

Policies

The policies identified in this section are focused around the major plan elements identified in the “Local Planning Requirements” of the *Standards and Procedures for Local Comprehensive Planning*. Those elements include:

- Economic Development
- Natural and Cultural Resources
- Community Facilities
- Housing
- Land Use
- Intergovernmental Coordination

They are intended to address the issues and opportunities presented in this Partial Update to the Comprehensive Plan.

Economic Development

- Determine what industries are compatible with the current labor force, infrastructure, land use, and housing patterns and recruit industries and businesses that are appropriate.
- Recruit businesses that have net positive effect on taxes with service provision is taken into consideration.
- Identify and adopt measures for maintaining a healthy agricultural industry in the County.
- Support initiatives for heritage tourism, agri-tourism, and recreational tourism.
- Pursue options for the provision of training and educational opportunities for the community’s workforce.

Natural and Cultural Resources

- Continue to explore and implement creative and innovative ways to protect natural resources and green space in the County.
- Manage and protect Morgan County’s natural resources, including water, wildlife habitat, and environmental quality.
- Continue to identify and document historic and cultural resources in the County.
- Initiate educational programs to provide information to the public about the historic and cultural resources in the County.
- Promote the redevelopment and adaptive reuse of existing structures in the County.

Facilities and Services

- Proactively develop solutions to address long-range needs in regard to solid waste in the County.
- Proactively develop solutions to address long-range needs in regard to water and wastewater treatment in the County.

- Proactively develop solutions to address long-range needs in regard to Information Technology services in the County.
- Review the East Georgia Multi-County Transportation Plan and consider its adoption as the official Transportation Plan for Morgan County.
- Continue to maintain and improve County transportation infrastructure.
- Identify ways to continue to improve public safety services in the County, including Sheriff protection, fire protection, animal control, and EMA/911.
- Continue to make improvements to recreational amenities in the County.
- Initiate the development of long-range budgeting mechanisms for Morgan County government.

Housing

- Draft and implement design guidelines for appropriate development of transitional boundaries adjacent to municipalities and infill development in established areas of Morgan County.
- Continue to identify creative and innovative ways to address needs for affordable housing in the County.
- Consider revisions to existing regulations and ordinances that would allow for greater flexibility and diversity in residential building forms to accommodate the needs of a variety of citizens resulting from age, restricted mobility or impairments, or income level.

Land Use

- Support the continued existence of a viable agricultural sector in the County.
- Support efforts and adopt regulations to help retain and attract low intensity, land extensive uses that are compatible with existing patterns of development.
- Continue to explore and implement creative and innovative ways to protect important visual corridors and gateways in the County.
- Consider revisions to existing regulations and ordinance that would allow flexible development patterns in order to maintain and preserve agriculturally viable land and the rural character of Morgan County.
- Identify current build out densities for unincorporated Morgan County and consider ways to maintain rural residential densities which are compatible with agrarian patterns of land use.
- Balance growth and development in the county with the need to efficiently provide services to new development in financially responsible ways.

Intergovernmental Coordination

- Continue to work with local municipalities and outside agencies to facilitate community services.
- Implement a plan to update the provision of HB 489 in conjunction with the 2014 Comprehensive Plan Update.

Implementation Program

The Short Term Work Program identifies specific implementation actions the County intends to take during the 2009-2013 time frame of the planning period. This includes any ordinances, administrative systems, community improvements or investments, financing arrangements, or other programs or initiatives to be put into place to implement the plan.

