Connecting Higher Education to all Georgians

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The Archway Partnership is pleased to present the first annual report of community-based activities and impact. The Archway Partnership started as a two-year pilot in 2005 in Colquitt County. With support of the Board of Regents and local communities it has grown to eight sites. What started as a University of Georgia outreach platform for community engagement has evolved to a University System of Georgia outreach platform facilitated by UGA.

The Archway Partnership has demonstrated that higher education can assist communities to achieve their high priority goals while enhancing core higher education missions of teaching and research, a win-win scenario for all involved. Over 200 students worked with communities last semester addressing critical short term needs while gaining valuable experience. Faculty and students (undergraduate and graduate) from essentially all UGA colleges and schools have been involved. Collaboration among USG institutions has been remarkable with 12 of 35 institutions participating on one or more projects. In three communities, the President of the local USG institution sits on the governing Executive Committee and in one community, the USG institution in an adjacent county is represented on the governing committee. Collaboration with the Technical College system and state agencies has been instrumental to the success of many local projects.

The neutral third-party platform, Archway Partnership, represents a unique opportunity for local leaders to identify key community-wide priorities and then to enlist higher education resources to assist with implementation of solutions. In today’s challenging economic environment, the Archway Partnership represents a highly collaborative effort between higher education and Georgia citizens to make communities more attractive for economic development.

**Report Format:** The **Highlighted Accomplishments** represent five issues of common interest across Archway communities: Health, Education, Leadership Development, Economic Development and Planning for Growth. The projects described under each issue area were selected to demonstrate the variety of efforts among Archway Partnership communities. The **Community Summaries** provide an in-depth look at the work associated with the top three to five priorities identified by the community. The priorities are described, followed by selected projects associated with each priority area. The **Issue-Based Position** provides a summary of selected activities for the one Archway Partnership position that focuses on a single protracted issue requiring extensive collaboration. The Archway Partnership: Health position located in Washington County and focusing on Washington County regional health needs has also advanced health priorities in other communities.
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Beverly Sparks, Associate Dean for Extension
Background: As an institution dedicated to teaching, research, and public service excellence, the University of Georgia aspired to enhance connectivity between the university and the communities to address the state’s critical community economic development needs. Building on a nearly century-long pursuit of its outreach mission, the university sought to expand and simplify access to higher education resources to cities and counties throughout Georgia. In 2005, the Archway Partnership was born – an exciting initiative of “portal” counties through which communities gain the wealth of faculty and student expertise, who, in turn, gain practical experience outside of the classroom. Collaborative projects are tailored to address priority issues uniquely identified by each community.

How it Works: The Archway Partnership process begins with the development of an Executive Committee of community leaders who guide the process and commit financial resources to the partnership. Community leaders from local governments (cities, county commissions), businesses, hospitals and health authorities, school boards, chambers of commerce, development authorities, local higher education institutions and technical colleges all sit on the local Executive Committees. They help create the Steering Committee of other community stakeholders willing to commit time and energy to developing and prioritizing community issues. Interested residents are recruited for Issue Work Groups, chaired by Steering Committee members, focused on developing strategies to resolve specific issues.

Community stakeholders and Archway sign a partnership agreement for sustained participation in community problem solving. This helps ensure long-term commitment to implementing strategies developed by Issue Work Groups. Also important to implementation is communication between the partners, which is formalized in quarterly meetings of Archway Professionals (APs) with Archway management and monthly meetings of APs with local Executive and Steering Committee members.

Communities in partnership with Archway initially focus on the central county and its municipalities as portal communities. The partnership is intended to involve the region as it develops, with the portal communities acting as hubs.

Community Investment: Shared project cost is vital to a successful partnership. UGA provides facilities and staffing, and facilitates the process for discovering and prioritizing community issues. The community, comprising city and county governments, development authorities, chambers of commerce, school systems, and healthcare providers, commits human and financial resources and invests in solving the community issues.

The portal communities each share in the cost of retaining an AP who lives in the community and organizes the Archway Partnership process. Each AP is the direct link to higher education resources needed to implement strategies for resolving community issues.
Highlighted Accomplishments for 2009
Developing a Focus on Healthcare—Washington County’s healthcare needs led to the creation of the first issue-based Archway position. The Archway Public Health Professional works much like the Archway Professional in any other community: convening the stakeholders, building consensus on priority issues and strategies, and moving toward implementation and improvement. An advisory committee reviews the needs and proposes a list of priorities and collaborates on implementing programs that meet these priorities. Hospital officials, physicians, public and community health professionals, business and industry leaders, and educators from across Washington County all sit on this committee. Thus far, the Washington County Archway Partnership has collaborated with Georgia Southern University, Georgia College and State University, Mercer University, The Medical College of Georgia, Darton College, and Sandersville Technical College on various health care projects.

Federally Qualified Health Center—In Clayton County, the Archway Executive Committee determined that quality affordable healthcare was a priority in a community with a growing and diverse population. The Archway Partnership assembled faculty and students from UGA's College of Public Health, Clayton State University's Information Technology program, and Georgia Tech's Center for Quality Growth and Regional Development to assist in researching and preparing an application to establish additional Federally Qualified Healthcare Centers (FQHC) in Clayton County. Data have been collected and applications are being submitted to bring a new FQHC to Clayton County. Over 60,000 uninsured citizens in the Atlanta metro area will be potentially impacted by the improved care offered by this center.

Building a USG Platform—The partners involved in the establishment of the Farmworker Health Summer Program—Ellenton Clinic are the Ellenton Migrant Health Clinic, Emory University Nell Hodgson Woodruff School of Nursing, Georgia State University Departments of Physical Therapy and Psychology, Darton College Dental Hygiene Services, Clayton State University Dental Hygiene Services, Georgia Department of Community Health, and Health District 8-2. These partners work together to provide a two week mobile health clinic during the summer for the migrant farm workers housed on produce farms in the Colquitt County area. Department of Community Health statistics show that migrant laborers are one of the most medically underserved populations in the country, and this project helps by bringing the services to the workers in their homes, schools, and community gathering places. Archway Partnership Health was able to engage the UGA College of Pharmacy to fill a need for pharmacists in the mobile clinic with six pharmacy students.
Health Professional to RN Bridge Program—Seeking to improve the quality and access to healthcare in Washington County, local leaders sought assistance from Archway to further develop the relationship between Washington County Regional Medical Center, Sandersville Technical College and Darton College to offer the Healthcare Professional to RN Bridge degree program. The program gives Emergency Medical Technicians and Licensed Practical Nurses the necessary classes and certifications to become Registered Nurses, thus improving their career opportunities, as well as increasing the number of highly-qualified nurses in Washington County. The Archway Partnership surveyed the local community and hospitals for their interest and assisted with communication to potential students. The first cohort of 25 students began classes in October 2009 and will complete the training within one year.

College of Public Health Archway Orientation Tours—The first annual UGA College of Public Health Archway Orientation Tour was conducted in August 2009. The tours were developed to expose graduate students to public health in communities in Georgia. Graduate students chose between Hart, Clayton, and Washington Counties and participated in a day long experience in those communities. Approximately 20 graduate students participated in the tour. Internal partners include the UGA College of Public Health and Cooperative Extension. Community partners include Clayton County Board of Health, Hart County Hospital, local health professionals in Washington County, and Thiele Kaolin.

