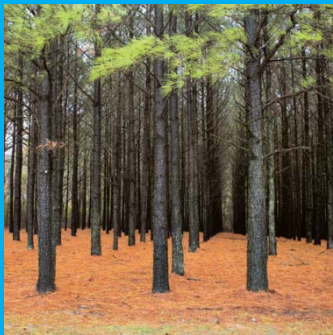


TAKING FLIGHT TOGETHER



A Joint Comprehensive Plan for Dodge County,
Chauncey, Chester, Eastman, Milan, and Rhine, Georgia



August, 2016

Taking Flight Together

A Joint Comprehensive Plan for Dodge County, Chauncey, Chester, Eastman, Milan, and Rhine, Georgia

A Joint Comprehensive Plan for Dodge County, the City of Chauncey, the Town of Chester, the City of Eastman, the City of Milan, and the City of Rhine, Georgia, in accordance with the Georgia Planning Act of 1989 and the Minimum Planning Standards and Procedures established by the Georgia Department of Community Affairs with an effective date of March 1, 2014



Prepared By:

The Dodge County Joint Comprehensive Plan Coordination Committee
The Dodge County Local Governments

Heart of Georgia Altamaha Regional Commission

August, 2016



Dodge County Courthouse



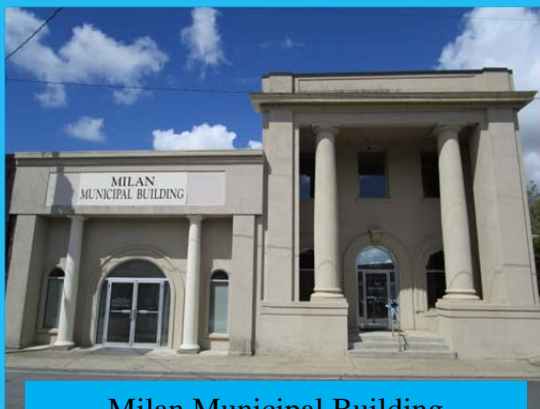
Eastman City Hall



Chauncey Municipal Center



Chester City Hall



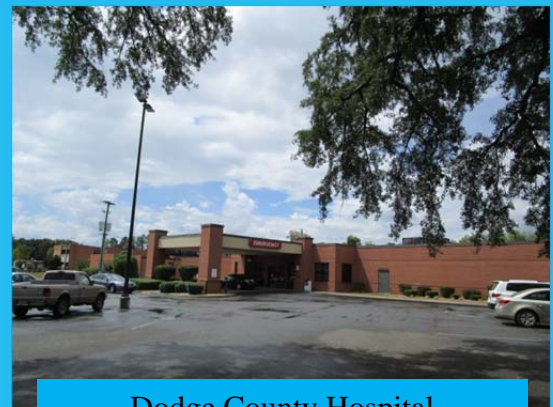
Milan Municipal Building



Rhine City Hall



Model of Stuckey's Store



Dodge County Hospital

Table of Contents

	Page
Introduction and Executive Summary	1
Community Goals	13
Community Vision	14
Chauncey Municipal Description	24
Chester Municipal Description	27
Eastman Municipal Description	29
Milan Municipal Description	34
Rhine Municipal Description	38
Community Goals	41
Long Term Community Policies	49
Needs and Opportunities	56
Needs and Opportunities	57
Economic Development	72
Land Use	82
Community Work Programs	105
Dodge County	106
Report of Accomplishments	107
Community Work Program, 2017-2021	109
City of Chauncey	111
Report of Accomplishments	112
Community Work Program, 2017-2021	114
Town of Chester	115
Report of Accomplishments	116
Community Work Program, 2017-2021	117
City of Eastman	118
Report of Accomplishments	119
Community Work Program, 2017-2021	122
City of Milan	126
Report of Accomplishments	127
Community Work Program, 2017-2021	129
City of Rhine	131
Report of Accomplishments	132
Community Work Program, 2017-2021	134
Maps	
Dodge County Existing Land Use	87
City of Chauncey Existing Land Use	88
Town of Chester Existing Land Use	89

Table of Contents

(continued)

	Page
City of Eastman Existing Land Use	90
City of Milan Existing Land Use	91
City of Rhine Existing Land Use	92
Dodge County Future Land Use	96
City of Chauncey Future Land Use	97
Town of Chester Future Land Use	98
City of Eastman Future Land Use	99
City of Milan Future Land Use	100
City of Rhine Future Land Use	101
Appendix	135
Community Involvement	136

INTRODUCTION AND EXECUTIVE SUMMARY

Taking Flight Together -- The Dodge County Joint Comprehensive Plan is a comprehensive plan prepared under the current Minimum Planning Standards and Procedures of the Georgia Planning Act of 1989 adopted by the Georgia Department of Community Affairs (DCA) first with an effective date of January 1, 2013, and after minor changes, an effective date of March 1, 2014. It is a joint plan for Dodge County and its municipalities – the City of Chauncey, the Town of Chester, the City of Eastman, the City of Milan, and the City of Rhine.

Dodge County is a rural county of about 22,000 persons located in the heart of central south Georgia. The community today boasts an impressive array of top-notch facilities and services which would be the envy of much larger, and even metro, communities. Even more impressive, the community has a progressive, can-do attitude from leaders and citizens alike to work together for continuing improvement and advancement, to adapt to change and move forward, to establish a unique and innovative identity, and to facilitate an extraordinary quality of life in a comforting and scenic rural environment. The community is full of impressive Southern charm and hospitality and yet was founded and named for Northern capitalists. Once the center, and to some degree the foundation, of Georgia's timber industry, the community is now the focal point of Georgia's leading aviation and aerospace education and training university at a world-class level. Once a leading cotton market, the community has evolved into a more sustaining, diverse, and innovative agricultural economy which still contributes prominently to county economic strength and sustains a more healthy lifestyle. Once called the "South's Candy Capital," the community has overcome the loss of the legendary Stuckey's enterprise, and replaced it with an outstanding array and diversity of industry. Once called the "Paris of the South" due to the culture and society fostered by its Northern capitalist founders, the community now has an Arts Guild and Magnolia Music and Medicine Show in a Prairie Home Companion style which is achieving increasing notoriety and attention. Once nationally marketed for its salubrious climate, pure waters, and healing pine air, the community now seeks historic, agricultural, and nature-based tourism. The local airport has left far behind its humble general

aviation beginnings and has been transformed into a facility with extraordinary physical features which accommodates modern business jets, serves as the centerpiece of world-class aviation and aerospace education and research, and attracts complementary and supportive business concerns. Local schools and the hospital boast award-winning facilities and services. All of this and more contributes to an extraordinary community and quality of life for local citizens unexpected in a comforting and overwhelmingly rural area and truly unsurpassed by a community of equal size. Dodge County does not want to rest on its status, awards, or laurels, but truly seeks to utilize technology and cooperation to continue to advance its unique persona, to continue to improve its facilities, services, and quality of life, and to make itself an even better place in which to live, work, recreate, or visit. The community sincerely desires its comprehensive plan and endeavors to facilitate “taking flight together,” a reference not only to realizing its potential with aviation and aerospace, but also to improving itself in every aspect.

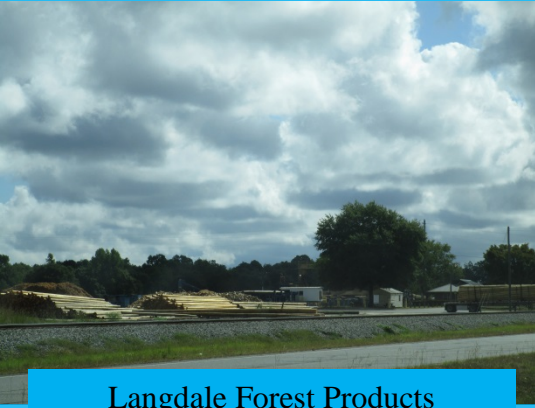
The community continues to improve itself and move forward, nurture its many assets, and build upon its extraordinary amenities and quality of life. Its industry and agribusiness are expanding, and its educational offerings and status are growing. The community continues to invest in education, infrastructure, families, and its culture. Dodge County truly is an exceptional rural community with innovative facilities and services, and a progressive spirit of cooperation. It wants others to see it as a unique, interesting, and especially attractive place for rural living, an opportunity for entrepreneurship and investment; an envious and coveted place to live, do business, work, or visit; and an inspired environment where many can participate and take flight.

While there is much to celebrate and be optimistic about future growth and development within the community, there are issues requiring attention. Over fifteen (15.3) percent of Dodge Countians are 65 or older, compared to about 13 percent in Georgia. More than a fourth (25.9 percent) of the population lives in poverty, compared to 18 percent in Georgia. Incomes overall are low. Per capita money income in the county, as measured by the Census Bureau from 2010-2014, (\$17,771) is about 70 percent that of Georgia (\$25,427). The county median household income for the same period (\$34,812) is also about 70 percent that of Georgia (\$49,342). Unemployment in the county was 8.3 percent, as an annual average in 2015, higher than the surrounding area, and significantly higher than Georgia’s 5.9 percent. Such statistics have

resulted in Georgia still ranking Dodge County as a 2016 Job Tax Tier 1 county. While this ranking is for Georgia's bottom 40 percent or so of counties needing an economic boost, it has the advantage of offering Georgia's largest tax breaks for job creation within Dodge County, and thus a big incentive for business job creator entities and further economic improvement. Dodge County does have significant assets and stimulators to utilize for future growth and development.

The future Dodge County will continue to take advantage of its assets and opportunities, and address its issues. It will continue to be at the forefront of rural exceptionalism and a high quality of life with progressive leadership, and a recognized uniqueness of extraordinary rural Georgia life. The community will be a desired address for both business and residential growth, and an outstanding place to live, work, study, recreate, or visit. Growth will be well managed and guided to locate near the existing infrastructure and services of Eastman, and will be respectful and protective of existing character, and the community's fields, forests, open spaces, and its unique and abundant natural and cultural resources. The community will truly be recognized as an exceptional place and oasis of rural development and life known for its enviable and coveted quality of life, its extraordinary facilities and services, its association with innovative and groundbreaking aviation and aerospace education and research, its balanced agriculture, and its growing economy. Many will enjoy living, working, studying, playing, and doing business in Dodge County, and take flight both personally and as a community.

The current DCA planning standards reduced and simplified requirements seeking to engender local plans more attentive to individual needs and generating more local pride, ownership, and use. This Dodge County Joint Comprehensive Plan was developed with this as an overarching objective. It was intended to be a locally driven plan principally addressing local needs and cultivating widespread community interest, support, and buy-in, while meeting state standards. Even the title of this plan was chosen carefully to stimulate and encourage interest, reading, and implementation. "Taking Flight Together" widely captures reference to Dodge County's rich history, exceptionalism in facilities and services, its outstanding airport, its enviable quality of life, its association with a world-class aviation university, and to its future aspirations. This certainly should generate more curiosity and interest, and hopefully, more ownership and utilization, than the more bland "The Joint Dodge County Comprehensive Plan."



Langdale Forest Products



Old Stuckey Candy Company Postcard



Heart of Georgia Regional Airport



Terry Coleman Center for Aviation and Technology



Magnolia Music and Medicine Show



Eastman Farmers Market

The Dodge County community wants to protect its heritage and rural character; enhance its growing and diversifying economy, utilize its airport and aviation and aerospace educational offerings, conserve its fields and forests and natural splendor; improve its infrastructure; attract new residents and retirees; locate complementary businesses and compatible jobs; utilize and celebrate its natural resources and heritage; and grow tourism, among its guiding aims and principles outlined herein. The community truly wants to be a recognized exceptional bastion of extraordinary rural life and a widely known address for its unique and coveted overall high quality-of-life.

Previous Plans. This comprehensive plan is the third within the County prepared under the auspices of the Georgia Planning Act of 1989. The first was adopted in 1993, and the second in 2010. Both of these previous plan efforts were intensively data and state requirement driven, although local objectives are outlined and portrayed. The second plan does contain some local information which may not easily be found elsewhere and may remain of use. These last plans should remain, at least in hard copy, available from the Dodge County local governments and the Heart of Georgia Altamaha Regional Commission. At the time of this plan preparation, the 2010 plan is available in digital format on the state (www.georgiaplanning.com) and region (www.hogarc.org) websites.

Data. The emergence of the world wide web with its vast data repositories accessible through free search engines allows anyone easy access to significant amounts and a wide variety of data, and profiles of any jurisdiction, including Dodge County and its municipalities. For this reason, this comprehensive plan includes only limited data to depict or illustrate points. The current DCA planning standards actually encourage such non-inclusion of data. Almost any data depicted at a moment in time quickly becomes dated, and maybe irrelevant. The world wide web offers the opportunity of more relevant and up-to-date data at the time of access.

There are a variety of reliable public and private sources of data. Of course, the traditional source of official community data is the U.S. Census Bureau. Data on Dodge County, its municipalities, or any other jurisdiction is quickly accessed at census.gov/quickfacts which provides a summary community profile on many popular data items, and links to even more data.

Another quality source of data is the website, www.statsamerica.org, which provides a compilation of primarily government data on many items for any county in any state of the U.S. The site is maintained by Indiana University in partnership with the federal Economic Development Administration. The University of Georgia maintains a website, www.georgiastats.uga.edu, where county level data for nearly 1,300 variables related to a wide variety of subjects on population, labor, natural resources, government, health, education, and crime can be accessed. The data can be compared to other counties and the state as well as on a historical change basis, among various user options. The data is compiled from *The Georgia County Guide and the Farmgate Value Report* prepared by UGA's Extension Service. The Georgia Department of Community Affairs has available data for cities and counties under "Community Planning Resources," and will also prepare community data reports when requested. The State of Georgia has official labor and economic data and other links to state data at georgiafacts.org. Additional state sponsored economic data is available at www.georgialogistics.com. Excellent overall private data sources include www.city-data.com, and www.usa.com; while www.headwaterseconomics.org is an excellent source for socioeconomic information, including data and interpretation.

Population Projections. The official 2010 Census population of Dodge County was 21,796, up by almost 14 (13.7) percent from 2000's 19,171. This growth was slightly less than that of Georgia's 18.3%, but significantly stronger than that of the national U.S. rate of 9.7%. This relatively strong growth rate meant that Dodge County has shown steady growth since 1970, and is now approaching 1920's population zenith of 22,540. Dodge County's location, its multiple avenues of transportation access, its current industry and economic base, its extraordinary community facilities and services, its outstanding natural and cultural resources, its family-friendly and cooperative attitudes, its progressive and adaptive leadership, and its high overall quality of life portend well for the future. The U.S. Census Bureau estimate for 2015 Dodge County population is only 20,882, down by 909 persons from 2010. This suggests significant local loss and very little current growth, likely lingering fallout from the great recession of the late 2000s. Overall Dodge County is again nearing a high mark in population and has shown significant turnaround from the long period of decline from 1920 to 1970 in county history. Dodge County's location; its rich history; exceptional community facilities and

services; progressive community spirit, leadership, and cooperation; abundant and outstanding natural resources; many fields and pine forests; existing businesses and entrepreneurship; its significant education resources; high quality of life, and easy access to larger metro areas and Georgia's ports are positive factors and influences for continued future growth and development. The 2015 lower Census estimate is just that, and is not a defined long term trend.

While past and present population levels are readily available on the world wide web, population projections are not so easily accessed. The Governor's Office of Planning and Budget (OPB) is responsible for generating official state population projections for Georgia counties. Current OPB projections for Dodge County from 2015 are 21,137 persons in 2030 and 20,861 persons in 2040, essentially expecting a loss of population. The OPB 2040 projection is actually less than the Census 2015 estimate of 20,882. The Heart of Georgia Altamaha Regional Commission (HOGARC) also prepares population projections which have proven to be relatively accurate in the past. HOGARC's population projections for Dodge County, as noted in the 2013 Regional Assessment of its Regional Plan, show significantly higher projection population levels than the current OPB projections. More recent Regional Commission projections, which take into account lower 2015 Census estimates, while showing much reduced growth, do continue to project significant growth. These latest Regional Commission projections include 24,396 in 2030 and 26,417 in 2040. The OPB projections indicating population loss do not seem realistic.

Population Projections, Dodge County

	2010	2015	2020	2025	2030	2035	2040
OPB, 2015	21,796	21,257	21,303	21,253	21,137	20,990	20,861
HOGARC Regional Plan	21,796	22,826	24,077	25,396	26,788	28,256	29,805
Regional Commission	21,796	20,882	22,531	23,445	24,396	25,386	26,417

Sources: State Office of Planning and Budget, 2015, Meaghan Ryan email, 2016; Heart of Georgia Altamaha Regional Commission Regional Plan, Regional Assessment, 2013; Heart of Georgia Altamaha Regional Commission staff projection, 2016.

Coordination with Other Plans. Dodge County has an approved and adopted hazard mitigation plan prepared for the Federal Emergency Management Agency to remain eligible for



Dodge County Agricultural Scene



Dodge County Public Fishing Area Sign



Historic Caboose, Milan



Williamson Mausoleum,
Orphans Cemetery



Downtown Rhine



Downtown Eastman

federal disaster assistance. This Hazard Mitigation Plan's preparation was coordinated with past comprehensive plan preparation. It is clear that the two most prominent hazards facing Dodge County that can be influenced by the comprehensive plan are the hazard mitigation plan goals to reduce damage from flood hazards and wildfire, and thereby protect life and health. The comprehensive plan objectives to conserve the county's river and stream corridors, to maintain healthy working forests and fields (including employing proper management techniques), to improve fire/emergency management and other public safety services, and to enhance growth management/code enforcement regulation are generally consistent with, and offer implementation to, the hazard mitigation plan.

The Dodge County Joint Comprehensive Plan is also consistent with the Heart of Georgia Altamaha Regional Commission's Comprehensive Economic Development Strategy. The Strategy's goals and objectives to develop industrial parks; develop/improve local infrastructure; enhance telecommunications infrastructure; retain existing businesses/industry; attract new industry; and spur non-traditional economic development, like tourism and downtown development, are repeated as principal goals in the Dodge County Comprehensive Plan. The local plan is similarly supportive of espoused state economic goals.

Regional Water Plan and Environmental Planning Criteria Consideration. Dodge County is part of the Altamaha Regional Water Planning Council. The adopted regional water plan, *Altamaha Regional Water Plan* (2011), was considered by the Dodge County Local Plan Coordination Committee and the local governments in preparation of this plan. This local comprehensive plan's objectives to maintain viable agriculture/forestry uses, protect/conservate natural resources, to enhance intergovernmental coordination and government/efficiencies, and upgrade local infrastructure all help implement, and maintain consistency with, the regional water plan. The vision of the regional water plan, "to wisely manage, develop and protect the region's water resources...to enhance quality of life..., protect natural systems..., and support the basin's economy," is inherent in this comprehensive plan's community vision and goals. In the Regional Water Planning Council's 2014 implementation report, Eastman's CDBG for water improvements and Milan's CDBG for sewer improvements were specifically cited as supportive

implementation activities. Other water/sewer improvements in the county's municipalities would also be supportive implementation.

Similarly, the Environmental Planning Criteria were also considered in the development of this comprehensive plan. The local governments of Dodge County, including Dodge County, the City of Chauncey, the Town of Chester, the City of Eastman, the City of Milan, and the City of Rhine, are in compliance with the Environmental Planning Criteria, having adopted implementing, consistent ordinances in 1999. The local governments, with the assistance of the Heart of Georgia Altamaha Regional Commission, adopted the Region's model "Environmental Conservation, On-Site Sewage Management, and Permit" Ordinance.

Consistency with Quality Community Objectives. In 2011, the Georgia Department of Community Affairs changed its Quality Community Objectives to a more general listing and summary of the 10 objectives. These include: Economic Prosperity, Resource Management, Efficient Land Use, Local Preparedness, Sense of Place, Regional Cooperation, Housing Options, Transportation Options, Educational Opportunities, and Community Health.

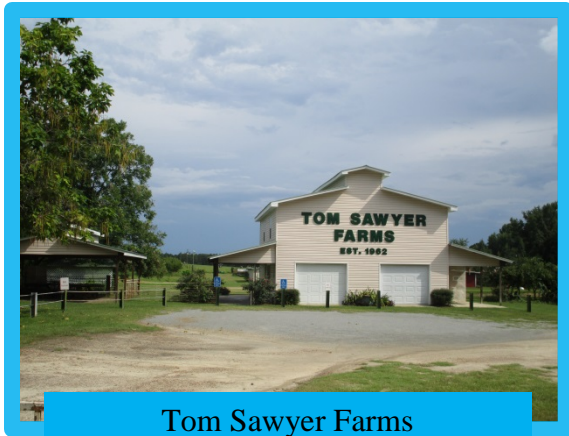
The Dodge County Joint Comprehensive Plan directly espouses (many of) these objectives and therefore, is very consistent with, and supportive of them. This comprehensive plan has goals to achieve a brighter future and better community for Dodge County, which is consistent with a quality community and the DCA Quality Community Objectives. The Dodge County Local Plan Coordination Committee reviewed and considered these Quality Community Objectives at one of its meetings.

Community Involvement. As noted earlier, the Dodge County local governments clearly wanted to take advantage of the new DCA planning standards to develop a broad-based community plan which would involve and excite all concerned, both public and private, with the future growth and development of Dodge County and its municipalities. To accomplish this, they created a steering committee, the Dodge County Joint Comprehensive Plan Coordination Committee, of all local stakeholders who could be envisioned to help guide this plan's development, and make the community a better place to live, work, recreate, and learn. This

committee did include elected and appointed members from the governing authorities, local economic development practitioners, and local government staff, as well as many others concerned with community and economic development and other issues within the entire community. This Coordination Committee had notable participation; was actively involved in the development of all facets of this comprehensive plan; and had numerous opportunities to both help develop, review, and revise all components. The first orders of business at any Coordination Committee meeting were review of any revisions to previous elements based on committee input, and chances to return to and modify earlier elements, if desired. The initial meeting of the Local Plan Coordination Committee included a formal identification of strengths and weaknesses of the community, including opportunities and threats (SWOT analysis). This identification was utilized in developing all plan elements. The general public was offered the chance to participate at the two required public hearings (and with the Coordination Committee, if desired, after the initial public hearing). These hearings were advertised through unique wording to specifically generate interest and participation. The initial public hearing was held near the beginning of the plan development process to explain the process, offer opportunity for further participation, and solicit input on an improved community vision and local issues/opportunities. It also received record participation. Drafts of the committee approved community vision, and issues and opportunities, were placed on community websites for feedback and input. The final public hearing was held after a plan draft was developed and reviewed by the Coordination Committee to allow citizen review, solicit any final input, and inform of pending submittal. A more detailed summary of community involvement is included in an appendix.

“Taking Flight Together” is truly a locally developed guide to, and framework for, future growth and development of Dodge County designed to generate local pride and enthusiasm, to accentuate assets and improve weaknesses, and ultimately bring about a desired future which makes the Dodge County community an improved place to live and work with an outstanding and enhanced quality of life. It is realized that to take advantage of opportunities and to make a difference will take time and considered effort, but it is felt this plan is pragmatic and practical in outlining a course and roadmap for steps and actions which can be achieved and which will move the community forward. The plan continues with delineation of the Community Goals

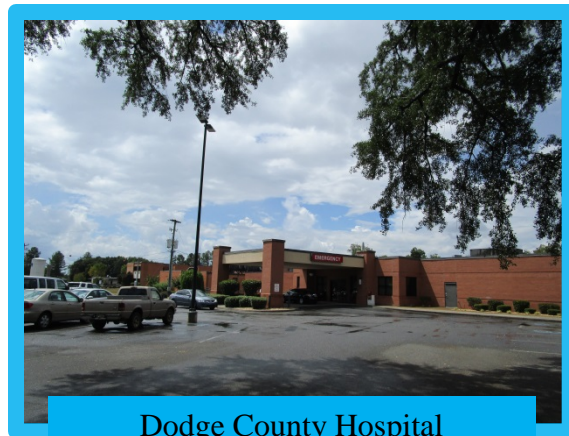
element and a Community Vision which essentially and succinctly summarizes the community's aspirations and plan's objectives.



Tom Sawyer Farms



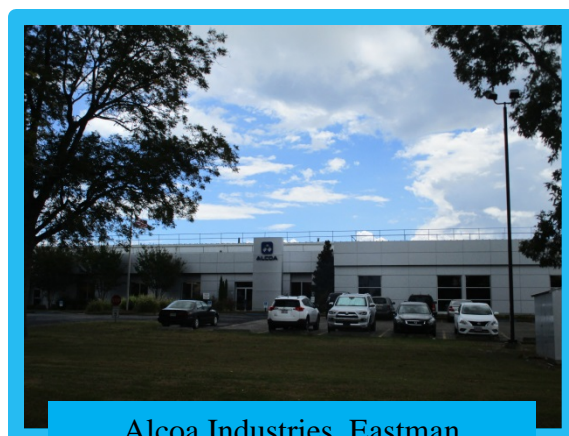
Historic Dodge County Jail



Dodge County Hospital



Dodge County High School



Alcoa Industries, Eastman



Heart of Georgia Regional Airport

COMMUNITY GOALS

The Community Goals Element is described in the State Minimum Standards and Procedures for Local Comprehensive planning as the most important part of the comprehensive plan. It is a concise summary of future community desires and wishes, and is an easily referenced roadmap for community leaders and all concerned with growth and development of the community and its future. The Dodge County Joint Comprehensive Plan includes three of the four possible components detailed in the Minimum Standards for the required element. These include: a general Community Vision, separate municipal descriptions/visions, listing of Community Goals, and a description of Long Term Community Policies. These components seek to paint a picture of the desired future community, and answer the planning question, “Where does the community wish to go?” To some degree, the Long Term Community Policies also outline guidance strategy of, “How are we going to get where we desire to go, and also, what do we desire for other development parties to pursue?”

COMMUNITY VISION

Dodge County is a rural county of about 22,000 persons located in the heart of central south Georgia. The county has five current municipalities with the largest, Eastman, serving as its county seat. Eastman has a population of about 5,500 persons, and serves as the social, governmental, educational, commercial, industrial, and civic center of a unique, innovative, and progressive community. Other county municipalities full of charm and hospitality include the small towns of Chauncey, Chester, Milan, and Rhine. While the entire county can trace its beginnings to natural resources and railroads like many in Georgia, Dodge County is noted for its uniqueness in name, history, development, community involvement and leadership far beyond what is expected in a rural area. Although the general decline of railroads as the principal transportation mode, the boll weevil, the Great Depression, and the decline of textile and candy manufacturing have all delivered major setbacks to the county, the community has always exhibited the resolve, cohesiveness, and determination to not be satisfied, but to adapt and move forward. The community boasts many surprising facilities and services, including an impressive airport and world class aviation university; outstanding industry; and is still served by an active Class I railroad. The result today is a rural community which continues to advance forward with community investment, progress, and leadership that brings attention, note, and innovative advancement to itself.

