Archway Partnership Project
Glynn County Listening Session Report
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for the
Vice President for Public Service and Outreach
at the
University of Georgia
Introduction

The Brunswick-Glynn County Public Library hosted Glynn County community leaders to discuss issues relevant to their partnership with the University of Georgia. The Archway Partnership is a joint venture between Public Service and Outreach and Cooperative Extension at UGA and the local governments of the counties where Archway is located. Current partnerships exist with Moultrie/Colquitt County, Sandersville/Washington County, and Clayton County.

The Archway Partnership Project delivers the full range of university resources to cities and counties facing significant issues, especially those related to growth. Archway provides access to subject matter, programs and resources not traditionally addressed by Cooperative Extension’s core program areas or Public Service and Outreach units. It implements priorities identified by communities, in meetings such as this one, by providing a single access point to UGA and other University System of Georgia institutions. Archway also provides an arena for faculty and successful business people to serve as both teachers and learners, and opportunities to engage students in active roles addressing community needs. The Archway partners collaborate with local community entities as well as state government entities on a sustained, long-term basis to create solutions to community problems.

In an attempt to get at issues confronting Glynn County, facilitators from across UGA led discussions of 3 questions by small groups of participants. The following report presents the results of the session. The first section presents a summary of the discussion results, and an appendix contains the results captured by facilitators as well as a transcription of individual written comments.

Discussion Summary

1. What are the trends, forces and factors that will impact the community your organization, agency, etc.? Think in terms of increasing, decreasing or cyclical trends.

Tourism is increasing, but may slow due to the rising cost of fuel. The expansion of the Port will lead to more jobs in the transportation sector. High skilled jobs in this and related sectors are increasing, but the workforce is not keeping up. The real-estate market is cyclical and currently in a downturn, decreasing the demand for contractors. Manufacturing jobs and low-skill jobs in traditional sectors like shrimping are decreasing and being replaced by lower-wage service sector jobs, leading to a decrease in income for many in the county.

The population of Glynn County is increasing, putting a strain on infrastructure and increasing demand for services and housing. The fastest growing segments of the population are retirees (although this segment isn't growing as fast as expected) and Hispanics.

High school graduation rates are improving. Coastal Community College becoming a 4-year college will increase the higher education options for the region. The career academy will increase options for high school students and should help increase the number of skilled workers needed.

There is an increasing need for affordable housing. Gentrification of Brunswick and housing for retirees is pushing the cost of housing up.
2. Based on the trends, forces and factors that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

Educate students to build the workforce needed for Glynn County: focus on vocational/technical education and the hospitality industry; enhance career-counseling efforts in high school. Engage coastal resources such as Marine Extension and the Coast Guard in teaching. Coordinate curricula to create transitions from middle school to high school to higher education. Continue to support intervention programs in schools and create programs to reach middle school students before they consider dropping out.

Improve the economy by better marketing the unique nature of the county, capitalizing on the “Golden Islands” brand with, for example, walking and riding tours. Broaden the business base by developing small business incubators. Develop incentives to increase the workforce using public/private partnerships, looking at alternative options, and increasing access to quality childcare.

Implement the Coastal Comprehensive Plan, but also focus on planning for Brunswick and Glynn County that includes all aspects of the community: parks and open space, business, education, infrastructure, the environment, and the changing demographics. Consider consolidation of governmental services.

Build more affordable housing for low-income citizens, the “workforce”, young people and retirees. Encourage mixed-use and mixed-income developments. Upgrade current housing, including publishing pictures in the paper of dilapidated housing with the owners’ names. Make emergency housing available.

3. What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Glynn County?

Glynn County has a number of educational assets: Coastal Community College, Coastal Georgia State College, Golden Isles Career Academy, and nearby Altamaha Tech in Jesup. There are also a number of programs in place in the schools: Early College, Partners in Education, Communities in Schools and Quick Start.

The people of the area are an asset, particularly retirees, along with volunteer organizations. There are many non-profits operating in the county, some focused on youth, including Boys and Girls Club and the United Way. The faith-based community and civic groups, such as the Chamber of Commerce and the Development Authority, are strong and active.

Tourism is an economic asset along with the port and FLETC. Land is available for development, including acreage for industry near I-95. Other transportation assets include two airports and rail. Glynn County’s location on the coast is an asset, with good climate and natural resources such as the beaches, the barrier islands, and fish.
Appendix A

Table Responses
What are the trends, forces and factors that will impact the community, your organization, agency, etc. (increasing, decreasing, or cyclical)?

Economy

Industry

- Increase in tourism / visitors
- Increasing resort activity
- Increase in cultural tourism
- Increased number of jobs with the widening of the port
- Increasing potential for the Port of Brunswick, automotive transport sector
- Port investment / infrastructure is increasing and is a significant resource and economic stimulus.
- Increase in service sector jobs
- Increasing number of service industry jobs
- Increase in minimum wage jobs, even though unemployment rates are low
- Increase in high-skilled technology jobs, GA Pacific, Gulfstream, etc.
- Community ready for increased number of new businesses (but difficult due to lack of skill sets)
- Increasing effort to revitalize downtown
- Increased access to the community through the airports—new terminal
- Cyclical real estate market
- Current down-cycle in real estate—buyers' market
- Tightening of insurance markets
- Increasing fuel prices will likely have significant impact on tourism as the cost to drive or fly to Glynn County increases
- Increasing fuel prices will impact E-SPLOST programs, as well as our tourism market
- Increased fuel prices may impact visitors / airport usage / youth activities / etc.
- Decrease in manufacturing jobs
- Loss of traditional industries (less shrimping, commercial fishing) led to declining employment opportunities for low-income
- Decreasing minority business ownership
- Capacity for contractors to perform work due to slowdown

Workforce

- Increasing qualified applicant pools through Work Ready, Career Academy, four-year college, new teen center
- Shortage of skilled workforce
- Decreasing available and qualified workforce—need soft skills, work ethics, interpersonal skills
- Deficit of skilled work force, increasing number of service oriented jobs
- Increasing need for labor and trained workforce
- Lack of growth of a skilled workforce
- Increased competition for skilled workers
- Decreasing qualified applicant pool: Target, Lowe’s, etc. having a difficult time filling entry level positions
- Decreasing work ethic among youth
Population

- Population growth, especially of retirement age
- Increasing amount of baby boomer retirees in the next 5-10 years
- More retirees, more mid-Westerners, Florida folks moving up—increasing number of senior adults
- Increasing amount of discretionary wealth, variety of talents and skills coming with retirees
- Aging population and workforce
- Increasing elderly population—need to provide housing and health services
- Becoming less of a community for young people—leave to go to college and not come back
- Long-term population growth (positive and negative influence)
- Growing Hispanic population: needs are specific to police services, language barriers, educational curriculum, etc. in schools and in communities, increases in automobile accidents
- Increase in Hispanic population (growing more quickly than other segments)
- Increasing Hispanic population.
- Increase in Hispanic population
- Growth of Hispanic population
- Growing international population
- Increasing number of non-English speaking households
- Growth due to FLETC mission, Baby Boomer relocation to the coast, increased diversity in population and strain on infrastructure
- Suburban growth is putting demands on infrastructure, the environment, and land use planning issues.
- Growth in population is an issue for improving graduation rates
- New demographic requiring new services such as health care, recreation resource needs, cultural programs, others.
- Increasing student population at FLETC
- Influx of retirees has been slower than expected
- Increasing single-parent households
- Decreasing sense of community as population increases
- Increasing population with single-issue focus.
- Affordable housing as Hispanic population grows, retirees move in

Education

- Increase in higher education with community college going to 4-year college
- Increasing educational opportunities associated with potential 4-year status of Coastal Community College
- New four-year institution
- Increased number of faculty at the college along with increased infrastructure
- Technical education will have a significant role in the new economy
- Increased high school offerings—career academy being built
- Development of career technical school
- More educational opportunities: charter schools, but concerns about coordination of all the institutions
- Positive school system—test scores up, drop out rate down, strong board
- Improved school district, need more teachers, more minority teachers
- Increasing graduation rate
- High School graduation rate is still low, but it is trending upward.
- Increasing amount of literacy initiatives at work in the community: Ferst Foundation, Boys and Girls Club, 21st Century Grant, FACES
• Increased cost to attain higher education

