

# ECONOMIC DIVERSIFICATION OF CAMDEN COUNTY, GEORGIA

## Asset Inventory

*Prepared for*

The Camden Partnership

*Prepared by*

Georgia Tech's Office of Economic Development & Technology Ventures

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## INTRODUCTION<sup>1</sup>

The purpose of this section is to provide an overview of economic assets in Camden County. Georgia Tech undertook an inventory of Camden County's economic development assets to better understand the community's potential for economic diversification. The categories inventoried include:

- Workforce
- Education
- Infrastructure (including technology)
- Health Care, recreational, and natural resources
- Local government
- Naval Submarine Base Kings Bay.

Given this objective, it may be insightful to begin with a summary of local business and civic leaders' perceptions of the community's assets.

During interviews conducted by Georgia Tech personnel during May 2005, Camden County's local stakeholders discussed their perceptions of economic diversification. Each was asked to name strengths, weaknesses, opportunities, and threats for economic development in the county. Over half of the strengths (52.6 percent of all identified strengths, or 184 responses) cited geographic factors (accessibility, climate, coastal location, Kings Bay, land available for development, proximity to major markets, etc.) as strengths. Other strengths identified by local stakeholders included "education system" (28 responses, or 8 percent of responses), "workforce" (23 responses or 6.6 percent). Subjective factors, such as "good place to live" and "community unity," had 19 and 18 responses, respectively, representing 5.4 and 5.1 percent of responses. See Figure 1.

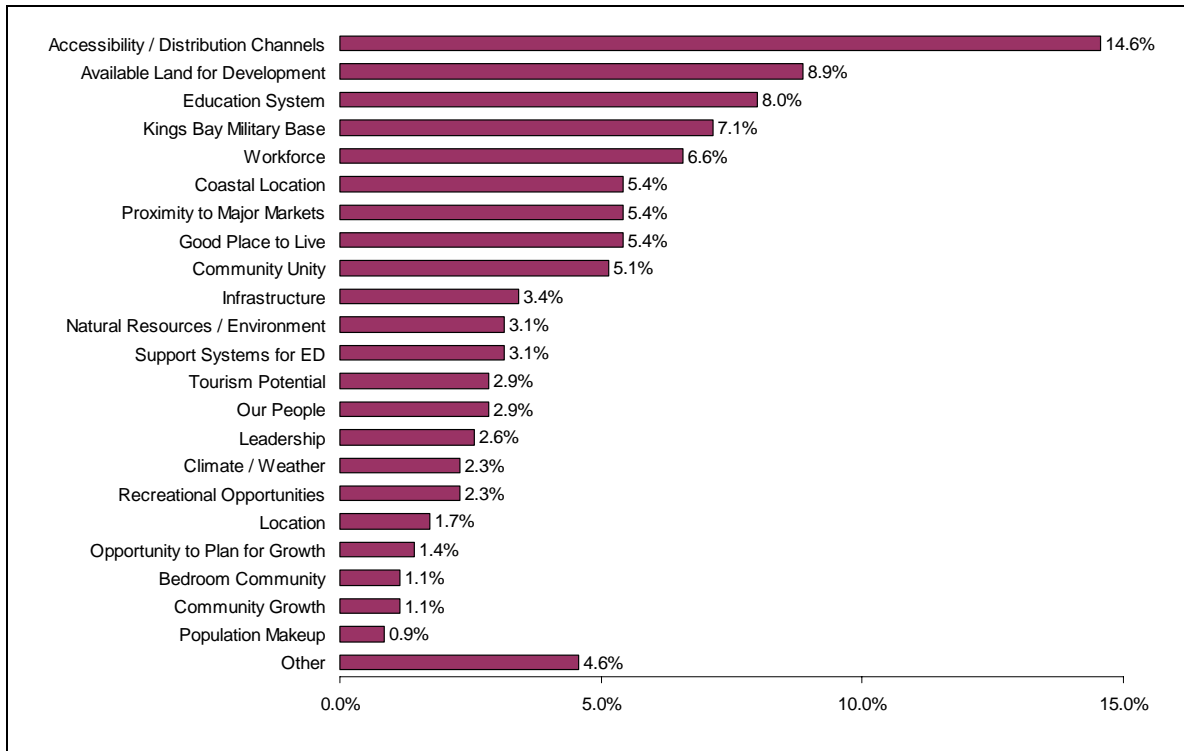
Nearly half (48 percent) the factors identified as weaknesses by local stakeholders related to leadership and development processes, for example "political infighting/not working together" (29 response or 13 percent of all identified weaknesses), "lack of leadership vision/know-how" (20 response or 9 percent of all identified weaknesses), and "ineffective planning/growth management" (18 responses or 8.4 percent of all identified weaknesses). See Figure 2.

Opportunities and threats identified by local stakeholders were similar to strengths and weaknesses, with notable exceptions. First, after "leveraging transportation assets," "tourism development" was noted as the top opportunity (see Figure 3). Second, "lack of infrastructure" was cited as the greatest threat by local stakeholders (see Figure 4). Some related factors, such as education, workforce, and skilled labor, were noted as both strengths/opportunities and weaknesses/threats.

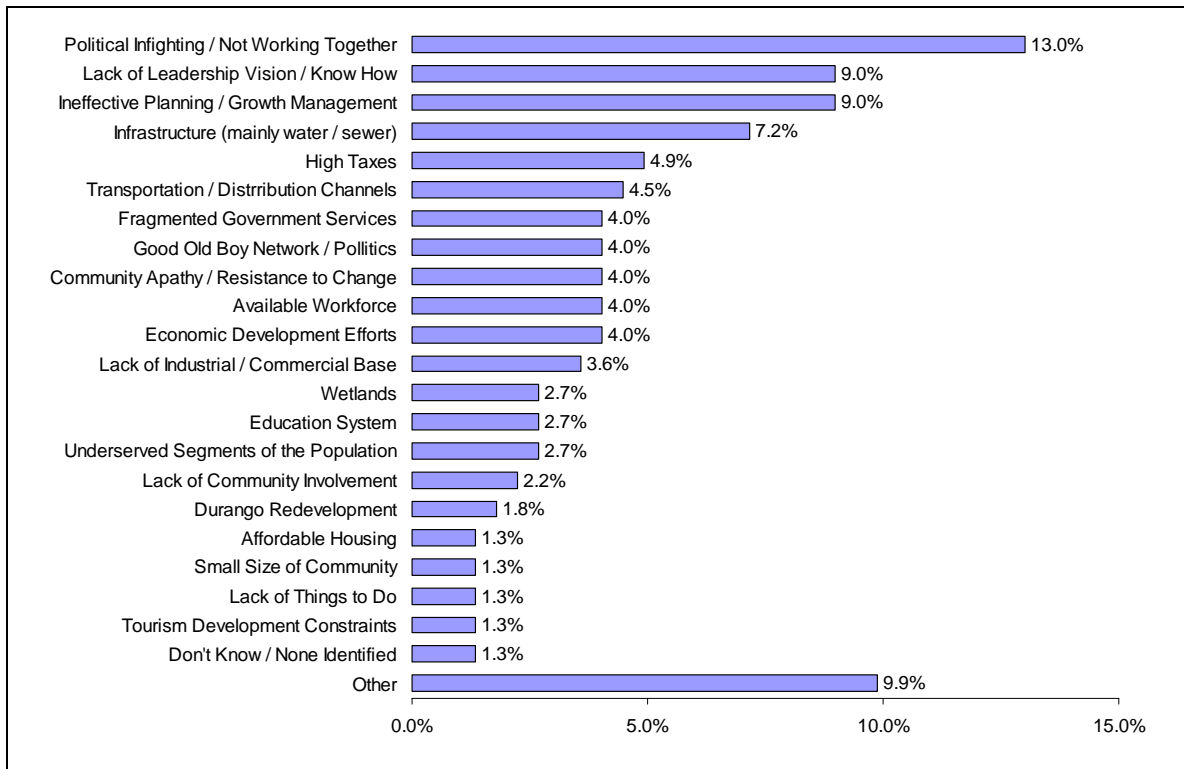
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<sup>1</sup> This report is part of the "Economic Diversification of Camden County, Georgia" series of reports that were completed by Georgia Tech in October 2005. For information on other reports in the series, please contact The Camden Partnership.

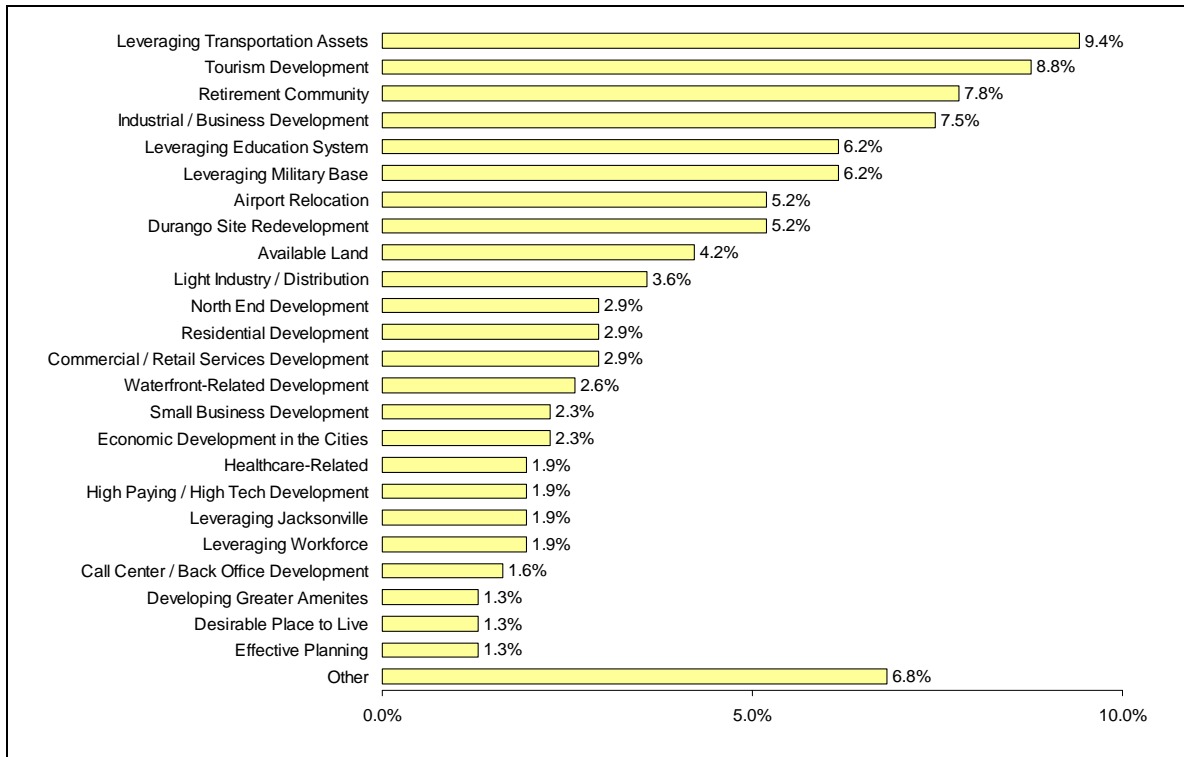
**Figure 1. Camden County Strengths For Economic Diversification**



