Troup County Asset Map

Final Report

LETTER FROM THE PRESIDENT OF THE GEORGIA PARTNERSHIP FOR EXCELLENCE IN EDUCATION
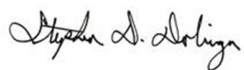
March 12, 2019

I am pleased to present the Troup County Asset Map Final Report, an inventory and analysis of resources in Troup County supporting the workforce pipeline. Asset mapping provides information about the strengths and resources of a community to be leveraged in achieving shared goals. This report provides a snapshot of the state of the birth-to-work pipeline in the county today by identifying community strengths to build from and gaps to bridge. Commissioned through a partnership between LaGrange-Troup County Chamber of Commerce, the Troup County Center for Strategic Planning, and the Troup County School System, this work expands on the 2016 Avalanche Strategic Plan and demonstrates the community's continued commitment to a strong workforce development and a bright economic future.

Troup County possesses some unique and powerful assets that can be brought to bear in addressing challenges to the education and workforce sectors. These challenges are common across the state but remain difficult to address and overcome. The presence of strong relationships and partnerships, an invested community, a growing economy, and other local strengths leave Troup County well positioned to do just that. The commitment of the residents, organizations, and institutions of Troup County to this project reflects the community's dedication to being a place where people want to live, work, learn, and play.

Though everyone has a stake in supporting that goal, everyone's role is not the same. This tool is intended to simplify the process of determining where to amplify existing efforts, who to partner with, and how to best leverage resources to create effective, targeted interventions to support the workforce pipeline. Specific interventions and next steps must be determined by the community itself. Given Troup County's demonstrated commitment to this work, it is with great anticipation and high hopes that we deliver this report.

Sincerely,

Dr. Steve Dolinger
President, the Georgia Partnership for Excellence in Education
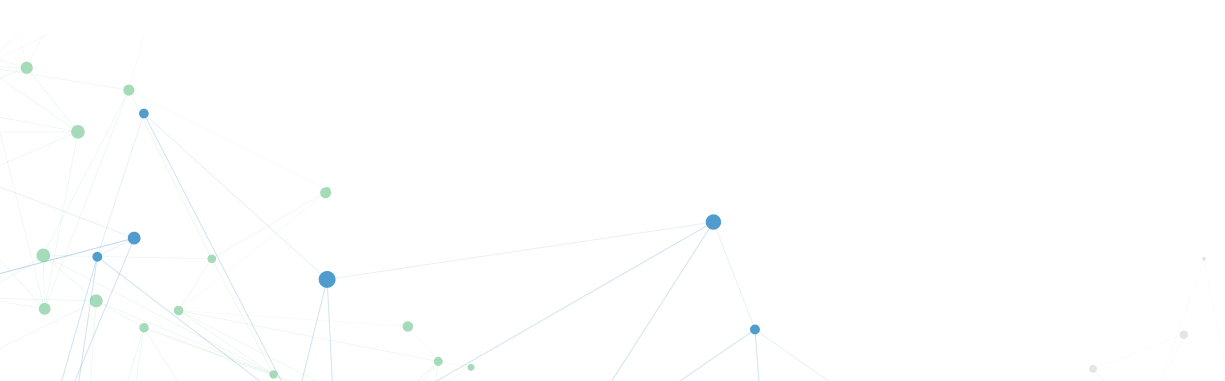
ABOUT US

Founded in 1992 by the Georgia Chamber of Commerce and the Georgia Economic Developers Association, the Georgia Partnership for Excellence in Education informs and influences Georgia leaders through research and non-partisan advocacy to impact education policies and practices for the improvement of student achievement.

The Georgia Partnership makes its most direct impact among leaders in the business, civic, and education sectors, empowering them with information and helping them build cross-sector relationships to positively impact student outcomes and improve educational and life outcomes for all students in Georgia.
For more information on the Georgia Partnership for Excellence in Education or to access their research and policy work, please go to www.gpee.org

ACKNOWLEDGEMENTS

This project was made possible through a partnership between the LaGrange-Troup County Chamber of Commerce, the Troup County Center for Strategic Planning, and the Troup County School System.

The input and participation of a wide variety of residents and stakeholders was invaluable in the creation of this analysis. A list of participating organizations and entities can be found in the Appendix.

CONTENT

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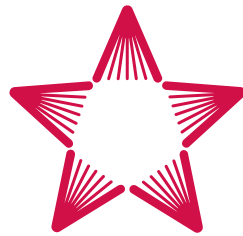
GEORGIA PARTNERSHIP
FOR EXCELLENCE IN EDUCATION

INTRODUCTION

Georgia continues to be one of the best states in which to do business, and Troup County is invested in positioning itself as a strong and growing community within that context. One of the challenges facing the county is building a viable talent and workforce pipeline, a struggle in communities across the state. The landscape is changing in terms of workforce needs, demographics, and generational and cultural shifts. Troup is currently developing strategies to better face and overcome these challenges.

This body of work, Troup County's asset map, represents a step in that process. The purpose of this asset map is to take a snapshot of the workforce pipeline as it exists today in Troup County, with a fair and clear-eyed analysis of the strengths, resources, gaps, and cracks in that pipeline. The pipeline itself is mapped over research-supported leverage points to create a broad understanding of the education and workforce ecosystem that allows citizens and their communities to thrive. This analysis considers Troup County's assets and how to use them to bridge gaps, repair cracks, and better insulate the path from birth to the workforce to prevent people from falling out of the pipeline. Maintaining an effective birth-to-work pipeline is a community effort, and successful workforce development programs are multisectoral. Workforce development is a holistic effort in that no single entity or institution can achieve success alone. Rather, each sector must understand and support the others and all work together toward shared community goals of economic well-being. Everyone has a role and a stake in a strong birth-to-workforce pipeline, and by working collaboratively, great collective impact can be achieved.

TROUP COUNTY TODAY

Table 1 shows a snapshot of Troup County today and provides several demographic comparisons with Georgia as a whole. The Georgia Chamber of Commerce recognizes Troup County as a growing community in terms of jobs. Job growth is expected to continue over the next 10 years, accompanied by substantial population growth. In Georgia, this is a rare asset in a smaller, non-metro community. However, poverty in the county is not insignificant: The Georgia Chamber categorizes Troup as economically "transitional," a midtier designation on a scale from "distressed" to "prosperous." The percentage of the population living in poverty is expected to surpass 30% in the coming decade. Additionally, Troup County has an aging population. The 18-to-34 age group is expected to grow only minimally in the coming years. That is, young people are not expected to stay or return to the community at the level the community may require to meet workforce needs.

In terms of industry, advanced manufacturing remains the strongest sector in Troup County. The county is also a logistics and transportation hub for the state. The impacts of tourism and the creative economy are growing in Troup County, and health care and education remain employment staples for the community.

Table 1. A Snapshot of Troup and Georgia

	Troup County	Georgia
Population 2016	69,314	10,099,320
Projected growth by 2030	15.5%	16.7%
Projected job growth, 2017 to 2027	15.5%	9.2%
Adults 25 to 64 NOT working, 2016	24.5%	24.0%
Living below poverty line, 2016	21.3%	21.7%
Living below poverty line under 18, 2016	31.0%	31.0%
3rd grade literacy at or above proficiency, 2016-17	24.2%	37.3%
Uninsured, 2017	18.6%	28.7%
Associate's degree and higher, 25 and older, 2016	25.3%	36.8%

Source: Georgia Chamber of Commerce

THE AVALANCHE STRATEGIC PLAN

Avalanche Consulting was engaged in 2016 by the LaGrange-Troup County Chamber of Commerce, the Troup County Center for Strategic Planning, and the Development Authorities of LaGrange, West Point, and Troup County to facilitate a strategic planning process in the county. The process was guided by a steering committee composed of public sector, private sector, nonprofit and education leaders from throughout Troup County.

At the end of the process, Troup County had a plan of action to address short- and long-term workforce needs in the community. The plan also presented recommendations to position the county as a leader in talent development. The Avalanche plan outlined three broad goals: attract, train and retain a quality workforce.

> **Attract**: Attract talented individuals and families to the community.
>
> **Train**: Lead the way as a center for advanced manufacturing education and training.
>
> **Retain**: Be a desirable location to live, work, learn and play.

This report looks at strategies in place today to achieve these goals in Troup County.

SCOPE OF WORK

This report looks at Troup County's assets and analyzes the county's pathway to meeting the strategic goals outlined in the Avalanche plan. Although Troup pulls a workforce from a larger laborshed and accesses regional resources across county and state lines, the scope of this report

only includes the geography of the county itself and the cities inside it.

This project was conducted through a series of site visits, interviews, surveys, and focus groups with residents of Troup County. Members of the community were interviewed from educational, nonprofit, health, housing, civil and social sectors, with participation from all three municipalities. A list of the organizations and entities represented in this report can be found in **Appendix A.**

The report considers the workforce pipeline broadly, not just in the advanced manufacturing sector. Troup's economy continues to be driven by the advanced manufacturing sector, which employs almost 30% of the current workforce. While that is a significant economic driver, the importance of other sectors is growing. In addition, some smaller sectors may have less direct economic impact but are critical to the fabric of a community, such as a strong early learning community, the presence of social amenities like breweries, and the access to quality health care.

The workforce pipeline is in many ways synonymous with the educational pipeline, yet the scope of this analysis extends beyond academic education in Troup. A strong, supportive, rigorous academic system aligned to industry needs is critical to workforce development. However, research is increasingly making it clear that many of the most significant levers in educational success are early interventions, starting even before students enter the classroom. Furthermore, educational outcomes are directly affected by factors outside of educational services such as housing, access to health care, and socioeconomic status.

Figure 1 illustrates an economic ecosystem threatened by cracks in the birth-to-workforce pipeline. Examples of cracks might be lack of early childhood supports, low literacy scores, a mental health crisis, or other factors that cause people to fall out of the healthy economic cycle into a negative cycle marked by growing poverty, underemployment, and a variety of negative health and social outcomes. To prevent such cracks, the pipeline must be insulated in the form of social, academic,

Figure 1. Cracks in the Birth-to-Workforce Pipeline

and community supports that allow residents to succeed and thrive.

This project analyzes the pipeline and its insulation in Troup County. The intent is to identify points of entry for stakeholders from a variety of sectors to take a considered role in supporting the development and retention of a strong local workforce. The next sections of the report explore each stage of the pipeline and include research on best practices and critical levers for success, local strengths and assets, and gaps or bottlenecks in Troup County. Lists of specific programs, resources, and interventions can be found in **Appendix B**. **Appendix C** includes recommendations concerning the creation and management of a website mapping these resources.

By identifying shared, cross-sectoral community goals, magnifying and leveraging existing strengths, and targeting gaps and cracks in the pipeline, Troup County can meet its goals of attracting, training and retaining a quality workforce and ensuring strong economic and community development.

TROUP COUNTY'S WORKFORCE PIPELINE

EARLY CHILDHOOD
Supporting a strong workforce pipeline begins at birth. Healthy births are the foundation for a healthy childhood. Premature birth increases many health risks for children that affect their capacity to grow and thrive in school, including chronic morbidity, developmental delays, intellectual deficits, and academic difficulties. Support for healthy pregnancies and healthy, full-term babies provides a critical foundation for long-term workforce development goals.

Troup County has a higher teen pregnancy rate and a higher percent of low birth-weight babies compared to almost all contiguous Georgia counties and the state. However, those rates have been declining in recent years (**see Figures 2-3**). WellStar West Georgia Medical Center, a regional hospital located in LaGrange, considered these factors when conducting its 2016 community needs assessment and has programs in place designed to address access to quality health care in the community. The hospital also offers supports for teens, young mothers and new mothers. It is imperative to track and evaluate these programs to see what impact they are having on teen pregnancies, healthy pregnancies and healthy births in Troup County, and support and expand them where appropriate. Promoting and supporting full-term pregnancies and healthy babies is not only a strategy for fostering a strong pipeline of local talent but is also an asset to appeal to potential new talent.

Source: Georgia Kids Count, Georgia Family Connection Partnership, http://www.gafcp.org

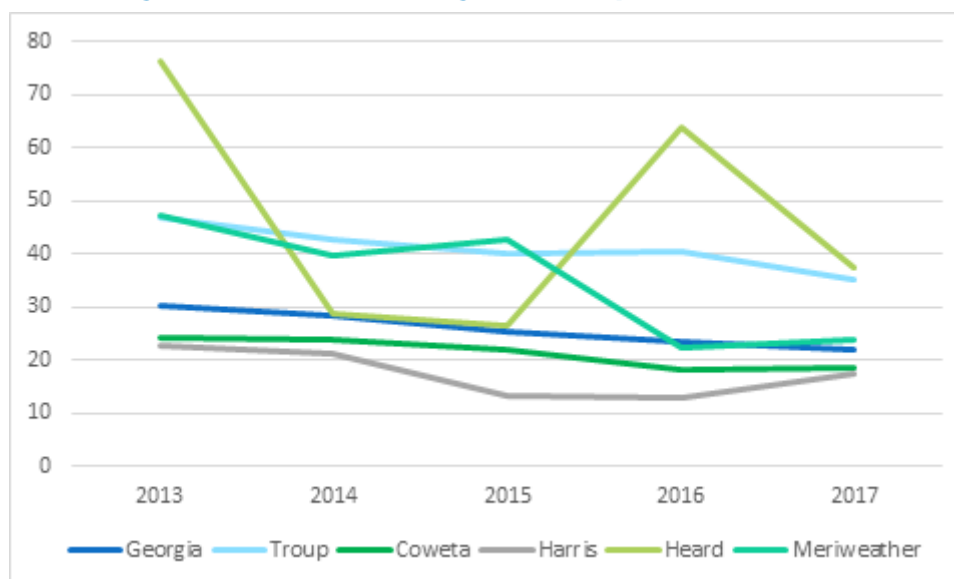Figure 2. Teen Births, ages 15-19 (per 1,000 births)

Figure 3. Low Birth-Weight Babies
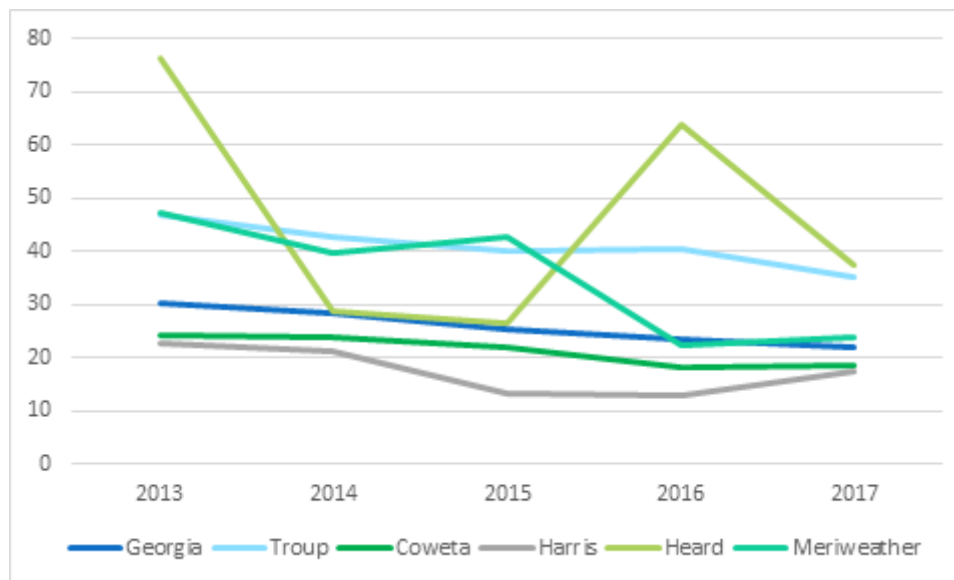
Source: Georgia Kids Count, Georgia Family Connection Partnership, http://www.gafcp.org

Vulnerable parents, including teen parents, single-parent households, and low-income parents, especially benefit from support during a child's early developmental years. Early literacy starts in the years before a student enters kindergarten, through a rich language diet from birth and access to books and reading. These foundations are often present in higher-income families but may be lacking in families with fewer resources. By age 3, a child in a professional-level family typically has more than double the vocabulary of a child in an underresourced household (see Figure 4). Early language acquisition has been directly tied to early brain development, the foundation for strong learning and literacy.

