

**OHIO PUBLIC CHILDREN AND
ADULT SERVICES SYSTEM**

**ENVIRONMENTAL SCAN REPORT
FEBRUARY 2002**

SPONSORED BY

**THE OFFICE OF CHILDREN AND FAMILIES, ODJFS
PUBLIC CHILDREN SERVICES ASSOCIATION OF OHIO**

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A VISION FOR OHIO*

Children will...

- grow in a safe, nurturing environment within a permanent family.
- have their basic needs met including: food, clothing, shelter, health care, and education.
- have a strong sense of self-worth and identity.
- have a positive anticipation of the future.
- have a valued place in their family and community.
- have an investment in their family and community.

Parents and Families will...

- be responsible for rearing their children.
- provide a value base for their children based on respect for self, others and the environment.
- have the spiritual, cultural, and economic resources necessary to reach their full potential and contribute to the well-being of their communities.
- seek help without stigma.

Communities will...

- view resources to children and families as an investment in the future.
- recognize the rights and needs of children and families as its highest priority and agree upon common goals for protecting their health and well-being by building on the strengths of families.
- assure families are the basic unit and foundation of communities and that they are respected and valued for their uniqueness, history and traditions.
- respect and support the strengths of the racial, cultural, and ethnic heritage of families and neighborhoods.
- identify and confront injustice.
- have access to and commit the public and private resources necessary to effectively serve and support children, adults and families.
- provide everyone with the opportunity, encouragement and support to learn, grow and contribute.

*This vision statement was first developed by child welfare executives and managers, representing 62 county public children services agencies, The Office of Children and Families, Ohio Department of Job and Family Services (ODJFS), The Ohio Child Welfare Training Program and three private foundations. These executives gathered at an IHS facilitated Planning Session in Columbus, Ohio, in June 1994, to develop a three year strategic plan for children and families in Ohio. This statement has been used ever since as the guide for the development of all PCSAO-sponsored strategic plans.

*This statement was updated in 1998 by the staff and managers of the Office of Prevention, Protection and self-sufficiency, ODJFS. The update added language that reflected Ohio's welfare and child welfare reform efforts. It was used at that time to guide the development of operational plans for the Office and its Bureaus.

OUR HOPES

In 2012 or later, our hopes for all CHILDREN in Ohio, include...

- (65 total) Every child is safe; safe homes, schools, play areas; no child will live in fear; fewer child victims and child offenders; no child is traumatized by domestic violence; children will be protected; live in protected environment.
- (63 total) Emotional and spiritual needs are met; children are nurtured, loved and valued; every child has a caring adult in his life; good role models; children are allowed to be “children”; have a positive anticipation of the future; everyone is wanted; children’s opinions are heard and acted on; good self esteem; develop a positive direction; realize their potential, are creative, goal oriented, confident; have strong positive values; greater respect for their bodies; good work ethic; emphasis on assets, not deficits; given a fair chance; no children engage in unruly, delinquent, criminal behavior.
- (55 total) Every child will have a permanent and stable home; children can live with birth families; children will live in two parent homes; parents don’t give up on their children; kinship placements, where possible; focus on family environments; sense of belonging to family and community; fewer in foster care; children will be kept in their communities; placements in neighborhoods, where possible; paternity established; in-home training for parents; appropriate placements; placement only when absolutely necessary; parents understand and act on their responsibility for children.
- (35 total) Children receive a quality education; education on pregnancy prevention; will be prepared for adulthood; will be prepared for all situations; have coping skills for life changes.
- (25 total) Good, affordable health care is available to all children.
- (13 total) Support services are available to any child who needs them; mental health services, wraparound, AOD services available; quality recreational programs for children; emergency beds available in local community; consistent eligibility across assistance groups, programs and services; productive communication among service providers; service agencies and providers have staff competent to work with children; seamless systems; programs are adequately funded; proactive protective services; early intervention; children and parents are substance free.
- (11 total) Excellent, affordable child care available for every child who needs it.
- (9 total) All children have their basic needs met; financial security; fewer children in poverty; equity; best possible quality of life.

In 2012 or later, our hopes for all ADULTS in Ohio, include...

- **(55 total) Access to quality resources and support services; increased community based services; affordable housing; respite care; all support programs will have sufficient funding; support for vulnerable adults; strength based approach to services; adequate transportation; in-home services for**

elders; centralized location to obtain all services; improved quality of nursing care; high quality adult day care; affordable assisted living; seamless services; enough homes for MRDD adults; legal assistance; holistic approach to need for services, i.e., adults/families, not just children, have problems, ; older adults become a more visible priority for ODJFS; no stigma for getting help; seniors have all their needs met; strong advocacy for seniors.