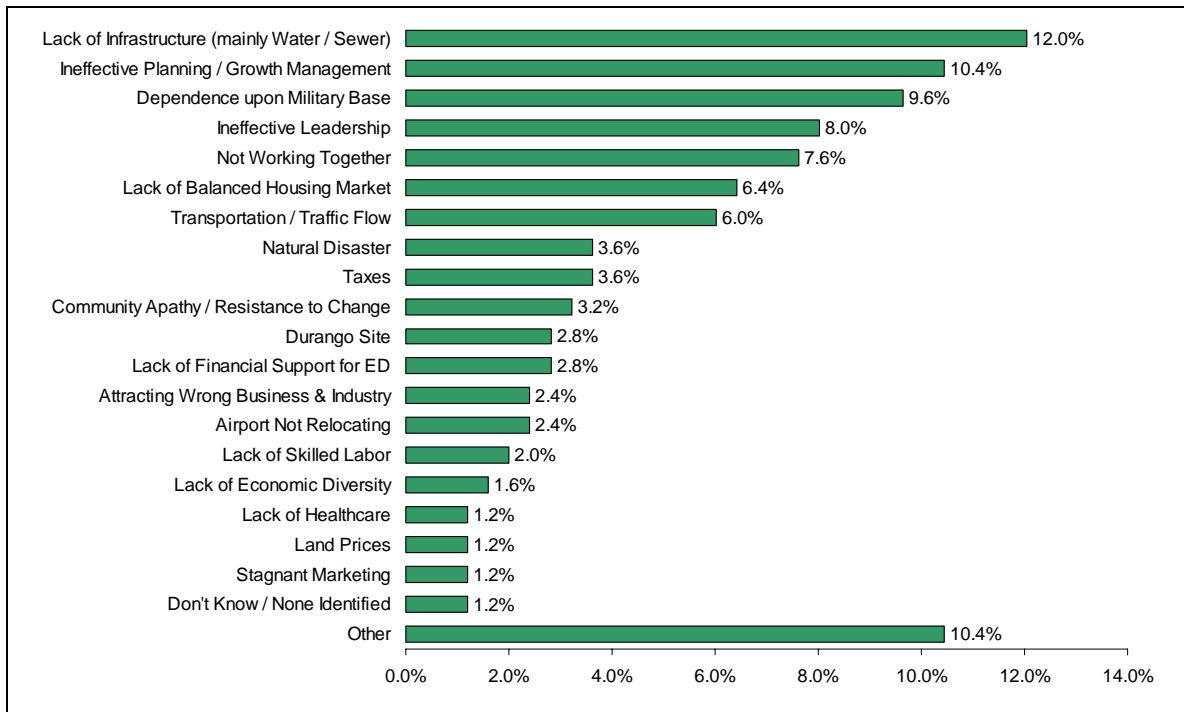
**Figure 2. Camden County Weaknesses For Economic Diversification**



**Figure 3. Camden County Economic Diversification Opportunities**



**Figure 4. Camden County Economic Diversification Threats**



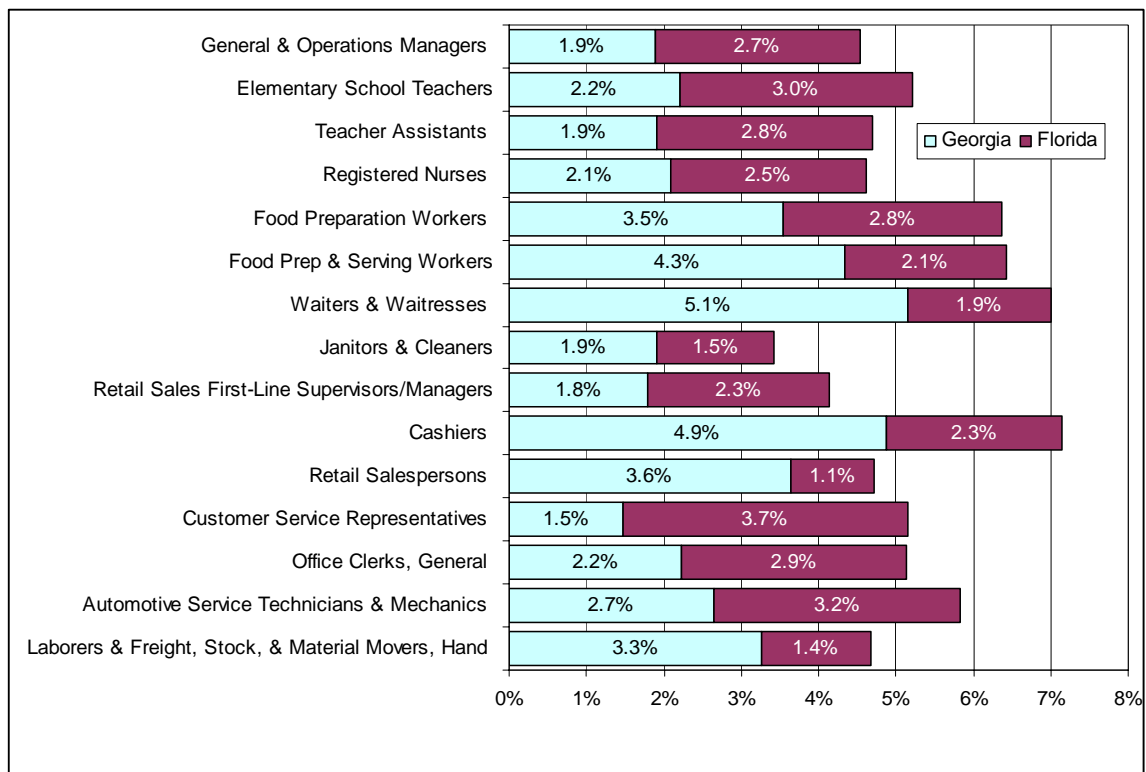
## WORKFORCE<sup>2</sup>

The Georgia Department of Labor (GDOL) maintains statistics on occupational employment, and projects trends in occupations for each of the 20 workforce investment areas (WIA) in Georgia. Camden County is located in the extremity of WIA 20, which includes all of the coastal counties and several adjacent inland counties (see Figure 4). Some data is also available for workforce “draw areas” that include adjacent Georgia counties. This is the only source available for occupational data in sub-state regions. County-specific data on employment by occupation would have to be independently derived through surveying existing businesses. While GDOL is an adequate source for most purposes, it presents an issue for Camden County because it is so close to the Florida state line and the Jacksonville MSA.

Employment information is available for the Jacksonville MSA, and the state of Florida also provides workforce information, but on a similar regional level. Camden is immediately north of Florida workforce region 8, which includes the Jacksonville MSA and several counties to the south of Jacksonville (see Figure 5).

To deal with these data issues, the following information is presented for a “super-region” made up of Georgia workforce investment area 20 and Florida workforce investment area 8. These make up a non-overlapping area in which Camden County is centrally located (see Figure 5). While this data is not representative of Camden County itself, it demonstrates how the overall regional workforce is changing.

