



# 2010 ANNUAL REPORT



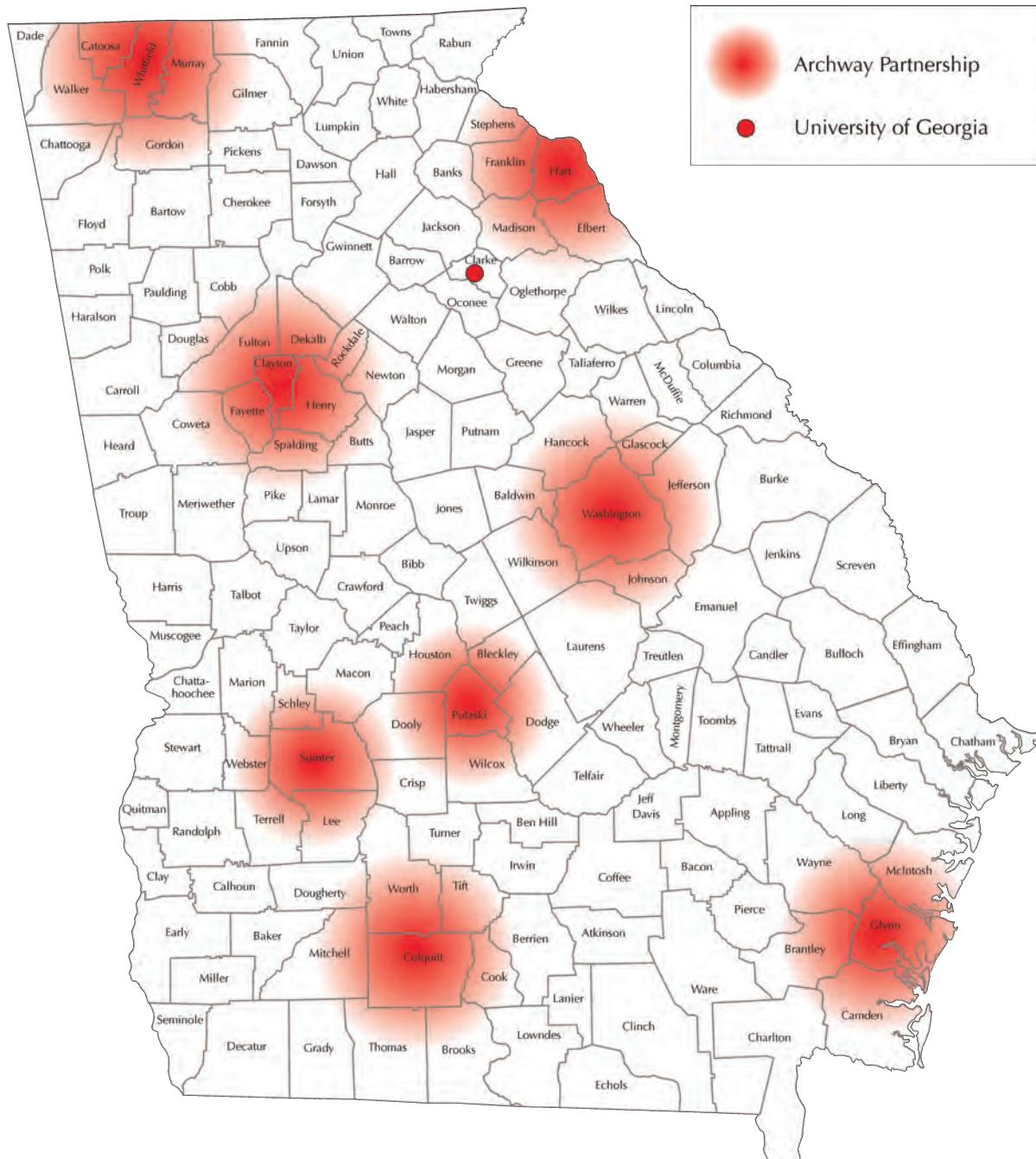
**Connecting Higher Education to All Georgians**

**UNIVERSITY OF GEORGIA, ATHENS, GEORGIA**

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# ARCHWAY PARTNERSHIP MAP & CONTACTS



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# LETTER FROM THE DIRECTOR

Friends and Colleagues:

The Archway Partnership is pleased to present the 2010 annual report of accomplishments and impact.

As a highly collaborative partnership formed in eight communities geographically dispersed across Georgia, the University of Georgia's Archway Partnership connects higher education resources with community needs. By providing a venue for community leaders and groups to deliberate the community's most pressing challenges and opportunities, and then engaging faculty and students from UGA and other University System of Georgia (USG) institutions to address those community needs, the Archway Partnership represents an on-going, grassroots process for communities to help themselves in community economic development efforts. As a joint effort between the Office of the Vice President for Public Service and Outreach and Cooperative Extension at UGA, the Archway Partnership further enhances UGA's mission of teaching, research and service.

The accomplishments and impact listed in this report provide insight into the Archway Partnership community priorities. As each of the priorities addresses a variety of issues and challenges across the eight different Archway Partnership communities, the accomplishments represent successful applications of higher education resources and multi-disciplinary approaches to community problem-solving. By providing invaluable, real-world experiences for students and engaged teaching and scholarship opportunities for faculty while addressing high priority community needs, the Archway Partnership clearly manifests the three goals of Public Service and Outreach recently released in the 2010-2015 Strategic Plan: (1) build human and community capacity – mobilize UGA's resources to address critical issues; (2) enhance learning and research – create new public service and outreach avenues for faculty and students; and (3) create a flexible organizational culture.

Many accolades and expressions of appreciation are due to the hundreds of people who have contributed to Archway's 2010 accomplishments. We especially want to acknowledge the more than 200 undergraduate and graduate students from all of UGA's schools, colleges, and institutes and several USG sister institutions that have contributed to solving critical community needs. We would also like to express our appreciation to the many community leaders who have served as effective mentors and teachers so that students can simultaneously learn and contribute to effective community problem-solving. And to the faculty who have worked in the eight communities, a special thanks for all of your undying hard work and dedication to Archway.

Please take a moment to review the Archway Partnership's 2010 Annual Report. We trust you will enjoy reading about the eight Archway communities, and the progress being made to address their high priority community needs.

# ARCHWAY PARTNERSHIP OVERVIEW

*The Archway Partnership acts as a common table, where community leaders and groups can come together to discuss the needs of their community. Archway's position as an unbiased, external facilitator allows different groups from across each community to collaborate in ways previously unseen.*

## Core Mission

The Archway Partnership is a University of Georgia community engagement platform. It was created to enhance the land grant mission of teaching, research and service, while addressing self-identified community priorities in selected locations across the state.

## Background

As an institution dedicated to teaching, research and public service excellence, the University of Georgia aspires to enhance connectivity between the University and Georgia communities to address the state's critical community and 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. The Archway Partnership began as a pilot in 2005 and has grown into 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

### *Embedded engagement facilitator as a single point of access to UGA resources*

The center of the Archway Partnership model is the local Archway Professional. Archway Professionals live and work in the community and serve as the primary liaisons between the community and the University. They are dedicated to bringing higher education resources to address community-identified needs. Each must be flexible, have good communication and interpersonal skills, and wear many hats--resource, listener, organizer, catalyst, and mediator.

### *Community listening sessions to set priorities*

The Archway Partnership is community-driven and community-led. One of the first activities in all Archway portal counties is to convene community leaders and a broad spectrum of citizens in a listening session facilitated by UGA faculty. Through this assessment, communities explore how anticipated trends and forces may impact them in coming years, how to adapt to changes, and what opportunities and assets can be used to their advantage.

Communities highly value Archway's role as an objective platform to engage the citizenry in a process of vision building, goal setting, and working toward goals. By serving as a neutral third party, Archway supports cross-functional dialogue among all stakeholders and offers an effective process to establish trusting relationships. This allows the community a venue in which they can articulate goals, identify intersections, and leverage the community's full assets. As a result, community members set the agenda and then work to solve problems alongside the University.



### ***University and state agency matchmaking***

Once a priority need is identified, Archway professionals search for faculty and/or students who have relevant expertise. Archway taps into the wealth of resources in colleges, schools, universities and agencies throughout the state to address local issues. Throughout the years, Archway has increasingly partnered with state agencies and universities (throughout the University System of Georgia) located closer to the community for better or more appropriate resources.

### ***Community leadership committees and work groups***

All sites form executive and steering committees made up of local stakeholders. At a minimum, members include: development authorities, chambers of commerce, city and county governments, school systems, and healthcare providers. Everyone must commit resources and invest in solving the community's problems; this yields a true partnership in which everyone has a stake, voice and benefit. Once priority issues are identified, focused work groups are formed with relevant experts from the community, universities, and other involved agencies to design and implement operational work plans.

### ***Shared funding responsibility to reflect partnership***

Both UGA and stakeholders in the Archway Partnership community contribute financial resources to support the partnership, reinforcing a shared investment in the process as well as the outcome. Ultimately, it is this investment that empowers the community to produce results.

### ***Signed partnership agreement for sustained participation in community problem solving***

Community stakeholders and the Archway Partnership sign an annual agreement that reflects their mutual commitment to a collaborative long-term relationship. Turnover in local officials, executives, and other key stakeholders is not uncommon; yet, the Archway Partnership offers a way to keep the conversation going, staying true to the original objectives, even in the midst of change. It is an anchor that brings people together, identifies issues, and follows through – embracing the vision that everyone involved should benefit from the outcome.

### ***Decision-making and accountability structure***

Quarterly meetings of Archway Partnership management and staff members allow time to discuss successes and failures, generate best practices, learn from each other's experiences, and share faculty and student resources working on or interested in projects. In addition, regular meetings of executive committees and steering committees, all attended by Archway Professionals, help maintain communication and trust among key stakeholders.

**“Archway is you.”**

from the Americus Times Recorder

**“It is Archway’s job to listen to the community’s needs and issues, and then find higher education resources to help communities achieve their goals.”**

from Georgia Cities Newspaper

**“Cities are members of the local Archway Executive Committee in each of the eight Archway Partnership portals across the state, actively identifying community needs.”**

from Georgia Cities Newspaper

**“We’re setting priorities, and it’s all based on citizen input.”**

from The Dalton Daily Citizen

# COMMUNITY-WIDE THEMES

## Leadership

Developing energetic and engaged future leaders from diverse backgrounds is a common challenge to every Archway community. Pulaski Tomorrow, a leadership development program sponsored by the Hawkinsville-Pulaski County Chamber of Commerce, completed its inaugural class of 21 participants in 2010. With training provided by the UGA Fanning Institute, the progressive curriculum encouraged civic investment among a diverse group of previously untapped leaders. Recognizing that the healthcare sector is one of the largest employers in Washington County, Leadership Washington reached out to members of the health community this year, with half of the program participants representing the healthcare industry. During their community-wide visioning process, Whitfield County called on an emerging group of young professionals to assist with the development and formation of their vision. In Colquitt County, a leadership summit was hosted to discuss common issues affecting the community and plan for solutions to better the community. Lastly, in Clayton County, leadership development workshops were targeted to youth and low-income minority women to help build their leadership skills.

