

The Ohio Association of
Community Action Agencies

in collaboration with

The John Glenn Institute for
Public Policy and Public Service

with support from

The Ohio Department of Development
Office of Community Services

present the 2001 recipients of

The Best Practices Awards

A New Program to Showcase the Most Effective Weapons in the War on Poverty

The 2001 Best Practices Awards

On January 25, 2001 The Ohio State University's John Glenn Institute for Public Policy and Public Service (The Glenn Institute) and the Ohio Association of Community Action Agencies (OACAA), awarded 17 Ohio Community Action Agencies (CAAs) with 26 first-ever Best Practices Awards.

The Glenn Institute and OACAA developed the Best Practices Awards to honor innovative and effective Community Action Agency programs that measurably meet the needs of their clients, their families and their communities by helping low income people become more self-sufficient. Using an outcomes-based evaluation system known as ROMA-Results Oriented Management Accountability, the Best Practices Awards serve as a showcase for innovative Community Action Agency efforts that make a measurable and life-changing difference.

The panel of evaluators selected by The John Glenn Institute developed a criteria with which to judge the nominated programs. They assigned points in each of these weighted categories: documented outcomes (40%), innovation (25%), replicability (20%) and collaboration (15%). Using this formula, the Panel selected both awardees and honorable mentions in each of the six ROMA categories.

The Best Practices Awards competition is the first collaborative effort between a major university and a statewide association of Community Action Agencies. The program is likely to serve as a model for other states. OACAA and The John Glenn Institute asked Ohio CAA Executive Directors and Board Chairs to nominate programs within their agencies that produced measurable results for the people and communities they serve.

The Ohio Department of Development's Office of Community Services (OCS) provided support for the OACAA/Glenn Institute Best Practices Awards through a Community Services Block Grant Training & Technical Assistance Grant.

Community Action

What is a Community Action Agency?

Community Action Agencies (CAAs) are nonprofit private and public organizations established under the Economic Opportunity Act of 1964 to fight America's War on Poverty. Community Action Agencies help people to help themselves in achieving self-sufficiency. Today there are approximately 1,000 Community Action Agencies in the United States and the service areas of Community Action Agencies (CAAs) cover 96 percent of the nation's counties. There are 53 Community Action Agencies in Ohio serving all 88 counties.

CAAs are a source of support for the more than 34.5 million people who are living in poverty in the United States. The majority of CAA clients are extremely poor, with incomes below 75 percent of the federal poverty threshold, or \$9,735 for a family of three (the average family size for the client population). Many CAA clients are in the process of making the transition from welfare to work or attempting to raise a family on a low wage job.

Services provided by CAAs can include:

- Social services linkages and referrals
- Emergency services, such as food and housing
- Education; 75% of Ohio Head Start students, for example, are in programs operated by CAAs
- Nutrition—including Meals on Wheels.
- Family Development, such as plans to help low income families accumulate greater assets.
- Employment and Employment Training, including GED and job skills programs
- Income Management
- Transportation, such as providing affordable vehicles for people starting jobs
- Housing, such as first-time homebuyer programs and energy assistance
- Economic Development; helping low income people start small businesses, for example
- Health Care, especially programs to help children

Composition of a CAA board of directors:

- at least one-third of a board's members must be from the low-income community
- exactly one-third must be public officials
- up to one-third may be from the private sector
- the average size of a CAA board is 25 people.
- the typical size of agency staff is 115 full-time equivalent workers.
- on average each CAA has 813 people volunteering at the agency each year.

ROMA

What is ROMA?

ROMA is an approach to management that builds accountability into the daily activities of employees and the daily operations of an organization. ROMA is an avenue for organizations to continually evaluate the effectiveness of their programs and plot a course for improvements in agency capacity and performance. ROMA is also the common language for members of the Community Action Network to use to respond to the Government Performance and Results Act (GPRA) of 1993 (which requires that federally funded programs demonstrate measurable outcomes).

In August of 1994, the Director of the Office of Community Services (OCS), chartered the Community Services Block Grant (CSBG) Monitoring and Assessment Task Force. The task force created six broad goals and a list of direct measures for members of the Community Action Network to use when responding to GPRA. They are:

1. Low-Income People Become More Self-Sufficient. (Family level)
2. The Conditions in which Low-Income People Live Are Improved. (Community level)
3. Low-Income People Own a Stake in Their Community. (Community level)
4. Partnerships Among Supporters and Providers of Services to Low-Income People are Achieved. (Agency level)
5. Agencies Increase Their Capacity to Achieve Results. (Agency level)
6. Low-Income People, especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems. (Family level)



ROMA Category 1

Family Level

Helping low-income People Become More Self Sufficient.

