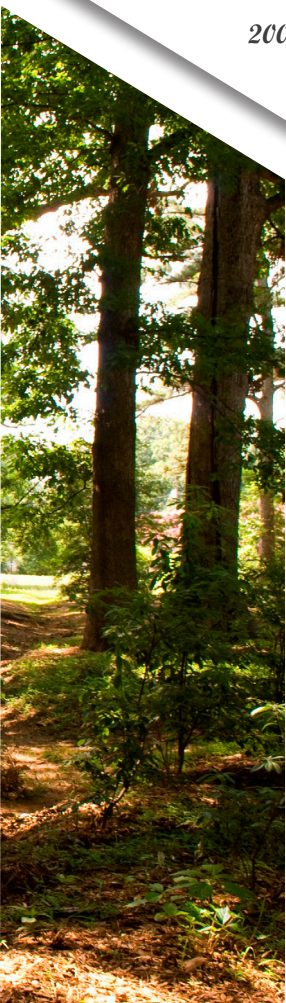


*The University of Georgia*  
— and —

# CLAYTON COUNTY

2008-2013



The Archway Partnership is a University of Georgia outreach platform created in 2005 to deliver a full range of higher education resources to address economic and community development.

In 2008, Clayton County became the fourth Archway community. The mission of the Clayton Archway Partnership is to connect stakeholders who will identify and prioritize the community's most pressing challenges, and explore opportunities that can be addressed by appropriate higher education, local, state, and federal resources, and which will lead to a stronger, healthier, more globally competitive community.

# LETTER FROM DR. THOMAS HYNES



The Clayton County Archway partnership brought together an array of local opinion leaders and public and private sector stakeholders. These individuals, representing an enormous diversity of groups, connected to find ways to apply resources of higher education in general and the University System of Georgia in particular to Clayton County. Over time, through the identification of strategic areas of emphasis, the partnership has made significant contributions to the future of Clayton County.

I begin with a list of a few of the many activities done through the cooperation of the Archway Partnership:

Code enforcement officer training was applied for the county, and framed the beginning for possible long term and significant shared activities for county and municipal code enforcement officers.

A Federally Qualified Health Center was approved for the southern part of the county through the work of the Archway Partnership. This process fostered a partnership between Clayton County and the College of Public Health at the University of Georgia. The new partnership, coupled with resources from the County Public Health/Clayton County Government and Southern

Regional Medical Center, was able to attract a health care professional to focus on an array of preventative health issues for the county.

Landscape architecture design work was done throughout the county by intern students from the University of Georgia College of Environment and Design, work that was valued at thousands of dollars for our municipalities.

The partnership itself benefited from team building support from the Fanning Institute and the Carl Vinson Institute of Government on more than one occasion, assisting the Executive Committee in its leadership role for such collaborative activities.

The Public Image Committee of Clayton County Archway Partnership developed a social media blog through access to interns from UGA, and began developing relationships with metro media outlets.

Graduation became a logical next step as citizens of the county emerged as leaders for the projects developed strategically through the Clayton County Archway Executive Committee. Members of the executive committee will continue to work with other county-wide groups, allowing those other potential locations for collaboration in coming months and years.

“Clayton Archway Partnership offers an opportunity for Clayton County to utilize resources from the University System of Georgia, to address priority issues in community health, economic development, education and public safety. The partnership provides the support for Clayton to continue connecting and uniting local leadership on important issues that will create livable communities for all Clayton County citizens, as the county continues to serve as a model for the region.”

**Eldrin Bell**  
Chairman, Clayton County Board of Commissioners



“The Archway Partnership has been beneficial to me by providing a platform (training and networking) for enforcement personnel to communicate their daily and long term challenges to other stakeholders including other officers, city officials and politicians throughout Clayton County. The commitment to work together and through the challenges of the adjoining territories has offered a unique level of understanding and support that I have personally benefitted from.”