## Tourism & Economic Development

According to the Georgia Department of Economic Development, tourism generates an average of \$56.9 million in revenue daily in Georgia. While the Archway Partnership communities have numerous tourism assets, they often don't have the resources to promote those assets to their full economic potential. Key community tourism assets include notable events, facilities, natural settings/scenery, local industries, art, historic landmarks, and cultural or ethnic identities. During the past year, Archway communities have worked with students and faculty to help communities enhance their ability to attract tourists; efforts have included the development of walking trails, design of parks and recreational facilities, landscaping enhancements for the new mega-ramp on Lake Hartwell, grants to fund historical tourism efforts, and marketing tools to promote local festivals and other activities. During the summer, photography students from the Lamar Dodd School of Art visited each Archway community and created a portfolio of photographs that can be used for marketing brochures, websites and other tourism-related publications.

## Planning for Growth

Despite the ongoing economic downturn that has thwarted development, Archway communities have taken the lull in development as an opportunity to more thoroughly plan for growth. Be it reviews of county-wide land use and zoning ordinances, or redevelopment of specific corridor blocks, community leaders recognize the importance of preparing for future economic growth and development. Utilizing an array of higher education resources from UGA such as planning expertise from the Fanning Institute, ordinance review and development from the Carl Vinson Institute of Government, landscape and design expertise from the College of Environment and Design, housing expertise from the College of Family and Consumer Sciences, and market research and demographic analyses from the Terry College of Business and Small Business Development Center, communities are busy developing overall growth strategies.

## Education

Student achievement gaps, parental involvement, youth/gang violence, diminishing financial resources, and negative perceptions of public education are among the specific topical areas identified by various Executive Committees under the education priority. To address these topics, Archway has established a strong relationship with UGA's College of Education (COE). COE faculty have visited the Archway communities meeting with school boards, administrators, teachers, parents, students, and concerned citizens. Several COE faculty have engaged in community based research with Archway community school systems, and one COE faculty member worked directly with Hart County Schools on 10-hour/week basis. To expose community members directly to the resources offered by COE, plans are in place to hold an Archway Partnership Education Symposium in early 2011 at UGA. According to Dr. Ron Cervero, Associate Dean for Outreach and Engagement, "The Office of Outreach and Engagement in the College of Education is pleased to collaborate with the UGA Archway Partnership to connect participating communities with education resources. This collaboration is a key strategy that the College has used this year to fulfill the 'Engagement' side of our Outreach and Engagement mission. With its focus on grassroots planning, Archway has given the College a pathway to helping the communities achieve their goals and objectives."

## Health

The health of citizens (preventive care), access to health care and costs of health care are common priorities in the Archway communities. The initial area of focus varies by community but in general the UGA College of Public Health and other Health Sciences units have become heavily involved in building community capacity to address pressing health care needs. In Clayton County, UGA College of Public Health, Clayton State University, the local public health unit and local hospital have worked to expand the presence of a Federally Qualified Health Center for underserved populations. In Washington County, the Georgia Rural Health Scholar Program was established to assist the community with physician recruitment by exposing medical students the community through formal study and daily life. In Colquitt County, the UGA College of Public Health utilized a USG grant to partner with the Healthy Colquitt Coalition to address childhood obesity. In Glynn County a College of Public Health graduate student worked with Southeast Georgia Health Systems to establish an Alzheimer program, which was subsequently implemented as the Memory Care Center. The UGA College of Public Health is in the early stages of establishing regional Public Health Training Centers in Archway communities with the assistance of a federal Public Health Training Center grant and collaboration of local partners.



# Archway Partnership Communities

The Archway Partnership works with eight communities across the state of Georgia: Colquitt, Washington, Glynn, Clayton, Hart, Sumter, Pulaski, and Whitfield Counties.

This section describes each community, their main priority areas, and a few key accomplishments of 2010.

# COLQUITT COUNTY

## *About Colquitt County*



Located in southwest Georgia, Colquitt County was created in 1856 by an act of the Georgia General Assembly and was designated as the 115th county in Georgia. Moultrie serves as the county seat and other municipalities in the county include Berlin, Doerun, Ellenton, Funston, Norman Park and Riverside. Approximately 45,000 people live in Colquitt County, with a population density of 82 people per square mile.

Colquitt County was once known as the "Pine Barrens" because of the deep forest of pines that covered the area, but by the early 1900's much of the land had been cleared and the county's "farm agent" was instrumental in developing a crop-diversification system known as the "Colquitt County Plan." This system was recognized during the Great Depression by the U.S. Farm Security Administration and Colquitt County received national attention for its progressive planning. Today, Colquitt County still has a thriving agricultural industry that is the most diverse of any county east of the Mississippi River, and each fall over 200,000 visitors come to Moultrie to visit the Sunbelt Ag Expo.

Moultrie is home to a beautiful downtown, commercial historic district, and an historic county courthouse that sits in the middle of the square surrounded by a variety of local shops. Moultrie Technical College and Abraham Baldwin Agricultural College on the Square also bring great resources to this thriving community.

## *Priority Areas*

### **Achieve an 85% Graduation Rate**

A diploma is the driver for economic and community development and Colquitt citizens recognize that increasing our graduation rate is vital for community improvement. The Executive Committee charged the community with working toward a graduate rate goal of 85% by focusing on mentoring, parenting, and access to after-school programs.

### **Decentralization and Coordination of Services**

Colquitt County encompasses a large geographical area and like most rural counties has very limited public transportation. The community aims to improve delivery of social services (i.e. - continuing education, healthcare, recreation, social programs and childcare) by taking these services directly to the communities where people live.

### **Attain Census Accuracy in 2010**

Participation in the 2000 Census was below State and National averages and many believe that Colquitt County was significantly "undercounted", specifically with regard to the growing Hispanic community. An accurate Census count is needed to secure additional government funding, encourage economic development, and define legislative districts.

### **Promote Widening of Hwy. 133**

For many years, the widening of Highway 133 from Valdosta to Albany has been discussed among leaders from the corridor's five counties in Southwest Georgia. The Executive Committee continues to make this project a priority and maintains constant contact with community and regional partners to encourage state and federal legislators to act as potential funding becomes available.

### **Plan and Prepare for the 2012 SPLOST**

Given use of Special Local Option Sales Tax dollars to fund major community capital projects, the Executive Committee endeavors to assist elected officials in identifying projects for SPLOST 2012 that will have the greatest community-wide impacts. Further, the Executive Committee will assist leaders with recruiting citizens to participate in SPLOST 2010 project identification.

# **Key Accomplishments in 2010**

## **Colquitt County ‘Complete Count’ Committee**

The city and county governments partnered to facilitate the formation of the Colquitt County Complete Count Committee. This committee was charged with educating the public about the importance of completing and submitting the Census questionnaire.

Members of the committee were integrally involved with the Census Bureau employees and assisted them in identifying the best local sites to set up Questionnaire Assistance Centers and “Be

Counted” Sites. In an effort to garner support for participation, committee members made presentations to numerous civic organizations and met with business partners in the community.

Additionally, the committee reached out and received guidance from faculty at the University of Georgia’s Carl Vinson Institute of Government and the local Cooperative Extension Family and Consumer Sciences Agent. Moreover, a subcommittee was formed to target the

Spanish-speaking population. Volunteers who spoke Spanish and who were already actively engaged with this community ran information booths at Latino grocery stores, churches and even at soccer games in an effort to distribute Census forms in Spanish.

Final participation rates have not been determined, but the Mail-In Response Rate for the 2010 Census was 71%, an 11% increase from the 2000 Mail-In Response Rate.

### **Funding a College of Public Health Faculty Position**

In 2009 the Moultrie YMCA received a grant to form a coalition of community leaders charged with addressing policy changes aimed at increasing the overall health and wellness of Colquitt County residents. This group became the Healthy Colquitt Coalition

(HCC), and Archway serves as a link between HCC and the University of Georgia’s College of Public Health (CPH). HCC leaders visited campus and met with CPH faculty members, discussions that have resulted in the University System of Georgia, the Georgia Research Alliance, the National YMCA and the Centers for Disease Control granting funding for a public health faculty position to be created for Colquitt County. A local committee was formed to prioritize and direct the focus of this effort. The committee consists of physicians, a school nursing coordinator, human resources director, physical therapist, dietician, medical assisting instructor, hospital director of education, child development professional, and a director of public health. Childhood obesity is an identified priority for faculty from the UGA College of Public Health and they have already begun working with the community targeting this issue.



### **Increasing Community Awareness of Social Challenges**

For the past 3 years the Executive Committee has held a Leadership Summit bringing together elected and appointed officials from Colquitt County, the Cities of Moultrie, Berlin, Doerun, Ellenton, Funston and Norman Park, the Development Authority, Board of Education, and the Hospital Authority. The goal is to bring about honest and open discussions of the challenges that exist in the community. The topic of the 2010 summit was public safety and Dr. Doug Bachtel, UGA Professor of Housing and Consumer Economics, delivered the program by explaining the demographics of the community. As part of his presentation he explained which statistics matter, how they relate, and ultimately how that affects the public safety in the community. The overarching theme of his presentation was that serious poverty exists and poverty impacts everything. Ultimately, to change certain aspects of the community citizens must first address poverty and its root causes.

Since the Leadership Summit, Dr. Bachtel’s video has been viewed by civic groups, church groups, school system employees, and any other group interested. It was also shared with Rural Studies students and faculty at Abraham Baldwin Agricultural College who are focused on issues that impact rural communities. This community is now openly discussing ways we can all pull together around certain issues that previously had been uncomfortable to discuss. Now that the facts have been shared by Dr. Bachtel the community is preparing to take action.

# WASHINGTON COUNTY

## *About Washington County*



Washington County is located in east central Georgia, centered between metro areas of Atlanta, Savannah, Macon and Augusta. Known as “The Kaolin Capital of the World,” Washington County is renowned for this important mineral which is mined and processed in the community and then shipped around the world. Manufacturing, transportation, and agriculture are also steady contributors to the local economy.

The county was formed in 1784 and is one of Georgia’s original ten counties. The community hosts a wide variety of historical sites and is widely known for its beautiful homes and architecture. The community of about 21,000 residents serves as an economic hub for much of the east central Georgia region as the cities of Sandersville and Tennille in Washington County offer amenities and services for a much larger regional economy of about 50,000 residents.



## *Priority Areas*



### Air Quality

Washington County’s air quality is regularly monitored by the Environmental Protection Agency. As Washington County continues to recruit industry to the area, the Executive Committee will put in plans to reduce toxic emissions keeping Washington County off of EPS non-attainment list.