Figure 4. Disparities in Early Vocabulary Growth
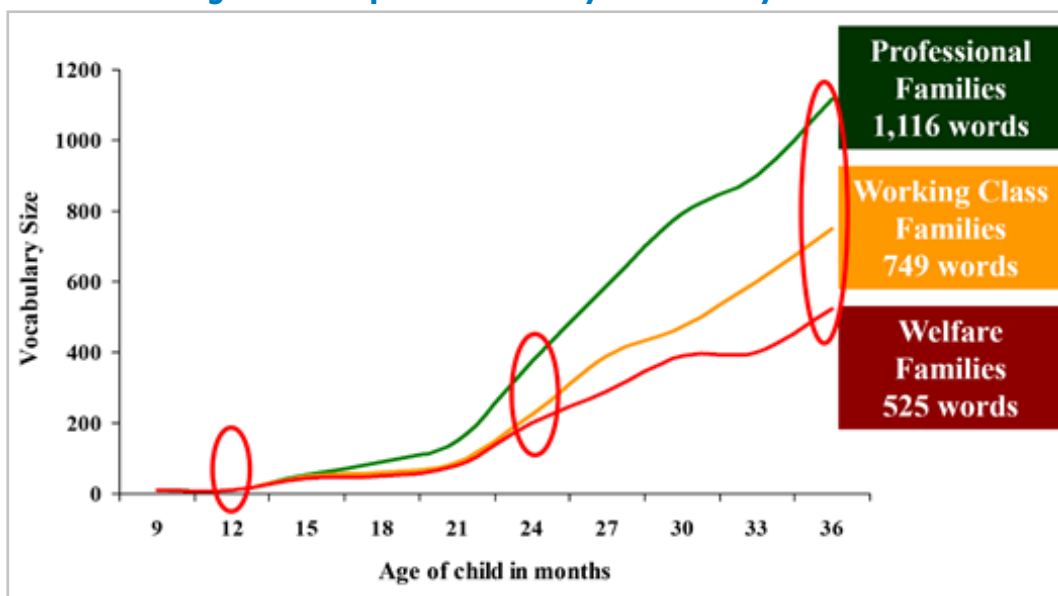
Resources exist across the county to support parents of small children, including programs targeting vulnerable or low-income parents. Family Connections of Troup County and United Way of West Georgia fill an important role as clearinghouses and coordinators of many of these initiatives, pulling service providers together to promote collaborative and streamlined efforts. To support and expand these programs, access and community coverage must be considered. Issues of access in particular were raised in many interviews for this project. Targeted communities in need of services are often the most likely to be disconnected from those services. Some root causes for this disconnect include logistical concerns such as transportation and hours of operation. Other causes are more social, such as distrust or weak relationships between the target population and the service providers. Intentional planning and communication are necessary to overcome these challenges.

Affordable, accessible and high-quality child care and early learning is a major lever affecting child and family success. Quality child care supports children's early learning and development. It creates a foundation that will support that child into and throughout school, and into the workforce. Quality child care is especially impactful for children from low-income or underresourced households, which may not be providing the language and literacy support the child needs. Further, child care allows parents or caregivers to participate in the workforce. Additionally, child care centers provide jobs and income to those who work in that industry.

Georgia has developed a tiered system to assess child care and early learning facilities known as Quality Rated. Child care centers can earn between one and three stars, corresponding to their quality of care. The state has incentivized both providers and parents to participate in Quality Rated. By 2020 all providers must be Quality Rated to receive Childcare and Parent Services funding (a state subsidy that assists no- to low-income families with the cost of child care). Achieving 100% Quality Rated participation represents a heavy lift for the child care community, and losing access to Childcare and Parent Services funding will affect both existing centers and the parents who depend on them.

Troup County currently has 33 licensed child care centers, 11 of which are Quality Rated. A significant majority of these service providers are in LaGrange. In fact, West Point has only two licensed child care facilities, with a combined total licensed capacity of 200 children. Only one of these is Quality Rated. Hogansville has one child care center, which is not Quality Rated and has a licensed capacity of 59 children. Efforts to expand the number of Quality Rated centers will support the early learning and school readiness of Troup's children today and the workforce of tomorrow.

A thriving, accessible child care and early learning community supports Troup's current workforce as well. However, in the entire county, only one child care center is open 24 hours a day, allowing parents who work late or overnight shifts to drop off their children so they can work. That one center is often overwhelmed trying to meet the needs of the community. In the advanced manufacturing economy, shift work is common and often changes. For example, one may work the morning shift for a period of time, then be switched to an afternoon or evening shift. Expanded child care options allow more parents to pursue and maintain such positions.

High-quality child care also prepares children for kindergarten, ensuring that they are ready to

be at school and learn. The difference between students who have been in quality early learning environments and those who have not are apparent and significant to teachers and in student performance. Those who start behind tend to stay behind, requiring more teacher focus and resources. Students unfamiliar with classroom norms or frustrated with their performance may become disruptive, affecting the learning of their fellow classmates. A strong early learning foundation helps students learn better and supports the learning of their classmates.

Troup County has many early literacy programs and supports. These include programs based out of the Hawkes Library in West Point and the LaGrange and Hogansville branches of the Troup-Harris Regional Library. Libraries can have significant impacts on community literacy but are limited by issues of access, such as hours of operation or proximity to target populations. Troup participates in the Little Free Library program, with Little Libraries in all three municipalities. While these are by definition small interventions, they are also low cost and accessible, and are used by the community at large. Babies Learning On Course for Kindergarten Success (BLOCKS) coordinates early literacy programs across the county. Through Books for Babies, a bag containing educational opportunities, literacy resources, books and a first-year calendar is made available to new mothers through the Division of Family and Children Services, the county health department, and local obstetricians and pediatricians. Such programs help insulate the early learning pipeline.

The Jungle Bus, a beloved local institution, also supports community literacy. The program brings books to life, particularly within the communities that need them most due to its mobility. Communities where transportation is a major barrier to access can still benefit from this mobile library. While the Jungle Bus stays busy in Troup County, it is only one bus and covering events and communities across the whole geography is not possible with current resources.

Given the significance of early language and literacy skills for brain development and educational attainment, all early literacy interventions should be considered and supported as economic development initiatives. It is hard to overstate the importance of literacy by third grade in a person's success throughout their life, and the path to literacy starts long before kindergarten. Interventions in the early childhood phase of the pipeline are long-term investments. They generate significant returns socially and economically, and should not be overlooked or underresourced as workforce development strategies. Support for such initiatives falls clearly within the purview of anyone with a stake in developing the talent of Troup County.

THE K-12 SYSTEM

The next stage of the workforce pipeline begins when students enter the K-12 system. Major milestones within this system include literacy by third grade, numeracy by eighth grade and high school graduation (**see Tables 2-4**). These milestones are widely recognized as critical thresholds that significantly impact future educational outcomes. The Georgia Department of Education (GaDOE) assesses schools through a score called the College and Career Ready Performance Index (CCRPI), which is a comprehensive school improvement, accountability and communication platform. Troup County has a higher graduation rate than the state as a whole but falls behind state averages in all other milestone performance measures. Additionally, the differences in performance level vary sharply from one school to the next. For more information on Troup County school performance, please visit schoolgrades.georgia.gov/troup-county.

Table 2. School Milestone Indicators

	Troup	Georgia
3rd Grade Literacy, at or above proficient	26.4 %	37.3 %
8th Grade Math, at or above proficient	31.0 %	34.4 %
Graduation	84.1 %	81.6 %
CCRPI (score out of 100)*	65.6	76.6

Source: Governor's Office of Student Achievement. *Source: GaDOE

Table 3. Third-Grade Reading by School, 2018

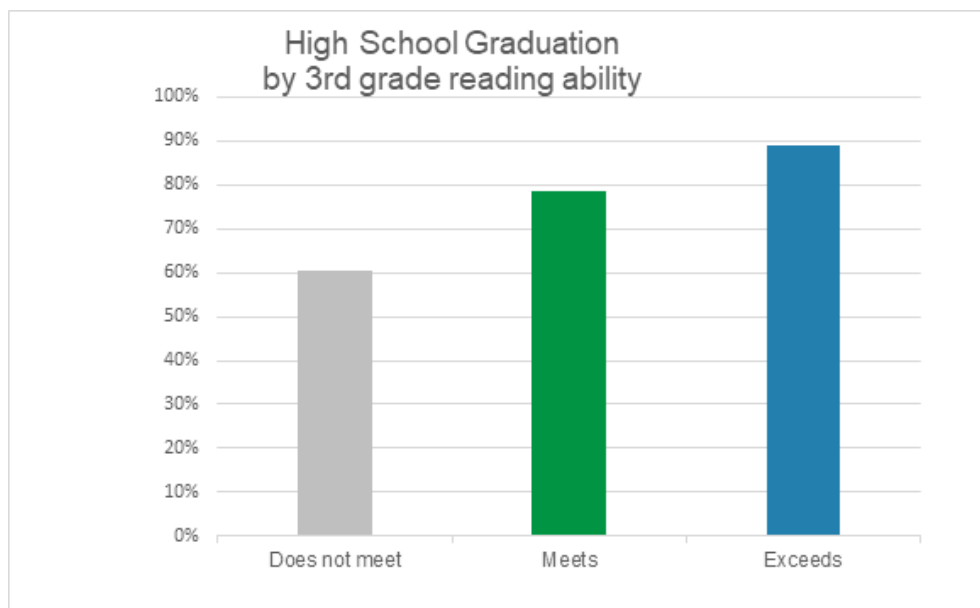| School	3rd Grade Reading at or above proficient,
Berta Weathersbee Elementary	2.0 %
Callaway Elementary	23.7 %
Ethel W. Knight Elementary	7.9 %
Franklin Forest Elementary	31.8 %
Hillcrest Elementary	42.1 %
Hogansville Elementary	12.6 %
Hollis Hand Elementary	48.7 %
Long Cane Elementary	46.8 %
Rosemont Elementary	34.2 %
West Point Elementary	19.7 %
Whitesville Road Elementary	15.6 %

Source: Governor's Office of Student Achievement.

Table 4. Eighth-grade Math by School

School	8th Grade Math, at or above proficient
Callaway Middle School	9.9 %
Gardner-Newman Middle School	34.6 %
Long Cane Middle School	39.0 %

Source: Governor's Office of Student Achievement. *Source: GaDOE

Third grade is a critical year for literacy, as this is when schools stop teaching students to read and shift their focus to students being able to read to learn. Without a strong foundation by this point, students fall behind in other classes in a way that compounds over time and is often difficult to overcome. The Get Georgia Reading campaign looked at longitudinal data comparing third grade reading performance and high school graduation rates. The study compared students who exceeded, met, or did not meet grade-level reading standards in third grade with their eventual graduation from high school. They found that third-grade literacy is the clearest indicator of the likelihood of high school graduation, a result that cuts across lines of race, income or disability (**see Figures 3-6**). In Troup County, as in Georgia overall, today's economy demands more and more students who have obtained at least a high school education. The high school diploma is a foundational milestone for future achievement. Supporting early literacy is one of the most important economic and workforce development interventions a community can put in place.

Figure 5. Graduation and Post-secondary Readiness Outcomes Compared to Third-Grade Literacy Levels


High School Graduation by 3rd grade reading ability

Figure 6. Graduation Outcomes Compared to Third-Grade Literacy Levels by Race

High School Graduation, 2016 by 3rd grade reading performance

■ Does not meet ■ Meets ■ Exceeds
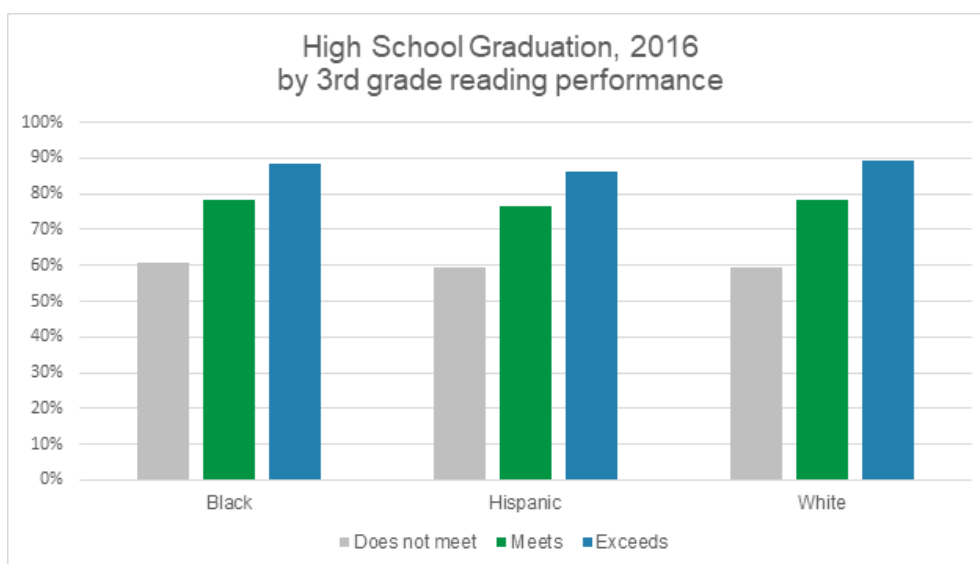
Figure 7. Graduation Outcomes Compared to Third-Grade Literacy Levels by Income, Language, Disability

High School Graduation, 2016
by 3rd grade reading performance
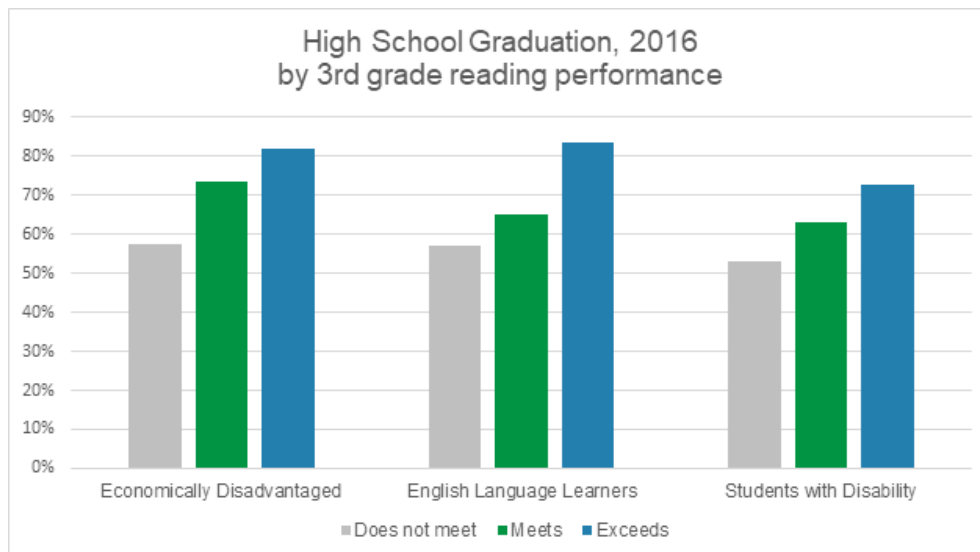
Source: Get Georgia Reading
Economically Disadvantaged indicates students on Free and Reduced Lunch

Given the connection between third-grade literacy and graduation, and acknowledging Troup County's low achievement in early literacy, stakeholders from every sector invested in the future workforce of the county should be committed to advancing the literacy of the current student population.