**Julie Broadus**  
Senior Code Enforcement Officer, College Park

“The City of Morrow has been extremely fortunate to have several very bright students provide beneficial projects for the City. Most of these student internships have focused on Landscape Architecture design for needed areas of the City, and many of the student designs have been or are intended to be implemented. It is the City’s sincere hope that the students have benefited as substantially as the City has through these cooperative projects between Archway, the University of Georgia, Clayton State University and the P+ED department of the City – these internships have been great exercises.”

**Michael McLaughlin**  
Director, Planning + Economic Development

“The City of Riverdale has benefitted from the Clayton County Archway Partnership in several important ways such as college interns, code enforcement coordination, an action plan for Clayton County’s educational, social, marketing and economic standing and access to the University of Georgia’s resources.”

**Iris Jessie**  
City Manager

“ [Archway’s] work saved us hundreds of hours of work and thousands of dollars had we had to purchase this data and conduct our own research.”

**Kevin Gullette**  
Deputy Director, Clayton County Economic Development

“The Clayton County Archway Partnership offers the best opportunity to utilize the full range of resources within the University System of Georgia to conduct a needs assessment and to validate future needs, locations and funding startup strategies to establish additional FQHC clinics to serve the primary and preventative healthcare needs of the underserved population in Clayton County and the region.”

**Jim Crissey & Dr. Alpha Bryan**  
Clayton County Archway Executive Committee

TESTIMONIALS



## ESTABLISHMENT OF FQHC

In 2008, when the Clayton County Archway Partnership began, the Executive Committee identified community health as a critical priority. The top health priority was the establishment of another Federally Qualified Health Center (FQHC). A Federally Qualified Health Center is a nonprofit or public primary care center that, through special funding, can provide care to patients who cannot afford to get primary care on their own.

Poor economic conditions and growing numbers of uninsured and underinsured residents presented a strong case for a cohesive FQHC system. In 2009, the Clayton Archway Partnership Executive Committee formed a FQHC Project Team tasked with completing an application for a Health Professional Shortage Area (HPSA) to establish a FQHC. Faculty from the Clayton State University (CSU) College of Health/School of Nursing and the UGA College of Public Health (CPH), along with MPH students Meagan Gosch and Natalie Arford and a graduate student from CSU Marcus Adams were all actively involved with the project.

Lauren Culp, a graduate assistant with the Archway Partnership and student in the UGA College of Public Health, was instrumental throughout this process. She was responsible for primary research, survey creation and implementation and data collection and analysis. "I created a data sheet documenting vital statistics of Clayton County as well as its contiguous counties in order to identify disparities to be used in Clayton County's HPSA application," she said. "I also identified contiguous counties' utilization of primary care physicians and analyzed statistics in order to understand what type of primary care HPSA designation we should apply for."

The students' work was important as the original application had been denied after it was determined that Clayton County did not meet the requirements for the HPSA

designation due to demographics and the fact that surrounding counties were not considered to be over-utilized from a primary physician standpoint. Barlon Lundgren, on behalf of the FQHC team, submitted three applications: Primary Care, Dental Services and Mental Care to the State Office of Rural Health.

In June 2012, Clayton County was designated a low-income Primary Care HPSA. The success led to the opening of a FQHC in Lovejoy, Georgia in September 2012. Lovejoy was selected because of its high population of low-income residents, lack of access to affordable healthcare and a move-in-ready building, which made for a seamless transition to a state-of-the-art FQHC. Jim Crissey stated, "This achievement was most noteworthy in the fact that this was the original goal set by the FQHC team of the Clayton Archway Partnership almost three years ago."

In April 2013, Clayton County and the Archway Partnership were honored with the Al Dohany Award for Community Service by the Georgia Public Health Association for the expansion of the FQHC in Clayton County. The Clayton County Board of Commissioners nominated Mr. Jim Crissey (SRMC), Dr. Alpha Bryan (CCBOH) and Ms. Gail Webb (Clayton County Archway Partnership) for their leadership on securing Clayton County's HPSA designation and the FQHC located in Lovejoy.