Akron Summit Community Action's SHARE Ohio Program is a community-based food distribution and volunteer services program in which participants exchange cash or food stamps and 2 hours of volunteer service for a monthly food package that represents food savings of up to 50 percent. Food packages include frozen meat, fresh vegetables and fruit, and staple items like potatoes, rice, beans and pasta. Participants perform community service such as shoveling snow for the homebound, volunteering for the Red Cross, tutoring, car pooling, coaching, or packaging food at the SHARE warehouse. During a recent year, SHARE delivered over 95,000 food packages and participants logged almost 200,000 volunteer hours. There are no income guidelines or restrictions to participants. When one SHARE volunteer started his own business, he got to know people at Home Depot. He talked to the store manager about using their truck to pick up in Akron once a month. She agreed. "It's part of our community service," said the store manager. "Home Depot centers its efforts on the elderly, youth at risk and environmental issues. We rent the truck to customers for 75 minutes at a cost of \$19."

Contact: Malcolm J. Costa, Executive Director, Akron Summit Community Action Inc., 330-376-7730.

Clermont Community Services' CARS (Clermont Auto Recycling Service) Program leases donated autos to persons in need. In helping customers find and finance affordable vehicles, the program helps them achieve self-sufficiency by removing transportation as a barrier to

employment, education and ending abusive relationships. There is no income requirement for the service and qualified clients can lease a car, with insurance, for between \$50 and \$125 a month. Clients lease the cars for up to a year, maintaining the vehicles, keeping up payments and staying on the job or in school. Between 35 and 40 people a year participate in the program. As one newly divorced mom said, "If it weren't for this program, I would be homeless. I went from living comfortably to needing food stamps. I never imagined I would need help like that."

Contact: James R. West, Executive Director, Clermont County Community Services Inc., 513-732-7182.

Lorain County Community Action's Phoenix Housing Initiative is committed to transforming neighborhoods through home ownership. The program provides a menu of economically feasible housing options designed to meet low-moderate income family needs. The core of this housing initiative includes: a two-year Lease to purchase Homeownership Plan, home owners training, low interest home improvement loan program, neighborhood revitalization, and youth skills development and job training. Teens and young adults who participate in the Phoenix Housing Program have the opportunity to take part in an accredited Construction Trades training program and to learn skills in the hi-tech field. One participant wrote, "Thank you and your agency for providing me with down payment assistance in purchasing a home. (Your staff went) above and beyond (in putting) our dreams in motion."

Contact: Anna Taylor-Clarke, President/CEO, Lorain County Community Action Agency, 440-245-2009.

SELF's Project STEPS (Strategic Training to Elevate Personal Success) Program consists of four weeks of intensive experiential training, focusing on realizing personal strengths, increasing self-esteem and cultivating self-empowerment for the hard core unemployed. Participants must attend day-long sessions five days a week for four weeks. This attitude-adjustment program seeks to change attitudes and build self-esteem so that participants can find and retain jobs. It targets welfare recipients who can't hold jobs or who have had their welfare benefits cut off because they broke welfare rules. The program refuses to allow participants to wallow in self-pity or to offer excuses for failing to make positive changes in their lives. STEPS teaches participants how to take directions, how to solve problems in the work place and how to interact with co-workers. Follow-up occurs for two years after graduation. As STEPS clients say, "It has given me a new direction . . . a better attitude, and self control." "In the beginning, my attitude ruled my life in a very bad way."

Contact: Jeffrey A. Diver, Executive Director, SELF, 513-785-3691.

