



December 4, 2006

Dear All:

Attached you will find the complete set of recommendations that has been received from the community so far. You have worked very hard to create these solutions to address poverty in our community and to improve the quality of life for all Athenians. Thank you for your work!

There are over 100 recommendations addressing a variety of issues including Education, Early Learning, Dependent Care, the Economy, Housing, Health, Workforce, Mentoring, Service Providers, Transportation, and Adult Education.

Your participation and recommendations have made several things very clear. First, poverty affects all of us. It reflects negatively on our community and limits economic growth. Poverty makes government, education, health care, and social services more expensive not just for the poor, but for everyone.

As a community we have learned that the issues of poverty are interrelated and must be addressed with a holistic approach. High expectations must be maintained not only of our citizens, but also of our institutions. Business as usual is not working. To break the cycle of poverty we need innovation and creativity.

During the next two months we will continue working with the committee chairs and Steering Committee to research and refine the recommendations. The Steering Committee will agree upon the set of PPA recommendations at its retreat in February. These PPA recommendations will be posted on the web and discussed with you at Town Meetings in March prior to them being sent to the Co-Conveners for their approval. Your continued involvement is critical to ultimate success.

Thank you for your commitment to our community!

Sincerely,
Steve Jones, Chairman
Partners For A Prosperous Athens

- **WRITE THE COMMITTEE RECOMMENDATION** (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning):**

To foster a culture of entrepreneurialism, Athens must support training programs for low-income adults and remove barriers to growth for start-ups and existing small businesses in Athens-Clarke County.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)

Entrepreneurs and low-income Athenians who do not know that they could be entrepreneurs need out-reach, on-going business support/training, and access to capital. The committee recognizes that many potential entrepreneurs are not able to be successful- due to a lack of time, capital, belief-in-self, English language skills, computer training, or literacy- to access current resources. The committee recognizes that many entrepreneurs who have already begun their businesses fail due to a similar set of problems (e.g. lack of capital) that commonly affect small businesses. We understand that there are multiple ways for Athens policy to support small businesses through zoning, taxes, and permitting. The committee recognizes that there are several organizations (e.g., EADC, Goodwill Industries, SBDC) which have undertaken foundational work on these needs by providing business training, access to capital, and technical assistance.

- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**

Research needed and possible sources:

- A. Work with existing agencies to obtain figures from the past 3 – 5 years
 1. ACC new business licenses
 2. EADC, SBDC, Goodwill number of training participants, how many of these started a business, how many sustained their business over the next several years.
 3. Are there surveys or should we survey for entrepreneurs’ hindsight and ongoing needs. Can the data obtained in phase one of the EADC Entrepreneur Friendly Designation application be used for our target population.
 4. Is there a way to identify our target population (low to moderate income prospective or new entrepreneurs)?
- B. Are there Business Incubator programs elsewhere that target poverty areas and people? Can we access their information? The NBIA (National Business Incubator Association) is a resource for this information. Do we have local resources to conduct a Business Incubator Feasibility study?

- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**

- A. ACC Human and Economic Development Department, EADC, SBDC, Goodwill Industries, local educational institutions are sources of information. This information should include whether the agency (e.g., EADC) would be interested and capable of expanding services if additional funding should become available.

- B. Business incubator feasibility expert – local and or national through NBIA.
- C. ACC Human & Economic Development office for information on funding sources
- D. ACC Administrator who could address issues of hiring additional personnel to assist low income entrepreneurs with accessing and abiding by legal, permitting, zoning, tax, signage requirements; and/or to assist with language translation.

- **What kind of action or resources would be necessary to implement the recommendation?**

Funding for Existing Services: Due to a reduction in funding service providers (SBDC, EADC, etc.) there are fewer business development consultants, less financial support for local training programs, and smaller pools of capital. Funding needs to be increased.

