

THE WORKFORCE PLAN

PROJECT SUMMARY



Georgia Partnership
FOR EXCELLENCE IN EDUCATION



SPRING 2023



The Workforce Plan
Spring, 2023

Project Overview

In January 2022, the Georgia Partnership for Excellence in Education (“The Partnership”) initiated The Workforce Plan, a yearlong birth-to-workforce scan of Thomasville and Thomas County, supported by and in partnership with the Thomasville Community Resource Center and Imagine Thomasville. The overall goals of this effort were to increase economic development, decrease generational poverty, and support a strong workforce in Thomas County by:

- determining and documenting strengths and assets available in the community,
- identifying strategies to create alignment, address gaps and take corrective action steps, and
- facilitating the adoption of these strategies by community leaders.

The birth-to-workforce scan included four specific process steps. First, the Partnership probed community perceptions of strengths and barriers in the local birth-to-work pipeline through interviews and focus groups. Second, the Partnership supplemented these insights with current educational, economic, workforce, and quality of life indicators for the community. Third, the community scan identified assets and gaps in the birth to workforce pipeline and helps identify potential solutions and/or strategies to address community needs. Through community input, five points of significant opportunity topics were identified:

1. Early Learning and Childcare
2. Literacy by Third Grade
3. Pathways to Post-Secondary Study
4. Worker Barriers
5. Communication and Relationship Building

Fourth and finally, working groups came together around each of these topics to identify opportunities, priorities, and strategies for next steps to create positive, sustainable change in the community. Identified goals and strategies are attached here. Subsequent work in pursuit of these strategies is being coordinated by Imagine Thomasville and conducted by ongoing, business-led, multisector working groups.



Early Learning & Childcare	Literacy by Third Grade	Pathways to Post-Secondary Study	Worker Barriers	Communication & Relationship Building
Increase business awareness of opportunities to support early childcare	Align local literacy advocates to build a comprehensive community campaign about the importance of literacy by third grade	Increase awareness and participation in K-12 “work readiness” programs for high-demand, high paying jobs	Strengthen awareness and partnerships between business community and nonprofit service providers	Effectively craft and communicate The Workforce Plan in an equitable and inclusive way
Increase number of early childcare workers in Thomas County	Garner business and non-profit support of school literacy initiatives	Identify, measure and increase completion of “credentials of value”	Expand alternative transportation solutions	Increase diversity at existing community-wide events.
Create networks to improve access to programs that improve school-readiness. Increase access to existing programs through scholarships or supplements (for Quality Rated providers)	Align and support non-profit early literacy efforts	Promote opportunities and participation for work-based learning	Increase number of affordable housing units in the City	Promote intentional conversations using reflective structured dialogue conversations around in existing leadership programs
Increase number of new and existing spots in quality-rated or licensed centers		Increase participation of non-traditional adult learners who have dropped out of workforce in education and workforce credentialing programs	Understand local substance abuse challenges and identify and strengthen substance abuse prevention programs	

In this time of dynamic change, the birth-to-work challenges facing Thomasville and Thomas County are not unique. What is unique is the vibrant, loving, and committed nature of a resource- and relationship-rich community. By identifying shared goals and creating alignment in strategies across sectors and fields of influence, the community is pursuing every opportunity to strengthen their workforce pipeline for years to come.

Project Description and Methodology

In January 2022, the Georgia Partnership for Excellence in Education (“The Partnership”) initiated the Workforce Plan, a yearlong birth-to-workforce scan of Thomasville and Thomas County, with support from and in partnership with the Thomasville Community Resource Center and Imagine Thomasville. The overall goals of these efforts were to increase economic development, decrease generational poverty, and support a strong workforce in Thomas County by:

- determining and documenting strengths and assets available in the community,
- identifying aligned strategies to address gaps and corrective action steps, and
- facilitating the adoption of these strategies by community leaders.

The project began with a community introduction meeting in March 2022, presenting an overview of the program and project goals for a broad group of stakeholders from the business, nonprofit, education, philanthropic, and civic communities. After introducing the project, the Partnership conducted over 60 one-on-one interviews with community members in key roles across Thomasville and Thomas County including:

- Business and industry,
- Nonprofits and service sectors,
- Lay citizens,
- K-12 and postsecondary education,
- Philanthropy, and
- Civic leadership.

Additionally, 10 focus groups were conducted throughout the course of the project, with nonprofit and social service providers, parents, business and industry representatives, and education leaders. Taken as a whole, these community conversations allowed citizens and leaders to describe – in their own words – the obstacles that stand in the way of revitalizing economic and workforce development efforts throughout Thomasville and Thomas County. They also identified local strengths and assets they rely on to drive success.

By examining publicly available data, the Partnership was able to assess relevant community strength indicators for Thomasville and Thomas County, including economic, labor, education, housing, and mental health data. To build this community scan, data was pulled from:

- The Georgia Department of Education
- The Governor’s Office of Student Achievement
- The US Bureau of Labor Statistics
- The US Department of Labor
- The Georgia Chamber of Commerce
- Emory University’s Injury Prevention Research Center
- EmployBridge
- Kids Count
- Southern Regional Education Board
- The 2021 American Community Survey
- UGA’s Carl Vinson Institute of Government
- The Georgia Department of Early Care and Learning
- University of Wisconsin’s Population Health Institute
- The US Census Bureau

The data findings and the community insights form the backbone of a comprehensive community overview including recommendations for “pinch-point” working groups around significant gaps in the birth-to-work pipeline, to determine priorities and goals. To ensure community engagement and accurate representation of sectors and to build momentum, a soft rollout of findings took place in December 2022 in the form of four targeted presentations of findings to

civic, education, philanthropic, nonprofit, and business sector leaders. This soft roll out allowed final feedback and engagement from key stakeholder groups, cemented buy-in, and built word of mouth and social momentum around the final stage of The Workforce Plan: the formation of five working groups to discuss priorities and identify strategies to address targeted areas of need in the birth-to-work pipeline. Those areas are:

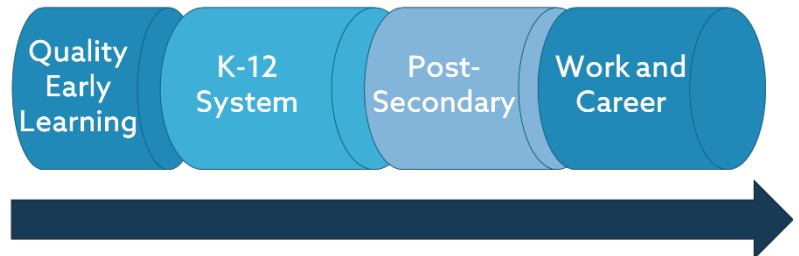
1. Early Education and Child Care
2. Literacy by Third Grade
3. Pathways to Post-Secondary Study
4. Worker Barriers to Employment
5. Communication and Relationship Building

Findings were presented at large to leaders and community members from Thomasville and Thomas County the week of January 23, 2023, starting with a large multi-sector community presentation and including smaller presentations with key stakeholder

groups including Rotary, the Chamber Industry Roundtable, Kiwanis, and others. These meetings included a call to action for community members to join a working group, and a community timeline for development and implementation of intervention strategies. The Partnership, with assistance from ThinkTwice consulting, then facilitated working group conversations to determine community priorities and next steps.

The community's work in pursuit of these strategies will be locally driven, with leadership and support from Imagine Thomasville in partnership with a diverse and strong coalition of community leaders from business, education, the civic community, nonprofits, and the philanthropic sector. Moving forward, these findings will be used by ongoing working groups, chaired by members of the business community, to ensure multi-sector alliance and collaboration to increase economic development, decrease generational poverty, and support a strong workforce in Thomasville and Thomas County.

