




# THE UNIVERSITY OF GEORGIA & GLYNN COUNTY



ARCHWAY PARTNERSHIP

# TIMELINE

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- 2005 Archway Partnership piloted in Moultrie-Colquitt County
- 2007 Archway Partnership expanded to other communities
- 2008 Brunswick-Glynn County becomes third Archway community
- 2009 Growth Task Force established
- 2011 Altama Community Transformation (ACT) District Revitalization Plan created
- 2012 Brunswick-Glynn County graduates from Archway Partnership

# LETTER FROM THE DESK OF JOEL WILLIS

The success of the Glynn Archway Partnership is attributed to the fact that improving our community was our underlying goal. Representatives from Southeast Georgia Health System, City of Brunswick, Glynn County Board of Commissioners, Glynn County Board of Education, College of Coastal Georgia, Brunswick and Glynn County Development Authority, Brunswick-Golden Isles Chamber of Commerce, Pinova and Georgia Power comprised our Executive Committee, and established a work plan and vision that focused on three priorities: planning for growth, enhancing leadership development and promoting intergovernmental cooperation and coordination.

The Altama Community Transformation (ACT) District, a 1,600-acre area encompassing the College of Coastal Georgia, Southeast Georgia Health System, the new Brunswick High School, and many residential, commercial, retail, and industrial areas, was designated for future growth and revitalization by Archway's Growth Task Force, a group representing the community's 14 planning agencies charged with addressing future community growth needs.

A Leadership Development Task Force was launched to identify potential leaders who might otherwise be excluded from conventional leadership training opportunities. Locally there is a desire to be more inclusive in our leadership development efforts in Glynn County, and hopefully this new task force will bring about a fresh group of leaders, perspectives and experiences.

Promoting intergovernmental cooperation and coordination is something every community should strive for. From providing training on community revitalization tools to hosting a board retreat for the Glynn County Board of Education, Golden Isles Career Academy, and Altamaha Technical College aimed at giving the three institutions an opportunity to work together, Archway brought expertise to assist our efforts.

Archway has enabled Glynn County to take advantage of resources provided by the University System of Georgia. It has enabled our community to bring groups together to plan, develop, and cooperate for the common good of all the residents of Glynn County.

JOEL WILLIS: Chair, Glynn County Archway Partnership

# A PERSPECTIVE FROM JIM BISHOP

During my time on the Board of Regents, I was exposed to many wonderful programs and initiatives of the state's 35 University System institutions. Our state is blessed with a higher education system that not only produces the best and brightest of students and is working on some of the most ground-breaking research in the world, but that also works with communities and citizens in Georgia on the state's most pressing challenges and needs.

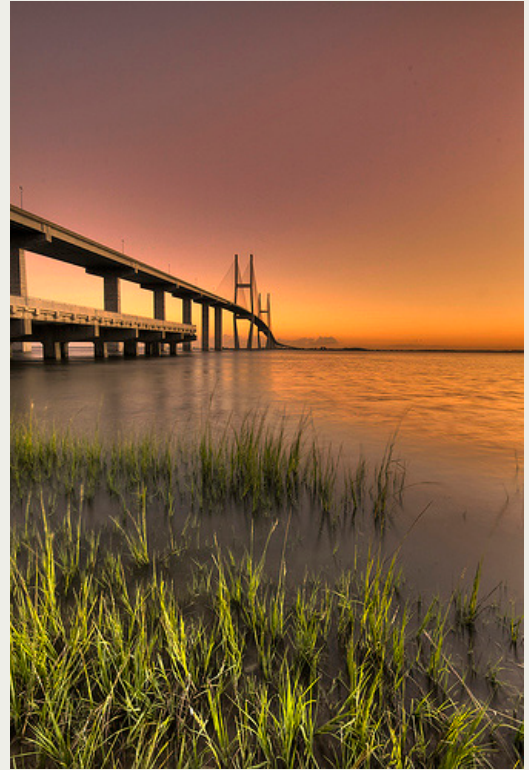
One of the best programs of the University System that I have always supported, and one for which our community has taken advantage, is UGA's Archway Partnership. Archway represents a true collaboration between the communities in which it is engaged and the faculty expertise of the University of Georgia and University System of Georgia. It helps communities identify their biggest challenges and opportunities, and then works directly with academic faculty who has expertise in multiple disciplines to bring about appropriate solutions and resources. Student learning

experiences are enhanced tremendously through Archway as undergraduate and graduate students are recruited to work on projects where they can apply what they have learned in the classroom to real-world community needs. The other University System institutions are to be complemented for their collaborative efforts with UGA to maximize community access to the full resources of higher education.