### Tourism

With an abundance of natural and historic resources, Washington County has great potential as a tourist destination. The Executive Committee is working to bolster the community’s marketing efforts of its tourism assets to increase sales tax revenue and attract visitors.



### Downtown Tennille Redevelopment

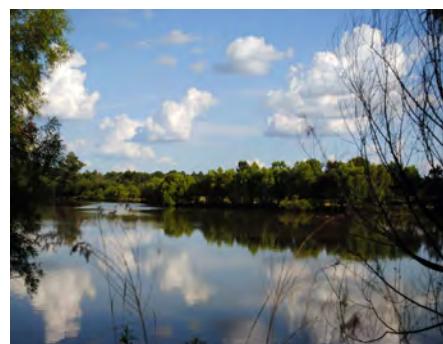
Local business owners and the Tennille City Government would like to see the downtown area return to its original status as a vibrant rural downtown square anchored by the old train depot.

### Education

Education continues to be a major driver in the recruitment of industry and business to the community. The Executive Committee understands that having a qualified work force and excellent school systems ensures that Washington County will continue to be a desirable community in which to live, work and play.

### Economic & Community Development

With global pressures impacting Washington County’s kaolin industry, the community is accelerating its business/industry recruitment efforts. In particular, to help the community for future growth, the Executive Committee is working with UGA faculty on workforce housing issues.



# ***Key Accomplishments in 2010***



## **Addressing Air Quality**

Washington County regularly hovers close to non-attainment for air quality, so efforts to increase the quality of the air have been an important endeavor. Much of the undesirable air quality issues stem from industry in neighboring counties; however, community leaders have taken a proactive approach to reduce their own emissions wherever possible. One solution was to retrofit school buses, county diesel vehicles, and trucks used for the local commercial truck driver training with particulate matter filters to decrease emissions. In partnership with Athens-Clarke County, Washington County received a USDA grant to purchase and install these filters which is an important step in reducing airborne particulate matter.

## Promoting Community and Economic Development

Numerous community and economic development projects resulted in tangible products and activities in Washington County:

- 1) Local housing issues were addressed through continued participation in the Georgia Initiative for Community Housing (GICH), including a comprehensive housing survey conducted by faculty in the University of Georgia's Housing and Demographics Research Center.
  - 2) To increase tourism activities in Washington County, students from Georgia College and State University assisted the City of Sandersville in developing a formal marketing plan to create an organized effort for community marketing. Additionally, UGA College of Environment & Design students assisted the local historical society with the development of a landscape design for one of the community's most well known museums, and many of the community's historically significant points were mapped with GIS technology.
  - 3) The Executive Committee worked on a variety of projects ranging from conducting a recycling feasibility study to a branding campaign through the design of a Chamber and County logo. A complete landscape design has also been created for the new airport terminal and Sandersville Technical College training facility, both of which are currently undergoing new construction.

## **Redevelopment Activities**

The City of Tennille was identified as an area of potential for the community by the Executive Committee, hence the City has focused on several projects relating to its downtown redevelopment. University of Georgia students completed a strategic plan for the Tennille Downtown Development Authority. They also developed a manual of Historic Preservation Design Guidelines, which provided a complete framework for the City of Tennille and its downtown business owners to follow when undertaking redevelopment projects. The goal of the strategic plan and guidelines is to revitalize the historic district of downtown Tennille and attract new businesses and their customers to the downtown Tennille area.

## **Developing New Priorities**

The Executive Committee held a Priority Issue Review Retreat in October to revisit community priorities. Education, Economic and Community Development, Tourism and Healthcare priorities were retained. Transportation, Housing, and Repurposing of the vacant Sandersville Elementary School were added as new priorities.

Transportation remains an important aspect to Washington County as the mining industry heavily depends on superior transportation to export resources. Washington County is not located on a major interstate system, therefore it is important to have expanded and efficient highways to recruit new industry.

Once new industry is recruited, greater access to affordable property will be a necessity. For over a year, the historic Sandersville Elementary School has stood vacant following the opening of the new school. Many concerned citizens and citizen groups would like to see the building retained and repurposed for another use; therefore, a study will be conducted to determine the feasibility of restoring and repurposing this historic structure.



# GLYNN COUNTY

## About Glynn County

On the Atlantic coast south of the Altamaha River, Glynn County is one of Georgia's original eight counties and was formed on February 5, 1777. Brunswick is the county's only municipality and serves as the county seat, but a string of barrier islands known as the "Golden Isles" - Jekyll Island, St. Simons Island, Little St. Simons, and Sea Island - make up the rest of the county. Brunswick and the Golden Isles lure visitors with the promise of beaches, resorts, and historic sites, and the marshes along the east coast offer stunning views. In addition to its tourism amenities, Glynn County still has one of the busiest sea ports on the Eastern seaboard making it an attractive community for business and industry.



## Priority Areas

### Recycling

As a coastal community with an economy heavily dependent upon the tourism industry, translating to hundreds of thousands of visitors to the area annually, Brunswick-Glynn County has its share of refuse/trash collection challenges. As such, Brunswick-Glynn Archway has partnered with the local Keep Brunswick-Golden Isles Beautiful (KBGIB) campaign to assist with community recycling efforts.



### Planning for Growth

With a population increase of 24 percent over the last two decades, and anticipating 49 percent population growth through 2030 from its 2000 population, Glynn County leaders are planning for future growth. The Brunswick-Glynn County Archway Growth Task Force (GTF) has been established to address growth issues and explore redevelopment opportunities across the community. Meeting regularly to proactively address the impacts of growth on infrastructure, housing, and community facilities and institutions, GTF represents 14 local planning agencies to include the Brunswick-Glynn County Development Authority, Brunswick-Glynn County Joint Water and Sewer Commission, City of Brunswick, College of Coastal Georgia, Coastal Regional Commission (CRC), Georgia Ports Authority, Georgia Power, Glynn County Board of Commissioners, Glynn County Board of Education, Georgia Department of Natural Resources (DNR), Georgia Department of Transportation (GDOT), Jekyll Island Authority, Southeast Georgia Health System, and Saint Simons Land Trust. Prior to the creation of GTF, no comprehensive planning entity brought the community's multiple planning agencies together around one table to discuss future growth of the community.

# **Key Accomplishments in 2010**

## **Planning for Growth**

For 2010, the Growth Task Force has met regularly to deliberate future growth issues. A key component of those deliberations has been the reporting of the community institutions' comprehensive/master plans. In this way, the sharing of plans has led to cross-fertilization of planning ideas and thus coordination of planning efforts. Corridor and entryway improvements, streetscape and landscape design, water-sewer and road infrastructure planning, and redevelopment-revitalization opportunities are among the topics that have been discussed. Of particular note is GTF's identification of the Altama Community Transformation (ACT) District, a 1,600-acre property along Altama Avenue northeast of downtown Brunswick. The main campuses for the College of Coastal Georgia and the Southeast Georgia Health

System, the site for the new Brunswick High School, and many other residential, commercial, institutional land uses are located within the ACT District. The expansion plans of the College, Health System, and Board of Education, as well as the interests of business and property owners for a vibrant, thriving community underpin the need to revitalize the Altama Avenue corridor and surrounding areas. GTF's primary goal for the ACT District is the creation of a redevelopment plan that will address transportation connectivity, residential housing and multi-use land uses, and sense of place issues within ACT. To that end, GTF is researching various federal/state funding mechanisms to support the redevelopment plan. The first part of the redevelopment plan, stakeholder engagement, is on track for implementation in early 2011.

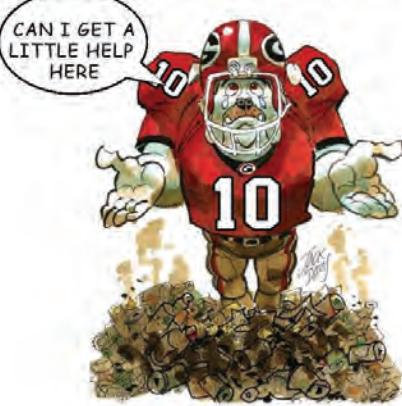


## **Promoting Recycling**

The primary needs identified by community leaders with respect to the community's recycling efforts are increased education/awareness of available commercial/residential services and funding opportunities to provide recycling services during signature community weekends. To address these needs, public administration Master's students from UGA's School of Public and International Affairs undertook an in-depth analysis of the community's existing recycling services for both residential and commercial enterprises. Through that analysis, KBGIB administrators were able to target areas of the community where demand for services is greatest.

In addition, through collaboration with the Brunswick-Golden Isles Chamber of Commerce, KBGIB conducted a survey that gauged commercial recycling use patterns and needs throughout the community. The survey's findings led to the development a "Frequently Asked Questions" publication that has been added to community websites geared at increasing awareness of the types of commercial recycling services presently available in Brunswick-Glynn County. Finally, Archway assisted KBGIB with their "Stash the Trash" Campaign – a public relations campaign geared at encouraging visitors to the Golden Isles for the Georgia-Florida football game weekend to "stash their trash" in appropriate recycling bins.

Welcome to the Golden Isles  
Make yourself at home, but please  
**Stash Your Trash!**



# CLAYTON COUNTY

## *About Clayton County*



With a population approaching 300,000, and home to seven municipalities- College Park, Forest Park, Jonesboro, Lake City, Lovejoy, Morrow, and Riverdale, Clayton County is Georgia's fifth most populous county. Transportation assets abound in Clayton County with Hartsfield Jackson Atlanta International Airport, the world's largest airport, as well as Clayton County being located at the unique juncture of US Interstates 75, 85, 285, and 675. In addition to transportation assets, tourism and convention business contributes greatly to the local economy. The Georgia International Convention and Trade Center in College Park is the state's largest convention facility with over 329,000 square feet of exhibitor space. Clayton County also boasts 181 historic sites, the Clayton County International Park, Newman Wetlands Center, Georgia Archives/National Archives Southeast Region, Fort Gillem, the State Farmers Market, and Clayton County Performing Arts Center – community amenities that attract visitors and businesses to Clayton County. Southern Regional Hospital and Clayton State University serve Clayton County's healthcare and higher education needs.

## *Priority Areas*



### **Economic Development & Public Image**

Given recent negative media coverage of Clayton County, the Executive Committee has created a Working Group of citizens and leaders to develop strategies for creating a more positive image for the community. The Working Group is charged with developing press releases, publications, and other print and electronic materials to share with media outlets. In addition, the Working Group has identified physical areas of the community that can be targeted for beautification projects such as community entryways and heavily traveled corridors. Other economic development opportunities the Executive Committee is tackling are promoting the Georgia Work Ready Certification program, organizing an Economic Development Consortia through the Clayton Chamber of Commerce, and promoting the community as a viable location for film, music, and digital entertainment markets.