Under **Ross County CAC's Welfare to Work Program** recipients are given a public sector job for nine to twelve months, earning minimum wages of \$5.15 per hour. It is expected that recipients who move into the private sector will hold jobs with starting salaries of at least \$7.92 per hour. The expected wage one year after placement is targeted at \$8.21 per hour. The client base is made up of 30% long-term welfare dependents and 70% hard to employ individuals. The goal was to begin a program for 530 welfare families in 30 counties in southern Ohio. Under the program, Ross County CAC exceeded expectations in placing the hardest of the hard to employ by placing 50%. The project consists of basic needs evaluation, intensive case management services, paid work experience in both the private and public sector and six month follow-up after permanent employment is secured. As one client write, "I want to thank you for choosing ERA Martin & Assoc. as my training location. I am doing this on the computer. I did not think I would be doing this so soon. I just feel so welcome here. All of the office staff has treated me as one of them and now I am."

Contact: Pamela B. Hodson, Executive Director, Ross County Community Action Commission Inc., 740-702-7222.



ROMA Category 2

HM Unlike traditional adult education settings, **Lorain County Community Action's Family Learning Center** provides educational assistance by having students progress at levels that are commensurate with each individual's abilities. The Center seeks to address adult illiteracy, substance abuse and chronic unemployment. Individuals can pursue their GED, and take advantage of proficiency testing, tutoring and basic computer instruction based on individualized programs designed to help students meet their goals. Family Development Specialists helps the student stay motivated and attend class regularly. Free childcare is available. As one client said, "Our instructor is very helpful and consistent with our instructions. She expects nothing but the best from us, because she knows our capabilities. She does not push us to speed through our work. We work at our own pace. She makes you feel good when you have accomplished something complicated. Our instructor is eager for us to achieve our GED."

Honorable Mention
Contact: Anna Taylor-Clarke, President/CEO, Lorain County Community Action Agency, 440-245-2009.

HM **Lima/Allen Council on Community Affairs' Rx AIM Program** provides emergency prescription assistance for low- to moderate-income families who do not qualify for Medicaid or otherwise have health insurance. Those needing on-going medications are connected with Indigent Patient Programs sponsored by the pharmaceutical companies. Proof that the community now knows where to refer those individuals needing help is seen in referrals from both community hospitals, the Med-Care Clinic, the health department and social service agencies. The program has assisted over 300

individuals with nearly \$10,000 worth of prescriptions over the past ten months.
Contact: Rochelle Dennis Twining, Executive Director, Lima/Allen Council on Community Affairs, 419-227-2586.

HM **Northwestern Ohio CAC's Asset Building Cooperative "ABC" Individual Development Account "IDA" Program** provides low-income families with the opportunity to acquire and improve their financial situations by contributing to IDA matched savings accounts. All IDA account holders continue their education, purchase a home or begin a small business by meeting the minimum annual savings requirement of \$240-\$300 to obtain their match funds. Participants will save regularly for up to three years, and at the end of that time can apply the savings toward their education, home purchase or small business. The matching mechanism built into the IDA program makes productive assets attainable to a population that might otherwise have their savings wiped out by short-term needs. And having high-value assets in place helps stabilize families. Economic literacy education such as credit counseling, budgeting, banking and investing is provided to each participant. As reported in the Bryan Times, "A home, a small business or an education need not be out of the reach of low- or middle-income people in Williams County. The money, the incentive and the help are there."

Contact: Deborah Gerken, Executive Director, Northwestern Ohio Community Action Commission, 419-784-2150.

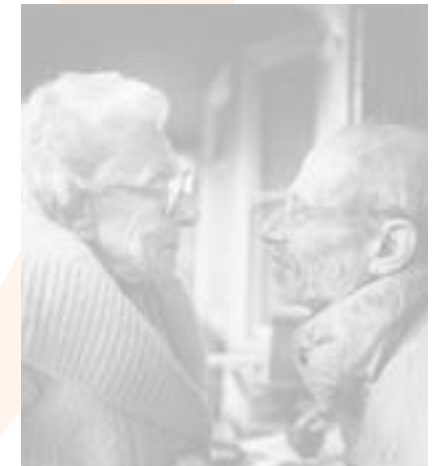
Community Level

BO **Improving the Conditions in which Low-Income People Live.**

BO **LEADS' Home Repair Program** coordinates eight home repair programs and has been vital in providing assistance to residents for emergency home repair and handicap accessibility. The program helps low-income residents who cannot afford essential repairs to their homes such as furnace and roof maintenance and handicap access to bathrooms and kitchens. This year 137 families are projected to be able to stay in safe, fully-inspected homes as a result of this program. As one recipient wrote, "I am almost 80 and my husband has been deceased for 21 years. I have been living on Social Security and didn't know I could get help. I have peace of mind now, something I haven't had since my husband passed away."
Contact: Kenneth A. Kempton, Executive Director, LEADS, 740-349-8606

