



CITY OF ST. MARYS, GEORGIA

August 5, 2013

CITY COUNCIL MEETING

6:00 P.M.

AGENDA

- I. CALL TO ORDER**
- II. INVOCATION:** *Councilmember Greg Bird*
- III. PLEDGE OF ALLEGIANCE**
- IV. ROLL CALL** **QUORUM: YES ___ NO ___**
- V. APPROVAL OF MINUTES:** *July 22, 2013 Public Hearing Meeting Minutes*
July 22, 2013 Regular City Council Meeting Minutes
- VI. PRESENTATION:**
- BOARD ANNOUNCEMENTS (TERM EXPIRATIONS):**
- 1. Southeast Georgia Consolidated Housing Authority (Shirley Overstreet)*
- BOARD APPOINTMENTS (TERM EXPIRATIONS):**
- 1. Library Board (Frederick A. Mastin, Jr., Doug Cooper and Victoria A. Mead)*
2. Southeast Georgia Consolidated Housing Authority (Celenda Perry)
- VII. SET CONSENT AGENDA**
- VIII. APPROVAL OF THE AGENDA**
- IX. GRANTING AUDIENCE TO THE PUBLIC**
- X. OLD BUSINESS:**
- A. PROPOSED LIST OF CITY PARCELS FOR SALE:** *Roger Weaver*
Request authorization to sell City owned parcels
- XI. NEW BUSINESS:**
- A. HOSPITAL AUTHORITY AUDIT:** *Mayor William T. DeLoughy*
- B. FIRE AND EMERGENCY SERVICES CONSOLIDATION FEASIBILITY STUDY:**
Mayor William T. DeLoughy
- C. REQUEST APPROVAL FOR CEMETERY EQUIPMENT TRANSFER TO CEMETERY AUTHORITY:** *Roger Weaver*
Request approval to transfer cemetery equipment to the Cemetery Authority valued at \$1,500

- D. PUBLIC WORK SESSION DATE REQUEST FOR NUMBER OF VEHICLES ON RESIDENTIAL LOTS & PARKED CARS /TRUCKS IN THE ROW:** *Roger Weaver*
Request Public Work Session date to receive citizen's comments whether the City should regulate the number of cars permitted on each residential lot and the number of parked cars/trucks in the right of way (ROW)
- E. MINOR SUBDIVISION FOR W.H. GROSS COMPANY-TWO LOT MINOR FOR SHOPS AT OSPREY COVE:** *Roger Weaver*
Request decision on application for a Two Lot Minor Subdivision zoned PD C-2 (5.81 acre parcel, Tax parcel 122A-001D) for the Shops at Osprey Cove located off St. Marys Road and Isles of St. Marys Way
- F. MINOR SUBDIVISION FOR BERTRAM RHYNE- TWO LOT MINOR IN MOECKEL PLACE:** *Roger Weaver*
Request decision on application for a Two Lot Minor Subdivision zoned R-1 (37.07 acre parcel, Tax parcel 135-094) located in Phase III of Moeckel Place
- G. MINOR SUBDIVISION FOR CITY OF ST. MARYS-TWO LOT MINOR AT ST. MARYS INTRACOASTAL GATEWAY PROPERTY:** *Roger Weaver*
Request approval on application for a Two Lot Minor Subdivision zoned C-1 (Tax parcel S41-12-001) located at 100 Ready Street
- H. ASM INVESTMENTS SUBDIVISION APPEAL OF PLANNING COMMISSION'S DECISION:**
Roger Weaver
ASM Investments is appealing the Planning Commission's decision to deny a proposed subdivision and dependent variances of a parcel (Tax parcel S40-02-009, zoned R-1) at Weed and Seagrove Street
- I. SEPTEMBER 2, 2013 CITY COUNCIL MEETING:**
To discuss cancelling or rescheduling the September 2, 2013 City Council meeting
- J. SLIMS SPEAK EASY, LP NEW ALCOHOL LICENSE:** *Public Hearing*
Mr. John Dink has submitted a new alcohol license. Request authorization to advertise for a public hearing for beer, wine and liquor license on premise w/food
- K. ST. MARYS AIRPORT LICENSE APPLICATION RENEWAL:** *Mr. Crowell*
Request authorization to proceed with the St. Marys Airport license application renewal
- L. GAINES DAVIS EASEMENTS:** *Bobby Marr*
Request City Council review the proposed stipulations requested by property owners in the Gaines Davis Subdivision area
- M. ST. MARYS FIRE DEPARTMENT VACANCY AND HIRING LIST:** *Chief Horton*
Request authorization to hire one Firefighter for a vacancy at the St. Marys Fire Department and create a hiring list for future openings
- N. TOURISM DEPARTMENT PART-TIME SUNDAY POSITION:** *Angela Wigger*
Request permission to hire one part-time person to primarily work on Sundays from 12:00 p.m. to 5:00 p.m. at the St. Marys Welcome Center

XII. REPORT OF AUTHORITIES, BOARDS, COMMISSIONS & COMMITTEES:

- A. FINANCE DIRECTOR'S REPORT:** *Jennifer Brown*

B. CITY CALENDAR: *City Clerk*

XIII. REPORT OF MAYOR

XIV. GRANTING AUDIENCE TO THE PUBLIC

MAYOR AND COUNCIL COMMENTS

CITY MANAGER'S COMMENTS

XV. EXECUTIVE SESSION: *None at this time*

XVI. ADJOURNMENT

This is a tentative agenda and is subject to change. Please check with City Hall prior to the Meeting for any revisions.

CITY OF ST. MARYS, GEORGIA
July 22, 2013
5:45 p.m.

PUBLIC HEARING
SLIM'S SPEAK EASY, LP NEW ALCOHOL LICENSE

MINUTES

The Mayor and Council for the City of St. Marys, Georgia met to conduct a public hearing on Monday, July 22, 2013 in the Council Chamber at City Hall.

PRESENT WERE:

Mayor William T. DeLoughy
Councilmember Greg Bird
Councilmember Jim Gant
Councilmember Sidney Howell
Councilmember John Morrissey
Councilmember Nancy Stasinis

ABSENT WERE:

Councilmember Keith Post

CITY OFFICIALS PRESENT:

Steven S. Crowell, City Manager
Jennifer Brown, Finance Director
Donna Folsom, Human Resources Director
Artie Jones III, Economic Director
Bobby Marr, Public Works Director
Roger Weaver, Planning Director
Tom Lackner, Assistant Fire Director

Mayor DeLoughy called the public hearing to order at 5:46 p.m. for Slim's Speak Easy, LP new alcohol license application. The floor was opened to the public for questions and/or comments.

GRANTING AUDIENCE TO THE PUBLIC:

There were no comments from the public.

ADJOURNMENT:

Mayor DeLoughy declared the public hearing closed at 5:47 p.m.

Respectfully submitted,

Deborah Walker-Reed, City Clerk

CITY COUNCIL MEETING
July 22, 2013
6:00 p.m.

MINUTES

The Mayor and City Council for the City of St. Marys, Georgia met for its regular City Council session on Monday, July 22, 2013 in the Council Chamber at City Hall.

PRESENT WERE:

Mayor William T. DeLoughy
Councilmember Greg Bird
Councilmember Jim Gant
Councilmember Sidney Howell
Councilmember John Morrissey
Councilmember Nancy Stasinis

ABSENT WERE:

Councilmember Keith Post

CITY OFFICIALS PRESENT:

Steven S. Crowell, City Manager
Jennifer Brown, Finance Director
Donna Folsom, Human Resources Director
Artie Jones III, Economic Director
Bobby Marr, Public Works Director
Roger Weaver, Planning Director
Tom Lackner, Assistant Fire Chief

CALL TO ORDER:

Mayor DeLoughy called the City Council Meeting to order at 6:00 p.m. Councilmember Sidney Howell gave the invocation. Mayor DeLoughy led the audience in the pledge of allegiance. Council roll call indicated a quorum of Council members present for the meeting.

APPROVAL OF MINUTES: *July 1, 2013 Regular City Council Meeting Minutes*

Councilmember Stasinis moved to approve the July 1, 2013 Regular City Council meeting minutes. Councilmember Gant seconded the motion. Voting was recorded as follows:

FOR
Councilmember Gant
Councilmember Morrissey
Councilmember Stasinis

ABSTAINED
Councilmember Bird
Councilmember Howell

PRESENTATION:

BOARD ANNOUNCEMENTS (TERM EXPIRATIONS):

1. Library Board (*Frederick A. Mastin, Jr., Doug Cooper and Victoria A. Mead*)
2. Southeast Georgia Consolidation Housing Authority (*Celenda Perry*)

Mayor DeLoughy announced the upcoming vacancies on the Library Board and the Southeast Georgia Consolidated Housing Authority.

BOARD APPOINTMENTS (TERM EXPIRATIONS):

Hospital Authority (*Betty Roberts, Frank Frasca, Colby Stilson, Gail Eaton*)

Councilmember Gant made a motion to place the appointments on hold and allow Betty Roberts, Frank Frasca, Colby Stilson and Gail Eaton to continue in their current position on the Hospital Authority until Superior Court renders a decision on legal matters pending or until the December 2013 City Council meeting. Councilmember Stasinis seconded the motion. Councilmember Morrissey moved for discussion and stated Council should consider the language of the motion. Councilmember Gant stated if Superior Court renders a ruling before the December 2013 City Council meeting, the appointments will be placed on the next agenda for Council to review.

Councilmember Howell requested a copy of correspondence that was sent to the Hospital Authority by the Georgia State Attorney General. Councilmember Morrissey stated the issues were complex and the perception of the motion might lead people to conclude that the Authority was not doing their job. Councilmember Gant stated that the members of the Hospital Authority are good citizens whom volunteered their time, energy and made good decisions under the circumstances. Councilmember Bird stated the motion was good and it did not diminish the Authority or the ability of the board to operate.

Mayor DeLoughy referenced the good the Hospital Authority has accomplished in the community. Councilmember Howell stated the Hospital Authority was taking the City to court. Councilmember Bird called the Question. Voting was unanimous in favor of the Question.

Voting on the motion presented by Councilmember Gant and seconded by Councilmember Stasinis was recorded as follows:

<u>FOR</u>	<u>OPPOSED</u>
Councilmember Bird	Councilmember Morrissey
Councilmember Gant	
Councilmember Howell	
Councilmember Stasinis	

OAK GROVE CEMETERY AUTHORITY: *Kay Westberry*

Kay Westberry gave a brief overview of the Cemetery Authority and thanked Mr. Crowell, Bobby Marr and other City personnel who assisted in trying to quickly beautify the area before the Georgia Municipal Cemetery Association visited on July 11, 2013. Ms. Westberry stated they were visiting to ascertain if St. Marys would be a viable location for their 2015 conference. Ms. Westberry stated the Cemetery Authority is excited to take the lead and oversee the cemetery. She also stated the board would effectively and efficiently operate with the least amount of expense to the City.

Ms. Westberry mentioned several companies that are ready to donate materials, time and energy to renovate the cemetery. Mr. Crowell stated that Roger Weaver met with Ms. Westberry and several concerns were address and resolved. Mr. Crowell mentioned the equipment concerns would be addressed.

SET CONSENT AGENDA (*):

Councilmember Gant moved to approve the consent agenda as Old Business B, and New Business B, C and E. Councilmember Stasinis seconded the motion. Voting was unanimous in

favor of the motion. Councilmember Morrissey requested that the Public Works Director give Council general cost updates associated with the ADA Transition Plan. Mayor DeLoughy stated the partnership with Camden County regarding the health clinic has been very positive.

APPROVAL OF THE AGENDA:

Councilmember Morrissey made a motion to approve the agenda. Councilmember Bird seconded the motion. Voting was unanimous in favor of the motion.

GRANTING AUDIENCE TO THE PUBLIC:

Tom Canning, 410 Point Peter Place: Mr. Canning referenced the airport's fencing, insurance deductible, security and lighting issues. Mr. Canning asked Council to make a decision on the direction of the airport. Councilmember Gant stated Council had established perimeters in regards to airport. He stated that Council will support safety, maintenance and repairs at the airport but not capital improvement.

Councilmember Bird gave an overview of the status at the airport including funding, relocation, improvements and the Federal Aviation Administration.

Rick Sumner, 314 Sunnyside Drive: Mr. Sumner invited the Mayor and Council to attend the upcoming event of the Community Anti-Drug Coalition of America VetCorps (CADCA) benefit dinner on Saturday, August 3, 2013 from 6:00 pm. - 9:00 p.m. at the Camden County Recreation Center which supports veterans in Camden County.

Larry White, 102 Sylvia's Court: Mr. White mentioned his perceptions and Council's decision to postpone appointments for the Hospital Authority.

Dave Schmitz, 112 New Hammock Circle: Mr. Schmidt stated there were no incentives to attract businesses and people to the St. Marys Airport.

OLD BUSINESS:

A. NEW ALCOHOL LICENSE SLIM'S SPEAK EASY, LP:

Council consideration to approve a new liquor license for Slim's Speak Easy, LP for the sale of beer, wine and liquor on-premise consumption, with food

Councilmember Gant made a motion to disapprove the new alcohol license application for Slim's Speak Easy, LP for the sale of beer, wine and liquor on-premise consumption, with food based on City Ordinance Section 10-17. Councilmember Howell seconded the motion. Councilmember Bird moved for discussion and asked Councilmember Gant to reference the section. Councilmember Gant referenced the criminal record of the applicant.

B. GATEWAY DOCK PROFESSIONAL SERVICES APPROVAL FOR REVISED DNR APPLICATION (*): Roger Weaver

Request approval for professional services with Privett & Associates, Inc. in the amount of \$4,000 (phases I-IV) for the revised Department of Natural Resources permit application regarding Gateway Dock

Councilmember Gant made a motion to approve the proposal from Privett & Associates for professional services for phases I-IV in the amount of \$4,000 for the revised Department of

Natural Resources permit application regarding the Gateway Dock. Councilmember Stasinis seconded the motion. Voting was unanimous in favor of the motion.

NEW BUSINESS:

A. CONSIDERATION TO SHARE INSURANCE DEDUCTIBLE COST FOR AIRPORT RUNWAY

LIGHTS: Request authorization for funding to participate in the insurance deductible related to the property damage at the airport

Mr. Crowell mentioned the grant funds and stated if the airport relocates the City does not have to repay the money but if the airport closes and does not re-open; the City may have to repay the money.

Councilmember Stasinis made a motion to split the cost of the insurance deductible 50/50 in the amount of \$2,500.00 related to the property damage at the airport. Councilmember Gant seconded the motion. Councilmember Bird moved for discussion and stated that the airport collects 100% of the funds there. Councilmember Bird stated the Airport Authority should only request money once their funds have been depleted. Mayor DeLoughy cautioned Council about setting precedent. Voting was recorded as follows:

FOR
Councilmember Gant
Councilmember Stasinis

OPPOSED
Councilmember Bird
Councilmember Howell
Councilmember Morrissey

The motion did not pass.

B. CUMBERLAND HARBOUR WATER TOWER INTERNET DISH CONSIDERATION(*):

Mr. Crowell-Lease agreement consideration with Coastal Computer Consulting, LLC to erect an internet dish on the Cumberland Harbour water tower

Councilmember Gant made a motion to authorize Mayor William T. DeLoughy to sign the lease agreement with Coastal Computer Consulting, LLC to erect an internet dish on the Cumberland Harbour water tower. Councilmember Stasinis seconded the motion. Voting was unanimous in favor of the motion.

C. AMERICAN WITH DISABILITIES ACT (ADA) TRANSITION PLAN (*): Bobby Marr

Request approval of the American with Disabilities Act Transitional Plan for submittal to the Georgia Department of Transportation (GDOT)

Councilmember Gant made a motion to authorize Mayor William T. DeLoughy to sign the American with Disabilities Act Transitional Plan for submittal to the Georgia Department of Transportation (GDOT). Councilmember Stasinis seconded the motion. Voting was unanimous in favor of the motion.

D. WATERFRONT PARK BUILDING: Jennifer Brown

Request authorization for Mayor DeLoughy to sign the lease agreement with Knuckleheads

Councilmember Bird made a motion to authorize Mayor William T. DeLoughy to sign the lease agreement with Knuckleheads. Councilmember Morrissey seconded the motion.

Councilmember Morrissey stated the business plan presented by the company is a good template. Voting was unanimous in favor of the motion.

- E. 2013-2014 HEALTH CLINIC MEMORANDUM OF UNDERSTANDING:** Donna Folsom
Request authorization for Mayor William T. DeLoughy to sign the Memorandum of Understanding between Camden County Board of Commissioners and the City of St. Marys to continue participating in the Camden County Employee Health Clinic

Councilmember Gant made a motion to authorize Mayor William T. DeLoughy to sign the 2013-2014 Health Clinic Memorandum of Understanding between Camden County Board of Commissioners and the City of St. Marys to continue participating in the Camden County Employee Health Clinic. Councilmember Stasinis seconded the motion. Voting was unanimous in favor of the motion.

- F. UPDATE ON MARKETING PLAN FOR THE CITY OF ST. MARYS:** Artie Jones, III
Request additional funds in the amount of \$17,000 to develop a Strategic Marketing Plan (SMP) for the City of St. Marys

Councilmember Bird stated the residents voted against the Redevelopment Powers Act and made their decision clear to the City. Councilmember Bird stated the voters in St. Marys did not want the Redevelopment Powers Act. He mentioned that Kingsland is currently reviewing the issue. Councilmember Morrissey mentioned the economic and financial situation in 2007. He also stated a work session might educate everyone on the subject.

Councilmember Howell made a motion to table the request for additional funds in the amount of \$17,000 to develop a Strategic Marketing Plan (SMP) for the City. Councilmember Bird seconded the motion. Councilmember Gant moved for discussion and stated that the City needs to increase the tax base, create an incentive package and attract businesses to the area. Voting was unanimous in favor of the motion.

Councilmember Morrissey made a motion to approve scheduling a Redevelopment Powers Act educational work session. Councilmember Stasinis seconded the motion. Councilmember Stasinis moved for discussion and stated the economic and financial climate has changed since it was last presented to voters. Voting was recorded as follows:

<u>FOR</u>	<u>OPPOSED</u>	<u>ABSTAINED</u>
Councilmember Gant Councilmember Morrissey Councilmember Stasinis	Councilmember Howell	Councilmember Bird

The motion passed to schedule a Redevelopment Powers Act educational work session.

REPORT OF AUTHORITIES, BOARDS, COMMISSIONS & COMMITTEES:

- A. CITY CALENDAR:** City Clerk
The City Clerk announced the upcoming events, activities and meetings up to August 5, 2013.

REPORT OF MAYOR:

Mayor DeLoughy commented on the film festival, the ghost tour promotional video he participated in and the promotional video of St. Marys. Mayor DeLoughy congratulated the Fire Department on the exceptional work and test scores they received in the Emergency Management Services (EMS) Training course.

GRANTING AUDIENCE TO THE PUBLIC:

Dave Schmitz, 112 New Hammock Circle: Mr. Schmitz referenced the last time the Redevelopment Powers Act was presented to the voters.

Alan Carper, 90 Cedar Drive: Mr. Carper stated he was unsure of the meaning of moral turpitude. Mr. Carper also referenced the 2011 Simple Assault conviction and 2013 Probation Violation. Councilmember Morrissey stated Council had voted and he could speak with City personnel in case there were mitigated circumstances if he would like to appeal the decision.

Larry White, 102 Sylvia's Court: Mr. White mentioned his perceptions and Council's decision to postpone appointments for the Hospital Authority.

MAYOR AND COUNCIL COMMENTS:

Councilmember Gant stated that the Tree Board, Garden Club and Public Works did a good job on Colerain and St. Marys Roads planting crape myrtles to beautify the area.

Councilmember Morrissey mentioned the ICMA Fire and Emergency Management Services Consolidation Feasibility Study that will be presented on Monday, July 29, 2013 at the Camden County Recreation Center.

CITY MANAGER'S COMMENTS:

Mr. Crowell referenced the insurance adjuster receiving the documents pertaining to the damage of the dock at the waterfront. The Public Works Director stated the deadline on the Gaines Davis easements was July 25, 2013.

EXECUTIVE SESSION:

There was no "Executive Session" at this time.

ADJOURNMENT:

Councilmember Howell made a motion for adjournment. Councilmember Bird seconded the motion. Mayor DeLoughy declared the meeting adjourned at 7:31 p.m.

Respectfully submitted,

Deborah Walker-Reed, City Clerk

Board Announcements

*Southeast Georgia Consolidated Housing
Authority (5 year term)*

Board Appointments

- 1. Library Board (3 year term)*
- 2. Southeast Georgia Consolidated Housing Authority (5 year term)*



CITY OF ST. MARYS
BOARD VOLUNTEER APPLICATION

Date: 24 JULY 2013

Board interested in serving on: SAINT MARYS LIBRARY

Name: BRATHWAITE BELL, LENA B.

Address: 126 DUNBAR DRIVE

City, State, and Zip: SAINT MARYS, GEORGIA 31558

Contact Phone Numbers: 912.266.4969

E-mail Address: lbrathwaitebell@tds.net

Describe your current qualifications for the position including education, skills, abilities, and work experience:

SEE ATTACHED RESUME

Describe why you are interested in serving on this board?:

AS A MEMBER OF THIS COMMUNITY, I HAVE SEEN SAINT MARYS LIBRARY GROW OVER THE PAST YEARS. THE LIBRARY IS NO LONGER A PLACE JUST FOR BOOKS, BUT IT HAS MANY OTHER FACETS; IT CAN BE A REFUGE FOR SOME OF OUR CITIZENS & VISITORS. MOST IMPORTANT, I BELIEVE IT IS MY CIVIC DUTY TO GIVE BACK TO MY COMMUNITY.

Describe any prior or current business and/or personal relationships which might present a conflict of interest in potential representation of the City on this board:

NONE THAT I KNOW OF

Signature: 

Lena B. Brathwaite Bell
126 Dunbar Drive
Saint Marys Ga 31558
(912) 266.4969
lbrathwaitebell@tds.net

24 July 2013

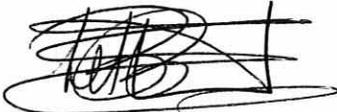
Saint Marys City Clerk's Office
418 Osborne Street
Saint Marys, Georgia 31558

Dear Sir/Madam:

Enclosed is my application to be a Volunteer Board Member for the Saint Marys Library, and my resume.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to be 'Lena B. Brathwaite Bell', written in a cursive style with a large initial 'L' and 'B'.

Lena B. Brathwaite Bell

QUALIFICATIONS: More than three years of progressively increased responsibility in the field of foster care as an administrator.—collaborating with different agencies, provided direct supervision, training of families, placement of children, services being provided to children, and the development of community relations. Provided therapeutic services and support to individuals, groups, and families who were involved in the foster care system. Supervised the training of Home Evaluations for prospective foster families. Facilitated Suicide Prevention training, alcohol/other drugs education, and medication management training for staff and foster parents. Facilitated monthly training for foster parents. Conducted stress management/guided imagery sessions with several classes at the local college for the past eight years. Coordinated and assisted with the setup of depression screening at the local college for the past eight years. Conducted weekly anger management/stress management groups. Over ten years experience working with children with mental disabilities provided services such as linking, advocating, collaborating with local agencies, coordinating, and monitoring services, and providing crisis intervention. Ten years of experience coordinating an Independent Living Program (ILP) for children. Eleven years experience as a Sexual Assault Victims Intervention (SAVI) Advocate and provided service to active duty military and family members. Facilitate Youth Leadership Program—Fall and Spring.

**PROFESSIONAL
EXPERIENCE:**

INNOVATIVE PREVENTION EDUCATION 2010—Present
Saint Marys, GA

CEO

Providing education and seminars in Alcohol, Tobacco, and Drug Awareness, Managing Anger, Managing Stress, Suicide Awareness, Teen Life Skills, Parenting, and Psychoeducation. Facilitate Youth Leadership Program, Social Skills Group, Parent Support Group, and Post Traumatic Stress Disorder Group. Facilitator for local Crisis Intervention Team

FAMILY MATTERS COUNSELING 2008—2010
Saint Marys, GA

Volunteer

Anger management groups, Stress management, guided imagery, and drug and alcohol education. Community Crisis Assessment Team.

THE METHODIST HOME FOR CHILDREN & YOUTH 2004 - 2007
Saint Marys, GA

HOPE Director—Therapeutic Foster Care Program/Family Consultant

Successfully started up a Therapeutic Foster Care and Adoption program in Saint Marys, Georgia. Responsible for management and administration of the Therapeutic Foster Care and Adoption Program and its services. Provided therapeutic services and support to individuals, groups, and families. Supervised the volunteer program and assisted with recruiting and training of volunteers.

Facilitated ongoing training on mental health disabilities and suicide prevention to foster parents. Prepared and submitted monthly reports on foster families and children in foster care. Prepared and submitted documentation for the month reimbursement payments to foster parents.

THE METHODIST HOME FOR CHILDREN & YOUTH 2003 - 2004

Saint Marys, GA

Behavior Specialist—Intensive Family Intervention Program

Provided intensive services in the classroom setting and in the home to children with behavioral problems and mental health challenges. Responsible for clinically based observations of behaviors, demonstrated and recommended interventions to teachers and parents in order to promote behavior modifications to avoid out of home placement of children. Conducted parent education and assisted parents with setting up behavior plans for children. Conducted alcohol and drug education. Provided crisis intervention and employed de-escalation techniques to children and families in crisis.

SUTTON PLACE BEHAVIOR HEALTH 2001 -2003

Fernandina Beach, FL

Certified Targeted Children's Mental Health Case Manager

Coordinated and collaborated with schools and the juvenile justice system. Coordinated therapy, medication management, doctor, and dentist appointments. Linked families to social service system such as applying for Medicaid benefits, veteran's benefits, and SSI. Conducted school and home visits

ELEGANT DESIGNS 1999-Present

Saint Marys, GA

Owner—

Operate a home based digitizing and embroidery designs business with a focus on customer service and prompt delivery of the product.

UNITED STATES NAVY 1985-1999

Non-Commission Officer—Supervised and held assignments in pay/personnel management, assistance relocation, financial specialist, career counseling, sexual assault victims advocate, and training to Navy personnel to aide in the support and personal growth of sailors and their families.

EDUCATION: Completed Course Work towards a PhD in Health Psychology, Walden University
M.Ed, Counseling and Psychology, Troy University, 2004
B.S., Criminal Justice, Troy University, 1999

CERTIFICATION: Sexual Assault Intervention Advocate
Guided Imagery Practitioner
Suicide Prevention Instructor

PROFESSIONAL

ASSOCIATION: Camden Community Alliance & Resources, Inc.—Board Member
Camden County Local InterAgency Planning Team—Member
National Alliance on Mental Health(NAMI)—Vice President
Southeast Georgia Veterans Coalition—Member

PRINTED WORK: Write and publish, *Staying Healthy: Mind-Body-Spirit*, a local newsletter



CITY OF ST. MARYS
BOARD VOLUNTEER APPLICATION

Date: July 31, 2013

Board interested in serving on: Library

Name: Dever S. Lassiter

Address: 202 Ready St.

City, State, and Zip: St. Marys, GA 31558

Contact Phone Numbers: (912) 322-9731

E-mail Address: deverlassiter@comcast.net

Describe your current qualifications for the position including education, skills, abilities, and work experience:

I served on the Medical Access Society Board, United Way of Pulaski County, and have worked in several positions over the years including administration, purchasing, marketing and

Describe why you are interested in serving on this board?:

I love St. Marys and am looking for ways to help out this great town and participate. The medical industry

Describe any prior or current business and/or personal relationships which might present a conflict of interest in potential representation of the City on this board:

I cannot think of any!

Signature: Dever Lassiter

* Please submit application to: City Clerk's Office, 418 Osborne Street, St. Marys, Georgia 31558



CITY OF ST. MARYS
BOARD VOLUNTEER APPLICATION

Date: July 10, 13

Board interested in serving on: LIBRARY BOARD

Name: FREDERICK A. MASTIN, JR

Address: 292 POINT PETER PL

City, State, and Zip: ST. MARYS, GA 31558

Contact Phone Numbers: 912 729-8088

E-mail Address: _____

Describe your current qualifications for the position including education, skills, abilities, and work experience:

CURRENTLY ON LIBRARY BOARD -

Describe why you are interested in serving on this board?:

WOULD LIKE TO SERVE ANOTHER TERM, STILL MUCH WORK TO BE DONE.

Describe any prior or current business and/or personal relationships which might present a conflict of interest in potential representation of the City on this board:

NONE

Signature: _____

* Please submit application to: City Clerk's Office, 418 Osborne Street, St. Marys, Georgia 31558



CITY OF ST. MARYS
BOARD VOLUNTEER APPLICATION

Date: 7-30-13

Board interested in serving on: SE Ga Consolidated Housing Authority

Name: Celenda Perry

Address: 105 Wheeler St.

City, State, and Zip: St. Marys, GA 31558

Contact Phone Numbers: (912) 882-7295

E-mail Address: edirector@camdenfamilies.org

Describe your current qualifications for the position including education, skills, abilities, and work experience:

I have served on the County's Affordable Housing Team since its inception, and I have served on the Authority for at least three years

Describe why you are interested in serving on this board?:

I believe in diverse housing stock and in serving traditionally underserved persons.

Describe any prior or current business and/or personal relationships which might present a conflict of interest in potential representation of the City on this board:

I have wanted to work for the Authority for years. I do not have any expectations that any position would occur.

Signature: Celenda Perry

* Please submit application to: City Clerk's Office, 418 Osborne Street, St. Marys, Georgia 31558

CITY COUNCIL MEETING

August 5, 2013

NEW BUSINESS: Authorize City Staff to dispose of parcels on the attached list in accordance with State Law.

PURPOSE: To sell to the highest bidder or at the cost of the City's out of pocket expenses, parcels that are identified that are no longer useful to the City so that these parcels can be placed back on the tax rolls.

RECOMMENDATION: Staff and City Manager recommend approval.

HISTORY/ANALYSIS: At the May 20, 2013 City Council meeting, Council asked that the properties under discussion be placed on maps to show their location within the City. These maps have been prepared and are attached for your use and review.

I have also reproduced the original History/Analysis document from the May 20, 2013 meeting for your use. This data is shown in *italics* below.

Over the years, the City has accumulated small parcels of land that are of no use to the City.

- A. Some these parcels are too small for any legal use. These parcels should divided up between the neighboring parcels. This will eliminate City ownership and place these properties back on the tax rolls for the cost of the survey, filing fees, and other out of pocket City expenses.*
- B. Some parcels contain a lift station and can have the lift station land carved off of the larger section. This will permit the remaining parcel to be sold to the highest bidder and placed back on the tax rolls.*
- C. All parcels will need review by a licensed GA Surveyor since accurate parcel boundaries are not known, some with no accurate deed, and some needing on the ground survey staking. The survey will be necessary for sale or other disposition of the property.*
- D. Some parcels have sanitary, water, or storm lines crossing them. These lines need to be field located and placed on a parcel map before listing the parcels for sale. Even after review and clarification of the above, the parcel may not be able to be sold.*
- E. Some parcels have no restrictions and can be sold 'as is'.*

For disposition of any useful parcel, the parcel must be advertised and sold to the highest bidder. For parcels that are not useful, the neighboring property owners should be asked if they have an interest in obtaining a portion of the parcel for the cost of the survey, filing fees, and other out of pocket City expenses.

The attached list has the parcels identified and the necessary scope of work for the disposition of the parcels.

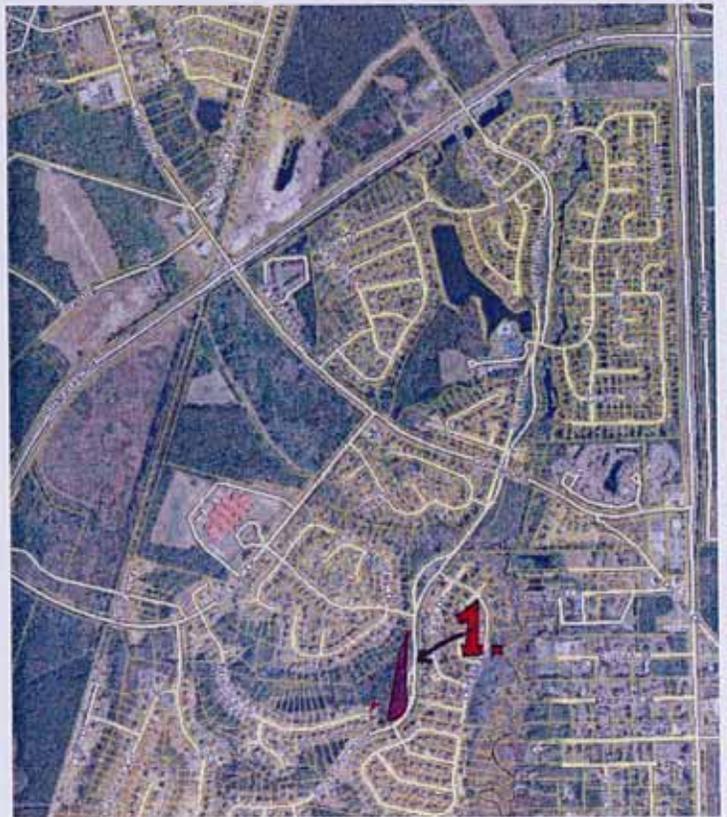
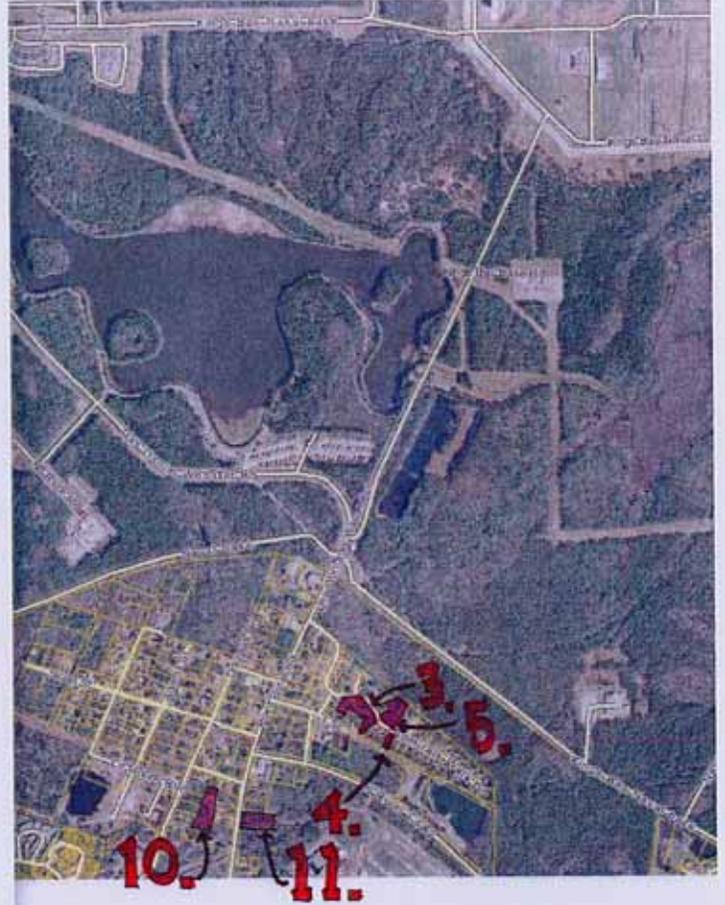
ATTACHMENTS: *List of parcels, multiple maps, tax data for each parcel*

Department Director: _____

Roger A. Weaver, Planning Director

City Manager: _____

Steven S. Crowell, Jr., City Manager







INTEROFFICE MEMO

City of St. Marys Planning and Building Department

TO: Steve Crowell, Jr., City Manager

FROM: Roger A. Weaver, Planning Director

DATE: May 13, 2013 **REVISED 08-05-13**

RE: Tentative City Property List to determine if Council wishes to pursue the sale of these parcels.

The following is a listing of parcels that could be possibly disposed of. The list does not include the DDA parcels or the Industrial Park parcels. Parcels that contain wetlands would need a legally defined wetlands determination to see if they are buildable. There also may be covenants and deed restrictions on some of the parcels, and these would need to be investigated as well before any final decision is made to sell or deed the property to any citizen. A surveyor's services would be needed for any of these parcels to be disposed of.

1. 135S 0388 – Lot is 2.25 acres and contains some wetlands as well as a lift station. The wetlands need to be delineated in the field and placed on a map before any lots are made available. The parcel can be deeded to the HOA (the adjacent property if not possible to be sold. The lift station would be carved out of this parcel and remain the property of the City.
2. 135T 119A – Lot is approximately 1.0 acres and contains some wetlands as well as a lift station. The wetlands need to be delineated in the field and placed on a map before any lots are made available. If not useable, the parcel can be split and deeded to the adjacent property owners. The lift station would be carved out of this parcel and remain the property of the City.
3. 148D 009 – This lot was originally designated 'recreation area'. However, the deed that was provided to the City had no such restriction. It has never been developed for recreation. There is a possibility of two large lots, with the third lot remaining for the mailboxes. (Note: An adjacent property owner has already made a request to purchase the parcel at an unknown cost.)
4. 148D 023 - This lot was originally designated 'recreation area'. However, the deed that was provided to the City had no such restriction. It has never been developed for recreation. The lot has a large stormwater retention area and the likelihood of finding buildable area is problematic. The pond limits need to be delineated in the field and placed on a map before any determination of use is made. If not useable, the parcel can be split and deeded to the adjacent property owners. (There may be reluctance to accept the split, since that would mean that they would be responsible for maintenance of the pond.)
5. 148D 047 - This lot was originally designated 'recreation area'. However, the deed that was provided to the City had no such restriction. It has never been developed for recreation. The lot has a large stormwater retention area and the likelihood of finding buildable area is problematic. The pond limits need to be delineated in the field and placed on a map before any determination of use is made. If not useable, the parcel can be split and deeded to the adjacent property owners. (There may be reluctance to accept the split, since that would mean that they would be responsible for maintenance of the pond.)
6. 160A 111 – This lot has sanitary lines running through it. The lines must be located on a plat by a Surveyor. Once the lines are located, this lot and lot 160A 112 could be combined for sale with an easement for the lines.
7. 160A 112 – This lot is adjacent to 160A 111. See data for at that lot number.
8. 161A 101A – This lot is unbuildable as determined during the annexation process. It contains a drainage ditch. It could be sold to an adjacent property owner. The parcel abutting this parcel that is owned by the City has a deed restriction limiting its use to a park, so combining it with that parcel would not have any benefit to the City.
9. 161A 101C – This lot may be unbuildable. It contains the beginning of the drainage ditch on Parcel 161A 101A. It could be sold to an adjacent property owner when the ditch location is determined by a Surveyor.
10. S03 01 011 – This parcel appears to be totally landlocked, which is odd, since State law prohibits the creation of land locked parcels. There may be an easement to access this parcel via one of the eight adjoining parcels, but if so, this must be researched and located by a Surveyor. If there is legal access to this parcel, it could be sold. If not, access could be purchased by the City and then the parcel sold. Or, the parcel could be divided and sold to the eight adjacent parcel owners. This division would also require a Surveyor.
11. S04 06 007 - This lot has major sanitary lines running through it to the Point Peter WWTP. If the lines can be adequately located, there may be enough room for sale. The sale of this land could be problematic, since unknown future development of the area could require that the parcel might be needed for additional utility lines. This parcel also provides another access point to the Point Peter WWTP.

12. S25 17 101 – This parcel is too small due to the presence of wetlands. If the adjacent unopened street area is added to it, then the parcel could be buildable. It is zoned C-1. A surveyor would need to be retained to determine the extent of the wetlands and if any upland area exists.
13. S28 06 001 – This parcel was scheduled via past presentation to City Council for the expansion of the adjacent park. It contains some wetlands but it appears to be a buildable lot. A surveyor would need to determine the extent of the wetlands before and determination of sale is made. Also, the unopened portion of Meeting Street may have unmarked graves from the adjacent Pauper’s Cemetery, so the street should not be added to this parcel.
14. S32 02 008 – This parcel contains some wetlands but it appears to have one of more lots possible. A surveyor would need to determine the extent of the wetlands before and determination of sale is made. This parcel is across the street from the Thomas Casey Memorial Dog Park.
15. S32 04 001 – This parcel contains some wetlands but it appears to have one of more lots possible. A surveyor would need to determine the extent of the wetlands before and determination of sale is made. Ashley Street ROW should not be added to this parcel so that the street could be connected at some unknown time in the future.
- ~~16. S42 01 006 and S42 04 001 – This is the present Weed Street WWTP. This lot is buildable, but has been identified as a possible area for a Marsh Discovery Center and not available for sale at this time.~~
- ~~17. Unknown parcel number: This ‘Cross’ shaped remnant of land appears in a number of deeds in the area. It appears that the City owns this land. There are no utility lines in this area. The land should be divided up between the adjacent property owners for the cost of out of pocket expenses of the City. A surveyor would need to provide the data regarding this splitting.~~
- ~~18. S37 07 008: This ‘gerrymandered’ shaped remnant of land appears in a number of deeds in the area. It appears that the City owns this land. There are no utility lines in this area. The land should be divided up between the adjacent property owners for the cost of out of pocket expenses of the City. A surveyor would need to provide the data regarding this splitting. This parcel has been looked at by a few surveyors and adjacent property owners. There may be an owner other than the City, but only deed and survey research will determine that. One surveyor noted a three foot discrepancy on~~

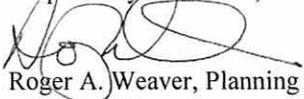
NOTE : THE STRIKE OUT ITEMS HAVE BEEN DELETED FOR THIS MEETING AND ARE SHOWN FOR REFERENCE ONLY.

The following three areas are not attached to this discussion, but are shown here to indicate to Council the current disposition and planning of the parcels.

- A. The area around the Aquatic Center is owned by the PSA with a reversionary clause if not used for recreation.
- B. The area around the ‘old’ outdoor pool is owned by the City, but is maintained and operated by the PSA.
- C. There are remnants of City Street ROW’s adjacent to the Mill Property that could be sold to the developer of the Mill Site, or used as trade for other land that would be more useful to both parties.

The above listing was from a detailed look at all parcels noted by the Tax Office as being owned by the City. Parcels not shown above, but owned by the City, are already in use for City services (City Hall, Recreation, Library, Orange Hall, etc.) or have already been designated by Council for other future uses.

Respectfully Submitted,



Roger A. Weaver, Planning Director
City of St. Marys



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE ST SAINT MARYS, GA 31558	Parcel Number	1355 038B
Location Address		Tax District	ST. MARYS (District 01)
Legal Description	LIFT STATION (TRACT B)	2010 Millage Rate	32.301
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Acres	2.25
Zoning		Neighborhood	
Realkey	31989	Homestead Exemption	No (50)
		Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 22,371	\$ 0	\$ 0	\$ 22,371	\$ 19

Land Information

Type	Description	Calculation Method	Soil Productivity	Acres	Photo
RUR	Small Parcels	Rural	1	2.25	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
12-10-2009	1511 799	17 40+	\$ 0	Government	BAY CITY CONSTRUCTION INC	ST MARYS-CITY OF ST MARYS
12-10-2009	1506 715		\$ 0	Government	BAY CITY CONSTRUCTION INC	ST MARYS-CITY OF ST MARYS

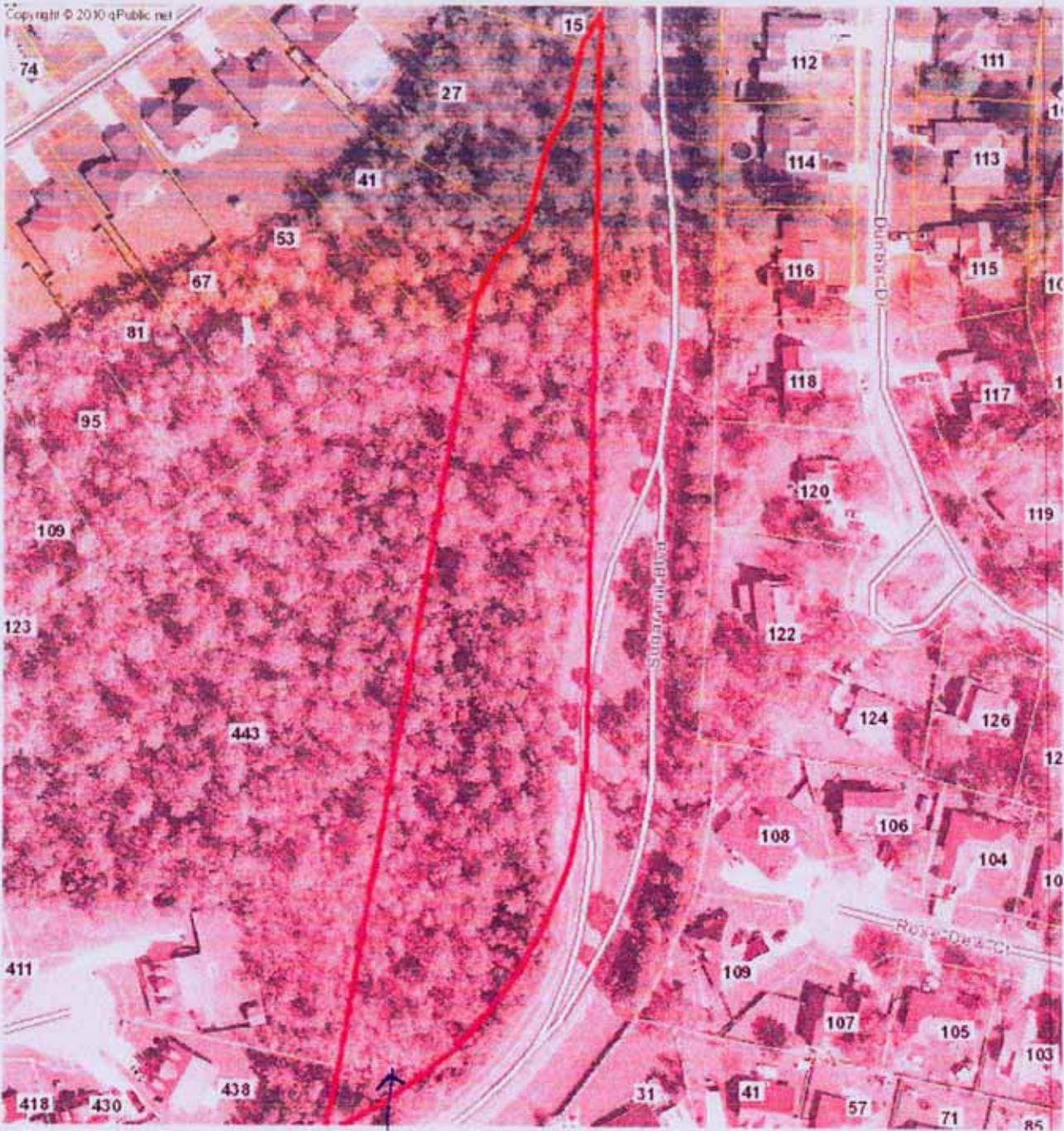
Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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1358 038 B



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 10, 2012
Mailing Address	418 OSBORNE ST	Parcel Number	135T 119A
Location Address	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Legal Description	VICTORIA Cir	2010 Millage Rate	32.301
Property Class(NOTE: Not Zoning Info)	V/L TRACT A VICTORIA LANDING PH 1	Acres	1
Zoning	E9-Exempt	Neighborhood	VICTORIA LANDING PHASE 1
Realkey	PD	Homestead Exemption	No (\$0)
	27893	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 200	\$ 0	\$ 0	\$ 200	\$ 200

Land Information

Type	Description	Calculation Method	Soil Productivity	Acres	Photo
RUR	Small Parcels	Rural	1	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
12-10-2009	1511 799	21 36+	\$ 0	Government	BAY CITY CONSTRUCTION	ST MARYS-CITY OF ST MARYS
12-10-2009	1506 715		\$ 0	Government	BAY CITY CONSTRUCTION INC	ST MARYS-CITY OF ST MARYS
10-06-2006		21 26	\$ 0	Non-Market		BAY CITY CONSTRUCTION INC

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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135 T 119A



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 10, 2012
Mailing Address	418 OSBORNE STREET SAINT MARYS, GA 31558	Parcel Number	148D 009
Location Address		Tax District	ST. MARYS (District 01)
Legal Description	REC LOT TR 1 BLK 2 ADM WALK	2010 Millage Rate	32.301
Property Class(NOTE: Not Zoning Info)	E1-Exempt	Acres	0
Zoning	R-2	Neighborhood	
Realkey	18296	Homestead Exemption	No (\$0)
		Parcel Map	Show Parcel Map

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2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 19,400	\$ 0	\$ 0	\$ 19,400	\$ 19,400

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	148D-2 /Lot (1969)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
10-01-1984	195 518		\$ 0	Non-Market		SEAWINDS DEVELOPMENT
00-00-0000			\$ 0	Non-Market		FIRST GUARDIAN SHELTY

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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Camden County Assessor			
Parcel 148D 009 Acres: 0			
Name	ST MARYS-CITY OF ST MARYS	Land Value	\$19,400.00
Site	0	Building Value	\$0.00
State	\$0 on 10-1984 Reason=NM Qual=U	Imp. Value	\$0.00
Map	418 OSBORNE STREET SAINT MARYS, GA 31558	Total Value	\$19,400.00



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE STREET SAINT MARYS, GA 31558	Parcel Number	148D 023
Location Address		Tax District	ST. MARYS (District 01)
Legal Description	V/L TRACT B REC AREA	2010 Millage Rate	32.301
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Acres	0
Zoning	R-2	Neighborhood	
Realkey	18297	Homestead Exemption	No (\$0)
		Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 12,125	\$ 0	\$ 0	\$ 12,125	\$ 12,125

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	148D-1 /Lot (1968)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
10-01-1984	195 518		\$ 0	Non-Market		ST MARYS-CITY OF ST
00-00-0000			\$ 0	Non-Market		SEAWINDS DEVELOPMENT

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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Camden County Assessor			
Parcel 148D 023 Acres: 0			
Name	ST MARYS-CITY OF ST MARYS	Land value	\$12,125.00
Site	0	Building value	\$0.00
State	\$0 on 10-1984 Reason=NM Qual=U	Misc value	\$0.00
Map	418 OSBORNE STREET SAINT MARYS, GA 31558	Total value	\$12,125.00



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X



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 10, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	148D 047
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address		2010 Millage Rate	32.301
Legal Description	TRACT A RECREATIONAL AREA	Acres	1.5
Property Class(NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	R-2	Homestead Exemption	No (\$0)
Realkey	18298	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 12,125	\$ 0	\$ 0	\$ 12,125	\$ 12,125

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	148D-1 /Lot (1968)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
11-01-1985	222 234		\$ 0	Non-Market	SEAWINDS DEVELOPMENT	ST MARYS-CITY OF ST
00-00-0000			\$ 0	Non-Market		SEAWINDS DEVELOPMENT

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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148D 047

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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE ST SAINT MARYS, GA 31558	Parcel Number	160A 111
Location Address	Point Peter PI	Tax District	ST. MARYS (District 01)
Legal Description	V/L 8 BLK A RIVER OAKS S/D	2010 Millage Rate	32.301
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Acres	0
Zoning	R-1	Neighborhood	
Realkey	3779	Homestead Exemption	No (S0)
		Parcel Map	Show Parcel Map

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2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 29,100	\$ 0	\$ 0	\$ 29,100	\$ 29,100

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	160a-10 /Lot (3575)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
07-27-1998	682 47		\$ 26,000	Unqualified Vacant	MORTON HOMES & LAND	ST MARYS-CITY OF
06-01-1993	487 377		\$ 0	Non-Market	BANK-SOUTH WAYCROSS	MORTON HOMES & LAND
04-01-1991	424 285		\$ 0	Non-Market		BANK-SOUTH WAYCROSS
06-01-1984	191 524		\$ 0	Non-Market		DISTINCTIVE HOMES IN
01-01-1984	186 508		\$ 202,300	Non-Market		HANNAH, JAMES R &

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

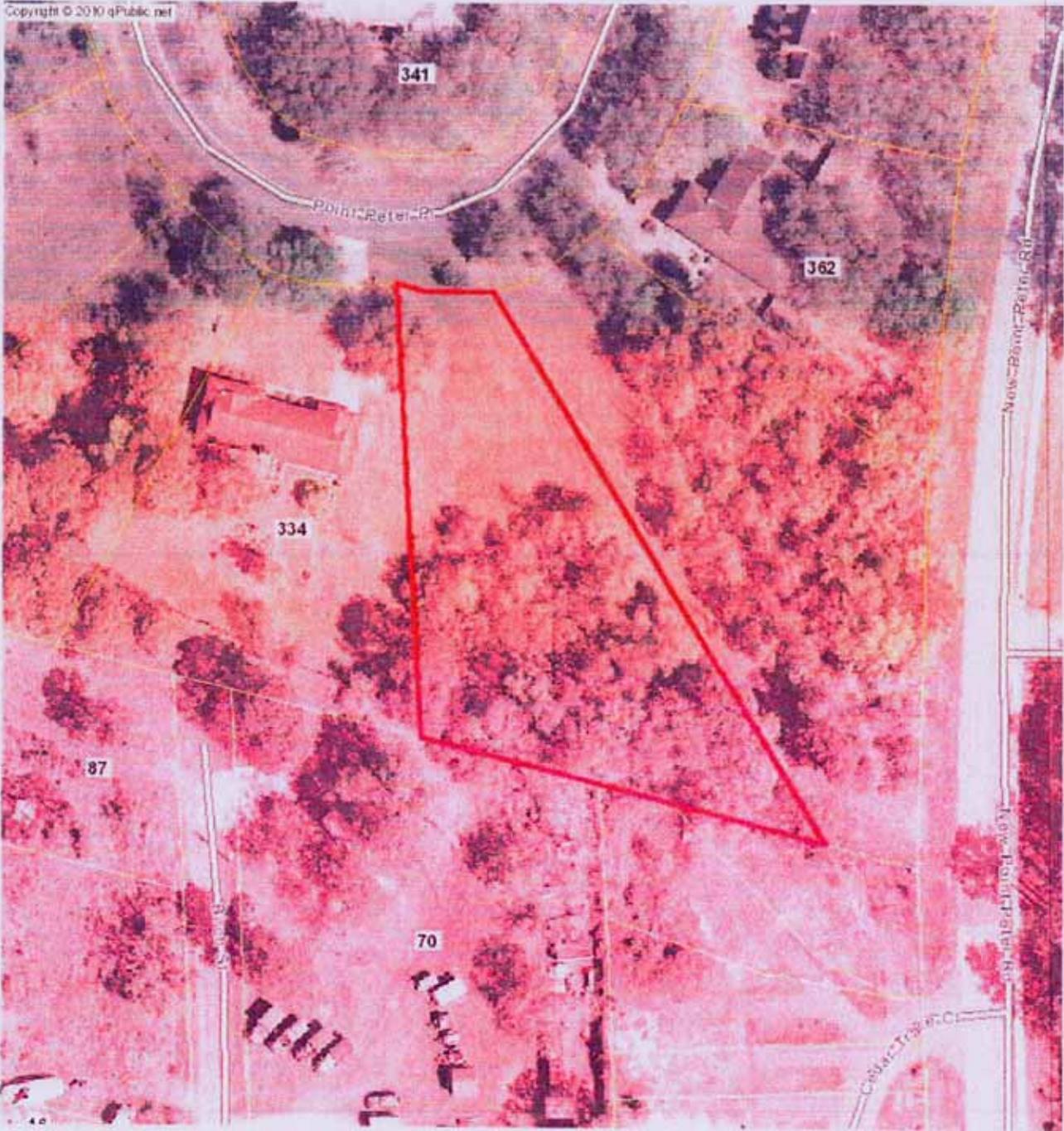
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6.



160A III



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE ST SAINT MARYS, GA 31558	Parcel Number	160A 112
Location Address	Point Peter PI	Tax District	ST. MARYS (District 01)
Legal Description	V/L 7 BLK A RIVER OAKS S/D	2010 Millage Rate	32.301
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Acres	0
Zoning	R-1	Neighborhood	
Realkey	3780	Homestead Exemption	No (\$0)
		Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 29,100	\$ 0	\$ 0	\$ 29,100	\$ 29,100

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	160a-10 /Lot (3575)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
07-27-1998	682 47		\$ 0	Unqualified Vacant	MORTON HOMES & LAND	ST MARYS-CITY OF
06-01-1993	487 377		\$ 0	Non-Market	BANK-SOUTH WAYCROSS	MORTON HOMES & LAND
04-01-1991	424 285		\$ 0	Non-Market		BANK-SOUTH WAYCROSS
06-01-1984	191 524		\$ 0	Non-Market		DISTINCTIVE HOMES IN
01-01-1984	186 508		\$ 202,300	Non-Market		HANNAH, JAMES R &

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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160 A 112



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 7, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	161A 101A
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address	Liberty Tree	2010 Millage Rate	32.301
Legal Description	V/L IRR SZ-N/S LIBERTY TREE 5	Acres	0
Property Class(NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	R-1	Homestead Exemption	No (\$0)
Realkey	18300	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 24,250	\$ 0	\$ 0	\$ 24,250	\$ 24,250

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	161A-1 /Lot (1714)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
00-00-0000	265 214		\$ 0	Non-Market		MORTON, W A

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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161A 201A

8.





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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 10, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	161A 101C
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address	Liberty Tree	2010 Millage Rate	32.301
Legal Description	V/L N/S LIBERTY TREE ST	Acres	0
Property Class(NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	R-1	Homestead Exemption	No (50)
Realkey	18301	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 24,250	\$ 0	\$ 0	\$ 24,250	\$ 24,250

Land Information

Type	Description	Calculation Method	Number of Lots	Photo
RES	161A-1 /Lot (1714)	Lot	1	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
06-01-1988	336 288		\$ 0	Non-Market	MORTON, WA	ST MARYS-CITY OF ST
05-01-1986	265 214		\$ 0	Non-Market		MORTON HOMES & LAND
00-00-0000			\$ 0	Non-Market		MORTON, W A
00-00-0000			\$ 0	Non-Market		MORTON, W A

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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161A 101C

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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE STREET SAINT MARYS, GA 31558	Parcel Number	503 01 011
Location Address	V/L W/S PT PETER RD	Tax District	ST. MARYS (District 01)
Legal Description	E1-Exempt	2010 Millage Rate	32.301
Property Class (NOTE: Not Zoning Info)	R-1	Acres	0.68
Zoning	18305	Neighborhood	
Realkey		Homestead Exemption	No (\$0)
		Parcel Map	Show Parcel Map

[Generates Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 32,708	\$ 0	\$ 0	\$ 32,708	\$ 32,708

Land Information

Type	Description	Calculation Method	Frontage	Depth	Acres	Photo
RES	St Marys Res S01 S02 S03 S04 (3487)	Front Feet	74	400	0.68	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
No sales information associated with this parcel.						

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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S03 01 011

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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	S04 06 007
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address		2010 Millage Rate	32.301
Legal Description	V/L E/S PT PETER RD	Acres	0.93
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	C-2	Homestead Exemption	No (\$0)
Realkey	18306	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 45,105	\$ 0	\$ 0	\$ 45,105	\$ 45,105

Land Information

Type	Description	Calculation Method	Acres	Photo
RES	County Commercial (3399)	Acres	0.93	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
05-01-1990	408 130		\$ 0	Non-Market	CAMDEN COMMUNITY CRI	ST MARYS-CITY OF ST
08-01-1988	344 158		\$ 0	Non-Market		CAMDEN COMMUNITY CRI
00-00-0000			\$ 0	Non-Market		CITY OF ST MARYS

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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Camden County Assessor			
Parcel: S04 06 007 Acres: 0.93			
Name	ST MARYS-CITY OF ST MARYS	Land Value	\$45,105.00
Site	0	Building Value	\$0.00
Site	\$0 on 05-1990 Reason=NM Qual=U	Misc Value	\$0.00
418 OSBORNE STREET SAINT MARYS, GA 31558		Total Value	\$45,105.00



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 11, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	S25 17 001
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address		2010 Millage Rate	32.301
Legal Description	V/L BLK 81 400X140	Acres	1.22
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	C-2	Homestead Exemption	No (\$0)
Realkey	18314	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 366,000	\$ 0	\$ 0	\$ 366,000	\$ 366,000

Land Information

Type	Description	Calculation Method	Acres	Photo
RES	St Marys Commercial / Ac (3380)	Acres	1.22	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions / Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
No sales information associated with this parcel.						

