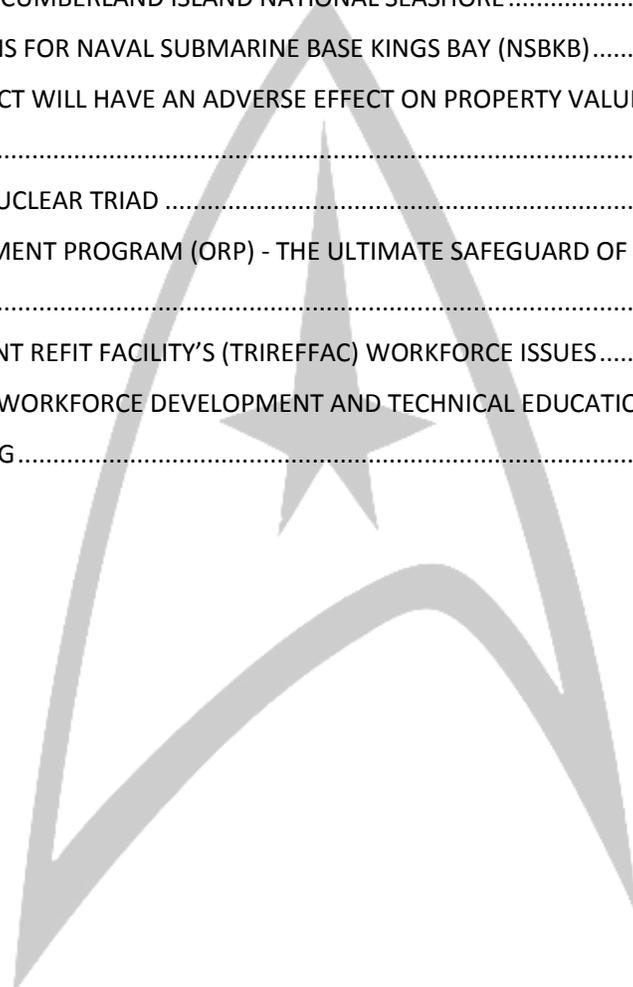


Atlanta Fly-In 2014

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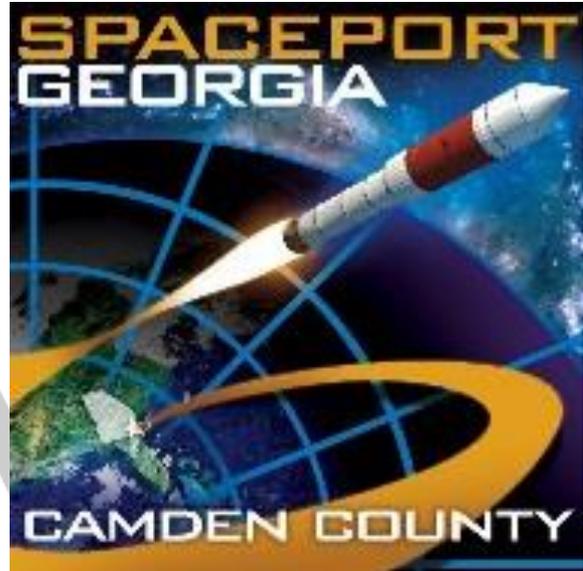


Economic Development / Tourism



INFORMATION: GEORGIA SPACEPORT

The National Aeronautical and Space Administration (NASA) has adopted a strategic plan to guide its operations and investments from 2011 – 2021 and beyond. NASA Administrator Charles Bolden summarized the strategy by stating the “new direction extends the life of the International Space Station, supports the growing commercial space industry, and addresses important scientific challenges while continuing our commitment to robust human space exploration, science, and aeronautics programs.” (2011 Strategic Plan, NASA 2011, p. i) Two key initiatives in the strategic plan include: (Ibid, p. 5)



- Developing competitive opportunities for the commercial community to provide best value products and services to low Earth orbit and beyond.
- Facilitating the transfer of NASA technology and engage in partnerships with other government agencies, industry, and international entities to generate U.S. commercial activity and other public benefits.

As a result of this new direction, NASA has discontinued the shuttle program and begun outsourcing low earth orbit activities to an emerging commercial space industry. As a result, a booming multi-billion dollar commercial space industry has been birthed. Georgia needs to tap into this growing sector of the aerospace market and attract commercial space companies to the state.

There are currently no Federal Aviation Administration (FAA) approved and licensed commercial space launch sites in the United States. All low earth orbit rocket launches currently occur at federal ranges. The commercial space industry is seeking independent commercial launch sites away from federal ranges to facilitate their corporate activities. There are currently three applications being processed by FAA for private commercial launch sites in the United States: a site in Brownsville, Texas, Florida (Shiloh launch complex) and a site in Camden County, Georgia.