- (52 total) Seniors will feel valued; adults will view themselves as valuable; respected and valued in their communities; will age with grace as part of a family; respected by their children; will exhibit responsibility for their actions; have high self esteem, optimism, pride; have personal stability; realistic expectations for their own lives; happiness; empowerment; elderly adults are more involved in the community; sense of community; acceptance; empowerment in their decision making; confidence; meaningful relationships; opportunity to age in their own homes;**
- (38 total) Have their basic needs met; self sufficiency; financial stability; opportunities for advancement in employment; have jobs at reasonable wages; live in a stable economy; have adequate retirement; self determination; reduction in dependence.**
- (36 total) Good physical and mental health; access to affordable health care/medical coverage for all; live free of addiction; access to birth control.**
- (31 total) Adults are safe and violence free and in stable environments/relationships; all vulnerable adults are cared for by their families; able to live without fear; protective services available for those 21-60.**
- (24 total) Good training/education; accessibility to training centers and schools for furthering their education; learn and acquire necessary skills to parent their children; budgeting and management education; have as much energy as a child needs; greater responsibility; commitment to children; participate in mentoring programs - seniors to children; serve as positive role models for children.**

In 2012 or later, our hopes for all FAMILIES in Ohio include...

- **(49 total) Families are safe, violence free and stable; family unit is maintained; abuse and neglect free; secure during all life changes; substance free; permanence.**
- **(36 total) Access to support networks, services and resources; family focused agencies; have affordable housing and transportation; opportunities for home ownership; access to neighborhood based services; family friendly schools; connected to the community; access to low cost, safe and top quality child care; recreational services; kinship support and benefits; less bureaucracy to get services; seamless services; services and programs have sufficient funding; balance work and home with appropriate supports; family leave is available to caregivers; respite; integrated services; support for grandparents raising their grandchildren; local leaders show commitment to families; open communication between professionals and families.**
- **(32 total) Responsible for safety and rearing of their children; learn and demonstrate good parenting skills; access to parental training; understand childhood development; strong values, morals and standards; constructive activities; more time to support children; value education and work with schools; good and open communication among family members; conflict resolution skills; provide positive role models for their children; supportive, loving and nurturing to each other; more attention to parenting; care for older family member; two parent homes.**
- **(23 total) Live lives to their fullest potential; families are valued in the community; opportunities abound for all family members; empowerment; respect; happiness; fun; tolerance; loving; hopeful families; eliminate barriers to self improvement; positive relationships for all members; optimism; have a voice in the community; self actualization for all family members.**
- **(20 total) Self sufficiency; financial security; basic needs are met; good permanent jobs with living wages; job-related health care; access to employment and training; ADC welfare will continue to diminish; accountable fathers; break cycle of dependence.**
- **(17 total) Decrease in number of children in care; prevention and intervention before separation is mandated; juvenile courts become more accountable for their decisions about families; accountably from all agencies and workers; maintain sibling groups when placed; more adoptions; more options for foster teens; input into case plans; less red tape; agency staff not in control of families; more kinship care; no stigma for CSB involvement; post adoptive services; consistent eligibility across assistance groups/programs; family input into case plans.**

In 2012 or later, our hopes for all COMMUNITIES in Ohio include...

- **(46 total) Safe environment; violence free; free of substance abuse; absence of fear; safe haven for families; elimination of domestic violence; clean environment, air, water, etc.**
- **(43 total) Supportive of all people regardless of race, religion, income, education, sexual orientation, age; supportive of families and children; value diversity; value every family; foster mutual respect and appreciation for one another; have leaders who exemplify openness and acceptance; sensitive to the needs of children and families.**
- **(34 total) Provide the necessary resources to help families; support family preservation; one stop shopping for resources/services; contain organizations, agencies and support systems that collaborate and communicate for the betterment of all citizens; people work together; agencies are accessible and flexible; services are holistic and culturally sensitive; agency focus on family values rather than agency values; have adult services for the elderly; have sufficient foster homes; community organizations are planful, efficient, and non bureaucratic; service delivery provides positive leadership for children and families; respite care; communities operate under state mandated standards for service; non duplication of services; care for elder members; comply with the Americans with Disabilities Act; stigma for using services is eliminated; encourage intergenerational activities.**
- **(30 total) Have a modern, supportive infrastructure for citizens; housing for all income levels; transportation systems; accessible, community based health care; access to best public services, fire, police, etc.; recreational activities for families; green space for recreation; modern data system that reflects the population; ongoing infrastructure development.**
- **(23 total) Supportive, proactive and committed leadership and policies; knowledgeable legislators and community leaders; compassion and understanding of different problems citizens face; take ownership for the well-being of children; provide the necessary resources to help families; strive for shared successes; family friendly policies; clear, common sense policies; proactive in helping children and families; advocate on behalf of children and families; empower the healthy parts of families; all sectors within the community are involved in developing solutions; interdependence.**
- **(20 total) Excellent school systems; all schools receive services paid for by community agencies; education for all age groups; better education and awareness for the community; stronger, safer schools; community will not tolerate schools that do not meet children's needs.**
- **(18 total) Strong and stable economic structures; business support; funding for people who don't meet criteria to get services; encourage development of block grants; no families live in poverty; break cycle of dependence; subsidy for on site day care at businesses; nonrestrictive funding to implement programs.**
- **(8 total) Focus on prevention vs. treatment; identify better training for mandated reporters; identify families at risk and intervene; intervention.**
- **(5 total) Instill a sense of duty within citizens to address issues and build upon strengths; increase in patriotism; sense of pride in community.**
- **(4 total) Increased involvement of faith based initiatives; religious freedom; spiritual environment.**
- **Greater happiness for citizens.**
- **Connection to "richer" communities, reduce isolation.**
- **World peace.**

