



CHATHAM COMMUNITY BLUEPRINT

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SUMMARY

In 2014 Chatham County engaged the Coastal Georgia Indicators Coalition (“CGIC”) to lead the development of the Chatham Community Blueprint. The Blueprint is a long-term plan for the Community. It will strategically move the Chatham Community towards the accomplishment of specified Goals in four key theme areas: Economy, Education, Health and Quality of Life. By focusing on the Community’s interests and concerns, the Blueprint serves as a catalyst for improvement.

Community members have identified all of the plan’s components, indicating that they have embraced the process and support resource allocation toward each area. The Community will need to collaborate across public sector entities, non-profit groups, and private industry to take ownership of listed Strategies and coordinate necessary Action steps for each identified item. The Blueprint proposes a Timeline in which to implement each Strategy over the next twenty years through 2035. Performance metrics will be used to monitor accomplishment of stated Goals.

The choice of CGIC as the project leader is a natural one. CGIC had already been monitoring community indicators, performance measures and trend data at the local level. CGIC’s membership reflects an array of community interests. Many of CGIC’s members and sponsors have been working separately within the same community toward similar goals for years. By combining resources and objectives, could more be accomplished?

The Visions, Goals and Strategies that emerge in the Blueprint represent the voices of the Community as expressed in meetings and surveys conducted during 2014 and 2015. The results outline a plan for the next twenty years:

Economy:

Vision: Chatham County anchors a thriving, business-friendly, regional economy in which all workers are prepared for quality jobs, and residents feel empowered to attain a high quality of life.

- Goal 1: Using accurate and reliable data, link current and projected needs of employers through the development of apprenticeship and vocational programs for the placement of individuals with quality employment leading to self-sufficiency.
 - Strategy 1: Create a network of employers and training providers, through incentives to align training programs with opportunities for jobs.
 - Strategy 2: Increase the number of opportunities for job shadowing, apprenticeship programs, and internships to include “green” careers, particularly targeted to youth and young adults.
 - Strategy 3: Increase capacity and opportunities for individuals to receive skills that lead to employment.
 - Strategy 4: Advocate for supportive services for employees to be paid a living wage and have access to benefits.
 - Strategy 5: Consider policies to increase employment opportunities for ex-offenders; implement strategies that promote hiring of ex-offenders.
 - Strategy 6: Expand a shared “job developer” position to link jobs to employees through businesses’ customer relationship manager or by using clearing house of apprenticeship and internship opportunities.
- Goal 2: Facilitate lifting individuals out of poverty by reducing barriers and creating opportunities for quality employment for young adults, the working poor, ex-offenders, and those struggling with mental illness.
 - Strategy 1: Improve access to education and trades to help the working poor, ex-offenders, and those with mental illness by providing a community-based scholarship program or similar incentive to help those who can’t afford educational programs.
 - Strategy 2: Increase capacity of case management to provide employment, wrap-around and support services for families; and provide case management with education regarding best practices on the provision of services.
 - Strategy 3: Increase awareness and use of tax incentives for those employers serving and employing specific populations.

- Strategy 4: Develop, prioritize, and implement meaningful action with the entire community that addresses patterns of racial, ethnic and economic segregation and disparities in housing, nutrition, healthcare and access to opportunity.
- Strategy 5: Support employers on tools to increase retention and reduce turnover in the workplace.
- Strategy 6: Increase awareness about, and access to, financial support services available to those living in poverty.
- Strategy 7: Increase funding for and capacity of transitional services for ex-offenders.
- Goal 3: Guide entrepreneurial growth through the enhanced presence of small business support resources and facilitate collaboration among local businesses to promote innovation.
 - Strategy 1: Explore funding mechanisms in order to provide more financial support to a more diverse economy and establish action steps that will promote regional innovation.
 - Strategy 2: Increase efficiency of permitting and licensing policies for businesses through streamlining procedures, educating about the process, and potentially matching county and municipality requirements.
 - Strategy 3: Expand capacity of formal and informal support system to sustain and expand current, growing business throughout the county while considering the establishment of a program for existing business to mentor start-ups.
 - Strategy 4: Enhance and increase awareness of formal training programs for individuals interested in starting a business.
 - Strategy 5: Increase employee training opportunities among similar companies with similar skill sets.
 - Strategy 6: Increase awareness and consider expansion of policy regarding incentives for start-up of small business, as well as incentives for existing business.
 - Strategy 7: Continue the use of historic preservation as an economic driver.

Key Indicator A: Unemployment Workers in Civilian Labor Force

Key Indicator B: Per Capita Income

Key Indicator C: People Living Below Poverty Level

Key Indicator D: Severe Housing Problems

Education:

Vision: From early childhood education through post-secondary achievement, Chatham County's innovative and inclusive educational systems are a model of academic excellence that enable students to have the knowledge, skills and ability to succeed at chosen pathways.

- Goal 1: Ensure that financial skills, social skills, and conflict resolution skills are being offered to parents and taught to all students through use of technology, community partnership, and counseling for parents and children.
 - Strategy 1: Integrate financial literacy into curriculum throughout all aspects of learning to include schools, clubs and youth serving organizations.
 - Strategy 2: Facilitate comprehensive child development from birth through age three.
 - Strategy 3: Expand Georgia's BEST curriculum (incorporation of soft skills, communication, and leadership skills) in all middle and high schools, and consider expansion into post-secondary education courses.
 - Strategy 4: Implement school safety curriculum (include conflict resolution, bullying, social media safety) across the school district.
 - Strategy 5: Reduce discipline referrals resulting in out-of-school suspensions and address the racial disparity in out-of-school suspensions.
 - Strategy 6: Expand peer mediation in all schools, and train teachers and parents to be mediators.
 - Strategy 7: Expand budgeting courses of students.
 - Strategy 8: Encourage lifelong learning.
 - Strategy 9: Offer budgeting, financial management courses to adults.
- Goal 2: Implement mentorship programs between employers and students; while increasing leadership development programs between community organizations and public schools to prepare students for employment and promote upward mobility.
 - Strategy 1: Promote reading and numeracy achievement on grade level through early intervention and comprehensive development.
 - Strategy 2: Increase number of opportunities for youth and young adults to access job shadowing, apprenticeship programs, and internships to include "green" careers.
 - Strategy 3: Promote early reading and vocabulary development beginning at birth.
 - Strategy 4: Expand and enhance the mentorship programs (peer mentors and adult mentors).

- Strategy 5: Explore and encourage expansion of classroom lab opportunities for hands-on experience in middle and high school, especially for disadvantaged children.
- Strategy 6: Maintain at least 17 clusters of training opportunities that align with demand career occupations for middle and high school students, particularly disadvantaged students.
- Strategy 7: Establish method and process for volunteer engagement with public schools.
- Goal 3: Incentivize and promote parental involvement in schools by teaching parents to advocate for their child(ren), facilitating better communication between parents and school leadership, and eliminating barriers to parent engagement.
 - Strategy 1: Increase understanding and diversification of parental engagement and involvement to include assessment of family dynamic and supports needed.
 - Strategy 2: Coordinate service and resources between youth serving organizations for better integration and reduce silos.
 - Strategy 3: Increase parental understanding of school attendance and ensure enforcement of truancy policies and facilitate broad awareness of barriers to school attendance.
 - Strategy 4: Encourage employers to provide incentives such as transit vouchers, paid “leave” time for parents to attend/participate in school functions.
 - Strategy 5: Increase and diversify use of alternative methods of communication with parents; implement use of smart phone notification methods to all parents – school specific.
 - Strategy 6: Diversify financial investments so to increase access to affordable quality child care.
 - Strategy 7: Maintain and expand cultural diversity training to include classroom management tools and creative ways for various families to participate in positive ways for all staff, on an ongoing basis.
 - Strategy 8: Create parental support groups within community and faith based organizations.

Key Indicator A: Engaging Student’s Parents and the Community

Key Indicator B: Reading on Grade Level

Key Indicator C: Student-to-Teacher Ratio

Key Indicator D: School Discipline

Health:

Vision: Chatham County has a culture of health including equal access to quality and affordable healthcare, chronic disease prevention, health inclusive policies and environmental design.

- Goal 1: Effectively address mental health by educating the public and reducing stigma, increasing early intervention programs, removing gaps and barriers, and increasing access to treatment particularly as it impacts incarcerated individuals, children, and adolescents.
 - Strategy 1: Encourage network of providers to meet regularly and provide better coordination of services and leveraging of resources. Consider a pilot or demonstration project as a tool for collaboration.
 - Strategy 2: Increase access to crisis services and increase capacity of service providers to provide for those who lack resources.
 - Strategy 3: Advocate for high quality transition service for specifically targeted population, and advocate for expanded health insurance funding to equip supportive and rehabilitative housing services.
 - Strategy 4: Integrate behavior health screening with primary care assessments and services.
 - Strategy 5: Enhance accessibility to mental health services by developing community-based and/or school-based mental health/counseling centers that operate on a sliding fee scale.
 - Strategy 6: Identify an organization or steward who will create and maintain an online resource directly specific to mental health services.
 - Strategy 7: Increase human resource awareness and employee training regarding health insurance coverage to facilitate a broad understanding about accessing Employee Assistance Program (EAP) sources.
 - Strategy 8: Increase awareness through Mental Health First Aid, QPR Gatekeeper Training.
 - Strategy 9: Advocate increased access to health care through a variety of resources.
- Goal 2: Ensure access to and invest in community-based health resources for citizens to increase health equality while optimizing their health and wellness with preventive healthcare services, health education and strategies to motivate individuals and families to adopt healthy lifestyle behaviors.
 - Strategy 1: Expand availability of preventive services while including screening tests, counseling services, preventive medicine, and treatment that medical providers employ to identify and prevent illness before symptoms or problems associated with illness occur.
 - Strategy 2: Improve access to and enrollment in affordable health insurance, including Peachcare and Medicaid, and connection with primary care providers.

- Strategy 3: Assist healthcare providers and patients with promising opportunities for successful implementation of clinical guidelines for chronic illness; including but not limited to cancer, diabetes, weight management, heart, respiratory and other significant community illness and diseases.
- Strategy 4: Provide consumer preventive education programs free (participatory education) including tele-medicine programs at school-based health centers, and facilitate public recognition of success stories to encourage and motivate others to provide incentives.
- Goal 3: Instill healthy practices in schools by providing comprehensive health education, nutrient-rich foods, opportunities for physical activity, and prevention education including, but not limited to violence prevention.
 - Strategy 1: Provide health and wellness educational programming specific to adolescents regarding risky behaviors.
 - Strategy 2: Implement 30 minutes a day of physical exercise that fosters leadership, sportsmanship and social skills for all students.
 - Strategy 3: Encourage employers to provide health enrichment and wellness programs to all employees.
 - Strategy 4: Increase healthy snack options at public and private school events.
- Goal 4: Increase access to healthy food for populations that are mostly likely to be food-insecure such as older adults, children, those in poverty, and those that live in food deserts.
 - Strategy 1: Explore policy and funding mechanisms to increase access to produce to various “food deserts” on a rotating schedule.
 - Strategy 2: Create farmer support programs to support and expand community gardens, urban farmers, and educational programming for residential sharing, cooking, learning, etc.
 - Strategy 3: Provide educational programming and nutritional counseling specific to healthy cooking (serving sizes, use of local – home ground foods and herbs), health eating habits.
 - Strategy 4: Create incentives with local grocery and convenience stores regarding product placement of healthy food options.
 - Strategy 5: Encourage local institutions to examine their procurement policies to create a long-range plan for buying and using local produce.
 - Strategy 6: Create and expand community gardens, education and programming for the residential sharing, learning, cooking, etc.

