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**Making History AGAIN!**
ECONOMIC DEVELOPMENT OPPORTUNITIES FOR GEORGIA

Making History AGAIN!
Opportunity: Spaceport Camden

NASA Moving Towards Privatization

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 have 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 has an opportunity to tap into this growing sector of the aerospace market and attract commercial space companies to the state.

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.

Why Develop a Spaceport in Camden?

Large, Rural Site on the Atlantic Ocean Offers Safety, Security and the Ability to House Multiple Launch Operators in Efficient Flights to a Wide Range of Orbits

The Camden County site can support the integration, test and launch operations of several vertical launch systems. The ready support of multiple launch operators on this site provides flexibility for a rapid succession of launches. The site, previously owned by Thiokol Chemical Corporation, was the former testing facility where the world’s most powerful rocket motor was test fired in the 1960’s.

Located on the Atlantic Ocean and surrounded by a large undeveloped buffer zone, this location provides a nearly unrestricted launch range for the launch of spacecraft to a wide range of orbits. With a range of launch azimuths five times that of the proposed Texas site, Camden County provides direct access to an orbital inclination range as large as any launch site in the United States. Orbital inclinations between 31° and 58° can be reached without the addition of costly propulsive maneuvers to change the orbital plane.

Southerly Location and Favorable Launch Azimuths Enable More Payload to Orbit

Launches from Camden County have the capability to fly due east, maximizing the velocity boost from the rotation of the Earth and enabling more payload to reach orbit. The Camden County’s southerly location provides launch vehicles with an extra boost from the rotation of the Earth when reaching orbit. The Camden County latitude provides an 8% velocity advantage due to the Earth’s rotation relative to the Wallops Flight Facility and a 4% advantage relative to Vandenberg Air Force Base.

Combined with the wide range of favorable launch azimuths, this velocity advantage enables launch operators to deliver more payload mass to orbit. For example, for flights to the International Space Station, Camden County’s southerly location and favorable launch azimuth range allows rockets to deliver 1.8 times the payload to the International Space
Station than launches from the proposed Texas site. Launches from Camden County to the International Space Station provide 2% more payload relative to flights from the Wallops Flight Facility. Located on the Georgia-Florida border, the latitude of the Camden County site provides an eastward velocity boost similar to (within 2%) that at the Kennedy Space Center.

Commercial Efficiency

As a commercial property, the Camden County launch site eliminates the need for commercial space companies to sequence alongside governmental payloads or be saddled with the federal government regulation that exists at other launch sites. This gives launch operators the flexibility to launch when they want with little worry of conflicting launch range needs.

Nearby Rail, Barge and I-95 Access Simplifies Logistics and Reduces Cost

As a former rocket test facility with roads, security fences, and supporting utilities, the Camden County site has significant existing infrastructure. Logistical support and supply chain costs are favorable through advantageous geographic features, including a location between Florida and Alabama, both with large existing space industries, on an ocean and near a major interstate freeway, I-95. Support for barge and train access is available at the site. Those elements arriving by ship can do so through the nearby ports of Brunswick and Savannah. A right to work state, Georgia is an ideal location for space-related companies seeking to hire skilled workers in manufacturing, operations, technology development and research. Georgia currently has more than 80,000 aerospace workers with continued growth provided by the state’s extensive set of technology-oriented colleges and universities.

Proximity to Cutting-Edge Space Technology and Research

Located on the Georgia-Florida border, Camden County provides ready access to cutting-edge space research and technology. The Georgia Institute of Technology is a top tier research university with established space technology programs. Each year, Georgia Tech graduates more than 200 students with interests in space systems engineering and space science. Georgia Tech’s Center for Space Technology and Research brings together a wide range of space science, space technology and space research activities including efforts on the frontiers of astrophysics, Earth science, planetary science, robotics, space policy, space technology and space systems engineering.