- **Responsible television programming.**

MISSION

The unique contribution of the OHIO'S PUBLIC CHILD AND ADULT SERVICES SYSTEM...

WHO? (are its core customers)

- Children (38)
- Families (37)
- County boards and agencies (23)
- Communities/public (19)
- Adults (13)
- Private agencies/state partners (13)
- At risk individuals (11)
- Taxpayers (9)
- Foster parents/families/grandparents (8)
- Adoptive/Biological parents (4)
- Mentally/physically challenged people (3)
- Teenagers (2)
- Policy makers (2)
- Senior Citizens (2)
- Courts (2)
- People who have no voice
- Law enforcement
- Homeless
- All county residents
- Adults caring for their aging parents
- Children with special needs
- Media
- Respite providers
- Sex offenders
- Institutions

WHAT? (are its customer(s) outcomes)

- **Safety for adults and children (26)**
- **Self sufficiency (21)**
- **Children have stable families (15)**
- **Permanence (12)**
- **Health (7)**
- **Responsible for children and families (6)**
- **Nurtured children, adults, families (5)**
- **Basic needs met (4)**
- **Limited or no recidivism; no repeat customers (3)**
- **Educational advancement (2)**
- **Increased independence (2)**
- **Improved quality of life for any child involved**
- **Increased competence of families**
- **Adolescent transition into adulthood successful**
- **Adult independent living**
- **Self-actualization**
- **Fewer unwanted pregnancies**
- **Decreased agency and court involvement with families**
- **Rehabilitated families**

HOW? (strategies and methods the system uses to support its customers'

outcomes)

- **Keep people better informed/public awareness campaigns/advocacy/communication/ leadership/use lobbyists more (57)**
- **Shared planning and use of resources, including funding/more efficient local resources and services/adequate, stable, local funding (47)**
- **Collaboration/networking within communities/service coordination- no duplication/ consistency/ eliminate barriers to services and funding integration/encourage grass roots efforts (36)**
- **Access to needed services/families involved in planning and receive neighborhood based services/local flexibility in service delivery/expedient manner/in home services when needed/ recruiting supporting and effectively partnering with resource families (34)**
- **Well trained and prepared staff/volunteers/others (30)**
- **Supportive systems/supportive environment (18)**
- **Quality assessment of risks and strengths of families/standardized assessment process for adults/shorter open cases with set outcomes/less time in placement (14)**
- **Child caring system that integrates provider services in a coordinated manner/increase eligibility-headstart/respite/neighborhood based foster care/child care/affordable care (14)**
- **Unified computer system to transmit data to state/technology that supports the system/make decisions based on data and research/continuous planning process are in place/increased accountability (11)**
- **Prevention programs/strategies/budget that plans for prevention (9)**
- **Simpler rules/less bureaucracy (8)**
- **Increase adoptions/consistent subsidies/user friendly adoption systems (7)**
- **Maximize opportunities to succeed/break negative cycles/reasonable expectations (7)**
- **Recognition and respect for kinship providers/increase number of kinship placements/ encourage extended family/easier relative adoptions/hooks up older adults with other systems/provide multigenerational services (7)**
- **Utilize best case practices/evolving best practices (3)**
- **Have Medicaid pay for birth control/widen eligibility for health care services/affordable medical care for adults (3)**
- **Reunification/rehabilitation of parents (2)**
- **Legal services provided to address specific needs of families**
- **Transitional housing for teenagers**
- **Culturally responsive services**

ISSUE CLUSTERS

KEY:

- + Strength**
- Weakness**
- ! Opportunity**
- / Barrier**

A. Prevention Services and Programs

- + Need is great - recognized (9)**
- + Rise in medical coverage for children (3)**
- + Philosophy of prevention (2)**
- + Attempts to be proactive in addressing needs**
- + Early intervention**
- + Strong and viable Medicaid program**
- Prevention not valued or emphasized (6)**