A strong K-12 system has many elements that together allow students to flourish and complete their secondary education ready to succeed in post-secondary school or the workforce. The Georgia Partnership for Excellence in Education undertook a comprehensive two-year research project, EdQuest, to identify and assess those elements in state policy, many of which are also significantly influential at the local level.

EdQuest identified seven key elements that local K-12 systems must consider to be successful:

• Foundations for Learning (broadly covered in the above section)
• Advanced Instructional Systems
• Clear Pathways to Post-secondary Success
• Supportive Learning Environments
• Adequate and Equitable Distribution of Resources
• Quality Teaching
• Quality Leadership

For more information on these topics and the research behind them, please visit www.EdQuestGa.org.

The Troup County School System (TCSS) has had a deep and expanding focus in recent years on honing its instructional systems and pathways to post-secondary success, two of the above critical elements. The clearest example of this focus is the award-winning THINC College and Career Academy. THINC was founded through a strong partnership between the school system and Troup County's industry leaders, particularly KIA. Another excellent example, also stemming from a partnership with KIA, is the A World in Motion (AWIM) program. AWIM provides students in elementary and middle school the opportunity to learn science, technology, engineering and math (STEM) curricula in a hands-on and friendly, competitive environment.

THINC is located on the West Georgia Technical College (WGTC) campus and benefits from that proximity. The opportunity for deeper collaboration between these institutions should be explored. For example, WGTC could recruit more actively from the THINC student population, showcasing its programs and resources to a local pipeline of potential students.

THINC has a strong focus on advanced manufacturing training, but this is not the only career option students are exposed to within TCSS. Career, Technical and Agricultural Education (CTAE) pathways leverage partnerships with industry and higher education to ensure high school students have the skills they need to thrive in the future workforce. These pathways are offered in every high school. For a list of current pathways offered by the district, please see the **Appendix D**. The CTAE program allows students to pursue focused coursework in specific fields that are aligned with local business and industry opportunities. These pathways also offer business and industry an entry point for involvement with the school system, which is invested in having these pathways align with business training needs. However, when speaking with community members, it was clear that not all employers are aware of the pathways opportunities or how they can get involved.

CTAE training includes both technical skills and soft skills. The current soft skills programming came out of the THINC College and Career Academy, which offers soft skills and leadership training to all students. The program has been seen as so successful and important that the school system has expanded this training to all students at two of the three area high schools and all CTAE programs in the county.

Starting in the 2017-18 school year, middle school students were given the opportunity to participate in the new Pathways program, exposing them to career pathways while becoming more knowledgeable about themselves, their interests and their abilities. This program flows into the high school CTAE pathways and aligns with research about the importance of getting students started at an early age thinking about their futures. This program is another access point between the business community, schools and students that can and should be leveraged to strengthen workforce outcomes. The more exposure and support students have at an early age, the more likely they are to make it to graduation and beyond ready to succeed.

Supportive learning environments, another of the critical elements listed above, are those that provide safe and healthy spaces in which individuals respond to the needs of students that can otherwise create obstacles to learning. Research shows that to succeed in school, students must feel safe, welcome and respected in their school environment. School climate is measured in Georgia through a five-star rating system, and Troup's schools average a 3.8, which is also the state average. Within the system, Troup County High School scores a 5 while Whitesville Road Elementary

School rests at a 2. These scores are a tool that can help direct the equitable distribution of resources and supports within the county, discussed in greater detail below.

Wraparound supports are also critical for student success. "Wraparound" services refer to coordinated care supporting the basic physical, emotional and social needs of students outside of their academic needs. These include nutrition, housing support, clothing, mentoring, social and

Table 5. School Climate Star Ratings in Troup County, 2018

School	School Climate Star Ratings
Berta Weathersbee Elementary School	4
Callaway Elementary School	4
Callaway High School	4
Callaway Middle School	4
Ethel W. Kight Elementary School	4
Franklin Forest Elementary	4
Gardner-Newman Middle School	4
Hillcrest Elementary School	4
Hogansville Elementary School	3
Hollis Hand Elementary School	4
LaGrange High School	3
Long Cane Elementary School	4
Long Cane Middle School	4
Rosemont Elementary School	4
Troup County High School	5
West Point Elementary School	4
Whitesville Road Elementary School	2

Source: Georgia Department of Education

emotional learning, and so forth. For students from low-income or vulnerable families that may be less able to provide support on their own — a growing demographic group in Troup County — such interventions may be their only source of these supports. The school system has an Office of Student Services to support these needs among the student body. One example of TCSS programming is the Callaway Zone Wrap Around Services Model pilot program, which coordinates and streamlines service providers within the Callaway school zone. This program was piloted in only a few schools in Troup in 2017; as it grows, the program may be viewed at as a model for such services across the system and the county.

Additionally, Troup County boasts a number of mentoring, tutoring and after-school support programs. The Boys and Girls Club, 100 Black Men, Communities in Schools and Future Shepherds,

among many others, all offer important services. Coordination and collaboration among these programs would strengthen their missions and community coverage. While United Way and Family Connections serve as important clearinghouses among many of these service providers, not all entities supporting students and families are strongly connected to their networks. Coordination of services and collaboration of efforts support shared goals in Troup County, and a robust system of partnerships can be invaluable. Strategic, intentional outreach and relationship building might be necessary to ensure local collaboration is as effective as possible.

As listed above, equity is necessary to consider equity when deciding how best to support, expand or encourage collaboration among programs. The adequate and equitable distribution of community resources should be intentional to efficiently and effectively impact students. The third- and eighth-grade outcomes in **Tables 2–4** above clearly show which schools most need support. Below, **Figure 8** compares Berta Weathersbee and Hollis Hand elementary schools, as well as Troup County and Georgia overall. This is an example of the type of assessment that can help drive equitable, effective interventions in the county. Note that at Berta Weathersbee, only 2% of third-graders perform at or above proficient in reading, while Hollis Hand third-graders outperform the county and the state. Such data can be helpful when deciding where interventions may be best focused.

Figure 8. Comparison of Students at Berta Weathersbee and Hollis Hand

Source: Governor's Office of Student Achievement
* Based on school free and reduced-price lunch rates; ** EIP: Early Intervention Program participants, or students identified as at risk of not reaching or maintaining academic grade level
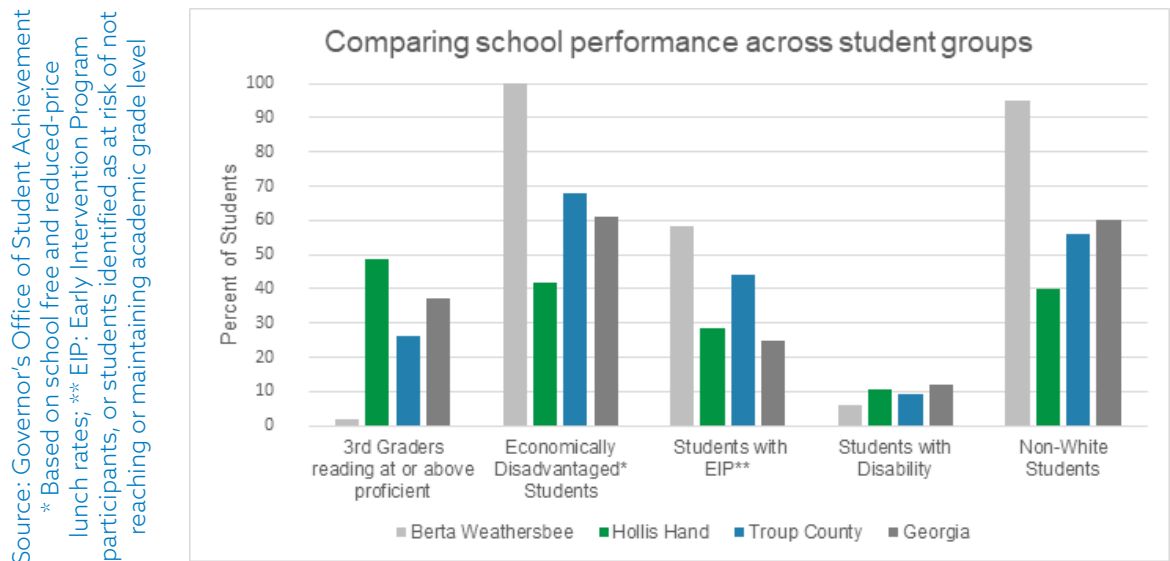
The most effective interventions respond to the underlying causes of the challenges they address. When considering and comparing school outcomes, it is critical to assess the context of the community in which the schools operate and the barriers to success that the community faces. School outcomes often reflect external, nonacademic impediments that affect students and families. The maps in **Figure 9** provide context for the performance outcomes of the third-graders shown above in **Figure 8**. The maps detail poverty, race, premature births, and low-birthweight babies, and indicate where Berta Weathersbee and Hollis Hand fall on those maps. Effective insulation of the education pipeline must consider, account for, and address these and other root causes of low performance.

Figure 9. Maps of Troup County
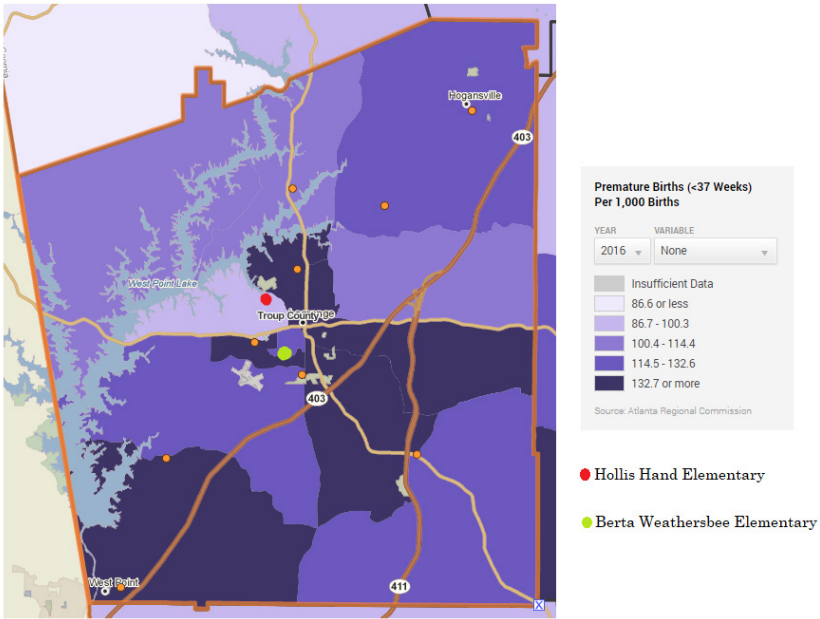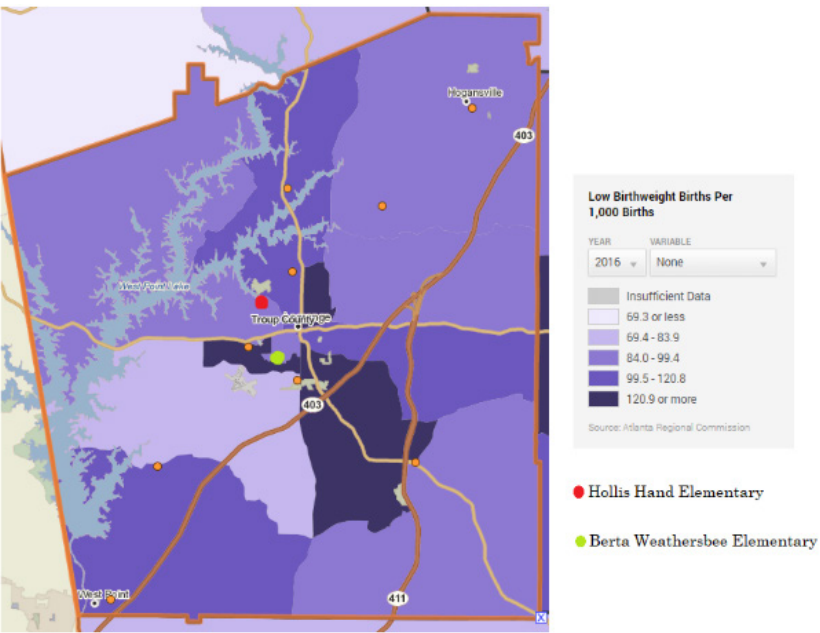
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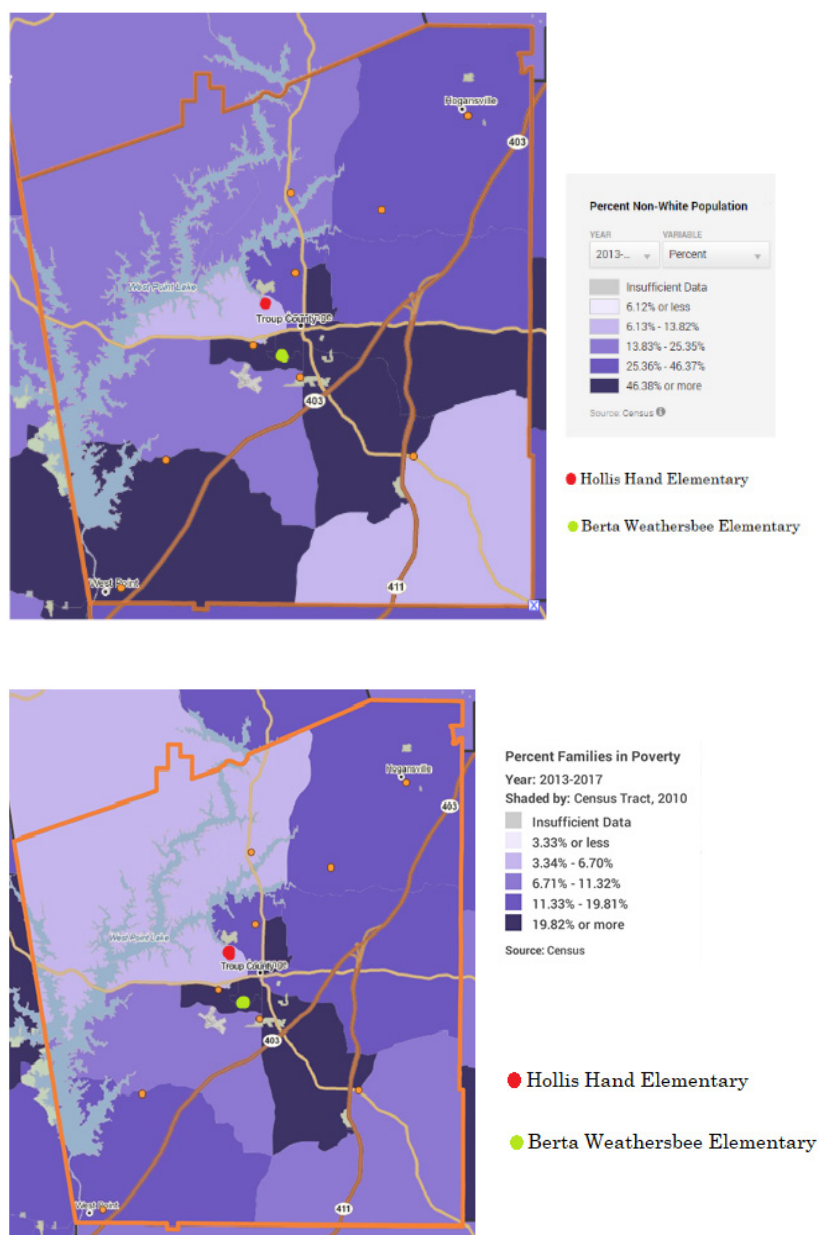
Access also plays a critical role in successful interventions. Families and children in need of services often face the greatest barriers to access and are often disconnected from the formal or informal engagement systems that publicize and recruit for services. Neighborhood based community organizations represent a significant asset and potential starting place to focus attention for such connections to grow. To effectively serve these community members, intentional efforts must be made to identify barriers to participation and engage in targeted outreach.