Key Indicator A: Individuals with Health Insurance

Key Indicator B: Food Insecurity Rate

Key Indicator C: Poor Mental Health Days

Key Indicator D: Access to Exercise Opportunities

Quality of Life:

Vision: Chatham County citizens achieve a superior quality of life within a safe, active and healthy environment inclusive of the area's history, natural resources, public mobility and efficient government.

- Goal 1: Reduce crime, particularly abuse and violence, by building trust between law enforcement and residents, focusing enforcement in high crime areas, and expanding the visibility of police to ensure all residents feel safe.
 - Strategy 1: Increase capacity of “diversion” program for first-time offenders to reduce case load, providing case management, restorative justice programs and wrap around services via community partners and/or a multi-agency resource center (MARC).
 - Strategy 2: Provide training for law enforcement specific to cultural diversity, confidentiality and sensitivity to reporting as well as to mental and behavioral health issues in the community.
 - Strategy 3: Expand, market and engage community based organizations with police activity through programs such as; Citizens Academy, Police Activity League. Develop opportunities for law enforcement and families/children to interact peacefully at community events.
 - Strategy 4: Reduce access to guns by re-instituting waiting periods for purchase, limited local gun shows, explore gun buy-back programs.
 - Strategy 5: Implement Project Step Forward (tacking guns off the streets, breaking up gangs and groups.)
 - Strategy 6: Explore recognition and reward programs to incentivize law enforcement individuals who complete additional training programs so as to ensure job retention.
 - Strategy 7: Develop domestic violence case worker teams so that social workers respond to domestic violence calls with law enforcement.
 - Strategy 8: Increase capacity to increase re-entry program to include expungement programs.
 - Strategy 9: Explore and expand programs to ensure information is confidential and reporters feed safe providing information, similar to a witness protection programs.
- Goal 2: Promote and provide neighborhood connectivity and build environments that encourage active and healthy lifestyles through the strategic placement of bicycle and pedestrian pathways, public parks, enforcement of road regulations, and education about health benefits.
 - Strategy 1: Adopt and implement “complete streets” ordinance to include appropriate roads (new, expanded and resurfaced) county wide restripe while adding traffic calming improvements and green space where appropriate.

- Strategy 2: Work with municipalities in order to explore funding options to expand public transportation for Chatham County.
- Strategy 3: Provide public/private incentives to encourage an array of transit opportunities to include care pool, park and ride sites, public transit, cycling, etc.
- Strategy 4: Conduct a feasibility study in order to provide a more efficient safe, well-maintained parks and recreation facilities in all areas, with special focus on high crime areas.
- Strategy 5: Explore alternate routes for heavy equipment, trucks and those carrying hazardous materials county-wide.
- Strategy 6: Adopt and consider the County Greenway Implementation Plan by all municipalities to include compliance with current and proposed developments.
- Strategy 7: Complete and extent Truman Lanier Trail through local government partnership, SPLOST funding.
- Strategy 8: Increase bicycle and pedestrian safety education, driver education and provide consistent traffic enforcement.
- Strategy 9: Address the “digital divide” and problems accessing computers available for public use.
- Strategy 10: Strengthen ordinance regarding planting and replacement of trees; work to increase green space county wide.
- Strategy 11: Support blight remediation by creating a revolving fund supported by all municipalities and private funds.
- Goal 3: Develop local and regional collaboration among similar organizations to improve the delivery of social services and to expand the continuum of services.
 - Strategy 1: Provide additional resources for the mentally ill through a continuum of care facility rather than jail.
 - Strategy 2: Consider community based facilities for use of a multi-agency resource center (MARC) to include behavioral health, wellness, and child development, learning center, computers, youth and senior activities.
 - Strategy 3: Expand the collaboration effort through the use of a common platform for social services registration.
 - Strategy 4: Create and maintain community centers in low-income and disadvantaged districts with expanded operating hours and diverse services and resources.
 - Strategy 5: Host an annual meeting of funders to review community needs and outcome of registered program providers.
 - Strategy 6: Create a community resource and common platform for funders.
 - Strategy 7: Establish working relationship between other planning organizations to ensure alignment.

- Goal 4: Provide effective and efficient government services while ensuring that processes and procedures are planned and executed with transparency.
 - Strategy 1: Create clearer process of use of SPLOST funding in regards to neighborhood improvements, infrastructure, parks, and community centers.
 - Strategy 2: Review and consolidate policies, procedures where appropriate county wide.
 - Strategy 3: Consider consolidation of local government.
 - Strategy 4: Convene representatives of neighborhood associations and home owner associations county-wide semi-annually and provide constant feedback on projects.
 - Strategy 5: Explore alternative methods of marketing and communicating with residents; implement use of smart phone notification methods that neighborhood, community specific.
 - Strategy 6: Establish an asset life cycle replacement schedule for local public entities.

Key Indicator A: Violent Crime Rate

Key Indicator B: Workers Commuting by Public Transportation

Key Indicator C: Miles of Safe, Pedestrian Friendly Transportation

Key Indicator D: Recidivism Rate for Juvenile and Adult Offenders

1. Coastal Georgia Indicators Coalition (CGIC) Background

1.1. History:

Over the past few years there has been a growing awareness of the need to integrate community indicators and performance measurement efforts at the local level. This integration leads to a better assessment of the community; defining the current position and progress needed. Integration allows for higher levels of engagement with citizens and stakeholders working with governmental, business, and non-profit organizations to increase quality of life through the development and use of community indicators and performance measures.

The City of Savannah, Chatham County, and United Way of the Coastal Empire (UWCE) partnered in 2008 to evaluate and address community needs. These efforts were undertaken to identify significant issues of importance to community stakeholders. *The Savannah Chatham Community Indicators* project was established to monitor the current state of progress on priority areas of public interest in the City of Savannah and Chatham County. The indicators were grouped into four categories of primary interest: education and youth development, health and wellness, economic independence, and regionalism. In each of these four sections there was a collection of baseline measurements. For the first couple of years the data was observed to define conditions and characterize trends. The trend data was helpful in guiding funding decisions for the three charter organizations.

In 2012 after interest from the local hospital systems, St. Joseph/Candler and Memorial the coalition expanded to support the collection of local data and completing a community needs assessment to be in compliance with federal requirements. The larger group with an array of representatives became the Community Indicators Coalition (CIC). This expansion also widened the role of the coalition. In addition to reviewing and analyzing data, CIC now advocates for data driven decision among local leadership for greater community impact. Under the leadership of the CIC the “project” expanded beyond its charter organizations to include community partners and sponsors.

Although a formal agreement was put in place in 2008 among the charter organizations, as the interest of other community partners began to grow there was a need for a more formal agreement for sharing of information and collaboration. While many of the Coalition sponsors have worked in the same community and toward similar goals for years, the idea of working side-by-side and agreeing to focus on the same outcome and the idea of leveraging funds to support community wide projects was an innovative idea. Savannah is known for its historic preservation and its ability to attract visitors, however the concept of “change” is difficult for some to accept. Individuals working in non-profit, government and social services often change, causing barriers to consistent messaging, working through long-term commitments, and building of trustful relationships. These challenges led the

newly expanded group of concerned advocates to develop an Executive Partnership Agreement.

The Coalition Executive Partnership Agreement (Appendix 9.1) outlines a formalized structure. The initial agreement was signed in December 2012. While this provided some structure for the group, it was quickly noted that standard procedures needed to be implemented to outline how additional organizations became part of the Coalition, how the Coalition would be organized and more specifically, the ultimate goal of the Coalition. Leaders researched other communities with similar projects and met with other cities where a variety of formats were considered. The group also contracted with America Speaks to assist in the development of the organizational work plan, but it wasn't until a trip to Jacksonville, Florida and discussion with staff of Jacksonville Community Council, Incorporated (JCCI) that the group realized it had more structural work to do before the collaborative building experience could be successful.

After much consideration, the group agreed that while data was important, it was not the only purpose of working together. Therefore the Standard Operating Procedures incorporated the Executive Partnership Agreement defining the administrative role of United Way along with levels of sponsorship, the purpose and goal. At the same time, the group became members of the International Community Indicators Consortium which provided an even wider view of how communities work together and approached opportunities for capacity building as well as leveraging of resources.

The purpose of the Community Indicators Coalition is to *improve community well-being* by engaging and leading the community to work collectively in its development of strategic priorities that guide policy, programs, and resource allocation. The Coalition is comprised of community members and advocates working together through a comprehensive, coordinated approach for planning and accountability while serving as a resource for agencies addressing overall health and well-being through leveraging of resources for community initiatives.

While working to strengthen capacity of the Coalition in Chatham County is a priority, the group has also been working to increase partnerships and diversify network members across a four county sub-region. The charter organizations were Chatham County based but when the Coalition decided to expand there were members representing public health and postsecondary education who had interest in enlarging geographically with data. Based on feedback from JCCI, the Coalition decided to work in sub-groups to review the enormous amount of data, gather community input and engage with various populations.

In 2013 the Coalition began hosting neighborhood forums to increase awareness of the community indicators work and gathered insight from residents regarding strengths,

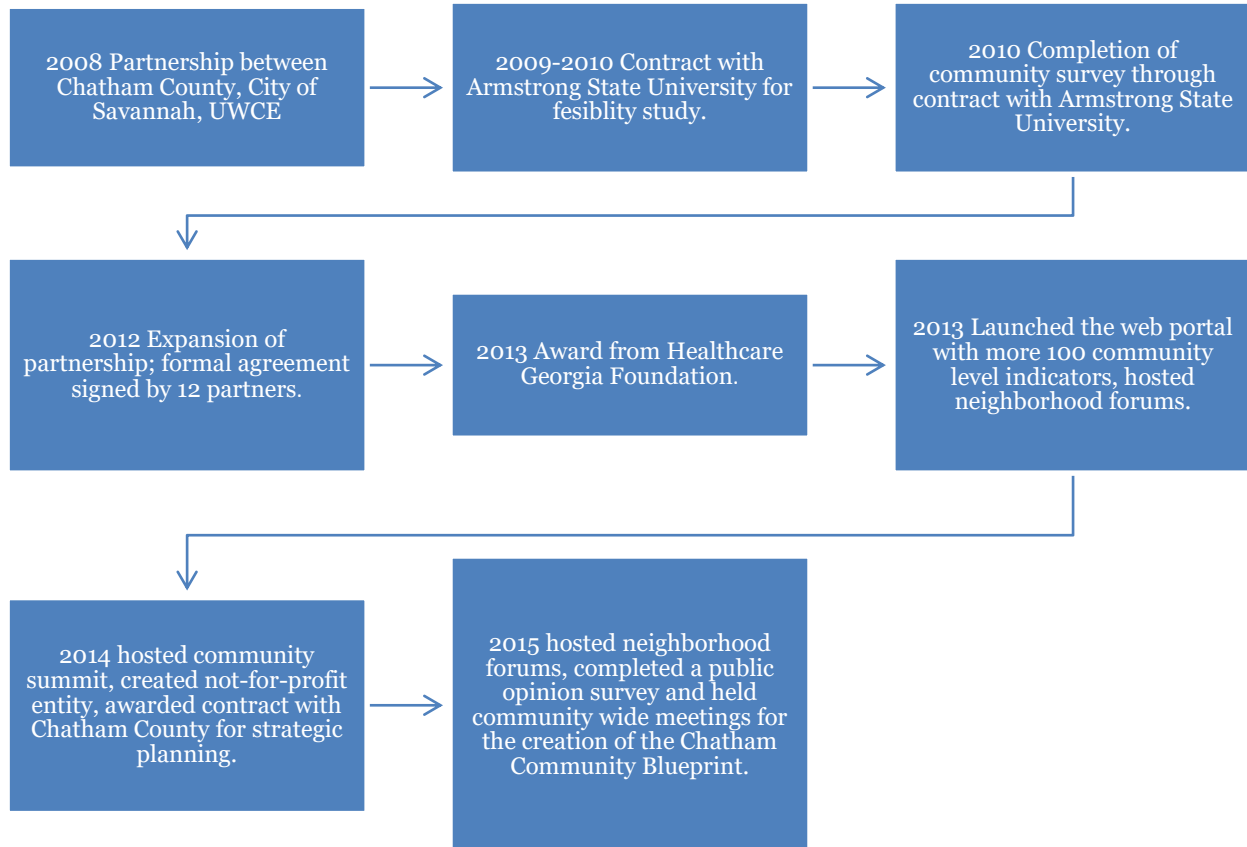
weaknesses, opportunities and threats. All of this information was compiled and presented back to the community in a summit in 2014. Much of the resident feedback was consistent with the data. While the Coalition had much information, there were still areas with limited data. Coalition leaders began exploring options of a community wide survey which would “fill in the gaps” and allow for a comparison to previous survey work.

