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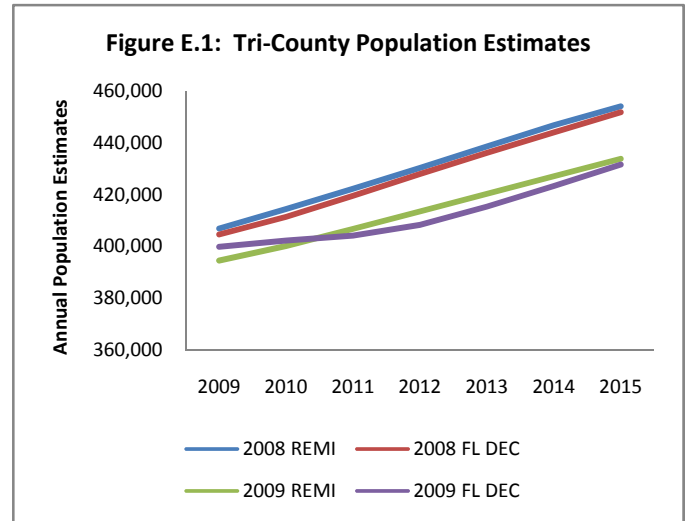
INTRODUCTION

In 2006, Okaloosa County assembled an Eglin Installation Growth Committee to examine the impact of recent Base Realignment and Closure (BRAC) Committee actions that would send Joint Strike Fighter (JSF) training as well as the 7th Special Forces Group - Airborne [7 SFG(A)] to the Eglin area. A short time before, the Vision 2015: Together We Can Win assembly had informed area citizens that between 12,000 and 22,000 individuals would be arriving in the tri-county (Okaloosa, Santa Rosa and Walton) region in the 2010 to 2015 timeframe. The economic impacts of these realignment activities, as the committee laid out, would be substantial. The challenge would lie in accommodating added regional growth in an era of strong regional growth.

Forecast models at that time indicated that baseline population, absent BRAC impacts, could exceed 480,000 by 2015. BRAC activities could reasonably be expected to take that total above 500,000. This would yield a net gain of well over 80,000 individuals above the observed 2005 baseline population estimates. Upwards of 25% of that growth would be the result of military realignment activities. Moreover, this growth was slated to occur in a region where housing prices and home sales had increased dramatically in the previous 3 or so years. This, in turn, would make it exceptionally difficult for most military families to find affordable housing. Infrastructure, including utilities and transportation, appeared woefully inadequate to handle the growing population – particularly when the impacts of the realignment activities were factored in. The need to tackle the various associated issues head on, well in advance of the arrival of the incoming forces, was evident to all those involved.

However, the winds of change were blowing. It would be mid-2007 before planners realized that Okaloosa County had just recorded its first year of *negative* population growth in decades. Sales of existing homes that began to show weakness in late 2005 had plunged to pre-1990 levels by 2007. A once booming construction industry foundered on dramatically reduced demand for commercial and residential construction. Home prices would eventually join other market indicators in a race to the bottom.

Figure E.1 is illustrative of the changing nature of regional population growth. We note that as late as 2008 internal Haas Center models (REMI) as well as state-level models maintained by the Florida Demographic Estimating Conference (FL DEC) put 2015 population estimates at slightly over 450,000 for the tri-



county region. By early 2009, however, all models were adapting quickly to the changing reality. Long term 2015 projections which in 2005 put the regional population total at over 480,000 now indicated that the 2015 baseline total population would be much closer to 430,000. To reinforce these trends, the US Census bureau indicated in mid 2009 that Okaloosa County had just recorded its third consecutive year of *negative* population growth.

In the midst of radically changing economic conditions, Eglin Air Force Base (AFB) released the Economic Impact Statement associated with BRAC realignment activities slated for the region. The release of these firm data allowed researchers at the Haas Center to more accurately gauge the economic and demographic impact of the realignment activities. Estimates provided by researchers at the Haas Center indicated that the total (direct, indirect and induced) impact of the arrival of the JSF and the 7 SFG(A) would total 16,000 individuals at 2015 steady state. However, Economic Impact Statement data also indicated that the concurrent departure of the 33rd Fighter Wing from Eglin would take with it an estimated 5,000 individuals. Although the population impact estimate of 16,000 individuals was squarely between the initial estimates ranging from 12,000 to 22,000 – the *net* population impact would reach only 11,000 individuals in the final analysis.

As the impact estimates became clear and the economy retreated deeper into recession, BRAC-driven regional growth that in 2005 appeared to be a nearly insurmountable challenge to accommodate was, by 2009, a bright spot amongst otherwise grim economic conditions. By late 2009, the most currently available models indicated that, to the extent that Okaloosa

County was forecast to grow demographically and economically in the near future, the growth would be almost exclusively driven by military realignment activities.

The impact of radically altered economic circumstances on the tri-county regional planning process is relatively easy to grasp at the macro-level. Some issues, such as housing availability, that once appeared major, have all but ceased to be an issue. Concerns regarding housing affordability have eased as well, although they have not evaporated completely. Still others, such as transportation, particularly along the Highway 85 corridor in Okaloosa County, continue to loom rather large.

The challenge for those involved in assembling the Growth Management Plan lies in correctly gauging the future in light of present circumstances that differ substantially from those envisioned nearly 3 years ago. Two key points remain as relevant today as they were to those involved in initiating this process. First, as this document will demonstrate, challenges will certainly accompany BRAC-related growth in the tri-county region even though those challenges may be different from those envisioned three years ago. Second, the economic and demographic impacts of BRAC realignments will be substantial and will leave a particularly large imprint on future growth in Okaloosa County.

The consultants involved in assembling the Growth Management Plan present a summary of their findings and recommendations in this executive summary. After inspection of these findings by the various entities involved in commissioning the study, the consultants will revisit the ideas contained in the Growth Management Plan and update them according to the suggestions received in the vetting process. The Growth Management Plan will then be released to the commissioning entities in its final format. The final document will be organized in the same fashion as this executive summary but will be greatly expanded to encompass the entirety of the planning process. The recommendations contained in the final document will be designed to fully address challenges that will accompany BRAC-related growth.

DEVELOPMENT SUITABILITY

The map atlas was compiled using Geographic Information Systems (GIS), a powerful tool that has the ability to analyze large amounts of geographic data, which is then used to determine appropriate areas for future growth. This approach allows for the analysis of opportunities and constraints relative to land development and in turn helps to identify those areas that are suitable for the future growth expected to occur as part of BRAC at Eglin AFB. The purpose of this phase of the Growth Management Plan is to assess the key locational requirements of new military and supportive civilian personnel and identify the areas where growth is projected to take place by the year 2015 (growth areas).

For both unaccompanied military personnel and those with dependents, selecting a location to live, work and play is a personal decision based on individual criteria. In order to forecast the general trends of personnel relocating to this region, general preferences on housing locations, acceptable commute times and school performance were modeled. The development suitability model created for this plan used criteria that might be used by community planners (e.g. what locations are best suited for future development) as well as new residents (e.g. what areas best meet the needs of me / my family). Through this process, the model identified locations that could both accommodate the impending influx of new residents and that would likely appeal to new residents. The model that was created included input from local decision makers, local planners, Air Force and Army personnel, and existing databases. Using this input, a three step process, which examined Exclusionary Criteria, Evaluative Criteria and Preferred Location Criteria, was developed and applied.

The first step (Exclusionary Criteria) identified, and removed from consideration, lands that were not conducive to development due to existing and/or future physical, environmental, or other factors. The total amount of land excluded from further consideration within the tri-county study area totaled over 1,500 square miles or 67 percent of the total land area. The second step, (Evaluative Criteria), focused on those remaining lands that met the minimum requirements for future development. The selected evaluative criteria were then applied in the form of factors that were grouped to score, weight, and rank each location. For step three, (Preferred Location Criteria), those locations with the highest site suitability scores were identified for further evaluation.

The identification and mapping of appropriate suitability factors, preparation of a land suitability analysis, and modeling of alternatives identified those tri-county geographic areas that were best suited to accommodate the augmentation of existing U.S. Air Force and additional U.S. Army personnel. The process of defining land suitable for residential and commercial use is based on the application of a wide range of data which were quantified (scored) in order to identify (model) the appropriate areas where future growth makes sense. The ability to make informed decisions concerning where future growth should occur is based on a series of factors that are quantified with “values” and “weighted” to generate the suitability by group. The groups were then scored with percentage values based on several alternatives.

Numerous alternatives were developed and tested in an effort to understand the effects of a “base case” where all of the values are equivalent. It was then compared with the resulting refinement of characteristics for military personnel home/community selections, and the sensitivity of each criterion to varying weighted scenarios. The model also focused on commute sheds, housing values and educational performance. These alternatives were based on drive times from the Eglin Main Gate (for JSF purposes) and the entry to the cantonment (for the 7 SFG(A)).

The alternatives represented the first formal modeling effort undertaken to match criteria and group data with the demographic profile of incoming military personnel and their dependents. The culmination of the dialogue identified areas / communities for further consideration to accommodate the forecasted growth from BRAC, which included:

- Okaloosa County
 - City of Crestview
 - City of Fort Walton Beach
 - Valparaiso/Niceville
- Santa Rosa County
 - City of Milton
 - Navarre (unincorporated area)
- Walton County
 - Mossy Head (unincorporated area)

Significant effort was expended to gather specific information on the 7 SFG(A) and JSF and to collect and analyze updated survey and other data to refine the initial demographic profile of the military personnel

types relocating to Eglin. The new data was added and the model was refined and organized to respond to the specific traits that were anticipated among the three military personnel types (i.e. 7 SFG(A)-Enlisted, 7 SFG(A)-Officer, and JSF-Officer). These profiles reconfirmed the identification of the six growth areas. Each specifically described and analyzed growth area is described within the context of each of the following chapters of this Growth Management Plan.

DEMOGRAPHICS

The demographic estimates that are presented here by researchers at the Haas Center are derived from the Policy Insight Plus (PI+) model developed by Regional Economic Modeling Incorporated (REMI). Demographic (and economic) impacts are often calculated using simulation models. Much like a ship in a bottle is designed to represent the actual object writ small and assembled in a glass enclosure – the REMI simulation model is designed as a system of equations and matrices that represent a regional economic system that can be housed on a powerful modern computer. This allows analysts to simulate changes to the “economy” in the computer and, based on sound theoretical and empirical work, observe what those changes mean for the “region” as a whole.

Just as regions are connected in the real world, so too are regions within cutting-edge computer-based simulation models. Thus changes in one county necessarily affect changes in another county and so on. The Eglin realignment impacts are therefore modeled in the context of realignment activities in the greater Northwest Florida region including Bay and Escambia Counties. The focus of this presentation remains squarely on impacts associated with the tri-county (Okaloosa, Santa Rosa and Walton) region. Estimates are provided for each county as well as the tri-county region as a whole.