Dodge County today boasts of exceptional community facilities and services which have been described as seemingly “strikingly out of place (unexpected) in (a) small town some 50 miles south of Macon.” The community boasts a thriving hospital of 94 beds offering state of the art equipment and many advanced services, including a critical care unit, all especially unusual today for a rural area. Appropriately, Dodge County Hospital has been recognized as one of the top ten rural hospitals in Georgia. The local school system has new, modern schools which are rated highly by the state, and have even received national recognition from *U.S. News and World Report* as a medal winning “top Georgia high school.” The dedication and leadership to achieve such lofty rankings are seen in the system’s mission “D.O.D.G.E. – Dedicated to Our Desire to Graduate Everyone,” its vision of “success leading to graduation is a portal to lifelong learning,”

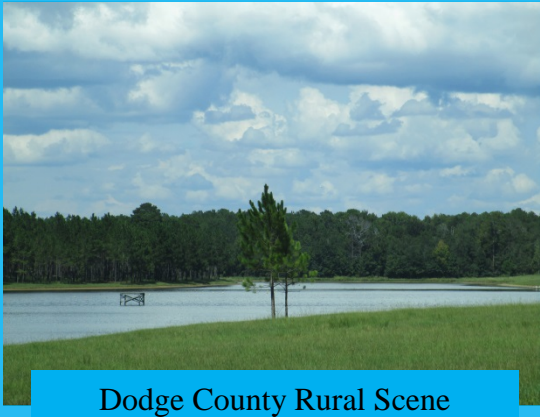
and the achievement of “Distinguished School Board” status from the Georgia School Board Association in recognition of best practices in school governance and leadership.

Outstanding community facilities and services of high quality are not the only unexpected finds in Eastman and Dodge County which contribute to an extraordinary quality of life not often seen in a small rural town. The community is surrounded by an appealing and relaxing, always green landscape with great natural beauty and abundant outdoor recreation opportunities. The closeness and calming of the attractive and ubiquitous open spaces is matched by the caring leadership and civic involvement of its people. There are numerous churches of many faiths and a number of active civic organizations. The very active Eastman-Dodge Chamber of Commerce is located in a new modern office at the southeastern edge of town, and has as its stated purpose that it “exists to advance the civic and economic well-being of our members and their community.” The Chamber and community have also developed an adjacent conference center usually not found in a town of Eastman’s size. This modern facility offers state-of-the-art technology, 10,000 square feet of event space, and catering capabilities. Culture is also valued within the community. The community has a well-organized local Dodge Arts Guild which has spearheaded efforts to restore and refurbish the downtown 1942 Magnolia Theater for community use and regular events. Since 2008, the Arts Guild has produced a family-friendly entertainment show styled after an old-time radio broadcast based around a traveling medicine show. The Magnolia Music and Medicine Show, held every two months at the refurbished historic Magnolia Theater, pairs featured up-and-coming artists, local talent, and comedy. The show has been described as a “rough-hewn cross between *A Prairie Home Companion* and the *Grand Ole Opry*,” primarily with robust, thoroughly entertaining fun for all. To complete the ambience, the production is broadcast live on a local radio station. The Magnolia Music and Medicine Show is attracting more and more attention and notoriety. Grammy-winning musicians have already performed, and the production is now promoted on the official Georgia tourism website. The show only furthers the uniqueness and unexpected qualities of the community, and provides both educational and cultural opportunities for its local citizenry and visitors alike.

Post-secondary education has also been deemed important to the community, and now directly influences and supports an important and growing component of the local economy and

the community vision. A centerpiece of community pride is the Heart of Georgia Regional Airport located a few miles north of downtown Eastman, but which has been annexed for outstanding service provision into the City. This airport provides an unexpected national gateway with a nearly 6,600 foot runway, a 12,000 square foot terminal, a FAA controlled air control tower, precision instrument approaches, and other facilities which rival those offered in much larger metro areas. Adjacent to this extraordinary air facility, is a 22 acre campus of Middle Georgia State University. Having started out as a technical college, this campus has evolved into Georgia's only public university campus primarily providing aircraft and aerospace offerings. Several hundred students learn how to fly, repair each component, or guide airplanes for safe takeoffs and landings, as well as construct their components, or manage the business aspects. The aviation university has also established an institute for aerospace research which has helped develop experiential advanced composites for many uses and an innovative acoustic device to keep birds away from airports. Such groundbreaking development has evolved into a noted research and assembly laboratory producing real-world, and even other-worldly, products. The university laboratory has assembled parts for NASA's \$1-billion James Webb space telescope, to be launched to deep space far beyond earth. The university has also helped NASA develop wings and fuselage for a Short Take-Off and landing (STOL) capable unmanned drone. Middle Georgia State University's Eastman Aviation Campus is truly helping the community take flight and achieve a remarkable reputation and status in the aerospace world. Middle Georgia State University has been joined in offering postsecondary education opportunities locally by Georgia Military College, which opened an Eastman campus in August, 2016.

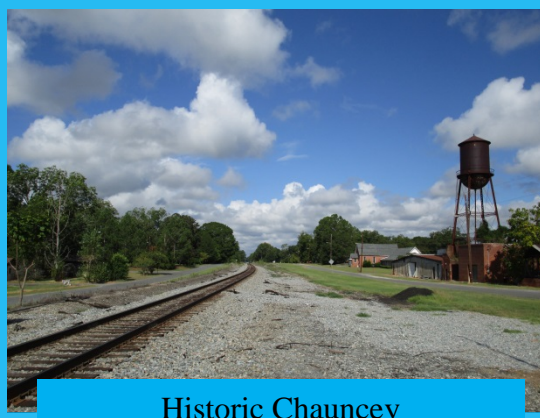
The Heart of Georgia Regional Airport and the outstanding aviation university's efforts are also reaping economic development benefits for the community. Several growing aviation-related businesses have located next to the airport. These include a metal fabrication company which produces precision sheet metal and machined parts for aircraft manufacturers; an aircraft coatings company which applies high-quality paint and finish coatings for aircraft parts; and a metal heat treating company which provides services to the aerospace industry. It is easy to see the high ceiling potential for the airport, aviation university, and related industrial and business expansion. The community has recently purchased additional lands adjacent to the airport for further industrial development use.



Dodge County Rural Scene



Dodge County Agricultural Scene



Historic Chauncey



Dodge County Courthouse



Magnolia Theatre, Eastman



First United Methodist Church, Eastman

Dodge County has a unique history dating to establishment in 1870 because of economic and population growth emanating from the burgeoning lumber and railroad industries. Much of the land was purchased by northern capitalists, William E. Dodge and William Pitt Eastman. One of the largest sawmills in the world was established near Eastman in 1881. Dodge was president of both the Macon and Brunswick Railroad and the Georgia Land and Lumber Company. He is credited with being one of the pioneers of Georgia's timber industry. The importance of natural resources and the lumber economy were further evidenced by the donation of land for the town of Eastman and the courthouse by W.P. Eastman, as well as the construction of the county's first school in a remarkable one week timeframe in 1873. W.E. Dodge actually paid for the first courthouse, and again with uniqueness, it was situated in a circle and not the traditional courthouse square. Mr. Dodge also helped expand the economy to tourism early on in 1876 by building the Uplands Hotel as a winter resort for travelers from northern climes. This unique interaction of entrepreneurship, natural resources, and quality of life led to Eastman being known as the "Paris of the Wiregrass" due to the high degree of culture. Dodge County's population grew from less than 1,000 in 1870 at establishment to over 5,000 in 1880, and nearly 12,000 in 1890. The population actually peaked in 1920 at over 22,500, but has shown steady growth over the last half century and again is nearing a new zenith.

William Pitt Eastman and William E. Dodge, who were instrumental in bringing the Macon and Brunswick Railroad, the lumber industry, booming development, and even social disruption in early county history, were not the only northern industrialists who left historical imprints on the county and elsewhere. G.V. Gress built one of the largest sawmills in the South at the time in the then town, and now unincorporated Dodge County community, of Gresston in 1883. This sawmill also included a large dry kiln plant which was among the first in the South and helped establish the market for kiln-dried boards. Gress later lived in Atlanta, and donated to the city both its Zoological Garden and the famous Cyclorama of the Battle of Atlanta. Chauncey was named for a Mr. Chauncey of New Hampshire who promised to erect a town church, but died before it was accomplished.

The decline of the railroads as the principal transportation mode and the clearcutting of virgin yellow pine forests with the extensive lumber industry led locals to again adapt and

transform the economy to cotton and turpentine production. The boll weevil and the Great Depression closed that door, and another one opened as a new chapter in Dodge County development. It was again natural resources, entrepreneurship, and leadership which led W. Sylvester Stuckey to establish a pecan business in the 1930s, and later in the 1940s a candy plant, which grew into a nationwide business, Stuckey's. This led Eastman to once be known as the "Candy Capital of the South." The business expanded beyond pecan log rolls and other candies to a nationwide franchise of roadside stores with a well-recognized teal blue roof, and a beloved and iconic status in American roadside history. The Stuckey's business and the vision of W.S. Stuckey are also responsible for the establishment of the local, now Heart of Georgia Regional Airport in 1966. This renowned chapter in Dodge County history is also given the distinction of transforming and marking the shift of the county's economy from agriculture to a more diverse one with a significant manufacturing presence. This shift did not eliminate farming and forestry from the county, as this sector continues to provide more than \$69 million in direct farm gate value, and rank near the top third of Georgia counties in economic impact from farming and forestry. The community continues to value agriculture, its economic and social impacts, and its contribution to a high quality of life. The community opened a Farmers Market for greater local access to locally grown and made farm-fresh vegetables and products on the Courthouse grounds in 2016. There is also an ongoing effort to develop a thriving local aquaponics industry centered in Milan.

Natural resources beyond the still vast county open spaces of fields and forests have also been important to county history, appeal, and quality of life. Dodge and Eastman, the railroad and lumber magnates, also attracted many tourists to Dodge County by tirelessly promoting the sun-filled climate, year-round relatively warm temperatures, and the health benefits of pine tree resin and local artesian waters. The mysterious, peaceful, and wild waters of the Ocmulgee River has been long important and life-sustaining to Native Americans, European explorers, early pioneers, and early commerce in all of county history. Abundant outdoor recreation adventure has long been a hallmark within the county. A local history in 1932 noted popular historic Dodge County recreation grounds such as Bishop's Grove, Home's Mill, Aucheehatchie, and Daniel's Mill. These areas were described as tranquil picnic groves located in spectacular savannahs of large trees often close to peaceful waters. Amoskeag Lumber is said to have utilized its log trains

to transport Sunday Schools for free, at times almost the entire population of Eastman, to Home's Mill for a day of simple pleasure and recreation. Jay Bird Springs, still in existence today as a Christian Ministry, was especially popular for both locals and out-of-state visitors alike for its crystal clear artesian waters with acclaimed curative and rejuvenating powers.

Even today, the natural resources of the community provide tremendous attraction, expansive outdoor recreation opportunities, and significant quality-of-life contributions. These include the scenic Ocmulgee River and its boat landings and the newly organized Ocmulgee Water Trail Partnership; the 104 acre lake at the Dodge County Public Fishing Area; McCranie Quail Plantation; Tom Sawyer Farms, where fresh peaches, strawberries, and blackberries are available; and Bittersweet Retreat Nature Tours, which proffers relaxing private guided tours of famous pine and hardwood forests, and the hammocks, sloughs, swamps, and wildlife of the relaxing Ocmulgee River floodplain. There are other unique facets to Dodge and Eastman history, including the Devil's Den, Jefferson Davis and Civil War History, Tempest Storm, and Mr. Angel, the University of Georgia's first bulldog mascot. The community has long exhibited the leadership, entrepreneurship, cohesiveness and adaptability to endure change, transform itself, and progress forward with renewed dedication and vigor.

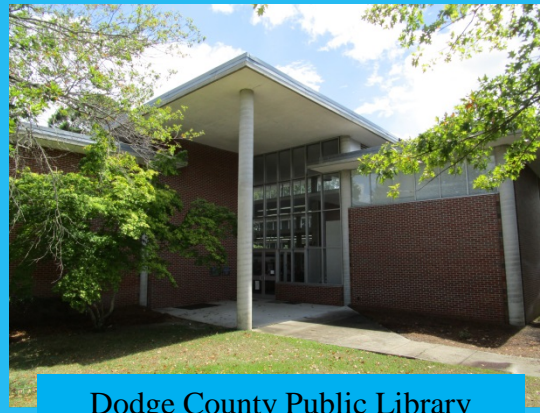
Dodge County's population and economy have seen slow, but steady, growth since its modern nadir of 1970 (15,658) to its current approximately 22,000 level (21,796 in 2010). This growth has again occurred because of industry (diverse manufacturers including Alcoa Architectural Products and Mondi Bags totaling nearly 1,000 jobs), strategic location (intersection of U.S. Highways 23 and 341, access to I-16 and Macon and U.S. 280, and centrally located approximately two hours away from Georgia's Savannah and Brunswick ports and Atlanta's international airport), natural resources (Ocmulgee River, Dodge County Public Fishing Area), educational facilities (new schools, the Middle Georgia State University Aviation Campus, and Georgia Military College), the Heart of Georgia Regional Airport, and other community facilities. The community now views avionics and agriculture as the important keys to its future, and is truly dedicated to further improving its many attractive, unique attributes, and to taking flight together in more ways than one.



Heart of Georgia Regional Airport



Middle Georgia State University,
Eastman Aviation Campus



Dodge County Public Library



Georgia Military College,
Eastman Campus



Eastman Diversified Industries



Eastman-Dodge County Chamber
of Commerce

Dodge County sees its current and future self as a unique growth center of Southern charm and diverse economic growth centered around outstanding community, educational, and industrial resources, but offered in a dramatic backdrop of interesting, tangible history, and inviting natural resources and outdoor landscape. Agriculture/agribusiness and forestry will remain mainstays. Industry and entrepreneurship will be innovative, well-served, and supported. The community will be a national leader in avionics education and industry because of the Middle Georgia State University Aviation Campus, and the Heart of Georgia Regional Airport. The community will expand on this opportunity by establishing pilot career/cooperative programs at local schools and seeking related industry and entrepreneurs. Local community facilities will be first-rate, including outstanding schools, an innovative hospital known for quality and services far beyond a rural level, top-notch fire and law enforcement departments and other services in the rural parts of the county, unique and accomplished recreational facilities, biking and hiking trails, and other access to outdoor adventure and local natural resources. The community will have enhanced and more developed retail and entertainment sectors and facilities with greater variety. Improved aesthetics will be a focus and part of the community culture, resulting in the appearance of a well kempt and respected town with quaint, rehabilitated historic properties, gleaming new ones, and a litter-free environment. The unique history of the county will be told through well-preserved landmarks, revitalized downtowns, active tourism promotion, resident and retiree attraction, hospitality development, and interpreted sites. There will be promotion and support of forestry and agriculture, both through viable agricultural, agribusiness, and forestry enterprises and active agri-tourism, as well as protection of the county's rural character and outdoor landscape. There will be greater access to the Ocmulgee River, Dodge County Public Fishing Area, and other natural resources of the county.

Eastman will remain the principal center of commercial, governmental, social, educational, and civic life in the county, although the small towns will be vital centers and nodes of activity and services for rural Dodge County, and desired destinations. Intense commercial, industrial, and other high-density uses will concentrate in or near Eastman in the Greater Eastman Growth Area, primarily because of infrastructure availability and the existing concentration of growth and its support structure. Additional retail, hospitality, entertainment, and other public and private services facilities and infrastructure will be added to appropriately

serve the population, tourist sector, and the resulting economic growth. This will further improve the levels of service and the overall quality of life.

The small towns of the county will be thriving, growing villages with expanded community facilities as necessary to attract further growth and support the populace. The small towns will be further examples of preserved history in a modern, functional setting, adding additional dimension and character to the outstanding quality of life in Dodge County.

In sum, Dodge County will be a unique example of a rural growth center utilizing its history, character, charm and natural resources to support a 21st century economy of innovative industry and special educational opportunities with outstanding community facilities and an unparalleled quality of life. The community will be a nationally known center of aviation, avionics, and aerospace training, research, and manufacturing. In a return to its roots in some manner, Dodge County will again be known for its commerce and industry, location, transportation resources, natural resources, and tourism. There will be new chapters of innovation, history, and uniqueness written to join and further highlight the fascinating and visible facets of unique past endeavors, and the vivid natural tapestry of the county's rural landscape. The community will truly continue to take flight together and further enhance its reputation as an exceptional center of progress and quality of life, truly unsurpassed and unexpected in a beautiful rural setting. Dodge County will maintain its uniqueness in level of services, economic development, education, and other facets of an outstanding quality of life. The community will be a thriving, growing, truly special rural place which will be very attractive for living, working, doing business, visiting, or recreating. The entire Dodge County community will continue to take flight together to improve itself, to add to its already exceptional quality of life, to extend its reputation for unexpected uniqueness, and to bring about an improved, better, and more prosperous future.

Chauncey

Description

The City of Chauncey is a small community of about 325 persons located in southeastern Dodge County along U.S. 341 and Georgia Highway 165. The picturesque hometown is the location of a still thriving Langdale Forest Products pole plant. Chauncey was established as Station Number 12 on the Macon and Brunswick Railroad in the late 1860s. Its early history was very much associated with the burgeoning timber and turpentine industries. It is said to have been named in honor of a timberman from New Hampshire who promised to erect a town church, but died before that was accomplished. The first resident of the town was Methodist Minister William K. Bussey, a Civil war veteran, who was appointed as the first railroad agent. Timbermen did come through for the town as Summer, Mullin, and Hill built a large shingle mill in Chauncey in 1873, named the Mullinger Mill. Summer and Mullin did build the town a church for all denominations in 1874, which also became the first town school a year later. The Town of Chauncey was formally incorporated in September, 1883. The first mayor was Owen W. Bush. L.M. Curry built the first two-story brick building in 1883, with the bottom floor serving as a store and the upper one with rooming apartments and a public hall. A separate Methodist Church was built in 1882, followed by the Missionary Baptist in 1884, and the Primitive Baptist in 1885.

The heyday of Chauncey occurred in the town's first decades as its population zenith was 683 in 1890. Local history notes that many families and businesses moved away from 1895-1905 as many timbermen and turpentiners left as nearby timber supplies were exhausted. The town did not give up, and looked to schools and merchandising to rejuvenate itself. Many of the current brick buildings on Main Street were constructed around 1910. James Mullin is said to have established Georgia's first telephone in 1880-1885. The local telephone exchange was created in 1912. Chauncey has long been associated with schools. A town resident and minister James D. Miller, who organized the Baptist Church in the 1880s, was one of the principal proponents and planners of Ebenezer Baptist College, which was established in Cochran, Georgia and was the forerunner of Middle Georgia College. The Town of Chauncey

had itself rechartered in 1912 to allow it to issue bonds for a public school. As a result, Chauncey became the first municipality in Georgia to construct and equip a modern school building. The Chauncey School was completed in 1914 for \$10,000 and featured six classrooms, a state-of-the art science laboratory, and an upper story auditorium. A Valedictorian of Chauncey High School, a Mrs. Harrell, is said to have become one of the first women air traffic controllers in World War II. The City of Chauncey acquired the school in 1990 and the school now serves as The City of Chauncey's City Hall/Municipal Complex. The Town of Chauncey was reincorporated as the City of Chauncey in 1937.

Vision

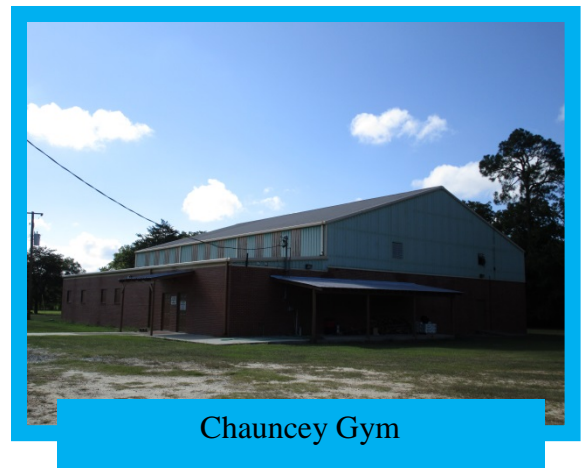
The City of Chauncey wants to be a thriving smalltown which retains its warm, caring hometown feel and values, and which maintains its proud history and character. The Chauncey School will be restored to its early splendor, and will be the center of the town's governmental and social life.

Needs

- Municipal Complex (Chauncey School) Renovation
- City Gym improvements
- Water system improvements
- Sewage system
- Street improvements
- New businesses/Dollar Store
- Recreation improvements
- New fire station

Opportunities

- Chauncey School
- U.S. 341



Chauncey Gym

- Historic building stock
- City ballfield
- City gym



Chester

Description

The Town of Chester is located in the northeastern corner of Dodge County with Georgia Highway 126 passing east/west through town as Main Street. The nearby towns of Cochran in Bleckley County is located about 13 miles west on GA 126 and Cadwell in Laurens County, about 8 miles southeast on GA 126. Georgia Highway 257 passes northeast/southwest through town. Dexter, also in Laurens County, is about 7 miles northeast of Chester. Chester is the only current municipality in Dodge County retaining a “town” designation. The town is the location of Dodge State Prison which results in a total Census population of nearly 1,600 persons. Town population outside of prisoners has remained mainly between 300-400 persons throughout its history. Chester was created as a result of the Empire Lumber Company of Chattanooga, Tennessee constructing the Empire and Dublin Railroad in 1889 to transport timber to its Empire sawmill. The railroad was reconstructed as the Oconee and Western in 1892, and acquired by the Wrightsville and Tennille Railroad in 1897. The community was said to be located in one of the most fertile sections of the county, and was founded by June Williams, a turpentine man and H.M. Hancock, a merchant. One of the first businesses was the J.P. Williams Company, peach growers. This legacy continues today with Tom Sawyer Farms, Dodge County’s sole remaining peach farm, located along Georgia 257 south of town between Chester and Empire.

Another interesting fact of history for Chester is that its first postmaster was John Hall, an African American. The town was formally incorporated in December, 1902 as a one-half mile circle from the depot of the Wrightsville and Tennille Railroad. The town received a new charter in 1916. The railroad was abandoned in 1941. Chester has remained a flourishing community despite many setbacks primarily because of its school and banks. The first public school was organized in 1901, and later the town was the location of the Chester Consolidated School which remained one of five high schools in the county until the creation of Dodge County High School in 1957. It remained in use as an elementary school until 1990. The school is now owned by the town, and is the center of community recreation. The Chester

Banking company was first organized in 1909, and was attributed as much help to the economy of the surrounding county section. A branch of the Colony Bank remains active within the town at present. A new Dollar General store is expected to open within the community in Fall 2016.

Vision

The Town of Chester wishes to remain a small town attractive for rural residential living which is peaceful and quiet with local amenities and necessities, but with convenient location near other larger communities with more urban opportunities. The community desires to exude a more aesthetically pleasing clean, green, and well-maintained appearance.

Needs

- Downtown revitalization
- Blight removal
- Housing improvements
- Street improvements
- Economic development
- Recreation improvements
- Drainage improvements
- Sewage system improvements
- Water system improvements



Sweet Home Primitive Baptist Church



Chester Gymnasium

Opportunities

- Location
- Dodge State Prison
- Chester School

Eastman

Description

The City of Eastman is located in the center of Dodge County, is the county seat, has a population of about 5,500 persons, and is by far the largest municipality of Dodge County. Eastman is clearly the governmental, educational, commercial, industrial, and civic center of the county, and is a progressive community boasting amenities, facilities, and quality-of-life quite unique and unexpected for a rural community its size. Contributing to its exceptional history and unique persona, the community was established, initially developed, and named for Northern Capitalists, William E. Dodge and William Pitt Eastman. Dodge was the president of both the Macon and Brunswick Railroad and the Georgia Land and Lumber Company. The Macon and Brunswick Railroad came through the area in the late 1860s, and Dodge County was established in 1870. W.P. Eastman, an associate of W.E. Dodge, provided the land for the town which had been known as Station No. 13 on the railroad, and it was incorporated in October, 1870. Eastman quickly became the center of Georgia's early timber industry supported by rail. Eastman and Dodge were also prominent in providing public facilities, including the town's first school, and promoting local culture. They were also behind promotions of Eastman for the loveliness of its scenery, its beautiful undulating topography, its perfectly drained firm soils, and the salubriousness of its climate highlighted by abundant pure water and the healing balm of soothing, soft pine air. Dodge built the 150 bed upscale Uplands Hotel, and promoted Eastman as the optimum winter resort for both tourists and invalids. As a consequence of the town's development, promotion, and resulting culture, Eastman in its early days was known as "The Paris of the South." Eastman was reincorporated as a city in 1905. It's population consistently increased Census to Census all the way to 1970's 5,416 despite Dodge County reaching a population zenith in 1920. Eastman received additional fame when W.S. Stuckey established a local pecan business in the 1930s, constructing the first Stuckey's store in 1937, and building a 1940s candy plant in town, all of which grew into a nationwide chain, Stuckey's. This led many to label Eastman as the "Candy Capital of the South." W.S. Stuckey also led the effort to establish the local airport in 1966, which has transitioned into the

community's signature Heart of Georgia Regional Airport. Forestry and farming remain important components of a well diversified local economy.