The Coalition continued to work through committees and was afforded an opportunity to apply to serve as the oversight group for developing a strategic plan with Chatham County. In 2014 the Coalition completed paperwork required for creation of a not-for-profit entity in order to submit a proposal to the Chatham County Board of Commissioners for the development of a community strategic plan. The contract was awarded and the CGIC began work with Chatham County late 2014 with expectations of launch in early 2015. A Steering Committee was created to help guide the strategic planning process and build advocates to encourage and diversify community participation.

2015 provided an array of opportunities to affirm community and stakeholder concerns, validate data, and complete a public opinion survey. The community assessment process was then used to facilitate community meetings where opportunities were discussed and prioritized. All of the meetings were open to the public and planning documents were made available through the coalition website. The creation of the Chatham Community Blueprint; a strategic plan which outlines the vision, goals, strategies, and metric for work specific to health and human services in Chatham County for the next years has been completed. Once the Chatham Community Blueprint outline has been established, project teams will be convened to discuss and sketch an implementation plan.

Although the Coalition has grown from the original three charter organizations to approximately twenty (20), the efforts to expand beyond Chatham County are still in progress. Through strong, on-going relationships in Bryan, Effingham and Liberty County’s we continue to provide access to data, encourage open lines of communication, and explore sub-regional projects when appropriate.

Planning Process Timeline



1.2. Governance Structure

Although the Coalition began in 2012 as a meet and confer group, as partners continued to increase and areas of interest turned into “projects”; it was noted that we need to become more organized with committee structure and bylaws. Committees were created as work groups to ensure an open, transparent process but also to ensure that certain activities were accomplished. Bylaws were created which defined the roles and responsibilities of sponsors and partners, delegated votes and outlined reporting and accountability of staff and the Executive Leadership.

In 2014 the coalition decided to become a standalone not-for-profit organization. This decision was made after much conversation among charter organizations and funders as well as legal investigation. Services for application were completed by Russ Simpson on behalf of the Coalition. During this same time members of the Coalition felt that there needed to be a formalized name of the group which would identify who they were, interest

of membership and the geographic area represented. As a result of this discussion Coastal Georgia Indicators Coalition (CGIC) was formed.

1.3. Funding

Thanks to leadership of the three Charter Organizations (City of Savannah, Chatham County and United Way of the Coastal Empire); it was decided that organizations and/or individuals wishing to be included in the decision making process and guide the direction of coalition needed to make a monetary investment. The annual budget was drafted, potential sponsors were identified, and initial financial commitments were made in the fall of 2012. Financial reports were reviewed through the year along with review and approval of an annual operating budget. As the work of the coalition grew the need for additional funds increased. It was the decision of the leadership to explore one-time grants for start-up funds, but the ultimate goal is for the organization to become self-sufficient.

In the fall of 2012, a proposal was submitted and awarded by the Healthcare Georgia Foundation to create a user-friendly community indicator web portal so that members would be using the same set of data when making decisions while being open to the public and being updated as new information became available with access to promising practices and funding opportunity notifications. CGIC was awarded \$60,000 over a twelve month time frame to convene the group, create and release the web portal, along with hosting community meetings to gather input from the people.

United Way of the Coastal Empire (UWCE) served as the lead agency, providing designated staff to convene interested parties and facilitate the work of the coalition. As of December 2015 UWCE continues to serve as the fiscal agent for CGIC providing not only accounting services but also acting as the conduit for contracted staff. In December 2014, CGIC secured a full-time staff.

1.3.1. Sponsors and Partners:

Although the coalition began as a project between three entities there is now an array of sponsors and partners. Sponsors are those who provide monetary contribution toward the work of the coalition; partners are those which provide in-kind services and other supports. There are signed Memorandum of Agreement/Understanding (Appendix 9.2) on file with each organization. The following is a listing of the various sponsors and or partners:

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- 1.3.1.1. Armstrong State University (Research Center & Savannah Graduates)
- 1.3.1.2. City of Savannah
- 1.3.1.3. Chatham County Commission
- 1.3.1.4. Chatham County-Savannah Metropolitan Planning Commission
- 1.3.1.5. Chatham County Safety Net Planning Council
- 1.3.1.6. Coastal Health District (Chatham County Health Department)
- 1.3.1.7. Effingham Chamber of Commerce
- 1.3.1.8. Effingham Family Connection
- 1.3.1.9. Georgia Regents University (Previously known as Medical College of Georgia)
- 1.3.1.10. Housing Authority of Savannah
- 1.3.1.11. Memorial Health University Medical Center
- 1.3.1.12. Savannah Area Chamber of Commerce
- 1.3.1.13. Savannah Business Group
- 1.3.1.14. Savannah Chatham County Public School System
- 1.3.1.15. Savannah-Chatham Youth Futures Authority
- 1.3.1.16. Savannah Economic Development Authority
- 1.3.1.17. Savannah State University
- 1.3.1.18. Savannah Technical College
- 1.3.1.19. St. Joseph's/Candler Health System
- 1.3.1.20. Step Up Savannah
- 1.3.1.21. United Way of the Coastal Empire



1.3.2. Resources, Consultants and Contracts

1.3.2.1. Healthy Communities Institute (HCI)

CGIC contracted with (HCI) for the embedded web portal. This system includes county and selected sub-county level data as compared to state and national data. Beginning in 2013 the indicators project expanded from the original 20 indicators (maintained by Armstrong State University – Research Center and reported annually) to more than 100 indicators and growing; from three sponsor organizations to at least eight sponsors and or partners. The annual cost of HCI is included in the annual operating budget of the coalition.

1.3.2.2. Expanded relationships with Jacksonville Community Council Inc. (JCCI)
The charter organizations had already identified JCCI as a potential “mentor” when

exploring a community-indicators project in 2007. At that point a few staff from Jacksonville visited with local, Chatham-based, leaders to discuss how the project was started and JCCI made some suggestions regarding a feasibility study. In the fall of 2013, prior to the neighborhood forums, the coalition took about 15 leaders to speak with JCCI once again regarding potential expansion. In the fall of 2015, once CGIC was awarded a contract with Chatham County, a contract was executed between JCCI and CGIC for technical assistance in the planning process and implementation of a community needs assessment.

1.3.2.3. Staffing

United Way of the Coastal Empire (UWCE) served as the lead entity and fiscal agent since the initial indicators project began and as of December 2015 still serves as the fiscal agent. UWCE assigned staff to work on the project along with other tasks for the first few years. As the project grew it was obvious that dedicated staff would be necessary for a successful project. In the fall of 2012 there was discussion of hiring staff for the coalition but due to funding limitations it was not possible. However upon receipt of funds from Chatham County for a community wide strategic plan UWCE and CGIC signed an agreement for an individual to serve as full-time director to the coalition using UWCE as the payroll administrator.

1.3.2.4. Additional Support

CGIC also has contracts with a variety of individuals and companies for technical support, marketing and outreach services. These contracts are reviewed annually and revised as needed on a case by case basis.

2. Community Assessment (Web portal, Neighborhood Forums, Summit)

2.1. History of Planning

In 2013, following a presentation to Healthcare Georgia Foundation there was some inquiry as to the difference of the current project from that of a similar project conducted under the leadership of Savannah Area Chamber of Commerce in the late 1980's. Due to limitation with technology this was difficult to research, but thanks to some historians the Coalition was able to locate "*Blueprint for Action Vision 20/20*" a report to the community presented in January 1992.

The report outlined an implementation plan across thirteen different focal points to include:

- housing
- economic development
- environmental protection
- public facilities, recreation
- public safety
- education and more.

CHATHAM COMMUNITY BLUEPRINT

This “blueprint” provided background information gathered through community meetings, identified action steps, and outlined goals and strategies for each focus area. Community “champions” were self-selected or appointed to address specific pieces of the blueprint and the community was called to action. While the report was comprehensive in many ways it lacked baseline data and measurement tools. The implementation plan also lacked an identified staff person who would serve as the “point” person for documentation, tracking and accountability. Although there is evidence that much of the plan has been implemented there are a few areas of interest that have not been successfully tackled. These are specific to education and health; with a focus on the lack of a comprehensive plan for the coordination of health and human services.

The review and assessment of the *Blueprint for Action* encouraged the Coalition to continue to focus on health and human services and to work toward a comprehensive, coordinated approach for planning and accountability with the goal of improving the communities’ well-being. The Coalition compiled a document to show measurements and accomplishments of the *Blueprint for Action* in comparison to the Savannah County-Savannah Metropolitan Planning Commission’s (MPC) Comprehensive Plan for Savannah and the unincorporated areas of Chatham County. Review of this document showed some positive improvements had been accomplished while also showing that there are still areas that need improvement and require community leaders to work together for continued success.



2.2 History of Data Collection & Reporting

From 2008 through 2012 on an annual basis the data collected from the American Community Survey, local opinion surveys, data provided by public organizations and data compiled from local non-profit public service were presented in a bound notebook to community leaders and made available online through Armstrong State University’s website. As the Coalition began to explore ways in which data should be used for community planning and allocation, the leadership was excited about an opportunity to embed more than 100 indicators (data sets) in a live, up-to-date site through a contract with Healthy Communities Initiatives (HCI). Data available on the site is provided through an array of public entities with at least two years of comparison information. Through the generous support of local sponsors and a grant received from the Healthcare Georgia

Foundation the information is now provided in a user-friendly website with live, up-to-date, concise data across multiple areas such as:

- education,
- economic development,
- quality of life, and
- health, for improved community-wide evaluation and planning.

2.1.1. Web Portal

The web portal was originally embedded within the United Way of the Coastal Empire website when released in 2013 with links to partner and sponsor organizations. While much of the indicator data is imported through a contract; the upload of local reports and updates regarding the work of the Coalition is managed by staff and local contractors. As of December 2014, CGIC created a standalone website known as www.coastalgaindicators.org. All of the embedded data and resources were transitioned to the new site which allowed CGIC to market the site with opportunities to be more specific to the local work and provide access for collection and sharing of data. The website provides an array of information and resources free and open to the public. This includes more than 100 indicators with two to three years of data, and a visual perception of our current status as compared to either other Georgia counties or counties nationally.