Table E.1: Impact of Military Realignments on Population

	2009		2015		2015
	Baseline	With Realignments	Baseline	With Realignments	Realignment Impact (net)
Okaloosa	184,938	183,124	186,157	196,011	9,854
Santa Rosa	158,080	157,894	179,527	179,831	303
Walton	58,583	58,534	69,487	70,247	769
Regional Total	401,602	399,552	435,162	446,088	10,926

The data in Table E.1 represents an overview of baseline population estimates for 2009 as well as 2015. These baseline data are derivative of the most current forecast county-level growth patterns exclusive of the impact of military realignment activities. As the data show, forecast growth in Okaloosa County over the 6 year

period is decidedly weak. However, for Santa Rosa and Walton counties, results suggest that growth patterns are somewhat more robust. The weak Okaloosa patterns are reflected in the regional totals. Indeed, for the region, average annual population growth at its base is expected to occur at the rate of roughly 1.3%. In Okaloosa County, that rate is forecast to be less than 0.1%. When realignment activities are factored in, as the data demonstrate, the Okaloosa population growth rate is expected to top 1% while the regional growth rate hovers near 2%. It is important to note that even with activities associated with military realignments, the annual population growth rate will likely remain well short of its pre-recession forecast rates.

The data in Table E.1 *do not* reflect one critical impact of the realignment activities on population growth. Much of the growth is expected to occur in 2011 with the en masse arrival of the 7 SFG(A). Absent an Herculean economic recovery in the region over the 2010 time frame, the majority of the population growth should occur at a point when there remains a sizable inventory of available homes on the market and housing prices remain relatively affordable for arriving personnel.

RECOMMENDATIONS

The 2011 en masse arrival of the 7 SFG(A) provides an excellent opportunity for reassessing demographic forecasts and the housing market at the close of 2011 in a similar fashion to the estimates provided by the Haas Center in the Atlas of Existing Conditions. Reassessing conditions at that point will allow planners to suggest further refinements to the Growth Management Plan as the remaining BRAC-related realignment activities are executed through to steady state (when all components are fully operational).

LAND USE

The Land Use chapter addresses the impacts of BRAC actions on the existing and future land use patterns within the six growth areas. The development suitability analysis was developed to assess the key locational requirements of new military and civilian personnel and identify a group of communities (growth areas) that could accommodate the military-induced population expansion by the year 2015. The existing land use policies and trends in these growth areas were assessed and an action plan, that anticipates the timing and location of military impacts within the affected cities, towns and unincorporated areas, was developed.

Based on the development suitability analysis, a majority of the military generated growth in the tri-county study area will occur in the Crestview community. It is very important that efforts to integrate these new residents will utilize and implement policies focusing on smart growth. Ensuring the availability of facilities and services as development happens, will be an important component of managing the impacts of growth.

Each section of the land use chapter includes a summary of the respective county comprehensive plan and its pertinent objectives and policies. Related planning efforts include an overview of the Eglin Joint Land Use Study (JLUS), which is an effort to coordinate compatible land uses and avoid incompatible land uses around Eglin AFB. Each section includes an overview of the growth area located within each of the three counties. An overview of existing and future land use, as well as a review of pertinent development policies from the respective comprehensive plan and JLUS provides the context for managing future growth. A refined analysis of the exclusionary areas identifies the logical locations for growth. A summary of the effects of BRAC actions is presented to underscore the impacts upon each of the six identified growth areas.

Land use in the tri-county study area is not inhibiting the ability to accommodate BRAC generated growth. BRAC demand can be accommodated through a combination of existing resale housing, vacant lots in existing subdivisions, and vacant lots in undeveloped subdivisions. An existing supply of over 27,700 resale homes and developable lots, (as of November 2009), are located in the six growth areas. With a total demand of 4,636 housing units, the available supply is not only expected to accommodate BRAC induced growth, but will also provide an additional 23,000 homes or developable lots before additional vacant land would need to be rezoned. Based on future land use

designations, an additional 52,000 housing units could be accommodated and developed (when existing residentially designated land is rezoned, platted and developed). If all of the demand were to be absorbed through the development of new housing units, 755 acres of land would be required.

Because additional rezoning or amendments to comprehensive plans are not expected to be required to accommodate the growth, infrastructure impacts should have already been factored into the existing and platted subdivisions. However, road improvements are anticipated to be necessary, especially along the Highway 85 corridor. New roads or expansion of existing facilities may open up areas of Okaloosa County, especially in the Niceville area, for new subdivisions. Although this would stimulate changes to land use patterns, the timing of these road improvements and subsequent development would occur subsequent to “steady state” being achieved at Eglin AFB. As such, the tri-county area should be able to accommodate military stimulated growth beyond the realignment impacts assessed in this Growth Management Plan (GMP).

Within the growth areas, impacts on commercial space are expected to be accommodated by existing commercial development. Depending on the commercial vacancy rate in 2015, the percentage of demand accommodated through existing commercial space (as opposed to new commercial development) is expected to be significant. Approximately 27 acres of land would be needed, should the total demand (of nearly 262,000 square feet of commercial space) be entirely met through new commercial development.

In terms of quality of life, the addition of population from BRAC would normally require 30 acres of parks however, given the existing surplus, the counties will still meet their level of service (LOS) standards with the BRAC. Within each specific growth area there may be needs because population distribution may be denser in some areas.

The quantitative impact on services such as schools, police, and fire have been determined based solely on new households locating within specific growth areas and not on changes to existing land use patterns. These specific impacts are addressed in several chapters (i.e. Education, and Public Safety and Emergency Services) within this GMP.

RECOMMENDATIONS

The land use recommendations are contained in Table E.2 on the following page.

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Land Use	Responsible for Implementation											Priority				Funding Sources				ROM	Monitoring Program															
	Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector	Non-Profit	Other	Cost	Primary Responsibility			Schedule										
																							Okaloosa County	Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years					
<p>Action: Encourage new development in the identified growth areas to occur in locations where infrastructure and facilities exist or in areas where capital improvements are already planned and approved.</p>	●	●	●	●		●	●	●									◆	◆					\$	■	■	■									□	
<p>Issue: The large size of the GMP study area is an impediment to foster coordinated development.</p>																																				
<p>Action: Develop strong communication and participation opportunities among all GMP participating jurisdictions with special emphasis placed on the six identified growth areas.</p>	● ☒	● ☒	● ☒	● ☒	● ☒	● ☒	● ☒	● ☒							◆ ☒			◆ ☒					\$	■	■	■									□	
<p>Action: Publish an annual review of approved rezoning and subdivision plats, and monitor the progress of development through platting, permitting, and Certificate of Occupancy stages.</p>	●	●	●	●	●	●	●	●	●								◆	◆					\$	■	■	■									□	

EXECUTIVE SUMMARY

Land Use	Responsible for Implementation											Priority				Funding Sources				ROM	Monitoring Program															
	Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector		Non-Profit	Other	Cost	Primary Responsibility			Schedule									
																				Okaloosa County				Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years					
<p>Action: All GMP participating jurisdictions should be encouraged to consider the GMP in their development review activities.</p>	●	●	●	●	●	●	●										◆	◆					\$	■	■	■										
<p>Issue: The lack of region wide cooperation diminishes the ability of capital improvements to keep pace with development.</p>																																				
<p>Action: Develop a capital improvements priority plan including all GMP growth areas to encourage accountability at the regional level for accommodating development in a sustainable, well managed manner.</p>	●	●	●	●	●		●	●			●						◆	◆					\$	■	■	■					■				□	
<p>Action: Encourage the timely expansion of water and sewer services in areas consistent with the policies set forth in each jurisdiction's comprehensive plans.</p>	●	●	●	●		●	●	●									◆	◆					\$	■	■	■									□	
<p>Issue: The potential for future unmanaged growth could jeopardize the health of the natural environment.</p>																																				

EXECUTIVE SUMMARY

Land Use	Responsible for Implementation													Priority			Funding Sources				ROM	Monitoring Program																		
	Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector	Non-Profit	Other	Cost	Primary Responsibility			Schedule														
																							Okaloosa County	Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years									
<p>Action: Enhance incentives and support for the acquisition of high value land for conservation.</p>	●	●	●			●	●	●	●								◆	◆	◆	◆	◆	\$	■	■	■												□			
<p>Action: Establish density increases as an incentive for donation of private land exhibiting high ecological value to governmental or non-profit agencies for conservation in designated growth areas.</p>	●	●	●			●	●	●									◆	◆					\$	■	■	■												□		
<p>Action: Continue to support the implementation of the Northwest Florida Greenway Corridor program.</p>	●	●	●			●	●	●	●	●							◆	◆	◆	◆			\$	■	■	■			■	■									□	
<p>Action: Identify new and additional recreational linkages connecting growth areas and regional recreation areas.</p>	●	●	●			●	●	●	●								◆	◆					\$	■	■	■													□	
<p>Action: Review growth area jurisdictions' requirements for open space and enhanced landscaping. Establish additional requirements or amend existing regulations to optimize conservation and open space amenities.</p>	●	●	●			●	●	●		●							◆	◆					\$	■	■	■														□
<p>Cost (Rough Order of Magnitude): \$0- \$250,000 = \$; \$250,000- \$500,000= \$\$; \$500,000 -\$750,000=\$\$\$; \$750,000-\$1 million= \$\$\$\$; \$1 million+= \$\$\$\$\$</p>																																								

TRANSPORTATION

The overall goal of the transportation system can be summarized as the safe and efficient movement of goods and people. The transportation system includes roadways, bicycle and pedestrian facilities, transit facilities, airports and ports. Achieving this goal is an important aspect of both the quality of life in a community and the economic vitality of an area or region. This plan looks at the anticipated impacts of BRAC actions on the regional transportation network, specifically focusing on the surface transportation system made up of roads, bicycle and pedestrian facilities and transit. The plan also identifies potential improvements to address anticipated impacts and deficiencies. The general impacts and recommended improvements for each focus area are summarized here.

OKALOOSA COUNTY

Approximately 4,184 households associated with BRAC actions are anticipated to reside in Okaloosa County by 2015. The majority of these new people are anticipated to reside in Crestview or the surrounding area north of Eglin AFB (2,941). The areas of Fort Walton Beach, generally including Mary Esther, Shalimar and Cinco Bayou (553), and Niceville/Valparaiso area (273) also are anticipated to absorb some of these households. An additional 417 households are anticipated to locate in other areas of Okaloosa County. This section identifies the potential BRAC impacts in these areas as well as the potential needed improvements. The net new BRAC employment and related households are projected to generate approximately 3,100 p.m. peak hour trips. These trips are projected to negatively impact several regional roadways including SR 85, US 90, SR 123, and SR 189.

Outside of the growth areas, BRAC impacts are projected to significantly impact the SR 85 and SR 123 corridors, which provide access to the two major BRAC actions at Eglin. The cantonment of the 7 SFG(A) west of SR 85 near Duke Field, and the establishment of the JSF IJTS at Eglin Main Base both directly access and impact SR 85. BRAC is also projected to impact the US 90 corridor, connecting the growth areas of Crestview and Milton, and the SR 189 corridor west of SR 85.