The Birth-to-Work Pipeline:



THE WORKFORCE PLAN

EARLY LEARNING & CHILDCARE



Georgia Partnership
FOR EXCELLENCE IN EDUCATION



SPRING 2023

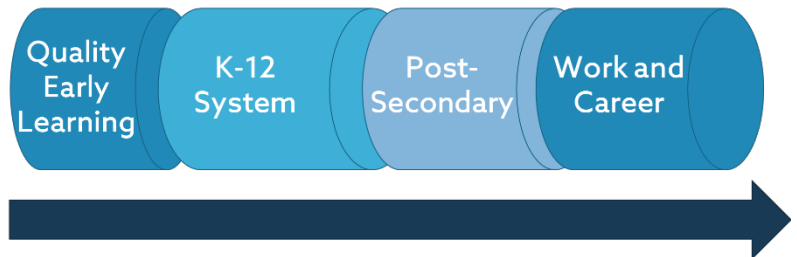


Early Learning and Childcare:

How it fits in the pipeline:

Early Childhood Education represents a critical, two-generation support in a strong birth to work pipeline. Access to safe, affordable, quality childcare allows parents to actively participate in the workforce today while simultaneously setting children up to be successful in their own journey through school and into the workforce of tomorrow. Quality Rated childcare centers offer important foundational language and literacy support, equipping young children with the skills and knowledge they need to be successful when the time comes for them to enter the K-12 system. Participating children receive critical supports that promote brain development, mastery of developmental milestones, and kindergarten readiness. Strong early learning leads to strong early language and literacy skills.¹

The Birth-to-Work Pipeline:



Where is Thomas County?

In 2022 there were 1,333 slots available across all early learning centers within Thomas County, covering only 48% of all children aged birth-to-five in the county (see Table 1). Despite the potential slots available, many of the early learning centers must operate at a lower capacity due to staffing shortages. These shortages are experienced across the state and the industry as a whole. Most centers must operate with tight margins and cannot offer competitive pay rates without raising the cost to parents, which is often already prohibitive. The high cost of quality childcare often keeps parents out of the job market, as it is more cost effective to stay home with their children than to go to an entry level or low paying job. Further, many of the largest local industries (e.g., manufacturing, healthcare) rely on shift work schedules that do not correspond to available childcare hours of operation.

Community Voices:

"80% of the workforce we hire is women. We know childcare is a problem, we just don't know what to do about it."

"I know a lot of women with Bachelor's or Master's Degrees that stay home [with their small kids]."

"I got here 16 years ago and we've had a waiting list [at our childcare center] since day one."

Most early learning centers in Thomas County do accept Child and Parent Services (CAPS) funding, a state program for qualified low-income families to offset the cost of childcare. However, 357 (27%) of the available slots in Thomas County are at centers that do not, thereby creating access barriers to the most vulnerable families and young children. Further, CAPS funding is only available to very low-income families, and parents who rely on it face the "benefit cliff" paradox- if they earn too much money, they lose the subsidy, making small pay or work advancements too "expensive" to sustain their family needs. Low-income families that earn too much to qualify are left to bear the prohibitive cost of childcare alone, pushing many otherwise qualified parents out of the workforce entirely.

¹ Source: Georgia Department of Early Care and Learning; US Census Bureau

Table 1: Early Education Slots in Thomas County²

	Quality Rated Slots	Not Quality Rated Slots	Total
Child Care Learning Centers	993	286	1279
Family Child Care Learning Centers	12	42	54
Total	1005	328	1333
Total Thomas County Population under 5			2750

Community Goals:

In consideration of the above data, local resources, and community priorities, The Working Group on Early Learning and Childcare identified the following goals for the Workforce Plan:

1. Increase business awareness of opportunities to support early childcare.
2. Increase number of childcare workers in Thomas County.
3. Create networks to improve access to early learning programs that support kindergarten readiness.
4. Increase number of new and existing spots in quality rated or licensed childcare centers.

Existing Assets:

Licensed Child Care Providers in Thomas County:

Name	Email	Phone	Slots	Address
Butler/ Mason YMCA Childcare	bebe@ymca-thomasville.org	(229) 226-6082	323	1304 Remington Ave Thomasville GA, 31792
Thomas County Child Development Center	ctucker@swgacac.com	(229) 226-2595	267	915 Lester Str Thomasville GA, 31792
Glad Tidings Academy	gwelch1965@yahoo.com	(229) 236-6005	130	16603 US Hwy 19 N Thomasville GA, 31792
New Oak Academy	koketta@newoakacademy.com	(229) 236-2538	98	140 Old Boston Rd Thomasville GA, 31792
Bright Star Child Care & Learning Center, Inc.	bstar@rose.net	(229) 227-0500	96	704 E. Clay St Thomasville GA, 31792
Smart Start Pre-School Learning Academy	startsmart.leapintolearning@yahoo.com	(229) 225-1122	86	505 Bartow St Thomasville GA, 31792

² <https://getgeorgiareading.org/>

Thomasville Community Resource Center	cortney.oneal@tcrc.community	(229) 226-5846	79	501 Varnedoe St Thomasville GA, 31792
Thomasville Learning Center (TLC)	TLC@VFCThomasville.org	(229) 236-5556	73	19144 Hwy 19 N Thomasville GA, 31757
Tender Loving Care Daycare	tlcdaycare207@gmail.com	(229) 226-9257	43	207 Meadow St Thomasville GA, 31792
Mount Zion Day Care Center	mtziondaycarecenter@gmail.com	(229) 226-4240	34	323 Mckinley St Thomasville GA, 31792
Hands on Learning Academy	japonicacampbell2002@yahoo.com	(229) 226-4426	21	126 Cecil St Thomasville GA, 31792
Thomasville Christian School "TCS Kids"	rtanner.tcschool@gmail.com	(229) 227-1515	17	1040 Glenwood Dr Thomasville GA, 31792
Davis Child Care	davis_childcare@yahoo.com	(229) 236-7806	12	404 Fletcher St Thomasville GA, 31792
Anglea, Laura J	angleafamily@yahoo.com	(229) 977-4763	6	179 Lilliquin Dr Thomasville GA 31757
Boone, Sheila Y	sheilabo@rose.net	(229) 224-8646	6	122 Holly Hill Lane, Thomasville GA, 31757
Corbin, Ida M	scorbin@rose.net	(229) 226-0282	6	472 Summerhill Rd Thomasville GA, 31757
Fedrick, Torrii S	t.fedrick@yahoo.com	(229) 236-2329	6	1501 Magnolia St Thomasville GA, 31792
Fisher, Cynthia A	fishercynthia99@yahoo.com	(229) 225-9272	6	210 Mckinley St Thomasville GA, 31792
Libby, Cristina E	cristinalibby@yahoo.com	(229) 977-5514	6	3575 GA Highway 188 Ochlocknee GA, 31773
Miller, Gwendolyn C	msgwen13@hotmail.com	(229) 227-9276	6	1240 Hall Rd Thomasville GA, 31757
Robertson, Anna M	annamariarobertson@att.net	(229) 226-0060	6	952 County Farm Rd Thomasville GA, 31757
Simons, Sheri T	lfytonya@yahoo.com	(229) 221-9228	6	47 Country Lake Lane Thomasville GA, 31757

Department of Early Care and Learning (DECAL) Community Coordinators support child care providers and are excellent resource links to find information and support for child care efforts, learn about other community's efforts, and get expert insight into the needs, trends, opportunities, and challenges in the industry. For more information, contact:

Edward Rowell
DECAL Community Coordinator for Southwest Georgia
edward.rowell@decal.ga.gov

The Thomasville Community Resource Center (TCRC) offers a variety of programs supporting children and families, including the Parent-Child Home Program, Child's 1st Teacher = Parent, and a variety of childcare, afterschool, and parent training courses include a focus on early literacy. For more information, contact:

Lisa Billups
Executive Director, TCRC
229-226-5846 x102
lisa.billups@tcrc.community

Georgia Family Connection Partnership runs county-level collaboratives of local nonprofits and service providers who support the health and well-being of families, especially of children aged 0 to 8, including education, early learning, and related programs. For more information on the Thomas County Family Connection Collaborative, contact:

Kathy Megahee
Thomas County Family Connection Coordinator
(229) 221-4122
thomasfc31792@gmail.com

The Get Georgia Reading Campaign is a state-wide campaign for grade-level reading that focuses on early learning and “language nutrition” as one of its core pillars to support early brain development. They offer a valuable array of services, resources, and research to support early learning initiatives. Thomas County is a campaign member community. For more information, contact:

Kathy Megahee
Thomas County Family Connection Coordinator
(229) 227-3125
thomasfc@rose.net

Carla Dubose
Director of Human Resources, Thomasville City Schools
(229) 225-2666
dubosec@tcitys.org

Robin Cartright
Curriculum Director, Thomas County School District
(229) 584-9158
rcartright@tcjackets.net

Next Step Strategies:

EARLY LEARNING AND CHILDCARE GROUP GOAL: To strengthen the workforce pipeline by increasing amount of and access to research-based and quality rated early learning programs		
Goal	Strategies	Stakeholders/ Leadership
1. Increase business awareness of opportunities to support early childcare.	1. Disseminate information through industry roundtable.	PDA, childcare providers
	2. Increase use of employer childcare tax credit	GaDOE
	3. Recruit childcare providers willing to “set aside” spots for businesses	
	4. Publish Exempt, Licensed, and QR childcare	Imagine Thomasville, GPEE
	5. Encourage business support of capital campaigns for non-profit childcare centers	Imagine Thomasville, non-profit providers
2. Increase number of early childcare workers in Thomas County	1. Create collaborations with school systems and non-profit ESPs to use Kelly Education Services or other staffing agency to assist with staffing challenges.	TCRC
	2. Use CTI and other networks to encourage church-based mentoring groups to support childcare programs	CTI
	3. Utilize students teachers from Technical College, TU, and early learning CTAE classes	SRTC, TU
	4. Explore opportunities for VISTA AmeriCorps, Teach for America or other purpose-driven groups to support staffing	
3. Create networks to improve access to programs that improve school-readiness Increase access to existing programs through scholarships or supplements (for Quality Rated providers)	1. Support advocacy programs for childcare friendly policies at state legislature	Get Georgia Reading, Voices for Georgia's Children, GEEARS
	2. Build collaborations between healthcare providers and childcare providers to share information.	Archbold; Talk With Me Baby; Get Georgia Reading
	3. Explore and share successful preschool programs for two- and three-year-olds in public schools	Get Georgia Reading
4. Increase number of new and existing spots in quality-rated or licensed centers	1. Recruit new providers	Imagine Thomasville
	2. Assist existing quality-rated programs in applying for grants to expand access	DECAL

THE WORKFORCE PLAN

THIRD GRADE LITERACY



Georgia Partnership
FOR EXCELLENCE IN EDUCATION



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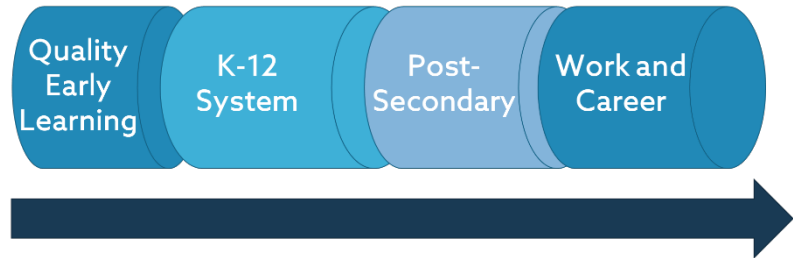


Literacy by Third Grade

How it fits in the pipeline:

Reading proficiently by the end of the third grade is one of the most significant indicators of lifelong earnings, health outcomes, and involvement with the justice system. This correlation is widely accepted and supported in studies across the nation: children who can't read well by the third grade are four times more likely to drop out of high school than proficient readers, and two thirds of students who cannot read proficiently by the 4th grade end up in jail or on welfare. Early literacy is a foundational skill upon which all other academic achievements are built, and without which students do not have the tools they need to succeed in school or work¹.

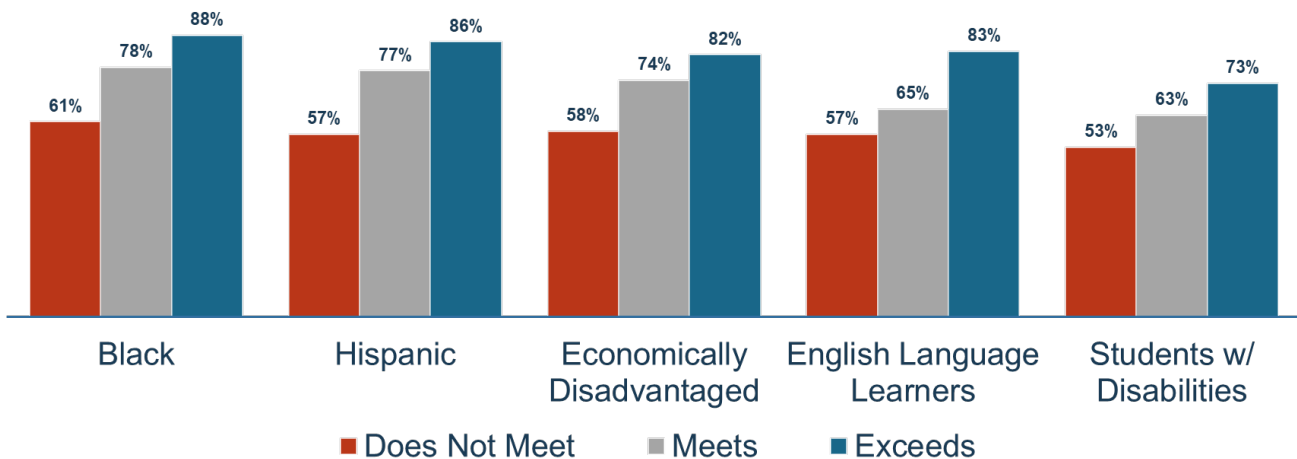
The Birth-to-Work Pipeline:



However, the converse is also true: students who ARE proficient readers by third grade outperform their peers, despite other challenges such as low income, disability, or minority status. A 2016 study of Georgia students found that students who were above grade level reading in third grade graduated above the state average, in every subgroup (see Figure 2). Equipping students with strong early literacy skills is a necessary and robust workforce development strategy: If we need students to graduate, we need them to be able to read by the end of third grade.

Figure 2: The Relationship between Early Literacy and Graduation²

2016 HS Graduation Rate by 3rd Grade Reading Proficiency Subgroups



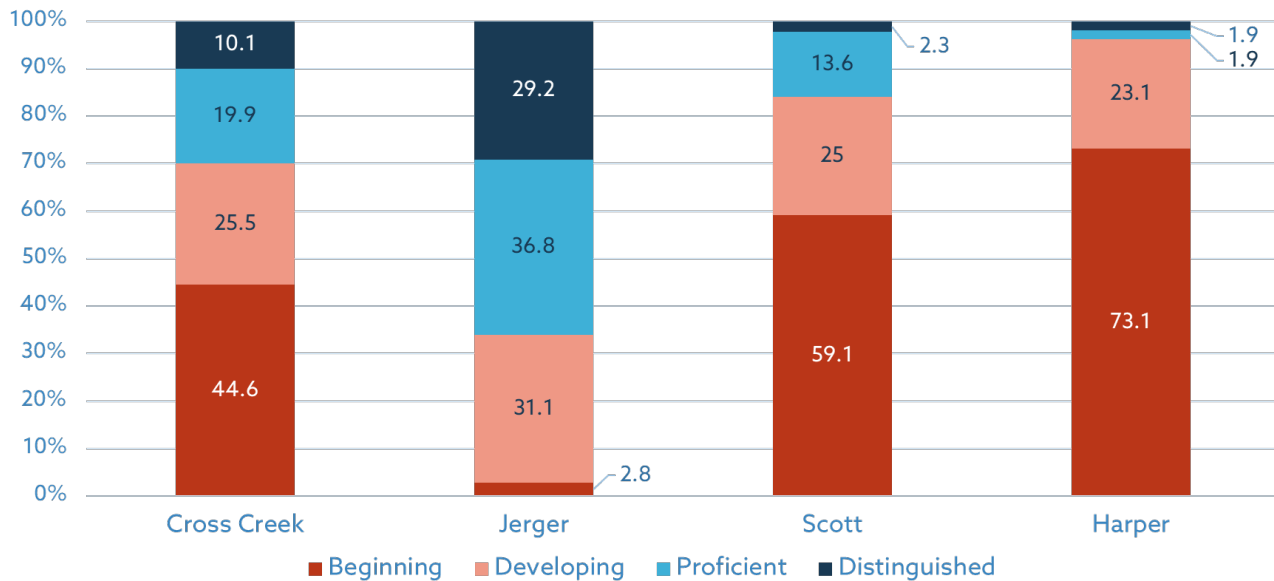
¹ For more information, go to <https://getgeorgiareading.org/>

² Source: Governor's Office of Student Achievement: [How Do Students' 3rd Grade Reading Levels Relate to their ACT/SAT and Chance of Graduating from HS?](#)

Where is Thomas County:

There are two school districts in Thomas County: Thomas County School District (TCSD) and Thomasville City Schools. TCSD has one elementary school serving all district 3rd graders, Cross Creek Elementary. Thomasville City has three neighborhood based elementary schools serving 3rd graders: Jerger, Harper, and Scott Elementary Schools. The 2022 3rd grade reading scores from each elementary school are described in Figure 3 below.