Each project in the Short Term Work Program includes an initiation year and projected completion year, a responsible party and a cost estimate. Also, potential funding sources are identified for each project number. The Short Term Work Program for Morgan County, 2004 – 2008, with an update on the current status of each project if substantial progress has been made, is presented in Appendix II. Those items not yet accomplished have been moved to the 2009 – 2013 work program. The 2004-2008 STWP adopted by Morgan County was ambitious, and those items not yet accomplished have been moved to the 2009-2013 work program.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Economic Development 1	Develop a master plan for the 50 acres of land adjacent to the new public safety center	2010	2011	\$5,000	County Staff/ Elected Officials/ Citizens/ Consultants	General Funds or Grants if Available	
Economic Development 2	Expand opportunities for workforce training for citizens of Morgan County and its municipalities.	2010	2013	\$25,000	Private-Consultant/ County Staff/ Elected Officials	General Fund or Grants if Available	
Economic Development 3	Consider agricultural initiatives that can be implemented as economic development.	2009	2011	\$10,000	County Staff/ Elected Officials/ Citizens	General Funds or Grants if Available	
Economic Development 4	Consider mechanisms to protect and enhance existing agricultural land use as the largest industry in the community.	2009	2011	Unknown	County Staff/ Elected Officials/ Citizens	General Funds or Grants if Available	
Natural & Cultural Resources 1	Research and develop implementation plans for the use of innovative land conservation tools e.g. conservation subdivisions, transfer of development rights, conservation easements, wetlands banks.	2004	Ongoing	\$100,000	Private- Consultant and/ or Local- City/ County staff and/ or donated citizen labor	Local, Grants	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed many of these items, but there is still more to be done. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 2	Identify and pursue funding sources for protection of green and open space, views/corridors, greenways/ corridors, and gateways.	2004	Ongoing	Unlimited	County/ City Staff	Grants / State Funds / Donations	POSTPONED. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. There is still more work to be done. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 3	Develop a system of passive recreation parks throughout the County and its cities (also Community Facilities)	2004	Ongoing	Unlimited	County/ City Staff	SPLOST	UNDERWAY. 60 acres of land was acquired on Fears Road near Rutledge Georgia for a new county Parks and Recreation facility. Through the use of public funds and grant sources, preliminary site planning has been done; an entrance road is under construction; fencing has been installed along the road frontage and signage has been ordered. There is still more work to be done. Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Natural & Cultural Resources 4	Formally designate important corridors within and gateways to the County as identified in the GreenPrints Plan and develop and adopt standards and guidelines for setbacks, landscaping, tree removal, curb cuts, etc. (also applies to Land Use)	2004	Ongoing	\$20,000	County Planning Staff / Consultant / Morgan County Conservancy	Local, Grants, Donated Labor	The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed many of these items. There is still more work to be done. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 5	Develop a county-wide greenway to link important greenspaces in the County and provide habitats for native flora and fauna.	2009	Ongoing	Unknown	County Planning Staff, and Citizens and Citizen Organizations	Local Funds, Grants, Donated Labor	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 6	Educate citizens about the need to protect green and open space, views, and gateways.	2009	Ongoing	N/A	County/ City Staff	N/A	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 7	Develop regulations to help retain and attract new low intensity, land extensive land uses (e.g. tree farms, pick your own orchards and farms) in the County.	2004	Ongoing	\$2,000	County Planning Staff / NEGARDC / Chamber of Commerce	Local Funds and Grants if available	County Planning staff and the Agri-business Committee of the Chamber of Commerce have implemented several programs targeted at increasing awareness of the roles these types of businesses play in the county. Staff is working on revised zoning regulations for the agricultural zoning district to be adopted in 2009. There is still more work to be done. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 8	Promote the conservation and protection of as much of the Apalachee River flow as possible and acquire conservation easement or recreation access to as much of the river as possible in order to protect the water and protect surrounding land from development.	2008	2013	Unknown	County / Local Environmental Organizations	Local Funds / State Funds / Grants	UNDERWAY. A plan to survey and identify key access points along the Apalachee River was initiated by county staff in 2008. There is still more work to be done. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 9	Research the ramifications of water importing for accelerating or limiting development within the County.	2009	2013	N/A	County Staff / NEGARDC Staff	N/A	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 10	Coordinate with the governmental entities in neighboring counties to develop protection plans to ensure that water quality is consistent regardless of jurisdiction.	2009	Ongoing	Unknown	County Staff / NEGARDC Staff	General Fund / State Funds / Grants	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 11	Explore the need for County-wide water authority or advisory board with representation from each city as well as the county as a whole.	2009	Ongoing	\$10,000	County/ City Staff and/or Consultant	General Funds, State Funds, Grants if available	Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Natural & Cultural Resources 12	Inventory Programs for the control of exotic, nuisance, or invasive species of wildlife and plants.	2009	2013	\$5,000	County Planning Staff and/or Local Environmental Organizations with assistance from GA DNR	General Funds, State Funds, Grants if Available	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 13	Develop and educational program to better inform Morgan County residents of the opportunities available at Lake Oconee and Hard Labor Creek State Park.	2009	Ongoing	N/A	Chamber of Commerce	Chamber of Commerce	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 14	Develop and trail system from Rutledge to Hard Labor Creek.	2008	2013	\$5,000	County Planning Staff, City of Rutledge, GA DNR Staff, and citizen organizations	General Funds / State Funds / Grants is Available	POSTPONED. This project is under consideration as a part of a larger project to connect City of Madison with City of Rutledge along a bike/ pedestrian trail that includes access to various historic and cultural resources along the route of the old Dixie Highway. Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 15	Expand the existing County archives and improve the archival storage facilities.	2009	2013	\$100,000	County Archivist	General Funds / Grants if Available	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 16	Pursue opportunities to rehabilitate historic structures into housing for seniors and low/moderate income individuals and families. (also applies to Housing)	2009	Ongoing	N/A	County/City Staff and Contractors/ Developers	N/A	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 17	Develop a program to educate residents, businesses, and public officials about the benefits of heritage tourism.	2009	Ongoing	\$2,500	Chamber of Commerce and/or historical society and landmarks society	Hotel/Motel Tax	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 18	Quantify the importance of historic preservation and heritage tourism to the County and its municipalities.	2009	2013	\$5,000	Chamber of Commerce / CVB / Consultant	Chamber and CVB	Carried over from the 2004-2008 STWP.
Natural & Cultural Resources 19	Continue to develop the Morgan County Oral History Project implemented by the Morgan County Resource Preservation Advisory Board.	2007	Ongoing	\$35,000	County Planning Staff/ Consultant	General Funds or Grants if Available	
Natural & Cultural Resources 20	Continue to identify historic and culturally significant structures and landscapes for documentation and preservation.	2004	Ongoing	\$5,000 per year	County Planning Staff/ Interns	General Funds or Grants if Available	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Natural & Cultural Resources 21	Assess the potential to develop heritage tourism opportunities in the small cities in Morgan County.	2009	2010	N/A	City and County Staff/Elected Officials/CVB/ Citizens	General Funds/ Grants if Available	
Natural & Cultural Resources 22	Assess the potential to designate local historic districts in Buckhead and Bostwick.	2009	2010	N/A	County Planning Staff/ Elected Officials	N/A	
Natural & Cultural Resources 23	Document cultural resources in the city of Rutledge that define their character and sense of place, including but not limited to public art, public furniture, and public park spaces.	2009	2010	N/A	County Planning Staff/ Elected Officials	N/A	
Natural & Cultural Resources 24	Develop design guidelines to preserve rural and small town character in unincorporated Morgan County and its small cities and foster new patterns of development that are compatible with existing character.	2008	2009	\$2,000	County Planning Staff/ Consultants	General Funds/ Grants if Available	
Natural & Cultural Resources 25	Assess the potential for opportunities for recreational tourism, including horseback riding, canoeing, biking, and other forms of passive and active recreation. Develop plans for projects that would facilitate the development of this potential.	2009	2010	N/A	County Planning Staff/ CVB	N/A	
Natural & Cultural Resources 26	Document and assess existing agri-business and agri-tourism opportunities. Define suitable uses under the nomenclature of agri-business and agri-tourism for Morgan County. Develop plans for projects that would facilitate the development of this potential.	2009	2010	\$5,000	County Planning Staff/ Cooperative Extension Service/ CVB/ Interns	General Fund	
Natural & Cultural Resources 27	Explore joint marketing endeavors among Morgan County, its municipalities, and the Chamber of Commerce to expand promotion of local resources for tourism development.	2008	2010	\$10,000	County and City Staff/ Chamber of Commerce	General Fund/ Grants if Available	
Community Facilities 1	Formally designate scenic routes as identifies in the County's GreenPrints Plan and the Land Use Element of the Comprehensive Plan and incorporate into Tourism Marketing.	2009	2013	N/A	County Road and Planning Staffs / Chamber of Commerce / CVB	N/A	Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 2	Amend water line extension plans to reflect development recommendations in the future land use plan.	2009	2013	N/A	Local- County/ City Staff	N/A	Carried over from the 2004-2008 STWP.
Community Facilities 3	Conduct a study to determine the feasibility of establishing a County-wide Water Authority to gain economies of scale with cities and reduce operating costs.	2009	2013	\$25,000	Consultant	SPLOST	The Water Authority is currently inactive. Carried over from the 2004-2008 STWP.
Community Facilities 4	Consideration should be given to whether the Act of the Georgia Legislature creating a state chartered Water Authority for Morgan County should be rescinded.	2009	2010	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 5	Consideration should be given to whether Morgan County will choose to actively engage in the maintenance of water infrastructure or whether control of said infrastructure will be left to other jurisdictions and/ or private service providers.	2009	2010	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 6	Consideration should be given to whether Morgan County should work to acquire rights to sources of water for the purposes of providing potable water and fire-flow protection to its citizens.	2010	2011	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 7	Consideration should be given to whether Morgan County should work to implement a wastewater management system in conjunction with water service system.	2010	2011	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 8	Review and amend as necessary service delivery boundaries for water and wastewater service established under HB 489.	2011	2013	N/A	Municipal and County Staff/ Municipal and County Elected Officials	N/A	
Community Facilities 9	Negotiate a 20 year agreement with a landfill that has adequate capacity, and meets all applicable standards, and is the most economical to ensure proper disposal of the County's waste.	2009	Ongoing	Unknown	County Staff	Sanitation Funds	Carried over from the 2004-2008 STWP..
Community Facilities 10	Explore the opportunities for and feasibility of establishing a construction and demolition landfill in Morgan County.	2009	2013	n/a	County Staff if county owned/ operated or Private Company or Consultant if privately owned/ operated	n/a	Carried over from the 2004-2008 STWP.
Community Facilities 11	Study the feasibility of combining the county's and Madison's yard waste disposal sites and making them available to non-governmental generators/ collectors.	2009	2013	n/a	County staff with assistance from the NEGRDC	n/a	Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 12	Give consideration to the parameters for sites that would qualify as C&D landfill sites. A report should be generated and submitted to the Board of Commissioners.	2009	2010	N/A	County staff with assistance from the NEGRDC	N/A	
Community Facilities 13	Give consideration to the process by which construction of a C&D landfill would actually be implemented (i.e. research, costs, consultants, etc). A report should be generated and submitted to the Board of Commissioners.	2009	2010	N/A	County Staff with assistance from the NEGRDC	N/A	
Community Facilities 14	Explore disposal options for municipal solid waste other than landfills.	2007	Ongoing	N/A	County/City Staff	N/A	Carried over from the 2004-2008 STWP.
Community Facilities 15	Implement a mulching program for yard waste that provides the products back to the citizens of Morgan County and its municipalities.	2009	2013	N/A	County/ City Staff and Private Service Provider	Self Supporting Program	Carried over from the 2004-2008 STWP.
Community Facilities 16	Conduct a study of the current waste management in Morgan County to establish which activities are best handled by public or private entities and to evaluate the feasibility of a County-wide waste authority.	2009	2012	\$25,000	County / City Staff and/or Consultant	General Funds	Carried over from the 2004-2008 STWP.
Community Facilities 17	Review and assess all current solid waste studies as they apply to Morgan County.	2009	2010	N/A	County Staff	N/A	
Community Facilities 18	Explore adoption of tuition reimbursement program / tuition grant program for use in attracting workers for the County and municipalities, especially the public safety departments.	2010	2011	N/A	Cities, County, Sheriff's Office, Police Departments, Fire Departments, EMS, EMA	General Funds	Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 19	Adopt a rolling five-year planning process for budgetary, staffing, and facility improvements/ changes	2009	2010	N/A	County Staff	N/A	Carried over from the 2004-2008 STWP..
Community Facilities 20	Consider/ research the benefits of creating consolidated Morgan-Madison Fire Department.	2011	2013	N/A	Morgan County VFD and City of Madison Fire Department	N/A	Carried over from the 2004-2008 STWP.
Community Facilities 21	Review the program benefits for volunteer firefighters and augment as needed for retention purposes.	2009	Ongoing	Unknown	County Staff/ Morgan County VFD	General Funds	POSTPONED. Recruitment of volunteers has been difficult. Consideration should be given to implementing an on-call system or increasing monetary stipends for volunteers. However, increasing monetary stipends should also necessitate increasing training requirements for volunteers. Carried over from the 2004-2008 STWP.
Community Facilities 22	Establish and develop a training program for a County-wide GIS system to assist emergency planning and response efforts.	2004	Ongoing	\$30,000	All County and municipal emergency and law enforcement agencies/ IT Department	General Funds	UNDERWAY. A GIS training program was implemented in 2008 to familiarize county personnel with the GIS database. Based on preliminary meetings and feedback from personnel, the GIS department will continue to work with various county departments to coordinate training that suits their specific needs. Carried over from the 2004-2008 STWP.