### **Health Care**

Healthcare institutions in Clayton County, particularly Southern Regional Hospital and the Clayton Board of Public Health, face unique challenges in providing citizens with high quality healthcare services. One of those challenges is exorbitant indigent care costs. The Executive Committee continues to partner with organizations like Southside Medical Center, a federally qualified healthcare center, to investigate ways to provide high quality care to citizens who do not have the means to pay.



### **Education**

Partnering with Clayton County Public Schools, the Executive Committee has targeted youth development, gang violence, parental involvement, and academic achievement as the core challenges of education in Clayton County. Various projects have ensued to address these challenges, promoting the county as a viable location for film, music and digital entertainment markets.

# ***Key Accomplishments in 2010***



## **Code Enforcement Standardization and Training**

Recognizing that the local governments in Clayton County each had their own unique set of codes (and structures for enforcing those codes), the Executive Committee created a Code Enforcement Issue Work Group to assess code enforcement officer needs, and develop a work plan to address those needs. The Work Group consisted of code enforcement officers from all seven cities and Clayton County Board of Commissioners. During 2010, faculty from UGA's Carl Vinson Institute of Government and Fanning Institute provided technical assistance and training to the Work Group. As a result, code enforcement officers have a richer set of skills to do their jobs. Future plans of the Work Group are to work with faculty from UGA to standardize city and county codes, which ultimately will enhance the community's economic development efforts.



## **Educational Programming for Clayton County Public Schools**

For the Education Priority Area, Clayton Archway created key educational programs that target some of the core challenges identified by Clayton County Public Schools and other education stakeholders. Writing workshops, leadership development programs for middle school-aged girls, youth entrepreneur workshops, and the Annual Youth Summit are among the educational programs sanctioned and created by Clayton Archway for Clayton County Public Schools. Clayton State University, Clayton County Cooperative Extension, Clayton Action Nexus, Clayton County Board of Commissioners, Clayton PTA, Clayton Juvenile Courts, and UGA's Small Business Development Center were instrumental partners in ensuring successful implementation of these programs.

## **HPSA/FQHC Designation**

The Executive Committee of Clayton Archway continued its work to create alternative healthcare service delivery apparatus for Clayton County residents during 2010. In particular, the Executive Committee created a FQHC (federally qualified health center) project team, headed by representatives from Southside Medical Center, Southern Regional Medical Center, and the Clayton Board of Public Health, to become designated as a Health Professional Shortage Area (HPSA), the first step in being eligible to apply for federal funds to establish additional FQHCs within Clayton County and the region. The FQHC project team's key accomplishment was the completion of a survey of local physicians from which the data was included in an application to



the State Office of Rural Health for obtaining federal designation for Clayton County as a Primary Care Health Professional Shortage Area (Primary Care - HPSA) either entirely (at best) or partially (at a minimum), as well as Medically Underserved Area (MUA) and/or Medically Underserved Population (MUP) designations as appropriate. Most of the data collection and research for this project has been completed by students from Clayton State University and UGA's College of Public Health.

## *About Hart County*

Located approximately 90 miles northeast of Atlanta along Interstate I-85, Hart County is situated in the heart of the rapidly developing I-85 Growth Corridor between Atlanta, Greenville/Spartanburg, South Carolina, and Charlotte, North Carolina. The county includes the cities of Hartwell and Bowersville as well as over 200 miles of scenic shoreline along Lake Hartwell and is home to about 25,000 citizens. Lake Hartwell offers an excellent quality of life, and its strategic location has attracted an increasing number of tourists, retirees, and second-home owners to the area. Traditionally, Hart County has had a rural economy based on textile manufacturing and agriculture; in recent years, however, economic trends resulted in the shift of textile manufacturing overseas. A regional pro-business approach to economic development including industrial park development, infrastructure and airport expansion, and investments in education has attracted new industry and is positioning Hart County for the future.



## *Priority Areas*

### **Education**

Education has been identified as a top priority as it is a cornerstone for economic development. Archway efforts have centered on connecting the school system with UGA's College of Education and supporting Hart County WorkReady Initiative.

### **Planning & Visioning**

This community priority encompasses a number of projects related to long-term and strategic planning for Hart County. These include developing the first ever long-term plan for the Hart County Fire Department, drafting a green space inventory and greenway plan, conducting a community needs assessment for the Hart County Library, and working to enhance the Hart County Industrial Building Authority's web site. Other efforts have utilized students and faculty from UGA's College of Environment and Design to provide assistance in developing conceptual drawings and plans for Gateway Industrial Park, the new Gum Branch Megaramp facility on Lake Hartwell, county parks, walking trails, and other public spaces.

### **Tourism**

Tourism-related efforts, in partnership with the Hart County Chamber of Commerce and Hartwell Downtown Development Authority, are exploring ways to promote the variety of attractions, assets, and events within Hart County and on Lake Hartwell. An historical tourism taskforce made up of members of the Hart County Historical Society & Museum, John Benson Chapter of the DAR, Hartwell Historic Preservation Commission, Hart County Library and Savannah River Genealogical Society has been working on several projects including collecting oral histories of long-time Hart County residents and a walking tour and video podcast of historic downtown Hartwell.

### **Leadership**

The goal of the revitalization of Leadership Hart is to foster economic development in the community by identifying and continually developing leaders who reflect local demographics and have the necessary skills to lead the community by serving in elected offices, boards of directors, authorities, and other advisory roles. Each year, class members complete a community project and help sustain Leadership Hart by recruiting future program participants and continuing to develop and implement the program.

# ***Key Accomplishments in 2010***

## **Revitalizing Leadership Hart**

This past year, the community leadership development program, Leadership Hart, was revitalized after an eight-year absence. Convened by the Archway Partnership, a local Leadership Hart planning committee partnered with the Hart County Chamber of Commerce, UGA's Fanning Institute, Hart County Cooperative Extension, and many generous local in-kind and funding partners to plan and implement the program. In August 2009, a diverse group of 20 community members began the eight month leadership program and graduated in May 2010. After graduation, 2009-2010 Leadership Hart class members collaborated on two community capstone projects, implementing landscaping at the Gum Branch Megaramp and Leadership Hart Youth. Class members also took the lead in recruiting this year's participants and are planning and facilitating the 2010-2011 Leadership Hart Program.



## **Enhancing the Gum Branch Megaramp Facility**

The Gum Branch Megaramp Facility site development has been a major project in Hart County. During the summer of 2009, an intern from UGA's Warnell School of Forestry & Natural Resources, developed a strategic tourism marketing plan for the Gum Branch Megaramp Facility on Lake Hartwell. The following summer, two landscape architecture students from UGA's College of Environment & Design developed site-wide landscape designs and a planting list for future landscaping. The site-wide plans also included designs for the entryway to the facility and for the frame/posts to support the Gum Branch entryway sign. This sign (*see picture above*) was designed by Hart County High School students and features logos from all of the groups that collaborated on the megaramp project. A high school construction skills class constructed the sign posts according to the design created by the Archway landscape architecture intern. Leadership Hart implemented part of the landscape plan during the fall of 2010 and the City of Hartwell secured a tree grant to plant some of the trees included in the site plans. Most recently, a fall 2010 project management class student team from UGA's Terry College of Business assisted in drafting a project plan for implementation of the full site and landscape design.

## **Piloting UGA College of Education Liaison**

A one-year Education Coordinator pilot program was initiated in Hart County in conjunction with UGA's College of Education and Hart County Schools. A public service faculty member in the College of Education's Dean's office worked with Hart County Schools as a liaison between the school system and UGA research and resources to help improve many programs in the Hart County schools. Throughout the year, the faculty member worked with Hart County Schools' administrators to identify resources to enhance math curriculum in Hart County, foster relationships between the school system and individual College of Education faculty members, assist with professional development for academic coaches, work with the school system to apply for grants, and introduce new leadership development methods, including mentors for administrators and a more feedback-oriented teacher evaluation process. Hart County School system has moved forward with many of these efforts since the end of the pilot period.

# SUMTER COUNTY

# *About Sumter County*



Located in southwest Georgia, Sumter County lies 135 miles south of Atlanta. Sumter, the state's 18th county, was created from Lee County, now situated to its south. The county seat, Americus, and the communities of Leslie, De Soto, Andersonville, Cobb and Plains comprise the cities/towns of Sumter County. The City of Plains, a small community on the county's western edge, is the home of America's 39th President, Jimmy Carter. President Carter was born and raised on a peanut farm in Plains.

Sumter County is also home to the historic Windsor Hotel, the international headquarters of Habitat for Humanity, the Georgia Rural Telephone Museum and the first solo flight of Charles A. Lindbergh from Souther Field. Additionally, Sumter County includes two colleges, Georgia Southwestern State University, established in 1906, and South Georgia Technical College, originally a training base for American and British aviators during World War I.

## *Priority Areas*

Education

The Sumter Archway Executive Committee recognizes the importance of a quality public education system to the long-term prosperity of the community. The Executive Committee has identified three major areas to address under the Education priority area: negative perceptions of the public school system, soft skills training, and out-migration of student population to surrounding county public school systems.

## Fairgrounds Development

The Sumter County Commission recently purchased a property formerly used for local community events, including fair staging. The Commission is interested in determining the desires of citizens for future use of the property as well as methods to reach these goals.

## **“College Town”**

Building on the current marketing campaign of Georgia Southwestern State University and South Georgia Technical College, “Two Great Choices – One Great Community,” the Sumter County Archway Partnership will pursue local desire to enhance its interests as a “college town.”

# **Leadership Development**

Given the importance of fostering young, emerging leaders in Sumter County, the Executive Committee will work with existing, ongoing leadership development organizations (e.g., Chamber of Commerce) to enhance curricula, recruitment, and other programmatic efforts.

Public Health

Sumter County continues to feel the effects of the March 2007 tornado that destroyed Sumter Regional Hospital. The Executive Committee supports the efforts of the newly formed partnership between Sumter Regional Hospital and Phoebe Putney Memorial Hospital. With the new hospital scheduled to open in 2011, Sumter Archway is working on several areas of focus with respect to : preventative care, teenage pregnancy, and community outreach.

# *Key Accomplishments in 2010*



## **Becoming a “College Town” Community**

Two institutions of higher education, Georgia Southwestern University and South Georgia Technical College, are located in Americus-Sumter County. Building on previous efforts to create a robust “college-town” environment, the Executive Committee undertook several college town initiatives during 2010.

**Town-Gown Research:** Students from UGA’s Master of Public Administration program compiled recent research on successful town-gown relationships. This research was used to design and administer a survey to the GSW and SGTC student bodies that gauged attitudes towards community relations and assessed students’ desires for recreational and entertainment amenities.

**Bridging Campus to Community:** The Executive Committee also initiated the Bridging Campus to Community committee to plan events and highlight successful town-gown collaborations through press releases and other promotional opportunities.