An example of the community doing just that occurred recently. In 2018, the Troup County Center for Strategic Planning became aware that vision and hearing screenings were not conducted at each grade level, and undertook to offer these screenings to every second-grader in the county. The results of this screening showed that almost one in 10 second-graders needed some kind of corrective device to allow them to see or hear well. The impact of such an intervention is immediate and significant—students who cannot see or hear the teacher well cannot learn and may become withdrawn or disruptive, impacting their own education and that of the students around them. This program was successful not just in meeting a community need and mobilizing a caring populace, but also in revealing a previously unrecognized crack in the birth-to-work pipeline.

The unmet need for mental health services among children and adults in Troup County represents another opportunity to strengthen the pipeline. Mental health services for children are insufficient to meet the needs of the community. There is currently no child psychiatrist in the county; the closest service provider is in Carrolton, Georgia. The school system, in response to the large and growing need for mental health services in schools, has hired a social-emotional learning coordinator, a newly created position. This new position represents a good first step, but without further resources and supports, the challenge of serving the mental health needs of the children of Troup County will continue to be unmet.
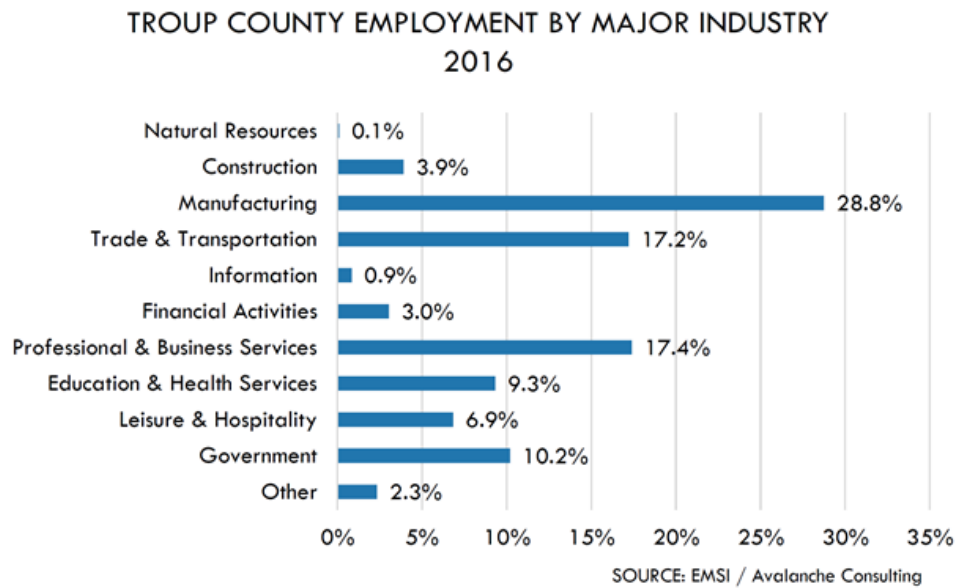
Quality teaching is another of the seven key elements of successful educational systems. Research shows that teachers have the most direct and significant impact on student success, and any discussion of the birth-to-workforce pipeline must recognize the essential role that quality teachers play. However, Georgia as a state is in the midst of a teacher crisis. Teacher attrition is pervasive. Approximately 70 percent of teacher hiring statewide is done to replace teachers who left the workforce. Since 2010, 13 percent of Georgia's newly hired teachers left after their first year. After five years, 44 percent of newly hired teachers in 2010 were no longer teaching. This turnover is expensive, prevents the development of expertise and strong relationships, and hurts schools and students. To insulate the workforce pipeline, attention must be paid to the local teacher pipeline.

Finally, the impact of leadership on a school system's performance is significant. TCSS is currently in transition, searching for a new superintendent. This change in leadership presents both a challenge and an opportunity for the system. The current interim superintendent brings many assets to the table through both his skills and his familiarity with the community. The above considerations and opportunities should play a role in the selection of the permanent superintendent, as well as in his or her onboarding to the new role.

POST-SECONDARY EDUCATION

One important goal of the public education system is to help students plan for their next steps in life and prepare them for college and careers. Increasingly, the job market requires more than just a high school diploma to secure and retain employment. This is especially true in the advanced manufacturing space, Troup's largest employment sector. The county's other significant sectors, shown in Figure 8, share the same need: workers with some level of post-secondary certification or training.

Figure 10. Troup County Employment by Major Industry

TROUP COUNTY EMPLOYMENT BY MAJOR INDUSTRY
2016

Industry	Percent
Natural Resources	0.1%
Construction	3.9%
Manufacturing	28.8%
Trade & Transportation	17.2%
Information	0.9%
Financial Activities	3.0%
Professional & Business Services	17.4%
Education & Health Services	9.3%
Leisure & Hospitality	6.9%
Government	10.2%
Other	2.3%

SOURCE: EMSI / Avalanche Consulting

Troup County is home to three institutions of higher education, which serve the workforce pipeline in distinct ways. West Georgia Technical College (WGTC) is part of the Technical College System of Georgia and serves a seven-county region. WGTC has a campus in LaGrange that it shares with THINC Academy, an important partnership with TCSS. LaGrange College is a private liberal arts institution founded in 1831 in LaGrange. Point University is also a private liberal arts college with a strong Christian emphasis that relocated to West Point in 2012.

WGTC offers a wide variety of programs aligning to local and statewide industry needs. Not all of these programs are available on the LaGrange Campus, and transportation to other campuses can be a barrier. In response to industry needs, WGTC is also piloting a career-ready training program in LaGrange, taking students through intensive leadership and soft skills training that culminates in job interviews with local employers. THINC and WGTC courses are somewhat coordinated, but some gaps remain in their alignment. The LaGrange Campus is not the WGTC main campus, and a stronger relationship can be formed between Troup and the institution to ensure the needs of the county are better supported.

WGTC and LaGrange College have an articulation agreement, but it was expressed in interviews that generally both LaGrange College and Point University serve a very different student population than WGTC. The private institutions are significantly more expensive, and both are focused on a broad liberal arts education rather than a career-driven course of study. While both institutions contribute to the local workforce, doing so may be secondary to their goal of producing well-rounded citizens. In some ways, this emphasis disconnects the private institutions from efforts to improve the birth-to-workforce pipeline, leaving their assets underleveraged. For example, both institutions offer Early Child Care and Education credentials, an industry that significantly impacts Troup's broader workforce pipeline. Both institutions have student dormitories and bring an important population of young people into LaGrange and West Point. LaGrange College is a notable pipeline for local teachers and health care workers. These sectors are significant in supporting the fabric of the

community at large, which relies on strong education and health care systems in order to thrive and to attract and retain a strong workforce. In addition, while the college is not well positioned to provide mid-career, soft-skills leadership training, it would be able to support community needs in other ways, such as through a mid-management level Organizational Leadership program, or by leveraging the expertise of its faculty in education or other departments in supporting community planning efforts.

Another asset of these institutions is the Servant Scholar program at LaGrange College, and the emphasis on service at both LaGrange College and Point University. Students at these institutions do frontline work within their communities, building relationships and filling important roles in supporting their communities. These programs are well respected by the students, the individuals and the organizations they work with, and by the community at large.

Each higher education institution in Troup County serves a different role in the post-secondary pipeline. These roles should be carefully considered when determining priorities for intervention and pipeline insulation. All three represent important community assets, and all should consider how to best support the community at large. Community collaboration exists with and between the leadership of these institutions, but more intentional work can be done to ensure a fuller relationship and involvement with the community at large and the birth-to-workforce pipeline of Troup County.

WORK AND CAREER

Employers have expressed an immediate need for qualified workers. — that is, they cannot wait two or four years for new graduates. To meet current needs, a qualified workforce must be recruited or existing workers must be trained quickly. Efforts to improve the quality of life in Troup County support the recruitment of new residents. This section considers such efforts in detail.

In the retraining space, WGTC has taken the lead in Troup County. The college has a strong program assessment system that allows faculty to craft targeted courses to meet specific industry needs. Currently, the technical college offers programs in personal and professional development as well as health care, industry, and computer education programs aligned to employers' needs. While not all courses are offered at the LaGrange campus, WGTC tries to align its offerings with the needs expressed by local employers. Strong relationships with local industry are critical for this alignment. According to feedback from stakeholders, the relationship between industry and LaGrange College is currently not as strong as it could be, representing an opportunity for growth. WGTC, LaGrange College and Point University all offer online coursework, which can be an effective mid-career option for students who have access to broadband.

Troup County is committed to being a community where people want to live, work, learn and play. A successful workforce pipeline must not only attract potential workers but also retain students after high school and post-secondary graduation. To this end, many community efforts are underway. The assets are significant and deserve recognition: the Thread trail system, the development of thriving and charming downtown areas in West Point, LaGrange and Hogansville; the state-of-the-art skate park in LaGrange; the support of the arts and artists' communities; and the focus across all municipalities and the county on housing are but a few of the assets Troup has that can expand its appeal to residents of all ages.

Despite these strong community attributes, when asked if they plan to stay in Troup after graduation, students broadly responded no. Many community members interviewed for this project expressed similar concerns: Troup has much to offer people over age 35 but struggles to appeal to young adults. In targeting this important workforce demographic, two major concerns were reported: economic issues such as job opportunities and the availability and cost of housing, and the appeal of the social and community assets of the county.

The work currently in place to align the K-12, post-secondary and industry sectors will help more students understand the opportunities available around them and to become better prepared to take advantage of them. Efforts to promote local career opportunities and the educational pathways toward them should continue in coordination with these sectors. Troup is currently addressing housing concerns through a countywide initiative that involves all three municipalities and the unincorporated parts of the county. These efforts are significant, both in their importance as well as in the collaborative strength they represent. This collaboration is a significant asset to be celebrated.

In regard to social amenities, it is recommended that leaders in Troup County pursue avenues of communication with young adults to understand their concerns and desires and to be better able to position the county to recruit and retain young talent. For example, the Thread was highly regarded by interviewed students, a sentiment that could be leveraged to increase use and engagement. Creating pathways for post-secondary students to interact more with the communities in which they live will help them develop ties to those communities. Examples given by students include offering college discounts at local eateries or bars, supporting initiatives like a college night at Sweetland on Ice, or attracting bars or coffee shops that appeal more to the college and young adult age brackets. Other communities have benefited from programs such as an 18 to 25 year old leadership development initiative through cities or chambers. These are just a few examples of the type of social amenities and programs that can help Troup County attract and retain young workers; specific initiatives should be developed through communication with people in this demographic group.

DISCONNECTED ADULTS

Low-income adults and families, especially those reliant on social services, are part of the fabric of the community. Services that help this group succeed and thrive help the community succeed and thrive; helping adults transition out of the need for social services decreases the cost of these services for the community. Furthermore, children of disconnected adults are Troup County students today and could be the workforce and community leaders of tomorrow.

LaGrange has some services to help unemployed and underemployed adults reenter the workforce pipeline such as through GED classes and the New Ventures job training program. Multiple service providers expressed concern that services go underused. For example, the Workforce Innovation and Opportunity Act (WIOA), a federally funded program targeting low-income adults for GED classes and job training, was unable to spend all of its allocated funding last year. Such programs are needed but underused, and it is in the county's best interest to determine why and what can be done to change that.

For programs to be effective, issues of access must be closely considered. Some community members may distrust service providers or the institutions they represent, which may prevent them

from using or even knowing about services. As another example, many job or housing programs require participants to have a clean criminal record. Residents with a criminal record cannot access services they otherwise would qualify for and could benefit from. Temporary employment agencies may hire them, but after these workers complete their probationary period on the job, employers may not take them on as full-time regular employees. To truly understand the barriers that the disconnected adult community faces, county leaders must provide a forum through with they can share and discuss their challenges, experiences, needs and barriers. Collaborative outreach to disconnected adults would help service providers understand the strengths, challenges and needs of this community and better achieve their own missions.

ESSENTIAL COMMUNITY SERVICES

Outside of the direct birth-to-work pipeline, many factors affect the overall vitality and success of a community. Essential community services must be in place to support families, students and communities and insulate the workforce pipeline.

Troup is currently working to provide adequate housing, which can be transformative for current and future residents. The Georgia Initiative for Community Housing (GICH), a three-year planning initiative through the Georgia Department of Community Affairs, is a major undertaking that should be supported and promoted. It is important that all major stakeholders be involved, including those working in municipal and economic development, schools and institutions of higher learning, nonprofits, service providers, and the health care community.