**Housing**
• Increased mixed income communities
• Cyclical housing market—hard to recruit talent to the area because they can't sell their houses
• Decreasing affordable housing for workforce
• Shortage of affordable housing
• Aging housing stock
• Lack of housing for low to moderate income housing
• Increasing need for affordable housing to accommodate that demographic [labor and trained workforce]
• The number of places in Brunswick where people can't afford to live is growing
• Higher-priced housing is being provided, but more affordable housing is less prevalent.
• Regentrification of downtown Brunswick pushing residents to be homeless or transient
• Increased need for low income housing with waiting list growing longer; increase in homelessness
• Build-out of SSI (housing values are pushing out younger folks)
• Decreasing of traditional public housing

**Health**
• Better healthcare options for the region—pull from other counties
• Increased quality of healthcare: better facilities, outreach to the community, preventive care, great community hospital
• Increased cadre of nurses with bachelor degrees
• Increasing costs of healthcare for individuals, as well as group health insurance costs for employers
• Increase in costs for health system and decrease in reimbursements from Medicare and Medicaid; indigent care costs are up; decrease in medical students leading to shortage of doctors and nurses
• Increase demand for universal healthcare
• Increasing number of people who do not have access to adequate medical insurance
• Increasing number of mental health cases
• Increasing rate of teen pregnancy

**Government**
• Merger of city and county water/sewage commission important and positive trend
• Increased efficiencies with consolidation of water-sewer
• Increased communication / collaboration between agencies/government entities, etc.
• Increased efforts by city and county to work together—moving toward consolidation
• Improved elected officials
• Cyclical: city/county government cooperation
• City-County School Board relationships seems to be on a downward cycle currently.
• Decreasing budgets at state and federal level are putting more pressure on local government so higher taxes

**Infrastructure**
• Increasing needs for infrastructure (water/sewer, both replacing of existing and preparing for growth)
• Water quality associated with increased demands from growth
• Mega real estate developments (e.g., SW Glynn County, along GA 99, between 341 and I-95) will increase demand on all of our infrastructure needs
• Decreasing trend is access to quality water, which controls growth
• Decrease in percentage of public parks as it relates to increase in population
• Greater demand for parks, boat access, etc. and can't buy more land to make available
• Decrease in infrastructure on the island

**Income decline**

• Increase in cost of living
• Increased cost of living—especially fuel prices, commuting workforce; affects tourism too
• Increase in poverty due to price of goods and services, creating a cycle of poverty.
• Cyclical / increasing fuel prices—impacting commuter employees
• Growing pockets of poverty (inner city Brunswick specifically)
• More service and hospitality jobs that pay less than manufacturing—affects quality of life

**Environment**

• Increasing environmental awareness.
• Increasing air quality
• Increasing environmental quality
• Increasing environmental awareness, such as climate awareness, but increase in litigation related to environmental issues
• Increased pressure on maritime forest and marsh leading to loss of natural resources/assets
• Pollution will increase with growth (fewer outlets for recycling)

**Crime**

• Crime increasing due to drug and gang activity
• Increase in crime due to increase population, lack of jobs—some directed to Hispanic immigrants
• Crime is up due to economy, lack of character education
• Increase in gang activity
• Decreasing crime rates: getting rid of dilapidated structures, mixed income developments

**Other trends**

• Increased need for public transportation
• Hispanic leadership is emerging, but still not prevalent
• Decreasing leadership in general, but particularly within the African American population.
• Decreasing government funding
• Decrease of federal funding for projects
• Decrease in plan development
• Decrease in vision for entire community
• Increase in general litigation

**Other issues**

• Possible move to develop Jekyll because of lack of developable land
• Availability of developable land
• Affordable housing
• 25,000 housing permits in Glynn and Camden Counties currently pending
• Large number of dilapidated housing
• Reactive vs. proactive planning [for] infrastructure—water and sewer, roads, etc.
- Tourism industry tends to put demands on the community infrastructure.
- Chronic health conditions (diabetes, hypertension, heart disease, high cholesterol, cancer)
- Negative perception of technical or trade training
- Minority students are not as well represented in knowledge-based jobs
- Economic development-training, state funds
- Where is the population moving, where are they coming from, what are they bringing with them, what are they going to do when they get here?
- Violent crimes (homicides, aggravated assaults, gang activity, drugs)

Based on the trends, etc. that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

**Educate students**
- Finish career academy to gain skilled labor force
- Increase hospitality career workforce with Career Academy
- Use the Career Academy to help build workforce.
- Create a greater emphasis on postsecondary technical education in all fields b/c of demand for high tech high skills labor force
- Create work force development programs, create more technical education programs, this will continue to increase high skills jobs
- Increase guidance for H.S. Students for career path: college or not, career abilities, vocational education
- Educate students and educators on needed skills and potential jobs available
- Require all students to take vocational education
- Develop long-range for educational facilities to meet demands for increasing population (build more schools with growth in mind)
- Develop a method to quantify the impact of the early childhood initiatives that are in place
- Improve key schools to compete with surrounding communities
- Create outreach programs to engage middle school youth before the dropout potential is there
- Continue to support our school systems and their intervention programs
- More attention placed on transition from middle school to high school to postsecondary education
- Encourage every school to continue dedicating class time to performing arts, culture
- Coordination between curricula from secondary to college/certificate programs
- Improve the High School graduation rate through better parental involvement and other measures.
- Create more initiatives targeted to engage African American students in preparation for post-secondary education
- Do not ignore top students in an effort to focus on poor performers
- Return focus to normal and good students instead of focusing most resources on the marginal students
- Utilize the resources on the coast like the marine extension and the coast guard to teach students about the environment and business opportunities
- Expand the continuing education department of the college, specifically offering courses for retirees that increase awareness of community needs
- Create ways to make parents more aware of the value of education (e.g., public awareness campaign, revamp Partners in Education program, get business community involved)
- Support higher education through the Coastal Georgia College and Technical College programs such as Career Academies.
• Create a "wow" curriculum that capitalizes on the offerings of the coast
• Encourage coordinated efforts of educational institutions, especially with college going to 4 years; develop educational strategic plan inclusive of all entities (include education of parents about what is out there)
• Close the education gap
• Inform middle school parents of the realities for their students

**Improve economy**

**Industry**

• Increase the opportunities for walking and riding tours to highlight the uniqueness of the community
• Capitalize on the "Golden Isles" brand, but further develop an internal community identity.
• Increase marketing efforts to support economic development efforts
• Communicate our cultural activities more positively
• Develop small business incubators as well as "entrepreneurial" activities
• Must have broad business base
• Continue to find the ways and means to attract more consumers to downtown Brunswick
• Create one-stop shop in both city and county for prospective business owners to help with permits, planning, zoning, environmental issues, fire protections, etc. - they could serve as a contact to answer all questions and alleviate frustrations, etc.