Archway is not only a great manifestation of the land-grant mission of our state's flag-ship university—the University of Georgia—it is a great catalyst for any community wanting to address needs in a broad, collaborative way that infuses higher education resources into the community's priorities. I am proud that our community has been part of Archway the last four years, and I am confident that the legacy of our local partnership will continue into the future.

JIM BISHOP, Esquire  
Former Member, USG Board of Regents





# TESTIMONIALS

"Archway has proven to be a valuable asset to Brunswick & Glynn County by providing UGA expertise and resources to our community leadership efforts in addressing present and future needs. The Archway professionals have proven to be especially successful in facilitating programs such as providing redevelopment financing tools training to aid in the revitalization of the Altama Avenue corridor."

M.H. "WOODY" WOODSIDE: PRESIDENT, BRUNSWICK-GOLDEN ISLES CHAMBER OF COMMERCE

"I look back on my Archway internship with great fondness. It allowed me to help a community close to my home, gain practical workplace knowledge and start my career."

MORGAN BISHOP WILLIAMS  
MARKETING COORDINATOR SOUTHEAST GEORGIA HEALTH SYSTEM

"Archway brings together the talents and energy of University of Georgia students and faculty with the unmet needs of communities across Georgia. Sometimes the results are as simple as a collection of photographs detailing the community's rich architectural and cultural history. In other instances, the results have the potential to transform an entire community. If enacted, the Altama Community Transformation plan will serve as a roadmap for community revitalization across the State."

DELRIA BAISDEN  
VICE PRESIDENT, SOUTHEAST GEORGIA HEALTH SYSTEM

"As the freshman of the Executive Archway Committee, I've seen an enormous leap forward in the advances of the Altama revitalization project. Archway in Glynn County has been able to put to paper what we see as our future in District 4 to the betterment of the college, hospital and many other vital hearts of our county."

MARY C. HUNT  
GLYNN COUNTY BOARD OF COMMISSIONERS

"To see the efforts of the North Brunswick community come to fruition in the form of a master plan document has had a powerful impact on what I believe is possible and great insight into how I can grow as a planner and designer."

MARIO CAMBARDELLA  
ARCHWAY PARTNERSHIP GRADUATE ASSISTANT

“Through the Archway Partnership in Glynn County, an atmosphere of collaboration has emerged among community stakeholders and both city and county governments. This spirit of cooperation and hard work led to the development of the Altama Corridor Transformation (ACT) District Plan. So much has been and will be accomplished through this plan. I am confident the legacy of the ACT District Plan, the Growth Task Force and Archway will continue for many years to come.”

L. STEVEN DEMPSEY: ASSOCIATE VICE PRESIDENT, OFFICE OF PUBLIC SERVICE AND OUTREACH

“The Brunswick-Golden Isles Archway Partnership has provided a venue for meaningful, comprehensive community planning and problem-solving. By linking UGA academic expertise with engaged public service, Archway helps partnership locales address issues of governance, economic development and community building. From the Altama Community Transformation plan to work on the new center for the arts, Archway has helped the community establish a strong vision and foundation upon which we can build.”

VALERIE A. HEPBURN, PHD  
PRESIDENT, COLLEGE OF COASTAL GEORGIA

“The Glynn County Archway Partnership has proven to be an invaluable tool for engaging key stakeholders in an open and honest dialogue about the future of our community. Through the venue that Archway has provided, we have seen citizens and community leaders collaborate and share ideas like never before.”

S. NATHAN SPARKS  
BRUNSWICK & GLYNN COUNTY DEVELOPMENT AUTHORITY

“Pinova has a rich 100 year history in Glynn County. The foundation of our business was built on strong local partnerships and a great community focused on responsible growth and prosperity. Our facility began with donated land from both the local government and the precursor to the Brunswick-Golden Isles Chamber of Commerce in 1911. We share our long heritage with the entire local community and a common goal of enriching the community in which we live. The key to longevity and prosperity in today’s global economy is innovation. Driving innovation in our community starts with working together in planning for our future. Through Archway and the Growth Task Force, we’ve put in place a unique platform for various planning agencies to come together and discuss future planning needs – an effort we will continue beyond Archway.

