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

Workforce Recommendation 1
(See Career Pathways Attachment and Organization Change Paper.)
Overarching theme: There are no simple answers to the many issues related to workforce development. The many issues are related and interconnected—and should be addressed together. This would include developing marketing, coordination, and implementation strategies among all service providers to assure that existing resources are used most effectively and located conveniently for consumers. This would include the development of a database of all available workforce resources and comprehensive service centers.

RECOMMENDATION 1: Develop a comprehensive workforce strategy to address the emerging workforce needs of Athens and the surrounding counties. ("Emerging workforce refers to young people such as k-12 students. It is also refers to our future workforce)

Strategies for this comprehensive plan would include:
- Develop a Job Readiness Educational (vocational) track beginning in middle school through high school. Job Readiness and business skills will comprise at least one half of the academic day beginning in middle school. Athens Technical College, Clarke County School System and employers in Athens will help develop and implement this comprehensive educational program.
- Develop a comprehensive Job Readiness / Career Skills track beginning in middle school through high school. Job Readiness and business skills would comprise at least one half of the academic day beginning at the middle school level. Athens Technical College, Department of Labor, Clarke County School System, and employers would help develop and implement this comprehensive educational program. The Career Pathways Program would be examined as a potential model. (http://www.workforcestrategy.org/publications/WSC_pathways8.17.06.pdf)
- Develop marketing, coordination, and implementation strategies among all partners and service providers to assure that existing resources are used most effectively and located conveniently for consumers. This would include the development of a database of all available workforce resources.
- Expand student enrollment for dual track curriculum focus.
- Assure that all middle and high school students with and without disabilities are required to participate in some Job Readiness / Career Skills activities including soft skills instruction.
- Ensure that youth apprenticeship, work based learning and academic internship programs are accessible to students without transportation.
- Develop systems for ensuring that high school teachers outside of special education refer students to the Department of Labor Division of Rehabilitation Services (Voc Rehab)
- Utilize a standards based assessment to evaluate students' progress in developing soft skills.
- Expand programs like Empowered Youth Program and Performance Learning Center.
- Develop formal internships where businesses bring on trainees with and without disabilities and train them on the job
- Provide Saturday/evening programs
- Continue to support the development of Agro-science labs in the school district and the support the development of biotechnology labs in high schools.
- Visit the Seven Centers of Innovation to identify ways to prepare our students for high-skilled, technologically advanced careers.
- Explore the new Georgia's Work Ready Certificate Program and determine plausibility of implementing in Clarke County.

Career Pathways[1]: A Possible Workforce Development Strategy

The Workforce Committee recommends developing and implementing a **comprehensive career development strategy** to support current and future workforce needs. *What would such a comprehensive strategy look like and how would it be implemented?*