**Workforce**

• Develop more private / public partnerships to enhance resources for workforce development
• Improve image of skilled worker careers to recruit students
• Study alternative workforce options
• Match work skills training with industry recruitment
• Develop incentives to attract workforce
• Increase childcare quality, quantity, affordability
• Plan
• Develop a comprehensive plan for parks and open space countywide
• Develop comprehensive business plan protecting existing businesses as well as new business—residential encroachment
• Tap city comprehensive plan that is already being developed
• Implement Coastal Comprehensive Plan—regional plan (RDC/Coastal Regional Commission). Needs county and city buy-in
• Need a PROACTIVE community master plan. One plan that includes, City, County, School Board and Development Authority
• School board should establish over-arching school system goals, and have the will to follow through
• Create a flexible, dynamic 20-year plan
• Develop a wish list for infrastructure needs; prioritize.
• Develop a comprehensive plan that includes deliberate attention to environmental issues and jewels of the coast
• Develop prioritized, long-term plan for upgrading and building infrastructure.
• Develop more long-range plan—2020?—become more proactive
• Develop plans to assimilate changing demographics
House

- Implement affordable housing strategy
- Develop more affordable housing (workforce housing, not public subsidized housing) equally distributed across the county (no concentration), upgrade public housing, and create mixed-use developments
- Create more affordable housing for workforce as well as Section 8 housing
- Create more affordable housing
- Build more starter homes that are affordable for young people
- Develop public-private partnerships to provide more affordable housing.
- Encourage construction of more mixed-use and mixed-income housing
- Develop mixed-use developments for the aging population (e.g., NORCs - Naturally Occurring Retirement Communities)
- Develop more housing for seniors and physically challenged individuals
- Make emergency housing available
- Publish pictures of dilapidated houses along with the names of the owners in the paper

Consolidate

- Consider consolidated city/county government services
- Consolidate more city / county services
- Need combined community resources, Police, fire, etc
- Identify opportunities for consolidation of community services to reduce duplication.
- Explore consolidation of parks and rec
- Consolidate city/county government
- Continue exploring city / county consolidation
- Merge local governments
- Continuing local government consolidation
- Consolidate cultural initiatives to get the most resources available working on the same page

Communicate

- Find better vehicle for government agencies to communicate back to citizens regarding decisions made (ex. Jail, teen ctr, charter school, skateboard park) -- details impacting the decision
- Inform appropriate consumers about job training, clinic, food/clothing services available (ex. Star Foundation, CMAP) in the community
- Educate community on affordable housing strategy/plan.
- Educate community on local resources
- Create a structure for inclusive wide spread community input to guide the decisions of elected officials
- Develop better land use planning and enforcement, and ensure a countywide understanding of the trends and needs. Community is not prepared to address needs and impact of growth. Implement long-term master plans, with better communication /coordination between governmental units.
- Establish better communication between school systems, business community, civic organizations, and churches (continue community dialogue)
- Develop better relationship with all media outlets, resulting in more positive messages being delivered. Put more emphasis on the positive activities happening within the community.
Transport
- Creating public transportation opportunities: bus, van (possibly regional system that is being considered)
- Develop a transit system
- Develop public transit system
- Recruit more adult buy-in for alternative modes of transportation
- Create more bike trails and encourage utilization
- Promote/encourage walking and cycling options
- Encourage people to fly from their local community airport

Support youth
- Reach youth at an earlier age with more intervention programs to fight teen pregnancy, crime, improve graduation rates.
- Create a youth development initiative to combat teen pregnancy, crime, literacy, work ethic, dropout rate, etc.
- Put the 4-H program back in the schools
- Provide more activities for youth on nights and weekends
- Develop a boys and girls club unit in the North Glynn County area
- Build a skate park for the youth

Collaborate
- Link philanthropic/volunteer groups to at-risk populations.
- Get the islanders to champion initiatives in Brunswick
- Coordinate government permitting agencies to make community more business-friendly (dev. authority plus other agencies as one-stop shop)
- Enhance public private partnerships
- Develop a more robust clergy association
- Promote healthy coordination between city and county

Improve healthcare
- Develop more preventive health care delivery systems.
- Develop more access to drug rehab programs (possibly a 2-year center)
- Emphasize marketing of health services degrees from the 4-year college to help meet local demand for nurses; coordinate recruiting efforts between hospital and college
- Provide a system to make available affordable health insurance; example: ThreeShare type program
- Develop public awareness around public health and wellness issues

Improve infrastructure
- Develop new water resources i.e. develop surface water
- Approve more SPLOST programs to fund infrastructure and capital needs
- Continue to utilize ESPLOST and SPLOST for development
- Eliminate septic systems to the degree that we can

Conserve land
- Create a land trust for the rest of Glynn County similar to the St. Simons land trust
- Establish a land bank for developers.
Use SPLOST dollars for land conservation
Establish a community land bank, similar to Valdosta, Macon

**Reduce crime**
- Develop a task force with law enforcement, court officials, and educators to address the increase in gang activity
- Expand police presence in neighborhoods. Tie specific officers to neighborhood.
- Get a handle on the gang activity

**Lead**
- Encourage good people to run or office
- Elect a community-wide leader who will represent all voices (consolidated government in two years)
- Cultivate leadership in Hispanic community; increase representation on community groups

**Other**
- Implement dispute resolution process to avoid frivolous lawsuits
- Involve all demographic segments in planning and community development. Identify a few issues to motivate this involvement and rally the entire population.
- Increased incentives for redevelopment of blighted areas
- Provide incentives for infill development and housing rehab
- Adopt local government ordinances relative to green growth (e.g. local impact development) and ENFORCE!
- Implement mandatory recycling program
- Focus on improving living conditions for low-income people
- Quit isolating population economically
- Revitalize LARC to work with influx of Hispanic population
- Create a new team (involving city, county, hospital, school systems, etc.) to work with influx of Hispanic population to address all of the needs, concerns, etc. Reach out to illegal population as well.
- Attract more 4-year students—moving to a college town feel
- Appoint the school board instead of electing it: to enhance demographics, skill sets, expertise, etc.
- Promote quality of life incentives, resulting in the attraction of tourists and cultural activities.
- Continue housing demolition process: goal of 250 over the next 24 months
- Local investment to gain competitive advantage over communities waiting on federal funds
- Better tap faith-based community in providing social services. Some have abundant resources—both money and people. May be avenue to tap active retirees.
- Provide more public access points to waterways
- Create mentor programs utilizing the elderly population in Glynn County
- Improve implementation of BATS recommendations
- Develop more family-friendly activities within the community for all ages and demographic segments. Develop a reputation for these types of efforts.
- Search for new funding sources for community projects
- Dress up gateways/entryways into Glynn County
- College graduates need incentive to stay in local area
-Require immigrants to speak/write/read the English language
-Unless immigrants become citizens, children cannot qualify for in-state tuition and/or Hope Scholarship
What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Glynn County?

**Education**
- Four-year college
- Four-year college transition: June approval of 4-year degree plan; next, SACS process
- Coastal Community College
- Coastal Georgia State College as an asset
- New Career Academy to open in Aug. 09 includes dual enrollment
- Golden Isles Career Academy
- Career Academy at Coastal Georgia College, providing career development alternatives.
- Career academy
- Career Academy
- College with wide range of programs (especially for small businesses)
- Altamaha Tech in Jesup is untapped resource if we could find way to access
- We are in a unique position to accept under-prepared post-secondary students to move through our local college
- Early College Program in middle school
- Risley Early College Program
- Pre-K program and community link and resource piece
- Accepting that post-secondary education needs to be in the future of every student to move forward and to be a good worker
- Four-year college
- Partners in Education
- Communities in Schools
- Lots of community mentors working with students
- Opportunity to converge business interest with realistic interactions with high school and middle school students
- Performance Learning Center is an asset for credit recovery system
- Active continuing education program that includes a 55+ club (100 people have signed up)
- Opportunity to build in work ethic and responsibility among students through local businesses and other community assets
- Strong sense of pride within the schools
- Quick Start is available and can be accessed immediately for workforce development
- School Board dedicated to the improvement of education

**Organizations**
- Many non-profits focused on youth development
- Boys and Girls Club Teen Center
- Boys and Girls Club Teen Center: asset and an opportunity
- Boys and Girls Club
- New Teen Center in Brunswick
- The Gathering Place (youth program)
- Good churches
- Lots of churches and their community involvement
- Strong faith-based community with untapped resources: % of churchgoers is high
- The faith-based community is a huge asset but there is no coordination
United Way
United Way active, involved
Civic clubs
Tremendous number of civic and altruistic organizations
Strong Chamber and Development Authority
Active Chamber of Commerce
Strengths: Chamber, leadership
A large number of professional groups and associations
Lots of volunteer organizations and opportunities
CMAP, Star, Seafarers Center and other innovative organizations
Coastal Georgia Strategic Alliance (law enforcement)