<table>
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<tr>
<th>Launch Site</th>
<th>Latitude</th>
<th>Range of Achievable Direct Orbit Inclinations</th>
<th>Free Boost Velocity</th>
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<td>Kennedy Space Center</td>
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<td>Vandenberg AFB</td>
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Fulfilling Kings Bay and Industry Workforce Needs

Aligning our goals
The citizens of Camden County would like to applaud Governor Nathan Deal, Commissioner Chris Carr, Commissioner Ron Jackson and now Commissioner Gretchen Corbin for the leadership and foresight they have demonstrated in launching the Governor’s High Demand Career Initiative (HDCI). We too have heard the concerns of employers in key industries who find it difficult to fill skilled positions and need a solution to develop a steady, reliable pipeline of skilled workers to keep them and Georgia competitive on a global stage. Here in Camden we have a proud tradition of supporting our military and for that reason we are also pleased to see that the Defense industry is identified as a key sector of focus for the HDCI.

Current Industry – Current Need
We are home to Naval Submarine Base Kings Bay. The mission of these submarines has been identified as the #1 priority of the Navy. There are only two places in the nation where this key mission is fulfilled and Camden County is proud that Georgia is one of those with the other being Bangor, Washington. There is a large civilian workforce that keeps these highly advanced vessels in mission ready form. The 1,400 men and women of The Trident Refit Facility (TRF) have kept these submarines in action since 1985 and have become known as Georgia’s Ship Yard to those who rely on their skill and expertise to keep these key components of our national security strategy ready to respond to the needs of the U.S. and the world.

Like other industries, TRF faces the same difficulty in finding workers with the skills needed to do the job. In the fall of 2014 Captain Larry Hill, Commanding Officer at TRF, announced that he had approval to add 600 employees at TRF over the next two years. He shared that 25% to 30% of his current workforce is at retirement age and another 25%-30% will be at retirement age in five years. He expects to hire 450 workers in the next 5 years for succession of these experienced employees and employees needed to add a third shift. The 600 workers needed by this, our largest civilian employer, means that we need to get started immediately to develop the workforce to fill this need. These are Georgia jobs with an average salary of $55,000/year. These are Georgia tax payers with their children in Georgia schools buying goods and services in Georgia. It is imperative that we support this Georgia employer.

The Governor’s HDCI report identifies engineering, engineering techs and welders as three of the high demand careers Georgia needs to focus on. This is consistent with the needs of TRF. Most of the employees they need will fall into one of those categories. Currently there is no program in Camden to offer the training needed for engineers or welders. They are finding employees with these skill sets outside of our area, often from Florida, and according to TRF’s leadership, these employees are likely to return to their homes outside of Georgia thereby making Camden a place where people get valuable experience that they take to our neighboring state to benefit their economy. We need a solution to train local citizens to meet the needs of this valuable industry partner and keep these jobs in Georgia.

Looking ahead to the needs of the future
The Department of Economic Development is actively engaged with helping to attract national companies to Camden County for the sole purpose of locating at what is projected to be Georgia’s Spaceport. In a recent visit with one of these well established firms who is comparing us with locations in Florida and other states the company’s representative said that if they choose Georgia they would bring approximately 400 manufacturing jobs averaging around $70,000 per year in salary and most of these would be engineering tech positions. We need these jobs in Georgia and if we hope to compete with our neighbors to the south who recently pledged several million dollars to expand their space industries and attract these firms we need to show that we can deliver the skilled workers these companies are telling us they need.

Camden's Spaceport is much closer to existence with the contracts between us and the property owners being finalized now. We are no longer discussing “if” this will happen but “when”. We have been pleased to see the demonstration of support from the Department of Economic Development as we know they share the vision of Dr. Bobby Braun of Georgia Tech who recently said during a visit to Camden, that the Camden Spaceport would be the “turning point for Georgia” that would allow us to leverage the aerospace skills we are so good at for this new industry.

Making History AGAIN!
What this community has already invested
In previous conversations regarding a technical college in Camden we have been told that the community needed to demonstrate its commitment. We feel we have done that and more! The Gross family donated 27.72 acres to the State of Georgia to establish a technical college campus in Camden County. This is valuable property visible from I-95 and close to the entryway from Florida to Georgia and shows a tremendous commitment. In addition, the city of Kingsland has already invested $500,000 toward infrastructure for this property. Camden has shown commitment.