BO **Community Action Agency of Columbiana County's Credit Counseling Program** provides credit counseling services to low-income families, including the establishment of debt management plans with creditors. The average credit counseling household has an annual household income of \$25,000 or less and typically carries about \$15,000 in credit card debt alone. This does not include house payments, rent, car payments or utilities. Typically, these households would never get out of debt without assistance. In 1999 staff placed 159 households into debt management plans and counseled 417 households on financial issues. About 35% of the clients in debt management plans successfully complete the program and are

debt free. Many of the households are able to get their finances in order before the targeted date of completing the program and are able to leave the program financially sound. Since it began in 1996, this program has dispersed more than \$1.3 million to creditors and has counseled more than 1,500 customers.
Contact: Carol F. Bretz, Executive Director, Community Action Agency of Columbiana County Inc., 330-424-7221.



HM **Cincinnati/Hamilton CAA's Outreach Emergency Services Program** links customers to emergency rent or mortgage assistance, supportive services for daily living, seasonal emergency utility assistance as well as case management services. As one client said, "I am writing to thank you for everything you've done for me and my children. I think it's a blessing to have people like you in my corner. It let's me know that there are people out there who really do care."
Contact: Gwen Robinson, Executive Director, Cincinnati/Hamilton County Community Action Agency, 513-569-1840.

ROMA Category 3

Community level

Helping Low-Income People Own a Stake in Their Community.

Lorain County Community Action's Direct Action for Central Lorain Campaign brought together hundreds of low-income individuals, faith-based organizations, and community stakeholders in a unique community vision and prioritization process resulting in the formulation of a Central Lorain Community Plan to rebuild the heart of the city. The grass-roots plan will guide economic development, housing, infrastructure, public services, safety and aesthetics in Central Lorain. As Mayor Joseph Koziura said, "To me this is another step forward in empowering the neighborhoods and the people who live in those neighborhoods...real synergy is taking place in this town."

Contact: Anna Taylor-Clarke, President/CEO, Lorain County Community Action Agency, 440-245-2009.

SELF's Asset Based Community Development Program initiated a community-based survey of residents in three Butler County communities to learn what needs to be done and what assets are in place to do the job by asking individuals what gifts they have to contribute to the community's rebirth. This effort is part of building community councils to organize and empower low-income families. After taking stock of what each community has to offer, the councils organize grass-roots efforts to improve their communities. More than 1,500 surveys have been completed and community asset maps are being developed with a database of resources in each community. As one member of the Second Ward Middletown Community Council said, "It has been a

blessing to be a part of this council because I have seen renewed hope and excitement in revitalizing our community."
Contact: Jeffrey A. Diver, Executive Director, SELF, 513-785-3691.

Lima/Allen Council on Community Affairs' Mediation Services Program is an alternative conflict resolution center using volunteers as mediators. The program began when the Community Affairs Agency received a large number of requests for rent assistance brought on by people moving rather than confronting landlords about apartment problems. The Agency brought together Legal Aide, Metropolitan Housing, Samaritan House, a municipal court judge and the Real Estate Investors Association to establish a landlord-tenant mediation association. The program then grew to a full-scale mediation service.
Contact: Rochelle Dennis Twining, Executive Director, Lima/Allen Council on Community Affairs, 419-227-2586.

Cincinnati-Hamilton CAA's Greater Cincinnati Micro-enterprise Program provides training, coaching and access to small business loans to help individuals fulfill their dreams of business ownership. The mission is to promote individual self-sufficiency and community economic development by stimulating and supporting entrepreneurship among low and moderate-income people. As one client said, "I learned about the different aspects of preparing a business plan, what to do, how to do it right, what I should do before hand, how to research, how to get on the right track, and surveying my market to see what kinds of customers my business can attract."
Contact: Gwen Robinson, Executive Director, Cincinnati/Hamilton County Community Action Agency, 513-569-1840.

ROMA Category 4

Agency level

Achieving Partnerships Among Supporters and Providers of Services to Low-Income People.