- **Reactive versus proactive (4)**
- **Housing (lack of) (2)**
- **Transportation (lack of) (2)**
- **Overwhelming number of people who need services (2)**
- **Not strength based**
- **Long waiting lists**
- **Cannot guarantee success for families**
- ! **Early intervention/prevention; emphasis on prevention (7)**
- ! **Mentoring (4)**
- ! **Family group counseling**
- / **Stigma of being involved with CPS (9)**
- / **Time and energy of workers/families (5)**
- / **Inability of state to recognize need for prevention planning**
- / **Rural transportation**

B. Early Child Care and Education

- + **Healthy Start (2)**
- + **Help Me Grow**
- **Lack of respite care**
- **Lack of quality child care**
- ! **Healthy Start**
- ! **Head Start already in place**
- / **Shortage of child care providers (2)**
- / **Uneducated (2)**

C. CPS Assessment, Response and Case Planning

- + **Accessible services for CPS 24 hours per day**
- + **Quick responses to referrals**
- + **Good intake system**
- + **Risk assessment being used throughout the state (4)**
- + **Shortening time children can be out of home (3)**
- + **Abuse and neglect taken seriously**
- **Deterioration of the family unit**
- **Insufficient services for multi-problem children**
- **System often does not intervene until children are older**
- **Cookie cutter case plans**
- **Protect kids from family rather than focusing on family**
- ! **Concurrent planning; mutual decision making (2)**
- ! **National network for child safety**
- / **Unwillingness to accept help; uncooperative clients (2)**

D. Kinship Care, Placement and Adoption

- + **Adoption of family centered, neighborhood based practice (12)**
- + **Kinship program (8)**
- + **Caring foster families (2)**
- + **Ability to integrate a variety of programs into a system of foster care (2)**
- + **Continuity in licensing is noticed and makes work much more positive**
- + **Support programs for kinship families**
- **Lack of foster homes (2)**
- **Lack of intense residential services for high end children in state**
- **Lack of teen resources**
- **Disruption of continuity of care**
- **Children left in system too long**
- **Weak support for relative families**
- **Shortage of families willing to take permanent care of kids**
- **Disproportionate number of African American and poor children in placement**

- Lack of localized special placement options
- No good, effective voice for children in foster care
- No good transition from foster care to adulthood
- Don't achieve permanency for a number of children in foster care
- Tutoring and educational assistance for children in foster care
- Adoption is not only answer to permanency
- Lack of common description about what treatment foster care means
- Number of moves a child makes while in system
- ! Kinship Navigator (2)
- ! Concurrent planning; mutual decision making (2)
- ! Increased awareness of foster care
- ! Foster parents can be treated more like line workers
- ! Support caregivers
- ! Ability for PCSA to issue cash food stamps in kinship cases
- ! Utilize experience of kinship caregivers
- / Not supporting foster, kinship and adoptive families (5)
- / Title IV-E (3)
- / Post adoption services do not include residential services
- / Kinship providers are limited in their ability to access benefits
- / Multiple licensing requirements by different agencies
- / Adoption agencies cause children to move
- / Shortage of adoptive families
- / Independent living legislation

E. Child Welfare and the Juvenile Court System

- + Support of the legal system
- Lack of consequences to offending adults and children
- Juvenile court operations
- ! Improved relationships with courts, law enforcement (3)
- / Relationships with courts, attorneys (6)

F. Adult Services

- Lack of clear "best practices" standards within APS (3)
- Changing staffing in APS programs (2)
- APS does not have a secure home in ODJFS
- Adults not protected to the extent that children are
- ! OSU study provides focus on adult services
- ! APS can learn from child welfare as to how to effectively advocate
- / No rules for adult abuse
- / Lack of inpatient services for AOD

G. Overall CPS Policy Development, Implementation and Financing

- + Stable funding (23)
- + Strong advocates (9)
- + Flexibility within system (8)
- + Standards for effective practice in place (6)
- + Good lobbyists (4)
- + OAPL book and website
- + Back to work/off welfare programs worked
- + More demanding/new reforms
- + HB 484
- + Governor and legislature held line on kids and education
- + Good grant writers
- + More local control of funding
- + Formal meetings with legislature to focus on family and children services issues
- + Level of detail, definition, documentation, and "how to" of policy