What about the space at The College of Coastal Georgia?
We need to acknowledge this issue and clear up why this space will not work for the types of advanced technical training needed here in Camden. First, this campus was built in the middle of a residential neighborhood for liberal arts education. There is no space designed and engineered to hold heavy equipment or available power supply to run it. Second, to reengineer a portion of this campus to accommodate this type of equipment would render the space unusable for future liberal arts classes. This is not an investment the Board of Regents system is willing to make. Finally, while we do think this campus could be used for administrative and library space while lab classes are getting established at off campus locations, the ideal long-term solution is to have one comprehensive campus instead of requiring students to drive back and forth between several locations to pursue this valuable training.

Let’s partner to develop a new approach to Technical Education!
- We have identified that we have a current defense industry that is in need of skilled workers to meet the demands of their mission. We have also discussed that companies working with project managers at the Department of Economic Development have emphasized they will need highly trained workers. Let’s show these industries that we can be responsive to their needs right now and at the same time develop a pipeline that ensures a reliable workforce in the future. Here is what we propose.
- Let’s begin to envision The Georgia Maritime and Advanced Manufacturing Institute at Coastal Pines a technical college focused on the Aerospace and Defense Industries to be located at the current donated site in Camden County.
  - This specialized campus will change the perception of technical education among prospective students and their families. It will be seen as a program they would be fortunate to attend and that they would strive toward during their high school years.

This will be a flagship program that demonstrates to the rest of the state and the nation that Georgia is committed to continuing to be the #1 state in the nation for business

Camden is aware that major efforts like this take time, great planning and that resources must be in place to ensure a campus of the type we are requesting would be a success. We also understand that those resources are not available at this time. We do however want to emphasize that here in Camden we have the energy, the community commitment and the synergy with our existing industry to make this project a success when the state is ready to move forward. We stand ready to partner with the state of Georgia to create a technical college that will serve our citizens and the needs of both current and future industry.

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Opportunity: Increased Missions and Related Industry For Naval Submarine Base Kings Bay (NSBKB)

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.

With the presence of NSBKB, Camden represents a source of skilled and available transitioning military workforce base for Camden County and the state of Georgia. This talented workforce, longing to stay in a community like Camden County with high performing schools, great quality of life, and access to regional amenities, represent an underutilized asset in Georgia’s targeting of new industry.

Several possible missions have been brought to our U. S. legislator’s 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 have worked 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 home ported 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: If 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: The location of new missions at Georgia’s bases means a significant impact to the local and state economy as well as an untapped component of defense industry growth for Georgia. We encourage the Georgia Department of Economic Development in partnership with its military-community based allies around the State to consider new mission growth at Georgia military bases as a vital strategy to a comprehensive economic development effort. We also encourage the Department and its allies in developing a creative investment/incentive approach that will help foster these mission growth opportunities.

We encourage the state to use Camden as a “test case” for gaining a better understanding of the transitioning military workforce base that could mean Georgia becoming an even bigger player in the defense industry sector.

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**Interstate 95 Exit 1 Planning**

The current configuration of Exit #1 on Interstate 95 has limitations that will affect current and projected growth potential in Camden County. Short and long term transportation planning initiatives at the local and state level can take advantage of the anticipated growth while achieving the additional benefit of improving the much needed safety of the interchange from all directions.

Current congestion and antiquated/inadequate interchange design and interchange capacity have created a situation that limits the opportunity for economic development in the area of the interchange especially in the area of transportation logistics.

Camden County and St. Marys request that the state consider in its planning programs:
- Improvement in the safety of Exit #1 to reduce fatalities and accidents at the interchange.
- Consideration for an overall redesign and reconstruction of Exit #1 to expand capacity and facilitate the ability to attract economic development opportunities to the surrounding acreage of the exit. This will position the City and County for the anticipated and expected growth in traffic commerce from several significant projects.

Submitted by:

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Making History AGAIN!
### Background

Camden County Schools serves 8,900 students between nine elementary schools, two middle schools, and one high school. Employing 1,200 faculty and staff with annual personnel costs of $69 million, the school system is the second largest employer in the county. Per pupil expenditures for fiscal year 2014 were $8,199 compared to the state average of $8,405. Revenue from local, state, and federal sources totaled $7,934 per pupil compared to $8,530 for the state.