The county has many health care assets, and these deserve recognition for the important role they play not only in taking care of current residents, but in supporting the community as a place where people will choose to live. The hospital and the department of public health have many initiatives that serve and support the birth-to-workforce pipeline. These entities should be closely involved with all community and economic development initiatives.

Perhaps the most powerful asset identified through this research initiative is the strong collaborative relationships among community leaders at many levels to address community needs. The county offers numerous examples of this asset in action: the work involved in offering vision and hearing screenings for all second-graders, the fact that representatives of all municipalities are on the Chamber membership roll, the collaboration required in the GICH initiative.   The Center for Strategic Planning has been particularly instrumental in bringing various stakeholders together and intentionally building mutual trust and strong relationships among county leaders.

Collaborative partnerships such as those in neighborhood communities also fill an important role and represent an opportunity for growth. Calumet Village may be the most well-known local neighborhood organization, and its expertise and impact could be blueprints for other neighborhood associations. The DASH program is attempting to develop similar programs within other neighborhoods, offer community supports and serve as an important access point for the community at large to connect with specific neighborhoods, their needs and their strengths.

The faith community in Troup County is strong, and many religious institutions offer community outreach and service programs serving the community at large, especially the low-income community. Churches have worked together to coordinate efforts, for example in addressing

hunger in the community. Each day of the week, free meals are available from different providers and churches in LaGrange, with a schedule distributed to service providers and the police force to ensure dissemination to target clients. This coordination increases access to the community while not overwhelming an individual church. Such coordination efforts are a strength that can be built on for other services in Troup County. Additionally, as more effort is put into identifying and prioritizing Troup County goals, the faith community should be at the table to ensure community strategies and ministries compliment and support each other.

The work of the Racial Trustbuilding initiative is another critical asset of Troup County. The work to intentionally, thoughtfully address the long history of racial distrust and disparity within the county is rare and notable, and the national recognition this program has garnered is well deserved. However, in many areas, distrust still exists, often along racial lines, and the weakness of the relationship between white and black Troup County citizens affects the efficacy of the efforts to attract, train and retain a strong workforce. Issues of diversity, inclusion, coordination and empowerment must be part of any efforts to support and insulate the birth-to-work pipeline if they are to succeed. The strength of work already being done in this space is significant and offers a viable launching pad for further work and success.

EVALUATION MODEL RECOMMENDATIONS

To support and prioritize its efforts to serve and support the birth-to-workforce pipeline, Troup County should inventory and evaluate the initiatives already in place. The details of programmatic efficacy vary by program in terms of inputs, outputs, goals and results. A strong evaluation system allows the community to identify and understand each of these elements. However, a single evaluation model will not be appropriate in assessing the diversity of programs and institutions in Troup County today.

The following are examples of questions that may be worth considering:

- How many people are served?
- What community is served?
- What partnerships are being strengthened or leveraged?
- What is the level of need that this initiative addresses?
- What are the program's goals or measures of success?

These examples are not meant to be a final list or to be appropriate for every service or organization being evaluated. Every program is different, and a one-evaluation-fits-all model will misrepresent effective work being done in Troup County. For example, Circles of Troup County is a strong poverty-reduction program and a significant asset to the county, but it does not have the capacity to serve more than a few people at a time. That should not preclude it from being recognized as an effective intervention worthy of support. Their own goals and measures of success are being met. Indeed, given the in-depth relationship that Circles forms with its target client group, the insights, perspectives and relationships the program has developed can be invaluable in informing other broader efforts to effectively serve a similar group.

Additional information on evaluation processes has been gathered from several individual/ organizations working in the community, economic, or workforce development spaces. **Appendix E** may offer good starting points and direction for Troup County. When developing this model, two major considerations are critical for assessing any programmatic work designed to support the birth-to-workforce pipeline:

• Connection to and alignment with defined community goals
• Access to services by the target population

Connection to and Alignment with Defined Community Goals. Determining a support program's connection to and alignment with community goals requires one to assess the organizations relationships both upstream and downstream. That is, for organizations of any size, what are their relationships with the broader community development initiatives in Troup, strategic plans or networks of service? How well are they connected to these networks, both within their mission area (i.e. other similar initiatives) and within the broader community and economic development work being done across the county? Could and should they be more connected? Should work be done to identify shared goals, build trust, and support strategies to achieve those goals?

Additionally, an initiative's or organization's relationship with its target service recipients should be considered. Is the service provider connected with the individuals, communities or organizations it is attempting to serve, and how strong are those relationships? Should efforts be put into making them stronger; do they need support from other sectors or community members to do so? Does the target group share the goals of the initiative, or does work need to be done to bring them into closer alignment? Is there mutual trust between the provider and the target clients?

Access to Services by the Target Population. Access has come up as a key issue across this report. Troup County does not have a public transportation system, and transportation can affect the ability of many residents to acquire services. Thus, proximity to service providers is important. Hours of operation are also critical in a community where shift work makes up a significant share of available employment. Access also includes the level of burden required for someone to participate in a program or receive services. For example, how many steps must a recipient complete in order to receive services, and how cumbersome are they? Finally, access includes building awareness of programs or services among the target populations. Issues of access are critical for program efficacy and must be considered in evaluating those programs.

CONCLUSION

Troup County has a strong, involved and caring populace. The county boasts a rich community of nonprofit service providers, churches and church associations, and municipal and community efforts to improve the lives of residents. As one interviewee stated, "All the ingredients are here" to achieve the education, workforce and community goals of a thriving populace. It was often ex-pressed that people want to help but "just don't know what to do" to support the community. The goal of this report is to help direct those good intentions into targeted, effective work. The following specific recommendations for improving the birth-to-workforce pipeline are the direct result of the work done to map Troup County's assets:

- Cultivate collaborative partnerships, including leadership development among underrepresented communities.
- Support the school system as it transitions to new leadership.
- Strengthen communication and relationships among existing entities operating in the spaces that insulate the birth-to-work pipeline.
- Define shared workforce pipeline goals of the individuals, organizations, and institutions of Troup County.
- Support and expand quality child care and early literacy initiatives as economic development strategies.

Additionally, **Appendix F** contains a summary and recommendation tool intended to be accessible to stakeholders from many sectors, helping identify priority needs and describe access points for involvement in strengthening the talent pipeline in Troup County.

Defining next steps, including specific priorities, interventions, and roles, can only be done effectively by the community of Troup County. Residents are the most important asset in any community, and collaborative efforts must be led locally. It must also be undertaken intentionally. Gaps in current relationships identified in this report should be looked at closely so that the community might identity priorities and next-step interventions. Troup County is a community rich with assets and is well positioned to continue to grow as a place people want to live, work, learn and play.

APPENDIX GUIDE

APPENDIX A: PARTICIPANTS IN THE ASSET MAPPING PROJECT

The following organizations and institutions were involved in the research for this report:

BLOCKS

Calumet Village

Circles of Troup County

City of Hogansville

City of LaGrange

City of West Point

Communities in Schools

Community members, residents, and volunteers

DASH LaGrange

Department of Labor

District 4 Department of Public Health

Dream Chasers

Family Connections of Troup County

Future Shepherds

Get Georgia Reading

Golden Bike Shop

Hogansville City Council

Lafayette Christian School

LaGrange College

LaGrange College students

LaGrange Housing Authority

LaGrange Police Department

LaGrange-Troup County Chamber of Commerce

New Ventures

Point University

Racial Trustbuilding

State Board of Education

The Georgia Chamber of Commerce

THINC College & Career Ac.

Troup County

Troup County Center for Strategic Planning

Troup County Certified Literate Community Program

Troup County Juvenile Courts

Troup County NAACP

Troup County School System

Troup County Sherriff's Department

Twin Cedars Youth Services

United Way of West Georgia

WellStar West Georgia Medical College

West Georgia Technical College

APPENDIX B: RESOURCES, PROGRAMS, & ASSETS IN TROUP COUNTY

The assets of Troup County are organized into the following categories:

• Licensed Early Learning Providers
• Early Childhood Resources
• K-12 Supports
• Post-Secondary Assets
• Work and Career Resources
• Community Services
• Community Amenities

The resources listed here are based on community feedback and secondary research, but are not intended to represent a complete and exhaustive list of all resources in Troup County. Within each list, the assets are clustered by location and category of service, then listed alphabetically.

LICENSED EARLY LEARNING PROVIDERS

Location	Address	Phone	Licensed Capacity
West End Center, The	Hogansville	(706) 637-0401	59
Ark Daycare LLC	LaGrange	(706) 443-8138	
Caring and Sharing Learning Center	LaGrange	(706) 443-6787	27
Childcare Network #107	LaGrange	(706) 407-0534	193
Childcare Network #119	LaGrange	(706) 882-2025	130
Childcare Network #501	LaGrange	(706) 407-0524	141
Childcare Network of Ga #505	LaGrange	(706) 407-0534	86
Childcare Network of Ga #507	LaGrange	(762) 323-1122	84
First Baptist Child Development	LaGrange	(706) 884-2437	99
First Presbyterian Child Care	LaGrange	(706) 884-2068	64
God's Tomorrow	LaGrange	(706) 416-1450	31
Happy Days Learning Center	LaGrange	(706) 298-7390	96
Harper Alma J	LaGrange	(706) 884-6777	6

Hillside Montessori	LaGrange	(404) 661-5199	
Kids "R" Us Learning Academy	LaGrange	(706) 668-6456	77
Lafayette Christian School Early Learning Center	LaGrange	(706) 884-6684	247
Logan, Polly A	LaGrange	(706) 882-3675	6
Maidee Smith Early Care and Learning Center	LaGrange	(706) 882-2012	55
Mrs Rhonda's Stay 'N Play	LaGrange	(706) 812-9494	41
Pride and Joy Day Care Center	LaGrange	(706) 812-8393	125
Rutledge, Linda J	LaGrange	(706) 884-3168	6
Seedz of Faith Daycare	LaGrange	(706) 443-5983	84
Sledge, Kimberly D	LaGrange	(706) 882-2775	6
Sledge, Sandra L	LaGrange	(706) 884-3003	6
Susan's Early Learning Center	LaGrange	(706) 845-8556	100
Teachable Moments	LaGrange	(706) 616-5539	70
Teaching Loving Caring II	LaGrange	(706) 885-1681	170
Thompson, Laiton K	LaGrange	(706) 882-9267	6
Tiny Treasures Learning Center	LaGrange	(706) 882-1496	120
Wright, Sandy K	LaGrange	(850) 227-6227	6
Yvette's Little World Day Care Center	LaGrange	(706) 884-2901	162
Childcare Network #239	West Point	(706) 645-2261	155
Innovation Station Early Learning Center	West Point	(706) 501-1444	45

Program Name	Description	Location	Category
Babies Can't Wait	A mandated program under the IDEA (Individuals with Disabilities Education Act) that is for children three and younger and their families who have disabilities or significant delays in their development. They provide evaluations, assessments and services at no cost to their families.	LaGrange	Children's Health
Children 1st	A program of the District 4 Health Department, Children 1st connects parents and children up to age five with medical preventative care or developmental services.	LaGrange	Children's Health
Children's Medical Services	A program of the District 4 Health Department, Children's Medical Services provides healthcare for children and youth from birth to age 21 who have eligible chronic medical conditions.	LaGrange	Children's Health
Kid Station Pediatrics	Pediatric care for newborns through adolescents	LaGrange	Children's Health
LaGrange Pediatrics	Health care for children of all ages	LaGrange	Children's Health

Pediatric Associates of LaGrange, PC	Offers medical care from birth through adolescence, providing a full range of diagnostic and preventative health care	LaGrange	Children's Health
The Children's Clinic, LLC	The Children's Clinic, LLC provides care for children of all ages from newborns to adolescents. Offers same-day sick visits and urgent care on weekends, holidays and evenings.	LaGrange	Children's Health
Community Action for Improvement (CAFI)	CAFI's health programs include medical, dental, mental health and nutritional services.	LaGrange	Children's Health, Low-income support
Troup County Women, Infant and Children Nutrition Center	Women, Infant and Children Nutrition Center program helps to provide low income pregnant, postpartum and breastfeeding women, infants and children up to age five with nutritious food to supplement diets. They also provide information on healthy eating, breastfeeding promotion and support and referrals to healthcare.	LaGrange	Children's Health, Nutrition, Women's Health
Maidee Smith	Provides safe, affordable, age appropriate, quality childcare and early childhood education	LaGrange	Early learning

Success by 6	Provides leadership, resources and services that ensure children enter school better prepared to learn	LaGrange	Early Learning
Department of Family and Children Services (DFCS) Troup County	The Department of Family & Children Services helps low-income and out-of-work parents get back on their feet. They can provide support services and referrals to Medicaid, food stamps and child care assistance	LaGrange	Family Services, support services, Child Care Assistance
Troup County Health Department	The Troup County Health Department offers many services for the well-being of children in the area. These include Health Checks, the Safe Kids Program, Children First, Immunizations and Health Screenings.	LaGrange	Health
LaGrange Personal Aid Association	LaGrange Personal Aid Association can help with prescription fill and refill payments and help with the purchase of medically related items.	LaGrange	Health, Low-income support
Parents as Teachers (PAT)	Certified parent educators provide information, support and encouragement parents need to help their children develop optimally during the crucial early years of life.	LaGrange	Parent/ early learning supports

Pregnancy Care Center	Provide accurate and relevant service to pregnant women as an alternative to abortions, in an organizational environment made up of three main departments (Patient Resources, Medical Services, Advancement)	LaGrange	Pre-natal care
Right from the Start	Enable children, pregnant women & women with cervical and breast cancer to receive comprehensive health services through Right from the Start and related programs.	LaGrange	Women's Health, Children's Health
Early Head Start – Troup County	Provides early, continuous, intensive, and comprehensive child development and family support services to low-income infants and toddlers and their families, and pregnant women and their families.	LaGrange (5 centers) West Point (1 center)	Early Learning

Bright from the Start	Bright from the Start administers the nationally recognized Georgia's Pre-K Program, licenses child care centers and home-based child care, administers federal nutrition programs, and manages voluntary quality enhancement programs. This is a website-driven child care resource for parents to visit to see what statewide programs Bright from the Start administers.	Troup County	Child Care Resource
First Steps Georgia	Provides free parenting services to all new moms via telephone calls, mail or email. First step provides other services including day care center, early intervention, integrated education, and empowering parents	Troup County	Health
Heath Department (WIC)	The Special Supplement Nutrition Program for Women, Infants, and Children (WIC) provides nutrition education and healthy foods	Troup County	Nutrition and health