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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Camden County Assessor			
Parcel: S25 17 001 Acres: 1.22			
Name	ST MARYS-CITY OF ST MARYS	Land Value	\$366,000.00
Site	0	Building Value	\$0.00
Sub		Misc Value	\$0.00
Map	418 OSBORNE STREET SAINT MARYS, GA 31558	Total Value	\$366,000.00



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 7, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	S28 06 001
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address	V/L BLK 206	2010 Millage Rate	32.301
Legal Description	E1-Exempt	Acres	3.67
Property Class (NOTE: Not Zoning Info)	R-1	Neighborhood	
Zoning	R-1	Homestead Exemption	No (50)
Realkey	18317	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 379,105	\$ 0	\$ 0	\$ 379,105	\$ 379,105

Land Information

Type	Description	Calculation Method	Frontage	Depth	Acres	Photo
RES	St Marys /FF (3459)	Front Feet	382	419	3.67	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
00-00-0000	98 308		\$ 0	Non-Market		WEST, DUTCHIE FINN

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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Owner and Parcel Information

Owner Name	ST MARYS	Today's Date	December 10, 2012
Mailing Address	SAINT MARYS, GA 31558	Parcel Number	S32 02 008
Location Address		Tax District	ST. MARYS (District 01)
Legal Description		2010 Millage Rate	32.301
Property Class(NOTE: Not Zoning Info)	CITY OF ST MARYS	Acres	1.75
Zoning	E1-Exempt	Neighborhood	
Realkey	R-1	Homestead Exemption	No (\$0)
	31593	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 525,000	\$ 0	\$ 0	\$ 525,000	\$ 525,000

Land Information

Type	Description	Calculation Method	Acres	Photo
RES	St Marys Commercial / Ac (3380)	Acres	1.75	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
No sales information associated with this parcel.						

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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532 02 008 1A



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Owner and Parcel Information

Owner Name	ST MARYS-CITY OF ST MARYS	Today's Date	December 10, 2012
Mailing Address	418 OSBORNE STREET	Parcel Number	S32 04 001
	SAINT MARYS, GA 31558	Tax District	ST. MARYS (District 01)
Location Address		2010 Millage Rate	32.301
Legal Description	V/L BLK 205	Acres	4
Property Class (NOTE: Not Zoning Info)	E1-Exempt	Neighborhood	
Zoning	R-1	Homestead Exemption	No (50)
Realkey	18320	Parcel Map	Show Parcel Map

[Generate Owner List By Radius](#)

2012 Tax Year Value Information

Land Value	Improvement Value	Accessory Value	Total Value	Previous Value
\$ 1,080,000	\$ 0	\$ 0	\$ 1,080,000	\$ 1,080,000

Land Information

Type	Description	Calculation Method	Acres	Photo
RES	St Marys Commercial / Ac (3380)	Acres	4	NA

Improvement Information

No improvement information associated with this parcel.

Accessory Information

Description	Year Built	Dimensions/Units	Value
No accessory information associated with this parcel.			

Sale Information

Sale Date	Deed Book	Plat Page	Price	Reason	Grantor	Grantee
No sales information associated with this parcel.						

Permit Information

Permit Date	Permit Number	Type	Description
No permit information associated with this parcel.			

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KENNETH D. KRINER
CERTIFIED PUBLIC ACCOUNTANT
1200 SHADOWLAWN DRIVE
SAINT MARYS, GA 31558
(912) 882-5231

THE HOSPITAL AUTHORITY
OF THE CITY OF ST. MARYS, GEORGIA
FINANCIAL STATEMENTS
DECEMBER 31, 2012

(WITH INDEPENDENT AUDITOR'S REPORT THEREON)

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS, GEORGIA

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KENNETH D. KRINER, PC
CERTIFIED PUBLIC ACCOUNTANT

Member:
American Institute of CPA's
Georgia Society of CPA's

1200 Shadowlawn Drive
St. Marys, Georgia 31558
Telephone: 912/882-5231
FAX 912/882-5770

To the Board of Directors
The Hospital Authority of the City of St. Marys, Georgia

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying statement of financial position of The Hospital Authority of the City of St. Marys, Georgia as of December 31, 2012, and the related statement of activity and net assets for the year then ended. These financial statements are the responsibility of the Authority's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of The Hospital Authority of the City of St. Marys, Georgia as of December 31, 2012, and the results of its operations for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Saint Marys, Georgia
July 19, 2013

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2012

ASSETS

CURRENT ASSETS

CASH - BANK	\$ 2,784
CASH - INVESTMENT	31,209
SECURITIES	2,866,370
UNREALIZED GAIN / (LOSS)	<u>177,584</u>

TOTAL CURRENT ASSETS 3,077,947

FIXED ASSETS

BUILDING	532,373
EQUIPMENT	23,288
LAND IMPROVEMENTS	39,992
LESS: ACCUMULATED DEPRECIATION	<u>(59,336)</u>

TOTAL FIXED ASSETS 536,317

OTHER ASSETS

LAND	<u>59,000</u>
------	---------------

TOTAL OTHER ASSETS 59,000

TOTAL ASSETS \$ 3,673,264

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2012

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES

ACCOUNTS PAYABLE \$ 1,133

TOTAL CURRENT LIABILITIES 1,133

TOTAL LIABILITIES 1,133

NET ASSETS

UNRESTRICTED NET ASSETS 3,494,547

ACCUMULATED OTHER COMPREHENSIVE INCOME:
NET UNREALIZED GAINS ON AVAILABLE-FOR-SALE
SECURITIES 177,584

TOTAL NET ASSETS 3,672,131

TOTAL LIABILITIES AND NET ASSETS \$ 3,673,264

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS
STATEMENT OF ACTIVITY AND NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2012

CHANGES IN UNRESTRICTED NET ASSETS

LESS: EXPENSES AND LOSSES

PROJECT EXPENSES

DEFIBRILLATOR	\$ 1,696
ZUMBA CLASSES	4,995
SENIOR CENTER FOOD PROGRAM	36,045
TAI CHI CLASSES	6,095
CAMDEN HOUSE	5,000
SENIOR PROM	600
WALKING PATH	4,000

TOTAL PROJECT EXPENSES	<u>58,430</u>
------------------------	---------------

OPERATING EXPENSES

ASSET ADVISOR FEES	29,766
DEPRECIATION	17,255
DUES & SUBSCRIPTIONS	100
ENTERTAINMENT & MEALS	1,133
CONSULTING	1,050
INSURANCE	1,623
LEGAL & ACCOUNTING	800
OFFICE EXPENSE	329
POSTAGE	27
RENT	715

TOTAL OPERATING EXPENSES	<u>52,797</u>
--------------------------	---------------

TOTAL EXPENSES	<u>\$ (111,227)</u>
----------------	---------------------

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS
STATEMENT OF ACTIVITY AND NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2012

OTHER INCOME / EXPENSES	
INTEREST INCOME	\$ 4
DIVIDEND INCOME & CAPITAL GAIN / (LOSS)	148,467
MISCELLANEOUS INCOME	4,278
REALIZED GAIN / (LOSS)	11,485
TOTAL OTHER INCOME / EXPENSES	<u>164,234</u>
INCREASE (DECREASE) IN NET ASSETS	53,007
UNRESTRICTED NET ASSETS BEGINNING OF YEAR	3,441,540
UNRESTRICTED NET ASSETS END OF YEAR	<u>\$ 3,494,547</u>

SEE ACCOMPANYING NOTES TO FINANCIAL STATEMENTS
AND INDEPENDENT AUDITOR'S REPORT

THE HOSPITAL AUTHORITY OF THE CITY OF ST. MARYS, GEORGIA

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2012

Note 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Nature of Operations

The Hospital Authority of the City of St. Marys, Georgia (the Authority) was formed in 1956 by the City Council of St. Marys, Georgia. The number of trustees and the length of terms were set by the council at that time. The Authority was deeded property given to the city and charged with the construction of a hospital. The City Council and the Authority approved \$415,000.00 for improvements to the hospital in May 1971 in order to better serve the interests of the indigent sick and others entitled to the use of said hospital facilities. The Authority later added a convalescent center to the hospital. In 1991 Southeast Georgia Medical Center obtained a certificate of need and, in 1993 opened a new regional hospital. The Authority then used the St. Marys Hospital as a convalescent center for a number of years until the property was sold. In 2007 the property was sold and the proceeds were invested into Wells Fargo Advisors. The Authority no longer manages a hospital or a convalescent center but manages the investments and, provides services to the city's senior citizens (along with support from the City of St Marys, Georgia).

Accounts Receivable

The Authority has no receivables as of December 31, 2012.

Accounts Payable

The Authority had accounts payable at year end in the amount of \$1,133. These were paid in January 2013.

Depreciation

Depreciation of property and equipment is computed using the straight line method over the estimated useful lives of the assets. Major classes of property and equipment are as follows:

<u>Asset</u>	<u>Estimated Useful Life</u>	<u>Cost</u>
Building	39	\$ 532,373
Equipment	5-7	23,288
Land Improvements	.15	<u>39,992</u>
		595,653
Accumulated Depreciation		<u>(59,336)</u>
		\$ 536,317

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Note 2. Lease Agreement

The Authority has entered into an agreement with the City of St. Marys, Georgia. On February 23, 2009 the Authority and the City signed a (5) year lease, whereby the City is leasing a building known as the "Senior Citizens Center" from the Authority in the amount of \$10.00 and other good and valuable consideration.

The main purpose of the premises is to be used as a senior citizen center for the benefit of the senior citizens of the City of St. Marys, Georgia. Lessee shall be permitted to use the premises for any other function so long as the premises are available and the other function does not interfere with the intended use of the center by senior citizens. The Lessee shall establish a rate for the use of the premises that is reasonable and customary for similar premises. Lessee is to require a deposit and rental agreement to cover the clean up of the premises and shall have the right to retain the deposit in the event the premises are not released in the same condition as when rented. Any and all proceeds for the rental of the center shall be used for the sole benefit of the center and shall be used for no other purpose. Lessee shall not sublease the premises to any other.

Note 3. Marketable Securities

Investment Securities have been classified as available-for-sale by management. The amortized cost, net unrealized holding gains, net unrealized holding losses, and fair value of the investment securities as of December 31, 2012 are as follows:

	December 31, 2012			
	Net		Net	
	Unrealized		Unrealized	
	Amortized	Holding	Holding	Fair
	Cost	Gains	Losses	Value
Mutual Funds	\$ 2,866,370	\$ 177,584	\$ 0.00	\$ 3,043,954
	<u>\$ 2,866,370</u>	<u>\$ 177,584</u>	<u>\$ 0.00</u>	<u>\$ 3,043,954</u>

During 2012, the Authority sold securities available-for-sale for total proceeds of approximately \$584,612, resulting in gross realized gains of approximately \$12,493 and gross realized losses of approximately \$1,008. For purposes of determining realized gains and losses, the cost of securities sold is based on specific identification.

Fire and Emergency Medical Services Consolidation Feasibility Study

Camden County, Georgia
Kingsland, Georgia
St. Marys, Georgia

July 2013



FIRE/EMS

OPERATIONS

C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

Submitted by and reply to:
ICMA Center for Public Safety Management
International City/County Management Association
777 North Capitol Street NE, Suite 500
Washington, DC 20002
PublicSafety@icma.org
202-962-3607
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ICMA

Leaders at the Core of Better Communities

General Information

About ICMA

The International City/County Management Association (ICMA) is a 100-year-old nonprofit professional association of local government administrators and managers, with approximately 9,000 members located in 28 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government: parks, libraries, recreation, public works, economic development, code enforcement, brownfields, public safety, and a host of other critical areas.

ICMA advances the knowledge of local government best practices across a wide range of platforms, including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state, and federal governments, as well as private foundations. For example, we are involved in a major library research project funded by the Bill & Melinda Gates Foundation and are providing community policing training in El Salvador, Mexico, and Panama with funding from the United States Agency for International Development. We have personnel in Afghanistan helping to build wastewater treatment plants and have teams working with the United States Southern Command (SOUTHCOM) in Central America on conducting assessments and developing training programs for disaster preparedness.

ICMA Center for Public Safety Management

The ICMA *Center for Public Safety Management* (ICMA/CPSM), one of four centers within ICMA's U.S. Programs Division, provides support to local governments in the areas of police, fire, emergency medical services (EMS), emergency management, and homeland security. In addition to providing technical assistance in these areas, we also represent local governments at the federal level and are involved in numerous projects with the U.S. Department of Justice and the U.S. Department of Homeland Security.

ICMA/CPSM is also involved in police and fire chief selection, assisting local governments in identifying these critical managers through original research, the identification of core competencies of police and fire managers, and assessment center resources.

Our local government technical assistance includes workload and deployment analysis, using operations research techniques and credentialed experts to identify workload and staffing needs and best practices. We have conducted approximately 140 such studies in 90 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Indiana).

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese is the Director of Research & Project Development.

Methodology

The ICMA Center for Public Safety Management team follows a standardized approach to conducting analyses of fire, police, and other departments involved in providing services to the public. We have developed this approach by combining the experience sets of dozens of subject matter experts in the areas of police, fire, and EMS. Our collective team has several hundred years of experience leading and managing public safety agencies, and conducting research in these areas for cities in and beyond the United States.

The reports generated by the operations and data analysis team are based upon key performance indicators that have been identified in standards and safety regulations and by special interest groups such as the International Association of Fire Chiefs (IAFC), the International Association of Fire Fighters (IAFF), and the Association of Public-Safety Communication Officials International, and through ICMA's Center for Performance Measurement. These performance measures have been developed following decades of research and are applicable in all communities. For this reason, the data yield similar reporting formats, but each community's data are analyzed on an individual basis by the ICMA specialists and represent the unique information for that community.

The ICMA team begins most projects by extracting calls for service and raw data from a public safety agency's computer-aided dispatch system. The data are sorted and analyzed for comparison with nationally developed performance indicators. These performance indicators (e.g., response times, workload by time, multiple-unit dispatching) are valuable measures of agency performance regardless of departmental size. The findings are shown in tables and graphs organized in a logical format. Despite the size and complexity of the documents, a consistent approach to structuring the findings allows for simple, clean reporting. The categories for the performance indicators and the overall structure of the data and documents follow a standard format, but the data and recommendations are unique to the organization under scrutiny.

The team conducts an operational review in conjunction with the data analysis. The performance indicators serve as the basis for the operational review. The review process follows a standardized approach comparable to that of national accreditation agencies. Before the arrival of an on-site team, agencies are asked to provide the team with key operational documents (policies and procedures, asset lists, etc.). The team visits each city to interview fire agency management and supervisory personnel, rank-and-file officers, and local government staff.

The information collected during the site visits and through data analysis results in a set of observations and recommendations that highlight the strengths, weaknesses, and opportunities of—and threats to—the organizations and operations under review. To generate recommendations, the team reviews operational documents; interviews key stakeholders; observes physical facilities; and reviews relevant literature, statutes and regulations, industry standards, and other information and/or materials specifically included in a project's scope of work.

The standardized approach ensures that the ICMA Center for Public Safety Management measures and observes all of the critical components of an agency, which in turn provides substance to benchmark against localities with similar profiles. Although agencies may vary in size, priorities,

and challenges, there are basic commonalities that enable comparison. The approach also enables the team to identify best practices and innovative approaches.

In general, the standardized approach adopts the principles of the scientific method: We ask questions and request documentation upon project start-up; confirm accuracy of information received; deploy operations and data analysis teams to research each unique environment; perform data modeling; share preliminary findings with the jurisdiction; assess inconsistencies reported by client jurisdictions; follow up on areas of concern; and communicate our results in a formal written report.

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Executive Summary

The ICMA Center for Public Safety Management was retained by Camden County, Ga. to complete an operational study to determine the feasibility of consolidating fire services within the county. In addition to Camden County's fire services, the fire services of the cities of St. Marys and Kingsland were included in this study. The analysis is designed to provide the three jurisdictions with a thorough and unbiased review of current fire services and the feasibility of consolidating the three fire services either in part or in full. This report provides a benchmark of the three departments' existing response time service delivery performance as well as fire and emergency medical services (EMS) workload. Benchmark performance information can be found in the Data Analysis section of this report. During this study, ICMA analyzed performance data provided by the county and the two cities. ICMA also examined first-hand the fire operations of all three jurisdictions.

The ICMA team conducted site visits in March and April, 2013, for the purpose of observing fire department and agency-connected supportive operations, interviewing key fire department and county and city staff, and reviewing preliminary data and operations.

While reviewing information and discussing operations and administration of services with the three local governments, fire departments, and department members, ICMA sought first to understand existing operations, then to identify ways these departments can improve efficiency, effectiveness, and safety for both departmental members and the communities they serve. The primary focus of this project was to determine the feasibility of consolidation and to what extent fire services can be shared. ICMA found the three jurisdictions collectively seek to create a more efficient fire and EMS service within existing financial resources.

ICMA found it is feasible for a full consolidation of fire and emergency medical services in the southern portion of the county; this could create efficiencies for the county and both cities through a focused staffing and deployment of resources that includes comprehensive strategic planning and assessing of current and potential risks. Additionally, ICMA found that if the three jurisdictions choose not to fully consolidate these services, there are efficiencies in sharing services as well. These include training facilities, specialty apparatus (as automatic aid), fire prevention, and the full array of fire and EMS operational service delivery.

ICMA recommends the three jurisdictions strongly consider full consolidation as prescribed in this report. ICMA further recommends that the three jurisdictions consider shared services as depicted in this report should a full consolidation resolution not be reached. In either case, ICMA strongly recommends stations 10 and 14 be closed, and those response districts be absorbed into city response districts, with staff and assets from these stations repurposed to enhance and continue current services. ICMA further recommends emergency medical services in the southern portion of the county be enhanced as described in this report, to include the city of Kingsland EMS transport unit capacity.

Background

ICMA was retained by Camden County, Ga. in July, 2012 to conduct an operational analysis of Camden County Fire Rescue (CCFR). The county was seeking a review of its fire and emergency medical services, and also sought recommendations for efficiencies and improvements to organizational elements and service delivery.

During this analysis ICMA reviewed several administrative and operational components of the agency, and conducted an extensive analysis of incident data. ICMA provided the county with several recommendations to consider, which, if implemented, have the potential to create efficiencies and effectiveness of service delivery.

ICMA recognized in the report that providing services such as fire and EMS efficiently becomes difficult when the incorporated area(s) contain within their boundaries unincorporated areas, or noncontiguous unincorporated areas are created due to selective municipal annexation. When this occurs, enclaves or islands of unincorporated areas exist that remain the responsibility of the county for providing services. ICMA examined this situation within Camden County and recommended the county consider consolidating municipal and county fire and EMS services, so that these services can be more effectively and efficiently delivered.

In the November 2012 report delivered to the county, ICMA strongly recommended the county evaluate the potential consolidation/merger of the CCFR with the two municipal fire departments within Camden County—the St. Marys Fire Department and the Kingsland Fire Department. ICMA considered several factors when making this recommendation. These included:

- ✓ The county fire service is geographically challenged to provide optimum service due to the size of the county, the county's rural makeup, and unincorporated areas within or separated by incorporated areas and to which the county has to provide fire services. Although the CCFR does have some mutual and automatic aid with municipal fire departments, the county is still responsible to position units close to these unincorporated areas to provide timely fire services. Through consolidation in Camden County, some stations potentially may not be needed due to overlapping response and a more efficient service delivery system can be established.
- ✓ Consolidation of two or more fire agencies represents a viable option that enables the most efficient use of resources and programs where appropriate. When implemented properly, consolidation works to overcome jurisdictional boundaries, ensures that the closest unit responds after receipt of a 911 call, and potentially improves response times and mitigation efforts. Consolidation enables the involved jurisdictions the ability to deal effectively with issues that span some or all of the jurisdictions. Jurisdictions can also approach fire prevention and fire investigation through a common program with uniform policies, codes, and regulations. A properly implemented consolidation will potentially eliminate redundancy in capital investments—such as apparatus and fixed facilities—as well as personnel. Additional service delivery reductions and cost savings can be realized to include volume procurement, operations and maintenance, training, and large capital project

investments. At the same time, there is the potential for an increase in some costs, particularly if the long-term plans identify the need to relocate current facilities or the need for specialized apparatus to provide a more efficient deployment of resources.

After reviewing the ICMA report, the county administrator asked ICMA to provide a formal presentation to the county commission, which ICMA did in January 2013. During this presentation the CCFR geographical response challenges and efficiencies were discussed, as well as the potential positive outcomes consolidation may provide. After a methodical review and consideration of consolidation alternatives, the county commission along with the city council of the city of St. Marys retained ICMA to complete a feasibility study on the potential for consolidating fire and emergency medical services in Camden County. The city of Kingsland, at the direction of the city council, joined the project for the purpose of analyzing response and response data individually for the Kingsland Fire Department. The city of Kingsland also agreed to allow ICMA to utilize information gathered for Kingsland's response analysis in the consolidation study.

The purpose of this report is to provide Camden County and the cities of St. Marys and Kingsland information and recommendations on the consolidation of fire and emergency medical services in Camden County. ICMA appreciates the opportunity to contribute to this potential service model enhancement.

Characteristics of Study Area

General Characteristics

Camden County

Located in southeast Georgia, Camden County consists of 613 square miles (land mass) and includes the three incorporated cities of Woodbine, Kingsland, and St. Marys, as well as a number of smaller unincorporated communities. The Naval Submarine Base Kings Bay is also located in the county. The 2010 U.S. Census reports a total county population of 50,513. Influenced by employment opportunities the submarine base potentially offers, and expansion of available and planned communities, Camden County has been identified as the fastest growing county in the state of Georgia. Camden County has a commission-administrator form of government. This form of government combines the political leadership of elected officials in the form of a board of commissioners with the managerial experience of an appointed county administrator.¹

City of St. Marys

The city of St. Marys, located in the southeastern portion of Camden County, consists of just over 18 square miles (land mass) and is the gateway to Cumberland Island National Seashore, the largest of the Georgia Coast's barrier islands. The 2010 U.S. Census reports a total incorporated population of 17,121. St. Marys has a council-manager form of government wherein the mayor serves as the chief executive officer of the city. The city manager serves as the chief administrative officer of the city and is appointed by the city council to administer the affairs of the city other than exceptions identified in the charter.²

City of Kingsland

The city of Kingsland, located in central-southern Camden County, is the second largest city in Camden County and consists of just over 44 square miles of land mass. According to the 2010 U.S. Census, the total incorporated population is 15,946. Kingsland has a council-manager form of government. The city charter establishes the mayor as the chief executive officer of the city and delineates the powers and duties of the office³. The city manager serves as the chief administrative officer and is appointed by the city council to administer the affairs of the city other than exceptions identified in the charter.

Fire Service Organizations

Camden County Fire Rescue Department

The CCFR is a combination (career and volunteer) fire department delivering fire suppression and certain technical rescue capabilities, EMS transport, fire prevention and investigation, and community support functions. CCFR has ninety-one full-time positions and fifteen volunteer

¹ Official Code of Camden County, Camden County, Georgia.

² Charter, Code of Ordinances, City of St. Marys, Georgia.

³ Charter, Code of Ordinances, City of Kingsland, Georgia.

personnel. CCFR also employs part-time personnel to staff vacancies created by scheduled and unscheduled leave.

Operational services are deployed from nine county fire stations located throughout the unincorporated areas of the county, and two municipal fire stations (one in St. Marys and one in Kingsland) where EMS transport units are positioned. The CCFR provides EMS transport services countywide to include both the unincorporated and incorporated areas, whereas its primary responsibility for fire services includes only the unincorporated areas and the city of Woodbine. The CCFR is led by a fire chief who also serves as the director of public safety. The fire chief is assisted by three division officers and two administrative staff members.

The department deploys a separate operational officer (battalion officer-middle management level) for the purpose of command and control of incidents and management of assigned personnel. Minimum operational staffing is twenty-six per day (including the battalion chief). Operational personnel work a three-platoon system schedule, with a work schedule of 24 hours on duty and 48 hours off. Company officer-level staff (captain/lieutenant) supervise operational shift personnel and are also assigned programmatic collateral duties to support operational deliverables such as training and equipment maintenance. There is not an officer (supervisor) at every station. To support stations with no officers, neighboring station officers are tasked with overseeing those that do not have direct supervision. This creates a regional officer model, and this is an assigned responsibility to these officers.

St. Marys Fire Department

The St. Marys Fire Department (SMFD) is a combination (career and volunteer) fire department delivering fire suppression and certain technical rescue capabilities, emergency medical first response, hazardous materials response, fire prevention and investigation, and community support functions. The department has twenty-six budgeted full-time positions, twenty to twenty-five volunteer members (this number fluctuates), and several part-time employees who fill minimum staffing positions as well as vacancies created by scheduled and unscheduled leave.

The SMFD is led by a fire chief who is supported by an assistant chief. The SMFD has no additional administrative staff, uniform or civilian. Operational services are deployed from three stations within the incorporated area. Minimum operational staffing is nine per day. Operational personnel work a three-platoon system schedule, with a work schedule of 24 hours on duty and 48 hours off. Each operational shift has a shift officer assigned to a station and who has certain assigned responsibilities in support of daily operations. In addition, each shift at each station has an officer assigned (permanent or acting) to supervise individual company operations. Career staff at each station responds with a single primary fire apparatus. Additional apparatus housed in each station is responded as needed by volunteer or off-duty members so as to support on-scene operations.

Kingsland Fire Department

The Kingsland Fire Department (KFD) is a combination (career and volunteer) fire department delivering fire suppression and certain technical rescue capabilities, emergency medical first response and EMS transport, fire prevention and investigation, and community support functions.

The department has twenty-five budgeted full-time positions, thirty volunteer members, and several part-time employees who fill vacancies created by scheduled and unscheduled leave.

The KFD is led by a fire chief who is supported by an assistant chief. The department has no additional administrative staff, uniform or civilian. Operational services are deployed from three stations within the incorporated area. Minimum operational staffing is eight per day. Operational personnel work a three-platoon system schedule, with a work schedule of 24 hours on duty and 48 hours off. At stations 3 and 4 each shift has an officer assigned to supervise individual company operations. Station 5 has one officer on the “blue shift” who serves as the station officer. Each of the other two shifts at station 5 is supervised by on-duty officers at stations 3 and 4 as well as the assistant chief. Each station responds a single primary fire apparatus by the career staff. Additional apparatus housed in each station is responded as needed by volunteer members to support on-scene operations.

Tables 1, 2, and 3 compare various components of each organization.

Table 1: Countywide Staff Comparison

Department	Fire Chief	Assistant Chief	Company Officers	Civilian	Part-Time Employees ³	Volunteers ⁴
				Administrative Staff		
Camden County	1	3	Yes ¹	Yes-3	Yes	Yes
St. Marys	1	1	Yes	No	Yes	Yes
Kingsland	1	1	Yes ²	No	Yes	Yes

1. Company officers are not assigned to all stations/all shifts. Assignments include stations 2,3,10,11,14,17.
2. Company officers are not assigned to one station on two shifts. This station (5) has a station officer.
3. In all jurisdictions the number of part-time staff fluctuates.
4. In all jurisdictions the number of volunteer staff fluctuates.

Table 2: Countywide Fire-EMS Operational Comparison

Department	Number of Stations	Operational Career Field Staff ¹	EMS	Tanker Apparatus	Aerial
			Transport		Apparatus
Camden County	9	84	Yes	Yes	No
St. Marys	3	22	No	No	Yes
Kingsland	3	23	Yes ²	Yes	Yes

1. Field staff only-does not include uniform administrative staff.
2. KFRD deploys two ambulances that are not automatically dispatched as part of the overall EMS system.

Table 3: Southern Camden County Fire-EMS System Comparison¹

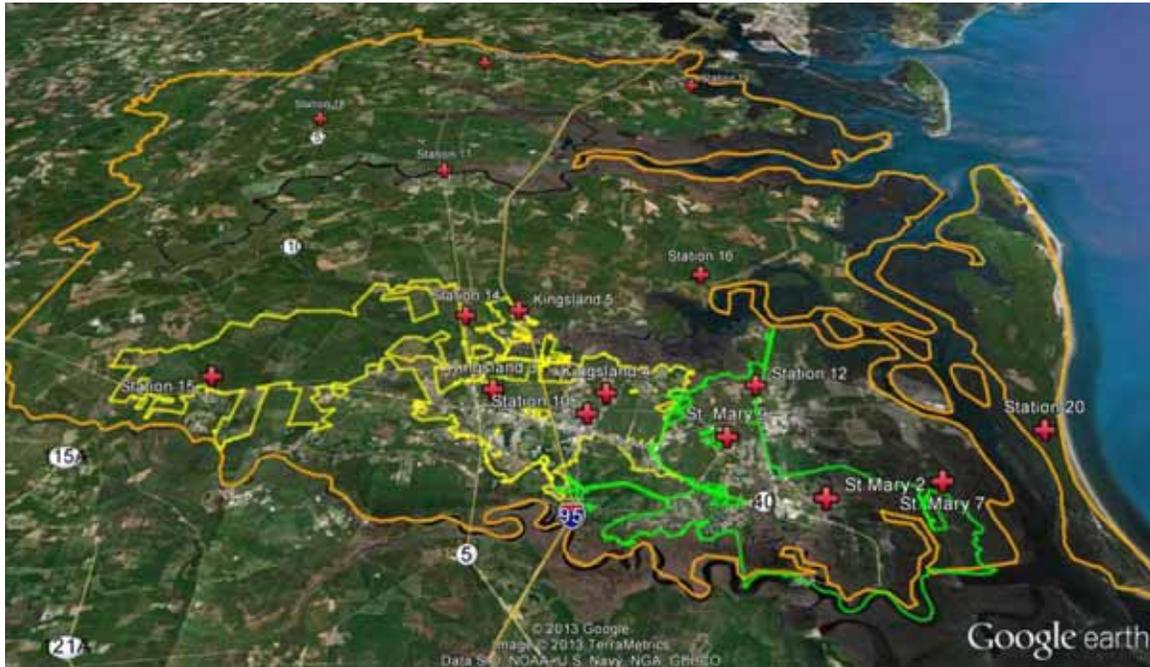
Department	Number of Stations	Operational Career Field Staff	EMS Transport	Tanker Apparatus	Aerial Apparatus
Camden County	5 ²	33 ¹	Yes	Yes	No
St. Marys	3	22	No	No	Yes
Kingsland	3	23	Yes	Yes	Yes

1. Includes all stations below Woodbine.

2. Does not include one station in Kingsland and one station in St. Marys where a county EMS transport unit is deployed from.

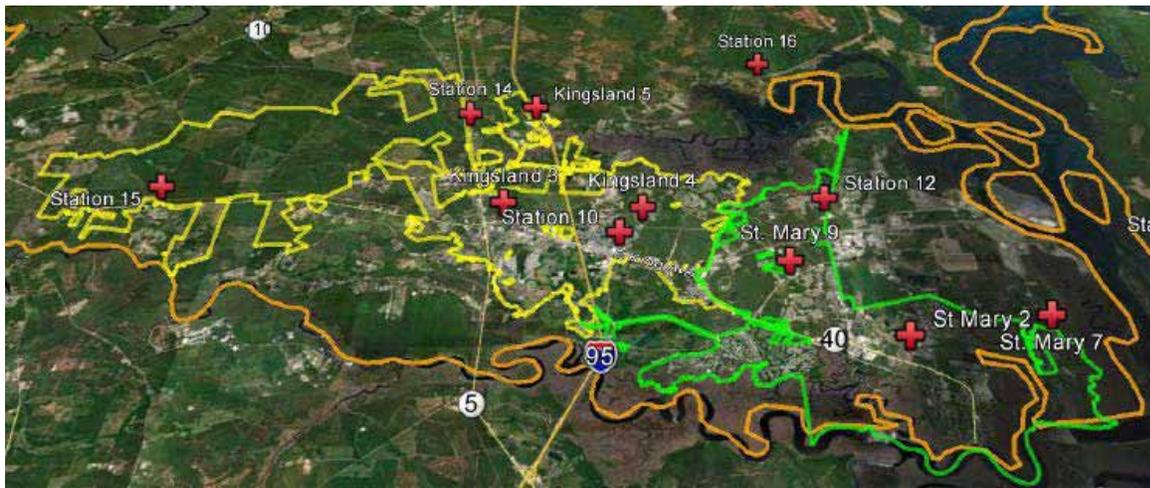
Figure 1 on the next page illustrates the location of staffed, fixed fire facilities in the county (includes county and city stations). Figure 2 on the next page focuses on the southern portion of the county where the opportunity for fire consolidation exists.

Figure 1: Fixed Fire Facilities-County and City



Note: Station 20 is not staffed

Figure 2: Southern Camden County Fixed Fire Facilities: Fire-EMS Consolidation Opportunity



Fire Services Organizational Overview

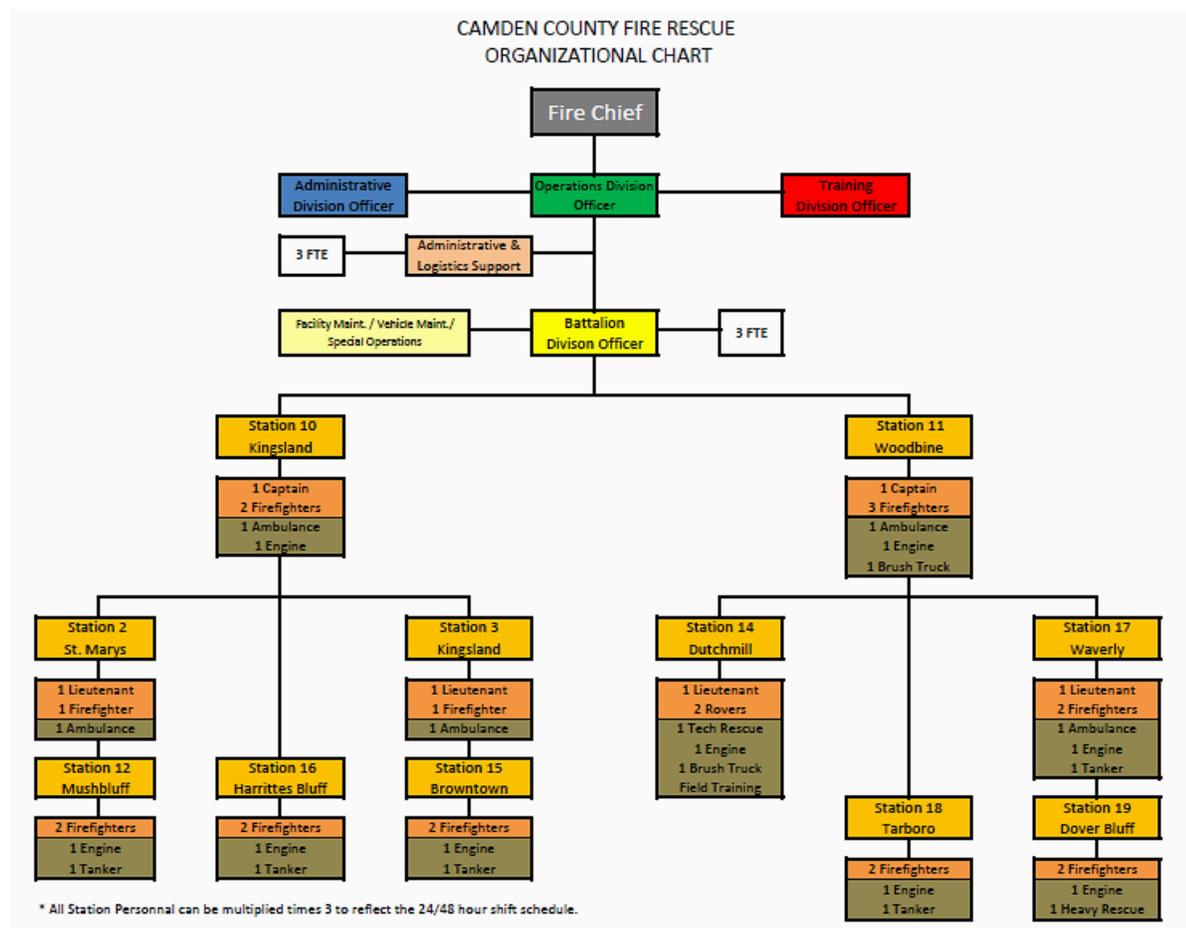
Agency Governance/Structure

Camden County Fire Rescue Department

Chapter 27, Section 27-1 of the County Code establishes a fire rescue department for the county and delineates the objectives of the department. These include but are not limited to providing fire suppression, emergency rescue, and medical services; enforcement of regulations essential to the fire protection and safety of life and property; and other duties as may be prescribed by the board of commissioners.

The CCFR utilizes a traditional organizational structure that focuses on the core mission of emergency services delivery. This structure provides a clearly defined division of responsibility for critical day-to-day functions, and identifies each functional division/program under the purview of the organization. Figure 3 on the next page illustrates the organizational structure of the CCFR. Stations 10, 11, 12, 14, 15, 16, 17, 18, and 19 are CCRFD stations. Stations 2 and 3 represent where CCRFD deploys EMS transport units from municipal fire stations in Kingsland (3) and St. Marys (2).

FIGURE 3: CCFR Organizational Chart

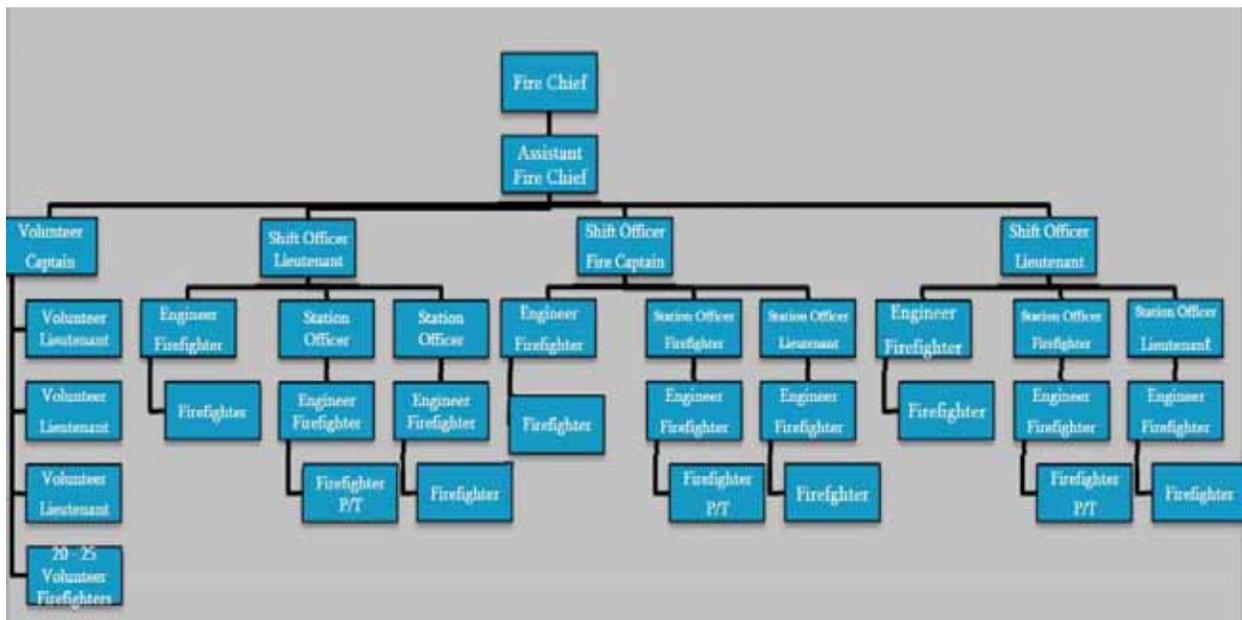


St. Marys Fire Department

Chapter 50, Article I, Section 50-1 of the Code of Ordinances (code) establishes the fire department and its responsibilities to include but not be limited to preventing and extinguishing fires, providing emergency medical services, conducting a fire prevention education program, and enforcement and other duties as may be prescribed by the city council. Sections 50-2, 50-3, and 50-4 of the code establish the position, powers, and duties of the fire chief.

The SMFD utilizes a traditional organizational structure that also focuses on the core mission of fire services delivery. This structure provides a clearly defined division of responsibility for critical day-to-day functions, and identifies each operational position under the purview of the organization. This chart of the organization also distributes authority so that service is delivered in a timely, orderly, and effective manner, with leadership and accountability identified from the top of the organization to company-level officers.⁴ Figure 4 illustrates the organizational structure for the SMFD.

FIGURE 4: SMFD Organizational Chart



Kingsland Fire Department

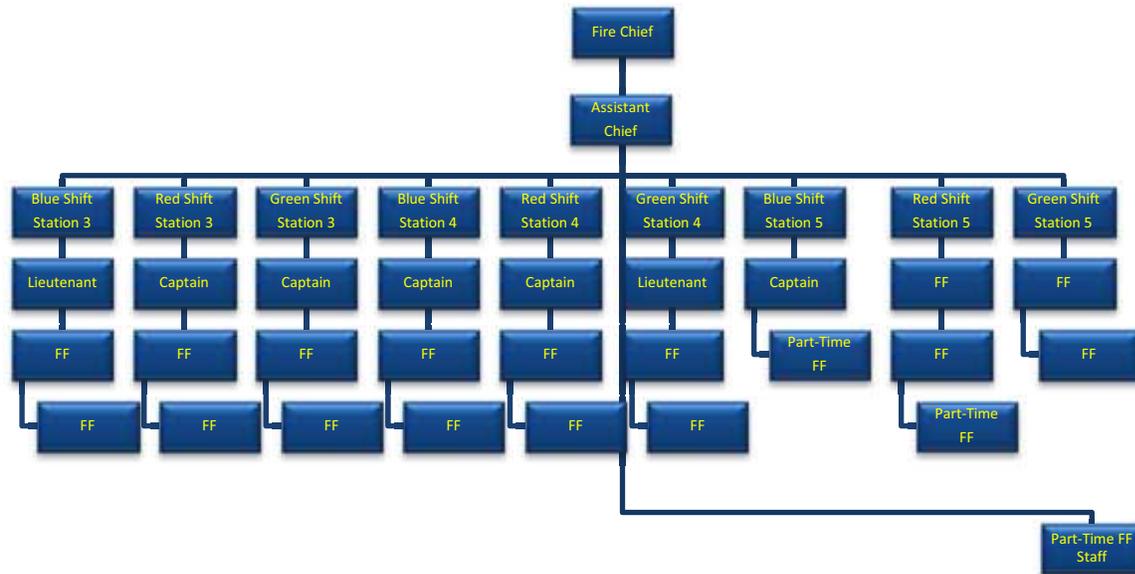
Section 63 of the City Charter establishes the authority of the city council to create a Fire Department. The responsibilities of the department include but aren't limited to preventing and extinguishing fires, providing emergency medical services, conducting a fire prevention education program, and enforcement and other duties as may be prescribed by the city council.

The KFD also utilizes a traditional organizational structure that focuses on the core mission of emergency services delivery. This structure, as with those described above, provides a clearly

⁴ Dennis Compton and John Granito, eds., *Managing Fire and Rescue Services* (Washington, DC: International City/County Management Association, 2002), 115.

defined division of responsibility for critical day-to-day functions and identifies each operational shift of the organization. The department organizational chart also distributes authority so that service is delivered in a timely, orderly, and effective manner, with leadership and accountability identified from the top of the organization to company-level officers. Figure 5 illustrates the organizational structure for the KFD.

FIGURE 5: KFD Organizational Chart



Organizational Resources

Camden County Fire Rescue Department

CCFR uniform administrative staff is supported by three full-time civilian positions (two administrative-clerical/one logistics) that perform various administrative and organizational functions. The Camden County human resources director is responsible for administering the personnel policies for the county. The HR director also serves as the director of support services, with responsibilities that include information technology services and risk management.

When the decision to hire is approved by the Camden County administrator, the county advertises a position opening for a minimum of two weeks in local newspapers and on the county website. Applications are screened against posted qualifications and work experience. Applicants who are selected are required to take the Georgia Work Ready Assessment. Successful candidates then proceed through the remainder of the hiring process, which includes an oral interview, physical agility test, and medical screening.

Promotions are made through an oral interview board and a written test on department policy and procedures. There is no specific CCFR career path program; however, the department does suggest training opportunities and training certifications to achieve advancement. The department has also engaged a leadership development coach to work on company leadership and chief officer leadership skills.

St. Marys Fire Department

The SMFD does not have civilian administrative support for the uniform administrative staff. Administrative and organizational functions such as payroll, ordering/receiving of supplies and equipment, and coordination of logistical and organizational program support functions are handled by the fire chief and assistant fire chief. These duties may not allow these positions to focus on improving the system and creating the future for the organization.

The city of St. Marys human resources director is responsible for administering the personnel policies for the city. When the decision to hire is approved by the St. Marys city manager, the city advertises the position opening in local newspapers and on the city website. The city's best recruitment tool, however, is through its own volunteer firefighter program. Applications are screened against posted qualifications and work experience. The required knowledge, skills, and abilities (KSAs) for a firefighter position were developed by Slavin & Associates in 2001 and are currently being reviewed by Evergreen Solutions. Applicants who are selected are required to be registered firefighters by the state of Georgia.

The city contracts with a local private medical firm, Amelia Medical Care, to provide occupational health services for the department. The city requires that all fire department employees receive an annual physical as well as a stress test, and the city plans to launch a new wellness program in the summer of 2013.

Promotions are made through an extensive point-based work history review process, a written test, a performance-based series of exercises (written exercise, verbal exercise and role play/problem solving exercise), and an oral interview by an interview board that consists of three outside evaluators. Based on the results of the aforementioned process, a promotional roster is developed by the fire chief and then reviewed and validated by the human resource director. At this point, if the position is open, the fire chief may recommend to the city manager one of the top three promotional candidates on the list for promotion. The promotional roster remains valid for one year.⁵

Kingsland Fire Department

The KFD does not have civilian administrative support for the uniform administrative staff. Administrative and organizational functions such as payroll, ordering/receiving of supplies and equipment, and coordination of logistical and organizational program support functions are handled by the fire chief and assistant fire chief. These duties may not allow these positions to focus on improving the system and creating the future for the organization.

⁵ St Marys Fire Department Promotional Procedures, April 2005.

The city of Kingsland human resources director is responsible for administering the personnel policies for the city and has final sign-off authority on the hiring of new personnel for the fire department. When there is a need to recruit and hire for new fire department personnel, the human resource director advertises the position openings in local newspapers, the city website and the Georgia Local Government Access Marketplace website. The KFD's best recruitment tool, however, is through its own volunteer firefighter program. Applications are screened against posted qualifications and work experience and a full a background check via LaborChex. The required knowledge, skills, and abilities (KSAs) for the firefighter position were developed by Evergreen Solutions in 2007 and adopted by the city in 2008. Applicants who are selected are required to be registered firefighters by the state of Georgia.

The KFD does not have a formal promotional process. The fire chief currently selects those who will be promoted to an available lieutenant or captain position. Both the fire department and human resources acknowledge that developing a valid promotional process is a priority for the department.

The city has an employee wellness program and has a contract with a local private medical firm, Amelia Medical Care, to provide occupational health services for the department. The city requires that all fire department employees receive a physical as well as a stress test annually. The city has a no-smoking policy on city property for its employees.

Training and Education

Camden County Fire Rescue Department

For CCFR, the training division officer establishes a training calendar based on the calendar year using Target Solutions. The online system includes a daily training log, the sharing of training resources between participating departments, and other helpful services that assist in managing the training program. The department requires that all firefighters have Georgia state certification and a Pro Board NPQ Fire 1 qualification. The department plans in the future to institute the requirements that lieutenants have a Fire Officer I certification, captains a Fire Officer II certification, battalion officers a Fire Officer III certification, and senior level officers a Fire Officer IV certification.

Although the department does not have an outlined career path training program, each fire and EMS job description lists the various certifications and course work required. CCFR does not have a training facility where live-burn activities and other practical evolutions and fire tower training can be fully executed. However, both the SMFD and the KFD do have this asset available for CCFR use. ***CCFR should incorporate these training assets into its current and regular schedule and ISO evaluation.***

St. Marys Fire Department

The SMFD assistant fire chief serves as the training officer for the department. The assistant chief and nine other fire officers in the department (including the fire chief), are certified instructors. Each month the assistant fire chief develops a training calendar for the following month. All

individual training records are kept on FIREHOUSE software, which the department has been using since 2009.

The SMFD is an approved testing site of the National Pro Board Firefighter I and II courses. SMFD, along with the Georgia Firefighters Training and Standards Council and the West Georgia Technical College, allows firefighters to receive their National Professional Qualification (NPQ) Firefighter I and II certifications, after the successful completion of these courses.

SMFD's paid firefighters are required to have and have received at minimum the NPQ Firefighter I certification, with most certified at the Firefighter II level. All career personnel are also trained as emergency medical first responders, with ten firefighters certified as emergency medical technicians and one as a paramedic. Eight firefighters are certified as National Wildland Firefighters. Fire officers and prospective officers are required to have successfully completed Incident Command (ICS) NIMS 300 and 400 training requirements.

The SMFD training facilities include a training tower, props for search and rescue training, live-burn, extrication training, and classroom training. Training under live-fire scenarios strictly adhere to the NFPA 1403 (2012 edition) *Standard on Live Fire Training Evolutions*.

The SMFD holds regular training sessions (at least quarterly) with the KFD on incident command and company fireground operations. The departments share each other's training facilities to accomplish this joint training. Both departments also require joint training as part the established automatic and mutual aid agreements between the two jurisdictions. Additionally, the SMFD specializes and trains in tactical hazmat response, as the department is part of a larger regional hazardous materials response group. Seventy-five percent of the personnel in the department are certified as NPQ Hazardous Materials Technicians.

Kingsland Fire Department

The KFD fire chief has appointed a lieutenant with thirty years of firefighting experience to serve as the training officer for the department. The lieutenant is highly qualified to serve in this position as he is certified as a fire instructor I and II, and has attained additional certifications as an EMS instructor, hazmat/paramedic instructor, and chemical emergency instructor. The training officer reports to the assistant chief and consults with the fire chief and the assistant chief regarding training topics and priorities. The department does not have a specific training budget.

The KFD training officer develops a four-month training calendar for the department every three months. Each week on this calendar includes a different set of training courses so that the full range of training is available over the four-month training schedule to ensure all KFD members can fulfill these training requirements. The training officer keeps and monitors individual training records on FIREHOUSE software; until recently (four months ago) the records were kept as paper files. KFD standard operating guidelines (SOG) provide specific policy guidelines for minimum training requirements for all firefighters (including probationary) and fire officers in the department. All firefighters must attend at least 70 percent of scheduled training sessions.

All probationary firefighters and incumbent firefighters must successfully complete Basic Firefighter I and Firefighter II certification in their first two years of service. These department

members are also expected to complete (within two years) training in SCBA use, emergency vehicle operations (EVOG), National Incident Command (NIMS) 700 and ICS 100 and 200, vehicle extrication, thermal imaging camera, CPR/AED, and first responder training.

Fire officers and prospective officers are required to have successfully completed Incident Command (ICS) NIMS 300 and 400 training requirements, as well as a series of courses on managing company tactical operations, building construction, introduction to fire department pumpers, and twenty-five hours of class time in the fire sciences offered by recognized county, state, or national institutions. All Kingsland fire officers have completed these training requirements.

The Kingsland training facilities include a training tower, props for search and rescue training, live-burn, extrication training, and classroom training. Training under live fire scenarios strictly adhere to the NFPA 1403 (2012 edition) *Standard on Live Fire Training Evolutions*.

As previously mentioned, the KFD holds regular training sessions (at least quarterly) with the St. Marys Fire Department on incident command and company fireground operations. The departments share each other's training facilities, and generally work very well together. The KFD specializes and trains in hazmat decontamination procedures.

Fire Prevention/Investigation/Public Education

Camden County Fire Rescue Department

A CCFR division officer currently serves as the fire marshal, fire inspector, and plan reviewer for the county. The fire chief serves as the department's principal fire investigator and peace officer. In case of a suspected arson, the fire chief works with the county sheriff's office, which has two deputy sheriffs trained as fire investigators. All arson investigation evidence and documents are retained in the sheriff's office. The department had a full-time fire marshal until October 2011 when that person resigned. As of this report, CCFR has not filled this position.

In August 2008 the Camden County Board of Commissioners adopted the Georgia State Minimum Fire Safety Standards as amended by chapter 120-3-3 of the Rules and Regulations of the State of Georgia. The division officer/fire marshal works closely with the county building department to ensure business and apartment complex inspections are completed twice per year as prescribed by fire safety standards. The fire prevention office uses a self-inspection checklist for all predesignated low-risk occupancies. Business owners complete the check list annually and submit it to the fire marshal's office. Inspection information is tracked manually.

The fire investigation/arson program includes a juvenile arson program that CCFR, in conjunction with the county's Department of Social Services, offers as an intervention to families when a juvenile has been caught setting a fire or is involved in dangerous fire behavior. The department also participates in the Southeast Arson Task Force, a task force that was initiated to improve wildland arson investigation, train forestry investigators, and share arson investigation resources.

The CCFR public education program works jointly with the county's city fire departments to sponsor fire prevention month each year in October. The program includes presentations at area schools and other special events. In conjunction with this month-long celebration, CCFR conducts free home safety inspections for residents who request them, and installs home smoke detectors and replaces dead batteries at no charge.

St. Marys Fire Department

The St. Marys fire chief and the assistant chief serve as the fire prevention inspectors for the city. Both the fire chief and the assistant chief have the professional qualifications to serve as fire inspectors. The fire chief serves as the city's fire marshal and is certified as a Fire Inspector III. The assistant chief is certified by the National Pro Board as a Fire Inspector I. The fire chief has also served as the president of the Georgia Public Safety Educators Association and is an adjunct instructor for the West Georgia Technical College, teaching strategy and tactics, fire instructor, and cause and origin fire investigations courses.

The city of St. Marys adopted the 2006 edition of the International Fire Code in 2007. In 2002 the St. Marys adopted the Georgia State Minimum Fire Safety Standards as amended by chapter 120-3-3 of the Rules and Regulations of the State of Georgia; city ordinance 50-42. Both the fire chief and the assistant fire chief complete plan reviews and they work closely with the city building division to ensure business and apartment complex inspections are completed twice per year as prescribed by fire safety standards. The fire chief is the building official.

The city has two assisted living facility, several over-55 residential homes, and a mobile home park. The city has four elementary schools, a middle school, and it shares a high school with Camden County and the city of Kingsland. These facilities are inspected regularly and provided with public fire education programs. Fire engine companies perform pre-fire planning twice a year on all industrial and commercial establishments.

The St. Marys Fire Department works jointly with the city of Kingsland and Camden County Fire-Rescue Department to conduct fire prevention month each year in October. The program includes presentations at area schools and other special events. In conjunction with this month-long observance, SMFD conducts free home safety inspections for residents who request them, and installs home smoke detectors and replaces exhausted batteries at no charge.

The St. Marys fire chief, a captain, and a lieutenant are certified as cause and origin fire investigators and work closely with a St. Marys police detective to investigate all suspicious fires. Juvenile fire setters have not been a problem in the city.

Kingsland Fire Department

The Kingsland fire marshal's office (located in the KFD) has primary responsibility for fire inspections for the city of Kingsland. The fire marshal's inspection responsibilities include reviewing fire code adoption and compliance; issuing permits for fire protection systems; overseeing and maintaining fire alarm systems, standpipes, fire pumps, underground storage tanks, hazardous materials installations, and other systems; conducting plan reviews for new construction and building renovations; and conducting inspections for fire occupancy and special events. The fire marshal/captain supervises another certified inspector, a firefighter who serves as assistant fire

marshal. Two certified arson investigators, who also work as EMT/firefighters, serve under his supervision. All of the inspectors and investigators are certified by the state of Georgia.

The city of Kingsland is primarily a residential and commercial community, and includes a number of hotels/motels, some which are not sprinklered and are of wood-frame construction. Interstate 95, with its heavy and various amount of interstate cargo traffic, also runs for seven miles through the city. Finally, a train line runs through the city (and St. Marys) to the Naval Submarine Base Kings Bay.

The city of Kingsland adopted in 2008 the 2006 edition of the International Fire Code and Georgia State Minimum Fire Safety Standards as amended by chapter 120-3-3 of the Rules and Regulations of the State of Georgia. The fire marshal is the plan reviewer for all blueprints for any new building in the city; he also goes to new constructions sites and signs off on the final occupancy permit before the structure is issued a certificate of occupancy. The fire marshal's office works closely with the city building official to ensure business and apartment complex inspections are completed twice per year as prescribed by fire safety standards.

Inspection records are retained on FIREHOUSE software, as are fire hydrant testing data, public education events, and arson investigation information. The office inspects/paints approximately 1,800 fire hydrants twice a year following NFPA 291 requirements.

Kingsland's public fire prevention and life safety program staff visit every school in the city to educate students from pre-K through 5th grade about fire and life safety. All of the fire personnel who teach fire safety are certified as fire safety educators by the state of Georgia. The fire department provides smoke detectors free to the citizens of Kingsland and if requested installs them at no charge. The fire department also offers to replace batteries in smoke detectors two times a year.

Emergency Management

Camden County Fire Rescue Department

The county's emergency management program is administered by the director of emergency management, who reports directly to the fire chief/ director of public safety. The emergency management director (EM director) has the primary responsibility for coordinating and monitoring the emergency planning activities of all county departments, the three cities in the county, the county school district, and the other allied agencies in the county. The EM director is also responsible for ensuring the readiness (equipment, stocked materials and supplies, situational awareness monitoring, etc.) within the emergency operations center (EOC).

The county dedicated a new EOC on September 15, 2012. Also in September 2012, the county updated the 2011 county commission-approved emergency operations plan (EOP) and an all-hazard mitigation plan. The principle hazard vulnerabilities of the county are hurricanes, tropical storms, and wildland fires. This plan is National Incident Management System (NIMS)-compliant and details the emergency support functions for each participating agency (fire, police, hospitals, animal shelters, etc.).

The chairman of the Camden County Commission, as the chief elected official, is the legally responsible emergency manager for the county. The chairman has, by state law, the authority to declare a disaster for the county and to request, if needed, a state disaster declaration and disaster assistance from the governor of Georgia. If needed, the governor can declare a state disaster, and as well can request from the President of the United States a federal emergency or disaster declaration. If the chairman of the county commission is unavailable or incapacitated, the emergency operations plan (EOP) clearly details who would have this responsibility (vice-chairman). The EM director holds regular meetings of the Executive Policy Committee whose members consist of the chief elected officials in the county, the superintendent of schools, the commanding officer of Naval Submarine Base Kings Bay, and the county administrator and respective city managers and their assistants.

The county and the incorporated cities in the county have also been designated by FEMA, “Storm Ready.” This designation is conferred by the federal government if a jurisdiction has an approved hazard mitigation plan. This designation provides for a reduction in the local match share from 15 percent to 12.5 percent in a federally declared disaster, potentially saving millions of local matching share dollars.

St. Marys Fire Department/ Kingsland Fire Department

Emergency management for the cities of St. Marys and Kingsland is functionally consolidated with the county. As noted above, Camden County is responsible for managing the emergency management function. The cities of St. Marys and Kingsland both contract with Camden County to provide emergency management services and as stated in that contract, the chair of the county commission is the chief elected official who is the legally responsible emergency manager for the entire county, including the cities.

The chair of the county commission has, by state law, the authority to declare a disaster for each city and to request, if needed, a state disaster declaration and disaster assistance from the governor of Georgia. If needed, the governor can declare a state disaster, and if necessary, can request from the President of the United States a federal emergency or disaster declaration. If the chair of the commission is unavailable or incapacitated, the emergency operations plan (EOP) clearly details who would have this responsibility (vice-chair).