Community Facilities 23	Consider ways to provide better training opportunities for paid and volunteer fire personnel in Morgan County.	2009	2010	\$5,000	County Staff/ Elected Officials	General Funds/ Grants if Available	
Community Facilities 24	Evaluate the way in which private sector demands have increased the administrative workload for fire personnel and make adjustments as needed to maintain efficient level of service.	2009	2010	N/A	County Staff	N/A	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 25	Refurbish the County Roads & Bridges shop.	2009	2010	\$25,000	County Staff	SPLOST	Carried over from the 2004-2008 STWP.
Community Facilities 26	Continue to implement and amend the County Building Plan as required to keep it current.	2009	Ongoing	N/A	County Buildings and Maintenance Staff	N/A	In light of several new property acquisitions by the County, the County Building Plan needs to be completely revised. Carried over from the 2004-2008 STWP.
Community Facilities 27	Inventory all vehicles and heavy equipment utilized by county departments toward the goal of creating a five year capital budget.	2009	2010	N/A	County Staff	N/A	
Community Facilities 28	Identify other items in county departments that need to be inventoried toward a goal of creating a five year capital budget. Prioritize the need for each inventory to be taken.	2009	2010	N/A	County Staff	N/A	
Community Facilities 29	Develop service and maintenance records for all vehicles and heavy equipment used by various county departments toward the goal of creating a five year capital budget.	2009	2010	N/A	County Staff	N/A	
Community Facilities 30	Assess IT systems that will allow for the better record keeping relating to service and maintenance projects on county vehicles and heavy equipment.	2009	2010	N/A	County Staff	N/A	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 31	Expand and coordinate the Count's GIS system to combine all information from all County departments into one database.	2004	Ongoing	\$50,000	County GIS Manager	Grants / General Funds	UNDERWAY. A database has been created for all county GIS data that is accessible by all Morgan County personnel. Carried over from the 2004-2008 STWP.
Community Facilities 32	Maintain the computer network among County departments to promote the exchange of information.	2004	Ongoing	\$50,000 / year	County IT Department	General Funds	UNDERWAY. Morgan County created an IT Department in 2008 and has hired two full-time staff to administer the department. The IT Department manages all technology needs of the county, including networks, software, cellular services, and GIS. Carried over from the 2004-2008 STWP.
Community Facilities 33	Develop 5 year operating and capital budgets for the County.	2009	Ongoing	N/A	County Staff	N/A	UNDERWAY. Morgan County currently budgets for county operating funds for one year only, with the exception of SPLOST. The implementation of a program of long-term strategic planning for county government may allow for consideration to be given to longer budgetary horizons for specific projects. Carried over from the 2004-2008 STWP.
Community Facilities 34	Develop a task force to explore forming partnerships and developing "niche" healthcare services within the tri-county area.	2009	Ongoing	Unknown	County and City Governments and Hospital Authority staff and representatives for Green and Putnam Counties	Grants	Carried over from the 2004-2008 STWP.
Community Facilities 35	Review and revise current road database as necessary and identify areas where improvements need to be made.	2010	2011	\$5,000	County Staff/ Consultants/ Interns	General Funds/ Grants if Available	
Community Facilities 36	Review and revise current GIS database in regard to road infrastructure and identify areas where improvements need to be made. Attention should be paid to road abandonments and private road classifications to eliminate confusion over publicly maintain roads.	2010	2011	\$5,000	County Staff/ Consultants/ Interns	General Funds/ Grants if Available	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 37	Create a comprehensive database related to right of way acquisition in Morgan County.	2010	2013	N/A	County Staff	N/A	
Community Facilities 38	Consider the adoption of the Four-County Transportation Plan as it applies to Morgan County as the official Transportation Plan for Morgan County	2009	2010	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 39	Review the current list of state funded road projects against the priorities established in the Transportation Plan.	2009	2010	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 40	Review the current list of road improvement projects against the state funded projects and Four County Transportation Plan.	2009	2010	N/A	County Staff/ Elected Officials	N/A	
Community Facilities 41	Replace existing phone system with IP phone system in all county buildings	2010	2013	\$100,000	County IT Department/ Consultant	General Funds/ SPLOST	
Community Facilities 42	Connect all county buildings with high speed fiber optic cable	2011	2013	\$100,000	County IT Department/ Consultant	General Funds/ SPLOST	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 43	Increase online services offered to the community via the Morgan County website	2009	Ongoing	\$10,000	County IT Department/ Consultant	General Funds	
Community Facilities 44	Facilitate the installation of high speed internet to underserved areas of Morgan County	2011	Ongoing	Unknown	County IT Department/ Consultant	General Funds/ SPLOST/ Grants if Available	
Community Facilities 45	Coordinate the purchase and maintenance of all communications equipment in Morgan County with the IT Department	2009	Ongoing	N/A	County IT Staff	N/A	
Community Facilities 46	Decide upon a long-term solution for maintenance and support of county email system	2010	2013	\$50,000	County IT Staff	General Funds	
Community Facilities 47	Enter into an Enterprise User Agreement with ESRI to provide GIS access to all Morgan County Departments	2010	2011	\$25,000/ per year	County IT Staff	General Funds	
Community Facilities 48	Continue to develop data in Morgan County GIS database to ensure most accurate and reliable data is available to the public and to County Departments	2004	Ongoing	N/A	County Staff/ Interns	General Funds/ Grants if Available	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 49	Continue to cross-train individuals in various departments to edit and maintain data in Morgan County GIS database to ensure accurate and reliable data is available to the public and to County Departments	2008	Ongoing	N/A	County IT Department	N/A	
Community Facilities 50	Integrate GIS data into mobile technology units for use by various emergency and public safety personnel and to create database for crime scene mapping, accident mapping, animal control incident mapping, etc to better provide public protection services	2010	2013	\$100,000	County IT Department/ Sheriff/ Fire/ EMA/911	General Funds/ Grants if Available	
Community Facilities 51	Continue to provide support to all County Departments in regard to ordering, servicing, trouble-shooting, and managing information systems in Morgan County	2008	Ongoing	N/A	County IT Department	N/A	
Community Facilities 52	Continue to provide support to all County Departments in regard to managing and maintaining equipment and service contracts for cellular technology used by Morgan County	2008	Ongoing	N/A	County IT Department	N/A	
Community Facilities 53	Continue to work toward consolidating all county wireless technology to one service provider	2008	2010	\$10,000	County IT Department	General Funds	
Community Facilities 54	Continue to provide support to various County Departments to maintain equipment with specific IT components, such as solid waste scales, dumpster cameras, etc.	2008	Ongoing	Unknown	County IT Department	General Funds	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Community Facilities 55	Continue to provide support to various County Departments to maintain software programs unique to specific departments (i.e. WinGap, Harris Custom Programming, etc)	2008	Ongoing	Unknown	County IT Department	General Funds	
Community Facilities 56	Implement and maintain the installation of employee time-clock system to all County Departments as directed	2008	Ongoing	Unknown	County IT Department	General Funds	
Housing 1	Research and if possible secure available government funding for the construction and renovation of identified low and moderate income housing projects such as Community Development Block Grants. If necessary establish a new authority to administer housing program or hire additional county/city staff for administration of program.	2008	Ongoing	N/A	County Staff / Private Developers / County Housing Authority (if established)	CDBG Funds / Private Funds	Carried over from the 2004-2008 STWP.
Land Use 1	Explore and adopt if appropriate ordinances allowing cluster type development in areas of the County	2009	2013	\$5,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 created several new mixed use districts that allow for cluster design. There is still more work to be done. Carried over from the 2004-2008 STWP.
Land Use 2	Explore and adopt if appropriate ordinances allowing for flexible zoning for allowable density.	2009	2013	\$5,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue. There is still more work to be done. Carried over from the 2004-2008 STWP.
Land Use 3	Review and where appropriate strengthen codes and ordinances related to construction and design (design guidelines) in order to preserve the high quality and integrity of the built environment.	2009	2010	\$10,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. Planning Staff has been working on a rural design guideline project for unincorporated Morgan County and its small municipalities. A draft of this should be available for review by the end of 2008. Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Land Use 4	Work with adjacent counties to develop restrictions for development around Lake Oconee and the Apalachee River that would threaten the quality of the water, shorelines, or floodplain vegetation.	2009	2012	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	Carried over from the 2004-2008 STWP.
Land Use 5	Review and refine the maps used to define areas of the County considered at risk of flooding and used in the Federal Flood Insurance Program to insure that development requirements in those areas are appropriate to the possible hazards.	2009	2013	\$3,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The Morgan County GIS Department is currently working with FEMA to revise F.I.R.M. for Morgan County. This will be a long-term project. Carried over from the 2004-2008 STWP.
Land Use 6	Develop or revise existing regulations and ordinances to prevent water withdrawals related to a development on one site from adversely affecting water availability on adjacent sites.	2009	2013	\$1,000	County Planning Staff / Consultant	General Funds & Grants if Available	Carried over from the 2004-2008 STWP.
Land Use 7	Work towards the goal of permanent protection more than 30% of the county's land area in farmland, natural areas, forests, or parks.	2009	2013	\$2,500	County Planning Staff / Consultant	General Funds & Grants if Available	Carried over from the 2004-2008 STWP.
Land Use 8	Implement the GreenPrint plan as guide for a county-wide environmental protection program, in the development of and changes to the Land Use Plan and as a factor in analyzing environmental impacts.	2005	2013	N/A	County Planning Staff and County Commission	General Funds & Grants if Available	UNDERWAY. The GreenPrint Plan is considered in all staff reports for zoning actions. There is still more work to be done. Carried over from the 2004-2008 STWP.
Land Use 9	Develop or revise existing regulations and ordinances to require that all new developments contribute to the permanent protection of greenspace and conservation of open space in an appropriate manner such as on-site provision, purchase of development rights and payments to a greenspace fund. Also require that when appropriate land conserved on-site should be available for public use.	2009	2010	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Land Use 10	Establish regulations and ordinances requiring conservation subdivision design for all new subdivisions.	2009	2010	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	Carried over from the 2004-2008 STWP.
Land Use 11	Establish a permanent program for the perpetual management and protection of land set aside for conservation.	2009	2013	N/A	County and Local Environmental Organizations	N/A	Carried over from the 2004-2008 STWP.
Land Use 12	Develop or revise existing regulations and ordinances to make available and provide incentives for the use of innovative land management tools such as conservation subdivisions, conservation easements, purchase of development rights and transfer of development rights.	2009	2013	\$10,000	County Planning Staff / Consultant	General Funds, Grants if Available, and Donations	Carried over from the 2004-2008 STWP.
Land Use 13	Work with the local legislative delegation to improve State legislation allowing the use of transfer of development rights in Morgan County.	2009	2013	N/A	County Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 14	Formally designate important gateways to the County as identified in the GreenPrints Plan.	2008	2011	N/A	County Roads and Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 15	Develop or revise existing regulations and ordinances to protect view-sheds along the important corridors and gateways within the County as identified in the GreenPrints Plan.	2008	2011	\$2,000	County Planning Staff / Consultant	General Funds, Grants if Available and Donations	UNDERWAY. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Land Use 16	Develop incentives to encourage those who wish to permanently protect view-sheds along scenic roads.	2008	2011	N/A	County Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 17	Work to acquire fee simple title or development rights to key gateways into the County as a means of protection view-sheds.	2008	2013	Unknown	County Planning Staff	General Funds, Grants if Available, and Donations	Carried over from the 2004-2008 STWP.
Land Use 18	Explore the adoption of appropriate setbacks and vegetative buffers for timber harvesting and other land intensive agricultural practices.	2008	2013	N/A	County Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 19	Work to establish links between the important greenspaces in the County.	2009	2013	N/A	County Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 20	Work with the Georgia Department of Natural Resources to identify those habitats that should be linked in order to insure their environmental health and survival of species that reside in them.	2009	2013	N/A	County Planning Staff	N/A	Carried over from the 2004-2008 STWP.
Land Use 21	Develop or revise existing ordinances and regulations to ensure that whenever reasonable possible developments link their conservation lands to those protected green or open spaces adjacent to the development.	2009	2013	\$2,000	County Planning Staff / Consultant	General Funds and Grants if Available	Carried over from the 2004-2008 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Land Use 22	Develop or revise existing regulations and ordinances to allow or require as appropriate new developments be developed with distributed road networks (grid patterned).	2009	2013	\$2,000	County Planning Staff / Consultant	General Funds and Grants if Available	Carried over from the 2004-2008 STWP.
Land Use 23	Initiate a lot build out analysis to determine the number of existing buildable sites for residential and non-residential development in Morgan County.	2009	2011	\$5,000	County Planning Staff/ Consultant/ Intern	General Funds/ Grants if Available	
Land Use 24	Update the Morgan County zoning layer in the GIS database.	2009	2010	N/A	County Staff	N/A	
Land Use 25	Implement a tracking system for new parcels created as exempt or minor subdivisions under the Morgan County Development Regulations.	2010	2011	N/A	County Staff	N/A	
Land Use 26	Document existing private signs in Morgan County and review for compliance with current zoning regulations.	2009	Ongoing	N/A	County Planning Staff/ Code Enforcement	N/A	
Land Use 27	Develop design guidelines to preserve rural and small town character in unincorporated Morgan County and its small cities to foster new patterns of development that are compatible with existing character.	2009	2010	N/A	County Planning Staff	N/A	