Figure 3: Third Grade Literacy Rates by School, 2021-2022³



Because of the nature of how each district is organized, it is important to consider context when interpreting this data. Harper Elementary serves a low-income neighborhood that is almost exclusively Black, facing significant community challenges around housing, health, and poverty. Jerger Elementary, by contrast, draws students from a significantly higher resourced neighborhood with far fewer socioeconomic challenges. Similar community discrepancies exist across the county district, but as all county students feed into the same school, the discrepancies are not captured at the neighborhood level like they are within the neighborhood serving schools of the city district.

Community Voices:

“Literacy is the underlying condition in so many things.”

“Talk to your babies. Read to your babies. I want to shout it from the rooftops, and for everyone to know the impact of early literacy.”

By any interpretation, however, there is a need for more children in Thomasville and Thomas County to achieve grade level literacy skills by the end of third grade.

Community Goals:

In consideration of the above data, local resources, and community priorities, The Working Group on Literacy by 3rd Grade identified the following goals for the Workforce Plan:

1. Align local literacy advocates to build a joint campaign about the importance of literacy by 3rd grade.
2. Garner business and non-profit support for school literacy initiatives.
3. Align and support non-profit early literacy efforts.

³ <https://gosa.georgia.gov/dashboards-data-report-card/downloadable-data>

Existing Assets:

Thomasville Reads: Thomas County has a Certified Literate Community Program called Thomasville Reads, in partnership with the statewide Certified Literate Community Program: <https://www.tcsg.edu/adult-education/adult-education-certified-literate-community-program/>

For more information contact:

Melvin Hugans
Chairman
(229) 403-9331
Melvin@tnbank.com

TCSD is a recipient of Georgia's Literacy for Learning, Living, and Leading (L4GA) grant administered through the Georgia Department of Education. The program offers resources and technical support to participating districts. For more information, contact:

Robert Dechman, Ed.D.
Assistant Superintendent for Federal Programs and Accountability, TCSD
(229) 584-9133
bdechman@tcjackets.net

The Thomasville Community Resource Center (TCRC) offers a variety of programs supporting children and families, including the Parent-Child Plus program, and a variety of childcare, afterschool, and parent training courses providing an early literacy focus for families that need it most. For more information, contact:

Lisa Billups
Executive Director, TCRC
229-226-5846 x102
lisa.billups@tcrc.community

Georgia Family Connection Partnership runs county-level collaboratives of local nonprofits and service providers who support the health and well-being of families, especially of children aged 0 to 8, including education, literacy, and related programs. For more information on the Thomas County Family Connection Collaborative, contact:

Kathy Megahee
Thomas County Family Connection Coordinator
(229) 221-4122
thomasfc31792@gmail.com

The Get Georgia Reading Campaign is a statewide campaign for grade-level reading. It represents efforts from hundreds of public and private leaders from across the state and across sectors who have come together to take on third-grade reading as an urgent priority for all who care about children's health and well-being. They offer a valuable array of services, resources, and research to support local literacy initiatives. Thomas County is a campaign member community. For more information, contact:

Kathy Megahee
Thomas County Family Connection Coordinator
(229) 227-3125
thomasfc@rose.net

Carla Dubose
Director of Human Resources, Thomasville City Schools
(229) 225-2666
dubosec@tcitys.org

Robin Cartright
Curriculum Director, TCSD
(229) 584-9158
rcartright@tcjackets.net

Thomas County Public Library System: The library hosts a variety of resources for children and parents, including Literacy for Thomas County. Literacy for Thomas County promotes, supports, and enhances community literacy efforts, including free books for children, dictionaries for third graders, and other collaborative efforts. For more information, contact:

Stephen Whigham
Interim Library Director
229-225-5252
201 N Madison St
Thomasville GA 31792

Many other programs and projects directly serve or support children in educational, cultural, and afterschool capacities, and can be significant assets to creating, aligning, and expanding the opportunity for children to achieve grade level reading by the end of third grade. Some of those programs include:

Hands on Thomas County
Jack Hadley Black History Museum
Kiwanis Club of Thomasville
Marguerite Neel Williams Boys & Girls Club of Southwest Georgia
Rotary Club of Thomasville
The Thomas County Branch NAACP
The Thomasville History Center
Thomas County School District
Thomasville Center for the Arts
Thomasville City Schools
YMCA Thomasville

A list of more organizations serving children and families in Thomas County can be found at:

Hands on Thomas County Non-Profit Directory: <https://www.handsonthomascounty.org/non-profit-directory/>

TCPLS Community Resource Directory: <https://tcpls.org/community-resource-directory>

Next Step Strategies:

THIRD GRADE LITERACY GROUP GOAL: To strengthen the workforce pipeline by improving third grade literacy rates.		
Goal	Strategies	Stakeholders/Leadership
1. Align local literacy advocates to build a comprehensive community campaign about the importance of literacy by third grade.	1. Build on Thomas County Reads and Books are Magical programs with multi-media campaigns	Thomasville Reads (formerly CLCP), Family Connection, TCPLS, L4GA Participants
	2. Share messages with churches, community groups, and other trusted voices.	CTI, TCPLS, Thomasville Reads, Family Connection
	3. Incentivize businesses to spread the message through staff meetings, brag sessions, story walks	Imagine Thomasville, PDA, Business Champions
2. Garner business and non-profit support of school literacy initiatives	1. Schools present existing initiatives to businesses at School to Business Summit	Imagine Thomasville, Schools (L4GA Participants)
	2. Increase # of volunteers in the adult training program supported by L4GA grants	L4GA Participants, HOTC, Imagine Thomasville
	3. Leverage businesses to incentivize employees to raise proficient readers (Employee bonuses, PTO, etc for employees who bring in improved or baseline scores)	Imagine Thomasville
	4. Consider a competition between businesses to reward the business with highest percentage of employee's kids who are proficient readers by third grade.	Working Group
3. Align and support non-profit early literacy efforts	1. Encourage multi-sector (including business) leadership in Align local literacy advocates to build a joint campaign about the importance of literacy by third grade.	Family Connection, Thomasville Reads, Business Champions, Schools
	2. Compile and maintain list of literacy initiatives.	Family Connection, TCPLS, Imagine Thomasville, Thomasville Reads
	3. Connect literacy resources with healthcare providers	Archbold, Healthcare Providers
	4. Increase number of volunteers trained in evidence-based literacy approaches in afterschool and summer programming	HOTC, CTI
	5. Expand Parent-Child Plus Programming	TCRC

THE WORKFORCE PLAN

PATHWAYS TO POSTSECONDARY



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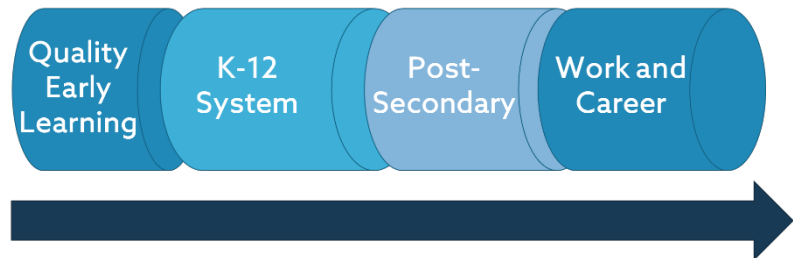


Pathways to Post-Secondary

How it fits in the Pipeline:

In today's economy, employers increasingly need workers equipped with the type of technical knowledge and skills that is found in post-secondary educational settings. Different industries have different needs, be it certification to drive a forklift or an MBA degree, but one consistent truth is growing: employers require some level of training and education beyond a traditional high school diploma to fill most jobs.

The Birth-to-Work Pipeline:



There are many steps for a student to earn a post-secondary credential. In order to complete a credential, students must: 1) know it exists, 2) qualify for study through high school/GED completion and program admission standards, 3) enroll and pay for the program, and 4) maintain attendance and performance levels in line with the program. There can be many obstacles and disruptions along this path. Further, it is important to consider that all credentials are not created equal. A clear understanding of industry needs and identification of credentials *of value* in the local employment watershed area is necessary in considering appropriate interventions to increase the number of Thomas County residents pursuing post-secondary study.

Where is Thomas County?