**Figure 5. Fastest growing occupational areas for Camden County “super region” (Georgia WIA 20 and Florida WIA 8)**

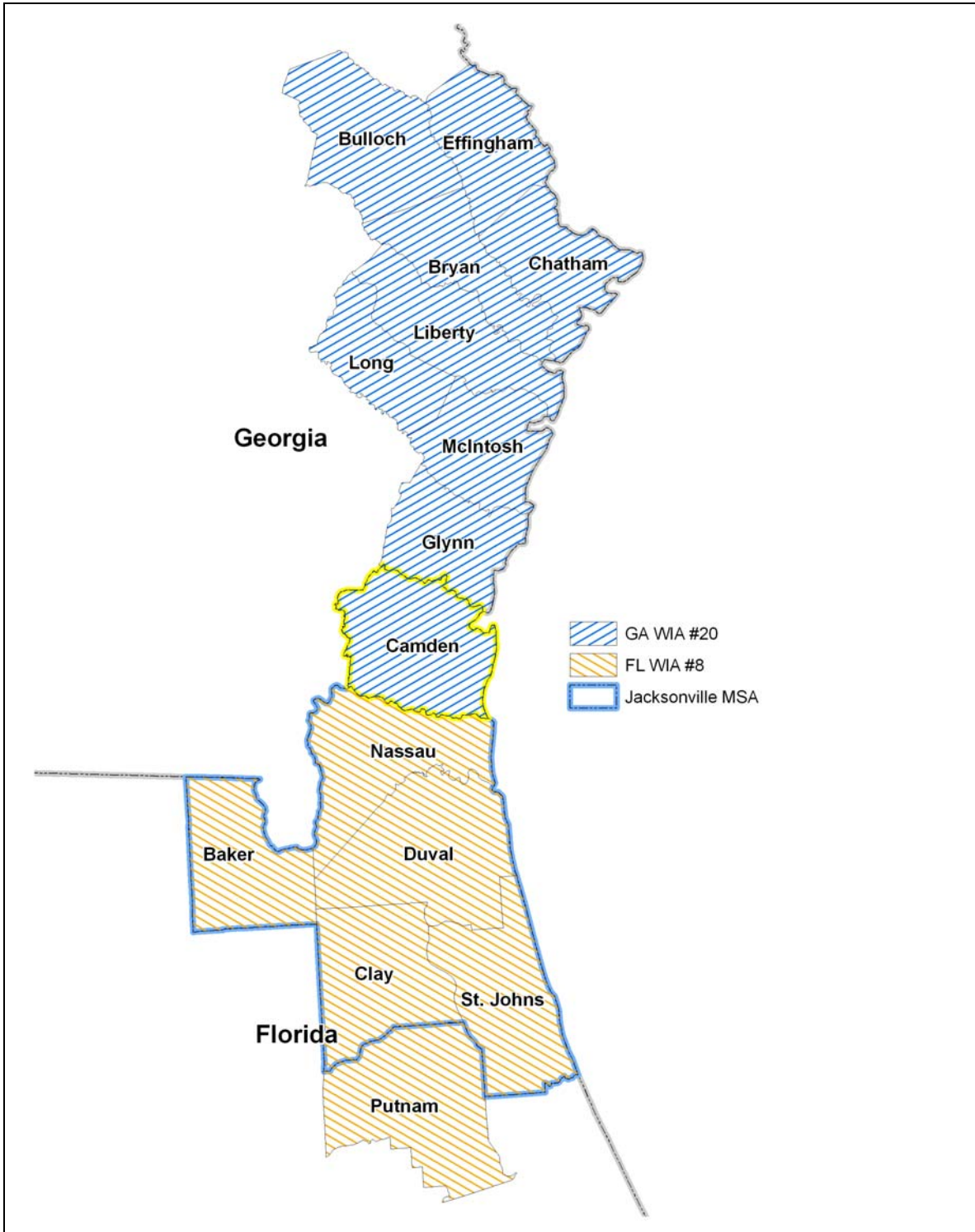


Sources: Georgia Department of Labor, <http://explorer.dol.state.ga.us/default.asp>; Florida Agency for Workforce Innovation Labor Market Information, <http://www.whatpeopleareasking.com/index.shtml>; Worksource Florida, <http://www.worksourcefl.com/>

<sup>2</sup> For greater detail on workforce information, see companion reports “Economic Diversification of Camden County, Georgia: Workforce Development Assessment” and “Economic Diversification of Camden County, Georgia: Economic Development Report Card.”

Figure 6 shows occupations in computers, Health Care, design, and business administration and management are among the fastest growing for the region. These represent high-wage opportunities, but also have high-skill levels. Most of the growth, and the most high-wage/high-skill occupations, are in Florida, in the Jacksonville area.

**Figure 4. Camden County Workforce “Super-Region”**



The 15 occupations that are projected to have the most new openings due to growth in Georgia WIA 20 and Florida WIA 8 are listed in Table 1. Clearly, the greatest occupational growth is projected to occur in the Florida portion of the super-region. Clearly as well, the two regions share many of the same fast-growing occupations. Just as clearly, many of these occupations are low-wage, low-skill occupations.

**Table 1. Occupations With The Most Openings In Georgia WIA 20 And Florida WIA 9**

Georgia WIA 20	Florida WIA 8
Cashiers	Customer Service Representatives
Retail Salespersons	Registered Nurses
Waiters & Waitresses	Retail Salespersons
Comb. Food Prep & Serving Workers, Including Fast Food	Waiters and Waitresses
Laborers & Freight, Stock, & Material Movers, Hand	Farm Workers & Laborers, Crop, Nursery, & Greenhouse
Registered Nurses	Food Preparation & Serving Workers, Incl. Fast Food
Teacher Assistants	Carpenters
Elementary School Teachers, Excluding Special Education	Construction Laborers
General & Operations Managers	Janitors and Cleaners, Except Maids and Housekeeping
Janitors & Cleaners, Excluding Maids & Housekeeping Cleaners	Child Care Workers
Food Preparation Workers	Office Clerks, General
Office Clerks, General	Sales Reps., Wholesale and Manufacturing, Other
Customer Service Representatives	Management Analysts
Automotive Service Technicians & Mechanics	Nursing Aides, Orderlies, and Attendants
First-Line Supervisors/Managers of Retail Sales Workers	Truck Drivers, Heavy and Tractor-Trailer

Sources: Georgia Department of Labor, <http://explorer.dol.state.ga.us/default.asp>; Florida Agency for Workforce Innovation Labor Market Information, <http://www.whatpeopleareasking.com/index.shtml>

Effective demand for workers can be measured as a function of projected number of positions and wages. This function can also be used to weight occupations' factors for their economic potential, the monetary impact on the regional economy from wages in each occupation. Analysis (see Tables 2 and 3) using this function shows that overall demand's higher in Florida WIA 8, as are wages and number of positions.

According to the GDoL, employment for all occupations in WIA 20 is expected to grow at an annual rate of 1.3 percent, to 291,790 total positions by 2012, while the Florida Department of Labor predicts that WIA 8 will grow at an annual rate of 1.8 percent to 746,200 by 2012. The Georgia region is predicted to see 34,640 new jobs, and the Florida region is predicted to have growth of 95,143 new jobs. Not only is the Florida area growing faster than the Georgia area, but it is much (64 percent) larger. The high-demand positions will make up 28.7 percent (83,770 positions) of the labor market in the Georgia portion of the super-region, while they will make up 26.2 percent (195,279 positions) in the Florida portion. The occupations that will be in highest demand in Florida WIA 8 also appear to be higher-level positions and more likely to be in basic industries that sell into markets outside the local area, bring capital into the region, and have greater economic multiplier effects.<sup>3</sup>

<sup>3</sup> Analysis of demand is based on available data. Some salary and projected positions data is unavailable or suppressed by departments of labor.

**Table 2. Most In-Demand Occupations In Georgia WIA 20**

<b>Occupation</b>	<b>2012 Projected Positions</b>	<b>Average Hourly Wage (2002)</b>	<b>Demand Weight</b>
General and Operations Managers	4,930	\$27.60	136068
Registered Nurses	5,040	\$21.95	110628
Elementary School Teachers, Except Special Education	4,160	\$24.51	101962
Retail Salespersons	9,570	\$8.42	80579
Cashiers	10,210	\$6.93	70755
Managers, All Other	1,810	\$32.85	59459
First-Line Supervisors/Managers of Retail Sales Workers	4,320	\$13.42	57974
Business Operations Specialists, All Other	2,350	\$23.88	56118
Secondary School Teachers, Except Special and Vocational Education	2,110	\$26.40	55713
Chief Executives	910	\$54.27	49386
Truck Drivers, Heavy and Tractor-Trailer	3,310	\$14.78	48922
First-Line Supervisors/Managers of Office and Administrative Support Workers	2,880	\$16.49	47491
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Production	2,420	\$19.56	47335
Laborers and Freight, Stock, and Material Movers, Hand	4,840	\$9.45	45738
Customer Service Representatives	4,070	\$10.77	43834
Office Clerks, General	4,410	\$9.75	42998
Waiters and Waitresses	6,060	\$6.49	39329
Combined Food Preparation and Serving Workers, Including Fast Food	5,730	\$6.58	37703
Middle School Teachers, Except Special and Vocational Education	1,560	\$24.11	37612
Bookkeeping, Accounting, and Auditing Clerks	3,080	\$12.10	37268
<b>Averages</b>	<b>4,189</b>	<b>\$18.52</b>	<b>60344</b>

Demand Weight = 2012 Projected Positions times Average Hourly Wage  
 Source: Georgia Department of Labor, <http://explorer.dol.state.ga.us/default.asp>

Table 3. Most In-Demand Occupations In Florida WIA 20

Occupation	2012 Projected Positions	Average Hourly Wage	Demand Weight
Registered Nurses	13,902	\$23.60	328087
General and Operations Managers	7,204	\$44.49	320506
Customer Service Representatives	23,421	\$12.73	298149
Retail Salespersons	23,934	\$11.06	264710
Management Analysts	7,119	\$35.07	249663
Lawyers	4,492	\$50.87	228508
Sales Reps., Wholesale and Manufacturing, Other	8,593	\$23.51	202021
Truck Drivers, Heavy and Tractor-Trailer	11,738	\$17.13	201072
Chief Executives	2,486	\$74.18	184411
Office Clerks, General	17,379	\$10.58	183870
First-Line Supervisor of Office & Admin. Support Workers	8,726	\$19.98	174345
First-Line Supervisors of Non-Retail Sales Workers	4,711	\$35.67	168041
Accountants and Auditors	6,383	\$25.13	160405
Business Operations Specialists, All Other	6,179	\$25.82	159542
First-Line Supervisors of Retail Sales Workers	7,987	\$19.68	157184
Bookkeeping, Accounting, and Auditing Clerks	11,115	\$13.13	145940
Managers, All Other	3,942	\$36.15	142503
Laborers and Freight, Stock, & Material Movers, Hand	13,174	\$10.34	136219
Carpenters	9,504	\$14.28	135717
Computer Programmers	3,290	\$40.32	132653
<b>Averages</b>	<b>9,764</b>	<b>\$27.19</b>	<b>198677</b>

Demand Weight = 2012 Projected Positions times Average Hourly Wage  
 Data Source: Florida Agency for Workforce Innovation Labor Market Information,  
<http://www.whatpeopleareasking.com/index.shtml>

The top 10 top-level Standard Occupational Classifications for each of the WIA’s total growth are listed in Table 4. This data shows that although there is some difference in ranking, the occupational areas that contribute the most to workforce growth are very similar. In both WIAs the occupational areas that are the top five contributors to growth are relatively low-wage/low-skill. The total contribution of top 10 occupational areas is greatest in Georgia (77.0 percent, versus 75.7 percent in the Florida portion of the super-region), but the total number of positions in Florida is more than twice the number in the Georgia portion, and the average of average hourly wages for these occupational areas is significantly (22 percent) higher. Note that economically critical knowledge-intensive occupational areas—management, Health Care practitioners, and technical—have much higher average wages in Florida than in Georgia.

