



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

**Partners for Prosperous Athens  
Service Providers' Group  
November 17, 2006**

**WRITE THE COMMITTEE RECOMMENDATION**

Develop and implement a community wide strategic planning, funding, implementation, and evaluation process to assure all community members have access to resources and opportunities for success.

All funding and service delivery organizations prioritize all funding (including HED, United Way, foundation support, private charities, government funding, etc.) to implement this strategic plan and service delivery systems will focus their resources to support implementation of this strategic plan.

**Identify any research, or other kinds of information that was used to craft this recommendation.**

- This issue has been identified by all PPA Committees.
- Service providers have years of experience with overlapping strategic planning efforts with duplicated costs, time commitments and lack of community wide focus
- Coordinated strategic planning efforts have been highly successful (i.e., Family Connection)
- America's Promise, United Way, National Partnership for Reinventing Government have emphasized importance of coordinated community wide strategic planning.

**Identify additional research or information that could help clarify this committee recommendation.**

- Identifying all existing planning efforts in Athens
- Identify legal/regulatory barriers for coordinates strategic planning
- Identify other locations where coordinated strategic planning has worked
- Train service providers/community on process and benefits
- Get buy in from highest level in agencies
- Identify regulations guiding strategic planning efforts
- "service providers really have figured out how to work together" ??

**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?**

- Identify all current planning processes in Athens
- Get buy in from all top level administrators

- Convene representatives of each planning group re: proposed strategic planning process
- Develop coordinated strategic planning process for community
- PPA conveners require coordinated strategic planning as condition of funding; advocate other funders to do same
- Funding tied to reduction of duplication of services
- Include evaluation in strategic planning process
- Find funding/resources for process

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

**Forces that support**

- PPA Committees identified this need
- Most providers support idea
- Better use of Board members of organization
- Funders like it
- Community likes it
- Cost/time efficient
- Consumers complain about system dysfunction

**Forces that oppose**

- Time and regulatory constraints
- Some see as threat
- Change is hard
- Different cycles of strategic planning

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**Identify additional research or information that could help clarify this committee recommendation.**

**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?**

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

**Forces that support**

**Forces that oppose**

## COMMITTEE RECOMMENDATION WORKSHEET

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

Our institutions and systems have failed to develop collaborative strategies that adequately address the challenges of poverty.

- **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 organize a Community Foundation in Athens to provide donors with the opportunity to achieve their charitable goals while facilitating strategic community growth. This Community Foundation would initially target the top two priorities as indicated from the Partners For A Prosperous Athens.

- **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.**
1. Visit Baton Rouge Area Foundation website ([www.braf.org](http://www.braf.org)). Look at other successful foundations.
  2. Research how United Way and a Community Foundation would complement one another.
  3. Check statistics—how much additional funding is available for community growth and change? What have other foundations done? (David was going to pursue.)
  4. What are the procedures for allocating funds?
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**

It was suggested that the leadership from PPA and the leadership from United Way meet and discuss this recommendation. If there is consensus it was suggested that the two groups call a meeting and share the idea with some key stakeholders. Some of these stakeholders could include:

- a. Zack McLeroy from Zaxby's
- b. Downing Barbers from Barberitos
- c. Len Sopera from Athens First Bank and Synovus
- d. Ron Schwartz from Trumps Catering
- e. Jamie Lofton with Locos
- f. Bob and Maxine Burton with Burton and Burton
- g. Representative from UGA Athletic Association
- h. Jim and Dorothy Newland
- i. Ed Benson from Holiday Inn
- j. REM
- k. Widespread Panic

- l. Leroy Moreland
- m. Charlie Upchurch III from Upchurch Realty
- n. Todd Graves with Cain's
- o. Matt Saurage with Community Coffee
- p. Lee Epting
- q. Parker and Associates
- r. Jim Gay with Carriage House Realty
- s. Charlie Mustard with Jittery Joe's
- t. Nakkinishi???

It was also suggested that Tal Deval be included in this discussion.

1. Hank was going to find out if there was an Atlanta Community Foundation.
- **What kind of action or resources would be necessary to implement the recommendation?**
  
  
  
  
  
  
  
  
  
  
  - **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.**

## 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 ):**

To develop a comprehensive communication strategy among service providers, their clients, and the community through shared information, infrastructure, and other resources.

Initial Priorities being:

- support creation of comprehensive Volunteer Center,
- have a “pink” section in the phone book for service providers divided by service type,
- have a single location for information,
- create a common intake form,
- have an easily searchable database whose site could become a common homepage for local service providers,
- tie this recommendation in with a Community Foundation to ensure broad participation from service providers.