Despite overwhelming challenges, Camden's students and teachers continually attain remarkable results. Camden's 84.2 CCRPI score is 15th out of 196 systems and Camden High's score of 86.5 is the 3rd highest earned by a system for students in grades 9 through 12. Camden's 4-year cohort graduation rate of 87.7% is 15% above the GA average; SAT scores averaged 15 points above the state and Advanced Placement scores rank 25th out of 160 districts.

### Current Issues

Unrelenting state reductions by 2014 dropped Georgia to 40th in the nation in per pupil funding when adjusted for regional cost differences. Citizens served by Camden Schools lost $4 million each year on average over the past thirteen years due to austerity cuts imposed since 2003. State revenue for schools in Camden fell from $55.6 million in 2008 to $37.7 million in 2014, a 32% reduction. Adding to the problem, between 2009 and 2014 the local tax digest shrunk 26% while free or reduced lunch eligibility increased from 40% to 51%; both evidence of a struggling local economy. These collective losses required schools to eliminate programs and personnel, further exacerbating an already weakened economy by stripping $12.4 million a year in salaries from the community.

- Camden’s FY 15 Austerity Reduction from QBE earnings is $4.1 million, bringing the cumulative loss for students since 2003 to over $52 million.
- Camden County Schools increased salary and benefits for FY15 by $1.3 million to return to a 180 day student calendar at the urging of the Governor and leadership of the General Assembly.
- The system's FY15 budget uses $6 million in reserves to balance the budget, an unsustainable trend. End of year reserves for FY15 are projected to be $1,755,408, only 2.44% of budgeted expenditures.

### Recommendations

- Use the existing QBE formula as a basis to revise, not recreate, the funding mechanism for schools.
- Eliminate austerity cuts and restore funding to schools to end excessive hardships placed on communities.
- Recognize that under-funding education is contrary to economic development and to ensuring Georgia becomes viable and progressive in preparing a 21st century workforce of educated citizens.
- Delay the school flexibility deadline of June 15, 2015, which requires schools to enter contracts before knowing the effects of impending changes facing schools like Georgia Milestones Assessments, Student Learning Objectives, a new teacher evaluation system and pending revisions to the QBE formula.
- Oppose legislation that denies communities the use of local motor fuel taxes. Camden County Schools received $2,086,700\(^2\) in 2014 ESPLOST revenue from local taxes collected on motor fuels. Legislation undermining a community's ability to provide safe, adequate facilities and creating competition between capital needs and instructional programs is an overreach of state authority.
- Oppose legislation allowing TRS assets to be invested in venture capital or changing the system from a defined benefit to a defined contribution plan. Teachers agree to work for salaries in education that are less than the private sector because of the benefits of the strong teacher's retirement system. Changes that weaken TRS will impact our state's ability to maintain a quality teacher work force.

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2. Georgia Department of Revenue, Local Sales Taxes Collected on Motor Fuel Sales – 7/1/13-6/30/14

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Making History AGAIN!
High Demand Career Initiative: Training Priorities For Camden County

Discussion: Camden County appreciates Georgia's leadership in understanding the potential Camden County's workforce has to impact Georgia's future economic development, especially at the state's most southeastern tip. Camden's leaders fully support work with state resources to grow technical training opportunities through the newly proposed GA Career College System. An accompanying white paper defines “Fulfilling King's Bay and Industry Workforce Needs,” with specific emphasis on the workforce training demands of the Trident Refit command at Kings Bay. Additionally, Camden County has a large population beyond the civilian and military workforce affiliated with Kings Bay including 18-24 year olds and older who have only attained “some college” but have minimal access to strong technical programs.

At the 2015 GA Chamber “Eggs and Issues” breakfast, Paul Bowers, President and CEO of GA repeated what workforce developers across GA know: Sixty percent of the available jobs in 2020 for the 1.5 million projected job openings in GA will require training beyond high school. Speaker of the House, David Ralston, spoke emphasizing the benefit of access to resources through transportation. Creating available training beyond high school and providing closer proximity to access it well defines what is obvious in examining Camden’s greatest workforce needs: availability of more high demand career related postsecondary training and reducing the distance and travel time for Camden residents to attain technical credentials in high demand career occupations.

It is alarming that Camden County is Georgia’s ONLY military community without direct technical college services.