Table 4. Top 10 Contributors To Occupational Growth

<b>SOC</b>	<b>Occupational Area</b>	<b>% of Total Growth</b>	<b>Average Hourly Wage</b>
<b>Georgia WIA 20</b>			
43-0000	Office and Administrative Support	14.7%	\$12.76
41-0000	Sales and Related	11.2%	\$14.80
35-0000	Food Preparation and Serving Related	10.1%	\$7.77
25-0000	Education, Training, and Library	7.2%	\$23.72
53-0000	Transportation and Material Moving	7.1%	\$15.01
51-0000	Production	7.0%	\$13.52
11-0000	Management	5.9%	\$24.81
29-0000	Health Care PrActitioners and Technical	5.0%	\$21.24
49-0000	Installation, Maintenance, and Repair	4.5%	\$15.16
47-0000	Construction and ExtrAction	4.2%	\$13.13
Total contribution: 224,790 positions		Total: 77.0%	Average: \$16.19
<b>Florida WIA 8</b>			
430000	Office and Administrative Support	18.7%	\$13.55
410000	Sales and Related	10.8%	\$22.61
530000	Transportation and Material-Moving	8.2%	\$14.57
350000	Food Preparation and Serving Related	7.3%	\$9.00
470000	Construction and ExtrAction	6.7%	\$14.85
130000	Business and Financial Operations	5.1%	\$24.94
290000	Health Care Practitioners and Technical	5.0%	\$35.18
110000	Management	4.7%	\$34.70
250000	Education, Training, and Library	4.6%	\$25.02
510000	Production	4.4%	\$13.45
Total contribution: 564,809 positions		Total: 75.7%	Average: \$20.79

Sources: Georgia Department of Labor, <http://explorer.dol.state.ga.us/default.asp>; Florida Agency for Workforce Innovation Labor Market Information, <http://www.whatpeopleareasking.com/index.shtm>

## EDUCATION<sup>4</sup>

Education in general, and primary and secondary schools more particularly, are vital to regional economic development. Not only are educational institutions responsible for preparing citizens to become productive workers, but education also, has clear positive correlation with lower public costs, education is positively correlated with entrepreneurial success, and educational achievement has strong positive correlation with income. In other words the more educated citizens are, the less it costs to govern them and the more they contribute to local economies. More important, firms that can effectively compete in today’s global information economy demand highly educated employees, and those employees require excellent schools for their children. The occupational areas overviewed in Table 4 not only require extensive and ongoing education, persons within those occupations have high expectations for their children’s education.

Table 5. Camden County Educational Attainment

	Camden County	Jacksonville MSA	Georgia	US
Less than 9th grade	4.4%	4.1%	7.6%	7.6%
9th to 12th grade, no diploma	12.4%	12.2%	13.9%	12.1%
High school graduate (includes equivalency)	33.2%	29.1%	28.7%	28.6%
Some college, no degree	26.7%	24.1%	20.4%	21.1%
Associate’s degree	7.4%	7.6%	5.2%	6.3%
Bachelor’s degree	10.3%	15.5%	16.0%	15.5%
Graduate or professional degree	5.7%	7.4%	8.3%	8.9%
Percent high school graduate or higher	83.3%	83.6%	78.6%	80.4%
Percent bachelor’s degree or higher	16.0%	22.9%	24.3%	24.4%

Source: US Census Bureau, 2000

Overall educational attainment in Camden County is mixed (see Table 5). As of 2000, Camden County had a higher percentage of the population with a high school degree or above than both the state and the nation. Conversely, the community had a significantly smaller portion of the population with a bachelor’s degree or higher than either the state or the nation. The Jacksonville MSA, in contrast, had a higher percentage of both high school and college graduates than Camden County, although it still lagged behind Georgia and the nation.

Post-secondary institutions are important suppliers of an advanced workforce. Again, the occupational areas overviewed in Table 4 require a bachelor’s degree or above. Local post-secondary institutions are especially important for technical trades, particularly in rural areas, while occupations with higher educational requirements are likely to draw persons who attended geographically distant institutions. An ongoing challenge to rural communities is the so-called “brain drain,” in which the youth with the highest academic achievements go away to college and never return. Growth in high-skill occupations and greater local educational opportunities are two important factors in combating this problem. Excellent primary and secondary schools are necessary to drive both of these factors.

<sup>4</sup> For greater detail on education, see companion reports “Economic Diversification of Camden County, Georgia: Workforce Development Assessment” and “Economic Diversification of Camden County, Georgia: Economic Development Report Card.”

## Primary and Secondary Schools<sup>5</sup>

The Camden County school system consists of nine elementary schools, two middle schools, two high schools (one specifically for ninth grade), and two schools that offer comprehensive programs, as well as an extended day care and pre-kindergarten program. During the 2004-2005 school year, there was a total, full-time equivalent student population of 9,669 in Camden County's public schools. Ten percent of these students were in pre-kindergarten or kindergarten, 38 percent in primary grades, 24 percent in middle school, and 28 percent in high school.

Education was prominent among the strengths, weaknesses, and opportunities identified by local stakeholders. The county's education system was indicated as a strength 26 times out of a total of 342 mentions (7.6 percent), making it the third most mentioned strength. It was noted as an opportunity ("leveraging the education system") 19 times, or 6.4 percent of the opportunities mentioned. In contrast, it was mentioned as a weakness only 6 out of 214 (2.8 percent), and was not identified as a threat by any local stakeholder.

### System Performance

Although local stakeholders have consistently praised the quality of their schools, standard achievement test scores have lagged behind the state and national averages (see tables 6 and 7). ACT scores have consistently improved over the last three years. For the 2001-2002 school year, the average composite ACT score for the Camden County school system was 89 percent and 85 percent of the state and national averages, respectively. By 2003-2004, the system average had jumped to 98 percent and 94 percent. In the last year, Camden County schools have surpassed the state average, and matched or exceeded the national average. Average SAT scores increased for the system in 2004-2005, ending a three-year decline.

Table 6. Camden County School System ACT Scores

	2002-2003			2003-2004			2004-2005		
	System	State	Nation	System	State	Nation	System	State	Nation
Composite	19.0	19.8	20.8	19.6	20.0	20.9	20.9	20.0	20.9
English	18.4	19.3	20.3	18.9	19.5	20.4	20.1	19.4	20.4
Mathematics	18.6	19.7	20.6	19.9	19.9	20.7	20.5	19.8	20.7
Reading	19.3	20.1	21.2	19.9	20.3	21.3	21.5	20.3	21.3
Science	18.9	19.7	20.8	19.5	19.9	20.9	21.1	19.8	20.9

Source: Georgia Department of Education, <http://reportcard.gaosa.org/yr2004/k12/accountability.aspX?ID=620:ALL&TestKey=AYP&TestType=acct>; Camden County school system (personal contact), and AVERAGE COLLEGE TEST (<http://www.act.org/>)

Table 7. Camden County School System Average Combined SAT Scores

	2001-2002	2002-2003	2003-2004	2004-2005
System	964	962	944	967
State	974	980	981	993
Nation	1013	1016	1017	1028

Source: Georgia Department of Education, <http://reportcard.gaosa.org/yr2004/k12/accountability.aspX?ID=620:ALL&TestKey=AYP&TestType=acct>; Camden County school system; The College Board, [www.collegeboard.com](http://www.collegeboard.com)

<sup>5</sup> Extensive information about the Camden County school system is available on-line at <http://www.camden.k12.ga.us/index.htm> and [http://www.doe.k12.ga.us/\\_dbs/system\\_guides.asp?u\\_SystemID=620](http://www.doe.k12.ga.us/_dbs/system_guides.asp?u_SystemID=620).

According to the Georgia Department of Education (GDoE), school (grades 7-12) dropout rates for Camden County have hovered around the state average for the last three years, dipping below it in 2002-2003, but surpassing it in 2003-2004 (3.8 percent for the county, 3.5 percent for the state). High school (grades 9-12) dropout rates have shown a similar pattern, but with even larger state-local gap in 2003-2004. During that school year, Camden County schools had a 5.7 percent dropout rate, compared to a state rate of 5.1 percent. According to the school system, at the end of the 2004-2005 school year the dropout rate reached 5.9 percent.

All Georgia students must pass all five portions of the Georgia High School Graduation Test to be awarded a diploma. Those who do not pass the test but have completed their curriculum requirements may be awarded a Certificate of Attendance (or Performance) or a Special Education diploma. This is better than non-completion, but is generally not adequate for entrance into a university. Students may take the exam as many times as necessary to qualify for a diploma.

Camden County High School has two general curricula, College Prep and Tech Prep, that award diploma “seals” to students who take courses that prepare them for the next educational step after high school. College Prep involves taking a specified number of English, math, science, social science, and foreign language courses in preparation for pursuing a bachelor’s degree at a four-year university. Tech (or Career) Prep includes fewer specified courses than College Prep, but includes courses focused on a particular career or trade. Some course credits earned under these programs may transfer to a post-secondary institution and count toward a college diploma.