Economy
Tourism assets
Economy is dependent on tourism—can offset other economic difficulties
Strong resort industry with further growth potential.
Revitalization of Jekyll Island
Port is strategic asset & proximity to I-95
Great port facilities,
The ports and Ports Authority
FLETC increased training
FLETC
FLETC is huge asset for the community—keep / support it.
FLETC is a great asset—mega bucks brought in—need to involve their staff in communities; show opportunities for careers to students
637 acres of industrial site to attract new business (near interstate)
McBride Industrial Park
Dedicated space for development
Regional shopping hub
More retail options to keep community vital and keep dollars here
Good diversification of economic segments is benefiting community.
Lots of undeveloped land within the core area of Brunswick that is available for development and already served by utilities
Liberty Harbor mixed use development

Natural resources/environment
Natural beauty of the Golden Isles
Beaches, golf courses, natural resources
Rich environmental assets appealing to tourism, business development—enhances quality of life
Land in north end of county
Climate
Recreational fishing opportunities
Glynn County is an absolutely gorgeous place to live
History and natural resources
Perception of lower number of hurricanes
Barrier islands
Geographic location
People

- People here today!
- Faculty and staff here at the college can be very useful in this process
- Tap into the retirees for knowledge, expertise, etc.
- Willing people to provide time and money, excellent leadership
- Use the asset of the knowledge that retirees bring to the community
- Professional retirees
- Harvest retirees and talents they bring
- Global population diversity within the area
- Richness of retirees, volunteers, mentors, etc.
- People who want to see the community turn a curve on teen pregnancy, etc.

Transportation system

- Diverse transportation modes
- All transport is here land, air, rail and water
- Great airports
- Two airports
- Coast, deep-water port, airport, interstate highway, railroad, and good access to other area airports and transportation networks
- Commercial transportation infrastructure: port, interstate, rail, air
- Expanded airport
- Two airports!!!!!!
- Excellent transportation system, air, rail, port, I-95
- Logistical location - railroads, interstates, water and air

Cooperation

- Build on joint water-sewer commission and other joint governmental entities
- Brunswick/Glynn Co. Development Authority, Brunswick and Golden Isles Chamber of Commerce, 6 county Development Authority: we are working together in many ways and need to continue this
- Great cooperation between Community Foundation, United Way, and the Chamber
- Coordinated volunteer services
- There is a service-delivery agreement in place that if we utilize it better will improve operations
- Sea Island Company: great community partner
- Coordination of non-profits
- Chamber, Development Authority, CVB cooperate well
- More public and private partnerships

Plans

- Use existing strategic plans in the community to help solve new issues. (Ex. United Way, FLETC, Land Trust GreenPrint, Community Foundation, etc.
- Jekyll Island plan is being implemented
- Traditional Brunswick town plan, which promotes neighborhoods
- City in-depth comprehensive plan
- School board has long-range plans for curriculum and facilities
- Transportation plans are currently being considered
• Coast Comprehensive Plan has been adopted
• Coastal Comp Plan is a ready resource for the community

Health care
• Excellent and rapidly improving health care system
• Combined E-911 center
• Growth in healthcare resources: ambulatory facilities, number of programs offered, specialties, diversification of services, quality up, community care center accepting Medicare/Medicaid
• Have a good health care system
• Southeast Georgia Health System
• Unusually rich talent in our medical community

Funding sources
• Community Foundation can provide philanthropic contributions to meet some of needs we have identified
• This is a very supportive community. We do have financial wealth that is concerned and wants to help the community develop.
• Continue SPLOST and E-SPLOST
• Individual wealth and the spirit of philanthropy

Culture
• Great support of arts and humanities
• Corner of MLK and 4th—great location for a performing arts center
• Lots of history to build on
• Lots of history. A little Savannah

Other
• Resources exist...coordination does not
• Pine Crest and Logistics Park
• Regional library system
• Volunteer spirit
• Opportunity: downtown Brunswick can be a great place for retirees and young people to live
• GIS program through the county and RDC
• WI-FI access
• Great local newspapers
• Opportunity to model government after successful business structures and organizations
• Adult Literacy program is not decreasing
Appendix B

Individual Written Responses
What are the trends, forces and factors that will impact the community, your organization, agency, etc. (increasing, decreasing, or cyclical)?