"Career pathways" describes one particular framework or approach by which regions can better <u>align</u> publicly supported systems and programs to build a workforce <u>customized</u> to meet the needs of <u>local</u> labor markets. A career pathway is a series of <u>connected</u> education and training programs and support services that enables individuals to secure employment within a <u>specific</u> industry or occupational sector, and to <u>advance</u> over time to successively higher levels of education and employment within that sector. Each step on a career pathway is designed explicitly to prepare the participant for the next level of employment and education.
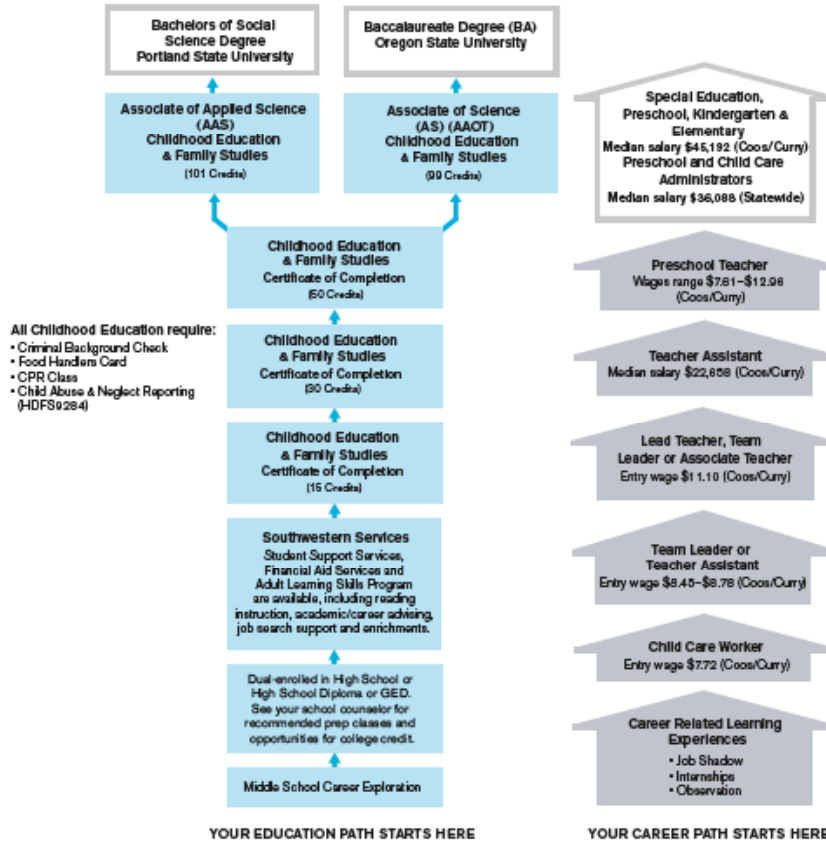
- A career pathways program in the Athens area would target local/regional jobs in high demand occupations that also pay living wages.

- A career pathways program would be a collaborative effort undertaken by a host of stakeholders representing workforce, education, and social services.

- A career pathways program cannot be purchased "off the shelf." Its form and content will depend on the industries targeted, the requirements for employment and advancement in those industries, and the existing education and training infrastructure.

- Building a career pathway is a process of adapting existing programs and services and adding new ones to enable people to advance to successively higher levels of education and employment in the target sector.

Key Features of Career Pathways

- Target jobs in industries of importance to the local economy

- Create avenues of advancement for current workers, jobseekers and new and future labor market entrants.

- Increase supply of qualified workers for local employers in the target industries.

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[1] This information about career pathways was adapted from the report, *Working Together: Aligning State Systems and Policies for Individual and Regional Prosperity* (December 2006) Page 34. Produced by the Workforce Strategy Center www.workforcestrategy.org.

Bachelors of Social
Science Degree
Portland State University

Baccalaureate Degree (BA)
Oregon State University

Associate of Applied Science
(AAS)
Childhood Education
& Family Studies
(101 Credits)

Associate of Science
(AS) (AAOT)
Childhood Education
& Family Studies
(99 Credits)

Special Education,
Preschool, Kindergarten &
Elementary
Median salary $45,192 (Coos/Curry)
Preschool and Child Care
Administrators
Median salary $36,088 (Statewide)

Childhood Education
& Family Studies
Certificate of Completion
(50 Credits)

Preschool Teacher
Wages range $7.61–$12.96
(Coos/Curry)

All Childhood Education require:
• Criminal Background Check
• Food Handlers Card
• CPR Class
• Child Abuse & Neglect Reporting
 (HDFS9284)

Childhood Education
& Family Studies
Certificate of Completion
(30 Credits)

Teacher Assistant
Median salary $22,858 (Coos/Curry)

Childhood Education
& Family Studies
Certificate of Completion
(16 Credits)

Lead Teacher, Team
Leader or Associate Teacher
Entry wage $11.10 (Coos/Curry)

Southwestern Services
Student Support Services,
Financial Aid Services and
Adult Learning Skills Program
are available, including reading
instruction, academic/career advising,
job search support and enrichments.

Team Leader or
Teacher Assistant
Entry wage $8.45–$8.78 (Coos/Curry)

Dual-enrolled in High School or
High School Diploma or GED.
See your school counselor for
recommended prep classes and
opportunities for college credit.