Thomas County's largest individual employer by far is the Archbold Medical Center. The City of Thomasville and the school districts are also large local employers. Each of these employers represent an industry that requires completion of higher education to qualify for the lion's share of their positions. From a sector standpoint, Thomas County has a significant and diverse manufacturing base, and a thriving small business community. Each sector and employer has its own unique needs, but all are operating in an environment that increasingly relies on rapidly evolving technology and depends on skilled employees.

Thomasville is home to the main campus of Southern Regional Technical College (SRTC), an institution of the Technical College System of Georgia. SRTC offers a variety of programs to a broad spectrum of the community, from current high school students, adults with no high school diploma or equivalency, traditional full time post-secondary students, and adult and mid-career learners seeking higher credentials or career changes. SRTC also offers Quick Start training to local industry partners, who can ask the college to develop programs of study specifically tailored to meet their immediate industry needs.

Thomas University (TU), a small for-profit university serving almost 1,500 students, also calls Thomasville home. TU brings about 450 traditional college students into the community each year. Most of these students come from outside of Thomas County (including internationally) and leave the community upon graduation.

Both local school districts have successful programs integrating post-secondary study into current high school coursework and culture. Both systems offer an array of Career and Technical & Agricultural Education (CTAE) pathways and courses, in concert with local industries and their needs. As well, each system offers some level of Dual Enrollment opportunities through both SRTC and TU.

Community Voices:

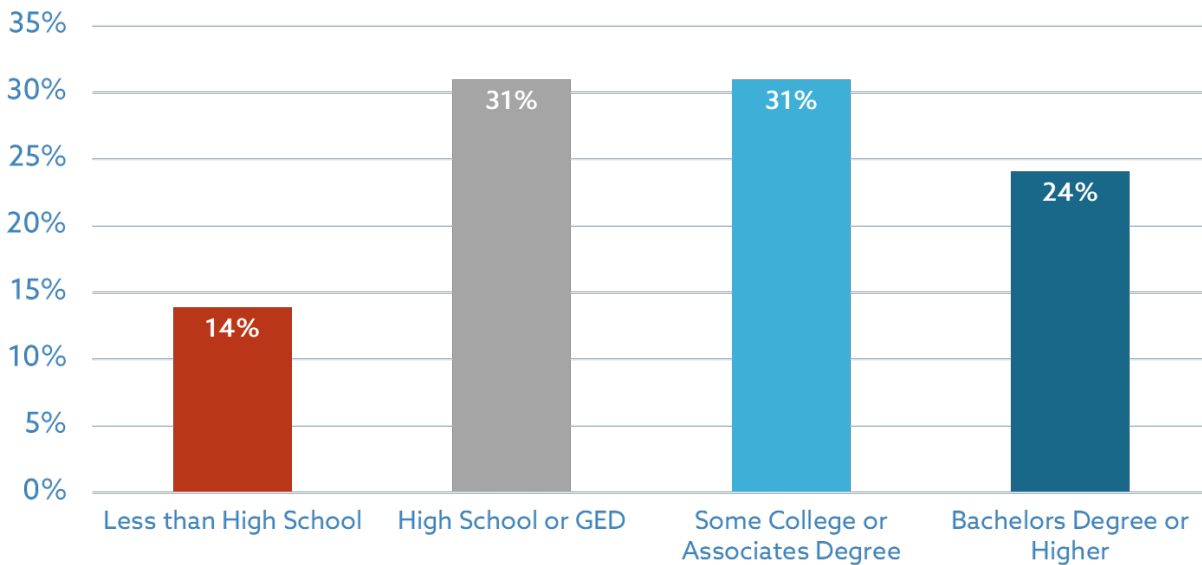
"We need an integrated, supported pipeline. Can we get these people who aren't ready to be a nurse in a pathway where nurse is a possibility down the line? Where they have the option when they grow up, and work a few years, to seamlessly come back to more training?"

"If you want all these things, good education, good training, parent involvement, etc., then you have to build a system that supports all those things."

"I don't know that we are training people for the industries that exist necessarily...I don't think that students envision themselves working in production. They don't know what it involves, and they don't see themselves there."

While these institutions and relationships represent significant and valuable resources to supporting employer and industry workforce needs, the current educational attainment rates of working aged adults in Thomas County reflect low attainment levels in the skills needed to meet workforce needs (see Figure 4). For the community, industries, and residents to thrive, more residents need to make it to and through post-secondary study.

Figure 4: 2021 Educational Attainment in Thomas County¹



Community Goals:

In consideration of the above data, local resources, and community priorities, The Working Group on Pathways to Post-Secondary Study identified the following goals for the Workforce Plan:

1. Increase awareness of and participation in K-12 “work readiness” programs for high-demand, high paying jobs.
2. Identify, measure, and increase completion of local “credentials of value.”
3. Promote opportunities and participation in work-based learning programs at the high schools.
4. Increase participation of non-traditional adult learners who have dropped out of the workforce in education and credentialing programs.

Existing Assets:

SRTC Programs Descriptions:

Program	Target Population	Program Details
Dual Enrollment	High School students	Dual Enrollment is a program that allows qualified high school students to take courses that earn college and high school credit at the same time, for no tuition cost. Some students may choose to enroll fully into a degree, diploma, or technical certificate of credit program, or they may just take a few courses
Adult Education	Adults without High School Diplomas, including prisoners and returning citizens	Adult Basic Education and/ or English as a Second Language programs

¹ <https://www.census.gov/programs-surveys/acs/news/data-releases/2021/release.html>

HOPE Career Grants	Students of any age pursuing study in high demand career tracks in Georgia	Free tuition programs for eligible students in 17 high-demand career fields
WorkSource Georgia	Dislocated and/ or unemployed adults or youth	Creates targeted training opportunities in high-demand fields to create pathways to stable, living-wage employment for participants
Quick Start	Current employees in need of customized workforce training	Quick Start training is developed in close concert with business and industry to create efficient, high impact training for their employees to meet industry needs
Accelerated Career Diploma (Formerly, "Option B")	High School students seeking an accelerated path to high school graduation and post-secondary credential completion	The Accelerated Career Diploma allows students to complete High School Diploma requirements while simultaneously pursuing an Associate Degree, Technical Diploma, or two Technical Certificates of Credit in a specific career pathway
Technical Education	General SRTC students	SRTC offers a rich variety of technical certificates of credit, associate degrees, and diplomas, and enjoys strong articulation agreements with University System of Georgia institutions

CTAE Programs at Thomas County High School:

Agriculture
 Audio-Video Technology and Film
 Automotive Technology
 Business Management
 Early Childhood Education
 Health Science
 Information Technology
 JROTC - Army
 Welding
 Work-Based Learning
 Workforce Ready

CTAE Programs at Thomasville High School:

Business and Technology
 Computer Science
 Construction
 Early Child Care and Education
 Health Science
 JROTC – Air Force
 Marketing
 Plant Science/ Horticulture
 Welding (offered in conjunction with SRTC)

Every CTAE pathway has a corresponding program of study planning sheet to help students understand more about the pathway, connected careers, and post-secondary programs. For more information on the CTAE programs at the corresponding high schools, please contact:

Thomas County High School:

Dr. Beth Adams
 Assistant Principal/CTAE Director

(229) 225-5050
badams@tcjackets.net

Thomasville High School:

Ginger Reeves
CTAE Director and Work Based Learning Coordinator
(229) 25-2634
reevesg@tcitys.org

Project Purpose is a workforce initiative created by Imagine Thomasville focused on connecting businesses (employers) to job seekers and students. For more information, contact:

Andrea Collins
President, Thomasville Chamber of Commerce
(229) 226-9600
andrea@imaginethomasville.com

Archbold Medical Center has been investing in their workforce pipeline by working closely with the high schools and technical college for years. Their connections to the institutions that deliver their workforce can be used as a blueprint or starting point to guide other programs for other entities or industries. For more information, contact:

J. Christopher Newman
Vice President of Clinical Services, Archbold Memorial Hospital
(229) 228-2771

Next Step Strategies:

PATHWAYS TO POST-SECONDARY SUCCESS GROUP GOAL: To strengthen the workforce pipeline by increasing the completion of “credentials of value” in Thomas County		
Goal	Strategies	Stakeholders
1. Increase awareness and participation in K-12 “work readiness” programs for high-demand, high paying jobs	a. Create high impact multi-media campaign to promote “credentials of value” and local training opportunities (Use HOPE Career List to guide)	SRTC Innovation Director, Imagine Thomasville, Goodwill
	b. Expand Project Purpose to include Elementary, Middle, and High School components	Imagine Thomasville, New Hire Solutions, TNB, businesses
	c. Expand K-12 Innovation Day to promote problem-solving, AI awareness, and STEAM skills	SRTC Innovation Director, Georgia AIM team, Imagine Thomasville
	d. Encourage business support of career readiness programs in afterschool and other youth-serving non-profits	Boys and Girls Club, YMCA, Gathering Place, TU’s TRIO program
2. Identify, measure, and increase completion of “credentials of value”	a. Use annual sector-specific workforce survey to identify “credentials of value”	PDA, Goodwill, SRTC, Archbold
	b. Measure and report student interest and participation in programs ending with “credential of value.” (Including baseline GED program)	SRTC, CTAE Directors, school counselors
	c. Include report of businesses use of Economic Development training opportunities through SRTC, Goodwill and other providers	SRTC, Goodwill, PDA, Businesses
	d. Update CTAE pathway partnerships at annual School to Business Summit	Imagine Thomasville, CTAE Directors
3. Promote opportunities and participation for work-based learning	a. Conduct Shadow Day and Industry Tours	Working Group, Industry Roundtable
	b. Promote business participation in Work-Based Learning program	Schools, Imagine Thomasville
	c. Create summer employment opportunity list	Imagine Thomasville
4. Increase participation of non-traditional adult learners who have dropped out of workforce in education and workforce credentialing programs	a. Use geofence technology to target high poverty populations for programs	
	b. Leverage non-profit partners to spread message of programs.	Family Connection, Goodwill, TCRC
	c. Use non-profit forum to adopt and share these marketing initiatives	Family Connection, Goodwill, TCRC
	d. Leverage Community Foundation to identify funding	

THE WORKFORCE PLAN

WORKER BARRIERS



Georgia Partnership
FOR EXCELLENCE IN EDUCATION



SPRING 2023

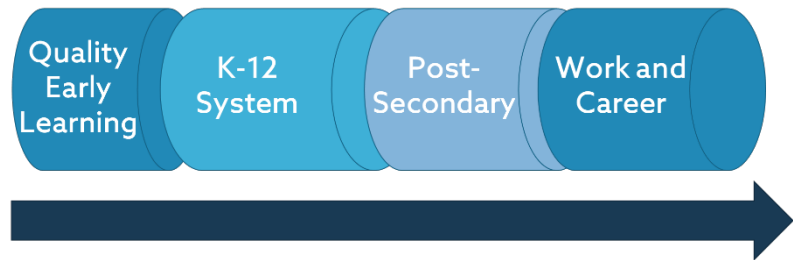


Worker Barriers

How it fits in the Pipeline:

The labor market has been historically tight coming out of the pandemic. Most people looking for jobs have jobs. For example, in Sept. 2022, the unemployment rate in Thomas County was 2.9%. Simultaneously, employers are struggling to fill open positions or keep current employees. The hardship of the last few years caused by the global pandemic and corresponding economic disruptions, has pushed many skilled workers into retirement, leaving employers struggling to find qualified replacements. It has also driven and heightened generational social and cultural shifts around the culture of work and the expectations of employees around pay, benefits, and shift/ schedule flexibility. Finally, these disruptions have increased barriers to employment for many members of the community who might otherwise be strong candidates but cannot currently meaningfully access fulltime employment.

The Birth-to-Work Pipeline:



Many barriers prevent otherwise interested or qualified people from participating in the workforce, including:

- Lack of reliable transportation
- Unavailable or unaffordable childcare or elder care
- Affordable and worker housing shortages
- Addiction and substance use
- Mental and physical health needs
- Exposure to the criminal justice system
- Skill deficits (hard skills and soft skills)

Businesses are not built to address many of these barriers and often do not see themselves in a role that would be involved in solving many of these individual and community challenges. Furthermore, different employers or sectors have varying tolerance levels to changes in different policies such as criminal justice records, substance use, or implementing family-supporting schedules or flexibility.

However, many programs, organizations, and efforts already exist to address and ease many of these barriers. As employers continue to struggle to meet their workforce needs, businesses are increasingly desperate to fill critical roles. Through rethinking policies, connecting with service providers, and building relationships and partnerships with nonprofit and civic sector players, worker barriers can be reduced, allowing more qualified people to participate in the workforce.

Where is Thomas County?

Thomas County has the highest workforce participation rate among its contiguous Georgia counties at 61%, almost as high as the state average of 63% (see Figure 5). At the same time, the county is looking at low unemployment rates that have fallen quickly during the pandemic recovery (see Figure 6), only slightly trailing the rates for the state.

Figure 5: Percentage of Residents 16+ in Civilian Labor Force, 2022¹

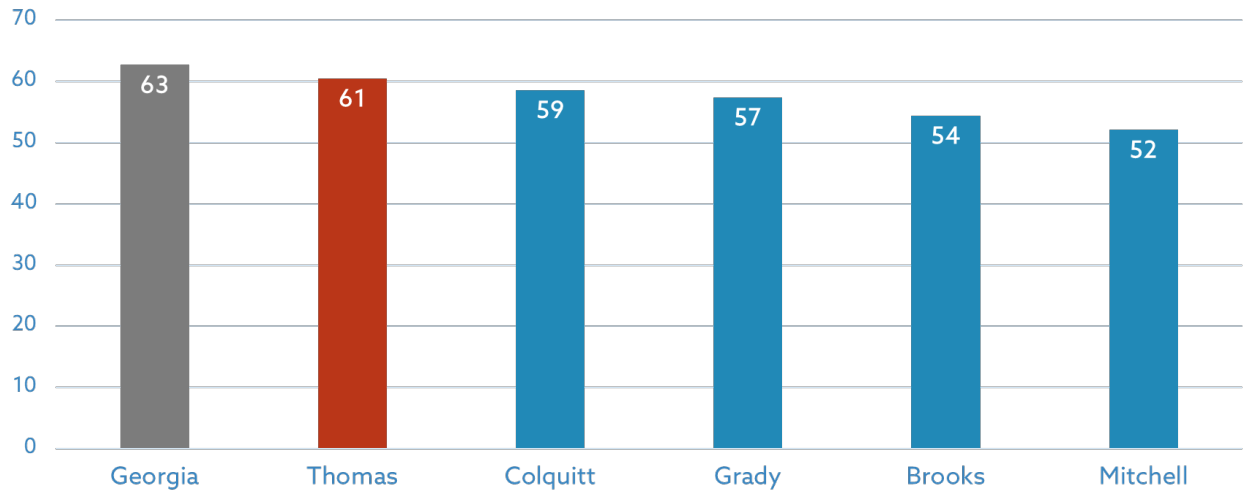
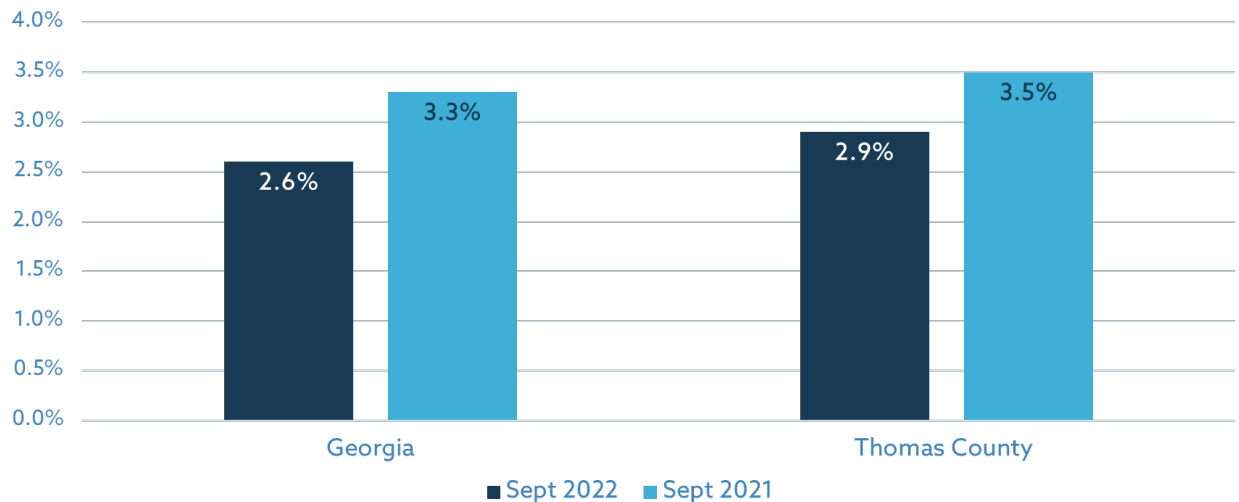


Figure 6: Unemployment Rates in Thomas County, 2021 and 2022²



Across the county and throughout every sector, employers are struggling to find qualified workers. Interviews and focus groups revealed the widespread challenges in this space, and the pain in which most employers are currently operating. The needs in some sectors (law enforcement, nursing, teaching) have far reaching social and cultural implications, as failures in those sectors directly threaten the wellbeing of the community at large.