Program Name	Description	Location	Category
Communities in Schools	Provides case management, mentoring, tutoring, enrichment programs and other services that surround students with a community of support, empowering them to stay in school and achieve in life.	3 middle schools within LaGrange city limits and Berta Weathersbee Elementary School	In school supports
Future Shepherds	Youth leadership program	Hogansville	Youth Development
Camp Academia, Inc.	An educational firm that targets learning disorders with the latest technology.	LaGrange	Academic support
LaGrange Area Teen Theater Ensemble	Theater for teens, by teens, and with teens.	LaGrange	Arts
LaGrange Symphony Youth Orchestra	The LaGrange Symphony Youth Orchestra provides rich training and performance opportunities for high-school aged musicians, while the LSYO String Ensemble and Piccolo String Ensemble serve children 5 to 13 years of age.	LaGrange	Arts
Children's Advocacy Center of Troup County	The Children's Advocacy Center of Troup County makes sure all interviews with trauma victims are done by a trained forensic interviewer, provide trauma therapy and links victims to community-based resources to help them recover.	LaGrange	Children's Advocacy

Educational Task Force	An education-focused task force made up of community members and stakeholders	LaGrange	Education
Adolescent Health Youth Development Program	The goal is to increase positive health outcomes for adolescents, ages 10 – 19, by providing comprehensive, developmentally appropriate, and quality preventive health services	LaGrange	Health
Troup County Health Department	Offers Teen services and many healthcare services	LaGrange	Health
Troup County Prevention Coalition	Our purpose is to serve as a catalyst for systems change and sustained collaborative work in the community to ensure the reduction and prevention of alcohol, drug, and tobacco use among Troup County youth.	LaGrange	Health
Jungle Bus	Mobile library with inteactive staff taking books and a love of reading into the community	LaGrange	Literacy
Camp Dogwood Grief Support Camp	Camp Dogwood is a free, three-day overnight grief support camp for children in kindergarten through eighth grade	LaGrange	Mental Health
Twin Cedars Community Counseling	provide quality counseling services for the purpose of empowering children, youth, and families to reach optimum potential	LaGrange	Mental Health

Camp Viola	Provides camps, playgrounds and recreational facilities for children and youth who would otherwise not be able to afford an overnight camp experience due to socio-economic limitations.	LaGrange	Out of school
Circle of Care	Housed at Twin Cedars, this program offers parent education for those aged 10-23.	LaGrange	Parent Education
Callaway Wrap Around Zone	Wrap around services in Callaway zone schools coordinated through Troup County School System	LaGrange	Support Services
First Choice Women's Center	Provides free, confidential services and counselors for pregnancy, abortion, STDs and other issues.	LaGrange	Women's and Girl's health
100 Black Men of West Georgia	The 100 Black Men is a nonprofit organization that conducts programs providing support and educational services to at-risk youth and their families residing in Troup County	LaGrange	Youth Development
Big Brothers Big Sisters of Troup County	BBBS pairs youth who are at risk of dropping out with a formally-trained mentor who works with the young person until they graduate from high school.	LaGrange	Youth Development

Girl Power and Emerging Women	Programs to empower girls to embrace their value and potential, equip girls with the tools for leadership roles and community action and prepare girls to lead successful lives.	LaGrange	Youth Development
Salvation Army Summer Camp	During the summer the organization provides a weeklong camping experience in the north Georgia Mountains to underprivileged youth.	LaGrange	Youth Development
Youth Ventures	Youth Ventures provides training, emphasizing learning and practicing skills foundational to love in the 21st century.	LaGrange	Youth Development
Boys & Girls Clubs of West Georgia and Chambers County	Boys & Girls Clubs seek to inspire and enable all young people, especially those that need it most, to realize their full potential as responsible, productive and caring citizens.	LaGrange, Hogansville	Youth Development
Little Libraries	Small, public libraries open to the community ensuring access to books	LaGrange, Hogansville, Troup	Literacy
Junior University Summer Enrichment Program	Led by Troup County School System – the goal is to enhance middle school student learning through advanced studies and hands-on experiments.	THINC College & Career Academy	Summer transition

K-12 SUPPORTS

THINC Academy	College and Career Academy for Troup County with a strong focus on advanced manufacturing. The Center operates out of the WGTC Campus	Troup County	Education
Director for Social and Emotional Health	A new position through the Troup County School System to coordinate and support mental health initiatives in schools across the county	Troup County	Mental Health
A World In Motion	This program is an exploration of physical science while addressing essential mathematic and scientific concepts and skills.	Troup County	STEM Education
Troup County School System – Summer Activities	Summer programs associated with the school system.	Troup County	Summer opportunities
West Point Youth Services Center	The West Point Youth Services Center offers programs and activities for youth ages 5 through 18.	West Point	Youth Development

POST-SECONDARY EDUCATION ASSETS

Program Name	Description	Location	Category
WGTC Career Ready Training Program	A program focusing on soft skills and technical skills	LaGrange	Adult Education
LaGrange College	A private liberal arts college	LaGrange	Post-Secondary

POST-SECONDARY EDUCATION ASSETS

The Servant Scholars Program	A service program through LaGrange College encouraging students to volunteer in the community in a service capacity	LaGrange	Post-Secondary
WGTC, LaGrange Campus	A Branch of the West Georgia Technical College	LaGrange	Post-Secondary
Point University	A private liberal arts college focused on Christian teachings	West Point	Post-Secondary
Children's Advocacy Center of Troup County	The Children's Advocacy Center of Troup County makes sure all interviews with trauma victims are done by a trained forensic interviewer, provide trauma therapy and links victims to community-based resources to help them recover.	LaGrange	Children's Advocacy

WORK & CAREER RESOURCES

Program Name	Description	Location	Category
New Ventures	Job-training and employment development center	LaGrange	Adult Education
WGTC Career Ready Training Program	A program focusing on soft skills and technical skills	LaGrange	Adult Education
WGTC Continuing Education	Courses for adult learners including GED and mid-career certifications	LaGrange	Adult Education

LaGrange Career Center	LaGrange Career Center is a division of the Department of Labor that offers a full range of jobseeker and employer services, such as: career and job information, internet job search, computer resume service, employment counseling, federal bonding program, interpreter/reader, job placement, job search workshops, skills assessment, unemployment insurance, work experience and worksite training.	LaGrange	Career Center
Manpower	Manpower helps people develop their careers through planning, work, coaching and training and offices recruitment services to all industries.	LaGrange	Career Center
University of Georgia Troup County Extension Office	The purpose is to extend lifelong learning to Georgia citizens through unbiased, research-based education in agriculture, the environment, communities, youth and families	LaGrange	Continuing Education
LaGrange Vocational Rehabilitation	Assessment, vocational counseling, and job skill training for people with developmental disorders.	LaGrange	Job Training, Special Needs
Adecco Employment Services	Adecco Employment Services is a recruiting and placement company helping individuals to fulfill their professional goals at every stage of their career.	LaGrange	Staffing Agency
Express Personnel Services	Express Personnel Services is a staffing agency that provides full time and temporary job placement, human resources services and consulting.	LaGrange	Staffing Agency

Kelly Services	Kelly Services is an employment agency and recruitment company helping people and businesses with job placement and staffing	LaGrange	Staffing Agency
MAU Workforce Solutions	MAU Workforce Solutions provides temporary staffing and recruitment services.	LaGrange	Staffing Agency
Resource MFG	Resource MFG is a staffing company specializing in manufacturing job placement.	LaGrange	Staffing Agency
Westaff	Westaff is a staffing and recruitment agency	LaGrange	Staffing Agency
District 4 Public Health	The Public Health Department has a Workforce Development and Training Coordinator, and is committed to ensuring that the District 4 workforce has the skills and knowledge needed to be successful.	LaGrange	Workforce Development
Georgia Department of Labor – Troup County	The DOL-T provides job search workshops, and assists job seekers in finding employment and employers in recruitment.	LaGrange	Workforce Development
Malone Staffing	An automotive and light industrial recruitment agency	LaGrange, West Point	Staffing Agency
One Smart Cookie (formerly Troup County Works)	Online resource for career services, including searching for local job opportunities, interview tips, employment articles, and a listing of which local employers are hiring	Online	Career Center
Literacy Volunteers of America	Recruits, trains and supports volunteers to tutor adults needing to improve their English, math, and computer literacy skills.	Troup County	Adult Literacy
Certified Literate Community Program (includes Books for Babies & GED Scholarships)	Promotes community-wide literacy and enhances the quality of literacy in accordance to the guidelines of the State of Georgia.	Troup County	Literacy

Program Name	Description	Location	Category
Hogansville Housing Authority	Provides low income housing to families in the Troup County area	Hogansville	Affordable Housing
The Hogansville Downtown Development Authority	The mission of Hogansville's DDA is to revitalize downtown through sustainable economic growth, preservation, and beautification. Efforts include an art walk, and recent filming for The Walking Dead	Hogansville	Arts, Economic Development, Community Development
Highland Baptist Church food bank	Church food pantry.	Hogansville	Food Pantry
Hogansville City Health Clinic	Community health clinic	Hogansville	Health
WellStar Medical Group Family Medicine	Community family medical center	Hogansville, West Point,	Health
LaGrange Housing Authority	Provides low income housing to families in the Troup County area	LaGrange	Affordable Housing
DASH	DASH (Dependable Affordable Sustainable Housing) was formed in 2002 to address growing concerns of inadequate, unsafe housing in LaGrange and the decline of its once thriving mill villages.	LaGrange	Affordable Housing, Community Development
Twin Cedars Youth and Family Services	Provides residential and community-based services – including Circle of Care, Children's Advocacy Center of Troup County, Counseling Services, Therapeutic Foster Care, Troup County Prevention Coalition, Safe Families for Children, the Ault Academy, Darkens to Light, Summer Camps, etc.	Lagrange	Child advocacy, mental health, drug addiction, child abuse, summer camps, residential centers.

Troup Family Connection Authority	The Troup Family Connection Authority serves as a local decision-making body, bringing community partners together to develop, implement, and evaluate plans that address the serious challenges facing Georgia's children and families.	LaGrange	Children and Family Services
Calumet Village Neighborhood Association	A Community development organization operating in Calumet Village	LaGrange	Community Development
West Georgia STAR	West Georgia Star is a Non-profit Company that offers residential services to the residents of LaGrange Housing Authority as well as the surrounding community that promotes self-sufficiency.	LaGrange	Community Development
American Red Cross	The American Red Cross exists to provide care in five key service areas: disaster relief, supporting America's military families, lifesaving blood, health and safety services, and international services	LaGrange	Disaster Relief
Harmony House	Provides emergency shelter, crisis intervention, education, and advocacy for adults and children who are victims of domestic violence.	Lagrange	Domestic violence intervention
Downtown LaGrange Development Authority	The Downtown LaGrange Development Authority strives to promote, revitalize and beautify the historic downtown area in an effort to support downtown LaGrange as the heart of our community.	LaGrange	Economic Development

LaGrange Economic Development Office	The City of Lagrange Economic Development Office exists to bring new companies to the area and help existing businesses grow and expand.	LaGrange	Economic Development
LaGrange-Troup County Chamber of Commerce	The Chamber is a voluntary, non-profit organization of business and professional people who have joined together to develop programs and partnerships for the purpose of promoting the economic, educational and civic progress of the community.	LaGrange	Economic Development
Fellowship Deliverance Ministries	non-profit programs that aid individuals in need of assistance with daily living due to unexpected hardships such as loss of income, natural disasters, death homelessness, etc.	LaGrange	Emergency Assistance
Feeding the Valley Food Bank	Feeding the Valley Food Bank serves as a center for the reception and distribution of donated food and grocery products.	LaGrange	Food Pantry
First United Methodist Church	Provides local outreach in the form of Meals on Wheels, Soup Kitchen, and Community Care.	LaGrange	Food Pantry
Meals on Wheels	Operating through various churches, the Meals on Wheels programs serve meals 3 days per week, volunteers prepare meals and deliver them to people who are in need of a hot meal.	LaGrange	Food Pantry
Unity Baptist Church Food Closet Ministry	Food Pantry	LaGrange	Food Pantry
Saint Peter's Catholic Church	Food and clothing for needy community members	LaGrange	Food Pantry, Clothing Closet

Salvation Army	The Salvation Army provides services to every zip code in Troup County including emergency assistance for individuals and families in crisis	LaGrange	Food Pantry, Emergency Assistance
Baptist Tabernacle	Food Pantry, clothes closet, and many social services.	LaGrange	Food Pantry, Youth Development, Community Services
LaGrange Dental Care Fund	Provides payment assistance for emergency dental care procedures such as extractions, fillings and dentures. Routine maintenance services are not included. Preference is given to seniors, working adults and children.	LaGrange	Health
Troup Cares	Troup Cares exists to identify opportunities, seek solutions, and organize community resources to improve access to health services resulting in a healthier and more economically viable Troup County.	LaGrange	Health
Emmaus Women's Shelter	To provide refuge, restoration and reintegration for homeless women and their families, including fathers, sons and veterans.	LaGrange	Homelessness
Troup County Homeless Coalition	The Troup County Homeless Coalition is a diverse group of volunteers, homeless service provider agencies, homeless persons, advocates and concerned citizens committed to ending homelessness through education, advocacy and coordinated services.	LaGrange	Homelessness

Ark Refuge Ministry	The "Ark Refuge Ministry" (ARK) is a non-profit organization dedicated to the specific goal of restoring the lives of individuals and families effected by issues related to homelessness and substance abuse.	LaGrange	Homelessness, Substance Abusse, Health Care, Job Training
West Georgia Star	Offers residential services to the residents of LaGrange Housing Authority as well as the surrounding community that promotes self-sufficiency. Residential services: food bank, financial management, GED tutoring, health nutrition classes, life skills training. Youth services: afterschool, youth leadership.	LaGrange	Hospital
Habitat for Humanity	Habitat for Humanity partners with people in the community to help them build or improve a place they can call home	LaGrange	Housing, household supplies for low-income individuals
CASA – Court Appointed Special Advocates for Children	Provides screened, trained, and supervised adult advocates who represent the best interest of abused and neglected children involved in juvenile dependency proceedings.	LaGrange	Juvenile Justice
Twin Cedars Community Counseling	Provides quality counseling services for the purpose of empowering children, youth, and families to reach optimum potential.	LaGrange	Mental Health
Pathways	Behavioral health clinic providing outpatient services, support for developmental disabilities, and adult crisis stabilization	LaGrange	Mental Health services

Racial Trustbuilding, Inc	A program helping break down barriers and build trusting relationships between Troup county residents of different races.	LaGrange	Race Relations
Self Help Harbor	Provides a safe, secure place for all 12-step addiction recovery programs to meet.	LaGrange	Substance Abuse/ Addiction
God's Dwelling Place	God's Dwelling Place is a women's shelter that offers food, clothing, shelter, job search skills and counseling.	LaGrange	Women's Shelter
United Way of West Georgia	United Way seeks to improve lives by mobilizing the caring powers of West Georgia	LaGrange	Youth Development
Troup County Department of Family and Children Services	Troup County DFCS Office provides food assistance programs and food stamps, along with adoption, afterschool services, child abuse and neglect, education and training, energy assistance, foster care, Medicaid, prevention and family support, refugee resettlement, subsidized child care, TeenWork and temporary assistance for needy families.	LaGrange	Youth Development, Social Services, Emergency Assistance
LaGrange Personal Aid Association	Provides temporary and emergency mortgage assistance, medical related issues, utility payments, and food, baby items, and personal care items to people in need.	LaGrange	Emergency aid
Foster Grandparents	Connects seniors with meaningful volunteer opportunities with children in child care centers, schools and other agencies, which makes a difference in the lives of both children and volunteers.	LaGrange, Hogansville, West Point	Mentoring

Lions Club	Lions Clubs International is the world's largest service club organization	LaGrange, West Point	Community Service
Rotary Club	Rotary club unites leaders from all walks of life, amplifying individual contributions to make the community a better place to live and work.	LaGrange, West Point	Community Service
Community Action for Improvement (CAFI)	The main organizational focus is on assisting people with gaining self-sufficiency. The non-profit community action agency can also provide information on, and applications to, certain government programs such as the Low-Income Home Energy Assistance Program or Head Start.	LaGrange, West Point	Two-gen approach to break the cycle of poverty.
The Center for Strategic Planning	A strategic planning center bringing leadership from across the county and all sectors together to identify strategic goals and strategies to achieve them	Troup County	Community Development
Certified Literate Community Program (includes Books for Babies & GED Scholarships)	Promotes community-wide literacy and enhances the quality of literacy in accordance to the guidelines of the State of Georgia.	Troup County	Literacy
Circles of Troup County	Circles of Troup County is a high-impact approach to address poverty. The nationally recognized program combines best practices in several disciplines including community organizing, case management, SMART goal setting, financial literacy, peer-to-peer counseling and learning, and child/youth development.	Troup County	Two-gen approach to break the cycle of poverty.