**Table 8. Camden County High School Completion**

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
College Prep Diplomas	141 (31.1%)	91 (19%)	80 (15.3%)	84 (17.4%)	127 (27.1%)
Tech Prep Diplomas	148 (32.6%)	138 (28.9%)	148 (28.4%)	136 (28.2%)	139 (29.6%)
Diplomas with Both Seals	123 (27.1%)	213 (44.6%)	251 (48.1%)	239 (49.6%)	186 (39.7%)
Special Ed. Diplomas	17 (3.7%)	20 (4.2%)	14 (2.7%)	21 (4.4%)	17 (3.6%)
Certificates of Attendance	25 (5.5%)	16 (3.3%)	29 (5.5%)	2 (0.4%)	0
Total Graduates	454	478	522	482	469
Dropout Rate	6.4%	5.7%	5.2%	5.9%	4.8%
Completion Rate	65.7%	71.4%	67.6%	70.0%	94.66%

Source: Camden County School System, System Improvement Report, <http://www.camden.k12.ga.us/downloads/Camden%20System%20Improvement-%202004-2008.pdf>; personal contacts

The high school completion rate for 2004-2005 was an impressive 94.66 percent, placing it above the state average. According to the Camden County school system, College Prep high school diplomas, as a percentage of all graduates, have fluctuated over the last five years, with a large (nearly 10 percent) jump last year. Tech Prep diplomas have held reasonably steady, and diplomas with both “seals” has steadily increased until last school year. The rates of both Special Education diplomas and Certificates of Attendance have also fluctuated, averaging 3.75 percent and 3.68 percent, respectively, over the last four years, but Certificates of Attendance have been effectively eliminated last year (see Table 8). The school

system has seen a “dramatic” (according to the Camden System Improvement plan) increase in drug cases, fighting and sexual harassment incidents, and referrals to juvenile court.<sup>6</sup>

Results of GDOE’s 2003 survey of technology<sup>7</sup> in the state’s K-12 school systems show the following for Camden County:

- 100 percent of Camden County public schools have high-speed Internet access (state: 99.9 percent)
- 99 percent of Camden County’s 592 classrooms have high-speed Internet access (state: 98.2 percent)
- 95 percent of classrooms have at least one computer (state: 88 percent)
- There were 5.56 students per computer (not including servers) (state: 4.38)
- 419 classrooms (71 percent) have access to PeachStar video (state: 74 percent)
- 38 classrooms (6 percent) have access to some form of interactive video (other than GSAMS) (state: 9 percent).

Overall, Camden County schools fare better than the state averages for technology, although on average other systems have better access to instructional video. Beyond these basic measures, it is apparent that the Camden County school system is ahead of many of its peers across the state in implementing technology, especially to support administrative tasks. The system provides a means (Pinnacle Internet Viewer) for parents to access grades, attendance, assignments, and other information via the Internet. The system also provides teachers with an on-line grade book, as well as an on-line benefits program, purchasing tool, and MS Outlook for e-mail, directories, and scheduling. The system provides extensive guides for students, parents, and faculty; Internet-based information resources; calendars; and other information through its Web Sites.

### Improvement Planning

The Camden County System Improvement plan<sup>8</sup> contains numerous (nearly 140) and varied objectives for improvement(s) in the following areas: Achievement, Community Involvement, Facilities, Personnel, Funding, Safety, Co-Curricular activities, Pupil Services, Technology, and Professional Learning. Each objective includes a strategy, responsible person, and timeline.

### Private Schools

There are at least two private primary educational institutions in Camden County, and at least one pre-school/kindergarten. They are:

- Bright Beginnings Morning School, preschool and kindergarten  
107 Industrial Blvd. Ste. A, St. Marys  
912-729-8480
- Ablaze Learning/Solid Rock School of St Marys, elementary and secondary education  
300 N. Julia St., St Marys  
912-729-6900
- New Hope Baptist Church & Christian Academy, elementary and secondary education  
234 8th St., St Marys  
912-882-4495

<sup>6</sup> The “Camden County System Improvement” plan is available on-line at <http://www.camden.k12.ga.us/downloads/Camden%20System%20Improvement-%202004-2008.pdf>

<sup>7</sup> Source: [http://www.doe.k12.ga.us/technology/state/tech\\_inventory.asp](http://www.doe.k12.ga.us/technology/state/tech_inventory.asp)

<sup>8</sup> Source: <http://www.camden.k12.ga.us/downloads/Camden%20System%20Improvement-%202004-2008.pdf>

## Post-secondary Education

### Coastal Georgia Community College

The primary post-secondary educational institution in Camden County is the local campus (the Camden Center) of the Coastal Georgia Community College (CGCC). The CGCC is unusual because it is part of the University System of Georgia, but also operates as a technical college under the Department of Technical and Adult Education. Information about the CGCC Camden Center is available on-line at <http://www.cgcc.edu/camcen/home.html>. The main CGCC campus is in Brunswick, Ga., less than 10 miles from north Camden County, so it, too, is a primary educational asset to the county, particularly for persons in the northern portion.

Table 9. Selected Georgia Colleges Ranked By In-State Tuition

Rank	College	Undergraduate enrollment	In-state tuition	Out-of-state tuition
1.	Georgia Highlands College	3,416	\$1,560	\$1,560
4.	East Georgia College	1,420	\$1,600	\$6,004
5.	Coastal Georgia Community College	2,879	\$1,892	\$7,976
6.	Darton College	4,126	\$2,142	\$2,442
15.	Clayton State University	5,954	\$15,502	\$15,502

Source: <http://www.gacollege411.org/Select/CompareView/default.asp>

Table 10. Camden County Technical College Graduates 2002-2003

Program	Graduates
Business Technologies	
Business and Office Technology	7
Certified Customer Service Specialist	14
Marketing Management	10
CIS Technologies	
Computer Information Technology	11
Health Technologies	
Practical Nursing	20
Radiological Technology	7
Surgical Technology	7
Industrial Technologies	
Drafting And Design	6
Manufacturing Maintenance Technology	13
Process Control Operator I	21
Shielded Metal Arc Welding	6
Welding And Joining Technology	6
Personal Service Technologies	
Chef Training	6

Source: Georgia Department of Labor, [ftp://quicksourc.dol.state.ga.us/Data\\_Compilations/Georgia\\_Area\\_Labor\\_Profiles/2004/Camden.pdf](ftp://quicksourc.dol.state.ga.us/Data_Compilations/Georgia_Area_Labor_Profiles/2004/Camden.pdf)

CGCC is a two-year college that provides two general types of programs: pre-baccalaureate college transfer and career preparation. The CGCC provides special programs for “non-traditional” careers to increase diversity in occupations that are “traditionally gendered” (one gender accounts for less than 25 percent of employment), technical certificate programs that prepare a person for employment in a particular trade without earning an associate degree, adult literacy programs, and continuing education programs. The Camden Center provides selected bachelor’s and master’s degrees from Armstrong-Atlantic State University. Bachelor’s and master’s degrees from Armstrong Atlantic State University, Georgia Southern University, and Valdosta State University are available through CGCC’s main campus.

The Web site, GACollege411 ([www.gacollege411.org](http://www.gacollege411.org)), publishes basic information about universities and technical colleges in Georgia, including tuition costs. On this basis, CGCC is the fifth most inexpensive college to attend in the state (see Table 9), and the 14<sup>th</sup> most inexpensive for out-of-state attendance. Residents of Nassau County, Fla. can attend CGCC at in-state tuition rates.

The GDOL reports on the number and types of technical college graduates. The figures for Camden County appear in Table 10.

### **Brenau University**

Brenau University is a private university that has a satellite campus at Kings Bay Naval Base. While Brenau’s main campus in Gainesville, Ga., is a women’s college, the Kings Bay location is co-educational. The Kings Bay campus offers undergraduate and graduate programs in business administration, with concentrations in accounting, Health Care, marketing, human resources, and leadership development. Classes at Kings Bay Campus meet in the evening, once a week for eight weeks, providing three semester hours credit per class. Brenau also provides on-line programs. Brenau University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. More information is available on-line at <http://www.brenau.edu>.

### **Florida Community College at Jacksonville**

The Florida Community College at Jacksonville (FCCJ), as the name states, is a unit of the state of Florida’s community college system. As with CGCC, FCCJ offers technical certificates, two-year associate terminal degrees, and college transfer programs, as well as high school completion and adult literacy programs. The FCCU has a satellite campus in Yulee, Fla., just south of the state line that offers an associate of arts university transfer degree, customized workforce education classes, adult literacy/high school completion programs, and outdoor education. More information about the college is available on-line at <http://www.fccj.org/index.html>.

### **Jacksonville University**

Jacksonville University is a private liberal arts college located in central Jacksonville. It offers undergraduate, graduate, and adult degrees in arts and sciences, business, and fine arts. More information about the university is available on-line at <http://www.ju.edu/>.

### **University of North Florida**

The University of North Florida (UNF) is a unit of the State University System of Florida, located just southeast of downtown Jacksonville. UNF features 50 undergraduate degree programs with 96 areas of concentration, 24 graduate degree programs with 79 areas of concentration, and a doctoral program in Educational Leadership. The school has colleges of Arts and Sciences, Business, Computing Sciences and Engineering, Education and Human Services and Health. In 2004, UNF had a total of 14,120 students—including 11,000 undergraduates and 1,700 graduates—and 465 faculty members, 444 of whom held Ph.D.s or similar degrees. In-state tuition in 2004 was \$2,913 and out-of-state tuition was \$13,268. More information about UNF is available on-line at <http://www.unf.edu/>.

### Valdosta State University Kings Bay Center

Valdosta State University (VSU), a unit of the University System of Georgia, maintains a presence at the Kings Bay Naval Base. The Kings Bay Center offers associates' and bachelors' degrees in business, criminal justice, education, nursing, and social science. Baccalaureate programs are also available in general studies and information technology. The Center also offers master's degrees in education and public administration. Classes are scheduled for evenings and weekends. Students must have a Navy security pass to attend classes at the Center. More information about the Center is available on-line at <http://www.valdosta.edu/kingsbay/>.

## INFRASTRUCTURE<sup>9</sup>

### Water and Sewer

Water and sewer services in Camden County are provided by the municipalities. NSBKB provides its own water services. See the Infrastructure Management Report section of this report for more details on water infrastructure.

### Highways and Freeways

Camden County is bisected north and south by Interstate I-95 and U.S. Highway 17 (Georgia Highway 25), which roughly parallel each other, connecting Kingsland, Woodbine, and Brunswick (in Glynn County). Interstate I-95 is a four-lane, federally maintained, controlled access freeway. The county has six interchanges on I-95, four of which are in the southern half of the county. Georgia Highway 40 runs east and west through the southern portion of the county, from St. Marys to Folkston, where it terminates at U.S. 1/301, intersecting with I-95 at Exit 3 (three miles north of the Florida state line, as the exit number implies). A spur runs north from GA 40 four and a half miles east of I-95, along Kings Bay Naval Base. Georgia Highway 40 and U.S. 17/Georgia 25 are generally four-lane within cities, with turn lanes in high-traffic areas, and two-lane between cities. Georgia Department of Economic Development notes that Camden County has 16 inter/intrastate motor carriers/trucking companies. Just north of the Camden County line, in Glynn County, U.S. 82 intersects with I-95 and U.S. 17, between Brunswick to the east and Nahunta and Waycross to the west. Approximately 20 miles south of the Georgia-Florida state line, I-95 intersects with I-295, a freeway loop around Jacksonville, and both of these interstates intersect with I-10 in Jacksonville. See Infrastructure Management Report section of this report for more details on road infrastructure.