Today, the City of Eastman is located in the heart of Dodge County which itself is in the heart of central south Georgia, and remains a progressive and innovative small town with impressive community amenities and facilities, and an exceptional quality of life. The city is traversed by the major U.S. highways central to intrastate Georgia travel, U.S. 23 and U.S. 341, and is also intersected by Georgia highways 46, 87, and 117. The community heralds a thriving 94 bed hospital with state-of-the-art equipment, many advanced services, and a critical care unit, all uncommon in a rural community. The Dodge County Hospital has been appropriately recognized as one of the top ten rural hospitals in the State of Georgia. The local school system has technically up-to-date, modern schools and facilities, and has similarly been recognized as a medal winning "top Georgia high school." The community also boasts of top public safety facilities, ample water/sewer systems, and well developed industrial parks and sites served by an active Class 1 railroad on the Norfolk Southern System (the successor to the Macon and Brunswick Railroad). A number of impressive industrial concerns, including Alcoa, have plants in Eastman. Perhaps the most important and impressive local community facilities include the Heart of Georgia Regional Airport with a nearly 6,600 foot runway, a 12,000 square foot terminal, and technical facilities rivaling those offered by much larger metro areas. Adjacent to the Regional Airport, is a 22-acre campus of Middle Georgia State University. This Eastman Aviation campus is Georgia's only public university campus offering primarily aviation and aerospace offerings, and these offerings are on a world-class level. The Eastman campus has an Institute for Aerospace Research which already has an established international reputation and accomplished groundbreaking work in designing and creating components for NASA. Georgia Military College has also recently opened a postsecondary campus in Eastman. The community continues to herald extraordinary cultural opportunities, including many active civic clubs, churches of all denominations, an involved Arts Guild, and an acclaimed Magnolia Music and Medicine Show which regularly has performances in a renovated downtown 1942 Magnolia Theater which are simulcast on the radio. The community is also supported by a very active Eastman-Dodge Chamber of Commerce with a state-of-the-art conference center with 10,000 square feet of event space and catering capabilities. All of Eastman's exceptionalism and outstanding municipal offerings are provided in the still



Downtown Eastman



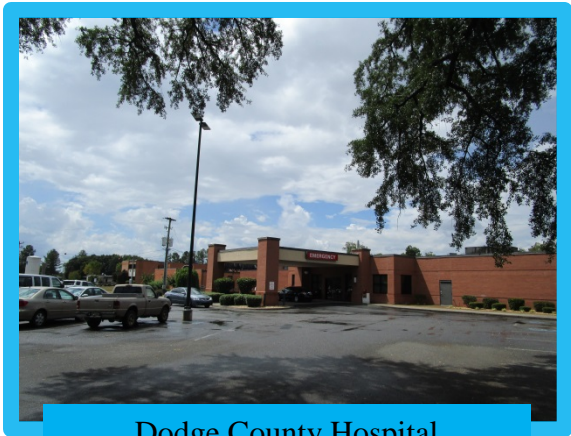
Magnolia Theatre



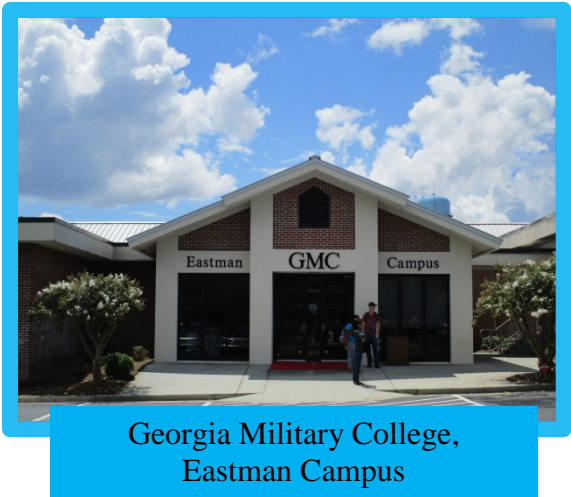
First United Methodist Church



Heart of Georgia Regional Airport



Dodge County Hospital



Georgia Military College,
Eastman Campus

stunning surrounding pastoral beauty of the rolling countryside of farms and verdant pine forests and the nearby outdoor adventure and fun afforded by the mystic and historic Ocmulgee River. Eastman truly is an unexpected and unequaled rural center of extraordinary offerings, quality of life, and unique potential.

Vision

Eastman will continue to be the governmental, educational, commercial, industrial, and civic center of Dodge County, while remaining a progressive and innovative rural leader with unexpected, unequaled, and unsurpassed amenities, community facilities, and overall quality of life. Eastman will remain a charming and involved small town with a supportive and family-friendly atmosphere conducive to expanding residents and businesses alike. The community will continue to be a leader in agriculture, education, healthcare, and human and aviation technology. The Eastman Aviation Campus of Middle Georgia State University will remain an expanding bastion of world class aviation and aerospace offerings with an enhanced world-wide reputation. Downtown Eastman will be a revitalized center of expanded retail and service offerings, and only one of many sources of expanded jobs and business and industry concerns within the community.

Needs

- Downtown revitalization
- New industry
- Housing improvements
- Technology advancements
- Water system improvements/upgrades
- Sewer system improvements
- Street/streetscape improvements
- Aesthetic improvements
- Government facilities upgrades



Eastman Veterans Memorial Park

Opportunities

- Eastman Aviation Campus at Middle Georgia State University
- Heart of Georgia Regional Airport
- Existing industry
- Dodge County Hospital
- Dodge County School System
- Ocmulgee River
- Farmer's Market/Agriculture
- Magnolia Theater/Arts Guild
- Magnolia Music and Medicine Show
- Historic building stock



Middle Georgia State University,
Eastman Aviation Campus



Eastman Farmers Market



Downtown Eastman

Milan

Description

The City of Milan is located at the southern boundary of Dodge County which passes through the center of town, which means the municipality is also a Telfair County municipality. Milan is located along U.S. 280 about eight miles west of Helena (now McRae-Helena). The community has an interesting history, first arising as a train stop on the Savannah, Americus, and Montgomery (SAM) Railway in the 1880s. It was named, like many SAM Railway towns, after the European city in Italy. Milan is often incorrectly listed as the location of a “Civil War Bull Pen,” but this is a confused spelling of the Confederate prisoner of War Camp Lawton in Millen, Georgia. The Town of Milan was first incorporated in October, 1891 as an one-half circle from the SAM Railway depot. For some reason, Milan’s town charter was repealed by the Georgia General Assembly in 1893, only to be reinstated in 1906. Early on Milan was described as a serene and peaceful village surrounded by rich farmlands with a train depot. A 1906 Georgia gazetteer noted Milan had “a money order post office, express and telegraph offices, some merchantile interests, schools, churches, etc. and a 1900 population of 112.” Reflecting the incorporation changes, the official Census numbers of Milan do not start until 1910, when it had a reported population of 287. The Town of Milan’s incorporation was officially changed to The City of Milan in August, 1916 after a July, 1916 referendum. The city limits were described by that charter as “one-half mile from the northwest corner of the Seaboard Air Line Railway passenger station.” The City continued to flourish and its population grew to 630 in 1930. A 1932 Dodge County history described Milan as one of the best small business towns in this section. It was depicted as having a number of brick business houses, an up-to-date bank, a modern school building, and a splendid brick hotel, two cotton gins, and three cotton warehouses.

Unlike many of the small towns in Dodge County, Milan has shown more adaptability to changing times and events, and continued to exhibit steady population growth until 1980 (1,115). Even today the 2010 Census population of 700 for Milan, makes it the second largest Dodge municipality behind Eastman. The community was able to have Milan State Prison

locate in the community in 1989, although it was shuttered by the state in December, 2008. After the state prison closure, City officials worked with the private Youth Services International company to open a contracted Youth Development Center at the old state prison site. This facility was closed in 2015. More recently the community has worked hard to open a transition center for veterans at the facility in conjunction with a nonprofit, named the Milan Sanctuary Project. The original SAL Railway depot remains, and is being renovated for community use. The railroad itself is now owned by the Georgia Department of Transportation, operated by the Heart of Georgia Shortline Railroad, and has growing use because of connections with the Port of Savannah and the inland port at Cordele. Likewise the Old Milan School is utilized for community purposes. Milan also has its own Milan Development Authority, a site marketed for industrial purposes, and holds an annual Milan Harvest Fest in the fall. The community has also supported the development of a local farmers market and countywide aquaponics farming operation. The community continues to have a functioning bank with a branch location of Wilcox County State Bank operating in the city. There is also a local industry, Recykling Industrial Repairs, Inc., which does a national business. In 2016, Milan made some new interesting history and national news when Georgia's last original WWII Merrill's Marauder, Vincent Melillo, was buried at Midway United Methodist Church in Milan beside his wife, the former Frankie Doris Thompson of Milan.

Vision

The City of Milan desires to remain a serene and peaceful small town which exhibits a progressive leadership and ethic, while nurturing a caring, family-friendly atmosphere, and while developing a supportive hometown with expanding facilities, amenities, and opportunities. The community will encourage and support additional housing and business opportunities for its citizens, and will seek the jobs, industry, and downtown investment which will provide greater economic stability. Milan wishes to be a great American small town with a big heart and expanding opportunities.

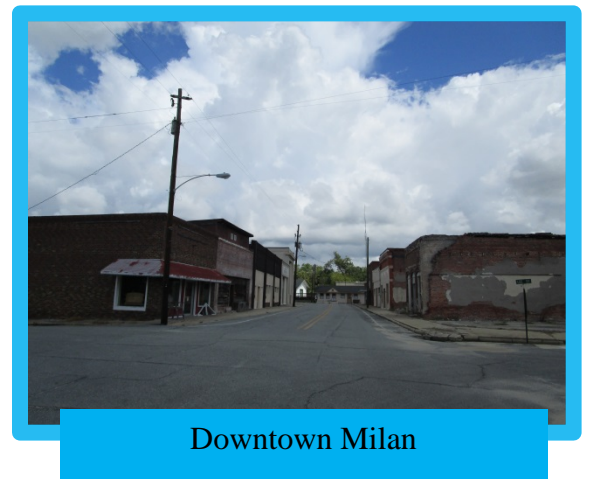
Needs

- Downtown revitalization
- Industrial development
- Housing improvements
 - Milan Theater renovation
- Railroad depot renovation
- Recreation/park improvements
- Blight removal/aesthetic improvements
- Street/streetscape improvements
- Water system improvements
- Drainage improvements
- Sewage system improvements



Opportunities

- Railroad depot
- Old Milan School
- Milan Development Authority
- Industrial site
- Heart of Georgia Railroad
- Milan Sanctuary Project/Old Milan State Prison
- Aquaponics project
- Milan Harvest Fest
- Farmers market
- ISO 4 rating
- Milan Theater
- Recycling Industrial Repairs, Inc.





Milan Municipal Building



Milan Aquaponics



Historic Milan Depot



Recykling Industries



Historic Caboose



Milan Fire Department

Rhine

Description

The City of Rhine is a historic small town located in the southwest corner of Dodge County near Wilcox and Telfair counties. The community of about 400 persons is located along U.S. 280, and is also intersected by Georgia Highway 117 in its center. Abbeville, the county seat of Wilcox County, is only six miles west along U.S. 280, while the City of Milan, split by Dodge and Telfair counties, is eight miles east along U.S. 280. Eastman is located 15 miles north on U.S. 117. Georgia Highway 165 branches off Georgia 117 in the northern edge of town leading to Chauncey 11 miles northeast. Rhine was established as a railroad town in 1886 in a rich agricultural and timber section of Dodge County when the Savannah, Americus, and Montgomery (SAM) Railway was completed through Dodge County. Like many towns along the SAM Railway, the town was named for a European place, the Rhine River of Germany, by the Railway's president. Early in its history the community was described as a thriving and enterprising little town and good trade center.

Rhine was established on lands owned by J.M. Swymer, G.W. and D.M. Ryals opened the first general store, and three brothers named Robitzch established a large turpentine still. The town quickly flourished, and was formally incorporated as the Town of Rhine in September, 1891 as a one-half mile circle in every direction from J.M. Swymer's store. The community was not initially allowed to regulate the sale of liquors, but the charter was quickly amended in 1893 to allow town regulation of liquor sales. The town received a new charter in 1917 (effective January 1, 1918) which more particularly described town limits as "one-half mile from the east corner of a certain brick building owned by Mrs. Mamie Maloy, now occupied by King and Brown, bankers." Banking and schools have been important in keeping Rhine viable as a municipality until present. The Rhine Banking Company was chartered in 1918, and was described as one of the strongest banks in that section of the state. Even today the citizens Bank and Trust Company operates a Rhine branch location. Rhine was the location of one of five consolidated schools in early Dodge County school history. While Rhine High School closed in 1957 with the opening of Dodge County High School, the school continued to

be operated as an elementary school until 1990. The community has celebrated a “Pondtown Festival” since 1976 when Mayor J.T. Williams first wanted the town to participate in a fun way with the nation’s 200th birthday. The festival has continued due to community interest and love of its citizens. The town’s railroad, while enduring a number of ebbs and flows, is still present and is now enjoying a growing comeback. It became part of the Seaboard Air Line Railway in 1900, and later was picked up as part of the Georgia Southwestern Shortline Railroad in 1989. When the Rhine to Rochelle section was formally abandoned in 1994, the Georgia Department of Transportation purchased the railroad. It is now operated as the Heart of Georgia Shortline Railroad, and has been given new life as part of the rail connection between the Port of Savannah and the inland port at Cordele. The Town of Rhine became one of Georgia’s newest cities in 2009 when Rep. Jimmy Pruettt authored H.B. 265 which rechartered Rhine as the City of Rhine as “a one-mile circle from the 1917 charter center point, later known as the Williams Banking Company.” Rhine’s population was 191 persons at 1900 in its first Census and quickly grew to 321 in 1910, and had more than doubled to 396 by 1920. After that time slow, modest growth continued to 1950 when town population reached 514 persons. This was followed by slow decline until 1970 when the population dipped to 471. There was a resurgence in population from 1970 to 1980 when the town reached a historic population zenith of 590 persons. Since that time, the community has slowly declined in population each Census reaching 394 in 2010.

Vision

The City of Rhine desires to remain a quaint, but thriving small hometown which is family-friendly and where community spirit and caring is strong. Community amenities and facilities would continue to be improved and expanded, and more supportive businesses opened. The old Rhine School and the Pondtown Festival would continue to be sources of community pride and spirit.

Needs

- Water system improvements

- Old Rhine School improvements
- Recreational park improvements
- Sewage system establishment
- Fire protection upgrades
- Downtown revitalization/street banners
- Street improvements
- Farmers Market

Opportunities

- Old Rhine School/Gym
- Heart of Georgia Railroad
- Pondtown Festival
- Welcome Center/Museum



Pondtown Festival



Historic Methodist Church



Downtown Rhine

Community Goals

Economic Development

- Nurture existing businesses/industries/entrepreneurs
- Develop/implement economic development incentives/marketing strategy
- Utilize/support the Eastman-Dodge Chamber of Commerce, the Dodge County Eastman Development Authority, the Ocmulgee Regional Joint Development Authority, and other local/regional/state agencies
- Develop/extend/maintain infrastructure to facilitate/guide development
- Seek county-wide broadband/fiber availability/capacity upgrades and maintain state-of-the-art communications technology
- Seek diversified economic development
- Recruit compatible new businesses/industry/jobs
- Support entrepreneurial/small business development
- Address continuing education/job skills improvements
- Improve adult literacy rate
- Continue support for Middle Georgia State University and its local Aviation Campus and Georgia Military College's new Eastman campus
- Improve transportation access/quality
- Develop U.S. 341 Eastside Bypass/truck route around Eastman
- Continue to develop/maintain existing and new industrial parks through technological, infrastructure, and other enhancements
- Enhance/grow tourism
- Support continued downtown revitalization of Eastman and county's smaller municipalities
- Continue support for state/private correction facilities in Dodge County
- Maintain economic viability/support/enhance agriculture/forestry land uses
- Seek additional traditional and alternative enterprises/venues/markets supportive of agriculture/forestry

- Retain local graduates
- Guide/direct appropriate development/landscaping along U.S. 341 Bypass/Terry Coleman Parkway and new U.S. 23 Spur
- Support local leadership programs



Downtown Eastman



Heart of Georgia Regional Airport



Milan Aquaponics



Alcoa Industries, Eastman

Natural and Cultural Resources

- Protect significant natural resources of Dodge County
- Conserve/protect Ocmulgee River and its corridor
- Conserve existing agricultural/forestry land uses
- Seek compatible utilization/recreational development supportive of existing rural character/quality of life
- Utilize existing and new public infrastructure to guide desired growth and development
- Identify/encourage protection of important plant/animal habitats and natural areas of Dodge County
- Conserve/protect/promote Dodge County Public Fishing Area
- Increase public access to Ocmulgee River through park/natural development initiatives
- Maintain/utilize/preserve/promote/adaptively use historic resources/heritage of Dodge County
- Support existing/encourage development of new nature-based, heritage, recreation, and agri-tourism opportunities
- Seek increased public education/awareness of county's important natural/cultural resources
- Improve community's appearance/aesthetics



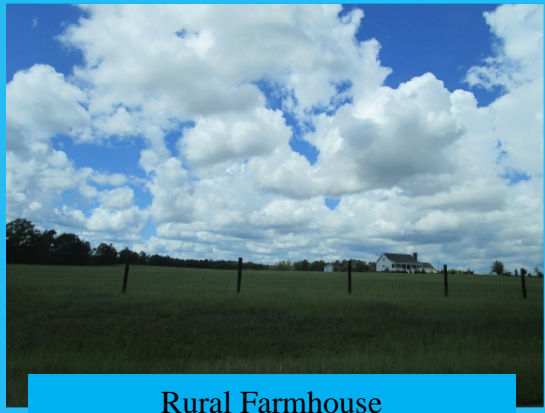
Tom Sawyer Farms Peach Orchard



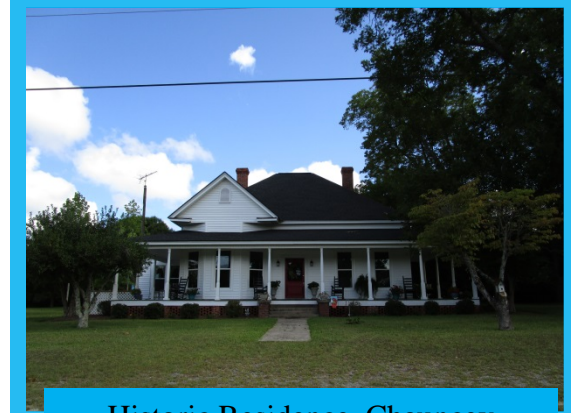
Historic Eastman House

Housing

- Encourage use of state/federal programs
- Improve housing quality/appearance
- Seek to encourage more diverse housing mix
- Encourage/support neighborhood revitalization/conservation
- Conserve historic residential properties
- Partner with/utilize local Habitat for Humanity chapter
- Support/utilize Eastman Housing Authority



Rural Farmhouse



Historic Residence, Chauncey



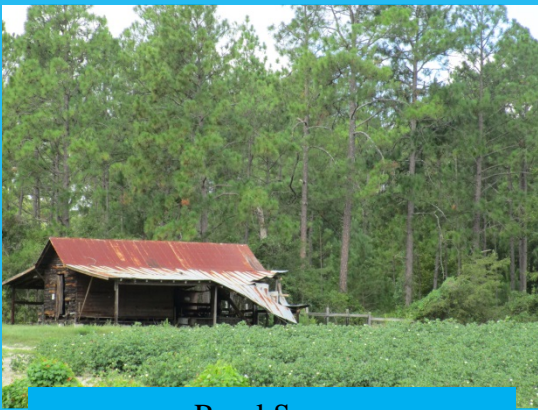
Historic Residence, Rhine



Historic Eastman House

Land Use

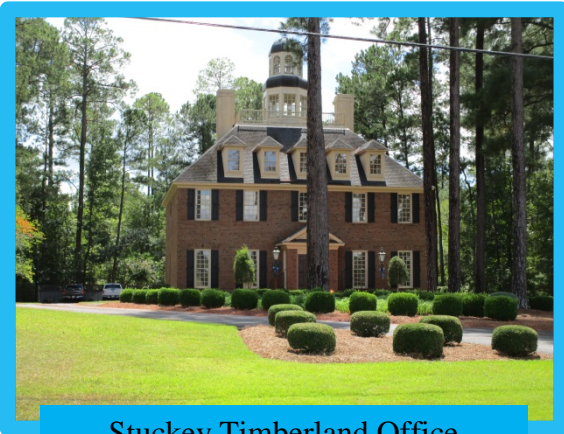
- Plan/manage/guide future growth and development
- Encourage compatible development/utilization
- Preserve rural, small town character/quality of life
- Develop/implement/enforce county-wide land use planning/subdivision/manufactured housing/growth management/housing and building code regulations
- Continue downtown central business district revitalization in Eastman and county's smaller municipalities
- Explore feasibility of annexation into Eastman
- Conserve/protect significant natural/cultural resources through compatible development/utilization
- Maintain agriculture/forestry as viable economic land uses through traditional and alternative means
- Improve community's appearance/aesthetics



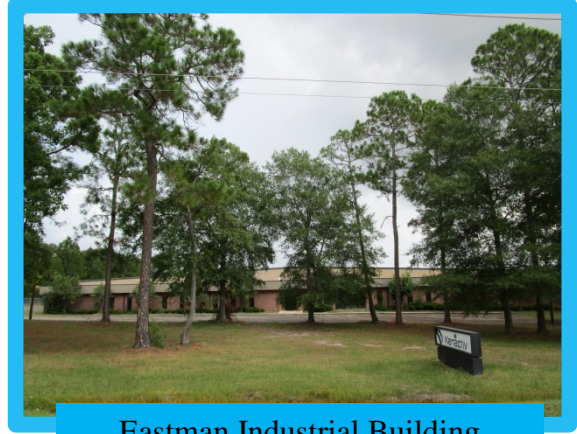
Rural Scene



Agricultural Scene



Stuckey Timberland Office



Eastman Industrial Building

Community Facilities and Services

- Maintain/improve Eastman-Dodge regional recreation facility and other existing recreation facilities countywide and develop new parks/recreation facilities/activities as needed
- Support further development of Dodge Connection's facilities/programs
- Improve public access to Ocmulgee River
- Continue to support Eastman-Dodge County Chamber of Commerce/welcome center and Terry Coleman Conference Center
- Develop U.S. 341 Eastside Bypass/truck route around Eastman
- Guide/direct appropriate development/landscaping along U.S. 341 Bypass/Terry Coleman Parkway and new U.S. 23 Spur
- Improve/promote transportation access/quality
- Develop overall transportation improvement plan
- Continue to improve fire/public safety/emergency medical facilities/services countywide
- Continue to support/improve Dodge County Hospital and local medical services
- Provide/maintain adequate governmental facilities/services
- Develop animal control/rescue facilities/services countywide
- Maintain/upgrade/expand water/sewer and other infrastructure facilities and service, as needed
- Utilize existing and planned infrastructure location to guide compatible growth/development
- Improve countywide communications technology, such as broadband technology/fiber access availability
- Upgrade countywide solid waste management
- Maintain/utilize/promote/preserve/adaptively use historic resources/heritage of Dodge County
- Promote/utilize mass emergency alert program for severe weather threats/other disasters

- Continue support for Dodge County Library/Ocmulgee Regional Library System Headquarters
- Maintain/upgrade quality local educational facilities/programs/technology
- Continue support for local post-secondary education opportunities, including Middle Georgia State University and Georgia Military College



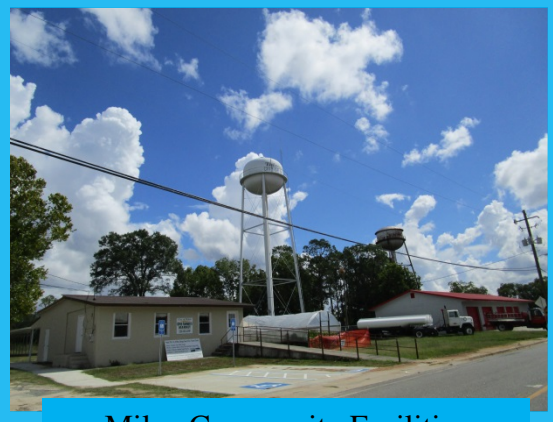
Eastman-Dodge Recreation
Department



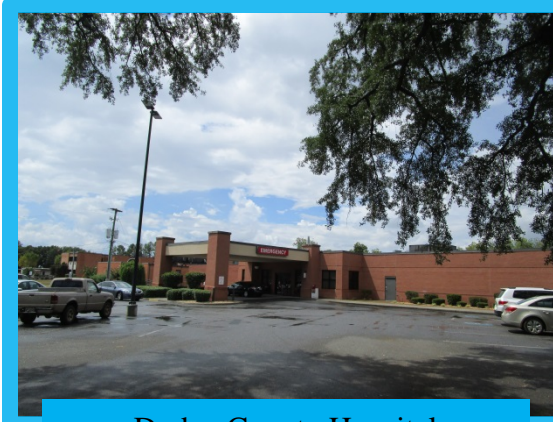
Terry Coleman Conference Center



Historic Chester School



Milan Community Facilities



Dodge County Hospital



Dodge County High School

Intergovernmental Coordination

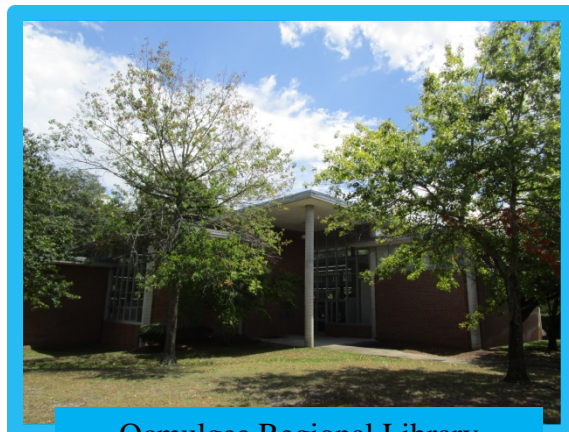
- Continue to maintain/upgrade joint E-911 program/facility/equipment with Wilcox County
- Maintain/enhance local, regional, state cooperation
- Continue to seek sharing/cooperation/consolidation in service delivery
- Cooperate in coordinated land use planning/regulation/code enforcement
- Support local leadership programs, such as Leadership Dodge and those targeting its alumni and youth



Heart of Georgia Regional Airport



Eastman-Dodge County Chamber of Commerce



Ocmulgee Regional Library System Headquarters, Eastman



Georgia Military College, Eastman Campus

Long Term Community Policies

Economic Development

The community will support and promote programs for the retention of existing local industries and entrepreneurs in its support and quest of business/industry retention and additional job opportunities

The community will work to develop and implement economic development incentives/marketing strategy to attract business/industry

The community will utilize the Eastman-Dodge County Chamber of Commerce, the Dodge County Eastman Development Authority, and other existing development organizations to assist small cities of Dodge County in enlarging their economic base

The community will work to develop, extend, and maintain the necessary infrastructure to facilitate, guide, and accommodate future development

The community will pursue capacity improvements to Internet access/service and facilities supportive of state-of-the-art communications, fiber-optics, and broadband technology

The community will seek diversified economic development with jobs and wages of all levels

The community will continue to actively recruit new industry and commercial/retail development compatible with, and supportive of, the resources, infrastructure, existing economy, and the natural environments of the county

The community will work to support entrepreneurial/small business development to promote job diversification

The community will work together to improve educational and skills levels to ensure a better qualified workforce for existing and future employers, including development of a local workforce development/training center near the airport

The community will collaboratively support efforts to improve the county's adult literacy rate through cooperative efforts with the school system and educational outreach programs

The community will continue to support local post-secondary education opportunities and their expansion, including Middle Georgia State University and Georgia Military College, as needed, through infrastructure upgrades, increased program offerings, and other means

The community will continue to support Middle Georgia State University's Aviation Campus and its future expansion, as needed, including infrastructure (technology and otherwise) upgrades and/or additions

The community will support Dodge Connection: A Communities in Schools Approach collaborative

The community will continue to seek transportation improvements (highway, airport, rail, bicycle, and pedestrian) to enhance and support economic development efforts