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Notes
Land Use 28	Review and amend as necessary the Morgan County Zoning Ordinance and Morgan County Development Regulations.	2009	Ongoing	\$5,000	County Planning Staff/ Consultants	General Funds	
Land Use 29	Identify the diverse types of agricultural land uses prevalent in Morgan County and create a layer in the GIS database to reflect these types of agricultural uses	2010	2012	\$10,000	County Planning Staff/ Consultants/ Interns	General Funds/ Grants if Available	
Land Use 30	Examine the feasibility of developing a Morgan County Land Authority to hold conservation easements on private property in Morgan County.	2009	2013	\$10,000	County Planning Staff/ Elected Officials/ County Attorney/ Consultants	General Funds/ Grants if Available	
Land Use 31	Continue to work with Bostwick, Buckhead and Rutledge to review and amend as necessary existing zoning and development regulations.	2009	Ongoing	N/A	County Planning Staff	N/A	
Land Use 32	Initiate a program of water quality testing for targeted Morgan County streams in compliance with standards for TMDL regulations.	2009	Ongoing	\$10,000	County Planning Staff/ Code Enforcement/ Citizens/ NEGRDC	General Funds/ Grants if Available	

Long Term and Ongoing Activities

Information and Technology. In 2004, Morgan County created a position for a county GIS Operator to manage the expanding GIS database in Morgan County. At that time, general IT services were contracted out to a third party who maintained computer technology and networks for county administrative personnel. In 2008, the Morgan County Board of Commissioners created an IT Department, which combined these two functions (IT and GIS) into one department, and two full-time staff persons were hired to manage the department. It was determined that creating an IT Department would save money and provide a more efficient level of service as the County responds to the growing importance that technology in all forms plays for daily administrative tasks. Morgan County has been able to provide better service and efficiency to our community in a variety of ways by proactively investing in technology upgrades. Since 2004, the following programs are examples of projects that have been implemented:

- Creation of a county website that is managed internally by county personnel (www.morganga.org)
- Engaged the services of Binary Bus to provide information to the public regarding tax parcels and land use (www.morgan.binarybus.com)
- Implemented mobile capabilities in Sheriff Patrol Cars to access GCIC information to perform vehicle registration and insurance information out in the field
- Implemented a system of computer-aided dispatch for E911
- Implement the installation of survey monuments countywide that tie into the National Geodetic Survey System
- Invested in new orthophotography and LIDAR elevation data with a resolution of six inch pixels for the entire county and its municipalities

These types of projects serve the citizens of Morgan County in many ways, such as providing better data and support for departments to make day-to-day administrative decisions; providing easier access to public information via the internet; reducing the foot traffic into and out of county offices for information that is now available via the internet; providing better public protection services for fire, emergency management, and sheriff personnel. As technology services become increasingly important to administrative personnel and the citizens of Morgan County, this department will experience a tremendous demand on its services. Additionally, as the dynamic nature of technology leads to more sophisticated information and communication systems, the IT department of Morgan County will need to be proficient in addressing changing needs. Though it may be thought that information technology services are generally a support function to larger governmental operations, the reality is that administrative functions are practically paralyzed without functional, efficient technology in all forms. There is tremendous potential to enhance the services provided by Morgan County to its citizens by continued investment in new technology, but such an undertaking will also require its own long-range plan to implement. The Policies and Short-Term Work Program 2009-2013 of this partial plan update address this issue.

Morgan County Public Safety Center. In response to the need to address aging and inadequate facilities for some of the County's public safety agencies, the Morgan County Public Safety Center was conceived of to develop a facility suitable for contemporary and future needs. The Board of Commissioners decided to redevelop a vacant industrial property, the former Denon manufacturing building, to house the Center. The Board of Commissioners authorized a \$20 million bond sale with \$10 million committed in the current SPLOST allocation, and an additional \$10 million to be authorized in the subsequent SPLOST. Total expenses are projected to be approximately \$19.5 million.

Morgan County has retained the services of a Project Manager to oversee the redesign and construction of the facility. The services of Pond, Inc. were retained as the project architect and Hogan, Inc. as the project contractor. Much of the engineering and pre-construction work was facilitated by this team through 2008, and construction is set to commence by January 2009. If the project remains on track, the facility will be ready by December 2009.

As proposed, the Center will house all divisions of the Sheriff's Department including the jail, as well as Probation and Parole offices, the Public Defender's office, Juvenile Justice/ Probation office, 911/ EMA agencies, EMS office, and a county fire station (though administrative offices of the Fire Department will still be housed at the Mission Road complex). Project development will initially focus on preparing the facility for the relocation of the Sheriff's Department and jail, Probation and Parole offices, and the Public Defender's office. Other agencies will take occupancy as space and resources allow. The new Jail facility will include 180 new beds, with a second phase projected to add additional beds to increase the total to 350 within the next 20 years.

As identified in *Redevelopment Areas* of this partial plan update, consideration will need to be given to the redevelopment of the existing facility in which the Sheriff's department is housed. Furthermore, as identified in *Issues and Opportunities for Economic Development* adjacent acreage next to the Public Safety Center holds promise for future development.

Appendix I: Quality Community Objectives Assessment

In 1999, the Board of the Department of Community Affairs adopted the Quality Community Objectives (QCOs) as a statement of the development patterns and options that will help Georgia preserve her unique cultural, natural and historic resources while looking to the future and developing to her fullest potential. The Office of Planning and Quality Growth has created the Quality Community Objectives Assessment to assist local governments in evaluating their progress toward sustainable livable communities.

This assessment is meant to give the community an idea of how it is progressing toward reaching these objectives set by the Department, but no community will be judged on progress. The assessment is a tool for use at the beginning of the comprehensive planning process, much like a demographic analysis or a land use map, showing a community “you are here.” Each of the fifteen QCOs has a set of yes/no questions, with additional space available for assessors’ comments. The questions focus on local ordinances, policies and organizational strategies intended to create and expand quality growth principles.

A majority of “yes” answers for an objective may indicate that the community has in place many of the governmental options for managing development patterns. “No’s” may illuminate the need to focus planning and implementation efforts for those governments seeking to achieve these Quality Community Objectives.

This initial assessment is meant to provide an overall view of the community’s policies, not an in-depth analysis. There are no right or wrong answers to this assessment. Its merit lies in completion of the document and the ensuing discussions regarding future development patterns as governments undergo the comprehensive planning process.

Should a community decided to pursue a particular objective, it may consider a “yes” to each statement a benchmark toward achievement. Please be aware, however, that this assessment is an initial step. Local governments striving for excellence in quality growth may consider additional measures to meet local goals.

This assessment was completed by Morgan County Planning and Development and the Morgan County Board of Commissioners.

Development Patterns			
Traditional Neighborhoods			
Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.			
Statement	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.	X		
2. Our community has ordinances in place that allow neo-traditional development "by right" so that developers do not have to go through a long variance process.	X		
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.	X		
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in the summer.		X	Most of the cities have efforts to maintain tree canopy in areas heavily used by pedestrians, but this would be an atypical situation for the majority of unincorporated areas in Morgan County.
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	X		
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	X		Morgan County has limited sidewalks to maintain in unincorporated areas.
7. In some areas several errands can be made on foot, if so desired.		X	This would be an atypical situation for the majority of unincorporated areas in Morgan County.
8. Some of our children can and do walk to school safely.	X		All schools have been consolidated into the City of Madison.
9. Some of our children can and do bike to school safely.	X		All schools have been consolidated into the City of Madison.
10. Schools are located in or near neighborhoods in our community.	X		All schools have been consolidated into the City of Madison.
Infill Development			
Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			
Statement	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/ or infill development	X		Maintained by the Chamber of Commerce for Economic Development purposes.
2. Our community is actively working to promote brownfield redevelopment.		X	
3. Our community is actively working to promote greyfield redevelopment.		X	
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road).	X		
5. Our community allows small lot development (5,000 square feet or less) for some uses.	X		Lack of sewer infrastructure prevents lot sizes from going below state health department minimums throughout most of Morgan County.

Sense of Place			
Traditional downtown areas should be maintained as the focal point of the community, or for newer areas where this is not possible, the development activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing and entertainment.			
Statement	Yes	No	Comment
1. If someone dropped from the sky into our community, he or she would know immediately where he or she was, based on our distinct characteristics.	X		
2. We have delineated the areas of our community that are important to our history and heritage, and have taken steps to protect those areas.		X	In progress. Historical markers have been placed throughout the county to commemorate former communities and staff continues to document character areas of the community.
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	X		
4. We have ordinances to regulate the size and type of signage in our community.	X		
5. We offer a development guidebook that illustrates the type of new development we want in our community.	X		In progress. Morgan County Rural Design Guidelines are under development and should be published in 2009.
6. If applicable, our community has a plan to protect designated farmland.		X	
Transportation Alternatives			
Alternatives to Transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.			
Statement	Yes	No	Comments
1. We have public transportation in our community.	X		Morgan County served by 5311 Program through NEGRDC.
2. We require that new development connect with existing development through a street network, not a single entry/ exit.	X		
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.		X	
4. We have a sidewalk ordinance in our community that requires all new developments to provide user-friendly sidewalks.		X	
5. We require that newly built sidewalks connect to existing sidewalks wherever possible.	X		
6. We have a plan for bicycle routes through our community.	X		Refer to East Georgia Multi-County Transportation Plan, 2007
7. We allow commercial and retail development to share parking areas wherever possible.	X		
Regional Identity			
Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.			
Statement	Yes	No	Comments
1. Our community is characteristic of the region in terms of architectural styles and heritage.	X		
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.	X		
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal, etc).	X		

4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.	X		
5. Our community promotes tourism opportunities based on the unique characteristics of our region.	X		
6. Our community contributes to the region and draws from the region, as a source of local culture, commerce, entertainment and education.	X		

Resource Conservation

Heritage Preservation

The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.

Statement	Yes	No	Comments
1. We have designated historic districts in our community.		X	The mechanism was put in place in 2008 to do so, but no districts have yet been designated. Each of the municipalities in Morgan County do have designated National Register Districts, and Madison has a National Register and locally designated district.
2. We have an active historic preservation commission.	X		
3. We want new development to complement our historic development, and we have ordinances in place to ensure this.	X		In progress. Morgan County Rural Design Guidelines are under development and should be published in 2009

Open Space Preservation

Ne development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/ wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.