PATRICK L. GROZIER  
VICE PRESIDENT, PINOVA, INC.

# KEY ACCOMPLISHMENTS

## COASTAL BUSINESS ENTERPRISE & SUPPORT TEAM (BEST) INITIATIVE

An early initiative of the Archway Partnership, Coastal BEST was a partnership driven by the Brunswick and Glynn County Development Authority and the Brunswick Golden Isles Chamber of Commerce to support local industrial businesses and create opportunities for growth. Designed to foster relationships with area businesses and provide continuous assistance and support for area business expansion interests, Coastal BEST partners included Georgia Department of Economic Development, Georgia Quick Start, Georgia Institute of Technology, Georgia Department of Labor, Glynn County Board of Education, the College of Coastal Georgia, Georgia Power's Economic Development Division and Altamaha Technical College. The results of the survey conducted as part of Coastal BEST have given the community a comprehensive sense of the needs and demands of area businesses as they make decisions about expanding their local operations.

## TAX ALLOCATION DISTRICT/REDEVELOPMENT TRAINING FOR COMMUNITY LEADERS

As part of the Altama Community Transformation plan, Archway and the Brunswick-Golden Isles Chamber of Commerce sponsored a Tax Allocation District (TAD) training session for local government officials and other community leaders. The training, hosted by the College of Coastal Georgia, was conducted in 2011 by public finance experts from UGA's Carl Vinson Institute of Government, and focused on a number of redevelopment financing tools available to the community. An anticipated outcome of the training is that local government officials are more aware of redevelopment tools such as TADs as they consider implementation of the Altama Community Transformation (ACT) District Plan.



## TERRY STUDENTS GUIDE SGHC HR & PAYROLL SYSTEMS SELECTION

In spring 2009, students from the Terry College of Business worked with Southeast Georgia Health Center in upgrading Human Resource and Payroll Management Systems across its five campuses. Students were given the task of consulting with the health system team to help them decide upon a system that would bring more efficiency into the personnel operations. Students developed a matrix for use in selecting a comprehensive data management system to better manage reporting and reduce overhead costs for Southeast Georgia Health Center. Along with the benefits to the management of the Health System, the students shared that they had benefitted from exposure to client interaction, further developed their system-analysis skills, improved knowledge of current software, gained extensive knowledge in healthcare business and had the opportunity to practice collaborative skills and methods in a team setting.

## COASTAL GEORGIA COMMUNITY NEEDS ASSESSMENT

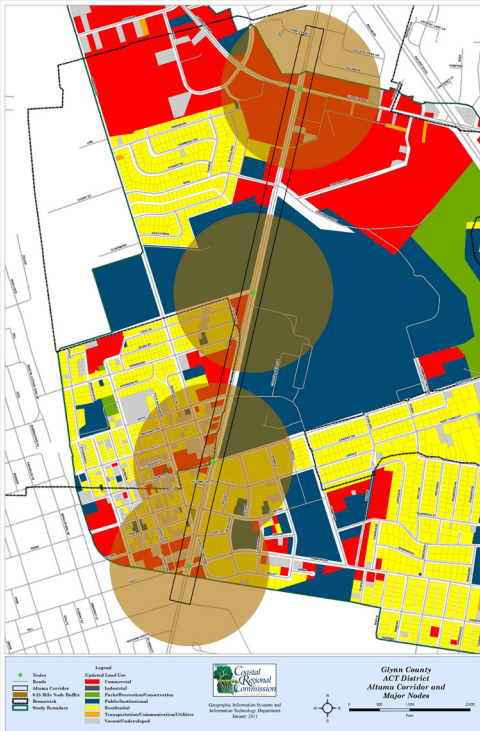
During the summer of 2009, the results of a community needs assessment conducted in Camden, Glynn and McIntosh counties were presented to a large community audience at the College of Coastal Georgia. The results culminated in a report that represents a collaborative effort to present both current statistical data and citizen input on the communities' greatest assets as well as current challenges and needs. It represented a broad collaborative partnership of key community organizations – the Communities of Coastal Georgia Foundation, Family Connection of Glynn, the Georgia Center of Nonprofits, the United Way of Camden County and the United Way of Coastal Georgia. Working through the Glynn Archway Partnership, the services of the University of Georgia's Fanning Institute and Carl Vinson Institute of Government were used to develop the survey instrument, conduct the research and analysis and prepare the final report. This unique partnership of community organizations was a first step for community organizations to work together, and allow the nonprofit community to align programs to better respond to community needs.