The community will continue to advocate development of a U.S. 341 Eastside Bypass/truck route around Eastman

The community will work to develop and maintain the necessary infrastructure and other improvements at the Eastman-Dodge County Industrial Park and new Airport Industrial Park to facilitate and accommodate desired economic growth

The community will work cooperatively to increase promotion and marketing of tourist facilities/services and attractions located in the community, and otherwise grow tourism as an important component of the local economy

The community will continue downtown revitalization efforts in Eastman and the county's smaller municipalities through the use of the Downtown Development Authority, Chamber of Commerce, and other local, state, and federal incentives, and means, as appropriate

The community will continue to support existing state and private detention centers/prisons (Dodge State Prison, YDC, RYDC) and their expansion, as needed, as well as construction of additional such facilities

The community will support technological advancements to facilitate and promote agricultural production

The community will support and facilitate the maintenance of agriculture and forestry as viable, functioning economic land uses

The community will support and facilitate the ongoing viability of a local farmer's market, and the development of a local aquaponics industry

The community will maintain agriculture/forestry as viable economic uses through traditional and alternative enterprises, such as agri-tourism, nature-based tourism, hunting/fishing, and related venues

The community will pursue development of an officially designated Georgia Grown Trail highlighting local agricultural products, such as peanuts, peaches, berries, olives, and others

The community will work together to develop, support, and promote programs that will enhance opportunities for local graduates to both live and work in the community upon graduation from high school, advanced technical training/technical college, and/or college

The community will work to guide and direct appropriate development and landscaping along the U.S. 341 Bypass/Terry Coleman Parkway and the new U.S. 23 Spur

The community will continue to advocate for widening of U.S. 23 to Macon and other desired highway/road improvements

The community will continue to advocate completion of U.S. 280 widening and promote the route's use as an east-west route across Georgia

The community will increase promotion of U.S. 341/Golden Isles Parkway for its direct access to coast/port at Brunswick

The community will continue to participate in and support efforts to enhance the annual Peaches to Beaches yardsale along U.S. 341 and support development of a similar multi-county yardsale along U.S. 280

The community will utilize and support the Eastman-Dodge County Chamber of Commerce, Dodge County Eastman Development Authority, and other agency programs/resources to further develop/grow the county's economy

Natural and Cultural Resources

The community will seek to conserve and protect the Ocmulgee River Corridor, the county's significant groundwater recharge areas, wetlands, floodplains, other important natural and cultural resources (such as Devil's Den and Stuckey's Mill Pond), and the open spaces and landscapes of the county while promoting compatible utilization and recreational development

The community will work to conserve its existing prime farmland and forest areas while seeking development compatible with its existing rural character and quality of life

The community will support technological advancements to facilitate and promote agricultural production

The community will maintain agriculture/forestry as viable economic land uses through traditional and alternative enterprises

The community will manage its growth and development through public infrastructure location/community investment and county-wide land use planning and appropriate regulations

The community will work to identify and encourage protection of important, unique plant/animal habitats and natural areas

The community will seek to conserve and protect the Dodge County Public Fishing Area and promote its use

The community will work to increase access to the Ocmulgee River through local and/or state park/natural development initiatives

The community will maintain, utilize, promote, and preserve its heritage, and will seek to encourage public and private adaptive use/reuse of its historic buildings, historic districts, and landmark structures and pursue listing in the National Register of Historic Places, as appropriate

The community will work to utilize and promote the county's historic, natural, and agricultural sites and venues for compatible, appropriate heritage, nature-based, and agri-tourism development

The community will seek to increase public education/awareness of the county's important natural/cultural resources and their conservation

The community will work to improve its appearance and aesthetics, including elimination of green boxes county-wide and otherwise upgrade solid waste management, including increased recycling

Housing

The community will encourage the use of state and federal programs to improve availability of quality housing for all residents

The community will address substandard housing and concentrations of blight, including manufactured housing developments, and will cooperatively upgrade their quality and appearance through rehabilitation, removal, code enforcement and regulation

The community will seek to encourage a diverse mix of safe, quality housing, including affordable, rental, elderly, starter homes, and compatible workforce housing

The community will encourage and support neighborhood revitalization/conservation efforts to stabilize and upgrade declining residential areas

The community will work to conserve historic residential properties, whenever possible

The community will collaboratively partner with and utilize the local Habitat for Humanity chapter to work with prospective owners to construct their own houses

The community will utilize the Eastman Housing Authority to provide and maintain affordable housing options and meet special needs

Land Use

The community will plan, manage, and guide its future growth and development, and encourage growth compatible with its existing rural, small town character

The community will cooperate to develop, implement, and enforce county-wide land use regulations, subdivision/manufactured housing regulations, growth management, and housing and building codes

The community will continue downtown/central business district revitalization efforts in Eastman and the county's smaller municipalities through use of the Downtown Development Authority, Chamber of Commerce, and local, state, and federal incentives, as appropriate

The community will work together to explore the feasibility of annexation into Eastman where appropriate and desired

The community will seek to conserve and protect the county's significant natural and cultural resources through their compatible development/utilization

The community will work to protect/conservate its existing rural character/landscape and quality of life, and will promote appropriately compatible development

The community will seek to improve its appearance and aesthetics through litter prevention/education and control, landscaping/beautification, and other means

The community will maintain agriculture/forestry as viable economic land uses through traditional and alternative enterprises

Community Facilities and Services

The community will maintain and improve the Eastman-Dodge regional recreation facility and other existing parks/recreation facilities county-wide and work to establish additional such facilities and activities to serve existing and future populations

The community will continue to support further development of Dodge Connection's facilities and programs as needed

The community will continue to seek to provide improved access to the Ocmulgee River

The community will continue to work together to support the Eastman-Dodge County Chamber of Commerce, its programs, and the local welcome center, and the Terry Coleman conference Center

The community will continue to advocate for development of a U.S. 341 Eastside Bypass/truck route around Eastman

The community will work to guide and direct appropriate development and landscaping along the Eastman/U.S. 341 Bypass/Terry Coleman Parkway and the new U.S. 23 Spur

The community will continue to seek transportation improvements (highway, airport, rail, bicycle, and pedestrian) to enhance and support community and economic development efforts, and overall quality of life

The community will continue to seek resources to maintain existing paved roads/streets, and to pave additional dirt and connector roads, and for appropriate planning, and investment prioritization of these improvements

The community will continue to advocate for completion of U.S. 280 widening

The community will continue to pursue widening of U.S. 23 through Dodge County and on to Macon

The community will seek widening of GA 46 to the airport/industrial park, and then to I-16

The community will pursue improvements to GA 117 and other state highways

The community will continue to improve local roads and improve traffic flow through paving, resurfacing, and other means

The community will develop an overall transportation improvement plan

The community will work to improve fire and police services county-wide, including equipment maintenance, replacement, and upgrades, adequate training of personnel, and facility improvements as needed

The community will continue to work together to improve and support the advancement of its local hospital and medical services

The community will seek to continue to improve public safety services and facilities

The community will provide and maintain adequate government facilities/services, including city and county administrative facilities and courthouse judicial facilities

The community will cooperate to support development of animal control/rescue facilities/services countywide

The community will maintain, upgrade, and expand its existing infrastructure and services to enhance the quality of life, and to attract/guide desired, compatible growth and development

The community will pursue development/upgrades to communications and broadband technology facilities and services countywide

The community will work to establish county-wide solid waste convenience centers and otherwise upgrade solid waste management, including increased recycling

The community will maintain, utilize, promote, and preserve its heritage, and will seek to encourage public and private adaptive use/reuse of historic landmark structures, buildings, and historic districts county-wide and pursue listing in the National Register of Historic Places, as appropriate

The community will promote and utilize a mass emergency alert program and educational efforts to ensure the safety of citizens in the event of severe weather threats or other disasters

The community will continue to support the Dodge County Library and the Ocmulgee Regional Library System Headquarters through facility, equipment, staffing, program, and other improvements/expansion, as needed

The community will seek to enhance local educational and technological opportunities by continuing to support, maintain, and upgrade its local educational system facilities and programs

The community will continue to support local post-secondary education opportunities and their expansion, including Middle Georgia State University and Georgia Military College, as needed, through infrastructure upgrades, increased program offerings, and other means

Intergovernmental Coordination

The community will continue to work with Wilcox County to maintain and upgrade the joint E-911 program, facility, and equipment, as needed, to provide quality service to residents of both counties

The community will continue to cooperate locally, regionally, and on the state level to improve, develop, and plan for the desired future of Dodge County

The community will continue to seek ways to cooperate and coordinate efforts in the delivery of services, and will investigate the possibility of shared and consolidated services where appropriate and feasible

The community will cooperate in coordinated land use planning and regulation and code enforcement to manage and guide its future growth and development

The community will support local leadership programs, including Leadership Dodge and those targeting youth and Leadership Dodge alumni, as well as involved citizenry through active local civic organizations and other means

NEEDS AND OPPORTUNITIES

The Needs and Opportunities Element is required of all local governments by the Minimum Standards and Procedures. The community needs are those weaknesses or liabilities which have to be addressed, changed, or mitigated to help achieve the desired community future. The community opportunities are strengths and assets which can be utilized as starting points and foundations to easily accentuate or capitalize on to move the community forward on its desired future path. The Needs and Opportunities Element generally answers the planning question, “Where are we currently?” The answers can provide the compass point guidance necessary to begin and advance along the improvement journey. The Dodge County Joint Comprehensive Plan identifies each community goal as an issue for improvement, and further identifies local needs and opportunities, as appropriate, for each issue.

Needs and Opportunities

Needs:

- Existing business/industry/entrepreneur support (Economic Development (ED), Natural and Cultural Resources (NCR), Community Facilities and Services (CFS), Intergovernmental Coordination (IC))
- Continued utilization/support of Eastman-Dodge County Chamber of Commerce, Dodge County Eastman Development Authority, the Ocmulgee Regional Joint Development Authority, and other local/regional/state agencies (ED, NCR, Housing (HO), Land Use (LU), CFS, IC)
- Development/implementation of economic development incentives/marketing strategy by Chamber and development authorities (ED, IC)
- Reactivation of Ocmulgee Regional Joint Development Authority (ED, LU, CFS, IC)
- Continued development/extension/maintenance of infrastructure to facilitate/guide growth (ED, CFS, IC)
- Broadband/fiber availability/capacity upgrades countywide and maintenance of state-of-the-art communications technology (ED, CFS, IC)
- Diversified economic development (ED, CFS, IC)
- New compatible business/industry/jobs attraction/creation (ED, NCR, LU, CFS, IC)
- Continued support for entrepreneurial/small business development (ED, NCR, LU, CFS, IC)
- More local restaurants and retail options (ED, LU, CFS, IC)
- Continuing education/job skills improvements (ED, CFS, IC)
- Workforce innovation development level improvements (ED, CFS, IC)
- Support for Dodge Connection: A Communities in Schools Approach collaborative (former Eastman Boys and Girls Club) facilities/programs (ED, CFS, IC)
- Adult literacy rate improvements (ED, CFS, IC)

- Continued support for local post-secondary education opportunities and their expansion, including Middle Georgia State University and Georgia Military College (ED, CFS, IC)
- Continued support for Middle Georgia State University's Aviation Campus in Eastman and future upgrades/expansion (ED, CFS, IC)
- Develop expanded local facilities/programs in conjunction with Oconee Fall Line Technical College (ED, CFS, IC)
- Development of a workforce development/training center to be located near the airport (ED, CFS, IC)
- Local graduate retention (ED, IC)
- Ongoing upgrades to local school system infrastructure/facilities/services (ED, CFS, IC)
- Seek "Exemplary" status recognition for local school board from Georgia School Board Association (ED, CFS, IC)
- Transportation access/quality improvements (ED, CFS, IC)
- Development of U.S. 341 Eastside Bypass/truck route around Eastman (ED, LU, CFS, IC)
- Appropriate development, signage, and landscaping along U.S. 341 Bypass/Terry Coleman Parkway and new U.S. 23 Spur (ED, LU, CFS, IC)
- Widening of U.S. 23 to Macon to four lanes and other highway/road improvements (ED, CFS, IC)
- Completion of U.S. 280 widening/promotion as east-west route across Georgia (ED, CFS, IC)
- Increased promotion of U.S. 341/Golden Isles Parkway for direct access to coast/port at Brunswick (ED, CFS, IC)
- Development of community welcome signs along U.S. 341 Bypass, gateways, corridors into Eastman (ED, CFS, IC)
- Installation of new entrance signage at each gateway into Eastman (ED, CFS, IC)
- Increased awareness/usage of available local transit systems (ED, CFS, IC)

- Continue development/maintenance of existing Eastman-Dodge County Industrial Park and new Airport Industrial Park through technological, infrastructure, and other enhancements (ED, LU, CFS, IC)
- Provision of water/sewer/other infrastructure and upgrades/improvements to local systems needed or necessary for improved service or desired economic growth (ED, CFS, IC)
- Expansion of natural gas service (ED, CFS, IC)
- Milan infrastructure improvements to expand capacity of local recycling machinery repair business, as needed (ED, CFS, IC)
- Local tourism enhancement/growth, including agri-tourism, nature-based, recreation, and heritage tourism, through increased promotion/marketing of facilities/services, community events, and attractions (ED, NCR, LU, CFS, IC)
- Development of local history museum in Eastman, possibly in conjunction with Ocmulgee Regional Library (ED, NCR, CFS, IC)
- Continued downtown revitalization of Eastman and county's smaller municipalities (ED, NCR, HO, LU, CFS, IC)
- Promotion of continued development of upscale loft apartments in downtown Eastman (ED, NCR, HO, CFS, IC)
- Streetscape project for side streets in downtown Eastman (ED, NCR, CFS, IC)
- Bi-annual inventory of vacant commercial sites in Eastman for potential infill/redevelopment (ED, NCR, LU, CFS, IC)
- Available properties list within Chester to market for national dollar store branded business (ED, LU, CFS, IC)
- Redevelopment of downtown Eastman property with public/private lease purchase agreements (ED, NCR, HO, LU, CFS, IC)
- Main Street Market development in downtown Eastman to coincide with annual Peaches to Beaches yard sale (ED, NCR, IC)
- Provision of public wi-fi throughout downtown Eastman (ED, NCR, CFS, IC)
- Citizen education on high density development elsewhere in Georgia (ED, LU, CFS, IC)

- Utilization of the Milan Development Authority, and other agencies as appropriate, to market the Milan industrial property, to develop the Milan Sanctuary Project, and to expand the local aquaponics industry (ED, LU, CFS, IC)
- Marketing of City-owned lots in downtown Milan for retail development (ED, NCR, LU, CFS, IC)
- Continued renovation of Milan Theater, including concession stand (ED, NCR, CFS, IC)
- Completion of Milan Depot renovation for possible local history museum (ED, NCR, CFS, IC)
- Purchase of street light banners for downtown Rhine (ED, NCR, CFS, IC)
- Continued support for existing and possible additional state/private corrections facilities in Dodge County (ED, LU, CFS, IC)
- Reopening of Milan Detention Center or alternative reuse of facility as a Veteran's Sanctuary or other use (ED, CFS, IC)
- Support/enhancement of agricultural/forestry land uses economic viability through traditional and alternative enterprises (ED, NCR, LU, CFS, IC)
- Additional traditional and alternative enterprises/venues/markets supportive of agriculture/forestry, such as agri-tourism, nature-based tourism, and hunting/fishing (ED, NCR, CFS, IC)
- Support for technological advancements to facilitate/promote agricultural production (ED, NCR, LU, CFS, IC)
- Support for ongoing viability of local farmers market in Eastman (ED, NCR, CFS, IC)
- Expansion of Milan Farmers Market (ED, NCR, CFS, IC)
- Construction of new farmers market in Rhine (ED, NCR, LU, CFS, IC)
- Milan aquaponics project expansion (ED, NCR, CFS, IC)
- Development of an Agriculture and Expo Center in Dodge County (ED, NCR, LU, CFS, IC)
- Designation of an official Georgia Grown Trail highlighting local agricultural projects, such as peanuts, blueberries, peaches, strawberries, blackberries, and olives (ED, NCR, CFS, IC)

- Continued participation in and support for enhancing annual Peaches to Beaches yardsale along U.S. 341 (ED, CFS, IC)
- Support for development of multi-county yardsale along U.S. 280 (ED, CFS, IC)
- Support of local leadership programs, such as Leadership Dodge and those targeting its alumni and youth (ED, IC)
- Continuing protection of Dodge County's significant natural resources (ED, NCR, LU, IC)
- Ocmulgee River and corridor conservation/protection (ED, NCR, IC)
- Compatible utilization/recreational development supportive of community's existing rural character/quality of life (ED, NCR, HO, LU, CFS, IC)
- Utilization of existing/new public infrastructure to guide desired growth/development (ED, NCR, LU, CFS, IC)
- Managed growth and development through coordinated countywide land use planning and appropriate regulations (ED, NCR, HO, LU, CFS, IC)
- Identification/protection of important plant/animal habitats and natural areas of Dodge County (ED, NCR, LU, CFS, IC)
- Continued conservation/protection/promotion of Dodge County Public Fishing Area (ED, NCR, IC)
- Improved public access to Ocmulgee River through park/natural development initiatives (ED, NCR, LU, CFS, IC)
- Historic resources preservation/adaptive use/promotion (ED, NCR, HO, CFS, IC)
- Nomination of eligible properties to National Register of Historic Places (NCR, IC)
- Rehabilitation of historic former Dodge County Jail for community use (NCR, CFS, IC)
- Continued rehabilitation of the historic Eastman Bus Station for community use (NCR, CFS, IC)
- Renovation of historic Rhine City Gym, including windows, HVAC system, and lighting (NCR, CFS, IC)
- Increased public education/awareness of Dodge County's important natural/cultural resources and their conservation (NCR, CFS, IC)

- Community appearance/aesthetics improvements through litter prevention/education/control, landscaping/beautification, and other means (ED, NCR, HO, LU, CFS, IC)
- Solid waste management upgrades, including elimination of green box collection receptacles countywide and increased recycling (ED, NCR, LU, CFS, IC)
- Identification of existing substandard structures in Eastman and determination of appropriate measures to address them (ED, NCR, HO, LU, CFS, IC)
- Cleaning up of identified condemned lots in Milan (ED, NCR, HO, LU, CFS, IC)
- Usage of state and federal programs to improve availability of quality housing and encourage homeownership (HO, IC)
- Improved housing quality/appearance through rehabilitation, removal, code enforcement, and regulation (ED, NCR, HO, LU, CFS, IC)
- More diverse housing mix, including affordable, multi-family, rental, elderly, starter homes, and compatible workforce housing (ED, HO, LU, CFS, IC)
- Support for neighborhood revitalization/conservation (NCR, HO, LU, CFS, IC)
- Conservation of historic residential properties, when possible (NCR, HO, LU, CFS, IC)
- Utilization of local Habitat for Humanity chapter to help prospective owners build their own houses (HO, LU, CFS, IC)
- Utilization of Eastman Housing Authority to provide/maintain affordable housing options and meet special needs (HO, LU, CFS, IC)
- Development of subdivision regulations/manufactured housing ordinances and code enforcement countywide (HO, LU, CFS, IC)
- Eastman zoning ordinance update to consider infill housing development regulations (HO, LU, CFS, IC)
- Development of housing rehabilitation and/or new construction program for Milan (NCR, HO, CFS, IC)
- Preservation of rural, small town character/quality of life and promotion of appropriate, compatible development (NCR, LU, CFS, IC)
- Possible annexation of land from unincorporated Dodge County into City of Eastman (LU, CFS, IC)

- Conservation/protection/growth management of significant natural and cultural resources through compatible development/utilization (ED, NCR, HO, LU, CFS, IC)
- Development/enforcement of design overlay/signage ordinances (LU, IC)
- Maintenance/upgrades to Eastman-Dodge recreation facility/other existing recreation facilities countywide and development of new facilities/programs/activities, as needed (ED, NCR, LU, CFS, IC)
- Green space/passive parks in Dodge County's municipalities and parks for young children (LU, CFS, IC)
- More organized recreation opportunities and those utilizing local natural resources (CFS, IC)
- Needs assessment for existing park infrastructure in Eastman (CFS, IC)
- Recreation equipment updates at Sunset Park in Eastman (CFS, IC)
- Downtown Eastman park development, such as pocket park, passive park, and/or greenspace (ED, NCR, LU, CFS, IC)
- Construction of walking track and additional parking at Chauncey ballfield (LU, CFS, IC)
- Carpet replacement in Chauncey gymnasium (CFS, IC)
- Development of new recreational area in Milan, including walking track, two ballfields, and shelter/concession area (LU, CFS, IC)
- Acquisition of land and expansion of softball field in Milan (LU, CFS, IC)
- Construction of new park on site of old Rhine Elementary School, including walking track, benches, lighting, and gazebo (LU, CFS, IC)
- Installation of new bleachers, lighting, and signs at Rhine ballfield (CFS, IC)
- Chester recreation/old school improvement (LU, CFS, IC)
- Continued support for Eastman-Dodge County Chamber of Commerce/Welcome Center and Terry Coleman Conference Center (ED, NCR, CFS, IC)
- Completion of 2010 TIA Bands 2 and 3 Local Projects (ED, CFS, IC)
- Completion of CDBG-funded Shady Oaks subdivision paving/drainage improvements (HO, CFS, IC)
- Street and drainage upgrades in 9th and James avenues and Jimmy Pruitt Road area and others as needed (CFS, IC)

- Replacement of two culverts on Milan-Chauncey Road (CFS, IC)
- Resurfacing of approximately 10 miles of roadway annually in unincorporated Dodge County (CFS, IC)
- Repaving of approximately 6.5 miles of roads annually in Eastman (CFS, IC)
- Continuing maintenance of existing paved roads/streets and paving of dirt and connector roads and other improvements as needed to improve traffic flow (CFS, IC)
- Widening of GA 46 to Heart of Georgia Regional Airport and industrial park and then to I-16 (ED, CFS, IC)
- Improvements to GA 117 and other state highways in Dodge County (ED, CFS, IC)
- Development of overall transportation improvement plan for Dodge County (CFS, IC)
- Completion of Bacon Heights CDBG drainage improvement project in Eastman (CFS, IC)
- Drainage improvements between 10th and 11th streets, along Neese Street, and others as needed in Eastman (CFS, IC)
- Development of Safe Routes to Schools study at Dodge County Middle and High schools (CFS, IC)
- Paving of Cemetery and Bussy streets and Kizzie Lane in Chauncey (CFS, IC)
- Repaving of parts of Durham Street and South Railroad Avenue in Chauncey (CFS, IC)
- Drainage improvements as needed in Chester, including along Caroline and Chester avenues (CFS, IC)
- Reconstruction of sidewalks in Milan (CFS, IC)
- Paving of Chris Lane and Swain Street in Milan (CFS, IC)
- Replacement of culverts on Pikerton Street and drainage ditch regrades throughout Milan (CFS, IC)
- Repaving of First Street in Rhine (CFS, IC)
- Tractor purchase for right-of-way mowing in unincorporated Dodge County (CFS, IC)
- Continued improvement of fire/public safety/emergency medical facilities/services/equipment countywide (CFS, IC)
- Funding for upgrades/operating expenses for fire station at Heart of Georgia Regional Airport (ED, CFS, IC)
- Continuing replacement of fire hydrants throughout Eastman (CFS, IC)

- Construction of new Eastman municipal complex to house fire station and police department (CFS, IC)
- Completion of renovation to 9th Avenue metal storage building at Eastman Fire Department (CFS, IC)
- Facility for housing fire truck north of the railroad tracks in Chauncey (CFS, IC)
- Construction of a new fire station in Chauncey (CFS, IC)
- Location of new fire hydrants on North Railroad Street in Chauncey (CFS, IC)
- Acquisition of new pumper for Rhine Fire Department and addition of an extra bay on the fire station for its storage (CFS, IC)
- E-911 System upgrades with Wilcox County (CFS, IC)
- Increased crime prevention (CFS, IC)
- Purchase of new vehicles for Eastman Police Department on regular basis (CFS, IC)
- Body cameras for entire Rhine Police force (CFS, IC)
- Renovations to former National Guard building in Eastman for EMS to relocate there (will share facility with EMA which already moved there) (CFS, IC)
- Purchase of two ambulances (CFS, IC)
- Promotion/utilization of mass emergency alert program for severe weather threats/other disasters (CFS, IC)
- Continuing support/improvement of Dodge County Hospital and local medical services (CFS, IC)
- Continued provision of adequate local government facilities/services (CFS, IC)
- Construction of new Eastman City Hall facility (CFS, IC)
- Joint City of Eastman/Dodge County work session each January (CFS, IC)
- Creation of Eastman Citizen Academy program to graduate City Ambassadors (CFS, IC)
- Annual Eastman town hall meeting to educate citizens about local issues and ordinances (CFS, IC)
- Utilization of social media applications to increase Eastman's public profile and information distribution (CFS, IC)
- Updated City of Eastman website (CFS, IC)

- Development of branding initiative for Eastman, including signage and marketing (ED, CFS, IC)
- City of Eastman's ordinances digitized and published online (CFS, IC)
- Removal of automatic disqualifier for criminal history on all City of Eastman employment applications (CFS, IC)
- Construction of new equipment shelter for City of Chauncey (CFS, IC)
- Development of animal control/rescue facilities/services countywide (CFS, IC)
- Maintenance/upgrade/expansion of water/sewer and other infrastructure facilities/service, as needed (ED, CFS, IC)
- Ongoing maintenance of Eastman water tank, as needed (CFS, IC)
- Upgrade of sewerage services to all unserved residents of Eastman (CFS, IC)
- Upgrade or replacement of existing water and sewer lines in Eastman to prevent infiltration (CFS, IC)
- Water line replacements/service upgrades in City of Eastman (CFS, IC)
- Replacement of water meters in Eastman with Automatic Meter Reading (AMR) enabled meters (CFS, IC)
- Completion of Chauncey's 2014 CDBG award for water system upgrades (CFS, IC)
- Completion of repairs to Chauncey's backup well (CFS, IC)
- Renovations/upgrades to Chester's Land Application System (LAS) for consistent wastewater treatment (CFS, IC)
- Renovation of Milan's old city well as alternative water source (CFS, IC)
- Repairs/upgrades to Milan's Land Application System (LAS) sprinklers and plumbing (CFS/IC)
- Construction/implementation of citywide water and sewer system with industrial capacity in Rhine (CFS, IC)
- Completion of installation of new water meters in Rhine (CFS, IC)
- Repainting/relining of Rhine's elevated water storage tank (CFS, IC)
- Purchase of trash collection truck for Dodge County (CFS, IC)
- Continued support for Dodge County Library/Ocmulgee Regional Library System Headquarters through facility, equipment, staffing, programs, other improvements/expansion (CFS, IC)