- Immigration action
- Intrastate shifts—positive
- Georgia political action
- Lower real estate prices
- Housing—increase age of population
- Health care
- Income gap
- Enough trade school
- No qualified people—drugs, lazy people
- Housing affordable
- Transportation for senior citizens
- Taxing
- Leadership for downtown development
- New businesses
- Developing business in the minority township
- Declining infrastructure of our cities in relationship to population growth—need for more affordable housing
- Increased need for highly skilled workers but lack the availability of the workforce. Special areas are in the social field such as certified teachers, counselors and social providers aimed toward working with youth to include those who are challenged.
- Baseline bus system will be here in 18 months
- Increase age of population
- Increase age of workforce
- Increase property values
- Lower income (i.e., more self-pay due to lack of health insurance)
- Fuel prices
- Mental health issues
- Qualified work force
- Increasing: population growth; small business growth; city staff number of qualifications; tourism within city; environmental awareness
- Decreasing: funding for growth/expansion (state and local), grants, etc.,
- Cyclical: real estate market
- Baby boomer retirement to coast (increase)
- Single women pregnancies (increasing) 1:3 black 1:7 white
- Immigration (increasing)
- Education—specifically HS drop out rate (decreasing)
- The economy (cyclical) international trade and balance
- Environmental vs. developmental concern
- Discrepancy in income levels
- Increased graduation rates
- Increased economic development
- Increased literacy initiatives
- Increased downtown revitalization
- Decreased income
• Decreased youth employment
• Decreased sense of community
• Cyclical: real estate
• Cyclical: tourism
• Cyclical: city county relationship
• Short term months: FLETC, 4 year college
• Long term: baby boomer retirement, discretionary talent/skills, increasing resort activity, increasing graduation rate
• Housing availability
• Job market
• Increasing number of retirees
• Increasing property values
• Skilled workforce (or lack of)
• Increasing: the number of students in the school system who are graduation; number of teen pregnancies
• Decreasing: jobs available that do not require higher level skills or educational training; high tech, high skills jobs
• Cyclical: housing market
• Increase in retirees moving to this area. They have discretionary wealth and a variety of talents and skills. A decreasing sense of community as we tend to balkanize into our own smaller population units i.e. St. Simons, Brunswick, Sterling, etc. Cyclical impact of global trade which requires a better educated and more flexible work force. Increased cost of health care and health insurance. Increase in his panic population.
• Increasing resort activity
• Increasing retirement community growth
• Increasing industry jobs (not so in other areas though)
• College to four years
• FLETC expanding
• School system is improving but not steadily—long way to go
• Too much poverty, lack of education
• Limited employment opportunities in non developed area
• Not enough cultural activities
• City/county government cooperation usually less than ideal
• Increasing: age of citizens in area; cost of housing; general cost of living, healthcare
• Decreasing: drop out rate is down over last 3-5 years
• Rapid growth
• Reactive vs. proactive planning (infrastructure) and zoning
• Ability to support influx of new businesses
  o Government services coordination
• Ability to coordinate changing educational system
  o High school
  o Charter school
  o Local college
  o Can we reverse the lack of available trained workforce?
• Protection of existing manufacturing base.
• Trends: increasing; population growth though not as great as some of the other counties
• Decreasing availability of affordable housing
• Cyclical—economy?
- Population increase to area
- Lower available/qualified workforce
- Rising fuel prices
- Lower affordable housing
- Increase number of commuters to jobs
- Increase number of jobs
- Increase tourists
- Decrease manufacturing jobs
- Increase service/hospitality jobs
- Increase retirees/baby boomers
- Increase non-English/change demographics
- Increase better healthcare options
- Community: increasing Hispanic populations, increase in general population, decrease in "affordable housing" in parts of the community
- Cyclical—down cycle in real estate sales
- Increase/cyclical—increase in gas prices impacts tourism
- Decrease in number of local shrimpers
- Increase in number of four year degrees
- SGHS: increase in costs; decrease in reimbursements; decrease in number of medical students; cyclical (?) calls for universal coverage; decrease in number of nursing students
- Increasing number of non-English speaking families
- Decreasing number of high school drop outs
- Cyclical number of new jobs
- Fuel prices and employees ability to commute
- Housing market makes it difficult to recruit out of town/state applicants
- Changes at the college from 2 to 4 year institution
- FLETC housing—possibility of losing programs
- New jail—community concern
- Differences between BWK high and Glynn Academy
- Increasing communication/collaboration between city, county, school district, business community, B and G clubs, often non profits (all on the same page)
- Increasing number of jobs due to the widening of the port
- Increasing number of qualified employees due to four year school, teen center, and technical school
- Better: airport, newer schools, four year college, health care
- Land development
- Workforce development
- Community involvement (coordination)
- Infrastructure
- Job opportunities (increased)
- Tourism increasing
- Lack of vision for county
- Full prices for commuting
- 2 year to 4 year college
- Career academy
- More visitors
- Over used community services—more consolidation of effort
- Loss of housing—starts not development
• Limited natural resources
• Bigger houses on mainland
• Roads not being planned
• No desire to consolidate; limited planning
• Fuel prices—causing fewer number of people to travel by air
• Real estate pricing—causing down turn in retirement/workforce relocation
• Economic outlook—not positive because of factor above
• Education—seems to be improving with solid board members making good decisions for the future
• Health care seems to be moving forward with bigger and better facilities
• Execution of joint water and sewer authority
• Increased population; pollution→water quality; aging population→medical needs
• Decreased suitable land for development; community cohesiveness→influx of resources.
  Traditional industries→shipping
• Retirement population
• Student population
• Hispanic population
• Major real estate projects
• Improvements of local port
• Increasing available land for building projects
• Declining student age population for senior school.
• Building out of available land on St. Simons.
• Crime—increase (drug related, gang activity, murder)
• Teenage pregnancy—increase
• Growing pockets of poverty as economy has “downsizing”—increase
• Dropout rate tied with lack of parental support for the importance of education—continuous (how) do we stop or at least slow down this trend/cycle
• Tourism—will it be affected in the future by continually rising fuel prices and job/business foreclosure?
• Increasing fuel prices
• Increasing development and infrastructure needs
• Retirement of key staff in next 5 years—increasing age of workforce
• Increasing incidence of chronic health conditions and cost of health insurance
• No public transportation
• Increase of violent crime within the city
• Increase in population within the city
• Increase in gas prices within the city
• Increased diversity of population within the city
• Decrease of economic base within the city
• Less availability of mixed housing
• Increasing growth of retiree population and their effect
• Decreasing size of school population if older population proliferates. Will as many facilities be needed?
• Increasing dependence on diversified workforce
• Increasing importance of cultural tourism. Literary, performing arts.
• Cyclical: recreational activities: biking, kayaking, motorcycling
• Merging of water/sewer commission
• Tourism
• Impact of retirees—health, water, roads, housing
• Resort activity
• Teen pregnancy (higher)
• Skilled workforce
• Lack of housing
• Deceasing work ethic
• Factors: up—water, diversity
• Level of educated workers; charter school may take the trend up
• Lack of cooperation between county and city (down); lost efficiency of services
• Electing correct persons to elective offices: city commission, county commission, (cyclical) board of education
• Population growth—planning for growth in all areas—infrastructure, health facilities, safety
• Major hurricane—the ability to rebound in a timely manner
• Economic downturn in hospitality industry
• Increasing population
  o Increase in aging population (i.e. retirees moving from FL due to rising cost of living, insurance costs, etc)
  o Increase in generation x and y population as these generations relocate from urban areas to raise families. Will lead to higher educational quality
• Decreasing availability of real estate due to population growth
• Increase in fuel prices may impact hospitality industry as vacations decrease
• Cyclical economy will impact resort aspect of community
• Increased cost of living
• Increasing: population, single-issue groups, zoning/land use issues, development, regulatory constraints, traffic problems, crime, poverty. Need to coordinate regional planning/zoning growth issues.
• Decreasing: natural resources, trained workforce availability, community leaders
• Cyclical: economy, city, county, school board relations
• Increasing population growth
• Increasing poverty (due to increasing prices of goods)
• Substandard housing stock continues to deteriorate
• Increase in wealthier residents requesting more/better quality services
• Increase in suburban growth puts high fiscal and environmental burden on community
• High drop out rate in schools seems to be decreasing but more improvement needed
• Increasing: housing, population, retirees, military presence
• Decreasing: physical activity in schools
• Cyclical: tourism
• Getting right people elected
• Excellent commissioners
• School district: need more public school teachers, local, minority teachers
• Housing cost
• Provide scholarship with contract to stay in the area after graduation
• Loss of efficiency in city/county resources
• Need combined community services
• Create an enterprise zone
• Unique/diverse transportation/port system…I95, rail system
• National diversity—increasing and depending on next election, holding an incline
• 35-60,000 students of FLSTC since 2000. Number of employees 40% increase
• Contractors 60% increase
• Construction
• Housing—rental on site/off site 1000 rooms/day
• Housing market—declining following a building surplus. International visitors/presidential and governmental visits—Bush, Cheney, etc.
• Increasing:
  o Retirees and baby boomer retirees moving to the area, tourism; need for long term nursing care, elderly housing, hospital needs and growth increasing
  o People from all over the country and all over the world moving in with different ideas and demands
• Decreasing:
  o Manufacturing jobs, more service oriented and tourism related jobs increase—income levels decreasing due to trend
  o Trained, educated, “workforce ready” employees. Economic development opportunities decreasing due to this and other factors
• Increasing:
  o College expansion, Jekyll development will bring additional jobs and economic stimulus but also strains on existing workforce and community infrastructure
  o Number of developers—future growth expected by all
  o Drugs, gangs, crimes!
• Enough affordable housing. Service industry workforce cannot afford housing.
• Medical care: for the working force. Cannot afford to carry insurance for we are experiencing more critical illness
• Decrease in natural resources
• Decreasing in cleaning up environment
• Housing, workforce, violent crimes
• Population: increasing—need for higher wage/labor workforce
• Declining—affordable housing for labor force; vacation/resort influx during summer months
• Increasing: tourism, population, education, resource development, state control
• Decreasing: cost of living, fuel costs
• Cyclical: tourism, real estate, business development
• Growth—from baby boomers
• Growth in educational areas i.e. college and charter schools
• Natural resources (i.e. water)
• Tourist—affected by increasing fuel prices
• My organization increase from rural institutions
• Growth coming to the coast: retirees, population seeking what we have here
• Climate—beauty
• Economic issues—short term
• Available real estate—within Glynn county especially
• Education—drop out rate results in general decline, unemployment, poverty low income
• Declining income
• Poor housing stock
• Latino impact
• Increasing: student population is increasing and moving from inner city. This is the trend with current households in Glynn County and new residents.
• Student achievement
• Decreasing: student population on island due to real estate costs
• Continuing to elect the right/progressive persons in elected positions
Compensate educators well
Finding available teachers balance of teachers (not enough minority teachers)
Population growth: what is the image of the school system to people and businesses seeking to relocate to Glynn County?
Four year college
Student population increase and teachers
Housing etc. needs by '09. Construction of facilities on campus
The increasing population of the county migrating to the coastal region will continue to drive our area forward—business growth, education growth, recreational growth, etc. In turn, this will be a positive stimulus for businesses all the way around.
Increasing port growth!
Decreasing funding. The economy has slowed the car market. In infrastructure for the Georgia ports is improving which will be a great investment for a recovering economy. Increasing material and fuel price have made prices go up in the construction market, there has been more competition pricing due to less projects being put out for bid.
Population % projected to grow in coastal areas above other areas of the state.
Workforce needed to meeting the growing demands of that increase are not prepared to handle the needs of that group
Infrastructure needed to meet future growth not ready.
Population increases
Decreasing affordable housing
Sturdy infrastructure for residents and visitors
Increased demand for land and resources to support FLETC’s existence
Increased need for public transportation
Increase in regional workforce
Increase need for technical skills
Decreasing resources for harbor and ICU maintenance
Increasing: population growth, aspirations
Decreasing: lack of educational attainment by minority group members; must close educational achievement gap between Caucasian and African American students.
Cyclical: real estate market as major component of the local economy.
Increasing: competitors among states/counties/communities to attract new business/industry to their/our location
Increasing population of Hispanic citizens to this community
Decreasing effectiveness of City Police force
Lack of venues for larger meetings
Increase number of judges in system to handle increasing workload
Increase in number of sunken vessels (in waterways) and lack of funding to appropriately remove
Decrease in funds by the DOT to the area