Camden also has great need for training its nonmilitary workforce. Beyond the current defense training needs at Kings Bay resides an unskilled population of Camden’s 18-24 year olds, largely due to lack of access to postsecondary technical training. That subgroup comprises nearly 10% of Camden’s population where only 27.2% have completed “some college” as defined in the GA DOL profile. Comparable to other GA counties with sizeable military installations, the gap is more noticeable: Lowndes (41.65), Houston (34.5%), and Muscogee (33.3%). Camden leaders are optimistic about the possibility of attaining Spaceport Camden. They are anxious about the prospect of creating the training infrastructure needed for new industry. We feel NOW is the time to work collaboratively with GA leadership to strengthen Camden's workforce training infrastructure.

Initial technical training at Camden County High School (CCHS) offers nearly 2,500 students a rich menu of over 30 technical pathways offered through 14 Career Technical and Agriculture Education (CTAE) Programs. Delivery through five “wall-to-wall” career academies is situated on one campus. CCHS is GA’s top performing Title I high school and earns 86.5 on the CCRPI measure. Regrettably, Camden County loses many of its top performing graduates to more technically robust communities. Graduates, who remain local, face limited postsecondary options due to the HOPE funding limitations of the GA/FL border. No TCSG programs were offered in Camden County during the fall of 2014. Transportation to GA sites cost students at least $6 in fuel expense per day as well as commute time for 80-140 mile round trips. The GI Bill aids eligible military dependents and offers a shorter travel distance to one of 20 or more “for profit” institutions located in nearby Jacksonville, FL. Students and employers often provide feedback of weak credentialing or exploitation.

Camden High is growing the partnership with Coastal Pines Technical College (CPTC). The Electrical Lineworker Program is currently the only dual enrollment option delivered at CCHS. Adult Education (GED) classes are available at the Camden Center satellite of the College of Coastal Georgia (CCGa). Redesign for sharing TCSG/USG physical space at the Camden Center is not producing lab space conducive to instruction for high demand career options. Other options for four year degrees are available at the Camden Center satellite of CCGa, and satellites at King Bay Navy Campus that host Valdosta State and Brenau Universities. To address the lack of STEM related and high demand workers, postsecondary programs need to be made available that provide opportunities to earn those related postsecondary credentials currently unavailable (welding, machining, IT, commercial driving, etc.).

A generous 29-acre land donation and other community assets, valued at over $1 million, have been invested in a CPTC satellite facility. The property’s highly visible location along I-95 is ideal for increasing awareness of Georgia’s technical training program to the nearly 100,000 people traveling daily through Camden. Imagine the visibility of GA’s Space Coast Technical Satellite Center of Coastal Pines Technical College!
The addition of a visible brick and mortar satellite and significant expansion of technical offerings in Camden County has the incredible potential to produce the following results:

- Maintain county and in-state opportunities for TRF’s technical instruction and minimize the loss WIA, GI Bill and other training dollars lost to out of state providers.
- Implement more high demand career training options on the coast to create a “new face” for Georgia’s innovative TCSG programs. These coastal opportunities are necessary for existing and emerging industries: for developing skillsets at Kings Bay, aerospace technologies for the proposed Spaceport, maritime trades to support Georgia’s expanding port industry, digital technology, and logistics. These will diversify our coastal workforce well beyond traditional, natural resource-based industries such as pulp and paper.
- Provide a visible gateway to Georgia’s prospective high demand career industries through the donated campus site which will be seen by approximately 100,000 people entering and leaving Georgia on I-95, thereby encouraging economic growth in coastal Southeast Georgia to support the ports, aerospace, defense and homeland security.

Camden leaders recognize the critical need for talent development that Speaker Ralston eloquently described at the 2015 Eggs and Issues Breakfast: “From pre-school to college and every point in between, we have to offer more and better opportunities for our citizens... A well educated population translates into a ready workforce and every business owner and manager can tell you what it means to have access to that kind of talent.” Governor Deal’s High Demand Career Initiative, also supports the need for the results that can be gained from a robust system of technical and academic infrastructure. The Board of Regents and TCSG are seeking creative solutions and Camden County is one of the best locations to promote a new image and branding for Georgia’s technical training.