Statement	Yes	No	Comments
1. Our community has a greenspace plan.	X		Refer to GreenPrint Plan.
2. Our community is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development.	X		
3. We have a local land conservation program, or we work with state or national land conservation programs, to preserve environmentally important areas in our community.	X		There is an active private land conservation group that works with the Georgia Conservancy and other groups to hold conservation easements on properties in Morgan County.
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.	X		

Environmental Protection

Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

Statement	Yes	No	Comments
1. Our community has a comprehensive natural resource inventory.	X		
2. We use this resource inventory to steer development away from environmentally sensitive areas.	X		
3. We have identified our defining natural resources and taken steps to protect them.	X		
4. Our community has passed the necessary "Part V" environmental ordinances and we enforce them.	X		
5. Our community has a tree preservation ordinance which is actively enforced.	X		

6. Our community has a tree-replanting ordinance for new development.	X		Applies primarily to large scale projects.
7. We are using stormwater best management practices for all new development.	X		
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc).	X		
Social and Economic Development			
Growth Preparedness			
Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, sewer) to support new growth, appropriate training for the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.			
Statement	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.	X		
2. Our local governments, the local school board, and other decision-making entities use the same population projections.	X		
3. Our elected officials understand the land-development process in our community.	X		
4. We have reviewed our development regulations and/or zoning code recently, and believe that our ordinances will help us achieve our QCO goals.	X		
5. We have a Capital Improvements Program that supports current and future growth.	X		
6. We have designated areas of our community where we would like to see growth, and these areas are based on a natural resources inventory of our community.	X		
7. We have clearly understandable guidelines for new development.	X		
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.		X	
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.	X		In addition to the website, we have frequent opportunities for public input in regard to planning and land development issues.
10. We have a public-awareness element in our comprehensive planning process.	X		
Appropriate Businesses			
The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			
Statement	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets and weaknesses, and has created a business development strategy based on them.		X	
2. Our economic development organization has considered the types of businesses already in our community, and has a plan to recruit businesses and/ or industries that will be compatible.	X		
3. We recruit firms that provide or create sustainable products.		X	
4. We have a diverse jobs base, so that one employer leaving would not cripple our economy.	X		

Employment Options			
A range of job types should be provided in each community to meet the diverse needs of the local workforce.			
Statement	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.	X		
2. Our community has jobs for skilled labor.	X		
3. Our community has jobs for unskilled labor.	X		
4. Our community has professional and managerial jobs.	X		
Housing Choices			
A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market demands.			
Statement	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.	X		
2. People who work in our community can afford to live in our community.	X		A need for more affordable housing has been identified in Morgan County and an ordinance was adopted in 2005 to incentivize the development of workforce housing.
3. Our community has enough housing for each income level (low, moderate and above-average).		X	A need for more affordable housing has been identified in Morgan County and an ordinance was adopted in 2005 to incentivize the development of workforce housing.
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and maintaining small setbacks.		X	This may not be appropriate for unincorporated Morgan County, but the need for some sort of design guidelines for development has been recognized and is in the process of being implemented.
5. We have options available for loft living, downtown living, or "neo-traditional" development.		X	This may not be appropriate for unincorporated Morgan County.
6. We have vacant and developable land available for multi-family housing.	X		
7. We allow multi-family housing to be developed in our community.	X		
8. We support community development corporations that build housing for lower income households.		X	
9. We have housing programs that focus on households with special needs.		X	
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.	X		Lack of sewer infrastructure prevents lot sizes from going below state health department minimums.
Education Opportunities			
Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.			
Statement	Yes	No	Comments
1. Our community provides workforce training options for its citizens.	X		
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	X		
3. Our community has higher education opportunities, or is close to a community that does.	X		

4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	X		It has been identified that this is an area whereby special attention needs to be paid. Morgan County is in the process of commissioning a workforce study to better understand the characteristics of our labor force.
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Governmental Relations

Regional Solutions

Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.

Statement	Yes	No	Comments
1. We participate in regional economic development organizations.	X		
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	X		
3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc.	X		
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local government borders.	X		

Regional Cooperation

Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.

Statement	Yes	No	Comments
1. We plan jointly with our cities and county for comprehensive planning purposes.	X		
2. We are satisfied with our Service Delivery Strategy.	X		
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems or to craft region-wide strategies.	X		
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of general concern.	X		

Appendix II: List of Accomplishments

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Economic Development 1	Continue and expand the "Entrepreneurial Academy" program.	Ongoing	Ongoing	\$1,000	Chamber of Commerce	\$125 registration fee from students	COMPLETED. In April 2008, Morgan County became the State's 82 nd Entrepreneurial Friendly Community. The Chamber of Commerce holds a Small Business Success Academy every two years, which include seminars in several areas of interest utilizing experts from the SBDC and local businesses. In addition, the Chamber and City of Madison will jointly offer the SBDC's Maximum Marketing series for 15 downtown merchants in 2009.
Economic Development 2	Research and pursue ways the County and cities can equitably and efficiently share service provision and tax revenues.	2004	Ongoing	n/a	Consultant	General Funds and/or Grants if available	COMPLETED. All local governments now share/ receive a portion of Special Purpose Local Option Sales Tax proceeds.
Economic Development 3	Develop a business recruitment and evaluation plan for the County and cities.	2004	2005	\$20,000	Consultant, Chamber of Commerce w/ input from county and municipal officials, business leaders, citizens	General Funds and/or Grants if available	COMPLETED. The County, City of Madison, and the Chamber of Commerce work collaboratively on business recruitment initiatives on a case-by-case basis.
Economic Development 4	Implement the recently adopted Freeport Tax exemption	2004	Ongoing	N/A	County Staff	N/A	COMPLETED. Freeport Tax exemption percentages are now maximized.
Economic Development 5	Actively market the portion of the Stanton Springs industrial park in unincorporated Morgan County near the City of Rutledge	2004	Ongoing	Unknown	Chamber of Commerce / Joint Development Authority	General Funds, State Funds, and Private Funds	COMPLETED. In conjunction with the State, the Joint Development Authority of Jasper, Morgan, Newton, and Walton Counties is actively marketing the Stanton Springs industrial site to any/ all potential economic development prospects.
Economic Development 6	Develop a facility appropriate for small conferences and for post high school job training during the day.	2004	2007	Unknown	County / Cities	General Funds and/or Grants if available.	POSTPONED. A small conference center suitable for this use has been opened at Madison Markets in downtown Madison by a private sector developer. Negotiations with Dekalb Tech are ongoing for the placement of an adult learning site here in Morgan County. If the private conference center does not prove suitable to meet these needs, the topic may be revisited in the future.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Economic Development 7	Develop and promote special event tourism- e.g., centennials, bi-centennials, tournaments, art shows and promote Madison and Morgan as a destination.	2004	Ongoing	\$30,000	Morgan/Madison Chamber of Commerce, Visitor's Bureau, Madison Main Street	Hotel / Motel Tax	COMPLETED. Morgan County celebrated its Bicentennial in 2007 by undertaking several programs, including the installation of bicentennial banners in our municipalities and the erection of 20 historical markers throughout the county. Staff is working with a citizens group to develop a destination tourism event that will bring together MadisonFest, the annual Farm City Tour, and a new EquiFest which highlights the expanding presence of equestrian facilities in the county and promotes agritourism. Consideration is being giving to installing an Art in Public Places exhibit in county owned public buildings in the city of Madison. A pilot program for tourism wayfinding signs is under consideration; two signs have been installed to test community feedback.
Economic Development 8	Work with State Department of Labor to designate an individual organization to coordinate work-related education and training.	2005	2005	N/A	County Staff / GA Dept. of Labor	N/A	UNDERWAY. Morgan County is working with DeKalb Tech on the establishment of an adult learning/ training center in the community. The DOL is not currently involved in this process, but it is anticipated that progress will be made on this project by 2013.
Economic Development 9	Expand "Georgia's Lake County" marketing program.	2005	2006	\$5,000	Chamber of Commerce / Visitor's Bureau	Hotel / Motel Tax	COMPLETED. Marketing committee continues to meet on a monthly basis and has actively pursues opportunities to market the program at travel shows. They continue to publish maps and brochures; signage has also been installed on state highways at the county line when entering Morgan County that welcome individuals to Georgia's Lake Country.
Economic Development / Community Facilities 10	Develop a County-wide transportation plan.	2004	2005 and ongoing updates DONE!	\$75,000	Local- City/ County staff & Private- Consultant	General Fund	COMPLETED. The East-Georgia Multi-County Transportation Plan for Morgan, Putnam, Greene and Jasper Counties was completed in 2007. The project was a joint effort funded by the Department of Transportation and the four participating counties.
Natural & Cultural Resources 1	Research and develop implementation plans for the use of innovative land conservation tools e.g. conservation subdivisions, transfer of development rights, conservation easements, wetlands banks.	2004	2005 and ongoing updates	\$100,000	Private- Consultant and/ or Local- City/ County staff and/ or donated citizen labor	Local, Grants	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed many of these items, but there is still more to be done. This item has been moved to the 2009-2013 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 2	Identify and pursue funding sources for protection of green and open space, viewscares, greenways/ corridors, and gateways.	2004	Ongoing	Unlimited	County/ City Staff	Grants / State Funds / Donations	POSTPONED. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. There is still more work to be done. This item has been moved to the 2009-2013 STWP.
Natural & Cultural Resources 3	Develop a system of passive recreation parks throughout the County and its cities (also Community Facilities)	2004	Ongoing	Unlimited	County/ City Staff	SPLOST	UNDERWAY. 60 acres of land was acquired on Fears Road near Rutledge Georgia for a new county Parks and Recreation facility. Through the use of public funds and grant sources, preliminary site planning has been done; an entrance road is under construction; fencing has been installed along the road frontage and signage has been ordered. There is still more work to be done. This item has been moved to the 2009-2013 STWP.
Natural & Cultural Resources 4	Formally designate important corridors within and gateways to the County as identified in the GreenPrints Plan and develop and adopt standards and guidelines for setbacks, landscaping, tree removal, curb cuts, etc. (also applies to Land Use)	2004	2006	\$20,000	County Planning Staff / Consultant / Morgan County Conservancy	Local, Grants, Donated Labor	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed many of these items. There is still more work to be done. This item has been moved to the 2009-2013 STWP.
Natural & Cultural Resources 5	Develop a county-wide greenway to link important greenspaces in the County and provide habitats for native flora and fauna.	2005	Ongoing	Unknown	County Planning Staff, and Citizens and Citizen Organizations	Local Funds, Grants, Donated Labor	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 6	Work to protect and increase the level of tree cover in Morgan County through continuation of tree planting programs and the development of appropriate ordinances.	2004	Ongoing	\$2,000 +/- for ordinance (s)	Municipal and County Staff, Individual Citizens, Morgan County Conservancy, Consultant	Local Funds, State Funds, Grants	COMPLETED. A tree protection ordinance was adopted by Morgan County in 2005.
Natural & Cultural Resources 7	Educate citizens about the need to protect green and open space, viewscares, and gateways.	2004	Ongoing	N/A	Morgan County Conservancy	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 8	Develop regulations to help retain and attract new low intensity, land extensive land uses (e.g. tree farms, pick your own orchards and farms) in the County.	2004	2004	\$2,000	County Planning Staff / NEGARDC / Chamber of Commerce	Local Funds and Grants if available	UNDERWAY. County Planning staff and the Agri-business Committee of the Chamber of Commerce have implemented several programs targeted at increasing awareness of the roles these types of businesses play in the county. Staff is working on revised zoning regulations for the agricultural zoning district to be adopted in 2009. There is still more work to be done. This item has been moved to the 2009-2013 STWP.
Natural & Cultural Resources 9	Develop and adopt regulations that promote conservation of water.	2005	2006	\$2,000	County Planning Staff / Consultant / NEGARDC Staff	General Funds	UNDERWAY. A review of the monitoring programs for all water resources in Morgan County was initiated in 2008, and a program is under development to implement new water quality monitoring measurements. This plan will be presented to the Board of Commissioners for their consideration in 2009.
Natural & Cultural Resources 10	Promote the conservation and protection of as much of the Apalachee River flow as possible and acquire conservation easement or recreation access to as much of the river as possible in order to protect the water and protect surrounding land from development.	2005	2006	Unknown	County / Local Environmental Organizations	Local Funds / State Funds / Grants	UNDERWAY. A plan to survey and identify key access points along the Apalachee River was initiated by county staff in 2008. There is still more work to be done. This item has been moved to the 2009-2013 STWP.
Natural & Cultural Resources 11	Research the ramifications of water importing for accelerating or limiting development within the County.	2005	2005	N/A	County Staff / NEGARDC Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 12	Investigate the ability to develop "safe yield" data for hydrologic conditions in the County.	2005	2007	N/A	County Staff with assistance from the GA EPF	N/A	UNDERWAY. A review of the monitoring programs for all water resources in Morgan County was initiated in 2008, and a program is under development to implement new water quality monitoring measurements. This plan will be presented to the Board of Commissioners for their consideration in 2009.
Natural & Cultural Resources 13	Continue monitoring the effects of the County's closest landfill on groundwater in accordance with GA EPD guidelines.	2004	Ongoing	\$2,000 / year	State Consultant	SPLOST / General Fund	COMPLETED. This site continues to be monitored and it is currently in compliance with current EPD standards.
Natural & Cultural Resources 14	Coordinate with the governmental entities in neighboring counties to develop protection plans to ensure that water quality is consistent regardless of jurisdiction.	2004	Ongoing	Unknown	County Staff / NEGARDC Staff	General Fund / State Funds / Grants	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 15	Continue participation in the Federal Flood Insurance Program.	2004	Ongoing	N/A	County Staff	N/A	COMPLETED. Morgan County continues to participate in this program. In 2007, planning staff initiated a tracking system to document that F.I.R.M. maps are reviewed by planning staff prior to the issuance of any building permit in Morgan County or its municipalities.
Natural & Cultural Resources 16	Explore participation in Water First, Adopt-A-Watershed, the Georgia SWAP and similar programs.	2004	Ongoing	N/A	County Staff	N/A	COMPLETED. In 2005, a representative of Morgan County was appointed to the Oconee River Resource Conservation Committee and the Board of Commissioners approved funding for a Watershed Management Agent through a cooperative program funded by the University of Georgia.
Natural & Cultural Resources 17	Explore the need for County-wide water authority or advisory board with representation from each city as well as the county as a whole.	2004	Ongoing	\$10,000	County/ City Staff and/or Consultant	General Funds, State Funds, Grants if available	NOT ACCOMPLISHED. The state chartered water authority continues to be inactive. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 18	Identify and develop measures to protect important wildlife corridors in Morgan County.	2005	2008	\$2,500	County Planning Staff and/or Local Environmental Organizations with assistance from GA DNR	General Funds, State Funds, Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the need for larger buffers around transitional land uses, particularly around riparian corridors.
Natural & Cultural Resources 19	Inventory Programs for the control of exotic, nuisance, or invasive species of wildlife and plants.	2005	2008	\$5,000	County Planning Staff and/or Local Environmental Organizations with assistance from GA DNR	General Funds, State Funds, Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 20	Adopt a county-wide performance standards for nuisance industries and air quality.	2005	2008 Ongoing	\$2,000	City Staff, County Planning Staff and/or Consultant	General Funds / Grants if available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the off-site impacts of various things, including particulate matter.
Natural & Cultural Resources 21	Develop an ordinance to restrict unnecessary idling of diesel tractor rigs at truck stops and other locations within the County.	2005	2008	\$2,000	County Planning Staff and/or Consultant	General Funds / Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the off-site impacts of various things, including noise.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 22	Review regulations related to open burning and limiting the size of controlled burns.	2005	2008	N/A	County Planning Staff	N/A	COMPLETED. Regulations regarding open burning are limited to the months of October – May, and are generally regulated by the Georgia Forestry Department on behalf of Morgan County. Burn Permits are required to be pulled before any open burning during the allowable season.
Natural & Cultural Resources 23	Review and update as necessary noise ordinances setting noise level limits for residential, commercial, and industrial areas of the County and municipalities.	2005	2008	\$2,000	County Planning Staff and/or Consultant	General Funds / Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the off-site impacts of various things, including noise.
Natural & Cultural Resources 24	Develop a permitting system for periodic special events with noise levels in excess of what is normally allowed.	2005	2008	N/A	County Planning Staff	N/A	UNDERWAY. Planning staff is in the process of developing a comprehensive permit to address a variety of special events and temporary uses. This will be presented to the Board of Commissioners as a part of a zoning update in 2009.
Natural & Cultural Resources 25	Develop and adopt outdoor lighting regulations for all area of the County and cities.	2005	2008	\$2,000	County Planning Staff and/or Consultant	General Funds / Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the off-site impacts of various things, including light pollution. City of Rutledge and Town of Buckhead have adopted similar provisions to those of the county.
Natural & Cultural Resources 26	Review and modify as necessary sign ordinances in the cities and unincorporated county.	2005	Ongoing	\$3,000	County Planning Staff and/or Consultant	General Funds / Grants if Available	COMPLETED. Morgan County, Town of Buckhead and City of Rutledge have all adopted revised sign regulations since 2004.
Natural & Cultural Resources 27	Explore the potential for festivals, competitions and other activities, in, on, or based from Lake Oconee and Hard Labor Creek State Park.	2004	Ongoing	N/A	Chamber of Commerce	Chamber of Commerce	UNDERWAY. Planning Staff is working with City of Madison and the Chamber of Commerce to introduce an equestrian themed festival and competition in conjunction with the existing Madison Fest. The first of these events is scheduled for April 2009.
Natural & Cultural Resources 28	Develop and educational program to better inform Morgan County residents of the opportunities available at Lake Oconee and Hard Labor Creek State Park.	2004	Ongoing	N/A	Chamber of Commerce	Chamber of Commerce	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 29	Develop and adopt land use regulations limiting development density along the borders of Hard Labor Creek.	2004	2008	\$2,000	County Planning Staff and/or Consultant	General Funds / Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed many water quality issues, including increasing the required undisturbed buffer around all state waters to 100' on both sides of a stream or river.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 30	Explore the potential for developing a trail along portions of the Georgia Power setback which borders Lake Oconee	2004	2005	N/A	County Planning Staff and GA Power and Consultant	N/A	ABANDONED. This idea was discussed with a citizens advisory group comprised of residents in the Lake Oconee community in 2008. It was not met with a favorable reaction, as many residents feel that should be treated like their private property and should not be trespassed upon.
Natural & Cultural Resources 31	Develop and trail system from Rutledge to Hard Labor Creek.	2005	2006	\$5,000	County Planning Staff, City of Rutledge, GA DNR Staff, and citizen organizations	General Funds / State Funds / Grants is Available	POSTPONED. This project is under consideration as a part of a larger project to connect City of Madison with City of Rutledge along a bike/ pedestrian trail that includes access to various historic and cultural resources along the route of the old Dixie Highway. This has been moved to the 2009-2014 STWP.
Natural & Cultural Resources 32	Continue participation in tri-county initiatives for Lake Oconee.	2004	Ongoing	N/A	Chamber of Commerce	N/A	COMPLETED. Morgan County has worked closely with Putnam County since 2005 in regard to the Kingston at Lake Oconee development. A citizen's discussion group was convened in 2008 to identify issues in regard to land use around Lake Oconee.
Natural & Cultural Resources 33	Hire and train and assistant county archivist in anticipation of the retirement of the current archivist.	2005	2008	Unknown	County Archivist	General Funds / Grants if Available	COMPLETED. The County Archivist retired in 2006 after training his replacement.
Natural & Cultural Resources 34	Cross-reference County resources with other archival resources in the municipalities and unincorporated areas of the County.	2005	2008	N/A	County Archivist	General Funds / Grants if Available	COMPLETED. Through the work of the Resource Preservation Advisory Board, county staff has researched holdings pertinent to Morgan County at the University of Georgia, including the Hargrett Library and the Map Library; the State and Federal Archives in Atlanta, and the Vanishing Georgia Collection.
Natural & Cultural Resources 35	Expand the existing County archives and improve the archival storage facilities.	2006	2008	\$100,000	County Archivist	General Funds / Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 36	Establish a Morgan County historic preservation advisory board with representatives from the unincorporated and incorporated areas of the County	2005	2008	N/A	County and Municipal Staff and Interested Citizens and Citizens Groups	N/A	COMPLETED. The Morgan County Resource Preservation Advisory Board was established in 2006.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 37	Continue to identify and document previously undocumented historic resources in Morgan County and its municipalities.	2004	Ongoing	Unknown	City/County Staff, Individual Citizens, Historical Society, Landmark Society, Consultant	General Funds / Grants if Available / Donated Time and Labor	COMPLETED. Through the work of the Resource Preservation Advisory Board and county planning staff, comprehensive county-wide surveys have been undertaken of historic structures, including an extensive historic cemetery survey.
Natural & Cultural Resources 38	Develop a Map of Morgan County historic resources that can be disseminated to visitors, residents, school groups, genealogists, and others.	2005	2006-w/ continual updates	\$2,500	County Archivist	General Funds	COMPLETED. Maps of historic resources documented by county planning staff, including buildings, structures, and cemeteries, are available through the Morgan County GIS department.
Natural & Cultural Resources 39	Maintain Certified Local Government	2004	Ongoing	\$2,000	County Staff	General Funds	UNDERWAY. Morgan County applied for CLG status in March 2008, and as of the date of this document, approval was still pending with the state office.
Natural & Cultural Resources 40	Participate on the Regional Development Council's Natural and Historic /resources Committee.	2004	Ongoing	N/A	County Staff	N/A	COMPLETED. Morgan County continues to participate on this committee.
Natural and Cultural Resources 41	Explore the developmental incentive programs for preservation of historic resources in the unincorporated and incorporates areas of Morgan County.	2004	2008	N/A	County and Municipal Staff	N/A	COMPLETED. The Resource Conservation Ordinance adopted by Morgan County in 2005 (amended 2008) allows enables the use of tax incentives for qualifying properties under the State's Tax Abatement program for the rehabilitation of structures and Landmark Structure Tax Abatement program.
Natural & Cultural Resources 42	Pursue opportunities to rehabilitate historic structures into housing for seniors and low/moderate income individuals and families. (also applies to Housing)	Ongoing	Ongoing	N/A	County/City Staff and Contractors/Developers	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 43	Develop a program to educate residents, businesses, and public officials about the benefits of heritage tourism.	2004	Ongoing	\$2,500	Chamber of Commerce and/or historical society and landmarks society	Hotel/Motel Tax	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Natural & Cultural Resources 44	Quantify the importance of historic preservation and heritage tourism to the County and its municipalities.	2005	2005	\$5,000	Chamber of Commerce / CVB / Consultant	Chamber and CVB	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

