



December 4, 2006

Dear All:

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

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

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

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

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

Thank you for your commitment to our community!

Sincerely,  
Steve Jones, Chairman  
Partners For A Prosperous Athens

## COMMITTEE RECOMMENDATION WORKSHEET

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

Our schools do not do a good job of teaching children living in poverty

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

Provide professional learning that promotes reflective practice and cultural proficiency to help educators connect diverse students and families to learning.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**
- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**  
**Forces that support (please list):**  
  
**Forces that oppose (please list):**

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

- **WRITE THE COMMITTEE RECOMMENDATION\*\* (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning ):**  
Implement a Teacher/Mentoring Program.
- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Provide professional learning that would encourage teachers getting advanced degrees as well as support with behavior management strategies.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

The faculty of Athens Clarke County Schools be solicited for a wide-ranging list of the critical needs as to what these teachers need to do their teaching jobs better.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

**Forces that support (please list):**

**Forces that oppose (please list):**

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Develop a supportive administration to help increase the longevity of teachers in Athens.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Develop a nurturing environment in Clarke County for young children and their families.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

(1) Increase assistance for students under the current Five Graduation Test Requirement, and (2) Work to level the playing field between Georgia and other states.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**
  - a. Evaluate and change the tests themselves.
  - b. Evaluate and decrease the overall number of graduation tests required.
  - c. Evaluate the merits of each graduation test.
  - d. Lobby state officials for a change in the Five Graduation Test requirement.

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

**Forces that support (please list):**

**Forces that oppose (please list):**

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Lobby the legislature to reduce the number of graduation tests.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

1. A good education is one of the major factors in helping to overcome poverty.
2. Students who are reading below grade level in 3rd and 4th grades are more likely to drop out of school.

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

Secure permanent funding to support after-school and summer programs so parents don't have to pay the \$6/per day/per child fee, which prohibits many struggling students from getting the extra instructional time they need.

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

There is growing evidence that good afterschool programming makes a difference in kids' lives, according to Harvard's Program in Afterschool Education and Research. Studies suggest that attendance at afterschool is associated with better grades, peer relations, emotional adjustment, and conflict resolution skills. Children who attend programs also spend more time on learning opportunities and academic and enrichment activities than their peers. Whether programs are school-based or independent of schools, they should aim to create continuity across learning opportunities, achieve integration of different learning goals, and deepen children's exploration and skill acquisition. (Harvard Education Letter)

(I think we can find extensive research on the benefits of high quality after school programs.) **Yes, although the *Harvard Ed. Letter* is among the better resources.**

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

**1. Research possible grants for after school programs. (21<sup>st</sup> Century Community Learning Centers) This is the best grant program available for after-school programs. I'm hoping there will be another grant cycle this school year.**

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

Linda Dunn with **the Clarke County School District.**

School system administrators, Service providers who may be willing to bring services to after school programs rather than their traditional service locations, etc.

I think we may also want to talk with people in the family engagement PPA committee as they are discussing similar ideas.

- **What kind of action/strategies would be necessary to implement the recommendation?**
  1. The Board of Education should pay the total cost of after-school programs for all students who need homework help and extended learning opportunities, including enrichment activities. If the after-school programs can't be totally free, the school district should develop/expand scholarship programs for students whose families cannot afford \$6 per day for after-school instruction.  
(Funding strategies for this would need to be developed.)  
Yes, but first we must demonstrate the effectiveness of our current after-school programs.
  2. Programs should focus primarily on homework help, academics, and enrichment during after-school and summer school hours. Enrichment opportunities, such as music, art, media, nature study, and sports education, may fire interests in students that would take them all the way through graduation and beyond.
  3. Make tutoring services available to every child who needs additional help at school and in community and neighborhood centers where children live.
  4. Provide transportation home (currently, parents must pick their children up every day following after-school, which is often not convenient or possible because many parents work during those hours or do not own a car) so more children can participate in after-school programs.
  
- **Indicate what forces and influences are likely to occur that will support or oppose implementation.**

**Forces that support (please list):**  
**Parents, teachers, service providers, etc.**

**Forces that oppose (please list):**  
**Funding and providing high quality services may create some opposition—turf issues among service providers may also be a challenge. The opposite could actually be true; over the years, we have worked very well with a number of service providers, e.g., Boys and Girls Club, YMCA, and ACC Parks and Recreation Services.**

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Secure permanent funding to support community based and other after-school and summer programs such as The Athens Tutorial Program so parents don't have to pay the \$6/per day/per child fee, which prohibits many struggling students from getting the extra instructional time they need. The Athens Tutorial Program has provided free after-school community-based tutorial services for low-income at-risk students for the past twenty-five years.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

**Forces that support (please list):**

**Forces that oppose (please list):**

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Develop a partnership between the Clarke County School District, Athens Clarke County Regional Library, and UGA's Grady College of Journalism and Mass Communication to create "catch-up and keep-up" curricula that will bridge one school year with the next. These video programs will be shown on Channel 16 during summers.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

**Forces that support (please list):**

**Forces that oppose (please list):**

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

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

All school students of Athens Clarke County School System wear uniforms consisting of khaki slacks or skirts and knit shirts with collars in white or yellow or blue.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)  
Two newsletters obtained in a search on the internet. Reduces distraction with clothes. Improves student self-image. (articles available)

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

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

Talk with school board members and parents, teachers, students, community centers.

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

Passing a recommendation from the Board of Education and having them implement it.