Regardless of physical construction, we applaud current effort and plead for increasing support, specific to Camden County’s economic potential, to attain the following:

- Retain Georgia students currently forced to forfeit HOPE opportunities, or spend Workforce Investment Act training funds, GI Bill awards or personal resources for more costly, nearby Florida or more distant programs.
- Support the outcome of an existing, strong technical high school education program with strong postsecondary training to create seamless postsecondary transition.
- Expand access beyond dual/joint enrollment and articulation and create multiple entrance and exit points beginning with a HS diploma through postsecondary certificates and diplomas and on to Applied Associates, Bachelor’s and Master’s degrees.
- “Upskill” the local workforce and provide technical training for core industries that can be codependent with new and existing local and regional industrial and business development.
- Retain and transition military service members who are separating from Kings Bay. Reclaim high performing high school graduates must who move away to attain postsecondary credentials and are subsequently lost to other communities. Retention and reclaiming is needed to build, recruit and support a strong local workforce in Camden County for current and future economic development.

**Recommendation:** Please support funding in the 2015 budget proposal for building a TCSG satellite campus in Camden County or increasing program funding for proposed economic development opportunities specific to Camden County:

- Create a High Demand Career Initiative training model in Camden County that supports the required training for emerging industries in aerospace, maritime, and logistics.
- Support building Camden’s postsecondary training infrastructure to grow economic development in Camden County and coastal Georgia through greater physical access to technical training by expanding program options.

“This is a time of opportunity for us to work together, to look at these issues with a long-term lens. We must be willing to trust each other to find solutions to insure a better quality of life... A fixation on the rhetoric of “no” won’t get us to a level of greatness in Georgia...now is the time for those who want to do something to come to the table and offer solutions.”

--- Speaker David Ralston, January 15, 2015

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Making History AGAIN!
MILITARY OPPORTUNITIES

Making History AGAIN!
**Opportunity: Signage for the Nation’s 1st “Coast Guard Community”**

After months of preparing the application for a “Coast Guard Community” (under the Coast Guard Cities program) and an 18 month approval process with both Capitol Hill and U.S.C.G. headquarters, Camden County was approved in February 2014 as the first Coast Guard Community in the Nation. This community is filled with pride and had two events to celebrate this designation.

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You are now entering America’s first U.S. Coast Guard Community

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**Recommendation:** In recognition of this prestigious designation and the men and women who serve the United States Coast Guard in Camden County, we ask that the Georgia Department of Transportation work with this community on appropriate signage on I-95 as you approach Camden County.

Submitted by:
Sheila McNeill, President
sheilamcneill@bellsouth.net

The Camden Partnership
PH: 912-223-3588
Opportunity: Ohio Replacement Program (ORP), Navy’s #1 Priority

*THIS FEDERAL ISSUE IS INCLUDED FOR YOUR INFORMATION*

Our Ultimate Guarantor of National Security
The nation’s current Ohio-class ballistic missile submarine (SSBN) fleet is reaching the end of its service life. Construction of an affordable replacement SSBN is required in 2021 to support recapitalization of the nation’s sea-based strategic deterrent called for in the 2010 Nuclear Posture Review. Ohio Replacement (OR) leverages over 50 years of SSBN design and operation experience as well as the cost-control lessons of the Virginia-class submarine to provide a guaranteed nuclear response capability in a lean and cost-efficient manner.

SSBNs are essential to U.S. nuclear deterrence and national security
- U.S. nuclear deterrence promotes global stability. SSBNs are the nation’s most secure and survivable nuclear deterrent, which makes the OR program the Navy’s top priority.
- Today, SSBNs carry over half of the U.S. operational nuclear deterrent arsenal. Under the new START treaty that percentage will grow to 70 percent. We must respond to this strategic shift in deterrence posture by ensuring that the OR SSBN is our highest national security imperative.
- To maintain the U.S. sea-based strategic deterrent capability, the OR must maintain its current schedule and begin construction in 2021. Recapitalization of the current SSBNs has already been delayed the maximum extent possible. This was achieved by extending the life of Ohio-class SSBNs from 30 to an unprecedented 42 years and by incorporating a life of the ship fuel capability in OR, which will allow 12 OR SSBNs to replace the current fleet of 14. There is no margin to further extend the service life of current SSBNs or delay initial construction of the OR.
- Scheduled to be in service until 2080, OR submarines must reflect state-of-the-art submarine design and technology to ensure survivability.