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Morgan County, Georgia**

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Natural & Cultural Resources 45	Develop a program to market Morgan County, the cities and their historic resources as potential filming locations to the movie and television industries.	2004	Ongoing	\$2,500	Chamber of Commerce, Madison Convention and Visitor's Bureau	Chamber and CVB	COMPLETED. Several television pilots and movies have been shot in Morgan County since 2004, including <i>Warm Springs</i> for HBO.
Community Facilities 1	Incorporate bike paths into County Transportation Plan to aid in tourism, recreation and transportation.	2004	2006	N/A	County Planning Staff	N/A	COMPLETED. The East-Georgia Multi-County Transportation Plan for Morgan, Putnam, Greene and Jasper Counties was completed in 2007. The project was a joint effort funded by the Department of Transportation and the four participating counties.
Community Facilities 2	Hire a County Engineer	2004	2004		County Manager	General Funds	ABANDONED. Engineering work will be contracted out on an as-needed basis.
Community Facilities 3	Continue program identifying and replacing aging cross drains that begin failing.	2004	Ongoing	Unknown	County Roads Staff	General Funds / State Funds	UNDERWAY. This project is on-going with no definite date of completion.
Community Facilities 4	Continue bridge/ culvert improvement and upgrade program to meet modern load requirements.	2004	Ongoing	Unknown	County Roads Staff and State DOT	General Funds / State Funds	UNDERWAY. This project is ongoing with the assistance of GDOT as available and with no definite date of completion.
Community Facilities 5	Develop and implement procedures to ensure that all changes to the County road network maps are provided to all affected agencies and GA DOT.	2004	2004	N/A	County Roads Staff	N/A	COMPLETED. The County's road network map is regularly updated by the GIS Department. These updates are provided to all affected agencies.
Community Facilities 6	Formally designate scenic routes as identified in the County's GreenPrints Plan and the Land Use Element of the Comprehensive Plan and incorporate into Tourism Marketing.	2004	2004	N/A	County Road and Planning Staffs / Chamber of Commerce / CVB	N/A	UNDERWAY. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. This item has been moved to the 2009-2013 STWP.
Community Facilities 7	Continue Program to improve roadway signage in Morgan County.	2004	Ongoing	Unknown	County Road Staff	General Funds	UNDERWAY. Road signage upgrades are ongoing. A test program of the installation of way-finding signage for community resources in the county was installed in 2008, and depending on public feedback and budgeting constraints, may be implemented on a wider scale. Signage improvements are on-going with no definite date of completion.
Community Facilities 8	Hire additional road maintenance staff as funding allows.	2004	Ongoing	Unknown	County Manager	General Fund	COMPLETED. Additional staff has been added as needed.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 9	Extend/ Improve water service in Morgan County and municipalities to ensure fire flows of 550 gpm to meet fire fighting needs.	2004	Ongoing	Unknown	City/County Staff	SPLOST	UNDERWAY. This project is ongoing with no definite date of completion. Recent upgrades were made to the water system for the City of Bostwick with assistance from Morgan County and GEFA.
Community Facilities 10	Amend water line extension plans to reflect development recommendations in the future land use plan.	2004	2004	N/A	Local- County/ City Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Community Facilities 11	Conduct a study to determine the feasibility of establishing a County-wide Water Authority to gain economies of scale with cities and reduce operating costs.	2004	2005	\$25,000	Consultant	SPLOST	NOT ACCOMPLISHED. The Water Authority is currently inactive. Moved to the 2009-2013 STWP.
Community Facilities 12	Negotiate a 20 year agreement with a landfill that has adequate capacity, and meets all applicable standards, and is the most economical to ensure proper disposal of the County's waste.	2004	Ongoing	Unknown	County Staff	Sanitation Funds	POSTPONED. A long-term strategy for solid waste will be considered as a part of the 2009-2013 STWP.
Community Facilities 13	Expand and upgrade the County transfer station.	2006	Ongoing	N/A	County Staff if County owned/ operated or Private Company/ Consultant if privately owned/ operated	N/A	COMPLETED. A recycling component for hazardous material was added to the transfer station, which allows for the acceptance and proper disposal of motor oil, household paint and pesticides and used electronic equipment. This facility is available for use only by residents of Morgan County.
Community Facilities 14	Explore the opportunities for and feasibility of establishing a construction and demolition landfill in Morgan County.	2006	2007	n/a	County Staff if county owned/ operated or Private Company or Consultant if privately owned/ operated	n/a	POSTPONED. Moved to the 2009-2013 STWP.
Community Facilities 15	Study the feasibility of combining the county's and Madison's yard waste disposal sites and making them available to non-governmental generators/collectors.	2005	2006	n/a	County staff with assistance from the NEGRDC	n/a	POSTPONED. Moved to the 2009-2013 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 16	Investigate safe and economical system for the disposal of hazardous waste.	2005	2006	Unknown	City and County Staff with assistance from the NEGARDC	Grants and Sanitation Funds	COMPLETED. In addition to the installation of a recycling component for hazardous materials, Morgan County has contracted with a hazmat removal company for the safe removal of motor oil, household paint and pesticides, and used electronics.
Community Facilities 17	Develop a program of curbside collection for recyclables in all area of the County and municipalities where it is economically feasible.	2005	2006	Unknown	County and City Staff / Consultant	Sanitation Funds and General Funds	ABANDONED. This project has been abandoned due to prohibitive costs.
Community Facilities 18	Continue to provide the system of green box waste collection in areas of the County where curbside pick-up is unfeasible/ uneconomical.	2004	Ongoing	N/A	Private Service Provider	N/A	COMPLETED. Recycling dumpsters have been added at all waste collection stations in the county.
Community Facilities 19	Streamline the processes for obtaining all necessary permits for new businesses in the County.	2004	2005 w/ ongoing review	N/A	County Permitting Staff	N/A	COMPLETED. The Morgan County Occupational Tax application was revised in 2007 to facilitate easier review and approval for compliance with zoning. Zoning classifications are reviewed before the issuance of every license, and turn around time for a license is approximately two days.
Community Facilities 20	Re-energize campaigns to promote recycling and waste reduction.	2004	Ongoing	\$1,000 per year	County Staff	General Funds	COMPLETED. Morgan County has been working collaboratively with Keep America Beautiful, an affiliate of Keep America Beautiful to educate and promote waste reduction among the public; two Great American Clean Up events have been facilitated since 2004; "Free Turn-In" events are continued to be offered twice yearly to curtail illegal dumping activities; continue to work with local schools to promote recycling in the classroom by providing recycling containers and a recycling dumpster at each school; free household recycling containers have been provided to residents; promote recycling in all county office buildings by providing recycling containers for paper bottles and cans.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 21	Explore disposal options for municipal solid waste other than landfills.	2005	2006	N/A	County/City Staff	N/A	POSTPONED. A long-term strategy for solid waste will be considered as a part of the 2009-2013 STWP
Community Facilities 22	Implement a mulching program for yard waste that provides the products back to the citizens of Morgan County and its municipalities.	2008	2008	N/A	County/ City Staff and Private Service Provider	Self Supporting Program	POSTPONED. A long-term strategy for solid waste will be considered as a part of the 2009-2013 STWP
Community Facilities 23	Conduct a study of the current waste management in Morgan County to establish which activities are best handled by public or private entities and to evaluate the feasibility of a County-wide waste authority.	2006	2008	\$25,000	County / City Staff and/or Consultant	General Funds	POSTPONED. A long-term strategy for solid waste will be considered as a part of the 2009-2013 STWP
Community Facilities 24	Ensure the continuation of the closure of the County Landfill and monitor the site to ensure compliance with all applicable environmental standards.	2004	Ongoing	Unknown	County Staff	SPLOST	COMPLETED. This site continues to be monitored and it is currently in compliance with current EPD standards.
Community Facilities 25	Hire, train, and adequately equip a sufficient force of police officers to maintain the desired response time for calls.	2004	Ongoing	Unknown	County Sheriff and Madison Police Chief	General Fund/ Grants	COMPLETED. The slow down in the economy has slowed growth in Morgan County and mitigated demand for police protection, which has in turn made it easier to hire to approved staffing levels. The current cost of housing in Morgan County tends to be high, which often results in the hiring of officers outside of the county. Additionally, in-house training of existing officers has been improved.
Community Facilities 26	Add defibrillators to all police cars in the County and its municipalities.	2004	2006	Unit Cost	County Sheriff and Madison Police Chief	General Fund / Grants	COMPLETED. All police cars are currently equipped with defibrillators.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 27	Upgrade security at the Courthouse.	2005	2005	Unknown	County Sheriff and Madison Police Chief	General Fund / Grants	COMPLETED.
Community Facilities 28	Conduct a review of security conditions at all County facilities.	2004	2006	Unknown	County Sheriff and Madison Police Chief	General Fund / Grants	COMPLETED. Security has been added to newer county facilities.
Community Facilities 29	Conduct an assessment of emergency procedures and security measures in the County and its Cities to ensure Homeland Security needs are met.	Ongoing	Ongoing	\$30,000	Local Public Safety Departments/ Consultant	Grants / State Funds / General Funds	UNDERWAY. Several table top exercises with local and state public safety personnel have been conducted in Morgan County since 2004. This project is ongoing with no definite date of completion.
Community Facilities 30	Construct a new Public Safety Complex to house the Sheriff's Office, Jail, 911 Center, EMA offices, courtrooms, and other law enforcement/emergency response facilities in a single complex to enhance coordination between agencies.	2008	Ongoing	Unknown	Local Public Safety Departments/ County/ Contractors	Grants / State Funds / General Funds	UNDERWAY. Morgan County acquired 50 acres with an existing industrial facility in 2007 for the purpose of constructing a public safety center. A project manager has been hired by the county to supervise the conversion of the existing facility to meet county needs. In 2008, a design team was hired to begin to draw up plans for the remodel of the facility, and work continues to be in progress. It is anticipated that the first phase of the project will be complete by December 2009.
Community Facilities 31	Develop an on-going review process of salaries, benefits, and educational requirements of law enforcement agencies in nearby counties and adjust the Morgan Sheriff's Office policies as needed to attract and retain quality personnel.	2004	Ongoing	N/A	Sheriff	N/A	COMPLETED. In house review of these things have been completed, but the Sheriff continues to work with the Board of Commissioners to accomplish these reviews annually. New policies have been adapted to current needs several times since 2004.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 33	Explore adoption of tuition reimbursement program / tuition grant program for use in attracting workers for the County and municipalities, especially the public safety departments.	2008	2008	N/A	Cities, County, Sheriff's Office, Police Department, Fire Departments, EMS, EMA	General Funds	POSTPONED. Moved to the 2009-2013 STWP.
Community Facilities 34	Continue development of Reserve Officer Program.	2004	Ongoing	\$1,000	Sheriff's Office	General Funds	UNDERWAY. A twelve-person unit has been assembled, but training of individuals and the further development of the program continue to be ongoing. There is no specified date for completion of this project.
Community Facilities 35	Implement a program of workplace Spanish.	2005	Ongoing	\$5,000 / year	All County and municipal law enforcement and emergency agencies	General Funds	COMPLETED. Morgan County has recruited employees who are fluent in Spanish, but as of this update, no formal Spanish language program has been established.
Community Facilities 36	Adopt a rolling five-year planning process for budgetary, staffing, and facility improvements/ changes	2005	2005	N/A	Sheriff's Office	N/A	UNDERWAY. Moved to the 2009-2013 STWP.
Community Facilities 37	Explore the adoption of a program whereby citizens can ride along in patrol cars as observers to become more familiar and supportive of officer operations and needs.	2004	Ongoing	N/A	Sheriff's Office and Police Department	N/A	UNDERWAY. This program is currently in development, but a specified date of implementation is undecided.
Community Facilities 38	Consider/ research the benefits of creating consolidated Morgan-Madison Fire Department.	2005	2008	N/A	Morgan County VFD and City of Madison Fire Department	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 39	Secure funding to hire additional paid firefighters for Morgan County.	2004	Ongoing Efforts	Unknown	Morgan County Fire VFD and City of Madison FD	General Funds	COMPLETED. Current staffing levels are sufficient to meet the needs of Morgan County, but additional full-time or part-time personnel will need to be considered as the County grows.
Community Facilities 40	Implement the County's 2003 Fire Station Location Plan.	2004	Ongoing	N/A	Morgan County Fire VFD and City of Madison FD / Morgan County Manager	N/A	COMPLETED. This project has been completed, but it may need to be reviewed as a result of ISO certification evaluation.
Community Facilities 41	Secure equipment for and continue support of dive team.	2005	2005	Unknown	Morgan County VFD	N/A	COMPLETED. Equipment has been updated for the dive team, and continued training opportunities have been provided to members. Currently, a new boat is needed to better accommodate the needs of the team.
Community Facilities 42	Develop and implement a program to recruit minority firefighters	2004	Ongoing	N/A	Morgan County Fire VFD and City of Madison FD	N/A	UNDERWAY. This project has no specified date of completion.
Community Facilities 43	Review the program benefits for volunteer firefighters and augment as needed for retention purposes.	2004	Ongoing	Unknown	Morgan County VFD	General Funds	POSTPONED. Recruitment of volunteers has been difficult. Consideration should be given to implementing an on-call system or increasing monetary stipends for volunteers. However, increasing monetary stipends should also necessitate increasing training requirements for volunteers. This program will be reconsidered as part of the 2009-2019 STWP.
Community Facilities 44	Establish and work to meet standard equipment requirements for all Morgan County Fire Departments compliant with NFPA standards.	2004	Ongoing	N/A	Morgan County Fire VFD and City of Madison FD	General Funds	COMPLETED. Morgan County is compliant with NFPA standards.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 45	Investigate and purchase a ladder truck to enhance fire fighting capabilities for structures 3 stories or higher	2007	2008	Unknown	Morgan County VFD	General Funds	POSTPONED. There is currently not a need for this type of equipment given building height restrictions, but as conditions change, further investigation may be needed.
Community Facilities 46	Add additional dry hydrants needed to maintain County ISO rating at an 7/8	2004	Ongoing	Unknown	Morgan County VFD	General Funds	POSTPONED. As of the date of this Plan Update, Morgan County is awaiting an ISO evaluation to determine any needed improvements to maintain current ISO rating.
Community Facilities 47	Establish and develop a training program for a County-wide GIS system to assist emergency planning and response efforts.	2004	2005	\$30,000	All County and municipal emergency and law enforcement agencies	General Funds	UNDERWAY. A GIS training program was implemented in 2008 to familiarize county personnel with the GIS database. Based on preliminary meetings and feedback from personnel, the GIS department will continue to work with various county departments to coordinate training that suits their specific needs. Expanded IT services, including GIS will be considered in the 2009-2013 STWP.
Community Facilities 48	Establish a combined training program for all County and municipal law enforcement and emergency response agencies.	2006	2007	Unknown	All County and municipal emergency and law enforcement agencies	General Funds	COMPLETED. Several combined training sessions have taken place since 2004 and continued training sessions are ongoing.
Community Facilities 49	Add additional cat and small animal cages to animal control facility.	2006	2006	Unknown	Morgan County Animal Control	General Funds	COMPLETED. Improvements have been made to the current facility in regard to the cat room, and also in adding outdoor runs for dogs inside the rear fenced enclosure.
Community Facilities 50	Evaluate the need for additional staff to fully cover the animal control needs of Morgan County.	2005	2006	N/A	Morgan County Animal Control	General Funds	COMPLETED. Existing staff levels are sufficient to provide adequate service, however staffing levels should be revisited as the county population grows.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 51	Identify grants and other funding sources that can assist efforts to improve the services offered by the animal control department.	2004	2004	N/A	Morgan County Animal Control	Grants	COMPLETED. Morgan County subscribes to <i>Shelter Pages</i> an annual publication that highlights grants which are available to governments and non-profits. Animal Control works closely with Companion Animal Rescue, a private organization to provide for the needs of animals in Morgan County, such as providing the equipment needed to facilitate spay/ neuter clinics.
Community Facilities 52	Plan and install needed infrastructure on Dixie Highway to support future school.	2007 (depends upon School Board Schedule)	2008		Local- County & City of Rutledge	SPLOST	POSTPONED. The Board of Education has not initiated plans to move forward with this project in this location. There is no specified date for the construction of the new school.
Community Facilities 53	Provide support to the Morgan County Extension Office to ensure that it continues to provide excellent services and benefits the County.	2004	Ongoing		Local- County	General Funds / Grants	COMPLETED.
Community Facilities 54	Work with the Morgan County Library to explore the possibility of establishing an information center in Rutledge.	2005	2005		Morgan County Library / Uncle Remus Library System / City of Rutledge	State Funds	POSTPONED. Projects associated with the library, including an expansion and renovation of the facility, are currently on hold due to limited state funding. SPLOST funding has been allocated for library improvements, but there are no immediate plans to proceed until such time as more funding is available.
Community Facilities 55	Identify location for a community/ learning/ conference facility.	2004	2006	N/A	County Manager	SPLOST	UNDERWAY. Morgan County is working with DeKalb Tech to locate a training and education facility in the community. There is no specified date for the completion of this project.
Community Facilities 56	Renovate the Old Senior Center into office space for County Offices	2004	2005	\$100,000	Local – County	SPLOST	UNDERWAY. Work is in progress to renovate this building and should be completed end of 2008/ beginning of 2009.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 57	Renovate the Old Health Department into office space for County Commissioners.	2004	2004	\$45,000	Local – County	SPLOST	ABANDONED. The Board of Commissioners purchased the Creamery Building in 2006 as the administrative office for the Board of Commissioners and various county departments. The old Health Department is being leased to a non-profit agency that supports literacy programs in the community.
Community Facilities 58	Refurbish the County Roads & Bridges shop.	2008	2008	25,000	Local – County	SPLOST	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Community Facilities 59	Continue to implement and amend the County Building Plan as required to keep it current.	2004	Ongoing	N/A	County Buildings and Maintenance Staff	N/A	NOT ACCOMPLISHED. In light of several new property acquisitions by the County, the County Building Plan needs to be completely revised. Moved to the 2009-2019 STWP.
Community Facilities 60	Expand and coordinate the Count's GIS system to combine all information from all County departments into one database.	2004	Ongoing	\$50,000	County GIS Manager	Grants / General Funds	UNDERWAY. A database has been created for all county GIS data that is accessible by all Morgan County personnel. Expanded IT services, including GIS will be considered in the 2009-2013 STWP.
Community Facilities 61	Maintain the computer network among County departments to promote the exchange of information.	2004	Ongoing	\$50,000 / year	County IT Department	General Funds	UNDERWAY. Morgan County created an IT Department in 2008 and has hired two full-time staff to administer the department. The IT Department manages all technology needs of the county, including networks, software, cellular services, and GIS. Expanded IT services, including GIS will be considered in the 2009-2013 STWP.
Community Facilities 62	Upgrade the County financial management system in a manner compliant with the State Chart of Accounts and GASB standards.	2004	Ongoing		County Finance Department	General Funds	COMPLETED. The County's financial management system is compliant with GASB standards.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Community Facilities 63	Develop 5 year operating and capital budgets for the County.	2005	Ongoing	N/A	County Manager	N/A	UNDERWAY. Morgan County currently budgets for county operating funds for one year only, with the exception of SPLOST. The implementation of a program of long-term strategic planning for county government may allow for consideration to be given to longer budgetary horizons for specific projects. Moved to 2009-2013 STWP.
Community Facilities 64	Combine all Constitutional Offices of the County under one personnel plan.	2004	2007	\$10,000	County Human Resources Staff	General Funds	COMPLETED. A new personnel handbook was adopted in 2007, and all Constitutional Offices adhere to Morgan County's personnel policies.
Community Facilities 65	Develop a task force to explore forming partnerships and developing "niche" healthcare services within the tri-county area.	2004	Ongoing		County and City Governments and Hospital Authority staff and representatives for Green and Putnam Counties	Grants	POSTPONED. Moved to the 2009-2013 STWP.
Community Facilities 66	Explore option of acquiring land adjacent to Morgan Memorial Hospital to allow for the expansion of health care facilities.	2004	2005		Hospital Authority		COMPLETED. After considering a variety of options, the Hospital Authority is moving forward with plans to renovate existing facilities on site rather than relocating. At least on additional parcel for the facility expansion has been purchased.
Community Facilities 67	Purchase land and begin development of a County recreation complex.	2005	2008		County Recreation Department	General Funds	COMPLETED. Sixty acres of land was acquired for development of a new park on the western side of Morgan County near Rutledge. Additionally, work has begun on the construction of a new aquatics center on East Avenue near the school complex.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Housing 1	Encourage the development of high quality, affordable housing for households of all income brackets and ages, and those with special needs.	2004	Ongoing	N/A	County Planning Staff	N/A	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the need for affordable housing in Morgan County, and an incentive for the construction of affordable housing as a part of new residential developments was adopted. This project is ongoing with no specified date of completion.
Housing 2	Research and if possible secure available government funding for the construction and renovation of identified low and moderate income housing projects such as Community Development Block Grants. If necessary establish a new authority to administer housing program or hire additional county/ city staff for administration of program.	2006	Ongoing	N/A	County Staff / Private Developers / County Housing Authority (if established)	CDBG Funds / Private Funds	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Housing 3	Amend ordinances and regulations to require an affordable housing component in all new developments where infrastructure exists.	2004	Ongoing	\$2,000	City Staff / County Planning Staff / Consultant	General Funds	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the need for affordable housing in Morgan County, and an incentive for the construction of affordable housing as a part of new residential developments was adopted.
Housing 4	Establish a program of density bonuses for providing affordable housing within the County and municipalities.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed the need for affordable housing in Morgan County, and density bonuses were included as an option in this new ordinance.
Land Use 1	Explore and adopt if appropriate ordinances allowing cluster type development in areas of the County	2005	2006	\$5,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 created several new mixed use districts that allow for cluster design. There is still more work to be done. Moved to the 2009-2013 STWP.
Land Use 2	Strengthen ordinances allowing for overlay districts for the development of mixed use villages and other mixed use developments.	2005	2006	\$5,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 created several new mixed use districts that allow for cluster design, including a Lakeshore Town Center Overlay.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 3	Explore and adopt if appropriate ordinances allowing for flexible zoning for allowable density.	2005	2006	\$5,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue. There is still more work to be done. Moved to the 2009-2013 STWP.
Land Use 4	Revise and amend ordinances restricting development and/ or requiring the submission of resource protection / management plans before the undertaking of development activities that will significantly disturb areas designated as environmentally sensitive such as flood prone areas.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 5	Revise and amend ordinances to prevent the filing, obstruction or destruction of natural drainage areas.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 6	Develop appropriate County ordinances allowing for the development of mixed-use developments implementing traditional neighborhood design within areas of the County designated for growth or "new towns" on the County's Future Land Use Map.	2005	2006	\$10,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 7	Review and where appropriate strengthen codes and ordinances related to construction and design (design guidelines) in order to preserve the high quality and integrity of the built environment.	2005	2006	\$10,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. Planning Staff has been working on a rural design guideline project for unincorporated Morgan County and its small municipalities. A draft of this should be available for review by the end of 2008.
Land Use 8	Review and amend as necessary County and municipal ordinances related to manufactured housing to ensure the compatibility of this land use with surrounding land uses.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 9	Establish Regulations and ordinances that require new development to either be located where required infrastructure is in place or bear the costs of providing any additional infrastructure needed to service the development.	2005	2006	\$10,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue. There is still more work to be done. Moved to the 2009-2013 STWP.
Land Use 10	Develop or revise existing ordinances to require direct pedestrian and where appropriate, vehicular access between new adjacent residential, institutional, office/ professional, and commercial developments.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 11	Develop and institute regulations to mitigate the effects of empty "big box" commercial buildings.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 12	Revise existing ordinances and regulations to restrict industrial and commercial uses with nuisance characteristics to those areas where effects can be mitigated.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 13	Develop or revise existing ordinances to require buffering or transitional spaces between adjacent higher and lower intensity land uses.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 14	Develop or revise existing regulations and ordinances to require when appropriate that all new developments tie into existing adjacent public roadways and be designed as to provide access points to all planned public roadways.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.