Emergency Communications

Emergency communications functions for the CCFR, SMFD, and KFD are provided by the Camden County Sheriff’s Office (CCSO). The CCSO communications division serves as the primary public safety answering point (PSAP) for the county, including the incorporated cities of Kingsland, Woodbine, and St. Marys. The CCSO communications division handles in excess of 160,000 emergency and nonemergency incoming telephone calls per year. As a PSAP, the division handles in excess of 36,000 e-911 calls per year. An additional service the CCSO communications division provides is the handling of emergency and nonemergency calls for the Georgia State Patrol, Georgia Forestry, and Camden County Animal Control.

Hourly staffing for the CCSO communications division consists of one supervisor and three telecommunicators. The CCSO communications division has a future goal of adding an additional supervisory staff member without radio channel responsibilities and who can then supervise all operations of the center. The workload for the four on-duty staff is divided as follows:

Supervisor: Kingsland police channel and serves as floor supervisor

Telecommunicator: St. Marys police channel

Telecommunicator: CCSO channel

Telecommunicator: Fire channel (County, Kingsland, St. Marys)

The CCSO communications division utilizes VisionAir-TriTech computer-aided dispatch (CAD) software solutions. Additionally, the division utilizes the Medical Priority Dispatch System (MPDS) manual card system for its emergency medical dispatch (EMD) call screening program. The EMD program is essential in any communications center that dispatches EMS resources to ensure the right resources are dispatched, and to ensure the appropriate and sometimes life-saving pre-arrival instructions are delivered by trained telecommunicators.

All the local government agencies in the county began cooperating in June 2010 to meet by December 31, 2013 the new FCC public safety radio communications mandates. The cities of St. Marys, Kingland, and Woodbine, and Camden County, along with representatives from the Naval Submarine Base Kings Bay, Camden County School Board, and the South East Regional Radio Network, established a Communications Upgrade Committee charged with looking at all of the options to meet the FCC public safety communications requirements. The committee met weekly and in February 2011 the cities of St. Marys, Kingsland, Woodbine, and Camden County jointly resolved to migrate from their wideband bandwidth radio channels to narrowband in accordance with the FCC mandates. This was completed in November, 2011.

A critical future need is for a two repeater channel system. **Currently there is only one fire channel that has the ability to be “repeated,” meaning the radio signal** can be received and retransmitted at a higher power to span greater distances. Additionally, each of the police channels is “repeated.” Having only one repeated fire channel poses an issue for command and control during a multi-unit working incident, such as a wildland fire, automobile accident with entrapment, or building fire. On these incidents units are assigned a tactical channel away from the main dispatch channel; the tactical channel will not have the capability for being repeated, meaning units likely will only be able to communicate with those in line-of-sight. Additionally, units (including command officers) will have to switch back to the main fire channel to communicate with the dispatcher, thus decreasing full interoperability between units and the CCSO communications division.

External Relationships

Local governments use many types of intergovernmental agreements to enhance local fire protection and EMS services. It is important that fire departments be able to quickly access extra and/or specialized resources in the aftermath of a disaster or other large-scale event. In addition,

because these types of incidents do not respect jurisdictional boundaries, they often require coordinated response. In addition to those large-scale disasters or emergencies that may tax a locality's resources, it makes sense at times in terms of geographic reach to enter into agreements for one locality to serve another's response area, particularly if this arrangement is reciprocal.

Camden County Fire Rescue Department

CCFR has established several intergovernmental agreements or memorandum of understanding with municipalities in the county, the naval base, and adjoining counties in both Georgia and Florida. These include:

City of Kingsland: Intergovernmental agreement

- Establishes reciprocal coverage for specific areas whereby the city will cover certain unincorporated areas and the county will cover specific incorporated areas.
- No exchange of funds for these services.
- Establishes county ambulance space at fire station 3.

City of St. Marys: Mutual aid agreement

- For mutual aid: specific request for resources from jurisdiction to jurisdiction has to occur. Request has to be accepted and approved by jurisdiction providing the resources.
- Automatic aid/first response provision for certain areas as designated.
- Provision of aid is not mandatory.
- No exchange of funds for these services.

Naval Submarine Base Kings Bay: Memorandum of understanding

- For mutual aid only: specific request for resources from jurisdiction to jurisdiction has to occur. Request has to be accepted and approved by jurisdiction providing the resources.

Charlton County, Georgia, Volunteer Fire Department, Station 1: Mutual aid agreement

- For mutual aid when called upon.
- Discusses reciprocal levels of EMS delivery for which each jurisdiction is responsible.

Charlton County, Georgia, Emergency Medical Services: Mutual aid agreement

- For mutual aid.
- Subject to resources available.
- Establishes transport billing.

Nassau County, Florida: Mutual aid

- For mutual aid only: specific request for resources from jurisdiction to jurisdiction has to occur. Request has to be accepted and approved by jurisdiction providing the resources.
- Automatic aid/first response provision is not included.

- Provision of aid is not mandatory.
- No exchange of funds for these services.

Glynn County, Georgia: Mutual aid

- For mutual aid only: specific to disasters and large emergencies where resources required to mitigate the emergency are beyond the ability of the requesting agency.
- No exchange of funds for these services. Food, shelter, and fuel expected to be provided by requesting jurisdiction.

St. Marys Fire Department

St. Marys has a mutual aid and automatic aid agreement with Kingsland Fire Rescue. This agreement covers both the request for mutual aid by either city and automatic aid to a specific overlap area created between Kingsland's Station 4 and St Marys Station 9 response areas. The agreement clearly spells out the terms and conditions for each city as to which one bears the response cost. The cities provide each other immunity for a failure to respond and waive all claims against each other for losses and damages.

St. Marys has a similar agreement with Camden County except the automatic aid between the city and county is to the enclaves of unincorporated parts of Camden County that lie within five roadway miles of a St. Marys fire station (primary response areas). In addition, the agreement stipulates that a Camden County ambulance squad will be housed at St. Marys station 2 without cost to the county. In lieu of monetary reimbursement, Camden County agrees to respond with the ambulance squad as a first due unit to all fires in St. Marys city limits. As with the Kingsland agreement, the agreement requires joint training of both jurisdictions' volunteer and paid firefighters in incident command and in training response scenarios for both night and day. The agreement also articulates the terms and conditions of the agreement, waives all claims, and provides each other immunity.

St. Marys Fire Department has a memorandum of understanding with Naval Submarine Base Kings bay that provides each entity mutual support. This agreement, signed by the mayor of St. Marys and the commanding officer of the base, provides both the base and the city mutual aid in fire prevention, training, hazardous materials incident response, and fire firefighting. Because the naval base is adjacent all along St. Marys' eastern boundary, this agreement provides both entities with significant added resources, if specifically requested by either jurisdiction.

The state of Georgia has formed by state legislation a statewide Mutual Aid Resource Pact in which all of the political subdivisions in the state can join. The pact is administered by the state and allows participating jurisdictions to render or receive emergency suppression, prevention, and rescue/medical assistance during a major incident or a disaster. St. Marys signed an agreement to become a member of the Georgia Mutual Aid Group in September 2005. The fire chief serves as the current area representative of this organization.

Kingsland Fire Department

The city of Kingsland has several mutual aid and automatic aid agreements with its surrounding jurisdictions. Kingsland also has an intergovernmental fire protection agreement with Camden County, and it has a joint training agreement with the city of St. Marys.

Kingsland has a mutual aid and automatic aid agreement with SMFD that was signed in June 2011. This agreement covers both the request for mutual aid by either city and automatic aid to a specific overlap area created between KFD station 4 and SMFD station 9 response areas. As part of the agreement classroom training on incident command and response scenarios for night and day for both paid and volunteer firefighters from each city is required. Kingsland also has a mutual aid agreement with Nassau County, Florida, to render fire protection and emergency medical services when requested by either party. This agreement was initially signed in July 2002 and is updated every three years.

Kingsland has an intergovernmental fire protection agreement with Camden County to provide fire protection services to the unincorporated areas in the southern part of the county and receive fire protection services from the county in the western area of the city that was annexed in 2009. The agreement also stipulates that the county will house ambulances and paramedic staff at fire station 3 at no cost to the county. The agreement spells out that the number of county vehicles (1) and the number of county staff (2) housed in station 3 and that they will be supervised by KFD fire officers. The agreement also specifies that the county will hold the city harmless from any liabilities, claims, or losses and that the county will maintain insurance to protect its equipment and personnel. The agreement was initially signed in September 2009 and it is reviewed annually.

Fire Services Operational Overview

Staffing and Deployable Resources

Risk Assessment and Planning

Community risk and vulnerability assessment are essential elements in a fire department's planning process. According to a National Fire Protection Association (NFPA) paper on assessing community vulnerability, fire department operational performance is a function of three considerations: resource availability/reliability, department capability, and operational effectiveness.⁶ These elements can be further defined as:

Resource availability/reliability: The degree to which the resources are ready and available to respond.

Department capability: The ability of the resources deployed to manage an incident.

Operational effectiveness: The product of availability and capability. It is the outcome achieved by the deployed resources or a measure of the ability to match resources deployed to the risk level to which they are responding.⁷

A community risk and vulnerability assessment evaluates the community as a whole, and with regard to property, measures all property and the risk associated with that property and then segregates the property as either a high, medium, or low hazard. According to the NFPA *Fire Protection Handbook*, these hazards are defined as:

High-hazard occupancies: Schools, hospitals, nursing homes, explosives plants, refineries, high-rise buildings, and other high life-hazard or large fire-potential occupancies.

Medium-hazard occupancies: Apartments, offices, and mercantile and industrial occupancies not normally requiring extensive rescue by firefighting forces.

Low-hazard occupancies: One-, two-, or three-family dwellings and scattered small business and industrial occupancies.⁸

Linking a fire department's operational performance functionality to the community risk and vulnerability assessment further assists fire personnel in the planning process by increasing their understanding of the community risk with regard to property and life-hazard potential. By plotting the rated properties on a map, fire administrators can better understand how current and future resource capabilities relate to specific risks and vulnerabilities, and then can identify potential gaps in service delivery.

⁶ Fire Service Deployment, Assessing Community Vulnerability: From <http://www.nfpa.org/assets/files/pdf/urbanfirevulnerability.pdf>.

⁷ National Fire Service Data Summit Proceedings, U.S. Department of Commerce, NIST Tech Note 1698, May 2011.

⁸ Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: National Fire Protection Association, 2008), 12.

The CCFR, SMFD, or KFD have not completed a comprehensive community risk and vulnerability assessment for their respective response jurisdictions. Each has risks, particularly central to state road 40, which serves as a major transportation and commercial corridor in the southern portion of the county. These agencies have identified target hazards to include industrial, roadway, commercial, educational, residential, and recreational hazards. However, these occupancies have not been classified according to NFPA classification, or plotted on a map for planning purposes, and formally linked to staffing and deployment of resources.

To demonstrate the criticality of the planning process, we will first reiterate where fire stations are located (Figure 6). Figure 7 illustrates fire call demand and Figure 8 illustrates EMS call demand in the county to include the cities of Kingsland and St. Marys. These figures were plotted utilizing Camden County Sheriff's Office computer-aided dispatch (CAD) data provided to ICMA. In Figure 7, as you move from white to red, and in Figure 8, as you move from white to blue, the more concentrated the call demand is. In addition, the call count is included in each census block.

It is important to understand call demand (fire and EMS) and community risk, and then link resource deployment to these factors. As fire department operational performance is a function of three considerations—resource availability/reliability, department capability, and operational effectiveness—it is critical that call demand is monitored and community risk is defined and understood. As one can see, however, until a risk analysis is completed to include all risks and vulnerabilities and is then plotted on a map, the planning process is incomplete. By adding the community risk analysis and vulnerability assessment to the planning methodology, and linking this to call demand and response time (to be discussed later in this report), a fire department can better plan for and meet strategic planning benchmarks and established performance measures, as well as community expectations.

Figure 6: Fire Station Locations: County and City

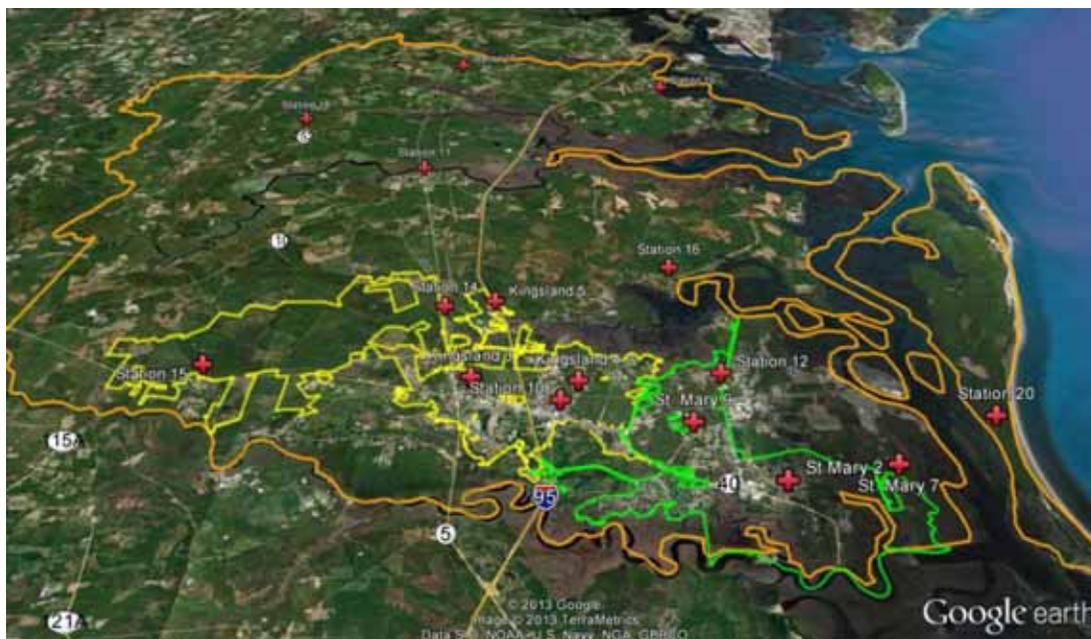


Figure 7: Fire Call Demand by Census Block

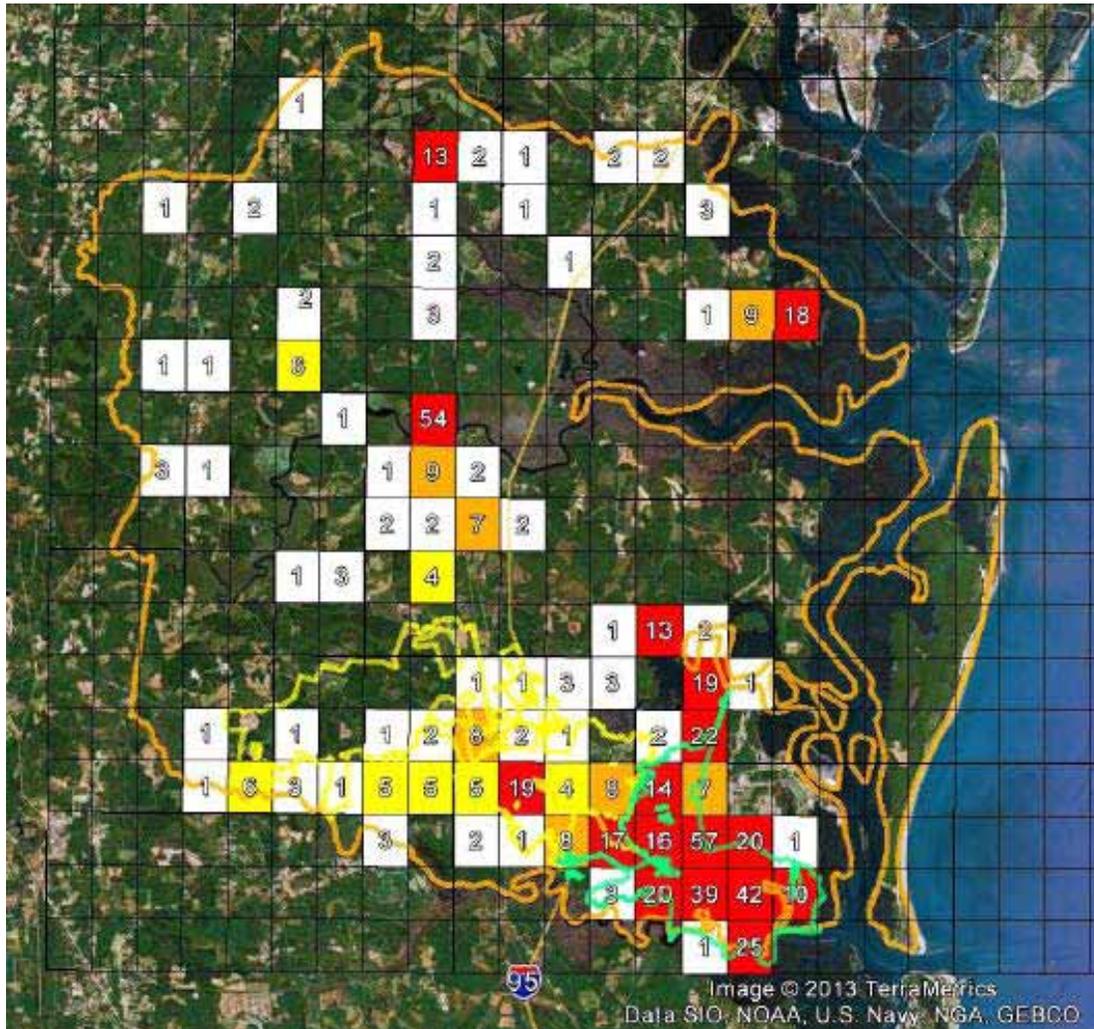


Figure 8: EMS Call Demand by Census Block



Figures 9, 10, and 11 look further into the consolidation opportunity by illustrating station location in southern Camden County (Figure 9), as well as call demand (fire and EMS) (Figures 10 and 11).

Figure 9: Southern Camden County Fire Station Location

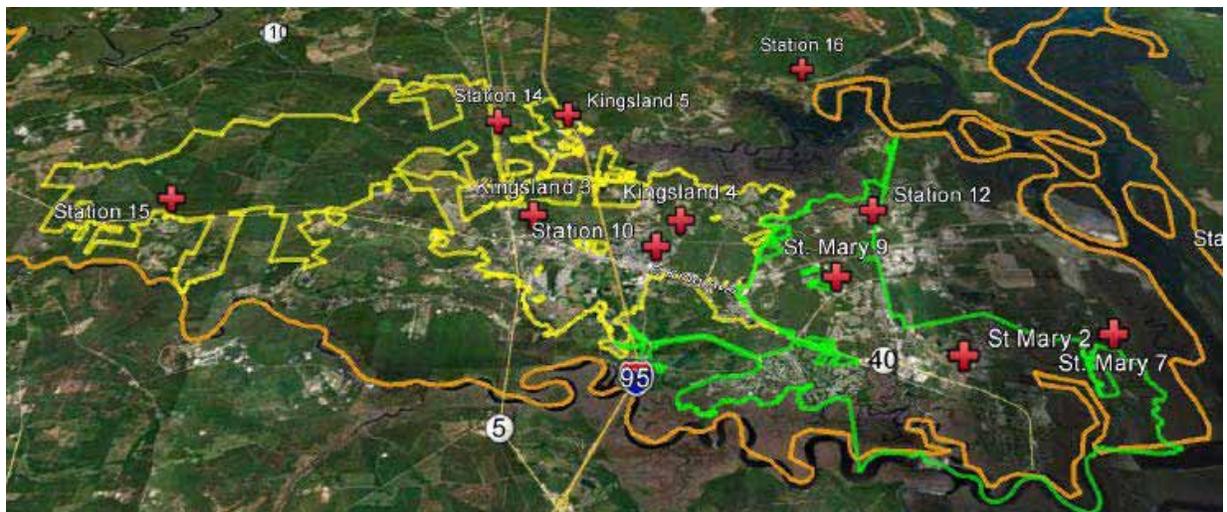


Figure 10: Fire Call Demand: Southern Camden County

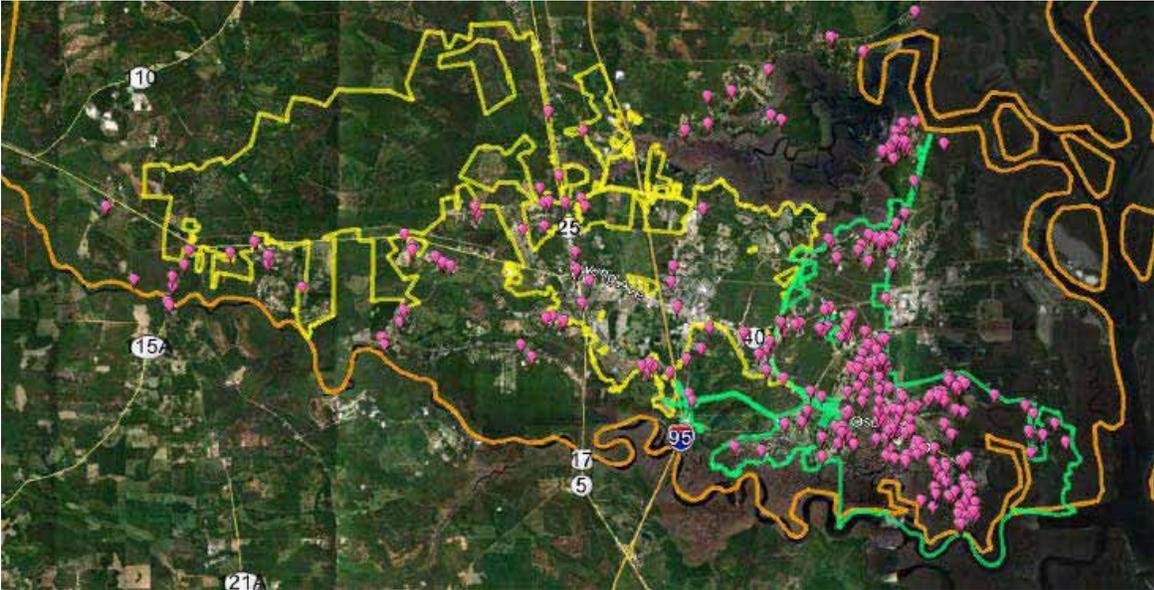
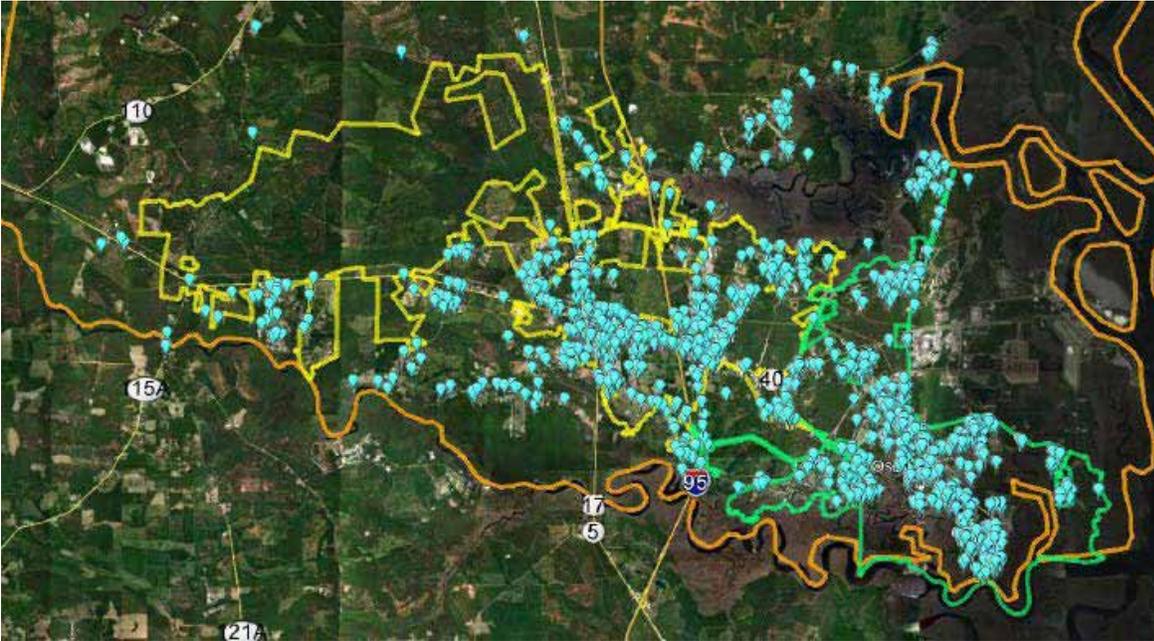


Figure 11: EMS Call Demand: Southern Camden County



Staffing and Deployment

Each department in this study staffs and deploys resources primarily with full-time equivalent employees. St. Marys and Kingsland utilize part-time staff to fulfill current minimum staffing. All three departments utilize part-time personnel to backfill vacancies created by scheduled and unscheduled leave. Each department deploys full-time staffing on 24-hour shifts, seven days a week. In each department, employees work a rotational 24 hours on and have 48 hours off.

Additionally all three departments deploy volunteer members in various capacities, such as fulfilling minimum staffing of apparatus; deploying additional apparatus such as tankers, aerial apparatus, and brush trucks; and staffing apparatus to increase capacity. The utilization of trained volunteer staff is critical to expanding capacity in each department and should continue to be sustained as such.

Table 4 further breaks down minimum staffing for a 24-hour shift by department by station in the southern portion of the county. Figure 12 illustrates available resources by station in the southern portion of the county.

Table 4: Southern Camden County Fire-EMS Shift Staffing Comparison

Department	Station Number	Full Time Staff	Part-Time Staff Utilized for Minimum Staffing	Total Staff
Camden County	10	3	Only for leave vacancies	3
Camden County	12	2	Only for leave vacancies	2
Camden County	14	1 ¹	Only for leave vacancies	1
Camden County	15	2	Only for leave vacancies	2
Camden County	16	2	Only for leave vacancies	2
St. Marys	2	3	Only for leave vacancies	3
Camden County	2	2 ²	Only for leave vacancies	2
St. Marys	7	2	1 ⁴	3
St. Marys	9	3	1 ⁵	3
Kingsland	3	3	Only for leave vacancies	3
Camden County	3	2 ³	Only for leave vacancies	2
Kingsland	4	3	Only for leave vacancies	3
Kingsland	5	2	1 ⁶	2

1. Two full time positions also assigned to this station for the purpose of filling vacancies created by scheduled and unscheduled leave. If one or both are not utilized for this purpose, they remain at this station as additional capacity staffing.

2. Life Safety Squad assigned to this station for EMS response and transport.

3. Life Safety Squad assigned to this station for EMS response and transport.

4/5. Part-time staff utilized for leave vacancies as well.

6. One part-time staff utilized to fill minimum staffing on blue shift only. One part-time staff utilized to increase staffing capacity from two to three on red shift.

Current staffing (minimum staffing) and deployable first-out (staffed) resources available in southern Camden County each 24-hour shift from 11 stations includes: 31 personnel, nine engines, two (or three) quints,⁹ three tankers, and three ambulances. Available resources deployed by volunteer members or career staff depending on call type (not regularly staffed and immediately available) include two ladder trucks, two ambulances (Kingsland), two engines, one tanker, and other ancillary support vehicles.

Call Types

For analysis purposes, and to be consistent with the initial CCFR report, the data analysis covers all calls for service between July 1, 2011, and June 30, 2012, as recorded by the Camden County Sheriff's Office communications center. During this period, the three departments aggregately responded to 5,262 calls, including 20 mutual aid calls outside of Camden County. The three agencies responded to 269 structure fire calls and 209 outside fire calls, which together made up 9 percent of the overall call workload. Emergency medical services responses (4,109) represent the largest percentage (78 percent) of the total call workload. The following sections further break down call type, response time, and individual unit workload for the three departments. The following tables and figures break down further calls by type and jurisdiction.

Table 5 breaks down calls by type aggregately for all jurisdictions.

TABLE 5: Call Types

Call Type	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	392	1.1	7.4
Seizure and unconsciousness	439	1.2	8.3
Breathing difficulty	493	1.3	9.4
Overdose and psychiatric	128	0.3	2.4
MVA	355	1.0	6.7
Fall and injury	681	1.9	12.9
Illness and other	1,621	4.4	30.8
EMS Total	4,109	11.2	78.1
Structure fire	269	0.7	5.1
Outside fire	209	0.6	4.0
Hazard	64	0.2	1.2
False alarm	241	0.7	4.6
Good intent	97	0.3	1.8
Public service	197	0.5	3.7
Fire Total	1,077	2.9	20.5
Mutual aid	20	0.1	0.4
Canceled	56	0.2	1.1
Total	5,262	14.4	100.0

⁹ Kingsland station 4 may respond either a quint or engine depending on alarm type.

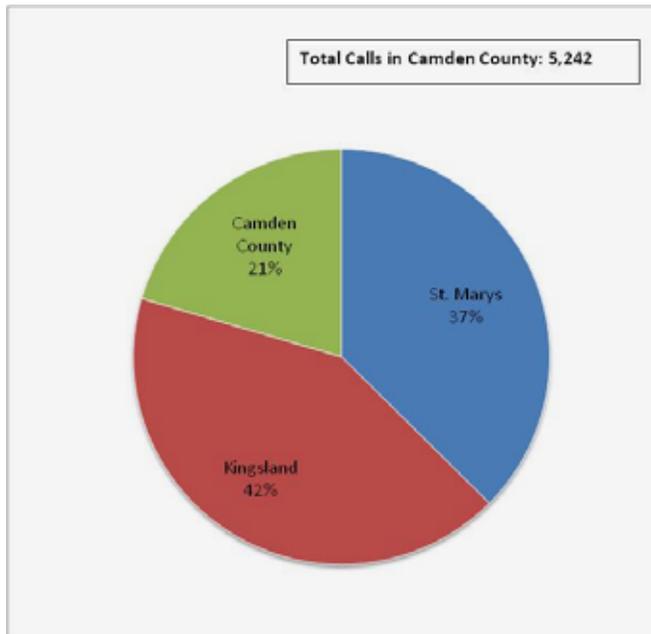
The three departments together responded to 5,262 calls during the study period, an average of just over 14 per day. Of these calls, EMS calls for service averaged 11 per day, with fire-related calls for service averaging 3 per day. Illness and other EMS call types represented the greatest percentage of EMS calls for service (31 percent), with an average of just over four calls per day. Structure fire calls represented the largest percentage of fire-related calls for service (5 percent) and averaged just less than one call per day. Of all calls, 65 percent were responded to by two departments (CCFR and SMFD or CCFR and KFD) and just over 1 percent was responded to by all three departments. Calls responded to by two departments were mainly EMS calls.

Table 6 depicts call type dispersion by department, with Figure 13 illustrating the overall percentage of aggregate calls by department. CCFR call counts include the city of Woodbine.

TABLE 6: Calls by Type and Department

Call Type	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	143	159	90	0
Seizure and unconsciousness	194	173	72	0
Breathing difficulty	191	214	88	0
Overdose and psychiatric	55	51	22	0
Motor Vehicle Accident	37	219	99	0
Fall and injury	269	300	112	0
Illness and other	624	681	316	0
EMS Total	1,513	1,797	799	0
Structure fire	148	72	49	0
Outside fire	118	69	22	0
Hazard	14	23	27	0
False alarm	73	125	43	0
Good intent	32	42	23	0
Public service	57	59	81	0
Fire Total	442	390	245	0
Mutual aid	0	0	0	20
Canceled	8	19	29	0
Total	1,963	2,206	1,073	20
Calls per Day	5.4	6.0	2.9	0.1
Percentage	37.3	41.9	20.4	0.4

FIGURE 13: Call Percentage by Department



Note: The 20 mutual aid calls which are outside Camden County are not included.

Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

In review of Table 6 and Figure 13, it can be seen that the KFD responded to the greatest percentage of EMS calls for service (48 percent) and the SMFD responded to the greatest percentage of fire-related calls (41 percent). SMFD also responded to the greatest percentage of fire calls (structure/outside) at 56 percent. Overall, KFD responded to the largest percentage of the aggregate calls for service (fire/EMS) at 42 percent.

Unit Workload

The time a unit is deployed on a single call is referred to as deployed time on a call for service and indicates the workload of that particular department, unit, or station. This can be measured as productive emergency response time over a shift period. In the case of each department in this analysis, the career shift is twenty-four hours.

During the year-long analysis period, in the aggregate all department units were deployed 8,264 hours, or an average of 22.4 hours per day. Fire-related calls accounted for 26 percent of deployed time. Structure and outside fire calls accounted for 10 percent of the total fire workload. The average deployed time for structure fire calls was 42 minutes, and the average deployed time for outside fire calls was 21 minutes. EMS calls accounted for 73 percent of the total workload. The average deployed time for EMS calls was 41 minutes. The deployed hours for all units spent on EMS calls averaged 16.4 hours per day. Tables 7 and 8 further break down workload by department.

TABLE 7: Aggregate Call Workload by Call Type

Call Type	Average Deployed Minutes per Run	Annual Hours	Percent of Total Hours	Deployed Hours per Day	Annual Number of Runs	Runs per Day
Cardiac and stroke	42.8	600	7.3	1.6	842	2.3
Seizure and unconsciousness	40.5	655	7.9	1.8	970	2.7
Breathing difficulty	42.6	756	9.1	2.1	1,065	2.9
Overdose and psychiatric	36.4	170	2.1	0.5	280	0.8
Motor Vehicle Accident	46.7	705	8.5	1.9	907	2.5
Fall and injury	36.4	892	10.8	2.4	1,468	4.0
Illness and other	39.9	2,220	26.9	6.1	3,338	9.1
EMS Total	40.6	5,999	72.6	16.4	8,870	24.2
Structure fire	42.3	473	5.7	1.3	671	1.8
Outside fire	21.0	360	4.4	1.0	1,027	2.8
Hazard	32.5	120	1.4	0.3	221	0.6
False alarm	27.9	183	2.2	0.5	394	1.1
Good intent	55.7	383	4.6	1.0	412	1.1
Public service	55.7	643	7.8	1.8	693	1.9
Fire Total	37.9	2,161	26.2	5.9	3,418	9.3
Mutual aid	86.7	38	0.5	0.1	26	0.1
Canceled	26.8	66	0.8	0.2	148	0.4
Total	39.8	8,264	100.0	22.6	12,462	34.0

TABLE 8: Annual Deployed Hours by Call Type and Department

Call Type	Annual Deployed Hours			
	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	202	231	167	NA
Seizure and unconsciousness	278	244	133	NA
Breathing difficulty	285	300	171	NA
Overdose and psychiatric	68	66	36	NA
Motor Vehicle Accident	50	387	268	NA
Fall and injury	348	353	190	NA
Illness and other	828	875	516	NA
EMS Total	2,059	2,457	1,482	NA
Structure fire	272	121	80	NA
Outside fire	199	114	47	NA
Hazard	27	45	48	NA
False alarm	67	75	41	NA
Good intent	173	114	95	NA
Public service	179	157	306	NA
Fire Total	918	626	617	NA
Mutual aid	NA	NA	NA	38
Canceled	6	17	43	0
Total	2,983	3,101	2,143	38
Daily Average	8.2	8.5	5.9	0.1
Percentage of Total Hours	36.1	37.5	25.9	0.5
EMS %	69.0	79.2	69.2	NA

Note: Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

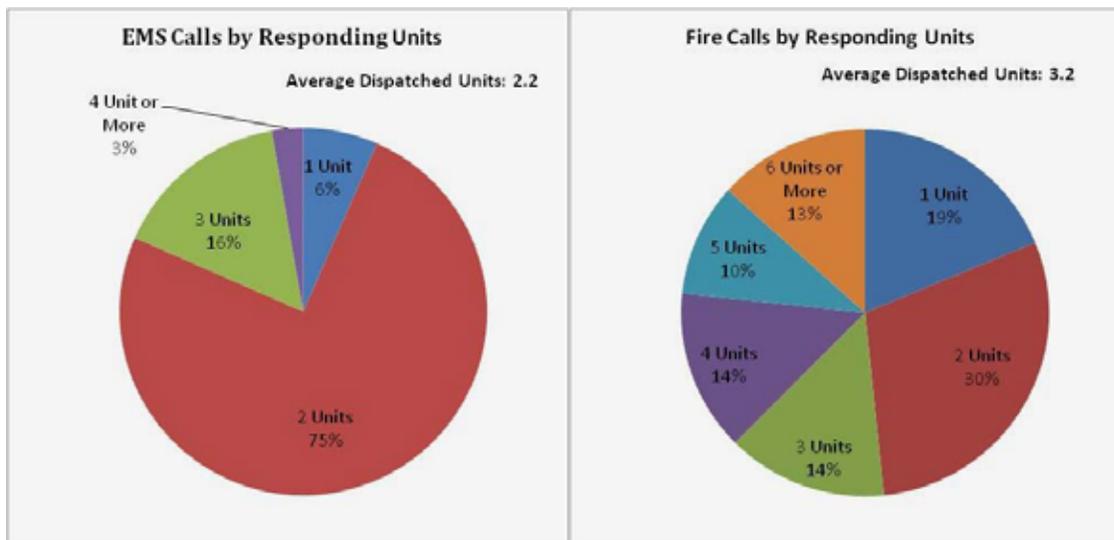
Table 8 reveals that the SMFD accounted for 36 percent of the total aggregate workload, averaging 8.2 hours per day with EMS calls accounting for 69 percent of that workload. The KFD accounted for 38 percent of the total workload, averaging 8.5 hours per day with EMS calls accounting for 79 percent of its workload. The CCFR accounted for 26 percent of the total aggregate workload, averaging 5.9 hours per day with EMS calls accounting for 69 percent of that workload.

Another measure of workload is a measure of runs and number of units responding to calls for service. A dispatch of a unit is defined as a run; thus a call might include multiple runs (stations/units/departments). Table 9 depicts total number of runs by call type for each department, while Figure 14 illustrates number of units dispatched to both EMS- and fire-related calls for service.

TABLE 9: Total Number of Runs, by Call Type and Department

Call Type	Annual Number of Runs			
	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	323	338	181	NA
Seizure and unconsciousness	445	375	150	NA
Breathing difficulty	430	450	185	NA
Overdose and psychiatric	126	108	46	NA
Motor Vehicle Accident	88	558	261	NA
Fall and injury	610	626	232	NA
Illness and other	1,308	1,395	635	NA
EMS Total	3,330	3,850	1,690	NA
Structure fire	374	185	112	NA
Outside fire	529	374	124	NA
Hazard	62	89	70	NA
False alarm	132	204	58	NA
Good intent	146	178	88	NA
Public service	211	213	269	NA
Fire Total	1,454	1,243	721	NA
Mutual aid	NA	NA	NA	26
Canceled	22	47	79	NA
Total	4,806	5,140	2,490	26
Daily Average	13.1	14.0	6.8	0.1
Percentage of Total Runs	38.6	41.2	20.0	0.2
EMS %	69.3	74.9	67.9	NA

FIGURE 14: Number of Units Dispatched to Calls



Observations:

- Overall, one unit was dispatched 9 percent of the time, two units were dispatched 66 percent of the time, three units were dispatched 15 percent of the time, four units were dispatched 5 percent of the time, five units were dispatched 2 percent of the time, and six units or more were dispatched 3 percent of the time.
- On average, 3.2 units were dispatched per fire category call.
- For fire category calls, one unit was dispatched 19 percent of the time, two units were dispatched 30 percent of the time, three units were dispatched 14 percent of the time, four units were dispatched 14 percent of the time, five units were dispatched 10 percent of the time, and six units or more were dispatched 13 percent of the time.
- For structure fire calls, one unit was dispatched 8 percent of the time, two units were dispatched 57 percent of the time, three units were dispatched 22 percent of the time, and four or more units were dispatched 13 percent of the time.
- Four or more units responded to the majority of **outside fire** calls (87 percent). Three or fewer units were dispatched 13 percent of the time, four units were dispatched 29 percent of the time, five units were dispatched 23 percent of the time, and six or more units were dispatched 34 percent of the time.
- On average, 2.2 units were dispatched per EMS call.
- For EMS category calls, one unit was dispatched 7 percent of the time, two units were dispatched 75 percent of the time, three units were dispatched 16 percent of the time, and four or more units were dispatched 3 percent of the time.

Underlined information signals that a review of dispatch protocols (call screening) and individual department response procedures should occur. As an example, an efficient emergency medical dispatch can reduce some of the EMS workload responded to by fire units through a more efficient screening of incoming calls in the emergency communications center. It was noted that each department responds a fire unit to almost all EMS calls for service, with exception to specific locations, and certain calls that are downgraded to nonemergency. A more efficient call processing would be required in the CCSO dispatch center to only send CCFR, SMFD, and KFD fire units to the more emergent EMS calls for service. A system where call takers are trained to screen incoming calls for service in order to properly type and prioritize the call by chief compliant, and then provide information to the caller prior to responders arriving on the scene, creates a more efficient service delivery system.

According to Geoff Cady,¹⁰ an expert in medical dispatch systems: “The most visible features of an EMD system is its ability to identify the need for pre-arrival instruction and prioritize an EMS response.” Prioritizing EMS calls and sending the units and responders that are required, based on the severity of the call, is the most efficient system the CCSO can use to process and dispatch in conjunction with each fire department responding to calls for service.

¹⁰ Geoff Cady, “The Medical Priority Dispatch System:-A System and Product Overview,” [http://www.emergencydispatch.org/articles/ArticleMPDS \(Cady\).html](http://www.emergencydispatch.org/articles/ArticleMPDS (Cady).html).

Response Time

Response time analysis includes call processing time in the emergency communications center; turn-out time or the time it takes alerted crews to properly assemble and mount the apparatus and respond; and travel time, which is the time from turning out to arrival on scene. Aggregately, this represents total response time. Given that different terms are used to describe the components of response time, for this analysis times are calculated as such: **dispatch processing time** is the difference between the earliest dispatch times of all units responding to the call and call-received time recorded in the dispatch center; **turnout time** is the difference between the unit time en route and the earliest unit dispatch time; and **travel time** is the difference between the unit on-scene arrival time and the time en route. **Response time** is the difference between the on-scene arrival time and call-received time.

Nationally there are benchmark standards against which fire departments (in the case of the three departments in this study, predominately career) can measure such things as response time. One such benchmarking standard is the National Fire Protection Agency (NFPA) 1710 standard, which is the *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments, 2010 Edition*. In this standard, where the primary public safety answering point (PSAP) is the communications center, the alarm processing time or dispatch time should be less than or equal to 60 seconds 90 percent of the time.¹¹ This standard also states that the turnout time should be less than or equal to 80 seconds for fire and special operations 90 percent of the time, and travel time shall be less than or equal to 240 seconds for the first arriving engine company 90 percent of the time. The standard further states the initial first alarm assignment should be assembled on scene in 480 seconds 90 percent of the time.

For the analysis period of this study, a total of 3,991 calls that had valid dispatch, turnout, and travel times are used for this section. This accounts for 77 percent of the three department's aggregate EMS and fire category calls within Camden County. The average response time for calls in SMFD was 7.1 minutes, the average response time for calls in the KFD was 7.2 minutes, and the average response time for calls for CCFR was 9.4 minutes. The longer average response time for calls for CCFR are the result of longer average travel times in the rural response areas.

Tables 10 and 11 depict response time analysis by each department (Table 10) and by call type (Table 11).

¹¹ NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments*, 2010 Edition, 7.

TABLE 10: Average Dispatch, Turnout, Travel, and Response Times of First Arriving Unit, by Department

Location	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
St. Marys	2.0	1.5	3.6	7.1	1,475
Kingsland	2.1	1.4	3.7	7.2	1,815
Camden County	2.1	1.4	5.9	9.4	701
Total	2.1	1.4	4.0	7.5	3,991

TABLE 11: Average Response Time of First Arriving Unit, by Call Type and Department

Call Type	St. Marys		Kingsland		Camden County	
	Response Time	Sample Size	Response Time	Sample Size	Response Time	Sample Size
Cardiac and stroke	6.5	123	6.9	146	8.1	61
Seizure and unconsciousness	6.2	153	6.4	154	8.1	60
Breathing difficulty	6.9	171	6.8	194	9.7	73
Overdose and psychiatric	8.0	53	8.0	48	10.5	14
Motor Vehicle Accident	8.2	25	6.4	163	10.8	64
Fall and injury	7.2	215	7.4	262	9.4	85
Illness and other	7.4	458	7.3	536	9.1	215
EMS Total	7.1	1,198	7.1	1,503	9.2	572
Structure fire	7.2	92	7.5	54	8.4	33
Outside fire	7.0	85	6.9	60	10.7	13
Hazard	6.6	10	7.5	20	12.0	13
False alarm	8.8	26	8.1	100	10.0	13
Good intent	6.0	28	8.3	30	10.6	11
Public service	7.5	36	7.2	48	10.8	46
Fire Total	7.2	277	7.6	312	10.2	129
Total	7.1	1,475	7.2	1,815	9.4	701

A stricter analysis of response time components is the 90th percentile response time, which is what the discussed NFPA benchmark is measured against. In this analysis for example, a total response time of ten minutes indicates that the total response time was less than 10.0 minutes for 90 percent of all calls. Unlike averages, the 90th percentile response time is not equal to the sum of 90th percentile of dispatch time, turnout time, and travel time. Table 12 depicts 90th percentile response time components for the three departments.

TABLE 12: 90th Percentile Dispatch, Turnout, Travel, and Response Times of First Arriving Unit, by Department

Location	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
St. Marys	4.1	2.1	5.8	10.0	1,475
Kingsland	4.2	2.0	6.5	10.4	1,815
Camden County	3.9	1.9	11.2	14.9	701
Total	4.1	2.0	7.3	11.1	3,991

As discussed in the CCFR individual report, there are two factors with regard to response times a fire department and local jurisdiction have an abundance of control over, and those are dispatch time and turnout time. Each department has direct control over turnout time and should always focus on improvement in this area. Call processing and dispatch time is also an area that requires constant review with a subsequent goal of improvement. In this component both the average times and 90th percentile times for the department are in excess of the national standard (NFPA 1710), and in some instances, in extreme excess. Both the dispatch and turnout times, if improved upon, will enhance the overall response time countywide.

Figures 15, 16, and 17 illustrate response time bleeds from each station in the county, and are represented aggregately to illustrate coverage. In a rural setting, such as what Figure 16 primarily represents, 240- and 360-second travel times are central to the fire station due to limited road network. 600-second or more travel times are not unrealistic. Figures 16 and 17 illustrate a much more even flow of 240- and 360-second travel times, as well as 480-second travel times if benchmarked against NFPA 1710.

For each map that follows: red =240 seconds; green =360 seconds; blue = 480 seconds; purple = 600 seconds.

Figure 15: Camden County Fire-Rescue Stations

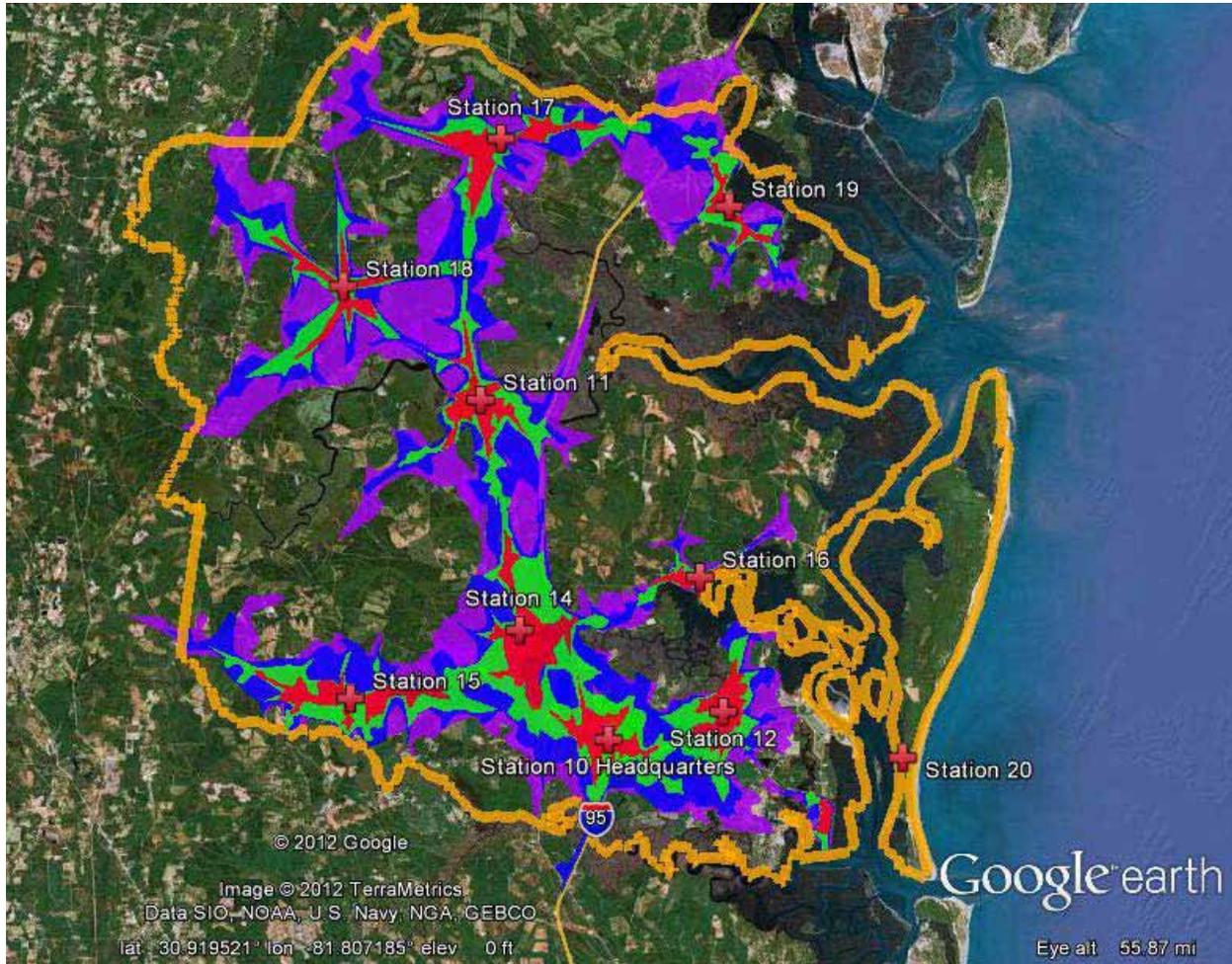


Figure 16: Fire Rescue Stations: Southern Camden County–Kingsland/Southern County Focused

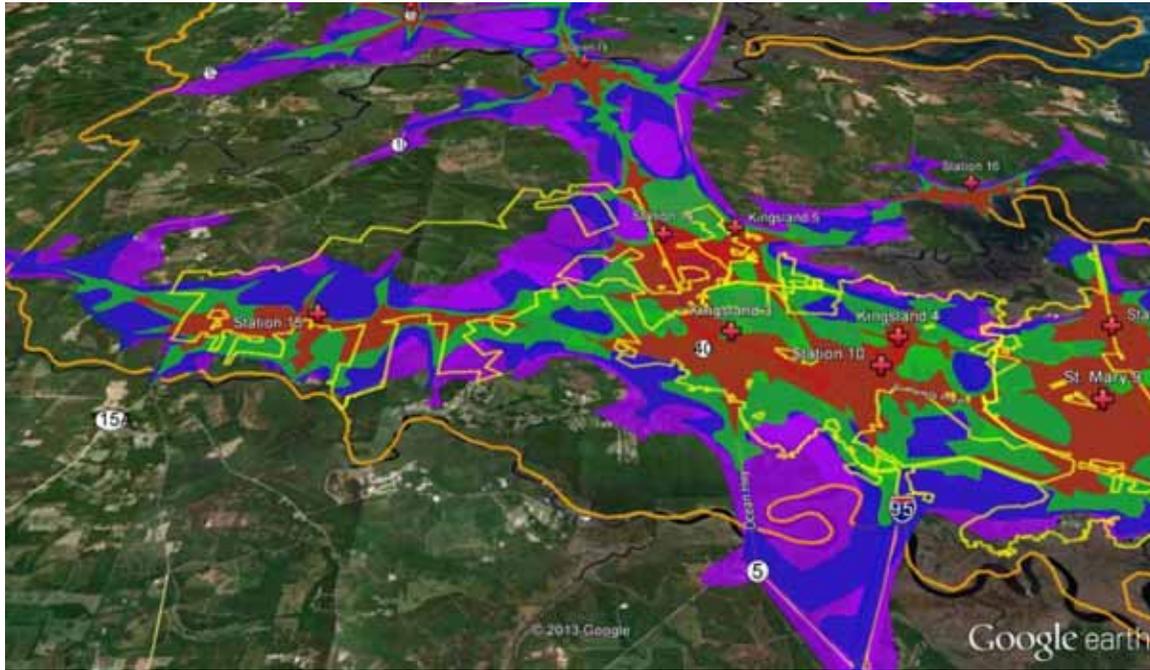


Figure 17: Fire Rescue Stations: Southern Camden County–St. Marys/Southern County Focused



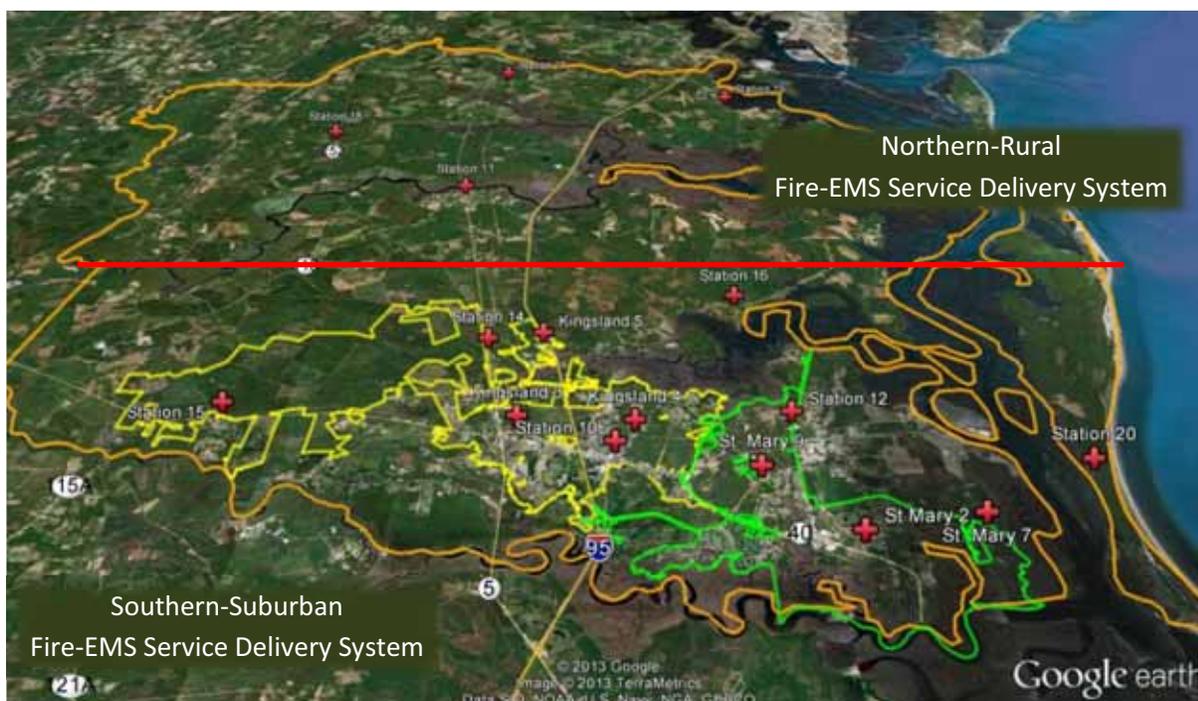
Consolidation of Services

Feasibility of Camden County Fire Services Consolidation

ICMA visited each department as part of this analysis. Initially, ICMA conducted a full operational and data analysis for Camden County Fire Rescue in late 2012. In March 2013, ICMA visited the St. Marys Fire Department and conducted an on-site visit with the Kingsland Fire Department in April 2013. Additionally, in April 2013, ICMA returned for meetings with the three fire chiefs, their immediate senior staff, and each jurisdiction's finance director. ICMA has also conducted a comprehensive data analysis for each jurisdiction as depicted in this report. Lastly, ICMA also held several conference calls with key jurisdiction officials and as well has maintained contact with each jurisdiction's chief administrative officer.

ICMA has concluded, based on the data analysis and operational reviews conducted, **it is feasible to either fully consolidate or operationally consolidate the three fire departments located within Camden County.** ICMA found that there are two distinct fire and EMS service areas in Camden County: One is a northern and predominately rural fire and EMS service delivery system, and the other is a southern, predominately suburban and more densely populated fire and EMS service delivery system (Figure 18 on the next page illustrates this).¹² **ICMA further found that any consolidation alternative offered in this analysis is focused primarily on the southern portion of Camden County.**

Figure 18: Fire and EMS Service Area Dichotomy in Camden County



¹² CCFR water tender apparatus (tankers) in the southern response service area do link to rural water supply strategies and deployment in the northern response service area.

There are four county fire stations (County stations 11, 17, 18, 19) in the northern response area. Although Woodbine is incorporated, the area around the city is predominately rural, as are the other three stations and response areas. Table 13 depicts the workload for these stations.

Table 13: Station Workload for Northern Rural Response Service Area

Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
11	Ambulance	LS1	567	559	1.56	
	Brush truck	B11	36	79		
	Engine	E11	458 (341 EMS)	293	1.25	
	Station 11 Total		1,061	931	2.9	2.5
17	Ambulance	LS7	283	288	.78	
	Engine	E17	111 (72 EMS)	72	.30	
	Tanker	T17	54	41	.15	
	Station 17 Total		448	401	1.2	1.1
18	Engine	E18	106 (73 EMS)	88	.29	
	Tanker	T18	36	39	.10	
	Station 18 Total		142	127	0.4	0.3
19	Engine	E19	134 (83 EMS)	126	0.4	0.3

Station 11, the busiest in the northern response area, averages just fewer than three runs per day. Broken down further, the engine averages just over one run per day (1.25) and the ambulance just over 1.5 runs per day (1.56). Aggregately, these units average 2.5 hours of deployed time on calls for service per twenty-four hour shift. Conversely, the least busy two companies average less than one-half run per day and less than one-half hour a day deployed time on calls for service.

A further analysis shows that combined, engines in the northern response area responded to 809 runs for service, of which 569 or 70 percent were EMS-related first response runs for service. Further, the two tankers aggregately averaged .25 runs per day, the four engines averaged just under two runs per day (1.88), and the two ambulances averaged just over two runs per day (2.34). The two county ambulances deployed in the northern response area aggregately responded to 850 runs, of which 156 or 18 percent were fire calls.

Because of the vast land mass and low population density that rural fire departments are charged with serving, numbers such as these are not uncommon; **however seeking efficiencies should always be priority. This was pointed out in the individual Camden County fire and EMS operational analysis, and can be reviewed in that report on pages 44-48. ICMA continues to strongly recommend that CCFR research and deploy combination units (fire suppression/EMS transport) in a consolidated fire and EMS service delivery model.**

There are five CCFR (county) fire stations in the southern response area of the county, and six city fire stations (three in Kingsland and three in St. Marys) for a total of eleven stations from which an array of fire and EMS staffing and assets are deployed. CCFR deploys three ambulances from one

county and two city (one in Kingsland and one on St. Marys) fire stations. Table 14 depicts the workload for these stations.

ICMA found that Kingsland deploys two ambulances from two of its three stations; however, they are not considered automatically in the current EMS deployment system and are only utilized in a mutual aid situation. Instead, the county repositions ambulances from the northern response area closer to the southern response area when the southern ambulance units deploy on calls. CCFR utilizes a risk-based approach to prioritize coverage of the greatest risk with the most resources, which is delineated by policy (CCFR 304-011 *Move Up Assignments*). The premise for this suggested operating guideline is the lower call volumes in the northern part of the county, which on balance allows for a shift of resources to the southern portion of the county when resources are reduced due to increase in call demand.