- Eligibility requirements tied to services (4)
- Funding inconsistent, inflexible, categorized (42)
- Shortened time frames unrealistic (4)
- Repetitive paperwork (3)
- No vision or mission (3)
- Inflexibility - no creativity (3)
- Policies (2)
- Change moves slowly or resistant (2)
- Approval process time too lengthy
- PCSAO/OACCA fighting on rules and licensing and resultant confusion
- Recession
- State agencies lack overarching plan
- Too many barriers to receive funds
- Inexperience of legislators
- Letting program drop no matter how successful
- State does not see the big picture, i.e., how to get sanctioned and more revenue from
- Lack of financial forecasting by the state
- Make decisions too quickly
- Conflicting rules
- Foster care rules were developed for a time when more parents were at home
- No formal, funded advocacy groups
- Reliance of local levies for local operation
- ! Legislative support (7)
- ! Flexible funding (8)
- ! Welfare reform (4)
- ! Improved use of existing resources (4)
- ! Term limits (3)
- ! Funding crisis will force the setting of priorities (3)
- ! Local levies (2)
- ! PCSAO Rules Committee
- ! Look at what other states are doing
- ! Become more astute in identifying lawmakers and educating them
- ! Loosening up rules and regulations
- ! Provide incentives for welfare to work programs
- ! Make the rules more reader friendly
- ! Grant opportunities
- ! Ohio's Congressional delegation
- ! Support is very visible from Governor
- ! Can piggyback on Hope Taft's initiatives
- / Funding crisis - mandates, categorical funding (46)
- / Conflicting rules; inconsistencies among regulations (19)
- / Term limits (9)
- / Current policies (9)
- / Current economic climate (7)
- / Federal restrictions (4)
- / Eligibility rules (3)
- / Legislature (2)
- / Reluctance of taxpayers to put more money into levies; difficult to pass (2)
- / Political arena
- / Lack of trained grant writers
- / Habit of quick fixes rather than long-term solutions
- / Thinking the solution to everything is more money

H. Governance of the State-Supervised, County-Administered System

- + Dedicated professionals (54)
- + Good training systems in place (29)

- + **Technical assistance from state agency (22)**
- + **County administered (15)**
- + **Shared commitment within the Department (12)**
- + **Quality agencies and programs are available (9)**
- + **Expertise and knowledge of good practice and family supports (8)**
- + **Committed leadership (8)**
- + **Willingness to be creative (6)**
- + **State support (3)**
- + **State framework of checks and balances (2)**
- + **Experience and passion (2)**
- + **Compassion/passion for this work (2)**
- + **Salaries have improved**
- + **Stable staffing**
- + **Large department with significant resources**
- + **ODJFS is well run**
- + **Statewide perspective**
- + **Strong focus on children and families**
- + **Regional/district offices**
- + **Diversity of counties**
- + **Meeting many of the needs of our most vulnerable populations**
- + **Strong county system and networking**
- + **Meaningful work**
- + **Formal associations for CPS, rules, standards, advocacy, funding**
- + **Shared vision for kids and families**
- + **Strength based services to families**
- **Staff turnover (28)**
- **Lack of staff training (12)**
- **Bureaucracy (7)**
- **Inadequate services (6)**
- **Agency turf issues (6)**
- **Staff caseloads (6)**
- **Inability to get rid of poor workers (5)**
- **Aging out of quality employees (2)**
- **Duplication of services (2)**
- **Little incentive provided for excellence (2)**
- **Overwhelmed social workers (2)**
- **Low pay (2)**
- **Inconsistency with resources, systems, rules, leadership (21)**
- **Lack of unity at government level**
- **Can't get past the talking stage**
- **Don't listen to county agencies or involve them**
- **Don't use mechanisms already in place**
- **Lower hiring standards**
- **Disconnect between local and state**
- **Historical lack of direction**
- **No continuity between counties**
- **People making decisions who have not been on the front lines**
- **Inadequate checks and balances**
- **Lack of transitional planning**
- **Safety for workers**
- **High stress profession**
- **Maintaining programs that are obsolete**
- **State overseeing a county administered program**
- **Agencies don't challenge themselves to do best practice**
- **Productivity standards are unrealistic**
- **Complex application process**

- Lack of seamless services
- Program and implementation decision slow
- Instability of infrastructure; changing leadership at state and county levels
- County administration makes standardization very difficult when it is needed
- Changing, unstable leadership
- Lack of agreed upon outcomes and indicators
- Not everyone accessing the training programs
- ! OCWTP Training (11)
- ! TOPS (2)
- ! Development of standards for effective practice (3)
- ! Risk assessment training (2)
- ! Accreditation (2)
- ! State and counties are partnering to solve many problems
- ! Federal Children and Family Services Review will ID developmental needs and feed
- ! Change the way the system works (2)
- ! Committed leadership
- ! Can be more proactive (4)
- ! Advocacy (4)
- ! State more open to county input
- ! Change is accepted
- ! Can take leadership to pull people together
- / Systems cannot change overnight
- / Bureaucracy (2)
- / Chronic staff turnover; lack of experienced employees (18)
- / Paperwork (4)
- / Complexity of system, number of programs and rules (2)
- / Poor leadership (2)
- / Inadequate training (2)
- / Uppity/superior attitudes of local CPS workers (2)
- / County commission approval needed for programs
- / Agencies prohibited from becoming creative
- / Calculation formula for poverty needs revisited
- / Not capturing the organization's historical wisdom and products
- / Fallout from huge change brought about by merger