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

**Forces that support (please list):** Parents—help instill that clothes not make the person. Teachers-eliminate clothing related fights, decrease student discipline problems.

**Forces that oppose (please list):**

Students-doesn't allow for freedom of expression

Parents-might be a financial burden

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



## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Develop K-12 reading intervention strategies that work.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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



Committee/Sub-Committee:  
Education: K - 12

List the Learning(s) that this recommendation is addressing:  
recommendation on service-learning for all students

Write the Committee Recommendation:

Every student in Athens/Clarke County schools should participate in high quality service-learning each year as an integral part of his/her education experience.

The Clarke County Community should partner with the Clarke county schools in identifying topics and issues that students can work on while using their academic learning to help make improvements in our town. To do this well, service learning must be incorporated into the curriculum via school board policy, financial and instructional support, ongoing professional development, and partnerships with community agencies.

Research has consistently shown that quality service learning increases student achievement, provides hands on and highly motivating learning, reduces apathy and drop out rates, and helps students understand the power of school learning to address societal problems, and leads to active, healthy citizens and leaders.

Clarke County should be the leading town in the nation to embrace all of its students-- from kindergarten through high schools-- as active and knowledgeable citizens who make a difference while increasing their mastery of basic skills, higher order thinking, and problem solving.

Identify any research or other kinds of information that was used to craft this recommendation:

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

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

Forces that support:

Forces that oppose:

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Develop K-12 reading intervention strategies that work.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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



## COMMITTEE RECOMMENDATION WORKSHEET

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

- **WRITE THE COMMITTEE RECOMMENDATION\*\* (limit focus to one subject or action item, more than one recommendation may be needed to address a particular learning ):**  
Work with the Public Library System to expand its role in providing support for public education.
- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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



## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Survey counselors and school personnel to determine what type of kid drops out of school; also survey graduates to find out what motivated them to finish.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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



- **K-12**

1. Provide professional learning that promotes reflective practice and cultural proficiency to help educators connect diverse students and families to learning.
2. Implement a Teacher/Mentoring Program.
3. Provide professional learning that would encourage teachers getting advanced degrees as well as support with behavior management strategies.
4. The faculty of Athens Clarke County Schools be solicited for a wide-ranging list of the critical needs as to what these teachers need to do their teaching jobs better.
5. Develop a supportive administration to help increase the longevity of teachers in Athens.
6. Develop a nurturing environment in Clarke County for young children and their families.
7. (1) Increase assistance for students under the current Five Graduation Test Requirement, and (2) Work to level the playing field between Georgia and other states.
8. Lobby the legislature to reduce the number of graduation tests.
9. Secure permanent funding to support after-school and summer programs so parents don't have to pay the \$6/per day/per child fee, which prohibits many struggling students from getting the extra instructional time they need.
10. Secure permanent funding to support community based and other after-school and summer programs such as The Athens Tutorial Program so parents don't have to pay the \$6/per day/per child fee, which prohibits many struggling students from getting the extra instructional time they need. The Athens Tutorial Program has provided free after-school community-based tutorial services for low-income at-risk students for the past twenty-five years.
11. Develop a partnership between the Clarke County School District, Athens Clarke County Regional Library, and UGA's Grady College of Journalism and Mass Communication to create "catch-up and keep-up" curricula that will bridge one school year with the next. These video programs will be shown on Channel 16 during summers.
12. All school students of Athens Clarke County School System wear uniforms consisting of khaki slacks or skirts and knit shirts with collars in white or yellow or blue.
13. **Develop K-12 reading intervention strategies that work.**
14. **Every student in Athens/Clarke County schools should participate in high quality service-learning each year as an integral part of his/her education experience. The Clarke County Community should partner with the Clarke county schools in identifying topics and issues that students can work on while using their academic learning to help make improvements in our town. To do this well, service learning must be incorporated into the curriculum via school board policy, financial and instructional support, ongoing professional development, and partnerships with community agencies.**
15. **Provide Peer-Tutoring as a component of service learning.**
16. **Work with the Public Library System to expand its role in providing support for public education.**
17. Survey counselors and school personnel to determine what type of kid drops out of school; also survey graduates to find out what motivated them to finish.
18. UGA College of Education analyze the dropout rate/pattern in Athens Clarke County schools.
19. Rethink and Revamp retained classes.
20. **Provide on-going communication with families on how they can help their children with schooling.**

21. **Involve students in “grassroots” efforts to develop/implement recommendations—give them a venue to use their schooling (i.e. applied learning).**
22. **Implement a Big Sister/Big Brother Program in High School.**
23. Develop a broader scope of positive leisure activities for children (i.e. chess, checkers, tennis, golf, photography, bee-keeping, woodworking, cooking, shop, etc.)
24. **Encourage perfect attendance by providing a car (by lottery) to a student who achieves this goal.**

**Related recommendations from other committees:**

25. Partners for a Prosperous Athens consider setting up Plaza Comunitaria's in several locations in Athens, in addition to the one now functioning in Pinewood.

## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Rethink and Revamp retained classes.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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



## COMMITTEE RECOMMENDATION WORKSHEET

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

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

Provide on-going communication with families on how they can help their children with schooling.

- **Identify any research, or other kinds of information that was used to craft this recommendation.** (add additional sheets as necessary)
- **Identify additional research or information that could help clarify this committee recommendation. List potential sources if possible.**
- **Indicate people or groups that we need to talk to help clarify this committee recommendation. List any recommended locations.**
- **What kind of action or resources would be necessary to implement the recommendation?**

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

Forces that support (please list):

Forces that oppose (please list):

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