Identify and Fund Needed Services:

- Incubators:^[U1] Create an Incubator so that several small businesses can work together, share a building or space, share information, equipment, liability insurance; have visits from accountants, IT, “case manager.” Could money come from TADs? Could an incubator become self sustaining?
- Bilingual Consultant: Goodwill Industries’ staff is Atlanta based. SBDC’s consultant works for the whole state and is very busy. There is a need for help with translating business plans into English to get a loan, and a need for help navigating the permitting process. Thus, hire and train several part-time or full-time consultants/entrepreneurs interpreters.
- Fast-track Identification of Potential Entrepreneurs: Some program needs to be created to aggressively engage potential entrepreneurs, create a user friendly process that recruits people who are not accessing SBDC or other local resources- create fast-track process to overcome their barriers to starting businesses^[U2]
- SWAT Team/Mentoring Program:
 - Have a “case manager” who can work with each businesses start-up and pull in resources as needed
 - Create SWAT Team of professionals- accountant, attorney, business professional- to have routine check in with small businesses
 - Stream line education package with common problems/pitfalls (cash flow, accounting, etc.)
 - Offer an apprenticeship/mentor program
 - Start a Small Business support group- acct, tax, real estate^[U3] for one meeting a month, education on with-holding taxes

Access to Capital/Community Investing:

- Education and Engagement program to get local Banks focused on supporting small businesses- look at SBA Express Loans-New Markets
- Look into creating a Local Stock Market where investors can put money into local businesses
- Venture Capital Fund

Zoning, Tax, Permitting Issues:

- Need an advocate- someone to help navigate zoning restrictions.

- Need support with local ordinances like signage.
- Need help with the permitting process.
- Could something be done about the high cost of property taxes on inventory?
- Business Occupation tax- business license is expensive if you have more than one employee- may be able to reduce fees?- could the business license and business occupation tax be graduated over the first 3 years of business.
- On the issue of federal taxes on a businesses profits- need education on what can be done to help profits be reinvested in small businesses
- Could businesses have a homestead exemption tax if they own the building?
- Want solutions that don't just re-distribute the tax burden
- Does ACC have a checklist of required permits and rules for all startups?

Business Friendly Designation: Support Athens Clarke County's bid for Business Friendly Designation from the Georgia Department of Economic Development

- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**

Forces that support (please list):

- A. Positive community attitudes and leadership for antipoverty initiative
- B. Programs are already in existence (e.g., EADC) which address training and financing of low income entrepreneurs and these can be utilized for information, for expansion. That is, these programs provide an excellent foundation for our recommendations.
- C. Technical help for developing programs (e.g., incubator) might be locally available.

Forces that oppose (please list):

- A. Initial enthusiasm and funding could change if political or social climate changes away from concern with anti poverty initiatives.
- B. Larger businesses or investors who are well capitalized could see an opportunity for profit and present a competitive obstacle for smaller, microbusinesses; and/or, utilize training and support resources designated for microbusinesses.
- C. Additional ACC employees who are designated for support to microbusiness entrepreneurs might be used for targets other than antipoverty initiative goal.

ENTREPRENEURSHIP SUB-COMMITTEE RECOMMENDATIONS

COMMITTEE RECOMMENDATION:

Market small business development services and news to raise awareness about Entrepreneur resources and opportunities in Athens.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
 - Small Business Development Center: www.sbdc.uga.edu
Provides classes and technical support/consulting to small businesses. Classes are approximately \$50 each, consulting is free.
 - East Athens Development Corporation/Micro-Loan: www.eadcinc.com
Provides classes and technical support/consulting to small/micro businesses. Classes range in price, consulting is free.
 - Athens-Clarke Growth Fund – www.athensclarkecounty.com/~hed/growthfund.html
The Human and Economic Development Department offers gap financing in the amount of \$10,000-\$200,000 to small businesses to start and expand business and create jobs.
 - Entrepreneur Friendly Designation Task Force
Group of local small business technical assistance providers and small businesses working to obtain the State Department of Economic Development's "Entrepreneur Friendly Designation" which strengthens the relationship between the county and the state.
 - Economic Development Foundation – www.athensbusiness.org
The Foundation's sole purpose is to attract and establish new businesses that will create additional jobs and import capital investment to Clarke County, Georgia. As this is a complex and competitive task, the organization is devoted to new business development along with sharing and promoting the numerous economic assets of the area.
 - Association for Enterprise Opportunity (AEO): www.microenterpriseworks.org/
AEO is the national association of community-based organizations that provide entrepreneurial education, access to capital, and support to aspiring and active low-income entrepreneurs. AEO provides its members with a forum, information, and a voice to promote enterprise opportunity for people and communities with limited resources.
 - Georgia Micro-Enterprise Network (GMEN): www.georgiamicroenterprise.org
Create opportunities and support for microenterprise development as an avenue for economic self-sufficiency in Georgia.
 - Georgia REAL: www.gareal.org
National and 13 state-level non-profit organizations with mission of fostering student entrepreneurship at high school, post-secondary and now elementary and middle levels.
 - Appalachian Community Enterprises, Inc.:
 - Chamber of Commerce website: <http://www.athenschamber.net/>

- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
 - Surveying businesses in Athens that are both successful and unsuccessful.
 - Who used services?
 - When?
 - Why?
 - What would have helped people use them more readily?
 - Was marketing really the problem or do people get too overwhelmed with selling their product/service that they forget to manage their business?
 - Survey community for all available resources to small businesses.
 - UGA business class could work together with the Chamber of Commerce to assemble a portfolio of available services for small businesses in Athens based on survey results and other information (Ex. Relay for Life – UGA business class put together a portfolio on marketing / business plan – see Betsy Goodwin.)
 - Market to low-to-moderate income individuals and find out what services need to be provided in order to assist in their achieving advancement in entrepreneurship

- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
 - Athens Banner Herald- Don Nelson
 - Groups in Athens that can assist with bi-lingual consulting
 - UGA
 - Catholic Social Services
 - El Banco de Oportunidad
 - Terry College of Business
 - Flagpole
 - Downtown Development Authority
 - Minority Business Telephone Directory – Charlie Monroe
 - Local Social Service Providers – Homeless Shelters, Our Daily Bread
 - Business Owners with employees who may be underemployed (UGA, plants, etc)
 - Chamber of Commerce

- **What kind of action or resources would be necessary to implement the recommendation?**
 - House, at the Chamber of Commerce and on the Chamber’s website, a One-stop-shop and Database of business opportunities, local products, etc. for local businesses to use to network and grow – Could be administered through the Chamber (J House Media – made Chamber website)
 - Daily Business Section in ABH with a Q&A column
 - “211” Information phone line for businesses – under Community Connections, EADC or SBDC
 - Monthly newsletter – part of the ABH business section OR distributed in Athens (i.e. Flagpole) OR electronic (see Appalachian Community Enterprises, Inc.); Featured Business of the Month, new business listings, business tips
 - Bi-lingual translator/consultant in association with UGA, Catholic Social Services

- Market services of SBDC, EADC, Goodwill Industries, and HED's Athens Growth Fund
 - Buy Local Campaign: Flagpole currently published annual "Guide to Athens" with local restaurants and other retailers listed. A local retailers guide with such info as part of a Buy Local Campaign could support local businesses
 - Marketing to low-to-moderate income individuals
 - Increase social services to improve skills among low-to-moderate income individuals (computer literacy, job skills, business skills)
 - Job Fairs – incorporate small business marketing at job fairs
 - Peer Network for Business Competency (sales/marketing, finance, human resources/training, management, technology)
- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**
 - Forces that support (please list):**
 - Incentive for businesses and other groups to assist to increase awareness of resources.
 - Local government and community support of small businesses
 - Job fairs currently exist and can be expanded to incorporate small business marketing
 - Peer networking can alleviate many of the calls relating to business competencies and enhance accountability of one's business
 - Availability of resources through UGA's student population
 - Forces that oppose (please list):**
 - Busy schedule, feeling of being overwhelmed and not being able to participate.
 - Strained social service agencies may find it difficult to provide additional services to low-to-moderate income individuals who need additional training to advance in business skills

- **WRITE THE COMMITTEE RECOMMENDATION** (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning):**

Create a program to teach entrepreneurialism and build hope at each level of the youth educational system.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**

Research National Foundation for Teaching Entrepreneurship curriculum and Certified Entrepreneurship Teachers program: Through entrepreneurship education, NFTE, which is also referred to as Network for Teaching Entrepreneurship, helps young people from low-income communities build skills and unlock their entrepreneurial creativity. Since 1987, NFTE has reached over 150,000 young people, trained more than 3,700 Certified Entrepreneurship Teachers, and continually improved its innovative entrepreneurship curriculum.