### Air, Rail, and Water Transport

#### Air<sup>10</sup>

The St. Marys Airport is located in southeast Camden County, two miles north of St. Mary's central district and just north of Georgia Highway 40. The airport is attended from 8:00 AM until dusk and features hangars, tie-downs, jet fuel, a 5,000-foot-by-100-foot runway and a 4,000-foot-by-75-foot runway, with single-wheel weight limit of 20,000 pounds, making it appropriate for light aircraft. The airport averages 34 flights per day, 98 percent general aviation and 2 percent military. It is not adequate for most commercial passenger air services. There are ongoing negotiations to move the airport and add improved facilities and services. There are two public airports in Glynn County, just north of Camden County: Malcolm McKinnon Airport and Brunswick Golden Isles Airport, which are five miles east and north, respectively, of Brunswick, Georgia. McKinnon Airport has two runways, one 5,800 x 100 ft. with 45,000-pound

<sup>9</sup> For greater detail on infrastructure, see companion report "Economic Diversification of Camden County, Georgia: Infrastructure Management Report."

<sup>10</sup> Sources: AirNav (<http://www.airnav.com>), US FAA (<http://www.faa.gov>)

single-wheel weight limit and the second 3313 x 75 ft. with 14,000-pound single wheel weight limit. The airport is attended from 7:00 a.m. to 8:00 p.m., and has hangars, tie-downs, jet fuel, and major service for airframe and powerplant. It averages 112 flights a day, 86 percent transient general aviation, 12 percent local, and 2 percent military. Brunswick Golden Isles Airport has a single 8,001 x 150 ft. runway with a 120,000-pound single-wheel weight limit. It is attended from 7:00 a.m. to 5:00 p.m., has major airframe and powerplant services, hangars (no tie-downs), and jet fuel. Brunswick Golden Isles Airport averages 76 flights per day. Twenty-one percent of the airport's traffic is commercial or air taxi, 72 percent general aviation, and 7 percent military.

There are four public airports in the Jacksonville area: Jacksonville International Airport (JIA), Cecil Field, Craig Airport, and Herlong Airport. This analysis will focus on JIA, which is located one mile east of I-95 at exit 363-B, approximately 20 miles south of Camden County. JIA is a full-service, continuously attended commercial airport that features a 10,000 x 150 foot and 7,701 x 150 foot, both with 100,000-pound single-wheel weight limit. JIA averages 338 flights per day, 70 percent commercial or air taxi, 28 percent general aviation, and 2 percent military. Jacksonville International Airport is part of Foreign Trade Zone (FTZ) #64.

### Rail<sup>11</sup>

Camden County is served by St. Marys Railroad, a short-line railroad that parallels GA 40 from Kingsland to St. Marys, interconnecting the Durango paper mill site (currently inactive), Kings Bay Naval Base, and the CSX mainline in Kingsland. St. Marys Railroad has one engine and a full engine and car repair service. CSX Railroad has a main line that passes through Camden County, parallel to U.S. 17. According to Georgia Department of Transportation maps, CSX has sidelines in Waverly, Woodbine, and Kingsland, two spurs in Woodbine, one spur north of Kingsland, and a junction with St. Marys Railroad in Kingsland. CSX indicates on its Web site that it serves 65 sites around Camden County—in Brantley, Charlton, and Glynn Counties in Georgia, and Duval and Nassau Counties in Florida—but no sites in Camden County. Norfolk Southern has a mainline in Glynn County that terminates at the Port of Brunswick.

### Water<sup>12</sup>

Camden County is on the Atlantic Intracoastal Waterway, a series of federally mandated navigation channels to accommodate barge and recreational watercraft, maintained by the U.S. Army Corps of Engineers. It connects Norfolk, Va., to Miami, Fla., with 137 miles on the Georgia coast, including the Cumberland Sound on the far eastern edge of Camden County. The St. Marys, Crooked, and Satilla rivers empty into the Cumberland Sound, as do the Bell and Amelia rivers in Florida.

The Georgia Department of Economic Development (GDEcD) indicates that there is a public barge dock at St. Marys, 11 miles upstream on the St. Marys River from Cumberland Sound, but no other information on this is readily available. There appear to be at least three recreational marinas in Camden County.

The Port of Brunswick, owned by the Georgia Ports Authority (GPA), is located just north of Camden County on U.S. 17 and the Brunswick River. The port consists of three terminals—Mayor's Point, Marine Port, and Colonel's Island. The current channel depth is 30 feet, to be dredged to 36 feet in the future. Colonel's Island is a deepwater port that has a 38-acre agri-bulk facility with 925 linear feet of berthing that can handle 64,800 short tons at a time. It also has a 3 berth (over 2,200 linear feet total) roll-on/roll-off (Ro/Ro) facility with 286 acres of paved open storage, 24-hour towing and tug operations, and is adjacent to the Mydharris Railyard, served by Norfolk Southern, CSX, and Golden Isles Terminal railroads. Marine

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<sup>11</sup> Sources: CSX (<http://www.csx.com/>), Norfolk Southern (<http://www.nscorp.com/>), St. Marys Railroad (<http://www.stmarysrr.com/>)

<sup>12</sup> Sources: Georgia Ports Authority (<http://www.gaports.com/index2.html>), JAXPORT (<http://www.jaxport.com/>)

Terminal is a 145-acre breakbulk and bulk facility, leased to and operated by Logistics U.S.A., with 2,415 linear feet of berth space. Mayor’s Point, operated by GPA, is a 22-acre breakbulk facility with 1,750 linear feet of berth space that specializes in forest and solid wood products. Marine and Mayor’s Point terminals are also served by CSX and Norfolk Southern.

JAXPORT owns and operates three public marine terminals and a passenger cruise terminal in Jacksonville, approximately 30 miles south of Camden County. The 754-acre Blount Island Terminal has over 6,500 linear feet of berth space on at least 38 feet of water, handles containers, Ro/Ro, breakbulk, and general cargo, is served by CSX Railroad, and is adjacent to I-95 and I-295. Talleyrand Terminal is a 173-acre facility with 120,000 square feet of refrigerated/freezer storage and 4,800 linear feet of berthing on 38 feet of water; is adjacent to I-95, I-10, and US 1; and is served by CSX, Norfolk Southern, Florida East Coast railroads. Talleyrand handles container, Ro/Ro, liquid bulk, and general cargo. Blount Island and Talleyrand Terminals are both in FTZ #64. Dames Point terminal is 585 acres, most of which is undeveloped, with 1,200 linear feet of berthing on 41 feet of water that handles bulk cargoes and cruise operations.

**Electricity and Gas**

Electricity is available throughout Camden County, provided by Georgia Power Company ([http:// www.georgiapower.com](http://www.georgiapower.com)) and Okefenoke Rural Electric Membership ([http:// www.oremc.com](http://www.oremc.com)). Natural gas is provided by Georgia Natural Gas (<http://www.georgianaturalgas.com/>) and Cumberland Home & Hearth (912-729-5882).

**Telecommunications and Information Technology**

TDS Telecom (<http://www.tdstelecom.com/>, [www.tds.net](http://www.tds.net)) is the primary telecommunications provider in Camden County. TDS Telecom has a Nortel DMS-100 switch in St. Marys that can support up to 100,000 customer lines with a full range of service features, and a Marconi ATM switch in Kingsland with 10 Mbps of switching capacity to serve 128,000 virtual connections. The switches are interconnected with each other and the TDS Telecom Wide Area Network via a fully redundant, self-healing OC-3 fiber optic network operating at 155 Mbps. TDS Telecom’s services are distributed throughout Camden County via major nodes on self-healing fiber optic rings and minor nodes on high-speed digital, primarily fiber, facilities. Overall, the system maintains 99.896 percent reliability.

**Table 11. TDS Telecom telecommunications products and services**

<b>Residential/basic business services</b>	<b>Additional Business Services</b>
Local Phone Services 3-way calling, caller-ID, distinctive ringing, and extensive other calling features Basic phone line, additional lines, ISDN line, inside wire protection, and pay-per-use services Voice mail Services are available in Special Calling Packages	Audio, Video and Web Conferencing Managed Data Services Co-Location Data Hardware Managed Network Services Professional Services Virtual Private Network Business Phone Systems
Long Distance and calling cards DISH Satellite TV National Directory Assistance Internet Services: DSL broadband access Dial-up access and call management services Web hosting, security and content filtering Phone Equipment	

Source: <http://www.tdstelecom.com/>

In addition to the above, TDS Telecom provides Naval Submarine Base Kings Bay (NSBKB) with a remote switching center for voice traffic, interconnected to the St. Marys voice switch with multiple digital facilities over fiber optic cables; a digital subscriber line module for high-speed Internet connections; and a fiber optic node and multi-services platform for direct, highly reliable interconnection to the public switched network.

Based on these platforms, TDS offers a wide range of business and residential services, from basic telephone services to advanced data services (see Table 11). It should be noted that advanced telecommunications services can have complex pricing, including mileage and quantity charges, thus a listing of services must suffice for this report. Several other firms offer information technology services, as summarized in Table 12.