- Support for continued enhancement/promotion of local/regional cultural facilities/programs/events and further development (ED, CFS, IC)
- Continued sharing/cooperation/consolidation and improved efficiency in service delivery (ED, NCR, HO, LU, CFS, IC)
- Funding support for planned events coordinated by “Small Town Events Group” in Milan (CFS, IC)

Opportunities:

- Existing businesses/industries, such as Alcoa, Mondi Bags, the airport-related businesses, and others (ED, NCR, CFS, IC)
- Eastman-Dodge County Chamber of Commerce and existing programs/events (ED, CFS, IC)
- Dodge County Eastman Development Authority (ED, LU, CFS, IC)
- Ocmulgee Regional Joint Development Authority reactivation (ED, LU, CFS, IC)
- Milan Development Authority (ED, LU, CFS, IC)
- Continued development/extension/maintenance of infrastructure (ED, CFS, IC)
- Location/proximity to Atlanta, Macon, Savannah and Brunswick ports (ED, LU, CFS, IC)
- Availability of natural gas service (ED, CFS, IC)
- Continued support for entrepreneurial/small business development (ED, NCR, LU, CFS, IC)
- Excellent, award-winning local schools, including facilities, technology, and programs and ongoing upgrades (ED, CFS, IC)
- Certified Literate Community designation (ED, CFS, IC)
- Dodge Connection: A Communities in Schools Approach collaborative (ED, CFS, IC)
- “Distinguished School Board” status recognition from Georgia School Board Association (ED, CFS, IC)
- Heart of Georgia Altamaha Workforce Innovation and Opportunity Act (WIOA) program (ED, IC)
- Certified Work Ready Community designation (ED, IC)
- Middle Georgia State University’s Eastman Aviation Campus (ED, CFS, IC)
- New Georgia Military College campus in Eastman (ED, CFS, IC)
- Oconee Fall Line Technical College Nursing Program (ED, CFS, IC)
- Transportation improvements, such as U.S. 341 four-laned, Terry Coleman Parkway, and new U.S. 23 Spur (ED, LU, CFS, IC)

- Local public transit systems (ED, CFS, IC)
- Heart of Georgia Regional Airport with its state-of-the-art facilities (ED, CFS, IC)
- Class I Norfolk Southern Railroad (ED, CFS, IC)
- Existing Eastman-Dodge County Industrial Park and new Airport Industrial Park, including water/sewer infrastructure at both (ED, CFS, IC)
- Availability of fiber optic/world class technology (ED, CFS, IC)
- Advanced, innovative research in avionics and other industrial technology (ED, CFS, IC)
- Healthy local financial institutions (ED, IC)
- Milan State Bank branch location of Wilcox County State Bank (ED, IC)
- Strong local business leadership (ED, IC)
- Regional T-Splost and local E-Splost to provide additional funding for transportation and education, respectively (ED, CFS, IC)
- Population growth (ED, NCR, HO, LU, CFS, IC)
- Nature-based, recreation, and agri-tourism venues/events, including Dodge County Public Fishing Area, Ocmulgee River Water Trail, Bittersweet Retreat Nature Tours, Tom Sawyer Farms, McCraine Quail Plantation (ED, NCR, LU, CFS, IC)
- Peaches to Beaches annual yard sale along U.S. 341 (ED, CFS, IC)
- Downtown revitalization of Eastman and county's smaller municipalities (ED, NCR, HO, LU, CFS, IC)
- Active Eastman Downtown Development Authority (ED, NCR, CFS, IC)
- Downtown Eastman Streetscape Project (ED, NCR, CFS, IC)
- Downtown upscale loft apartments development in Eastman (ED, NCR, HO, LU, CFS, IC)
- Milan Development Authority (ED, NCR, HO, LU, CFS, IC)
- City-owned lots in downtown Milan being marketed for retail development (ED, NCR, LU, CFS, IC)
- Milan Theater renovations (ED, NCR, CFS, IC)
- Milan Depot renovations (ED, CFS, IC)
- Existing agricultural/forestry land uses/businesses, such as Stuckey Timberland, Inc. and aquaponics business in Milan (ED, NCR, LU, CFS, IC)

- New farmers market in Eastman (ED, NCR, CFS, IC)
- Existing Milan Farmers Market (ED, NCR, CFS, IC)
- Rural character/small town feel/quality of life (NCR, LU)
- Continuing protection of Dodge County's significant natural resources (ED, NCR, LU, IC)
- Ocmulgee River and corridor (ED, NCR, IC)
- Ocmulgee Water Trail Partnership participation (ED, NCR, IC)
- New low water landing on Ocmulgee River at Lower River Road (GA 230) (ED, NCR, LU, CFS, IC)
- Local cultural/historic resources and events, such as Dodge County Courthouse, former Dodge County Jail, downtown Eastman, Chauncey City Hall (former school), Fall for Dodge Festival, Milan Harvest Festival, Rhine's Pondtown Festival, and others (ED, NCR, CFS, IC)
- Renovated old Chester School (NCR, CFS, IC)
- Former Dodge County Jail listed in National Register of Historic Places and listed on 2010 Georgia Trust for Historic Preservation's Places in Peril list (NCR, CFS, IC)
- Additional local Dodge County properties listed in the National Register, including Dodge County Courthouse, Eastman House, Williamson Mausoleum at Orphans Cemetery, Peabody School, and former Eastman Bus Station (NCR, IC)
- State and federal programs to improve availability of quality housing/encourage homeownership (HO, IC)
- Eastman subdivision/manufactured housing ordinance and codes enforcement (ED, NCR, HO, LU, CFS, IC)
- Historic housing stock countywide (NCR, HO, LU, CFS, IC)
- Local Habitat for Humanity chapter (HO, LU, CFS, IC)
- Eastman Housing Authority (HO, LU, CFS, IC)
- Eastman and Milan zoning ordinances (HO, LU, CFS, IC)
- Affordable housing (ED, HO, CFS, IC)
- Relatively very low cost of living (ED, HO, CFS, IC)
- Possible annexation of land from unincorporated Dodge County into City of Eastman (LU, CFS, IC)

- Eastman-Dodge recreation facility and parks/recreation facilities countywide (CFS, IC)
- Chauncey Gymnasium (CFS, IC)
- Eastman-Dodge County Chamber of Commerce/Welcome Center and Terry Coleman Conference Center (ED, NCR, CFS, IC)
- Former Rhine City Hall renovated for welcome center/museum use (NCR, CFS, IC)
- 2010 TIA funded improvements, including completion of Band 1 Local Projects (ED, CFS, IC)
- Safe Routes to Schools program (CFS, IC)
- New Dodge County Jail (2012) (CFS, IC)
- Infrastructure, equipment, vehicle upgrades (CFS, IC)
- EMA in renovated former National Guard building (CFS, IC)
- Shady Oaks CDBG project for paving/drainage (HO, CFS, IC)
- Bacon Heights CDBG drainage project in Eastman (CFS, IC)
- Dodge County Hospital's recognition as a Top 10 Rural Hospital in Georgia (ED, CFS, IC)
- Available senior care/nursing home/personal care homes (CFS, IC)
- Regional Community Mental Health Center in Eastman (CFS, IC)
- Additional solid waste convenience centers (CFS, IC)
- Well-used Dodge County Public Library/Ocmulgee Regional Library Headquarters (CFS, IC)
- Active Dodge Arts Guild (CFS, IC)
- Magnolia Theater, Eastman (ED, NCR, CFS, IC)
- The Magnolia Music and Medicine Show (ED, CFS, IC)
- Historic Chauncey Auditorium (CFS, IC)
- "Small Town Events Group" in Milan (CFS, IC)
- Joint E-911 Program with Wilcox County (CFS, IC)

ECONOMIC DEVELOPMENT

Economic prosperity is a key to community improvement. A community's comprehensive plan seeks at its core to make the community a better place to live, work, and recreate. To improve quality of life, there is a need for income and an increased tax base to help enhance the ability to afford needed and desired improvements, and afford better housing and a higher standard of living. Commerce and economic development have a major influence on overall population growth and development. The relationship is quite evident in Dodge County and has been throughout its history. The Ocmulgee River and the forested lands of Dodge provided avenues of exploration and access to life sustaining wildlife populations both to Native Americans and European explorers long before the county's formal establishment. The region's settlement in the early 1800s related to Indian treaties and land lotteries for persons seeking new lives and fortunes. The first county development related to river commerce, ferries, and the opening of stagecoach routes and early public roads. The completion of the Macon and Brunswick Railroad in the mid-1800s led to the establishment and growth of both Dodge County and Eastman. The railroad also opened up markets, fierce competition, even literal warfare over the county's abundant yellow pine forests and lumber resources. The County to a major degree became the center of Georgia's timber industry. One of the largest sawmills in the world was established near Eastman in 1881. Railroads also allowed the community and its climate to be marketed for tourism. Significant economic influence ensued for Eastman and Dodge County. Dodge County's population grew from less than 1,000 in 1870 at its establishment to over 5,000 in 1880, and nearly 12,000 in 1890. The heyday of Dodge County population (over 22,500) to date is actually 1920 at the height of railroad and timber operations. The resulting economic influence and prosperity and the clearing of forests led to more market availability and allowed agricultural importance to develop. Pecan groves and Stuckey's brought another major economic influence to bear on County development. Local entrepreneurship and leadership, and the foresight to diversify beyond agriculture, to bring in other industry to otherwise adapt led to the Heart of Georgia Regional Airport, the technical college (now Middle Georgia State University) which continue to impact Dodge County today as well as the community's future. The U.S. 23

and U.S. 341 highways and other state highway routes crossing the County facilitated this economic transition. Location; transportation resources, including especially the Regional Airport; the Eastman Aviation Campus of Middle Georgia State University; existing industry; local entrepreneurship and leadership; the still abundant and outstanding natural and cultural resources; the fertile fields and still abundant pine forests; the outstanding and extraordinary community facilities; and the overall high family-friendly quality of life within the county remain key factors and attractors in future growth and development. Because of its economic history and successes, its leadership and cooperative spirit, its extraordinary local facilities and services; its significant natural and cultural resources; its cultural outlets; and its overall quality of life, the community continues to enjoy slow, but steady growth and development, and is “taking flight together.”

Dodge County today is a growing, progressive rural community of almost 22,000 persons which has suffered through the decline of the lumber industry, the decline of railroads, the Great Depression, and the devastation of the cotton crop by the boll weevil, only to adapt and bounce back with renewed vigor. The rise and fall of the Stuckey’s pecan business is a more recent economic injury which the community has overcome. The county, which experienced a long period of slow population loss from 1920 all the way to 1970, has steadily shown population increases each Census since then, culminating in a 2010 population of 21,796 persons.

Dodge County is located on U.S. highways 23, 280, and 341, as well as State highways 46, 87, 117, 165, and 257, and between I-16 and I-75. This allows for easy access to Macon, Robins Air Force base, and Georgia’s other metro areas and ports. The community’s railroad remains active as a Class I rail line of the Norfolk Southern System. As noted before, the local airport has grown into an economic development stimulus of its own as the Heart of Georgia Regional Airport. It has a 6,600 foot runway with a large terminal and state-of-the-art facilities/accessories. A number of aviation-related businesses/industry are adjacently located. Another neighbor of the airport is the Eastman Aviation Campus of Middle Georgia State University. This campus is Georgia’s only public university with aviation/aerospace concentration, and it already enjoys a world-class reputation. The community also wants to develop a workforce development/training center at the airport to improve local worker skills

and assure local industries of top-notch, trained workers. Local community facilities are also top-notch and enjoy a level of service much beyond that expected or normal for a rural community the size of Dodge County, with both the local hospital and school system consistently ranked among the best in state. The community is also surrounded by much natural beauty, including the Ocmulgee River and Dodge Public Fishing Area. There is much local cooperation and cohesiveness as shown by the many civic clubs, churches, and very active Chamber of Commerce. As throughout its history, culture continues to be valued as shown by the local Arts Guild, local festivals, the renovated Magnolia Theater, and the acclaimed Magnolia Music and Medicine Show. All of these assets and local exceptionalism, as well as existing industries like Alcoa, Mondi Bags, and a still strong agricultural sector, portend well for Dodge County's economic future and overall continued growth and development.

As a result, the Dodge community enjoys continuing adaptation, a functioning balance and an overall strong and high quality of life as well as relative economic success. The community's persistence, adaptability, and economic success are recognized by a long series of recoveries and a period of steady population growth since 1970. Location, transportation, natural resources, and progressive community leadership are key to this growth as they have been since the community's inception, although the specific avenues have changed with the times.

For all of Dodge County's economic and community successes it remains Georgia Job Tax Credit Tier 1, meaning it remains in the bottom 40 percent of counties on factors including unemployment rate, per capita income, and percentage of residents below the poverty level. This is primarily a function of being a rural county in south Georgia, and such status does allow a business creating new jobs to claim Georgia's highest job creation tax credit (~\$4,000/job). It also conceals the fact that Dodge County has more assets and a better foundation to build upon than many of its surrounding rural neighboring counties.

There are certainly continuing needs for Dodge County's economic development. The significantly lower 2015 Census population estimate and current high unemployment rates are such indicators. The per capita money income in Dodge County as reported by the Census Bureau for 2010-2014 is \$17,771, about 70% that of Georgia as a whole (\$25,427). Median

household income is \$34,812, also about 70% that of Georgia (\$49,342). More than one-fourth of Dodge County citizens are in poverty (25.9%), compared to only 18.3% in Georgia as a whole. This high poverty has persisted for a number of decades. There are needs for more jobs. Unemployment in the county was 8.3% in 2015, compared to 5.9% in the state, and higher than the Dodge Area average of 8.0%. A redeeming statistic is that about 6.1 percent of county workers do work inside Dodge County, although wages are relatively low. Job skills of local residents are also a concern; almost 25%, or one-fourth, of local residents are without a high school diploma compared to 15% statewide. Transfer payments represent about 31% of total personal income compared to about 17% statewide. There is also less home ownership in the county (63.6%) than Georgia (64.2%), although housing costs are cheaper locally. The median value of owner-occupied housing units, 2010-2014, was \$70,700 in Dodge County as compared to \$148,000 in Georgia, and median gross rents, 2010-2014, were \$544 in the County as compared to \$874 in Georgia. Compared to the rest of the country, Dodge County's cost of living is 19% lower than the U.S. average.

There are opportunities and cause for optimism for future economic development in Dodge County as well. There are currently more than 6,000 jobs within the county and employment within the county is strong within the government, healthcare, and manufacturing sectors, and there is relative employment stability as a result. There remain many unrealized opportunities related to the abundant fields and forests and outstanding natural resources of the county. The Heart of Georgia Regional Airport and the Middle Georgia State University Aviation Campus offer even greater potential for expansion and economic growth. The cost of living in Dodge County is relatively very low, the crime rate is low, the community enjoys outstanding schools and other facilities, there is an exceptional cultural atmosphere, and an envious overall extraordinary quality of life which make it even more attractive as a place to locate for families and new residents and retirees as well as business. Continuing population growth is anecdotal evidence that the outstanding quality of life, local culture, outdoor fun, educational and business opportunities, and community location are contributing to attraction success. The county's location, its outstanding community facilities, its scenic landscape punctuated by outstanding natural and cultural resources, the almost limitless outdoor recreation opportunities, the low cost of living, the family-friendly atmosphere, and the adaptive

community spirit and leadership present locally provides even more opportunity and platform for success.

The Dodge County community has chosen a multi-faceted approach and strategy to improve its economic status and further economic development in the county. The following goals and objectives were chosen to address identified economic development issues in Dodge County.

Address Low Educational Levels/Improve Jobs Skills

Dodge County has a long history of educational leadership, and will continue to support its school system, its Middle Georgia State University Eastman Aviation Campus and programs, the new Georgia Military College campus, expansion of local Oconee Fall Line Technical College facilities/programs, and regional Workforce Innovation and Opportunity Act programs. It will develop a new workforce development/training center to further develop local worker skills and training, and will establish public/private partnerships through its Chamber of Commerce, civic groups, and continuing intergovernmental cooperation.

Support/Enhance/Maintain Viability of Agriculture/Forestry Uses

The community will support efforts to create additional markets, explore alternative crops, and seek value-added businesses which keep such uses viable and profitable. The marketing and development of agri-tourism and nature-based tourism are other means. The development of farmers markets in Eastman and Milan, the development of a local aquaponics industry, and the support of existing agricultural operations such as the Langdale Forest Products pole plant are positive steps and tremendous assets and opportunities.

Address/Improve Infrastructure/Broadband Needs

The Dodge County community will jointly work to solve any infrastructure deficiencies, including highway needs, and otherwise address water/sewer, drainage and other needs,

particularly for fire protection. The lack of appropriate broadband telecommunications access will also be addressed.

Nurture Existing Businesses/Entrepreneurs/Industries

This has been a local hallmark critical to past successes, and will continue with passion. The Dodge County community will work through its Development Authorities and Chamber of Commerce, and in cooperation with Oconee Fall Line Technical College and state agencies, to meet local needs and encourage expansions and new local business development. Special efforts will be made for agricultural/forest interests.

Attract New Businesses/Jobs

The Dodge County community, through its Development Authorities, Chamber of Commerce, and intergovernmental cooperation, will seek compatible business and industrial development. The community will participate in state designation programs, and will cooperate in providing appropriate funds in making full-time economic development efforts more efficient and effective. State tax credits and local tax incentives for job creation will be marketed. Enhancing existing industrial sites and developing a new airport industrial park will assist. The location of several major highways, and the rail and airport facilities are major assets and calling cards. The family-friendly atmosphere, many natural and cultural amenities, and overall high quality of life will attract more than people.

Enhance/Grow Tourism

Dodge County's extraordinary outdoor amenities and splendor; including the Ocmulgee River, the Dodge County Public Fishing Area; the many local historic structures; remarkable and unique existing and potential festivals; community location along U.S. 341 (the Golden Isles Parkway) and U.S. 280; the Peaches to Beaches Yard Sale; the Magnolia Music and Medicine Show; as well as its farms and scenic countryside offer much more potential to increase visitors.

Improve Transportation Access/Quality

The Regional T-SPLOST will result in many needed local resurfacing and other road improvements, including the new State Route 87 spur and widening, which will enhance the community as a place to live and work. It may open up other opportunities for job creation, as well. These and other improvements, particularly the development of an U.S. 341 Eastside truck route around Eastman, could enhance local travel and make business markets more accessible. It would also make it easier to live in Dodge, but work in nearby urban growth centers. Promotion of trails, bicycling, and other tourism would also help quality of life and economic development. The expansion of Georgia's ports will make the Norfolk Southern Railroad even more important. The Regional Airport and its continued improvement is critically important.

Revitalize Downtown

The historic fabric and available buildings in Eastman, as well as those in Milan and the other small towns, allow for much opportunity. Their historic nature allows for development incentives, preservation of unique character, and enhanced quality of life. Community projects in historic structures create civic pride and community cooperation. They also can stimulate private investment.

Develop/Improve Local Industrial Parks/Sites

The community has a number of available sites and buildings to market. The existing airport industrial park needs further improvement, and there is a need to further market the existing main industrial park to continue and build on past and recent successful efforts in industrial expansion and location. The industrial park/sites in Milan also require further attention and marketing.

Promote Quality of Life/Civic and Community Pride/Location

Dodge County has additional opportunities to promote its small town and rural character and quality of life through its Chamber and other means. The welcoming, family atmosphere; low crime rate; low cost of living; the Dodge County Public Fishing Area; the Ocmulgee River; the interesting local festivals; local museums, and other cultural outlets; the Magnolia Music and Medicine Show; the many, active civic clubs; the general outdoor fun; and the landscape and outdoor amenities are all easy selling cards. The overall county location, exceptional community schools and facilities, and easy access to larger urban areas further contribute and facilitate promotion of the county as an excellent place to live, visit, or do business.

Enhance Intergovernmental Cooperation

Community efforts working together both within the county, and through neighbors, the region, and state agencies can only facilitate success and scope of effort. This will build on, and take advantage of, the strong tradition of local cooperation and adaptive leadership. An active chamber of commerce and many civic groups can only make public/private partnerships easier to achieve and more successful. Active participation in regional economic, tourism, and natural resource partnerships offers much potential and benefit.

Address Growth Management/Rural Character Preservation

A well planned community and one which appears neat, orderly, and attractive supports and encourages additional investment. The community has developed limited individual land use regulations to address specific issues and nuisances, but more stronger, general, and coordinated efforts and joint code enforcement are needed. The community can also utilize infrastructure location and civic organizations and programs to assist.

Enhance Economic Development Marketing

Dodge County has been noted in the past for its local leadership and community cooperation. Reenergized efforts supported by the local governments, local chamber, and local civic groups can accomplish much to help the community cooperate and advance in economic development. Participation in regional and state partnerships and utilizing state designation programs can help. State job tax credits and recently developed local tax incentives can be highlighted.

Support Existing Industries/Entrepreneurs

Existing industries and local entrepreneurs have been principal contributors to past success and a stabilized local economic base. The community needs to be vigilant to support and ensure these pillars and foundations for other growth remain strong and vibrant. The expansion of airport related concerns are recent examples of how this strategy can pay off. The outstanding natural resource outlets within the county offer similar potential for support and marketing.

Maintain/Increase Retail Trade/Service Sectors

These local sectors are underrepresented and lacking diversity given the relative high numbers of goods producing industries locally. These are also sectors which would require expansion to help grow tourism. While the attraction of more families and retirees would facilitate and make easier this effort, so would additional promotion and marketing. Downtown revitalization, new job creation, and the overall marketing of the community to make more people aware of the rural oasis the community is and the opportunities that exist will also help.

Continue Support for Local Higher Education

Post secondary education opportunities on a local level encourage the development of improved local workforce skills and the community's young leadership to remain closer to home. The recent location of a Georgia Military College campus to Eastman is a positive step.

Development of a new local workforce development/training center for advanced skills training, and expansion of Oconee Fall Line Technical College facilities and programs would also provide increased opportunities.

Support/Enhance the Eastman Aviation Campus of Middle Georgia State University

It goes without saying that the Aviation College is important to Dodge County. It has already been one of the more prominent economic development attractors and stimuli in recent years, and continues to bring attention and development to the community. It is a critical and key component to assist the community in “taking flight together.” The community should remain vigilant in its promotion, and to make sure it receives proper nurturing and investment, particularly when it is now positioned as only a branch campus of a larger university, and not a separate institution.

LAND USE

The landscape and the way land is used is often visible and tangible evidence of planning or the lack thereof. It reveals the pattern of growth and development, and how we relate to the natural environment. It often defines what we view as the character of our community, and is a major component in our determination of quality of life. As science evolves, we realize with greater certainty that the way our land is used and managed has definite implications for air and water quality, and the diversity and health of our ecosystems.

The awareness of the impacts and consequences of the way land is used illustrate the need for wise use of our finite supply of land, and the necessity of sound decisions in its development or protection. The need for sustainable growth and development, which accommodates our development needs while maintaining balance and control, and limiting impacts on the natural and built environment, is recognized in the state quality community objectives.

Sound, quality growth and development results from effective and balanced land use planning that anticipates, prepares, and exercises control over development decisions. It guides and directs growth and development into a desirable and efficient pattern of land use to achieve compatibilities in use, proper return and effective use of public investments in infrastructure and services, and minimal impacts to environmentally or aesthetically important natural and cultural resources.

The lack of planning, on the other hand, can result in uncontrolled and unmanaged growth which can wreak havoc on community desires and plans, negatively impact property values, degrade the environment and landscape, and foster other detrimental effects or burdens in a short period of time. It can destroy important natural functions and treasured views or other parts of the landscape. It can cause new public tax or service burdens while lowering return or lessening use of public infrastructure already paid for or invested in. Public desires or future

plans or options can be precluded or prevented by such uncontrolled growth, while other ill-advised consequences or burdens upon the general public can result.

A community's land use planning efforts are an attempt to provide a policy guide and framework or blueprint for desired growth and development. Sound planning provides for managed growth and development, allowing for necessary land use and development, but guiding it in such a manner that balances and protects resources, systems, and other aspects of the landscape important to the community. Such planning tries to lessen, mitigate, or avoid inconsistencies, inefficiencies, or conflicting land use efforts. Existing patterns and trends of land uses, community investment in and location of facilities and services, important natural and cultural constraints, and overriding community desires are considered and accommodated in developing and delineating the desired pattern of growth and development.

Dodge County, Chauncey, Chester, Eastman, Milan, and Rhine are united in their vision and desires for growth. It is a rural county with exceptional community facilities, abundant natural and cultural resources, great natural beauty, enviable location, excellent transportation access, and many assets for growth. The community has a long history of balancing agriculture and attracting industry, preserving and celebrating past heritage while advancing the new, utilizing and conserving natural and cultural resources, and exhibiting entrepreneurial and community leadership. As a result, the community has rebounded again and again, and continues to enjoy slow, but steady, growth and a high quality of life unusual for a rural area. The community's vision for its future growth and development is one that maintains this growth and balance, and one that protects and utilizes its natural and cultural resources and landscape to continue growth and development conducive and compatible with such beauty, family fun, outdoor adventure, and overall high quality of life. Land uses would continue to look similar to those existing, and the small-town, family-friendly rural character would be maintained. Infrastructure and amenities would be maintained at the exceptional levels currently enjoyed and would be expanded and developed to support and attract both population and business growth, primarily in or adjacent to the existing municipalities and developed areas. Agricultural and forestry uses would be kept viable and remain the principal land uses of the county. The outstanding natural and cultural resources would be protected and utilized for increased tourism.

These rural open landscapes would be an integral component of the economy of the county, and the preservation of rural character supportive of open space and natural and cultural resource protection. Commercial and industrial growth would be compatible and supportive of continued agricultural/forestry uses, and would maintain the high quality of life and small-town, rural character while providing additional jobs and economic opportunity. All of this would be components of a concerted strategy to attract new residents, retirees, and economic development supportive and complementary to existing uses and character which further adds to the quality of life.

While technically only the cities of Eastman and Milan are required, because of their zoning ordinances, to have a Land Use element in its comprehensive plan under the current DCA planning standards, all local governments in the county have chosen to participate and include the element in this joint comprehensive plan. Existing land use maps visually convey to all concerned the current landscape and correlation of extant development. Future land use maps illustrate to all concerned the community's vision and desires for additional growth and development. Such depictions also lend credence and supporting background information important to understanding and illustrating official local government policy in designating lands unsuitable for solid waste handling facilities in local solid waste management plans. Land use maps do provide official display of community desires and goals for compatible future growth and development.

The community's land use maps are, however, a general policy guide and framework, not necessarily a rigid or unchangeable picture of future growth and development. Not all growth or developments can be foreseen, and other events could necessitate a change in community vision or desires. The depicted pattern of desired future growth and development displayed on future land use maps is a current statement and reflection of community expectations and desires. It provides a context, framework and background for the public and private sector to utilize to plan, evaluate, shape, guide, and evaluate proposed developments and other decisions affecting the use of the land and community growth and development. The plan provides a context for forethought, examination of impacts and consequences, and mitigation of land use decisions on the community's growth and development and desired future patterns and community vision.