GSW Entryway Enhancement Project: Through a collaboration with UGA's Fanning Institute, the Executive Committee supported a redevelopment plan for the entryway corridor to Georgia Southwestern University. The plan provides options for streetscaping, landscaping, and other design elements, as well as local government ordinance recommendations for traffic flow and signage. The plan has been adopted by the City of Americus and GSW and state funding has been dedicated to the project to begin implementation.

## **Effectively Using the Fairgrounds**

The UGA College of Environment and Design held a charrette to receive citizen input then develop a design for the fairgrounds that was both cost effective to create, as well as meeting the needs of the community. Additionally, undergraduates in the UGA Terry College of Business Leonard Leadership Scholars Program developed a strategic business plan, which included current rental market rates for similar properties, rates for the usage of the property, contracts for future renters, flyers and brochures to make the public aware of the availability of the facility, general liability policies, cash flow models and other data. The Commission now rents the property according to the rental contracts created and at rates that are competitive with similar venues. Additionally, the Commission is now prepared with renderings and a plan of action to look for funding sources for redevelopment.



## Growing the Economy

Sumter Archway facilitated a series of joint strategic planning meetings for the City of Americus, Sumter County Board of Commissioners, and Americus-Sumter Payroll Development Authority. As a result of those strategic planning sessions, the Executive Committee adopted Healthcare, Tourism, Higher Education, and Inland Port Development as four strategic areas to pursue in the community's overall economic development efforts. Multiple efforts have been undertaken in each of the four strategic economic development areas, such as an inventory of infrastructure and other assets the community can market to site selectors. Additionally, Americus-Sumter County is a statewide participant in the Georgia Initiative for Community Housing, an effort to address the community's overall housing needs with economic development as an intended outcome.

# PULASKI COUNTY

## *About Pulaski County*

Pulaski County is located 60 miles south of Macon and 120 miles east of Columbus and is a rural community with a population of 10,000. Pulaski is home to one of the largest harness racing training facilities in the world, has multiple historic sites on the National Register of Historic Places, and boasts the winding Ocmulgee River which runs through the center of the county. Agriculture brings in over \$25 million of annual revenue to the county, and local government and business leaders are preparing for new growth in the area. The community has constructed four-lane transportation corridors, installed telecommunications infrastructure, and implemented county-wide land use planning. Community leaders are hoping to attract new industry and business to Pulaski County while maintaining the community's rural character. Existing business and industry in Pulaski County provide the community with a good framework for future economic growth. Taylor Regional Hospital, Hollingsworth and Vose (specialized paper manufacturer), ComSouth, PlantersFirst Bank, and the Pulaski State Prison are major employers located in Hawkinsville that attract workers from across the Middle Georgia region.

## *Priority Areas*

### **Community Health**

Taylor Regional Hospital (TRH) continues to be one of Pulaski County's largest economic drivers in terms of employment and its regional draw for healthcare services. As with many rural hospitals, TRH faces challenges of recruitment and retention of doctors and nurses. As new demands are placed on healthcare facilities around the nation, fund development and community support of this economic engine remains a priority. Chronic healthcare concerns of childhood obesity and rising teen pregnancy rates are also community challenges.

### **Government Service Delivery**

Consolidation of government services and efficiency of service delivery are key priorities for the community. From consolidation of law enforcement entities to government organizational studies and airport management, the city and the county are committed to collaboration and efficient service delivery to its citizens.

### **Leadership Development**

Leadership development has been an early success of the efforts of the Archway Partnership in Hawkinsville-Pulaski County. The need to identify and train new and emerging leaders from all segments of Pulaski County is critical to the success and work of all Issue Work Groups, as well as existing community organizations and governing bodies. Two leadership and professional development entities have developed as a direct response to this dialogue—the Ocmulgee Order (young business professionals' leadership and networking initiative) and Pulaski Tomorrow.

### **Economic Development**

Economic Development is a top priority for the entire community. The Hawkinsville-Pulaski Economic Development (HPED) Committee was launched to develop a community-wide economic development strategic plan for Hawkinsville and Pulaski County. The HPED is representative of all five economic development entities, county and city governments, local business leaders, statewide and regional partners in economic development, and concerned citizens.

### **Public Education**

Public education remains a top priority of the Pulaski County Archway Partnership. Among the community's greatest concerns are the persistent student achievement gap, public perception of the Pulaski County School system, and the need for increased community support and parental involvement in Pulaski County schools. The Public Education Issue Work Group identified three primary areas of critical concern: parental involvement, community support, and the need to create a stronger link between education and economic development.

### **Housing**

Housing was identified as an early priority for the community. 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 have gained national and statewide recognition in 2010.

# ***Key Accomplishments in 2010***

## **Consolidating the Police and Sheriff's Departments**

Consolidation of law enforcement entities was accomplished in 2010 after being identified as an area of critical concern for residents at the first Listening Session in 2009. The City and County began deliberations to merge these two departments later that year; however, questions remained as to cost savings to taxpayers, the safety of citizens, sensitive personnel issues, and the logistics of making such a transition from both perspectives. Working with elected officials from both the City and the County, as well as the Pulaski County Sheriff's Department and the City of Hawkinsville Police Chief, the Archway Partnership was able to provide technical expertise through the Carl Vinson Institute of Government to clarify concerns and offer guidance from lessons learned around the State. With this assistance, Pulaski County and the City of Hawkinsville succeeded in consolidating the City of Hawkinsville Police Department and the Pulaski County Sheriff's Department; which became effective on July 1, 2010.

## **Creation of Hawkinsville Pulaski Economic Development Committee**

Economic development was the number one community priority identified during the 2009 Archway Public Forum. With the understanding that the impacts of economic development are diverse and comprehensive to Hawkinsville and Pulaski County, several key organizations came together to develop a community-wide strategic plan and vision for economic growth in our community. Group members include: Pulaski County, Pulaski County-Hawkinsville Development Authority, City of Hawkinsville, Hawkinsville Development Authority, Hawkinsville Downtown Development Authority, United Pulaski Economic Development, Hawkinsville-Pulaski County Chamber of Commerce, Pulaski County Schools, Taylor Regional Hospital, and business leaders throughout the community. Working with University of Georgia faculty throughout 2010, these entities have participated in open and direct dialogue about what future economic growth of Hawkinsville and Pulaski County could and should look like. The efforts of HPED have identified several challenges and opportunities for the community, and ultimately, the work of the HPED Committee will result in a work plan and focused directive for a community-wide approach to economic development. In 2011, the Hawkinsville-Pulaski Economic development Committee will begin work to identify and implement a Five-Year Work Plan for Economic Development.



## **Initiating Local Leadership Development Program: Pulaski Tomorrow**

Pulaski Tomorrow, a community leadership development program, is the culmination of much planning and visioning from all aspects of the Hawkinsville community. Hawkinsville-Pulaski County community members organized, planned and facilitated this inaugural class of local leaders with a program of study including: Understanding Leadership, Communicating Effectively, Making Group Decisions, Building Communities through Collaboration, Leading Community Change and more. The Pulaski Tomorrow adult leadership program launched in June 2010 with 21 graduates from diverse backgrounds, all of whom completed the curriculum in October 2010. "Pulaski Tomorrow cultivates leaders in various professional and civic fields. This leadership program is for people who want to effect positive change in our community, to make Pulaski County a better place to live, work, and raise families," said Pulaski Tomorrow Chairman Harley Lawson. After graduation, the recent certificate recipients began designing a service project to benefit the newly-consolidated Sheriff's Department as a way of giving back to the community.



# WHITFIELD COUNTY

## About Whitfield County



Dalton-Whitfield is the Archway Partnership's eighth portal community. Located in Northwest Georgia between Atlanta and Chattanooga, Tennessee, Whitfield is known as the "carpet capital of the world," for its significance as a carpet and flooring manufacturing and distribution power. Comprised of county seat Dalton as well as the towns of Cohutta, Tunnel Hill, Varnell, and Rocky Face, Whitfield County is also home to part of the majestic Chattahoochee National Forest, many Civil War sites and historic walking trails. Whitfield County residents enjoy a comfortable quality of life with all of the amenities of a larger city. A broad range of community partners are committed to maintaining the area's unique charm through a variety of economic and community growth initiatives. The Archway Partnership works in tandem with these initiatives to provide a process for the establishment of a community vision and to provide higher education resources to support the attainment of community goals and objectives.



## Priority Areas



### Develop a Community Vision

The Dalton-Whitfield Archway Partnership Executive Committee's primary goal in 2010 was the development of a shared community-wide vision to guide its future. To accomplish this goal, the Executive Committee worked with faculty from the University of Georgia's Fanning Institute and Archway Partnership to analyze over 25 planning and visioning documents created in the community over the last decade. With this information as a starting place, the Executive Committee directly sought input from approximately 1000 residents through 23 focus groups, a community listening session, and one-on-one interviews.



In June, the Executive Committee members participated in a day-long visioning retreat, where they analyzed the information gathered in light of key demographic information compiled by students and faculty at the University of Georgia. At this retreat, the Executive Committee members identified the most pressing goals of the community and began to discuss ways to implement those goals.



The Executive Committee continued this discussion into the fall with the help of a newly-created Archway Partnership Young Professional Steering Committee. Together, these two groups refined the goals and action plans and developed a community vision focused on the three highest priority areas: the economy, education, and the environment. The group named this vision Community-E3: A vision for the future of Dalton-Whitfield County.



The group summarized their work with the following vision statement: Dalton-Whitfield County will be the economic engine of Northwest Georgia, internationally recognized for its innovative business environment, its commitment to high quality educational opportunities, and its stewardship of the abundant natural resources with which our community has been entrusted.

# *Key Accomplishments in 2010*



## **Sharing the Vision**

In October, a community-wide public forum was held at Dalton High School to roll out the Communit-E3 vision. Approximately 300 community members braved severe thunderstorms and tornado warnings to learn more about the vision and opportunities for involvement in the process. At the public forum, the Dalton-Whitfield Archway Partnership Executive Committee had the opportunity to distribute a document that succinctly outlined the visioning process and the plans moving forward. A highlight of the public forum was the presentation of a 10-minute video outlining the community vision; the video was created by a UGA Grady College of Journalism and Mass Communication Masters student.

## **Organizing for Implementation**

Following the public forum, the Executive Committee hosted three organizational meetings focused on the economy, education, and the environment. At these meetings, interested volunteers had an opportunity to learn more about the big ideas and action items in each area.

Plans are currently underway to kick-off the action items in January 2011.



### **Economy**

Dalton-Whitfield County will:

- ▷ focus on entrepreneurship and innovation;
- ▷ ensure successful, sustainable industries;
- ▷ develop a diverse, forward-thinking economy.



### **Education**

Dalton-Whitfield County will:

- ▷ enable Dalton State College to become a premier, four-year university;
- ▷ develop a model environment for technical education and learning;
- ▷ increase educational expectations by bolstering community engagement and understanding across the birth-to-work continuum.