State of Georgia Emergency Response Pharmacist Protocol—The Archway Partnership facilitated the State of Georgia Emergency Response Pharmacist Protocol initiative. The goal of the initiative is to establish an infrastructure in Georgia to utilize pharmacists in dispensing medications in a declared state of emergency. Internal partners include UGA College of Pharmacy and Institute for Health Management and Mass Destruction Defense. External partners include the Georgia Composite Medical Board, Georgia Board of Pharmacy, Georgia Pharmacy Association, Georgia Emergency Preparedness and Response Division, Georgia Emergency Management Agency, and Georgia Office of the Governor.

Local Washington County volunteers and University of Georgia College of Public Health students assist clients in Washington County at the 2009 Medicare Made Easy Event organized through Archway Partnership: Health (hosted by Sandersville Technical College).
Community-Based Education Platform—In Hart County, the Archway Partnership and UGA College of Education have placed an education coordinator to connect COE resources to the Hart County School System. This part-time public service faculty member with expertise in K-12 education consults with Hart County school officials to uncover the needs determined by teachers and administrators and then identifies the students and faculty members who have the resources and skills to meet those needs. Through these connections, more UGA students get hands-on experience and the school system benefits from the collaboration with professors and top-level students. Archway hopes to expand this pilot program into the other Archway communities.

Planning for Schools—Accurate demographics give local school officials the information they need to make efficient and effective decisions about the future of local schools. In Americus and Sumter County, Archway and professors from the College of Education are pursuing a project to compile demographic data and better understand students’ mobility. This data will help the school system analyze trends and make better decisions about where to locate new schools as well as what types of programs to offer for the county’s population. Students from UGA’s College of Environment and Design have also provided landscape and architectural designs for school campuses in the county.

Enhanced Community Awareness—Perception dictates reality, and in Pulaski County, many myths existed about the quality of the public school system. In order to dispel many of these myths, the Archway Professional and the local school superintendent took local civic and business leaders into the schools to highlight the quality of the facilities as well as the quality of instruction in the schools. The tour helped change many false beliefs about the school system and reaffirmed a commitment to quality schools from both local government officials and business leaders.

School System Accreditation—When the Clayton County school system lost their SACS accreditation, the Archway Partnership did not provide formal technical assistance, but did act as a neutral third party platform that helped facilitate conversations between local mayors, county commissioners and the school system as each group responded to the change. Together, the local leadership developed a strategic plan to help the school system regain its accreditation. Faculty from the UGA College of Education also provided empowerment workshops for students, while faculty from the Carl Vinson Institute of Government provided the new school board officials with professional development training.

Comprehensive Education—With a recently expanded four-year college, a new technical school, a growing public school system, and the addition of the Golden Isles Career Academy, a charter school dedicated to work-force development, Glynn County faces the perfect storm in educational opportunities. Since a well-trained work-force is the key to attracting and retaining businesses, the relationship between the Golden Isles Career Academy and the Glynn County Board of Education hopes to establish a foundation that will help build a strong local workforce. Since charter schools are a relatively new phenomenon across Georgia, Archway’s role as a neutral, third-party platform has allowed it to help the Career Academy and Board of Education build and maintain the type of relationship that can serve as an example to communities across Georgia facing similar opportunities.
Leadership Hart—Seeking to cultivate local leaders and build a wealth of leadership resources in the community, officials from the Hart County government and the Hart Chamber of Commerce resuscitated Leadership Hart, a successful leadership development program that had fallen dormant. With the help of the Archway Partnership, civic and business leaders in Hart County identify a diverse group of individuals with the potential to become more active leaders in the community. Through a year-long series of workshops, citizens from every aspect of the community come together to develop leadership skills, build community, and enhance Hart County’s economic development by focusing on a class project that deals with a demonstrated need within the county. Support for the program has been ubiquitous throughout the county, with investment and support coming from various organizations and institutions.

Emerging Leaders and Leadership Summit—In Colquitt County, the Archway Partnership helped to secure the support from the UGA Fanning Institute to train local leaders in becoming facilitators for leadership training. Twenty Colquitt County leaders have become certified facilitators and in the past year have trained 23 Colquitt County citizens to become leaders in the community. By having leadership development facilitators located within the community, there is a long-term commitment to the type of leadership development that promotes community growth and sustained personal involvement. The Archway Partnership also hosted a leadership summit that brought together leaders from across the county to discuss Colquitt County’s potential as well as build the types of cross-organizational relationships that lead to successful community development.

Leadership Washington and Youth Leadership Washington—Washington County leaders alongside the Archway Partnership secured a $67,000 USDA Rural Business Enterprise Grant to enhance existing leadership initiatives and start a new leadership initiative that focuses solely on healthcare. Engaging students from Georgia College and State University’s student leadership program as well as students from the Medical Scholars Program, these leadership initiatives teach the technical skills necessary to engage in economic and community development at the regional and state levels. Youth Leadership Washington focuses on middle and high school students, teaching the value of civic engagement and leadership to students with the hope of preparing them for lives of engaged leadership both within and beyond the Washington County Community.

Committing to Leadership Development—As part of Clayton County’s 2010 work plan, county leaders committed to creating a new leadership program for low-income minority women between the ages of 18 and 35. This demographic is an important part of Clayton County’s make-up and leadership development efforts directed here are a way to ensure increased civic involvement from this group. Students and faculty from Clayton State University have also been tapped to participate in and help facilitate leadership development initiatives. Leadership programs targeted at developing youth leaders have also been implemented at four middle schools in the county.

Training the Trainers—In Pulaski County, 24 community leaders came together to develop a county-specific curriculum to be used to reinvigorate the dormant “Leadership Pulaski” program and to train facilitators in implementing the program. The purpose of Leadership Pulaski is to sustain community leadership initiatives and to develop leadership skills through an annual program aimed at individuals from every part of the community. An informal group within the community is also seeking ways to bring leadership development to young professionals in the community as well as develop networks among these young professionals that will allow the community to identify future leaders and to build investment in the community among this group.
Land Use Planning—Colquitt County lacked a land-use plan for the county, but faced unprecedented growth as new businesses were moving into the area and attracting new citizens. The county’s leadership recognized that they needed a comprehensive land-use plan in order to facilitate all of this new growth in a way that was sustainable for the community. The local Archway Professional facilitated meetings with a citizens’ work group, appointed by local officials, to draft a land-use plan that everyone could agree on. Previous plans had failed to build a consensus between leaders, but thanks to Archway’s role as a neutral third-party, Colquitt’s leaders were able to agree on a land-use plan that filled Colquitt County’s impending growth needs.

Wastewater Treatment—Tasked by the Georgia Environmental Protection Department to develop a land application system for wastewater treatment, the City of Moultrie knew that developing and installing a completely new system would be very expensive. Archway Partnership staff, along with faculty from Biological and Agricultural Engineering, Engineering Outreach, Warnell School of Forestry, and Carl Vinson Institute of Government, helped officials map and document prospective sites for a land application wastewater system as well as develop environmentally sound and cost-effective alternatives. Archway and Moultrie presented the EPD with an alternate plan that updated Moultrie’s current wastewater treatment plant and maintained a high level of water quality. By convincing the department to allow Moultrie to update their current system instead of installing a completely new and expensive land application system, the community saved over $10 million. This collaboration helped the community improve an old wastewater treatment facility that can now serve the coming growth.