## PUBLIC HEALTH TOUR

In September 2011, the University of Georgia's (UGA) College of Public Health partnered with the Archway Partnership to host a public health orientation tour sponsored by the Clayton County Board of Health (CCBOH) for UGA students. The tour introduced the interdisciplinary nature of public health to incoming graduate students in the College of Public Health. Public health professionals exposed students to valuable information regarding nursing, prevention services, environmental health, emergency preparedness/response and financial services.



## PUBLIC HEALTH POSITION

In June 2012, with the support of the Clayton Archway Partnership Executive Committee and the establishment of a partnership between Archway Partnership, UGA College of Public Health, Clayton County Board of Health and Southern Regional Medical Center, an Archway Public Health position was established to meet the community goal to address the issue of community health. The Clayton County Archway Public Health Professional position was officially created and the successful candidate, Sonya Crutchfield, started in October 2012.

### HEALTH HIGHLIGHTS



## TEEN SUMMIT

In 2009, the Clayton Archway Partnership Executive Committee identified youth involvement in the community as part of their work plan. The Teen Summit was initiated that year with the goal of improving leadership skills and providing opportunities for student engagement.

"We want students to be active in their schools and be leaders," stated Clayton County Public Schools Communication Specialist Rhonda Burnough. "We want them to be a part of school."

Ranging from sophomores to seniors, six students from each high school are chosen annually to be a part of the summit. Students attending the summit have the opportunity to hear from professionals within the county, participate in leadership panels and learn valuable tools to take back to their schools and community. The ultimate goal of the summit is to show students that they have a strong voice within their school and community so that they might become more involved within Clayton County.



## WRITING WORKSHOP

In 2010 and 2011, Clayton State University (CSU) and Clayton County Public Schools (CCPS) partnered with the Clayton County Archway Partnership to facilitate a writing workshop for high school students.

The overarching goal of the day-long clinic was to instruct students on the importance of writing well for both persuasive and technical writing. Students attended from almost every high school in the county and were offered an intimate classroom setting to hone and practice their language and communication skills.

Under the instruction of Clayton State University English professor Dr. Susan Rashid Horn, the course gave the high school students an opportunity to interact one-

on-one with students from Clayton State University. The Clayton State University student-teachers instructed the high schoolers on the basic elements of technical and persuasive writing, as well as explained why such skills were vital for advancement in education and in the workplace.

At the conclusion of the course, students evaluated the workshop. Overwhelmingly, the participants agreed that the class ideally complemented their daily school load, and that the course helped them understand why writing well is important and how to improve their skills. One student replied in his evaluation, "Today was a great experience for me. I had never been to a writing workshop. But overall I feel that it helped me with my writing." Another said, "I enjoyed it and it helped me freshen up my writing skills."

# TECHNOLOGY IN THE CLASSROOM

In 2011, to bring more technology into the classroom, Clayton County Public Schools (CCPS) partnered with Dr. Jim Moore and Dr. Tom Robertson of the UGA College of Veterinary Medicine to assist in the development of an innovative technology which teaches anatomy and biology using a video gaming system.

The technology was being tested in Athens, Georgia and the developers were seeking other education partners across the state. This partnership between CCPS and UGA College of Veterinary Medicine helped the school system with new, advanced technology while helping the UGA College of Veterinary Medicine expand implementation of this technology beyond its initial testing site in Athens.

The professors began working with the school system in February 2012. CCPS students used the technology to assist in product development while increasing their knowledge of anatomy and biology. CCPS teachers were also involved, offering suggestions on how the technology was effective in teaching science.

# YOUTH ENTREPRENEUR WORKSHOP

During 2009 and 2010, Clayton County Cooperative Extension and the Archway Partnership coordinated a Youth Entrepreneur Workshop. Topics included: Marketing a Business, Financing Your Business, How to Start a Small Business and Resources for Your Business. The workshop included an introduction to Clayton State University by the Student Recruitment Office. Each student received a copy of "How to Start a Business: A Guide for Georgia Entrepreneurs" from the Georgia Small Business Development Center.