Okaloosa County, in cooperation with this study and other studies, has identified needed immediate, short term and longer term projects associated with BRAC impacts. These projects are largely represented in the Multimodal Capacity Improvements Program submitted

by Okaloosa County for a Tiger Grant, and these projects should remain a priority. The identified, needed improvements in this grant span from the City of Crestview, through Eglin Reservation, south to the intersection of SR 123 and SR 85. These projects should be the priority, relative to accommodating BRAC, for both Okaloosa County and the City of Crestview. Additional interim actions and needed improvements have been recommended.

Immediate Priorities

- Work with the Florida Department of Transportation (FDOT) and the Department of Community Affairs (DCA) to establish an interim LOS “D” or a long term concurrency management area on SR 85N, based on a financially feasible plan for capacity improvements as outlined in the Tiger Grant.
- Coordinate with the various local governments to develop a uniform concurrency management system. Establish a committee with representatives from each local government, or coordinate with the Transportation Planning Organization’s (TPO) Staff and Technical Advisory Committee to develop a uniform concurrency implementation system and traffic study requirements for measuring impacts of committed development on area roadways. For example, the Lake Sumter Metropolitan Planning Organization (MPO) has worked with each of its member local governments to develop standard traffic study requirements and contracts with all of its member governments to provide concurrency tracking and monitoring on a regional level. The Volusia County MPO has also developed a uniform traffic study methodology for concurrency applications that is being used by its member governments.
- Review traffic signal timings in the congested corridors including SR 85, SR 189, and US 90. The operation of traffic signal timing can significantly impact the function and capacity of a roadway, as capacity of a corridor is typically limited by the capacity of the intersections. These reviews or timing studies should identify any needed adjustments to potentially reduce delay and improve performance of the corridors.
- Coordinate with Okaloosa County Transit (OCT), the City of Crestview, the City of Niceville, the City of Fort Walton Beach, the WFRPC, the TPO and Eglin AFB on planned transit routes along SR 85 and potential express transit routes to the 7 SFG(A) area and main base from residential areas with higher concentrations of Eglin AFB personnel. The current

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HART express routes serving MacDill AFB may serve as models. A critical component to the success of such transit service is connecting concentrations of residential populations that work in common locations. These agencies should coordinate with Eglin AFB to identify current residential population concentrations to identify potential express routes.

- Coordinate with Eglin AFB on temporary construction access for the 7 SFG(A) area, including a temporary signal at SR 85 and the Duke Field entrance. The access improvements should include a southbound right turn lane on SR 85. This temporary access will be insufficient to meet the needs of the 7 SFG(A) at build out and additional improvements will be needed.
- Coordinate with Eglin AFB to schedule construction around peak traffic hours.
- Continue to coordinate with FDOT and Crestview on the update to the 1998 Transportation Action Plan (TAP) for SR 85 from Juniper Creek to Airport Rd along SR 85N. The TAP update was presented in March 2009 and identifies small scale projects to reduce traffic congestion.
- Identify and pursue funding for small scale projects to reduce congestion and improve safety as identified by the FDOT's TAP update or other traffic studies.
- Complete the PD&E Study for the SR 123 four laning as scheduled sometime in 2010. This project is planned as a four lane facility to accommodate growth, reduce congestion and address serious safety issues. Include intersection improvements/interchange construction at the northern intersection of SR 123 and SR 85.
- Complete PD&E Study for PJ Adams Parkway from SR 85 to US 90 (PJ Adams / Antioch Road Project - 4 Lane). This project relieves congestion on SR 85 and improves a primary evacuation route.
- Incorporate the mobility goals of the region, area and neighborhoods in the development of the various Military Influence Planning Areas (MIPA) and small area studies recommended by the JLUS. Appropriate provisions of multi-modal facilities, including provisions for bicyclists, pedestrians and existing and potential transit, are critical to the future quality of life for the region. In addition, where these overlays or small area studies are adjacent to regional arterials, the potential future right of way needs, access management and cross access easement requirements should be considered and included to provide for safety and capacity in the regional roadway system.

- Create and implement a “complete streets” policy. Streets must consider the needs of all the potential users, not just the automobile. In addition to providing route choice for the traveling public, we must also provide for mode choice. Incomplete streets may not only discourage travel by alternative modes, but may be hazardous for non-auto users. A complete streets policy will ensure that facilities for all modes are required as part of the initial planning, design and construction (or reconstruction/resurfacing) of all roadway facilities. Incorporate provisions for all modes in the improvements recommended in this study.



A “complete street” includes provisions for safe, efficient, and convenient travel by all modes.

Short-Term Priorities

- Coordinate with OCT, FDOT, the growth area municipalities and Eglin AFB on transit into the main complex and potential expansion of that service or the establishment of park and ride or vanpool programs to reduce trips on SR 85. There is potential for the establishment of park and ride lots or vanpooling in Crestview for 7 SFG(A) personnel and or Duke personal to reduce demand on SR 85. The potential demand for park and ride, van pooling or express transit will largely be dependent on the final locations of base personnel residences. All of these services operate most successfully where concentrations of residential populations with a common work destination are connected. As the new individuals associated with BRAC actions arrive, their choice of residential locations should be monitored to identify trends or areas of residential concentrations. It may be necessary to delay the finalization of these routes until a steady state is achieved in terms of the permanent residential locations of new personnel is established.
- Construct an interchange on SR 85 at the access to the 7 SFG(A) / Duke Field entrance. This

interchange/overpass should be designed to accommodate the future widening of the SR 85 corridor. Removal of the temporary signal is included with this project.

- Begin PD&E study of needed capacity improvements on SR 85.
- Include alternative corridors study between the Shoal River and US 90.
- 6 lanes from SR 20 to Shoal River/PJ Adams Parkway
- Design and Permit the SR 123 Four Lane Project.
- Design and Permit the PJ Adams / Antioch Road Project (4 Lane) from US 90 to SR 85.
- Complete the Mid-Bay Bridge Connector Phase III from SR 285 to SR 85, including an interchange at SR 85 and Mid Bay Bridge Connector.
- Continue to support the Northwest Florida Transportation Corridor Authority (NFTCA) southern Eglin bypass project (continuation of the Mid-Bay Bridge Connector) west to SR 87 to reduce demand on the regional roadway network including US 98, SR 189, SR 188, SR 85 through Fort Walton Beach and SR 393.
- Coordinate with and support efforts of the City of Crestview to implement and construct the identified roadway projects to provide local alternatives to SR 85 within the city, as detailed in the next section.

Longer Term Priorities

- Implement recommendations from alternative Corridors Study for SR 85 from Shoal River to US 90.
- Widen SR 85 adding lanes from SR 20 to PJ Adams Parkway / Shoal River – note may consist of projects equivalent to 6 laning.
- Construct the SR 123 4 Lane Project.
- Construct the PJ Adams / Antioch Road 4 lane.
- Construct Mid Bay Bridge Connector from SR 85 to SR 123.
- Continue planning / study to connect Mid Bay Bridge Connector to SR 87 in a corridor generally parallel to US 98 as included in the NFTCA plan or any future updates.

CRESTVIEW

The City of Crestview is located north of Eglin AFB at the intersections of US 90 and I-10 with SR 85 and serves as the county seat. It is the largest city in Okaloosa County and, of the six growth areas is anticipated to absorb the most households associated with BRAC activities. Its proximity to the location of the 7 SFG(A) cantonment area along SR 85 west of Duke Field, and its location adjacent to the interchange of two major east/west

roadways with SR 85, make it a desirable location for area development. Approximately 2,941 households are anticipated to locate in the Crestview area. These households would generate approximately 2,058 p.m. peak hour trips, negatively impacting the already congested SR 85 corridor. This analysis projects that by 2016 the demand on the SR 85 corridor through Crestview will be equivalent to 8 lanes (from PJ Adams/Antioch to US 90). North of US 90 to Airport Road the demand on SR 85 is projected to be equivalent to 6 lanes. As the development has occurred along the only north-south corridor in Okaloosa County through Eglin AFB, it has also led to increasing amounts of congestion and delay along this vital corridor. The priorities for the City of Crestview are largely identical to those listed for Okaloosa County. The City should continue to coordinate with the County and FDOT to identify common needs and priorities relative to addressing BRAC impacts. Such common priorities are repeated here in brief form.

Interim Actions

- Establish an interim LOS “D” or a long term concurrency management area on SR 85N.
- Develop a uniform concurrency management system with other jurisdictions in county/region.
- Review traffic signal timings in the congested corridors including SR 85 and US 90.
- Coordinate with Okaloosa County Transit, the City of Crestview, the City of Niceville, the City of Fort Walton Beach, the WFRPC, the TPO and Eglin AFB on planned transit routes along SR 85 and potential express transit routes to the 7 SFG(A) area.
- Identify and pursue funding for small scale projects to reduce congestion and improve safety as identified by the FDOT’s TAP update or other traffic studies.
- Complete the PD&E Study for PJ Adams Parkway from SR 85 to US 90 (PJ Adams / Antioch Road Project - 4 Lane).
- Incorporate the mobility goals of the region, City, area and neighborhoods in the development of the various MIPA’s and small area studies recommended by the JLUS.
- Create and implement a “complete streets” policy. Streets must consider the needs of all the potential users, not just the automobile. In addition to providing route choice for the traveling public, we must also provide for mode choice. Incomplete streets may not only discourage travel by alternative modes, but may be hazardous for non-auto users. A complete streets policy will ensure that facilities for all modes are required as part of the initial planning,

design and construction (or reconstruction/resurfacing) of all roadway facilities. Incorporate provisions for all modes in the improvements recommended in this study.

- Coordinate with FDOT and the Okaloosa Walton TPO to prioritize and fund a Corridor Management Plan for US 90 from Antioch Road to SR 85 to identify access management, intersection and safety improvements to maximize the capacity of the existing corridor. The current adopted Long Range Transportation Plan has identified potential funds for corridor management plans, congestion management system (CMS) projects and projects to implement corridor management plans.