Developing a College Town—Seeking to develop a more “college town” atmosphere, leaders in Americus and Sumter County consulted with the Archway Partnership on the best ways to improve the connections between Americus and the two local colleges – Georgia Southwestern State University and South Georgia Technical College. The Archway Professional connected a UGA graduate student in Public Administration with community leaders to research other partnerships between towns and colleges, identify Americus’s resources and learn what citizens want for their community. Building on the marketing campaign “Two great choices – one great community,” this research has drawn new attention to the town and has given local leaders and businesses insight into how to transform Americus into a vibrant and dynamic college town.

New Model for Industrial Park—Hart County, seeking to diversify its local economic base, is developing an industrial park that can serve a variety of high-tech and competitive businesses. In order to make this park more appealing to businesses seeking to move to Hart County, the industrial building authority turned to the Archway Partnership, who connected the community with students from UGA’s College of Environment and Design. These students looked to other communities and current design trends for progressive ideas on how to design an industrial park that appeals to the higher-end and high-skills businesses that leaders sought to bring to Hart County. The design creates an industrial park that is both functional and friendly and promotes interaction between businesses in the park with the hope that this communication will foster informal connections.

Utilizing Natural Resources—The Ocmulgee River is a precious resource for Hawkinsville and Pulaski County, and as Pulaski County grows, local leaders have been seeking ways to preserve the river’s historical significance. The City of Hawkinsville began the Riverfront Park Project as a way to highlight this natural resource and provide leisure opportunities, first with the city’s Uchee Shoals Riverfront Boat Landing. Through Archway, two graduate students from UGA’s College of Environment and Design are working with community partners to develop a design proposal for the park that is complimentary to the existing project. Serving as a launching board for future projects of this kind, the project will benefit the entire community by promoting eco- and heritage tourism, economic development, and sustainable community development.
Designing for Safety—Over time, erosion and development have impacted Glynn County’s public beach access points, making them in some cases impractical, under-used, hard to find, and difficult to navigate. Glynn County residents have also complained that the current access points make parking difficult and lack warning signs that give swimmers pertinent information about tides and general safety guidelines. The Archway Partnership placed two interns from the UGA College of Environment and Design in the community. These interns developed a numbering system for the access points to help emergency services workers, improved warning signs along the beach, developed a landscape plan that improves parking along the access points and uses native plants to landscape the area and provide erosion control. The interns also used the County’s GIS systems to develop a hydrology plan for the entire county that will be used in future land use planning.

Data for Growth—In order to plan for growth and attract new businesses, Clayton County needed accurate demographic information. An Archway Partnership intern in Clayton County worked closely with the economic development office to gather information to present to businesses seeking to locate in Clayton County. The updated demographics made it easier for local leaders to share information with interested businesses and make decisions that directly impact expected growth.

Creating a Community Plan—With seventeen different entities concerned with planning in Glynn County, many projects often deal with similar issues. With so many talented planning professionals working in one community, the Archway Partnership and the local leaders were looking for a way to coordinate the planning efforts of Glynn County, the City of Brunswick, Sea Island, Jekyll Island, the Port Authority, the Airport Authority, Georgia Power, the Regional Development Commission and others. Sitting at the same table on a regular basis, these organizations are communicating with one another, discussing each entity’s current and future plans and challenges; and identifying mutual areas of challenge and coordination. This is an active and engaged process that unfolds in real time and pools local resources to provide local planning that meets the needs of the entire community.

Fire Departments—As Hart County continues to grow, the Hart County Fire Department is developing a long range plan to meet the needs of the growing population. Working with the Archway Partnership, the Fire Department collaborated with the county government to look at growth trends. After reviewing the data, the Fire Department developed several growth priorities. These priorities include increased staffing, training, and volunteer recruitment. The department also created a plan for how to allocate future resources and implement facility and equipment upgrades over the next several years.

Community Designs—Students from UGA’s College of Environment and Design have conducted design charrettes in six of the eight Archway Partnership communities, providing new plans for hospitals, schools, industrial parks, municipal buildings, cemeteries, parks, and shopping districts. These students spend an entire weekend learning about the nature, culture, and needs of a community and then set about designing plans that place special emphasis on local needs. At the end of the process, communities have shovel-ready designs that allow them to competitively and aggressively seek out the funds to make these designs a reality. Students gain the benefit of working closely with local leaders to meet a high-priority need. Landscape architecture and design projects are always in high-demand across communities, so the Archway Partnership has funded two College of Environment and Design graduate students to meet design needs of communities outside of charrettes and service-learning classes. These two students have completed dozens of designs that can be quickly implemented within communities.
Community Summaries: Advancing Community Priorities
Attain 85% Graduation Rate

Administrators, teachers, and students have been very successful in increasing the county’s high school graduation rate from 49% in 2002 to 71% in 2008. Three areas were selected on which to concentrate efforts to support students outside of school hours: mentoring, parenting, and after-school programming. Partners included the YMCA, UGA Cooperative Extension, and the UGA Fanning Institute.

Projects Related to Priority

- **After-School Activities**—Faculty with the UGA Fanning Institute led focus groups, facilitated discussions and prepared a community assessment documenting and evaluating the efforts of the YMCA in engaging the Latino community through childcare, after school activities and sports programming.

Decentralize and Coordinate Services

Geographically, Colquitt County is very large, and many services are only offered in Moultrie. Lack of public transportation is often a barrier for those needing assistance. By opening the lines of communication between non-profits and local government agencies, services are more available to all citizens. Partners included Moultrie Technical College, UGA College of Pharmacy, UGA Cooperative Extension Service, Colquitt County Family Connection, Moultrie-Colquitt County Chamber of Commerce, Southwest Georgia Bank, the UGA Fanning Institute, and the Georgia Department of Community Affairs.

Projects Related to Priority

- **Emerging Leaders**—A leadership development program entitled “Emerging Leaders” was provided using curriculum from the UGA Fanning Institute. Twenty local facilitators were trained and 23 participants graduated from the program.
- **Health**—Students and faculty from the UGA College of Pharmacy spent seven days in Colquitt County operating a mobile pharmacy for the Migrant Farm Worker Health Program.
- **Service Enhancement**—A faculty member from Moultrie Technical College is offering assistance to the City of Berlin in updating their utility billing system and training city employees on new software.
- **Housing**—The Archway Partnership assisted the City of Moultrie and the Southwest Georgia Regional Development Center in creating and conducting a housing survey that was included in the City of Moultrie Housing Implementation Plan.
- **State Planning**—Archway facilitated and developed strategic plans for the Moultrie YMCA, Moultrie-Colquitt County Development Authority, and the First Presbyterian Church.
Attain Census Accuracy in 2010
The Latino population in Colquitt County was significantly undercounted in the 2000 Census. Progress has been made in forming community partnerships that will increase awareness about the 2010 Census. Subcommittees have been formed to develop implementation plans that will focus on how to reach various audiences. These subcommittees include: Education, Business, Faith-Based, Media, Community-Based Organizations, Spanish Language, Agriculture, and Persistent Poverty Areas.

Projects Related to Priority
- Counting Accuracy—Dr. Warren Brown with the UGA Carl Vinson Institute of Government has worked with the Colquitt County Complete Count Committee in gaining a better understanding of how to target their efforts on the “hard-to-count” population.
- Organizing—Members of the Colquitt County Archway Executive Committee worked to bring various community leaders together to form the Colquitt County Complete Count Committee which will be responsible for educating and motivating residents to complete the census questionnaire.