Child Care Worker
Entry wage $7.72 (Coos/Curry)

Middle School Career Exploration

Career Related Learning
Experiences
• Job Shadow
• Internships
• Observation

YOUR EDUCATION PATH STARTS HERE

YOUR CAREER PATH STARTS HERE

[2]**Example Career Pathway**

Implementing a Career Pathways Program: Key Steps

The Workforce Strategy Center recommends the following five-stage process for building career pathways. Key strategies are followed by a sampling of tasks that would be undertaken as part of implementing the strategy.

Gap Analysis: Target industries and jobs that will support individual advancement and regional growth.
- Analyze current and projected supply and demand for labor in the region, identifying industries offering jobs with family-supporting wages and opportunities for advancement.
- Assess the strengths and weaknesses of existing education and workforce development services for the target sectors and identify gaps where needs are currently unmet.

Career Pathways Planning: Form a partnership to develop a career pathways plan
- Organize partners, including education and training providers and workforce, economic development and social service entities, to develop the plan.
- Involve employers in mapping the structure of jobs, job requirements and advancement pathways in the target industry sectors.
- Develop a stakeholder engagement and communications plan to build broad based support for the career pathways vision and goals.

Implementation: Coordinate the work of the partners
- Establish memoranda of understanding specifying the roles, commitments and contributions of each partner, including employers.
- Coordinate the work of the partners, including program development, marketing and recruitment, delivery of programs and support services, job development and outcomes tracking.

Continuous Improvement: Evaluate and continuously improve career pathways programs and services
- Conduct regular in-process reviews of program performance.
- Track the employment and further education outcomes of participants at each level.
- Make adjustments based on evidence of program effectiveness and impacts.

Expansion: Expand the pathways process to involve other partners, populations of participants and sectors
- Apply the pathways model to additional populations or geographic areas, expanding the partnership to include other organizations as needed.

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[2] From *The Career Pathways How-To Guide* Page 18. www.workforcestrategy.org

- Replicate the pathways process in other industry sectors of importance to the local economy.

COMMITTEE RECOMMENDATION WORKSHEET

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 comprehensive workforce strategy to address the emerging workforce needs of Athens and the surrounding communities.

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

PPA meetings
Business roundtables

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

What is CTE doing today--what programs?
What are best practices from other communities?
Business roundtables
BOE policy
GA code
Funding for vocational/dual--how money is spent

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

Lynn Johns, CTE, Labor Department, Jerry Barrow, Athens Tech, Lewis Holloway, Jose Boza

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

- Develop a Job Readiness Educational (vocational) track beginning in middle school through high school. Job Readiness and business skills will comprise at least one half of the academic day beginning in middle school. Athens Technical College, Clarke County School System and employers in Athens will help develop and implement this comprehensive educational program.
- Expand student enrollment for dual track curriculum focus.
- Assure that all middle and high school students are required to participate in some Job Readiness activities including soft skills instruction.
- Expand/Replicate programs like Empowered Youth Program and Performance Learning Center.
- Develop formal internships where businesses bring on trainees and train them on the job
- Saturday programs/evening programs

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

Forces that support **(please list):**
Superintendent, Board of Education, employers

Forces that oppose **(please list):**
Funding agencies, Superintendent, Board of Education, local and state, Employers, ESOL and disabled populations get forgotten, Transportation, Prior involvement with criminal law

Workforce Recommendation 2
(See Career Pathways Attachment and Organization Change Paper.)
Overarching theme: There are no simple answers to the many issues related to workforce development. The many issues are related and interconnected—and should be addressed together. This would include developing marketing, coordination, and implementation strategies among all service providers to assure that existing resources are used most effectively and located conveniently for consumers. This would include the development of a database of all available workforce resources and comprehensive service centers.