Data can be broken-out and sorted specific to race, age, gender and geographic location with the ability to compare various selections. Disparities are highlighted for each indicator and individuals can query the site for comparison of indicators along with promising practices specific to the desired outcome along with funding opportunities within a focused area. Archived coalition documents are available on the website along with a calendar specific to CGIC events and call-to-action options for individuals. The site provides a brief history of the coalition along with active planning documents for review and input from community advocates. In addition, the portal has access to the local public school data along with reports produced by local post-secondary schools and the Metropolitan Planning Commission.



2.1.2. 2013 Neighborhood Forums

In 2013, the Coalition hosted sixteen (16) neighborhood forums two in each of the eight county commission districts over a twelve week time span. Events were held at community centers, churches and schools. Through support of community partners, the coalition solicited and trained more than forty (40) individuals to serve as Community Facilitators. These individuals completed a seven hour training session and then agreed to serve as a facilitator for at least two events. Promotion of the events was provided by the Marketing and Outreach Committee through public television and social media in conjunction with the downtown Savannah Neighborhood Association. Unfortunately, participation in the forums was lower than anticipated, but the information gained from “followers” and the identification of other potential partners was beneficial. Although less than 100 attended the forums, the individuals confirmed the data and affirmed what the leaders felt were concerns within each community. While some residents identified neighborhood-specific issues (such as unavailable bus routes and crime), most residents presented concerns related to jobs and education.



2.1.3. 2014 Community Summit

Information gleaned from the neighborhood forums was then added to the work already done by the coalition members within each topic area and presented to the larger community at the Community Summit on March 1, 2014. Although still challenged to incorporate participation representative of all demographics across a community of more than 250,000 people the leadership was pleased with the specific effort to include stakeholders in the Summit.

The Coalition engaged more than 100 stakeholders and solicited support in determining priorities within each topic area. Participants ranged in age from 20 to 75 with the highest percentage age group represented being 45-59. The group was made up of 60% women, 40% male; this break down included: 49% White, 40% African-American, 7% Asian, 1% Hispanic and 3% other. Each Chatham County district had representation with some participants living outside the County. More than 65% of participants indicated homeownership while more than 70% were currently employed.

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It was noted that 90% had an educational level of bachelor's degree or higher with less than 2% having less than high school degree. 57% signified an annual income of more than \$50,000.

Participants were led through a series of facilitated small group discussions to narrow the focus within each of four themed areas. Some data and background information was provided but the true unmeasured success was the conversations that took place within each small group. Results of those dialogues provided approximately twelve or so issues separated by topic area.

1. Economy: vocational pathways and job training, solid jobs for solid wages, affordable housing for rental and ownership.
2. Education: increased parental and community involvement in schools, increased access to high-quality, affordable child care, provide coordinated-consistent resources for all schools, and offer parent skills classes.
3. Health: expand and sustain programs that promote healthy lifestyles, access to preventive education, care and services and increased education around healthy lifestyles.
4. Quality of Life: promote positive youth involvement, crime prevention and reduction, solutions for neighborhood safety.



3. CGIC Committees

3.1. The Coalition utilizes participating Charter Organizations, Sponsor Organizations and Partner Organizations to provide an organizational structure that consists of an Executive Leadership, various committees, the community advisory council and the Director.

The Executive Leadership is responsible for the short-term and long-term oversight of the Coalition. The Executive Leadership shall: (a) Support the Coalition’s vision, mission, and purpose. (b) Approve the strategic direction of the organization and ensure effective organizational planning to achieve the Coalition mission. (c) Hire, supervise and evaluate the Director/Project Manager. (d) Recommend for approval, the Coalition’s annual budget, provide financial oversight and ensure there are adequate resources to implement the Coalition’s mission. (e) Determine, monitor, and strengthen organizational programs and services. (f) Enhance the organization’s public standing. (g) Ensure legal and ethical integrity and maintain accountability. (h) Make decisions on behalf of the Coalition as deemed appropriate. The Executive Leadership is composed of the following positions: Chair, Vice Chair, Secretary, and Past Chair and should consist of at least one representative from each Charter Organization, as appointed by the Elected Body or Senior Management of that Organization.

3.1.1. Other committees are outlined in 4.3.2

4. Strategic Planning Contract with Chatham County

4.1. Purpose & Intent of the Blueprint

4.1.1. Elected Officials

Chairman Al Scott was elected to office in November 2012. During his campaign he ran on the platform of developing and implementing a community strategic plan through community engagement to set a vision for the local community. Mr. Scott is known for his visionary approach to leadership and government. Prior to his current position, he had served in both Houses of State Legislature, and as Georgia’s Labor Commissioner.

Scott has previously served on the State Board of Education, where he held meetings throughout the First Congressional District to try and learn how he could help local school systems by eliminating red tape. Scott served as Secretary, Vice Chair, and Chairman of the Georgia Ports Authority, and was responsible for staff implementing several reforms, including creating a Five Year Strategic Plan.

4.1.2. Strategic Planning Impacts Funding Decision

The Chatham County Board of Commissioners expressed interest in the development of a long-range strategic plan that would directly and indirectly guide priorities of the Commission as well as other community stakeholders. Once the Strategic Plan has been presented to the Board of Commissioners, it will be used as

the guideline by which funding decisions are aligned. The intent is to use the Chatham Community Blueprint along with other historical and existing planning documents for guiding internal work plans and discretionary funding as deemed appropriate. The Blueprint should serve as a consensus plan – keeping leaders accountable for what the residents deem important.

4.2. Role of CGIC

In recognition of the strong relationships, community engagement, and extensive work performed by CGIC between 2008 and 2014 the Coalition was selected to serve as the management team for the planning project to create a community wide strategic plan, with responsibilities which include oversight and implementation of the final adopted Chatham Community Blueprint.

It is the intention of the Coalition to serve as the responsible third party for the initial purpose of creating a community long-range strategic plan for Chatham County and surrounding areas which is to be known as the Chatham Community Blueprint. Upon presentation of the Blueprint, the Coalition will serve as the implementing organization to include: activating project teams for each theme area, identifying a reporting matrix for each strategy and activity, continuing to seek community input and exploring diverse funding options to support the Blueprint. One of the major tasks will be the coordination of services and supports within each themed area both across and among the areas as well as the geographic area.

4.3. Project Approach

4.3.1. Project Framework

The Coalition designed a project framework utilizing sub-contractors and creating the Community Steering Committee with leadership to ensure structure for long-range impact. This process not only explored historical and recent endeavors, but it also serves as a roadmap to guide the future of the project, focusing on implementation and sustainability.

4.3.2. Committee Structure & Roles. While CGIC acts as a community coalition with representatives from various sectors of the community while much of the work of the coalition is done through active committees and work groups. As an active sponsor, designated representatives have a vote in the direction of the coalition. The coalition is led by an Executive Leadership, selected by peer sponsors to provide staff and contractor oversight and oversee the day-to-day operations. Sponsors, partners and community advocates are encouraged to participate in committees.

4.3.2.1. The Steering Committee consist of CGIC Executive Leadership along with key stakeholders solicited by the Coalition and Chatham County government. This committee includes representation of key partners and advisors to the process, including (but not limited to) Coalition leadership, local government representatives, and leaders of community and corporate organizations. The Steering Committee members serve as community ambassadors, who provide

a connection to organizations and institutions for two-way information sharing. This committee has been responsible for advising and guiding the process, soliciting community engagement, promoting attendance at community functions and events and advocating for compliance and accountability.

- 4.3.2.2. Content Committee: This committee is responsible for developing the content, process, and managing logistics through constant communication with contractors for neighborhood forums, focus group meetings, community conversations, stakeholder summit and any other community event where community engagement is critical. The Content Committee also led the recruitment, training and management of volunteer facilitators to assist with gathering input and keeping community engaged throughout the process. (Sample documents included in Appendix 9.3)
- 4.3.2.3. Outreach Committee: This committee was tasked with creating a compelling “story” of community engagement. They have been responsible for increasing awareness of the Coalition using a variety of marketing and communication tools, including (but not limited to): electronic newsletter, social media, print media, and publications with assistance from a local Public Relations firm. It has been referenced as the marketing and public relations committee.
- 4.3.2.4. Data, Evaluation - Survey Committee: This committee expended many hours reviewing raw data, sifting through the data to determine what areas of need should be highlighted and what areas needed to be further explored. Community-level indicators offer a “big picture” view of what is happening at the community level, rather than at the individual level. Indicators can have a wide range from very specific to subtle and indirect results. After review of the indicators, the Data and Evaluation sub-committee of the larger group worked to coordinate the information into four topic areas. Although the group tried to stay aligned to the original categories established in 2008, the group decided to make some adjustments. These topics areas were broad enough for incorporation of all the indicators and allowed for high level conversation to occur. The topic areas for the Coalition include: Economic Independence, Education, Health and Quality of Life. Within each topic area, disparities were considered as well as risk and protective factors.

They worked with other committees to ensure accurate information was being shared and terms were consistent. Members have also been responsible for review of drafting community surveys and working with contractors to reduce duplication of data sets, ensure accuracy and clarity, and producing the content in a variety of formats and multiple languages.

4.3.3. Document Scan

JCCI conducted a scan of existing and relevant planning documents located through both online research and input received from the Steering Committee. This scan includes vision statements and planning documents from local governments, service providers, advocacy groups, and more. This scan allowed the planning process to build on, rather than replace, existing efforts to improve the quality of life in Chatham County.

JCCI reviewed 92 documents, which included 331 vision or goal statements. These statements were then catalogued into 17 areas, such as land use, economy, natural resources, infrastructure, and transportation to name a few. The full document scan is located in the appendix (Appendix 9.4).



4.3.4. Communication & Outreach

In order to increase visibility and broaden community engagement, the Coalition has a contract with a local public relations firm to assist the Outreach Committee with ongoing marketing and communication of the progress through a variety of sources.

4.3.4.1. CGIC has an identifiable logo which has been and will continue to be a consistent image on all information and material. The logo shows the desire to move indicators and measurements from red (at the bottom) toward green (at the top) along with the image of a lighthouse which not only reflects the coast of Georgia but also serves as reminder that lighthouse symbolic of guidance and direction. The slogan; “Lighting the way to a better community” was added.

4.3.4.2. Web Site: CGIC launched a standalone website in December 2014. The site as previously mentioned provides a matrix of community level indicators, best practice models, funding opportunities, a photo gallery, a community events calendar, historical and current reports as well as access to the planning process.

- 4.3.4.3. **Electronic Newsletters:** Using a list serve of active Coalition sponsors and partners, interested individuals from various meetings and those who self-selected, a monthly electronic newsletter is submitted to more than 400 people with updates on activities, community news, sponsor highlights, and much more.
- 4.3.4.4. **Awareness and Engagement:** Print materials have been created at every stage of the process and shared with media partners as well as delivered to stakeholders. (Appendix 9.5) Early in the process, media packets were mailed to 75 neighborhood association leaders through Chatham County. The coalition has also created a Facebook page and a Twitter account to increase communication with younger populations. In addition, CGIC worked with Savannah College of Art & Design (SCAD) volunteer students to interview and produce a promotional video using members/students of the Boys & Girls Club of Greater Savannah and the West Broad YMCA. This 30 second public service announcement (PSA) was then provided to all local media outlets for the promotion of community-wide events.