As KFD has capacity, and is willing to deploy an ambulance in the city of Kingsland automatically when EMS demand surges, ***ICMA recommends as part of any consolidated service delivery model that the city of Kingsland and Camden County partner and process the KFD and deployable EMS transport assets through the Georgia Department of Public Health EMS ground ambulance licensing, and the Southeast Georgia Regional EMS Zoning Plan requirements. This will avail at minimum one ambulance and at maximum two additional ambulances available for use in southern Camden County for use in surge capacity situations.***

It is not recommended in this study that KFD add additional personnel to accomplish this increase in deployment of resources. In discussion with KFD leadership, there is an understanding that deployable fire suppression staff is reduced when the ambulance is deployed, and that this may be more frequent than current ambulance deployment is. The KFD leadership remained supportive of assisting the county-wide EMS service. KFD fire suppression workload supports this concept.

Station 10, the busiest in the southern response area, averages just fewer than five runs per day. Broken down further, the engine in this station averages less than one-half run per day (.38) and the ambulance just over four runs per day (4.2). Aggregately, these units average 3.3 hours of deployed time on calls for service per twenty-four hour shift. The busiest engine company in the southern response area is St. Marys engine 21. Engine 21 averaged 3.0 runs per day. Conversely, the least busy two companies again average less than one-half hour per day of deployed time.

A further analysis shows that combined, the engines (or quint responding in an engine capacity) in the southern response area responded to 4,907 runs for service, of which 3068 or 63 percent were EMS first response runs for service.¹³ Further, the four tankers aggregately average .022 runs per day, the fourteen engines/quints averaged just under thirteen runs per day (12.71), the two ladders averaged just under one-half run per day, the three county ambulances (LS2, LS3, LS4) averaged just under twelve runs per day (11.7), and the two KFD ambulances averaged just under one call per day (.65). The three county ambulances deployed in the southern response area aggregately responded to 4,265 runs, of which 760 or 18 percent were fire calls.

¹³ KFD utilizes a light vehicle at station 3 (rescue 3) to respond to EMS first response calls for service. This unit responded to 887 EMS runs in lieu of an engine company for efficiencies. St. Marys ran a similar comparison and found that their rescue unit was comparable to their front-line heavy apparatus.

Table 14: Station Workload for Southern Rural Response Service Area

Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
CCFR 10	Ambulance	LS4	1,543	1,098	4.2	
	Engine	E10	138	93	.38	
	Station 10 Total		1,681	1,190	4.6	3.3
CCFR 12	Engine	E12	255	137	.70	
	Tanker	T12	21	9	.06	
	Station 12 Total		276	147	0.8	0.4
CCFR 14	Brush truck	B14	15	36		
	Pumper	P 14	328	210	.90	
	Medium rescue	R1	44	31		
	Station 14 Total		387	277	1.1	0.8
CCFR 15	Engine	E15	331	219	.90	
	Tanker	T15	36	20	.10	
	Station 15 Total		367	239	1.0	0.7
CCFR 16	Engine	E16	142	101	.39	
	Tanker	T16	23	17	.06	
	Station 16 Total		165	118	0.5	0.3
KFD 3	Ambulance	MED3	79	97	.22	
	Brush Truck	BRU3	22	33		
	Engine	ENG3	249	120	.68	
	Ladder	LAD3	74	34	.20	
	Rescue	R3	887	428	2.4	
	Tanker	TANK3	4	3		
	Station 3 Total		1,315	715	3.6	2.0
KFD 4	Ambulance	MED4	157	194	.43	
	Engine	ENG4	728	318	2.0	
	Quint	Q4	146	53	.40	
	Station 4 Total		1,034	566	2.8	1.5
KFD 5	Engine	ENG5	301	123	.82	
	Station 5 Total		312	124	0.9	0.3
SMFD 2	Brush truck	BRU2	22	29		
	Engine	ENG21	1,088	513	3.0	
	Ladder	LAD2	94	47	.26	
	Station 2 Total		1,204	589	3.3	1.6
SMFD 7	Engine	ENG2	158	80	.43	
	Quint	Q7	280	163	.77	
	Station 7 Total		438	243	1.2	0.7
SMFD 9	Engine	ENG9	40	23	.11	
	Quint	Q9	723	369	2.0	
	Rescue	R2	13	19		
	Station 9 Total		776	411	2.1	1.1

When considering the feasibility for consolidation, ICMA considers station placement, particularly those stations from different jurisdictions in close proximity of one another. In the case of this analysis, ICMA finds two such instances and these are the pairing of KFD station 5 and CCFR station 14, and the pairing of KFD station 4 and CCFR station 10. Figures 19, 20, and 21 illustrate this proximity more closely.

Figure 19: Proximity View: Stations 14 & 5; Stations 10 & 4



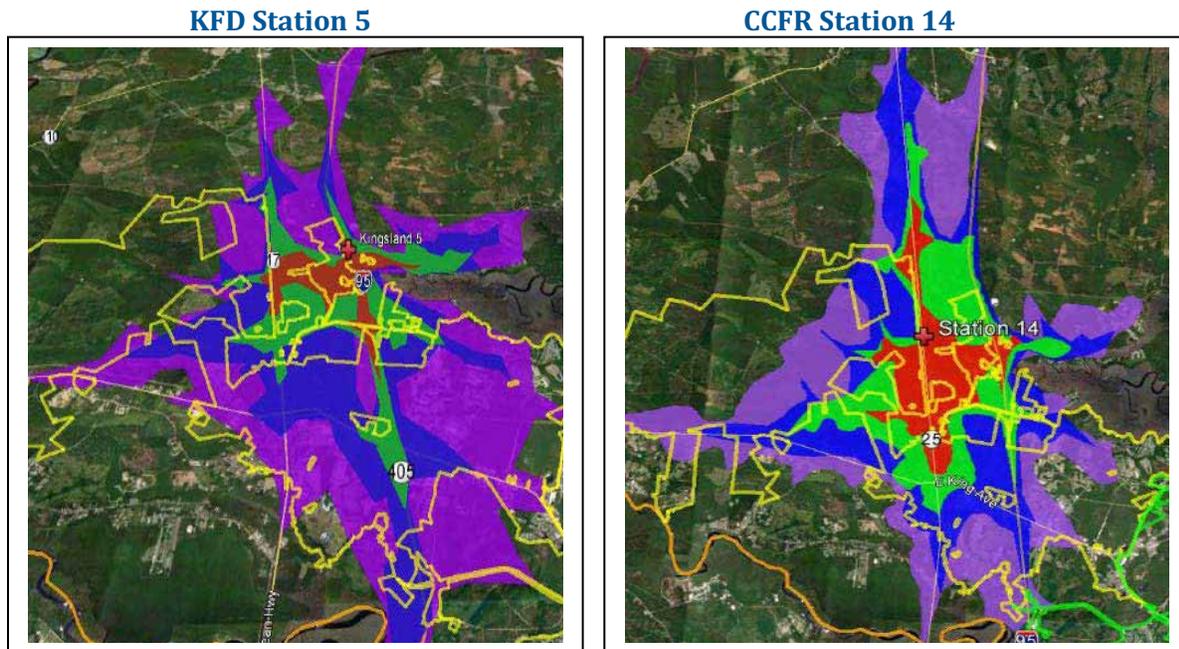
The workload and staffing for stations 14 and 5 are depicted below in Table 15.

Table 15: Workload and Staffing for stations 14 and 5

Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
CCFR 14 Staffing: 1	Brush truck	B14	15	36		
	Pumper	P 14	328 (190 EMS)	210	.90	
	Medium rescue	R1	44	31		
Station 14 Total			387	277	1.1	0.8
KFD 5 Staffing: 3	Engine	ENG5	301 (107 EMS)	123	.82	
	Station 5 Total		312	124	0.9	0.3

Note: Station 14 also has two rovers assigned for countywide use as backfill for scheduled and unscheduled leave.

Figure 20: Travel Time Bleeds from Stations 14 and 5



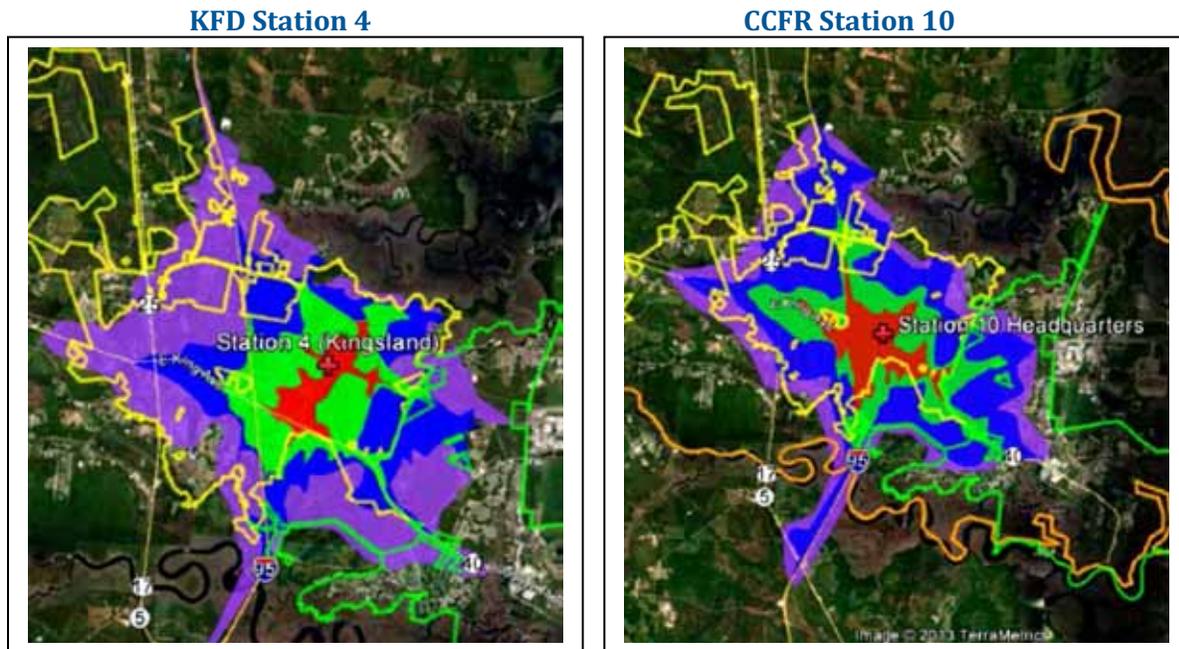
Red=240 seconds Green = 360 seconds Blue = 480 seconds Purple = 600 seconds

The workload and staffing for stations 10 and 4 are depicted below in Table 16.

Table 16: Workload and Staffing for stations 10 and 4

Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
CCFR 10 Staffing: 3 1:Fire 2:Ambulance	Ambulance	LS4	1,543	1,098	4.2	
	Engine	E10	138	93	.38	
	Station 10 Total		1,681	1,190	4.6	3.3
KFD 4 Staffing: 3	Ambulance	MED4	157	194	.43	
	Engine	ENG4	728	318	2.0	
	Quint	Q4	146	53	.40	
Station 4 Total		1,034	566	2.8	1.5	

Figure 21: Travel Time Bleeds from Stations 10 and 4



Red=240 seconds Green = 360 seconds Blue = 480 seconds Purple = 600 seconds

Based on station location, call demand for fire apparatus, and available staffing for fire apparatus, ICMA recommends the closing of CCFR stations 14 and 10. In this scenario the KFD will assume the unincorporated engine company fire response district(s) served by these two stations. *Impacts potentially may include some addresses being affected by an ISO rating change; however, ICMA cannot fully determine this effect until the KFD is evaluated by ISO should and after this proposed change in response districts occurs.* ICMA recommends these station closings in both consolidation alternatives, which is discussed in the next section.

Consolidation Alternatives

Local communities across the country are considering a variety of joint government ventures to provide the most efficient and effective level of public service to meet their communities' needs, while matching appropriate levels of service against available fiscal resources. Today, local governments are applying a broad brush of approaches to service delivery in the face of an unstable economy. Approaches range from entering into interlocal agreements to fund and provide services to the formal consolidation of agencies across jurisdictional lines.

Public safety services are not immune to the fiscal issues affecting local government. As fiscal resources continue to be stretched for essential local government services and maintaining municipal infrastructure, the funding for public safety services has become in most cases, sparse. For fire and EMS departments, demands for services are increasing at a steady rate, particularly for emergency medical services (which most fire departments provide today) as revenues to fund more services are decreasing.

Consolidation of two or more fire agencies represents a viable option that enables the most efficient use of resources and programs where appropriate. When implemented properly, consolidation works to overcome jurisdictional boundaries, ensures that the closest unit responds after receipt of a 911 call, and potentially improves response times and mitigation efforts. Additionally, consolidation enables the involved jurisdictions the ability to deal effectively with issues that span some or all of the jurisdictions. As an example, jurisdictions can also approach training, fire prevention, and fire investigation through a common program with common policies, codes, and regulations.

A properly implemented consolidation may potentially *in the long-term* eliminate redundancy in capital investments—such as apparatus and fixed facilities—as well as personnel. Additional service delivery reductions and cost savings can be realized through the consolidation planning process to include volume procurement, operations and maintenance, training, and large capital project investments. At the same time, there is the potential for an increase in some costs, particularly if the long-term plans identify the need to relocate current facilities or the need for specialized apparatus to provide a more efficient deployment of resources.

In order to evaluate the consolidation question, certain assumptions must be made concerning the level of fire protection and emergency services desired by the community as a whole. In the absence of a comprehensive master plan for service provision in each of the three agencies, and understanding the importance of the ISO community rating each jurisdiction has strived to achieve and maintain, ICMA developed two alternatives for consolidation/shared services following these basic principles:

- The proposed consolidated fire department or an alternative which shares services should not reduce the level of service currently provided by each jurisdiction or place any jurisdiction at a higher risk.
- The service levels in the proposed consolidation or shared services alternative should not place additional costs upon each jurisdiction.
- Shared resources may alleviate pressure points (operationally and financially) on a given jurisdiction to meet ISO requirements and current community ratings.

Alternative 1: Full Consolidation

Under this scenario, the three departments will fully merge into one agency serving the incorporated areas of Kingsland, St. Marys, and Woodbine, and the unincorporated area within the boundaries of Camden County.

Under full consolidation ICMA recommends the closing of two county fire stations (10 and 14), the repurposing of county personnel from the two closed fire stations, the redistribution of one county ambulance and two county tanker apparatus, and expansion of EMS transport capabilities utilizing current and available assets and resources. Program functions such as comprehensive planning, training, fire prevention and investigation, procurement, and other administrative functions would naturally be consolidated as well.

Table 17 on the next page depicts these proposed changes.

Table 17: Full Consolidation Staffing and Deployment Changes

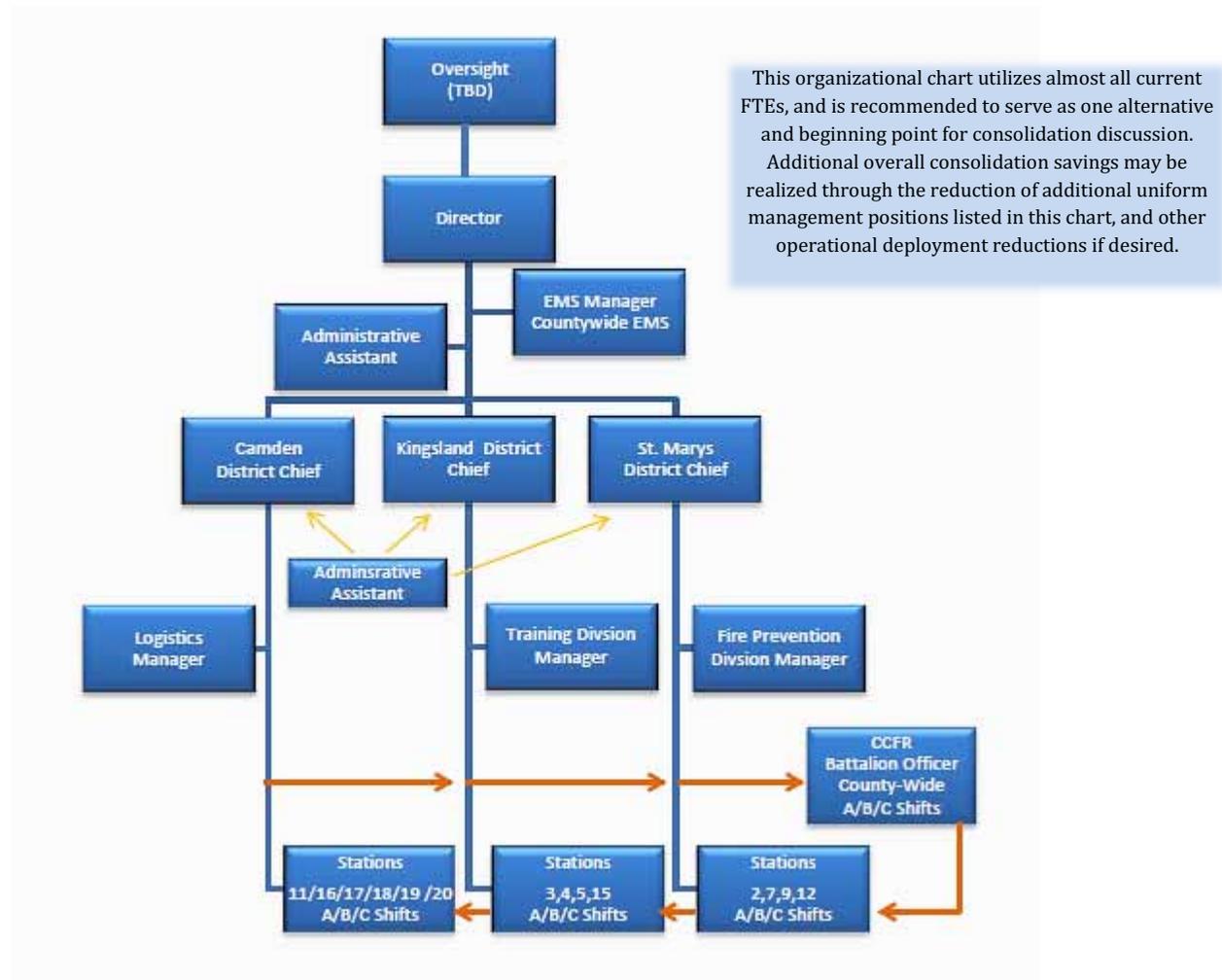
Proposed Change	Impact	Repurpose of Staff	Repurpose of Equipment
Close Station 10	KFD Station 4 assumes unincorporated fire response area (1 st , 2 nd , and 3 rd due). Potential ISO classification changes for some addresses in station 10 response area.	Repurpose 1 FTE from each shift (3 total) from CCFR station 10 to a northern response area station (<u>recommend station 17</u>).	LS4 ambulance moves to SMFD station 9 with current staff. Reassign Tanker 12 to SMFD station 9 to facilitate higher response potential due to available staffing levels (LS4-2, SMFD-3)
Close Station 14	KFD Station 5 assumes unincorporated fire response area (1 st , 2 nd , and 3 rd due). Potential ISO classification changes for some addresses in station 14 response area.	Repurpose 1 FTE from each shift (3 total) from CCFR station 14 to KFD station 5.	Reassign proposed tanker placement from station 14 to station 5 (from CCFR fire chief proposed tanker plan). Reassign Pumper 14, Rescue 1 and Brush Truck to appropriate CCFR station locations as determined by CCFR fire chief.
Include KFD Medics 3 and 4 as additional capacity in Camden County EMS System	Increases capacity of ambulances in Camden County EMS system utilizing current resources. Decreases movement of CCFR ambulances away from the northern response area. Increases demand on KFD stations 3 and 4.	None	None

Under full consolidation, ICMA further recommends as one alternative an organizational structure that merges the three departments as “fire districts,” with one fire chief/director responsible for the overall organization. This new director/fire chief may be hired from a national search. Each fire district and the personnel assigned to it then would be commanded by a current chief, whose title would be District Fire Chief.

The fire chief/director of the consolidated fire department would report to an oversight committee/authority or as to be determined, which could be composed of elected officials,

appointed officials of local government, and the community. The new, consolidated fire department could take on the formal name of Southeastern Georgia Fire-Rescue Department, with each district retaining its individual name (Kingsland District, St. Marys District, and Camden County District). Figure 22 illustrates the organizational chart recommended for the consolidated fire department.

Figure 22: Consolidated Fire Department Organizational Chart



In this organizational chart, the director/fire chief is either a new position, or a repurposed position that is vacant or may become vacant through CRR reorganization. (*Currently there are three CCFR division officers; ICMA recommends the elimination of two of these positions. One position is then repurposed as the Director/Fire Chief*). The administrative assistants are current and repurposed administrative positions from CCFR. The logistics manager is a current position in CCFR. The training division manager is the current assistant chief of the KFD. The fire prevention/investigation manager is the current assistant chief of the SMFD. The battalion officers (three FTEs) are current CCFR positions. It is recommended the EMS manager report directly to the director, as this is a county-wide program and not isolated to a particular district. Table 18 on the next page shows the recommended staffing levels for the consolidated fire department.

Table 18: Recommended Staffing Levels–Consolidated Fire Department

Position/Station	Current	Proposed
Director/Fire Chief	0	1-repurposed CCFR Division Officer
Camden District Chief	1-Camden Fire Chief	1
St. Marys District Chief	1-St. Marys Fire Chief	1
Kingsland District Chief	1-Kingsland Fire Chief	1
Assistant Fire Chief-KFD	1	0
Assistant Fire Chief-SMFD	1	0
EMS Division Chief	1-CCFR Division Officer	1-CCFR Division Officer
Training Division Chief	0	1-KRFD Assistant Chief
Fire Prevention/Investigation Division Chief	0	1-SMFD Assistant Chief
Operations Division Officer	1-CCFR	0
Training Division Officer	1-CCFR	0
Battalion Division Officer	3-CCFR	3
Administrative Assistants	2-CCFR	2
Logistics Manager	1-CCFR	1
Station 3-KFD	3 per shift (9 total)	3 per shift (9 total)
Station 4-KFD	3 per shift (9 total)	3 per shift (9 total)
Station 5-KFD	2 per shift (6 total)	3 per shift (1 FTE repurposed from CCFR Station 14) (9 total)
Station 2-SMFD	3 per shift (9 total)	3 per shift (9 total)
Station 7-SMFD	3 per shift (9 total)	2 per shift (6 total)
Station 9-SMFD	3 per shift (9 total)	3 per shift (9 total)
Station 10-CCFR (fire only)	1 per shift (3 total)	0
Station 11-CCFR (fire only)	2 per shift (6 total)	2 + 2 leave relief positions per shift (from station 14) (12 Total)
Station 12-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 14-CCFR	1 + 2 leave relief positions per shift (9 total)	0
Station 15-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 16-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 17-CCFR (fire only)	1 per shift (3 total)	2 per shift (1 repurposed from station 10 closing) (6 total)
Station 18-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 19-CCFR	2 per shift (6 total)	2 per shift (6 total)
CCFR LS1-Station 11	2 per shift (6 total)	2 per shift (6 total)
CCFR LS2-Station 2	2 per shift (6 total)	2 per shift (6 total)
CCFR LS3-Station 3	2 per shift (6 total)	2 per shift (6 total)
CCFR LS4-Station 10	2 per shift (6 total)	2 per shift (reassigned to SMFD station 9) (6 total)
CCFR LS7-Station 17	2 per shift (6 total)	2 per shift (6 total)
Totals	146	142

The primary benefits of consolidation often occur in two different time phases. There are often short-term (immediate) cost savings opportunities, and there is also efficiency, attrition, and planning opportunities that may only reduce costs in the long-term after the consolidated department is established, and a comprehensive plan has been established. Each stakeholder community will have a different perspective for the phasing of cost savings potential, and will have to weigh that in the balance with improvements in potential organizational and operational efficiency. The success of consolidation will be judged on whether the consolidation plan results in a long term sustainable department that provides high-quality services to the citizens of the three jurisdictions. *It should not be viewed only as simply a way to balance next year's budget.*

Cost savings potential usually results from eliminating overlapping costs when budgets are combined. A lower overall cost is then spread over a combined assessed valuation or other contribution model which may yield a new tax rate. Depending on how the dollars were allocated previously, the tax rates may decrease due to the lower budget, but the tax rates also may increase due to some tax shifts. Thus, even with lower overall budgets, tax rates may not be reduced. A stronger financial position for fire and EMS service delivery may be realized however in the long term through consolidation, and jurisdictional contribution levels or millage rates can be sustained or lowered. This is discussed further in this report.

Lastly the most often stated and commonly recognized concern for any consolidation is the potential loss of local control. Closely tied to this is the potential loss of department identity. Each of the three jurisdictions impacted by the consideration of consolidation has a proud history, and takes personal ownership of their facilities and their equipment, and each takes great pride in keeping their local community and/or response area safe. ICMA understands this and designed the initial organizational chart with this in mind, and as well the governance of the consolidated fire department that includes elected officials and community members.

Alternative 2: Operational Consolidation

Under this scenario, the three departments would enter into full automatic aid agreements designed to effectively and efficiently serve the incorporated areas of Kingsland, St. Marys, and Woodbine, and the unincorporated area within the boundaries of Camden County. The three departments would remain legally separate and reside under the umbrella of their governmental jurisdiction, but join together operationally and in some program areas administratively to deliver seamless fire and EMS services.

With operational consolidation ICMA recommends the closing of two county fire stations, the repurposing of county personnel from the two closed fire stations, the redistribution of one county ambulance and two county tanker apparatus, and expansion of EMS transport capabilities utilizing current and available assets and resources. Program functions such as comprehensive planning training, fire prevention and investigation, procurement, and other administrative functions can be consolidated as well either in part or in totality.

Table 19 on the next page reiterates benefits and impacts of this.

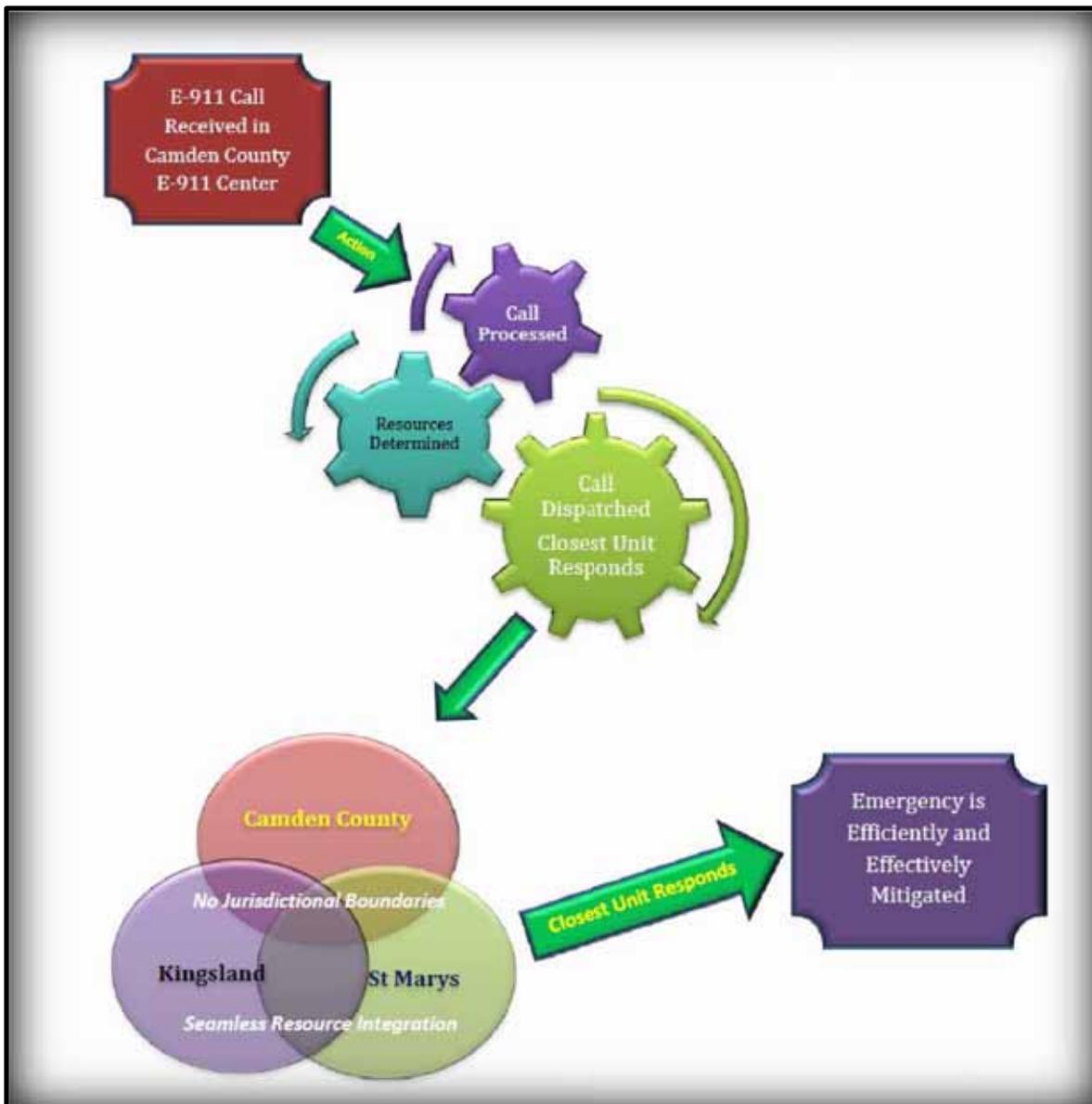
Table 19: Operational Consolidation Staffing and Deployment Changes

Proposed Change	Impact	Repurpose of Staff	Repurpose of Equipment
Close Station 10	KFD Station 4 assumes unincorporated fire response area (1 st , 2 nd , and 3 rd due). Potential ISO classification changes to some addresses in station 10 response area.	Repurpose 1 FTE from each shift (3 total) from CCFR station 10 to a northern response area station (<u>recommend station 17</u>).	LS4 ambulance moves to SMFD station 9 with current staff. Reassign Tanker 12 to SMFD station 9 to facilitate higher response potential due to available staffing levels (LS4-2, SMFD-3)
Close Station 14	KFD Station 5 assumes unincorporated fire response area (1 st , 2 nd , and 3 rd due). Potential ISO classification changes to some addresses in station 14 response area.	Repurpose 1 FTE from each shift (3 total) from CCFR station 14 to KFD station 5.	Reassign proposed tanker placement from station 14 to station 5 (from CCFR Fire Chief proposed tanker plan). Reassign Pumper 14, Rescue 1 and Brush Truck to appropriate CCFR station locations as determined by CCFR fire chief.
Include KFD Medics 3 and 4 as additional capacity in Camden County EMS System	Increases capacity of ambulances in Camden County EMS system utilizing current resources. Decreases movement of CCFR ambulances away from the northern response area. Increases demand on KFD stations 3 and 4.	None	None

Under operational consolidation each department maintains its respective organizational chart, leadership, and legal governance. In this alternative, however, there are no jurisdictional boundaries. Through agreed-upon automatic aid agreements, fire services cross jurisdictional boundaries as the closest unit(s) respond (s) to calls for service, regardless of jurisdiction. Efficiencies are found in the closing of two fire stations, the consolidation of some or all program functions such as training and fire prevention activities, and the expansion in fire and EMS system capacity utilizing current assets and resources.

Figure 23 illustrates a fully operational consolidation where the closest units (s) respond (s) to the call for service.

Figure 23: Automatic Aid Model



The key to the above model is the seamless response of the closest unit across jurisdictional lines regardless of agency. In this model the closest unit responds and mitigates the incident. Should the incident require the response of multiple units (for example, a structural fire), the closest units are still dispatched and may include two or all three jurisdictions, depending on the geographical location of the incident. This model creates efficiencies for each agency and provides timely response of emergency apparatus to the customer. Table 20 on the next page depicts staffing changes under this model.

Table 20: Recommended Staffing Levels–Operational Consolidation

Position/Station	Current	Proposed
Camden Fire Chief	1	1
St. Marys Fire Chief	1	1
Kingsland Fire Chief	1	1
Assistant Fire Chief-KFD	1	1
Assistant Fire Chief-SMFD	1	1
EMS Division Officer	1-CCFR	1
Operations Division Officer	1-CCFR	1
Training Division Officer	1-CCFR	1
Battalion Division Officer	3-CCFR	3
Administrative Assistants	2-CCFR	2
Logistics Manager	1-CCFR	1
Station 3-KFD	3 per shift (9 total)	3 per shift (9 total)
Station 4-KFD	3 per shift (9 total)	3 per shift (9 total)
Station 5-KFD	2 per shift (6 total)	3 per shift (1 FTE repurposed from CCFR Station 14) (9 total)
Station 2-SMFD	3 per shift (9 total)	3 per shift (9 total)
Station 7-SMFD	3 per shift (9 total)	2 per shift (6 total)
Station 9-SMFD	3 per shift (9 total)	3 per shift (9 total)
Station 10-CCFR (fire only)	1 per shift (3 total)	0
Station 11-CCFR (fire only)	2 per shift (6 total)	2 + 2 leave relief positions per shift (from station 14) (12 Total)
Station 12-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 14-CCFR	1 + 2 leave relief positions per shift (9 total)	0
Station 15-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 16-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 17-CCFR (fire only)	1 per shift (3 total)	2 per shift (1 repurposed from station 10 closing) (6 total)
Station 18-CCFR	2 per shift (6 total)	2 per shift (6 total)
Station 19-CCFR	2 per shift (6 total)	2 per shift (6 total)
CCFR LS1-Station 11	2 per shift (6 total)	2 per shift (6 total)
CCFR LS2-Station 2	2 per shift (6 total)	2 per shift (6 total)
CCFR LS3-Station 3	2 per shift (6 total)	2 per shift (6 total)
CCFR LS4-Station 10	2 per shift (6 total)	2 per shift (reassigned to SMFD station 9) (6 total)
CCFR LS7-Station 17	2 per shift (6 total)	2 per shift (6 total)
Totals	146	143

Financial Aspects

Methodology

The total cost of providing fire and EMS service to Camden County in fiscal year (FY) 2012 was estimated from data provided by each jurisdiction as well as information available from the Comprehensive Annual Financial Reports (CAFRs). Adjustments were made to include all costs associated with providing the services, even if the costs are centrally funded and not specifically identified as fire department expenditures. Table 21 and Figure 24 explain this information.

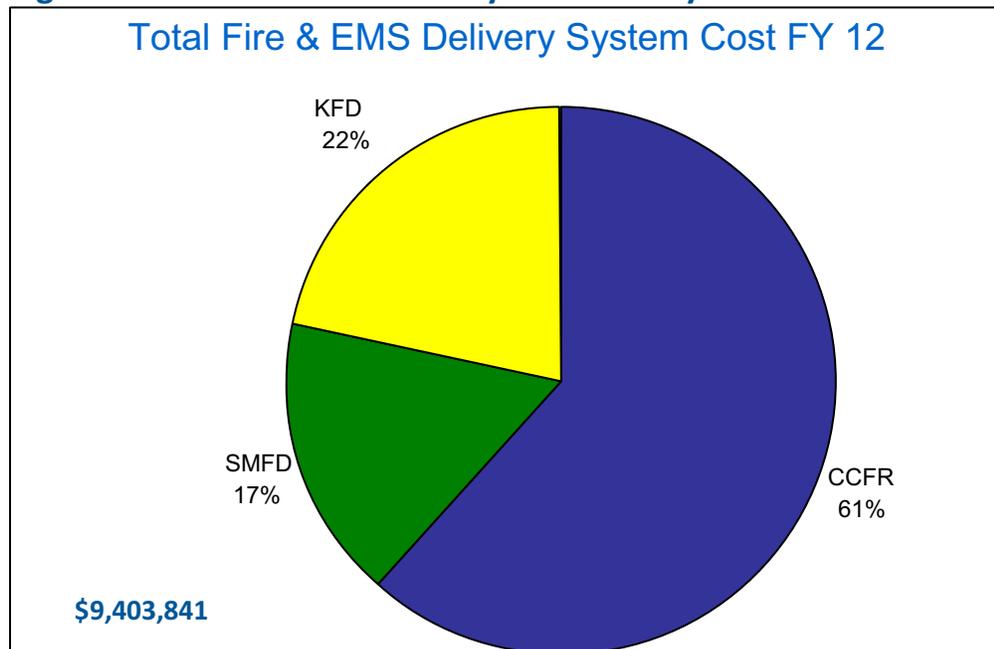
Table 21: Fiscal Year 2012 Expenditures for Fire and EMS by Jurisdiction

Expenditure Type	Camden County FY end 6/30/12	Kingsland FY end 6/30/12	St. Marys FY end 9/30/12	Total
Salary & Wages	\$3,572,917	\$1,213,406	\$1,050,580	\$5,836,903
Other Personnel Expenses	\$1,562,880 ¹	\$444,965	\$357,107	\$2,364,952
Operating Expenses	\$595,310 ²	\$218,969	\$166,748	\$981,027
Debt Services	\$62,657	\$147,446	\$10,856	\$220,959
Total	\$5,793,764	2,024,786	1,585,291	\$9,403,841

¹ includes estimate of \$1,038,112 in centrally funded expenses for CCFR employee health insurance, worker's compensation insurance and medical clearance expenditures

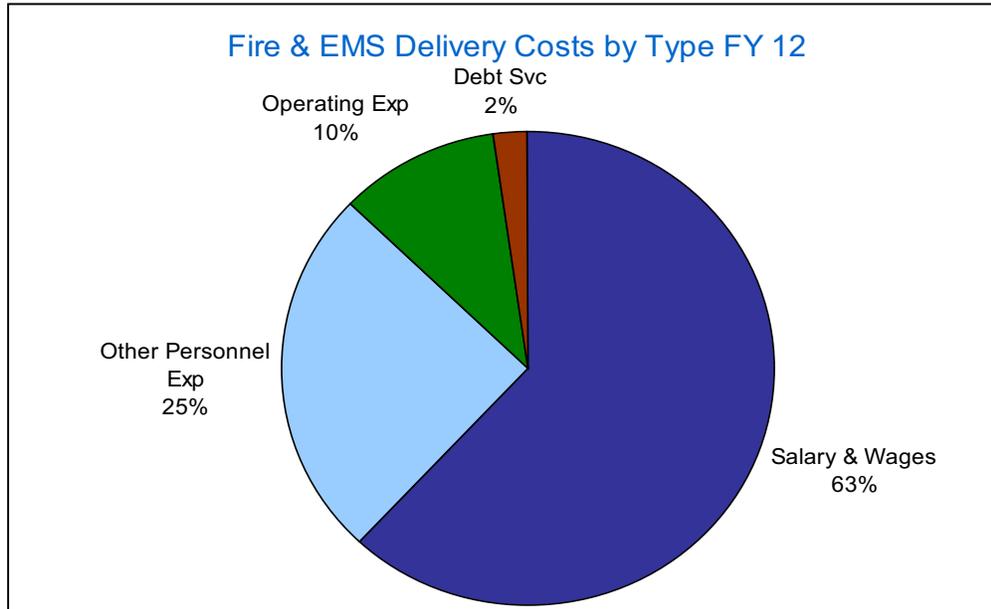
² includes estimate of \$10,566 in centrally funded insurance expenses for CCFR.

Figure 24: Total Fire and EMS System Cost by Jurisdiction



In FY 12, and including all jurisdictions, 88% percent of the total fire and EMS service delivery expenditures are related to personnel. Further, ten percent of expenditures are targeted for operational use and an additional two percent of expenditures are service debt related to fire and EMS services. Figure 25 illustrates the expenditure breakdown.

Figure 25: Total Fire and EMS System Cost Breakdown by Expense



Local tax funding either through general fund tax assessments, defined ad valorem tax, or a special taxing assessment generally funds fire and EMS service across the country. This remains consistent in Camden County with each of the jurisdictions included in this study. The following table estimates the current tax millage necessary to fund the current fire and EMS system.

Table 22: Current Fire and EMS

	Current Fire & EMS Delivery Costs					Sum
	Camden County CCFR EMS	Camden County Fire District	Camden County Other Fire Costs	Kingsland	St. Marys	
Assessed Value ¹	\$1,420,417,985	\$ 440,880,342	\$1,420,417,985	\$415,397,412	\$ 574,024,600	
Imputed Millage ²	2.6148	0.67	0.7935	5.126	2.9697	
Calculated Gross	\$ 3,714,109	\$295,390	\$1,127,102	\$2,129,327	\$1,704,681	
Est. Uncollectible	7.0%	7.0%	7.0%	7.0%	7.0%	
Expected Revenue	\$3,454,121	\$ 274,713	\$1,048,129	\$1,980,286	\$1,585,291	
EMS Revenue ³	\$807,000			\$44,500	n/a	
Other Revenue ⁴		209,801				
Total		\$5,793,764		\$2,024,786	\$1,585,291	\$9,403,841

¹Assessed value provided by city and county finance departments

²The current hypothetical millage needed in each jurisdiction to cover Fire and EMS related expenses

³Assumes all EMS revenue is retained by the system.

⁴Includes grants, insurance premium tax and other miscellaneous taxes

The highest overall millage for fire and EMS is paid by the citizens of Kingsland, who aggregately (city and county fire/EMS millage) pay an estimated 8.5343 mills for fire and EMS coverage. Residents of St Marys pay an estimated 6.378 mills (aggregate city and county fire/EMS millage), and residents of the unincorporated area pay an estimated 4.0783 mills for fire and EMS services (aggregate general fund and unincorporated fire millage). It should be noted that if CCFR did not have EMS transport collections of \$807,000, it would need to increase the general fund millage by approximately 0.61 mills. Strong management of EMS billing and collections directly offsets the need for local tax funding. In addition, if Camden County did not allocate \$209,801 of insurance premium tax and other miscellaneous taxes to the Camden County fire district, then the required millage would increase from .67 to 1.1817 (an increase of .5117 mills).

Alternative 1: Fully Consolidated Fire and EMS System

Table 23 breaks down current and estimated expenditures for a consolidated fire/EMS service delivery system (Alternative 1 above). Full consolidation offers some short term cost savings and is estimated to be \$220,810 for the first year.

Table 23: Consolidated Fire/EMS Department Expenditure Breakdown

Expenditure Type	Current	Consolidated	Difference
Salary & Wages	\$5,836,903	\$5,680,073	\$156,830
Other Personnel Expenses	2,364,952	2,323,685	41,267
Operating Expenses	981,027	958,314	22,713
Debt Services	220,959	220,959	0
Subtotal	\$9,403,841	\$9,183,031	\$220,810
EMS Revenue (CCFR & KFRD)	(851,500)	(851,500)	
Net Cost	\$8,552,341	\$8,331,531	\$220,810

Ninety percent of the savings (\$198,000) is personnel related. Savings have been estimated using the average wage and benefits for eliminated positions, and assuming part time hours at straight time will be reduced, and excess full-time employees will be converted to floaters to cover leave requests. Average savings for retirement, health insurance, ancillary insurances, worker's compensation, uniform expenses and a cell phone have been included for the one proposed eliminated division chief position.

As fire district chiefs retire (current fire chiefs), or other alternatives for organizing the consolidated department are implemented, a consolidated system could redistribute the district chief's responsibilities to the director/fire chief, and/or division managers (see Figure 21 for detail). For each fire district chief position thus eliminated through attrition or organizational decisions, the system could save an additional \$104,000 in the short or long term.

Ten percent of the savings (\$22,700) is directly related to the closure of Stations 10 and 14, and includes repair and maintenance costs, utilities and insurance.

Although more difficult to quantify, a consolidated system will enjoy enhanced greater bargaining power with suppliers of equipment, uniforms, station supplies, protective clothing and apparatus, some of whom already service multiple jurisdictions. Savings for supply chain management and equipment can be realized in both the short term and long term. In a similar ICMA study, it was

estimated these savings to be \$50,000 to \$250,000 (includes supplies, equipment and apparatus) depending on the procurement (s) in the fiscal year.

Administrative tasks such as processing payroll and benefits, paying invoices and processing insurance claims would be assumed by the consolidated agency, freeing up additional administrative time and costs in the current agencies.

ICMA looked at what an estimated general fund millage for a consolidated fire and EMS department would be **only as a beginning point** for funding such an agency. This method of funding may be allowable under the Georgia Service Delivery Strategy Act (O.C.G.A. § 36-70-20) should the consolidated department be created as a county agency.

To raise the estimated \$ 8,331,661 needed to fund a consolidated system, an estimated millage of 6.3071 would be needed. In this scenario, the millage is a general fund, county-wide fire /EMS millage. Further, and because this is a consolidated fire department, the Camden County unincorporated fire district millage is absorbed into the overall fire/EMS county-wide millage general fund. Table 24 depicts the proposed millage as described above would be.

Table 24: Current and Proposed Consolidated Fire/EMS Millage

	Camden County	Kingsland	St Marys
Current Fire & EMS Millage¹	4.0783	8. 5343	6. 3780
Hypothetical Consolidated Fire & EMS Millage	5.7954 ²	6.3071	6.3071
Difference	1.7171	(2.2272)	(0.0709)

¹ Refer to Table 22 for breakdown of millage associated with the current Fire & EMS system.

² Assumes Camden County continues its current policy of allocating a portion of insurance premium tax and other miscellaneous taxes to the unincorporated area for fire services.

It should be noted that over the long term, efficiencies gained from consolidation as discussed above and in this report could potentially further reduce the required millage.

An additional alternative for funding a consolidated fire department that includes both incorporated and unincorporated areas and in accordance with O.C.G.A. § 36-70-24 (3)(B) may be “a special service district created by the county in which property taxes, insurance premium taxes, assessments, or user fees or levies are imposed or through such a mechanism agreed upon by the affected parties.”

In any case, funding a consolidated service delivery that includes both incorporated and unincorporated areas in Georgia must meet the intent of O.C.G.A. § 36-70-24 (3) (A), which states “the strategy shall ensure that the cost of any service which a county provides primarily for the benefit of the unincorporated area of the county shall be borne by the unincorporated area residents, individuals, and property owners who receive the service. Further, when the county and one or more municipalities jointly fund a county-wide service, the county share of such funding shall be borne by the unincorporated residents, individuals, and property owners that receive the service.”

Some communities have developed contribution models to fund consolidated services. In these models there are agreed upon inputs that determine the final dollar outcome for a jurisdiction. Table 25 offers three inputs and dollar outcomes other than millage rate, should a contribution model be considered to fund the consolidated fire department at the estimated cost of \$9,183,031. As with the millage rate model, Table 25 utilizes EMS transport revenue as a fee offset to the overall cost of the consolidated fire department.

Table 25: Consolidated System Funding Alternatives

Variable	Funding Alternatives			EMS Revenue	Total	Variance
	Camden County <small>Includes Woodbine</small>	Kingsland	St. Marys			
By Population	17,446	15,946	17,121		50,513	
<i>Population Percent</i>	34.5%	31.5%	34.0%		100%	
<i>Contribution based on Population</i>	\$ 2,877,514	\$ 2,630,108	\$ 2,823,910	\$ 851,500	\$ 9,183,031	\$ 247,406
By Call Count	1,073	2,206	1,963		5,242	
<i>Calls Percent</i>	20.5%	42.1%	37.4%			
<i>Contribution based on Calls</i>	\$ 1,705,405	\$ 3,506,173	\$ 3,119,953	\$ 851,500	\$ 9,183,031	\$ 1,800,768
By Assessed Value	430,995,973	415,397,412	574,024,600		1,420,417,985	
<i>Assessed Value Percent</i>	30.3%	29.3%	40.4%			
<i>Contribution based on Assessed Value</i>	\$ 2,528,028	\$ 2,436,534	\$ 3,366,969	\$ 851,500	\$ 9,183,031	\$ 930,435

Alternative 2: Operationally Consolidated Fire and EMS System

While improving the overall current system, the financial impact of operational consolidation is limited as there are limited changes in staffing numbers. Utilities, insurance, and maintenance of Stations 10 and 14 are estimated at \$22,700 annually. The costs savings for the closed stations would reduce the total millage needed to support CCFR by 0.0761 mills. In St. Marys, it is proposed that station 7 staffing is reduced from three to two, as it is currently staffed. This would essentially reduce the three part-time positions that were funded through a grant to maintain minimum staffing at three per shift at each of the three St. Marys' stations. This savings is estimated to be \$112,000. Table 26 depicts staffing levels recommended in an operationally consolidated fire and EMS system.

Table 26: Operationally Consolidated Fire and EMS System Staffing

Position/Station	Operational Consolidation
Camden Fire Chief	1
St. Marys Fire Chief	1
Kingsland Fire Chief	1
Assistant Fire Chief-KFD	1
Assistant Fire Chief-SMFD	1
EMS Division Officer	1-CCFR
Fire/Prevention Training Officer- County Wide	1-CCFR
Battalion Division Officer	3-CCFR
Administrative Assistants	2-CCFR
Logistics Manager	1-CCFR
Station 3-KFD	3 per shift (9 total)
Station 4-KFD	3 per shift (9 total)
Station 5-KFD	2 per shift (6 total)
Station 2-SMFD	3 per shift (9 total)
Station 7-SMFD	2 per shift (6 total)
Station 9-SMFD	3 per shift (9 total)
Station 10-CCFR (fire only)	1 per shift (3 total)
Station 11-CCFR (fire only)	2 per shift (6 total)
Station 12-CCFR	2 per shift (6 total)
Station 14-CCFR	1 + 2 leave relief positions per shift (9 total)
Station 15-CCFR	2 per shift (6 total)
Station 16-CCFR	2 per shift (6 total)
Station 17-CCFR (fire only)	1 per shift (3 total)
Station 18-CCFR	2 per shift (6 total)
Station 19-CCFR	2 per shift (6 total)
CCFR LS1-Station 11	2 per shift (6 total)
CCFR LS2-Station 2	2 per shift (6 total)
CCFR LS3-Station 3	2 per shift (6 total)
CCFR LS4-Station 10	2 per shift (6 total)
CCFR LS7-Station 17	2 per shift (6 total)
Totals	142

As recommended in the consolidated model, there is potential in the operational consolidation model for CCFR to reduce the number of division officers, and some common program functions can be centralized either in a county or a city program area, creating opportunity for shared services. ICMA recommends in the consolidated model retaining one of the division officer positions (EMS Division Officer). In operational consolidation programmatic functions such as logistics, fleet maintenance, training and fire inspection/prevention can also be consolidated utilizing current staff, and redistributing work from current positions to existing staff (such as CCFR operational management from a division officer to the battalion officers). Given the number of senior staff positions and operational workload across the three jurisdictions, it is recommended that the same programmatic model be implemented utilizing the same number of senior staff positions. Estimated savings (1 division officer, centralizing training and fire prevention activities) are \$65,000-\$85,000.

Further, and as in a fully consolidated department, in an operationally consolidated fire services system, a greater bargaining power with suppliers of equipment, uniforms, station supplies, protective clothing and apparatus can be realized through economy of scales procurement practices. Savings for supply chain management and equipment can be realized in both the short term and long term. As noted in a similar ICMA study, it was estimated these savings to be \$50,000 to \$250,000 (includes supplies, equipment and apparatus) depending on the procurement (s) in the fiscal year. These potential savings can be spread across each jurisdiction in the operationally consolidated service delivery system.

One consideration in an operational consolidation model (and as well full consolidation) is the seamless integration of response protocol and the dispatching of the most appropriate units. A standard approach to the dispatching of emergency units is critical. In operational consolidation, as each jurisdiction remains independent, it is as critical that response personnel train together and carry out scene functions in a systematic manner for maximum effectiveness.

To accomplish seamless integration of agreed upon (by each jurisdiction) dispatch response protocol, Camden County **needs a computer aided dispatch solution** that automatically dispatches the appropriate unit (s) to calls for service. Currently the Camden communications center does this manually by station, and not by unit. The integration of a box area run-card builder software program for instance allows dispatch run cards to be built for geographic areas of a jurisdiction, where specific units are recommended for response to specific call types. The run-card builder allows for single jurisdiction and multi-jurisdictional response recommendations, and is able to go several layers deep in these recommendations.

To further insure integrated jurisdictional response is carried out in a systematic manner for maximum effectiveness, it is important that response protocols and guidelines be developed, trained on, and continually practiced across jurisdictional lines for various operational responses such as residential, commercial and mid-rise structural fires. Incident command and incident accountability should be included as well as other high risk, low frequency responses that will include more than one jurisdiction under operational consolidation. While these are the more common examples of response protocols in place where automatic aid routinely occurs, the three jurisdictional chiefs and their staff may include others germane to the study jurisdictions, and should expand past these more routine responses and responsibilities. Additionally, it is imperative that jurisdictions remain in constant contact with each other regarding the movement of apparatus from their normal response area, or if an apparatus is out of service for mechanical work for example, as this impacts the planned and systematic response of apparatus.

Variables to Consolidation

There are many variables that drive a consolidation decision for a community. What are the financial costs? What service enhancements would my community realize, or would service decline? What is the best option for my community? When considering costs, funding mechanisms, and service deliverables, there are several variables that drive the financial outcomes.

Until a consolidation option is chosen (full consolidation or shared service areas), and all communities wishing to participate have been determined, ICMA is only able to provide assumptive costs or funding alternatives. Key variables used to consider consolidation herein are not meant to be all inclusive, but rather to stimulate further conversation and considerations regarding consolidation and service delivery alternatives contained in this report.

- If full fire department consolidation is chosen:
 - What community will serve as the lead agency?
 - How will the new agency be governed?
 - Who will be the Director?
 - What will happen to the current fire chiefs/chief officers, etc.?
 - How are redundant FTEs reduced or absorbed from the new consolidated department? Attrition, reduction in force, absorbed into other positions?
- Under a functional fire consolidation alternative, what agency takes the lead on training, fire prevention, and other operational areas to realize efficiency advantages?
- If county tanker apparatus are placed in city fire stations and staffed by city firefighters, how is the cost-share, if any, determined?
 - Would those communities that benefit from this apparatus contribute to the replacement investment?
- Is it more functional to maintain the current county fire-based EMS service as is?
 - Should Kingsland be afforded an opportunity to be added more automatically into the EMS service delivery system when county ambulances are tied up on calls for service, thereby adding capacity to the current EMS system rather than the county adding additional ambulances in the southern portion of the county?

As these and other variables are answered, a more defined cost for the selected alternative (s) can be determined. A range of costs have been identified regarding the two fire consolidation/shared services alternatives. Once consolidation is chosen as a desired outcome, then the proper processes and steps to achieve these processes must be put in place. Figure 26 on the following page illustrates one way to accomplish this.

Figure 26: Steps to Consolidation



Key Performance Measures

As communities engage in consolidation, in this case fire and EMS, there are key performance measures that should be considered. These performance measures will link to the planning process of how the consolidated services will be measured, and in some cases, what the cost will be.

1. Ratio of fire code violations cited/corrected within 30 day period. (*Fire Prevention-measure effectiveness of fire prevention program*).

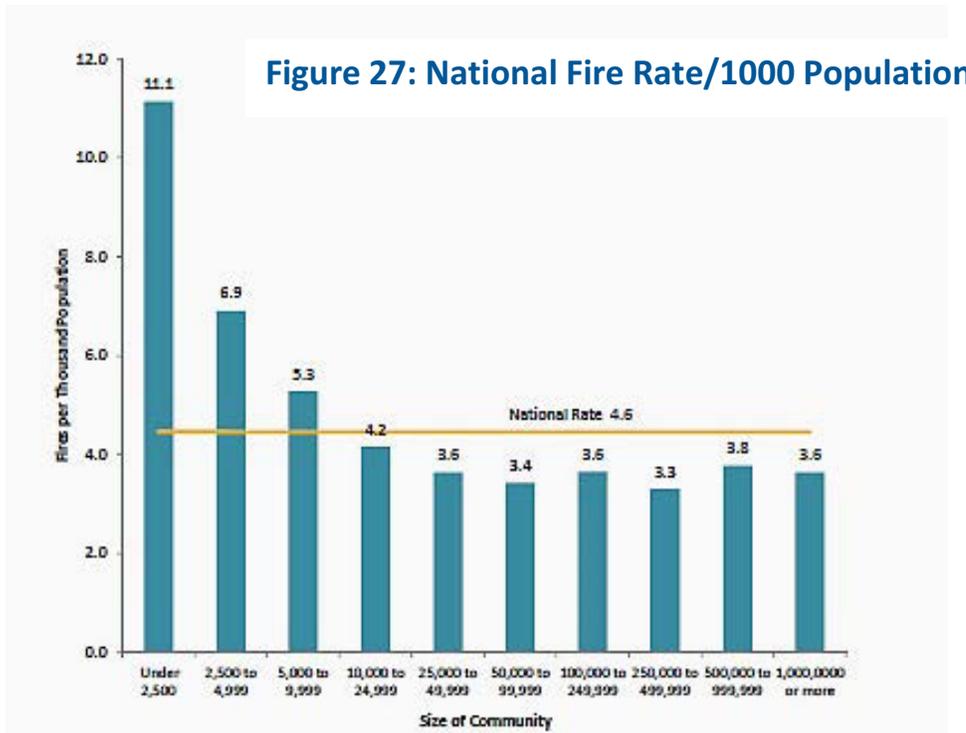
Fire suppression and response, although necessary to protect property, have little impact on preventing fire deaths. It is rather public fire education, prudent building codes, construction materials, fire prevention, and built-in fire protection systems that are essential elements in protecting citizens from death and injury due to fire.

Effective fire prevention efforts depend on the ability of a fire department or agency within a local government to conduct fire prevention inspections through a code enforcement program. One measurement of this program is the correction of code violations found. When a code violation is discovered, a suitable period to correct the violation is established through a written report.¹⁴ In this measurement 30 days is recommended, as this a norm in fire departments ICMA has studied and that the ICMA team is familiar with. This measure links to alternatives 1 and 2.

2. Number of reported fires/1,000 population (*Fire Prevention-measure effectiveness of fire prevention program*).

This measure links with measure 1. As discussed in this measure, fire suppression and response, although necessary to protect property, have little impact on preventing fire deaths. It is rather public fire education, fire prevention, and built-in fire protection systems that are essential elements in protecting citizens from death and injury due to fire. This measure links to alternatives 1 and 2. Figure 27, from the *NFPA Fire Analysis and Research Division*, illustrates the national fire rate (structure and outside fires) per 1000 population of varying sized communities (2007-2011).

¹⁴ Swain, J., *A Practical Guide for Local Government*. 2009, p.344.



3. Average response time per fire incident call (*Fire Suppression—measures effectiveness of fire station location and efficiency of road networks, e-911 center call processing, and crew turnout time*).

Response time and station location is discussed in previous sections in this report. This measure links directly to measures 3 and 11, and as well the fire propagation curve.

The location of responding units is one important factor in response time; reducing response times, which is one of the key performance measures in determining the efficiency of department operations, often depends on this factor. The goal of having a network of responding fire stations in a single community is to optimize coverage with short travel distances while giving special attention to natural and manmade barriers, and response routes that can create response-time problems.¹⁵ Additionally, a community’s fire risk analysis and the agency’s pre-incident planning process will contribute to determining the number and type of fire and EMS units needed to adequately respond to a reported fire.¹⁶

Meeting NFPA-recommended standards for travel time can increase a fire service agency’s cost, which raises two questions: what are the added costs and what is the evidence supporting these recommendations? For fire suppression, NFPA travel times are established primarily due to the risk of flashover as shown in the fire propagation curve (Figure 28).