Based on the trends, etc. that you identified, what are the specific things that need to be done in order to adapt to the change? (Start with a verb.)

Coordinate community resources that provide services to the social, educational, and economically disadvantaged
Increase community awareness about services that are available to the citizens.
• Research/initiative small business, implement affordable housing, develop mixed-income, mixed-use housing/rental/service projects/developments
• Expand police pressure in neighborhoods
• Study culture/work ethic for possible solutions to workforce availability/fitness
• Develop “wish list” for infrastructure needs and corresponding costs (funding source?)
• Examine ways to attract younger population (housing costs, social)
• Explore state-wide mental health capabilities
• Change the minds of many of our citizens: a different time, a different leadership
• Crime, population shifts; education need for skilled labor; promote business incubators, more in low income areas
• Affordable housing
• Focus on improving living conditions for low income families—require vocational courses for a majority of school population
• Consolidate government
• Create a land limit for the rest of Glynn County (like SSI)
• Consolidate cultural initiatives
• Approve more SPLOST programs (a good way to find capital improvements)
• Consolidate city/county services and resources
• Elect city and county reps who value collaboration
• Concentrate on our youth
  o Role models development, consequences of single parenthood, more things for youth to do with the supervision on after-school programs
• Build affordable housing opportunities for our service employees, young “starter homes” artists
• Concentrate on local initiatives
• Build public transportation—bus routes, shuttles
• Develop a comprehensive plan for parks and open space for entire county. Evaluate effectiveness of current early childhood literacy efforts and enhance where necessary. Expand the continuing education component of the college particularly offering courses that increase awareness of community needs, i.e. mentors etc. Osher foundation.
• Develop method whereby impact of pre-k, early childhood literacy initiatives can be quantified
• Establish overarching school system goals and have the will to follow through as a long term effort
• Continue to find ways and means to attract more people to Downtown Brunswick.
• SPLOST=infrastructure
• New boys and girls center
• Community land bank
• Develop a community awareness group to address teen pregnancy issue
• Develop a task force to include law enforcement, court workers, and education officials to address gang activity
• Establish an advisory committee
• One stop shop for city and county governments for new/prospective businesses to understand planning/zoning/permits/requirements to successfully attract new business.
• Create a combined inter-governmental team to address problems and opportunities as a result of rapidly increasing Hispanic population.
• More initiative targeted to engaging African American students in preparation for postsecondary education. Example: coastal Georgia minority outreach program goal: close skills gap at middle school.
• Greater emphasis on postsecondary technical education in all fields because of demand for high tech high skills labor force
• More attention placed on transition from middle school to high school to postsecondary education.
• Continue to increase workforce development programs
• Provide incentives for infill and housing rehab
• Prepare for influx of retirees by providing housing/care options
• Develop heritage tourism programs
• Comprehensive plan—implement
• Improve graduation rate
• Develop career tech curriculum to satisfy need
• Improve ELA
• Attract better balance of businesses/part of skills training
• Communication cultural programs in Golden Isles
• Continued intervention to w/g minority population
• Develop more affordable housing
• Revitalize tenets of LARC as agency to work with influx of foreigners
• Retirees for what they want in a new location
• Create greater involvement of mentors in education
• Study other areas of state, who seems to be moving forward and adjusting to change
• Look into 3-year affect of population (are they all served?)
• Expose what technical skills are need for community
• Devise plan for housing
• Close education gap—streamlining regulations for prospective new businesses
• Coordinate government agencies to improve new business recruiting and permitting
• Create a comprehensive industrial base plan—protect existing businesses; plan for new development
• Mandatory recycling program
• Improve government communication to community. Avoid “jail” situations
• Include job corps in education plan (coordinate with charter school and college)
• Develop four year college (this is in the works) with degree emphasis in the areas of the health sciences
• Cultivate leadership in the Hispanic community
• Continue consolidating services
• Implement the coastal comprehensive plan developed over the past 2 ½ years by stakeholders throughout the region
• Establish a transit system for workers from surrounding counties.
• Improve coordination of social services by agencies
• Get the faith based community more involved in provision of social services
• Enhance the infrastructure in community
• Inform appropriate consumers of the opportunities available at organizations like the state foundation and CMAP
• Encourage coordinated efforts of educators in our community PK-16
• Educate parents of the realities and opportunities of technical education
• Increase the number of multi-lingual services in our community
• More job training for unskilled workers
• Develop more housing options for low moderate income families
• Fund programs designed to educate home buyers (low-moderate)
• Develop more affordable housing
• Enhance resident training programs
• Develop partnerships to enhance resident training programs
• Emergency housing
• Develop more appropriate educational programs to address workforce issues—technical training, work ethics, character education coordinated educational strategic plan
• Develop non-traditional educational training options—night classes, technical classes, flexible school hours
• Initiate more affordable housing programs
• Create public transportation opportunities—fuel prices, less demand on roadways, workforce to job
• Job creation strategies
• Develop affordable housing county wide
• Establish language banks for immigrants
• Promote/encourage walking and cycling options to address health and transportation issues
• Develop alternative fuel sources—biodiesel, etc.
• Continue SPLOST funding for infrastructure development
• Encourage development of NORC—naturally occurring retirement communities
• Housing for recovering addicts and work programs
• Better access to drug rehab programs
• Increase green space requirements
• Adopt ordinance relative to green growth, LID
• Enforce ordinances
• Continue community dialogue
• Use SPLOST for land acquisition
• Establish better communication with school system (schools) with business community. Civic organization, churches, etc.
• Continue to improve infrastructure by approving SPLOST votes that has visitor contribution for funding.
• Develop long range plans for educational facilities to meet the demands of a growing population.
• Develop establish, increase, continue
• Infrastructure—continuous cooperation between all entities for 5-10 year plan
• Housing—plan ahead—any possibility “sponsor” more affordable housing in undeveloped area by gov. entities rather than private developers
• Naturally occurring retirement communities
• Put adequate resources into keeping kids in school
• Teach values
• Have effective work-school programs, mentoring programs to show students there is hope for a good, productive future vs. life of crime.
• Plan for growth vs. deal with individual permit requests
• Agree on a plan for Jekyll and go forward
• Build on e large 11th and 12th grade high school. Make the other one a 9th and 10th grade center to unify the county and reduce bias in housing. Zoning a problem
• Develop a mass transit system on major routes—SSI and downtown. 17 north, copper mill, to shopping areas
• Consolidate city and county government services
• Long term and strategic planning needed for county, city, school, and infrastructure planning based on growth trends.
• Build and develop affordable housing for lower income workers and families.
• Aggressive programs developed and instituted in all schools dealing with anti-gangs, anti-drugs, anti-violence, anti-crime.
• More mentoring and early childhood education intervention and support programs needed
• Development and building of elderly assisted living and retirement home and nursing care facilities.
• Tourism activity and green space long-term development planning needed.
• Public transportation system needed.
• Develop new water resources
• Develop transit system
• Proactive development of infrastructure—i.e. water, sewer
• Continued efforts to revitalize education system—more family involvement. Possible neighborhood schools—meeting period more family initiated
• Plan/develop affordable housing
• Economic development to bring new business
• Health education/more free clinics; learn more about free drug programs that are available to the community
• Transportation
• Community plans
• Implement teen center and tech facility to grow our own employees
• Provide funding to battle employment trends
• Attract more college students to the 4 year school
• Continue to promote healthy collaboration between city and county
• Better community planning for long term—Archway project good example
• Continue to improve education system to prepare students for future jobs, concerns
• Drill offshore oil well to help with fuel supply—joke…
• Increasing tourism—keep environment and impact in mind if more visitors
• Conscious government—to establish a focused plan of actions for the future—it can be funded—but in needs desires
• 4-year college—go after WOW degrees—ecology, leisure services. Make it relevant to our area—tourism/water/political. Plus the usual degree tracks
• Encourage the continuation of better working relationship with the county government, school board, and quasi-forms of government
• Continue the demolition process that has begun in the city. Work towards a goal of rezoning 250 dilapidated structures over the next twenty-four months.
• Establish a plan for senior citizens housing
• Develop escalators for minority businesses
• Develop more bike trails and encourage the use of them
• Coordinate curriculum and master planning efforts of education entities (charter school, four year college).
• Discuss pros and cons of combining county and city resources
• Develop incentives for students to remain in local area and recruit to Glynn County (scholarships, corporate sponsored tuition, corporate commitment to established curriculum (i.e. commitment to require education)
• Increase community involvement with school system demands (i.e. more educated faculty will demand better quality education)
• Increase availability of QUALITY childcare provides in Glynn County.
• Combine city/county resources/police, fire
• Provide incentives for students to stay after graduating from local college
• Increase public funding for more teachers, local teachers and minority teachers
• Eliminate city commissioners/combine with county
• Need more skilled hospitality work force
• Coordinated curriculum between secondary and college for skilled/career workforce/certificates
• More guidance of students for career path
• Raise child care quality/affordability/quantity
• Raise lack of education/childcare of minority population
• Improve workforce through education
  o More teachers and instruction on work ethics, communication, etc.
• Bring county and city governments together
• Be more proactive rather than reactive
• Analyze what has greater impact on community
• Prioritize order in which to attack issues or move several along at the same time
• Skilled workforce more important
• Schools/college/technical school earlier track for students instead of at the high school level
• Merge city/county agencies
• Promote greater diversity of representation in school system administration and teachers
• Focus more on skilled labor training
• Need for skilled workers—currently—our community has identified this need with the development of a career academy. This project should be completed in the next year plus and will make a significant impact.
• Greater demand for parks and recreation: this is a strong asset to community. With organizations like the SSI land trust forming and others more emphasis is being placed
• Continued development of Brunswick Downtown—increased incentive for development/renovation
• Increased emphasis for potential in education of children; more mentoring with focus on ethics
• Increased incentives for redevelopment in blighted areas
• Increased city/county cooperation
• Keep the improvements to the infrastructure going: roads, land use management! sewer, water intracoastal waterways, improve airport facilities
• Increase marketing to bring new businesses to the community. Manufacturing, industry, FLETC, ports related industrial parks
• Housing
• Develop partnerships private/public for affordable housing (move away from public housing “projects”)
• Prosecute slumlords
• Create/promote quality of life incentives
• Crime
• Merger of police departments—better working together
• Develop better city/county/school board/joint planning communication
• Develop better land use planning
• Initiate coordinated regional planning
• Community investment in development of 4 year college
• Investment in career academy for workforce development needs—coordinate academy with DTAE for state service delivery
• Establish and identify funding sources for infrastructure for suburban growth that does not burden existing residents that choose to live more efficiently
• Establish funding for HOPE VI mixed income public housing to redevelop existing public housing projects
• Improve graduation rate
• Establish a handbook to clear title to heir properties and make those parcels available to non profit (Habitat, etc) and for profit builders
• Involve/recruit varied segments of population in planning
• Coordinate county and city efforts for economic issues
• Partner between school and industry to develop workforce
• Identify and reach at-risk youth at earlier stage
• Develop community master plan with boards and business
• Identify active trends/numbers with regard for retirement population/crime/community. Look at them together as opposed to a vacuum
• Identify organization performing duplication of work. Look for ways to streamline organizations
• Coordinate efforts
• Consolidate services
• Communicate needs
• Get community involvement
• Long range planning
• Develop training programs (incorporate funding streams)
• Unite city and county government or at least city and county services
• Develop bank mainland for citizens
• When open, promote career academy and college
• Give incentives for people to move here
• Develop long-range plan for community
• Continue to improve education system
  o Four year college
  o Career academy
  o Technical college
• Increase the collaboration of EDA and DDA and City Community Development Office