## ALTAMA COMMUNITY TRANSFORMATION (ACT) DISTRICT PLANNING

Since the establishment of the Archway Partnership in Glynn County, “Planning for Growth” has served as one of the community’s top priorities. A direct result of this priority was the establishment of the Archway Growth Task Force (GTF) which immediately focused its efforts on redevelopment and revitalization along Altama Avenue. Known as the Altama Community Transformation (ACT) District, ACT is an area prime for redevelopment due to the transition of the College of Coastal Georgia to a four-year residential institution and the construction of a new Brunswick High School campus. Archway began by engaging community stakeholders, gaining insights from ACT residents and business owners and creating a long-term plan for growth. Archway and the GTF partnered with UGA’s Public Service and Outreach to develop the ACT Corridor Plan. This resulted in a nine-month planning process that provided specific recommendations related to land use, zoning, housing, transportation, economic development, financing mechanisms and incentive growth. The ACT redevelopment plan reflects the community’s goals in creating a unique and thriving destination.

## COMMUNITY PLANNING AND DESIGN

As part of Archway’s “planning for growth” initiative, UGA College of Environment and Design (CED) students have been a critical partner in providing environment and planning design services to the community. From conceptual renderings for improved community entry ways to landscape designs for public parks, beach access points and private industry, CED students provided the community with innovative designs geared at enhancing community aesthetics.



ACT District Revitalization Plan map



Brittany Williams and Mario Cambardella, students from UGA's College of Environment and Design, stand with Mary Beth Chew, Archway Professional, outside Pinova, where students worked on landscape enhancement plans.

## GEORGIA GAZE

In the summer of 2010, the Lamar Dodd School of Art (LDSOA) at UGA and the Archway Partnership collaborated to establish a photography class entitled Georgia GAZE. The goal of Georgia GAZE was to enhance both undergraduate and graduate education and creativity of photography students by linking classroom instruction with real world experiences. Archway provided the link whereby LDSOA photography students were assigned to each of the Archway communities to capture distinctive images within each community. Ultimately, this project gave the students a unique awareness and insight into Georgia communities and community members which otherwise would not have been possible. Additionally, the images captured assisted community development and public relations needs. In Glynn County, the photographs taken by Georgia GAZE students were used by the Southeast Georgia Health System as a public exhibit, and ultimately framed and hung in halls and patient rooms as part of renovation efforts throughout the Brunswick hospital campus.

## SENIOR CARE CENTER

The Senior Care Center of Brunswick, established in 2008 as part of Southeast Georgia Health System, is a 200-bed senior care center that works with senior citizens in the area to offer both in-patient and outpatient care. Soon after opening, the center added a 32-room Alzheimer care center; however, this new wing lacked a centralized resource system for staff training, research information and tips on patient activities. Through the Archway Partnership and Southeast Georgia Health System, students from UGA's College of Public Health were brought in to create the information resource system as well as train the staff on how to implement the new system. These efforts resulted in an easier way for the center to train new staff, and meet quality patient care standards. Moreover, one of the College of Public Health students that worked on the project was ultimately hired by Southeast Georgia Health System.



Gary Colberg, CEO of Southeast Georgia Health System, and Mary Beth Chew, Archway Professional, pose with Jack Deese (far left) and Mark Vaughan, student participants in the Georgia GAZE project.