I. Measuring Outcomes and Information Management

- + Beginning to look at outcomes (3)
- + Documented history - lessons learned (2)
- + Documentation becoming computerized
- + Newsletter
- + Ability to gather data
- Inadequate data systems (8)
- Complexity of the systems - not user friendly (7)
- Lack of a SACWIS system (4)
- Lack of technical support (3)
- Successes not covered by the media
- Systems lack knowledge of each other
- Technology depersonalizes
- Lack of data and best practice research
- No standardized measures
- ! Existing research (2)
- ! Cross-systems meetings (2)
- ! CPOE
- ! Technology
- ! Online training for caregivers
- ! Access of information

- ! **Reevaluate how agencies are meeting goals**
- ! **Caseload analyses**
- ! **Centralized state level child abuse reporting**
- ! **Federal funding available for SACWIS**
- / **No comprehensive data system (8)**
- / **Different definitions of success; fluctuation in different value systems (2)**
- / **Lack of technical assistance**
- / **Not enough investment in technology**
- / **Access to systems**

J. Communication and Customer Input

- + **Community awareness of CPS (3)**
- + **Community has an interest in children (8)**
- + **Environmental scans (6)**
- + **Open to listening to feedback (4)**
- + **Diverse population of individuals (2)**
- + **Steps have been taken to identify problems**
- **Misconception of CPS in the community (7)**
- **Lack of public awareness of available services (5)**
- **Cultural insensitivity**
- **Lack of response to customer inquiries**
- **Quality of communication (17)**
- ! **Utilize media to say good things CPS is doing (4)**
- ! **This planning process**
- ! **Consumer input**
- ! **Public demand for consolidating services and using money wisely**
- ! **Educate public on restrictions in system**
- ! **Communication is better (2)**
- / **Communication and information sharing (3)**
- / **Community apathy; does not value children, adults and families**
- / **No central clearinghouse for information**
- / **Selective process of inviting people to the strategic planning process**

K. Collaboration

- + **Strong Family and Children First Councils (3)**
- + **Strong links with other community resources (police, fire, etc.) (3)**
- + **Planning committees/Joint decision making (2)**
- + **Change in philosophy**
- + **PCSAO**
- **Lack of collaboration (4)**
- **Accountability of families, agencies (2)**
- **Buck passers**
- **Under utilization of faith based services**
- **Lack of commitment from some**
- **Lack of community support**
- **We don't always take advantage of opportunities for advocacy efforts**
- **Lack of partners to assist in work to be done**
- **Too many diverse programs**
- **Lack of support from the system (2)**
- **Administrative shuffling**
- **Fiscal management and planning**
- ! **Strong community partnerships (3)**
- ! **Society is eager for reform of system; communities want to be involved (2)**
- ! **Learn to use community networks better**
- ! **Work across agency lines**
- ! **Shareholders process**
- ! **Prioritize services**
- ! **September 11 - united patriotism**
- ! **Can contract with local providers to leverage services**
- / **Turf issues (9)**
- / **Resistance to change (3)**
- / **Bidding wars between public and private agencies (2)**
- / **Lack of understanding of services**
- / **Lack of knowledgeable local decision makers (2)**
- / **Confidentiality (5)**
- / **Competing priorities; every agency has their own mission, need to work together (2)**
- / **Duplication of services**
- / **Liabilities of different agencies**

EVALUATIONS

“Based on our time together, I think...”

- A lot of good discussion occurred (28)
- This was a positive, good session (25)
- This is a great opportunity to make changes in the system (21)
- Has a potential of working if we work together (20)
- The session was well coordinated (17)
- Today’s session was productive (11)
- This was a very informative meeting (10)
- This effort exceeded my expectations (10)
- We’re on the right track (9)
- This session was a good starting point (9)
- Time was well spent (9)
- The process gives an opportunity for input (8)
- Involving many groups was helpful (8)
- More time was needed (7)
- The information shared in the session was helpful (7)
- Today was valuable (7)
- There is still a long way to go (7)
- I learned more about the different agencies (7)
- We need to do this planning project (6)
- This has promise (5)
- It was helpful to hear input from other counties/agencies (5)
- ODJFS wants to change the way it does business (5)
- This was beneficial (4)
- This met my expectations (3)
- Nothing of substance will be implemented as a result of this process (3)
- The strategic planning for the state of Ohio is so complex (3)
- Excellent job (3)
- The session was well facilitated (3)
- I did not know what to expect (3)
- This process has been repeated over and over with no results (3)
- Much more general than I anticipated (2)
- There is a real effort in trying to improve the lives of Ohio’s families and children (2)
- This type of approach to gathering information is very effective (2)
- I hope that this is not just another wasted session (2)
- We covered a lot more and higher level than I expected
- Things move slowly, yet ultimately adapt
- We have the talent to make the change
- I understand what the scan is for now
- It would be over my head
- The hope for effective change of a statewide system is admirable
- I am better able to understand the department’s structure
- This process is a bold step for the ODJFS and I applaud this initiative
- Stacey did an excellent job of conducting a task I anticipated would be a repeat of many other meetings
- The state will really respond with a plan that will allow the county to do an effective job
- The meeting was well overdue
- The people would be heard if they were more informed
- The meeting would have been even more successful if we were given the agency’s mission and goals