Mission:

NFTE teaches entrepreneurship to young people from low-income communities to enhance their economic productivity by improving their business, academic and life skills.

To achieve its mission, NFTE:

Creates innovative, experiential curricula for educators and youth
 Provides entrepreneurship educational training and ongoing support to educators
 Partners with universities, schools and community-based organizations
 Offers supportive alumni services

Guiding Principles:

Entrepreneurship can be taught to young people. The NFTE experience helps young people from low-income communities develop their individual skills and talents.

Entrepreneurship connects young people from low-income communities to the school, the community, and the workplace. The NFTE experience involves experiential learning that is relevant to the real world.

Entrepreneurship empowers young people to build a vision for the future. The NFTE experience helps young people explore new opportunities and explore career and educational aspirations.

- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**

Chamber of Commerce, School District- Career Technical Agricultural Education Department, Georgia REAL (Paul Delargi- at Timothy Road and PLC's Jittery Joe's), Department of Labor's Workforce Investment Board, SBDC, UGA Terry College of Business (students worked on Jittery Joe's)

- **What kind of action or resources would be necessary to implement the recommendation?**

Build on/expand existing programs (Junior Achievement, etc.)

K-5- Integrate a financial literacy program, Replicate Georgia REAL Program, Use the Lemonade Stand competition (like Inc. Magazine)?

Middle School- Hold a Business Proposal Fair like a Science Fair, offer apprenticeships with local businesses?

High School- Have students go through the SBDC course for class credit, continue the Business Proposal Fair?

Summer Programs- Super Summer Program- where youth shadow a local business person for the summer, Expand capacity of EADC's Allen Executive Youth Entrepreneurship camp (first summer 2007)

- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**
Forces that support (please list):
Forces that oppose (please list):

COMMITTEE RECOMMENDATION WORKSHEET

I. List the Learning(s) that this recommendation is addressing:

- **WRITE THE COMMITTEE RECOMMENDATION** (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning):**

Develop a youth leadership program, “Partners Building Leadership to Create Legacies” in order to develop strong leadership skills and to help follow-up on youth-centered PPA recommendations.

- **Purpose, Strategies, and Follow-up**

1. The purpose of this program would be to develop a community-wide youth leadership program to help maintain youth and student involvement in the short-term and long term implementation of the PPA recommendations.
2. We would seek 9-11 grade students (male and female) representing public and private schools, with racial and socioeconomic diversity.
3. There would be a year long leadership program with a two week teambuilding, orientation, and leadership training during the summer.
4. This would be followed by monthly sessions on Saturdays focusing on individual topics coming out of the PPA conversations. For example, one month the focus might be on community service and go visit a nursing home. One month the focus may be on education issues and the students could help put together a forum. One month the topic could be the relationships between schools and communities and the students could help organize some community conversations around the topic. One month the topic could be race-and the youth could organize some opportunities to discuss how we begin addressing race issues as young people.
5. This leadership group would also focus on entrepreneurial ideas and learn how entrepreneurialism can be learned and practiced as a young person.
6. We would anticipate that this leadership team will help to involve other youth in the continuing dialogue resulting from the PPA discussions.
7. We would anticipate that this leadership team will be ongoing with new leadership classes each year, building on the legacy left before them.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)

- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**

- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**

- **What kind of action or resources would be necessary to implement the recommendation?**

II. Indicate what forces and influences are likely to occur that will support or oppose implementation.

Forces that support (please list):

Forces that oppose (please list):