4.3.5. Community Engagement

4.3.5.1. 2015 Neighborhood Forums

CGIC hosted 14 neighborhood forums; with at least one meeting in each of the 8 county districts. Building upon what was learned from the initial forums in the fall of 2013 and input from the summit in the spring of 2014, we listened intently and asked more specific questions to ensure that key information was not missed.

Events were conducted at public libraries and/or government facilities during early evening hours or on the weekend when deemed most appropriate. There

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were over 400 participants in the forums with each Chatham County zip code represented along with attendees of Bryan and Effingham counties. While the 31415 zip code had the most attendees, there was a close tie between 31401, 31419 and 31406; with the lowest participation in 31407 and 31408. It should be noted that 8.9% of attendees were residents outside Chatham County. Over half of the participants were female at 61.2%. Similar to the Savannah MSA (metro static area), attendees were diverse in race/ethnic group with 55.2% Caucasian, 32.4% African American, 7.6% Hispanic, 2.8% Asian and other. The majority of attendees were representative of the 54-65 age range (22.8%) followed by 35-44 (19.5%) and then 45-54 (17.1%).

The format of the forums included a brief introduction to CGIC and the strategic plan. A brief highlight of the four themed areas was presented and participants were asked to affirm what data indicated was a concern within each area or add to the list of concerns. While many things were mentioned, all individuals were encouraged to share thoughts, insights, frustrations, and opportunities. The top concerns are as follows:

- Economy: Vocational-training, poverty, affordable housing, higher paying jobs.
- Education: Vocational-training, cultural-diversity, inequality and basic/life skills.
- Health: Need for more, diverse mental health providers, healthy eating and prevention.
- Quality of Life: Crime, recreation, diverse, wide-spread transportation, transparent-effective government.

(Appendix 9.6)



4.3.5.2. 2015 Community Conversations

CGIC took the information from the neighborhood forums along with data of various indicators and created a schedule that included specific conversations for topic areas of high interest. As a result, 12 conversations were hosted with seven different topics discussed to include:

- Economy,
- Education,
- Health,
- Housing,
- Natural Resources,
- Transportation and Safety.

Specific information within each topic area was presented to attendees and conversations were facilitated around the following questions; (a) what concerns were missing, (b) what is currently working and (c) what do we want our community to be like in twenty years specific to the topic. While much of this was consistent with previous meetings; it did allow for a more forward-thinking process and provided individuals with the chance to think of greater possibilities.



The Outreach team worked with local collaborative groups and partner agencies to promote the events. While some of the participants had previously attended neighborhood forums; it was noted that many of these participants were also those who worked in the field or held a vested interest in the topic being discussed.

Secondly, we convened government staff to glean insight and determine if their perception was similar to the general residents. What was also learned is that the awareness of the problems was similar, but they also provided some insight into what was currently being planned within the boundaries of their individual department or unit of government.

In addition, two conversations with outlying counties were hosted to ensure more regional approach. While there were some differences because of geographic boundaries, there were still concerns about mental health, transportation and the need for more diverse jobs opportunities. This allowed for other conversations related to potential cross-county projects to begin.

Finally, local youth groups were visited to gather insight and discuss opportunities for improvement. While many young people are concerned with the immediate problems such as passing class and having enough money for socialization with peers; the students also shared some of the same ideas for their future. Each of them want a job that pays enough so that they can make personal choices of where to live, what to eat and what clothes to buy. They expressed concern with the recent crime rates and growth of gang activity but also conveyed that they feel the new leadership will help improve the situation. As a result of this work along with feedback gathered, we were able to create vision statements for each of the themed areas along with a listing of potential goals.

4.3.5.3. 2015 Public Opinion Survey

As a part of community assessment, in September 2014 CGIC contracted with the Public Research Service Center at Armstrong State University (PRC ASU) to distribute a public opinion survey to approximately 30,000 houses in Chatham County in 2015. Although previous surveys had been done in 2010 and 2012 with plans to reassess again in 2014. The timeline was delayed so that we could be more thoughtful of the survey content to meet needs of a community wide strategic plan.

Previous surveys were done by random sampling but specific by county commission districts. Project objectives for the 2015 survey included a random sampling of the 205,121 adult population as defined by the U.S. Census Bureau and then stratified by the eight Chatham County commission districts.

The survey instrument was substantially expanded and re-designed by the Data, Evaluation and Survey Committee of CGIC and Professional Resource Center of ASU staff. Objectives of the community wide survey included assessing citizens' satisfaction with various aspects of their neighborhoods in Chatham County and seeking input from respondents regarding their insight into community challenges, both now and in the future. The survey instrument consisted of 57 closed-ended questions, 13 demographic questions, and three open-ended questions regarding "the big picture".

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The results of the survey can be used to monitor progress towards improving the well-being of community life in a number of major areas. The survey results supplement the information gathered from neighborhood forums and focus groups held by CGIC between February and April of 2015.

Outreach specific to survey completion was divided into three parts and promoted with incentives. The first step involved mailing postcards to the randomly selected residents, informing them of the survey, and its identified objectives. The individuals were mailed the actual survey along with return envelopes. Individuals were given the option of completing the survey online using a unique token code or via paper. As incentives for completing the surveys, the token numbers were entered in a random drawing for six cash prizes.

The PRC of ASU received a total of 1927 completed surveys; 29% via web and 71% paper. Responses from the Chatham County Commission Districts range from a low of 159 from District 8 to 332 from District 1. Crime, educational concerns, economic concerns (employment/income) and local government were among the top four issues written in as problems facing our County today. Additionally these were the top four issues residents would like to change over the next 10 years, and are willing to engage in to improve the concerns. (Complete report in appendix 9.7)



4.3.5.4. 2015 Community Wide Meetings

Three community-wide meetings were held between August and October 2015 in order to further develop the content for the Blueprint. The results of the document scan, all work performed to date, and information from the

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community survey informed the first community meeting with the intent of presenting the vision statements, prioritizing and refining the goals for each vision, and orienting the public to the process and the project's roadmap.

Participants of previous forums, focus groups and conversations were encouraged to attend all of the meetings, as each built off the work from the previous meeting. In addition, the Outreach Committee made contact with each individual through phone calls, emails or personal visits. The results of each meeting were then posted online to ensure community transparency as well as take additional comments.



4.3.5.4.1. Meeting 1:

The first community-wide meeting was held on August 19, 2015 at the Armstrong Center of Armstrong State University. Approximately 240 people attended. A brief overview of the Chatham Community Blueprint process and purpose was provided. CGIC history, community planning back ground and work done to date by the coalition was reviewed to provide context of the work. JCCI staff presented the Blueprint process using a diagram to illustrate the process' trajectory from vision through to action (vision – goal – strategy – action). Each phase of the project was then explained as linking to the process diagram. Susan explained that at each one of the three community-wide meetings, the Blueprint's content would be added to and refined even further so that action becomes meaningful and efficient. The role of the meeting participants was explained – prioritization and feedback as the content gets more and more specific. The four vision statements were presented, and it was explained that these vision statements are a result of the Phase I work.

Individuals self-selected the theme of their choice. Attendees participated in two interactive exercises. The first exercise asked each participant to prioritize their theme's goal statements by selecting which were the most important to them using three dot stickers. At the end of the exercise each table had to arrive at the top three collectively. This information was then used to format the second exercise.



Economy

- Link curriculum (education) with the needs of employers
- Reduce poverty throughout the county
- Promote and encourage small business growth and support of local business

Education

- Incentivize and promote parental involvement and responsibility
- Facilitate partnerships between businesses and educational institutions (work-based learning opportunities)
- Ensure that life skills and conflict resolution are being taught to students

Health

- Address mental health issues and the related stigma in specific populations (e.g. youth, prison population)
- Increase access to healthy food
- Instill health in schools

Quality of Life

- Reduce crime to ensure all residents feel safe
- Promote and provide use of sidewalks, bike paths, crosswalks, trails, and greenways
- Develop collaboration, a network, among similar organizations to improve efficiency of social services

For the second exercise, participants were asked to review the prioritized goal statements for their theme area, and through consensus at their table,

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decide how to make each goal more relevant for Chatham County, specifically with regards to location, target population, and institution or organization involvement. The table scribe recorded the group's decisions.

It was noted that this information will reviewed and provided back to the group at the future meeting where we will continue to refine the blueprint.

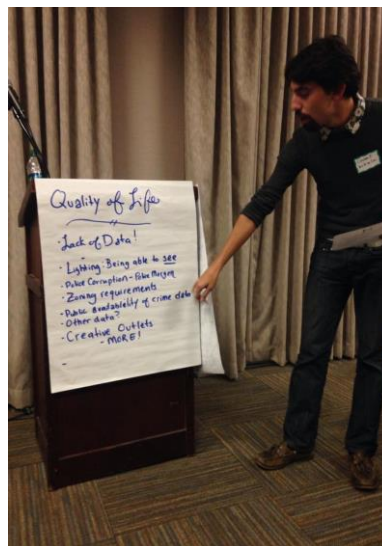
4.3.5.4.2. Meeting 2:

The second community wide meeting was held on Saturday September 26, 2015 at Savannah Technical College – Eckburg Auditorium.

Approximately 110 people attended. A brief explanation of the work done to date was provided with emphasis on the community engagement efforts. The blueprint process was reviewed using a diagram to illustrate the process' trajectory from vision through action. It was noted that at each community wide meeting, content is added and refined so that the action become more meaningful and efficient.

Attendees participated in two interactive group exercises. Each small group was asked to select and weight top three metrics for each vision based on the list of community level indicators provided for each themed area. The second exercise allowed individuals to transition to another theme area and work in small groups to brainstorm strategies for each goal. Through consensus, small groups were tasked with identifying at least one strategy per goal that involves (a) individual involvement and (2) institutional involvement.

It was noted that the planning process is intended to be as transparent as possible. Attendees were encouraged to participate in the upcoming meeting.



4.3.5.4.3. Meeting 3:

The final Chatham Community Blueprint community-wide meeting was held on Wednesday evening, October 21, 2015 at Savannah State University. Approximately 84 people attended. As attendees began to arrive at 4:30pm, CGIC members and Blueprint Steering Committee members served as volunteers to welcome them and instructed them to walk around the room and comment on the different goals and strategies that were placed on large sheets of paper around the room. This exercise provided an opportunity for both networking and for public comment on the various goals and strategies.

A brief explanation of the Phase I work performed to date, including the document scan, neighborhood forums, neighborhood focus groups, survey, and data analysis was reviewed. Emphasis was placed on all of the community engagement efforts performed to date. The process trajectory was reviewed, followed by review of the four vision statements and the prioritized goals. Participants were encouraged to revise and rework the strategies, and come to consensus around detailed strategies. Following this exercise, participants were asked to switch tables, moving to a different goal and strategy set and repeating the first exercise. Everyone had the opportunity to work through this process twice. Then attendees were encouraged to make a personal and organizational commitment. Lee Smith, Chatham County Manager, presented and shared his personal and organizational (County) commitments. He explained the importance of committing to action at both the individual and institutional level. It was noted that the next step in the process will include prioritization of goals and action steps followed by completion of logic model through project teams consisting of subject matter experts, advocates and stakeholders. Everyone was encouraged to stay involved in the process.