The Camden County Joint Development Authority (JDA), with assistance from the Board of County Commissioners, Office of Commercial Space Transportation-Federal Aviation Administration, the Georgia Department of Economic Development, local governments, and commercial space companies, is pursuing development of a commercial space launch site in Camden County, Georgia. The JDA has identified a prime site with a history of space activity that was **a former solid rocket motor testing facility for Thiokol in the 1960's**. The JDA is engaged in negotiations with the property owner and is seeking to acquire and license the site for development of an aerospace industrial park to become a commercial launch site.

Recommendations:

- Provide financial and staff support for this aerospace project from the Executive and Legislative branches, said support including:

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- State assistance in conducting an economic impact analysis
- A financial partnership between the State and community to explore this project. The initial work of this partnership will be to fund the requisite studies, land acquisition and permits necessary to entitle and facilitate the project.
- Designate site area as an “Opportunity Zone.”
- Legislation to provide incentives to recruit space companies to the project and limit the liability associated with their operations; and

Explore the formation of a Georgia Spaceport Advisory Council to assist the community in its efforts to develop, license, and manage a space complex.



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ISSUE: EXIT 1 (I-95) NEEDS A MASTER PLAN & FUNDING TO INCREASE TOURISM/ADDRESS SAFETY

Background: Exit 1 on I-95 currently has four major issues that affect the overall wellbeing of our Georgia visitors and residents. These issues can be resolved through one overall master plan. This master plan would effectively and most efficiently utilize our resources. If the four issues are resolved one at a time, it might lead to a waste of very valuable time and money. While there is some overlap of these four issues, resolving one issue at a time as funding allows will not completely resolve all four issues simultaneously. The master plan, however, will allow for all four goals to be achieved with one State action.

- The Gateway into Georgia is an unattractive entrance into our beautiful state.
- The State Visitor Center – Kingsland/ St. Marys was built in 1970. It is rapidly deteriorating and is in need of major repairs that affect the safety and wellbeing of staff and visitors.
- The entrance into the Visitor Center is built into the northbound off-ramp with Exit 1. This is a unique and unfortunate design creating confusion for the visitors and excessive traffic stress on the ramp for St. Marys Rd.
- A Pilot Travel Center and Fueling Station recently opened on St Marys Rd. The entrance to the Travel Center is too close to the on-ramp for St Marys Rd and is causing accidents and backup of traffic onto the 95N ramp for exit 1.

Discussion: “I-95 is the nation’s longest north-south interstate, running 1,920 miles from Maine to Florida. It crosses 15 states — the most of any interstate. Running from Florida to Maine, I-95 passes through 15 states and several major cities. By sheer numbers, the Interstate 95 Highway is the busiest, most well-known, and arguably most important interstate highway in the USA.”

(<http://www.i95coalition.org/>)

“The 16 Coalition states and the District of Columbia contributed \$5.1 trillion to the national gross domestic product (GDP) in 2006. This constitutes 38.7 percent of the nation’s GDP. If the Coalition region were accounted as a separate country, it would constitute the third-largest economy in the world. The corridor has 42 of the nation’s top 100 metropolitan areas based on population and economic activity.” (<http://www.i95coalition.org/>)

Our underutilization of I-95 as a force of economic development is demonstrated by the lack of an attractive entrance into the state of Georgia. Florida recently announced a plan to spend about \$3 million on installing new gateway welcome signs at multiple locations along the Florida border, using South Carolina as inspiration for the gateway project. With Georgia sandwiched in between the two states, the disparity in appearance will only weaken Georgia’s effort to pull travelers off the interstate to spend money in our state. With only 112 miles to motivate a traveler to exit the interstate, we need to better sell our assets.

The Visitor Center is another example of an under-utilized opportunity to promote the state. The Georgia Department of Economic Development works hard to employ professional, hospitable, and knowledgeable personnel to greet our visitors. However, the out-of-date, deteriorating building does

little to sell our beautiful state. Recently GDOT invested in an assessment of the visitor centers around the state. The summary of recommendations for the Kingsland Center was 3 pages long and only included the necessities required to simply bring the building up to the “latest applicable building code and life safety standards.” (Assessment is attached) Some of the most substandard examples:

- Plumbing which is mostly the original piping and deep under the slab therefore complicating efforts to locate and repair damage
- Electrical which is faulty and shocking electricians. “The existing wiring is a serious fire risk” “Several of the picnic area light fixtures are not working, and dogs have been shocked due to faulty wiring.”
- Site and building is “dated and adds to dark and unattractive appearance of the interior”. The back office areas do not meet accessibility codes and would be “expensive and would diminish the amount of space currently being used by staff and storage requirements” to fix.

There had been a plan to redesign the on-ramp/entrance into the visitor center due to the fact that it is currently built into the northbound off-ramp with Exit 1- St Marys Rd. This design is exclusive to the Kingsland Center and creates confusion for the visitors. It is difficult to navigate and there is not a clear entrance and exit due to the tie in with St. Marys Rd. No current plans are in the works to remedy this. However, it should be brought back into the project plans for GDOT, especially with the current issues that concern Exit 1.