Promote Widening of Hwy. 133
Highway 133 connects the two MSA’s in Southwest Georgia, Albany and Valdosta, and runs through Colquitt County and the cities of Doerun, Moultrie, and Berlin. Plans have been underway to widen the road to 4 lanes for approximately 10 years. Funding has been the main challenge and continues to threaten the project today. The Archway Partnership and local leaders have been successful in keeping the topic on the table and ensuring that legislators are aware of the need for the widening and of the positive economic impact this will have on South Georgia.

Plan and Prepare for the 2012 SPLOST
All of the municipalities within Colquitt County have identified infrastructure improvements as challenges. With adequate planning, funding from the 2012 SPLOST and other funding opportunities could be used to address some of these needs. Local partners include the cities of Berlin, Doerun, Ellenton, Funston, and Norman Park as well as the USDA-Rural Development Office and the Southwest Georgia Regional Commission.

Projects Related to Priority
- Collaboration – The Archway Professional facilitated monthly meetings with council members and mayors from each of the smaller municipalities in Colquitt County. Agenda items have included various speakers from government agencies that offer funding for needed infrastructure.
- Visual Plans – Two UGA landscape architecture graduate students have completed Downtown Revitalization Plans for the cities of Doerun and Berlin. Another student from the UGA School of Environment and Design spent ten weeks interning with the City of Moultrie and completed conceptual drawings for a proposed park.
Improve Air Quality

2009 was a particularly successful year for advances in air quality improvement in Washington County. The highlight of this success was a grant collaboration with the UGA Faculty of Engineering that crafted a successful proposal to the Environmental Protection Agency (EPA) to retrofit older model diesel engines in Washington County as well as Athens/Clarke County.

Projects Related to Priority

- **Grants**—The EPA Grant was submitted on April 17, 2009 and returned favorable in the amount of $1.7 million. This grant will retrofit 88 school buses as well as 20 other vehicles in Washington County with particulate matter filtration systems. The overall goal is to reduce PM2.5 levels, but the immediate effect will be felt by the children who ride the bus every day.
- **Buses**—Idle reduction stickers went on every bus in the Washington County fleet to remind drivers that idling contributes to PM2.5 pollution and lung problems. The stickers say “Reduce Idling: Young Lungs At Work.”
- **Summer Burn Ban**—The Sandersville Police Department will loan the use of electronic information road signage before the beginning of the burn ban to remind citizens that the ban is coming. Education/marketing material is currently being created about the summer burn ban.

Enhance Education

The relationship with the Archway Partnership and the Washington County Board of Education (BOE) has never been stronger. Two highly successful projects this year saved the BOE nearly $100,000 in costs. Students, faculty, and administrators from UGA and Georgia College and State University (GCSU) have assisted the superintendent with a myriad of requests in 2009.

Projects Related to Priority

- **School Landscape**—The Washington County Board of Education tapped Archway and Cooperative Extension to head the Ridge Road Elementary landscaping project using a student intern. A horticulture student at UGA’s College of Agricultural and Environmental Sciences was hailed as a hero for saving the taxpayers of Washington County an estimated $65,000. She received a resolution from the Washington County Board of Commissioners, and was given a luncheon in her honor.
- **Disaster Recovery**—A disaster recovery plan has been completed by two interns from Georgia College and State University. Employing these students saved the BOE nearly $25,000 and developed a prototype for other school systems, and the students gained project management experience and resume material.
- **Youth**—The community has taken leadership on the creation of a Boys and Girls Club.
 Assist with Economic/Community Development

The Chamber of Commerce’s mission aligns well with the Archway Partnership and much was accomplished in 2009.

Projects Related to Priority

- **Leadership Development** — Leadership Washington was selected as a USDA Rural Business Enterprise Grant (RBEG) and awarded $67,000. This grant will be used for enhancing Leadership Washington and Youth Leadership Washington. It will also allow the start-up of a Health Leadership subset, and pay for some of the Medical Scholars program to recruit physicians. This grant will fund scholarships to regional and statewide economic development training such as The Georgia Academy for Economic Development.

- **Logo Design** — The HSBT Student Design group from UGA completed the Washington County logo for the Chamber of Commerce in May. The logo is now used by the chamber as their primary logo and is used on all entrance signs coming into Washington County.

- **Housing** — The UGA College of Family and Consumer Sciences is now tallying the results of a housing needs assessment for the county. The City of Sandersville continues to participate in the Georgia Initiative for Community Housing (GICH).

- **Website Redesign** — The Chamber of Commerce employed an intern for the summer working on the redesign of their website, including the Economic Development Authority.

- **GIS Mapping** — A recent cartography graduate at UGA worked this summer on GIS mapping, photographing, and describing all historically significant points in the county (including over 300 cemeteries).

- **Downtown Redesign** — The City of Tennille recently completed a downtown redesign with input from the Archway Partnership. They also are working with an MIS class at Terry College of Business on the redesign of their website.

 Promote Sustainability/Recycling

The Archway Partnership was approached early in 2009 and asked to assist the community in exploring recycling options. Education, marketing, and factual information have helped sway many who would have not been supportive of the efforts in the past.

Projects Related to Priority

- **Funding** — Archway received $20,000 worth of in-kind recycling bins — which amounts to 1200 bins. An additional grant of $2,500 worth of education material from the Georgia Department of Community Affairs was awarded in August 2009. The Archway Professional attended the Georgia Recycling Coalition’s Annual Conference to be trained on using the material.

- **Organization** — “Sandersville Recycles!” was formed from the initial interest committee. A pilot program was agreed upon by Advanced Waste disposal for 500 homes at no cost. Educational material was distributed and “The Sandersville Progress” reported the efforts.
Plan for Growth
Outside of the metro Atlanta area, the coastal region of Georgia is projected to be the fastest growing area in the state. Local leaders recognized that planning for this growth is essential and the designated Glynn County Archway Partnership coordinated community planning for growth as its top priority. In an effort to do what had never been done before locally, the Growth Task Force was formed. Meeting on a regular basis, this group is a collaborative community partnership comprised of planners from seventeen community agencies.

Projects Related to Priority
- **Land Use**—Working with the University of Georgia Fanning Institute and the Coastal Regional Commission, a customized full-day planning and zoning training workshop was held for area planning and zoning commissioners to expand and deepen the understanding of the correlation between land use decisions and the direct impact those decisions have on a community’s growth.
- **Supporting Local Industry**—Working with the local Development Authority and Chamber of Commerce, Glynn County Archway undertook an extensive business industry survey. Known as Coastal BEST (Business and Enterprise Support Team), interviews were conducted with nearly 80% of Glynn County industrial businesses. The Coastal BEST Team has now shifted to a support team to assist with challenges faced and to help harness opportunities for growth. The Coastal BEST Team represents a unique partnership between local, regional and statewide resources and education partners.

Provide Seamless Education
With the recent expansion of the College of Coastal Georgia to offer four-year degree programs, Altamaha Technical College's movement to serve the community, and the addition of the Golden Isles Career Academy, Glynn County is uniquely positioned to take advantage of the knowledge economy and to strengthen workforce development across the educational spectrum. Since a well-trained work-force is essential to attracting and retaining businesses, the relationship between the Golden Isles Career Academy and the Glynn County Board of Education can set the foundation that will help build a strong local work-force. Since charter schools are a relatively new phenomenon across Georgia, the Archway Partnership has worked in collaboration with the Glynn County Board of Education and the Board of the Golden Isles Career Academy, leveraging its objective third-party position to advance their efforts by bringing education and training resources to bear on helping the community to achieve its goals.