Existing Land Uses. Existing land use patterns for Dodge County and its municipalities are depicted on the following maps. A table depicting the existing distribution of land use acreages is shown below.

Land use categories utilized in the development of this plan and in the land use maps are the standard categories established by the Georgia Department of Community Affairs and defined in the planning standards as below.

- **Residential.** The predominant use of land within the residential category is for single-family and multi-family dwelling units.
- **Commercial.** This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, located as a single use in one building or grouped together in a shopping center or office building.
- **Industrial.** This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.
- **Public/Institutional.** This category includes certain state, federal or local government uses, and institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc. Examples of institutional land uses include colleges, churches, cemeteries, hospitals, etc.
- **Transportation/Communications/Utilities.** This category includes such uses as major transportation routes, public transit stations, power generation plants, railroad facilities, radio towers, telephone switching stations, airports, port facilities or other similar uses.
- **Park/Recreation/Conservation.** This category is for land dedicated to active or passive recreational and conservation uses. These areas may be either publicly or privately owned

and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, other wild lands, golf courses, recreation centers or similar uses.

- **Agriculture.** This category is for land dedicated to farming (fields, lots, pastures, farmsteads, specialty farms, livestock production, etc.), agriculture, or similar rural uses.
- **Forestry.** This category is for land dedicated to commercial timber, pulpwood production, or other woodland use.

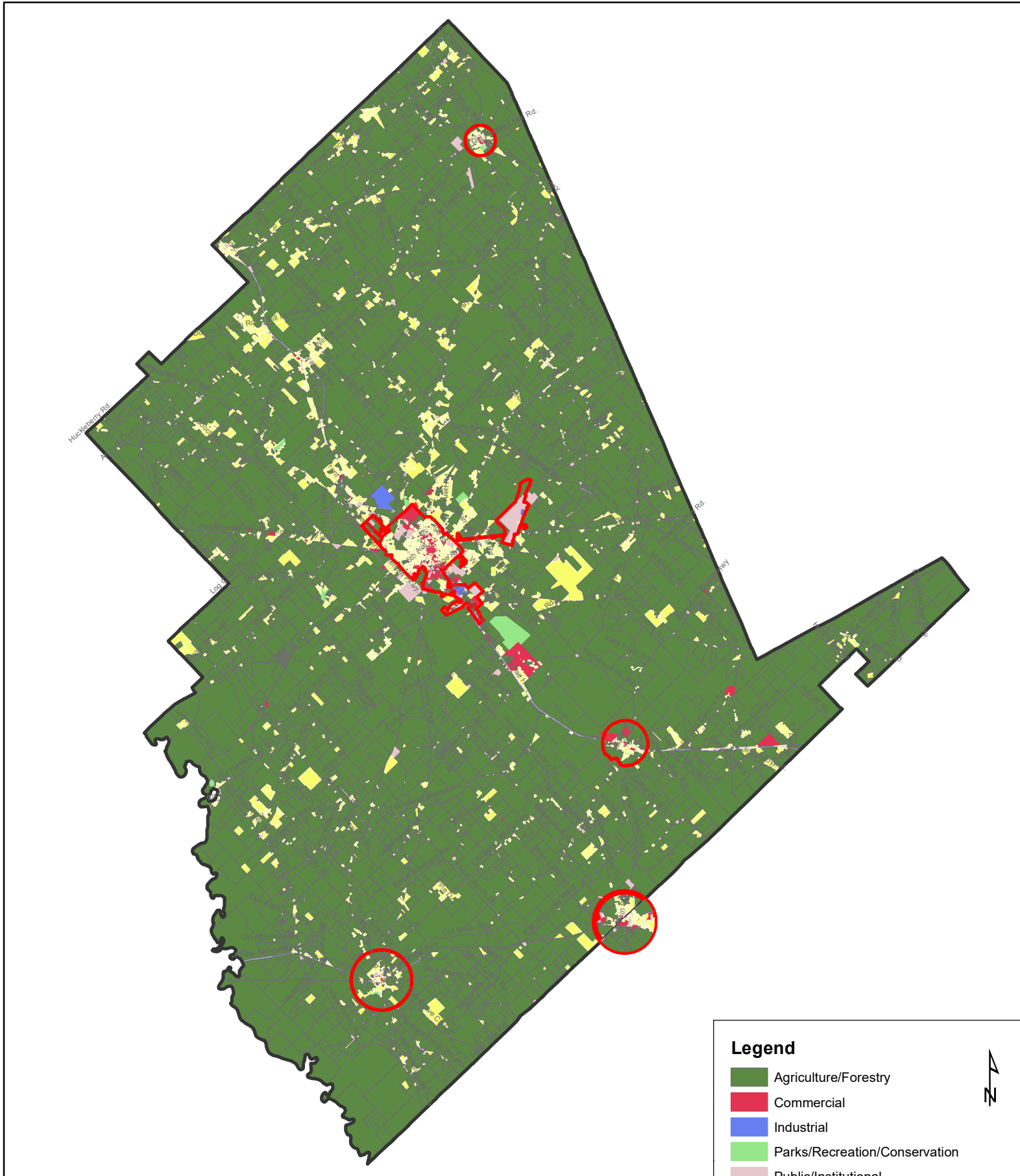
**Existing Land Use Distribution, 2016
(Acres)**

Dodge County

Land Use Category	Acreage	Percent of Total
Agriculture	61,252	19.02
Commercial	1,459	0.45
Forestry	227,642	70.68
Industrial	282	0.09
Park/Recreation/Conservation	665	0.21
Public/Institutional	1,973	0.61
Residential	20,039	6.22
Transportation/Communications/Utilities	8,761	2.72
Total	322,073	100.00

Source: Heart of Georgia Altamaha Regional Commission Geographic Information System, 2016.

Dodge County is a rural county in central south Georgia and was created as result of railroad and timber industry development. It has a long history of growth and development because of its fertile fields, abundant Southern pine forests, compelling landscape, outstanding natural resources, and exceptional educational and community facilities. The county is located adjacent to the historic and mystic Ocmulgee River. Dodge County is a unique blend of agriculture, industry, tranquil natural and cultural beauty, and exceptional community and educational facilities.



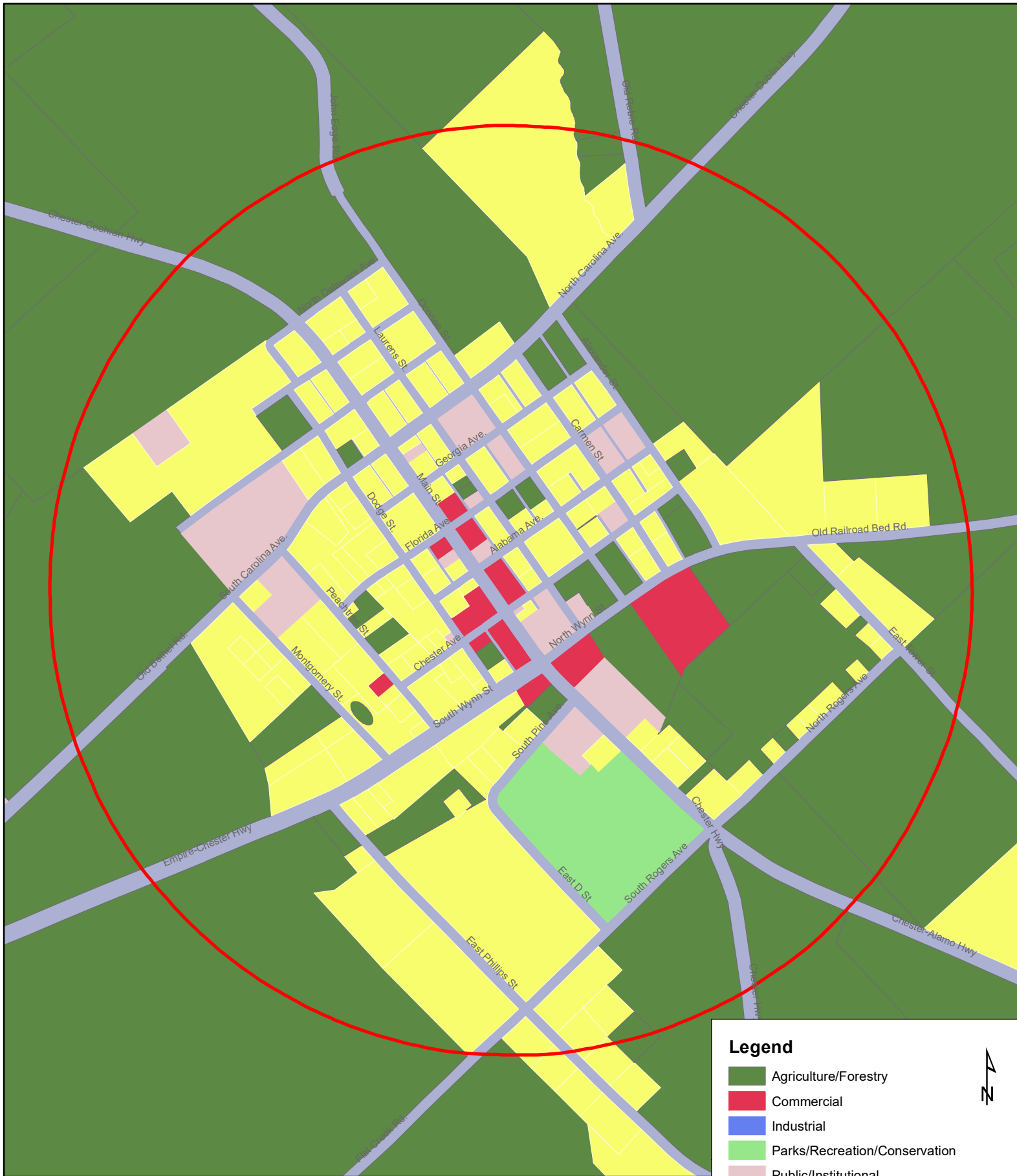
Dodge County Existing Land Use

Legend

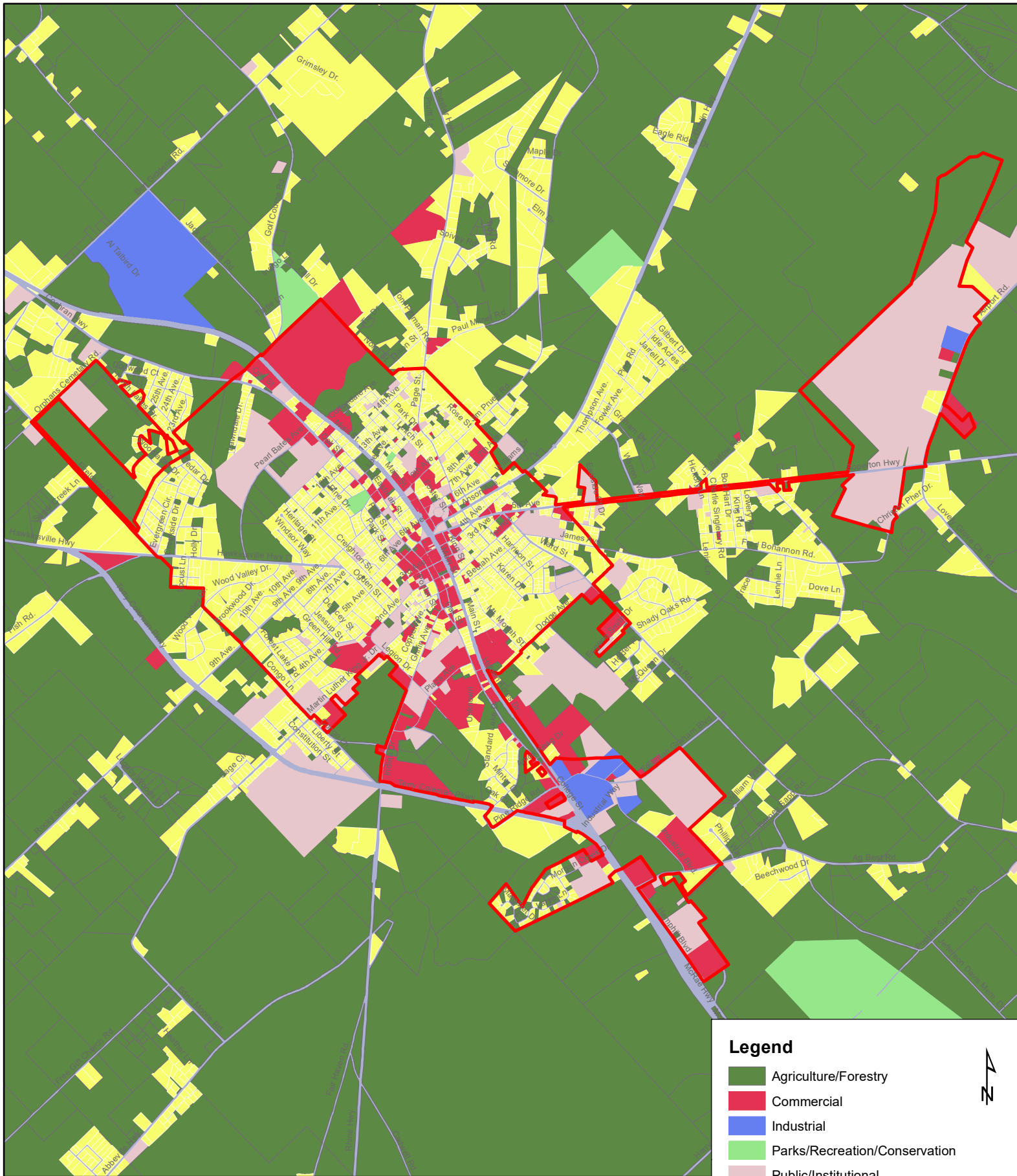
- Agriculture/Forestry
- Commercial
- Industrial
- Parks/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities
- City Limits
- County Boundary



City of Chauncey Existing Land Use



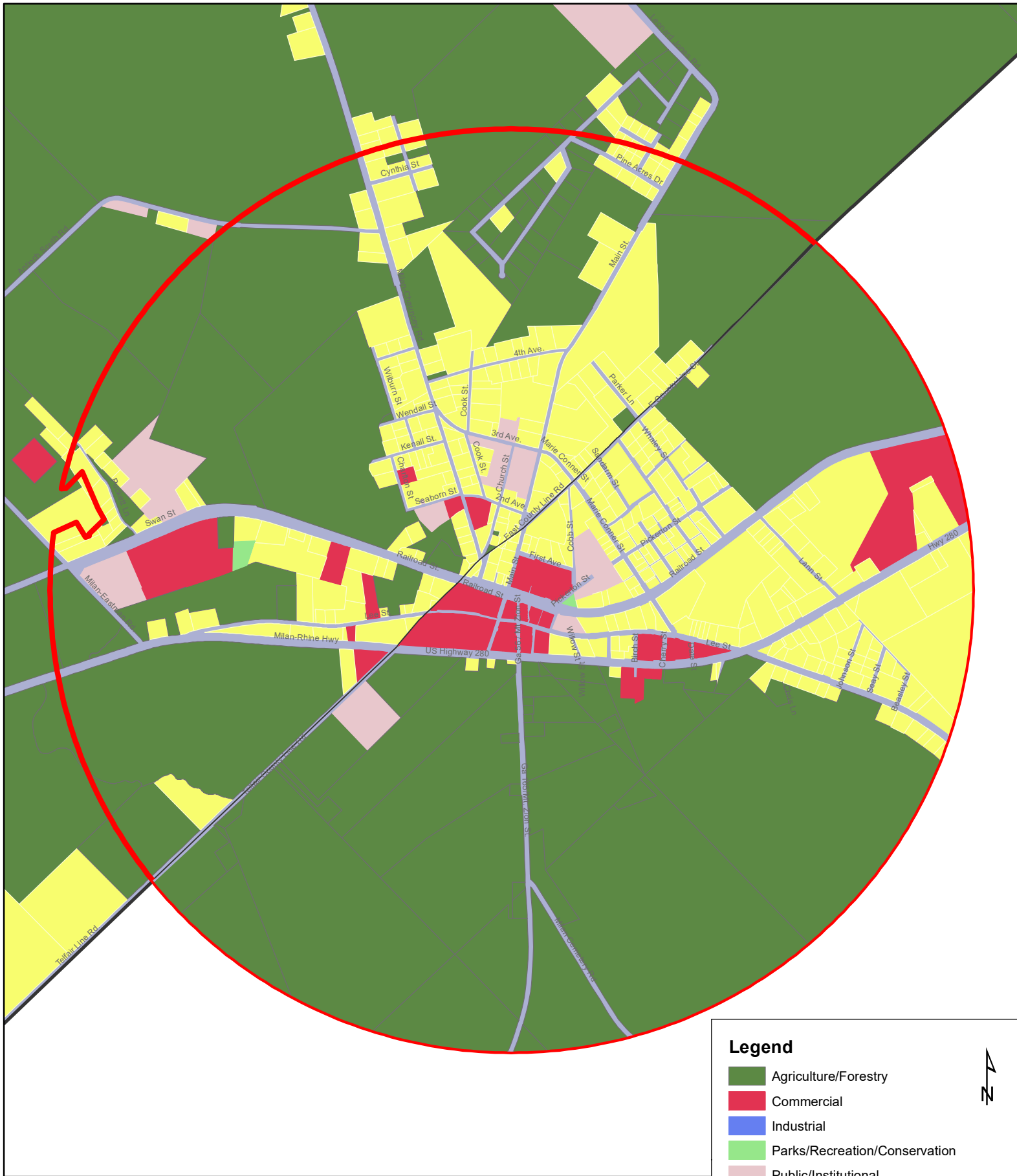
Town of Chester Existing Land Use



City of Eastman Existing Land Use

Legend

- Agriculture/Forestry
 - Commercial
 - Industrial
 - Parks/Recreation/Conservation
 - Public/Institutional
 - Residential
 - Transportation/Communication/Utilities
 - City Limits
 - County Boundary
- 0 0.1250.25 0.5 Miles



City of Milan Existing Land Use



City of Rhine Existing Land Use

Dodge was first settled because of its forests, fertile lands, and proximity to the Ocmulgee River. However, it was the Macon and Brunswick Railroad construction in the late 1860s and the subsequent timber industry development which brought county creation, the establishment of Chauncey and Eastman, rapid growth, and the development of additional railroads and the other municipalities. Substantial growth soon followed as a result of the wealth of the area's timber resources. The area had numerous naval stores and timber related businesses, including one of the largest sawmill operations in the world to locate near Eastman. Most growth was centered in and around Eastman even during this time. The development of Eastman by Northern capitalists also led to local tourism production. The associated development of banks and schools in the smaller communities was the pivotal point which allowed them to continue to prosper even after the railroads and timber interests declined. The development of agriculture was also a sustaining influence and led eventually to the emergence of Stuckey's, which brought the critical airport as well as much local growth.

Since the 1930s much of the force behind the county's development can be attributed to its location on U.S. 341, an important east-west commercial route, and the utilization of other transportation resources. The old Macon and Brunswick railroad remains an active Class I railroad operated by the Norfolk Southern system, and has functioned as an important additional economic stimulus. The establishment of a local airport in 1966, and local nurturing and support which grew it into the Heart of Georgia Regional Airport has also proven to be a cornerstone of more recent growth. Other critical factors have been committed leadership, a cooperative spirit, the adaptive use of its natural assets, and progressive leadership which has succeeded in developing exceptional community and educational facilities. Community development of a local technical college which grew into a world-class aviation college, and now university, campus was also instrumental in furthering community growth and development.

These same assets and adaptive traits have allowed Dodge County to continue with remarkable slow, but steady growth despite globalization, the mechanization of agriculture, the decline of individual manufacturing concerns, or recessionary periods which have devastated many rural communities. The community still has many assets for growth, including location,

transportation facilities, exceptional community and educational facilities, progressive leadership, community cooperation, unwavering entrepreneurial spirit, and outstanding and abundant natural and cultural resources. The community continues to invest in its infrastructure, public facilities, community culture, and other amenities to encourage, support, and attract compatible future growth and development. Success continues to follow. The community is the home to major industrial plants, awarded local schools and local hospital, a cutting-edge airport and the only public university campus in Georgia, which concentrates in aviation and aerospace offerings and enjoys a world-class reputation.

Similar growth and development trends are expected to continue as a result. There continues to be much potential for additional residential and business growth and more diverse economic development by embracing and augmenting its backdrop of facilitating community resources, impressive culture and heritage, outstanding quality of life, abundant natural resources, and great natural beauty. The community truly does continue to enjoy success and expanding growth and development by “taking flight together.”

As noted previously, Dodge County’s unique history is importantly related to the frontier of Georgia and its yellow pine forests, entrepreneurship, and the establishment of lumber and railroad interests. The economic development and natural resources of the community also led to promotion of the community for tourism and its quality of life. Despite continued development and momentous changes, the county’s landscape, in many aspects, remains a verdant sea of pine trees, fertile fields, and outdoor wonder, with the Ocmulgee River corridor and floodplain on the county’s western boundary, the Dodge County Public Fishing Area, and other amenities. Currently as the existing land use acreages show almost 90 percent of county land area remains utilized for agriculture or forestry. However, amidst this scenic landscape of pastoral beauty and outdoor wonder, is a bustling and growing community with innovative and modern public, educational, and government facilities, and impressive array of industries and businesses.

Most current growth is concentrated in Eastman and in the greater area surrounding the City of Eastman. More intense development, especially general commercial, industrial, and multi-family residential growth, are expected to continue within the City of Eastman as infill

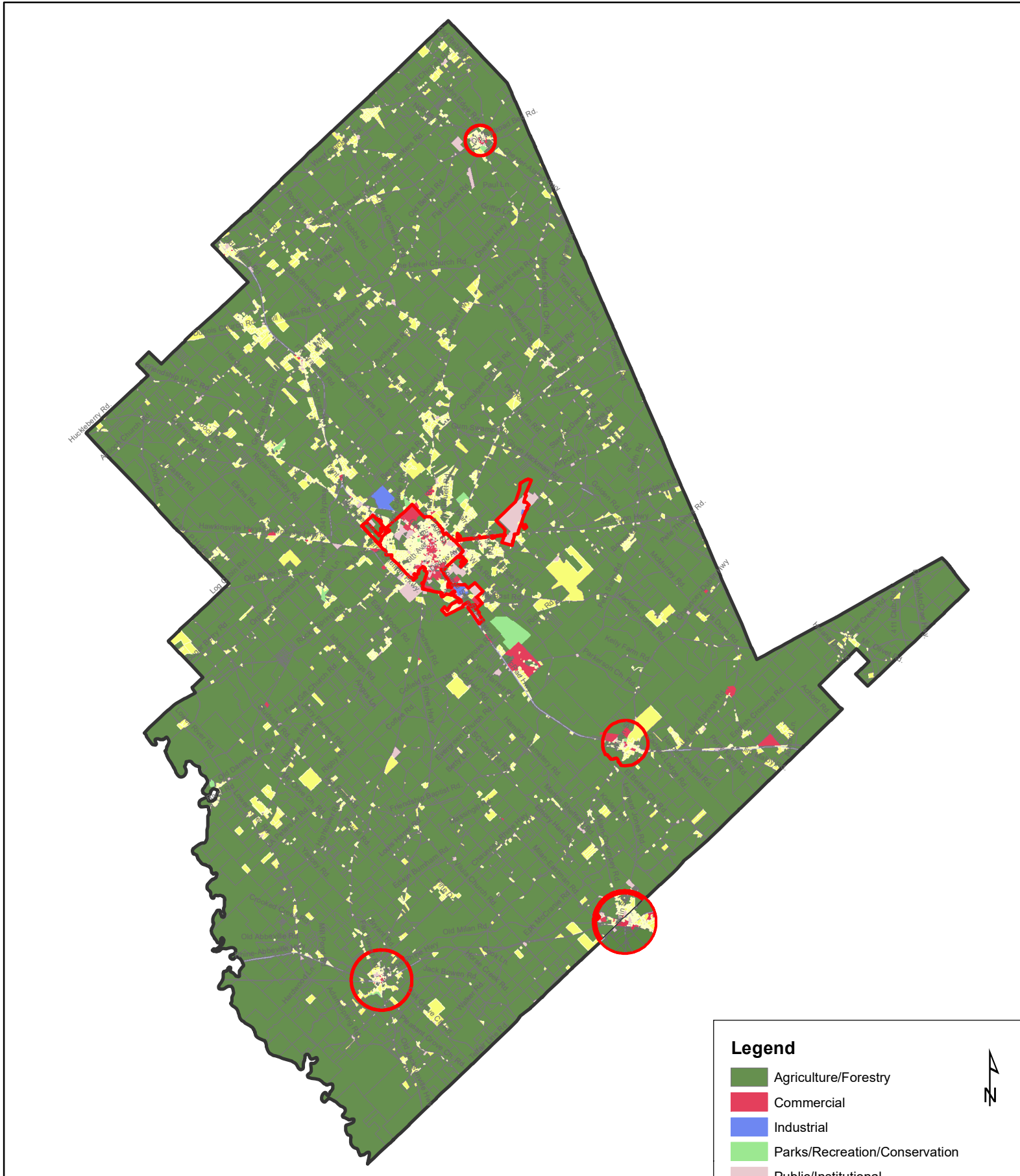
development primarily near existing such uses. These areas include along western Oak Street/Cochran Highway, the Walmart Supercenter on U.S. 341/Eastman Bypass, Pearl Bates Avenue, and the airport for commercial infill and the airport and industrial park for industrial growth. Additional commercial and industrial growth is projected along the major highways (U.S. 341 Bypass, U.S. 341 West and East, U.S. 23, GA 46 East) and near the airport and existing industrial park, as well as the planned new industrial park west of the airport, all located in the Greater Eastman Area. Residential growth is occurring primarily in the rural transitioning area outside the city limits in all directions, but many of the more recent and planned subdivisions are located west of Eastman toward Hawkinsville and Cochran. This Greater Eastman Area is expected to be the principal growth area for intense land uses because of the availability of water/sewer infrastructure and because it is the existing location of most facilities, services, and economic development. Future growth will likely continue to concentrate in the Greater Eastman Area, and to a lesser extent around the county's small towns, and western Dodge County where it has been occurring recently.

Dodge County's smaller municipalities (Chauncey, Chester, Milan, and Rhine) all currently have large percentages of agriculture/forestry lands (ranging from about 48 to 72 percent) within their jurisdictions. This means that they have ample room for desired growth within their existing city limits. Milan, in particular, foresees future industrial growth adjacent to the old tire recycling facility and development of a new industrial park area along U.S. 280.