What are the opportunities, assets, etc. that we need to be aware of that would assist our work in Glynn County?

• Youth intervention, education, housing, government consolidation
• Community non-profits committed to youth development
• Media attention on education
• Community spirit cooperation
• Giving nature of the community
• Leadership addressing improvement challenges
• Strong Chamber of Commerce economic development authority
• School board demonstrating a desire to improve the quality of education
• Golden Isles career academy under construction
• School advisory committees
• Business community working with school system and college
• Large number of community mentors for the school age youth
• Strong and active chamber of commerce
• Active civic groups
• Logistical assets—port, rail, interstate, air
• Economic development authority
• Port, FLETC, UGA (small business, cooperative extension, 4-H, marine extension), airport, coastal community college→4 year
• Sea Island Company, rail roads, school system—new technical school
• Our community foundation can provide philanthropic contributions to help meet needs
• We have one of the most effective Boys and Girls programs in the US. The new tech center will be a great community asset.
• The talents and skills of our retirement community
• The natural beauty of this area should be protected and enhanced.
• Downtown redevelopment efforts highly successful
• Committed community leaders (the people in this room)
• Transportation opportunities with Port; I-95 and rail, airport
• Available industrially-zoned land with utilities
• S.E. Georgia Health systems improved health services
• Cooperation among community foundation, United Way, Chamber
• Great non-profits
• Career academy
• Beaches
• Golf courses
• Churches
• Rich historic area
• Make downtown Brunswick a popular area for living, retirees, moving
• Improve services and facilities for youth
• Improve education opportunities for young and old
• Improve literacy
• Decrease poverty
• College going to 6 years
• Location on/near ocean
• Oglethorpe layout of city—a la historical sites—promote it
• Hurricane-free area—lower insurance than Florida—promote
• A working knowledge existing between county and city. City willing to listen to good leaders…a changing population that is moving from day to day
• Every opportunity is available but we lack coordination of all the resources
• City’s comprehensive/in-depth planning for growth and development for economic levels
• Brunswick’s traditional town plan that promotes “walkable” neighbors
• Land, air, rail, water access
• Great health system!
• Beautiful locale!
• Very generous community
• Commitment of community leaders for progress
• City and county elected and appointed officials
• Capitalize on 4 year college now in place
• Prepare for influx of retirement age adult
• Utilize natural resources better and take more advantage through tourism and education
• Diversity base of employment to maintain balance in workforce
• Creating public/private partnerships
• E-SPLOST
• SPLOST
• MOST
• Use of federal and state funding resources
• Utilization of service delivery strategy, not necessarily merger or consolidation
• Involvement of more volunteer organization such as United Way
• School board, Boys and girls club, community agencies, city, county, and business community
• Communication (all on the same page I think)
• Giving community
• Physical environment
• Hospital
• Airport
• Faculty and staff at CGCC
• Continuing ed program at CGCC
• Local professional groups—SHRM-payroll association; STAR foundation
• Airport
• Golden isle career academy
• FLETC
• Environment—natural beauty
• Distribution park—percent distribution park 687 are industrial park
• College moving to four year status
• Improved health facilities
• Port
• Airport
• Rail service
• Interstate highway
• Leadership
• Natural geography—waterways
• Interstate system
• SAV
• Four year college
• Career school
• Improve resources at public schools
• Attitude education
• Perhaps grow these existing initiatives to form collaborations
• Early college with college, school system (how will career academy fit)
• Minority outreach program (rising 7th grade African American Males)
• Kids in college program
• FACES program
• FERST foundation, B and G club, library program
• Dual enrollment for tech programs
• Look at Camden County School system for strong curriculum: “satisfied” teachers and parents
• St. Simons Island land trust
• Growth plan for magnet schools in Glynn County schools
• Generous leadership
• Local paper imply/sensationalize items
• Opportunities—guidance for young students
• Career academy (technical)
• 9th grade academics
• Performance learning center (Risley Early College Program, Dual-enrollment initiatives)
• FLETC/BOE relationships—build on
• Faith based community (join forces over denominations)
• Existing plans as a resource
• Community resources to collect and analyze data. Chamber of Commerce, Board of Realtors
• Industrial parks
• Airports
• Sea port
• College—but how to grow?
• FLETC
• Natural resources
• Charter school held increase work force
• Very giving community—how to handle this energy
• Airports
• Industrial park
• BATS—Brunswick Area Transportation Study needs to be expanded for transportation needs
• Committed people
• Wealth
• Land opportunity/green space opportunity
• Higher education
• Port facilities
• Supportive community—interested, giving
• Wealth
• Climate, location, “the golden isles”
• FLETC—resources? Land trust good example
• Port facilities and airports
• I-95
• Land for new business
• Excellent tourism/hospitality resources
• Leadership
• Wealth of knowledge, experience, and expertise existing in the large and growing retirees in area and moving to area—“tap into them” to help!
• Community foundation, United Way, Chamber of Commerce: utilize more, use as “conveners” of community resources and program implementation.
• Tourism dollars generate tremendous economic impact—SPLOT and E-SPLOST dollars need to be planned for, identified clearly and utilized more effectively
• Churches, civic clubs can be leveraged and involved more effectively
• Tremendous natural resources—developed, utilized, but also PROTECTED!
• Career academy—potential there
• 4 year college
• Pre k program—community links/resources
• Partners/mentor expansion
• Public transportation study—where are we?
• Early intervention for children (head start—not fulfilling the needs)
• Lots of long range plans at school system: goal, facilities, academic growth
• The gathering Place—utilization of clergy network
• Coastal comp plan
• Career academy, SPLOST