Projects Related to Priority
- **Collaboration**—Archway facilitated the inaugural joint meeting between the Board of Directors of the Golden Isles Career Academy (GICA) and the Glynn County Board of Education.
- **Supporting Educators**—Teachers (known as team leaders) at the GICA, play an integral role in providing a different type of educational experience. As the newest school in the Glynn County System, GICA faculty and staff began the school year in a new building, with a new mission and vision. As a team-building exercise, Archway facilitated a staff icebreaker with faculty and staff on the first day of school to motivate and welcome these educators. The Golden Isles Career Academy is governed by a Board of Directors. Archway provided a comprehensive Board training aimed to assist the Board in building its capacity.
Create Affordable Housing
Creating affordable housing opportunities in a community has many advantages. It allows residents to live and work in their community, and provides employers with the workforce needed to remain successful while allowing the community to grow and expand. Housing is a priority area for the Glynn County Archway Partnership. Over the last year, graduate students from the School of Public and International Affairs and the Terry College of Business have worked on projects related to housing. The Archway Partnership assisted the City of Brunswick in obtaining its designation as a Georgia Initiative for Community Housing (GICH) community. In addition to the assistance the GICH team provided to all its communities, Archway has provided additional support to the City of Brunswick to further its housing efforts.

Projects Related to Priority
- **Summit**—To foster a greater community dialogue around the issue of housing, a Housing Summit was hosted locally. The Archway Partnership generated local support, assisted with the design and acted as facilitators for the Summit.
- **Data Management**—A UGA MIS student designed a database for the City of Brunswick’s Office of Community Development (OCD). This database will serve as the central repository of services rendered by the housing unit and will assist the OCD to clearly focus its resources on block revitalization efforts.
- **Strategy**—The Consolidated Plan describes strategies to address housing needs, homeless initiatives, community development actions, and economic opportunities. The City of Brunswick recently updated its Consolidated Plan as required by the U.S. Housing and Urban Development Department. Two Masters of Public Administration (MPA) students working with the City of Brunswick wrote various sections of this plan.
- **Redevelopment**—The City of Brunswick has identified a priority area, the Norwich Corridor, as its primary focus for redevelopment efforts—commercial and residential. An MPA student created a toolbox of funding mechanisms for the redevelopment of this area for the City.

Enhance Recycling Efforts
While everyone can agree that recycling is good for the environment, what is becoming increasingly evident is that recycling also has an economic impact on our communities. By diverting recyclable materials from the landfill, immediate economic benefits are produced through reduced disposal fees and the sale of recyclable materials. The Archway Partnership has worked with the Glynn County government, the City of Brunswick and the local Keep America Beautiful affiliate, Keep Brunswick Golden Isles Beautiful (KBGIB) to increase public awareness and education in the area of recycling with the overall goal to increase participation and implement increased recycling collection opportunities.

Projects Related to Priority
- **Collection Options**—MPA students have gathered data pertaining to recycling from 29 communities across the State of Georgia. These students, working with the Georgia Department of Community Affairs, worked to analyze the data to ascertain the viability of other collection options, and educate elected officials and staff of possible cost and benefits.
- **Community Survey**—Working with elected officials from the community, Archway designed a community recycling survey. The results of this survey will allow elected officials to better understand the community’s perception of current recycling services and better meet expectations for the future.
- **Grants**—Archway has written and received two grants on behalf of the KBGIB for the purposes of an educational campaign to raise awareness of and participation in recycling.
Establish a Federally Qualified Healthcare Center
To reduce indigent care costs for existing service providers in Clayton County and the region and ultimately improve health disparities, Clayton County Archway Partnership has partnered with Southside Medical Center to assist in researching and preparing an application to establish additional Federally Qualified Health Centers (FQHC) in Clayton County. The Archway Partnership developed an issue work group (project team) which includes UGA Public Health students, Clayton State graduate students, UGA and Georgia Tech faculty, Clayton County Board of Health staff, Clayton County Information Technology Department and Southern Regional Medical Center staff.

Enhance Economic Development
The Clayton County Archway Partnership focused on two areas of economic development: Certified Work Ready under the Governor’s Work Ready Program and an Economic Development Consortium.

Projects Related to Priority
- **Georgia Work Ready**—The Clayton County Archway Partnership assisted Clayton County Economic Development in garnering support for the Clayton Work Ready Team and in recruiting key community members.
- **Clayton County Economic Development Consortium**—The Archway Partnership facilitated a meeting for city and county officials and citizens to discuss strategies for assisting the Clayton County Economic Development department in attracting new industry to Clayton County (e.g., incentive programs, business initiatives and other resources).

Support Education
The Archway Partnership supports the Clayton County Board of Education and Clayton County Public Schools (CCPS) as they finish probation and regain their SACS accreditation. Research has indicated that students involved in positive programs are more likely to have better attendance and are less likely to drop out, and show more ambitious goals for life after high school. Last year, the Archway Partnership developed two programs: the Youth Entrepreneur Summer Camp and the Teen Summit.

Projects Related to Priority
- **Youth Entrepreneur Summer Camp**—Archway partnered with Clayton County 4-H and the Small Business Development Center in developing and coordinating a two-day Youth Entrepreneur Summer Camp. Archway also partnered with various local government agencies and organizations to assist in facilitating the Youth Entrepreneur Summer Camp (e.g. Small Business Development Center, Clayton County 4-H, Clayton County Government, and Clayton County Parks and Recreation Department).
- **Teen Summit**—The summit is held annually to gauge interests and hear concerns of Clayton County youth. This issue work group included Clayton County government entities and organizations (e.g. Clayton County Collaborative, Clayton County 4-H, Clayton Parent and Teachers Association, Clayton Action Nexus (C.A.N.), Clayton Board of Health, Clayton County Schools, Clayton State University, Juvenile Justice Department and Clayton Parks and Recreation). Archway assisted in the facilitation, planning, and coordination of the Teen Summit.

- **Improve Public Image/Beautification**
The Archway Partnership addressed two significant issues related to the community’s overall public image: 1) Branding—efforts will be undertaken to create a community-wide “brand” to serve as a single source of pride for all Clayton County businesses, governments, organizations, and citizens; and 2) Beautification—physical improvements to gateways into cities/county; litter and sign ordinance enforcement; and corridor development are potential areas of work. Beautification efforts will assist in attracting new industry and the redevelopment of existing industry in Clayton County.

**Projects Related to Priority**
- **Branding**—An Issue Work Group consisting of citizens, community leaders, and public relations, marketing and advertising professionals are developing a brand to redefine the public image of Clayton County. Archway recruited UGA journalism students to write various stories regarding Clayton County Fire and Police Departments and partnered with Clayton State University School of Business to recruit students to assist with Public Image Work Group activities. Archway also facilitated meetings with various county and city officials to discuss a project to enhance and review standardization of code enforcement.

- **Beautification**—The Archway Partnership employed UGA landscape architect students and graduates to complete projects in Clayton County during the summer of 2009. Projects included: Greenspace Path Project, Lovejoy Cemetery, Community Gardens, Stately Oaks Mansion, County Office Buildings, City of Morrow Path Project, and Hwy 138 Corridor. Also, Archway recruited a public administration student intern to research best practices for code enforcement and local government departmental structures in other urban communities.
Support Education

Education efforts have focused on creating connections between the UGA College of Education and Hart County Schools, supporting K-12 teachers in enhancing implementation of standards-based instruction, and expanding cultural arts opportunities.