RECOMMENDATION 2: Develop a comprehensive workforce strategy to address the current workforce needs of Athens and the surrounding communities.
Strategies for this comprehensive plan would include
- Develop a comprehensive Job Readiness / Career Skills strategy to address current workforce needs. This would include a determination as to the current gaps in our workforce system.
- Athens Technical College, Clarke County School System, Athens Chamber of Commerce, Employers, Department of Labor, and other potential partners would help develop and implement this comprehensive educational program based on our current workforce needs. The Career Pathways Program would be examined as a potential model. (http://www.workforcestrategy.org/publications/WSC_pathways8.17.06.pdf)
- Develop marketing, coordination, and implementation strategies among all partners and service providers to assure that existing resources are used most effectively and located conveniently for consumers. This would include the development of a database of all available workforce resources.
- Ensure that the Chamber of Commerce and Athens Clarke County develop a proactive role in industrial land development/infrastructure development to recruit and retain new and existing business.
- Develop a program (or mechanism/process) to bridge gaps between current employer needs and existing programs. Quick Start is an example of such a program.
- Apprenticeship programs should be developed for construction (including women) and other trades.
- Maintain a registry or central place for those seeking day labor to find workers.
- Define needs of potential new biotech employers and deploy that information immediately to all training resources.
- Develop an effective collaborative to connect employers and job seekers.
- Develop/expand workforce mentoring opportunities including bringing unemployed and underemployed people to employers using ministers/mentors to work with them during their first year of employment.
- Provide information / technical assistance to employers on how to legally sponsor immigrant workers and on how to handle new immigration laws.
- Provide information / technical assistance to employers on hiring ex-offenders
- Develop formal internships where businesses bring on trainees with and without disabilities and train them on the job.
- Expand and coordinate comprehensive family literacy programs and opportunities in the school district, in and out of the workplace that also address the child care, transportation and family service needs of participants.
- Provide economic incentives to employers to hire local job seekers and to participate in this workforce development plan.
- Provide Saturday/evening programs

- Develop strategies to increase the educational attainment of low literacy level / income individuals employed fulltime and / or holding more than one job
- Ensure that the PPA works collaboratively with the CCSD / Chamber of Commerce Workforce and Education Committee
- Visit the Seven Centers of Innovation to identify ways to prepare the current workforce for high-skilled, technologically advanced careers.
- Explore the new Georgia's Work Ready Certificate Program and determine plausibility of implementing in Clarke County.

Career Pathways[1]: A Possible Workforce Development Strategy

The Workforce Committee recommends developing and implementing a **comprehensive career development strategy** to support current and future workforce needs. *What would such a comprehensive strategy look like and how would it be implemented?*

"Career pathways" describes one particular framework or approach by which regions can better <u>align</u> publicly supported systems and programs to build a workforce <u>customized</u> to meet the needs of <u>local</u> labor markets. A career pathway is a series of <u>connected</u> education and training programs and support services that enables individuals to secure employment within a <u>specific</u> industry or occupational sector, and to <u>advance</u> over time to successively higher levels of education and employment within that sector. Each step on a career pathway is designed explicitly to prepare the participant for the next level of employment and education.
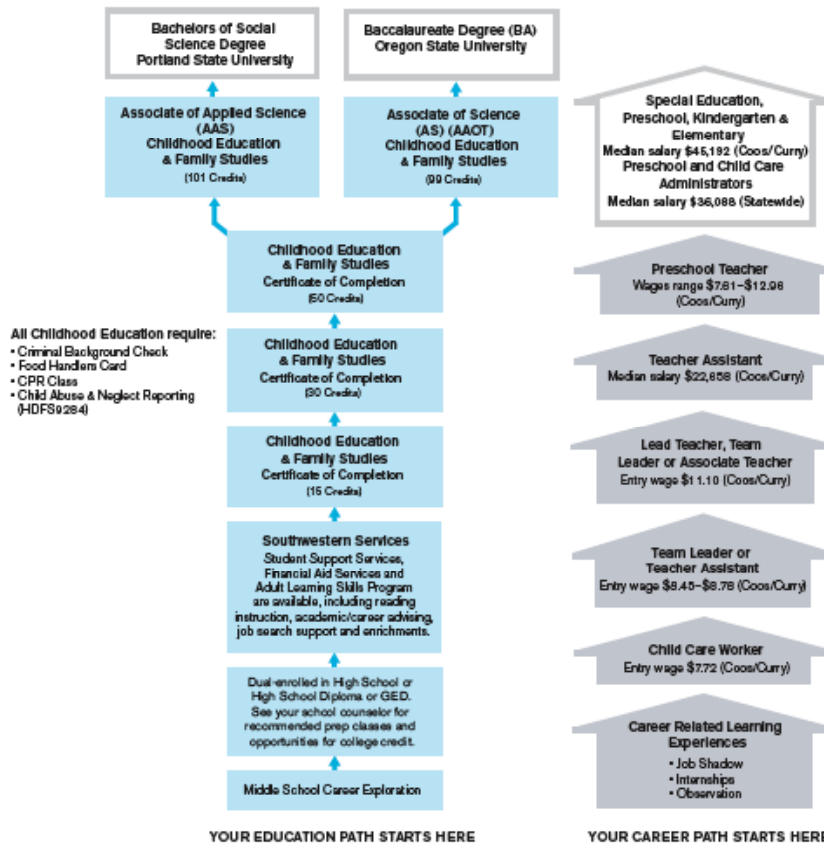
- A career pathways program in the Athens area would target local/regional jobs in high demand occupations that also pay living wages.