Short Term Priorities

- As part of the Settlement Agreement with the Florida Department of Community Affairs on the City's Comprehensive Plan, the City has developed a list of roadway projects which are planned to provide local alternatives to the SR 85 corridor including:
 - PJ Adams/Antioch Road, proposed overpass from Northview Drive to Proposed Raspberry Road
 - Improvement of W Edney/Arena Road to collector standards from Lloyd St to Antioch Road
 - New Road Raspberry Road, Arena Road Connection and Improve Raspberry Road to collector standards from Arena Road to SR 85
 - New local collector from Duggan Ave to/along Redstone Ave to Improved Raspberry Road
 - Improvement of Duggan Ave/Alpin Rd to collector standards from Arena Road to Lake Drive
 - Improvement to collector standards of a connection between Arena Road and Raspberry Road using Retta Lane/Three MCIN
 - Improvement and construction of Rayburn/Brookmeade Dr from US 90 to Ruby Lane
 - Improvement of Ruby Lane to collector standards from Brookmeade to SR 85
- Coordinate other jurisdictions/agencies on transit expansion into Eglin main complex and Duke Field, and the establishment of park and ride or vanpool programs to reduce trips on SR 85.
- Begin PD&E study of needed capacity improvements on SR 85.
- Alternative corridors study between the Shoal River and US 90

- 6 lanes from SR 20 to Shoal River/PJ Adams Parkway
- Design and Permit PJ Adams / Antioch Road Project (4 Lane) from US 90 to SR 85.
- Complete US 90 Corridor Management Plan.

Longer Term Priorities

- Implement recommendations from alternative Corridors Study for SR 85 from Shoal River to US 90.
- Widen SR 85 adding lanes from SR 20 to PJ Adams Parkway / Shoal River – note may consist of projects equivalent to 6 laning.
- Construct PJ Adams / Antioch Road 4 lane.
- Coordinate the TPO and FDOT to prioritize projects to implement the US 90 corridor Management Plan.

FORT WALTON BEACH

The Fort Walton Beach area is located south of Eglin AFB along the Choctawhatchee Bay and, for the purposes of this analysis, is generally comprised of the Cities of Fort Walton Beach and Mary Esther and the Towns of Cinco Bayou and Shalimar. This area generally is anticipated to absorb the second highest number of households, with approximately 553 new households anticipated to locate in this general area. This area is in close proximity to Eglin Main Base via Eglin Main Gate and ACC gate with access generally from SR 85 and SR 189. This area also has access to beach areas and Destin via the Brooks Bridge. The 553 BRAC households are projected to generate approximately 500 p.m. peak hour trips, negatively impacting the already congested SR 85 corridor. The priorities for the Fort Walton Beach are similar to those listed for Okaloosa County and Crestview. The City should continue to coordinate with the County and FDOT to identify common needs and priorities relative to addressing BRAC impacts, particularly along the SR 85 corridor. The common priorities are repeated here in brief form.

Interim Actions

- Develop a uniform concurrency management system with other jurisdictions in county/region.
- Review traffic signal timings in the congested corridors including SR 85 and US 98.
- Coordinate with Okaloosa County Transit, the City of Crestview, the City of Niceville, the City of Fort Walton Beach, the WFRPC, the TPO and Eglin AFB on planned transit routes along SR 85 and potential express transit routes to the 7 SFG(A) area and Eglin Main Base.
- Incorporate the mobility goals of the region, City, area and neighborhoods in the development of the various MIPA's and small area studies recommended

by the JLUS.

- Create and implement a “complete streets” policy. Streets must consider the needs of all the potential users, not just the automobile. In addition to providing route choice for the traveling public, we must also provide for mode choice. Incomplete streets may not only discourage travel by alternative modes, but may be hazardous for non-auto users. A complete streets policy will ensure that facilities for all modes are required as part of the initial planning, design and construction (or reconstruction/resurfacing) of all roadway facilities. Incorporate provisions for all modes in the improvements recommended in this study.
- Coordinate with FDOT and the Okaloosa Walton TPO to prioritize and fund a Corridor Management Plan for SR 85 from US 98 to Eglin Main Gate to identify access management, intersection and safety improvements to maximize the capacity of the existing corridor. The current adopted Long Range Transportation Plan has identified potential funds for corridor management plans, congestion management system (CMS) projects and projects to implement corridor management plans.
- Coordinate with FDOT and the Okaloosa Walton TPO to prioritize and fund a Corridor Management Plan for SR 189 from SR 393 (Mary Esther Boulevard) to SR 85/Eglin Main Gate to identify access management, intersection and safety improvements to maximize the capacity of the existing corridor. The current adopted Long Range Transportation Plan has identified potential funds for corridor management plans, congestion management system (CMS) projects and projects to implement corridor management plans.
- Coordinate with FDOT and the Okaloosa Walton TPO to prioritize and implement projects from the US 98 corridor management report. Although this segment is not anticipated to be significantly impacted by BRAC actions, it does provide a critical link from Eglin Main Gate to Hurlburt Field. The current adopted Long Range Transportation Plan has identified potential funds for projects to implement existing corridor management plans. A project to update the previous corridor management plan is also recommended.
- Design/Build the US 98/Hurlburt Field Interchange to reduce delay on US 98 and improve access to Hurlburt Field. Although this segment is not anticipated to be significantly impacted by BRAC actions, it does provide a critical link from Eglin Main Gate to Hurlburt Field.

- Coordinate with FDOT to implement (or update) the recommendations and appropriate projects from the US 98/ Brooks Bridge study conducted in 2006.
- Coordinate with the Okaloosa County Transit, Santa Rosa County and the Escambia County Area Transit to prioritize and study the potential for expanding transit service to the Hurlburt Field area and providing for a connection between the two transit systems.

Short-Term Priorities

- Coordinate with other jurisdictions/agencies on transit expansion into Eglin main complex, Duke Field, and Hurlburt Field and the establishment of park and ride or vanpool programs to reduce trips on SR 85, US 98 and SR 189.
- Complete the SR 85 Corridor Management Plan.
- Complete the SR 189 Corridor Management Plan.
- Complete the update to the US 98 Corridor Management Plan.
- Prioritize and implement projects identified in the Corridor Management Plans
- Implement new transit routes or express routes to Hurlburt Field and Eglin Main Base.
- Complete the Mid-Bay Bridge Connector Phase III from SR 285 to SR 85, including an interchange at SR 85 and Mid Bay Bridge Connector
- Continue to support the NWFTCA southern Eglin bypass project (continuation of the Mid-Bay Bridge Connector) west to SR 87 to reduce demand on the regional roadway network including US 98, SR 189, SR 188, SR 85 through Fort Walton Beach and SR 393.

Longer Term Priorities

- Continue to support the NWFTCA southern Eglin bypass project (continuation of the Mid-Bay Bridge Connector) west to SR 87 to reduce demand on the regional roadway network including US 98, SR 189, SR 188, SR 85 through Fort Walton Beach and SR 393.
- Construct Mid Bay Bridge Connector from SR 85 to SR 123
- Continue planning / study to connect Mid Bay Bridge Connector to SR 87 in a corridor generally parallel to US 98 as included in the NWTCA plan or any future updates.

NICEVILLE/VALPARAISO

The Cities of Niceville and Valparaiso are located to the east of Eglin Main Base along the Choctawhatchee Bay. Generally, this area is bordered to the west, north and

east by Eglin AFB and to the south by the Bay. This area is anticipated to absorb approximately 275 households associated with BRAC actions. This area has good access to Eglin Main Base through the East Gate via SR 397. This area generally is served by the SR 85 and SR 285 corridors to the north; SR 20 to the east; SR 293 to the south; and SR 85 to the west. The Northwest Florida State College is located in Niceville on College Boulevard. The 275 BRAC households are projected to generate approximately 266 p.m. peak hour trips, negatively impacting the already congested SR 85 corridor. The priorities for the Niceville/Valparaiso are similar to those listed for Okaloosa County and Fort Walton Beach. The Cities should continue to coordinate with the County and FDOT to identify common needs and priorities relative to addressing BRAC impacts, particularly along the SR 85 corridor. The common priorities are repeated here in brief form.

Interim Actions

- Develop a uniform concurrency management system with other jurisdictions in county/region.
- Review traffic signal timings in the congested corridors including SR 85 and SR 20.
- Coordinate with Okaloosa County Transit, the City of Crestview, the City of Fort Walton Beach, the WFRPC, the TPO and Eglin AFB on planned transit routes along SR 85 and potential express transit routes to the 7 SFG(A) area and Eglin Main Base.
- Incorporate the mobility goals of the region, City, area and neighborhoods in the development of the various MIPA's and small area studies recommended by the JLUS.
- Create and implement a "complete streets" policy. Streets must consider the needs of all the potential users, not just the automobile. In addition to providing route choice for the traveling public, we must also provide for mode choice. Incomplete streets may not only discourage travel by alternative modes, but may be hazardous for non-auto users. A complete streets policy will ensure that facilities for all modes are required as part of the initial planning, design and construction (or reconstruction/resurfacing) of all roadway facilities. Incorporate provisions for all modes in the improvements recommended in this study.
- Coordinate with FDOT and the Okaloosa Walton TPO to prioritize and fund a corridor management study for SR 20 from SR 293 (Mid Bay Bridge to SR 85 at Government Avenue. Although this segment is not anticipated to be significantly impacted by BRAC actions, it does provide a critical link from Eglin to

this area. The current adopted Long Range Transportation Plan has identified potential funds for projects to implement existing corridor management plans. A project to update the previous corridor management plan is also recommended.

Short Term Priorities

- Coordinate other jurisdictions/agencies on transit expansion into Eglin main complex, Duke Field, and Hurlburt Field and the establishment of park and ride or vanpool programs to reduce trips on SR 85 and SR 20.
- Begin a PD&E study of needed capacity improvements on SR 85.
 - Alternative corridors study between the Shoal River and US 90
 - 6 lanes from SR 20 to Shoal River/PJ Adams Parkway
- Prioritize and implement projects identified in the SR 20 Corridor Management Plans
- Complete the Mid-Bay Bridge Connector Phase III from SR 285 to SR 85, including an interchange at SR 85 and Mid Bay Bridge Connector
- Continue to support the NFTCA southern Eglin bypass project (continuation of the Mid-Bay Bridge Connector) west to SR 87 to reduce demand on the regional roadway network including SR 20 and SR 85 through this area.

Longer Term Priorities

- Construct Mid Bay Bridge Connector from SR 85 to SR 123.
- Although not anticipated to be significantly impacted by BRAC, the Mid Bay Bridge is projected to be deficient by 2016. This project is important to the mobility and safety goals of the region and is consistent with the Mid Bay Bridge Authorities projected needs and plans.

SANTA ROSA COUNTY

Santa Rosa County is anticipated to receive an additional 141 households of BRAC induced growth by 2015. These households are largely anticipated to locate in either Milton or Navarre. Eglin AFB bisects the southeastern portion of Santa Rosa County. SR 87 passes through the Eglin Reservation and is the only North / South corridor east of East Bay that provides access and hurricane evacuation for the beach communities along US 98 from the Navarre area. The other two routes include the Garcon Point Bridge and the Pensacola Bay Bridge, both of which may be closed during a hurricane or tropical

storm event. US 98 provides east-west access through the southern portions of the county and to the Navarre area, south of the Eglin AFB boundary while US 90 and I-10 provide east-west access north of the Eglin AFB boundary to the Milton area. Only 8 households are anticipated to locate in Santa Rosa County outside of these growth areas and would create a negligible impact on the transportation system.