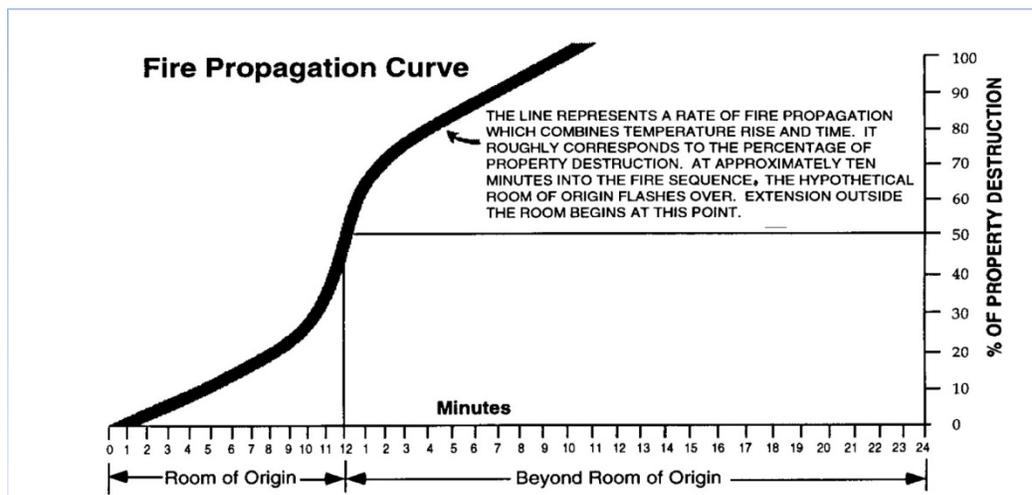
¹⁵ NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments*, 2010 Edition, 122.

¹⁶ Compton and Granito, eds., *Managing Fire and Rescue Services*, 52.

According to fire service educator Clinton Smoke, the fire propagation curve establishes that temperature rise and time within a room on fire corresponds with property destruction and potential loss of life.¹⁷ At approximately the 10-minute mark of fire progression, the fire flashes over (due to superheating of room contents and other combustibles) and extends beyond the room of origin, thus increasing proportionately the destruction to property and potential endangerment of life. The ability to quickly deploy adequate fire staff before flashover thus limits the fire's extension beyond the room or area of origin.

Figure 28 shows the fire propagation curve.

FIGURE 28: Fire Propagation Curve



From John C. Gerard and A. Terry Jacobsen, "Reduced Staffing: At What Cost?" *Fire Service Today* (September 1981), 15–21.

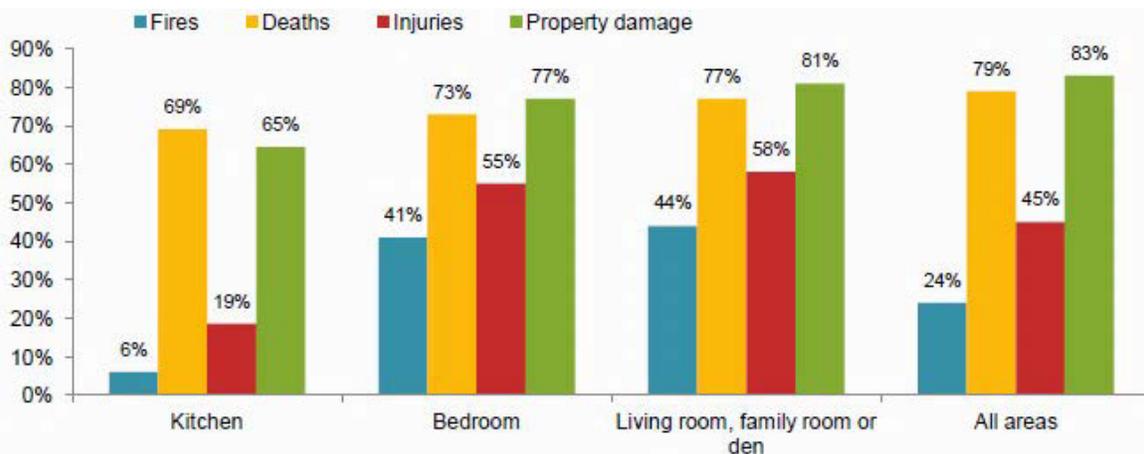
This measure links to consolidation alternatives 1 and 2.

4. Percent of fires responded to that spread beyond room of origin after fire department arrival (*Fire Suppression—measures effectiveness of fire station location, response times, training, and crew effectiveness*).

This measure has a direct link to the measure #3, and as well the fire prevention and training performance measures contained herein. The ability to quickly place well-trained fire suppression forces on the scene to aggressively attack an active fire reduces property loss. As well an aggressive fire prevention and public education (such as a residential smoke alarm or sprinkler program) effort shares in the positive increase in this measure. **Figure 29, from the NFPA Fire Analysis and Research Division, illustrates the impacts (nationally 2006-2011) that occur when this happens.** This measure links to consolidation alternatives 1 and 2.

¹⁷ Clinton Smoke, *Company Officer* (Clifton Park, NY: Delmar Learning, 2004).

Figure 29: Fire Spread Beyond the Room Of Origin by Area of Origin: 2006-2011



5. Percent of firefighters with completed, up-to-date training (*Training—measures the effectiveness of the training program and the preparedness of the workforce*).

Preparing the workforce for the delivery of emergency services is a critical component of any fire department. Response to emergencies and subsequent deployment of critical tasks to mitigate the emergency should be second nature, deliberate, and sharpened through continuous training. This measure links to response and mitigation measures contained in this report. This measure links to consolidation alternatives 1 and 2.

6. Number of EMS responses per 1,000 service population (*EMS—identifies the demand for EMS services based on workload and patient data. Benchmarks appropriately deployed resources*).

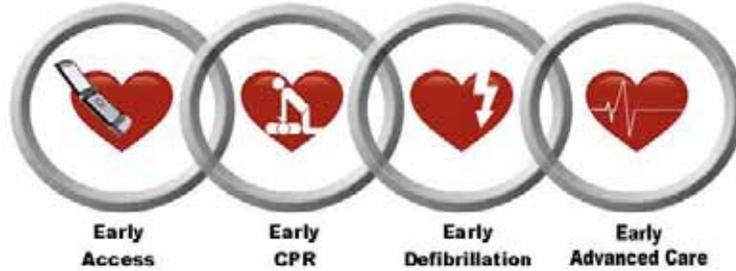
This measure links to demand for the service and workload to each department providing this service. Additionally, how and where units are deployed as compared to population densities can be benchmarked against this measure as well. This measure links to consolidation alternatives 1 and 2.

7. Average response time per EMS call (*EMS—measures effectiveness of unit location and efficiency of road networks, e-911 center call processing, and crew turnout time*).

As already discussed in the fire suppression response time measurement, there are many key factors that enhance or abate acceptable response times for a community. This applies to EMS response time as well.

As mentioned earlier, meeting NFPA-recommended standards for travel time can increase a fire service agency’s costs. For EMS, NFPA travel times are primarily established to address situations of sudden cardiac arrest, where brain damage and permanent brain death occur in 4 to 6 minutes (Figure 30). Figure 30 illustrates the chain of survival, a series of actions that, when put in motion, reduce the mortality of sudden cardiac arrest. Adequate fire and EMS response times coupled with community and public-access defibrillator programs potentially can have positive effects on the survival rate of sudden cardiac arrest victims.

FIGURE 30: Sudden Cardiac Arrest Chain of Survival



From “Chain of Survival,” http://en.wikipedia.org/wiki/Chain_of_survival.

In addition to cardiac arrest, there are other medical emergencies that require quick response times, aggressive prehospital emergency care, and rapid transport to a receiving hospital emergency department. These advanced life support calls are also recommended as a component of this measurement. This measure links to consolidation alternatives 1 and 2.

8. Percent of patients who required BLS transport (*EMS-identifies the demand for EMS services based on workload and patient data. Benchmarks appropriately deployed resources*).

Staffing and deploying EMS services can be managed in a variety of ways. Some departments choose to deploy an all-ALS system wherein all EMS transport units are staffed and equipped to deliver ALS care (may include fire suppression apparatus as well). Other departments may choose to deploy some BLS transport units, as they have found through an analysis of transport data that they transport more BLS patients than ALS patients. This measure will assist in making any staffing and deployment decisions, as well as the development of community EMS educational and preventive health programs. This measure links to consolidation alternatives 1 and 2.

9. Percent of patients who required ALS transport (*EMS-identifies the demand for EMS services based on workload and patient data. Benchmarks appropriately deployed resources*).

For the reasons discussed above regarding percentage of BLS patients requiring transport, ALS transports should be measured in the same way. This measure links to consolidation alternatives 1 and 2.

10. The percentage of total EMS fees billed that are collected as revenue (*EMS-measures the effectiveness of EMS billing services and the ability to offset certain EMS cost*).

The cost of public services, particularly those that do not generate revenue and demand constant resources, can be burdensome on a local government budget. One source of revenue that can be realized is EMS transport fees. The one city and one county agency discussed in this report that provides EMS transport have implemented EMS billing for these services. It is critical that the performance of these billing systems be monitored closely with a goal of collecting revenues as efficiently as possible. Any decrease in collections should be examined and where possible corrected, as generated revenues can be utilized as an offset to these services.

11. The average time in seconds from the receipt of a call until emergency dispatch is issued to a response unit and the emergency unit is responding (*Emergency Communications–measures efficiencies of staff*).

Call processing time and turnout time both have a direct impact on how quickly emergency units respond to a call for assistance, are components of the overall response time of an emergency unit, and are components of response time that can be controlled directly. As discussed in this report, where the primary public-safety answering point is the communications center, the alarm processing time or dispatch time should be less than or equal to 60 seconds 90 percent of the time.¹⁸ Additionally, turnout time should be less than or equal to 80 seconds for fire and special operations 90 percent of the time. Monitoring these components is important as it directly links to measures discussed such as response time and the percent of fires contained/not contained to the room of origin. This measure links to consolidation alternatives 1 and 2.

13. The number of emergency communications center incoming calls answered. Includes all calls that might be related to one incident (*Emergency Communications–measures workload and effectiveness for emergency communications staff*).

This workload measure directly links to number of telecommunicators and call takers (or those that perform both duties) and the workload they are asked to handle. The effectiveness directly links to the ability to process e-911 incoming calls properly and in a timely fashion, dispatch the appropriate units, provide pre-arrival emergency medical dispatch directions to the caller, monitor active public safety radio channels, and other duties as assigned. This measure links to consolidation alternatives 1 and 2.

14. The average number of emergency response dispatches that are initiated by each dispatcher (FTE) (*Emergency Communications–measures workload and effectiveness for emergency communications staff*).

This workload measure directly links to the previous measure and directly links to the number of telecommunicators and call-takers (or those that perform both duties) and the workload they are asked to handle. As discussed, the effectiveness directly links to the ability to process e-911 incoming calls properly and in a timely manner, dispatch the appropriate units, provide pre-arrival emergency medical dispatch directions to the caller, monitor active public safety radio channels, and other duties as assigned. This measure links to consolidation alternatives 1 and 2.

¹⁸ NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Departments*, 2010 Edition, 7.

Conclusion

ICMA began this fire and EMS feasibility study for Camden County, the city of St. Marys, and the city of Kingsland in March 2013 by first obtaining response and workload data, as well as administrative and operational documents from the three agencies. This information, along with a series of on-site visits by both the operational and financial analysis teams where agency staff were interviewed and engaged in discussion, as well as conference calls and follow-up emails that included fire and local government staff, was utilized by the ICMA analysis team to compile this report.

ICMA was asked by the county and each city to provide analysis on the feasibility of consolidation, and as well to provide each city with a comprehensive data analysis of response times and workload, which ICMA has done. Where appropriate, ICMA includes recommendations in the body of the report, as well as alternative service delivery methods to include a full consolidation alternative and a shared service (operational consolidation) alternative.

ICMA has provided two consolidation alternatives in this report that focus on process improvement, efficiencies in the manner in which services can be delivered, and efficiencies in the manner in which certain components of a department can be managed, which will improve the effectiveness of the overall service delivery of fire and EMS in Camden County.

ICMA appreciates the opportunity to provide Camden County and the cities of St. Marys and Kingsland this report, and appreciates the cooperation extended by the staff of each agency and local government.

Data Analysis

This report covers all calls for service between July 1, 2011, and June 30, 2012, as recorded by the Camden County Sheriff's Communications Center. This consolidation report is to evaluate the total number of calls responded by any of the three agencies, the deployed hours of all units of the three agencies, and the response time of first on scene unit of any of the three agencies.

During this period, the three agencies (Camden County Fire Rescue, Kingsland Fire Department, and St. Marys Fire Department) responded to 5,262 calls, including 20 mutual aid calls outside Camden County. The three agencies responded to 269 structure fire calls and 209 outside fire calls. A total of 12,462 units of the three agencies were dispatched to all calls. The total combined yearly workload (deployed time) for all units of the three agencies was 8,264 hours. The average estimated response time was 7.5 minutes and the 90th percentile response time was 11.1 minutes.

This report is divided into four sections: the first section focuses on call types and dispatches; the second section explores time spent and workload of individual units; the third section presents analysis of the busiest hours in a year; and the fourth section provides a response time analysis.

Methodology

In this report, we analyze calls and runs. A call is an emergency service request or incident. A run is a dispatch of a unit. Thus, a call might include multiple runs.

We merged the data used in the three individual jurisdictional reports. For this consolidation report, we took the following steps to assign call types. First, we identified mutual aid calls, which were outside Camden County and were identified as mutual aid calls by all responding agencies. Next, we identified canceled calls, which were identified as canceled calls by all responding agencies. For the remaining calls, if they were classified as the same type of call in individual reports, we used those call types. There were cases in which different responding agencies assigned a different call type for the same call. This happened particularly often when Camden County ambulances responded to calls in St. Marys and Kingsland. In these situations, we used the call type assigned within the NFIRS system of the primary agency depending upon the call's location.

ICMA has analyzed the three agencies and submitted three separate data analysis reports that focused primarily on one agency at a time. Since 3,372 calls (64 percent of total calls) involved multiple responding agencies, the total number of calls within this report is significantly smaller than what might appear to be the total if the calls within each individual report are added together. Nevertheless, the total number of runs and deployed hours within this report should match the combined sum of runs and hours found in the three individual reports. In the response time analysis, we used the first arriving units of any of the three agencies, and then focused the analysis on those units. In other words, the average response times in this consolidation report are less than response times reported in the individual reports that focused primarily on one agency at a time.

Aggregate Calls, Deployed Hours and Dispatches

During the year studied, the three agencies (Camden County Fire Rescue, Kingsland Fire Department, and St. Marys Fire Department) responded to 5,262 calls. Of these, 269 were structure fire calls and 209 were outside fire calls. There were 4,109 emergency medical service (EMS) calls. A total of 20 calls were outside Camden County and identified as mutual aid calls.

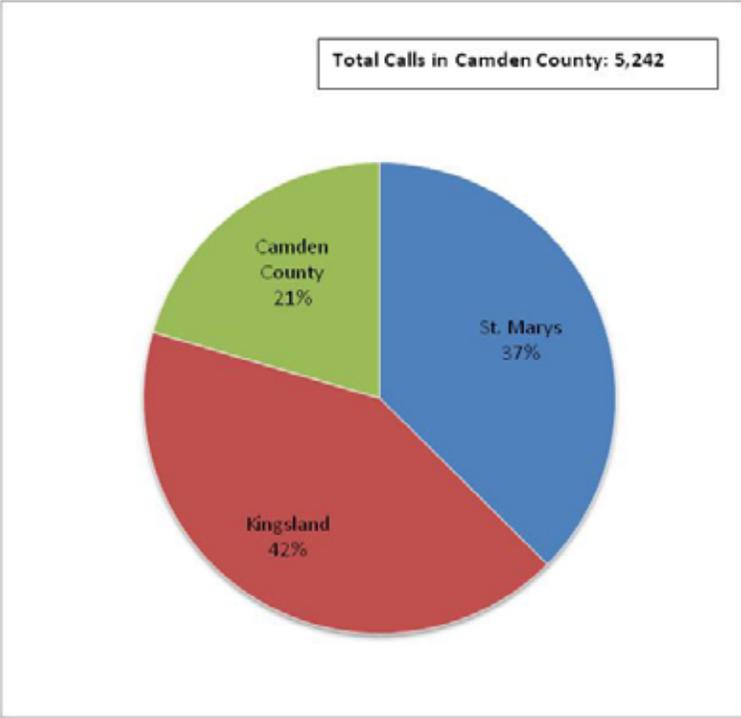
TABLE 25: Call Types

Call Type	Number of Calls	Calls per Day	Call Percentage
Cardiac and stroke	392	1.1	7.4
Seizure and unconsciousness	439	1.2	8.3
Breathing difficulty	493	1.3	9.4
Overdose and psychiatric	128	0.3	2.4
MVA	355	1.0	6.7
Fall and injury	681	1.9	12.9
Illness and other	1,621	4.4	30.8
EMS Total	4,109	11.2	78.1
Structure fire	269	0.7	5.1
Outside fire	209	0.6	4.0
Hazard	64	0.2	1.2
False alarm	241	0.7	4.6
Good intent	97	0.3	1.8
Public service	197	0.5	3.7
Fire Total	1,077	2.9	20.5
Mutual aid	20	0.1	0.4
Canceled	56	0.2	1.1
Total	5,262	14.4	100.0

Observations:

- The three agencies responded to a total of 5,262 calls, averaging 14.4 calls per day.
- EMS calls for the year totaled 4,109 (78 percent of all calls), averaging 11.2 per day.
- Fire category calls for the year totaled 1,077 (20 percent of all calls), averaging 2.9 per day.
- Structure and outside fires calls combined accounted for 478 calls, an average of 1.3 calls per day.
- A total of 1,720 calls were responded to by both Camden County and St. Marys; 1,713 calls were responded to by both Camden County and Kingsland; and 61 calls were responded to by all three agencies.

FIGURE 31: Calls by Location



Note: The 20 mutual aid calls which are outside Camden County are not included. Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

TABLE 26: Calls by Type and Location

Call Type	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	143	159	90	0
Seizure and unconsciousness	194	173	72	0
Breathing difficulty	191	214	88	0
Overdose and psychiatric	55	51	22	0
MVA	37	219	99	0
Fall and injury	269	300	112	0
Illness and other	624	681	316	0
EMS Total	1,513	1,797	799	0
Structure fire	148	72	49	0
Outside fire	118	69	22	0
Hazard	14	23	27	0
False alarm	73	125	43	0
Good intent	32	42	23	0
Public service	57	59	81	0
Fire Total	442	390	245	0
Mutual aid	0	0	0	20
Canceled	8	19	29	0
Total	1,963	2,206	1,073	20
Calls per Day	5.4	6.0	2.9	0.1
Percentage	37.3	41.9	20.4	0.4

Note: Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

Observations:

- A total of 1,963 calls were in the city of St. Marys, which accounted for 37 percent of the total and averaged 5.4 calls per day.
- A total of 2,206 calls were in the city of Kingsland, which accounted for 42 percent of the total and averaged 6.0 calls per day.
- A total of 1,073 calls occurred in Woodbine and unincorporated areas under the jurisdiction of Camden County Fire Rescue, which accounted for 20 percent of the total and averaged 2.9 calls per day.

TABLE 27: Call Workload by Call Type

Call Type	Average Deployed Minutes per Run	Annual Hours	Percent of Total Hours	Deployed Hours per Day	Annual Number of Runs	Runs per Day
Cardiac and stroke	42.8	600	7.3	1.6	842	2.3
Seizure and unconsciousness	40.5	655	7.9	1.8	970	2.7
Breathing difficulty	42.6	756	9.1	2.1	1,065	2.9
Overdose and psychiatric	36.4	170	2.1	0.5	280	0.8
MVA	46.7	705	8.5	1.9	907	2.5
Fall and injury	36.4	892	10.8	2.4	1,468	4.0
Illness and other	39.9	2,220	26.9	6.1	3,338	9.1
EMS Total	40.6	5,999	72.6	16.4	8,870	24.2
Structure fire	42.3	473	5.7	1.3	671	1.8
Outside fire	21.0	360	4.4	1.0	1,027	2.8
Hazard	32.5	120	1.4	0.3	221	0.6
False alarm	27.9	183	2.2	0.5	394	1.1
Good intent	55.7	383	4.6	1.0	412	1.1
Public service	55.7	643	7.8	1.8	693	1.9
Fire Total	37.9	2,161	26.2	5.9	3,418	9.3
Mutual aid	86.7	38	0.5	0.1	26	0.1
Canceled	26.8	66	0.8	0.2	148	0.4
Total	39.8	8,264	100.0	22.6	12,462	34.0

Note: Each dispatched unit is a separate "run." As multiple units are dispatched to a call, there are more runs than calls. Therefore, the department recorded 14.4 calls per day and 34.0 runs per day.

Observations:

- Total deployed time for the year, or deployed hours, was 8,264 hours. This is the total time of all the units of the three agencies (Camden County, Kingsland, and St. Marys fire departments) deployed on all type of calls. The deployed hours for all combined averaged 22.6 hours per day.
- There were 12,462 runs, averaging 34 runs for all units of the three agencies combined.
- Fire category calls accounted for 26 percent of the total workload.
- There were 1,698 runs for structure and outside fire calls, with a total workload of 833 hours. This accounted for 10 percent of the total workload. The average deployed time for structure fire calls was 42 minutes, and the average deployed time for outside fire calls was 21 minutes.
- EMS calls accounted for 73 percent of the total workload. The average deployed time for EMS calls was 41 minutes. The deployed hours for all units spent on EMS calls averaged 16.4 hours per day.

TABLE 28: Annual Deployed Hours by Call Type and Location

Call Type	Annual Deployed Hours			
	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	202	231	167	NA
Seizure and unconsciousness	278	244	133	NA
Breathing difficulty	285	300	171	NA
Overdose and psychiatric	68	66	36	NA
MVA	50	387	268	NA
Fall and injury	348	353	190	NA
Illness and other	828	875	516	NA
EMS Total	2,059	2,457	1,482	NA
Structure fire	272	121	80	NA
Outside fire	199	114	47	NA
Hazard	27	45	48	NA
False alarm	67	75	41	NA
Good intent	173	114	95	NA
Public service	179	157	306	NA
Fire Total	918	626	617	NA
Mutual aid	NA	NA	NA	38
Canceled	6	17	43	0
Total	2,983	3,101	2,143	38
Daily Average	8.2	8.5	5.9	0.1
Percentage of Total Hours	36.1	37.5	25.9	0.5
EMS %	69.0	79.2	69.2	NA

Note: Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

Observations:

- The deployed hours for calls in the city of St. Marys accounted for 36 percent of the total and averaged 8.2 hours per day. EMS calls accounted for 69 percent of the workload.
- The deployed hours for calls in the city of Kingsland accounted for 38 percent of the total and averaged 8.5 hours per day. EMS calls accounted for 79 percent of the workload.
- The deployed hours for calls in the city of Woodbine and unincorporated areas accounted for 26 percent of the total and averaged 5.9 hours per day. EMS calls accounted 69 percent of the workload.

TABLE 29: Total Number of Runs, by Call Type and Location

Call Type	Annual Number of Runs			
	St. Marys	Kingsland	Camden County	Outside Camden
Cardiac and stroke	323	338	181	NA
Seizure and unconsciousness	445	375	150	NA
Breathing difficulty	430	450	185	NA
Overdose and psychiatric	126	108	46	NA
MVA	88	558	261	NA
Fall and injury	610	626	232	NA
Illness and other	1,308	1,395	635	NA
EMS Total	3,330	3,850	1,690	NA
Structure fire	374	185	112	NA
Outside fire	529	374	124	NA
Hazard	62	89	70	NA
False alarm	132	204	58	NA
Good intent	146	178	88	NA
Public service	211	213	269	NA
Fire Total	1,454	1,243	721	NA
Mutual aid	NA	NA	NA	26
Canceled	22	47	79	NA
Total	4,806	5,140	2,490	26
Daily Average	13.1	14.0	6.8	0.1
Percentage of Total Runs	38.6	41.2	20.0	0.2
EMS %	69.3	74.9	67.9	NA

Note: A dispatch of a unit is defined as a run; thus a call might include multiple runs. Camden County Fire Rescue includes calls in Woodbine and unincorporated areas.

Observations:

- The number of runs for calls in the city of St. Marys accounted for 39 percent of the total and averaged 13.1 runs per day.
- The number of runs for calls in the city of Kingsland accounted for 41 percent of the total and averaged 14.0 runs per day.
- The number of runs for calls in the city of Woodbine and unincorporated areas accounted for 20 percent of the total and averaged 6.8 runs per day.

FIGURE 32: Number of Units Dispatched to Calls

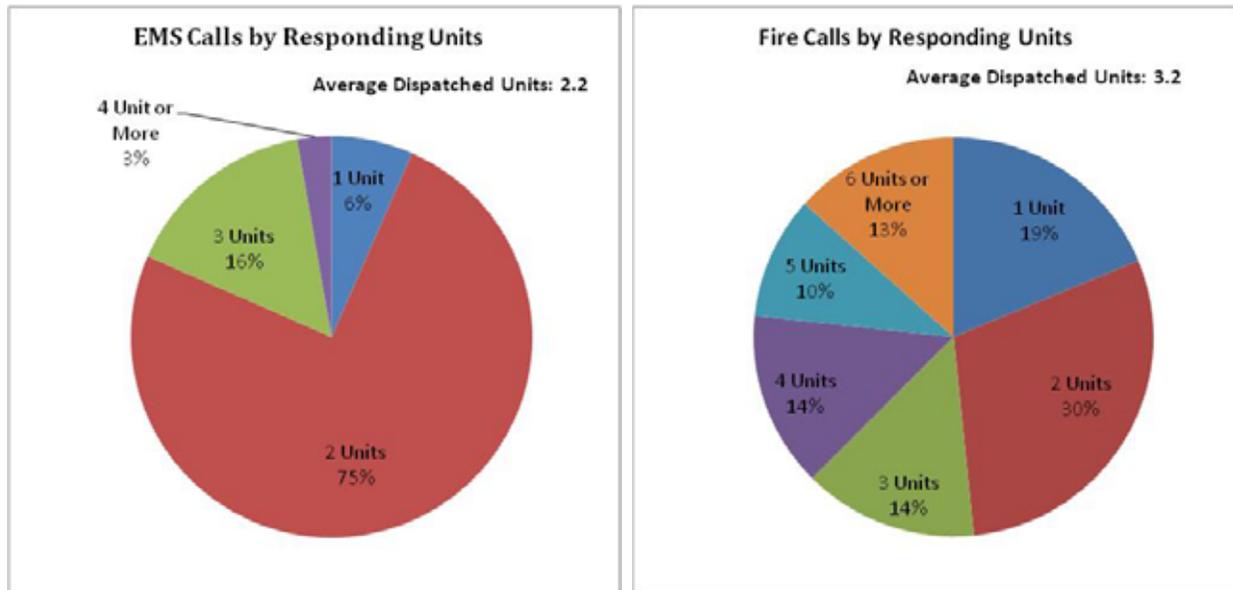


TABLE 30: Number of Units Dispatched to Calls

Call Type	Number of Units						Total
	One	Two	Three	Four	Five	Six or More	
Cardiac and stroke	9	322	56	4	1	0	392
Seizure and unconsciousness	4	351	73	10	1	0	439
Breathing difficulty	6	409	71	7	0	0	493
Overdose and psychiatric	2	102	22	2	0	0	128
MVA	14	197	104	22	12	6	355
Fall and injury	12	565	92	10	2	0	681
Illness and other	223	1,136	226	26	4	6	1,621
EMS Total	270	3,082	644	81	20	12	4,109
Structure fire	21	153	60	22	7	6	269
Outside fire	7	15	6	60	49	72	209
Hazard	11	15	11	10	5	12	64
False alarm	131	87	9	10	3	1	241
Good intent	14	12	12	14	14	31	97
Public service	18	37	54	37	29	22	197
Fire Total	202	319	152	153	107	144	1,077
Grand Total	472	3,401	796	234	127	156	5,186
Percentage	9.1	65.6	15.3	4.5	2.4	3.0	100.0

Note: This table includes responding units except administrative vehicles from three agencies.

Observations:

- Overall, one unit was dispatched 9 percent of the time, two units were dispatched 66 percent of the time, three units were dispatched 15 percent of the time, four units were dispatched 5 percent of the time, five units were dispatched 2 percent of the time, and six units or more were dispatched 3 percent of the time.
- On average, 3.2 units were dispatched per fire category call.
- For fire category calls, one unit was dispatched 19 percent of the time, two units were dispatched 30 percent of the time, three units were dispatched 14 percent of the time, four units were dispatched 14 percent of the time, five units were dispatched 10 percent of the time, and six units or more were dispatched 13 percent of the time.
- For structure fire calls, one unit was dispatched 8 percent of the time, two units were dispatched 57 percent of the time, three units were dispatched 22 percent of the time, and four or more units were dispatched 13 percent of the time.
- Four or more units responded to the majority of outside fire calls (87 percent). Three or fewer units were dispatched 13 percent of the time, four units were dispatched 29 percent of the time, five units were dispatched 23 percent of the time, and six or more units were dispatched 34 percent of the time.
- On average, 2.2 units were dispatched per EMS call.
- For EMS category calls, one unit was dispatched 7 percent of the time, two units were dispatched 75 percent of the time, three units were dispatched 16 percent of the time, and four or more units were dispatched 3 percent of the time.

Workload by Individual Unit—Calls and Total Time Spent

In this section, the actual time spent by each unit on calls is reported in two types of statistics: workload and runs. A dispatch of a unit is defined as a *run*; thus a call might include multiple runs.

TABLE 31: Call Workload by Agency and Unit

Agency	Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
Camden County	10	Ambulance	LS4	1,543	1,098		
		Engine	E10	138	93		
		Station 10 Total			1,681	1,190	4.6
	11	Ambulance	LS1	567	559		
		Brush truck	B11	36	79		
		Engine	E11	458	293		
		Station 11 Total			1,061	931	2.9
	12	Engine	E12	255	137		
		Tanker	T12	21	9		
		Station 12 Total			276	147	0.8
	14	Brush truck	B14	15	36		
		Pumper	P 14	328	210		
		medium rescue	R1	44	31		
		Station 14 Total			387	277	1.1
	15	Engine	E15	331	219		
		Tanker	T15	36	20		
		Station 15 Total			367	239	1.0
	16	Engine	E16	142	101		
		Tanker	T16	23	17		
		Station 16 Total			165	118	0.5
	17	Ambulance	LS7	283	288		
		Engine	E17	111	72		
		Tanker	T17	54	41		
Station 17 Total			448	401	1.2	1.1	
18	Engine	E18	106	88			
	Tanker	T18	36	39			
	Station 18 Total			142	127	0.4	0.3
19	Engine	E19	134	126	0.4	0.3	
2	Ambulance	LS2	1,307	947	3.6	2.6	
3	Ambulance	LS3	1,415	1,114	3.9	3.0	

Agency	Station	Unit Type	Unit ID	Annual Number of Runs	Annual Hours	Runs per Day	Deployed Hours per Day
Kingsland	3	Ambulance	MED3	79	97		
		Brush Truck	BRU3	22	33		
		Engine	ENG3	249	120		
		Ladder	LAD3	74	34		
		Rescue	R3	887	428		
		Tanker	TANK3	4	3		
		Station 3 Total		1,315	715	3.6	2.0
	4	Ambulance	MED4	157	194		
		Ambulance	MED5	1	0		
		Engine	ENG4	728	318		
		Engine	ENG5A	2	1		
		Quint	Q4	146	53		
		Station 4 Total		1,034	566	2.8	1.5
	5	Engine	ENG5	301	123		
		Engine	ENG6	9	1		
HazMat Trailer		HZMT3	2	0			
Station 5 Total			312	124	0.9	0.3	
St. Marys	2	Brush truck	BRU2	22	29		
		Engine	ENG21	1,088	513		
		Ladder	LAD2	94	47		
		Station 2 Total		1,204	589	3.3	1.6
	7	Engine	ENG2	158	80		
		Quint	Q7	280	163		
		Station 7 Total		438	243	1.2	0.7
	9	Engine	ENG9	40	23		
		Quint	Q9	723	369		
		Rescue	R2	13	19		
Station 9 Total			776	411	2.1	1.1	

Note: Since some units are back-up or reserve units, and units in each station are cross-staffed, daily averages are reported at the station level.

Observations:

- Units in Station 10 of Camden County Fire Rescue were deployed the most often and had the most deployed hours. On average, the units in Station 10 had 4.6 runs per day and were deployed 3.3 hours per day.
- Units in Station 14 of Camden County Fire Rescue were deployed 387 times and were busy 277 hours, averaging 1.1 runs and 0.8 hours per day.
- Units in Stations 16, 18, and 19 of Camden County Fire Rescue were deployed the least often. The total number of runs of any of the three stations was less than 165 times. On average, all units in any of the three stations were dispatched less than 0.5 times per day.

TABLE 32: Fire Equipment: Total Number of Runs by Call Type

Agency	Station	Unit	EMS	Structure Fire	Outside Fire	Hazard	False Alarm	Good Intent	Public Service	Mutual Aid	Canceled	Total
Camden County	11	E11	341	6	34	26	15	10	9	0	17	458
	15	E15	244	18	25	14	8	5	6	1	10	331
	14	P 14	190	23	53	13	23	7	8	0	11	328
	12	E12	187	7	12	16	10	3	14	1	5	255
	16	E16	105	8	7	5	9	2	3	0	3	142
	10	E10	76	12	14	8	10	6	0	1	11	138
	19	E19	83	2	19	5	4	11	4	1	5	134
	17	E17	72	3	8	8	9	4	0	3	4	111
	18	E18	73	2	12	8	6	2	0	0	3	106
	17	T17	4	4	22	5	8	4	1	2	4	54
	14	R1	29	2	8	1	2	0	0	0	2	44
	11	B11	6	0	23	0	1	3	2	2	0	36
	15	T15	10	9	4	1	7	4	0	0	1	36
	18	T18	7	3	14	1	7	1	0	0	3	36
	16	T16	5	7	6	1	2	1	0	0	1	23
	12	T12	4	4	4	0	6	2	0	0	1	21
	14	B14	6	1	8	0	0	0	0	0	0	15
3	R3	768	12	14	40	17	10	26	0	0	0	887
4	ENG4	544	23	24	24	72	16	24	0	1	728	
5	ENG5	107	17	14	12	66	11	74	0	0	301	
3	ENG3	101	25	27	19	60	11	6	0	0	249	
4	Q4	49	13	5	6	59	11	3	0	0	146	
3	LAD3	11	9	0	4	44	4	1	1	0	74	
3	BRU3	3	2	15	0	0	2	0	0	0	22	
5	ENG6	5	0	0	0	1	0	3	0	0	9	
3	TANK3	1	0	3	0	0	0	0	0	0	4	
Kingsland												

Agency	Station	Unit	EMS	Structure Fire	Outside Fire	Hazard	False Alarm	Good Intent	Public Service	Mutual Aid	Canceled	Total
St. Marys	4	ENG5A	0	0	2	0	0	0	0	0	0	2
	5	HZMT3	2	0	0	0	0	0	0	0	0	2
	2	ENG21	825	25	38	71	93	7	27	0	2	1,088
	9	Q9	435	27	33	76	112	11	26	0	3	723
	7	Q7	109	24	24	18	85	6	13	0	1	280
	7	ENG2	80	8	8	10	28	0	22	0	2	158
	2	LAD2	51	2	8	6	14	3	10	0	0	94
	9	ENG9	16	1	2	5	6	2	8	0	0	40
	2	BRU2	1	0	19	0	0	0	1	0	1	22
	9	R2	4	1	5	2	1	0	0	0	0	13

Note: A dispatch of a unit is defined as a run; thus a call might include multiple runs.

Observations:

- Of all fire equipment from the three agencies, Engine 21 of St. Marys Fire Department was dispatched most often. It made 1,088 runs during the year. However, the vast majority of runs were not fire calls. Structure and outside fire runs accounted for just 63 of the runs.
- Rescue 3 of Kingsland Fire Department was dispatched the second most often. It made 887 runs during the year. Structure and outside fire runs totaled 26 runs in a year.
- Engine 4 of Kingsland Fire Department was dispatched the third most often. It made 728 runs during the year. Structure and outside fire runs totaled 47 runs in a year.
- There are five tankers in Camden County Fire Rescue and one tanker in Kingsland Fire Department. The six tankers combined were deployed 174 times in a year, averaging 0.5 runs per day.

TABLE 33: Medical Units: Total Number of Runs by Call Type

Agency	Station	Unit	Cardiac and Stroke	Seizure and Unconsciousness	Breathing Difficulty	Overdose and Psychiatric	MVA	Fall and Injury	Illness and Other	Structure and Outside Fire	Fire Other	Mutual Aid	Canceled	Total
Camden County	10	LS4	117	148	126	44	153	210	452	66	214	6	7	1,543
	3	LS3	99	121	136	38	133	198	436	84	151	2	17	1,415
	2	LS2	99	131	161	39	23	202	400	61	184	1	6	1,307
	11	LS1	57	43	53	10	61	51	175	36	61	3	17	567
	17	LS7	24	14	30	4	36	33	71	28	31	2	10	283
	4	MED4	5	5	6	1	25	5	85	11	14	0	0	157
	3	MED3	2	3	0	0	0	7	43	5	18	1	0	79
Kingsland	4	MED5	0	0	0	0	0	1	0	0	0	0	1	

Note: A dispatch of a unit is defined as a run; thus a call might include multiple runs.

Observations:

- The eight medical units of three agencies accounted 43 percent of the total dispatches of all units (44 units).
- The ambulances of Camden County Fire Rescue made the majority medical responses in the county. It accounted 96 percent of responses of medical units.

Analysis of Busiest Hours

There is significant variability in the number of calls from hour to hour. One special concern relates to the fire and EMS resources available for hours with the heaviest workload. We tabulated the data for each of 8,784 hours in the year. Approximately once every 1.3 days (31 hours), the three agencies responded to three or more calls in an hour. This is 3.2 percent of the total number of hours. This section of the report also presents the top ten hours with the most calls received.

TABLE 34: Frequency Distribution of the Number of Calls

Number of Calls in an Hour	Frequency	Percentage
0	5,013	57.1
1	2,645	30.1
2	845	9.6
3	215	2.4
4	53	0.6
5	10	0.1
6	2	0.0
8	1	0.0

Observations:

- During 281 hours (3.2 percent of all hours), three or more calls occurred; in other words, the three agencies responded to three or more calls in an hour roughly once every 1.3 days (31 hours).
- During 66 hours (less than 1 percent of all hours), four or more calls occurred.

TABLE 35: Top 10 Hours with the Most Calls Received

Hour	Number of Calls	Number of Runs	Total Deployed Hours
5/27/2012, 9:00–10:00 p.m.	8	11	6.1
5/23/2012, 3:00–4:00 p.m.	6	14	7.4
5/27/2012, 10:00–11:00 p.m.	6	11	9.0
5/27/2012, 8:00–9:00 p.m.	5	16	5.6
9/23/2011, 5:00–6:00 p.m.	5	14	7.9
11/19/2011, 10:00–11:00 p.m.	5	12	7.3
10/7/2011, 4:00–5:00 p.m.	5	12	5.1
5/17/2012, 5:00–6:00 p.m.	5	12	4.1
10/12/2011, 8:00–9:00 p.m.	5	12	3.8
7/26/2011, 9:00–10:00 a.m.	5	11	7.6

Note: The combined workload is the total deployed minutes spent responding to calls received in the hour, and which may extend into the next hour or hours.

Observations:

- The hour with the most calls received was 9:00 to 10:00 p.m. on May 27, 2012. The eight calls involved eleven individual dispatches. These eight calls included one cardiac-and-stroke call, one illness-and-other call, one hazardous-condition call, and five public-service calls. Of the eight calls, five were in unincorporated areas, one was in St. Marys, and two were in Kingsland.
- On May 23, 2012 between 3:00 and 4:00 p.m., six calls involved fourteen individual dispatches. These six calls included four EMS calls, one false alarm, and one public-service call. Of the six calls, three were in St. Marys, two were in Kingsland, and one was in unincorporated areas.
- Three of the top four hours were from 8:00 to 11:00 p.m. on May 27, 2012.

Dispatch Time and Response Time

This section presents dispatch and response time statistics for different call types and cities. We first identified first arriving units of any of the three agencies, and then focused on the analysis on those units.

Different terms are used to describe the components of response time: **Dispatch processing time** is the difference between the earliest dispatch times of all units responding to the call and call-received time recorded in the dispatch center. **Turnout time** is the difference between the unit time en route and the earliest unit dispatch time. **Travel time** is the difference between the unit on-scene arrival time and the time en route. **Response time** is the difference between the on-scene arrival time and call-received time.

In this section, a total of 3,991 calls that had valid dispatch, turnout, and travel times are used in the analysis. This accounts for 77 percent of the EMS and fire category calls within Camden County. The average response time for calls in St. Marys was 7.1 minutes, the average response time for calls in Kingsland was 7.2 minutes, and the average response time for calls in Woodbine and unincorporated areas was 9.4 minutes. The longer average response time for calls in Woodbine and unincorporated areas are the result of longer average travel times. The average response times in this report are less than response times reported in earlier reports that focused primarily on one agency at a time.

FIGURE 33: Average Dispatch, Turnout, and Travel Times of First Arriving Unit, by Location

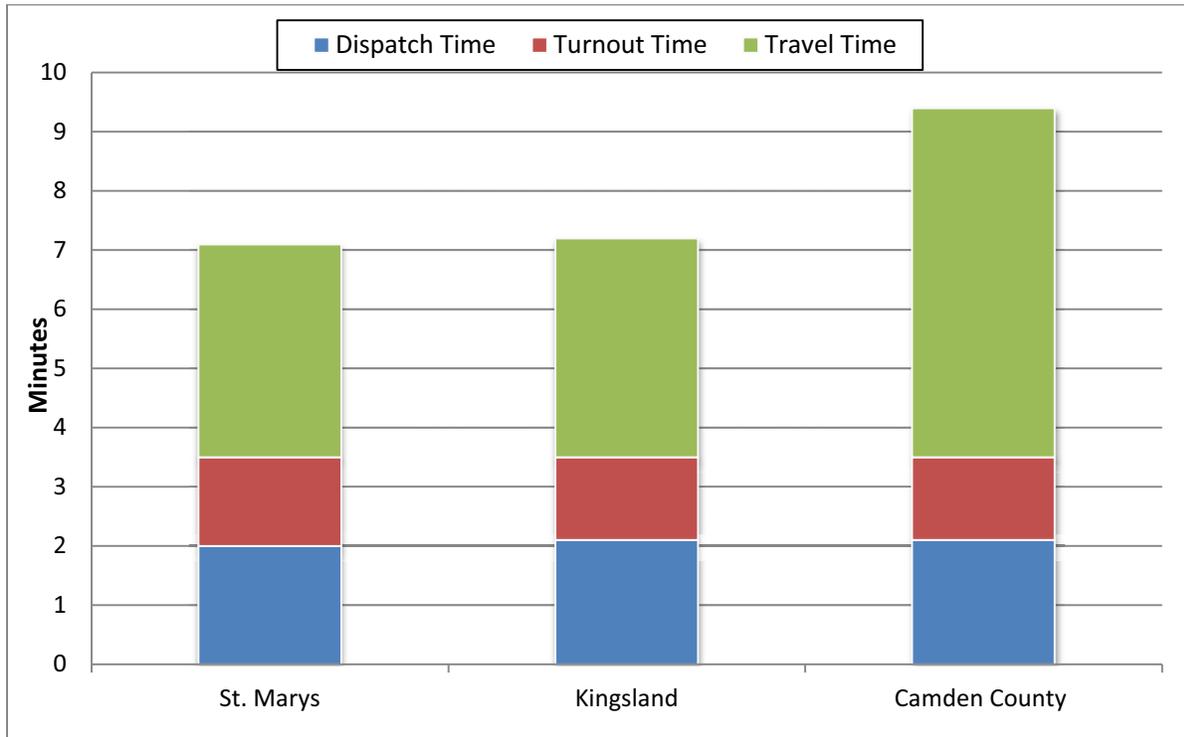


TABLE 36: Average Dispatch, Turnout, Travel, and Response Times of First Arriving Unit, by Location

Location	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
St. Marys	2.0	1.5	3.6	7.1	1,475
Kingsland	2.1	1.4	3.7	7.2	1,815
Camden County	2.1	1.4	5.9	9.4	701
Total	2.1	1.4	4.0	7.5	3,991

Observations:

- The average response time for calls in St. Marys was 7.1 minutes.
- The average response time for calls in Kingsland was 7.2 minutes.
- The average response time for calls in Woodbine and unincorporated areas was 9.4 minutes.
- The longer response time for calls in Woodbine and unincorporated areas is the result of longer travel times.

TABLE 37: 90th Percentile Dispatch, Turnout, Travel, and Response Times of First Arriving Unit, by Location

Location	Dispatch Time	Turnout Time	Travel Time	Response Time	Sample Size
St. Marys	4.1	2.1	5.8	10.0	1,475
Kingsland	4.2	2.0	6.5	10.4	1,815
Camden County	3.9	1.9	11.2	14.9	701
Total	4.1	2.0	7.3	11.1	3,991

Note: A 90th percentile response time of 10.0 for calls in St. Marys indicates that the total response time was less than 10.0 minutes for 90 percent of all calls in St. Marys. Unlike averages, the 90th percentile response time is not equal to the sum of 90th percentile of dispatch time, turnout time, and travel time.

Observations:

- The 90th percentile response time for calls in St. Marys was 10.0 minutes.
- The 90th percentile response time for calls in Kingsland was 10.4 minutes.
- The 90th percentile response time for calls in Woodbine and unincorporated areas was 14.9 minutes.
- The 90th percentile travel time for calls in Woodbine and unincorporated areas was longer than 90th percentile travel times in St. Marys and Kingsland.

TABLE 38: Average Response Time of First Arriving Unit, by Call Type and Location

Call Type	St. Marys		Kingsland		Camden County	
	Response Time	Sample Size	Response Time	Sample Size	Response Time	Sample Size
Cardiac and stroke	6.5	123	6.9	146	8.1	61
Seizure and unconsciousness	6.2	153	6.4	154	8.1	60
Breathing difficulty	6.9	171	6.8	194	9.7	73
Overdose and psychiatric	8.0	53	8.0	48	10.5	14
MVA	8.2	25	6.4	163	10.8	64
Fall and injury	7.2	215	7.4	262	9.4	85
Illness and other	7.4	458	7.3	536	9.1	215
EMS Total	7.1	1,198	7.1	1,503	9.2	572
Structure fire	7.2	92	7.5	54	8.4	33
Outside fire	7.0	85	6.9	60	10.7	13
Hazard	6.6	10	7.5	20	12.0	13
False alarm	8.8	26	8.1	100	10.0	13
Good intent	6.0	28	8.3	30	10.6	11
Public service	7.5	36	7.2	48	10.8	46
Fire Total	7.2	277	7.6	312	10.2	129
Total	7.1	1,475	7.2	1,815	9.4	701

Note: First arriving units with valid dispatch, turnout, and travel times were used in this analysis.

Observations:

- The average response time for EMS calls in St. Marys and Kingsland was 7.1 minutes.
- The average response time for EMS calls in Woodbine and unincorporated areas was 9.2 minutes.
- The average response time for fire category calls in St. Marys was 7.2 minutes.
- The average response time for fire category calls in Kingsland was 7.6 minutes.
- The average response time for fire category calls in Woodbine and unincorporated areas was 10.2 minutes.

TABLE 39: 90th Percentile Response Time of First Arriving Unit, by Call Type and Location

Call Type	St. Marys		Kingsland		Camden County	
	Response Time	Sample Size	Response Time	Sample Size	Response Time	Sample Size
Cardiac and stroke	8.9	123	10.1	146	13.0	61
Seizure and unconsciousness	8.7	153	9.2	154	14.4	60
Breathing difficulty	9.5	171	10.4	194	16.8	73
Overdose and psychiatric	10.3	53	13.8	48	16.3	14
MVA	11.3	25	9.8	163	16.9	64
Fall and injury	10.1	215	10.7	262	14.3	85
Illness and other	10.3	458	10.7	536	13.9	215
EMS Total	10.0	1,198	10.4	1,503	14.5	572
Structure fire	8.4	92	13.6	54	14.8	33
Outside fire	10.7	85	11.7	60	16.7	13
Hazard	10.4	10	10.7	20	13.4	13
False alarm	9.9	26	8.8	100	21.4	13
Good intent	8.3	28	11.3	30	18.2	11
Public service	11.6	36	10.3	48	14.7	46
Fire Total	10.3	277	10.7	312	16.4	129
Total	10.0	1,475	10.4	1,815	14.9	701

Note: A 90th percentile value of 8.4 for structure fire calls in St. Marys indicates that the total response time was less than 8.4 minutes for 90 percent of structure fire calls (82 calls). Unlike averages, the 90th percentile response time is not equal to the sum of 90th percentile values for dispatch time, turnout time, and travel time.

Observations:

- The 90th percentile response time for EMS calls in St. Marys was 10.0 minutes.
- The 90th percentile response time for EMS calls in Kingsland was 10.4 minutes.
- The 90th percentile response time for EMS calls in Woodbine and unincorporated areas was 14.5 minutes.
- The 90th percentile response time for fire category calls in St. Marys was 10.3 minutes.
- The 90th percentile response time for fire category calls in Kingsland was 10.7 minutes.
- The 90th percentile response time for fire category calls in Woodbine and unincorporated areas was 16.4 minutes.

Appendix I

Workload of Administrative Units

Agency	Administrative Units	Annual Number of Runs
St. Marys	200	112
	201	289
Kingsland	FIRE3	94
	FIRE4	50
Camden County	BATT1	166
	CAR10	2
	CHF1	54
	CHF2	79
	CHF3	17
Total		863

CITY COUNCIL MEETING

August 5, 2013

NEW BUSINESS: Approve the transfer of cemetery equipment to the Cemetery Authority.

PURPOSE: To approve the transfer of cemetery equipment in the cemetery equipment shed to the Cemetery Authority in the amount of \$1500.

RECOMMENDATION: The Planning Department recommends approval. The Cemetery Authority approved the purchase at their meeting of July 24, 2013 subject to City Council approval.

HISTORY/ANALYSIS: The Oak Grove Cemetery Authority, on July 1, 2013, took full responsibility for the maintenance and operation of the Oak Grove Cemetery. Staff has analyzed the existing equipment in the Cemetery shed and has determined that \$1500 is a fair valuation of the equipment. The existing equipment is of little resale value except as noted.

The Authority was provided with an equipment list, and three possible methods of disposition of the equipment were discussed:

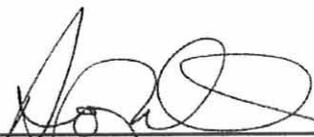
- a. OPTION ONE: The equipment would be transferred to the SMPW Department to use as they see fit.
- b. OPTION TWO: The City would sell the equipment – in the amount of \$1500¹ - to the Authority for their further use in the Cemetery. An inventory has been prepared of the equipment being 'sold' to the Authority.
- c. OPTION THREE: The City would "trade" the inventoried equipment with the Authority taking on the responsibility for the mowing/weed wacking of the Bartlett Street lot and gazebo.

The Authority chose option Two, and voted unanimously to approve this option subject to the approval of City Council.

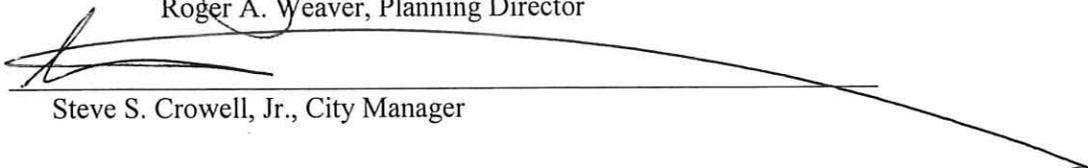
Council approval is recommended.

ATTACHMENTS: None

Department Director: _____


Roger A. Weaver, Planning Director

City Manager: _____


Steve S. Crowell, Jr., City Manager

¹ Figure includes \$700 for the 10+ year old mower; \$700 for the trailer; and \$100 for miscellaneous equipment for the total of \$1500.

CITY COUNCIL MEETING

August 5, 2013

NEW BUSINESS: Schedule a work session to discuss the issue of parked cars and trucks in the ROW and the number of cars permitted on one residential lot.

PURPOSE: To receive input from our citizens whether the City should regulate parked cars and trucks in the ROW and the number of cars permitted on one residential lot.

RECOMMENDATION: Staff and City Manager recommend approval of a Work Session.

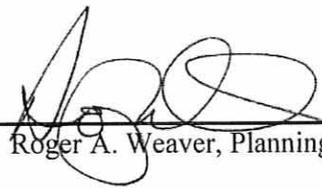
HISTORY/ANALYSIS: On September 17, 2012, this office presented an item on this issue for discussion by Council with the possible outcome being a revision to our ordinances governing the number of vehicles to be present on any parcel, as well as truck parking (18 wheelers) in a residential zone and in the ROW. The following meeting, of October 1, 2012, Council determined that it would be appropriate to discuss these issues at the next Town Hall meeting that was to be held October 4, 2012. Based on recall from that meeting, this issue was not brought up, nor was there any input from the citizens or Council at that meeting. Subsequently, the need for a work session has languished until now.

There have been recent concerns from citizens via the code enforcement office regarding this issue.

Therefore, this office is requesting that Council schedule a work session to discuss this issue.

ATTACHMENTS: *None.*

Department Director: _____


Roger A. Weaver, Planning Director

City Manager: _____

Steven S. Crowell, Jr., City Manager

CITY COUNCIL MEETING
August 5, 2013

NEW BUSINESS: MINOR SUBDIVISION FOR W.H. GROSS COMPANY

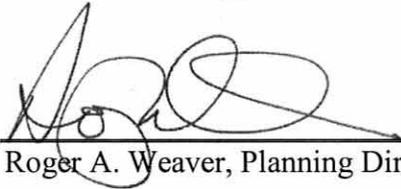
PURPOSE: To approve or deny an application for a Two Lot Minor Subdivision for the Shops at Osprey Cove.

RECOMMENDATION: Staff and the Planning Commission recommend approval as submitted.

HISTORY/ANALYSIS: The Planning Department voted unanimously to recommend to Council that they approve the request of W.H. Gross Company for **Subdivision Approval for a Two Lot Minor Final Plat** of a 5.81 acre parcel identified as Tax Parcel 122A-001D located off St. Marys Road & Isles of St. Marys Way. The property is zoned PD C-2. The applicant has a contract for the sale of the property of Lot-2A with plans to construct a commercial structure. There are presently commercial shops located on Lot A-1.

There were no public comments at the July 23, 2013 Planning Commission meeting.

Attachments: *Staff Report, Subdivision Application and the Minor Subdivision Plat.*

Department Director: 

Roger A. Weaver, Planning Director

City Manager: _____
Steven S. Crowell, Jr., City Manager



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558

TELEPHONE: 912-510-4000 FAX: 912-882-5506
PLANNING AND ZONING DEPARTMENT: 912-510-4032

July 25, 2013

W. H. Gross Company
PO Box 365
Kingsland, GA 31548

Parcel #122A 001D

MINOR SUBDIVISION: W.H. Gross Company, Kingsland, GA 31554 is requesting a two lot minor subdivision at the Shops at Osprey Cove located off of St. Marys Road & Isles of St. Marys Way. The property is zoned PD C-2, Tax Parcel 122A-001D.

Dear Property Owner:

Your request for approval of a Two Lot Minor Final Plat Subdivision as noted above has been approved at the July 23, 2013 Planning Commission meeting.

City Council approval is required for FINAL PLAT REVIEW Applications. The City Council will meet on August 5, 2013 at 6:00 PM in the City Hall Council Chambers at 418 Osborne Street to review and discuss this application.

You or your authorized representative are required to attend this meeting to answer any questions that the City Council or Public may have in regard to your application.

Should you have any questions on the above, please contact this office at 912-510-4025.

Sincerely,

Michele Wood, Assistant Planner
City of St. Marys

REQUEST FOR A FINAL MINOR SUBDIVISION FOR W.H. GROSS CO.

APPLICANT: W.H. Gross Company
PO Box 365
Kingsland, GA 31548

APPLICANT REQUEST and LOCATION OF PROPERTY: Applicant requests **Approval** from the City of St. Marys for:

FINAL MINOR SUBDIVISION: W.H. Gross Company, Kingsland, GA 31554 is requesting a two lot minor subdivision at the Shops at Osprey Cove located off of St. Marys Road & Isles of St. Marys Way. The property is zoned PD C-2, Tax Parcel 122A-001D.

MEETING DATES: Planning Commission July 23, 2013 City Council August 5, 2013

STAFF ANALYSIS: The applicant has a contract for the sale of Lot A-2 to construct a commercial structure and would like to subdivide the property in order to complete the sale.

Final Plat Requirements:

1. The final subdivision plat shall be presented in India Ink on tracing cloth or reproducible Mylar well as the following:
 - a. Notation of any self-imposed restrictions; and locations of any building lines proposed to be established in this manner, if required by the Planning Commission in accordance with chapter 36 of the City of St. Marys Code of Ordinances.
 - b. Lots numbered as approved by the County Tax Assessor.
 - c. All monuments erected, corners, and other points established in the field in their proper place. The material of which the monuments, corner, or other points are made shall be noted at the representation there of or by legend, except that lot corners need not be shown. The legend for metal monuments shall indicate the kind of metal, the diameter, length, and weight per lineal foot of the monuments.
2. Preparation of the final subdivision plat shall be prepared by a land surveyor or professional engineer licensed by the state.

STAFF RECOMMENDATIONS: Staff recommends **APPROVAL** of the Subdivision with the condition that all items noted above be satisfactorily resolved.

PLANNING COMMISSION RECOMMENDATIONS: The Planning Commission is scheduled to meet Tuesday, July 23, 2013 to consider this application.

Action taken: Approved (X) Denied () Postponed ()

CITY COUNCIL RECOMMENDATION: The City Council is scheduled to meet on Monday, August 5, 2013 to consider the Planning Commission's recommendation.

Action taken: Approved () Denied () Postponed ()

Zoning FINAL PLAT Subdivision Review Questions

W. H. Gross Company Subdivision

1. Whether the zoning proposal will permit a use that is suitable in view of the use and development of adjacent and nearby property.

Yes. The use of the parcels is consistent with the current zoning.

2. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

No. This zoning proposal should not adversely affect nearby property.

3. Whether the property to be affected by the zoning proposal has a reasonable economic use as currently zoned.

The proposed use is not in conflict with the current use of the property and has a reasonable economic use.

4. Whether the zoning proposal will result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities or schools.

This subdivision will not add substantially to the water and sewer demand. It will not add sufficient additional traffic that cannot be accommodated on City streets.

5. If the local government has an adopted land use plan, whether the zoning proposal is in conformity with the policy and intent of the land use plan.

This proposal is consistent with the current Comprehensive Plan, and will have no effect on our current comprehensive plan.

6. Whether there are other existing or changing conditions affecting the use and development of the property which give supporting grounds for either approval or disapproval of the zoning proposal.

There are no other existing or changing conditions.

####



CITY OF ST. MARYS, GEORGIA

APPLICATION FOR SUBDIVISION

SD

APPLICANT: READ **PART A** COMPLETELY. THEN ANSWER EACH ITEM IN **PART B**. PLEASE PRINT OR TYPE. DO NOT WRITE IN **PART C**. THE BUILDING DEPARTMENT WILL HELP YOU, IF NECESSARY. FAILURE TO SUPPLY COMPLETE INFORMATION WILL RESULT IN PLAT DISAPPROVAL. YOU MUST FILE THIS APPLICATION AND ALL REQUIRED MATERIALS WITH THE BUILDING DEPARTMENT AT LEAST 16 DAYS PRIOR TO THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE CONSIDERED.

PART A - GENERAL INFORMATION

YOU ARE ENCOURAGED TO READ ARTICLES THREE THROUGH SIX OF THE SUBDIVISION REGULATIONS OF THE CITY OF ST. MARYS. THESE ARTICLES DESCRIBE THE STANDARDS EACH SUBDIVISION MUST MEET AND EXPLAIN THE PROCEDURES THE CITY WILL FOLLOW TO REVIEW YOUR PROPOSED PLAT. THE SKETCH BELOW SHOWS THESE STEPS FOR A TYPICAL PLAT. (See Section 122 for filing fees and Section 128 for exceptions.)