****As information is received and/or clarified, these potential recommendations may change or be discarded.**

**LOCAL/ORGANIC FARMING INCUBATOR:
A PPA recommendation
December 5, 2006**

“Ethics start with food.” This is a statement made by Vandana Shiva a leading thinker, author, and activist who was a guest lecturer last October at Emory University. The way we treat, think about, and produce our food suggests a lot about our society as a whole. Is our food fast, cheap, and does it promote chronic illness? Or do the systems that we create and support allow us to generate the most nutritious and sustainable food supply possible for the greatest number of people? Who benefits from the food systems that are in place, and why do the structures that are in place exist? Are communities, health, and individuals honored and respected by these structures? Or do they disenfranchise people, their health, quality of life, and options in order to meet objectives that are too narrow in their scope and vision? What does this say about us? Such questions are driven by a desire to live in an ethical and just society, and are closely aligned with the issues that have motivated Athens to generate ‘*Partners for a Prosperous Athens*’. A theme that has risen out of our community’s dialogue is how synergistic and inter-related the problems are that we are dealing with. Simplistic definitions, sound-bite slogans, and isolated projects are not the solution. Holism is required. Social, political, religious, and economic factors must all be considered and addressed in relation to each other in order for us to begin to effectively deal with the issues at hand. If implemented *creatively* and *persistently* a local gardening and farming initiative could incorporate and address most of the components leading to persistent poverty that we have identified so far. This initiative could then be used as a model around which other kinds of livelihoods could be integrated and pursued.

NOTE: Local farming should be the emphasis, and should be encouraged to be organic, but not organic farming exclusively. It is an expensive and complicated process for an individual to have their products (plants or animals) become certifiably organic. Many small farmers have production strategies that are more stringent and result in healthier and more environmentally friendly products than those utilized by growers that are ‘officially’ certified as being organic (insert relevant references here). We want to make our local community more stable financially and healthier overall, not use poor people’s micro-enterprises to pay for the bureaucracies that generally serve the interests of major food corporations, not small farmers and their businesses (insert references here).

COMPONENTS

I. Farmer’s Market:

- a. key features
 - i. Its *location(s)* must be based on accessibility. Accessibility should be defined and determined by the results of a comprehensive food assessment (insert relevant references) such as has been proposed

by the *Culture of Poverty* sub-committee. Where are the places that poor people are willing and able to go to get food and why? If anyone needs to go out of their way to frequent a market it should be people with the means to do so.

- ii. *Food Stamps* should be able to be used at said markets from their inception, many communities have been able to obtain funding for the equipment to do so in recent years (insert references here).
- iii. The Athens community (poor and wealthy) should be encouraged to cultivate a *sense of ownership* over the market. This can be accomplished by making the farmer's market a center of community activity. It could be surrounded by and share property with institutions such as Head Start and The Boys and Girls Club, churches that operate soup kitchens and service the poor in their immediate neighborhood, and community gardens that specifically provide for and instruct low income people of all ages.

Town meetings and community-wide events should be held at, and possibly even during, market times. This would increase the possibility of people from various social and economic settings being able to interact and better understand one another and the problems that we face.

- iv. A farmer's market should facilitate the formation of *networks*. Market places have been important places for people to exchange information and goods for thousands of years. At the local level they can still function effectively under the right circumstances. A well-supported farmers market can be a site in which home-gardeners can exchange produce that they have extra quantities of for other goods or services. It can be a place in which farmers can exchange experiences and ideas about how to successfully grow and market their products. Where school children can learn to market products that they have created in conjunction with schools and/or churches and be identified by potential mentors. Where chefs/cooks/caterers can identify potential sources for specific events and menus.
- v. A community-based farmer's market should have an educational component. Regular programming could occur during market times educating people (of all ages and backgrounds) on how to prepare and plan meals inexpensively, and that are healthier. Groups like La Leche could mentor mothers and assist them with diet and nutrition issues. Such achievements will help alleviate illness, and therefore healthcare costs and absence from work and/or school.