5. The Chatham Community Blueprint Strategic Plan

5.1. Economy

5.1.1. Vision: Chatham Community anchors a thriving, business-friendly, regional economy in which all workers are prepared for quality jobs, and residents feel empowered to attain a high quality of life.

5.1.2. Goals

5.1.2.1. Goal 1: Using accurate and reliable data, link current and projected needs of employers through the development of apprenticeship and vocational programs for the placement of individuals with quality employment leading to self-sufficiency.

5.1.2.1.1. Strategy 1: Create a network of employers and training providers, through incentives to align training programs with opportunities for jobs.

5.1.2.1.2. Strategy 2: Increase the number of opportunities for job shadowing, apprenticeship programs, and internships to include “green” careers, particularly targeted to youth and young adults.

5.1.2.1.3. Strategy 3: Increase capacity and opportunities for individuals to receive skills that lead to employment.

5.1.2.1.4. Strategy 4: Advocate for supportive services for employees to be paid a living wage and have access to benefits.

5.1.2.1.5. Strategy 5: Consider policies to increase employment opportunities for ex-offenders; implement strategies that promote hiring of ex-offenders.

5.1.2.1.6. Strategy 6: Expand a shared “job developer” position to link jobs to employees through businesses’ customer relationship manager or by using clearing house of apprenticeship and internship opportunities.

5.1.2.2. Goal 2: Facilitate lifting individuals out of poverty by reducing barriers and creating opportunities for quality employment for young adults, the working poor, ex-offenders, and those struggling with mental illness.

5.1.2.2.1. Strategy 1: Improve access to education and trades to help the working poor, ex-offenders, and those with mental illness by providing a community-based scholarship program or similar incentive to help those who can’t afford educational programs.

5.1.2.2.2. Strategy 2: Increase capacity of case management to provide employment, wrap-around and support services for families; and provide case management with education regarding best practices on the provision of services.

- 5.1.2.2.3. Strategy 3: Increase awareness and use of tax incentives for those employers serving and employing specific populations.
- 5.1.2.2.4. Strategy 4: Develop, prioritize, and implement meaningful action with the entire community that addresses patterns of racial, ethnic and economic segregation and disparities in housing, nutrition, healthcare and access to opportunity.
- 5.1.2.2.5. Strategy 5: Support employers on tools to increase retention and reduce turnover in the workplace. (May include monetary incentives for training program completion, employee performance or milestone achievements.)
- 5.1.2.2.6. Strategy 6: Increase awareness about, and access to, financial support services available to those living in poverty.
- 5.1.2.2.7. Strategy 7: Increase funding for and capacity of transitional services for ex-offenders.
- 5.1.2.3. Goal 3: Guide entrepreneurial growth through the enhanced presence of small business support resources and facilitate collaboration among local businesses to promote innovation.
 - 5.1.2.3.1. Strategy 1: Explore funding mechanisms in order to provide more financial support to a more diverse economy and establish action steps that will promote regional innovation.
 - 5.1.2.3.2. Strategy 2: Increase efficiency of permitting and licensing policies for businesses through streamlining procedures, educating about the process, and potentially matching county and municipality requirements.
 - 5.1.2.3.3. Strategy 3: Expand capacity of formal and informal support system to sustain and expand current, growing business throughout the county while considering the establishment of a program for existing business to mentor start-ups.
 - 5.1.2.3.4. Strategy 4: Enhance and increase awareness of formal training programs for individuals interested in starting a business.
 - 5.1.2.3.5. Strategy 5: Increase employee training opportunities among similar companies with similar skill sets.
 - 5.1.2.3.6. Strategy 6: Increase awareness and consider expansion of policy regarding incentives for start-up of small business, as well as incentives for existing business.
 - 5.1.2.3.7. Strategy 7: Continue the use of historic preservation as an economic driver.
- 5.1.3. Key Metrics
 - 5.1.3.1. Unemployment Workers in Civilian Labor Force
 - 5.1.3.1.1. According to the U.S. Bureau of Labor Statistics, Chatham County unemployment rate was 5.7% as August 2015.
 - 5.1.3.2. Per Capita Income

- 5.1.3.2.1. The median per capita income was \$25, 093 for Chatham County as of 2013; reported January 2015 from American Community Survey.
- 5.1.3.3. People Living Below Poverty Level
 - 5.1.3.3.1. American Community Survey reported the Chatham County poverty rate was 19.1% as of 2013 (reported January 2015).
- 5.1.3.4. Severe Housing Problems
 - 5.1.3.4.1. Chatham County had 18.9% of residents living in conditions with an increased exposure to mold, mildew growth, pest infestation, and other environmental hazards.

5.2. Education

5.2.1. Vision: From early childhood education through post-secondary achievement, Chatham County's innovative and inclusive educational systems are a model of academic excellence that enable students to have the knowledge, skills and ability to succeed at chosen pathways.



5.2.2. Goals

- 5.2.2.1. Goal 1: Ensure that financial skills, social skills, and conflict resolution skills are being offered to parents and taught to all students through the use of technology, community partnerships, and counseling for both parents and children.
 - 5.2.2.1.1. Strategy 1: Integrate financial literacy into curriculum throughout all aspects of learning to include schools, clubs and youth serving organizations.
 - 5.2.2.1.2. Strategy 2: Facilitate comprehensive child development from birth through age three.
 - 5.2.2.1.3. Strategy 3: Expand Georgia's BEST curriculum (incorporation of soft skills, communication, and leadership skills) in all middle and high schools, and consider expansion into post-secondary education courses.
 - 5.2.2.1.4. Strategy 4: Implement school safety curriculum (include conflict resolution, bullying, social media safety) across the school district.
 - 5.2.2.1.5. Strategy 5: Reduce discipline referrals resulting in out-of-school suspensions and address the racial disparity in out-of-school suspensions.
 - 5.2.2.1.6. Strategy 6: Expand peer mediation in all schools, and train teachers and parents to be mediators.
 - 5.2.2.1.7. Strategy 7: Expand budgeting courses of students.
 - 5.2.2.1.8. Strategy 8: Encourage lifelong learning.
 - 5.2.2.1.9. Strategy 9: Offer budgeting, financial management courses to adults.

- 5.2.2.2. Goal 2: Implement mentorship programs between employers and students; while increasing leadership development programs between community organizations and public schools to prepare students for employment and promote upward mobility.
 - 5.2.2.2.1. Strategy 1: Promote reading and numeracy achievement on grade level through early intervention and comprehensive development.
 - 5.2.2.2.2. Strategy 2: Increase number of opportunities for youth and young adults to access job shadowing, apprenticeship programs, and internships to include “green” careers.
 - 5.2.2.2.3. Strategy 3: Promote early reading and vocabulary development beginning at birth.
 - 5.2.2.2.4. Strategy 4: Expand and enhance the mentorship programs (peer mentors and adult mentors).
 - 5.2.2.2.5. Strategy 5: Explore and encourage expansion of classroom lab opportunities for hands-on experience in middle and high school, especially for disadvantaged children.
 - 5.2.2.2.6. Strategy 6: Maintain at least 17 clusters of training opportunities that align with demand career occupations for middle and high school students, particularly disadvantaged students.
 - 5.2.2.2.7. Strategy 7: Establish method and process for volunteer engagement with public schools.
- 5.2.2.3. Goal 3: Incentivize and promote parental involvement in schools by teaching parents to advocate for their child(ren), facilitating better communication between parents and school leadership, and eliminating barriers to parent engagement.
 - 5.2.2.3.1. Strategy 1: Increase understanding and diversification of parental engagement and involvement to include assessment of family dynamic and supports needed.
 - 5.2.2.3.2. Strategy 2: Coordinate service and resources between youth serving organizations for better integration and reduce silos.
 - 5.2.2.3.3. Strategy 3: Increase parental understanding of school attendance and ensure enforcement of truancy policies and facilitate broad awareness of barriers to school attendance.
 - 5.2.2.3.4. Strategy 4: Encourage employers to provide incentives such as transit vouchers, paid “leave” time for parents to attend/participate in school functions.
 - 5.2.2.3.5. Strategy 5: Increase and diversify use of alternative methods of communication with parents; implement use of smart phone notification methods to all parents – school specific.
 - 5.2.2.3.6. Strategy 6: Diversify financial investments so to increase access to affordable quality child care.

- 5.2.2.3.7. Strategy 7: Maintain and expand cultural diversity training to include classroom management tools and creative ways for various families to participate in positive ways for all staff, on an ongoing basis.
- 5.2.2.3.8. Strategy 8: Create parental support groups within community and faith based organizations.

5.2.3. Key Metrics

5.2.3.1. Engaging Students' Parents and the Community

- 5.2.3.1.1. Savannah-Chatham County Public School System (SCCPSS) measures the level of interaction with parents and members of community through a rubric detailing ten areas of measurement that are reflective of engagement activities. Community and parent engagement is vital to the growth of public education. Parents who are informed and involved with what transpires in their child's classroom contribute greatly to the educational environment by helping to ensure students are engaged and ready to learn. And while the level of involvement ultimately depends on the parent, the outreach efforts our schools generate provide opportunities for the development of relationships that build positive learning experiences. As of school year (SY) 2010-2011 the district-wide score was 23 points.

5.2.3.2. Reading on Grade Level

- 5.2.3.2.1. Savannah Chatham County Public School System (SCCPSS) first administered the district-wide Scholastic Reading Inventory assessment in school year (SY 2010-2011). Reading on grade level is defined as Lexile scores at or above 330L at the end of second grade, 630L at the end of fourth grade, and 880L at the end of seventh grade. As of the SY 2014-15, 48% of 2nd grade, 49% of 3rd grade, 37% of 4th grade, 60% of 5th grade, 40% of 7th grade and 58% of 8th grade had reached proficiency levels.

5.2.3.3. Student-to-Teacher Ratio

- 5.2.3.3.1. According to the National Center for Education Statistics, Chatham County Public School Systems was at 14.7 ratio for SY 2013-2014. This indicator shows the average number of public school students per teacher in the region. It does not measure class size. The student-teacher ratio gives a rough idea of the amount of individualized attention from teachers that is available to each student.

5.2.3.4. School Discipline

- 5.2.3.4.1. The Savannah Chatham County Public School System (SCCPSS) District Accountability System (DAS) indicates there were 12.4% of students referred in SY 2014-2015 for In-School Suspension (ISS), Out-of-School Suspension (OSS), and expulsion.



5.3. Health

5.3.1. Vision: Chatham County has a culture of health including equal access to quality and affordable healthcare, chronic disease prevention, health inclusive policies, and environmental design.

5.3.2. Goals

5.3.2.1. Goal 1: Effectively address mental health by educating the public and reducing stigma, increasing early intervention programs, removing gaps and barriers, and increasing access to treatment particularly as it impacts incarcerated individuals, children, and adolescents.

5.3.2.1.1. Strategy 1: Encourage network of providers to meet regularly and provide better coordination of services and leveraging of resources. Consider a pilot or demonstration project as a tool for collaboration.

5.3.2.1.2. Strategy 2: Increase access to crisis services and increase capacity of service providers to provide for those who lack resources.

5.3.2.1.3. Strategy 3: Advocate for high quality transition service for specifically targeted population, and advocate for expanded health insurance funding to equip supportive and rehabilitative housing services.

5.3.2.1.4. Strategy 4: Integrate behavior health screening with primary care assessments and services.

5.3.2.1.5. Strategy 5: Enhance accessibility to mental health services by developing community-based and/or school-based mental health/counseling centers that operate on a sliding fee scale.