Resources, service providers, and activities do exist in Thomas County to address some of the most pressing barriers to employment. A recently formed Community Development Corporation is leading efforts to address worker housing shortage, and there is a robust and thriving nonprofit community providing services to vulnerable community members in many ways. While businesses are not- and often should not be- positioned to provide direct services such as transportation, mental health, or substance abuse services, strong connections with existing service providers have immediate and long-term implications in reducing worker barriers, meeting employer needs, and bringing more adults successfully into the workforce.

¹ <https://www.census.gov/en.html>

² <https://www.bls.gov/>

Community Goals:

In consideration of the above data, local resources, and community priorities, The Working Group on Reducing Worker Barriers identified the following goals for the Workforce Plan:

1. Strengthen awareness and partnerships between business community and nonprofit service providers.
2. Expand alternative transportation solutions.
3. Increase the number of affordable housing units in city.
4. Understand the local substance abuse challenges and identify and strengthen substance abuse prevention programs.

Existing Assets:

Much work is already in progress in Thomasville and Thomas County to address affordable and workforce housing needs. The Georgia Initiative for Community Housing (GICH) grant committee has recently called for the creation of the Thomasville Community Development Corporation. For more information on housing efforts, please contact:

Mike Jones
Community Development Director, Thomasville Community Development Corporation
(229) 579-8900
tvillecdc@rose.net

Georgia Family Connection Partnership runs county-level collaboratives of local nonprofits and service providers who support the health and well-being of families and communities. For more information on the Thomas County Family Connection Collaborative and its members, contact:

Kathy Megahee
Thomas County Family Connection Coordinator
(229) 221-4122
thomasfc31792@gmail.com

The Thomasville Community Resource Center's (TCRC) mission is to support and enhance the educational, emotional, and physical well-being of all people of Thomas County, through educational, health, and family support services.

Lisa Billups
Executive Director, TCRC
229-226-5846 x102
lisa.billups@tcrc.community

A list of more organizations serving Thomas County can be found at:

Hands on Thomas County Non-Profit Directory: <https://www.handsonthomascounty.org/non-profit-directory/>

TCPLS Community Resource Directory: <https://tcpls.org/community-resource-directory>

Community Voices:

"There is not a job class where we don't have an opening."

"This [workforce shortage] is getting close to a breaking point."

"People are retiring – who is going to fill those jobs? Who has those skills?"

"Seems like some people will leave a job pretty easily."

"I know a lot of women with a Bachelors or Master's who stay home [with their kids]."

"Everyone who is seeking work has work."

"Maybe we need to take marijuana off the list, so long as you show up to work sober. I've lost good people."

"There isn't a workplace culture to support supportive parents, build loyalty, take care of their own, [so people leave]."

"This is a non-profit rich community. We have the resources to take care of our people."

Next Step Strategies:

WORKER BARRIER GROUP GOAL: To strengthen the workforce pipeline by reducing barriers for current or potential workers		
Goal	Strategies	Stakeholders/ Leadership
1. Strengthen awareness and partnerships between business community and nonprofit service providers.	a. Include greatest service gaps or needs among current or potential workers in business surveys.	Workforce data collectors (PDA, SRTC, Goodwill, New Hire Solutions)
	b. Use Industry Roundtable and School to Business Summit to introduce non-profit or other service providers to businesses. Consider expand industry roundtable to include small and medium size businesses	Imagine Thomasville, Non-profit Service Providers (Vashti)
	c. Create and distribute Master Service Directory (online version)	TCPLS, Imagine Thomasville, City of Thomasville, TCDC
	d. Deepen business understanding of the “benefit cliff” through education on E-Newsletter, Chamber Connects, and Let’s Talk Thomasville podcast.	Imagine Thomasville Communication
2. Expand alternative transportation solutions	a. Identify most needed routes/times for a “Get to Work” bus	Thomas County Transportation Dept, New Hire Solutions, Imagine Thomasville, TCDC, NAACP
	b. Identify and apply for funding	Thomas County, Imagine Thomasville
	c. Launch pilot program	Thomas County
	d. Research rideshare or transportation programs in similar sized communities and funding sources	Imagine Thomasville
	e. Promote Bike to Work Week	Imagine Thomasville, Hubs and Hops, City of Thomasville
3. Increase the number of affordable housing units in the Thomasville City	a. Attract high quality Low-Income Housing Tax Credit (LIHTC) Developer for affordable rentals	GICH, Thomasville Community Development Corporation, City of Thomasville
	b. Increase capacity of non-profits (Habitat) and local builders to build homes for 60-120% AMI	Habitat for Humanity, TCDC, local developers
	c. Connect businesses to opportunities to support affordable housing opportunities (i.e. Habitat) via Industry Roundtables	PDA
	d. Encourage churches and businesses to “sponsor” a house (\$50,000)	Habitat for Humanity, Community Transformation Initiative, One Heartbeat, Churches
	e. Keep updated housing market survey	Thomasville Community Development Corporation
	f. Connect housing needs from industry to GICH group and County Commissioners	GICH group

4. Understand local substance abuse challenges and identify and strengthen substance abuse prevention programs	g. Use industrial electricians, plumbers, and tradesmen as volunteers for Habitat and other home improvement builds	Habitat for Humanity, TCDC, Landmarks, businesses
	a. Use business survey to track #/substance use of hires turned away for drug testing	Workforce data collectors (PDA, SRTC, Goodwill, New Hire Solutions)
	c. Reinstate Background Forgiveness Day	City of Thomasville PD
	d. Identify effective substance abuse programs for youth. The new DARE.	City of Thomasville PD, Vashti, Georgia Pines, Northside
	e. Incorporate drug awareness into technical certificate degrees	Schools, SRTC, RESA, GaDOE

THE WORKFORCE PLAN

COMMUNICATION & RELATIONSHIP BUILDING



Georgia Partnership
FOR EXCELLENCE IN EDUCATION



SPRING 2023

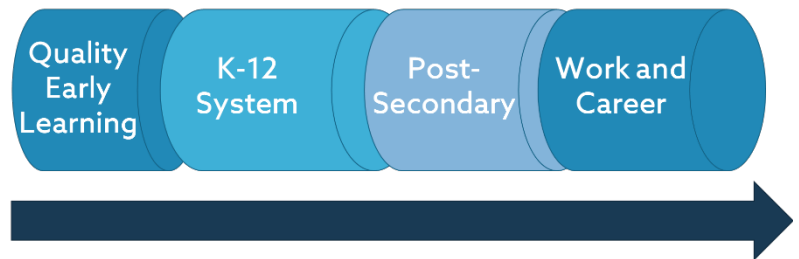


Communication and Relationship Building

How it fits in the pipeline:

In order to fill current and future workforce needs, communities must grow, attract, and retain their pool of qualified workers. Marginalized members of the population who may experience isolation, distrust, and/or disconnection are less likely to thrive and be integrated into the vibrant economy of a growing community. Such members are more likely to either live on the margins of local society or remove themselves from it entirely by leaving town and searching out places they and their families feel welcomed, valued, and afforded access to opportunity. To fill workforce needs, a thriving community must be the kind of place where an increasingly diverse population of workers wants to be.

The Birth-to-Work Pipeline:



Where is Thomas County:

Through the course of interviews, focus groups, and conversations, a distinct picture of Thomasville and Thomas County emerged as a uniquely beautiful and beloved place. However, it is also one that struggles with many of the historic and common social disconnections that plague much of the state and the nation. The smalltown charms of the area are an immense asset, and the community enjoys a strong sense of place, identity, and pride. The love for the community and desire to help it improve and thrive was expressed by all populations interviewed for this study. This is a significant testament to the strong social fabric that exists in Thomasville and Thomas County, even among marginalized and disconnected

members of the community.

Furthermore, it is a place that does have access to resources including philanthropic entities, communities of wealth, a flourishing downtown, and strong assets in history, culture, and the arts. Few similarly sized communities in Georgia can boast the same.