West Point Housing Authority	Provides low income housing to families in the Troup County area	West Point	Affordable Housing
City of West Point Community Development Division	The Community Development Division has created a resource directory of community partners to help meet the needs of our friends, neighbors, co-workers and families in West Point, Georgia.	West Point	Community Development
Downtown West Point Development Authority	The West Point Development Authority serves as a liaison between the downtown business community and West Point Government to create and sustain a vital Central Business District.	West Point	Economic Development
West Point Development Authority	The West Point Development Authority is the primary point of contact for economic development activities in West Point, Georgia.	West Point	Economic Development
First Baptist Church Food Closet	A food closet as well as emergency help for the community.	West Point	Emergency Assistance, Food Pantry
West Point Food Closet	Food Pantry	West Point	Food Pantry
First United Methodist Church of West Point	The First United Method Church of West Point offers the following services: West Point Food Closet (in collaboration with the First Baptist Church) Meals on Wheels, Soup Kitchen, and many local mission projects.	West Point	Food Pantry, Social Services
Emory at West Point	Community health center	West Point	Health
West Point Family Practice	Community health center	West Point	Health
West Point Health Center	Community health center	West Point	Health

Program	Description	Location	Category
Hogansville Regional Arts Association	The association is a progressive non-profit group whose mission is to promote and enhance appreciation of the arts through education, preservation, and community activities for adults and children.	Hogansville	Arts
Positive Fields	Positive Fields, Inc. is a nonprofit arts education center committed to revitalizing the rural community through the development of a free, all-access, lifelong learning, multi-dimensional arts education program in a state-of-the-art facility	Hogansville	Arts
The Suffering Artist	A visual art space featuring classes, veteran art exhibits and local artists	Hogansville	Arts
Lake Jimmy Jackson and Hogansville Amphitheater	A public space for arts and recreation in downtown Hogansville	Hogansville	Recreation, Arts
The Hogansville Hummingbird Festival	An annual festival featuring food, crafts, antiques, music, local artists, local shops, and activities for the whole family.	Hogansville	Recreation, Arts
Hogansville Visitor Center	The Center has information on local history, activities, and amenities including a historical walking tour and upcoming events.	Hogansville	Tourism

Lafayette Society for Performing Arts	The LSPA's mission is to promote, cultivate, nurture and enhance the performing arts experiences for all LaGrange, Greater West Georgia, and East Alabama regions	LaGrange	Arts
LaGrange Art Museum	A non-profit, member supported organization serving the citizens of West Georgia and East Alabama as a primary visual art resource.	LaGrange	Arts
LaGrange Symphony Orchestra	The LSA offers performance as well as an array of educational opportunities to cultivate the communities love, appreciation, and talent for orchestral music.	LaGrange	Arts
Sweetland Amphitheatre	Sweetland Amphitheatre was built as a spot for friends and families to gather for fairs, festivals, music and performing arts, offering stadium, table and lawn seating.	LaGrange	Arts
Visual Artists Alliance of LaGrange	The mission of the VAAL is to bring together LaGrange area artists to form a more cohesive and supportive artist community, foster their activities, and to amplify their visibility and voice in the wider community.	LaGrange	Arts

Healthy Troup	The Healthy Troup initiative is built around the concept that residents of Troup County, LaGrange, West Point and Hogansville can work together to provide and promote healthy choices and support the pursuit of healthy lifestyles.	LaGrange	Health
The Thread	A paved system of paths connecting areas of LaGrange	LaGrange	Health, Transportation
LaGrange Skate Plaza	The skate park provides a safe, designated place for wheeled-sport enthusiasts (skateboarders, BMX bike riders, inline skaters, scooter riders, etc.) to develop their skills and enjoy the company of their peers.	LaGrange	Recreation
Troup County Parks and Recreation	The department offers spaces and programs to support the recreational development of the county.	LaGrange	Recreation
Beacon Brewery	A craft brewery located in the historic Hillside neighborhood of LaGrange, offering tastings, tours, and sales.	LaGrange	Tourism

COMMUNITY AMENITIES

Biblical History Center	The center helps people encounter the ancient biblical world through its history and culture.	LaGrange	Tourism
Hills and Dales Estate	The historic home of the Fuller E. Callaway Family in LaGrange, Georgia. Tour the Neel Reid designed home, stroll through the historic Ferrell Gardens, and experience the serenity of this 35-acre estate.	LaGrange	Tourism
Wild Leap Brewery	A craft brewery located in historic downtown LaGrange, offering tastings, tours, and sales.	LaGrange	Tourism
LaGrange Calloway Airport	The LaGrange Calloway Airport is positioned to service the needs of general and business aviation users.	LaGrange	Tourism, Economic Development
American Legion	The American Legion is a patriotic veterans organization devoted to mutual helpfulness. It is the nation's largest wartime veterans service organization, committed to mentoring youth and sponsorship of wholesome programs in communities, advocating patriotism and honor, promoting strong national security, and continued devotion to our fellow servicemembers and veterans.	LaGrange, Hogansville	Community Development

Troup Harris Regional Library	A Public library offering internet access and a variety of literacy programs	LaGrange, Hogansville	Literacy
New Horizon Community Theatre	A performing arts theater in West Point	West Point	Arts
West Point Fine Arts	Supporting and celebrating the arts and local artists.	West Point	Arts
West Point Depot Visitors Center	The West Point Depot and Museum is the historic site for transfer of freight between Montgomery and Atlanta in the late 1800s.	West Point	Community Development
Hawkes Library	A library hosting educational and arts programs	West Point	Literacy
Camp Pine Mountain	Facilities include cabins with bunks, shower house, a large activity field, a covered pavilion, multiple picnic tables, a chapel campfire area, potable water, flushing latrines, fishing, canoeing, archery range and bb rifle range.	West Point	Recreation
Fort Tyler Association	The purpose of the Fort Tyler Association is to inform local citizens about the history of this region through interpretive programs, exhibits, and cultural events.	West Point	Recreation
West Point Lake	The park is a great place to swim, fish, kayak and enjoy water recreation.	West Point	Recreation

COMMUNITY AMENITIES

Chattabrewchee Southern Brewhouse	A craft brewery located in the West Point offering tastings, tours, and sales.	West Point	Tourism
River's Bend Winery and Vineyard	A family owned vineyard and winery, offering tours and direct sales	West Point	Tourism

APPENDIX C: RECOMMENDATIONS FOR AN ASSET WEBSITE

Troup County would benefit from a comprehensive, web-based asset map that can index all community services available to Troup County residents. The map can be created as part of a larger website project focused on service providers in the community, or it can be created as a standalone resource that serves as a central information hub for residents needing quick and easy access to service availability. Online resource listings are already in place may represent potential partnerships or starting points for a comprehensive, accessible, county-wide web-based asset map. Examples of local listings include the Community Resource Directory of WellStar West Georgia Medical Center, and the City of West Point Community Programs webpage.

DESIRED FEATURES:

Customized data input (e.g. name of service organization, scope of services, hours of operation, GPS coordinates for mapping).
Option for color-coding services by category
Filtering functionality by user criteria (e.g. location, hours, service type, etc.)
User-friendly technology
Mobile compatibility

RECOMMENDED APPLICATIONS FOR MAP DEVELOPMENT:

Google My Maps

- Example: Katy Prairie Conservancy
- Cost: Free
- Customize map markers
- Can be embedded on a website, shared via social media, or by URL
- Mobile-optimized (Can be viewed easily in Google Maps app)
- Potentially steep learning curve, depending on who is developing the map.
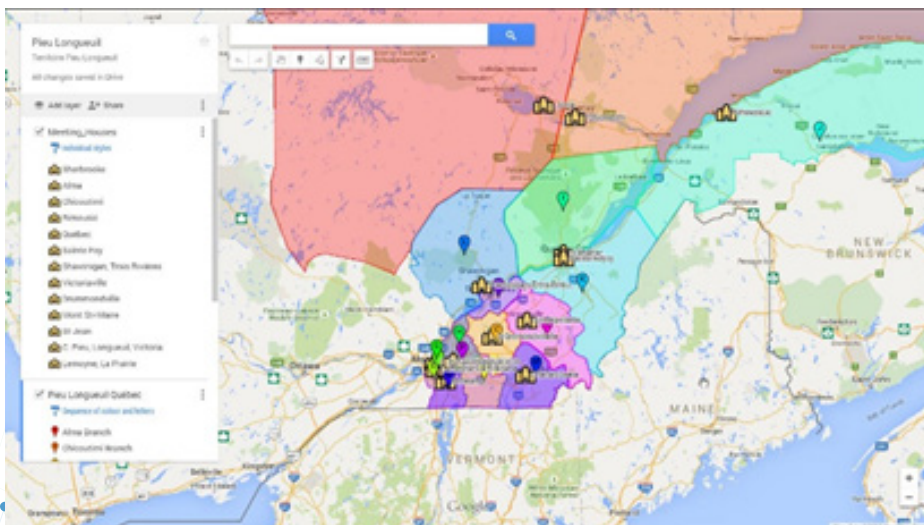
MapMe

- Example: Nonprofit Impact Map
- Cost: $49-69 per month
- Add locations with photos, videos and 360 tours.
- Create categories and filters.
- Customize your layout and map style.
- User-friendly development
- Mobile-optimized/can be embedded on a website, shared via social media, or by URL
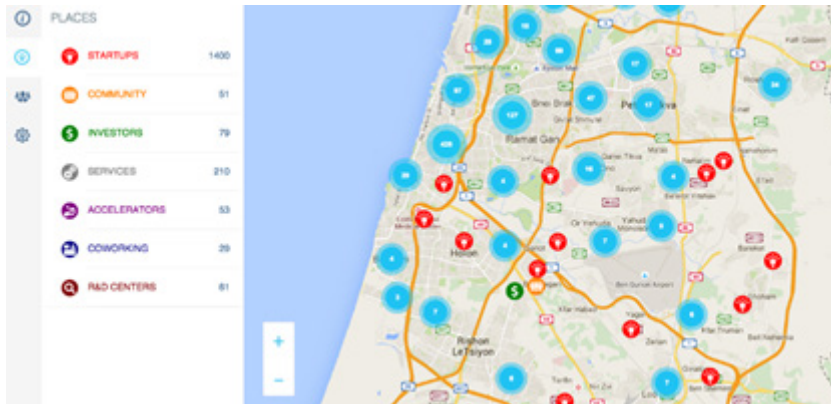
Maptive

- Cost: $1,250 annually
- Can assign unique marker colors to each location type and create a map legend with clickable location types that allow you to see only what you need.
- Filter data and show only what you want to see on the map you create and customize
- Utilizes Google Map technology
- Can upload logos, store location photos, manager photos, or other photos related to individual locations in your map
- Mobile-optimized
- May be too robust/complex relative to needs
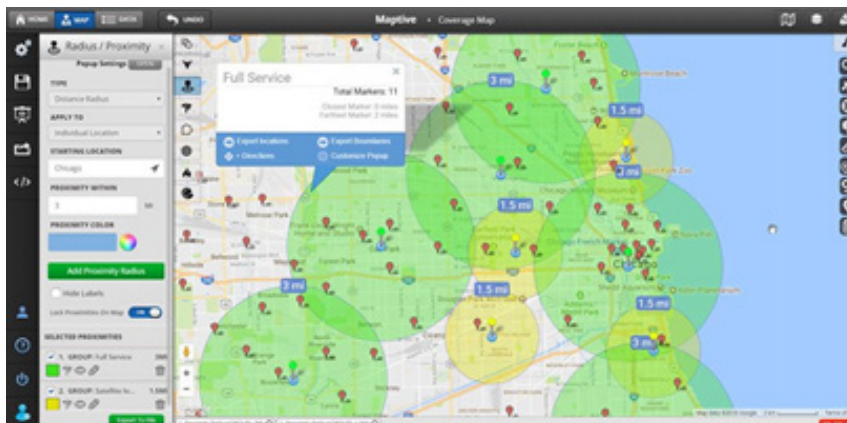
APPENDIX D: THINC AND CTAE COURSE OFFERINGS 2018-2019

THINC OFFERINGS, 2018-2019

Business Entrepreneurship
Introduction Business Technology
Legal Environment of Business
Entrepreneurship

International Business
Introduction to International Business
Global Awareness & Cultural Competency
International Business Concepts

Marketing Communications & Promotions
Marketing Principles
Promotion & Professional Sales
Marketing & Communication Essentials

Marketing & Management
Marketing Principles
Marketing & Entrepreneurship
Marketing Management
Fashion, Merchandising & Retail Management
Marketing Principles

Fashion, Merchandising & Retailing Essentials
Advanced Fashion, Merchandising & Retailing
Essentials

Allied Healthcare/Sports Medicine
Intro to Healthcare science
Essentials of Healthcare
Allied Health and/or Sports Medicine

Mechatronics
Intro to Mechatronics
AC Theory, Elec. Motors
Semiconductors & Mechanical Systems

Engineering Drafting & Design
Introduction to Drafting & Design
Survey of Engineering
3D Modeling & Analysis

Engineering & Technology
Foundations of Engineering Technology
Engineering Concepts
Engineering Applications

Energy Systems
Foundation of Energy Technologies
Energy & Power Technology
Appropriate & Alternative Energy

Game Design
Introduction to Digital Technology
Computer Science Principles
Game Design

Core Classes
10th Grade Literature
American Literature
British Literature
AP Language
World History
Government/Constitutional Theory
Economics
AP Government
Algebra II
Adv. Mathematical Decision Making
Physical Science
Environmental Science
Chemistry
Physics
Spanish I & II
Health/Financial Literacy

CTAE OFFERINGS IN TROUP COUNTY INCLUDE:

Agriculture Mechanics

Agriculture Science

Audio, Video & Film

Automotive Technology

Business

Construction and HVACR

Drama

Early Childhood Education

Engineering

Family and Consumer Science

Gaming and Design

Graphic Design

Health Science

Hospitality and Tourism

Marketing

Mechatronics

Nutrition and Food Science

Programming

APPENDIX E: PROGRAM EVALUATIONS AND CITIZENS PORTAL DEVELOPMENT

Through the process of Troup County's asset mapping, interest was expressed by community leaders in determining how to use the information gleaned from the mapping project to best support Troup County as a desirable community for its citizens to live, work, learn and play as outlined in the Avalanche Strategic Plan – more specifically, support the workforce pipeline. Two particular strategies have been mentioned as worthy of exploration by Troup County leadership in response to the Asset Map:

1. Evaluating existing programs/initiatives viewed as assets for strengthening the workforce pipeline development of Troup County, and
2. Creating a "citizens portal" for accessing existing resources in the community

Evaluation of Existing Programs

As outlined on Page 22 of the Troup County Asset Map report, an evaluation model would allow Troup County leaders to identify which resources are meeting the needs of citizens as they move through each segment of the birth to work pipeline. There is added value in providing an analysis of identified programs/initiatives that 1) can lead to providing measurable outcomes data, 2) align to and connect with defined community goals and 3) provide the intended services to the targeted population.