**Table 12. Information technology firms in Camden County**

<b>Name</b>	<b>Products/Services</b>	<b>Address</b>	<b>Phone (912 area)</b>	<b>Worldwide web</b>
BHosted.net	Computer networking, products, repair	916-A Kings Bay Road, St. Marys GA 31558	673-6745	<a href="http://www.bhosted.net/">http://www.bhosted.net/</a>
Cybertek Computers	Computer networking, products	4445 Hwy 40 E, Suite 403, St. Marys GA 31558	576-5313	
Geek Central, Inc.	Computer products	2603 Osborne Road, St. Marys GA 31558	729-3915	<a href="http://www.geekcentralinc.com/">http://www.geekcentralinc.com/</a>
Airwaves Communications	Wireless communications	1000 East King Avenue, Unit 2, Kingsland GA 31548	729-8772	
Alltel	Wireless communications	888 A Kings Bay Road, St. Marys GA 31558	269-4573	<a href="http://www.alltel.com/">http://www.alltel.com/</a>
MLBA, Inc.	Technology development	24 Andrews Way, Kingsland GA 31548	576-7100	<a href="http://www.mlba.net/">http://www.mlba.net/</a>
fusionZONE, Inc.	Internet hosting, Web design	St. Marys GA 31558	576-1136	<a href="http://www.fusionzone.com/">http://www.fusionzone.com/</a>
Net-Magic, Inc. / Amtel / ATN, Inc.	Internet access, Web design	917 Dilworth Street, St. Marys GA 31558	673-6000	
DreamSight Design	Web design	140 Lakes Boulevard, Suite 227, Kingsland GA 31548	673-6173	<a href="http://www.ds-design.net/">http://www.ds-design.net/</a>

Source: Camden County Chamber of Commerce, <http://www.camdenchamber.com/the-chamber/member-directory.cfm>

## Health Care, Recreation, and Natural Resources

### Health Care

The primary Health Care resource for Camden County is the Camden Medical Center, a 40-bed facility in St. Marys that offers cardiopulmonary, emergency and intensive care, imaging, laboratory, maternity, rehabilitation, and surgery services. Camden Medical Center is part of the Southeast Georgia Health System (<http://www.sghs.org/>), along with a 316-bed regional center in Brunswick, and three family care centers. The GDEcD notes that the county also has:

- More than 50 private-practice physicians and specialists
- More than 20 dental practices
- More than 10 chiropractic practices
- Camden County Health Department
- 2 assisted living centers
- Mayo Clinic in Jacksonville

### Recreation

According to GDEcD, the Camden County Public Service Authority Leisure Services Department operates 21 parks and a recreation center with a pool, fitness rooms, daycare, ball fields and courts, playgrounds, picnic areas, boat ramps, floating docks, and various athletic programs and classes. Each of the three municipalities also offers recreational opportunities. Kingsland has a golf course (Laurel Links), arts center, and sports complex. St. Marys has the Gilman waterfront park and an aquatic center, and is just across the river from Cumberland Island National Seashore. Osprey Cove, a gated community in St. Marys, has a private golf course and club. Woodbine has three parks with picnic areas, playgrounds, and athletic fields, a community center at the historic Woodbine School, a river/boardwalk and farmers' market in a waterfront park on the Satilla River, and the Bryan-Lang Historical Library. Beyond local public facilities, GDEcD sites over 50 golf courses, the PGA International Golf Village, within 50 miles of Camden County. The county also boasts many opportunities for outdoor recreation, supported by companies renting bikes, boats, and other equipment, and providing guide services.

Camden County hosts a wide range of festivals and other events, including:

- St. Marys Mardi Gras Festival (February)
- Woodbine Crawfish Festival (April)
- Relay for Life/American Cancer Society (May)
- St. Marys Fourth of July Celebration Riverfront Fireworks
- Kingsland Catfish Festival (September)
- Red Ribbon Week anti-drug program (October)
- St. Marys Downtown Merchants Christmas Open House (November)
- St. Marys White Lighting Ceremony (November)
- Kingsland Christmas Tree Lighting Ceremony (December)
- St. Marys Christmas Historic Tour of Homes (December)
- Woodbine Community Christmas Celebration (December)
- St. Marys Rock Shrimp Fest (October).

### *Crooked River State Park*

Crooked River (<http://gastateparks.org/net/go/parks.aspx?locationid=39&siteid=5>) is a 500-acre state-owned and-operated park with 62 camp sites, group camping, 11 cottages (dog-friendly), picnic areas, and group shelters. The park also features an Olympic-sized swimming pool, a boat ramp and dock, a miniature golf course, and ruins of an old sugar mill. The park is located off the Georgia 40 spur, near Kings Bay Naval Base.

*Cumberland Island National Seashore*

Cumberland Island (<http://www.nps.gov/cuis/>) is a 17.5-mile long, 36,415-acre barrier island renowned for its wildlife and history. Besides water, restrooms, and bicycle rentals, the island is a “primitive” environment, with a campground and backcountry camping (both limited to seven nights). The National Park Service owns and operates the park and has a concessionaire that provides ferry service to the park. Fees are required for day use, camping, and the ferry.

*Okefenokee Swamp and Wildlife Refuge*

While the Okefenokee (<http://www.fws.gov/okefenokee/>) is not in Camden County, it is an important regional asset, and drains into the St. Marys River. The refuge covers approximately 396,000 acres of the Okefenokee Swamp, most of which is National Wilderness Area. A wide variety of activities-including biking, boating, fishing, hiking, hunting, and wildlife viewing-are available in the refuge.

*Other*

Additionally, Camden County has twenty-seven parks managed by the Camden Public Service Authority. More parks are currently in either the planning or construction phase.

**Natural Resources**

According to the 2004 Georgia Farm Gate Value report<sup>13</sup>, Camden County ranked 14<sup>th</sup> in the state for the total value of all forestry and forest products, producing 1.6 percent of the state’s total output for these goods. Camden County holds 1.13 percent of the state’s forest land, and a similar percentage of the timberland. Estimates on the quantity of forest is relatively old (1997), but the county seems to have abundant forest resources (see Table 14).

**Table 14. Camden County Natural Resource Overview**

<b>Resource</b>	<b>Amount</b>
Area, Total, in Square Miles (2000)	782.52
Area, Land, in Square Miles (2000)	629.91
Area, Water, in Square Miles (2000)	152.61
Forest Land, % of All Land (1997)	68.71
Timberland, All, Acres (1997)	267,600
Timberland, Volume of All Species, Million Cubic Feet (1997)	424.4
Roundwood Timber Products Output, Cubic Feet, Total (1999)	18,434,000
Area, Total, in Acres (1997)	403,140
Forest Land, in Acres (1997)	277,000
Forest Land, % of All Land (1997)	68.71%
Timberland, Sawtimber, Acres (1997)	86,800
Row & Forage Crops, Total, Farm Gate Value (2004)	\$20,625
Fruits & Nuts, Total, Farm Gate Value (2004)	\$30,875
Vegetables, Total, Farm Gate Value (2004)	\$0
Ornamental Horticulture, Total, Farm Gate Value (2004)	\$844,915
Forestry & Products, Total, Farm Gate Value (2004)	\$9,704,925
Livestock & Aquaculture, Total, Farm Gate Value (2004)	\$326,466
Poultry/Egg, Total, Farm Gate Value (2004)	\$0

Source: the Georgia Statistics System, <http://www.georgiastats.uga.edu/>

<sup>13</sup> Available on-line at <http://www.caed.uga.edu/staffreports.htm>

The county has relatively little agriculture, with two notable exceptions: ornamental horticulture and livestock and aquaculture. But these represent only 0.13 and 0.03 percent, respectively, of the state's total output of these commodities.

## LOCAL GOVERNMENT

### Camden County

Camden County (<http://www.co.camden.ga.us/>) was one of the eight original Georgia counties chartered by the state's constitution in 1777. It is governed by a board of five district commissioners that crafts laws and sets tax rates. Implementation and operations are led by a county administrator. Various departments handle the specifics of criminal justice, finance, law enforcement, health and welfare, recreation, roads, and other public facilities and services. The county provides water, wastewater, and garbage collection services outside municipal boundaries. According to GDEcD, Camden County Fire and Rescue has 9 fire stations, 55 full-time fire fighters, 5 part-time fire fighters, 20 volunteer fire fighters, 13 vehicles, and thermal imaging equipment.

All buildings, machinery, equipment, and inventory in the county are assessed an annual tax of \$12 per \$1,000 (12 mils) of fair market value. Certain classes of business inventory receive a 100 percent Freeport exemption from property tax. The county has a 2 percent sales tax in addition to Georgia's 4 percent sales tax. The county (and municipalities) support a wide range of public objectives through various authorities (e.g., development authority, library board, board of education, hospital authority).

### Kingsland

The city of Kingsland (<http://www.kingslandgeorgia.com/>) is governed by a mayor, a mayor pro tem, and four council members. Overall operations are under a city manager, with a city clerk and departments of human resources, finance, planning and development, information technology, policy, fire, tourism, and public works. The city provides water and sewer services within its municipal boundaries (see "Water and Sewer," under "Infrastructure," above). According to GDEcD, the city has:

- 3 fire stations with 14 full-time personnel, 6 part-time personnel and 35 volunteers, fire insurance classification 3.
- 1 police station with 33 full-time officers.
- Garbage service provided by city.
- Consulting engineers retained by city.
- Zoning ordinance and subdivision design standards.

The city levies an additional 3.19 mils on property, but allows a 100 percent freeport exemption on certain classes of business inventory.

### St. Marys

The City of St. Marys (<http://www.ci.st-marys.ga.us/>) has an elected legislative division with a mayor and six council members that sets policy, and a hired/appointed administrative division that implements policy and manages operations, including building inspections, finance, fire, library, planning and zoning, police, public works, and tourism. The city provides water and sewer services within its municipal boundaries (see "Water and Sewer," under "Infrastructure," above). According to GDEcD, the city has:

- 11 full-time, 19 part-time, and 32 volunteer personnel, fire insurance classification 6

- 1 police station with 33 full-time, certified officers and 15 auxiliary police officers supported by a fleet of 30 vehicles.
- Garbage service provided by city
- Consulting engineers retained by city
- City has zoning ordinance, subdivision design standards, and comprehensive land use plan.

The city levies an additional 2.86 mils on property, in addition to what is collected by the county. St. Marys also has a 100 percent freeport exemption.