Delaying development would negatively impact a proven design build approach
- Critical research and development (R&D) funding must be sufficient to reduce the risk of integrating new technology and achieve affordability goals in construction and total ownership costs.
- The supplier industrial base is fragile. Interrupting or delaying the current program timeline adds uncertainty to suppliers’ infrastructure and resource plans, increasing overall program costs.
- Program continuity must be maintained to support integrating supplier development of components with the ship design development.
- Achievement of a mature design at construction start is required to reduce total acquisition costs and meet program cost targets.
- Any delay in the design or start of construction for OR also disrupts the development and production of the joint U.S.-U.K. Common Missile Compartment, which must stay on schedule to support the U.K.’s replacement SSBN construction start.

RECOMMENDATIONS:
✓ Continued support of funding for design and R & D to support 2021 construction, mitigate risk to the industrial base and achieve the most efficient design.
✓ Continued support for the build of two submarines a year.
✓ Provide funding for the National Sea Based Deterrence Fund.
✓ The cost of the SSBN over its 42 year life is less than 1% of defense spending

Submitted by:
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Making History AGAIN!
Making History AGAIN!

CHALLENGES FOR SUSTAINABLE GROWTH
We, the county of Camden and cities of St. Marys, Kingsland and Woodbine agree increased investment in state transportation infrastructure is critical for the State of Georgia to take the competitive lead in 21st Century economic development.

We also agree that:

- Competition by other States for key growth industries requires we provide a road system capable of delivering goods and services quickly and efficiently.
- Prioritizing and delivering necessary roadway and superstructure enhancements are both the State and local community's challenge and opportunity.
- The proposals within HB170 to address the transportation needs across the State are challenging the spirit of cooperation between State government and local entities. Plans to redirect revenue generated from local tax on motor fuel sales to State coffers creates an untenable situation for most municipalities who are only just not reaching parity with their pre-great recession economies.

Many counties like Camden, its school system and its municipalities of St. Marys, Kingsland and Woodbine will be heavily impacted by the redistribution of motor fuel tax collections, more so than most areas of the State.

Under the proposed revenue adjustments communities such as ours that border neighboring states face the real danger of losing overall sales activity to Florida, Alabama, etc. which will surely offer more attractive pricing and savings to purchasers. The potential for overall sales loss is real and should be expected.

Combine the border challenge with the additional factor that cities, school systems and counties along major interstate highway systems such as Interstate 95 experience an additional layer of revenue due to the high volume of traffic and use of stations at exits along the periphery of the interstate.

REQUEST: It is vital that the very effective state leadership in place – our governor, lieutenant governor, speaker and committee chairs reach out and redefine the tax initiative for transportation proposal in place in HB170. Solve the additional revenue dilemma with creative solutions that do not result in revenue shifting at the expense of core constituents at the county, school and city levels.

Submitted by:

John Morrissey, Mayor
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City of St Marys GA
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Making History AGAIN!
Georgia's Coastal Community of Choice

History
Camden County is located in the extreme southeast corner of Georgia. The county was originally formed on February 5, 1777 and is the second of 8 original counties formed in Georgia. Camden County is the seventh largest county in Georgia consisting of 613 square miles of land. The county is in the First U.S. Congressional District, the Third State Senatorial District and the 180th State House District.

There are 3 incorporated cities within Camden County, including Woodbine, Kingsland and St. Marys. Waverly, Tarboro, White Oak, Colesburg, Dover Bluff, and Harriett’s Bluff are among the smaller communities located in the County that are not incorporated. The City of Woodbine became the county seat and the historic courthouse was erected in 1923. Camden County is also the site of Naval Submarine Base Kings Bay, home of the Trident Nuclear Submarine.

The county’s major rivers are the Little Satilla, the Big Satilla, Crooked River, Cumberland River and the St. Marys River, along with smaller streams and inlets. The county also includes well-preserved Cumberland Island, which is mostly owned by the U.S. Department of the Interior. The island is accessible only by boat or plane.

Moving Camden Forward While Preserving Our Community Character
Camden County is truly “Georgia’s Coastal Community of Choice.” The county’s prime location along the Atlantic gives its citizens the attraction of a small, quaint coastal town. Camden County is best known for its rich history, natural scenic beauty and Southern hospitality. Work and leisure depend on the sea, the forests and the mild climate, which averages seventy degrees year round.