General Recommendations

- Coordinate with the various local governments to develop a uniform concurrency management system. Establish a committee with representatives from each local government, or coordinate with the TPO's Staff and Technical Advisory Committee to develop a uniform concurrency implementation system and traffic study requirements for measuring impacts of committed development on area roadways. The Lake Sumter MPO has worked with each of its member local governments to develop standard traffic study requirements and contracts with all of its member governments to provide concurrency tracking and monitoring on a regional level. The Volusia County MPO has also developed a uniform traffic study methodology for concurrency applications that is being used by its member governments.
- Incorporate the mobility goals of the region, area and neighborhoods in the development of the various MIPA's and small area studies recommended by the JLUS. Appropriate provisions of multi-modal facilities, including provisions for bicyclists, pedestrians and existing and potential transit, are critical to the future quality of life for the region. In addition, where these overlays or small area studies are adjacent to regional arterials, the potential future right of way needs, access management and cross access easement requirements should be considered and included to provide for safety and capacity in the regional roadway system.
- Create and implement a "complete streets" policy. Streets must consider the needs of all the potential users, not just the automobile. In addition to providing route choice for the traveling public, we must also provide for mode choice. Incomplete streets may not only discourage travel by alternative modes, but may be hazardous for non-auto users. A complete streets policy will ensure that facilities for all modes are required as part of the initial planning, design and construction (or reconstruction/resurfacing) of all roadway facilities.

Incorporate provisions for all modes in the improvements recommended in this study.

- The County should coordinate with the TPO, the County, the Community Traffic Safety Team and FDOT to identify and fund the prioritized bicycle pedestrian projects.
 - The Florida Alabama TPO 2025 Long Range Transportation Plan (LRTP) cost feasible plan identified, in the Navarre area, the provision of sidewalks along US 98 from East Bay Boulevard to the Okaloosa County Line and on SR 87 from US 98 to River Road as Cost Feasible Projects by 2025. Other Cost Feasible projects include the provision of bike lanes and sidewalks along East Bay Boulevard from SR 87 to US 98, and the construction of a multi-use trail along US 98 from East Bay Boulevard to Gulf Breeze.
 - The Florida Alabama TPO 2025 LRTP cost feasible plan identified, in the Milton area, the provision of bicycle lanes or shoulders along Berry Hill Road from SR 87 to Chumukla Highway and the provision of a Multi-Use Trail along US 90 from Willing Street east to approximately Pond Road as cost feasible projects by 2025.
- Coordinate with FDOT and the Florida-Alabama TPO to prioritize and implement projects from the US 98 corridor management report. Coordinate with FDOT to update the US 98 Corridor Management Report.
- Coordinate with the Okaloosa County Transit, Okaloosa County and the Escambia County Area Transit to prioritize and study the potential for expanding transit service to the Hurlburt Field area and providing for a connection between the two transit systems.

MILTON

The City of Milton is located northwest of Eglin AFB at the intersections of US 90 and I-10 with SR 87. Just northwest of East Bay on the Blackwater River, Milton is the county seat of Santa Rosa County. It is the largest city in Santa Rosa County and is anticipated to absorb the most households associated with BRAC activities in Santa Rosa County, approximately 163. These 163 BRAC households are projected to generate approximately 159 p.m. peak hour trips, negatively impacting the US 90 corridor between SR 87 and Airport Road. The general priorities for Milton are similar to those listed for Santa Rosa County. The common priorities are repeated here in brief form.

Interim/Short Term

- Coordinate with the various local governments to develop a uniform concurrency management system.
- Create and implement a “complete streets” policy.
- Coordinate with FDOT, the Florida-Alabama TPO, the WFRPC and Eglin AFB to develop potential park and ride lots in Milton and vanpool programs to Eglin AFB Main Base or Hurlburt Field to reduce trips on US 90.
- Update the US 90 Congestion/Corridor Management Plan from SR 89 (Dogwood Drive) to Airport Road, as identified in the adopted LRTP.
- Extend SR 87 South corridor north of US 90 around to SR 87 North (Milton Bypass on northeast side). Prioritize and fund PD&E Study.
 - Potential alternative to 4 laning of US 90 from Airport Road to SR 89.

Longer Term

- Widen US 90 from SR 87 South to Airport Road.
- Design and prioritize recommended projects from Milton bypass PD&E study.
- Implement projects from the US 90 Corridor / Congestion Management Plan.

NAVARRE

The unincorporated area of Navarre is located along US 98 west of Hurlburt Field and south of the westernmost portion of Eglin AFB, generally near the intersection of SR 87 with US 98. SR 87 provides access to the north and US 98 provides access to the east and west. To the south is the Santa Rosa Sound. The unincorporated area of Navarre is anticipated to experience a net loss of military-related households over the transition period to 2015. While BRAC actions at Eglin AFB, particularly the establishment of the JSF IJTS, are anticipated to add households to the area, other realignment activities, such as the departure of the 33rd FW, result in a net loss in the area of approximately 33 households. For the purposes of the transportation analysis, the additional households were assumed to be absorbed as part of the growth already planned for the area in 2015. The number of housing units in the model was held constant. This analysis will show the additional trips associated with the additional population associated with BRAC, but it will not show the ‘negative’ trips that would occur from households leaving the area. Based on the projections, while there will be a projected addition of 72 p.m. peak hour trips associated with the additional BRAC households, they will be offset by the traffic associated with the departing households, for virtually no change in

overall traffic other than background growth not associated with BRAC. These projected positive trips were used for this analysis (as opposed to the negative trips that would be associated with the -33 households); however, when distributed directionally, they have a negligible impact on the 2016 projection. The following are general recommendations for the Navarre area.

Recommendations

- Coordinate with the various local governments to develop a uniform concurrency management system.
- Create and implement a “complete streets” policy.
- Coordinate with FDOT, the Florida-Alabama TPO, the WFRPC and Eglin AFB to develop potential park and ride lots in the Navarre area and vanpool programs to Eglin AFB Main Base or Hurlburt Field to reduce trips on US 98.
- Coordinate with the Okaloosa County Transit, Okaloosa County, Santa Rosa County and the Escambia County Area Transit to prioritize and study the potential for expanding transit service to the Hurlburt Field area and providing for a connection between the two transit systems.
- Incorporate the mobility goals of the region, City, area and neighborhoods in the development of the various MIPA’s and small area studies recommended by the JLUS.

Although US 98 is not anticipated to be significantly impacted by BRAC actions, it does provide a critical link from Eglin Main Gate to Hurlburt Field and from Navarre and areas west, including the Pensacola NAS to Hurlburt Field and Eglin.

- Coordinate with FDOT and the Florida-Alabama TPO to prioritize and implement projects from the US 98 corridor management report. The current adopted LRTP has identified potential funds for projects to implement existing corridor management plans. A project to update the previous corridor management plan is also recommended.
- Design/Build the US 98/Hurlburt Field Interchange to reduce delay on US 98 and improve access to Hurlburt Field. Although this segment is not anticipated to be significantly impacted by BRAC actions, it does provide a critical link from Eglin Main Gate to Hurlburt Field.
- Construct US 98 local bypass – connecting and completing roads over ½ mile north of US 98, between Edgewood and Timber Lane.

- Review traffic signal timings in the congested corridors including SR 85 and US 98.

WALTON COUNTY

Walton County is anticipated to receive an additional 314 households of BRAC induced growth by 2015, 294 of which are anticipated to locate in the Mossy Head Area. Eglin AFB covers much of the southwest quadrant of Walton County with US 331 providing North / South access on the eastern boundary of Eglin AFB. SR 285 also provides North / South access through Eglin AFB, connecting the Mossy Head Area in Walton County with the Niceville/Valparaiso area of Okaloosa County. SR 20 runs east-west along the southern boundary of Eglin AFB, just north of the Choctawhatchee Bay, and US 90 and I-10 provide east - west travel through Walton County on the north side of Eglin AFB. The 20 households anticipated to locate in Walton County in areas outside of Mossy Head are only projected to generate 36 p.m. peak hour trips based on ITE's trip generation equations. When distributed to the regional roadway network, these trips will have almost no impact. The other 294 households are projected to locate in Mossy Head.

Mossy Head is a mostly rural area between the City of Crestview in Okaloosa County and the City of DeFuniak Springs in Walton County, located generally along the US 90 corridor near the CR 285 North intersection. Although rural in character, Mossy Head has become a desirable area for future development, and new developments have been proposed for the area. These 294 households are projected to generate 262 p.m. peak hour trips but are not anticipated to cause or significantly contribute to any projected roadway deficiency. The analysis identified one deficient roadway segment on US 90 from the Okaloosa County Line to SR 285 and there were no significant BRAC related impacts to this roadway segment.

Recommendations

- Coordinate with the various local governments to develop a uniform concurrency management system.
- Create and implement a "complete streets" policy.
- Incorporate the mobility goals of the region, City, area and neighborhoods in the development of the various MIPA's and small area studies recommended by the JLUS.
- Coordinate with FDOT, the Okaloosa Walton TPO, the WFRPC and Eglin AFB to develop potential park and ride lots or vanpool programs in the Mossy Head area to promote ridesharing by those working at Eglin and living in this area of the region.

HOUSING

In Chapter VI, an analysis was conducted to determine whether the region surrounding the Eglin Reservation can adequately support an increase in personnel with the existing, planned, and approved housing stock. Chapter VI explores several topics in relation to housing that will be available for military families, including, demand for housing units, housing affordability, existing housing stock, and housing market conditions.

Housing demand for military personnel and dependents associated with BRAC realignment is measured by both the number of personnel relocating to the tri-county study area and the affordability of the existing housing stock. Some of the personnel will be renters, while others will purchase their own home. The Haas Center estimates that 813 military families and 847 unaccompanied personnel will be renters. This will require a total of 1,903 rental units to be available in the study area market. Additionally, an estimated 822 military families and 747 unaccompanied personnel are expected to purchase a home. This demonstrates a need for 1,757 homes for purchase within the six growth areas. In total, 3,660 homes will be needed to support the incoming BRAC personnel and families by 2015.

Housing affordability for military personnel is based on a variety of factors, including their rank, whether or not they have dependents and monthly and annual base allowance for housing (BAH) rates. BAH is the amount of money the military will compensate service members to provide adequate and equitable accommodation based on the cost of housing in the civilian housing market. The BAH rates are the same for all three counties within the tri-county study area and generally include rental rates, as well as utilities and insurance premiums.

Even though a variety of housing options are available on Eglin AFB, there will not be enough on-base housing to accommodate all of BRAC induced growth. On-base housing is limited to unaccompanied military at an E-4 pay grade (with less than three years of service) and for all personnel at pay grades of E-3 and below. The personnel fitting these categories are expected to total 494.