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

Volunteer Center- Community Connection has begun an application to be the Athens Affiliate of Hands on Georgia and create a staffed Volunteer Center

This Center could do-

- General training around things like confidentiality, being on time
- Coordinate local volunteers, local service groups, visiting groups/companies wanting service projects
- Provide a shared volunteer coordinator for multiple agencies freeing up time and resources for them
- Could it help consolidate background checks and finger printing for agencies that need this?
- Could help with targeted recruiting like retired people or Doctors

- Coordinate for people with limited time- hold database on volunteer opportunities and help break down long term projects into smaller chunks of time while still getting follow through

#### Need one location for the Volunteer Center/Non-profit Resource Center

- perhaps a place where people could hang out- like a mentor and a mentee having a place to meet
- Like a community center or a Club House
- Place large enough to hold and coordinate joint staff trainings on how to make referrals to other agencies so we know what is out there
- Provide Storage- 1 agency could get large donation of clothes but don't need them all and can't store them
- Community Connection- place for their incubator
- Be careful not to centralize but spread out into community
- What is DOL's new building like?
- Non-profit Chamber of Commerce
- Maybe with a for-profit coffee shop like PLC's where students get experience in running a business and make money, Starfish Café in Savannah- learn soft skills, businesses to attract paying public
- Georgia Center for nonprofits too expensive and far away

#### Coordinating Communication

- Joint staff trainings
- Comprehensive Community Calendar- 211's?
- Website- Everything is so "by word of mouth", we need to bring it into one place
- Need an easily searchable database- specific to ACC- try 211's, would like to be able to put in multiple words (4 year old, father, jail) and get a list of agencies to talk to
- Unified intake form?- hard b/c specific agencies need different info, but may be a top page that would work for all with basic info
- Do all referral agencies have applications of the others- work on one-stop-shop approach
- Section in phone book divided by topic (children, housing...) so everyone knows where to go

#### Shared Services

- Shared Tech Support person
- Maybe a shared homepage with news and updates and database?
- Group DSL discount and web host?

Want to expand (bring to scale) existing services- really collaborate, especially on getting money

- **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):**



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### 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 ):**

We recommend that service providers develop an organized grassroots and political advocacy agenda in order to help assure community support and adequate funding.

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Talk to LEAD Athens and Fanning Insitute.

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

Have a dual approach:

- 1) Work with existing elected officials at the local School Board, Commission, etc. as well as state and local officials to advocate for needed support for locally defined solutions.
- 2) Create a leadership program for people directly affected by poverty with that supports them to become elected officials and gain other leadership positions within the Athens community.
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A culture of competitiveness, duplication, inefficiency, donor fatigue and political wrangling has been created by the way service providers have to compete to raise funds locally. One entity (HED, a Community Foundation, United Way, or some other organization) needs to be created to build the capacity of all local service providers; help service providers seek funding collectively; coordinate joint planning for CDBG, HOME, and United Way funds; and give service providers a voice in local funding decisions (for instance, have housing providers be reviewers of HOME fund applications).

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The model of 1) having the whole community focused on a limited pool of funds for an annual competition, 2) having most of the groups getting technical assistance being the ones that meet the narrow requirements of funding streams, and 3) having the few groups that do receive technical assistance be unable to take full advantage of the technical assistance since getting input opens the organization up to scrutiny that will affect whether or not it will be seen favorably in the next funding cycle.

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Each local service provider opened to meet a need. An umbrella organization that acknowledges the value each provider brings to the community by building their capacity to fulfill their missions will be in a position to encourage collaboration, reduction of overlap, and a strategic approach to fundraising as well as funding.

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Develop a comprehensive volunteer program to strategically use volunteers throughout the community. To effectively implement this recommendation the appropriate infrastructure would be developed to help assure quality volunteer support.

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Implement a summit for service clubs (i.e. Kiwanis, Rotary, Kiwanis, etc.).

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Implement customer friendly, one-stop resource centers to coordinate services for individuals and families, allowing more resources (including staffing) to be used for direct services to the people who need them. Working with Community Connection-211, services to be coordinated and collaborative would include both public (DFCS, Department of Labor, Public Health, Advantage, School District early learning and other programs, Athens Tech, et al.) and private (Healthy Families, Athens Neighborhood Health Center, Catholic Social Services, mentoring, homeless services, et al.).

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