As part of a group exercise the students developed an idea for a business and identified challenges they might face in starting a business. One student stated that the most valuable thing he learned at the workshop was that his attitude and professionalism will impact



his career. Other students noted the importance of getting an education, having the necessary funding and business development tools, and conducting research in starting a business.



When Clayton County became the fourth Archway Partnership community, the Clayton County Executive Committee developed a list of priority needs, including the generation of a more positive public image. In 2009, Clayton County and the University of Georgia Archway Partnership collaborated to create the Clayton Archway Public Image Committee, a community-based group made up of residents, local government communication professionals and business and community leaders. Together, the group works closely with the Clayton County Board of Commissioners and various other stakeholders to ensure that they fulfill their mission of assisting with the creation and delivery of Clayton County's positive messaging to the media and other agencies, organizations and businesses through outreach, collaboration and strategic marketing.

## SOCIAL MEDIA

As a first step in the active promotion of Clayton County, the Public Image Committee's Social Media subcommittee developed a Clayton County Facebook page. The page posts positive news and information on programs, projects and initiatives and informs Clayton residents and others on current events happening in the county.

The committee also created a Clayton County Social Media Policy that is used to guide the social media strategic plan. The Facebook page was the first phase of a social media plan that effectively utilizes social media in promoting Clayton County as a destination where people want to live, work and raise their children.

In 2011, a "Clayton County Brochure" was created to use as a general informational brochure for economic development and

to inform tourists, students and the general public about Clayton's amenities, resources and services.

The Public Image Committee also piloted a social media blog that was created and managed by UGA's Creative Consultants, a group of undergraduates majoring in Advertising and Public Relations from UGA's Grady College of Journalism and Mass Communication. Under the direction of the committee's chairperson and county public information officer, Jamie Carlington, the trial blog was developed to see how effectively this form of social media would work for disseminating positive Clayton County activities and information to the general public. "Overall the test pilot blog was a success and the committee is hopeful that social media will be fully utilized throughout the county," stated Carlington.



## COUNTY COMMUNICATORS

To improve Clayton County's public image, a partnership was formed between the Clayton County Archway Public Image Committee and Clayton County Communicators, including local public relations professionals and county communication officials.

In 2011, the Public Relations Office of the Clayton County Board of Commissioners, along with the Clayton County Archway Partnership, hosted a professional development panel discussion for local government personnel who serve as public information officers and marketing professionals. Representatives from Atlanta media outlets spoke on topics including pitching timely media stories and what stories were considered "news worthy" for such a large metropolitan area. WSB on-air talent Jovita Moore stated that "the event was a great opportunity to connect with our resources in the community. We rely on the Public Information Officers (PIOs) around the city to inform us about events happening which could possibly be reported on during our newscast."

Professional development sessions are held quarterly for communicators. The meetings provide the opportunity to professionally network and exchange information and ideas. These events also provide access to resources that assist the PIOs and marketing staff in their day-to-day mission of disseminating information regarding programs, initiatives and events taking place in Clayton County.



### PUBLIC IMAGE HIGHLIGHTS



## BUSINESS INTELLIGENCE STUDY

A goal of the Clayton County Department of Economic Development is to better understand business and industry needs. In 2010, the Department took part in an initiative to gain more intelligence about the current and future market forces and trends impacting Clayton County businesses and industries. The Department purchased a business intelligence software, Synchronis, to forecast the future economic picture in Clayton County.

Using this software, researchers isolate the top 150 employers in an area and determine their sales numbers, locations and the type of industry. Through examining the current economic health of the top businesses in a given area, researchers understand how these businesses look long term, and therefore get a feel for how the area's economy will be affected by these businesses in the future.

Through the Archway Partnership, Joseph Evans, a graduate student in Public Administration from UGA, completed the initial analysis of the top 150 employers in Clayton County. Evans provided additional research on the parent companies of businesses within the community and their standing on a national scale. Evans' work saved the community hundreds of hours of sorting through data. The end result gave Clayton County the flexibility they needed to focus on the local aspect of the businesses in their community.