Fishing and boating on the county’s waterways are exceptionally popular activities in which residents take part. Many other recreational opportunities exist throughout the county including several golf courses, parks, and trails. The Camden Community Recreation Center (CCRC) provides a variety of high quality leisure activities, services and facilities for the citizens of Camden County to enjoy and enhance their quality of life.

Interesting Facts about Camden County
- The median home cost in Camden County is $129,300. Home appreciation the last year has been 0.90 percent.
- Compared to the rest of the country, Camden County’s cost of living is 8.50% Lower than the U.S. average.
- The unemployment rate in Camden County is 6.80 % (U.S. avg. is 6.30%). Recent job growth is positive. Camden County jobs have increased by 1.60 percent.
### Demographics for Camden County GA

#### Population

<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
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</thead>
<tbody>
<tr>
<td>Camden County</td>
<td>51,476</td>
</tr>
<tr>
<td>Kingsland</td>
<td>16,240</td>
</tr>
<tr>
<td>St. Marys</td>
<td>17,755</td>
</tr>
<tr>
<td>Woodbine</td>
<td>1,412</td>
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</tbody>
</table>

*Source: U.S. Census Bureau, 2013*

#### Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Under 5</td>
<td>7.7%</td>
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<tr>
<td>Ages 5-17</td>
<td>25.7%</td>
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<tr>
<td>Ages 18-64</td>
<td>55.8%</td>
</tr>
<tr>
<td>Age 65+</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

*Source: U.S. Census Bureau, 2013*

#### Education

- High School Graduate or Higher: 92.7%
- Bachelor’s Degree or Higher: 18.2%

*Source: U.S. Census Bureau, 2013*

#### Income

- Per Capita: $22,701
- Median Household Income: $51,990

*Source: U.S. Census Bureau, 2009-13*

#### Geography

- Land Area: 613.03 square miles
- Person per square mile: 82.4

*Camden County is the 7th largest county in Georgia in land area.*

*Source: U.S. Census Bureau, 2010*

### Cost of Living

<table>
<thead>
<tr>
<th>Category</th>
<th>Camden, GA</th>
<th>United States</th>
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</thead>
<tbody>
<tr>
<td>Overall</td>
<td>92</td>
<td>100</td>
</tr>
<tr>
<td>Grocery</td>
<td>101.6</td>
<td>100</td>
</tr>
<tr>
<td>Health</td>
<td>96</td>
<td>100</td>
</tr>
<tr>
<td>Housing</td>
<td>76</td>
<td>100</td>
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<tr>
<td>Utilities</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Transportation</td>
<td>101</td>
<td>100</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>97</td>
<td>100</td>
</tr>
</tbody>
</table>

Our cost of living indices are based on a US average of 100. An amount below 100 means Camden County, GA is cheaper than the US average. A cost of living index above 100 means Camden County, GA is more expensive. Overall, Camden County GA cost of living is 91.50.
FACTS

Economic impact through payroll (approx.): $600 million
Economic impact through goods & service (installation only): $67.5 M

Current personnel at NSB Kings Bay:
- Active Duty – 5,244
- Civilian Employees – 2,063
- Contractor – 1,672
- Total – 8,979

The economic impact each boat brings to the community is an estimated payroll between 15 and 16 million.

Annual economic impact through retired annuitants: $81.4 million

Coast Guard Maritime Force Protection Unit Kings Bay
The annual economic impact is estimated to be $19,692,232.00

Coast Guard Maritime Safety Security Team
The annual economic impact is estimated to be $8.6 million
We want to thank Governor Nathan Deal and the Atlanta congressional leadership for so generously giving of their time to hear of the workforce needs of Naval Submarine Base Kings Bay. The time spent by RADM Charles Richard, Commanding Officer Submarine Group Ten; Captain Lawrence Hill, Commanding Officer Trident Refit Facility; and Captain Harvey Guffey Commanding Officer Naval Submarine Base Kings Bay was most appreciated. This gave them the opportunity to brief on their mission and their workforce needs and to express their appreciation for incredible support they receive from the Camden community and the state.