APPLICATION, FEE, AND REQUIRED MATERIALS
FILED WITH THE PLANNING DIRECTOR



PLANNING COMMISSION REVIEWS SKETCH PLAN
(OPTIONAL)



PLANNING COMMISSION REVIEWS PRELIMINARY PLAT
(MAJOR SUBDIVISION ONLY)



PLANNING COMMISSION REVIEWS FINAL PLAT



CITY COUNCIL REVIEWS AND SIGNS FINAL PLAT



SUPERIOR COURT CLERK RECORDS FINAL PLAT

YOU SHOULD ALSO BE AWARE OF THESE IMPORTANT REQUIREMENTS:

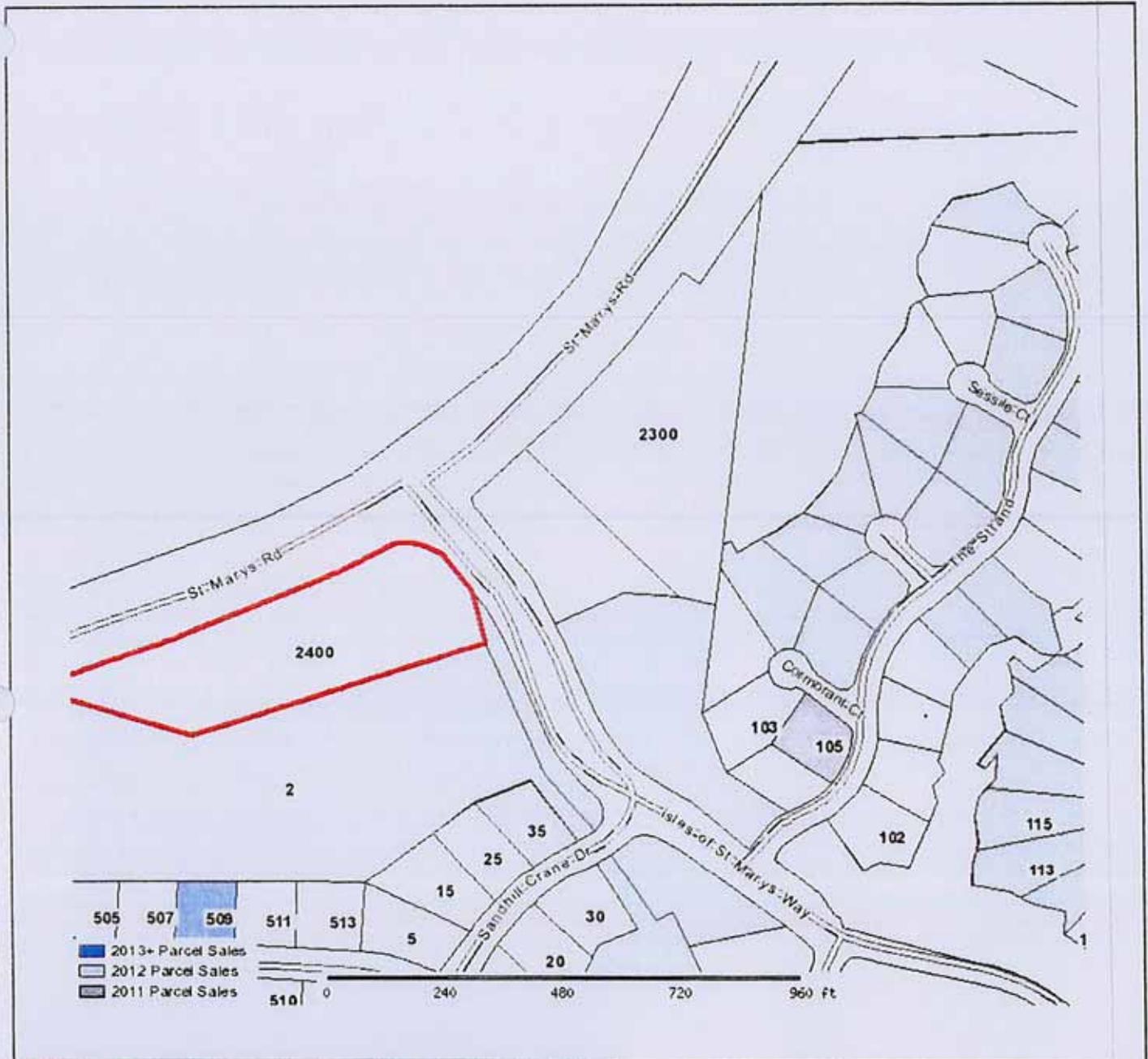
1. NO WORK TO OPEN THE PROPOSED SUBDIVISION SHALL BEGIN (WITH THE EXCEPTION OF CLEARING UNDERBRUSH FOR SURVEYING OR ENGINEERING PURPOSES) UNTIL THE PRELIMINARY PLAT HAS BEEN APPROVED AND ANY REQUIRED PERMITS OBTAINED. APPROVAL VALID FOR ONE YEAR FROM DATE OF RECEIPT OF PERMIT.
2. NO LOTS SHALL BE SOLD UNTIL THE FINAL PLAT HAS BEEN APPROVED.
3. THE FINAL PLAT SHALL BE APPROVED ONLY IF ALL APPLICABLE REQUIREMENTS OF THE SUBDIVISION REGULATIONS AND OTHER REGULATIONS HAVE BEEN MET, ALL BONDS ACTIVATED AND WRITTEN AUTHORIZATION OF AVAILABILITY OF SEWER AND WATER SERVICE IS RECEIVED FROM THE DEPARTMENT OF ENVIRONMENTAL PROTECTION (EDP), THE GEORGIA DEPARTMENT OF NATURAL RESOURCES AND THE CITY OF ST. MARYS, GEORGIA.

PART B - APPLICANT ONLY

1. YOUR NAME: DEAN PRIVETT
ADDRESS: 1201 SHADOWLAWN DR.
ST. MARYS, GA. ZIP 31558
PHONE NUMBER (912) 882-3798 EMAIL dprivett@privett.net
2. OWNER'S NAME: (IF NOT YOU) W. H. GROSS
ADDRESS PO BOX 3105, KINGSLAND, GA ZIP 31548
3. WHAT IS YOUR INTEREST IF YOU ARE NOT THE OWNER?
AGENT AGENT
4. NAME OF PROPOSED SUBDIVISION THE SHOPS
AT OSPREY
5. LOCATION OF PROPOSED SUBDIVISION _____
NEIGHBORHOOD OSPREY COVE
STREET 13655 OF ST. MARYS WAY
PARCEL # _____ LOT # _____ ZONING MAP # _____
6. PRESENT ZONING CLASSIFICATION PD/C-2
7. NUMBER OF PROPOSED LOTS 1
8. AREA OF PROPOSED SUBDIVISION 1.70 ACRES
9. PLEASE ATTACH THE FOLLOWING ITEMS TO THIS APPLICATION. THE APPLICATION WILL NOT BE CONSIDERED COMPLETE AND CANNOT BE PROCESSED
 - ✓ • PRELIMINARY PLAT (ORIGINAL AND 21 COPIES)
 - ✓ • VICINITY MAP 16
 - LIST OF ADJOINING PROPERTY OWNERS AND THEIR TAX PARCEL #'S AND ADDRESSES SEE ATTACHED
 - CONSTRUCTION PLANS (IF APPLICABLE) N/A
10. YOU MUST RECEIVE THE FOLLOWING ENDORSEMENTS OF YOUR PLAT BEFORE THIS APPLICATION CAN BE PROCESSED:
 - THE ENVIROMENTAL PROTECTION DIVISION OF THE GEORGIA DEPARTMENT OF NATURAL RESOURCES
 - THE COUNTY SOIL AND CONSERVATION SERVICE
 - THE CITY ENGINEER
11. SIGNED: [Signature] DATE: 6-21-13

PART C - BUILDING DEPARTMENT ONLY

1. DATE APPLICATION WAS FILED 7/5/13
2. WAS THIS AT LEAST 16 DAYS BEFORE THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE REVIEWED?
 YES NO
3. CHECKED BY AW
4. THIS SUBDIVISION IS _____ MAJOR MINOR
5. ARE PRELIMINARY PLAT AND APPLICATION COMPLETE
 YES NO (SEE SUBDIVISION CHECKLIST)
6. CORRECT FEE PAID YES NO
DOES NOT APPLY _____ AMOUNT \$ 250
7. DATE PRELIMINARY PLAT REVIEWED BY PLANNING COMMISSION 7/23/13



Camden County Assessor			
Parcel: 122A 001D Acres: 4.11			
Name:	W H GROSS COMPANY	Land Value:	\$322,425.00
Site:	2400 ST MARYS RD	Building Value:	\$998,204.00
Sale:	\$0 on 07-2007 Reason=FY Qual=U	Misc Value:	\$40,000.00
Mail:	POST OFFICE BOX 365 KINGSLAND, GA 31548	Total Value:	\$1,360,629.00



The Camden County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER CAMDEN COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS —THIS IS NOT A SURVEY—
Date printed: 07/12/13 : 14:36:20



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558
PLANNING AND ZONING DEPARTMENT
TELEPHONE: 912-510-4032 FAX: 912-510-4014

**PLATS FOR:
MINOR SUBDIVISION FOR
W.H. GROSS COMPANY**

CITY COUNCIL MEETING
August 5, 2013

NEW BUSINESS: MINOR SUBDIVISION FOR BERTRAM RHYNE

PURPOSE: To approve or deny an application for a Two Lot Minor Subdivision in Moeckel Place.

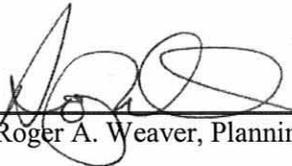
RECOMMENDATION: Staff and the Planning Commission recommend approval as submitted.

HISTORY/ANALYSIS: The Planning Department voted unanimously to recommend to Council that they approve the request of Bertram Rhyne for **Subdivision Approval for a Two Lot Minor Final Plat** of a 37.07 acre parcel identified as Tax Parcel 135-094 located in Phase III of Moeckel Place. The property is zoned R-1. The owner is requesting to divide off a two acre parcel in which the purchaser plans to construct a new home.

There were no public comments at the July 23, 2013 Planning Commission meeting.

Attachments: *Staff Report, Subdivision Application and the Minor Subdivision Plat.*

Department Director:



Roger A. Weaver, Planning Director

City Manager:

Steven S. Crowell, Jr., City Manager



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558

TELEPHONE: 912-510-4000 FAX: 912-882-5506
PLANNING AND ZONING DEPARTMENT: 912-510-4032

July 25, 2013

Bertram Rhyne
35 Darkstar Way
Fairview, NC 28730

Parcel #135 094

MINOR SUBDIVISION: Bertram Rhyne, 35 Darkstar Way, Fairview, NC 28730 is requesting a two lot minor subdivision locate in Phase III of Moeckel Place. The property is zoned R-1, Tax Parcel 135-094.

Dear Property Owner:

Your request for approval of a Two Lot Minor Final Plat Subdivision as noted above has been approved at the July 23, 2013 Planning Commission meeting.

City Council approval is required for FINAL PLAT REVIEW Applications. The City Council will meet on August 5, 2013 at 6:00 PM in the City Hall Council Chambers at 418 Osborne Street to review and discuss this application.

You or your authorized representative are required to attend this meeting to answer any questions that the City Council or Public may have in regard to your application.

Should you have any questions on the above, please contact this office at 912-510-4025.

Sincerely,


Michele Wood, Assistant Planner
City of St. Marys

REQUEST FOR A FINAL MINOR SUBDIVISION FOR BERTRAM RHYNE

APPLICANT: Bertram Rhyne
35 Darkstar Way
Fairview, NC 28730

APPLICANT REQUEST and LOCATION OF PROPERTY: Applicant requests Approval from the City of St. Marys for:

FINAL MINOR SUBDIVISION: Bertram Rhyne, 35 Darkstar Way, Fairview, NC 28730 is requesting a two lot minor subdivision located in Phase III of Moeckel Place. The property is zoned R-1, Tax Parcel 135-094.

MEETING DATES:

Planning Commission	City Council
July 23, 2013	August 5, 2013

STAFF ANALYSIS: The applicant wishes to subdivide a 2 acre lot from the existing 37 acres. The applicant is in the process of selling the 2 acre lot. After the subdivision and sale of the property, the new owner has plans to construct a new home.

Final Plat Requirements:

1. The final subdivision plat shall be presented in India Ink on tracing cloth or reproducible Mylar well as the following:
 - a. Notation of any self-imposed restrictions; and locations of any building lines proposed to be established in this manner, if required by the Planning Commission in accordance with chapter 36 of the City of St. Marys Code of Ordinances.
 - b. Lots numbered as approved by the County Tax Assessor.
 - c. All monuments erected, corners, and other points established in the field in their proper place. The material of which the monuments, corner, or other points are made shall be noted at the representation there of or by legend, except that lot corners need not be shown. The legend for metal monuments shall indicate the kind of metal, the diameter, length, and weight per lineal foot of the monuments.
2. Preparation of the final subdivision plat shall be prepared by a land surveyor or professional engineer licensed by the state.

STAFF RECOMMENDATIONS: Staff recommends **APPROVAL** of the Subdivision with the condition that all items noted above be satisfactorily resolved.

PLANNING COMMISSION RECOMMENDATIONS: The Planning Commission is scheduled to meet Tuesday, July 23, 2013 to consider this application.

Action taken: Approved (X) Denied () Postponed ()

CITY COUNCIL RECOMMENDATION: The City Council is scheduled to meet on Monday, August 5, 2013 to consider the Planning Commission's recommendation.

Action taken: Approved () Denied () Postponed ()

Zoning FINAL PLAT Subdivision Review Questions

Rhyne Subdivision

1. Whether the zoning proposal will permit a use that is suitable in view of the use and development of adjacent and nearby property.

Yes. The use of the parcels is consistent with the current zoning.

2. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

No. This zoning proposal should not adversely affect nearby property.

3. Whether the property to be affected by the zoning proposal has a reasonable economic use as currently zoned.

The proposed use is not in conflict with the current use of the property and has a reasonable economic use.

4. Whether the zoning proposal will result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities or schools.

This subdivision will not add substantially to the water and sewer demand. It will not add sufficient additional traffic that cannot be accommodated on City streets.

5. If the local government has an adopted land use plan, whether the zoning proposal is in conformity with the policy and intent of the land use plan.

This proposal is consistent with the current Comprehensive Plan, and will have no effect on our current comprehensive plan.

6. Whether there are other existing or changing conditions affecting the use and development of the property which give supporting grounds for either approval or disapproval of the zoning proposal.

There are no other existing or changing conditions.

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CITY OF ST. MARYS, GEORGIA

APPLICATION FOR SUBDIVISION

SD

APPLICANT: READ **PART A** COMPLETELY. THEN ANSWER EACH ITEM IN **PART B**. PLEASE PRINT OR TYPE. DO NOT WRITE IN **PART C**. THE BUILDING DEPARTMENT WILL HELP YOU, IF NECESSARY. FAILURE TO SUPPLY COMPLETE INFORMATION WILL RESULT IN PLAT DISAPPROVAL. YOU MUST FILE THIS APPLICATION AND ALL REQUIRED MATERIALS WITH THE BUILDING DEPARTMENT AT LEAST 16 DAYS PRIOR TO THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE CONSIDERED.

PART A - GENERAL INFORMATION

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APPLICATION, FEE, AND REQUIRED MATERIALS FILED WITH THE PLANNING DIRECTOR



PLANNING COMMISSION REVIEWS SKETCH PLAN (OPTIONAL)



PLANNING COMMISSION REVIEWS PRELIMINARY PLAT (MAJOR SUBDIVISION ONLY)



PLANNING COMMISSION REVIEWS FINAL PLAT



CITY COUNCIL REVIEWS AND SIGNS FINAL PLAT



SUPERIOR COURT CLERK RECORDS FINAL PLAT

YOU SHOULD ALSO BE AWARE OF THESE IMPORTANT REQUIREMENTS:

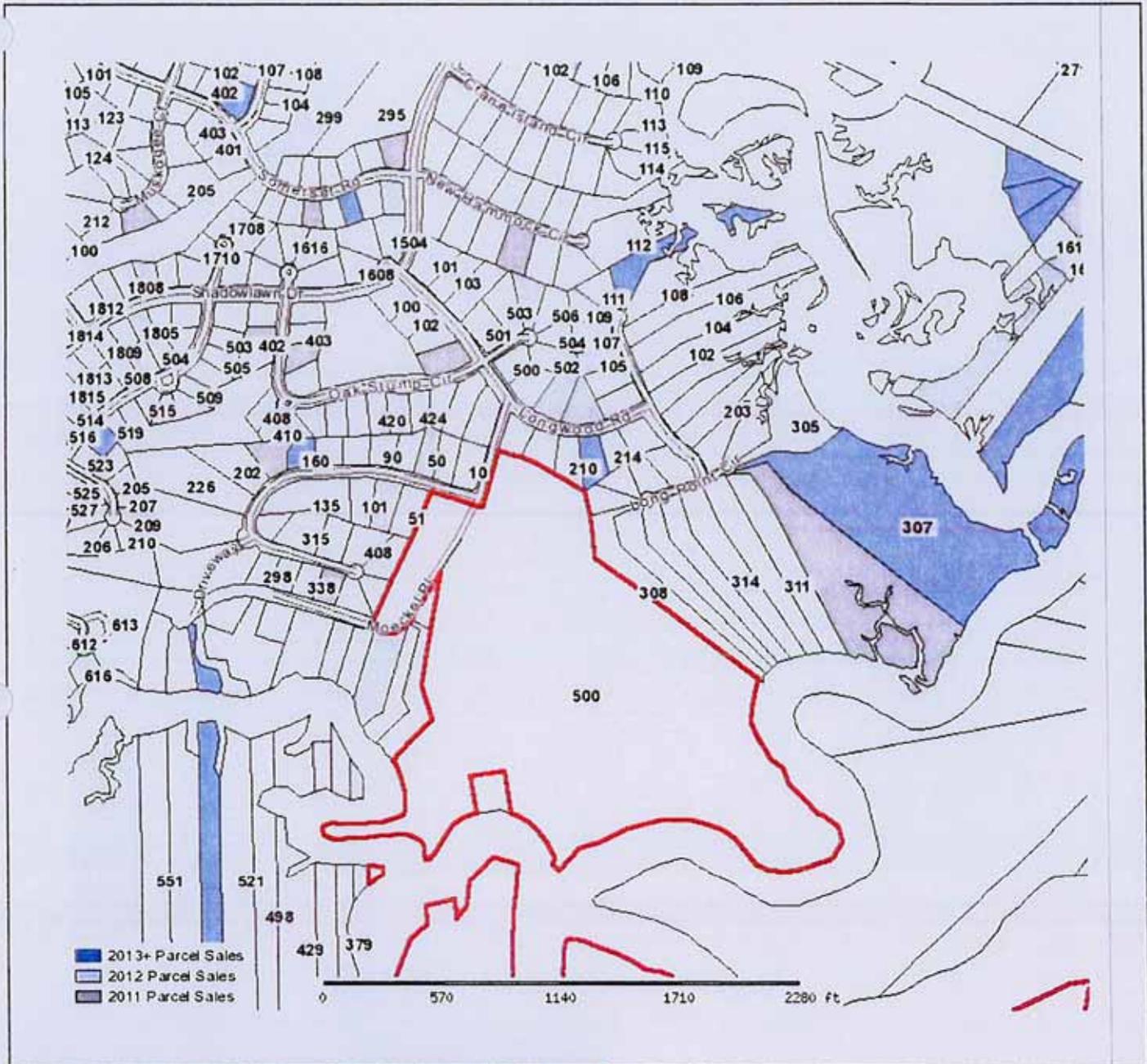
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PART B - APPLICANT ONLY

1. YOUR NAME: BENNETT SURVEYING, INC.
ADDRESS: 102 MARSH HARBOUR PKWY UNIT 103
KINGSLAND, GA. ZIP 31548
PHONE NUMBER: 678-8940 EMAIL BSI@TDS.NET
2. OWNER'S NAME: (IF NOT YOU) BERTRAM RHYNE
ADDRESS 35 DARKSTAR WAY FAIRVIEW ZIP 28730
3. WHAT IS YOUR INTEREST IF YOU ARE NOT THE OWNER?
AGENT ERNEST R. BENNETT, AGENT
4. NAME OF PROPOSED SUBDIVISION MOECKEL
PLACE PHASE 3
5. LOCATION OF PROPOSED SUBDIVISION MOECKEL PLACE
NEIGHBORHOOD MOECKEL PLACE
STREET PRIVATE LANE
PARCEL # 094 LOT # _____ ZONING MAP # 135
6. PRESENT ZONING CLASSIFICATION R-1
7. NUMBER OF PROPOSED LOTS 2
8. AREA OF PROPOSED SUBDIVISION 37.07 ACRES
9. PLEASE ATTACH THE FOLLOWING ITEMS TO THIS APPLICATION. THE APPLICATION WILL NOT BE CONSIDERED COMPLETE AND CANNOT BE PROCESSED
 - PRELIMINARY PLAT (ORIGINAL AND 21 COPIES)
 - VICINITY MAP
 - LIST OF ADJOINING PROPERTY OWNERS AND THEIR TAX PARCEL #'S AND ADDRESSES
 - CONSTRUCTION PLANS (IF APPLICABLE)
10. YOU MUST RECEIVE THE FOLLOWING ENDORSEMENTS OF YOUR PLAT BEFORE THIS APPLICATION CAN BE PROCESSED:
 - THE ENVIRONMENTAL PROTECTION DIVISION OF THE GEORGIA DEPARTMENT OF NATURAL RESOURCES
 - THE COUNTY SOIL AND CONSERVATION SERVICE
 - THE CITY ENGINEER
11. SIGNED: E.R.B. DATE: 06-25-2013

PART C - BUILDING DEPARTMENT ONLY

1. DATE APPLICATION WAS FILED 6/25/13
2. WAS THIS AT LEAST 16 DAYS BEFORE THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE REVIEWED?
 YES NO
3. CHECKED BY [Signature]
4. THIS SUBDIVISION IS MAJOR MINOR
5. ARE PRELIMINARY PLAT AND APPLICATION COMPLETE
 YES NO (SEE SUBDIVISION CHECKLIST)
6. CORRECT FEE PAID YES NO
DOES NOT APPLY _____ AMOUNT \$ 250
7. DATE PRELIMINARY PLAT REVIEWED BY PLANNING COMMISSION 7/23/13



Camden County Assessor			
Parcel: 135 094 Acres: 731.73			
Name:	RHYNE BERTRAM CLARENCE	Land Value:	\$898,052.00
Site:	500 MOECKEL PLACE	Building Value:	\$107,840.00
Sale:	\$0 on 08-1974 Reason=FY Qual=U	Misc. Value:	\$40,520.00
Mail:	35 DARK STAR WAY FAIRVIEW, NC 28730	Total Value:	\$1,046,412.00



The Camden County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER CAMDEN COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS —THIS IS NOT A SURVEY—
Date printed: 07/26/13 : 14:15:46



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558
PLANNING AND ZONING DEPARTMENT
TELEPHONE: 912-510-4032 FAX: 912-510-4014

**PLATS FOR:
MINOR SUBDIVISION FOR
BERTRAM RHYNE**

CITY COUNCIL MEETING

August 5, 2013

NEW BUSINESS: MINOR SUBDIVISION FOR CITY OF ST. MARYS

PURPOSE: To approve an application for a Two Lot Minor Subdivision at the St. Marys Intracoastal Gateway property.

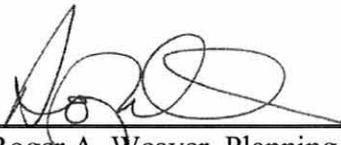
RECOMMENDATION: Staff and the Planning Commission recommend approval as submitted.

HISTORY/ANALYSIS: The Planning Department voted unanimously to recommend to Council that they approve the request of the City of St. Marys for **Subdivision Approval for a Two Lot Minor Final Plat** at 100 Ready Street. The parcel is identified as Tax Parcel S41-12-001 and is zoned C-1. The City of St. Marys is in the process of updating a permit with DNR. One of the requirements of this permit is to provide perpetual upland public access to the dock without encumbering the remaining upland portion of the parcel.

There were no public comments at the July 23, 2013 Planning Commission meeting.

Attachments: *Staff Report, Subdivision Application and the Minor Subdivision Plat.*

Department Director: _____


Roger A. Weaver, Planning Director

City Manager: _____

Steven S. Crowell, Jr., City Manager

**REQUEST FOR A FINAL MINOR SUBDIVISION FOR THE ST. MARYS
INTRACOASTAL GATEWAY PROJECT**

APPLICANT: City of St. Marys
418 Osborne Street
St. Marys, GA 31558

APPLICANT REQUEST and LOCATION OF PROPERTY: Applicant requests **Approval** from the City of St. Marys for:

FINAL MINOR SUBDIVISION: The City of St. Marys, 418 Osborne Street, St. Marys, GA 31558 is requesting a two lot minor subdivision for the purpose of submitting an updated permit to DNR at 100 Ready Street. The property is zoned C-1, Tax Parcel S41-12-001.

MEETING DATES:

Planning Commission	City Council
July 23, 2013	August 5, 2013

STAFF ANALYSIS: The City is in the process of updating a DNR permit for the Gilman Boat Dock which requires the City providing public access to the dock. The Minor Subdivision will satisfy the dock permit requirements.

Final Plat Requirements:

1. The final subdivision plat shall be presented in India Ink on tracing cloth or reproducible Mylar well as the following:
 - a. Notation of any self-imposed restrictions; and locations of any building lines proposed to be established in this manner, if required by the Planning Commission in accordance with chapter 36 of the City of St. Marys Code of Ordinances.
 - b. Lots numbered as approved by the County Tax Assessor.
 - c. All monuments erected, corners, and other points established in the field in their proper place. The material of which the monuments, corner, or other points are made shall be noted at the representation there of or by legend, except that lot corners need not be shown. The legend for metal monuments shall indicate the kind of metal, the diameter, length, and weight per lineal foot of the monuments.
2. Preparation of the final subdivision plat shall be prepared by a land surveyor or professional engineer licensed by the state.

STAFF RECOMMENDATIONS: Staff recommends **APPROVAL** of the Subdivision with the condition that all items noted above be satisfactorily resolved.

PLANNING COMMISSION RECOMMENDATIONS: The Planning Commission is scheduled to meet Tuesday, July 23, 2013 to consider this application.

Action taken: Approved (X) Denied () Postponed ()

CITY COUNCIL RECOMMENDATION: The City Council is scheduled to meet on Monday, August 5, 2013 to consider the Planning Commission's recommendation.

Action taken: Approved () Denied () Postponed ()

Zoning FINAL PLAT Subdivision Review Questions

St. Marys Intracoastal Gateway Property Subdivision

1. Whether the zoning proposal will permit a use that is suitable in view of the use and development of adjacent and nearby property.

Yes. The use of the parcels is consistent with the current zoning.

2. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

No. This zoning proposal should not adversely affect nearby property.

3. Whether the property to be affected by the zoning proposal has a reasonable economic use as currently zoned.

The proposed use is not in conflict with the current use of the property and has a reasonable economic use.

4. Whether the zoning proposal will result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities or schools.

This subdivision will not add substantially to the water and sewer demand. It will not add sufficient additional traffic that cannot be accommodated on City streets.

5. If the local government has an adopted land use plan, whether the zoning proposal is in conformity with the policy and intent of the land use plan.

This proposal is consistent with the current Comprehensive Plan, and will have no effect on our current comprehensive plan.

6. Whether there are other existing or changing conditions affecting the use and development of the property which give supporting grounds for either approval or disapproval of the zoning proposal.

There are no other existing or changing conditions.

####



CITY OF ST. MARYS, GEORGIA

APPLICATION FOR SUBDIVISION

SD

APPLICANT: READ **PART A** COMPLETELY. THEN ANSWER EACH ITEM IN **PART B**. PLEASE PRINT OR TYPE. DO NOT WRITE IN **PART C**. THE BUILDING DEPARTMENT WILL HELP YOU, IF NECESSARY. FAILURE TO SUPPLY COMPLETE INFORMATION WILL RESULT IN PLAT DISAPPROVAL. YOU MUST FILE THIS APPLICATION AND ALL REQUIRED MATERIALS WITH THE BUILDING DEPARTMENT AT LEAST 16 DAYS PRIOR TO THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE CONSIDERED.

PART A - GENERAL INFORMATION

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APPLICATION, FEE, AND REQUIRED MATERIALS FILED WITH THE PLANNING DIRECTOR



PLANNING COMMISSION REVIEWS SKETCH PLAN (OPTIONAL)



PLANNING COMMISSION REVIEWS PRELIMINARY PLAT (MAJOR SUBDIVISION ONLY)



PLANNING COMMISSION REVIEWS FINAL PLAT



CITY COUNCIL REVIEWS AND SIGNS FINAL PLAT



SUPERIOR COURT CLERK RECORDS FINAL PLAT

YOU SHOULD ALSO BE AWARE OF THESE IMPORTANT REQUIREMENTS:

1. NO WORK TO OPEN THE PROPOSED SUBDIVISION SHALL BEGIN (WITH THE EXCEPTION OF CLEARING UNDERBRUSH FOR SURVEYING OR ENGINEERING PURPOSES) UNTIL THE PRELIMINARY PLAT HAS BEEN APPROVED AND ANY REQUIRED PERMITS OBTAINED. APPROVAL VALID FOR ONE YEAR FROM DATE OF RECEIPT OF PERMIT.
2. NO LOTS SHALL BE SOLD UNTIL THE FINAL PLAT HAS BEEN APPROVED.
3. THE FINAL PLAT SHALL BE APPROVED ONLY IF ALL APPLICABLE REQUIREMENTS OF THE SUBDIVISION REGULATIONS AND OTHER REGULATIONS HAVE BEEN MET, ALL BONDS ACTIVATED AND WRITTEN AUTHORIZATION OF AVAILABILITY OF SEWER AND WATER SERVICE IS RECEIVED FROM THE DEPARTMENT OF ENVIRONMENTAL PROTECTION (EDP), THE GEORGIA DEPARTMENT OF NATURAL RESOURCES AND THE CITY OF ST. MARYS, GEORGIA.

PART B - APPLICANT ONLY

1. YOUR NAME: City of St. Marys
ADDRESS: 411 Osborne St
St. Marys, GA 31558 ZIP _____
PHONE NUMBER: _____ EMAIL _____
2. OWNER'S NAME: (IF NOT YOU) _____
ADDRESS _____ ZIP _____
3. WHAT IS YOUR INTEREST IF YOU ARE NOT THE OWNER?
AGENT ROGER A. WEAVER / PLANNING DIR.
4. NAME OF PROPOSED SUBDIVISION St. Marys
Intracoastal Gateway
5. LOCATION OF PROPOSED SUBDIVISION _____
NEIGHBORHOOD _____
STREET 100 Renny St.
PARCEL # 12 LOT # 00 ZONING MAP # S41
6. PRESENT ZONING CLASSIFICATION C-1
7. NUMBER OF PROPOSED LOTS 2
8. AREA OF PROPOSED SUBDIVISION 3.04 ACRES
9. PLEASE ATTACH THE FOLLOWING ITEMS TO THIS APPLICATION. THE APPLICATION WILL NOT BE CONSIDERED COMPLETE AND CANNOT BE PROCESSED
 - PRELIMINARY PLAT (ORIGINAL AND 21 COPIES)
 - VICINITY MAP
 - LIST OF ADJOINING PROPERTY OWNERS AND THEIR TAX PARCEL #'S AND ADDRESSES
 - CONSTRUCTION PLANS (IF APPLICABLE)
10. YOU MUST RECEIVE THE FOLLOWING ENDORSEMENTS OF YOUR PLAT BEFORE THIS APPLICATION CAN BE PROCESSED:
 - THE ENVIRONMENTAL PROTECTION DIVISION OF THE GEORGIA DEPARTMENT OF NATURAL RESOURCES
 - THE COUNTY SOIL AND CONSERVATION SERVICE
 - THE CITY ENGINEER
11. SIGNED: [Signature] DATE: 10/28/13

PART C - BUILDING DEPARTMENT ONLY

1. DATE APPLICATION WAS FILED 10/28/13
2. WAS THIS AT LEAST 16 DAYS BEFORE THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE REVIEWED?
 YES NO
3. CHECKED BY [Signature]
4. THIS SUBDIVISION IS _____ MAJOR _____ MINOR
5. ARE PRELIMINARY PLAT AND APPLICATION COMPLETE
 YES NO (SEE SUBDIVISION CHECKLIST)
6. CORRECT FEE PAID _____ YES _____ NO _____
DOES NOT APPLY AMOUNT \$ _____
7. DATE PRELIMINARY PLAT REVIEWED BY PLANNING COMMISSION 7/23/13



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558
PLANNING AND ZONING DEPARTMENT
TELEPHONE: 912-510-4032 FAX: 912-510-4014

**PLATS FOR:
MINOR SUBDIVISION FOR
CITY OF ST. MARYS**

CITY COUNCIL MEETING

August 5, 2013

NEW BUSINESS: Appeal of a decision of the Planning Commission to deny a proposed subdivision.

PURPOSE: To hear an appeal by the applicant of a decision of the Planning Commission to deny a request for a subdivision as well as the dependent variances for a parcel at Weed and Seagrove Street.

RECOMMENDATION: The Planning Department recommends that Council support the Planning Commission's denial of the request for subdivision.

HISTORY/ANALYSIS: The applicant, ASM Investments, 3435 Valley Road, Atlanta, GA 30305 requested the subdivision of their 15,190 sf lot into two smaller lots of 7600 sf and 7590 sf. To accomplish this, the applicant requested variances on:

1. lot size – two new lots of 7600 sf and 7590 sf (10,000 sf required for each);
2. lot width – on existing house (55 feet requested, 75 feet required); and
3. setback – side yard from existing house (12'-6" requested and 15'-0" required).

The Planning Commission voted unanimously to deny the request for subdivision which made the applicants request for variances moot.

The Planning Commission noted that the lot had already been subdivided in the past, and this further subdivision – when the lot is sold and a residence eventually placed on it - would not be consistent with the surrounding lots/structures that are in the Historic District (both the proposed lot and existing house are in the Historic District).

There were residents in attendance that objected to the subdivision and the request for variances (see minutes). The chair of the Historic Preservation Commission, Ms. Kay Westberry, noted that the creation of this small lot – and any future residential structure that would be built on the site – would crowd the lot and not be in keeping with the character of the historic district.

Staff noted that any subdivision that requires multiple variances in order for the subdivision to be accomplished is not consistent with the intent of the zoning ordinance.

The applicant, through their consultant requested the appeal, and this request was made within the time limits specified in the ordinance.

ATTACHMENTS: *DRAFT minutes of the Planning Commission Public Hearing and Regular Meeting minutes; letter of denial; staff report and related documents; and all data as submitted to the Planning Commission.*

Department Director: _____

Roger A. Weaver, Planning Director

City Manager: _____

Steve S. Crowell, Jr., City Manager



SURVEYORS
&
LAND PLANNERS

PRIVETT & ASSOCIATES, INC.

1201 SHADOWLAWN DRIVE
ST. MARYS, GEORGIA 31558



Telephone: 912-882-3738
Fax: 912-882-2729
Email: dprivett@privett.net

July 25, 2013

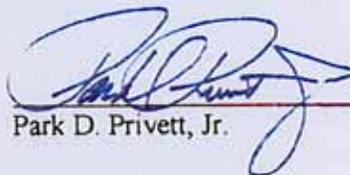
Michele Wood, Assistant Planner
City of St. Marys
418 Osborne Street
St. Marys, GA 31558

Re: ASM Investments minor subdivision

Dear Ms. Wood:

On behalf of Matt Hicks and ASM Investments, this letter is to serve as the required written notice that we would like to appeal the Planning Commission's decision to the City Council.

Sincerely,
Privett & Associates, Inc.



Park D. Privett, Jr.

PDP/kl
Via: email
Cc: Matt Hicks via email



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558

TELEPHONE: 912-510-4000 FAX: 912-882-5506
PLANNING AND ZONING DEPARTMENT: 912-510-4032

July 25, 2013

ASM Investments
3435 Valley Road
Atlanta, GA 30305

Parcel #S40-02-009

MINOR SUBDIVISION: ASM Investments, 3435 Valley Road, Atlanta, GA 30305 is requesting a two lot minor subdivision for Tax Parcel S40-02-009 located at 303 Weed Street on the corner of Weed & Seagrove Street. The property is zoned R-1.

Dear Property Owner:

Your request for the MINOR SUBDIVISION as noted above was denied by the Planning Commission at the July 23, 2013 Planning Commission Meeting. The variance applications were no longer required with the denial of the Minor Subdivision. I have noted the motion and reason for denial from the meeting minutes for your review.

Charlotte Bartzack made a motion to deny the request; second by Arlene Norris. Royal Weaver stated that even if the property owner decided to move the property line over to remove the need for a variance for the reduction of the 75' frontage requirement, he would still not be in favor to approve the request. Royal Weaver stated the City's goal is to keep the minimum lot size of 10,000 square foot per lot; even if there are other smaller lots, Royal stated he still doesn't think the City should approve the subdivision just so the applicant could sell another lot. Charlotte Bartzack and Doug Cooper agreed. Voting was unanimous in favor of the motion.

If you wish to appeal the Planning Commission's decision to the City Council, you will need to submit a written notice of appeal to the Planning Director within 15 days of the Planning Commission's July 23, 2013 decision.

Should you have any questions on the above, please contact this office at 912-510-4025.

Sincerely,

A handwritten signature in cursive script that reads "Michele Wood".

Michele Wood, Asst. Planner
City of St. Marys

REQUEST FOR A FINAL MINOR SUBDIVISION FOR ASM INVESTMENTS

APPLICANT: ASM Investments
708 Hill Street
St. Marys, GA 31558

APPLICANT REQUEST and LOCATION OF PROPERTY: Applicant requests **Approval** from the City of St. Marys for:

MINOR SUBDIVISION: ASM Investments, 708 Hill Street, St. Marys, GA 31558 is requesting a two lot minor subdivision for Tax Parcel S40-02-009 located at 303 Weed Street on the corner of Weed & Seagrove Street. The property is zoned R-1.

MEETING DATES: Planning Commission: July 23, 2013 City Council: August 5, 2013

STAFF ANALYSIS: This property was one large lot in 1964. After 1964, one lot was carved off, with the residue of the parcel being the subject of this request. According to the applicant, this lot had two dwellings prior to the removal of one in 2005. However, old tax data sheets indicate that the garage and an outbuilding were removed. The applicant wishes to create two lots from one .35 acre lot. The applicant is applying for a variance to request the reduction of lot sizes from the required 10,000SF. The requested lot size for lot one is 7,590 square feet. The requested lot size for lot two is 7,600 square feet. The applicant has also submitted a side yard variance on lot one of 2.8' (Required 15.00", Requested 12.4'). The creation of a separate lot will also require a reduction of the minimum lot width at the building line from 75' required to 55' requested.

Any potential subdivision of a parcel that requires numerous variances in setbacks and lot size is not appropriate for this site. There is also a large live oak located near the center of the property. The fact that there apparently was a structure of unknown use – now demolished - on the lot does not constitute rationale for the location. Also, the original HPC ordinance was passed in 1984. If the garage and the outbuilding were demolished in 2005, then it was done without a Certificate of Appropriateness. Also, data indicates that the front and rear porches were modified, apparently without HPC approval.

STAFF RECOMMENDATIONS: Staff recommends **DENIAL** of this minor subdivision with the condition that all items noted above be satisfactorily resolved.

FINAL PLAN REQUIREMENTS:

1. The final subdivision plat shall be presented in India Ink on tracing cloth or reproducible Mylar well as the following:
 - a. Notation of any self-imposed restrictions; and locations of any building lines proposed to be established in this manner, if required by the Planning Commission in accordance with chapter 36 of the City of St. Marys Code of Ordinances.
 - b. Lots numbered as approved by the County Tax Assessor.
 - c. All monuments erected, corners, and other points established in the field in their proper place. The material of which the monuments, corner, or other points are made shall be noted at the representation there of or by legend, except that lot corners need not be shown. The legend for metal monuments shall indicate the kind of metal, the diameter, length, and weight per lineal foot of the monuments.
2. Preparation of the final subdivision plat shall be prepared by a land surveyor or professional engineer licensed by the state.

PLANNING COMMISSION RECOMMENDATIONS: The Planning Commission is scheduled to meet Tuesday, July 23, 2013 to consider this application.

Action taken: Approved () Denied (X) Postponed ()

CITY COUNCIL RECOMMENDATION: The City Council is scheduled to meet on Monday, August 5, 2013 to consider the Planning Commission's recommendation.

Action taken: Approved () Denied () Postponed ()

FINAL PLAT Subdivision Review Questions

ASM Investments (Charlotte's Place) Subdivision

1. Whether the zoning proposal will permit a use that is suitable in view of the use and development of adjacent and nearby property.

Yes. The proposed use of the parcels is consistent with the current zoning.

2. Whether the zoning proposal will adversely affect the existing use or usability of adjacent or nearby property.

No. This zoning proposal should not adversely affect nearby property.

3. Whether the property to be affected by the zoning proposal has a reasonable economic use as currently zoned.

The proposed use is not in conflict with the current use of the property and has a reasonable economic use.

4. Whether the zoning proposal will result in a use which will or could cause an excessive or burdensome use of existing streets, transportation facilities, utilities or schools.

This subdivision will not add substantially to the water and sewer demand. It will not add sufficient additional traffic that cannot be accommodated on City streets.

5. If the local government has an adopted land use plan, whether the zoning proposal is in conformity with the policy and intent of the land use plan.

This proposal is consistent with the current Comprehensive Plan, and will have no effect on our current comprehensive plan. However, it will affect the Historic District plan and as such, should be reviewed by the HPC prior to any approval being given by the PC.

6. Whether there are other existing or changing conditions affecting the use and development of the property which give supporting grounds for either approval or disapproval of the zoning proposal.

There are no other existing or changing conditions. The presence of a large, healthy, live oak tree that would affect any construction is an existing condition that affects this request. Also, the applicant needs to provide to the HPC what will be the nature of the new structure, its location on the proposed new lot, and the effect this will have on the existing vegetation.

####



CITY OF ST. MARYS, GEORGIA

APPLICATION FOR SUBDIVISION

SD

APPLICANT: READ **PART A** COMPLETELY. THEN ANSWER EACH ITEM IN **PART B**. PLEASE PRINT OR TYPE. DO NOT WRITE IN **PART C**. THE BUILDING DEPARTMENT WILL HELP YOU, IF NECESSARY. FAILURE TO SUPPLY COMPLETE INFORMATION WILL RESULT IN PLAT DISAPPROVAL. YOU MUST FILE THIS APPLICATION AND ALL REQUIRED MATERIALS WITH THE BUILDING DEPARTMENT AT LEAST 16 DAYS PRIOR TO THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE CONSIDERED.

PART A - GENERAL INFORMATION

YOU ARE ENCOURAGED TO READ ARTICLES THREE THROUGH SIX OF THE SUBDIVISION REGULATIONS OF THE CITY OF ST. MARYS. THESE ARTICLES DESCRIBE THE STANDARDS EACH SUBDIVISION MUST MEET AND EXPLAIN THE PROCEDURES THE CITY WILL FOLLOW TO REVIEW YOUR PROPOSED PLAT. THE SKETCH BELOW SHOWS THESE STEPS FOR A TYPICAL PLAT. (See Section 122 for filing fees and Section 128 for exceptions.)

APPLICATION, FEE, AND REQUIRED MATERIALS
FILED WITH THE PLANNING DIRECTOR



PLANNING COMMISSION REVIEWS SKETCH PLAN
(OPTIONAL)



PLANNING COMMISSION REVIEWS PRELIMINARY PLAT
(MAJOR SUBDIVISION ONLY)



PLANNING COMMISSION REVIEWS FINAL PLAT



CITY COUNCIL REVIEWS AND SIGNS FINAL PLAT



SUPERIOR COURT CLERK RECORDS FINAL PLAT

YOU SHOULD ALSO BE AWARE OF THESE IMPORTANT REQUIREMENTS:

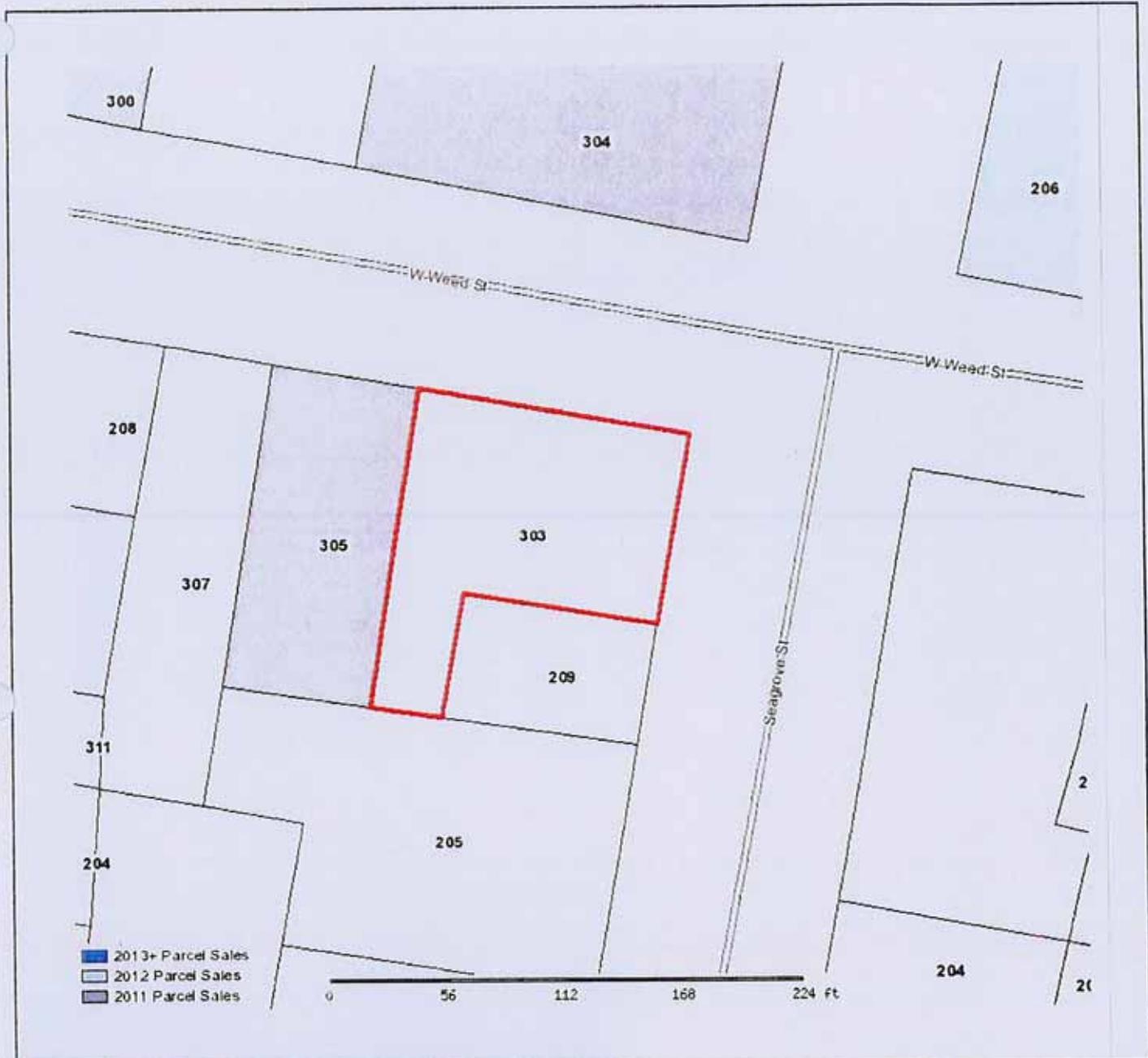
1. NO WORK TO OPEN THE PROPOSED SUBDIVISION SHALL BEGIN (WITH THE EXCEPTION OF CLEARING UNDERBRUSH FOR SURVEYING OR ENGINEERING PURPOSES) UNTIL THE PRELIMINARY PLAT HAS BEEN APPROVED AND ANY REQUIRED PERMITS OBTAINED. APPROVAL VALID FOR ONE YEAR FROM DATE OF RECEIPT OF PERMIT.
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PART B - APPLICANT ONLY

1. YOUR NAME: DEAN PRIVETT
ADDRESS: 1201 SHADOWLAWN DR.
ST. MARYS, GA. ZIP 31558
PHONE NUMBER: (912) 832-3138 EMAIL: dprivette_privett@no
2. OWNER'S NAME: (IF NOT YOU) ASM INVESTMENTS, INC
ADDRESS 708 HILL ST, ST. MARYS, GA ZIP 31558
3. WHAT IS YOUR INTEREST IF YOU ARE NOT THE OWNER?
AGENT AGENT
4. NAME OF PROPOSED SUBDIVISION CHARLOTTE'S
PLACE IN BLOCK 22
5. LOCATION OF PROPOSED SUBDIVISION _____
NEIGHBORHOOD DOWNTOWN
STREET WEGD & SEAGROVE STREETS
PARCEL # 02 LOT # 009 ZONING MAP # SM 40
6. PRESENT ZONING CLASSIFICATION HD/R-1
7. NUMBER OF PROPOSED LOTS 2
8. AREA OF PROPOSED SUBDIVISION 0.35 ACRES
9. PLEASE ATTACH THE FOLLOWING ITEMS TO THIS APPLICATION. THE APPLICATION WILL NOT BE CONSIDERED COMPLETE AND CANNOT BE PROCESSED
 - ✓ PRELIMINARY PLAT (ORIGINAL AND 21 COPIES)
 - ✓ VICINITY MAP
 - LIST OF ADJOINING PROPERTY OWNERS AND THEIR TAX PARCEL #'S AND ADDRESSES (SEE ATTACHMENT)
 - CONSTRUCTION PLANS (IF APPLICABLE) N/A
10. YOU MUST RECEIVE THE FOLLOWING ENDORSEMENTS OF YOUR PLAT BEFORE THIS APPLICATION CAN BE PROCESSED:
 - THE ENVIRONMENTAL PROTECTION DIVISION OF THE GEORGIA DEPARTMENT OF NATURAL RESOURCES
 - THE COUNTY SOIL AND CONSERVATION SERVICE
 - THE CITY ENGINEER
11. SIGNED: [Signature] DATE: 6-21-13

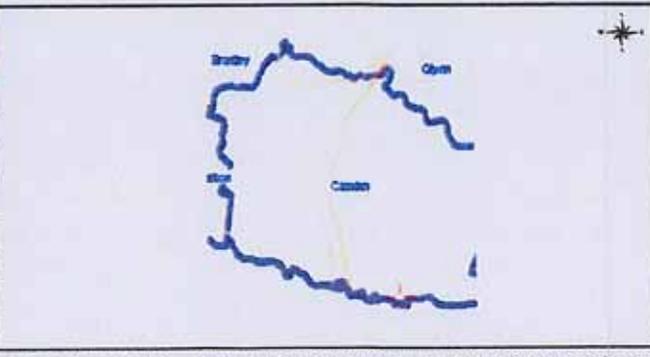
PART C - BUILDING DEPARTMENT ONLY

1. DATE APPLICATION WAS FILED 7/1/13
2. WAS THIS AT LEAST 16 DAYS BEFORE THE PLANNING COMMISSION MEETING AT WHICH IT WILL BE REVIEWED?
YES _____ NO _____
3. CHECKED BY [Signature]
4. THIS SUBDIVISION IS _____ MAJOR _____ MINOR _____
5. ARE PRELIMINARY PLAT AND APPLICATION COMPLETE
X YES _____ NO (SEE SUBDIVISION CHECKLIST)
6. CORRECT FEE PAID X YES _____ NO _____
DOES NOT APPLY _____ AMOUNT \$ 250
7. DATE PRELIMINARY PLAT REVIEWED BY PLANNING COMMISSION 7/23/13



- 2013+ Parcel Sales
- 2012 Parcel Sales
- 2011 Parcel Sales

Camden County Assessor			
Parcel: S40 02 009 Acres: 0.35			
Name:	ASM INVESTMENTS INC	Land Value:	\$52,500.00
Site:	303 W WEED ST	Building Value:	\$73,105.00
Sale:	\$141,000 on 11-2005 Reason=FM Qual=Q	Misc Value:	\$0.00
Mail:	C/O CHARLOTTE HICKS 3435 VALLEY ROAD NORTHWEST ATLANTA, GA 30305	Total Value:	\$125,605.00



The Camden County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER CAMDEN COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS —THIS IS NOT A SURVEY—

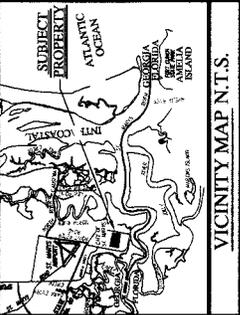
Date printed: 07/26/13 : 14:34:40



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558
PLANNING AND ZONING DEPARTMENT
TELEPHONE: 912-510-4032 FAX: 912-510-4014

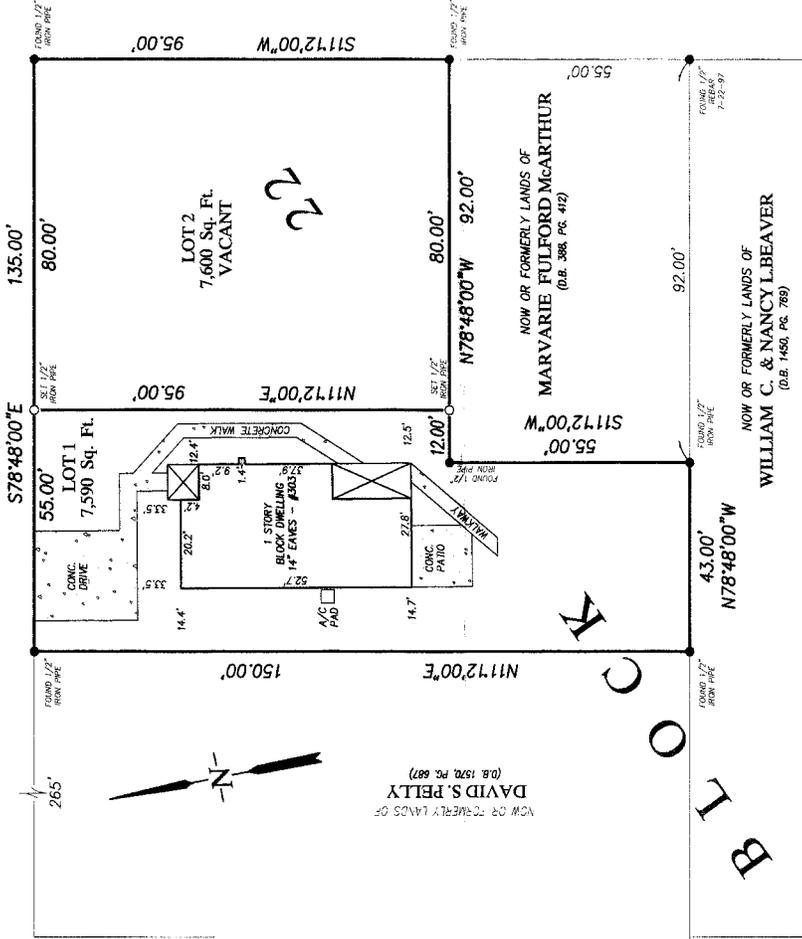
**PLATS FOR:
MINOR SUBDIVISION FOR
ASM INVESTMENTS
(CHARLOTTE'S PLACE)**

MAP TO SHOW FINAL MINOR SUBDIVISION PLAT OF:
CHARLOTTE'S PLACE IN BLOCK 22, CITY OF ST. MARYS, 29TH G.M.D., CAMDEN COUNTY, GEORGIA
 (SAID BLOCK 22 ACCORDING TO THE OFFICIAL PLAN OF ST. MARYS RECORDED IN PLAT BOOK 1, PAGE 94, PUBLIC RECORDS OF SAID COUNTY)
FOR: ASM INVESTMENTS, INC. AND MATTHEW HICKS



VICINITY MAP N.T.S.

W E E D S T R E E T
 (100' RIGHT-OF-WAY - PAVED)



S E A G R O V E S T R E E T
 (100' RIGHT-OF-WAY - PAVED)

BY: MATTHEW HICKS (OWNER) DATE: _____

APPROVAL OF THE ST. MARYS PLANNING DIRECTOR:
 SUBMITTER HAS COMPLIED WITH ALL THE SUBDIVISION REQUIREMENTS RELATIVE TO THE CITY OF ST. MARYS, GEORGIA. IMPROVEMENTS REQUIRED BY THE CITY OF ST. MARYS SUBDIVISION REGULATIONS.

BY: ROGER WEAVER (PLANNING DIRECTOR) DATE: _____

APPROVAL CERTIFICATE:
 RELATIVE TO THE PREPARATION AND SUBMISSION OF THIS FINAL PLAT, ALL REQUIREMENTS OF THE CITY OF ST. MARYS, GEORGIA SUBDIVISION REGULATIONS HAVE BEEN FULFILLED AND APPROVAL OF THIS PLAT IS HEREBY GRANTED.

BY: CHAIRMAN OF PLANNING COMMISSION DATE: _____

BY THE CITY OF ST. MARYS:

- BY: MAYOR DATE: _____
- BY: _____ DATE: _____

- NOTES:**
- 1) BEARINGS SHOWN HEREON REFER TO THE BEARING OF S78°48'00"E FOR THE SOUTHERLY RIGHT-OF-WAY LINE OF WEEB STREET, ACCORDING TO THE OFFICIAL PLAN OF ST. MARYS RECORDED IN P.B. 1, P.C. 94 PUBLIC RECORDS OF SAID COUNTY.
 - 2) THIS SURVEY WAS MADE WITHOUT ANY FORMAL TITLE WORK. THERE MAY BE ADDITIONAL RESTRICTIONS LYING OVER SUBJECT PROPERTY THAT ARE NOT SHOWN HEREON WHICH MAY BE FOUND IN THE PUBLIC RECORDS OF SAID COUNTY.
 - 3) SUBJECT PROPERTY IS ZONED R-1. THE SUBJECT PROPERTY IS ALSO SHOWN TO BE IN THE CITY OF ST. MARYS HISTORICAL DISTRICT AND WOULD BE SUBJECT TO THE TERMS, CONDITIONS AND REQUIREMENTS SET FORTH IN THE ST. MARYS CODE OF ORDINANCES.
 - 4) BUILDING RESTRICTIONS ARE AS FOLLOWS (SEE NOTE 6):
 FRONT: 24 FEET FROM STREET
 SIDE: 24 FEET FROM STREET
 REAR: 15 FEET FROM OTHER PROPERTY LINES
 SEE NOTE 7.
 - 5) SUBJECT PROPERTY IS ZONED R-1. AS PER F.L.R. MAPS FOR CAMDEN COUNTY, GEORGIA, DATED: OCTOBER 16, 2008. MAP NO. 1533300685, COMMUNITY NO. 1530277, PANEL NO. 0485, SHEET F.
 - 6) A VARIANCE FOR A SIDE BUILDING RESTRICTION OF 15.4 FEET HAS BEEN GRANTED BY THE CITY FOR THE EASTERN SIDE OF LOT 1. A VARIANCE FOR THE SIDE BUILDING RESTRICTION OF 14.4 FEET FOR THE WESTERN SIDE OF LOT 1 IS NOT NECESSARY AS IT IS AN EXISTING CONDITION PRIOR TO ZONING REGULATIONS. ADDITIONALLY, VARIANCES HAVE BEEN GRANTED FROM MINIMUM LOT SIZE FOR LOTS 1 AND 2 AS WELL AS FROM MINIMUM LOT WIDTH FOR LOT 1.