5.3.2.1.6. Strategy 6: Identify an organization or steward who will create and maintain an online resource directly specific to mental health services.

5.3.2.1.7. Strategy 7: Increase human resource awareness and employee training regarding health insurance coverage to facilitate a broad understanding about accessing EAP sources.

5.3.2.1.8. Strategy 8: Increase awareness through Mental Health First Aid, QPR Gatekeeper Training.

5.3.2.1.9. Strategy 9: Advocate increased access to health care through a variety of resources.

5.3.2.2. Goal 2: Ensure access to and invest in community-based health resources for citizens to increase health equality while optimizing their health and

wellness with preventive healthcare services, health education and strategies to motivate individuals and families to adopt healthy lifestyle behaviors.

- 5.3.2.2.1. Strategy 1: Expand availability of preventive services while including screening tests, counseling services, preventive medicine, and treatment that medical providers employ to identify and prevent illness before symptoms or problems associated with illness occur.
- 5.3.2.2.2. Strategy 2: Improve access to and enrollment in affordable health insurance, including Peachcare and Medicaid, and connection with primary care providers.
- 5.3.2.2.3. Strategy 3: Assist healthcare providers and patients with promising opportunities for successful implementation of clinical guidelines for chronic illness; including but not limited to cancer, diabetes, weight management, heart, respiratory and other significant community illness and diseases.
- 5.3.2.2.4. Strategy 4: Provide consumer preventive education programs free (participatory education) including tele-medicine programs at school-based health centers, and facilitate public recognition of success stories to encourage and motivate others to provide incentives.
- 5.3.2.3. Goal 3: Instill healthy practices in schools by providing comprehensive health education, nutrient-rich foods, opportunities for physical activity, and prevention education including, but not limited to violence prevention.
 - 5.3.2.3.1. Strategy 1: Provide health and wellness educational programming specific to adolescents regarding risky behaviors.
 - 5.3.2.3.2. Strategy 2: Implement 30 minutes a day of physical exercise that fosters leadership, sportsmanship and social skills for all students.
 - 5.3.2.3.3. Strategy 3: Encourage employers to provide health enrichment and wellness programs to all employees.
 - 5.3.2.3.4. Strategy 4: Increase healthy snack options at public and private school events.
- 5.3.2.4. Goal 4: Increase access to healthy food for populations that are mostly likely to be food-insecure such as older adults, children, those in poverty, and those that live in food deserts.
 - 5.3.2.4.1. Strategy 1: Explore policy and funding mechanisms to increase access to produce to various “food deserts” on a rotating schedule.
 - 5.3.2.4.2. Strategy 2: Create farmer support programs to support and expand community gardens, urban farmers, and educational programming for residential sharing, cooking, learning, etc.
 - 5.3.2.4.3. Strategy 3: Provide educational programming and nutritional counseling specific to healthy cooking (serving sizes, use of local – home ground foods and herbs), health eating habits.

- 5.3.2.4.4. Strategy 4: Create incentives with local grocery and convenience stores regarding product placement of healthy food options.
- 5.3.2.4.5. Strategy 5: Encourage local institutions to examine their procurement policies to create a long-range plan for buying and using local produce.
- 5.3.2.4.6. Strategy 6: Create and expand community gardens, education and programming for the residential sharing, learning, cooking, etc.
- 5.3.3. Key Metrics
 - 5.3.3.1. Individuals with Health Insurance
 - 5.3.3.1.1. In 2013 Chatham County had 73.7% of adults, ages 18-64 with any type of health insurance as reported by the Small Area Health Insurance Estimator. At the same time children under the age of 19 were at 90.3%.
 - 5.3.3.2. Food Insecurity Rate
 - 5.3.3.2.1. Feeding America shows 19.2% of residents in Chatham County are food insecure as of 2013 (reported April 2015). The U.S. Department of Agriculture (USDA) defines food insecurity as limited or uncertain availability of nutritionally adequate foods or uncertain ability to acquire these foods in socially acceptable ways.
 - 5.3.3.2.2. Georgia Statistics System; 2015 Georgia County Guide indicates Chatham County had 12 farms, with 3,835 acres with 467 acres of harvested cropland as of 2012.
 - 5.3.3.3. Poor Mental Health Days
 - 5.3.3.3.1. Chatham County residents averaged 2.8 days that adults reported their mental health was not good in the past 30 days as noted in the County Health Rankings as of April 2015.
 - 5.3.3.3.2. Chatham County Safety Net Planning Council is completing an assessment regarding stated funded mental health services and that information should reflect capacity as a baseline for the project team to consider.
 - 5.3.3.4. Access to Exercise Opportunities
 - 5.3.3.4.1. County Health Ranking shows Chatham County at 85.7% of individuals who live reasonably close to a park or recreational facility as of April 2014. This does not take into consideration utilization of such parks or facilities, nor does it define public versus private facilities such as those which require membership fees.



5.4. Quality of Life

5.4.1. Vision: Chatham County citizens achieve a superior quality of life within a safe, active and healthy environment inclusive of the area's history, natural resources, public mobility and efficient government.

5.4.2. Goals

5.4.2.1. Goal 1: Reduce crime, particularly abuse and violence, by building trust between law enforcement and residents, focusing enforcement in high crime areas, and expanding the visibility of police to ensure all residents feel safe.

5.4.2.1.1. Strategy 1: Increase capacity of "diversion" program for first-time offenders to recue case load; providing case management, restorative justice program and wrap around services via community partners and/or multi-agency resource center (MARC).

5.4.2.1.2. Strategy 2: Provide training for law enforcement specific to cultural diversity, confidentiality and sensitivity to reporting as well as to mental and behavioral health issues in the community.

5.4.2.1.3. Strategy 3: Expand, market and engage community based organizations with police activity through programs such as; Citizens Academy, Police Activity League. Develop opportunities for law enforcement and families/children to interact peacefully at community events.

5.4.2.1.4. Strategy 4: Reduce access to guns by re-instituting waiting periods for purchase, limited local gun shows, explore gun buy-back programs.

5.4.2.1.5. Strategy 5: Implement Project Step Forward (tacking guns off the streets, breaking up gangs and groups.)

- 5.4.2.1.6. Strategy 6: Explore recognition and reward programs to incentivize law enforcement individuals who complete additional training programs so as to ensure job retention.
- 5.4.2.1.7. Strategy 7: Develop domestic violence case worker teams so that social workers respond to domestic violence calls with law enforcement.
- 5.4.2.1.8. Strategy 8: Increase capacity to increase re-entry program to include expungement programs.
- 5.4.2.1.9. Strategy 9: Explore and expand programs to ensure information is confidential and reporters feed safe providing information, similar to a witness protection programs.
- 5.4.2.2. Goal 2: Promote and provide neighborhood connectivity and build environments that encourage active and healthy lifestyles through the strategic placement of bicycle and pedestrian pathways, public parks, enforcement of road regulations, and education about health benefits.
 - 5.4.2.2.1. Strategy 1: Adopt and implement “complete streets” ordinance to include appropriate roads (new, expanded and resurfaced) county wide restripe while adding traffic calming improvements and green space where appropriate.
 - 5.4.2.2.2. Strategy 2: Work with municipalities in order to explore funding options to expand public transportation for Chatham County.
 - 5.4.2.2.3. Strategy 3: Provide public/private incentives to encourage an array of transit opportunities to include care pool, park and ride sites, public transit, cycling, etc.
 - 5.4.2.2.4. Strategy 4: Conduct a feasibility study in order to provide a more efficient safe, well-maintained parks and recreation facilities in all areas, with special focus on high crime areas.
 - 5.4.2.2.5. Strategy 5: Explore alternate routes for heavy equipment, trucks and those carrying hazardous materials county-wide.
 - 5.4.2.2.6. Strategy 6: Adopt and consider the County Greenway Implementation Plan by all municipalities to include compliance with current and proposed developments.
 - 5.4.2.2.7. Strategy 7: Complete and extent Truman Lanier Trail through local government partnership, SPLOST funding.
 - 5.4.2.2.8. Strategy 8: Increase bicycle and pedestrian safety education, driver education and provide consistent traffic enforcement.
 - 5.4.2.2.9. Strategy 9: Address the “digital divide” and problems accessing computers available for public use.
 - 5.4.2.2.10. Strategy 10: Strengthen ordinance regarding planting and replacement of trees; work to increase green space county wide.
 - 5.4.2.2.11. Strategy 11: Support blight remediation by creating a revolving fund supported by all municipalities and private funds.

- 5.4.2.3. Goal 3: Develop local and regional collaboration among similar organizations to improve the delivery of social services and to expand the continuum of services.
 - 5.4.2.3.1. Strategy 1: Provide additional resources for the mentally ill through a continuum of care facility rather than jail.
 - 5.4.2.3.2. Strategy 2: Consider community based facilities for use of a multi-agency resource center (MARC) to include behavioral health, wellness, and child development, learning center, computers, youth and senior activities.
 - 5.4.2.3.3. Strategy 3: Expand the collaboration effort through the use of a common platform for social services registration.
 - 5.4.2.3.4. Strategy 4: Create and maintain community centers in low-income and disadvantaged districts with expanded operating hours and diverse services and resources.
 - 5.4.2.3.5. Strategy 5: Host an annual meeting of funders to review community needs and outcome of registered program providers.
 - 5.4.2.3.6. Strategy 6: Create a community resource and common platform for funders.
 - 5.4.2.3.7. Strategy 7: Establish working relationship between other planning organizations to ensure alignment.
- 5.4.2.4. Goal 4: Provide effective and efficient government services while ensuring that processes and procedures are planned and executed with transparency.
 - 5.4.2.4.1. Strategy 1: Create clearer process of use of SPLOST funding in regards to neighborhood improvements, infrastructure, parks, and community centers.
 - 5.4.2.4.2. Strategy 2: Review and consolidate policies, procedures where appropriate county wide.
 - 5.4.2.4.3. Strategy 3: Consider consolidation of local government.
 - 5.4.2.4.4. Strategy 4: Convene representatives of neighborhood associations and home owner associations county-wide semi-annually and provide constant feedback on projects.
 - 5.4.2.4.5. Strategy 5: Explore alternative methods of marketing and communicating with residents; implement use of smart phone notification methods that neighborhood, community specific.
 - 5.4.2.4.6. Strategy 6: Establish an asset life cycle replacement schedule for local public entities.
- 5.4.3. Key Metrics
 - 5.4.3.1. Violent Crime Rate
 - 5.4.3.1.1. Chatham County had 389.7 violent crime rate per 100,000 population in 2013 (9.6%) as reported by the Georgia Statistics System in

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October 2015. Violent crimes include murder, rape, robbery, and aggravated assaults.