Projects Related to Priority
- **UGA College of Education**—A College of Education public service faculty member is working with the Hart County School System 10 hours per week to coordinate education assistance and projects. Focus areas include:
  - Assistance to develop a teacher performance evaluation tool for the standards-based classroom.
  - Support for enhancing standards-based math instruction.
  - Academic coach best practices for elementary coaches and connections to coaches in other school systems.
  - Comparison data regarding school system expenditures per student.
- **SAT Score Enhancement Initiative**—A UGA Public Administration graduate student researched initiatives among comparable school systems with the goal of improving overall SAT scores.
- **Arts and Education**—Archway connected the Hart County High School Band Director with the Hugh Hodgson School of Music and Associate Director of Bands, leading to their collaboration on a joint concert of the HCHS Symphonic Band and UGA Wind Symphony that attracted 500 attendees. In addition, a UGA School of Music faculty member and student assisted the Hart County High School Choral Director with vocal instruction and choral program enhancement ideas.
- **Performing Arts Center**—A UGA Terry College of Business Leonard Leadership Scholars Program student team is assisting with a marketing plan for Hart County Schools' Lonnie Burns Performing Arts Center.

Increase Tourism

Tourism projects have focused primarily on supporting efforts of the Hart County Chamber of Commerce’s Tourism Taskforce, Archway historical tourism committee, and the regional Lake Hartwell Marketing Alliance.

Projects Related to Priority
- **Mega Ramp Development**—A UGA Warnell School of Forestry graduate student developed a marketing tourism plan for the mega ramp facility under construction on Lake Hartwell.
- **Social Networking and Internet Workshop**—This workshop was hosted by Hart County Chamber of Commerce’s Tourism Taskforce and featured the Athens Convention and Visitors Bureau Communications Manager.
- **Community Theatre Design Workshop**—Hart County Community Theatre hosted a technical design workshop on set building presented by the Technical Director of UGA’s Department of Film and Theatre.
• **Community Tourism Brochure**—A UGA Grady College of Journalism and Mass Communication public relations intern assisted with a tourism brochure and website/social networking projects.

• **Downtown Hartwell Walking Tour**—An Archway Historical Tourism Committee is developing a historic walking tour of downtown Hartwell.

• **Oral History Interviews**—The Archway Partnership collaborated with UGA’s School of Social Work to coordinate twenty oral history interviews of older long-time Hart County residents.

• **Hart County Historical Society Web Site**—UGA Terry College of Business Management Information Systems students developed a web site for the Hart County Historical Society.

• **Lake Hartwell Marketing Alliance**—UGA Fanning Institute faculty provided non-profit incorporation assistance to the regional Lake Hartwell Marketing Alliance.

➢ **Develop Leaders**
Recognizing that leadership is a key to community and economic growth, the Hart County Archway Partnership is partnering with the Hart County Chamber of Commerce in revitalizing the community’s local leadership development training program.

**Projects Related to Priority**

• **Leadership Hart**—Twenty Hart County residents were selected as 2009 Leadership Hart class members. Program sessions are held once monthly from August until May, including an overnight retreat to the North Georgia mountains. Archway and the Chamber of Commerce were granted $5,000 in funding from the statewide Community Leadership Initiative to revitalize Leadership Hart. The grant funding has been used to provide logistics support for the program, as well as purchase the latest community leadership development curriculum from UGA’s Fanning Institute. In addition, a student intern from UGA’s College of Environment and Design has developed a logo for the new program.

➢ **Assist with Planning and Visioning**
This priority area encompasses a variety of strategic economic development and quality of life projects related to planning and positioning Hart County for the future.

**Projects Related to Priority**

• **Community Design Charrette**—Archway has partnered with UGA’s College of Environment and Design to conduct a design charrette focused on conceptual ideas for Phases I and II of the Gateway Industrial Park and Hartwell City Hall.

• **Landscape and Walking Trails Design**—Several graduate students from UGA’s Landscape Architecture program have assisted with landscape designs for the Gateway Industrial Park entrance, greenspace landscape areas, MLK parking lot on the square in downtown Hartwell, and walking trails for a county park.

• **Industrial Building Authority Web Site Assistance**—UGA Terry College of Business Management Information Systems students are updating web site content and conducting search engine optimization research for the Hart County Industrial Building Authority web site.

• **Greenway Corridor Planning**—Archway is assisting community leaders with developing an overall Hart County Greenway Corridor Plan.

• **Fire Services Planning**—Archway is assisting the Fire Chief, Fire Board, and County Administrator to develop a Hart County Fire Department Long-Range Plan.
Economic Development

Economic development is an ongoing process in Americus-Sumter County, with many entities focusing on the topic from various directions, as well as understanding the importance of community development to achieve overall goals. During 2009, the Sumter County Archway Partnership began the process of discussing the direction of community and economic development endeavors, with the plan of facilitating a retreat in early 2010 to discuss the overall goal of where the community leaders would like to see accomplishments made over the next 5 to 10 years. Along the way, several requests have been addressed, and the various entities are moving forward with the implementation stages. Partnerships with the UGA College of Environment and Design (CED), the Terry College of Business and the Leonard Leadership Scholars Program (LLSP), the School of Public and International Affairs (SPIA), the Grady College HSBT Student Ad Agency, the Georgia Initiative for Community Housing (GICH), the UGA Fanning Institute, and the Georgia Department of Community Affairs Communities of Opportunities (Co-Op) Program have assisted as the Archway Partnership has addressed the needs, goals and requests of the local partners.

Projects Related to Priority

- **Sumter County Fairgrounds**—A charrette of students from the UGA College of Environment and Design (CED) created a landscape design to revitalize the facility and attached property. LLSP students are currently creating a Fairgrounds Strategic Business Plan for future use.

- **College Town**—Surveys of students at both South Georgia Technical College (SGT) and Georgia Southwestern State University (GSW) have been completed with assistance from a Master of Public Administration student and the Fanning Institute. A marketing component is underway, and Fanning is assisting with the redevelopment of the Tripp Street Corridor, the main entryway into GSW.

- **Landscape Design Projects**—Two CED students spent the summer in Americus focusing on Landscape and Structural Design plans for several partners. The designs included landscaping of the Sumter County School System grounds, a bowling alley and golf course bridge design at GSW campus, a memorial garden for the Sumter County Court House, a streetscape and city entryway designs, Parks and Recreation Department splash pad vegetation and shading design, and several logo designs.

- **Georgia Initiative for Community Housing (GICH)**—The City of Americus, assisted by the Archway Partnership, submitted an application and was selected to participate in the 2010 GICH Program.

- **Georgia Department of Community Affairs (DCA) Communities of Opportunity (Co-Op)**—The City of Americus and Sumter County, assisted by the Archway Partnership, began participation in the DCA Co-Op Program focusing on authority board training and curriculum development.

- **Eastview Cemetery**—CED Graduate Students completed a refurbishing and aesthetical overhaul plan for the historic City of Americus Eastview Cemetery.

- **Technology Projects**—Students from the Terry College of Business created Human Resource web applications, software identification and evaluation for multiple entities, as well as created a portal website.

- **Marketing Plan**—Students at the HSBT Ad Agency created a marketing plan for the new Parks and Recreation Department Gymnastics Program.
Enhance Public Education
Public Education has been an ongoing topic of conversation for the Executive Committee of the Sumter County Archway Partnership. There is a continued belief that “perceptions” associated with the Sumter County School System have a significant impact. Conversations with the UGA College of Education are on-going to develop a strategy to complete a demography study for the school system. The intended result of the information is to assist the system with future student housing and school planning given the continued decreasing number of students in the system.