An effort is underway to privatize the housing at Eglin. This project, known as the Military Housing Privatization Initiative (MHPI), is currently in the environmental review stage. However, once the Record of Decision [(ROD) based on the environmental impact statement] is approved, the privatization process will begin. The transition from government owned housing to privatized housing will include the building of new housing units,

the demolition of inadequate units, and the remodeling of older units to meet current military standards. It is anticipated that the privatization process will take five years to complete. Upon completion, it is forecast that 1,340 housing units will be available at Eglin AFB. Depending on the timing of the ROD, the privatization process may not be completed before 2015. The enlisted personnel residing on-base, (should they arrive prior to the completion of the privatization process) will more than likely have to move from the housing unit provided upon arrival to a new or remodeled unit.

In September 2009, a draft Housing Requirements and Market Analysis (HRMA) study was released for Eglin AFB. The study time frame includes a planning period of five years, between 2009 and 2014, for Air Force personnel and families. It does not include additional personnel locating to other parts of Eglin Reservation [such as the 7 SFG(A)], and thus is not a complete analysis of all new personnel stationed at the Reservation by 2014. The study area outlined in this report does not include the entire tri-county area, but is focused on that portion of the GMP study area proximate to the Eglin Reservation Boundary.

According to 2009 data, there is an estimated inventory of 94,602 private sector housing units in the Housing Market Area, of which 61,021 are owner occupied units and 33,581 are rental units. The study identified 3,304 of the rental units as vacant (9.8 percent). Of the rental units, 56.3 percent are two-bedroom and smaller; 33.2 percent are three-bedroom; and 10.5 percent have four or more bedrooms. There is projected to be a rental housing supply of 16,143 units in 2014 within the Housing Market Area.

In addition to the demand generated by Eglin AFB, it is projected that in 2014 there will be a civilian demand for 28,135 rental units. Personnel for Hurlburt Field are estimated to require 1,997 rental units. Both of these groups will be competing for suitable rental units with incoming JSF and 7 SFG(A) personnel and their families.

The HRMA determined that there would be a military family minimum housing requirement of 582 units, as well as a private sector shortfall of 580 rental units, for a total military family housing requirement of 1,162 units that would need to be provided for military families by 2014. It is estimated that 2,005 unaccompanied personnel will seek private sector housing in 2014; however their demand is not expected to require the development of additional units.

Okaloosa County has an existing inventory of approximately 78,900 housing units, of which 67 percent

are owner-occupied and 33 percent are rentals. The majority of these are single-family detached units. The median sales price for homes in 2007 was just over \$209,000, well below the state average. Median rent, based on 2000 data, was approximately \$600, which was over \$300 lower than the state average. With over 2,000 homes on the market, the County currently has a significant inventory for incoming military personnel. Okaloosa County offers a variety of housing types for military personnel of all pay grades and family sizes. The rental market is also robust. There are a variety of rental types, ranging from apartments to single-family detached homes.

Santa Rosa County has an existing housing stock of more than 54,000 housing units, 81 percent of which are owner-occupied and 19 percent are rentals. Single-family detached units make up the majority of this stock. At prices in the range of \$200,000, Santa Rosa County's median sales price in 2007 was approximately 20 percent lower than the state. Median rent in 2000 was \$540. As of November 2009, the City of Milton had 481 homes for sale and 1,231 rental units available.

Walton County has an existing housing stock of approximately 24,000 housing units, of which 80 percent are owner-occupied and 20 percent are rental. Similar to Okaloosa and Santa Rosa counties, most of these households are single-family detached. With a 2007 median sales price of \$349,000, Walton County is approximately 30 percent higher than the state average. The median rent in 2000 was just below \$500.

RECOMMENDATIONS

The housing recommendations are contained in Table E.3 on the following page.

EXECUTIVE SUMMARY

Reference #	Housing	Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector	Non-Profit	Other	Cost	Okaloosa County	Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years	
1.2	Action: Update the housing element / component of the Crestview Land Development Code and Milton Comprehensive Plan to include workforce housing policies and incentives for housing rehabilitation, streamlined review processes, and diversity.		●					●								◆				◆				\$						■		□	
2	Issue: The cost of housing has escalated based on the significant increases in hazard insurance premiums and property taxes.																																
2.1	Action: Enhance the availability of, and reduce the cost to maintain, necessary homeowners coverage.											●	●				◆			◆	◆			\$						■		□	
2.2	Action: Evaluate the overall tax structure of the state in an effort to reduce property taxes for its residents.										●							◆		◆				\$						■		□	

PUBLIC UTILITIES / INFRASTRUCTURE

BRAC missions at Eglin AFB will have impacts on the utility systems in the tri-county area with high suitability for growth, specifically Crestview, OCWS, and Mossy Head Water Works.

These systems all have water facilities with adequate capacities. In the areas rated with high suitability for BRAC growth impacts, no known or foreseeable critical water shortage seems imminent. However, there are certain areas of these systems that could benefit from an additional source of water. Recommended water system improvements related to BRAC growth are predominantly for wells and water storage facilities as opposed to distribution system upgrades. The two major water system capital improvement projects recommended are a well/elevated water storage tank in the Crestview system and a well/elevated water storage tank in the OCWS system. Table E.4 shows a summary of the recommended improvements.

The sewer systems in the high suitability growth area also have adequate capacity with the exception of OCWS and Mossy Head. OCWS will need an upgrade to its effluent disposal capacity at the Bob Sikes Water Reclamation Facility (WRF) to meet near-term growth. In addition, an upgrade to the CIP lift station and downstream force main are recommended in the OCWS system. Walton County has an existing project for a new wastewater treatment plant to serve the Mossy Head area, but as of 1/2010, the project has not been advertised for bids. Currently, there is no central WWTP in the Mossy Head area. A major recommendation of this report is the expedited bidding, award, and construction of this WWTP.

The WFRPC has identified sewer service in areas including Mossy Head as a critical need for economic development in that area. Mossy Head is located at a potential market site along Interstate 10 interchanges, and current sewer service is inappropriate for commercial investment. Thus, a sewer project here would have positive economic impact on the area in addition to accommodating any BRAC growth.

The two main electric utilities that serve the high growth suitability areas are Gulf Power and Chelco. Both utilities have adequate capacity to serve BRAC growth. Gulf Power’s Five Year Plan seems adequate to accommodate BRAC growth. Both of these electric utilities have alternative energy initiatives in place, but they are in the early stages of development.

Water and sewer service should only be expanded in these areas in a manner that supports the goals of the Growth Management Plan of each respective county. Provision of this service is one of the best ways for each county to shape its future growth and development.

Table E.4

Public Utilities Recommended Projects	
City of Crestview	<ul style="list-style-type: none"> Well/Tank at Old Bethel Rd/ Sioux Circle Lift Station/Force Main from Old Bethel Road to Lincoln St. Pump Station
OCWS	<ul style="list-style-type: none"> Upgrade Bob Sikes WRF Disposal Capacity Water Tank at Bob Sikes Industrial Park Well at Chestnut Street Upgrade CIP Lift station/Force Main
Mossy Head	<ul style="list-style-type: none"> Expedite construction of WWTP for Mossy Head

ECONOMIC IMPACT AND JOB CREATION

In this section, researchers at the Haas Center present a broad overview of the economic impacts of BRAC realignment activities along three major dimensions: dollars and cents (the overall value of the realignments), employment and fiscal impacts. The final Growth Management Plan will contain much more information on these major dimensions as well as others. However, a brief synopsis of the Haas Center's work (and more importantly, the Haas Center's recommendations) is presented here.

ECONOMIC IMPACT

The gross domestic product (GDP) which measures the total value of all goods and services produced in an economic region is forecast to be just shy of the \$16 billion mark in 2015 for the tri-county study region. This is up from \$14.1 billion in 2009 and represents an average annual growth rate of just over 2%. However, military realignment activities will push the 2015 GDP total up by nearly \$1 billion to \$16.9 billion. This represents a substantial 6.1% increase over the baseline 2015 estimate and brings the average annual GDP growth rate to just over 3% for the 2009 through 2015 period.

Additionally, in the 2015 "full build-out" year, realignment activities are forecast to generate nearly \$1.5 billion in demand for goods and services in the tri-county region. It is important to note that this is an annual figure and – to the degree that the realignment activities are sustained at the levels envisioned in the Economic Impact Statement – the resulting impacts will be sustained at roughly \$1.5 billion annually past 2015.

EMPLOYMENT

Realignment activities are forecast to create just over 10,000 jobs in the tri-county region by 2015. Roughly 1,155 of those jobs will be in the professional and technical services sector (the largest impact) with another 883 in construction and 587 in healthcare and social assistance. Those jobs associated with professional and technical services, in particular, are high-wage, high-skill jobs that command substantial salaries. The recent declines in the size of the construction sector in the tri-county region will be offset by the realignment activities bringing negative baseline growth in that sector into positive territory by 2015. However, some of the employment impacts associated with the realignment activities are forecast to occur in sectors where the related occupations are generally low

paying. For example, the realignments are forecast to generate 401 total jobs in food preparation and serving related occupations where the average annual salary ranges between \$17,000 and \$20,000 (assuming full-time employment). Other occupations related to sales, office and administrative duties also can generate annual wages that are comparatively low.

As housing prices have eased in the local markets, this has made living somewhat more affordable for those employed in the lower-wage categories. However, as we noted previously, the bulk of the impact associated with BRAC realignments will occur in 2011. This should aid in boosting home sales (and relatedly, home prices) upwards. If, by that time, the economy has improved and housing costs, in particular, have eased upward – those lower on the wage earnings scale may have a difficult time with affordability.

FISCAL IMPACTS

A particularly complex part of the analysis involves simulating the impact of the realignment activities on the county-level revenues and expenditures. Although one might expect that growth should always lead to increased revenue for a county government, one might also envision that the growth would put increasing pressures on expenditures as well. Infrastructure improvements necessary to accommodate the growth could, in some cases, exceed the revenues generated.

In the Growth Management Plan, researchers at the Haas Center outline the fiscal impacts on state and county revenues and expenditures for each county as well as the tri-county region. For the State of Florida as well as for Walton and Santa Rosa Counties the positive impact on revenues will far outweigh the expenditures required by the entities to absorb the realignment impacts. Indeed, BRAC realignments in 2015 are projected to generate nearly \$76 million in revenue for the state while requiring slightly less than \$47 million in expenditures by the state.

The opposite is true for Okaloosa County. By 2015 the realignment activities are expected to generate roughly \$14.8 million in county revenues while requiring \$17.6 million in county expenditures. However, it is important to note that the model from which these estimates are derived assumes that the county will bear the full burden for all necessary infrastructure improvements without state or federal support. We know that that is not the case. Federal transportation dollars are already flowing into Okaloosa County. Indeed much of the cost of this study (that would otherwise have been borne by the participating county governments or the state) has been

absorbed by the Department of Defense Office of Economic Adjustment. Therefore, one can accept these potential negative fiscal impacts in Okaloosa County as the baseline impacts absent any federal or state support.