- 5.4.3.1.2. Chatham County property crime rate in 2013 was 3,660.5 per 100,00 population (90.4%) which includes burglary, larceny, motor and vehicle theft
- 5.4.3.2. Workers Commuting By Public Transportation
 - 5.4.3.2.1. American Community Survey reported 2.2% of Chatham County's workers aged 16 years and older who commute to work by public transportation in 2013 (reported January 2015).
- 5.4.3.3. Miles of Safe, Pedestrian Friendly Transportation
 - 5.4.3.3.1. Savannah Bicycle Campaign, League of American Bicyclist application indicates that there are 689 miles of streets within City of Savannah and only 9.1 have bike lanes as of 2013.
 - 5.4.3.3.2. Chatham County Savannah Metropolitan Planning Commission is working with CGIC to provide a baseline for the number of miles of multi-use paths. We will continue to collaborate to define the miles of "safe" pedestrian friendly pathways and then provide a baseline.
- 5.4.3.4. Recidivism Rate for Juvenile and Adult Offenders
 - 5.4.3.4.1. Chatham County Juvenile Court had 947 individuals referred as delinquent cases in 2014, 484 were adjudicated. There were 474 individuals with a case in 2014 as well as a delinquent case within the past three (3) years.
 - 5.4.3.4.2. In 2014 Chatham County Sheriff's Office jail booker 17,235 individuals; 68% of those individuals had a prior arrest in Chatham County within the past three years.



6. Recommendations and Next Steps

6.1. Adoption and commitment to the plan

- 6.1.1. CGIC request that Chatham County Board of Commissioners promote the Chatham Community Blueprint among community partners as a strategic plan to serve as guideline for current and future planning, development and budget considerations.
- 6.1.2. Chatham County Board of Commissioners review the plan and make a commitment for responsibility to the implementation plan once it has been completed; consider monetary contributions, staff alignment, policy amendments where necessary.
- 6.1.3. Include progress toward the Chatham Community Blueprint in the annual State of Chatham address.
- 6.1.4. Chatham County Board of Commissioners review and update policies, procedures, ordinances at least annually to ensure alignment with specific strategies to accomplish the goal.
- 6.1.5. Chatham County Board of Commissioners remain attentive to the need for revisions and updates to the plan at least every three (3) years to include but not limited to: community forums and a public opinion survey.

6.2. Maintaining the Plan

- 6.2.1. The Chatham Community Blueprint 2035 will be a living document so that updates can be added to the document as additional information is gained and or as resources are leveraged to address specific areas of need. CGIC will upload the report along with supporting documents to the web site upon adoption and will encourage each sponsor and partner organization to provide a link to the plan as outlined within the Memorandum of Agreements.
Annual reports will be provided to the community, uploaded to the website and provided through annual meeting format with acknowledgement of volunteers, any new data that needs to be highlighted and success stories to date.

6.3. Reporting and Sharing

- 6.3.1. Implementation and evaluation plans will be developed by the project teams per each themed area. Project team leaders will be appointed by the CGIC Executive Leadership in partnership with Chatham County Board of Commissioners. Teams will be responsible for creating an implementation and evaluation plan with defined metric and a reporting process. As a part of this work, project teams will create logic models which define specific activities, responsible party, timeline for completion and expected outcomes. Outcome goals will be set on the activity level as well as short-term, intermediate and long-term outcomes for individuals as well as the community. Project teams will provide updates to the coalition at monthly meetings, as well as provide updated information through a shared on-line software such as SharePoint. Information gained through this process will be shared in bi-

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annual updates to the Board of Commissioners and yearly public updates will be included in the annual report via the CGIC director/staff, available on the website. CGIC will work with Chatham County Board of Commissioners to provide annual updates on the process (incremental steps toward short-term and long-term goals) of the plan to the larger community through neighborhood association meetings, presentations to the Chatham County Municipal Association, local government and other partner groups as deemed appropriate.

In order to ensure consistent alignment; CGIC recommends that future planning documents be archived and reference alignment with The Chatham Community Blueprint. Community stakeholders continued engagement in the planning, implementation and evaluation of the plan are critical to the long-term sustainability and overall community impact.



6.4. Sustainability

6.4.1. Day-to-day operations will be maintained by CGIC full-time staff. Contracts with individuals will be considered on as-needed basis by the CGIC Executive Leadership. Funding for the full-time position should be provided by the various sponsors and partners along with Chatham County Board of Commissioners through signed contract agreement with specific deliverables.

6.4.1.1. To ensure continuity through elected and appointed leadership changes, CGIC recommends charter organizations make at least a five-year financial commitment to the implementation of The Chatham Community Blueprint.

6.4.2. Leadership of the plan will be further defined in roles of the Community Steering Committee; and how this committee works strategically with the CGIC Executive Leadership and Chatham County Board of Commissioners to ensure the Blueprint is being followed as outlined.

6.4.3. CGIC will continue to work with Chatham County Board of Commissioners to incorporate neighboring counties where deemed appropriate for community wide well-being to include but not limited to: economic development, transportation and preservation of natural resources. To this end, CGIC will explore stronger partnerships with Chatham County-Savannah Metropolitan Planning Commission, Coastal Regional Commission and the Department of Community Affairs, as well as other regional and state entities as defined.

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7. Timeline

7.1 Chatham Community Blueprint Implementation Plan					
Goals & Strategies	2016	2017-2020	2021-2025	2026-2030	2031-2035
Convene Project Teams for the creation of measurable outcomes; expansion or partners, capacity review					
Economy Goal1:Strategy 1					
Economy 1:2					
Economy 1:3					
Economy 1:4					
Economy 1:5					
Economy 1:6					
Economy 2:1					
Economy 2:2					
Economy 2:3					
Economy 2:4					
Economy 2:5					
Economy 2:6					
Economy 2:7					
Economy 3:1					
Economy 3:2					
Economy 3:3					
Economy 3:4					
Economy 3:5					
Economy 3:6					
Economy 3:7					

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Economy 3:8					
Goals & Strategies	2016	2017-2020	2021-2025	2026-2030	2031-2035
Convene Project Teams for the creation of measurable outcomes; expansion or partners, capacity review					
Education Goal 1:Strategy 1					
Education 1:2					
Education 1:3					
Education 1:4					
Education 1:5					
Education 1:6					
Education 1:7					
Education 1:8					
Education1:9					
Education 2:1					
Education 2:2					
Education 2:3					
Education 2:4					
Education 2:5					
Education 2:6					
Education 2:7					
Education 3:1					
Education 3:2					
Education 3:3					
Education 3:4					

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Education 3:5					
Education 3:6					
Education 3:7					
Education 3:8					
Goals & Strategies	2016	2017-2020	2021-2025	2026-2030	2031-2035
Convene Project Teams for the creation of measurable outcomes; expansion or partners, capacity review					
Health Goal 1:Strategy 1					
Health 1:2					
Health 1:3					
Health 1:4					
Health 1:5					
Health 1:6					
Health 1:7					
Health 1:8					
Health 1:9					
Health 2:1					
Health 2:2					
Health 2:3					
Health 2:4					
Health 3:1					
Health 3:2					
Health 3:3					
Health 3:4					

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Health 4:1					
Health 4:2					
Health 4:3					
Health 4:4					
Health 4:5					
Health 4.6					
Goals & Strategies	2016	2017-2020	2021-2025	2026-2030	2031-2035
Convene Project Teams for the creation of measurable outcomes; expansion or partners, capacity review					
Quality of Life Goal 1:Strategy 1					
Quality of Life 1:2					
Quality of Life 1:3					
Quality of Life 1:4					
Quality of Life 1:5					
Quality of Life 1:6					
Quality of Life 1:7					
Quality of Life 1:8					
Quality of Life 1:9					
Quality of Life 1:10					
Quality of Life 2:1					
Quality of Life 2:2					
Quality of Life 2:3					
Quality of Life 2:4					
Quality of Life 2:5					

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Quality of Life 2:6					
Quality of Life 2:7					
Quality of Life 2:8					
Quality of Life 2:9					
Quality of Life 2:10					
Quality of Life 2:11					
Quality of Life 3:1					
Quality of Life 3:2					
Quality of Life 3:3					
Quality of Life 3:4					
Quality of Life 3:5					
Quality of Life 3:6					
Quality of Life 3:7					
Quality of Life 4:1					
Quality of Life 4:2					
Quality of Life 4:3					
Quality of Life 4:4					
Quality of Life 4:5					
Quality of Life 4:6					
Community Assessment		2018	2021, 2024	2027, 2030	2033, 2036

7.1. Reporting & Evaluation

7.1.1. Implementation Plan will be finalized and presented to the Chatham County Board of Commissioners by November 2016 with plans of full implementation to begin in 2017. Work currently being done by sponsors and partners will not halt but will advance the work of the Blueprint producing more immediate, outputs which will impact the overall community goals.

7.1.2. Benchmark data will be measured ongoing but presented as trend data at specific intervals to include:

- 7.1.2.1. 2017-2020 Immediate to Intermediate
- 7.1.2.2. 2021-2025 Intermediate to Short-Term
- 7.1.2.3. 2026-2030 Short-Term to Long-Term
- 7.1.2.4. 2030-2035 Long-Term to Generational Impact



8. Acknowledgement of Sponsors and Partners

8.1. Leadership of CGIC has been paramount to success of our growth. While each individual brought a different talent to the group, they collectively have provided consistent vision and support.

8.1.1. Chair: Mike Kemp, Synovus

8.1.2. Vice Chair: Dr. Otis Johnson, Volunteer

8.1.3. 2nd Vice Chair: Jennifer Wright, Memorial Health University Medical Center

8.1.4. Secretary: Adam Walker, St. Joseph/Candler Health System

8.1.5. Charter Representative for Chatham County: Linda Cramer

8.1.6. Charter Representative for City of Savannah: Taffanye Young

8.1.7. Charter Representative for United Way of the Coastal Empire: Gregg Schroeder

8.2. CGIC is founded on strong collaborative structure. Without support of our sponsors and partners the work presented within this report would not have been possible. Each organization and the individuals which represent those organizations have played a key role in the success thus far and will continue to be critical piece as the plan begins implementation phase.

8.2.1.1. Armstrong State University (Research Center & Savannah Graduates)

8.2.1.2. City of Savannah

8.2.1.3. Chatham County Commission

8.2.1.4. Chatham County-Savannah Metropolitan Planning Commission

8.2.1.5. Chatham County Safety Net Planning Council

8.2.1.6. Coastal Health District (Chatham County Health Department)

8.2.1.7. Effingham Chamber of Commerce

8.2.1.8. Effingham Family Connection

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- 8.2.1.9. Georgia Regents University (Previously known as Medical College of Georgia)
 - 8.2.1.10. Housing Authority of Savannah
 - 8.2.1.11. Memorial Health University Medical Center
 - 8.2.1.12. Savannah Area Chamber of Commerce
 - 8.2.1.13. Savannah Business Group
 - 8.2.1.14. Savannah Chatham County Public School System
 - 8.2.1.15. Savannah-Chatham Youth Futures Authority
 - 8.2.1.16. Savannah Economic Development Authority
 - 8.2.1.17. Savannah State University
 - 8.2.1.18. Savannah Technical College
 - 8.2.1.19. St. Joseph's/Candler Health System
 - 8.2.1.20. Step Up Savannah
 - 8.2.1.21. United Way of the Coastal Empire
9. Appendices
- 9.1. Chatham County Public Opinion Survey Results
 - 9.2. Supporting documents such as the following are attaching to the planning documents section of the CGIC website; www.coastalgaindicator.org :
<http://www.coastalgaindicator.org/index.php?module=ResourceLibrary&controller=index&action=collection&id=51850239372830831>
 - 9.2.1. Executive Partnership Agreement
 - 9.2.2. Sample Memorandum Of Agreement (MOA)
 - 9.2.3. Sample agenda, hand-outs of forums, meetings, etc.
 - 9.2.4. Document scan and inventory
 - 9.2.5. Flyers of meetings, forums, etc.
 - 9.2.6. Word pictures of collected input
 - 9.2.7. Glossary of terms