- A career pathways program would be a collaborative effort undertaken by a host of stakeholders representing workforce, education, and social services.

- A career pathways program cannot be purchased "off the shelf." Its form and content will depend on the industries targeted, the requirements for employment and advancement in those industries, and the existing education and training infrastructure.

- Building a career pathway is a process of adapting existing programs and services and adding new ones to enable people to advance to successively higher levels of education and employment in the target sector.

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[1] This information about career pathways was adapted from the report, *Working Together: Aligning State Systems and Policies for Individual and Regional Prosperity* (December 2006) Page 34. Produced by the Workforce Strategy Center www.workforcestrategy.org.

Key Features of Career Pathways

- Target jobs in industries of importance to the local economy

- Create avenues of advancement for current workers, jobseekers and new and future labor market entrants.

- Increase supply of qualified workers for local employers in the target industries.

FIGURE 4: SOUTHWESTERN OREGON COMMUNITY COLLEGE
PATHWAYS TO ADVANCEMENT: CHILDHOOD EDUCATION & FAMILY EDUCATION
COOS BAY, OR

[2]**Example Career Pathway**

Implementing a Career Pathways Program: Key Steps

The Workforce Strategy Center recommends the following five-stage process for building career pathways. Key strategies are followed by a sampling of tasks that would be undertaken as part of implementing the strategy.

Gap Analysis: Target industries and jobs that will support individual advancement and regional growth.
- Analyze current and projected supply and demand for labor in the region, identifying industries offering jobs with family-supporting wages and opportunities for advancement.
- Assess the strengths and weaknesses of existing education and workforce development services for the target sectors and identify gaps where needs are currently unmet.

Career Pathways Planning: Form a partnership to develop a career pathways plan
- Organize partners, including education and training providers and workforce, economic development and social service entities, to develop the plan.
- Involve employers in mapping the structure of jobs, job requirements and advancement pathways in the target industry sectors.
- Develop a stakeholder engagement and communications plan to build broad based support for the career pathways vision and goals.

Implementation: Coordinate the work of the partners
- Establish memoranda of understanding specifying the roles, commitments and contributions of each partner, including employers.
- Coordinate the work of the partners, including program development, marketing and recruitment, delivery of programs and support services, job development and outcomes tracking.

Continuous Improvement: Evaluate and continuously improve career pathways programs and services
- Conduct regular in-process reviews of program performance.
- Track the employment and further education outcomes of participants at each level.

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[2] From *The Career Pathways How-To Guide* Page 18. www.workforcestrategy.org

- Make adjustments based on evidence of program effectiveness and impacts.

Expansion: Expand the pathways process to involve other partners, populations of participants and sectors
- Apply the pathways model to additional populations or geographic areas, expanding the partnership to include other organizations as needed.
- Replicate the pathways process in other industry sectors of importance to the local economy.

COMMITTEE RECOMMENDATION WORKSHEET
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 comprehensive workforce strategy to address the current workforce needs of Athens and the surrounding communities.