Further (and this is a weakness inherent in the data) it is likely that we fail to adequately capture the full economic impact of the realignment activities particularly as they relate to procurement spending. For example, in 2008 the military spent nearly \$2 billion in the tri-county region on procurement. This figure will no doubt increase with the addition of the JSF and the 7 SFG(A) to the region. This increase is not captured in the figures that are presented here largely because those data are unavailable. The addition of the procurement dollars alone (absent state and federal offsets) could well be sufficient to balance the revenue/expenditure gap in Okaloosa County.

RECOMMENDATIONS

- The estimated revenue/expenditure gap in Okaloosa County is premised on the “worse-case” scenario in which no federal and state offsets are received. Although those dollars will clearly flow into the region, it is critical that Okaloosa County monitor the situation carefully. Further, in future years – as the impact of the federal and state offsets are realized – the county should reexamine the critical linkages between military growth and county revenues and expenditures and tweak fiscal sustainability models as necessary. This effort will also allow the region to better compete for available federal and state funding offsets.
- The counties along with economic development entities and workforce development boards should pay close attention to the “self-sufficiency” wage rates in the region as defined by the state and updated by the Haas Center for Workforce Region II in 2008. As the economy improves and housing prices ease back upwards – it may prove difficult for those individuals drawn to the area by the realignments who earn near minimum wage to sustain themselves. An assessment of self sufficiency wages in comparison to the wage earnings of affected workers in these lower income brackets will allow entities to highlight wage deficiencies and better refine plans for long term sustainability of the workforce in the area.
- County governments and regional economic development entities should redouble economic diversification efforts. For example, previous research has demonstrated that more than 50% of

the Okaloosa County economy is driven by the military. Realignment activities currently underway will add to this reliance. It is not, however, clear what of this is directly related to the presence of Eglin AFB and what can be connected to the defense establishment outside the area. Any economic diversification plan must first identify the linkages between the current regional economy and the broader defense community. Second, that plan must identify ways to expand the links between the tri-county economy and the broader defense establishment. Third, the plan must identify ways to capitalize on the talent base in the tri-county region and link that to non-defense related economic growth both inside and outside the tri-county region. A combination of these three elements will allow the tri-county economy to better support the local military bases with growing talent while diversifying the economic reach of a regionally concentrated high-wage, high-tech economy.

PUBLIC SAFETY AND EMERGENCY SERVICES

This chapter examines the potential impacts of the increased military personnel, their dependents and the affiliated civilians on the operation of public safety mechanisms within the six growth areas. Providing adequate public safety and emergency services is a core function of state, county and local governments. This examination allows the affected areas to anticipate the increased burden on public safety mechanisms and the ability to prepare for the maintenance of adequate levels of service.

There are 15 incorporated municipalities within the tri-county region, served by their respective police and sheriff departments. Over 20 fire departments and districts operate the 85 fire stations that provide fire and emergency service across the tri-county area. Consequently, the provision of law enforcement and fire and emergency services requires a high level of coordination and excellent communication across the many jurisdictions associated with, and impacted by, growth on the Eglin Reservation.

Population increases associated with BRAC actions are expected to total approximately 11,000 new residents within the tri-county area by 2015. Based on the residence location preferences of the personnel currently stationed at Eglin, it is anticipated that these new residents will locate at a rate of ninety (90) percent, three (3) percent and seven (7) percent in Okaloosa, Santa Rosa and Walton counties, respectively. The majority of the expected increase in population is forecast for Okaloosa County, primarily based on its proximity to the Eglin Reservation, the supply and cost of housing and the condition and capacity of existing local infrastructure. Okaloosa County, with its proximity to the Base and the developed areas within Crestview, Niceville / Valparaiso and Fort Walton Beach, will experience a net increase of over five percent of its current population, while Santa Rosa's net growth will be negligible (0.2%) and Walton County will see a minimal increase of approximately 1.5 percent.

The effect of this population increase on the provision of law enforcement, fire protection, and medical personnel will generate various levels of impact upon the respective community/county capital expenditures in order to maintain existing levels of service in the future. Additionally, with the increased population and number of households, the local and regional emergency management plans must be up to date in order to provide the resources necessary for evacuation, shelter

and protection in the event of natural or man-made emergency.

It is important to note that this chapter does not make specific recommendations based on the service experience of the new residents. Quantifying issues specific to military populations can be a difficult task because most public agencies do not collect or report military specific statistics uniquely. However, many local agencies indicate there is a need for increased awareness among local law enforcement and emergency personnel regarding interactions with soldiers. Specifically, the 7 SFG(A), will be returning combat experienced troops from deployments that expose soldiers to the possibility of issues such as post-traumatic stress disorder (PTSD) and / or traumatic brain injuries (TBI). These conditions may require additional training for first responders in order to properly address the behavioral concerns often associated with these injuries to soldiers.

The gross impact of the forthcoming service personnel and their dependents across all counties indicate that there will be an overall need for an additional 25 law enforcement officers, 18 firefighters and an increased need for 915 additional shelter spaces, exacerbating the existing 5,057 space shortfall currently indicated by the state. It is important to note that the figures utilized for this analysis represent only those shelters that meet the American Red Cross 4496 Certification (ARC-4496), which is the state acknowledged standard for certification of facilities. Many municipalities indicate additional shelter space is present, however is not accounted for in state emergency management reporting or within this review.

Consistent with the preceding chapters, this chapter is organized by county, with each growth area within the county identified and assessed uniquely. The balance of the county's incorporated and unincorporated areas (outside of these identified growth areas) are addressed cumulatively. The analysis and recommendations are presented by distinct function, Law Enforcement, Fire Protection, Emergency Services, Shelter, Evacuation Routes and Hazard Analysis, which includes wind hazard areas and storm surge zones. Following the assessment of these elements, major findings are summarized; BRAC impacts are identified and actions to mitigate impacts are described.

RECOMMENDATIONS

The recommendations for public safety and emergency services are contained in Table E.5 on the following page.

EXECUTIVE SUMMARY

Reference #	Public Safety and Emergency Services												Primary Responsibility					Schedule															
		Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector	Non-Profit	Other	Cost	Okaloosa County	Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years	
2.2	<p>Action: Okaloosa County and the Cities of Mary Esther, Fort Walton Beach, Cinco Bayou, Valparaiso, Niceville and Santa Rosa County (for the Navarre area) should continue to provide educational and informational outreach for new residents, orienting them to the climate induced hazards associated with coastal living.</p>	●		●	●	●	●								◆				◆					\$	■	■		■	■			□	

HEALTH CARE AND SOCIAL SERVICES

MEDICAL CARE

The availability for medical care as a result of BRAC should remain similar to the current state. Military families do not access civilian facilities with great frequency due to the availability of medical care provided on base and as a result of TriCare. This is evident in reviewing the current payer distributions for civilian facilities, which show less than 10% of the total volume of inpatient and emergency department services received by military families. Ambulatory surgery services indicate less than 15% of total volume received by military families.

However, it is anticipated the area's civilian medical care facilities (hospitals and freestanding medical care providers) will continue to plan for efficiency improvements in their medical care delivery systems. Improving patient throughput in emergency departments, primary care physician offices and ambulatory surgery centers will reduce the cost of overall business operations and will expand the overall capacity available to the general public. Incentives from all forms of payers to reduce the average length of stay for inpatient services will continue to provide available capacity of hospital beds. Recruitment for physicians will be ongoing as productivity levels change and physician turnover occurs. With the added demand for medical care services, it appears the civilian medical care providers are ready to adapt to the changes associated with BRAC and accommodate the minimal, additional demand.

With respect to military medical care facilities, the deployment of resources to provide service to TriCare beneficiaries is a much more responsive process. Through governmental processes, supply of medical providers and service capital is afforded in a manner which expands to meet needs reviewed on an annual basis. As existing resources adjust their productivity and supply to existing needs, growth is factored as it occurs with adjustments taking place as available and with recommendations from the ongoing monitoring and analytical efforts undertaken by the military medical services.

CHILD CARE

The availability of childcare services for families arriving as a result of BRAC, through military or civilian childcare centers, will continue to exist at or above expectations. This conclusion is based on the plans to expand childcare centers at Hurlburt and Eglin in response to BRAC. The

anticipated volume of incoming children appears to closely match the anticipated additional capacity being created by the new centers. While families currently on a waiting list for military childcare centers will most likely utilize some of this added capacity, the overall construction is expected to assist in meeting this demand as well. A waiting list for military child care services is anticipated to continue after construction of these facilities, but families on the waiting list will continue have access to available capacity at the many civilian, licensed child care facilities.

RECOMMENDATIONS

BRAC Family Transition Team (BFTT) should continue to monitor the demand for child psychology resources by families in transition as well as those in the existing population. Due to privacy restrictions and insufficient benchmarks for the child psychology physician sub-specialty, the current state of available resources is merely anecdotal and the impact generated by BRAC implementation is unforeseeable. As a result, it is recommended for the BFTT to monitor available resources through existing physicians and from families seeking resources to determine if action is needed.

The BFTT should continue to monitor the demand and supply for child care. While the plans for new child care facilities at Eglin and Hurlburt are designed with BRAC growth in mind, the ever-changing environment for licensed child care as well as non-traditional (and unlicensed) child care may present challenges which would require efforts to spur development of additional supply. Engagement with the Florida Department of Children and Families as well as the CDC's at Eglin and Hurlburt should monitor waiting lists and facility utilization/occupancy levels to determine if action is needed beyond what is currently planned.

As Emergency Department services are an integral component of any public health care delivery system, facilities offering these services (both military and civilian) should continue to monitor their utilization levels. Impacts analyzed suggest levels should not rise to points which would suggest unreasonable overcrowding. However, changes in health care finance currently being considering in Congress could change the nature of participation by existing and incoming populations. Facilities will need to continue to monitor and explore process improvements intended to increase patient through-put and efficiency. Additionally, county and municipal governments may need to explore analyses for new-found demand of free-standing urgent care facilities which can decrease pressure from emergency room traffic.

EDUCATION

Chapter XI focuses on the provision of primary (elementary school and junior high), secondary (high school) and post secondary education (adult education including colleges and universities). Three school districts serve the tri-county study area, one in each county. Although location and performance characteristics vary among them, the existing schools (in total) appear to have the capacity to absorb the students associated with BRAC relocation. While military-dependent students are enrolled in all three school districts, it is expected that the majority of incoming students with parent(s) employed within the Eglin Reservation will concentrate in the schools of the Okaloosa County School District.

Based on the anticipated BRAC relocation efforts, it is estimated that the net change for the tri-county study area by 2015 will be 2,166 school-aged children. This forecast is a compilation of the students associated with JSF families, 7 SFG(A) families and related civilian families. It also incorporates the reduction of students whose parents are associated with the 33rd Fighter Wing (33rd FW) or students of civilian families departing for other BRAC related activities.