A Pilot Travel Center and Fueling Station recently opened on Exit 1/ St Marys Rd. The entrance to the Travel Center is too close to the on-ramp for St Marys Rd and is causing accidents and backup of traffic onto the 95N ramp for the exit. The Pilot Travel Center serves about 1800 semi-trucks and 1200 cars every day. Two major issues that are causing the back-ups onto the 95 ramp and the accidents on St Marys Rd are sight restrictions, as those 3000 vehicles attempt to cross, and the fact that the traffic light is too close to an exit. A redesign needs to take place to alleviate these issues. Although the Pilot Travel Center is a huge economic boom for the area, the traffic issues it has created are now affecting the safety and wellbeing of travelers and residents.

Recommendations:

- Develop and Fund a Gateway Plan to give visitors passing through the 95 corridor a better impression of Georgia; making a better impression to attract visitors to stay and spend money in our state.
- Invest in a new Visitor Center to replace an outdated, deteriorating building to meet the needs of the roughly 2 million visitors to Georgia.
- Partner with GDOT and Camden County to redesign the exit at Mile Marker 1. The exit both serves as the entrance to the Visitor Center and the on-ramp for St Marys Road. This puts excessive stress on the exit and is confusing for visitors.
- Aid in the financing of redesign at the Exit 1 interchange with St Marys Rd. and Haddock Rd. The placement and timing of the lights, the traffic needs of the Flying J Pilot Travel Center, and the traffic on St Marys Rd. causes a backup of traffic onto the ramp at Exit 1 and has caused unsafe conditions.



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ISSUE: GAIN SUPPORT FOR CUMBERLAND ISLAND NATIONAL SEASHORE



Background: Cumberland Island National Seashore is Camden County's main attraction for over 40,000 visitors each year. People who wish to visit this beautiful coastal jewel travel to St. Marys, which is the gateway to Cumberland Island. The only mode of transportation to the island is by boat and visitors embark via ferry from the St. Marys waterfront, which is mandated by law. Currently, visitation to the island is capped at 300 visitors daily. The island has the ability to accommodate growth thereby improving the economic potential for Camden County. The City of St. Marys donated land for the visitor center, as part of the agreement to have the ferry service operated out of St. Marys. The National Park Service (NPS) is the largest landowner in Camden County and pays no county taxes. As the host city to Cumberland Island, St. Marys continues to support and works closely with the NPS.

Discussion:

Visitation: Visitation to Cumberland Island is defined by the park's 1984 General Management Plan (GMP), now 30 years old. In 2011, total visitation to the Island was 39,000 visitors. The 300 visitors a day limit has been reached approximately 25 times a year in the last three years, a consistent trend, resulting in visitors being turned away. Access to the Island will always be limited by the concession ferry, but the carrying capacity of the Island can be increased. This can only be done through updating the GMP. The NPS is currently developing Foundation Statements that define the need for new plans. A new Foundation Statement is planned for Cumberland Island in 2014. One of its top priorities is a Visitor Use Plan which is strongly supported by the community.

Transportation: In August 2011 the Seashore began the Lands and Legacy Tours of Cumberland Island. That service consists of offering two tours a day to the North End of Cumberland Island. The tours have been partially funded through a \$12 / \$15 transportation fee which only visitors who take the tour pay. Between 4,000 and 5,000 visitors per year have taken the tour. The community supports this step towards making the resources of the park more available. Concern over the viability of the program due to diminishing funding is a concern of the community and all agree that a modest rise in the fee would be appropriate.

Retained Rights: In July 2011, the park issued a draft plan for the use of seven structures that were retained rights that expired on Cumberland Island in 2010 and 2011. That plan recommended that three structures be removed, three to be converted to housing for park staff, volunteers or cooperators and that one be converted to visitor services as an education center. The community supports this move to develop an education center at The Grange.

Increased Tourism: The above initiatives will result in greater tourism to the area, benefiting both Cumberland Island and the historic resources in St. Marys. “Cumberland Island is the key-stone for the economy of St. Marys. The loss of Durango Paper Mill’s 900 jobs eight years ago has made St. Marys even more dependent on tourism. The City’s Welcome Center has shown strong determination to keep investing in our waterfront as the Gateway to Cumberland Island.”

Recommendations:

- Develop a new Visitor Use Plan that will allow the Seashore to improve visitor services by allowing a modest increase in the daily visitor allowance to the Island, expansion of the popular Lands and Legacies tours to the north end of the Island and maintain St Marys as the embarkation point for Cumberland Island.
- Restore operational funding for Cumberland Island NS to allow for better resource protection and visitor services to the public.
- Develop the Educational Program on the Island to make the best use of the park’s facilities.



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ISSUE: INCREASED MISSIONS FOR NAVAL SUBMARINE BASE KINGS BAY (NSBKB)

Opportunities with related industry.