Youngstown Area Community Action's Head Start/Childcare Partnership Program. **Head Start** is traditionally a half-day program. Participating children had to spend part of their day being transported to other childcare facilities. This collaborative effort between Youngstown's Head Start program and six local childcare centers provides full-day, full-year classrooms for children and an extensive network of services for families, including health screenings and referrals. The leaders of the seven partnering organizations are experiencing the partnering process as a cohort, sharing ideas and providing assistance to one another, and solving problems in an ongoing, collaborative way. Participating programs have been able to make physical space improvements, increase staff training and call upon one another for support and problem-solving. As the agency director said, "Clients can move more rapidly toward self-sufficiency if you don't have to worry about child care."

Contact: Richard A. Roller, II, Executive Director, Youngstown Area Community Action Council, 330-747-7921.

Five agencies partner to deliver **SELF's FAST (Family Assessment and Support Team) welfare diversion program.** The partnership provides families at or below 100% of the poverty level with case management, and mental health and emergency services to smooth the road to self-sufficiency. The clients are diverted from seeking cash assistance with the goal of succeeding without that assistance for one year. This welfare diversion

program can assist clients in affording everyday expenses like food and clothing or one-time expenses like car repairs or children's school supplies. FAST also offers support for mental health counseling, job searches, training and more. One hundred percent of customers have completed in-depth assessments and developed plans for attaining self-sufficiency. Many have not required cash assistance for at least six months.

Contact: Jeffrey A. Driver, Executive Director, SELF, 513-785-3691

Warren County Community Services' Head Start Program provides 296 children with Head Start services, including 53 low-income children who are able to receive full-day services due to Warren's partnerships with private childcare centers, Human Services and United Way. Due in part to the availability of full-day childcare, over half of the households were employed full time. With the incredible growth in Warren County area in the past few years, the supply of licensed or registered childcare has not kept up with the needs of families. Low-income families have few options, with the predominance of expensive care coming in to serve the more affluent families. A recent community assessment indicated that there is a growing need for child care services in Lebanon, especially for children age birth to three, and also for working families whose income falls just above the eligibility limits for head Start. All of the 296 children in this Head Start program received a medical exam, 95.6% were up-to-date on all immunizations and 79% obtained medical insurance.

Contact: Larry Sargeant, Executive Director, Warren County Community Services, 513-695-2201.

ROMA Category 5

BP

HAPCAP and Gallia and Meigs' Dislocated Coal Miner Retraining Program brings coal miners facing layoffs in December of 2001 into an on-site job retraining program. The program is the cooperative effort of two Community Action Agencies, three educational institutions, the United Mineworkers of America and America Electric Power. The program serves potentially 820 miners working three shifts with classes at the mine facilities. The effort is significant in that it represents the first time customers are receiving retraining prior to losing their jobs. The loss of these coal mining jobs would impact the miners and their families, and the region's economy as the mines closing have an annual payroll of \$65 million and employ about 800 workers. An early survey of workers at the mines showed 532 expressed an interest in the retraining effort. As one of the coal miners who had worked at the mine for 20 years said about being able to re-train before the mines close, "This gives us a jump start."

Contacts: Patricia S. McCullough, Executive Director, Community Action program Committee of Gallia and Meigs County, 740-367-7341. Robert W. Garbo, Executive Director, Hocking-Athens-Perry Community Action, 740-592-6601.

HM

Northwestern Ohio Community Action's SARK Tutor/ Mentor Program partnered with Defiance College freshmen to recruit and match more volunteers to work with at-risk students in elementary, middle and high school. All freshman students of Defiance College are required to fulfill a service-learning obligation as part of their curriculum. The result was an abundance of applicants interested in participating in the SPARK Tutor/Mentor program enabling the agency to exceed its third quarter goal by 1200%. In addition to the tutorial role, the Defiance College students provide excellent role models for the younger students. Volunteers work a minimum of two hours a week with students. As the Director of Service Learning at Defiance College said, "The SPARK tutoring program has been a wonderful link in connecting two populations that can learn from each other, and I believe this collaboration will continue far into the future because of the mutual benefits."