According to the October 2008 Final Eglin Environmental Impact Statement, there will be 1,521 students relocating to the area with 7 SFG(A) personnel and 879 students with JSF personnel. There will also be 821 students leaving with the departure of 33rd FW personnel. The reorganization of these activities will also have the impact of adding or subtracting new students to the area with civilian, construction worker, and other families that are a part of the 7 SFG(A), JSF, and 33rd FW reorganization efforts.

Of the estimated resulting net mix of students who will reside in the three counties, 1,221 will enter elementary school, 420 will enter junior high (or middle) school, and 525 will enter high school.

It is estimated that 90 percent of Okaloosa County's incoming students will reside in the areas of Crestview (1,385 students), Fort Walton Beach (252 students) and Niceville (124 students), while the remaining 193 students will locate in other parts of the county. All of these areas are expected to be able to support the incoming students without the addition of new classroom facilities except for Crestview. The high school in Crestview is already over capacity by 192 students, and an estimated 335 more high school students are expected to locate in the region as a result of BRAC. This

generates a cumulative deficit of over 500 students at steady state, which is expected to be addressed with additional classrooms placed on campus in the interim. However, the siting of a new high school will ultimately occur to accommodate both BRAC induced and organic student demand. In addition, there are more elementary and middle school students expected to locate in the Crestview growth area than there are current vacancies in the existing facilities, which may also create the need for additional classrooms.

Of the students that are anticipated to move to Santa Rosa County, it is estimated that nearly all of them will locate in the City of Milton. A total of 87 students will be added to the school system in the Milton growth area, and one student in the remainder of Santa Rosa County. The existing school facilities will easily be able to accommodate the expected addition of kids.

Walton County is estimated to receive 152 students resulting from BRAC, of which 148 will reside in the community of Mossy Head. The existing elementary school in Mossy Head can accommodate the elementary students; however, there is no middle or high school in the growth area.

An analysis of special needs students was conducted to determine the possible demand exhibited for additional specialized teaching staff trained to educate and address their expanded needs. It is estimated that there will be 48 special needs students residing to the six growth areas as a result of BRAC. Using the ratio of special needs students per instructor (8:1), it was determined that six special needs teachers would be adequate to serve the study area. However, this number may vary, since the need for teachers would be based on the location of these students and their special circumstances.

The Education chapter also addresses adult education opportunities for both military personnel and their dependents. The Army offers the Army Continuing Education System, while the Air Force offers the Community College of the Air Force, both of which provide continuing education for military members. There are several colleges and universities in the study area that provide additional education and classes for incoming military families. These include: Northwest Florida State College (on Eglin and Hurlburt Field), University of West Florida Emerald Coast, Troy University (at Eglin and Hurlburt Field), Embry Riddle Aeronautical University, Southern Illinois University Carbondale, Okaloosa Applied Technology Center, Pensacola Junior College, University of Florida Research Engineering and

Education Facility, Locklin Tech: Milton, and Walton Career Development Center: DeFuniak Springs.

The different adult education and post-secondary education institutions offer a wide variety of learning and training opportunities as well as certificate and degree programs. Northwest Florida State College is an accredited educational partner for the Military Spouse Career Advancement Initiative, a program which provides \$3,000 for eligible military spouses to pursue educational goals. This school also offers Associate of Arts, Associate of Science, Associate of Applied Science and Bachelor degrees in a wide range of fields, including nursing, education, and project management. Other degrees and programs offered at the institutions both on the Eglin Reservation and in the surrounding communities include, but are not limited to, Bachelor degrees in Environmental Studies, Medicine, and Law; Master degrees in Business Administration, Counseling, Public Administration, International Relations and Management, and Engineering; and Doctorate degrees in Curriculum, Medicine, and Engineering. Associate degree, certificates, and licensing are also offered in a variety of specializations throughout the region.

RECOMMENDATIONS

The education recommendations are contained in Table E.6 on the following page.

EXECUTIVE SUMMARY

Reference #	Education	Responsible for Implementation											Priority				Funding Sources				ROM	Monitoring Program														
		Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector		Non-Profit	Other	Cost	Primary Responsibility			Schedule								
																									Okaloosa County	Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years			
1.4	Action: Continue to encourage retiring military personnel to participate in the “Troops to Teachers” program offered by the U.S. Departments of Education and Defense.								•	•	•			◆					◆	◆	◆	\$					■	■								□
1.5	Action: Work with Okaloosa County School District to develop solutions for school overcrowding in Crestview through the development of new facilities or the provision of temporary classrooms.	•	•								•			◆					◆				\$		■					■	□					
2	Issue: Crestview High School does not have the capacity to accommodate the estimated 335 new students associated with the BRAC realignment. No capital improvements are scheduled over the next five years that could add capacity to the high school.																																			
2.1	Action: Conduct an analysis to determine how many additional classrooms will be needed to accommodate both BRAC induced and organic population growth in Crestview schools.	•	•								•			◆					◆				\$							■	□					

EXECUTIVE SUMMARY

Reference #	Education	Responsible for Implementation											Priority				Funding Sources				ROM	Monitoring Program															
		Okaloosa County	City of Crestview	City of Fort Walton Beach	City of Niceville	City of Valparaiso	Santa Rosa County (Navarre)	City of Milton	Walton County (Mossy Head)	U.S. Army	U.S. Air Force	Other Public Sector	Private Sector	Non-Profit	2010	2011-2013	2014	Ongoing	Public Sector	Private Sector		Non-Profit	Other	Cost	Primary Responsibility			Schedule									
																					Okaloosa County				Santa Rosa County	Walton County	U.S. Army	U.S. Air Force	Other	Every 6 Months	Every Year	Every 2 Years					
2.2	Action: Program additional capital improvements funds to projects which will increase student stations at Crestview High School such as purchasing/renting additional mobile classroom or building new classroom facilities.										●			◆					◆				\$\$\$\$\$											■		□	
3	Issue: The increase in student population in Crestview, Fort Walton Beach, Niceville, Milton, and Mossy Head will require additional teachers to maintain state standards.																																				
3.1	Action: Okaloosa, Santa Rosa and Walton County School Districts will continue to communicate their open positions to Troops to Teachers Program as well as to military relocation specialists who can match experience with respective openings within these districts.										●	☒		◆	☒				◆	☒			\$											■	□		

QUALITY OF LIFE

Quality of life can be defined as one's personal satisfaction with the conditions under which one lives (as distinct from material comfort). Recreational and cultural facilities are important factors in the quality of life of an area. These resources include: parks, boat ramps, beach accesses, hiking trails, canoe trails, hunting areas, campgrounds, firing ranges, libraries, museums, performing arts facilities, and historical sites. They can make places more attractive, assist in revitalization, encourage community cohesion, promote health and well being and support more sustainable development. Growth needs to be managed in such a way as to not put an undue burden on these existing facilities, and thereby negatively affect the overall quality of life in the area.

BRAC will have a minimal effect on the quality of life as the area is well equipped with recreational and cultural resources and the incoming population will be spread amongst the three counties. Impacts to quality of life resources are measured by the applicable level of service (LOS) standards established by national, state or local agencies and adopted by local and state governments through their Comprehensive Plan policies. These are normally based on number of acres or facilities per 1000 population. Most of the resources in the area are well above their LOS standard and can easily absorb BRAC population without a significant decrease in LOS or the quality of life. However, the City of Fort Walton Beach park system and the library systems in each of the three counties currently do not meet their established LOS standards.

The Fort Walton Beach Park system is over capacity in neighborhood parks, mini parks, activity centers, basketball courts, and baseball/softball fields. BRAC will add to the minimum amount of each resource needed to meet the LOS. The estimated BRAC population moving to the City of Fort Walton Beach would require an additional 1.87 acres of neighborhood parks, 0.3 acre of mini parks, 0.14 activity centers, 0.19 basketball courts, and 0.5 softball/baseball fields. BRAC will not cause any of the other park resources which are currently meeting their LOS standards to become deficient. Also, BRAC population will have access to park and athletic resources on Eglin AFB and Hurlburt Field which may lessen some of BRAC impacts.

The library systems in Santa Rosa, Okaloosa and Walton Counties currently fall short of the state LOS standard of 0.6 square feet per capita by 86,482; 118,558; and 34,670 square feet, respectively. BRAC will increase the needed square footage but will not lower the square feet

per capita by more than 0.01 for any of the three counties. The additional square footage needed for the estimated BRAC population is 182 in Santa Rosa County, 1,708 in Okaloosa County, and 461 in Walton County. However, BRAC population will also have access to the Eglin Base and Hurlburt Base libraries which may lessen BRAC impact on libraries.

Because these resources are already deficient, the City of Fort Walton Beach and the three counties already have plans to improve them. This report recommends these plans be implemented, as discussed in the following section. Implementation of these improvements would mitigate for BRAC impacts and help each area achieve its LOS goals.

RECOMMENDATIONS

Fort Walton Beach

It is recommended that the city develop the neighborhood park and at least one mini park area from its 5 year park plan. Within the potential neighborhood park, it is suggested that the city consider building a basketball court and a softball/baseball field to address those deficiencies as well. With BRAC population beginning to arrive in 2011, it is suggested that design for these facilities be completed in 2010 and construction of the neighborhood park and at least one of the mini parks be completed in 2011. These improvements would make up for the impact of BRAC on each of these facilities.

Santa Rosa County

In Santa Rosa County it is recommended that the Library Department complete its Master Plan by 2010 and include the new library in East Milton. The majority of population influx in Santa Rosa County will be in Milton and the city will begin to see this in 2012. Thus it is suggested that the new library in East Milton be constructed in 2011 to be prepared for the incoming BRAC population.

Okaloosa County

In Okaloosa County, the most impacted city will be Crestview followed, by Fort Walton Beach. It is recommended that expanding the library in Crestview be made the Library Department's highest priority followed by supporting the new branch library in Fort Walton Beach. Because BRAC population will begin arriving in 2011, it is recommended that the planning for these improvements be completed in 2010 and implemented in 2011.

Walton County

In Walton County, the majority of BRAC population is expected in the Mossy Head area. The closest library to Mossy Head is the DeFuniak branch which has only 5,417 square feet of building area and is the busiest library in the system. There are site and aesthetic considerations that would make expansion difficult. There has been preliminary discussion of a joint-use library between the County and the Northwest Florida State College on the DeFuniak Springs campus, but no plans have been formalized. This idea would be the most practical way of mitigating for BRAC population. Thus, it is recommended that the County pursue this agreement.

Walton County will still have a surplus of park acreage after the BRAC; however, this does not necessarily mean the Mossy Head area will have an adequate service level. It is recommended that the County define the Mossy Head area and create an area-specific LOS since it is a target growth area. Potential ways for defining the area could be to use the utility franchise area or a radius from the center of Mossy Head. The LOS should be defined in terms of future community needs. It is recommended that the County consider an LOS similar to nearby Crestview, defining standards for neighborhood and community parks. It is also recommended that the County require developers to provide parks so that as new neighborhoods are developed, neighborhood parks will be provided to serve them.