According to professionals in the field of community development, extensive evaluation models can be complex and costly or can be as simple as a 1-, 2-, or 3-star designated ranking or assessment. Because of the variety of programs and initiatives that aid in building a strong workforce pipeline (see Appendix B) – ranging from preK-postsecondary education supports, to community services, to work and career resources – there is agreement among the professionals interviewed that setting up a one-size fits all model would be a challenge. In addition, some programs already have a well vetted, robust evaluation system in place. An example is the Quality Rated System through the Georgia Department of Early Care and Learning, https://qualityrated.decal.ga.gov/, which assesses the level of quality in early and school-age care and education programs.

In the limited outreach for this report to community and economic development specialists, none were aware of any municipality or county that had successfully created a comprehensive evaluation system for their community programs and initiatives. Experts in the evaluation field advised, however, that communities eager to maximize the use of their targeted resources and services should consider providing instruction to community and service organizations/agencies on how to collect valuable outcomes data on their own. They viewed this strategy as a route toward guiding organization and agency service providers to build their own evaluation framework and then effectively share results with the community.

Citizens Portal or Online Repository of Community Services
In addition to developing program rankings, Troup County leaders asked that the development of a central resource similar to a "citizens portal or website" be explored. As a common subsequent step to asset mapping, communities often consider undertaking the task of creating a citizen portal that would be a "one stop shop," enabling community citizens a single access point to information and service transactions. A web portal could be a specially designed website that brings information from diverse sources. In Troup County's case, it could be a unique online resource for citizen of a community's geographic area to connect with an array of birth to work- related services and information available within the community.

Oftentimes, citizen portals can serve as an increasingly important resource in the move from a traditional way of serving the citizens to online services. They are designed to provide a more efficient way of allowing people to access information and services which traditionally would have required a phone call or a visit. Information about the organization's or agencies services is funneled to the portal and then with one click, the citizen would be provided a direct link to the organization/agency. Recognizing that not all citizens have reliable internet access, one Georgia county, Clarke County through its United Way, pursued a similar idea but instead used a manned phoned service for citizens' referrals to community services.

Most websites/portals referenced tend to be siloed rather than considering the full birth to jobs pipeline. This can be observed from the examples of portals that have been offered below as possible resources. In addition, all the interviewed professionals cautioned that for those communities that have undertaken such an endeavor of creating an online resource, there generally is an initial excitement and energy around the build-out. For long-term success, however, it is essential that a dedicated full-time person with the needed financial resources be assigned to maintain and continually update the online information. Most communities find that undertaking to be a challenging commitment.

Following are programs/Initiatives mentioned as offering supports to communities responding to the findings of their asset mapping and workforce needs or offering examples of online centralized community resources. Many only focus on one piece of the pipeline but the listing will give some ideas as to how a portal or website could look or parse out the various components of the pipeline.

Alignment Nashville:
http://www.alignmentnashville.org/
Alignment Nashville works to improve the education and health of the community's youth by providing tools that bring the community together for more effective results than they could each accomplish alone. They promote an integrated toolset, which includes an online portal, ComCoefficient, which fosters collaboration, measurement and reporting of progress, capturing knowledges, etc.

Archway Partnership:
https://www.archwaypartnership.uga.edu/
The Archway Partnership connects Georgia communities with University of Georgia and other higher education resources to address critical locally-identified needs and opportunities. The program empowers communities to address long-standing and critical community and economic development needs. Archway Partnership communities have addressed issues related to economic development, education, workforce development, leadership, health and welfare, overall quality of life, and more.

Community Toolbox, Center for Community Health and Development, University of Kansas:
https://ctb.ku.edu/en
The Community Tool box is a free, online resource for those working to build healthier communities and bring about social change. It promotes community health and development by connecting people, idea, and resources.

Childcare Nashville:
https://childcarenashville.com/
ChildcareNashville.com is an online resource of Childcare Tennessee, an initiative of The Community Foundation of Middle Tennessee. Connecting the need for quality childcare with the knowledge of open enrollment availability, ChildcareNashville.com serves to save time and money for both families and providers. In addition, an active job board keeps quality staff in the classroom.

Get Help: 2-1-1 Program provided by United Way of Northeast Georgia: https://www.
unitedwaynega.org/get-help-2-1-1-program
Available to residents of Northeast Georgia, dialing "211" provides individuals and families in need with a shortcut through what can be a bewildering maze of health and human service agency phone numbers. A toll-free call can connect individuals to a community resource specialist in their area who can put them in touch with local organizations that provide critical services that can improve lives.

Knoxville 3-1-1, Center for Service Innovation:
http://knoxvilletn.gov/government/city_departments_offices/311
City residents of Knoxville, Tn can dial 311 or visit the 311 website to access information about services provided by the city. The center serves as an easy-to-use direct line to Knoxville government and is designed to ensure that services are being delivered efficiently

Live in Lou:
https://www.liveinlou.com
This site has a jobs portal, and it also has resource lists for other areas, like education.

Shorelight Education Partner Portal:
https://partners.shorelight.com/
This site focuses on university programs, but it's organized such that one can select the university and major and course to get more info. This could be educational level (pre-K vs. elementary vs. middle/high school and/or public schools vs. private schools vs. after-school, etc.)

In addition, the following individuals/resources were contacted and agreed to engage in further discussion with Troup County leaders to provide more in-depth information and advisement on community/economic development, evaluations, and development of a central repository for citizens to access resources serving to support a strong workforce pipeline:

- Lauren Baer, Grants Manager, Tennessee SCORE; lauren@tnscore.org. Expertise: Grants management, philanthropy, community development

- Russell W. Cook, Ed.D., Public Service Assistant, Governmental Training, Education, and Development, The Carl Vinson Institute for Government, University of Georgia; russ.cook@uga. edu, (706) 542-0236. Expertise: School board governance

- Michelle Elliott, Operations Coordinator, Archway Partnership, University of Georgia; mwe@uga. edu, 478-697-4522. Expertise: Resource identification for Archway communities, community development

- Louise Hill, Senior Public Service Associate, Community Leadership Development, J.W. Fanning Institute for Leadership Development, University of Georgia; lhill@fanning.uga.edu,(706) 542-7026. Expertise: Community leadership development

- Daniel Jackson, President and CEO, Carroll County Chamber of Commerce and Carroll Tomorrow; daniel@carroll-ga.org, (678) 890-2355. Expertise: Workforce/community development, asset mapping for Carroll County through Pathways to Prosperity Initiative, Harvard University

- Eric McRae, Associate Director, Information Technology Outreach Services, The Carl Vinson Institute for Government, University of Georgia; emcrae@uga.edu, 706.542.3442. Expertise: spatial technologies, information systems design and management, project management

- Ranada Robinson, Senior Associate, Market Street Services; rrobinson@marketstreetservices. com, 404-588-2448. Expertise: Data analysis, evaluating current and potential research tools and resources

- Greg Wilson, Public Service Assistant, State Services and Decision Support, The Carl Vinson Institute for Government, University of Georgia; gjwilson@uga.edu, 706.542.6271. Expertise: Economic development, policy research
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- Theresa Wright, Public Service Associate; State Services and Decision Support, The Carl Vinson Institute for Government, University of Georgia; tawright@uga.edu, 706.542.9404. Expertise: Evaluation, performance measurement, survey research

APPENDIX F: SUMMARY AND RECOMMENDATION TOOL

This asset map is a snapshot of the workforce pipeline as it exists today in Troup County, with a fair and clear-eyed analysis of the strengths, resources, and gaps in that pipeline. Everyone, no matter their position or sector, has a role in building a strong birth-to-work pipeline. Identifying that role, however, can be challenging. This tool can help stakeholders determine where they fit, what to prioritize, and who to partner with to achieve results.
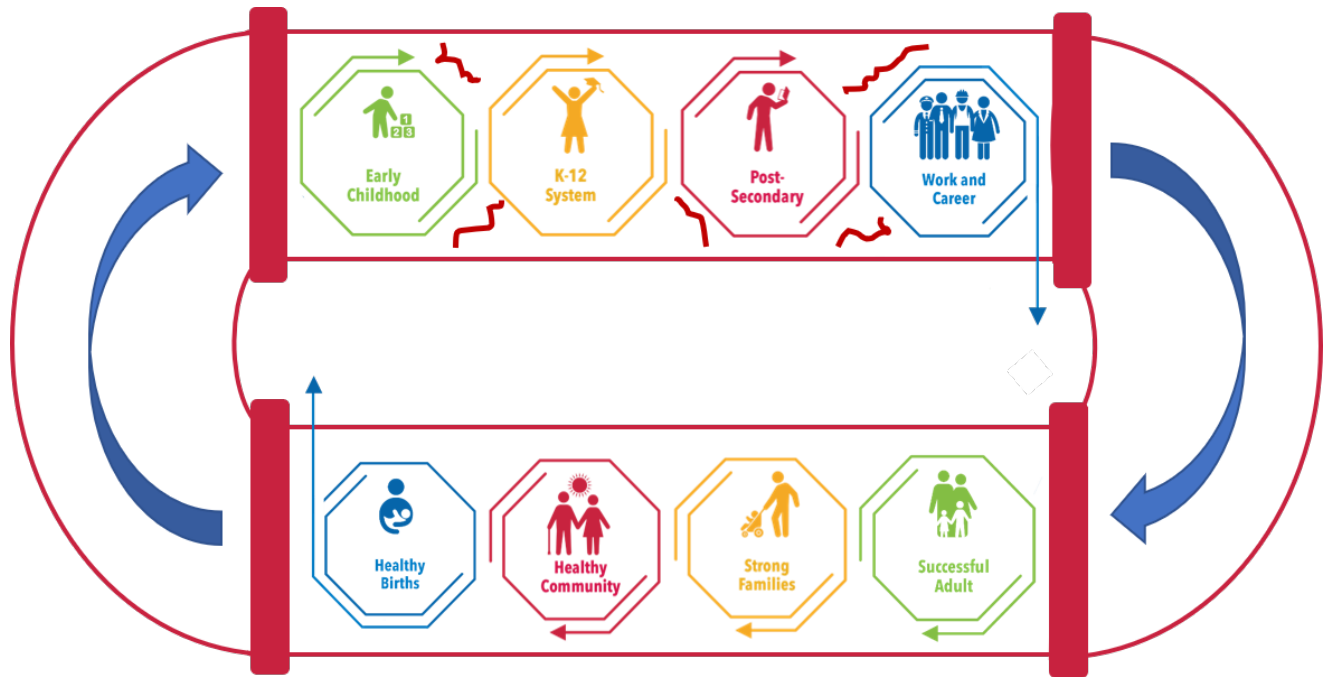
Overall Recommendations

Troup County has a rich community of stakeholders from multiple sectors dedicated to improving the economic viability of the area. As one resident stated, "all the ingredients are here" to achieve education, workforce, and community goals of a thriving populace. In the process of mapping the assets of the community, we have identified some opportunities for broader stakeholder engagement and are making the following recommendations:

- Grow trusting, collaborative partnerships, including leadership development among underrepresented communities
- Support the school system through their time of transition to new leadership
- Strengthen communication and relationships between existing entities operating in the spaces that insulate the birth-to-work pipeline (including business, industry, educational, nonprofit, social service, and civic entities)
- Define shared goals and milestones from the individuals, organizations, and institutions of Troup County
- Support and expand quality childcare and early literacy initiatives as economic development strategies

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APPENDIX F: SUMMARY AND RECOMMENDATION TOOL

Though everyone has a stake in this process, everyone's role is not the same. Determining where to plug into existing efforts, who to partner with, and how to best leverage resources to create effective, targeted interventions can be a challenge. As a tool for navigating this process, consider the following chart:

	ALERT! ASSET MISSING OR NEEDS IMMEDIATE ACTION	YIELD! PROCEED WITH CAUTION, MORE WORK TO BE DONE	GO! KEEP MOVING FORWARD: STRONG ASSETS IN PLACE
Early Childhood	• Access to 24-hour day care • Coordinated, accessible early childhood literacy initiatives	• Expansion of Quality Rated early learning and day care facilities • WellStar's healthy birth initiatives	• The Jungle Bus • Little Library program
K-12	• 3rd grade reading scores • Mental health services • Focused, equitable distribution of community resources	• Coordination between THINC and WGTC • Coordination between schools and neighborhood associations	• THINC Academy • CTAE and Early Pathways program • Callaway Zone Wraparound Services Model
Post-secondary	• Completion rates	• Relationship between schools and neighborhood associations • Relationship between private higher education institutions and local business/industry	• Relationship betweeen WGTC and industry • Servant Scholar program • Lagrange College Servant Scholar program
Work & Career	• Retention/attraction of 18-35-year-old residents	• Relationship between private higher education institutions and local business/industry	• Social amenities such as The Thread, downtown development projects, breweries, etc. • DASH, Calumet Village, and other housing communities • WGTC
Disconnected Adults	• Trusting relationships	• Connections between the network of service providers and the target clients • Accessibility of services	• Calumet Village • New Ventures • GED and adult education programs
Essential Community Services		• Racial trust and inclusion	• Community leadership and collaboration including the Center for Strategic Planning • Racial Trustbuilding • Health Care access and opportunity • GICH program

■ Items need priority attention and action
■ Opportunities that are not yet fully realized, or that may require additional support to be successful
■ Strong community assets that should be supported and expanded as appropriate

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