Identify any research, or other kinds of information that was used to craft this recommendation. (add additional sheets as necessary)
PPA Meetings
Business round tables

Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.
What are best practices from other communities?
Business roundtables
Who/how many are under employed
What is the gap $/skills

Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.
Economic development committee
Education committee
Transportation
Childcare

What kind of action or resources would be necessary to implement the recommendation?
This about Momentum building.
Perception change – Build a permanent change in mind-set for those who are struggling-where there are resources available, take advantage of them. Build a permanent change mind-set on the part of current businesses – Be proactive in providing opportunities. Trust in the ability of the workforce in the Clarke Co. area. Internships/Mentoring/OJT etc.

We should continue looking for ways to get the momentum started one notch at a time. Our goal should be to build on this change in perception on the part of business and government officials that has come about due to the PPA initiative.

Indicate what forces and influences are likely to occur that will support or oppose implementation.
Forces that support **(please list):**
Local and State governmental officials
Local business owners
Local workforce – current and emerging

Forces that oppose **(please list):**
Local and State governmental officials, Local business owners

Workforce Recommendation 3
(See Career Pathways Attachment and Organization Change Paper.)
Overarching theme: There are no simple answers to the many issues related to workforce development. The many issues are related and interconnected—and should be addressed together. This would include developing marketing, coordination, and implementation strategies among all service providers to assure that existing resources are used most effectively and located conveniently for consumers. This would include the development of a database of all available workforce resources and comprehensive service centers.

RECOMMENDATION 3 Develop a comprehensive career education policy to support current and future workforce needs. This policy has to be jointly developed and owned by the following institutions: Athens-Clarke County School System, Athens Area Chamber of Commerce, Athens Clarke County Unified Government, University of Georgia, Athens Technical College, and local Service Providers.

ORGANIZATIONAL FRAMEWORK CHANGE PAPER
To Encourage a Comprehensive Career Development Strategy

The purpose of this change paper is to introduce the first step to a potential new organizational model to deliver a comprehensive career development strategy and to encourage ongoing discussion on this issue. After introducing the common beliefs that partners would have to agree to, there is a potential recommendation that is presented for consideration. This recommendation and the supporting common beliefs are very much in draft form. Your comments and suggestions are encouraged.

"With few exceptions, publicly supported education systems are not well aligned with workforce, economic development and social service systems at any level of government, and none of these systems is adequately responsive to the labor market. In other words, our public systems-and our investments in those systems, as taxpayers and customers-are not paying off; they are producing too few workers with the skills our communities need to thrive in the emerging knowledge economy." [1]

This quote emphasizes our need to develop new organizational paradigms in order to achieve new community results. In particular, it will take a new organizational design to develop a truly comprehensive career development strategy.

A comprehensive, career development strategy is a recurring theme in our Partners For A Prosperous Athens discussions. The need for a comprehensive career development strategy in Athens has been expressed by those who are concerned about our high drop-out rate, while at the same time being seen as an opportunity to challenge students who are on a college bound track. It has also been a major focus of workforce discussions as we seek to address our current and emerging workforce needs. The Dependent Care and Economy Committees have also focused on this issue. The focus of this comprehensive

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[1] Building a Career Pathways System: Promising Practices in Community College-Centered Workforce Development, http://www.workforcestrategy.org/publications/WSC_howto_10.16.06.pdf, p.7.

career development strategy would include our secondary school population, as well as developing new strategies to retrain displaced workers, target workforce needs, provide adult education, and encourage economic development.

The contributions of the following partners are necessary in order for this strategy to work:

- The Athens-Clarke County School System would need to be open to a new paradigm in community ownership and involvement—allowing students to expand their classrooms to include our entire community.
- Employers would need to provide capital, instruction, and apprenticeships to train students and workers. They would also need to be at the center of developing curricula, as they are the experts in current and future workforce needs in our community.
- The Athens Chamber of Commerce would have to take a proactive role in retaining existing industry and recruiting new businesses, using this comprehensive workforce development program as a recruitment tool.
- Athens Technical College would need to be at the center of providing a seamless education—combining academics with career and technical classes…high school with college…and education with business.
- The Department of Labor would need to use its Workforce Investment Act (WIA) support and other career programs in total collaboration with the overall career development strategy.
- Athens Clarke County Government would need to provide support funding, workplace sites, and coordinated services.
- The University of Georgia would have to step forward and assume its place as the state's flagship university, offering on-site education through such programs as Early College.
- A variety of service providers would have to provide ancillary resources such as childcare, transportation, etc. to allow students and workers to take advantage of these educational and workforce opportunities.