- I would have preferred information on the department at the beginning so I understand it's organizational structure
- This forum is a unique step towards improving our department as a whole
- The format was interesting
- Cross agency meetings are beneficial
- I can continue to make positive steps towards helping children and families
- ODJFS needs more input on older adult services
- Any programs or plans must look at the welfare of persons of all ages
- We could have covered more
- I am hopeful that problems people find they have to deal with can be met by knowledgeable, dedicated persons
- The session was nicely paced with a calm atmosphere
- The atmosphere was open, honest and respectful
- This is a great way to begin collaboration
- Endless planning with no good financial resources to implement change is discouraging
- This idea has merit
- This process is a farce, as the people who are passionate about this are not invited to be in the guiding group
- There is a great deal of knowledge and experience in the group
- The state needs to pay attention
- This is just another way for the state to create lofty sounding goals so the public will think they are doing a good job
- A lot of people used this as a "bitch" session
- I learned a lot about social service delivery
- Adult Services within this department is getting the shaft
- The scan could have been much better organized
- This process could be beneficial if it is carried through
- It is valuable to listen to local issues
- More of the community should have been involved
- The method to do this strategic plan was easy to follow and enjoyable
- This was a long time in coming and am pleased that it is happening
- The attempt to garner community ideas was successful
- It is critical to do an effective environmental scan
- What I expected was not what happened
- This process will provide a sense of ownership among participants
- Group cooperation helps promote understanding and ideas
- I appreciate the opportunity
- This is a very exciting process
- It went well but we have to more work to do on how to integrate child care and APS into the process
- This has been a positive, inclusive, open discussion with indications of truly attempting change
- Am confused as to who this strategic plan is for (OCF or all interested advocates/agencies?)
- Facilitation process using table discussions created a great environment
- We need to clarify whether child care is connected to this process or not
- Uncertainty about how all the planning processes fit together
- Today's session ID'd many complex issues that need to be debated and addresses
- We have done some hard work and got the thought processes open
- The meeting was useful and the purpose better understood
- Listening to the "little people" at the lower level would prevent needs for these scans
- The process brought together a diverse group
- The scope was too big to try to do the scanning and get specific
- We got a lot done
- These are good sessions to get people thinking about the system in general and to start focusing on the big issues

- This process will result in a good strategic plan that will benefit children, families and communities
- There is progress being made to integrate the public systems
- There were many varied and interesting perspectives on what is important
- This E-scan was a success!
- Gathering views from everyone will assist with setting goals
- Planning is always necessary to adapt to change
- Most people agree that we have a wealth of human resources who are frustrated by the way the service delivery system currently works
- The state will take the information gathered and put it to good use
- There was too narrow a range of participants
- There could be some merit from the scan if the information is used
- This was unique, efficient and interesting
- The state is taking a proactive role in implementing a plan by including other agencies

“Based on our time together, I feel...”

- Hopeful (26)
- Valued because I was able to be involved in this process (17)
- The whole group provided valuable input (11)
- This could make a difference (11)
- Encouraged and heartened by the depth of discussion and commitment to improvement (10)
- Time spent was worthwhile (8)
- More people should have taken part (8)
- This first step was successful (8)
- We have been down this road before (8)
- This will be a wasted effort if the state cannot buy into the plan (7)
- Great team participation (6)
- Tired (5)
- Session was very valuable (5)
- Confident service delivery improvement will happen (5)
- Appreciative to ODJFS for this opportunity (5)
- Optimistic about the outcomes (5)
- This will result in concrete action steps to implement (4)
- This is a huge step for children and families (3)
- This will take longer to implement than planned (3)
- There is a lot of time and work asked of us in this process (3)
- Overwhelmed (3)
- Ambivalent - I want to believe that this will make a difference (3)
- I learned about the other programs and perceived weaknesses and strengths (2)
- Like leaving (2)
- I learned something and am excited to view the plan (2)
- We need to develop stable funding at the neighborhood level (2)
- Curious as to how this will materialize (2)
- Ohio has an opportunity to make several much needed changes in child welfare (2)
- I would like to see Nancy Harvey on the guiding committee (2)
- Pleased that ODJFS/PCSAO is leading the way (2)
- In some respects, the direction of this process has already been determined
- Ready to help make changes
- Inspired
- Frustrated
- It was beneficial to hear so many others in our community feel the way I do
- Good that data was collected and hope it will be utilized