Projects Related to Priority
- **Community Dialogue**—A roundtable discussion was held, involving the Sumter County School Superintendent, Board of Education members, parents of students in public and private schools, home school, and alternative public school systems. Additionally, the President of GSW and other community members involved in childhood education participated in the discussion. The Roundtable brought many community perceptions to light, and provided an opportunity to discuss the many varied views of public education.

Promote Public Health
The community has witnessed the merger of Sumter Regional Hospital and Phoebe Putney Memorial Hospital, and the groundbreaking of a new site. Archway has been active in offering assistance to Phoebe Sumter Medical Center as information has been shared with the community.

Projects Related to Priority
- **Health Education**—During 2009, Sumter Regional Hospital provided an opportunity for a student in the UGA College of Public Health to complete an internship focusing on health education and program management. The student developed diabetes education and nutrition classes, as well as assisted with the opening of a Medical Fitness Center for hospital employees, focusing on planning, participant registration, liability forms and physician release forms.

Develop Leaders
The Sumter Archway Partnership Executive Committee has given much discussion to leadership development, revolving around what type of leaders are needed, and which entity is best suited for this endeavor.

Projects Related to Priority
- **Becoming a College Town**—The College Town endeavors have provided an avenue to focus on leadership development. Leadership Development skills will be taught to individuals as they assist the City of Americus, the Americus Sumter Chamber of Commerce, GSW, and SGT in promoting the College Town theme.

The Wheatley Administration Building at Georgia Southwestern State University is pictured above, and the Pope Center at South Georgia Technical College is pictured to the right. Both schools were featured in Americus’ 2008 “Two Great Choices—One Great Community” marketing campaign.
Support Community Health
With the presence of Taylor Regional Hospital as a large employer and economic driver for the community, issues of physician and nurse recruitment are critical to Hawkinsville and Pulaski County. Additionally, concerns surrounding preventative healthcare measures offer opportunities to partner with Hawkinsville-Pulaski County Family Connection and other community organizations to address these priority issues.

Projects Related to Priority
- Planning—UGA Archway Public Health Professional, Laura Bland, visited Hawkinsville and Pulaski County to discuss programs and resources that the Archway Partnership could utilize to encourage involvement in the area of community health. The City of Hawkinsville-United Pulaski Economic Development Impact Study will explore the impact of economic drivers in the community including Taylor Regional Hospital.

Enhance Economic Development
Economic development continues to be the top priority for Hawkinsville and Pulaski County. Local partners include United Pulaski Economic Development, Hawkinsville-Pulaski County Chamber of Commerce, Hawkinsville Better Hometown, Hawkinsville Downtown Development Authority, City of Hawkinsville Development Authority, and Hawkinsville-Pulaski County Development Authority.

Projects Related to Priority
- A Riverfront Vision: City of Hawkinsville, Georgia—Graduate students from UGA’s College of Environment and Design provided a design concept for the City of Hawkinsville’s Uchee Shoals’ Boat Landing. This project represents part of the ongoing City of Hawkinsville-Pulaski County Ocmulgee River Corridor Master Concept Plan. External partners include the National Park Service, Middle Georgia Regional Commission, Pulaski County Rivers Alive, Inc., and the Hawkinsville-Pulaski Riverfront Advisory Committee.
- City of Hawkinsville-United Pulaski Economic Development Impact Study—An impact study will explore economic drivers in the community—particularly, the Lawrence L. Bennett Harness Horse Racing Facility, the Ocmulgee Riverfront, various agri-business ventures, and Taylor Regional Hospital.
- Development Authority Training—Training through the UGA Fanning Institute has been requested on behalf of the Hawkinsville Downtown Development Authority and the Hawkinsville-Pulaski County Development Authority.

Consider Government Service Delivery Options
Potential consolidation of government services between the City and County, and government service provision in other areas have been identified as community priorities in Hawkinsville and Pulaski County. Efficiency of services and competitive revenue structures have also been identified as areas of interest under Government Service Delivery.

Projects Related to Priority
- City of Hawkinsville Personnel and Organizational Study—This study is designed to research, evaluate and provide recommendations concerning personnel policies and organizational structure for the City. This project is ongoing with the UGA School of Public and International Affairs.
• **City of Hawkinsville Revenue Study**—This project is also ongoing with assistance from graduate students of the UGA School of Public and International Affairs.

➤ **Address Housing Issues**
Housing was identified as a priority for the Hawkinsville-Pulaski County Archway Partnership. Working with the existing Georgia Initiative for Community Housing (GICH) program and the Hawkinsville Redevelopment Authority (HURA), with guidance from the Middle Georgia Regional Commission, efforts to remediate dilapidated housing are well underway.

**Projects Related to Priority**
- **Land Trust**—Interest in the potential development of a land trust brought the resources of the Archway Partnership to bear as experts from the University of Georgia School of Law Land Use Clinic and the Athens Land Trust addressed pertinent issues around this content area in Hawkinsville and Pulaski County.

➤ **Develop Leaders**
The training and engagement of emerging leaders of all ages and segments of the community continue to guide program development for the Archway Partnership. In 2009, the Archway Partnership delivered a value of approximately $5,000 in leadership development programming to Hawkinsville and Pulaski County.

**Projects Related to Priority**
- **Adult Leadership**—By partnering with the UGA Fanning Institute, the Hawkinsville-Pulaski County Chamber of Commerce offered Facilitator Training for the Community Leadership Initiative curriculum to local participants. This effort represents the initial step towards developing a local adult leadership program.
- **Youth Leadership**—An extension of locally-driven leadership development efforts includes technical assistance provided by the Archway Partnership to institute a young professionals’ organization.

➤ **Support Public Education**
Quality of schools and student achievement were identified as community priorities in Hawkinsville and Pulaski County, resulting in the need for a public awareness campaign to dispel community misperceptions and encourage support of ongoing positive achievements of Pulaski County Schools.

**Projects Related to Priority**
- **School Tours**—In October and December, the Archway Partnership, in collaboration with the Pulaski County School System, hosted a series of Archway School Tours. The results of this effort have been overwhelming in the increase of public support and financial contributions to the school system for equipment.
Identify Needs
On August 31, 2009, a listening session was held at the Northwest Georgia Convention and Trade Center. Approximately 300 citizens gathered at the listening session to discuss issues relevant to their partnership with the University of Georgia. Following the listening session, the University of Georgia compiled the results into a 157-page summary, which can be located online at: www.archwaypartnership.uga.edu/communities/whitfield-county.

The listening session revealed that the economy is a chief concern on the local community’s mind, with many people seeking ways to diversify the local businesses beyond the traditionally strong carpet and flooring industries. The economic downturn has not spared Dalton businesses, but citizens are optimistic about the potential for growth and diversification.

Local citizens also expressed a need to attract and keep young professionals in the area and presented various suggestions on how to do just that. According to the report, citizens agree that bringing in more large retail options, more grocery stores and movie theaters, as well as more upscale and boutique shops would encourage people to stay in Dalton and bring in shoppers from other communities. There was also a call to increase the number of locally owned businesses and restaurants and to highlight the local flavor to attract customers from other communities.

Over the next few months, efforts will focus on identifying and prioritizing community needs, as well as bringing higher education resources to address those needs.