33
• Sparrow’s nest (Wright Culpepper)
• UWSC
• United Way and volunteer initiatives
• Combined E-911 center
• CIS
• Coastal Coalition for children
• Organization of agencies have common goals but rarely work together
• Newly created and operating water and sewer authority
• Regional Development Center to work with implementing coastal comp plan
• RDC transitioning to regional commission HB1216
• RDC/RCs ability to bring the regional perspective to the local discussion
• Tap the retiree community (asset)
• More coordination with civic organizations that have resources
• Instituting the 4 year college is an opportunity to marry degree programs with local needs
• Abundant natural resources enhances the attractiveness for residential relocations and tourism
• Tourism-based economy that helps drive the local economic engine
• Good climate!
• Coastal comp plan is a ready reference that reflects a regional context of needs opportunities and strategies
• Port and I-95 are a tremendous asset
• Keep Brunswick Golden Isles Beautiful is a good asset
• Harvest retirees—they want to be involved
• Job program
• CMAP—comprehensive free health care for appropriate ind.
• STAR—comprehensive employment training
• FLETC can provide backdrop of job opportunities
• Larger employers who can communicate needs to charter academy and four year college
• Newer housing unit (by Hercules)
• Cooperation of chamber, dev authority, and CUB
• Community care center
• Large number of community agencies willing to work to impact the community’s youth
• Good model for job technical training that can be built on or immolated
• New industrial park→Lincoln properties
• Airport industrial park
• Charter school
• FLETC
• Altamaha Tech school→benchmark
• Strong faith-based community
• Strong United Way organization
• Port authority
• Rich environmental area
• Health care system
• Four year college
• RDC—transportation plan (regional and local plans)
• Quality
• Scenery/history—continue to attract tourists
• Jekyll Island plan (move forward with)
• Business/education partnership
• Excellent and improving health care system locally
• New career academy opening Aug 2009
• 4 yr college opening in coming year
• Growing tax base—growth exceeds state average
• Charter school
• Entrepreneurial Friendly Community
• Joint Dev. Authority
• Joint Chamber
• Port
• College—programs for the community
• Hospital—quality healthcare
• Receptiveness of post secondary education to being a change agent in education—transition from k-12 to postsecondary, providing opportunity for students who are prepared to move forward to an associate degree with bachelor-s degrees in a limited number of majors. The college also provides developmental studies for under-prepared high school students to close the skills gap. After developing proficiency in skills of math and English students can enter pre-baccalaureate and technical programs
• Incredible readiness of retirees
• Explore the benefit of being a port city—international flair that is here—could be here—i.e. the way Savannah promotes ethnic festivals
• Visit vital communities
• A slogan for the area—‘the cultural crescent’
• Coastal cultural opportunities
• Educational assets—Golden Isles Career Academy and Coastal Georgia College
• Major businesses in the community seaboard, Sea Island, Georgia Pacific Ring, and seafood
• Strong cultural community—arts, museum, heritage
• Good city planning for development
• Historic Brunswick downtown revitalization
• Good planning for affordable housing
• 4 year college
• Epicenter of our region (between Savannah and Jax)
• This is a beautiful place, promote it
• FLETC is an asset that is underappreciated/misunderstood
• Opportunity to change suburban style growth to ultimately reduce its fiscal, environmental impacts
• Brunswick is compact and infill that is compatible should be encouraged (and could be a green growth model)
• We should tap the knowledge of the grouping retiree base
• We are the regional health care center, jobs center, shopping center
• Communities in seafood organization
• Coastal GA College—Career Academy
• Resources from retirees opportunity to partner/include
• Global diversity…FLETC, port, industry
• Use BOE, county, city, college, Chamber, roadmap for use by BOE and bounty, city, leader to follow dealing in education
• Stats on where we stand as a community compared to state and national
• Working with FLSTC, colleges, business communities, career academy
• Destination location
• Diverse, balanced economy—tourism, manufacturing government, service
• Wealth base—a giving community
• Center of regional economic activity
• Airport healthcare delivery, transportation network
• FLETC—diversify mix of people from around the county always flowing through
• NGO/NFP activity is good
• Good educational system K-12
• Continue to develop/build upon the training assets that are now in place on being established
• Education
• Youth intervention
• Communications among agencies
• Regional library system/counties
• Excellent health care system/hospital
• School/college/charter school all coming together
• Tourist programs
• FLETC employment
• Ports/FLETC→outside funding produces jobs!
• Airport and air services←state and federal funds
• 4 year college—support needs now!
• Career academy
• Industrial and manufacturing parks access and infrastructure
• Tourism: Sea Island, SSI, Jekyll, Brunswick, intracoastal waterways
• Geographic location that would help attract additional skilled workforce, students (college), lifestyle
• There are retired professionals living in area that could be of benefit to various needs
• Many civic organizations they could focus on 1 project to have great impact.
• Diverse transportation hub
• Tourism largest industry
• Quality of life is an asset in this community—outdoor recreational spots—bikes, nature trails are in place—there should be more of this, SSI land trust is working to preserve land and create trail system, etc→also intracoastal water makes this happen—boats (recreational) continue to run aground
• Our port is an asset
• Career academy—is in place
• Four year college
• Diverse transportation modes—highway, rail, port, airport
• College with four year status
• Advanced health care services and facilities
• History and natural resources
• Increasing vacation and community facilities
• FLETC’s increased training
• Great support of the arts and humanities
• We have one of the largest Downtown Develop Authority Districts in the State of Georgia