NSBKB was built for 10 Ohio Class ballistic missile submarines (SSBN). There are presently six SSBNs and two SSGNs assigned to Kings Bay. Once the SSGNs retire, the SSGNs will not be replaced. The strike capability currently provided by the SSGN will be replaced by the SSN's Virginia Payload Module. There is no discussion at this time on the location of these SSNs but, of course, will be as they are built. With the plans to reduce the SSBNs from 14 to 12 and further discussion from outside the Navy and defense community to further reduce the class to 8 or 10 this becomes a real issue for Kings Bay and the supporting community.

Camden County is proud of our long standing relationship with the Navy, Marine Corps and Coast Guard that call NSBKB home. We have worked hard to support the high quality of life that all of our residents enjoy, and thankfully embrace and truly appreciate the positive impact our Department of Defense (DOD) personnel (active duty, civilian and families) have in the life and fabric of our community, in our schools, our churches, and our neighborhoods.

As a "Duty Station of Choice", Kings Bay presents a very strong case for adding new mission activity from both DOD and other federal agencies. A strong argument could be made to consolidate support services from high cost areas to the relative low cost, high quality of life area of Camden County, GA. The cost of living in the Kings Bay area is lower than the national average. Kings Bay received the Command Navy Region Southeast (CNRSE) Retention Award for 2012 which demonstrates the great retention for the base.

There is area-wide community support for the base, active duty and civilian workforce, and their families. The community supports transformation of the base to a multi-use, multi-service installation. Community studies demonstrate the necessary infrastructure exists to accommodate all Navy expansion scenarios including: affordable housing, quality public education, post-secondary education, health services, and transportation.

Several possible missions have been brought to our legislators' attention in the past few years. They have included

- Defense Contractors. The community continues to actively pursue an increase of defense contractors in Camden County. We continue to work with the Georgia Department of Economic Development and the Georgia Military Affairs Coordinating Committee to explore these opportunities.
- Littoral Combat Ship: In 2010 we presented a paper to then VCNO (now CNO) on the possibility of the location of training for the Littoral Combat Ship (LCS) scheduled to be homeported at Mayport. While we were not successful with the training facility, in March, 2013 we were listed as the alternate location for the Mission Module Readiness Center (MMRC). We request a status report on the status of the MMRC and that our legislators do everything possible to support the great opportunities for this mission at Kings Bay.

- **Special Operations Forces:** With the SOF mission on the SSGN and the unique location of Camden County (weather, rivers, ocean, swamp, Federal Law Enforcement Training Center, the Coast Guard’s Maritime Safety and Security Team) we believe that these assignments create a critical operational relationship between NSBKB and the SOF community.
- **Unmanned systems –** The SSGN also brings great opportunities for UUVs and UAVs. With a vast percentage of the DOD budget dedicated to unmanned systems, we encourage associated research and development companies to relocate to Camden County. The SSGN submarines at Kings Bay are a critical platform for UUV deployment.
- **Training Range for Sonar Exercises:** The EIS has been completed for this site. . The close proximity for the planned sonar testing range developing to the south of Camden County provides further opportunities.
- **East Coast Missile Defense Site:** While this mission is still being discussed in Congress we would like to be a part of the conversation on the use of any facilities in Camden County
- **Revisit the opportunities presented by the Navy for relocation of The Navy Expeditionary Command (NECC)’s Riverine Mission.** With the results of the JLUS and the state’s interest in economic development with our military bases there may be possibilities for relocating that mission to NSBKB. Our understanding that the decision to stay in the present location was due to lack of funds to move or to build new facilities.
- **Joint commands –** seek opportunities for hosting Army and Air Force Commands as well as increasing the Marine Corps and Coast Guard presence.
- **Added to that is our potential for a Spaceport** which could provide any number of missions and opportunities with our defense contractors..

Recommendation: We encourage the support of the State of Georgia and the US Congress and ask that they collectively apply all available resources to supporting mission expansion at NSB Kings Bay. Kings Bay’s physical strengths, economic benefits and strategic location, brand her as an “ideal installation ready for mission growth.”



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ISSUE: BIGGERT-WATERS ACT WILL HAVE AN ADVERSE EFFECT ON PROPERTY VALUES

Overview: While reform is clearly needed in FEMA, flooding and other related issues, the implementation of the ACT as written will cause hardship and confusion in the communities of Coastal Georgia, real estate investment will become a "cash only" funding source, new business investment is on hold along the shore/river lines of the area. It has been noted that in some instances, residential insurance premiums could increase 10 fold, putting the purchase and sale of real property in limbo.

Areas of concern:

- Increased insurance premiums
- Depressed real estate sales
- Increased potential for residential and commercial foreclosure, effecting both local and national banking interests
- Commercial properties not covered
- Potential higher unemployment

Recommendations:

Follow closely US Senate bipartisan coalition of members who introduced the Homeowners Flood Insurance Affordability Act in late 2013, which would require further study, Mapping, grandfathering and phase in requirements.