These development trends and growth patterns are expected to continue. The county's future land uses will closely resemble existing land uses. Agricultural, forestry, and conservation uses will continue to predominate the landscape, and maintain the outstanding existing small-town and rural character and appealing high quality of life.

Future land use maps for Dodge County, Chauncey, Chester, Eastman, Milan, and Rhine are included following this description.

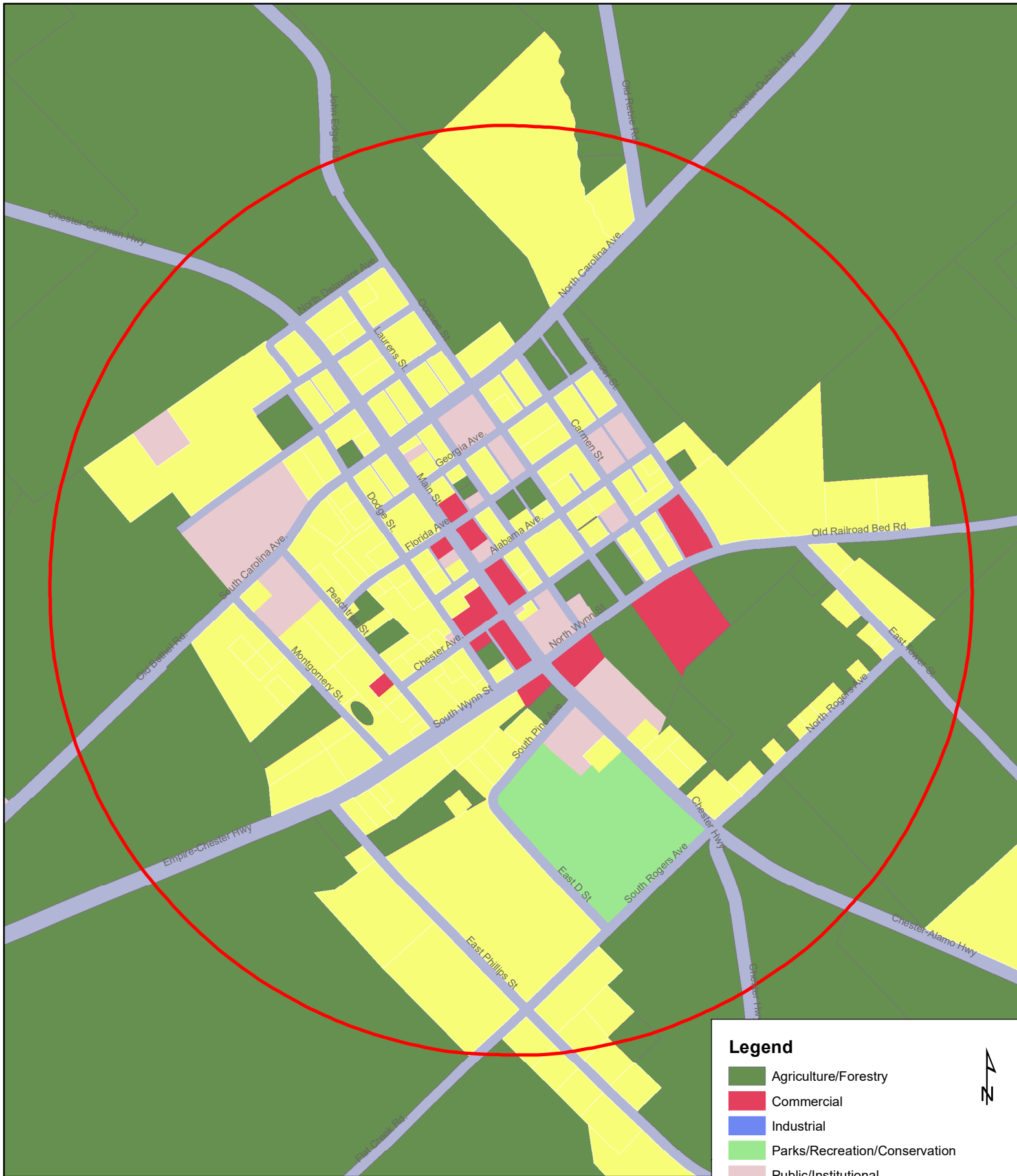
Land Use Goals. Dodge County and its municipalities seek future growth and development respective of its small-town and rural character, abundant natural and cultural



Dodge County Future Land Use



City of Chauncey Future Land Use

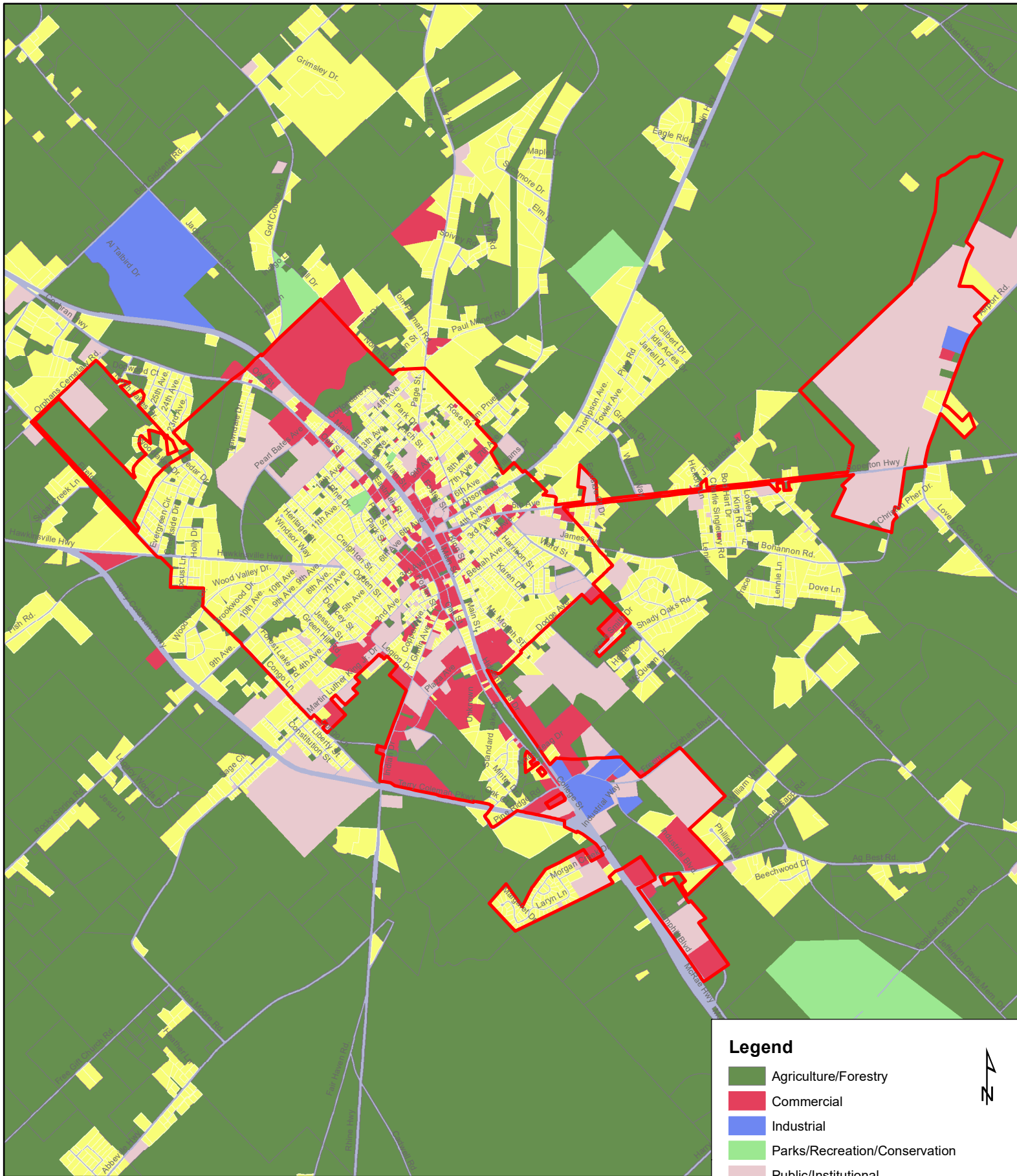


Town of Chester Future Land Use



Legend

- Agriculture/Forestry
 - Commercial
 - Industrial
 - Parks/Recreation/Conservation
 - Public/Institutional
 - Residential
 - Transportation/Communication/Utilities
 - City Limits
 - County Boundary
- 0 0.025 0.05 0.1 Miles



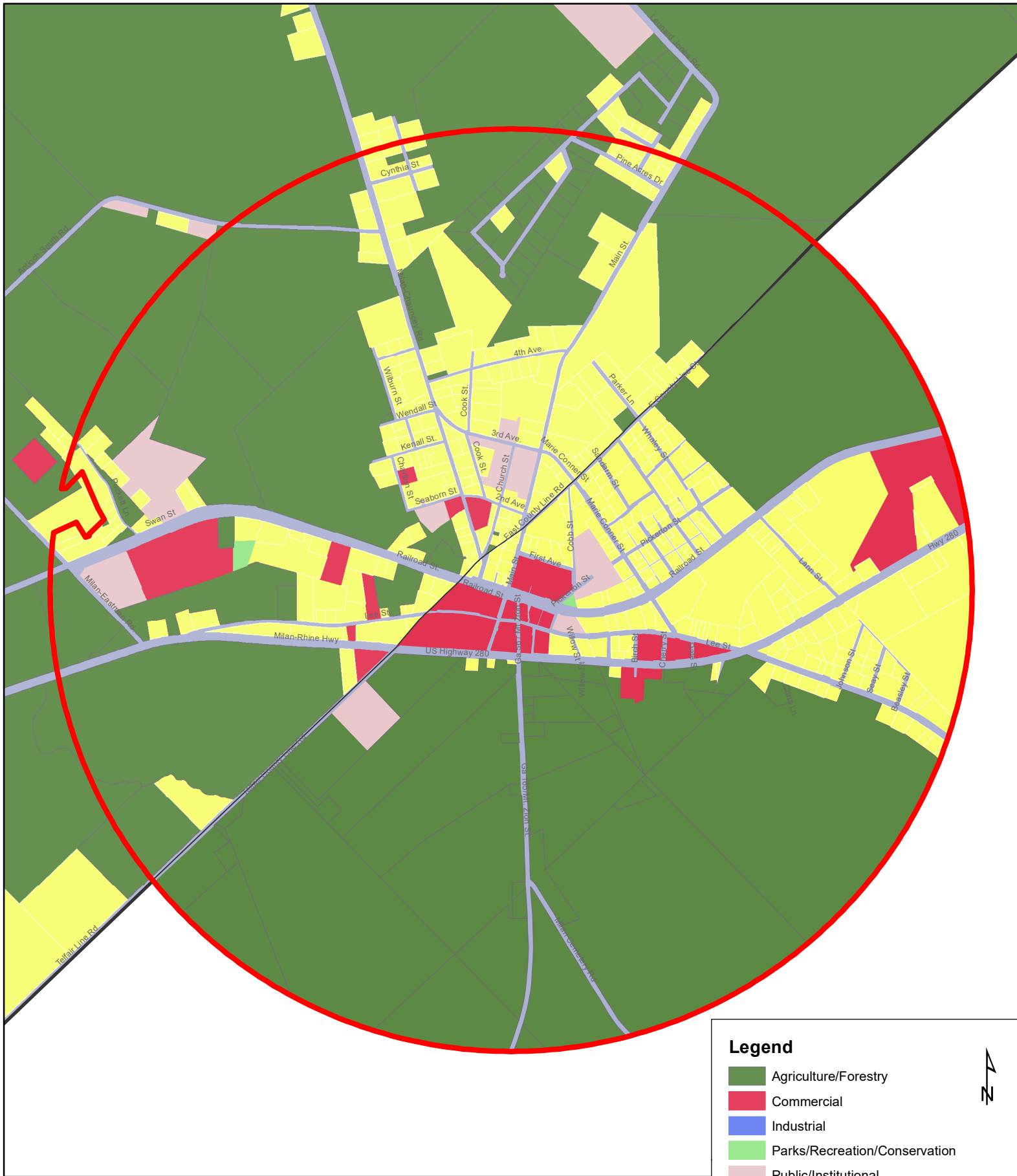
City of Eastman Future Land Use



Legend

- Agriculture/Forestry
- Commercial
- Industrial
- Parks/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities
- City Limits
- County Boundary

0 0.1250.25 0.5 Miles



City of Milan Future Land Use





City of Rhine Future Land Use



Legend

- Agriculture/Forestry
- Commercial
- Industrial
- Parks/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities
- City Limits
- County Boundary

0 0.05 0.1 0.2 Miles

resources and agricultural/forestry/conservation uses, and the existing high quality of life. It desires balanced growth patterns which maintain and keep viable existing agricultural, forestry and conservation uses, which sustain its heritage, abundant natural and cultural resources, which support its high quality of life, and which are otherwise compatible and complementary of existing uses and scale of development. The community has chosen the following land use goals to help bring about its desired future and delineated community vision.

Address Growth Management/Guide Compatible Development

A well planned community and one which appears neat, orderly, and attractive supports and encourages additional investment. Outside of Eastman, the community has developed only limited individual land use regulations to address specific issues and nuisances, but more general and coordinated efforts and joint code enforcement are needed. The community can also utilize infrastructure location; improvement of facilities and services; support of agricultural, forestry, and conservation uses; downtown revitalization; and involvement of its citizenry to assist.

Improve Subdivision/Manufactured Housing/Land Use Regulation/Code Enforcement/Permitting

As noted above, Dodge County has only limited, rudimentary land use regulations, road acceptance/subdivision ordinances, a manufactured home ordinance, and others to address specific issues or nuisances. Only Eastman and Milan have zoning ordinances and limited building code enforcement. These ordinances need update, expansion, coordination, and joint collaboration/code enforcement/countywide development permitting to initiate a more comprehensive and coordinated approach for land use management.

Maintain Open Spaces/Agricultural/Forestry Uses/Rural Character/Quality of Life

Development of new markets, supporting creation of alternative crops and uses, celebrating the heritage of these uses, providing professional support, and attracting compatible agribusiness or other supportive economic development ventures all can help achieve this. The location of the new farmers markets in Eastman and Milan and facilitating the continued

development of a local aquaponics industry are excellent examples of needed support.

Developing and supporting outdoor events/facilities/festivals, making the Ocmulgee River more accessible, improving marketing of the Dodge County Public Fishing Area, and encouraging tourism will also help.

Develop/Improve Recreation/Leisure Use Facilities and Encourage Utilization/Access/Tourism for Natural/Cultural Resources

The Ocmulgee River, the Dodge County Public Fishing Area, the Magnolia Theater, the Eastman and Stuckey houses, the Orphans Cemetery and many more sites all have much history and much more potential for recreation and tourism within the county. Increased recreational and outdoor usage through continued park development, promotion, and growth of tourism of many kinds offers much unrealized potential to both enhanced economic utilization and conservation of the county's significant natural and cultural resources. It can also attract more visitors, and more residents, and build a larger audience of citizen support for protection and enhancement of these resources. Further promotion of U.S. 341, the Golden Isles Parkway, also holds additional promise. The successful Peaches to the Beaches Annual Yard Sale, initiated through local efforts along U.S. 341, continues to grow in economic impact. A similar effort along U.S. 280 has been gaining support and could also help. Improvement of local recreational facilities, museums and other cultural events, enhancement of events or festivals, and development of local trails and bicycling paths could also reap benefits. Despite past success, there is even more unrealized major potential.

Encourage Infill Development/Downtown Revitalization

It only makes sense to utilize lands and buildings where taxpayers and private interests have invested in providing costly infrastructure and construction in the past before extending additional infrastructure or incurring completely new construction costs. There are an abundance of available vacant commercial, industrial and residential structures within the community, as well as areas with readily available infrastructure. Available historic buildings located in downtown Eastman and the other municipalities or elsewhere are avenues for preservation of

character and heritage and opportunities for economic and community development utilizing existing served areas. Attractive and relatively low-cost historic homes are a potential attraction for retirees and families alike. Annexation of existing growth areas around Eastman could also facilitate appropriate infill development.

Improve Community Appearance

Dodge County and its municipalities have much history, intrinsic natural and cultural beauty, and Old South and family-friendly charm attractive to residential location and tourism. Landscaping/beautification efforts, general clean-up, and rehabilitation/upgrade of existing structures/areas will serve to accent and highlight this.

Seek Compatible Development/Utilization

Growth supportive, not disruptive through use, scale, or intensity, of the community's existing rural character, small-town atmosphere, extant heritage, abundant natural and cultural resources, and current agricultural/forestry/conservation uses is desired. Further educational and industrial development of the Regional Airport, including continued facility improvement of the airport itself, would complement and implement community desires and goals.

COMMUNITY WORK PROGRAMS

The Community Work Program Element is the chosen implementation strategy which the community has identified to begin its path toward improvement and its desired future growth and development. These are the immediate steps the community has chosen to address identified community issues, needs, and opportunities, and begin the journey to achieve the desired community vision. This plan element answers the questions, “How are we, as a community, going to get where we desire, given where we are?” The Dodge County Joint Comprehensive Plan includes a separate community work program for each local government involved, as well as a report of accomplishments on their previous work program. The Long Term Policies identified under the Community Goals element identifies implementation activities and ideals which may take longer than five years, or because of circumstances involved, including finances, are not envisioned to begin in the near future.

DODGE COUNTY

**Dodge County
Comprehensive Plan Community Work Program
Report of Accomplishments**

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
ED, IC	2011	Finalize, maintain and promote Certified Work Ready Community designation	Y	2011						Designated as a Certified Work Ready Community in 2011.
ED, CFS, LU, IC	2011	Seek the development of community welcome signs along the bypass, gateways and corridors into Eastman					Y	2018		Action has been postponed due to lack of funds.
NCR	2014	Pursue the development of a local history museum, possibly as an addition to the Ocmulgee Regional Library					Y	2018		Dodge County currently contributes funds to the local historical society and will pursue funding for a museum in the future.
NCR	2011	Consider rehabilitating the old jail for community use					Y	2019		Action has been postponed due to lack of funds. The structure was placed on Georgia Trust for Historic Preservation's 2010 <i>Places in Peril</i> list.
NCR, CFS	2011	Seek funding for a new lower river landing along the Ocmulgee River	Y	2015						A new low water landing was constructed on Lower River Road (GA State Route 230).
NCR	2012	Pursue the nomination of Jaybird Springs to the National Register							Y	Jaybird Springs is privately owned.
NCR, CFS	2012	Pursue nomination of old jail to the National Register	Y	2013						The old jail was listed in the National Register on May 22 nd , 2013.
CFS	2012	Pursue paving and drainage improvements in needed areas, such as Shady Oak subdivision, et al			Y	2017				A project in Shady Oak subdivision is underway with funding from a 2015 CDBG award.

**Dodge County
Comprehensive Plan Community Work Program
Report of Accomplishments**

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2013	Seek funds to construct a new EMA/EMS facility			Y	2018				The old National Guard building located in Eastman has been acquired for this purpose. EMA is currently operating in this building with plans for EMS to relocate in the remaining space in 2018. Item has been revised in the new Community Work Program to reflect appropriate changes in need.
CFS	2011	Seek funds to complete new County Jail	Y	2012						A new 168 bed jail facility was constructed in 2012 and is now in operation.
CFS	2011	Pursue funding as appropriate to develop a Agriculture and Expo Center					Y	2020		Action has been postponed due to lack of funds.
CFS	2013	Support the development of a new regional community mental health center	Y	2011						Construction of a new mental health building was completed in 2011 and is operated by Community Mental Health.
CFS	2012	Establish new solid waste convenience centers	Y	2012						The County has created two new convenience centers in addition to one existing.
HO, IC	2011	Continue to pursue the development and enforcement of manufactured home/park regulations countywide					Y	2019		Action has been postponed and will be pursued when politically feasible.

DODGE COUNTY
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Seek the development of community welcome signs along the bypass, gateways and corridors into Eastman		X						X	Eastman	Chamber, Dev. Auth.	\$20,000	X	X		
Pursue the development of a local history museum, possibly as an addition to the Ocmulgee Regional Library		X						X	X	Historical Society, Library Board	\$100,000 (Total)	X	X		
Consider rehabilitating the old jail for community use			X					X		DNR, Historical Society, GDEcD	\$400,000 (Total)	X	X		
Pursue paving and drainage improvements in needed areas, such as Shady Oak subdivision, et al	X							X		DCA (CDBG)	\$618,000	X	X		
Renovate the old Georgia National Guard building to house EMS operations and personnel.		X						X		FEMA, GEMA	\$500,000	X	X	X	
Pursue funding as appropriate to develop an Agriculture and Expo Center				X				X	Eastman	BOE	\$400,000	X			
Continue to pursue the development and enforcement of manufactured home/park regulations countywide			X					X			\$1,000 (Enforcement)	X			

DODGE COUNTY
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Purchase tractor for right-of-way mowing	X							X			\$50,000	X			
Purchase trash collection truck	X							X		USDA	\$275,000	X		X	
Purchase two ambulances	X							X		USDA	\$250,000	X		X	
Upgrade E-911 System	X							X		Wilcox County	\$300,000	X			
Replace two culverts on Milan-Chauncey Road	X							X			\$100,000	X			
Improve streets and drainage in the area of 9 th Ave., Jimmy Pruitt Road, and James Ave.		X						X		DCA CDBG	\$500,000	X	X	X	
Complete projects listed on the TIA Band 2 List (East Chicken Rd., Milan Chauncey Rd., Rocky Springs Rd., Middle Ground Church Rd., Edna Moore Rd.)	X	X	X					X		GDOT TIA	\$2,172,800	X	X		
Complete projects listed on the TIA Band 3 List (Roddy Highway, Horne Rd., Jim Ross Rd.)				X	X		X	X		GDOT TIA	\$1,337,600	X	X		
Resurface approximately 10 miles of roadway						X		X		GDOT LMIG	\$700,000	X	X		
Obtain GRAD Certified status for industrial site located at Heart of Georgia Regional Airport	X							X	X	Dev. Authority	\$500,000	X	X		

CITY OF CHAUNCEY

City of Chauncey
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
NCR, CFS	2013	Construct a stairway onto the old Chauncey School auditorium to allow use of the upper level for community functions							Y	Action item has been dropped for lack of funding and political feasibility.
CFS	2014	Repave Durham Street and S. Railroad Avenue			Y	2018				Portions of Durham Street were repaved with TIA funding. S. Railroad Avenue remains a priority for the City.
CFS	2014	Pursue the acquisition of a second city well to serve as a backup well			Y	2017				A second city well is being repaired and will be useable in 2017.
CFS	2013	Locate new fire hydrants on N. Railroad Street					Y	2018		Action item has been postponed for lack of funding.
CFS	2012	Replace the carpet in the city gymnasium					Y	2018		Action item has been postponed for lack of funding.

City of Chauncey
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2012	Construct a facility to house a fire truck on the north side of the railroad					Y	2019		Action item has been postponed for lack of funding.
CFS	2013	Seek funds to construct a new EMA/EMS facility	Y	2014						The old National Guard building located in Eastman has been acquired for this purpose. EMA is currently operating in this building with plans for EMS to relocate in the remaining space. The remaining EMS portion of this project is viewed as a County project and will not appear in the new work programs for the City.
CFS	2014	Build a new equipment shelter					Y	2017		Action item has been postponed for lack of funding.
CFS	2012	Construct a walking track and additional parking at the city ballfield					Y	2019		Action item has been postponed for lack of funding.
CFS	2013	Seek CDBG and other funding, as needed, to maintain and upgrade the water system, including replacing existing water lines			Y	2017				Work is underway with funding from a 2014 CDBG award and is estimated to be complete in early 2017.
CFS	2012	Pursue the paving of Cemetery Street					Y	2018		Action item has been postponed for lack of funding.
CFS	2011	Construct a new fire station					Y	2019		Action item has been postponed for lack of funding.
CFS	2012	Pursue funds to pave Kizzie Lane and Bussy Street					Y	2018		Action item has been postponed for lack of funding.

CITY OF CHAUNCEY
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Repave Durham Street and S. Railroad Avenue		X							X	DOT LMIG	\$200,000	X	X	X	
Pursue the acquisition of a second city well to serve as a backup well	X								X	DCA (CDBG)	\$243,000	X	X	X	
Locate new fire hydrants on N. Railroad Street		X							X	DCA (CDBG)	\$185,000	X	X	X	
Replace the carpet in the city gymnasium		X							X		\$15,000	X			
Construct a facility to house a fire truck on the north side of the railroad			X						X		\$25,000	X			
Build a new equipment shelter	X								X		\$5,000	X			
Construct a walking track and additional parking at the city ballfield			X						X	DNR	\$25,000	X	X	X	
Seek CDBG and other funding, as needed, to maintain and upgrade the water system, including replacing existing water lines	X								X	DCA (CDBG), GEFA, USDA Rural Dev't	\$1 Million	X	X	X	
Pursue the paving of Cemetery Street		X							X	DCA (CDBG)	\$100,000				
Construct a new fire station			X						X		\$80,000	X			
Pursue funds to pave Kizzie Lane and Bussy Street		X							X	DCA (CDBG)	\$200,000	X	X	X	
Complete TIA Band 2 Projects (Bush Ave.)	X	X	X						X	GDOT TIA	\$42,000	X	X		
Complete TIA Band 3 Projects (Durham Street)				X	X		X		X	GDOT TIA	\$31,920	X	X		

TOWN OF CHESTER

Town of Chester
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2013	Complete renovations to the old Chester School	Y	2011						Renovations were completed in 2011.
CFS	2014	Pursue drainage improvements (new curb and gutter, etc.) to areas of need, such as Caroline Ave. and Chester Ave.					Y	2019		Action item was postponed due to lack funding.
CFS	2014	Seek funds to construct a new EMA/EMS facility	Y	2014						The old National Guard building located in Eastman has been acquired for this purpose. EMA is currently operating in this building with plans for EMS to relocate in the remaining space. The remaining EMS portion of this project is viewed as a County project and will not appear in the new work programs for the City.