### **Environment**

Dalton-Whitfield County will:

- ▷ develop a vibrant downtown that provides entertainment and shopping options for all ages;
- ▷ develop a progressive transportation infrastructure that meets the economic and personal needs of all residents;
- ▷ focus on expanding its greenways, blueways, parks, and trails;
- ▷ support and enhance transformative arts and cultural opportunities;
- ▷ become an inviting interstate destination and enhance Market Street.

## **Providing Resources to Support Economic Development**

In response to a request from the Dalton-Whitfield Joint Development Authority, three UGA Public Administration graduate students worked to create a detailed data packet and community profile to be used as an economic development tool and informational handout.

In addition, University of Georgia faculty member Dr. Doug Bachtel created a video in which he explained

some of the area's demographic information in detail. Both the video and the demographic profiles were used by the Dalton-Whitfield County Executive Committee in the development of the community vision.

In addition, the information has been used extensively by Dalton-Whitfield County's Joint Development Authority on a website that was

revamped by a UGA Management Information Systems student.

In addition, students from the UGA College of Environment and Design provided numerous designs to support improvement to industrial parks, recreational facilities, downtown redevelopment and walking trails.

## *About Washington County Public Health*

The creation of the College of Public Health Archway Professional in Washington County was the first “issue based” position in any Archway community. As a result of broad-based needs assessment conducted in the area, health was identified as a top priority. Like other rural areas of the state, Washington County faces challenges of access to healthcare, increasing healthcare costs, and the underuse of preventive medical services in the community.

In response to these needs, the Public Health Professional position was established to connect public health higher education resources to the Washington County area. This position works with both the Archway Partnership and the UGA College of Public Health to address local health issues.



## *Priority Areas*



### **Leadership within the Healthcare Arena**

Leadership development among healthcare professionals is a top priority for the area as the healthcare sector is one of the largest employers in the county. A strong need was recognized to place more emphasis on leadership development among healthcare professionals.

### **Access to Healthcare Professionals**

Members of the Health Committee recognized the need to create an infrastructure to attract medical students to complete their clinical rotations in the Washington County area. The ultimate goal is to expose them to the professional and personal satisfaction associated with practicing in a rural area.

### **Community Health Education**

To enhance local efforts to educate community members on issues related to their health, leaders in Washington County identified the need to ensure that Medicare enrollees were equipped with the ability to make the best decision when trying to choose from the various options for Medicare coverage. Through a collaborative effort, an annual event to provide individualized and unbiased counsel in choosing Medicare coverage was established. Sandersville Technical College opened their facility for the event and STC nursing students comprised the majority of the volunteers."

# *Key Accomplishments in 2010*

## The Georgia Rural Medical Scholar Program (GRMSP)

The pilot for the GRMSP began in February 2009 with discussions between the Archway Partnership Network, Area Health Education Centers (AHEC), and leaders in Washington County. Since then, an infrastructure has been developed to allow medical students to complete multiple clinical rotations in rural practices (specifically Washington County) throughout their medical school career. A critical aspect of the experience is that students live in the community during each rotation, thus are able to build relationships and experience living in a rural community. The establishment of this program required creating a bridge between various medical schools in Georgia, local practices, and hospitals. The effort to create this bridge was epitomized through the relationship built with the Mercer University School of Medicine. To be a partner in this program, administrators in the Mercer School of Medicine adapted their internal infrastructure to allow students to complete clinical rotations in community practice settings in addition to the medical campus setting. The Department of Internal Medicine in the School of Medicine was the first department to adopt this new format and offer their students the opportunity to complete community core rotations. The program was officially launched in July 2010. Four medical students from the Mercer University School of Medicine rotated through the program from July to December 2010. Each student lived in the community for four weeks and has made plans to return for future rotations in 2011 and 2012.



an Archway Partnership and Georgia Statewide AHEC Network initiative

## Introducing Students to Community Health



In 2010, the second annual group of undergraduate and graduate students from two University System of Georgia institutions traveled to see public health and community health specialists at work in the field. These tours included presentations from local health professionals and networking opportunities to introduce students to potential internships, job opportunities, and the realities of working in a rural health setting.

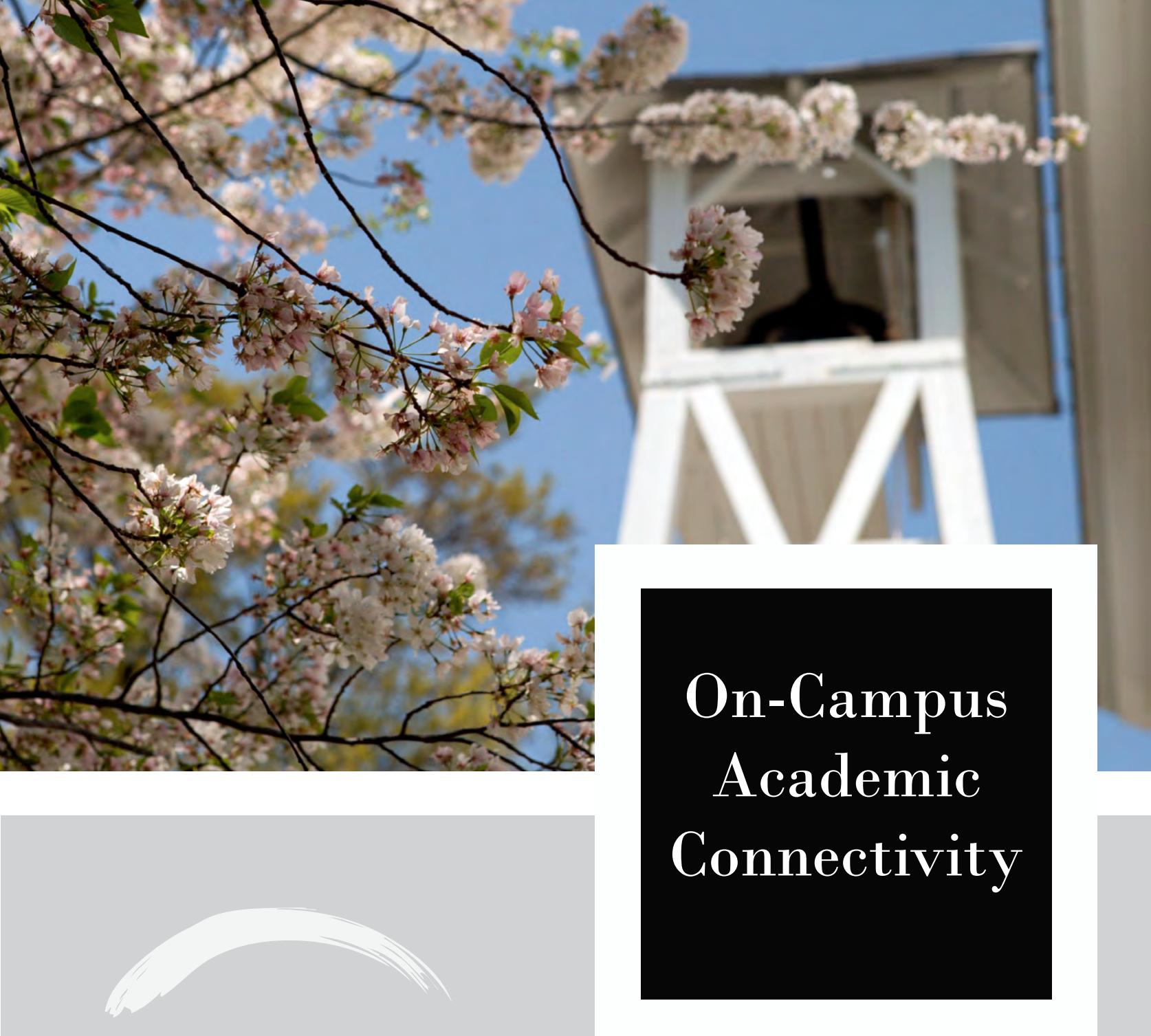
In August, eight students entering graduate programs in UGA's College of Public Health traveled to Washington County to gain a perspective on their field prior to beginning their course work. In September, Georgia College and State University brought 35 undergraduate students to see the principles they were studying in their Community Health course in action. The effort to bring students into rural communities not only enhances their academic experiences, but provides exposure for Washington County to future professionals.

## Cultivating Leadership Development among Healthcare Professionals

In 2009, the Washington County Chamber of Commerce applied for a USDA Rural Business Enterprise Grant (RBEG) to enhance leadership development in the county with a portion of the funds designated to focus specifically on healthcare professionals. The Chamber was awarded \$67,000 and the 2010-2011 Leadership Washington County Program started in June 2010. For the first time in the history of the program, half of the participants in the 2010-2011 cohort represented the healthcare industry. These professionals, along with representatives from other industries in the county, are seeing issues which challenge the overall community, are gaining an understanding of their own industry better, and are taking part in developing strategies to lead Washington County into the future.



**2010—2011 Leadership Washington**



# On-Campus Academic Connectivity

The backbone of the Archway Partnership is the collaborative relationship which exists between each community and higher education resources. To fully understand the Archway Partnership process it is pertinent to see tangible examples of students and faculty from higher education institutions working in the various Archway Partnership portal communities across the state. This act of connecting resources to Georgia communities epitomizes the mission “to teach, to serve and to research”. In this report, examples from the University of Georgia will be used to illustrate this critical connectivity, but it is important to note that relationships exist between the Archway Partnership and each of the schools and colleges on the UGA campus as well as several University System of Georgia colleges and universities throughout the state.

# COLLEGE OF PUBLIC HEALTH

## Campus Connectivity

The connection between the Archway Partnership and UGA's College of Public Health began in 2008 with the creation of the Washington County Public Health position to address local health-based needs and goals. According to Dr. Robert Galen, associate dean of the College of Public Health, "the hope is that a careful assessment of the public health problems facing a community will motivate the faculty to identify related research opportunities that will lead to solutions to those problems." In addition to the relationship with the College of Public Health, other collaborations across campus have followed as a natural connectivity to certain issues (i.e. - UGA College of Pharmacy and Cooperative Extension).

## Feature Project

More recently, there has been a nation-wide push to address childhood obesity, a problem plaguing the state of Georgia. In response to this epidemic, an additional Archway Health Professional will be added to serve Colquitt County, in the same capacity as the Washington County Health Professional. The University System of Georgia was interested in funding childhood obesity research and making an impact in Georgia communities, so UGA researcher Dr. Marsha Davis, College of Public Health, teamed up with Dr. Frances McCarty, a colleague from Georgia State University and the Archway Partnership to submit a research proposal. "The Archway Partnership was very helpful in identifying a community where childhood obesity is a high priority," said Dr. Marsha Davis. "It is critical for the success of our work in community-based research to have the community take the lead and for the researcher to involve the community in all aspects of the study."