In order for a truly comprehensive strategy to occur, a new level of collaboration would have to be developed in Athens-Clarke County. I am suggesting that before any specific implementation strategies could be developed there would have to be some common beliefs among the various partners. These beliefs would include:

- No single institution has the answers for educating our students/workers as it relates to career development and workforce needs;
- Institutions need to work together to support the development of a comprehensive career education model;
- Our notions of institutional boundaries, delivery of career education services, and shared funding need to change;
- The goal of our work is that all high school students will complete school prepared for post-secondary education and/or the workforce.

- Educating our students and adult workers, and training them to meet the current and future workforce needs of our community, is one of the most important elements in addressing poverty and economic growth in Athens-Clarke County;
- A comprehensive career education model can reduce the high drop-out rate in Athens-Clarke County, as well as enhance the academic outcomes of college-bound students;
- A strong foundation for a comprehensive career education model has been laid and some effective programs are in place, such as Adopt A School, Career Academy, Dept. of Labor programs, Athens Tech, etc.;
- Meaningful on the job training is essential in implementing a meaningful career development program;
- Our concept of "school" must change as it relates to workforce and career development issues; and
- Each participating group has a vested interest in assuring a successful workforce/career development program and should use its resources to build the highest quality program to meet the needs of our community.

If these initial beliefs (there may be others that are suggested) are agreed upon, then the following recommendation could be pursued:

Develop a comprehensive career education policy to support current and future workforce needs. This policy has to be jointly developed and owned by the following institutions: Athens-Clarke County School System, Athens Area Chamber of Commerce, Department of Labor, Athens Clarke County Unified Government, University of Georgia, Athens Technical College, and local Service Providers.

Strategies for accomplishing this recommendation include:

- Expanding the role of the Chamber's Education and Workforce Committee (or a new organization) to develop the new organizational structure to support the development of the comprehensive career education model. All institutions participating in the collaborative would have representation on this committee.
- Expanding successful program components (Adopt A School, Career Academy, Athens Tech programs, Dept. of Labor programs,etc.) under the new organizational structure.
- Creating new relationships between institutions, new methods to deliver career education services to our students, and sharing funding to achieve our goals.
- Encouraging employers to play an active role in developing curriculum and delivering that curriculum to the students. Employers could teach some classes, hold classes at business locations, where students and workers could learn on the job. Provide apprenticeship programs and/or internships throughout the community.
- Provide college and university staff and facilities to develop seamless education. In this case, the entire community would become our school.

Workforce Recommendation 4

RECOMMENDATION 4 Develop an initiative to help assure that all recommendations from PPA will be pursued and that there will be all appropriate advocacy to assure implementation of the recommendations.

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COMMITTEE RECOMMENDATION WORKSHEET

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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.)**

    Develop an initiative to help assure that all recommendations from PPA will be pursued and that there will be all appropriate advocacy to assure implementation of the recommendations.

- **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.

Committee/Sub-Committee:
Workforce

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

Write the Committee Recommendation:
Set up some trades schools to provide students with the chance to learn trades and skills that will make them valuable in the workforce. Not everyone has to study art and literature.

Identify any research or other kinds of information that was used to craft this recommendation:
Being friends with plumbers and Bellsouth repairmen who make triple what I do with an advanced degree in English!

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.

Forces that support:
Business

Forces that oppose:
Those who feel this would "track" a student or limit a student. Poverty tracks and limits, too

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):

Have the city employ persons who have recently been released from jail to help provide community improvements. Reform for prisoners could be tied into other business opportunities. Diversion Centers could be part of this strategy. (i.e. Jobs for Life)

- **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.

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):**
Provide strategies to address the needs of those who have gone to prison. Develop strategies, including workforce strategies, to reduce the recidivism rate.

- **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.