- Follow closely legislation introduced by Rep. Kingsland that in many ways mirrors the Senate position of Sen. Isakson and Menendez.
- Support the introduction of House Resolution 1055 by Rep's Atwood of the 179th, Spencer of the 180th, Burns of the 159th and Williams of the 168th, which encourages the repeal and or amendment of the Biggert-Waters Reform Act of 2012.

Supporting documents included:

- *Copy of Resolution 1055*
- *Copy of Rep. Kingston letter dated January 15, 2014*
- *Press release dated Oct 29, 2013 whereas Menendez, Isakson Lead Bipartisan Efforts to Protect Homeowners for Rate Spikes, etc.*

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Military Opportunities



ISSUE: SUPPORTING THE NUCLEAR TRIAD

Maintaining a modern, safe, secure, effective and stabilizing Nuclear Triad

The U.S. must maintain a safe, secure and effective nuclear deterrent to assure its safety and security.

Defining a sufficient U.S. capability for nuclear deterrence, extended deterrence, and assurance cannot be arbitrary. It must be based on facts and analysis gained from experience with the new triad balance, the emerging behavior of our adversaries and the requirements of our allies. A rigorous analytical assessment does not allow for unfounded assumptions and arbitrary definitions of adversaries. Defining this capability must be within the context of maintaining the Nuclear Triad as defined in the Nuclear Posture Review.

The 2010 New Start treaty allows for a balance in America's strategic deterrent structure sufficient to deter our adversaries and assure our allies.

By any measure, the global strategic balance between the U.S. and Russia today represents significant, demonstrable, and cooperative arms control while continuing to deter aggression. The evolved composition of the U.S. Nuclear Triad is based on more than a half-century of measured, cooperative and successful global nuclear deterrence experience.

The current and planned U.S. Nuclear Triad takes into account both the expanding array and tactics of nuclear-pursuing countries as well as nuclear stockpile reductions and the risks associated with fewer types of weapons and delivery systems. American must avoid the tendency to understand the complexity and perishability of nuclear weapon systems and the specialized facilities, personnel, and expertise needed to properly sustain nuclear deterrence. Maintaining the evolved Triad still requires special expertise, facilities and equipment.

Senate ratification of the 2010 new START Treaty resulted in a commitment of \$185 B over ten years for sustainment of weapons and deliver systems. We support the investments required to maintain a safe secure and effective nuclear now and in the future.

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ISSUE: THE OHIO REPLACEMENT PROGRAM (ORP) - THE ULTIMATE SAFEGUARD OF GLOBAL SECURITY



It's impact on Naval Submarine Base Kings Bay (NSBKB) and the nation. It is critical that we sustain our sea-based nuclear deterrent with the same level of at-sea presence as today. We must also remember the true meaning of deterrence: to keep others from using nuclear weapons against us or our allies. The ORP is the number one priority with the Navy. The deterrent fleet has gone from 41 to 18 to the current 14. The new SSBN will have a life span of 42 years without refueling thus the argument for the minimum number of 12 requested. However, looking into the future during certain years there will be a shortage of two boats. Even with these limited numbers there is discussion of building only 8 or 10.

SSBNs are critical to U.S. nuclear deterrence

- U.S. strategic deterrence promotes global stability. The SSBNs are the nations most secure and survivable nuclear deterrent and our friends and allies depend on the US to create stability.
- SSBNs carry over half of the U.S. operational nuclear deterrent weapons. Under the New Start Treaty that percentage will grow to 70%.
- To maintain an at-sea strategic deterrent the ORP must begin construction in 2021 and deliver on time with the capabilities necessary to guarantee its effectiveness. ORP is scheduled to be in service until 2080

Delaying development would negatively impact a proven design-build approach

- Achieve technology and affordability goals in construction and the ability to put the ships to sea on time
- Any delay would also be critical to the design of the Common Missile Compartment that supports the start of the U.K. successor
- There is NO margin to further extend current SSBNs or to delay the construction of the ORP.

REQUEST: Continue funding of design and R&D to support 2021 construction, mitigate risk to the industrial base and achieve the most efficient design.

The cost of the SSBN over its 42 year life is less than 1% of defense spending

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Education



ISSUE: SUPPORTING TRIDENT REFIT FACILITY'S (TRIREFFAC) WORKFORCE ISSUES

BACKGROUND TRIREFFAC:

TRIREFFAC is the largest tenant command at Kings Bay and has kept a significant portion of the United States Fleet Ballistic Missile submarines at sea since 1985. TRF provides quality industrial-level and logistics support for the incremental overhaul, modernization, and repair of Trident submarines. It also furnishes global submarine supplies and spare parts support. In addition, TRIREFFAC provides maintenance and support services to other submarines, regional maintenance customers, and other activities as requested.