Form and Organize
Following the listening session, a 15-member executive committee was formed of community and civic leaders. Committee members represent city and county governments, school systems, business and industry, Dalton State College, the Chamber of Commerce, health care, and the Joint Development Authority.

On November 16, 2009, an Archway Professional was hired to work in Dalton/Whitfield County. The Archway Professional lives in Dalton and works with members of the community to identify, prioritize, and find solutions to priority community issues.
The original Archway Partnership model envisioned an Archway Professional and an Issue-based position in each community. The Archway Professional facilitates community-wide issue identification and implementation of solutions. The Issue-based position organizes the community around an issue of a protracted nature that requires a highly collaborative approach among community, higher education and state and federal agencies/organizations. The pilot issue-based position was established in 2007 in Washington County to address regional Health Care needs. In addition to work in the Washington County region, the position has assisted other communities with specific health priorities. A healthy workforce and viable health care industry is clearly one of the most pressing economic development needs identified by all Archway Partnership communities. The Archway Partnership: Health position represents a model for a highly coordinated effort to advance a community-driven health agenda.
Improving Access to Healthcare Professionals

Sandersville Healthcare Professional to RN Bridge Program (LPN/EMT)—This program is the result of a partnership between Washington County Regional Medical Center, Sandersville Technical College, Darton College, and the Archway Partnership. The Archway Partnership contributed to this collaboration by developing and implementing a web-based survey for LPN/EMT employers and their employees in a 90-mile area to assess interest in the program. Archway collected and analyzed the data which resulted in the funding and establishment of the program. Archway also facilitated communication between program partners and the potential students. The Sandersville Cohort of 25 students began in October 2009 and is scheduled to graduate in Fall 2010 with a Registered Nurse degree.

Archway-AHEC Medical Scholar Program—A program is currently being developed to recruit medical students to complete their required medical school clerkships in the Washington County area. Through this program, students will be exposed to the satisfaction of a medical career in a rural area as well as the quality of life associated with a smaller town. The program partners, in addition to the Washington County Archway Public Health subcommittee, include the Area Health Education Centers Statewide Network, Medical College of Georgia, Mercer University Medical School, Philadelphia College of Osteopathic Medicine, and Morehouse School of Medicine. Current internal partners include the UGA Cooperative Extension, UGA Small Business Development Center, UGA Terry College of Business, and the UGA Institute for Non-Profit Organizations. The Medical Scholar Program has been in development since March 2009 and is currently in the process of securing students and accommodating their academic requirements and securing the necessary program funding. The target start date for the first cycle of students is summer 2010. The long-term goal for this program is to be established, tested, and replicated in other Archway sites as community needs align.

Projects Related to Priority

- **Practice Management Elective Medical Rotation**—The UGA Small Business Development Center engaged in this project to develop a clinical rotation that trains medical students on business skills required to manage a medical practice. This elective will be offered locally to students in the Medical Scholar Program.

- **Archway/AHEC Medical Scholar Program Non-Profit Organization Plan**—A graduate student in the UGA Institute for Non-Profit Organizations developed a plan for the Program to apply for 501c3 status and become a structured organization.

- **Washington County Medical Student Recruitment Process**—A group of UGA Terry College of Business graduate students analyzed the process of establishing and implementing the Archway – AHEC Medical Scholar Program. This project will assist in the evaluation and replication of the program.

Promoting Community Health Education

The Washington County Area Health Resource Directory (WCHRD) was developed by the Archway Partnership as a tool to assess the strengths and weaknesses in the local health system and educating the public on local health resources. In 2009, the template for the WCHRD was used by the East Georgia Health Cooperative in four of the surrounding counties to achieve the same goals.
The Washington County Chamber of Commerce has also expressed interest in linking the WCHRSD to their website when it is completed. Internal partners include the UGA Terry College of Business and Cooperative Extension.

Projects Related to Priority

- **Washington County Area Resource Directory Database and Website Project**—UGA Terry College of Business Management of Information Systems students designed a user-friendly database and online interface for the WCHRSD. This enables the information to be easily updated and reports easily produced. The new online interface also allowed for more and easier public access.

- **2009 Medicare Made Easy Event**—Medicare Outreach was also identified as part of the Community Health Education priority. In 2009, the Archway Public Health subcommittee offered enrollees and their caregivers unbiased and individualized counsel in making Medicare decisions. External partners include the CSRA Area Agency on Aging, local volunteers, and local healthcare organizations.

- **Washington County Medicare Outreach and Education Policy Analysis and Evaluation**—A graduate student in the UGA College of Public Health Department of Health Policy worked as an intern to develop a strategic plan for Medicare Outreach and Education in Washington County in addition to evaluation tools.

- **Medicare Marketing Fraud Social Marketing Campaign**—Masters of Public Health students in the UGA College of Public Health, developed messages and materials for a social marketing campaign to address Medicare Marketing Fraud among Medicare enrollees.

- **Washington County Medicare Outreach Baseline Assessment**—Masters of Public Health students in the UGA College of Public Health developed and implemented a tool to survey a sample of the Medicare population in Washington County to establish a baseline measure in order to evaluate the effectiveness of Medicare Outreach and Education in the Washington County area.

- **College of Pharmacy Community Outreach Project**—The UGA College of Pharmacy dedicated their community outreach course to the planning and implementation of the Medicare Made Easy Event.

- **Your Health Matters Health Education Curriculum**—A Georgia Southern University Masters of Public Health student worked with the Director of Adult Literacy at Sandersville Technical College to develop a health education curriculum tailored to adult literacy students.

- **Senior Health Awareness and Prevention Education (SHAPE) Brochure**—UGA College of Public Health Masters of Public Health students developed and printed a brochure promoting health screening among older adults in Washington County. Community Health Care Systems, Inc. is the community partner.

- **Washington County Health Industry Economic Impact Statement**—Completed for the leaders of Washington County. Internal partners include the UGA Carl Vinson Institute of Government.

UGA College of Pharmacy student Tim Costyn assists a Medicare Enrollee in Washington County identify and compare Medicare plans that meet here needs at the 2009 Medicare Made Easy Event in Washington County.
2009 Year in Review

In March of 2009, UGA College of Environment and Design Professor Pratt Cassity led a design group of 17 students to complete a “Plan for Reuse” of the newly purchased Sumter County Fairgrounds.

UGA School of Social Work students conducted oral history interviews with 22 long-time Hart County residents. Interviews will be included with the Hartwell historical downtown walking tour that is being developed by the Archway Partnership to increase tourism in the community.

Landscape architecture students for UGA’s College of Environment and Design participated in a design charrette that focused on an industrial park and the city hall in Hartwell (Hart County).

The Archway Partnership engaged students from UGA’s Grady College of Mass Communication and Journalism to create a new logo for Washington County, and when community leaders wanted new signs to place around the county lines to welcome visitors, they chose to include the students’ work in the design.

Faculty from the Golden Isles Career Academy in Brunswick, GA (Glynn County) participate in a team building training exercise facilitated by the Archway Partnership.
The University of Georgia and the Archway Partnership communities were awarded the 2009 Outreach Scholarship W.K. Kellogg Foundation Engagement Award on Wednesday, April 15. The Archway Partnership was one of four regional programs invited to compete for the national 2009 C. Peter Magrath University Community Engagement Award.

The Association of Public and Land-Grant Universities (APLU), formerly known as the National Association of State Universities and Land-Grant Colleges (NASULGC), declared the Archway Partnership award to be “the single most prestigious university/community engagement award” for the Southern Region.