However, part of the history of the town is built on longstanding legacies of inequality, especially racial and economic inequality. Racial distrust, specifically between the Black and White populations, persists. There are parts of the community that have historically been left out or underserved. That detachment and the resulting distrust remains today in many ways. This is certainly not unique to Thomas County, but it is present and persistent.

In recent years, intentional and important efforts have been made to acknowledge and address the systemic marginalization of the Black community. As one interviewee said, “work is being done in good faith.” That work matters. It is impossible to rebuild trust and fully dismantle systems of exclusion or lack of opportunity quickly, but change comes through consistent, intentional effort. There is strong leadership and commitment among both the Black and White communities to continue to build a stronger, trusting, unified Thomasville and Thomas County, and that

Voices from the Community:

“There are parts of the community that have not been served.”

“I don’t talk to my boys about them staying here. I don’t see a future for them- can they be fulfilled in Thomasville?”

“There is no evil cabal, the problems are inadvertent, and become systemic. But people can only see what they can see.”

“I want to be a change agent, but I don’t want to be a martyr.”

“I don’t want to be the face they use to betray my people.”

“Folks with the willingness to make changes are THERE.”

“Work is being done in good faith.”

Community Voices:

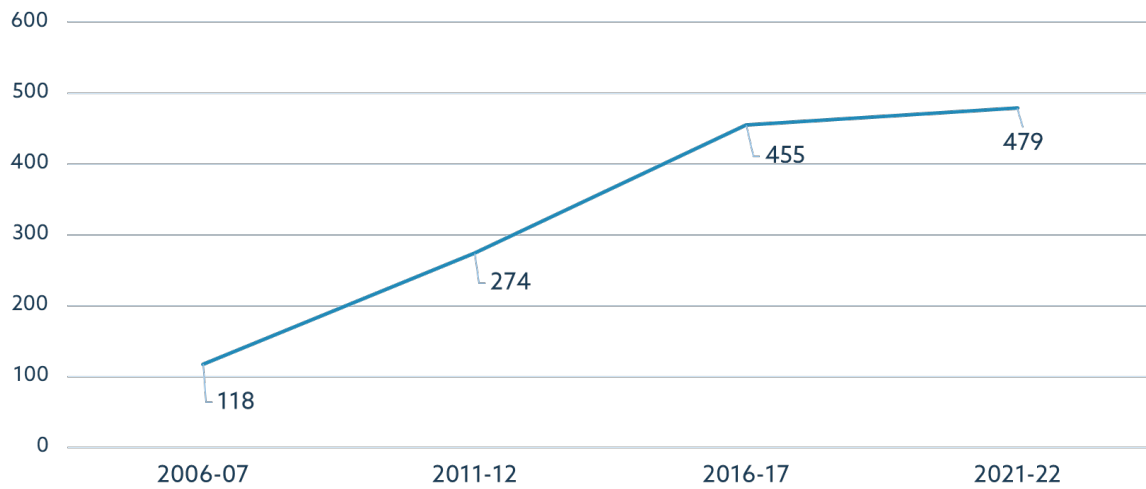
“A lot of people live here who love it, who want to do whatever they can to help it, to keep the good while making the changes required to thrive” as a community.

“The best thing about Thomasville is its potential for relationship building. Such potential for so many voices coming to the table.”

work must continue.

One important and growing population that remains widely disconnected is the Latino community. While the overall number of Latino residents remains small, it is a quickly growing community. Demographic information from the school districts indicates the number of Latino students in the districts have more than doubled in the last 15 years (see Figure 7), now making up 6% of the overall student population between both districts. It is a group that remains widely absent in the public, business, and social networks of Thomasville and Thomas County.

Figure 7: Growth in Hispanic-Identifying Students at TCSD and Thomasville City Schools, Combined¹



Another important challenge was described by interviewees and participants who are not natives, but transplants. Those who moved to town universally described a difficult, years-long process of developing a sense of truly belonging or being a part of the local community. This is also not rare among small towns with long histories and close-knit social groups of long standing but represents an important opportunity for a community that wishes to attract and retain talent from outside the county or the region.

Community Goals:

In consideration of the above data, local resources, and community priorities, The Working Group on Relationships and Communication identified the following goals for the Workforce Plan:

1. Effectively craft and communicate the Workforce Plan in an equitable and inclusive way.
2. Increase diversity at existing community events.
3. Promote intentional conversations using reflective structured dialogue conversations around existing leadership programs.

Existing Assets:

Imagine Thomasville is committed to connecting and assisting businesses with resources to retain, expand, establish, and grow their operations and support workforce initiatives in Thomasville and Thomas County. Their mission is to connect businesses and build community. For more information, contact:

Voices from the Community:

"Thomasville is very 'I have to know you to get in.'"

"I was 2 miles from downtown and my route didn't drive through downtown, so for 2 years I never knew what was happening downtown, and they didn't know anything about me or what we do."

"I have been here for 2 years, I go downtown, but I don't have kids in the schools, and it's a real struggle to make friends."

"I was never considered from here until my kids grew up, and when THEY were from here, I got grandfathered in."

¹ https://oraapp.doe.k12.ga.us/ows-bin/owa/fte_pack_ethnicsex_pub.entry_form

Andrea Collins
Executive Director, Thomasville-Thomas County Chamber of Commerce
229-886-9353
andrea@imaginethomasville.com

Shelly Zorn
President & CEO, Thomasville & Thomas County Payroll Development Authority
(229) 425-1026
shelly@imaginethomasville.com

There is a strong presence of Black leadership in Thomas County, invested in achieving trusting, inclusive, and equitable outcomes for the community. For more information, contact:

Lucinda Brown
President, Thomas County Branch NAACP
(229) 226-1155
lucindaj82008@hotmail.com

Since 2018, over a dozen members of the community received Reflective Structured Dialogue (RSD) training from UGA's Fanning Institute for Leadership Development through the City of Thomasville. RSD builds the capacity of communities and organizations to engage, live and thrive despite their differences. There is a 2018 Fanning Report that came out of the project and outlines key community discussion topics. For more information, contact:

Lauren Radford
(229) 221-2854
radfutch@gmail.com

Thomasville Downtown Merchant's Alliance brings downtown businesses together to create an accessible, inviting, welcoming downtown for all residents, in support of local small businesses. For more information, please contact:

Rhonda Foster
Co-owner, Liam's Restaurant, Lounge & Cheese Shoppe
(229) 226-9944

Heather Abbott
Co-owner, Southlife Supply Company
(229) 220-7686

Next Step Strategies:

COMMUNICATION AND RELATIONSHIP BUILDING GROUP GOAL: To intentionally unify citizens by creating opportunities to build understanding and relationships; to gain mutual understanding by creating safe and equitable opportunities to build relationships		
Goal	Strategies	Stakeholders and Leadership
1. Effectively craft and communicate The Workforce Plan in an equitable and inclusive way	a. Complete a joint “Reflective Structured Dialogue” Train the Trainer with champions and stakeholders	Fanning Institute, Imagine Thomasville, Workforce Plan champions and stakeholders
	b. Create quarterly “longest table” events to gather input and report on each working group (i.e. October on Early Childcare, Jan on Literacy, April on Pipelines to Post-Secondary, July on Worker Barriers).	Imagine Thomasville, civic leadership (City and County Commissioners and City and County School Boards), sector-based leadership,
	c. Include “Communication Team” member in each working group	Imagine Thomasville, with support from community
	d. Produce annual Workforce Plan report and video presentation	Imagine Thomasville, with support from community
2. Increase diversity at existing community-wide events.	a. Continue to raise awareness and citywide partnerships in support of Juneteenth	City of Thomasville, NAACP, Imagine Thomasville
	b. Build Hispanic Heritage Festival around First Friday or other existing events	City of Thomasville, Imagine Thomasville
	c. Cultural calendar for other non-profit events like Black and White Gala (TCRC), Thomasville Entertainment Foundation (TEF), Dining Around the World (St. Augustine)	City of Thomasville, TEF, TCA, TCRC
3. Promote intentional conversations using reflective structured dialogue conversations around in existing leadership programs	a. Identify key topics for discussion based on 2018 Fanning Report and Working Committee suggestions	Working Committee
	b. Identify participants and neutral places for conversation	Working Committee
	c. Include training in existing youth and adult leadership programs	Imagine Thomasville, Other relevant institutions, Government/Business Retreats