"[Evans'] end product was a comprehensive profile of our companies, local contacts, sales numbers, suppliers and a host of other information, which gave us the baseline and background history on our local companies. This step allows us to focus more on our company's Clayton County operations and not on spending time on the 'parent' company," Kevin Gullette, Deputy Director of Economic Development, said.

## COMMUNITY BEAUTIFICATION

As part of their economic development plan, the Archway Partnership Clayton County Executive Committee identified community-wide beautification and landscape design assistance as a main priority.

Since 2009, Clayton Archway Partnership has annually partnered with the UGA College of Environment and Design (CED) to provide more than 100 graduate and undergraduate students to date with summer internships across Archway communities. After hours of work and collaboration, the students provide detailed drawings, boards and specifications for their clients, who range from the Clayton County Parks and Recreation Department to Clayton County Public Schools, and include all of Clayton's seven cities.

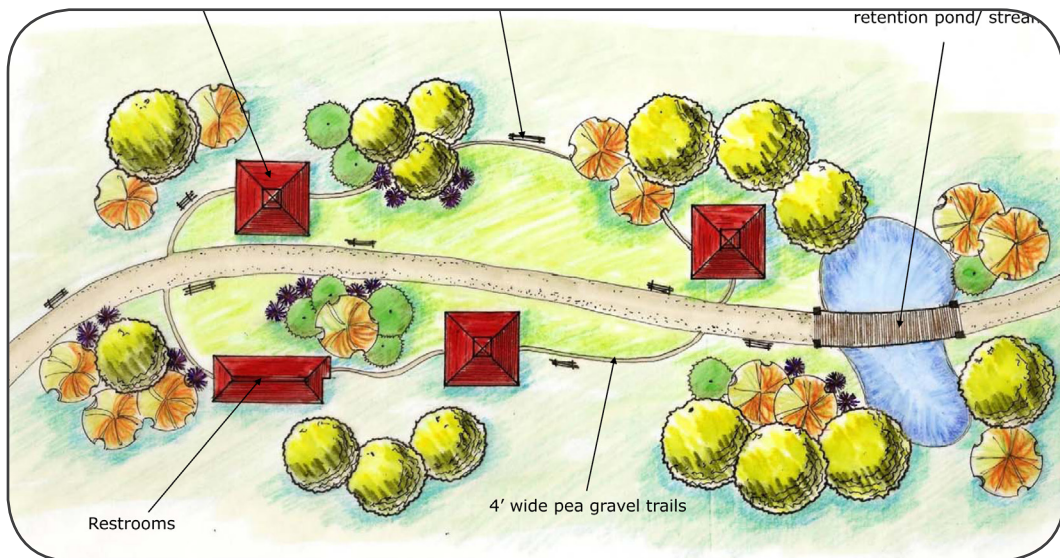
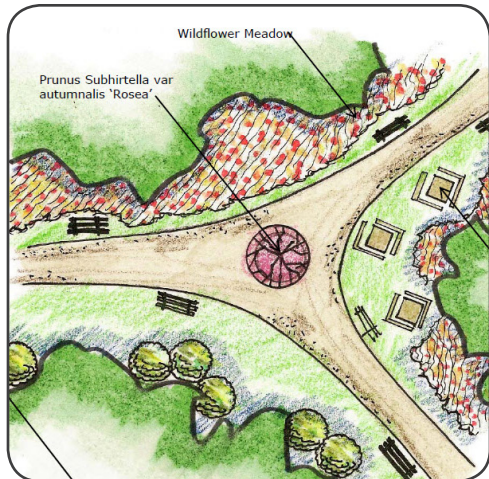
In October 2011, the third year that Archway Partnership and Clayton Archway Partnership partnered with the College of Environment and Design to offer internships to students, the Clayton County Board of Commissioners presented a Proclamation to the student interns who completed more than 35 landscape designs for Clayton County. Clayton County leaders gave the Proclamation to express their gratitude and appreciation for the landscape designs completed for the community.