SCALE: 1" = 20'



RECORDING DATA INFORMATION:
 STATE OF GEORGIA, COUNTY OF CAMDEN:
 THE WITHIN PLAT RECORDED IN PLAT BOOK _____ FILE NO. _____ DAY OF _____ 2013.
 BY: DEPUTY CLERK

SURVEYOR'S CERTIFICATE:
 THAT THIS SURVEY IS TRUE AND CORRECT AS THE SAME HAS BEEN PREPARED AND FIELD WORK WAS UNDER MY DIRECT SUPERVISION AND THAT ALL MONUMENTATION SHOWN HEREON HAS BEEN SET OR FOUND.

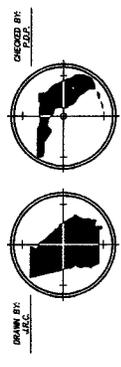
PRELIMINARY
 DATE: 6-21-13

BY: PARK D. PRIVETT (REGISTERED SURVEYOR No. 2219)
 GEORGIA REGISTERED SURVEYOR No. 2219

SUBJECT PROPERTY OWNED BY:
 ASM INVESTMENTS, INC.
 C/O MATTHEW HICKS
 708 HILL STREET
 ST. MARYS, GEORGIA 31558
 PHONE: (770) 952-2750
 D.B. 1202, P.C. 86
 PARCEL No. 540-02-009

OWNER'S CERTIFICATE:
 STATE OF GEORGIA, COUNTY OF CAMDEN

THE OWNER OF THE LANDS SHOWN ON THIS PLAT AND WHOSE NAME IS SET FORTH HEREON, IN PERSON OR THROUGH DULY AUTHORIZED AGENT CERTIFIES THAT SAID OWNER HAS CAUSED THE SUBDIVISION OF THE LAND SHOWN HEREON BY AN ACTUAL SURVEY.



PRIVETT & ASSOCIATES, INC.
 SURVEYORS & LAND PLANNERS

LICENSED SURVEY FIRM No. 166, GA. No. 4204, FL. 1201 SHADDOLEIGH DRIVE ST. MARYS, GEORGIA 31558 JACKSONVILLE, FL 32211 (813) 982-3738 (813) 453-1626

CITY COUNCIL MEETING

July 1, 2013

TITLE: SEPTEMBER 2, 2013 CITY COUNCIL MEETING

PURPOSE: To discuss whether to cancel or reschedule the September 2, 2013 City Council meeting in observance of Labor Day.

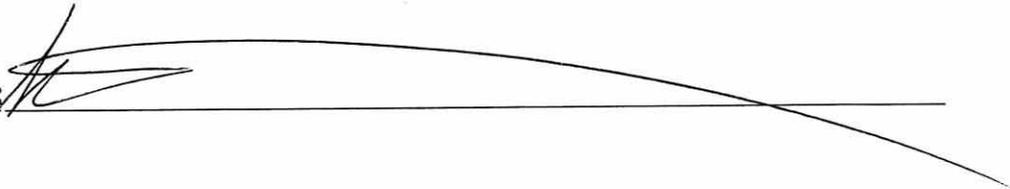
RECOMMENDATION: To cancel or reschedule the September 2, 2013 City Council meeting.

HISTORY/ANALYSIS: Council consideration is needed to cancel or reschedule the September 2, 2013 City Council meeting in observance of Labor Day 2013.

**Department
Director:**



**City
Manager:**



CITY COUNCIL MEETING

August 5, 2013

TITLE: SLIM'S SPEAK EASY LP

PURPOSE: The City Clerk requests approval to advertise for a public hearing for a beer, wine and liquor license on premises, with food for Slims Speak Easy, LP.

RECOMMENDATION: The City Clerk recommends approval to advertise for a public hearing at 5:45 p.m. on Monday, August 19, 2013 in the Council Chambers at St. Marys City Hall.

HISTORY/ANALYSIS: Mr. John Dink has submitted a new alcohol license application on behalf of Slim's Speak Easy, LP for an alcohol license for the sale of beer, wine, and liquor on premises, with food. The business is located at 1923 Osborne Road, St. Marys, Georgia 31558. Mr. Dink is the majority owner (70%) and will be the manager at Slim's Speak Easy, LP.

Department

Director: _____



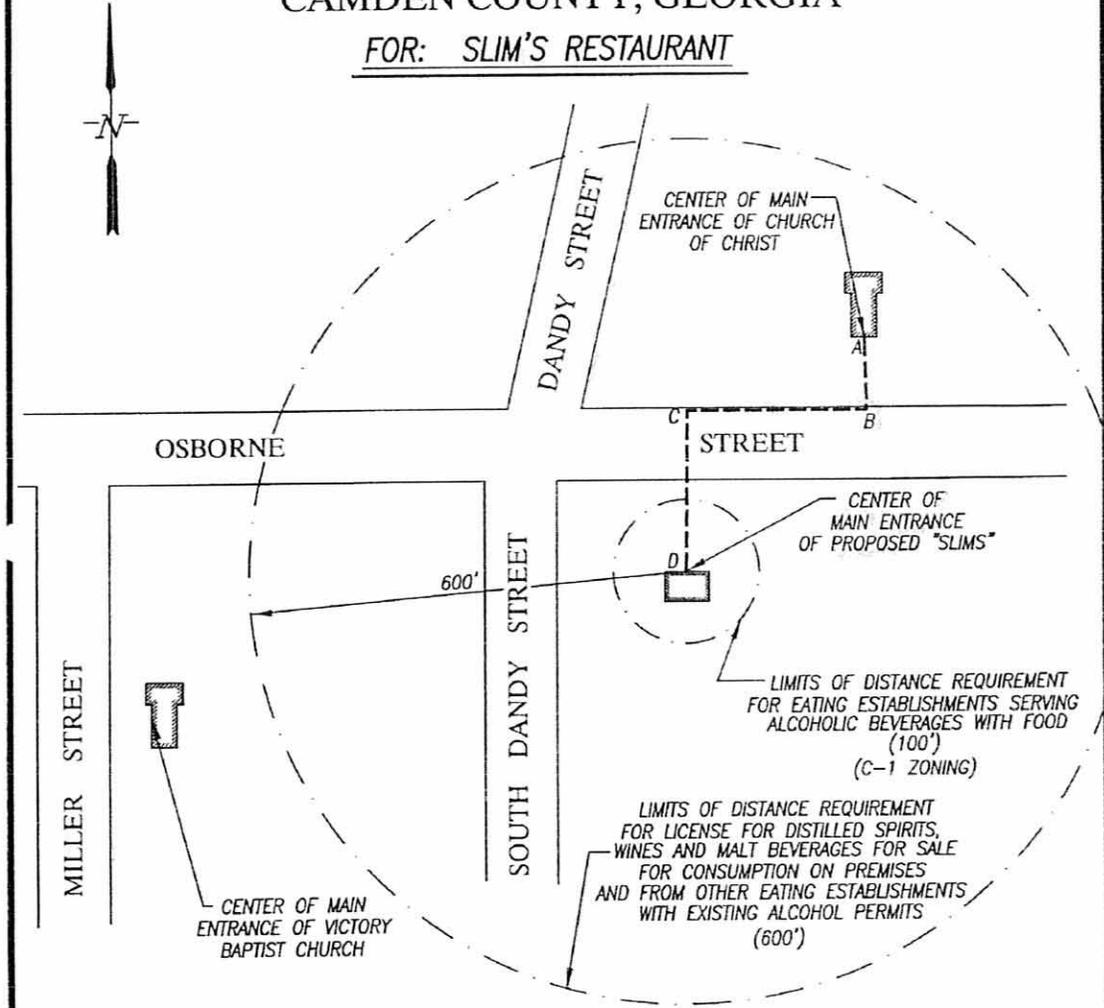
City

Manager: _____

MAP TO SHOW

ALCOHOL BEVERAGE LICENSE SURVEY FOR SLIM'S RESTAURANT, CITY OF ST. MARYS, 29th G.M.D., CAMDEN COUNTY, GEORGIA

FOR: SLIM'S RESTAURANT



NOTES:

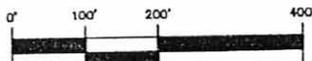
- 1.) DISTANCES SHOWN HEREON WERE CALCULATED FROM ANGLES AND DISTANCES AS FIELD MEASURED BY A SOKIA TOTAL STATION SET 3 & ARE SHOWN TO THE NEAREST ONE TENTH OF A FOOT.
- 2.) THERE ARE NO RESIDENTIAL DWELLINGS WITHIN THE CITY OF ST. MARYS DISTANCE REQUIREMENT AT THIS TIME, AS INDICATED BY MEANS OF A VISUAL INSPECTION.
- 3.) THERE ARE NO IN-HOME DAY CARES, SCHOOLS, ALCOHOLIC TREATMENT CENTERS, HOUSING AUTHORITY PROPERTY OR EDUCATIONAL BUILDING WITHIN THE CITY OF ST. MARYS DISTANCE REQUIREMENTS AT THIS TIME, AS INDICATED BY MEANS OF VISUAL INSPECTION.

DISTANCE SUMMARY:

AS MEASURED FROM THE MOST DIRECT ROUTE OF TRAVEL MEASURED TO THE NEAREST ONE TENTH OF A FOOT.

- A-B: 100.4'
- B-C: 244.8'
- C-D: 223.6'

F.B.: BSI10, PG.: 36
SURVEY DATE: 05-13-2013



SCALE: 1" = 200'

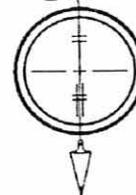
I HEREBY CERTIFY THAT THE ABOVE MEASUREMENTS WERE TAKEN UNDER MY DIRECT SUPERVISION AND THAT SAID MEASUREMENTS ARE TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE AND BELIEF.

BY: *[Signature]* DATE: 05-13-2013

ERNEST R. BENNETT
CA. REGISTERED SURVEYOR No. 2893

DWN. BY:
G.D.

CKD. BY:
R.B.



PREPARED BY:

BENNETT SURVEYING, INC.
Surveyors and Land Planners
102 MARSH HARBOUR PARKWAY, UNIT 103
KINGSLAND, GEORGIA 31548
(912) 258-8899
(912) 673-8940



City of St. Marys, Georgia
418 Osborne Street
St. Marys, GA 31558



2013
YEAR

APPLICATION
ALCOHOL BEVERAGE LICENSE

TYPE OF LICENSE

ON-PREMISE

OFF-PREMISE

BEER & WINE	\$ 1,100.00	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food
SPIRITUOUS LIQUOR	\$ 1,650.00	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food
BEER/WINE/LIQUOR	\$ 2,750.00	<input checked="" type="checkbox"/> With Food	<input type="checkbox"/> Without Food	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food
PRIVATE CLUBS	\$ 550.00	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food		
TEMPORARY DAILY	\$ 110.00	<input type="checkbox"/> With Food	<input type="checkbox"/> Without Food	(Two days per year.)	
ADMINISTRATION FEE	\$ 150.00	<input type="checkbox"/>			

Before the undersigned attesting officer, duly authorized by law to administer oaths, personally appeared the undersigned applicant for a license or permit for the sale of alcoholic beverages in the City of St. Marys, Georgia, and, being first duly sworn, on oath, states that the information given, statements made, and questions answered in this application are true and correct:

- State the official name which the business or establishment to be licensed will be conducted:
Slims Speakeasy LP
- If natural person(s), state the name(s), Social Security number(s), telephone number(s), mailing address (es), and birth date(s) of all applicant(s) and/or owner(s) of business to be licensed:
ALAN R. CARPER SS#: PHONE 912-674-4016 Add: 90 CEDAR DR ST MARYS 31558
JOHN J. DINK SS# NE 3602653963 Add: 90 CEDAR DR ST MARYS GA 31558
- If applicant is a partnership of any kind, state the names, Social Security numbers, telephone numbers and mailing addresses of all members of the partnership and the business percentage allocation:
ALAN R. CARPER PHONE 912-674-4016 Add: 90 CEDAR DR ST MARYS GA 31558 30%
JOHN J. DINK SS# PHONE 360265-3963 Add: 90 CEDAR DR ST. MARYS GA 31558 70%
- If Applicant is a corporation, state the following:
 - Shareholders' names, Social Security numbers, telephone numbers, and addresses:
N/A
 - Officers' names, Social Security numbers, telephone numbers, and addresses:
President: N/A

(b) Officers' names, Social Security numbers, telephone numbers, and addresses:

President: N/A

Vice President:
N/A

Secretary:
N/A

Treasurer:
N/A

(c) Members of Board of Directors names, Social Security numbers, telephone numbers and addresses:

Board Member:
N/A

5. State the name(s), Social Security number(s), telephone number(s), and mailing address (es) of any persons or entities, other than those named above, who will have any financial interest or beneficial ownership interest in the establishment or business to be licensed:

N/A

6. State the name(s), Social Security number(s), and mailing address (es) and birth date(s) of each person who will manage the establishment or business to be licensed:

JOHN DINK SS# Add= 90 Cedar Dr
St. Marys Ga, 31558 DOB=

7. State whether or not the above-named manager(s) has ever been convicted of a crime or has ever been the subject of an alcoholic beverage license suspension or revocation by the State of Georgia or any other city or jurisdiction:

NO

8. If the response to the preceding was in the affirmative, state the date, nature, and name of said revoking or suspending body or agency:

N/A

9. State whether or not the applicant and/or any of the officials, entities, or persons named above have ever been convicted of violating any ordinance, regulation, or law of any jurisdiction with regard to the sale or distribution of alcoholic beverages:

NO

10. If your response to the preceding was in the affirmative, give a detailed description of such violation, including the name of the jurisdiction where the violation occurred:

NO

11. State whether or not the applicant and/or any of the officials, entities or persons named above have ever been the subject of a suspension or revocation proceeding which regard to any alcoholic beverage license or permit:

NO

12. If the answer to the preceding was in the affirmative, state a detailed description of such adverse administrative action and the name of the jurisdiction wherein such action occurred:

N/A

13. State whether or not any of the individuals or entities identified above has been convicted of any crime and, if so, state a detailed description which includes the nature of the offense, date of conviction, and name of the jurisdiction:

N/A

14. If applicant or any of the individuals or entities named above holds an alcohol beverage license from any other jurisdiction or from the State of Georgia, state the name of each such jurisdiction and of the licensed location for any State license or attach a copy of each such license to this application:

N/A

15. State the physical address of the location to be licensed:
1923 OSBORNE RD. St. Marys Ga. 31558
16. If the location for which the license is sought has been or is now licensed, state the name of the business or establishment and the name of the license:
El Pato
17. State the nature of the business to be conducted at or upon the location to be licensed (i.e., restaurant, convenience store, lounge or bar, pool hall, etc.):
Bar & Grill

The undersigned hereby stipulates and states that all statements given in this application are true and correct and made for the purpose of inducing aforesaid City to issue or renew said alcoholic beverage license(s). Applicant further states this document is sworn to and subscribed hereto with the full knowledge that any statement herein, given falsely shall constitute perjury and may result in the revocation of the license granted or the refusal to grant such license. The applicant agrees to comply and abide by the City's Alcoholic Beverage Ordinance.

Applicant further acknowledges that application must be fully completed at the time of filing and that applications may not be supplemented, amended, or revised after filing with the Clerk, except to correct misspelling or names.

APPLICANT HEREBY AGREES AND CONSENTS PURSUANT TO PUBLIC LAW 93-579 OF THE PRIVACY ACT OF 1974, THE DISCLOSURE OF INFORMATION OBTAINED IN THIS APPLICATION MAY BE SUBMITTED TO ANY AGENCY OF THE CITY, COUNTY, STATE, AND FEDERAL GOVERNMENT FOR THE PURPOSES OF OBTAINING THE NECESSARY INFORMATION TO PROCESS THE APPLICATION.

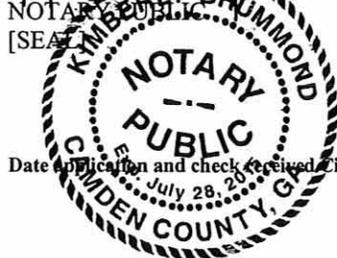
Sworn to and subscribed to this 30 day of JULY, 2013

John J. D... [Signature]

[Signature]
 WITNESS

APPLICANT(s)

[Signature]
 NOTARY PUBLIC



Date application and check received City: 07/30/13 City of St. Marys, Georgia City Clerk: [Signature]



CITY OF ST. MARYS
418 OSBORNE STREET
ST. MARYS, GEORGIA 31558
TELEPHONE: 912-510-4041
FAX: 912-510-4013

**NOTICE OF PUBLIC HEARING
ALCOHOL BEVERAGE LICENSE**

The City of St. Marys, Georgia has received an application for an alcohol beverage license from Slim's Speak Easy, LP located at 1923 Osborne Road, St. Marys, Georgia, for the sale of beer, wine and liquor, on premise consumption with food. Notice is hereby given that a Public Hearing on this application is scheduled for Monday, August 19, 2013 at 5:45 p.m. in the Council Chambers at St. Marys City Hall. Anyone desiring to address Council regarding the issuance of a license to this establishment may do so at the public hearing.

Deborah Walker-Reed

Deborah Walker-Reed, City Clerk

PLEASE RUN: August 9th & August 14th, 2013

CITY COUNCIL MEETING

August 5, 2013

TITLE: St. Marys Airport license application renewal.

PURPOSE: Authorization to proceed with St. Marys Airport license application renewal.

RECOMMENDATION: Approval

HISTORY/ANALYSIS: The current license for the St. Marys Airport is scheduled to expire on September 30, 2013. The Georgia Department of Transportation (GDOT) has requested the license renewal application be submitted to GDOT by August 15, 2013. Attached is a copy of the previous application. I think it may be more appropriate to have a representative of the city, perhaps the Mayor or City Manager, sign the airport application.

Department Director; _____

City Manager: _____



Georgia Airport License Application and Remittance Request

The undersigned airport owner hereby requests a Georgia Airport License in accordance with the Official Code of Georgia Annotated Title 32-8-7, as it pertains to the licensing of open-to-the-public airports, for:

St. Marys Airport (4J6) (2)
(Name of Airport) (Number of Runways)

Airport Owner's Name: City of St. Marys

Address: 418 Osborne Street

St. Marys Georgia 31558
(City) (State) (Zip Code)

Telephone: (912) 510-4043 (912) 510-4000
(Office) (Other)

Email: steve.crowell@stmarysga.gov

Airport Website: www.stmarysga.gov

Airport Manager's Name: Steven S. Crowell, Jr.

Address: 418 Osborne Street

St. Marys Georgia 31558
(City) (State) (Zip Code)

Telephone: (912) 510-4043 (912) 510-4000
(Office) (Other)

Email: steve.crowell@stmarysga.gov

Signature of Airport Owner/Representative

William T. DeLoughy

Printed name of Airport Owner/Representative

Mayor

Title

Complete and return this form, along with a check or money order for **\$100 per runway**, payable to **Georgia Department of Transportation** no later than **August 15, 2013** to:

Georgia Department of Transportation
c/o Alan Hood – Aviation Programs, 9th Floor
600 West Peachtree Street NW
Atlanta, GA 30308

GEORGIA AIRPORT LICENSE

FOR OPEN-TO-THE-PUBLIC-AIRPORTS

ISSUED BY
THE STATE OF GEORGIA
DEPARTMENT OF TRANSPORTATION

TO

St. Marys Airport

St. Marys, Georgia

THIS LICENSE IS ISSUED IN ACCORDANCE WITH THE PROVISIONS OF
THE OFFICIAL CODE OF GEORGIA ANNOTATED, TITLE 32-9-8



CAROL L. COMER
MANAGER
AVIATION PROGRAMS



KEITH GOLDEN
INTERIM COMMISSIONER
DEPARTMENT OF TRANSPORTATION



VALID OCTOBER 1, 2011 TO SEPTEMBER 30, 2013

CITY COUNCIL MEETING

August 5, 2013

TITLE: GAINES DAVIS EASEMENTS

PURPOSE: To review the proposed stipulations requested by property owners in order to provide the necessary easements for the sanitary sewer construction project in the Gaines Davis Subdivision area.

RECOMMENDATION: Council Decision.

HISTORY/ANALYSIS: After several meetings with residents of the Gaines Davis Subdivision area, the sanitary sewer system was revised in order to minimize the number of easements necessary to complete the project. This revision was based on analysis by the City's engineering firm and from conversations with some property owners in which easements would still be needed. At that time, the property owners were willing to look at providing the City with the easements but could not commit until such time that the size and locations of the easements were known. Once the project was redesigned, the property owners were approached to discuss the necessary easements. These properties are listed on the attached spreadsheet. Most of the property owners responded to the City's request to proceed with the easements (some were asking for stipulations in exchange for granting the easement to the City), but some would not respond. Therefore, the Public Works Department sent out letters to the last four property owners with a deadline of July 25th to respond. This resulted in a response from one property owner with two others stating their intention to respond (but nothing received so far). In discussions with one of these property owners, the easement width was questioned and the City was asked if the width could be reduced. After reviewing the design drawings as well as the survey, it was determined that the easement width could be reduced on this property, if the easement was also placed over the adjacent property. That property owner was approached by the Public Works Department and the potential easement discussed. That property owner is willing to provide the easement to the City; however, we have still not received anything in writing from the original property owner that asked for the reduced easement width. Failure of the City to acquire the necessary easements could require an additional redesign which would most likely include the construction of more lift stations. Therefore, pending City Council direction, the current alternatives are as follows:

Option #1: Redesign – The portions of the project in which easements cannot be reasonably obtained would need to be redesigned, which would most likely require more lift stations to be constructed. This would increase the construction expense as well as on-going maintenance expenses.

Option #2: Partial Construction: A portion of the project that does not require unobtained easements could be constructed. This is mostly the southern portion of the

project and could increase construction costs by breaking the project up. This option would not provide sewer service to the entire annexed area.

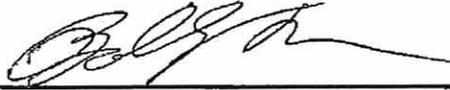
Option #3: Delay project – This option would delay the project until such time that the easements could be reasonably obtained. This option could delay the project indefinitely and could increase costs due to material costs rising and permits expiring.

Option #4: Do Nothing Alternative – This option would in effect stop the project as is and not move forward to construction. This option would not provide sewer service to the annexed area and provide no relief for residents currently or in the future experiencing problems with their septic systems.

I am providing copies to the City Council of the overall easement layout plan, a spreadsheet listing the property owners and parcel data, the responses (some with stipulations) from the property owners, and copies of the individual lot easement sketches.

The Public Works Department is asking for direction from the City Council on how to proceed.

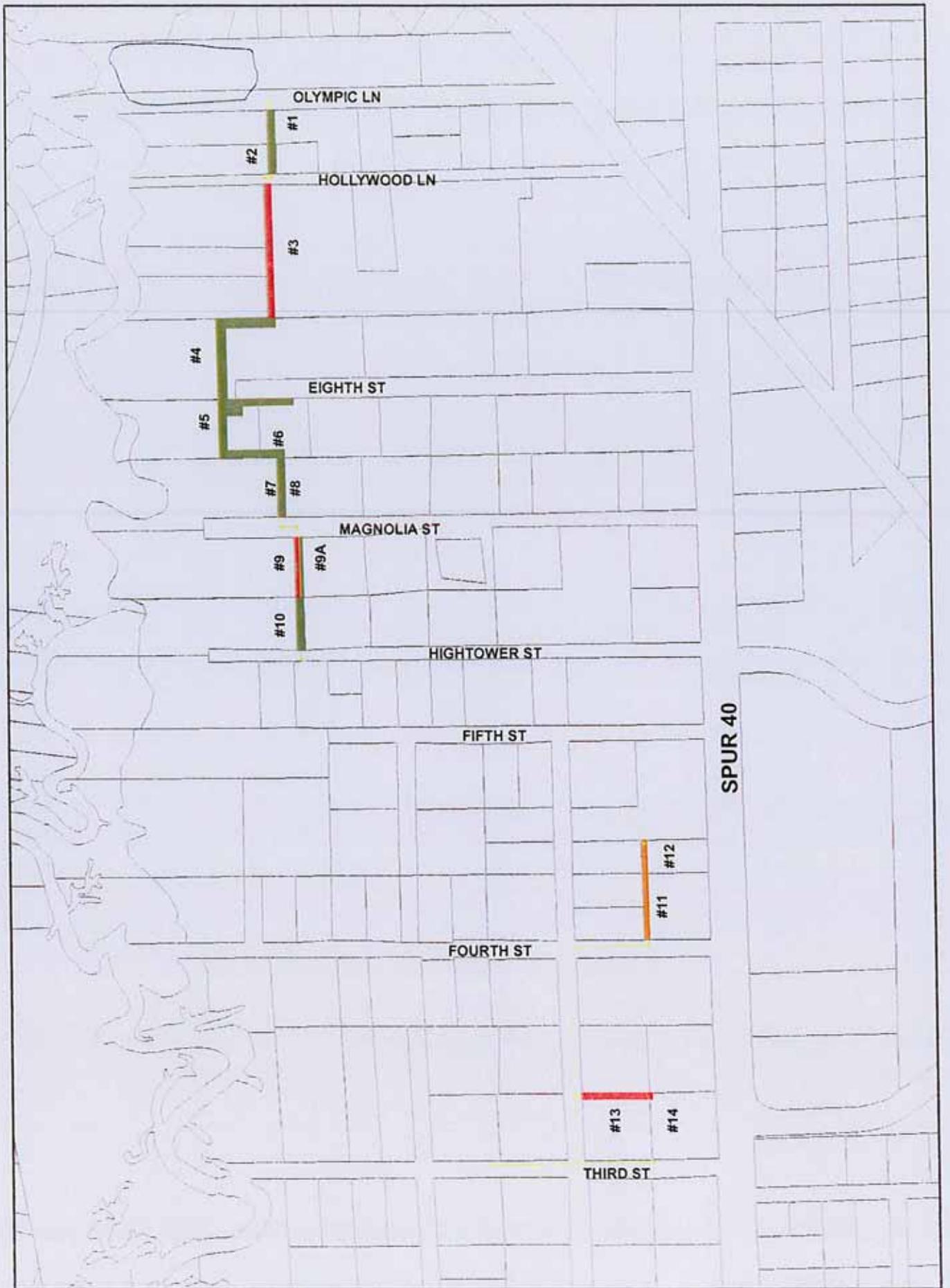
Department Director: _____



City Manager: _____

Gaines Davis / Spur 40 Annex Area Sewer Project
Easements

	Parcel Number	Property Discription Easment Size	Contact Name	Response
1	135C-006	Jower's Property 25' wide x 103' long	Robin Wainwright	Signed MOU with Stipulations
2	135C-006A	Steve Conners 25' wide x 82' long	Steve Conners	Signed MOU with Stipulations
3	135C-011C	Village Oaks MH Park 25' wide x 403' long	Charles Adam	No Response
4	135C-016	New Hope Baptist Church 30' wide x 150' long 30' wide x 245' long	George Anderson	Signed MOU with Stipulations
5	135D-001	New Hope Baptist Church 25' wide x 176' long 25' wide x 100' long 50'x50' Lift Station Site 20' wide x 50' long	George Anderson	Signed MOU with Stipulations
6	135D-002A	New Hope Baptist Church 25' wide x 75' long 20' wide x 108' long	George Anderson	Signed MOU with Stipulations
7	135D-013	Harry W. & Melissa Rogers 12.5' wide x 185' long	Will Rogers	Signed MOU
8	135D-011	Allen E. Rogers Jr. 12.5' wide x 185' long	Allen Rogers	Signed MOU
9	135D-015	Etta Mae Edwards 25' wide x 180' Revised 15' wide x 180'	Robin Daniels	No Response
9A	135D 016	Karen Sisco 10'wide x 180'	Karen Sisco	Signed MOU with Stipulations
10	135D-026	James & Connie Edwards 25' wide x 180' long	Connie Edwards	Signed MOU with Stipulations
11	135D-037C	Charles R. & Linda I. Davis 20' wide x 200' long	Charles Davis	Does not wish to have Sanitary Sewer service provided to his other lot
12	135D-037	Charles R. & Linda I. Davis 20' wide x 100' long	Charles Davis	
13	135E-001D	M. L. & Mrs. Beck 20'wide x 200' long	Patricia B. Ulmer	No Response
14	135E-001A	Patricia B. Ulmer Teeny Weeny Gro 20'wide x 15' long	Patricia B. Ulmer	No Response



Easements

█	NO RESPONSE
█	MOU'S
█	NOT NEEDED

0 200 400 Feet



DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - #1

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at Tax Map Parcel Number 135C 006, in St. Marys, GA. The size of the easement across my property would be 25' wide x approximately 103' long and would cross the property in a northerly direction. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property. I hereby agree to granting this easement request pending approval of the St. Marys City Council to the following stipulations:

1. *The city is responsible for ^{all} the expenses of the 4 existing properties*
2. *on Olympic Lane ~~to complete~~ to complete*
3. *project.*
4. _____
5. _____

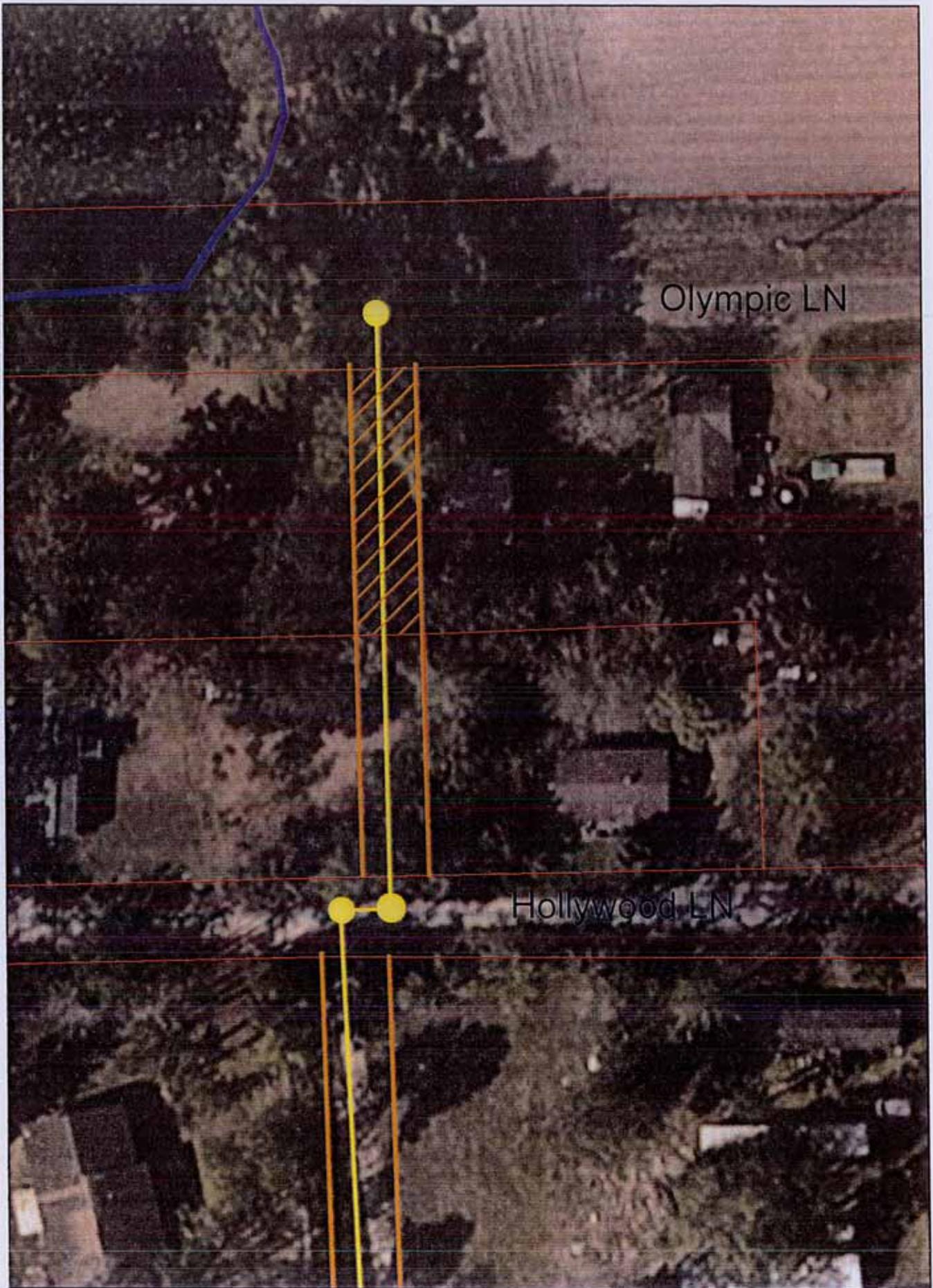
Robyn M. Wainright
Signature (Property Owner/Representative)

7/29/13
Date

Robyn M Wainright
Printed Name

Chris [Signature]
Signature (City Representative)

7/30/13
Date



Easement Request - #1
25' wide x 103' long
Parcel Number 135C-006

0 25 50 Feet
[Scale bar]



DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING
EASEMENT REQUEST - #2

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at 230 Hollywood Ln, Tax Map Parcel Number 135C 006A, in St. Marys, GA. The size of the easement across my property would be 25' wide x approximately 82' long and would parallel the Eastern property line of the referenced parcel. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition as well as any additional closing cost. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property. I hereby agree to granting this easement request pending approval of the St. Marys City Council to the following stipulations:

1. Grant the easement in exchange for the unopened section (approximately 0.177 Acres) of Hollywood Lane (West End). Sketch attached
2. Request that the requirement to pave all of the unpaved portion (opened portion) of Hollywood Lane be included in the deed for the land transfer. "The unpaved portion of Hollywood Lane will be paved as part of the Gaines Davis / Spur 40 Annex Area Sanitary Sewer Project".
3. The Contractor removes and replaces the fence upon completion of the sanitary sewer installation on his property. Also, the "replaced" fence installation must meet his approval.
4. His Citrus tree that is currently planted in the proposed easement remains and measures are taken to protect the tree during construction.
5. His Boat Shed that is currently built in the proposed easement remains and measure are taken to protect the building during construction. (Note: Utility Contractor will be responsible for any property damage that occurs during construction and must maintain proper liability insurance)
6. That the City looks at moving the proposed sanitary sewer main closer to the East property line.

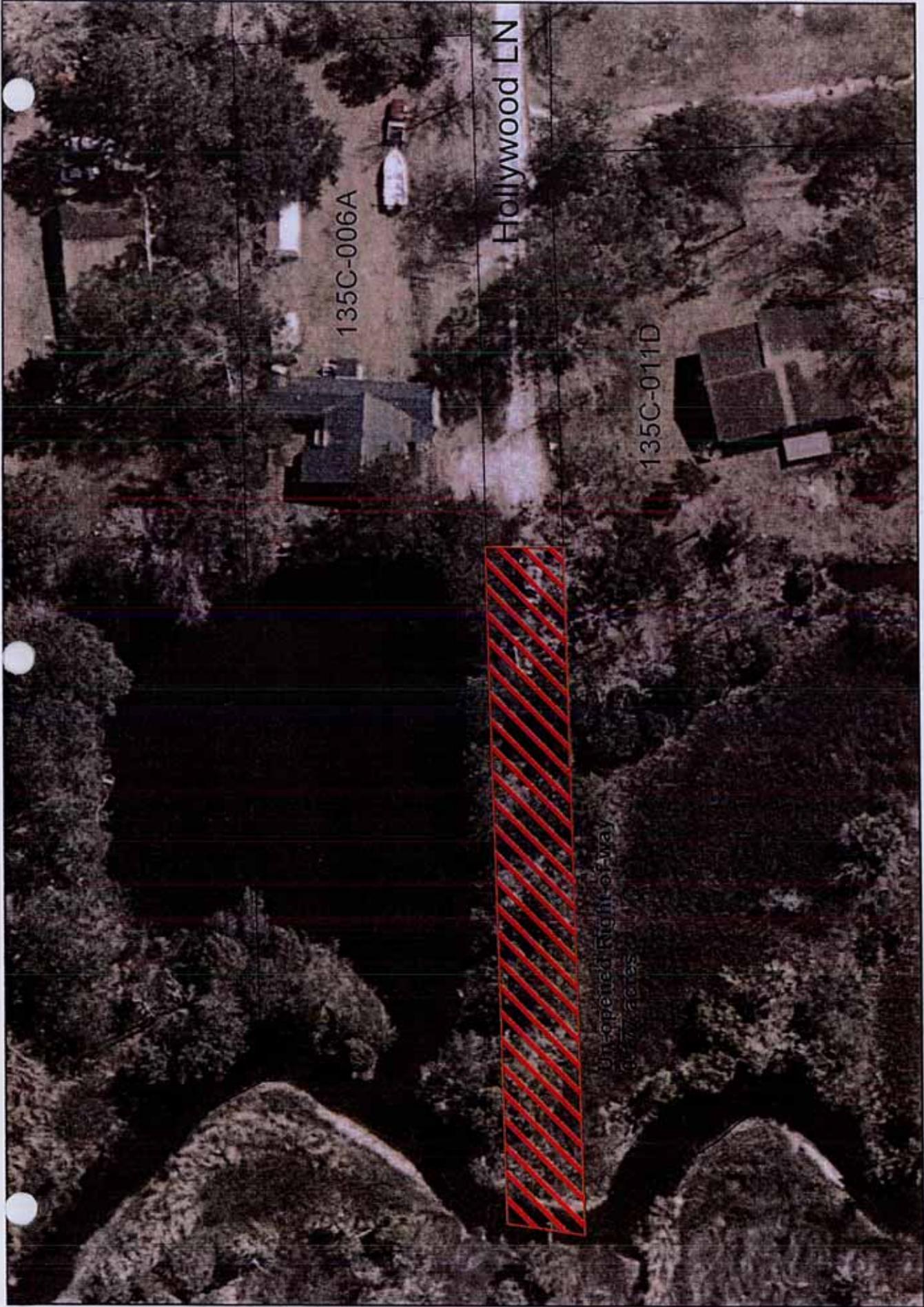
Steven M. Conner
Signature (Property Owner/Representative)

June 12 13
Date

Steven Conner
Printed Name

Chris [Signature]
Signature (City Representative)

6/12/13
Date



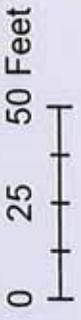
135C-006A

Hollywood LN

135C-011D



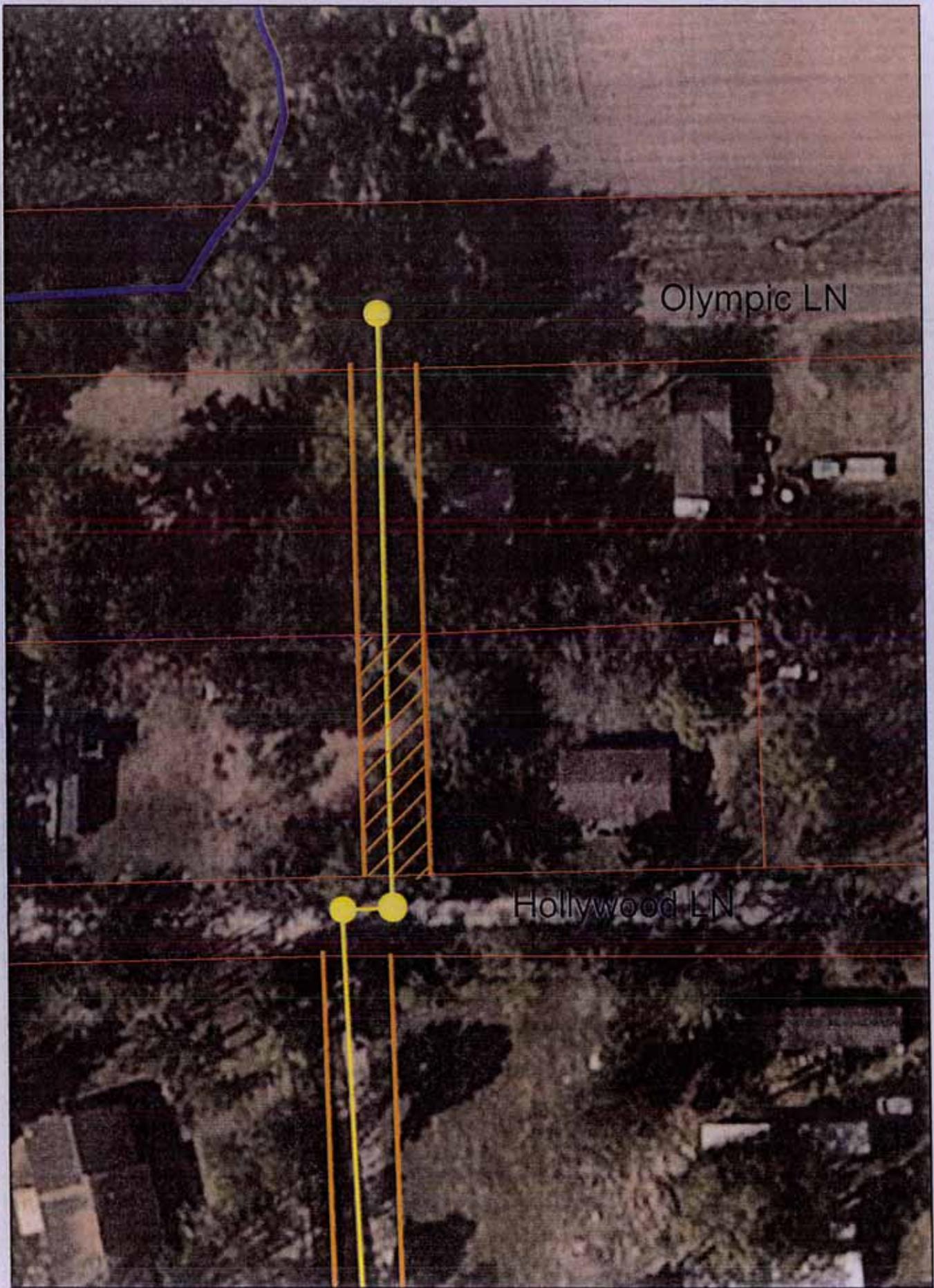
Un-Opened Right of Way
HOLLYWOOD LANE



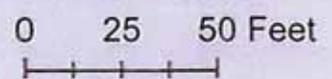
EASEMENT REQUEST - #2
STIPULATION

Un-Opened Right of Way
Hollywood Lane





Easement Request - #2
25' wide x 82' long
Parcel Number 135C-006A





Hollywood LN

Easement Request - #3
25' wide x 403' long
Parcel Number 135C-011C

0 25 50 Feet



DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - #4, 5, & 6

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across the properties located at Tax Map Parcel Number 135C-016, 135D-001, and 135D-002A (New Hope Baptist Church Properties on Eight Street), in St. Marys, GA. The sizes of the easements across the properties would be 30' wide x approximately 150' long, 30' wide x approximately 245' long, 50'x50' lift station site, 20' wide x approximately 155' long access easement, 25' wide x approximately 176' long and 25' wide x approximately 172' long as shown on the attached sketch. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for the properties. I hereby agree to granting this easement request pending approval of the St. Marys City Council to the following stipulations:

1. Wavier of the Sewer Tap fee in exchange for the easments.
2. _____
3. _____
4. _____
5. _____

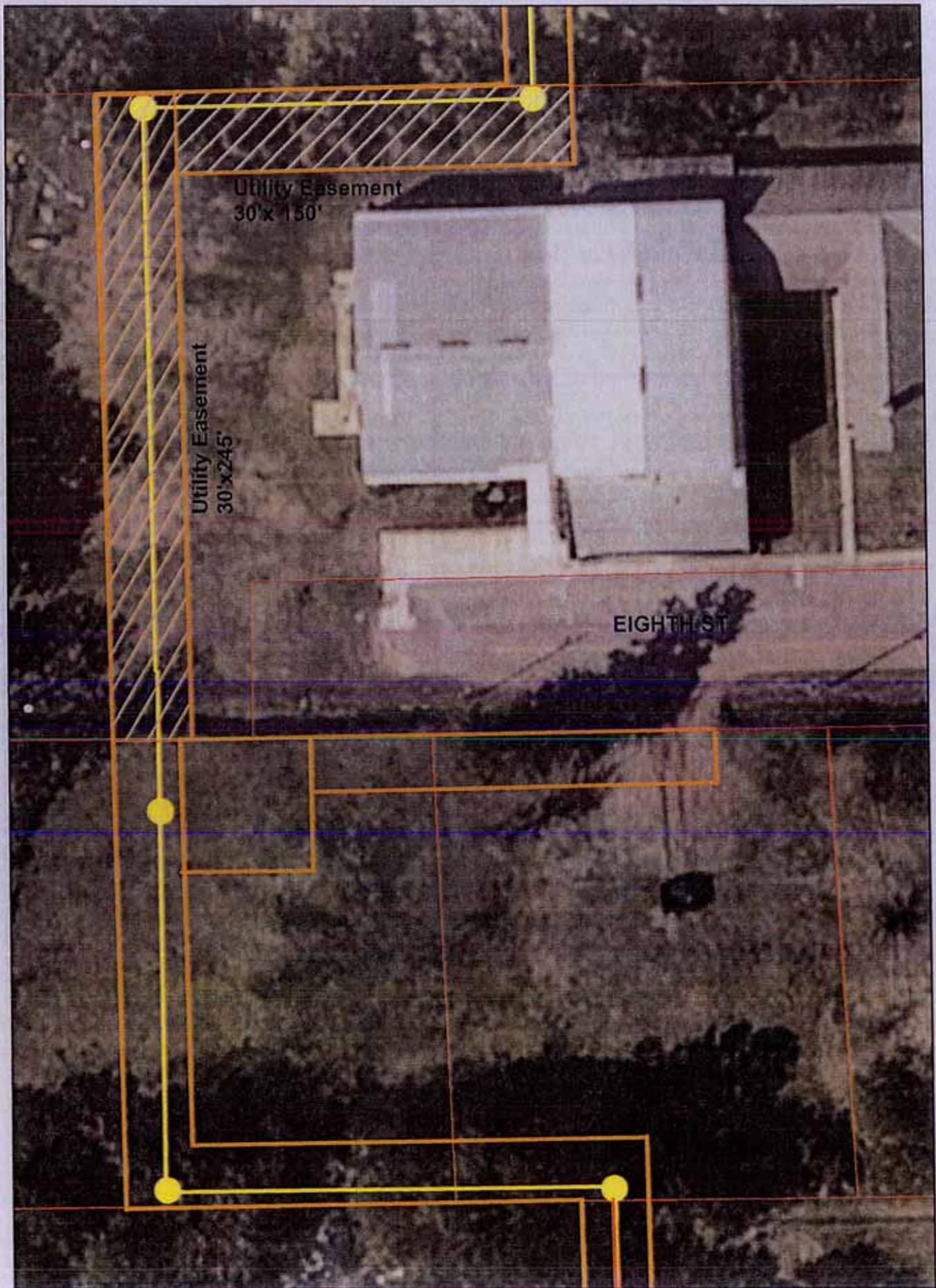
George Anderson
Signature (Property Owner/Representative)

6/17/13
Date

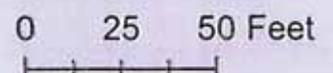
George Anderson
Printed Name

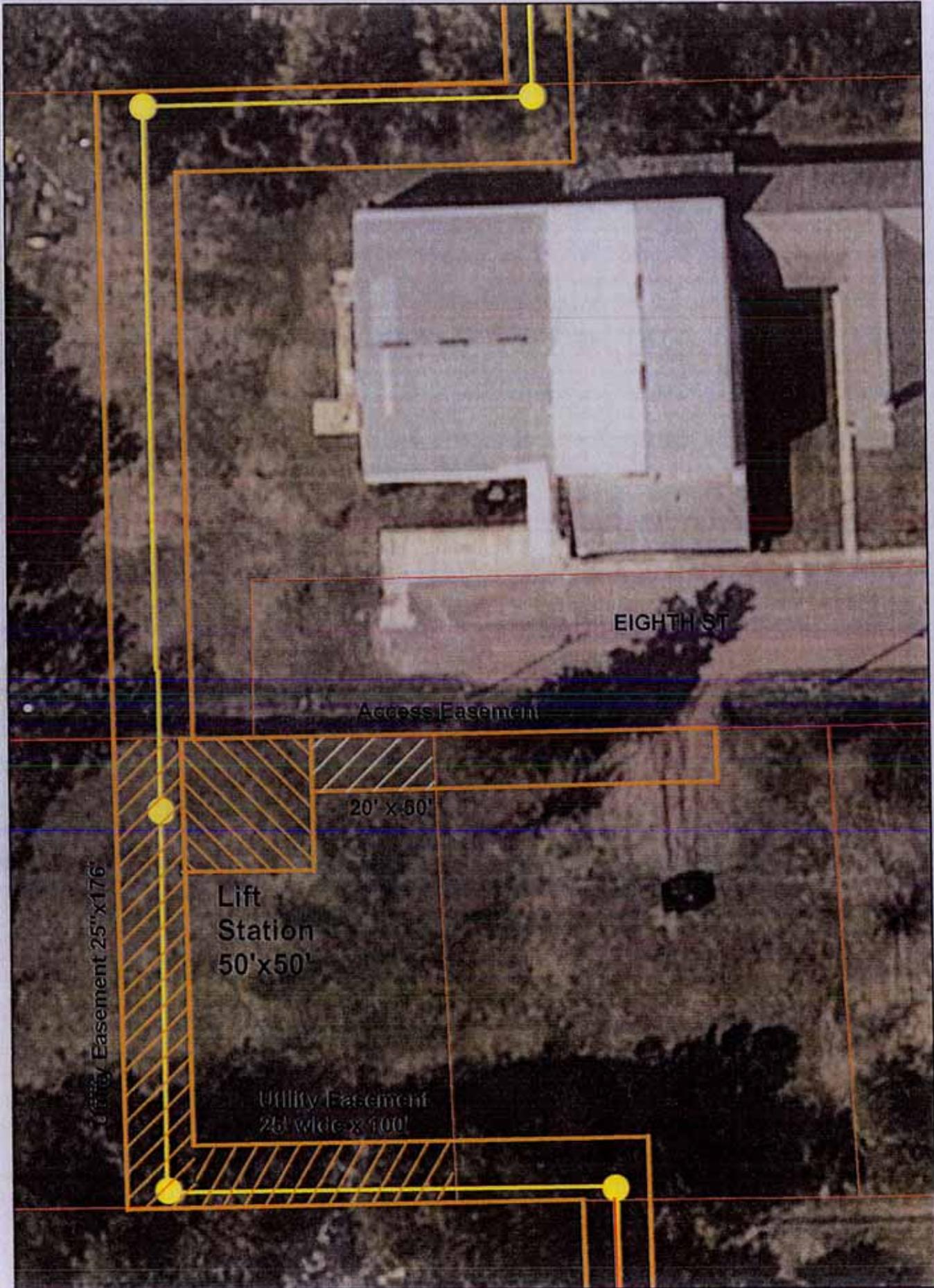
[Signature]
Signature (City Representative)

6/17/13
Date



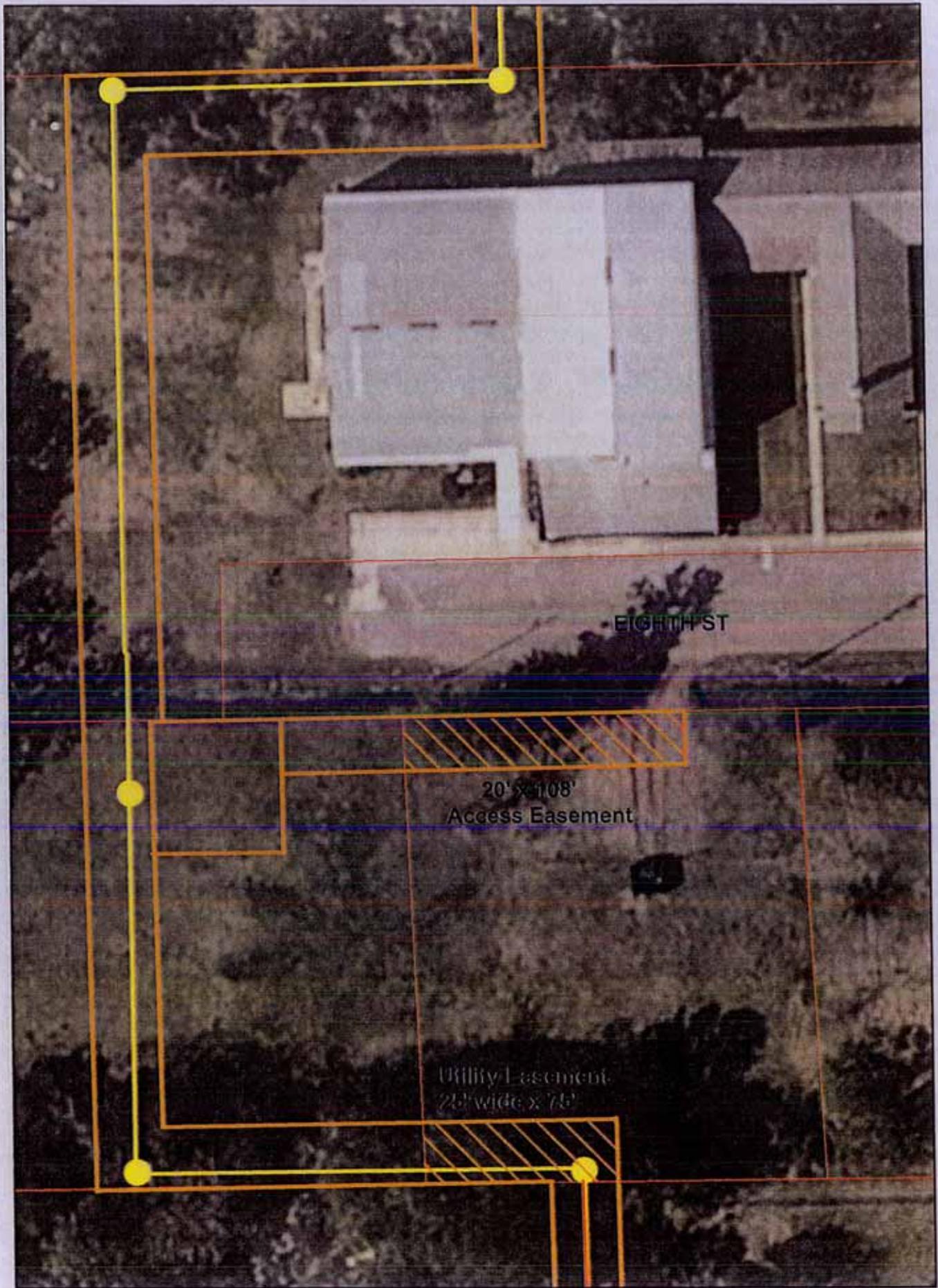
Easement Request - #4
30' wide x 150' long and 30' wide x 245' long
Parcel Number 135C-016





Easement Request - #5
50' x 50', 25' wide x 176' long, 20' wide x 50', 25' wide x 100' long
Parcel Number 135D-001





Easement Request - #6
20' wide x 108', 25' wide x 75' long
Parcel Number 135D-002A

0 25 50 Feet
|-----|-----|

BOBBY MARR
Public Works Director



TELEPHONE
912/882-4415
FAX: 912/673-6681

DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - # 7

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at 264 Magnolia St, Tax Map Parcel Number 135D 013, in St. Marys, GA. The size of the easement across my property would be 12.5' wide x approximately 185' long and would parallel the Eastern property line of the referenced parcel. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property.

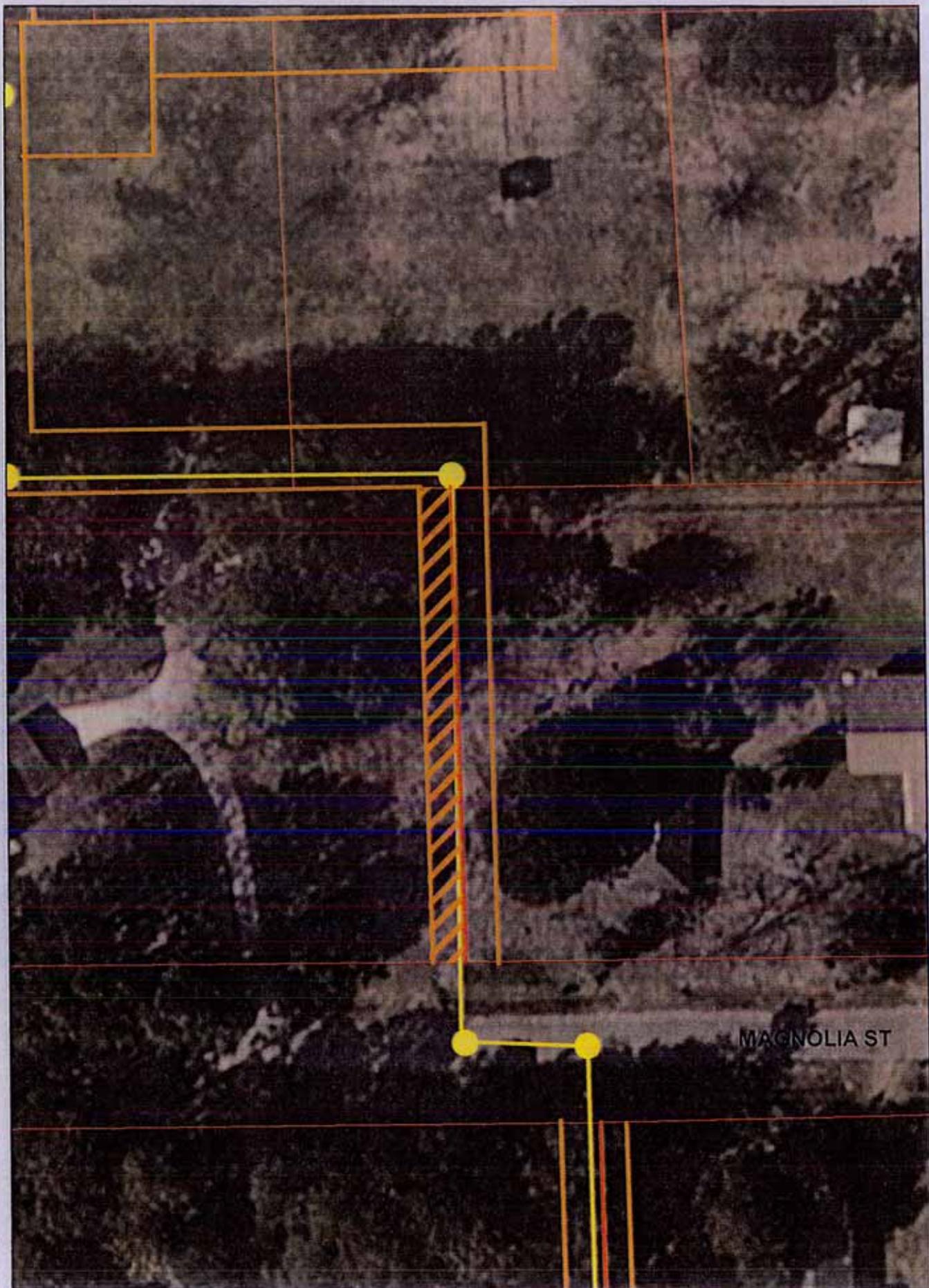
H.W. Rogers
Signature (Property Owner/Representative)

6-17-13
Date

H.W. ROGERS
Printed Name

Chris G
Signature (City Representative)

6/17/13
Date



Easement Request - #7
12.5' wide x 185' long
Parcel Number 135D-013

0 25 50 Feet



DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - # 8

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at 206 Magnolia St, Tax Map Parcel Number 135D 011, in St. Marys, GA. The size of the easement across my property would be 12.5' wide x approximately 185' long and would parallel the West property line of the referenced parcel. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property.