**Woodbine**

The city of Woodbine (<http://www.woodbinegeorgia.net/>) is governed by an elected mayor and four councilpersons who set budgets, codes, and regulations, and administrative departments/staff who implement these policies and conduct the city's operations, including buildings and planning, streets, and water and sewer, and a city clerk. The city provides water and sewer services within its municipal boundaries (see "Water and Sewer," under "Infrastructure," above). According to GDEcD, the city has:

- Fire protection provided by Camden County Fire and Rescue; fire insurance classification 7.
- Police station operates from Camden County Sheriff's Department.
- Garbage service provided by city via contract services.
- Consulting engineers retained by city.
- City has zoning ordinance, subdivision design standards, and comprehensive land use plan.

The city levies 4.73 mils on property, in addition to county property tax, and has a 100 percent freeport exemption on business inventory.

**NAVAL SUBMARINE BASE KINGS BAY (NSBKB)<sup>14</sup>**

Naval Submarine Base Kings Bay (NSBKB), East Coast Home port for the Ohio-class fleet ballistic-missile submarine's and the only naval base in the Atlantic fleet capable of supporting the Trident II (D-5) missile, is possibly Camden County's largest and most unique economic asset. Table 14 provides an overview of the economic impact of that base in 2003 (last year this data was available). It is reasonable to think that this impact has increased since then, and will remain stable for the foreseeable future.

**Table 14. Economic Impact Of NSBKB (2003)**

	<b>Persons</b>	<b>Payroll</b>
Military		\$225,858,226.36
active Duty	4773	
Reserves	101	
AF	1899	\$246,223,228.00
NAF	334	\$5,232,257.00
Contractor	1412	\$31,629,752.00
Total	8,519	\$509,973,029.36
Goods & Services		\$104,791,042.00
Total economic impact		\$614,764,071.36

Source: NSBKB Shareholder Report, 2003, <http://www.subasekb.navy.mil/Shareholders%20Report/shareholders.htm>

<sup>14</sup> Information for this portion of the Asset Inventory was drawn directly from NSBKB's Web site, <http://www.subasekb.navy.mil/index2.htm>.

The base is home to Submarine Group 10, Submarine Squadrons 16 & 20, Trident Training Facility, Trident Refit Facility, Strategic Weapons Facility Atlantic, and other support-providing commands. In addition to being an integral part of our nation's strategic deterrence program, Kings Bay has attained and sustained award-winning results unsurpassed in Navy Region Southeast or other submarine and shore commands in the U.S. Navy. In 2002, Kings Bay received many honors, including the Commander-in-Chief's Installation Excellence Award, Secretary of the Navy Environmental Award, and the Chief of Naval Operations Retention Excellence Award.

Commander Submarine Group 10 is the senior commander at the Kings Bay naval complex. COMSUBGRU 10 command includes administration and training of submarine off-crews at Kings Bay and the Trident ballistic missile submarines (SSBNs) that are based at NSBKB. COMSUBGRU 10 is a subordinate commander to Commander Submarine Force, U.S. Atlantic Fleet and is the local coordinating authority for all matters assigned by COMSUBLANT. It consists of two squadrons (16 and 20), with an expected total of seven submarines by Spring 2006.

Submarine Squadron 20 is the waterfront coordinator, provides the maintenance support for all East Coast-based Trident submarines, and is the principal squadron involved in planning and executing SSBN refits with the Trident Refit Facility. Squadron 16 has assumed the role of off-crew training coordinator and is the principal squadron involved in training and certifying that off-crews are ready to return to their ships. Squadron 16 also has the added benefit of more closely linking off-crew training to at-sea training.

The Navy's fleet of Trident submarines is the largest and most powerful submarine force in the free world, and provides the nation's first line of strategic deterrence. The range, payload, and accuracy of the Trident II strategic weapons system makes the Trident capable of conducting retaliatory strikes against a full range of possible targets. As the most effective warships of their kind in the world, the Trident submarines of Submarine Squadron 20 are quieter and faster and carry more firepower than the older SSBNs they replaced.

This division of labor between the two squadrons is a new model for supervising the operation, maintenance, and training of the two-crewed submarine force, placing four submarines in each Kings Bay squadron. By reducing the span of control, each squadron can dedicate more effort to monitoring and servicing the submarines under its control. Additional new efficiencies were gained through specialization of the two squadrons.

The Trident Refit Facility (TRIREFFAC) is the largest tenant command at Kings Bay. It provides quality industrial and logistics support for the incremental overhaul, modernization, and repair of Trident submarines and global submarine supply support. TRIREFFAC also provides maintenance and support services to other submarines, regional maintenance customers, and other activities as requested. The TRIREFFAC workforce consists of approximately 1,700 military and civilian personnel, working in a variety of trades supporting submarine/ship repair and maintenance.

TRIREFFAC is composed of an industrial area, waterfront support complex, Defensive Ordnance Support Facility (DOSF), and Magnetic Silencing Facility (MSF). TRIREFFAC boasts the largest covered dry dock in the Northern Hemisphere. Measuring 700 feet long, 100 feet wide, and 67 feet deep, the dry dock is a marvel. Three pumps with the capability to move 72,000 gallons of water per minute flood and drain the dry dock for maintenance operations. TRIREFFAC's state-of-the-art Magnetic Silencing Facility provides degaussing services, including ranging and deperming, to TRIDENT, fast-attack, and United Kingdom submarines, as well as steel hull surface craft. TRIREFFAC's MSF is the only facility of its kind on the East Coast. The Magnetic Silencing Facility is also used for research for development of future magnetic systems. The DOSF, which maintains and stores torpedoes carried by Trident submarines, includes defense weapons facility buildings, storage magazines, and maintenance buildings.

Strategic Weapons Facility Atlantic, or SWFLANT, provides strategic missiles and strategic weapons system support to the ballistic missile fleet. SWFLANT is responsible for assembling

the D-5 missile and processing missile guidance and launcher subsystem components. Components are shipped to Kings Bay from more than 1,800 suppliers and subcontractors throughout the country. The command maintains a workforce of approximately 150 military personnel, 150 government employees, and more than 650 contractor personnel, consisting of engineers, administration and management personnel, supply and accounting technicians, maintenance personnel, equipment operators, and safety and quality assurance specialists. SWFLANT's contractors include Lockheed Martin Missiles and Space, Westinghouse Electric Corp. and Vitro Corp.

The SWFLANT complex includes supply warehouses, a calibration laboratory, processing buildings, two vertical missile packaging buildings (where the D-5 missile is made ready for delivery to the submarine), inspection buildings and explosive-handling wharves, referred to as EHWs. EHW-1, which is 144 feet tall, is the tallest building in Camden County and rises at its pinnacle to 161 feet above the water. In addition, SWFLANT has 66 missile motor magazines and four small ordnance magazines in its 800-acre complex for storage of rocket motors, missiles, and other ordnance components.

There are approximately nine miles of railroad track on the base, and St. Marys Railroad delivers various supplies and missile components by rail.

NSBKB is also home to a U.S. Marine Corps Security Force Company, under the operational control of SWFLANT, and the Naval Submarine Support Center, which provides support services to local submarine squadron commanders for material, personnel, training, and logistics of assigned and visiting submarines.

The Navy College Center hosts several colleges that provide on-base classes for those seeking associate's, bachelor's, and master's degrees. The two on-base institutions include Brenau University and Valdosta State University. As a supplement to Navy College, the Campus Resource Center, which is run by Valdosta State University, offers academic library services for members of the Kings Bay community. Materials available include reference material, fiction, and Internet access (for patrons 18 years and older). The Navy College office contains a fully stocked DANTES test center, where tests are scheduled on a regular basis. Counseling is available for other degree programs, such as Service Member's Opportunity Colleges. The Navy College Learning Center is available for test review or college preparation classes. NSBKB has extensive hospitality and retail assets serving both transient personnel and those stationed at the base. The Navy Exchange operates a major retail facility with floral, furniture, optical, and media departments. Under the Navy Exchange, NSBKB also has beauty and barber shops, two fast-food restaurants, a convenience store, auto repair, truck rental, video rental, and uniform shops.

The base has a newly renovated Kings Bay Navy Lodge with 26 extended stay suites, two of which are handicap accessible, that are fully furnished and equipped. The base's Transient Visitors Quarters provides billeting for temporary, incoming, or outgoing personnel. NSBKB is involved in numerous community programs, especially programs for youth. The Personal Excellence Partnership provides volunteers to tutor, mentor, provide technical expertise, and serve as role models to help young people reach fullest potential in education, healthy lifestyles, and civic responsibility. Through the program, base commands have worked with all 14 area schools. The Health, Safety, and Physical Fitness project includes fitness programs, sports and recreation programs such as Special Olympics, nutritional and hygiene information, and youth athletic events. Campaign Drug Free educates youth on the dangers of drug abuse and the importance of being drug-free. Project Good Neighbor provides volunteers to work on food drives as well as repairs and renovations to shelters and homes in partnership with America's Second Harvest, Habitat for Humanity of Camden County, Navy/Marine Corps Relief Society, and the American Red Cross.

The Environmental Stewardship program helps educate youth and families on domestic and international environmental initiatives and to encourage communities to preserve, protect, restore, and enhance the environment. The base is also assisting with remediation of a former

county landfill located on base property; and with continued support of several endangered-species protection programs. NSBKB is also committed to a quality environment in practical ways. The base was built to be walkable, to reduce the need for transportation. The base encompasses about 16,000 acres, of which 4,000 acres are protected wetlands, and it is home to a variety of animals, including: 229 varieties of birds, 68 mammals, 67 reptiles (5 poisonous snakes), and 37 amphibians. Twenty of these species, including the manatee, grey fox, southern bald eagle, osprey, least tern, and the wood stork, are threatened or endangered. Every three months, the base's recycling center recycles more than 4 tons of aluminum cans, about 20 tons of mixed paper, 5 tons of computer paper, 13 tons of white office paper, 80 tons of cardboard, 2 tons of steel, and 15 tons of newspaper. Kings Bay's wastewater treatment plant and the Land Application System wastewater treatment plant treat approximately 829,000 gallons of water daily.