The students' designs resulted in a substantial monetary savings to the county. Detrick Stanford, director of Clayton County Parks and Recreation said, "the landscape architect students have done a phenomenal job and the work that has been done over the last three years would have cost the county more than \$100,000."

The Archway Partnership also facilitated plans for the Greenway Vision Program, a project proposal designed to connect neighborhoods of the county and develop more opportunities for outdoor recreation. The designs call for a trail system that weaves through Clayton County, complete



with multiple access points, outdoor education stations and park green spaces. The community beautification plans were completed with hopes of making the community more pleasant for its residents and drawing in more visitors to a community bordering the business hub of metropolitan Atlanta.





## GEOCACHING TOURISM

The Clayton County Convention and Visitors Bureau (CVB) partnered with the Historic Tourism Committee of the Clayton County Archway Partnership to create geocaching opportunities in Clayton County. Geocaching is a virtual treasure hunt where community visitors use GPS technology to locate a hidden container called a “geocache.”

In Clayton County, the geocaches contain trading cards that provide interesting historical information about the site and can be redeemed at the Visitor’s Center for prizes. The CVB and Historic Tourism Committee wanted to combine Clayton County’s wealth of history with a fun, interactive activity that would draw tourists from all over, as well as introduce current residents to area history. The committee found a perfect blend of these attributes in the geocaching project.

“Geocaching provides an opportunity to give exposure to all the great historic sites and tourist attractions in Clayton County,” said Archway Professional Gail Webb. “Geocaching will increase economic development because it brings people into the community who will eat at our local restaurants and enjoy these sites.” So far, the geocache sites have been successful, as residents and visitors alike have commented on their surprise in finding the wealth of history in the county.



## GRANT WRITING WORKSHOP

In August 2009, Clayton Archway Partnership and Clayton County Collaborative hosted a grant writing workshop for Clayton-area non profit organizations was hosted by. Dr. Michelle Carney, from the University of Georgia’s Institute for Non Profit Organizations through the School of Social Work conducted the two-day event. Attendees learned how to research grant opportunities, approach potential funders, outline budgets for grant applications, as well as how to implement grants.

## GEORGIA WORK READY PROGRAM

In 2008, the Clayton County Department of Economic Development and the Clayton County Archway Partnership collaborated to create a Clayton Work Ready Team to begin the process of certifying Clayton County as a Georgia Work Ready Community.

The Georgia Work Ready program was instated by the Governor’s Office of Workforce Development to improve job training and the marketability of Georgia’s workforce, and drive future economic growth for the state. Created in 2006, the initiative worked within communities across the state to help bolster a more effective and thriving local sector of labor and employment. Through the program, job seekers were given a skills assessment test and offered certification that could then properly match individuals to an appropriate workplace. “By identifying both the needs of businesses and the available skills of Clayton County’s workforce, the state can more effectively generate the right talent for the right jobs,” said Gail Webb, the Clayton County Archway Professional.

In their effort to attract new industries to Clayton County, the Department of Economic Development identified programs to address workforce development. The Georgia

Work Ready program provided an excellent opportunity to increase the skills of Clayton County citizens and provide another valuable resource for Clayton County businesses.

To highlight the achievements the program brought to their community, Clayton County Work Ready Week was held in November 2009, which included many ribbon-cutting ceremonies and community-wide celebrations led by invested business leaders and community officials.

The Clayton Work Ready Team included representatives from the Clayton County Government, Clayton County Public Schools, Georgia Power, Clayton Career Resource Center, Clayton Municipalities, Clayton State University and Clayton Department of Labor. Randall Toussaint, former Deputy Director of the Clayton County Department of Economic Development, served as the Georgia Work Ready team leader for the county.