The TRIREFFAC possesses the largest covered dry-dock in the western hemisphere, measuring 700 feet long 100 feet wide, and 67 feet deep. A state-of-the-art Magnetic Silencing Facility (MSF) provides degaussing services, including ranging and the removal of permanent magnetism for submarines of the U.S. Navy and the British Royal Navy as well as for steel-hulled surface warships. The MSF is the only facility of its kind on the East Coast, and it is also used for research for development of future magnetic systems. The Defensive Ordnance Support Facility maintains and stores all of the torpedoes carried by the Trident missile submarines for self-defense.

Thirty percent of the nation's nuclear deterrent is based at the Navy Submarine Bas Kings Bay. This deterrent could not function without the maintenance work done on Ohio Class submarines by TRF.

FACTS:

- A generous land donation of 29 acres from a local family and infrastructure investment of almost \$500,000 from the City of Kingsland demonstrates local support.
- TRIREFFAC is the largest and most technically sophisticated employer in the southeast part of the state.
- Limited technical programs through the Technical College System of GA) are available to naval apprentices employed at TRIREFFAC.
- There were recently 60 vacancies at TRF. In addition, 25% of the workforce is at or beyond retirement age. Another 25% is within 5 years of retirement age. All of these workers will need to be replaced, and the skills needed are not readily available in the nation let alone southeast Georgia. Also this workforce must be grown, since the skills required are not readily available nationwide.
- The work done at TRIREFFAC requires very highly skilled blue collar workers, engineering techs and engineers. The average annual wage for employees is \$55,000. This is exactly the type of worker and the level of salary Georgia seeks – a respectable wage in any part of Georgia.
- The work done at TRIREFFAC includes corrective and preventive maintenance, forward deployed maintenance (at Diego Garcia) and radio contact underway maintenance. This results in a very stable work flow as submarines deploy, return, undergo maintenance/refit, and deploy again. During the 40 year life span of a submarine, this cycle is constant over 40 years. Only the 2 years the boat is being refueled is out of cycle.

- The lack of training offered locally results in approximately \$1M per year contracted out of state.
- NSBKB is the only military base in Georgia not supported by a technical college.
- Failure to support the training and providing a skilled workforce for TRIREFAC is a major negative for our community and our state that takes great pride in supporting our military base.

RECOMMENDATION: That the legislature approved a standalone technical college for Camden County



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ISSUE: CAMDEN COUNTY'S WORKFORCE DEVELOPMENT AND TECHNICAL EDUCATION

Discussion: Camden County is the coastal Georgia home to over 50,000 residents and Naval Submarine Base Kings Bay (NSBKB) and is a proposed site for a new spaceport facility which will change the economic future of the entire state of Georgia. Currently, limited technical programs, offered through Altamaha Technical College (ATC), are available to naval apprentices employed at Trident Refit Facility (TRF) at NSBKB. Camden County High School (CCHS) provides space for welding technology with HVAC offered at the College of Coastal Georgia Camden Center campus. Only a limited offering of other technical programs have been offered within Camden's boundaries. **How can a community that is in need of a highly trained technical workforce to support the defense industry at NSBKB, as well as be a prospect to Georgia's future in the global aerospace industry, not have a brick and mortar facility for technical training accessible to its workforce?**

"Supporting Trident Refit Facility's (TRF) Workforce Issues" are well defined in an accompanying issue paper. Consider that **TRF is the maintenance repair facility for NSBKB, home to 30% of the nation's nuclear** deterrent which is significant to national defense. Relative to industrial development, Kingsland recently acquired North Carolina based **Summer Industries, the country's largest independent manufacturer of spiral wound tubes made from recycled paperboard**. Vice President Anthony Patterson cited the attraction of locating the \$3.5 million, 87,000 square foot facility near the proposed technical college site as a significant factor in their decision to relocate to Kingsland, Georgia. This demonstrates the synergy that could result from locating technical training with interstate access to available sites for potential industrial growth and economic development for Georgia's coastal corner.

It appears that the factors of distance, limited offerings, and lack of visibility for both TCSG and USG programs have decreased Camden's overall postsecondary enrollment. **Beyond the current defense training needs resides an undereducated population of Camden's 18-24 year olds where 43% hold only a high school diploma or GED. Among 25-34 year olds, 34% of Camden's population has not earned college credit.** The Georgia DOL Area Profile for Camden County identified 27 regional technical college program offerings where 21 of the programs report an SY 2010-2012 decline in Camden's postsecondary technical enrollment. The driving distance to metropolitan Jacksonville, Florida, is 40 miles from Camden County along Interstate 95 (I-95). More than 20 "for profit" training institutions are located in Jacksonville, where program marketing significantly outpaces TCSG and USG offerings in Camden County.