Upon receiving funding from the University System of Georgia, Dr. David Lee, UGA Vice President for Research noted that, "Broad-based community partnerships, as exemplified by UGA's Archway Partnership project, have the potential to be more effective and more sustainable than other approaches in addressing childhood obesity. With faculty experts in nutrition, school exercise programs, health-risk communications, the use of new media to better communicate with youth, health policies and assessment of intervention methods, UGA is in a unique position to join with our state's communities to develop, implement and evaluate obesity prevention efforts."

The Archway Partnership, through the local Archway Professional, Emily Watson, arranged for Colquitt County community leaders to meet on the Athens campus to discuss strategies. We were able to form an effective team and developed a research plan and a funding scenario that included community funds. "The Archway Partnership went the extra step and organized the local health interests into a Health Executive Committee that I can work with on a daily basis", said Dr. Marsha Davis. Also, "the local Archway Professional is a valuable sounding board and provides excellent guidance on the conduct of the research" according to Dr Davis. "Archway has made my job as a researcher much more effective and efficient." As important to getting the research started and implemented is the sustainability of the program after the research funding ends. "I know with the partners involved, our research approach, and the infrastructure of Archway, we will be able to sustain our efforts to create healthy communities in Georgia ."



## Campus Connectivity

The UGA College of Environment and Design (CED) has been an Archway partner for the past five years. Through various design charrettes, student internships, and graduate student projects, over 50 students and countless projects exemplify the collaboration between CED and Archway communities. The past year has been increasingly difficult economically for the entire state, and the type of strategic environmental planning provided by the students within CED is invaluable to the Georgia cities and counties.

## Feature Project



During the summer of 2010, 23 graduate and undergraduates students from CED were placed in the eight Archway communities to work on a variety of design projects. The students teamed with civic leaders, community members, and governmental agencies to provide community enhancement strategies and tools through design. Unlike years past, two graduate CED students served as program coordinators for the undergraduate students, acting as liaisons between the students and community members. Leah Graham Stewart, one of the graduate students described the situation as mutually beneficial, "The clients are providing a service for us, allowing us to learn how to facilitate as well as giving these students the experience." Projects ranged in scale from minor landscape plans such as gateway and entrance designs to major community revitalization such as historic preservation and neighborhood and regional redesign plans. When the contributions of the students are calculated at an hourly rate, the estimated value of the interns' proposals to the clients totaled over \$379,793. However, the experience for the students was invaluable. "My internship experience was greatly rewarding," said Mario Cambardella, a graduate student within the College, "I received exposure to a host of practical experiences that I feel I would not have received otherwise."

In addition to the hands-on experiences the student attain while in the community, they also have the benefit of presenting their designs to the community and then of receiving real-time feedback. This type of experience cannot be duplicated in the classroom, yet, it is absolutely critical to their educational experience. Many of the students even have the opportunity to see their drawings implemented, as was the case in Hart, Sumter, and Whitfield counties. Gregg Coyle, Professor in the College of Environment and Design, stated that, "The experiential exposure for the interns is invaluable and the university's mission of service to the state of Georgia is fulfilled", through their work in Archway communities.



# LAMAR DODD SCHOOL OF ART

## Campus Connectivity

The past year marked the beginning of an important relationship of collaboration and education with the Lamar Dodd School of Art (LDSOA). The LDSOA is home to programs such as art education and art history, as well as ceramics, graphic design, photography and sculpture, just to name a few. Dr. Asen Kirin, Associate Director of LDSOA, serves as the liaison between the Archway Partnership and the LDSOA. Through this role, Dr. Kirin has provided the platform for all eight of the Archway communities to have a direct relationship with the School of Art.

Linking UGA resources to the citizens of the state is a key priority for Kirin, "It has to do with our commitment to public service. We're a land-grant university, so that's one of our missions," said Kirin. "It's one thing if you're in the veterinary medicine college or you do plant sciences, you can find many ways to serve the public. But we had to come up with a different plan for art."

## Feature Project

This summer saw the pilot program of Georgia GAZE, a summer course taught by Dr. Michael Marshall in which twelve undergraduate and graduate students were assigned one of the Archway communities to photograph and document through site visits. The students were required to create two portfolios: one which had service images for the community, and the other which served as a personal portfolio. The end result was an incredible array of photos which the communities can use in future publications. "The most valuable thing is that students saw and experienced a side of Georgia that they never would have without this project," Kirin said. "That's really an amazing accomplishment." An objective of the Archway process is to provide enhanced learning while meeting community needs. The information below was provided by Dr. Marshall, who taught the Georgia GAZE pilot course; his narrative sheds light on his perspective as well as that of his students.



Not only is the Archway Partnership affecting the communities across

Georgia, it is also having a major impact on the lives and work of the students participating. This summer twelve photography students participated in the first photography partnership between Archway and the Lamar Dodd School of Art. The course brought the power of the photographic image to the stories of each community. For the students, it was an invaluable opportunity to step outside of their comfort zone, confront new experiences, and delve into the complex dynamics that make up the communities of Georgia. The students were confronted with a list of both specific subjects, and broader issues within each community. Each student's experience was as unique as the communities themselves; most engaged a part of the state they had never visited before. More importantly, they confronted their own expectations, overcame their fears, and broadened their understanding of both themselves and the world.

Through the Archway program the students were forced to consider a new layer of complexity in their work, a human interaction and the impact of the images on the community members. Many of them found themselves bridging gaps between the leaders of the community and the people they found on the street, taking their ideas and discoveries and putting them into concrete action.

*"This has been the richest academic experience I have taken part in. I confronted the entire spectrum of emotions (awe, happiness, fear, anger...). It can't be put into words just how beneficial and necessary the opportunity to work out in the field is to a student, and for that opportunity I am extremely grateful." – Michael Prault – Photography MFA Student – working in Pulaski and Sumter Counties*

*"As someone who has always been a little shy and timid, this experience helped me to learn to interact with people who I had never met before. It helped me to become a more independent person and to really expand my horizons and get out into the field and take pictures."*

*- Jami Hargrove, Photography BFA Student - working in Clayton County*

*"We learned a lot about client artist relations, legal jargon, and the history of the area. We learned even more about taking initiative and doing what we felt needed to be done." – Mark Vaughan – Photography BFA Student - working in Glynn County*

For these students, their experience went beyond helping these communities. It had a profound effect on how they think about being photographers, and how they will move forward in their work.

## Campus Connectivity



The Terry College of Business is one of the premiere business schools in the nation. Terry College's research, teaching, and service expertise is an invaluable resource to Georgians. Since Archway's inception, Terry faculty and students have worked with Archway portal leaders in the areas of market research, business management, finance, disaster recovery planning, management information systems, and website design and implementation.

Mark Huber, Jeff Howells, and Dave Chatterjee, Terry College Management Information Systems (MIS) faculty, have coordinated over 30 projects as part of Terry's participation in Archway communities, exposing students to real-world project management and leadership opportunities critical to enhancing and extending classroom learning. Professor Huber remarked, "We at Terry don't have to spend a lot of leg work on the needs identification piece because Archway already has, which translates into us being able to

respond to identified community needs much more efficiently and effectively. Archway provides that platform for our faculty and students to work on very important challenges and opportunities in Georgia communities."

In addition, the Terry College's Institute of Leadership Advancement works closely with Archway to provide opportunities for undergraduates participating in the Leonard Leadership Scholars Program (LLSP). Dr. Dale Gauthreaux, Director of The Terry College's Institute of Leadership Advancement, "Archway provides students with rich educational experiences - they work with real world clients to address real world needs. The conversation is not of the hypothetical nature that one may find related to a textbook case study. These are situations where students are putting their Terry College and UGA education to work for the benefit of Georgia."

## Feature Project

In Brunswick-Glynn County, a group of Terry MIS students worked on the development of a database system to track dilapidated and demolished residential housing units for the City of Brunswick. After initial meetings with key City personnel, the students produced a database system plus interface that was fully integrated into the City Demolition Department's existing databases. The database now implements a tracking system for the Demolition Department within the City of Brunswick's Office of Community Development that includes a flagging capability for alerting users of each property's demolition status, and enables the department to make property management decisions more efficiently and effectively. The students had the opportunity to present their work to the Mayor of Brunswick and receive feedback from community members. The City of Brunswick has benefited from the development of the database to the tune of an estimated \$25,000 in cost savings.





## Student Involvement in Archway

Since Archway's inception in 2005, over 600 students have participated in projects across the state. In the summer of 2010 alone, over 60 different students took part in internships or projects in the eight communities.

Whether the student is part of a specific project, an internship, a class project, or an assistantship, they serve as a vital part of the success of the Archway Partnership. Likewise, the student is able to gain real world experiences that would not be possible to attain through solely a classroom setting, making the connection beneficial to all parties involved.

# GRADUATE STUDENTS

## *Graduate Assistants at the Archway Partnership*

Graduate students serve as a crucial link between communities and the university. In alignment with the university's mission to teach, to serve and to research, the graduate students are in a prime position to gain knowledge and real world experiences in their given field and possibly in areas they hadn't previously considered, through their assistantship opportunity. Our office currently supports seven graduate students: two in area of Public Administration, two in Journalism, two in Environmental Planning and Design, and one in Public Health. These students play a critical role in connecting community needs to higher education resources.

### **Bios**

#### **Felicia Harris**

is a first year graduate student at the Grady College of Journalism and Mass Communication with an emphasis on Mass Media Studies. After obtaining her Master's degree from Grady, she hopes to move to a major media hub such as New York or London and continue with her life-long learning process of all things media-centered. According to Felicia, her assistantship has been "extremely beneficial in demonstrating how media works with a purpose; writing press releases, articles and IMPACT statements about areas such as public health, sustainability and community relationships has been both educational and fun!"

#### **Will Garrard**

is currently working towards a Masters in public administration at the UGA School of Public and International Affairs. His academic and professional interests involve public management, government performance and large scale organizational change. After graduation, Will hopes to work in management and organizational analysis at the state or federal level, evaluating agency structure and work processes as they relate to the business of government. He notes that his assistantship with Archway "provides interesting and challenging opportunities to apply the lessons I learn in the classroom to real community issues. For example, beyond the explicit knowledge I acquired about how the American Disabilities Act applies to job descriptions in a recruitment setting, my latest job analysis project helped me develop implicit knowledge about intergovernmental relations and communication among elected and appointed officials within a county government. Along the way, the Archway team provided unending support and guidance to my projects creating a secure place for me to learn and grow into the professional I hope to be."

#### **Mario Cambardella**

began with Archway Partnership in the summer of 2010 as an intern for Glynn County. Born and raised in Sandy Springs, Georgia, Mario holds a Bachelors degree in Landscape Architecture from the University of Georgia and is a member of the inaugural class of the Master of Environmental Planning and Design program set to graduate this May 2011. Prior to his return to school, Mario worked with a national landscape development and design firm gaining project experience in several states throughout the country. With regard to his experience at Archway Mario stated that is "has provided me with invaluable and practical experience assisting communities across the state. Each community has a distinct vision for their environment and I have the opportunity to work collaboratively with communities to bridge a community's vision into implementation."