## ECONOMIC DEVELOPMENT HIGHLIGHTS

May-July  
2009-2013

CED landscape  
design summer  
internships

July 2009

Economic  
development  
industry research

Oct 2009

Economic  
Development  
Consortium

Mar 2010

Women's  
Empowerment  
Conference

Feb 2011,  
2012, 2013

Annual African  
American  
Heritage event

May-July  
2012

Camera-Ready  
photography

July 2008

Clayton County  
joins the Archway  
Partnership

June 2009

Creation of  
Clayton County  
Work Ready team

Aug 2009

Grant Writing  
Workshop

Nov 2009

Clayton Work  
Ready Week

Apr 2010

Geocaching  
Tourism  
Implementation

Aug 2011

Georgia Museum  
of Art exhibit by  
Arts Clayton

May 2013

Forest Park  
marketing plan

# CODE ENFORCEMENT

A common perception among tourists, potential businesses and citizens is that a clean community is a safe community. Therefore, keeping the community beautiful is key for economic development initiatives.

Recognizing the important role of county and city code enforcement personnel as they monitor and improve the physical appearance of the community, the Clayton Archway Executive Committee established a Code Enforcement Issue Work Group in 2010. The work group consisted of code enforcement officers from all seven cities and the county.

The work group established three major goals: training for code enforcement officers, development of a resource guide for code violators and coordination of services. Code enforcement officers representing every jurisdiction were surveyed to determine their training needs. Based on the results, the Archway Partnership worked with the University of Georgia Fanning Institute and the Clayton County Sheriff's Department to provide several training workshops. Additional training was provided through Georgia Association of Code Enforcement conferences conducted by faculty in UGA's Carl Vinson Institute of Government. Efforts to develop a resource guide and to determine the best approach to coordinate services, along with sharing information to improve effectiveness, are still underway.

Another notable effort involved attaining an agreement from government leaders allowing code enforcement officers to cross jurisdictions to remove unlawful



signage in public areas. Executive Committee member Sylvia Redic stated, "The code enforcement officers have said they don't feel comfortable picking up signs in areas where they are not authorized to act. So right now, they have to call the code enforcement officials for that particular jurisdiction to notify them of the sign's location so it can be picked up. This memorandum grants them the authority to go beyond their borders to remove these signs."

# CLAYTON COUNTY ARCHWAY PARTNERSHIP

## EXECUTIVE COMMITTEE (past and present)

Yulonda Beauford	Dr. Thomas Hynes	Carl Rhondenizer
Eldrin Bell	Jack Longino	Kenny Ruffin
Dr. Alpha Bryan	Linda Lord	Ron Shipman
JB Burke	Luther W. Maddox	Kim Siebert
Rhonda Burnough	Michael McLaughlin	Sonna Singleton
Bobby Cartwright	Jim Millirons	Mike Thomas
Jim Crissey	William Moore	Dr. John Thompson
John D'Andrea	Joe Murphy	Jeff Turner
Joy Day	Willie Oswalt	Mike Vigil
Corine Deyton	Angela Redding	Bonnie Wilson
Dr. Edmond Heatley	Sylvia Redic	Evelyn Wynn-Dixon

## ISSUE WORK GROUPS

Clayton Work Ready Team  
Code Enforcement  
Education  
FQHC Project Team  
Historic Tourism  
Public Health  
Public Image

## ARCHWAY PROFESSIONAL

Gail Webb, 2008-2013

## ARCHWAY PARTNERSHIP STAFF & INTERNAL PARTNERS

Dr. Mel Garber, Director  
Dr. Sue Chapman, Operations Coordinator  
Dr. Matt Bishop, Operations Coordinator  
Angel Jackson, Program Coordinator  
Michelle Wilder, Program Coordinator  
Shon Sales, Clayton County Archway Administrative Assistant

Dr. Jennifer Frum, Vice President for Public Service & Outreach  
Dr. Beverly Sparks, Associate Dean for Cooperative Extension

\*Special thanks to Clayton State University, a University System of Georgia partner.

COMMUNITY INVOLVEMENT







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