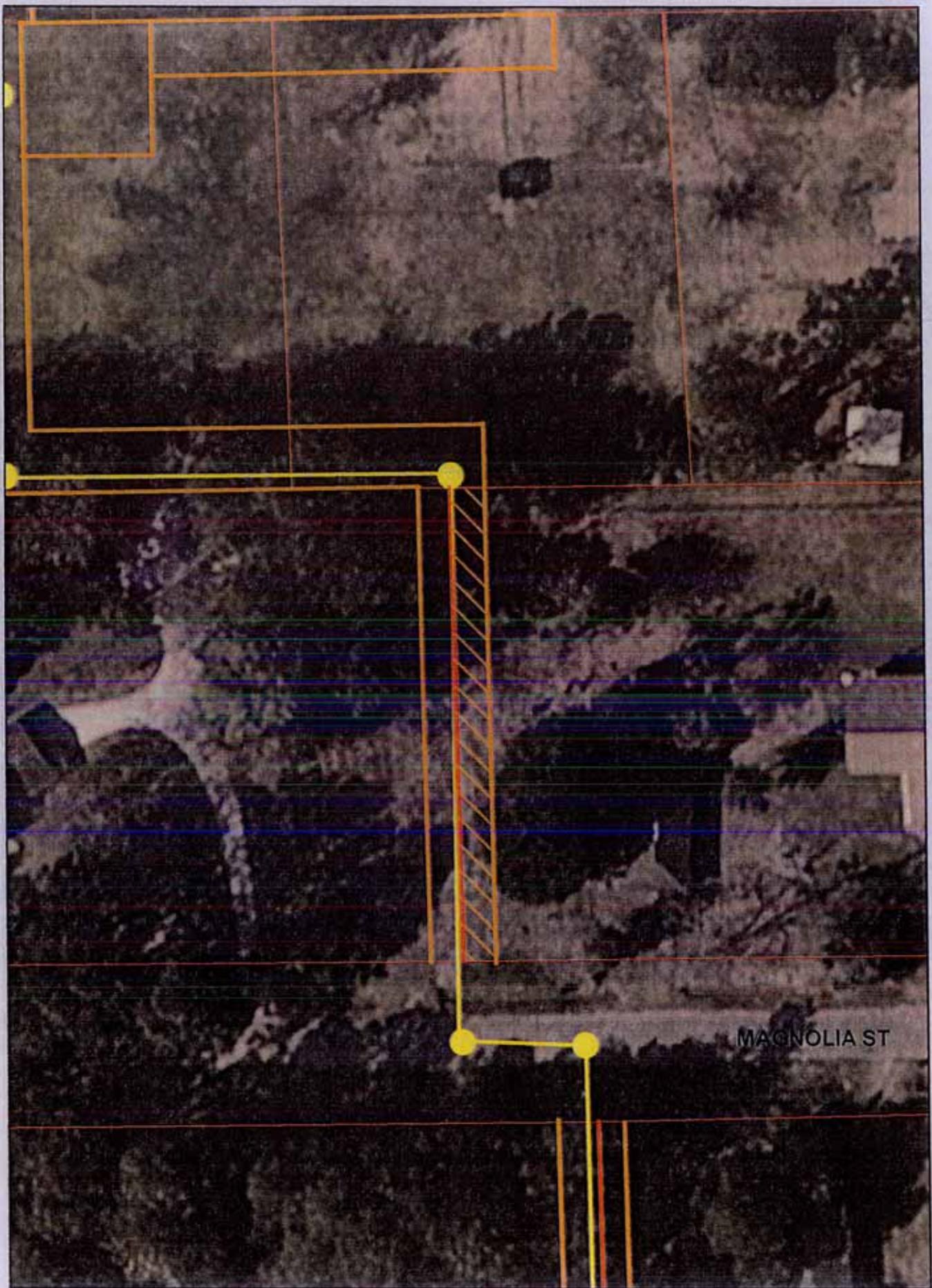
Allen Rogers
Signature (Property Owner/Representative)

6/11/13
Date

Allen Rogers
Printed Name

Chris Ay
Signature (City Representative)

6/11/13
Date



Easement Request - #8
12.5' wide x 185' long
Parcel Number 135D-011

0 25 50 Feet
|-----|-----|



DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - #9A

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at Tax Map Parcel Number 135D 016 (215 Magnolia Street), in St. Marys, GA. The size of the easement across my property would be 10' wide x approximately 180' long and would parallel the West property line of the referenced parcel. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property. I hereby agree to granting this easement request pending approval of the St. Marys City Council to the following stipulations:

1. For Exchange of sewer tap fee.
2. _____
3. _____
4. _____
5. _____

Karen DeSoto
Signature (Property Owner/Representative)

6-27-13
Date

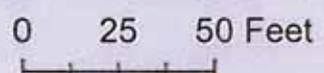
Karen Sisco
Printed Name

[Signature]
Signature (City Representative)

6/27/13
Date



Easement Request - #9A
10' wide x 180' long
Parcel Number 135D-016



BOBBY MARR
Public Works Director



TELEPHONE
912/882-4415
FAX: 912/673-6681

DEPARTMENT OF PUBLIC WORKS
418 OSBORNE STREET * ST. MARYS, GEORGIA 31558

MEMORANDUM OF UNDERSTANDING

EASEMENT REQUEST - #10

I have met with staff from the St. Marys Public Works Department concerning the easement(s) needed in order for the City of St. Marys to install a sanitary sewer system across my property located at Tax Map Parcel Number 135D-026 (Vacant Lot on Hightower Street), in St. Marys, GA. The size of the easement across my property would be 25' wide x approximately 180' long and would parallel the East property line of the referenced parcel. The City of St. Marys will be responsible for preparing all necessary legal documents for the easement acquisition. I hereby agree for the City of St. Marys to move forward with the preparation of the easement documents for my property. I hereby agree to granting this easement request pending approval of the St. Marys City Council to the following stipulations:

1. sewer tap hookups for both lots with
2. only one tap fee of \$2,250 (approx).
3. _____
4. _____
5. _____

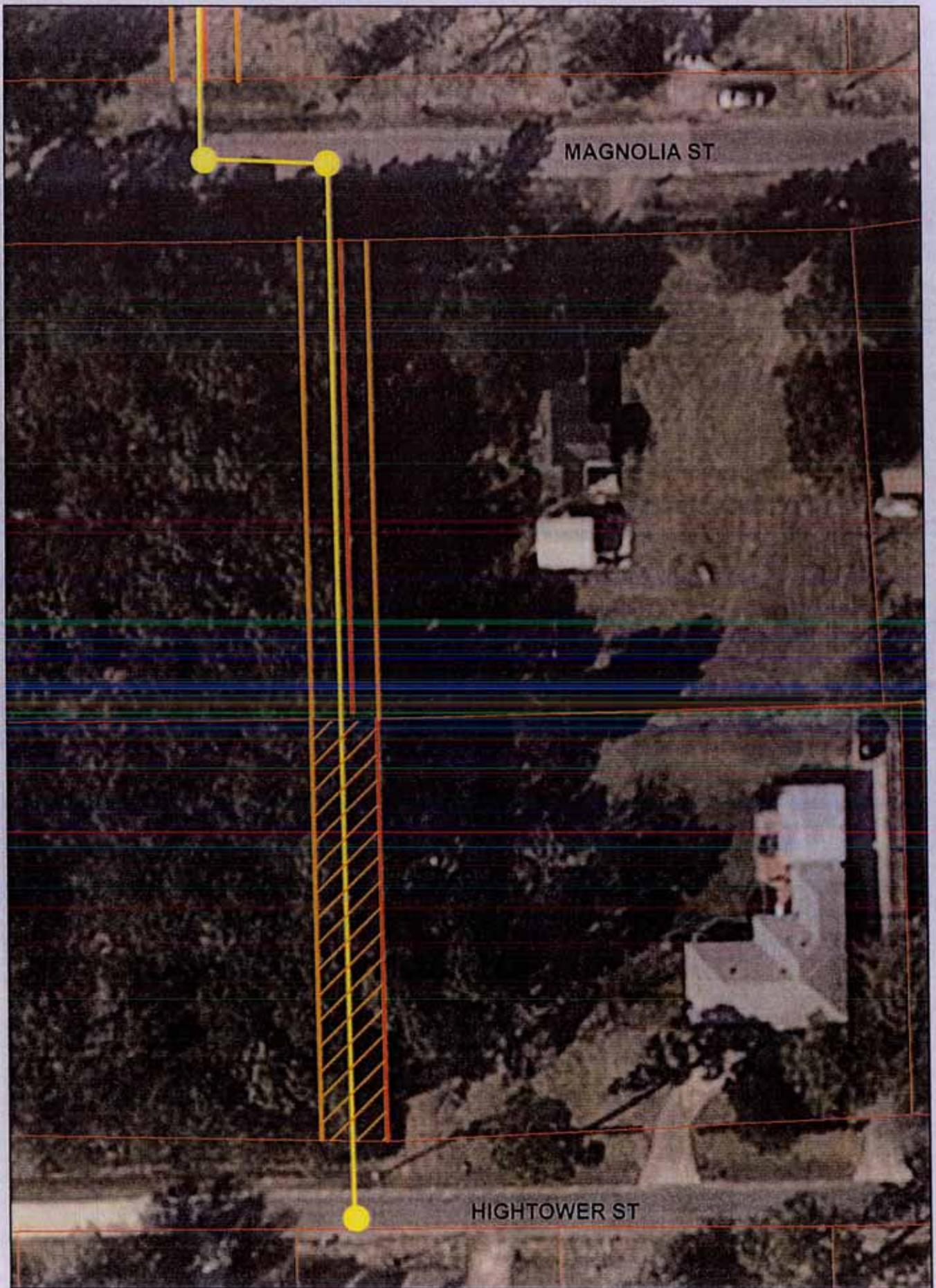
Jane Miller
Signature (Property Owner/Representative)

6/20/13
Date

SAMUEL MILLER
Printed Name

Chris [Signature]
Signature (City Representative)

6/24/13
Date



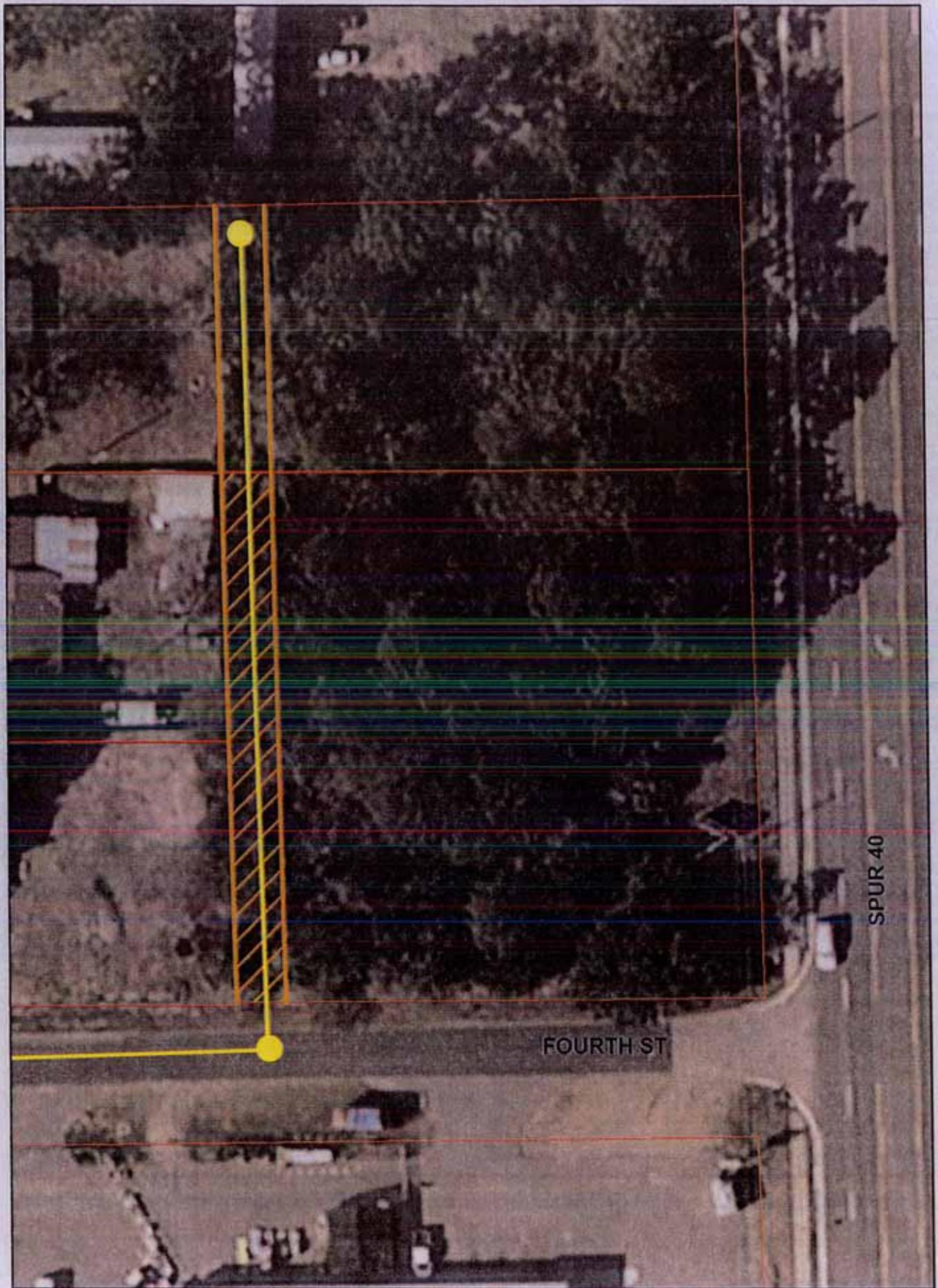
MAGNOLIA ST

HIGHTOWER ST



Easement Request - #10
25' wide x 180' long
Parcel Number 135D-026

0 25 50 Feet
|-----|-----|



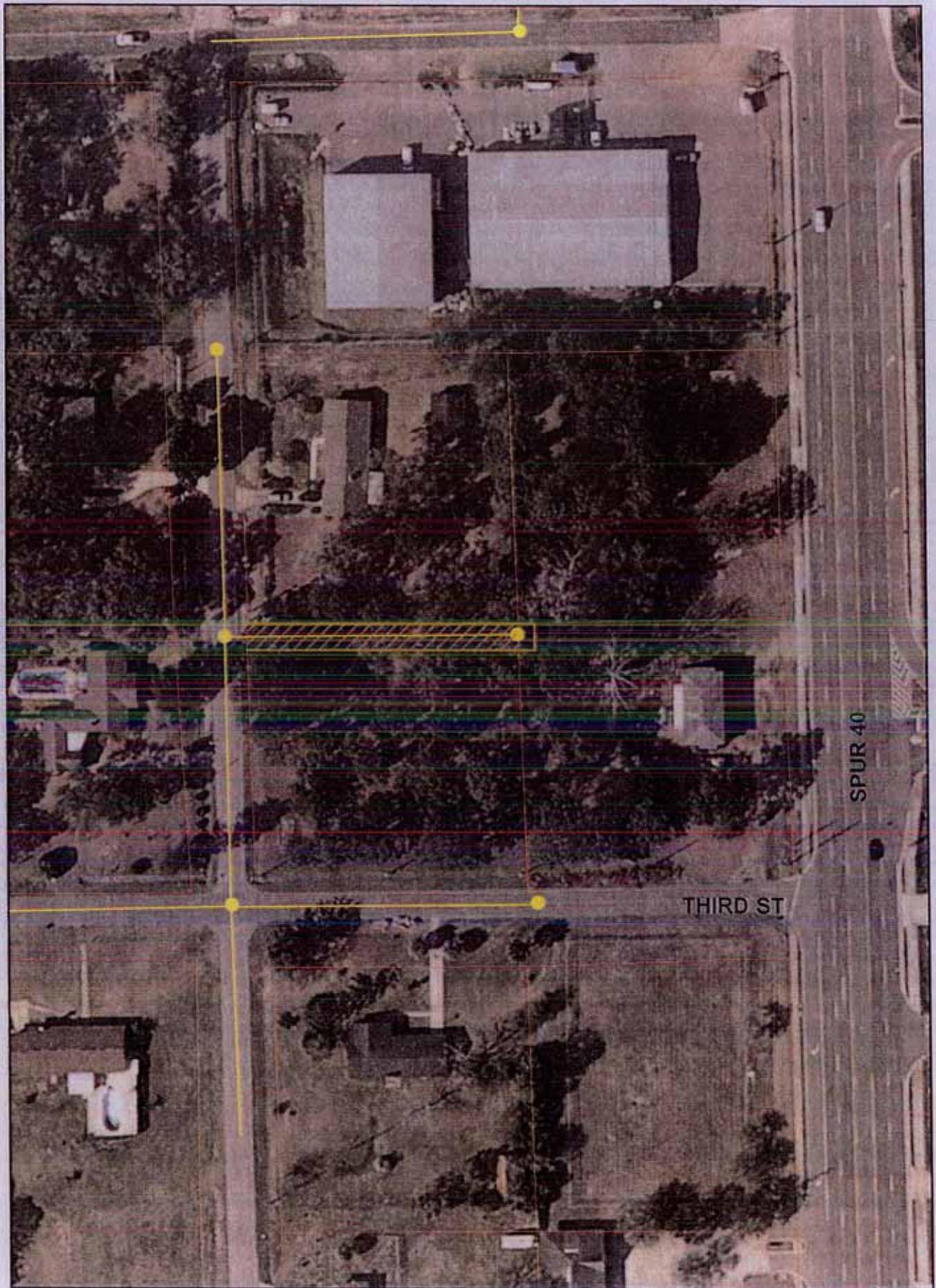
Easement Request - #11
20' wide x 200' long
Parcel Number 135D-037C

0 25 50 Feet
|-----|-----|



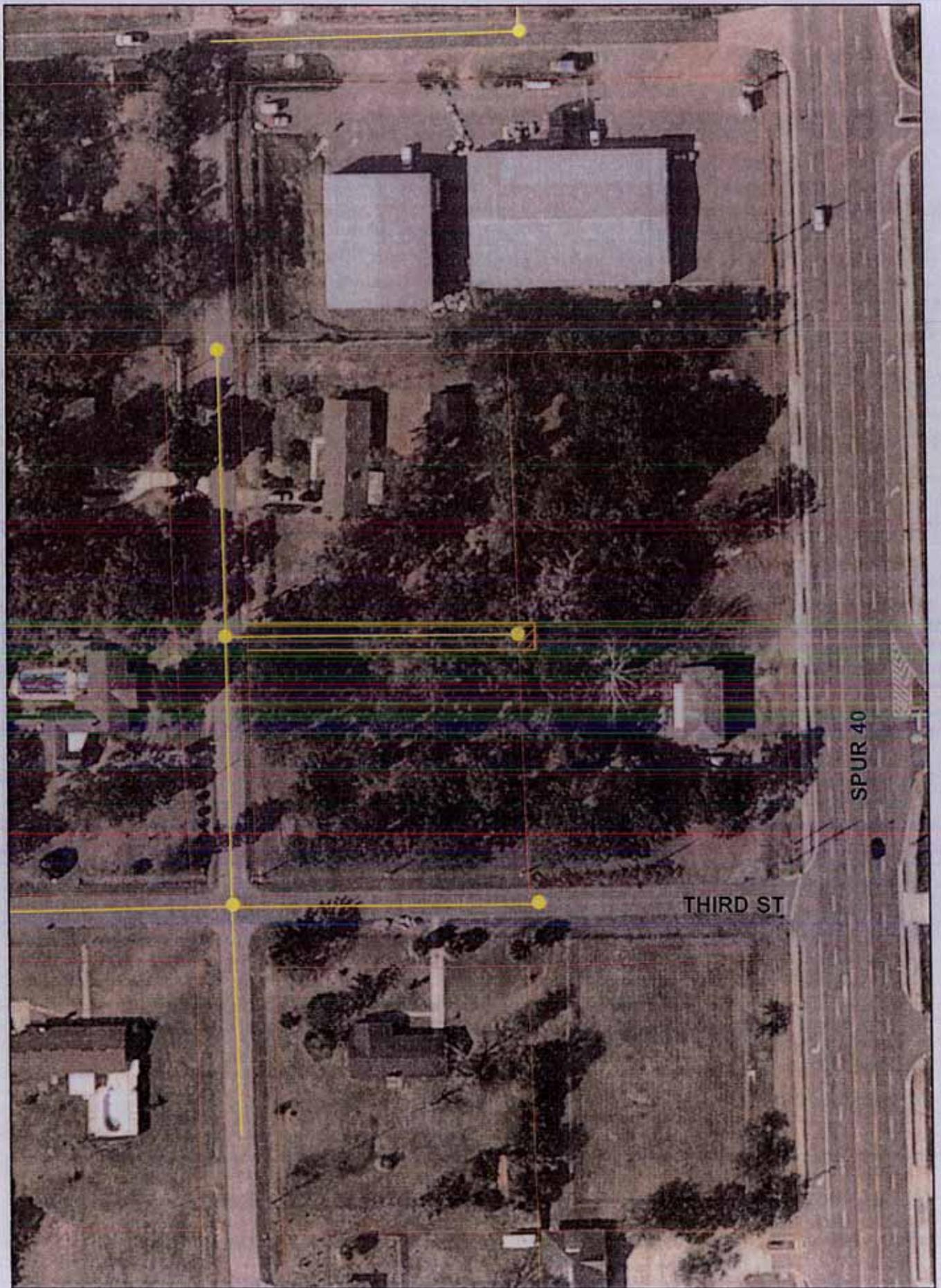
Easement Request - #12
20' wide x 100' long
Parcel Number 135D-037

0 25 50 Feet
|-----|-----|



Easement Request - #13
20' wide x 200' long
Parcel Number 135E-001D

0 50 100 Feet
|-----|-----|-----|



Easement Request - #14
20' wide x 15' long
Parcel Number 135E-001A

0 50 100 Feet
|-----|-----|

CITY COUNCIL MEETING

DATE: August 5, 2013

TITLE: Vacant Firefighter Position.

PURPOSE: To create a hiring list and to fill one vacant Firefighter Position.

RECOMMENDATION: It is the recommendation of the Fire Chief and the City Manager to grant approval to create a hiring list and to fill a vacant Firefighter Position.

HISTORY/ANALYSIS: The Fire Department has had a Firefighter to resign to go to work elsewhere creating a vacancy, and a second Firefighter that has let us know of his intent in a change of careers. We are asking to go through our hiring process and create a hiring list that we cannot only fill the vacant position but to also have a list to hire from in the future. No other positions will be filled without Council approval. This list will reduce the amount of time needed to go through the process each time there is a vacancy.

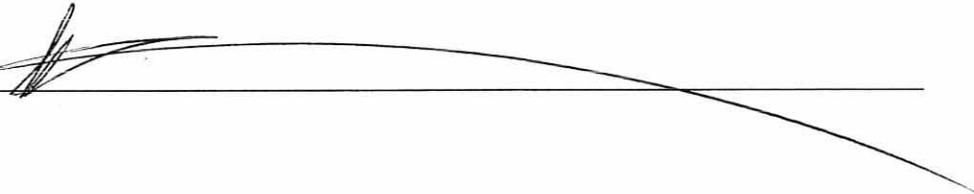
Department

Director:



City

Manager:



CITY COUNCIL MEETING

August 5, 2013

TITLE: Tourism department request to hire part-time "welcome center hostess" to primarily work Sundays 12pm-5pm at the St. Marys Welcome Center.

PURPOSE: To fill a position that has opened due to opening the welcome center on Sundays from 12pm – 5pm.

RECOMMENDATION: I would like to recommend that we be allowed to hire one part-time staff person in order to comply with the CVB Authority Board decision to open on Sundays from 12pm – 5pm. The hours for opening on Sundays are covered within our approved budget but we will want to move some funds from our marketing account (or other account) to accommodate those times when two or more staff are required to be at the Welcome Center, such as holiday events or special events. No additional expenses above our total approved Tourism Budget will be incurred.

HISTORY/ANALYSIS: We currently have two part-time welcome center staff and have use of the three Orange Hall staff to supplement the welcome center when needed. All of the employees are willing to work 1-5 on Sundays and two are willing to work 12-5 on a temporary alternating basis but no current employees are available on a consistent basis due to all staff being active in church.

Once Orange Hall reopens we will be further limited as to who is available on Sundays. Additionally, one staff person from Orange Hall anticipates being out for an extended period for health reasons in the coming months.

Department Director: Angela Wigger

City Manager: _____

I do not necessarily agree with reducing Tourism marketing funding (or other direct services), but do appreciate the interest in wanting to keep the Welcome Center opened for the additional hours.



Steve Crowell

The following is an overview of the City's revenue and expenditures for the month ending June 30, 2013, which is the last month of fiscal year FY2013. All reports are on a cash basis.

General Fund:

Total revenue for the General Fund was \$8,701,616 plus \$238,987 of allocated budgeted fund equity for a total of \$8,940,603. Total year to date expenditures as of 6/30/13 was \$8,089,444 for a revenue over expenditures balance of \$851,159. Available cash balance as of 6/30/13 was \$4,625,591.

Tourism

Total revenue for Tourism fund was \$127,710. Total year to date expenditures as of 6/30/13 was \$133,505 for a shortfall of \$(5795).

SPLOST

To date we have received SPLOST revenue of \$881,641 plus interest of \$21 for total revenues of \$881,662. Total year to date expenditures as of 6/30/13 was \$829,529 for a revenue over expenditures balance of \$52,133. This is a reimbursement fund which will net to zero at the end of the fiscal year.

Water/Sewer Fund

Total revenue for the Water/Sewer fund was \$6,355,299 plus \$406,461 of allocated budgeted fund equity for a total of \$6,761,760. Total year to date expenses as of 6/30/13 was \$6,084,015 for a revenue over expenditures balance of \$677,745. Available cash balance as of 6/30/13 was \$4,451,826.

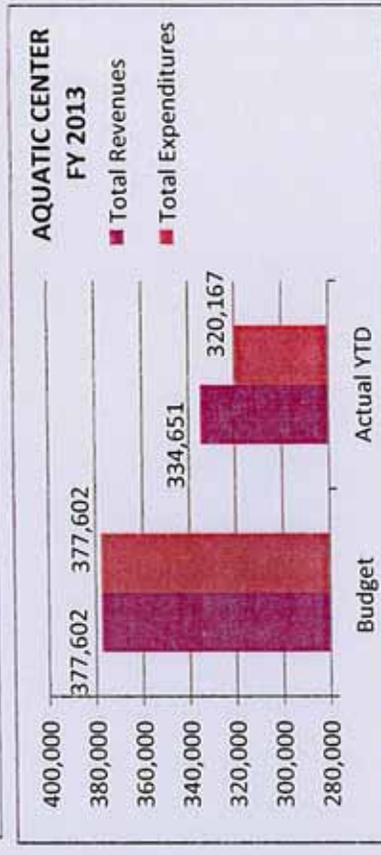
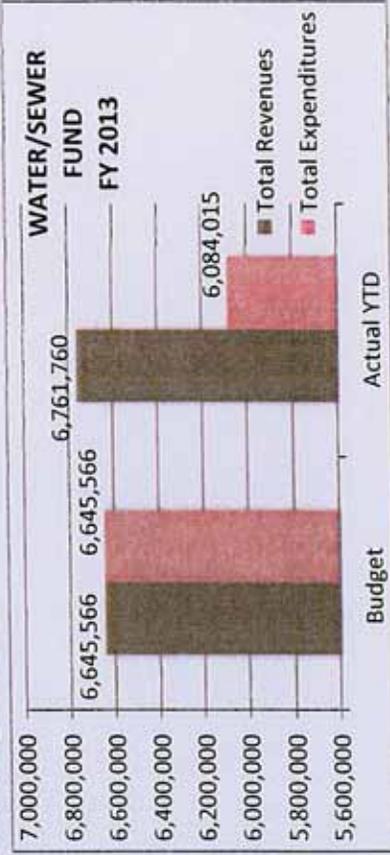
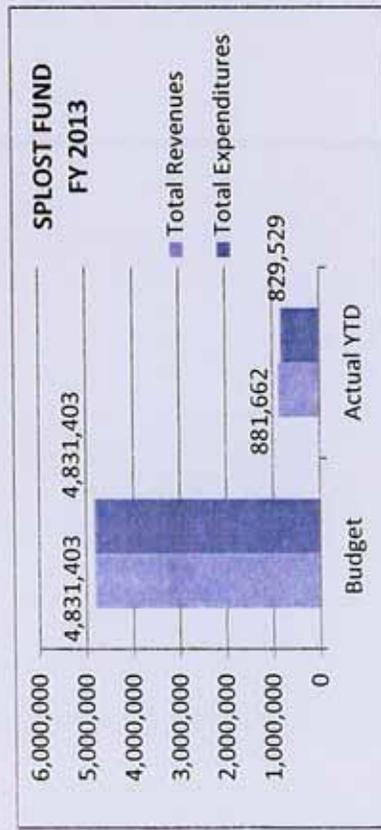
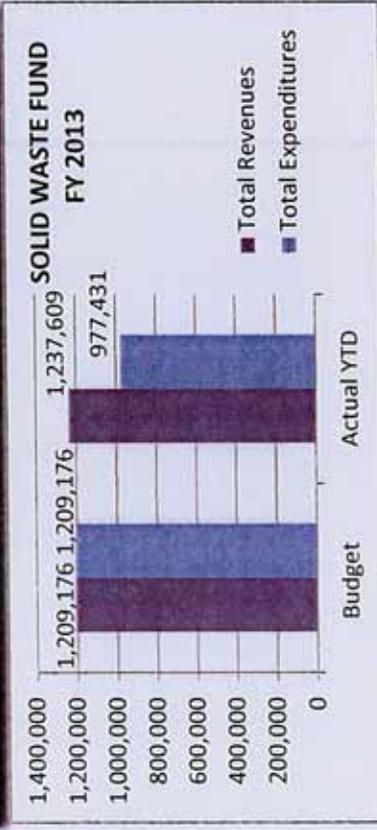
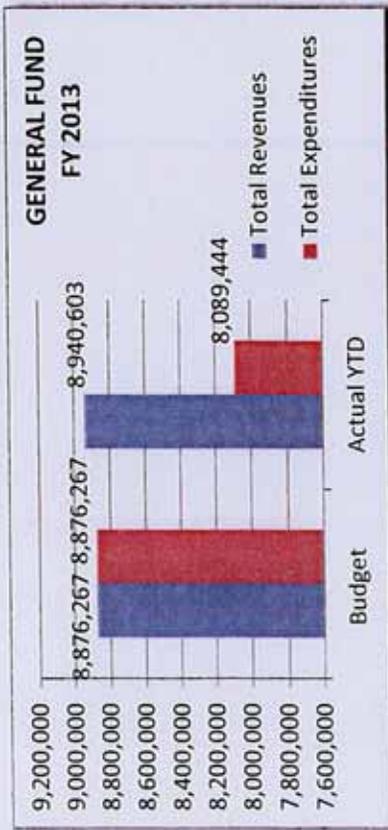
Solid Waste Fund

Total revenue for the Solid Waste fund was \$1,237,609 which includes budgeted fund equity of \$159,676. Total year to date expenditures as of 6/30/13 was \$977,431 for a revenue over expenditures balance of \$260,178. Available cash balance as of 6/30/13 was \$246,135.

Aquatic

Total revenue for the Aquatic Center was \$334,651 Total year to date expenditures as of 6/30/13 was \$320,167 for a revenue over expenditures balance of \$14,484.

YTD 06/30/2013 Month Reported



CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)

Jun-13

FINANCIAL SUMMARY		MONTHS COMPLETED				12
		% YEAR COMPLETED				100.00%
GENERAL FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
100.31.1100 REAL PROP CURRENT YEAR	\$ 2,597,400	\$ 8,779	\$ 2,596,543	\$ 3,032,697	100%	
100.31.1190 OVERPAYMENTS/ADJUST TAXES	\$ -	\$ 0	\$ 88	\$ 39	#DIV/0!	
100.31.1205 2005 PROP TAX COLL	\$ -	\$ -	\$ -	\$ -		
100.31.1207 2007 PROP TAX COLL	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
100.31.1208 2008 PROPERTY TAX	\$ 5,000	\$ 114	\$ 39,910		798%	
100.31.1209 2009 PROPERTY TAX	\$ 10,000	\$ 10,895	\$ 32,263		323%	
100.31.1210 2010 PROPERTY TAX	\$ 20,000	\$ 7,376	\$ 48,945		245%	
100.31.1211 2011 PROPERTY TAX	\$ 55,000	\$ 8,475	\$ 73,224		133%	
100.31.1310 MOTOR VEHICLE	\$ 190,000	\$ 51,925	\$ 273,934	\$ 189,326	144%	
100.31.1320 MOBILE HOME	\$ 6,000	\$ 27	\$ 6,675	\$ 6,456	111%	
100.31.1391 RAILROAD TAX	\$ 2,500	\$ -	\$ -	\$ 2,467	0%	
100.31.1600 REAL ESTATE TRANSFER TAX	\$ 6,500	\$ 1,472	\$ 8,712	\$ 6,373	134%	
100.31.1610 RECORDING INTANGIBLE TAX	\$ 40,000	\$ 4,473	\$ 55,858	\$ 35,863	140%	
100.31.1710 GA POWER FRANCHISE TAX	\$ 750,000		\$ 671,580	\$ 720,229	90%	
100.31.1711 OKEF ELEC FRANCHISE TAX	\$ 51,750	\$ -	\$ 47,921	\$ 51,578	93%	
100.31.1730 GAS FRANCHISE TAX	\$ 20,000		\$ 14,234	\$ 18,762	71%	
100.31.1750 CABLE TV FRANCHISE TAX	\$ 96,500	\$ -	\$ 104,246	\$ 96,021	108%	
100.31.1760 TELEPHONE FRANCHISE TAX	\$ 24,000	\$ 8	\$ 36,954	\$ 24,084	154%	
100.31.3100 LOCAL OPT SALES AND USE	\$ 1,950,000	\$ 151,275	\$ 1,914,036	\$ 1,956,799	98%	
100.31.4200 ALCOHOLIC BEVERAGE EXCISE	\$ 210,000	\$ 21,559	\$ 226,422	\$ 212,507	108%	
100.31.6200 INSURANCE PREMIUMS (1%)	\$ 810,000		\$ 852,970	\$ 803,047	105%	
100.31.6300 FINANCIAL INSTITUTIONS	\$ 27,000		\$ 31,737	\$ 33,433	118%	
100.31.9100 PENALTY AND INTEREST	\$ 75,000	\$ 17,486	\$ 91,826	\$ 74,806	122%	
100.31.9500 FIFA LEGAL/PROCESS FEES	\$ -			\$ -	#DIV/0!	
100.32.1100 BEER/WINE LIC	\$ 85,000	\$ 2,847	\$ 80,216	\$ 85,105	94%	
100.32.1200 GENERAL BUSINESS LIC	\$ 125,000	\$ 1,137	\$ 127,327	\$ 122,360	102%	
100.32.1220 BUSINESS LIC INSURANCE	\$ 22,000	\$ 150	\$ 20,963	\$ 21,750	95%	
100.32.2100 BUILDING PERMITS	\$ 65,000	\$ 6,700	\$ 85,475	\$ 132,725	131%	
100.32.2210 ZONING FEES	\$ 4,000	\$ 1,450	\$ 4,910	\$ 10,520	123%	
100.32.2211 LAND-DISTURBING PERMITS	\$ 500	\$ -	\$ -	\$ 990	0%	
100.32.2230 SIGN PERMITS	\$ 3,000	\$ 330	\$ 5,710	\$ 3,020	190%	
100.32.3200 GAMING FEES	\$ 1,500	\$ -	\$ -	\$ 6,000	0%	
100.32.3910 PLAN REVIEW FEES	\$ 15,000	\$ 2,095	\$ 23,819	\$ 33,590	159%	
100.34..... COPIES SOLD - ADMIN	\$ 13,700	\$ 1,263	\$ 18,188	\$ 18,082	133%	
100.34.4212 NSF FEES	\$ 120		\$ 30		25%	
100.34.1910 QUALIFYING FEES	\$ -			\$ 1,620	#DIV/0!	
100.34.....REVENUES-ORANGE HALL	\$ 9,100	\$ -	\$ 3,264	\$ 8,164	36%	
100.34.7500 PROGRAM INCOME - SENIORS	\$ 7,000	\$ 575	\$ 7,166	\$ 6,706	102%	
100.34.9100 CEMETERY FEES	\$ 44,000	\$ 688	\$ 27,232	\$ 45,154	62%	
100.34.9900 ADMIN. FEES - TOURISM	\$ 3,600	\$ 300	\$ 3,600	\$ 3,600	100%	

CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)

Jun-13

FINANCIAL SUMMARY		MONTHS COMPLETED				12
		% YEAR COMPLETED				100.00%
1	GENERAL FUND	CURRENT	CURRENT	JUNE YTD	JUNE YTD	% YTD
	REVENUES	BUDGET	PERIOD	2013	2012	BUDGET
	100.34.9902 ADMIN.FEES - MULTIGRANT	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	100.34.9910 ADMIN. FEES - SPLOST	\$ 5,500		\$ 7,225	\$ 12,953	131%
	100.35..... COURT FINES/FEES	\$ 386,700	\$ 22,052	\$ 351,444	\$ 427,483	91%
	100.35.1300 LIBRARY FINES/COLLECTIONS	\$ 4,500	\$ 752	\$ 5,545	\$ 4,373	123%
	100.36.1000 INTEREST EARNED	\$ 8,500	\$ 627	\$ 7,243	\$ 10,217	85%
	100.37.1000 CAPITAL CONTRIBUTIONS				\$ 1,800	
	100.37.2000 ORANGE HALL DONATION	\$ 100	\$ -	\$ 21	\$ 99	21%
	100.38.0001 FUND EQUITY	\$ 238,987	\$ 19,916	\$ 238,987	\$ -	100%
	100.38.1000 RENTAL INCOME	\$ 295,000	\$ 25,758	\$ 327,040	\$ 308,217	111%
	100.38.1010 SPECIAL EVENTS RENTAL	\$ 7,000	\$ 1,000	\$ 7,313	\$ 5,675	104%
	100.38.9010 MISCELLANEOUS INCOME	\$ 136,092	\$ 11,860	\$ 170,685	\$ 70,136	125%
	100.38.9020 SHARED SVC SOL/W & SPLOST	\$ 75,000	\$ -	\$ 67,426	\$ 192,322	90%
	100.38.9025 SHARED SERVICES - IDA	\$ -	\$ -	\$ -	\$ -	#DIV/0!
	100.38.9028 SHARED SERVICES -BOARD OF ED	\$ 44,579		\$ 44,029	\$ -	99%
	100.38.9030 SHARED SERVICES CUMB HARB	\$ -	\$ -	\$ -	\$ 63,800	#DIV/0!
	100.38.9031 SHARED SVCS - DOT	\$ -	\$ 4,826	\$ 12,064		#DIV/0!
	100.38.9035 OVER/SHORT				\$ 3	
	100.38.9032 SHARED SERVICES - HOSP AUTH.	\$ 25,000	\$ -	\$ -	\$ 31,696	0%
	100.39.1200 OP T/F IN MULT GRANT FUND	\$ 299,139	\$ 1,696	\$ 165,607	\$ 306,291	55%
	100.39.1200 OP T/F IN SPLOST	\$ -				#DIV/0!
	100.39.2200 SALE CITY PROPERTY	\$ 5,000				0%
	100.39.3010 LOAN PROCEEDS	\$ -			\$ 119,700	#DIV/0!
TOTAL REVENUE		\$ 8,876,267	\$ 389,885	\$ 8,940,603	\$ 9,318,637	101%

CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)

Jun-13

FINANCIAL SUMMARY		MONTHS COMPLETED				12
		% YEAR COMPLETED				100.00%
GENERAL FUND	CURRENT	CURRENT	JUNE YTD	JUNE YTD	%	
EXPENDITURE SUMMARY	BUDGET	PERIOD	2013	2012	YTD	
					BUDGET	
TOTAL LEGISLATIVE	\$ 236,357	\$ 23,369	\$ 183,116	\$ 184,400	77%	
TOTAL EXECUTIVE	\$ 328,817	\$ 34,290	\$ 305,529	\$ 287,132	93%	
TOTAL FINANCIAL ADMINISTRATION	\$ 889,401	\$ 24,278	\$ 753,738	\$ 744,033	85%	
TOTAL IT	\$ 206,349	\$ 15,064	\$ 201,025	\$ 147,388	97%	
TOTAL HUMAN RESOURCES	\$ 130,459	\$ 8,101	\$ 110,718	\$ 82,221	85%	
TOTAL GEN GOVT BLDGS & PLANT	\$ 176,050	\$ 10,375	\$ 146,653	\$ 245,542	83%	
TOTAL MUNICIPAL COURT	\$ 220,760	\$ 14,096	\$ 179,505	\$ 201,782	81%	
TOTAL POLICE ADMINISTRATION	\$ 2,251,513	\$ 194,241	\$ 2,175,045	\$ 2,342,775	97%	
TOTAL FIRE ADMINISTRATION	\$ 1,722,251	\$ 126,817	\$ 1,653,493	\$ 1,585,291	96%	
TOTAL PUBLIC WORKS ADMIN	\$ 1,199,180	\$ 98,408	\$ 1,126,396	\$ 1,217,209	94%	
TOTAL HIGHWAYS & STREETS ADMIN	\$ 452,549	\$ 52,429	\$ 313,209	\$ 315,254	69%	
TOTAL CEMETERY	\$ 95,658	\$ 5,138	\$ 68,891	\$ 5,271	72%	
TOTAL SENIOR CITIZENS CENTER	\$ 117,220	\$ 10,309	\$ 110,556	\$ 118,822	94%	
TOTAL PARKS ADMINISTRATION	\$ 47,320	\$ 6,518	\$ 44,566	\$ 43,197	94%	
TOTAL LIBRARY ADMINISTRATION	\$ 299,855	\$ 27,335	\$ 256,374	\$ 297,613	85%	
TOTAL PROTECTIVE INSP ADMIN	\$ 137,262	\$ 6,758	\$ 129,046	\$ 102,265	94%	
TOTAL PLANNING & ZONING	\$ 157,987	\$ 12,884	\$ 138,262	\$ 149,728	88%	
TOTAL ECONOMIC DEVELOPMENT	\$ 176,517	\$ 12,023	\$ 166,491	\$ 116,057	94%	
TOTAL AIRPORT	\$ 5,000	\$ -	\$ 3,770	\$ 4,185	75%	
TOTAL SPECIAL FACILITIES	\$ 25,762	\$ 2,080	\$ 23,060	\$ 26,866	90%	
TOTAL EXPENDITURES	\$ 8,876,267	\$ 684,513	\$ 8,089,444	\$ 8,217,031	91%	

REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ (294,628)	\$ 851,159	\$ 1,101,605
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Cash Balances:	\$4,868,817	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$238,987	Average YTD Mo. Exp.	\$674,120
Unrestricted Cash Balances	\$4,629,830	Months of Operating Cash	6.86
LESS: Outstanding P.O.'s	\$4,239		
Available Cash	\$4,625,591		

CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)

Jun-13

FINANCIAL SUMMARY	MONTHS COMPLETED				12
	% YEAR COMPLETED				100.00%
SPECIAL REVENUE FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
TAXES	\$ 127,116	\$ 14,081	\$ 102,253	\$ 104,033	80%
CHARGES FOR SERVICES	\$ 13,330	\$ 355	\$ 6,731	\$ 9,762	50%
INVESTMENT INCOME	\$ 100	\$ 1	\$ 10	\$ 21	10%
CONTRIBUTIONS/DONATIONS	\$ 600	\$ 78	\$ 292	\$ 1,123	49%
MISCELLANEOUS	\$ 7,000	\$ 210	\$ 6,878	\$ 6,209	98%
OTHER FINANCING SOURCES	\$ 11,545	\$ 4,545	\$ 11,545	\$ 7,000	100%
TOTAL REVENUES	\$ 159,691	\$ 19,269	\$ 127,710	\$ 128,147	80%

275-SPECIAL REVENUE FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
PRSNL SERVICES/BENEFITS	\$ 31,922	\$ 1,948	\$ 24,679	\$ 27,115	77%
PURCHASED/CONTRACTED SVC	\$ 103,084	\$ 5,722	\$ 91,196	\$ 95,351	88%
SUPPLIES	\$ 8,140	\$ 1,158	\$ 6,285	\$ 5,644	77%
CAPITAL OUTLAY	\$ 4,545	\$ 4,545	\$ 4,545	\$ -	100%
INTERGOVERNMENTAL	\$ 12,000		\$ 6,800	\$ 8,650	57%
TOTAL TOURISM	\$ 159,691	\$ 13,374	\$ 133,505	\$ 136,759	84%

REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ 5,895	\$ (5,795)	\$ (8,612)	0
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Cash Balances: (-sal/fica-due to pooled cash)	-\$17,030	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$0	Average YTD Mo. Exp.	\$11,125
Unrestricted Cash Balances	-\$17,030	Months of Operating Cash	(1.53)
LESS: Outstanding P.O.'s			
Available Cash	-\$17,030		

CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)

Jun-13

FINANCIAL SUMMARY	MONTHS COMPLETED				12
	% YEAR COMPLETED				100.00%
SPLOST FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
TAXES	\$ 4,831,403	\$ 177,986	\$ 881,641	\$ 565,399	18%
INVESTMENT INCOME	\$ -	\$ 0	\$ 21		#DIV/0!
MISCELLANEOUS	\$ -	\$ -	\$ -		
OTHER FINANCING SOURCES	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL REVENUES	\$ 4,831,403	\$ 177,986	\$ 881,662	\$ 565,399	18%

320-SPLOST FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
320.51512-52.1210 AUDIT - SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.54220-54.1240 DRAINAGE - SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.54220-54.1410 SDEWLK/HNCAP V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.54220-54.1415 PAVING/OVERLAY V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.54220-54.1422 ROADWAYS SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.54220-54.1422 CAPITAL IMPROV SPL V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
320.56180-54.1300 LIBRARY SPLOST V	\$ -	\$ -			#DIV/0!
320.56180-54.1310 MULTI MEDIA SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!
TOTAL EXPENDITURES V	\$ -	\$ -	\$ -	\$ -	#DIV/0!

320-SPLOST FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
320.51512-52.1211 AUDIT SPLOST VI	\$ 6,000	\$ -	\$ 3,000	\$ 3,029	50%
320.51565-54.1500 CITY BUILDINGS VI	\$ 539,000	\$ 81,825	\$ 536,085	\$ 51,097	99.5%
320.54220-54.1241 DRAINAGE - SPLOST VI	\$ 1,936,000	\$ 806	\$ 62,841	\$ 158,669	3%
320.54220-54.1416 PAVING/OVERLAY VI	\$ 1,850,403	\$ 4,299	\$ 120,390	\$ 267,962	7%
320.54310-54.1202 SEWER INFRA SPLOST VI	\$ 500,000		\$ 107,213	\$ 11,060	21%
320.59000-61.1000 OPERATING TFR OUT	\$ -	\$ -	\$ -	\$ 73,583	#DIV/0!
TOTAL EXPENDITURES VI	\$ 4,831,403	\$ 86,930	\$ 829,529	\$ 565,399	17.17%

REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ 91,056	\$ 52,133	\$ -
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Cash Balances:	\$464	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$0	Average YTD Mo. Exp.	\$69,127
Unrestricted Cash Balances	\$464	Months of Operating Cash	0.03
LESS: Outstanding P.O.'s	-\$1,294		
Available Cash	\$1,758		

**CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)**

Jun-13

FINANCIAL SUMMARY					MONTHS COMPLETED	12
					% YEAR COMPLETED	100.00%
SPLOST FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
TAXES	\$ 4,831,403	\$ 177,986	\$ 881,641	\$ 565,399	18%	
INVESTMENT INCOME	\$ -	\$ 0	\$ 21		#DIV/0!	
MISCELLANEOUS	\$ -	\$ -	\$ -			
OTHER FINANCING SOURCES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
TOTAL REVENUES	\$ 4,831,403	\$ 177,986	\$ 881,662	\$ 565,399	18%	

320-SPLOST FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
320.51512-52.1210 AUDIT - SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.54220-54.1240 DRAINAGE - SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.54220-54.1410 SDEWLK/HNCAP V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.54220-54.1415 PAVING/OVERLAY V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.54220-54.1422 ROADWAYS SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.54220-54.1422 CAPITAL IMPROV SPL V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
320.56180-54.1300 LIBRARY SPLOST V	\$ -	\$ -			#DIV/0!	
320.56180-54.1310 MULTI MEDIA SPLOST V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
TOTAL EXPENDITURES V	\$ -	\$ -	\$ -	\$ -	#DIV/0!	

320-SPLOST FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
320.51512-52.1211 AUDIT SPLOST VI	\$ 6,000	\$ -	\$ 3,000	\$ 3,029	50%	
320.51565-54.1500 CITY BUILDINGS VI	\$ 539,000	\$ 81,825	\$ 536,085	\$ 51,097	99.5%	
320.54220-54.1241 DRAINAGE - SPLOST VI	\$ 1,936,000	\$ 806	\$ 62,841	\$ 158,669	3%	
320.54220-54.1416 PAVING/OVERLAY VI	\$ 1,850,403	\$ 4,299	\$ 120,390	\$ 267,962	7%	
320.54310-54.1202 SEWER INFRA SPLOST VI	\$ 500,000		\$ 107,213	\$ 11,060	21%	
320.59000-61.1000 OPERATING TFR OUT	\$ -	\$ -	\$ -	\$ 73,583	#DIV/0!	
TOTAL EXPENDITURES VI	\$ 4,831,403	\$ 86,930	\$ 829,529	\$ 565,399	17.17%	

REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ 91,056	\$ 52,133	\$ -
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Cash Balances:	\$464	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$0	Average YTD Mo. Exp.	\$69,127
Unrestricted Cash Balances	\$464	Months of Operating Cash	0.03
LESS: Outstanding P.O.'s	-\$1,294		
Available Cash	\$1,758		

**CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)**

Jun-13

FINANCIAL SUMMARY			MONTHS COMPLETED		12
			% YEAR COMPLETED		100.00%
WATER AND SEWER FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
505.33.4110 STATE GOV GRANTS-DIRECT	\$ 179,700	\$ -	\$ 165,151		92%
505.34.4210 WATER CHARGES	\$ 2,140,000	\$ 180,691	\$ 2,118,906	\$ 2,159,449	99%
505.34.4211 TRANSFER/TEMP SERVICES	\$ 45,000	\$ 4,275	\$ 46,146	\$ 46,163	103%
505.34.4212 RECONNECTION NSF FEES	\$ 72,000	\$ 6,840	\$ 77,649	\$ 79,236	108%
505.34.4213 LATE FEES AND PENALTIES	\$ 135,000	\$ 10,967	\$ 126,021	\$ 132,602	93%
505.34.4214 TURN ON FEE	\$ 40,000	\$ 4,025	\$ 43,050	\$ 42,455	108%
505.34.4216 CAP RECOVERY WATER - DEV	\$ 36,000	\$ 3,974	\$ 37,555	\$ 69,574	104%
505.34.4217 WATER CHARGES 2	\$ 700,000	\$ 60,523	\$ 705,544	\$ 719,826	101%
505.34.4230 SEWERAGE CHARGES	\$ 1,966,500	\$ 171,924	\$ 1,999,124	\$ 2,011,713	102%
505.34.4231 SEWER CHARGES 2	\$ 680,000	\$ 57,380	\$ 667,112	\$ 681,509	98%
505.34.4236 CAP RECOVERY METER - DEV	\$ 6,720	\$ 1,120	\$ 8,120	\$ 10,725	121%
505.34.4256 CAP RECOVERY SEWER - DEV	\$ 117,000	\$ 13,134	\$ 124,798	\$ 165,090	107%
505.34.4263 CONSTRUCTION FEES	\$ 48,000	\$ 16,577	\$ 157,774	\$ 132,222	329%
505.38.0001 FUND EQUITY	\$ 406,461	\$ 33,872	\$ 406,461	\$ -	100%
505..... INTEREST/MISC/OTHER REVENUES	\$ 73,185	\$ (3,499,718)	\$ 78,349	\$ 36,422	107%
TOTAL REVENUE	\$ 6,645,566	\$ (2,934,417)	\$ 6,761,760	\$ 6,286,985	102%

SANITATION ADMINISTRATION EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
PRSNL SERVICES/BENEFITS	\$ 908,140	\$ 69,179	\$ 896,426	\$ 886,982	99%
PURCHASED/CONTRACTED SVC	\$ 420,981	\$ 28,132	\$ 378,252	\$ 496,545	90%
SUPPLIES	\$ 672,875	\$ 126,112	\$ 636,890	\$ 579,277	95%
CAPITAL OUTLAY	\$ 320,885		\$ 221,753		69%
DEPRECIATION/AMORTIZATION	\$ -	\$ 15,154	\$ 15,154		#DIV/0!
INTERGOVERNMENTAL	\$ 100,000	\$ -	\$ -	\$ 27,075	0%
DEBT SERVICES/FISCAL AGENT FEES	\$ 10,000		\$ 6,450	\$ 9,821	65%
TOTAL SANITARY ADMINISTRATION	\$ 2,432,881	\$ 238,577	\$ 2,154,925	\$ 1,999,701	89%

WATER ADMINISTRATION EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET
PRSNL SERVICES/BENEFITS	\$ 751,603	\$ 56,612	\$ 742,786	\$ 708,379	99%
PURCHASED/CONTRACTED SVC	\$ 241,638	\$ 33,359	\$ 177,900	\$ 197,284	74%
SUPPLIES	\$ 314,975	\$ 33,452	\$ 267,281	\$ 286,279	85%
CAPITAL OUTLAY	\$ 60,000	\$ (102,521)	\$ 43,832		73%
DEPRECIATION/AMORTIZATION	\$ -	\$ -	\$ -		#DIV/0!
INTERGOVERNMENTAL	\$ 80,000	\$ -	\$ -	\$ 27,075	0%
DEBT SERVICES/FISCAL AGENT FEES	\$ 3,000	\$ -	\$ 689	\$ 689	23%
TOTAL WATER ADMINISTRATION	\$ 1,451,216	\$ 20,902	\$ 1,232,489	\$ 1,219,706	85%

**CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)**

Jun-13

FINANCIAL SUMMARY					MONTHS COMPLETED	12
					% YEAR COMPLETED	100.00%
SERVICE-PRINCIPLE EXPENDITURE SUMMARY		CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
505.58000-58.1110 BOND PYMT 88 & 92 PRIN	\$ 285,000	\$ -	\$ 285,000			
505.58000-58.1340 GEFA LOAN 95-021-W	\$ 1,558	\$ -	\$ 1,558		100%	
505.58000-58.1350 GEFA LOAN 97-L97-WS PR	\$ -	\$ -	\$ -		#DIV/0!	
505.58000-58.1360 GEFA LOAN 98-L46-WJ PR	\$ -	\$ -	\$ -		#DIV/0!	
505.58000-58.1370 GEFA LOAN CW00-017	\$ -	\$ -	\$ -		#DIV/0!	
505.58000-58.1380 GEFA LOAN CWS-RF-0	\$ 233,148	\$ 19,529	\$ 233,148		100%	
505.58000-58.1382 GEFA LOAN 2010-L26WQ	\$ 41,325	\$ 2,599	\$ 10,345		25%	
505.58000-58.1385 EQUIPMENT LOANS PR	\$ -	\$ -	\$ -		#DIV/0!	
DEBT SERVICE-PRINCIPLE	\$ 561,031	\$ 22,128	\$ 530,051	\$ -	94%	

DEBT SERVICE-INTEREST EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
505.58000-58.2110 BOND PAYMENT 88 & 92	\$ 139,191	\$ -	\$ 139,191	\$ 147,919	100%	
505.58000-58.2115 INTEREST-BOND INT 2010	\$ 1,915,400		\$ 1,915,400	\$ 1,915,400	100%	
505.58000-58.2340 GEFA LOAN 95-021-WQ INT	\$ 7	\$ -	\$ 7	\$ 562	100%	
505.58000-58.2350 GEFA LOAN 97-L97-WS INT	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
505.58000-58.2360 GEFA LOAN 98-L46-WJ INT	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
505.58000-58.2370 GEFA LOAN CW00-017	\$ -	\$ -	\$ -	\$ 131	#DIV/0!	
505.58000-58.2380 GEFA LOAN CWS-RF-0	\$ 100,265	\$ 8,255	\$ 100,265	\$ 106,895	100%	
505.58000-58.2382 GEFA LOAN 2010 L26WQ	\$ 45,575	\$ 2,910	\$ 11,688	\$ -	26%	
505.58000-58.2385 EQUIPMENT LOANS	\$ -	\$ -	\$ -	\$ 242	#DIV/0!	
DEBT SERVICE-INTEREST	\$ 2,200,438	\$ 11,165	\$ 2,166,551	\$ 2,171,149	98%	

505-59000-61.1000 OPERATING TFR OUT	\$ -			\$ -	
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TOTAL EXPENDITURES	\$ 6,645,566	\$ 292,772	\$ 6,084,015	\$ 5,390,556	92%
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REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ (3,227,189)	\$ 677,745	\$ 896,429	
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Cash Balances:	\$4,946,253	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$406,461	Average YTD Mo. Exp.	\$507,001
Unrestricted Cash Balances	\$4,539,792	Months of Operating Cash	8.78
LESS: Outstanding P.O.'s	\$87,966		
Available Cash	\$4,451,826		

**CITY OF ST. MARYS
REVENUE & EXPENSE REPORT (UNAUDITED)**

Jun-13

FINANCIAL SUMMARY					MONTHS COMPLETED	12
					% YEAR COMPLETED	100.00%
540 SOLID WASTE FUND REVENUES	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
540.34.4111 RESIDENTIAL REFUSE CHARGE	\$ 970,000	\$ 81,038	\$ 974,405	\$ 963,477	100%	
540.34.4112 COMMERCIAL REFUSE CHARGES	\$ 22,000	\$ 1,931	\$ 22,565	\$ 22,292	103%	
540.34.4190 LATE FEES AND PENALTIES	\$ 22,500	\$ 2,051	\$ 22,568	\$ 22,607	100%	
540.34.9900 OTHER CHARGES	\$ 35,000	\$ 2,675	\$ 58,395	\$ 61,145	167%	
540.36.1000 INTEREST REVENUES	\$ -	\$ -	\$ -	\$ -	#DIV/0!	
540.38.0001 FUND EQUITY	\$ 159,676	\$ 13,306	\$ 159,676	\$ -	100%	
TOTAL REVENUES	\$ 1,209,176	\$ 101,001	\$ 1,237,609	\$ 1,069,520	102%	

540-SOLID WASTE FUND EXPENDITURE SUMMARY	CURRENT BUDGET	CURRENT PERIOD	JUNE YTD 2013	JUNE YTD 2012	% YTD BUDGET	
PRSNL SERVICES/BENEFITS	\$ 81,076	\$ 6,061	\$ 78,422	\$ 72,979	97%	
PURCHASED/CONTRACTED SVC	\$ 1,114,440	\$ 150,815	\$ 895,138	\$ 1,062,622	80%	
SUPPLIES	\$ 3,660	\$ 531	\$ 3,871	\$ 2,825	106%	
INTERGOVERNMENTAL	\$ 10,000	\$ -	\$ -		0%	
DEPRECIATION/AMORTIZATION	\$ -	\$ -	\$ -		#DIV/0!	
TOTAL SOLID WASTE COLLECTION	\$ 1,209,176	\$ 157,407	\$ 977,431	\$ 1,138,426	81%	

REVENUE OVER/(UNDER) EXPENDITURES	\$ -	\$ (56,406)	\$ 260,178	\$ (68,906)	0
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Cash Balances:	\$405,811	Run Rate Analysis:	
LESS: Restricted Budgeted Fund Equity	\$159,676	Average YTD Mo. Exp.	\$81,453
Unrestricted Cash Balances	\$246,135	Months of Operating Cash	3.02
LESS: Outstanding P.O.'s	\$0		
Available Cash	\$246,135		