#### **Leah Graham-Stewart**

graduated from the University of Georgia with a Bachelors' degree in Landscape Architecture in 2004 and has worked in the private sector in Jacksonville, Florida and Athens, Georgia providing landscape architectural and land planning services for a variety of projects including single family, multi-family and commercial projects from conceptual site planning through the permitting process. Before beginning her Masters degree she served as the Urban Design Planner and the Long Range Planner for Athens-Clarke County. Her duties included but were not limited to: implementing new design standards, reviewing Planned Development, Special Use, and Re-zone applications, researched and prepared the Comprehensive Plan updates and various planning studies- most noticeably the ACC Infill Housing Study. This summer, Leah served as a Project Manager for 20 interns from the College of Environment and Design, and currently she creates and reviews landscape plans, gateway and entrance designs, as well as neighborhood and regional revitalization plans.

## **Christine Henderson**

is a second year student in the Master's in Public Administration program. Originally from New York City, Chris received her undergraduate degree in psychology from Emory University in 2008. Her focus in the MPA program is non-profit management, but she has also taken several local government classes. Specifically she is interested in poverty alleviation and K-12 public education. She is currently combining these interests by assisting in the development of an education consortium with the Archway counties and the College of Education. Additionally, she has been updating a Parks and Recreation manual for Clayton County. According to Chris, she "feels lucky to be working at Archway, and has enjoyed seeing Georgia in a new way. She has benefitted from observing issues and concepts discussed in the classroom being carried out in real life through the Archway projects."

## **Shannon Knepp**

is a first year media studies graduate student in the Grady College of Journalism. She received her bachelor's degree in broadcast information from Georgia Southern University. Shannon has enjoyed working as a graduate assistant with Archway Partnership, and is "seeing how UGA gives back to its community". Shannon does PR work and website updates for the Archway Partnership.

## **Richard Christiana**

is a PhD candidate in the College of Public Health studying the benefits of nature and the outdoors on children's play and health. Currently, he is working with Colquitt County, Georgia to develop, implement, and evaluate an obesity prevention program targeted towards children and their parents. He is also working in Washington County to develop an evaluation plan for the Georgia Rural Medical Scholar Program.

"It would be difficult to overstate the value of the assistantships provided to MPA students by Archway. In a year where we saw a large reduction in the number of assistantships available to award, these assistantships were critical in the recruitment of top students to the program. Beyond recruitment, the opportunity to work with Archway provides the students with invaluable experience and a chance to work with Georgia communities not available in any classroom."

*Dr. Vicky Wilkins  
Associate Professor of  
Public Administration*

The Archway Partnership would like to recognize the graduate students from the spring 2010 semester who have graduated but were critical to our daily success:

**Hazel Adekunle**  
*Landscape Architecture*

**Chris Turner**  
*Institute for Non-Profits*

**Alex Morrison**  
*Public Administration*

**Brian Creech**  
*Journalism*

**Anna Ferguson**  
*Journalism*

# ARCHWAY IN THE NEWS

## "New Outreach Effort Provides Healthcare for Migrant Workers"

from *In the Spotlight*, January 27, 2010

When UGA's Archway Partnership contacted the College last year about including pharmacy services in the FWFHP, Trina von Waldner, College's Director of the Postgraduate Continuing Education, saw it a great opportunity for the students and a benefit to the farm workers.

"In addition, students earned internship hours or received credit in the Public Health Outreach for Pharmacy elective," von Waldner added. "Starting in Summer 2011 they can also use the experience as part of the Introductory Pharmacy Practice Experience (IPPE) hours that are required for graduation."

"Ultimately I would like for this program to help promote student interest in the public health field and increase participation in the joint Pharm.D./Masters in Public Health program that is slated to begin in Fall 2011 in conjunction with UGA's College of Public Health," she said.

## UGA's University Judiciary: Advice from our Alumni: Rick Hooper, Chief Council, Shaw Industries Group

... Years later, we recognize that, we should have a desire to "give back" and many do....Last fall I was approached and asked to consider participating in a community project called the Archway Partnership. Having just finished a term on the Executive Board of the Chamber of Commerce, I had been thinking of ways to stay involved in our community that has been hit hard by the recession. But what really captured my attention was the fact that the Archway Partnership was a joint effort, our community on the one hand and the University System of Georgia on the other. The goal was to link the vast resources of the University System with community needs and work together to find solutions.

... When I am working with administrators, faculty, and students that are located in Athens, it's a reminder of my past in the Student Judiciary for which I am thankful. May we never stop learning and serving. Go Dawgs!

## Students have big plans for Dalton

from *The Daily Citizen*, July 18, 2010

They've spent the past two months trying to find ways to make Dalton more inviting and exciting. And tonight, interns from the University of Georgia's Archway (Partnership) program will present their proposals to the City Council.

"We are now working on a comprehensive proposal," said Marbutt. "We've taken all the comments we got (at the charrette) on all three proposals, and we are meshing everything together into one comprehensive proposal that we'll be presenting to the City Council." "We've taken those ideas and tried to bring them to life," said landscape architecture student Cameron Yates.

## "Boost recycling participation: Glynn Archway Partnership gives idea for diverting waste from landfills"

from *The Brunswick News*, April 9, 2010

While Brunswick and Glynn County have recycling programs, participation could be better. That is the finding of a study by Keep Brunswick-Golden Isles Beautiful, an anti-littering and beautification program, and the Glynn County Archway Partnership, a University System of Georgia project that helps communities focus resources on their needs.

Marsha Smith, executive director of Keep Brunswick-Golden Isles Beautiful, requested the study, in hopes of having the area become a recycling leader. Two Archway graduate students worked with Keep Brunswick-Golden Isles Beautiful to document the area's recycling data for one year and issued the report on solid waste and recycling collection to Brunswick, Glynn County and the surrounding region. The results include regional data, statewide comparison cases, a cost-avoidance tool and a solid waste monitoring tool.



## "Center of Opportunity": Planning for Balance

from *the Georgia Trend Magazine*, March 2010

"It's exciting to see the Archway committee, made up of leaders in the field, getting ideas for a long-term plan on a monthly basis," says McConnell. "It doesn't happen in every county."

*Ilka McConnell is a director of the Hart County Archway Program, which makes University of Georgia resources available to the community.*

## **“Embracing Progress”**

*from the Americus Times Recorder, March 25, 2010*

In recent months, it has become evident that local leaders from the City of Americus and Sumter County have crossed the aisle and started working together with new progressive fervor in the name of economic development. The unity of the two bodies along with the Americus-Sumter County Payroll Development Authority has been, in a large way, influenced by the Archway Partnership that began in 2009.

“Revitalization”, in a word, is what Archway, and Sumter County’s Archway Professional, Barbara Grogan imparts with their work.

Archway has provided a platform for local leaders to discuss ways in which they can make the community more attractive to people who want to move to or return to Americus and Sumter County.

## **Whitfield County’s Team Turn-around**

*from Georgia County Government magazine, March 2010*

One initiative Grow Greater Dalton officials are especially excited about involves participating as Georgia’s eighth Archway Partnership Community with the University System of Georgia, including a full-time position for an Archway Partnership Manager funded by the University System and Grow Greater Dalton.

Under the Archway program, leaders anticipate creating a new vision for the community that includes attracting young professionals, boosting entrepreneurial leadership, creating a competitive range of health care options, elevating educational achievement in the community, expanding housing, fostering a competitive business climate and enhancing cultural elements....

“Archway is one of the work efforts of the Grow Greater Dalton initiative. It’s a great opportunity to do the kind of community visioning that contributes to the long-term quality of life,” McLeod notes.

## **Pulaski Tomorrow Celebrates Graduation of Inaugural Class**

*from Hawkinsville, Georgia, October 20, 2010*

In collaboration with the Fanning Institute and the Archway Partnership, Pulaski Tomorrow was developed to cultivate new leaders through a progressive outreach curriculum encouraging civic investment and developing untapped leaders for the future of the community.

“Pulaski Tomorrow cultivates leaders in various professional and civic fields. This leadership program is for people who want to affect positive change in our community, to make Pulaski County a better place to live, work, and raise families,” said Pulaski Tomorrow Chairman Harley Lawson.

## **Moultrie/Colquitt County: A Healthy Community**

*from Georgia Trend Magazine, August 2010*

Roy Reeves is a member of the Colquitt County Board of Education and chairman of the executive committee of the Colquitt County Archway Partnership, a University of Georgia (UGA) program designed to facilitate improvements in economic development and quality of life in Moultrie. Archway has provided Colquitt County with expertise in subject areas as diverse as logo design, road widening and education programs. Though launched as a pilot project in Moultrie five years ago with the expectation of operating two years, Archway has become a fixture on the local landscape, assisting with grant applications, park and streetscape designs, redevelopment planning, marketing, brownfield projects and leadership summits.

Three years ago, Reeves participated in the preparation of a “Top Five” to-do list for his community facilitated by Archway. “The first thing on that list was to achieve an 85 percent graduation rate,” Reeves says. “It was a bold statement, but I knew we were already making progress on that goal. Under that goal we put three bullets: mentoring, parenting and after-school programs. While the board of education was the biggest contributor to achieving that goal, the community had to be involved.”

Archway’s membership includes the Colquitt County Commission, Moultrie City Council, local board of education, hospital authority and economic development authority, all financial contributors to Archway. “Archway is an innovative way to take the vast resources of the University of Georgia to help address local community needs,” Reeves says. “And part of the Archway Partnership is giving students from the university some real, hands-on practical experience. Scholars from the UGA Terry College of Business came and consulted with our arts center, stayed several months, did research and presented a working document that the arts center has used and found most helpful.”

## **“Archway Partnership: Connecting Georgia Cities to Higher Education Resources**

*from Georgia Cities Newspaper, March 8, 2010*

The University of Georgia’s Archway Partnership helps cities navigate the university system and link local priorities to higher education resources.

“It is Archway’s job to listen to the community’s needs and issues, and then find higher education resources to help communities achieve their goals,” said Matt Bishop, the Archway Partnership’s coordinator of operations. “We recognize that it is vitally important for cities to be a part of that process.

Cities are members of the local Archway Executive Committee in each of the eight Archway Partnership portals across the state, actively identifying community needs.”

Most of the images used in this publication were produced by photography students in the University of Georgia's Lamar Dodd School of Art through their participation in the Georgia GAZE Project.

The Archway Partnership would like to recognize Jennifer Taylor for all of her design efforts, without which this publication would not have been possible.

# ARCHWAY PARTNERSHIP

University of Georgia, Athens, Georgia



2010 Annual Report