Contact: Deborah Gerken, Executive Director, Northwestern Ohio Community Action Commission, 419-784-2150

HM

Lima/Allen Council on Community Affairs' Community Garden Project fosters a sense of community in a neighborhood by providing garden plots. Gardeners plant their individual plots and regularly tend them—weeding, picking their produce and freezing or canning. The results include friendships, rewards for hard work, the satisfaction of a job well done and an end-of-the-growing season potluck. From other community groups, the Community Garden has received classes on gardening, and monies to purchase a shed and equipment as well as playground equipment and a gazebo. Gardeners share tools, seeds and plants; the children carry water for anyone who needs help. As one avid gardener said, "It's a lot of company for me. This way you have somebody every day or every other day to talk to."

Contact: Rochelle Dennis Twining, Executive Director, Lima/Allen Council on Community Affairs, 419-227-2586.

BP

Agency level
Increasing Agencies Capacity to Achieve Results

BP

The Adams-Brown Counties Economic Opportunities' Glass Refractory uses 100% recycled bottle glass to manufacture nearly 25,000 hand-cast decorative glass products a year. Decorative items include sun catchers, garden stones, candleholders, figurines, paperweights and Christmas tree ornaments. Created in 1996 through a cooperative effort with Adams Brown Recycling, the Ohio Department of Natural Resources, the Brown County Solid Waste Authority, Adams Clermont Solid Waste District and Fifth Third Foundation, the Refractory creates a market for locally collected bottle glass while benefiting the community environmentally and economically. It is one of only four facilities in the country using 100% recycled bottle glass. The Refractory partners with a local sheltered workshop for tagging, stringing and packaging of its glass products. The products are marketed in-house to local gift shops, and nationally through a wholesale distributor and catalog retailers. Goals include maintaining profitability by at least 5% gross sales over operation expenses and increasing production by 25%.

Contact: Alvin Norris, Executive Director, Adams-Brown Counties Economic Opportunities Inc., 937-378-6041.



BP

Pickaway County Community Action's PROS (Pickaway Rural Outreach Services) Program used support from the Ohio Department of Job and Family Services and the Pickaway County Commissioners, to outfit a van to provide weekly emergency and referral services to outlying towns and villages of this rural county. A partial list of PROS services includes job outreach, employment services, food vouchers, home energy assistance, a food pantry and prescription drug assistance. The van makes eight weekly stops throughout the county providing job intake and other services to those who have trouble getting to the county seat. Given that the van was an existing vehicle no longer needed for transportation purposes, this mobile service was less expensive than establishing an additional office space.

Contact: Michael E. Logan, Executive Director, PICCA, 740-477-1655

BP

Last year, **Lorain County Community Action's Management Training Institute** trained 25 managers in leadership, communication and teamwork. The program provides eight training modules designed to meet the needs of the Agency's middle management team. Customers rated the training highly and saw a direct connection to their capacity to do their jobs more effectively. As one participant said in her evaluation, "would like to see training like this continued."

Contact: Anna Taylor-Clarke, President/CEO, Lorain County Community Action Agency, 440-245-2009.

ROMA Category 6

Family Level

Helping Low-Income People, especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems.

Lima/Allen Council on Community Affairs' FACT

(Families & Children Together) Program is a family literacy program that includes parent/child education, parenting skills and joint literacy activities. Family literacy services are of sufficient intensity in terms of hours, and of sufficient duration to make sustainable changes in a family. The services integrate: interactive literacy activities between parents and their children, training for parents regarding how to be the primary teacher for their children and full partners in the education of their children, parent literacy training and age-appropriate education to prepare children for success in school and life. As one former FACT student said, "By improving my vocabulary, increasing my comprehension and giving me a general understanding of how to fill out an application correctly, I am now able to go to an interview with confidence in my skills. Not only has it helped me in my job skills, but it has also helped me with my parenting skills. I was given the opportunity to learn ways to help my children learn and to cope with everyday stresses associated with having very young children."

Contact: Rochelle Dennis T. Wining, Executive Director, Lima/Allen Council on Community Affairs, 419-227-2586.

Kno-Ho-Co Community Action's Emergency Shelter Program serves four counties providing temporary housing to the homeless, often working class individuals and families. The program provides home-like furnished apartments for a 30-day period, which allows the family to remain intact while case managers network with other agencies to help customers return to self-sufficiency. The program provides customers with rental assistance, counseling and other support services that result in a high percentage obtaining decent, safe and affordable housing. The shelter has been in operation for more than ten years. As one housing recipient said, "I am sick and disabled. If not for temporary shelter, I would be on the street or in the hospital." **Contact:** Bruce H. Kiracofe, Executive Director, Kno-Ho-Co Community Action Commission, 740-622-9801.