Unemployment in Camden County is nearly three points higher than its Florida neighbors to the south, Nassau and Duval Counties. Camden's 2011 Gold Work Ready status and Camden County High School's notable achievement data for the past several years suggest that career readiness is commendable. The school's **CCRPI Index of 84.2 is the highest in the region** and the **graduation rate of 85.5 and SAT scores are both above the state average.** Rigorous curriculum for **approximately 2,900 students** is delivered through five career academies that offer over 30 CTAE programs of study. Notable examples of student success include student welders being awarded third place in the National SkillsUSA competition. The **need to transition these students into postsecondary technical**

education is great in order to retain Camden’s local workforce yet programming for Camden County continues to be minimal and remains distant.

In 2004, the Camden Center of Coastal Georgia Community College opened, offering eight technical programs, and served as a technical satellite. Upon the institution’s 2009 conversion to the College of Coastal Georgia, offering four-year degrees, technical programs were directed to find another facility. The Camden County service area, as well as several others was assigned to ATC. A generous **29-acre land donation and other community assets, valued at over \$1 million, have been allocated for a technical college satellite facility for ATC (soon to be Coastal Pines Technical College)**. The property’s highly visible location is ideal for increasing awareness of Georgia’s technical training program to nearly 100,000 people who travel daily through Camden County along I-95.

The addition of a visible brick and mortar satellite in Camden County has the incredible potential to produce the following results:

- Maintain in-state opportunities for TRF’s technical needs and minimize the loss of approximately \$1M that are now contracted to out of state providers.
- Redefine Georgia’s coastal economic diversification and implement a “new face” for Georgia’s technical training by developing innovative TCSG programs for existing and emerging industries such as: the current skillset needed at NSBKB, aerospace for the proposed Spaceport Georgia, maritime to support Georgia’s expanding port industry, digital technology, logistics, and the service industry to support future development such as the Epic Adventures entertainment proposal at I-95’s Exit 3. These will diversify our coastal workforce well beyond traditional, natural resource-based industries such as pulp and paper, shrimping, and forestry.
- Provide a visible gateway to Georgia’s Science, Technology, Engineering and Math (STEM) industries through the donated campus site which will be seen by approximately 100,000 vehicles entering and leaving Georgia on I-95, thereby STEM-ulating economic development in Southeast Georgia to create sorely needed jobs in an area with historically higher unemployment rates than much of Georgia or NE Florida,
- Retain Georgia students who are currently forfeiting HOPE opportunities, or are spending Workforce Investment Act training funds for more costly out-of-state programs offered in Florida.
- Create a strong STEM education and employment base for K-12 students and develop seamless postsecondary education options for one of Georgia’s highest performing school systems (CCRPI Index = 84.2). This addition would strengthen access to dual/joint enrollment and articulation linked to the more than 30 career pathways currently offered at CCHS as proposed in Georgia’s recently approved College and Career Readiness and Performance Index (CCRPI).
- Retain the local workforce and provide technical training for core industries, defined as those that are essential to sustainment of other industries.
- Retain service members who are separating from NSBKB and recent high school graduates to build and support a strong local workforce in Camden County for current and future military and private industries.

Recommendation: Please support funding in the 2014 budget proposal for building a TCSG satellite campus in Camden County to:

- Create a revolutionary model for technical education in Georgia that supports the STEM education required for emerging industries in aerospace, maritime, and logistics
- Stimulate and support economic development in Camden County and coastal Georgia

For Georgia's future "It IS rocket science!"

Background: Camden County is the sixth largest county in Georgia covering 782.5 square miles of land and is home to Naval Submarine Base Kings Bay (NSBKB). The base supports 9,000 jobs with a payroll that exceeds \$600,000,000. NSBKB is the only military installation in Georgia that is not directly supported by a Technical System of Georgia postsecondary installation. This is a Base Realignment and Closure Commission (BRAC) issue which weakens Georgia's military support status as a whole. Trident Refit Facility (TRF) leadership has cited the challenge of time and distance in providing technical training to their current workforce. Most critical, is the aging workforce that will require training of replacement workers over the next five to ten years.

Coastal Georgia Community College served Camden County for technical education through the Department of Technical and Adult Education (DTAE) from 1988 until 2008. In 2002, after years of negotiating with the Board of Regents, DTAE and the Georgia legislature, Camden Center opened with eight proposed technical programs. Three of the programs were operational at the ribbon cutting with two more that came online prior to the institutions 2009 conversion to a four year institution when the name changed and the College of Coastal Georgia (CCGA). The mission changed to deliver only degree programs and needed the entire Camden Center space previously occupied by the technical programs.

Simultaneously, Altamaha Technical College (ATC) was expanded to seven counties in the coastal region that included Camden County. The previous arrangement with the College of Coastal Georgia and the Board of Regents was terminated when technical programs ceased being a part of the mission of CCGA. Neither ATC nor the Technical College System of Georgia (TCSG) owned property in Camden County, Temporary space has been occupied by ATC from Camden County High School (CCHS). With the exception of the naval apprenticeship program available only to TRF apprentices, Welding Technology and HVAC are the only certificate/diploma programs available locally to Camden residents.