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Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 15	Develop or revise existing regulations and ordinances to allow for reduced street widths and right-of-ways for streets in new developments when the streets are designed with a distributed network (grid system).	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 16	Develop or revise existing regulations and ordinances to limit the number of access points and curb cuts on major thoroughfares, arterials and major collector roads by requiring new developments provide for shared driveways, larger frontages, frontage roads other appropriate means in order to maintain efficient traffic flow on the roadways.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 17	Develop or revise existing regulations and ordinances to set consistent standards for the width of landscaping and sidewalk setbacks.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 18	Develop or revise existing regulations and ordinances to establish parking design standards and appropriate limits on the number of spaces.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 19	Develop or revise existing regulations and ordinances to establish appropriate setback requirements for new development along roadways that have a high potential of being widened in the future.	2005	2006	\$1,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 20	Work with adjacent counties to develop restrictions for development around Lake Oconee and the Apalachee River that would threaten the quality of the water, shorelines, or floodplain vegetation.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

**2009 Partial Update to the Comprehensive Plan
Morgan County, Georgia**

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 21	As necessary amend and/or revise existing regulations and ordinances to establish limits on the type and degree of development allowable in groundwater recharge areas.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 22	Develop or revise existing regulations and ordinances to require that all new developments be engineered so that they hold the first inch of rainfall on site and that storm water runoff at build-out is not greater than that experienced prior to development.	2005	2006	\$2,500	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 23	Develop or revise existing regulations and ordinances to establish limits on the intensity and types of development in area where runoff and/or emissions have the potential to adversely affect surface or groundwater.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 24	Review and refine the maps used to define areas of the County considered at risk of flooding and used in the Federal Flood Insurance Program to insure that development requirements in those areas are appropriate to the possible hazards.	2005	2008	\$3,000	County Planning Staff / Consultant	General Funds & Grants if Available	UNDERWAY. The Morgan County GIS Department is currently working with FEMA to revise F.I.R.M. for Morgan County. This will be a long-term project. Moved to 2009-2013 STWP.
Land Use 25	Develop or revise existing regulations and ordinances to prevent water withdrawals related to a development on one site from adversely affecting water availability on adjacent sites.	2005	2006	\$1,000	County Planning Staff / Consultant	General Funds & Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 26	Work towards the goal of permanent protection more than 30% of the county's land area in farmland, natural areas, forests, or parks.	2005	2006	\$2,500	County Planning Staff / Consultant	General Funds & Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

**2009 Partial Update to the Comprehensive Plan
Morgan County, Georgia**

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 27	Develop or revise existing County regulations and ordinances to target at least 20% of the land in rural areas of the County designated for higher density growth as areas to be set aside for permanently protected green or open space.	2005	2006	2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue.
Land Use 28	Implement the GreenPrint plan as guide for a county-wide environmental protection program, in the development of and changes to the Land Use Plan and as a factor in analyzing environmental impacts.	2005	2006	N/A	County Planning Staff and County Commission	General Funds & Grants if Available	UNDERWAY. The GreenPrint Plan is considered in all staff reports for zoning actions. There is still more work to be done. Moved to the 2009-2013 STWP.
Land Use 29	Develop or revise existing regulations and ordinances to require that all new developments contribute to the permanent protection of greenspace and conservation of open space in an appropriate manner such as on-site provision, purchase of development rights and payments to a greenspace fund. Also require that when appropriate land conserved on-site should be available for public use.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 30	Establish regulations and ordinances requiring conservation subdivision design for all new subdivisions.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 31	Establish a permanent program for the perpetual management and protection of land set aside for conservation.	2005	2006	N/A	County and Local Environmental Organizations	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

**2009 Partial Update to the Comprehensive Plan
Morgan County, Georgia**

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 32	Develop or revise existing regulations and ordinances to make available and provide incentives for the use of innovative land management tools such as conservation subdivisions, conservation easements, purchase of development rights and transfer of development rights.	2005	2006	\$10,000	County Planning Staff / Consultant	General Funds, Grants if Available, and Donations	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 33	Work with the local legislative delegation to improve State legislation allowing the use of transfer of development rights in Morgan County.	2005	2006	N/A	County Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 34	Develop or revise existing regulations and ordinances to ensure that new development adjacent to agricultural land does not impinge on the right and ability to continue agricultural activities so long as best management practices are employed.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. The revision of Morgan County's Zoning Ordinance and Development Regulations in 2005 addressed this issue by including a requirement for an agricultural use notice and waiver for new construction.
Land Use 35	Formally designate important gateways to the County as identified in the GreenPrints Plan.	2005	2006	N/A	County Roads and Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 36	Develop or revise existing regulations and ordinances to protect view-sheds along the important corridors and gateways within the County as identified in the GreenPrints Plan.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds, Grants if Available and Donations	UNDERWAY. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms. Moved to the 2009-2013 STWP.
Land Use 37	Develop incentives to encourage those who wish to permanently protect view-sheds along scenic roads.	2006	2006	N/A	County Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

2009 Partial Update to the Comprehensive Plan
Morgan County, Georgia

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 38	Work to acquire fee simple title or development rights to key gateways into the County as a means of protection viewsheds.	2005	2006	Unknown	County Planning Staff	General Funds, Grants if Available, and Donations	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 39	Develop regulations and ordinances to establish appropriate setbacks, landscaping, tree-removal and curb cut requirements for the important corridors and gateways within the County as identified in the Green-Prints Plan.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds & Grants if Available	COMPLETED. Enabling legislation for the designation of scenic viewshed districts was adopted in 2007/08. The Morgan County Resource Preservation Advisory Board is working on a program to survey and identify key elements of scenic viewsheds in preparation for consideration of appropriate control mechanisms.
Land Use 40	Explore the adoption of appropriate setbacks and vegetative buffers for timber harvesting and other land intensive agricultural practices.	2005	2006	N/A	County Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 41	Work to establish links between the important greenspaces in the County.	2005	2006	N/A	County Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 42	Work with the Georgia Department of Natural Resources to identify those habitats that should be linked in order to insure their environmental health and survival of species that reside in them.	2005	2006	N/A	County Planning Staff	N/A	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 43	Develop or revise existing ordinances and regulations to prevent clear-cutting prior to development and require the retention of certain types and / or quantities of trees and specify appropriate canopy levels of either existing or planned trees at the completion of the project.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds and Grants if Available	COMPLETED. A tree protection ordinance was adopted by Morgan County in 2005.

2009 Partial Update to the Comprehensive Plan
Morgan County, Georgia

Project Number	Description	Year Initiated	Projected Year of Completion	Cost Estimate	Responsible Party	Possible Funding Sources	Update
Land Use 44	Develop or revise existing ordinances and regulations to ensure that whenever reasonable possible developments link their conservation lands to those protected green or open spaces adjacent to the development.	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds and Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.
Land Use 45	Develop a program of incentives to protect the significant hardwood forests still remaining in the County.	2005	2006	\$1,000	County Planning Staff / Consultant	General Funds and Grants if Available	COMPLETED. A tree protection ordinance was adopted by Morgan County in 2005.
Land Use 46	Develop or revise existing regulations and ordinances to allow or require as appropriate new developments be developed with distributed road networks (grid patterned).	2005	2006	\$2,000	County Planning Staff / Consultant	General Funds and Grants if Available	NOT ACCOMPLISHED. Moved to the 2009-2013 STWP.

Appendix III: Resource Materials

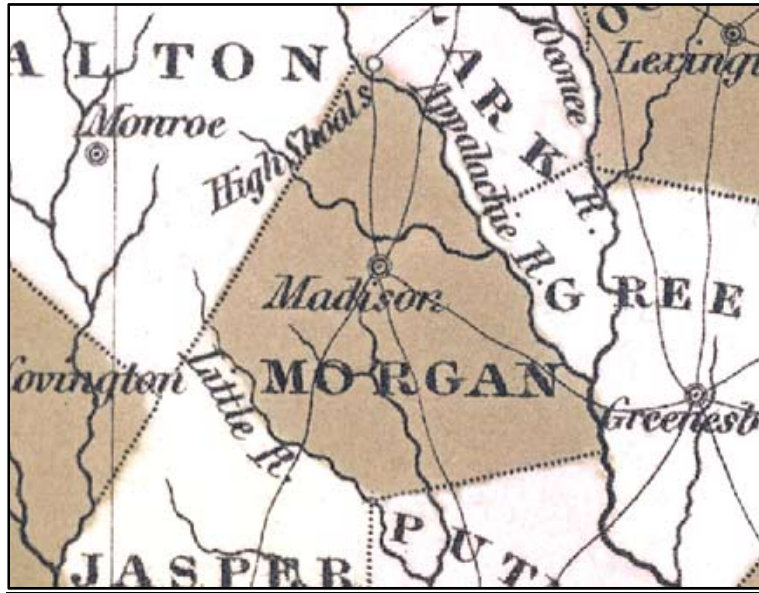


Figure 1 Map of Morgan County, 1822. From the Anthony Finley Co. Map of Georgia, 1822, taken from the Historical Atlas of Georgia's Counties published at the website for the Carl Vinson Institute of Government at the University of Georgia (www.cviog.uga.edu). This map is one of the earliest available that identifies Morgan County.

