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Infrastructure vs. Development: What Comes First?


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Case Study:
Bryan County and City of Pembroke
Infrastructure vs. Development: What Comes First?

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Hyundai Metaplant Construction site: Photo Credit: David Ferris, Politico



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Bryan County [\(GIS LINK\)](#)

- Population – 44,738 (2020 Census) –Fastest growing in Georgia and sixth fastest in Nation (US Census)
- Median Age 34.7 versus State 37.9 (2023 ACS)
- Median Household Income - \$94,234 versus State \$74,632 (2023 ACS)
- Employment Rate – 60.5% (2023 ACS)
- Total Households – 15,821 (2023 ACS)
 - 75.6% Ownership versus State 66.1% (2023 ACS)
- Education – Overall 34.6% Bachelor's or higher vs State 35.4%
 - 12.5% - Graduate or professional degree (2023 ACS)
 - 22.1% - Bachelor's or Higher (2023 ACS)
 - 9.4% - Associate's Degree (2023 ACS)
 - 23.7% - some college, no degree (2023 ACS)
 - 25.1% - High school Degree or Equivalent (2023 ACS)








Photo credit: David Ferris, Politico






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Bryan County



- Two incorporated cities: Pembroke and Richmond Hill
- Divided by Fort Stewart
- Unincorporated
- County Administrator form of government
- Five commissioners and a chairperson
- Development Authority and Joint Development Authority
- General budget 2021 \$32,788,700 v. 2025 \$53,087,450
- Special Funds (SPLOST, TSPLOST, W&S Fees, Impact Fees and ARPA)
 - 2021 \$19,281,350
 - 2025 \$196,941,100



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City of Pembroke

- Pembroke (County Seat) 35 miles west of Savannah 20 miles south of Statesboro.

Demographics

- Population: 2,628 (2023 estimate).
- Median Age: 27.4 years (2023).
- Racial & Ethnic Makeup (2023):
 - White (Non-Hispanic): 69.4%
 - Black or African American (Non-Hispanic): 23.7%
 - Two or More Races (Non-Hispanic): 5.14%
 - Hispanic or Latino: 1%
- Gender: 57% female, 43% male.
- Median Household Income: \$66,797 (2023).







Photo credit: David Ferris, Politico

- Educational Attainment (Population 25+):
 - High school diploma or equivalent: 39%
 - Some college or associate's degree: 32%
 - Bachelor's degree: 12%
 - Less than high school diploma: 12%
 - Post-graduate degree: 5%



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City of Pembroke

- Five Council members and a Mayor
- Downtown Development Authority (DDA)
- Public School System: Pembroke is served by Bryan County Schools, which are considered above average. The district is noted for its high graduation rate (94.1% in 2023-24) and strong performance in test scores.
- Rural/Suburban: Pembroke has been described as having a "sparse suburban feel" while maintaining a "classic rural community" identity. The city is in the more rural northern part of Bryan County.
- Housing: Most residents rent their homes (56%), and the median property value in 2023 was \$169,800.







Photo credit David Ferris, Politico

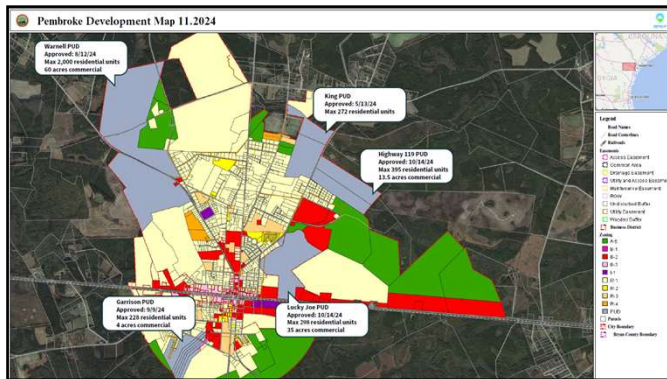


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City of Pembroke—3 year Budget History			
ACCOUNT DESCRIPTION	2025	2024	2023
GENERAL REVENUE	\$3,410,480.00	\$3,199,806.00	\$2,714,449.00
WATER/SEWER REVENUE	\$1,625,042.00	\$1,524,200.00	\$1,379,656.00
TOTAL	\$5,035,522.00	\$4,724,006.00	\$4,094,105.00
GENERAL GOVERNMENT	\$583,109.00	\$554,343.00	\$329,191.00
MUNICIPAL COURT	\$78,632.00	\$65,930.00	\$64,133.00
POLICE DEPARTMENT	\$939,120.00	\$952,658.00	\$910,950.00
FIRE DEPARTMENT	\$377,802.00	\$367,456.00	\$347,629.00
STREET DEPT DETAIL	\$70,030.00	\$70,030.00	\$31,689.00
STREET DEPARTMENT	\$788,745.00	\$751,535.00	\$673,212.00
CEMETERY	\$19,100.00	\$19,100.00	\$19,100.00
MECHANIC SHOP	\$166,643.00	\$161,902.00	\$128,947.00
MAIN STREET	\$5,535.00	\$5,535.00	\$5,535.00
RECREATION	\$86,089.00	\$80,807.00	\$73,085.00
PLANNING AND ZONING EXPENDITURES	\$170,208.00	\$77,655.00	\$36,100.00
CODE ENFORCEMENT	\$27,850.00	\$19,650.00	\$12,650.00
DOWNTOWN DEVELOPMENT AUTHORITY	\$97,517.00	\$79,305.00	\$82,328.00
WATER/SEWER DETAIL	\$48,045.00	\$48,045.00	\$30,084.00
WATER/SEWER	\$1,576,997.00	\$1,476,155.00	\$1,349,572.00
REVENUES	\$5,035,522.00	\$4,724,006.00	\$4,094,105.00
EXPENDITURES	\$5,035,522.00	\$4,724,006.00	\$4,094,105.00

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Panel discussion

Bryan County

- Infrastructure-roads, bridges, water, sewer, wastewater, parks
- Housing
- Workforce Development
- Planning: Comp Planning, how did you respond?
- Financing projects (loans, GEFA, DCA programs, CDBG)?
- What would you do differently if you could start over?

Pembroke

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- Planning: Comp Planning, how did you respond?
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GAZA
Georgia Association of Zoning Administrators

The Georgia Association of Zoning Administrators, also known as GAZA, was founded in 1985 to provide education, training and networking opportunities in order to support and promote professional development in zoning and related fields. GAZA has been created to be a resource specifically to the local planning and zoning professional throughout the state of Georgia.



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Questions?


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