By July 2014, Coastal Pines Technical College (CTPC) will be the result of merging Altamaha and Okefenokee Technical Colleges. Inclusive of that merge is the community effort since 2010 when a private land donation was secured of approximately 29 acres along with the city of Kingsland providing nearly \$170,000 in infrastructure bringing the total contribution of the community to over \$1.1 million. Advisement was provided to submit the property deed to the state property commission who now owns the site with the community's continuing hope of securing funding. Citizens throughout the county have expressed their support for this venture and are confident that it will become a magnet to create economic growth for both Camden County and the coastal region of Georgia. The Camden Campus proposed site's proximity to the Kingsland Industrial Park, the proposed Spaceport Georgia property, and the proposed Epic Adventures site can provide strong support for the use of Georgia's

QuickStart program and the type of real-time training that needs to be present for ever changing, innovative, and groundbreaking technical industries that have the potential to grow Georgia's coastal economy.

An additional service population exists among local Camden High graduates. Of the 2013 class of 568 graduates, 388 were pathway completers in 18 of Georgia's CTAE pathways. For students pursuing CTAE pathway completion, 94.6% graduated. AP Exams were taken by 30% of the class with over 20% scoring 3 or higher. Camden County High School offers over thirty CTAE secondary education pathways housed within five career academies to expose high school students to career opportunities in numerous technical fields. Yet providing options for dual enrollment and articulation continue to be challenging due to transportation time and distance.

The missing link for all stakeholders in Camden County continues to be the limited postsecondary technical training that is relatively unavailable. In a recent community family survey, transportation was cited as being the greatest need of families in the area. The 45-minute drive to the Glynn County satellite campus and the 70-mile drive to the main campus of Altamaha Technical College in Jesup are minimally accessible to Camden residents seeking technical education and skill development, and are thoroughly inefficient for the technical military community that needs technical training services to support NSBKB's Trident Refit Facility.

Camden County has great potential to grow a strong, technically skilled workforce. CCHS is an exemplary high school of five career academies producing college and career ready graduates that can grow the local workforce. Access to technical training is necessary in order to retain its graduates and serve existing and emerging industries for coastal Georgia.

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ISSUE: EDUCATION FUNDING

Background: Camden County, the sixth largest of Georgia's counties, located approximately 30 miles north of Jacksonville, Florida, is the home of Naval Submarine Base Kings Bay (NSBKB) and homeport to the east coast Trident Nuclear Submarine force. The county school system, naval base, and federal defense contractors comprise the majority of the local workforce.

Nine elementary, two middle, and one comprehensive high school comprised of a Ninth Grade Center and five smaller learning communities (career academies) serve 9,200 students and employ 1,200 faculty and staff with a total annual personnel costs of \$64,754,000. Residents recently approved a third Education Special Local Option Sales Tax referendum to meet capital improvement needs of the district. The sales tax rate in Camden County is 7% and the ad valorem rate is set at 15.50 mills. Per pupil expenditures for fiscal year 2013 were \$7,937 compared to the state average of \$8,336. Revenue from local state and federal sources total \$7,913 per pupil compared to \$8,440 for the state. The school system bears no obligation of debt.

Current Issues: Citizens served by Camden County Schools lost, on average, \$4.5 million each year, since austerity reductions began in 2003 adding up to more than \$53,378,656. The community endured a 38% decline in state funding for education in the last five years. Consequently, local taxes were raised and learning opportunities were threatened by the elimination of programs and people.

Expenditures were reduced through difficult decisions not easily accepted by stakeholders including:

- Increasing class size by an average of five students per class.
- Reducing the instructional calendar from 180 to 166 lengthened days.
- Reducing work days and, salaries for teachers and administrators.
- Reducing work days for non-instructional support staff by as much as 20 days.
- Instituting a reduction in force for three consecutive years eliminating 281 positions.
- Eliminating music and technology from elementary schools.

During the same period, free and reduced lunch participation increased from 40% in 2009 to 51% in 2013 demonstrating the increased challenges families faced due to a struggling economy. Nonetheless, Camden County Schools continued to achieve remarkable results. Camden County High School's 4 year cohort graduation rate is 85.5% and the current CCRPI score of 84.2 is the highest in the region. Combined SAT scores from Camden's students average 30 points above the state.

Recommendations:

- Fully fund the state's QBE formula.
- Restore funding to local communities by beginning to pay back austerity cuts.
- Recognize that the trend to reduce personnel and programs while expecting improved performance is not sustainable
- Recognize that relief is necessary if Georgia is to remain economically viable and progressive in preparing a 21st century workforce and educated citizens
- Provide school systems with flexibility as QBE funds are restored to allow adequate support for a 180 day instructional calendar

- Do not saddle local communities with the addition of a Local Education Sales Tax that simply shifts the fiscal responsibility for education to local communities and away from the state.



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