Contact: Jeffrey A. Diver, Executive Director, SELF, 513-785-3691.



Ohio's Community Action Agencies

- Adams/Brown Counties Economic Opportunities, Inc.
- Lima/Allen Council on Community Affairs
- Kno-Ho-Co Community Action Commission
- Ashtabula County Community Action Agency
- Tri-County (Hocking-Athens-Perry) Community Action Agency
- Auglaize/Mercer Bi-County Community Action Commission
- Community Action Commission of Belmont County
- Supports to Encourage Low-Income Families
- Har-Ca-Tus Tri-County Community Action Organization
- Tri-County Community Action Agency of Champaign-Logan-Shelby
- Opportunities Industrialization Center of Clark County
- Clermont County Community Services
- Clinton County Community Action Program
- Community Action Agency of Columbiana County, Inc
- Marion/Crawford Community Action Council for Economic Opportunities in Greater Cleveland
- Supporting Council of Preventive Effort (SCOPE)
- Northwestern Ohio Community Action Commission, Inc.
- Community Action Organization of Delaware/Madison/Union Counties
- Erie/Huron County Community Action Commission
- Community Action Program Commission of the Lancaster/Fairfield Area
- Community Action Commission of Fayette County
- Columbus Metropolitan Area Community Action Organization (CMAAO)
- Community Action Program Committee of Meigs and Gallia Counties,
- Geauga Community Action, Inc.
- G-M-N Tri-County Community Action Committee
- Cincinnati/Hamilton County Community Action Agency
- HHWP Community Action Commission
- Highland County Community Action Organization
- Jackson/Vinton Community Action Inc.
- Jefferson County Community Action Council
- Lifeline for the Empowerment and Development of Consumers, Inc.
- Ironton/Lawrence County Area Community Action Organization
- Licking County Economic Action Development Study(LEADS)
- Lorain County Community Action Agency Inc.
- Economic Opportunity Planning
- Youngstown Area Community Action Council
- Community Action Wayne/Medina
- Miami County Community Action Council
- Community Action Program Corporation of Washington/Morgan Counties,
- Mansfield/Richland/Morrow Community Action Program
- Muskingum Economic Opportunity Action Group, Inc.
- WSOS Community Action Commission, Inc.
- Pickaway County Community Action Organization
- Community Action Committee of Pike County
- Community Action Council of Portage County
- Ross County Community Action Commission, Inc.
- Community Action Commission of Scioto County
- Stark County Community Action Agency
- Akron/Summit Community Action, Inc.
- Trumbull Community Action Program
- Van Wert County Community Action Commission

For a complete directory of Ohio's Community Action Agencies please visit:

www.oacaa.org

To learn more about OSU's John Glenn Institute for Public Service & Public Policy, go to: www.osu.edu/glenninstitute/

The 2001 Best Practices Awards Panel of Evaluators

The OACAA/Glenn Institute panel of evaluators brought years of experience and a range of keen insights to the process of determining which of the nominated programs were most effective and how well those programs measured and evaluated their effectiveness. The panel evaluated nominated programs by documented outcomes, program innovation, the possibility of replication by other CAAs and the extent to which the CAAs collaborated with other public and private organizations to enhance the program's effectiveness. The panel included:

Charles F. Adams, interim director of the School of Public Policy and Management at Ohio State, and director of doctoral studies.

Anand Desai, Associate Professor, who's taught quantitative and research methods at Ohio State University's School of Public Policy and Management for 12 years,

Leanne Puglielli, an adjunct professor in Capital University's Executive MBA program who teaches organizational behavior, performance management and the Baldrige Integrated Management System.

From the perspective of the John Glenn Institute, working with OACAA on the Best Practices Awards was a way to support best practices in the not-for-profit sector. For the Ohio Association of Community Action Agencies, the awards were a chance to show policy makers in Ohio what their investment in community action programs is producing. "With the involvement of the John Glenn Institute, we can show objectively that our programs are effective, innovative and help low-income Ohioans escape the bonds of poverty," says Phil Cole, Executive Director of the OACAA.



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A collaboration between The Ohio State University's John Glenn Institute for Public Policy and Public Service and the Ohio Association of Community Action Agencies (OACAA).