## HOUSING DEMOLITION TRACKING SYSTEM

In spring 2010, five students from UGA's Terry College of Business undertook the Demolition Tracking System for the City of Brunswick as part of the Information Systems Leadership course's team consulting project. The project objectives were to produce a database system plus interface and tracking system that is fully integrated and easily useable, and to develop a flagging capability for alerting users of each property's demolition status. The team was able to work directly with the City's Community/Economic Development Department to thoroughly explore the "as-is" system, create a proposal for the "to-be" system, analyze the costs and benefits, as well as provide a demonstration of the system once it was approved and built. The project helped to pave a road towards an even more efficient way of handling and processing the information for this department. Throughout the process, the student team developed a professional, synergetic relationship with City staff through several weekly meetings and trips to Brunswick and the real world business experience provided an opportunity for the students to grow professionally.

## WEBSITE TRANSLATION

Part of the Brunswick and Glynn County Development Authority's economic development focus is to recruit international business. As such, the Authority's leadership has worked to create an international presence on their website and in other public consumption materials. To assist these efforts, the Archway Partnership has worked with students from UGA's Franklin College of Arts and Sciences, Department of Germanic and Slavic Studies, Department of Linguistics, School of Public and International Affairs and the Carl Vinson Institute of Government to provide translation services to the Development Authority. As a result of the student's work, the website and other printed materials have been translated into Mandarin Chinese, German and Spanish.



UGA Terry College of Business students present their findings on a housing demolition tracking database to Archway Professional Joy Burch and Mayor Bryan Thompson.



## GOLDEN ISLES CAREER ACADEMY (GICA) RETREAT & BOARD TRAINING

The Golden Isles Career Academy (GICA) opened in 2009 to provide enhanced educational pathways for students and to facilitate a “21st Century workforce” in Glynn County. Since GICA's inception, Archway has provided assistance with the board's strategic planning efforts, as well as technical expertise in looking at other successful career academy models across the state. As recently as winter 2012, Archway facilitated a joint planning retreat of the GICA Board of Directors, Glynn County Board of Education and Altamaha Technical College Board of Directors.

## RECYCLING RESEARCH WITH KBGIB

Throughout the Archway Partnership's four-year tenure in Glynn County, Archway has had a collaborative relationship with Keep Brunswick-Golden Isles Beautiful (KBGIB) to increase public awareness and education about recycling opportunities in the Brunswick-Glynn County region. KBGIB requested assistance with better understanding demand for both residential and commercial recycling services, best practices being conducted in other communities and creating a strategic management plan moving forward. Two graduate students from UGA's Masters of Public Administration program were recruited to assist KBGIB with those efforts, and after much data collection, best practices research and interviews with public and private waste management and recycling businesses in Georgia, the students presented a community recycling plan to Archway and community leaders. In addition to the community-wide recycling plan, a survey focused on commercial recycling was administered through the Brunswick-Golden Isles Chamber of Commerce to area businesses. As a result of the survey's findings, a public awareness pamphlet and web-based “Frequently Asked Questions” document were published to increase awareness of commercial recycling opportunities. Lastly, over the years, Archway worked closely with entities on campus, in Glynn County and along the coast to reduce the impact of those attending the annual Georgia/Florida football game through an annual “Stash the Trash” campaign.



UGA MPA graduate students Alex Morrison and Will Garrard pose with Marsha Smith, Executive Director of Keep Brunswick-Golden Isles Beautiful, after presenting findings on residential and commercial recycling in coastal Georgia.



Flyer created to promote the "Stash the Trash" campaign for the annual Georgia/Florida game.









# GLYNN COUNTY ARCHWAY PARTNERSHIP

## EXECUTIVE COMMITTEE

Joel Willis (Chairman)  
DelRia Baisden  
Pat Grozier  
Dr. Valerie Hepburn  
Mary Hunt  
Jerry Mancil  
Tony Sammons  
Bryan Thompson

Ex Officio Members  
Jim Bishop  
Randal Morris  
Woody Woodside

## ARCHWAY PROFESSIONALS

Joy Burch 2008-2010  
Mary Beth Chew 2010-2012

## GROWTH TASK FORCE

Greg Carver (Chairman)	David Dantzler	David Hainley	Tony Sammons
Jim Andersen	Bill Dawson	Lupita McClenning	Ben Slade
Al Boudreau	Keren Giovengo	Keith Morgan	Nathan Sparks
Jim Broadwell	Arne Glaeser	Kelly O'Rourke	Bill Weeks

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# Archway Partnership

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