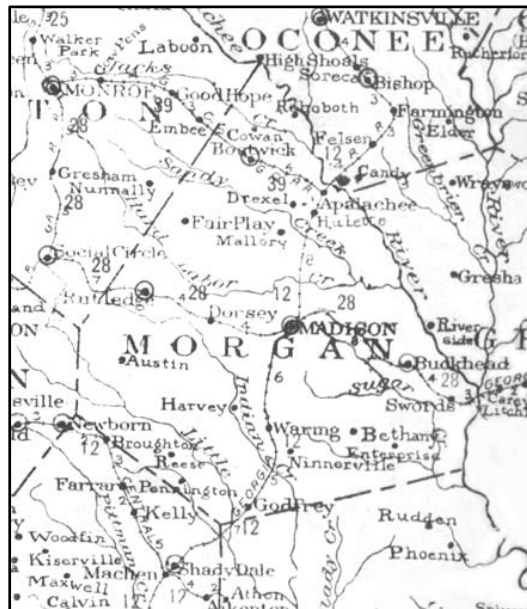


Figure 2 Map of Morgan County, 1915. From Hudgin's Map of Georgia, 1915, taken from the Historical Atlas of Georgia's Counties published at the website for the Carl Vincent Institute of Government at the University of Georgia (www.cviog.uga.edu). This map identifies 24 distinct community centers. Some of the communities continue to function as incorporated municipalities, while others have ceased to be incorporated or have disappeared altogether.

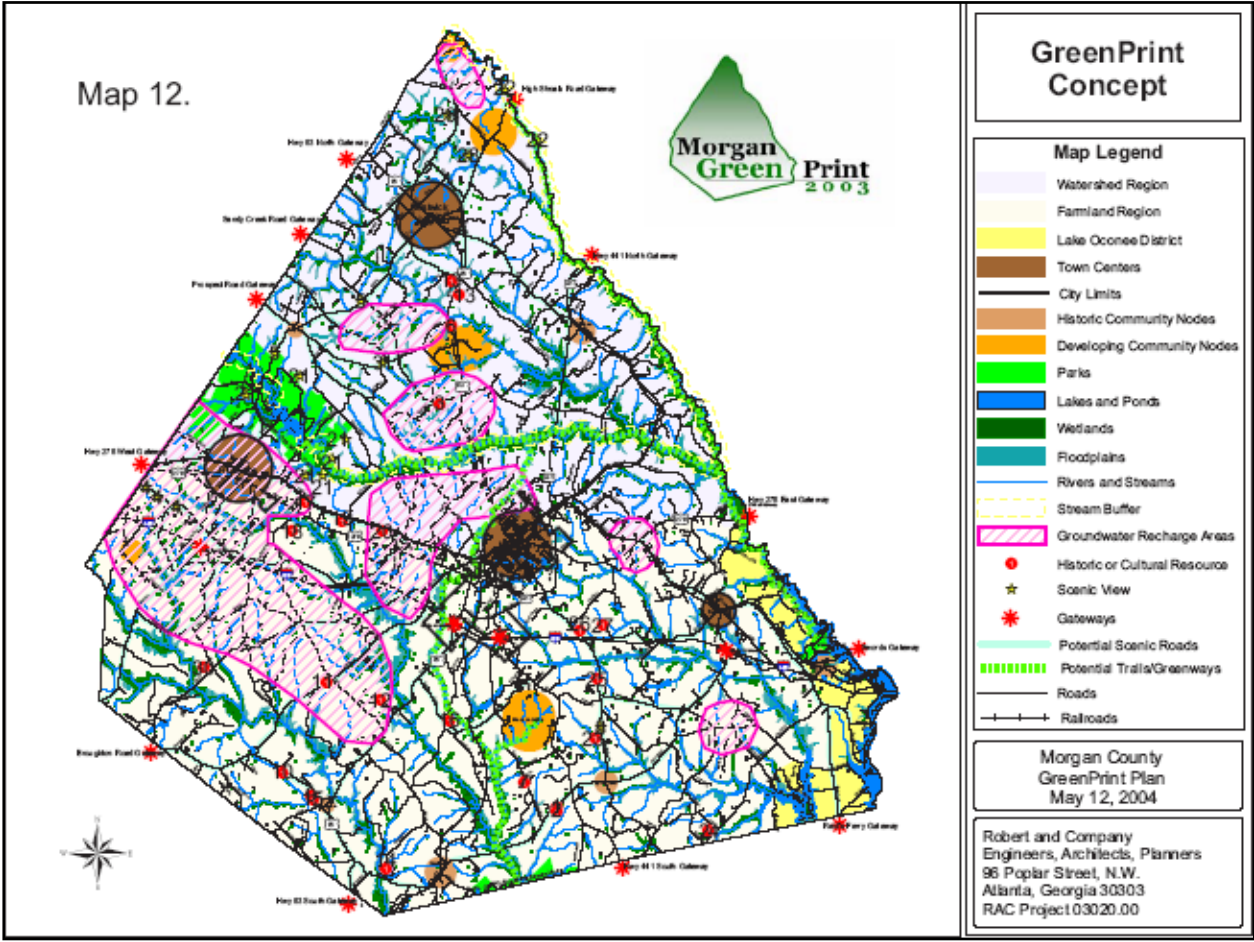


Figure 3 Green Print Concept Map. This map was developed in conjunction with the 2004 Comprehensive Plan Update for Morgan County. It identifies significant natural, cultural and scenic resources. It also identifies emerging community nodes and areas with potential for significant changes in development patterns.

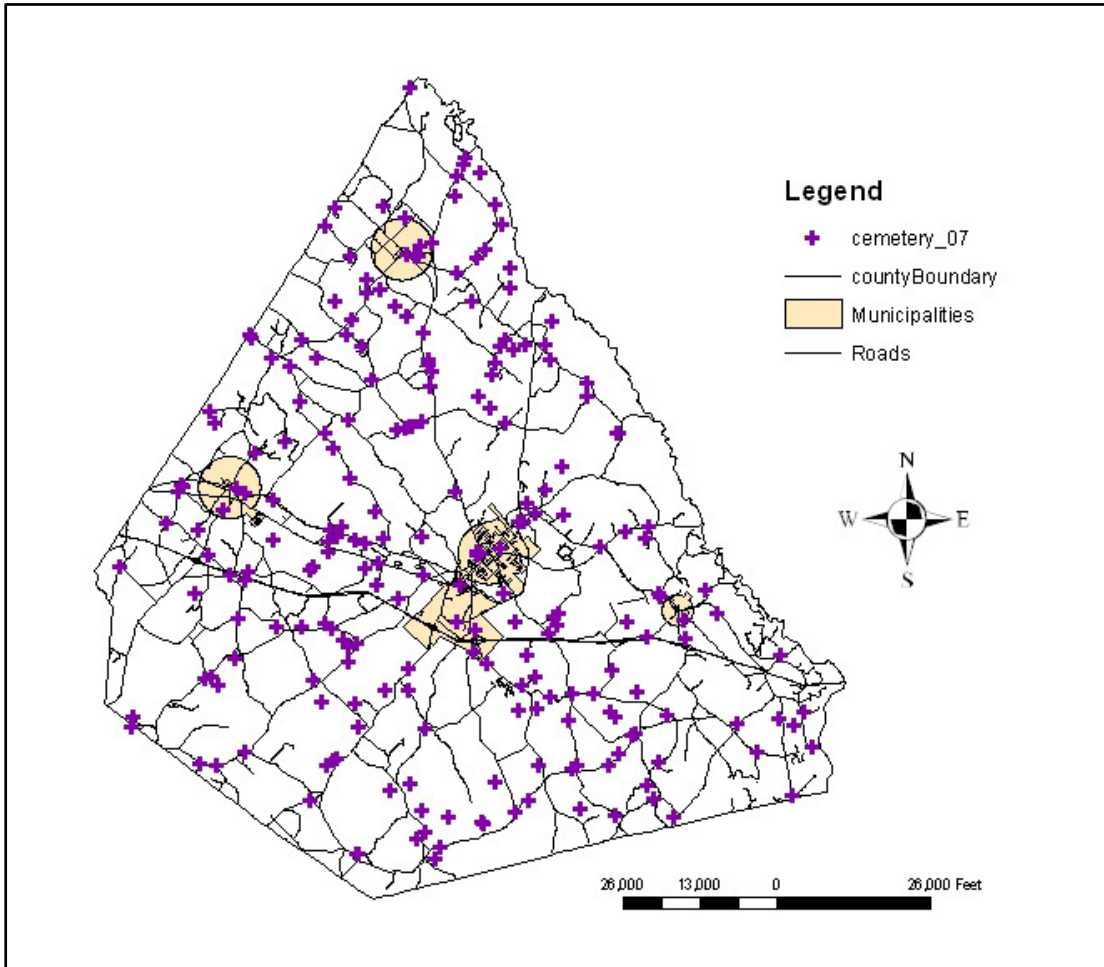


Figure 4 2007 Cemetery Survey. This project identified over 200 cemeteries scattered throughout Morgan County and its municipalities. Many cemeteries were the only tangible reminders of communities and farm complexes that had long since ceased to exist. In this respect, they are invaluable markers of historic patterns of development in Morgan County.



Figure 5 Nolan House. Located at the intersection of Bostwick Highway and Nolan Store Road, this structure is an example of one of the many significant historical resources in the community. A Historic Structure Report was completed on this house in Morgan County in 2005.



Figure 6 Nolan's Store. Adjacent to the Nolan house, this structure was part of a larger agricultural complex that included a gin, tenant houses, barns and other agricultural buildings. A Historic Structure Report was completed on this structure in Morgan County in 2005.



Figure 7 The Cox House. Located near the intersection of Eatonton Highway and Seven Islands Road, this structure is one of the oldest extant houses in Morgan County. A Historic Structure Report was completed on this house in Morgan County in 2006 and it is an example of one of the many significant historical resources in the community.



Figure 8 Rear elevation of the Cox House.

RESOLUTION
Joint Comprehensive Plan
Partial Plan Update

Whereas, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local Governments to prepare a Comprehensive Plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

Whereas, the Comprehensive Plan for Morgan County, Bostwick, Buckhead, Madison, and Rutledge Georgia, adopted September 14, 2004 was prepared in accordance with the Minimum Planning Standards and Procedures; and

Whereas, the Partial Plan Update for the Comprehensive Plan is due to be submitted and approved by the Northeast Georgia Regional Development Center and the Georgia Department of Community Affairs no later than June 2009; and

Now, therefore be it resolved by the Morgan County Board of Commissioners that the 2009 Partial Plan Update to the Comprehensive Plan: Morgan County, dated December 2008, shall be transmitted to the Northeast Georgia Regional Development Center to facilitate the process of Completeness Check, Notification of Interested Parties, Regional Hearing, Review by the Regional Development Center and Review by the Department of Community Affairs in accordance with the standards adopted by the Department of Community Affairs in their Requirements for a Partial Update to the Local Government Comprehensive Plan (March 2007).

Approved by the Morgan County Board of Commissioners, this 3rd day of February, 2009.

MORGAN COUNTY, GEORGIA,
Acting by and through its Board of Commissioners

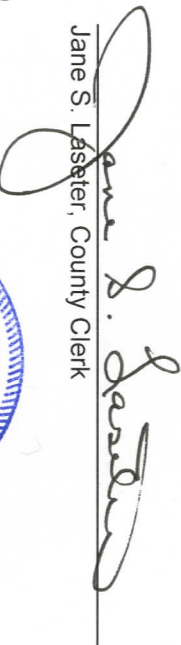

Mack B. Bohlen, Sr., Chairman


Ellen Warren, Vice-Chairman


Andrew A. Ainslie, Jr., Commissioner


Samuel H. Cathey, Commissioner


Donald B. Harris, Commissioner


Jane S. Lassetter, County Clerk

First Reading: January 6, 2009

Second Reading: February 3, 2009



**RESOLUTION
Joint Comprehensive Plan
Partial Plan Update**

WHEREAS, the 1989 Georgia General Assembly enacted House Bill 215, the Georgia Planning Act, requiring all local Governments to prepare a Comprehensive Plan in accordance with the Minimum Planning Standards and Procedures promulgated by the Georgia Department of Community Affairs; and

WHEREAS, the Partial Plan Update for Morgan County's Comprehensive Plan for Morgan County, Georgia, was prepared in accordance with the Minimum Planning Standards and Procedures; and

NOW, THEREFORE BE IT RESOLVED by the Morgan County Board of Commissioners that the Partial Plan Update for the Morgan County Comprehensive Plan dated December 2008, as approved by the Georgia Department Community Affairs is hereby adopted, and furthermore, that the Northeast Georgia Regional Development Center shall be notified of said adoption within seven (7) days of the adoption of this resolution.

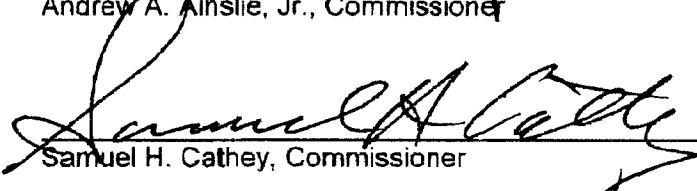
Adopted this 5th day of May, 2009.

MORGAN COUNTY, GEORGIA,
Acting by and through its Board of Commissioners

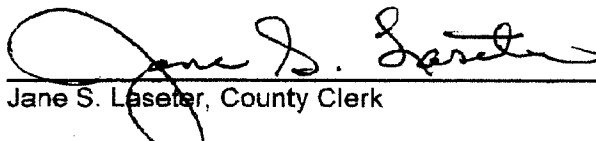

Mack B. Bohlen, Sr., Chairman


Ellen Warren, Vice-Chairman


Andrew A. Ainslie, Jr., Commissioner


Samuel H. Cathey, Commissioner


Donald B. Harris, Commissioner


Jane S. Laseter, County Clerk