II. Foster a Culture of Entrepreneurialism via Farming:

- a. Develop programming specifically directed at youth in schools.
 - i. Garden-to-table projects (insert references) that reinforce concepts learned in Earth Science, physical science, and agricultural curriculums.
 - ii. Such active learning experiences result in higher literacy. The process is frequently highly tactile (which children like) and the end results are obvious and observable. They may be learning to roast a chicken, but they also have to practice reading a recipe, count, measure, and learn how to follow instructions. In addition, they have opportunities to be creative and experiment at the same time.
- b. Facilitate access to resources that allow people to process and package value-added products from their or their neighbor's produce.
 - i. This could be through certified kitchens located in local churches,
OR
 - ii. A community owned facility (preferably next to the farmer's market) where people can rent space on an hourly or daily basis.
- c. Include programming on entrepreneurial resources and opportunities in farmer's market and community garden activities.
- d. Develop a youth leadership program, "Partners Building Leadership to Create Legacies" in order to develop strong leadership skills and to help follow-up on youth-centered PPA recommendations. Incorporate this programming into farming and farmers market, and school programming.

III. Community-wide Reinforcement:

- a. Businesses, churches, and other organizations can synergistically reinforce the above objectives, thereby increasing their rate of success.
 - i. EXAMPLE: The Rolling Pin could sponsor children's cooking classes during the summer (when low income children typically have no structure and their parents have a difficult time working because the kids are out of school and childcare is expensive). The children could be selected and transported to the store for 'cooking camp' by an insured organization such as Family Counseling Services, Boys & Girls Club, Community Connection, or DFACS. Such opportunities could be supplemented by other businesses such as Farm255 and Full-Moon Cooperative. A camp could be focused around the foods prepared in cooking camp and how to raise them. Through such vehicles individuals could be identified and selected to intern with local growers, chefs, restaurants, or people who sell value-added products related to these endeavors.
- b. Barriers to growth for start-ups and existing small businesses in Athens-Clarke County must be removed.
 - i. Access to bilingual consultants is necessary.

- ii. Require that anyone applying for a business license for the first time go through a free workshop of some sort that outlines resources and facilitates the start-up process? The goal being to reduce the current failure rate in the county.

IV. Strengths of Approach:

- a. Builds on existing strengths.
 - i. Goodwill Industries – many graduates of their Hispanic Entrepreneurship classes are interested in farming.
 - ii. Many Hispanic people have some kind of horticultural experience.
 - iii. There are a lot of resources and institutions present in the county that can provide advice and facilitate projects (UGA, Local Food Banks, Locally Grown, Full Moon Farm Cooperative, Cooperative extension, Daily Grocery, Tim Johnson with Communities in Schools/Family Connection.)
 - iv. Local Food and organic farming is a growth market.
 - v. ACC School District just adopted a new Food Policy.
 - vi. There are currently foundations seeking to fund these kinds of initiatives...

- **WRITE THE COMMITTEE RECOMMENDATION** (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning):**

Create a program that fosters entrepreneurship and small business around farming in Athens.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)

Organic farming is a growth market and an area to engage potential entrepreneurs.
ACC School District just adopted a new Food Policy.

- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**

Heifer International provides technical assistance and grants to communities creating community supported agricultural projects.

Federal Government is funding projects that support local agriculture.

Atlantis Hydroponics in Atlanta supports organic basil programs in schools that sell to restaurants.

Project for Public Spaces, Inc. (PPS) is pleased to release our second Request for Proposals (RFP) to support individual farmers markets as part of our "Diversifying Public Markets and Farmers Markets" program. This round, we will be awarding approximately \$400,000 in funding from the W.K. Kellogg Foundation. Grants resulting from this RFP will be awarded in early 2007 and will be for one year. The deadline is coming up quickly on Nov.13th

- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**

Goodwill Industries- many graduates of their Hispanic Entrepreneurship classes are interested in farming.

UGA, SBDC, Local Food Banks, Tim Johnson with Communities in Schools/Family Connection, Farm 255, Full Moon Farm Cooperative- Dr. Jordan

- **What kind of action or resources would be necessary to implement the recommendation?**

Local Market

Supplying Restaurants

Home-based Businesses

Community Gardens

Regional approach- engage Madison, Oglethorpe, Oconee (Athens MSA)

- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**

Forces that support (please list):

Forces that oppose (please list):