TOWN OF CHESTER
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Pursue drainage improvements (new curb and gutter, etc.) to areas of need, such as Caroline Ave. and Chester Ave.			X						X	DCA (CDBG)	\$400,000	X	X	X	
Upgrade/renovate the Land Application System (LAS) for consistent wastewater treatment.		X							X	USDA, DCA (CDBG)	\$350,000	X	X	X	

CITY OF EASTMAN

City of Eastman
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
ED	2013	Seek the expansion of and fully develop infrastructure, including water and sewer extension to Airport Industrial Park					Y	2018		Action item has been postponed due to lack of funding.
ED, IC	2011	Finalize, maintain and promote certified Work Ready Community designation	Y	2011						Designated as a Certified Work Ready Community in 2011.
ED, NCR, CFS, LU	2011	Establish a Farmer's Market as a venue for local farmers	Y	2016						City and County jointly fund a farmers market which presently meets at the courthouse.
ED, HO	2012	Promote the development of upscale loft apartments in downtown			Y	2020				Loft apartments have been developed in Downtown Eastman. The City has encouraged loft apartment development in recent years and continues to do so.
ED	2011	Pursue funding as appropriate to develop a Agriculture and Expo Center					Y	2019		Action item has been postponed due to lack of funding.
NCR, CFS	2011	Continue the rehabilitation of the old Eastman Bus Station for community use			Y	2018				The City has replaced the roof and conducted asbestos abatement in 2014. Further improvements/renovations are planned.
CFS	2011	Seek to repave approximately 6.5 miles of roads	Y	Each Year 2011-2016						The City has accomplished this goal with the use of Transportation Improvement Act (TIA) funding among other funding sources.

City of Eastman
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2012	Complete the renovation of the 9 th Avenue metal storage building at the fire department					Y	2018		Action item has been postponed due to lack of funding.
CFS	2011	Purchase new vehicles for police department	Y	2015						The City seeks to upgrade the police car fleet in 5 year intervals. Cars were upgraded in 2015.
CFS	2013	Purchase a new fully equipped fire truck	Y	2014						Item was purchased in 2014.
CFS	2013	Purchase a new backhoe	Y	2015						Item was purchased in 2015.
CFS	2013	Seek funding as needed for water tank improvements			Y	Each Year				The City is currently in a multi-year contract for water tank maintenance and makes recommended repairs as needed.
CFS	2012	Seek funding for upgrades and operating expenses for the fire station at the airport					Y	2018		Action item has been postponed due to lack of funding.
CFS	2013	Continue to conduct needed changing out of fire hydrants throughout the city			Y	2021				Fire hydrants are being changed out in conjunction with water line relocation/replacement throughout the City.
CFS	2015	Pursue funding to construct a new municipal complex to house the police department and a fire station					Y	2021		Action item has been postponed due to lack of funding.
CFS	2012	Seek funding as needed to upgrade sewerage services to all unserved residents of Eastman					Y	2022		Action item has been postponed due to lack of funding.

City of Eastman
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2012	Upgrade or replace existing water and sewer lines to prevent infiltration			Y	2018				Projects including Legion Drive, Shorty's, and 5 th & 8 th Streets have been completed or scheduled to be complete in 2018
CFS	2012	Seek funding as needed for drainage improvements in identified areas of need such as Bacon Heights, Griffin and Cooper, and Neese Street			Y	2017				Griffin and Cooper Streets were completed with a 2010 CDBG award. Bacon Heights was funded with a 2013 CDBG award and is expected to be complete in early 2017.
CFS	2012	Pursue drainage improvements between 10 th and 11 th Streets					Y	2019		Action item has been postponed due to lack of funding.
LU	2011	Investigate the feasibility of extending the City of Eastman's city limits							Y	The City has extended the city limits as property owners have petitioned and will continue to do so. Item was dropped as it is a long term policy

CITY OF EASTMAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Further expand and fully develop water and sewer infrastructure within the Airport Industrial Park		X							X	Dev. Auth., DCA OneGeorgia, USDA Rural Dev't	\$750,000	X	X	X	
Promote the development of upscale loft apartments in downtown					X				X	Chamber, Private Developers	\$5,000 (local facilitation, no cost estimate available for construction)	X			X
Pursue funding as appropriate to develop an Agriculture and Expo Center			X					X	X	BOE	\$400,000	X			X
Continue the rehabilitation of the old Eastman Bus Station for community use		X							X	DOT (TE)	\$200,000	X	X	X	
Complete the renovation of the 9 th Avenue metal storage building at the fire department		X							X		\$35,000	X			
Purchase new vehicles for police department				X					X	SPLOST	\$100,000	X			
Seek funding as needed for water tank improvements						X			X		\$150,000	X			
Seek funding for upgrades and operating expenses for the fire station at the airport		X							X	FEMA	\$700,000	X			
Continue to conduct needed changing out of fire hydrants throughout the city					X				X		\$20,000	X			
Pursue funding to construct a new municipal complex to house the police department and a fire station					X				X	SPLOST	\$2 Million	X			

CITY OF EASTMAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Seek funding as needed to upgrade sewerage services to all unserved residents of Eastman					X				X	DCA (CDBG), USDA	\$2.5 Million	X	X	X	
Upgrade or replace existing water and sewer lines to prevent infiltration		X							X	DCA (CDBG), USDA Rural Dev't.	\$3 Million	X	X	X	
Seek funding as needed for drainage improvements in identified areas of need such as Bacon Heights, Griffin and Cooper, and Neese Street		X							X	DCA (CDBG), USDA Rural Dev't.	\$1.5 Million	X	X	X	
Pursue drainage improvements between 10 th and 11 th Streets				X					X		\$100,000	X			
Investigate the feasibility of extending the City of Eastman's city limits		X							X		NA	X			
Conduct needs assessment for existing park infrastructure	X								X		\$2,000 (local facilitation)	X			
Update, replace, and install new recreation equipment at Sunset Park			X					X	X	LWCF, SPLOST	\$400,000	X			X
Develop a pocket park, passive park, greenspace in downtown Eastman			X						X		\$20,000	X			
Develop a branding initiative to include signage and marketing components		X							X		\$35,000	X			
Install new entrance signage at each gateway				X	X				X	GDOT	\$50,000	X	X		
Replace 500 water meters each year with Automatic Meter Reading (AMR) enabled meters						X			X	GEFA	\$400,000	X	X		
Implement a streetscape project for side streets in downtown Eastman					X				X	GDOT, DDA	\$200,000	X	X		

CITY OF EASTMAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Develop a vacant commercial site inventory for infill and redevelopment to be updated bi-annually	X		X		X		X		X		\$1,000 (Staff Time)	X			
Identify existing substandard structures and take appropriate measures							X		X		\$5,000	X			
Redevelop downtown property with public/private lease purchase agreements		X							X	DDA	\$25,000	X			
Develop a Main Street Market in the downtown area to coincide with the annual Peaches to Beaches event			X						X	Chamber of Commerce	\$5,000	X			X
Hold a joint City of Eastman/Dodge County work session each January						X		X	X	DDA, Chamber of Commerce, Airport Authority	N/A	X			
Create a Citizen Academy program to graduate City Ambassadors					X				X	Chamber of Commerce	\$5,000	X			X
Host a town hall meeting each year to educate citizens of issues and local ordinances		X							X		N/A	X			
Develop a Safe Routes to School study at the middle and high schools		X							X	GDOT, RC		X	X		
Update the zoning ordinance of the City to consider infill housing development regulations		X							X		\$1,000 (Staff Time)	X			
Increase the City's public profile and information distribution by utilizing social media applications				X					X		N/A	X			

CITY OF EASTMAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Update the City's website	X								X		\$5,000	X			
Provide public wi-fi throughout the downtown area					X				X		\$10,000	X			
Digitize City ordinances and publish online once complete		X							X		\$5,000	X			
Organize community trips and workshops for citizen education on high density development in other areas of the State			X						X		\$10,000	X			X
Construct a new City Hall facility				X					X	SPLOST	\$1 Million	X			
Remove the automatic disqualifier for criminal history on all city employment applications	X								X		N/A	X			
Complete Projects Listed in TIA Band 2 (33 Projects)	X	X	X						X	TIA GDOT	\$787,433	X	X		
Complete Projects Listed in TIA Band 3 (44 Projects)				X	X		X		X	TIA GDOT	\$883,243	X	X		
Rehabilitate water lines in the Cottdale Community	X								X	DCA (CDBG)	\$500,000	X	X	X	
Obtain GRAD Certified status for industrial site located at Heart of Georgia Regional Airport	X							X	X	Dev. Authority	\$500,000	X	X		

CITY OF MILAN

**City of Milan
Comprehensive Plan Community Work Program
Report of Accomplishments**

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
ED, CFS	2011	Seek the reopening and/or additional usage of Milan Detention Center			Y	2017				The City is currently in negotiations to create a public/private partnership which would utilize the building in its entirety.
ED	2011	Seek to acquire a bank for the city	Y	2014						The Milan State Bank was created in 2014 and operates as a branch location of Wilcox County State Bank.
NCR	2011	Seek to attract retail business downtown	Y	2014	Y	2020				The City purchased downtown lots to market for retail locations. The City will now market these lots.
NCR, CFS	2011	Seek to continue theater renovations, including a concession stand					Y	2018		Action item has been postponed due to lack of funds.
CFS	2014	Seek funding to restore the Milan Depot and utilize it for a local history museum	Y	2013						Phase I renovations were completed in 2012-2013. Funds are being sought for phase II renovations which will focus on the interior of the depot. A new action item for phase II will be entered into the new Community Work Program.
CFS	2012	Acquire the necessary land and expand the softball field					Y	2018		Action item has been postponed due to lack of funds.
CFS	2011	Clean up identified condemned lots			Y	2019				Four condemned lots were purchased and cleaned up by the City and are currently being marketed for retail locations. The City anticipates future redevelopment of other lots within Milan.

City of Milan
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2013	Pursue the reconstruction of sidewalks					Y	2019		Action item has been postponed due to lack of funds.
CFS	2014	Seek to renovate old city well for industrial use					Y	2020		Action item has been postponed due to lack of funds. Item wording in the new Community Work Program has been modified to reflect the current need for an alternative water source.
CFS	2011	Seek funding for the necessary firefighting equipment/facility upgrades to maintain, and possibly lower, ISO rating to a 4	Y	2014						The City has obtained an ISO rating of 4 and has acquired 3 fire trucks with grant funding or surplus.
CFS	2013	Seek funding for the development of a new recreational area that includes a walking track, 2 ballfields, and a shelter/concession area					Y	2019		Action item has been postponed due to lack of funds.
CFS	2013	Seek funding to pave Chris Lane and Swain Street					Y	2018		Action item has been postponed due to lack of funds.
CFS	2013	Seek funds to construct a new EMA/EMS facility	Y	2014						The old National Guard building located in Eastman has been acquired for this purpose. EMA is currently operating in this building with plans for EMS to relocate in the remaining space. The remaining EMS portion of this project is viewed as a County project and will not appear in the new work programs for the City.
HO	2011	Develop a program for housing rehabilitation					Y	2020		Action item has been postponed due to lack of funds.
LU	2011	Continue to develop plans as needed for local undeveloped property							Y	Action item has been dropped and moved to the long term policy section

CITY OF MILAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Seek the reopening and/or additional usage of Milan Detention Center	X								X	Veterans Affairs, Private	\$1 Million	X	X	X	X
Seek to attract retail business downtown				X					X	Private, Milan Dev. Auth.	\$4,000	X			X
Seek to continue theater renovations, including a concession stand		X							X		\$25,000	X			
Acquire the necessary land and expand the softball field		X							X	DNR (LWCF)	\$55,000	X	X	X	
Clean up identified condemned lots			X						X		\$5,000	X			
Pursue the reconstruction of sidewalks			X						X		\$50,000	X	X		
Seek to renovate old city well to provide an alternative water source for the City water system				X					X	DCA (CDBG), GEFA	\$220,000	X	X	X	
Seek funding for the development of a new recreational area that includes a walking track, 2 ballfields, and a shelter/concession area			X						X	DNR (LWCF)	\$150,000	X	X	X	
Seek funding to pave Chris Lane and Swain Street		X							X	DCA (CDBG)	\$ 200,000	X	X	X	
Develop a program for housing rehabilitation and/or new construction				X					X	DCA (CDBG), CHIP	\$300,000	X	X	X	
Facilitate City infrastructure improvements to expand capacity of the recycling machinery repair business as needed		X							X	DCA One Georgia, USDA	\$200,000	X	X	X	X
Replace culverts on Pikerton Street and regrade drainage ditches throughout city	X								X	DCA (CDBG)	\$500,000	X	X	X	

CITY OF MILAN
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Seek funding to support planned events coordinated by the “Small Town Events Group”						X			X		\$10,000	X			X
Expand the Milan Farmer’s Market and aquaponics project				X					X	Milan Development Authority	\$50,000	X			
Repair/upgrade Land Application System sprinklers and plumbing				X					X	USDA	\$100,000	X	X	X	
Seek funding to restore the Milan Depot interior and utilize it for a local history museum		X							X		\$50,000	X	X		X

CITY OF RHINE

City of Rhine
Comprehensive Plan Community Work Program
Report of Accomplishments

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
ED	2011	Construct and implement a citywide water and sewer system with industrial capacity					Y	2019		Action item has been postponed for lack of funding.
ED	2014	Curb and gutter three (3) miles of city streets							Y	Action item has been dropped for lack of funding and a change in project priorities.
ED	2011	Complete the installation of new meters for city water					Y	2018		Action item has been postponed for lack of funding.
NCR	2014	Seek funding as appropriate to purchase and restore one historic home in the city to be used for welcome center, museum and chamber of commerce	Y	2014						The old city hall building was restored for use as a welcome center and museum.
CFS	2014	Seek funding and construct a new park on the site of the old Rhine Elementary School, including amenities such as benches, lighting, gazebo, and walking track					Y	2018		Action item has been postponed for lack of funding.

**City of Rhine
Comprehensive Plan Community Work Program
Report of Accomplishments**

			Accomplished		Underway		Postponed		Dropped	
Element	Initiation Year	Description	Y/N	Year	Y/N	Est. Comp. Date	Y/N	Est. Int. Date	Y/N	Status/Comments
CFS	2014	Pursue a new pumper for the fire department					Y	2018		Action item has been postponed for lack of funding.
CFS	2014	Extend the fire station by adding a bay for the new pumper					Y	2018		Action item has been postponed for lack of funding.
CFS	2012	Purchase a new pickup truck for the sanitation department	Y	2013						New truck was purchased in 2013.
CFS	2013	Seek funds to construct a new EMA/EMS facility	Y	2014						The old National Guard building located in Eastman has been acquired for this purpose. EMA is currently operating in this building with plans for EMS to relocate in the remaining space. The remaining EMS portion of this project is viewed as a County project and will not appear in the new work programs for the City.

CITY OF RHINE
Comprehensive Plan Community Work Program
2017 – 2021

	Years							Responsibility			Estimated Cost	Funding Source			
Activity	2017	2018	2019	2020	2021	Each Year	Beyond 2021	County	City	Other		Local	State	Federal	Private
Construct and implement a citywide water and sewer system with industrial capacity			X						X	GEFA, USDA, DCA CDBG	\$1.5 Million	X	X	X	
Complete the installation of new meters for city water		X							X	DCA (CDBG)	\$500,000	X	X	X	
Seek funding and construct a new park on the site of the old Rhine Elementary School, including amenities such as benches, lighting, gazebo, and walking track		X							X	GA DNR, LWCF, SPLOST	\$100,000	X	X	X	
Purchase a new pumper for the fire department		X							X	FEMA, GEMA, GA Forestry	\$100,000	X	X	X	
Extend the fire station by adding a bay for the new pumper		X							X	SPLOST	\$10,000	X			
Purchase body cameras for each police officer	X								X	US DOJ	\$5,000	X		X	
Purchase downtown street light banners	X								X		\$10,000	X			X
Renovate historic city gym with new windows, HVAC system and lighting			X						X	SPLOST	\$100,000	X	X	X	
Repave First Street		X							X	LMIG	\$30,000	X	X	X	
Construct a new farmers market			X						X	USDA	\$80,000	X		X	
Repaint and reline the elevated water storage tank		X							X	DCA (CDBG)	\$200,000	X	X	X	
Install new bleachers and lighting at city ballfield				X					X		\$15,000	X			
Install signs at city ballfield			X						X		\$10,000	X			

APPENDIX

APPENDIX

COMMUNITY INVOLVEMENT

The Local Planning Requirements established by the Georgia Department of Community Affairs (DCA) encourage and require that each element of the comprehensive plan “be prepared with considerable opportunity for involvement and input from stakeholders, local leadership, and the general public.” The Dodge County local governments took this requirement to heart and placed increased emphasis on getting community leaders, stakeholders, and the general public involved. The need for strong community involvement from a broad spectrum of stakeholders was emphasized by the Regional Commission in communications with the local governments. As a result, the local governments put forth considerable effort for broad community involvement and participation in this comprehensive plan’s development.

The local governments coordinated establishment of a steering committee which they called the “Local Plan Coordination Committee” approximately one to two months ahead of the scheduled first committee meeting, and invited through formal e-mail and direct contact as many stakeholders and community leaders as they could envision. Regional Commission planning staff had previously counseled the local governments to make such efforts a priority a number of times, including in a plan implementation meeting held in late October, 2015, in the letter offering Regional Commission plan preparation assistance, and in direct communication and follow-up for plan development organization. DCA’s Suggested Community Plan Stakeholder List, some specific known local candidates, and a model invitation for stakeholder participation were provided for local government use. In addition to local government direct contact, the local governments involved local media and their public meetings to notify the general public and any other interested parties to participate. The official public advertising of the required public hearing further invited all those interested to participate. Similar efforts by the local media and local governments occurred prior to the final committee meeting and public hearing to review the draft plan prior to its formal submittal.

These considerable efforts for achieving meaningful community involvement were considered a success by the local governments. The committee meetings participation did include numerous appointed and elected local officials, local economic development practitioners, other local agencies and organizations, and many others. The first committee meeting, as well as the first public hearing, included a strengths/weakness (SWOT analysis) exercise. The results of these strengths/weaknesses exercises were also reviewed at the second committee meeting. In standard practice, the first order of business at each committee meeting was to review all prior committee inputs and their summary by staff for committee amendment before moving to the next input topic. Much community involvement and input was provided in all facets and elements of the comprehensive plan's development. The local governments were very pleased both with the community involvement/input and the results.

The actual documents utilized or published during the community involvement and comprehensive plan preparation process are provided in this appendix. These include the local government stakeholder invitation, the local government official public hearing advertisements, and the Local Plan Coordination Committee meeting agendas. A list of stakeholders invited to participate in the comprehensive plan preparation process and a list of active participants on the Local Plan Coordination Committee and involved in plan preparation are also included.

Dodge County Stakeholder Invitation

The Dodge County Board of Commissioners, in conjunction with the City of Eastman, is initiating a process to prepare a new countywide joint comprehensive plan in accordance with Georgia law. While this plan is necessary to maintain local government eligibility for state grants, loans, and permits, it is also an important blueprint for addressing local concerns, and establishing a guide for community growth and development. We need the assistance and involvement of the entire community, both public and private.

You have been identified as someone involved and important to Dodge County and its future. You are invited and encouraged to participate on the Dodge County Joint Local Plan Coordination Committee which will help develop our new joint comprehensive plan. The first meeting of this Committee will be Wednesday, February 17, 2016 at 10:30 a.m. at the Eastman City Hall Council Chambers. The plan development process will involve about five (5) meetings of the Committee over the next few months.

Please participate in this important process with us, or send someone else from your organization in your stead.

If you have any questions, please call Bobby Peacock at 478-374-4361 or Jason Cobb at 478-374-7721. Please RSVP to the County or City at one of these numbers if you are willing to assist us in this important endeavor.

PUBLIC HEARING NOTICE

Dodge County Joint Comprehensive Plan “The Future of All of Dodge County”

The local governments of Dodge County and the municipalities of Chauncey, Chester, Eastman, Milan, and Rhine are in the initial stages of a process to develop a new joint comprehensive plan in accordance with state law. It is desired that this plan not only meet state requirements, but also truly express the Community’s wishes for the future growth and development of the Community.

Please come to this meeting and express your desires about the Community’s future vision, the issues and opportunities facing the Community, and what should be done to make Dodge County and all its municipalities better places to live and work. What should be the Community’s guiding principles, and what can be done to generate local pride and enthusiasm about the future of all of Dodge County?

Other topics to be covered will be the ongoing preparation of an update to the countywide joint solid waste management plan, also in compliance with state law.

PUBLIC HEARING DATE AND TIME: Tuesday, March 1, 2016 at 5:30 p.m.

LOCATION OF PUBLIC HEARING: Eastman City Hall Council Chambers

Please attend, voice your opinions, and be involved. Help your community be proud about its future. All persons with a disability or otherwise needing assistance should contact City of Eastman, 333 College Street, Eastman Georgia 31023, or call (478) 374-7721.

PUBLIC HEARING NOTICE

Dodge County Joint Comprehensive Plan “Taking Flight Together”

The local governments of Dodge County and the municipalities of Chauncey, Chester, Eastman, Milan, and Rhine are in the process of finalizing a new joint comprehensive plan in accordance with state law.

The comprehensive plan is titled “Taking Flight Together” to generate interest and enthusiasm, and to summarize its aspirations. The plan outlines a community vision, identifies needs and opportunities, and delineates long term policies and a community work program to provide a guide and blueprint for future growth and development within the community. The plan is in draft finalization before submittal to the state for review.

The purpose of the hearing is to brief the community on the content and strategies outlined in the draft comprehensive plan, to address the issues and opportunities facing Dodge County and the municipalities of Chauncey, Chester, Eastman, Milan, and Rhine, obtain any final citizen input, and notify the community of the pending submittal of the comprehensive plan for state and regional review.

PUBLIC HEARING DATE AND TIME: Tuesday, August 23, 2016 at 5:30 p.m.

LOCATION OF PUBLIC HEARING: Dodge County Commissioners Meeting Room

Please attend and voice your opinions. Help your community achieve a better future. All persons with a disability or otherwise needing assistance should contact Dodge County Board of Commissioner’s Office, 5016 Courthouse Circle, Suite 102, Eastman, Georgia 31023, or call (478) 374-4361 or City of Eastman, 333 College Street, Eastman Georgia 31023, or call (478) 374-7721.

**DODGE COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE MEETING
Eastman City Hall Council Chambers
February 17, 2016
AGENDA**

Introductions

Background/Committee's Purpose

Proposed Timetable of Plan Development

Community Strengths/Weaknesses Identification (SWOT)

Next Meeting

**Draft Community Vision Review
Issues and Opportunities Input**

**DODGE COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE MEETING
Eastman City Hall Council Chambers
March 10, 2016
AGENDA**

Draft Community Vision Review

Issues and Opportunities Input

Next Meeting – Thursday, April 7, 2016 at 10:30 a.m.

Revised Draft Community Vision Review

Draft Issues and Opportunities Review

Goals/Policies Input

**DODGE COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE MEETING
Eastman City Hall Council Chambers
April 7, 2016
AGENDA**

Revised Draft Community Vision Review

Revised Draft Issues and Opportunities Review

Long Term Policies Input

Next Meeting – Thursday, April 28, 2016 at 10:30 a.m.

Revised Community Vision Review

Revised Issues and Opportunities Review

Revised Draft Long Term Policies Review

Economic Development/Land Use/Plan Coordination

**DODGE COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE MEETING
Eastman City Hall Council Chambers
April 28, 2016
AGENDA**

Revised Community Vision Review

Revised Issues and Opportunities Review

Revised Draft Long Term Policies Review

Economic Development Issues Discussion

Plan Coordination

Land Use Discussion

Next Meeting – Late June. Date to be determined. Draft Plan Review.

**DODGE COUNTY JOINT COMPREHENSIVE PLAN
LOCAL PLAN COORDINATION COMMITTEE MEETING
Eastman-Dodge County Chamber of Commerce Board Room
August 23, 2016
AGENDA**

Draft Plan Review

Submittal Discussion

Public Hearing – August 23, 2016, County Commissioners Meeting Room, 5:30 p.m.

Stakeholders Invited to Participate in Dodge County Joint Comprehensive Plan Preparation Process

Dodge County Board of Commissioners	Recykling Industries
City of Chauncey	Heart of Georgia Metal Crafters
Town of Chester	Mondi Bags USA
City of Eastman	Dodge County Sheriff's Department
City of Milan	Dodge County Public Works
City of Rhine	Local Banks
Dodge County Board of Education	Local Churches
Middle Georgia State University	Local Civic Clubs
Oconee Fall Line Technical College	Dodge County Health Department
Dodge County Eastman Development Authority	Dodge County Hospital
Eastman-Dodge County Chamber of Commerce	<i>The Dodge County News</i>
Eastman Downtown Development Authority	Dodge County Board of Assessors
Milan Development Authority	Dodge County Library/Ocmulgee Regional Library
Dodge County Farm Bureau	Dodge DFACS
Dodge County Cooperative Extension	
Georgia Power	
Little Ocmulgee EMC	
Ocmulgee EMC	
Oconee EMC	
Georgia Forestry Commission	
Dodge County Fire/Emergency Management Agency	
Local Fire Departments	
Eastman Police Department	
Stuckey Timberland, Inc.	
Alcoa	
Aremac Heat Treating	
Dynamic Paint Solutions	

Note: Both elected and appointed local government and local economic development officials participated.

Active Participants in Dodge Local Plan Coordination Committee Meetings and Plan Preparation

Dodge County Board of Commissioners
Dan McRanie, Chairman
Karen Cheek, County Commissioner
Terry Niblett, County Commissioner
Bobby Peacock, County Manager

City of Chauncey
Harrell Burch, Mayor
Amanda Bowen, City Clerk

Town of Chester
Glynn Pittman, Mayor
Melanie McCook, Town Clerk

City of Eastman
Raymond Mullis, City Council Chairman
Buddy Pittman, City Council Vice-Chairman
Milton Johnson, City Council
Ronnie Woodard, City Council
Jason Cobb, City Manager

City of Milan
Jimmy Kirkland, Mayor
Lee Kirkland, Public Works Director/Fire Chief

City of Rhine
Donald Kennedy, Mayor
Hardy Eady, City Council
Cynthia Neill, City Clerk
Jennifer White, City Council

Dodge County Board of Education
Melinda Dennis, School Superintendent
Roscoe Bennett, School Board Member

Middle Georgia State University
Henry Whitfield, Director of Cochran & Eastman
Campuses

Dodge County Eastman Development Authority
Charles Williams, Director
Butch Kirkley
Spencer Barron

Milan Development Authority
Lee Kirkland

Eastman-Dodge Chamber of Commerce
Sharon Cobb Flanagan, Board of Directors,
Executive Committee
Freddie Dwozan, Board of Directors (Ex Officio)

Eastman Downtown Development Authority
Alan Mazza, Chairman

Eastman Farmers Market
Sharon Cobb Flanagan, Director

Dodge County Cooperative Extension
Greg Slaughter, Coordinator

Citizens Bank and Trust
Butch Kirkley, President/CEO

Stuckey Timberland, Inc.
Mike Harrell

Eastman Police Department
Becky Sheffield, Chief

Dodge County Public Library/Ocmulgee Regional
Library
Anne Bowen, Director

Others
Freddie Dwozan, Local Pharmacist
Woodrow and Jennifer Jarrett, Sunset Family
Worship Center
Ileisha Mitchell, Sunset Family Worship Center
Grace Howard, Local concerned citizen
Mike Flanagan, Local concerned citizen