- Sad that there is not more support for making meaningful changes in children's lives
- Rushed to accomplish the things I neglected in being here this morning
- Local participants will be less likely to participate in the future if input is not utilized
- Child welfare needs to strive to make positive changes to assure family safety
- The department needs to do a similar process with state legislators to engage them in the same discussion
- It validated our concerns and solidified recommendations
- The older adults often get overlooked
- I will wait and see the impact of the final results
- This data should be incorporated into the Hamilton County plan for implementation from a better city
- Déjà vu all over again
- Mandating without funding would inhibit progressive thought
- The guiding group will have an excellent base to start with
- There was a lot of passion for the session
- The state will not be able to take the hard look at itself that it needs to in order to even start to change
- Things at the state level will not change until the state is held accountable for its actions
- If you listen, things can change
- There are bright and able people who can make change happen
- Appreciative of my group members
- Responsible for continuing the process
- I am lucky to have Ann Kipplen as a facilitator
- Affirmed
- A lot was accomplished today
- Numb
- Better to get issues out on the table
- Unconvinced of cross systems buy in
- We are going to have to get off our soap boxes and work now
- I want the best for children and their families
- It is important to have all the systems involved in this process because we can learn a lot from one another
- Stacey did a great job
- Positive that you are seeking input
- I have a better understanding of where other agencies are coming from
- There is resistance and doubt among participants
- There are many barriers to overcome
- The barriers are really few
- We don't have to recreate the wheel, just remember what works
- Positive about the plan of action
- This was an interesting opportunity
- We are repeating the Shareholders process
- This gave me an opportunity to think more globally than I can on a daily basis
- Good about the fact that there is a second meeting planned to ensure plans are reflective of ideas generated today
- We can move forward and see change if we stay committed
- Had I not attended, I would have missed an opportunity to participate in positive change for children and families
- Process may be fast but attainable
- Good about being heard and being able to assist Ohio's vision for kids and families
- Now what do we do?
- Participants expressed issues and a commitment to go forward
- Continual communication to executive briefing group would be nice
- Confused as to the purpose of this with other planning processes
- This will result in a meaningful strategic plan

- **Once individuals attend scans and contribute ideas, it will be beneficial**
- **Good that we are gathering input to improve the lives of children and families**
- **A true effort is being made for positive change**
- **If ODJFS can gather the resources necessary, this could work**
- **This was beneficial**
- **This has enlightened me in where we are in helping families**
- **Pleasantly surprised at how enjoyable this process was**
- **I have had an opportunity to plan for a better tomorrow**
- **There is a chance to make change**
- **Uncomfortable that we could only speak in generalities**
- **The E-scans are very productive**
- **The diversity exercise at the beginning is awkward and uncomfortable**
- **Positive about the experiences**
- **Good about the work done and ideas shared**
- **The focus and commitment must be made by all**
- **This was fun, glad I came**
- **Tremendous strides will come from this process**
- **The session was very productive but, at times, unclear who the plan was really for**
- **My experience would have been better if it was all separated into different session for different areas of participation**
- **People in child welfare are committed to making things better and want to be part of improving the system**
- **A greater sense of respect**

PARTICIPANTS

COLUMBUS, December 6 and January 14, 2002

Lisa Allan	Washington County CSB
Crystal Allen	PCSAO
Joan Allsop	Lorain County CSB
Carrie Anthony	ODJFS
Kathy Bachmann	ODH
Susan Ballinger	ODJFS
Marlita Bartlett	ODJFS
Nan Beeler	ODJFS
Leisa Benton	OCD
Bob Bilecki	ODJFS
Lyn Bissonnette	ODJFS
Rich Bitonte	ODJFS
Gerry Blake	Cuyahoga County DCFS
Jackie Bonifield	Muskingum County CSB
Shelly Boyd	ODE, Student Intervention Program
Lori Brooks	AAA
Robin Brum	Madison County CSB
Peg Burns	Ohio Family Services Council
Patty Jo Burtnett	Lorain County CSB
Sherry Bush	ODJFS
Lori Carlson	Licking County JFS
DJ Sam Chapman	OHD
Rhonda Childres	ODJFS
Patricia Choppa	ODJFS
Linda Ciciretto	ODJFS
Susan Corcoran	OCD
Missy Craddock	Speaker's Office, Ohio House Rep. Caucus
Barb Cramer	ODJFS
Gary Crow	Lorain County CSB
LeRoy Crozier	Franklin County CSB
Judy Czarnecki	Crittenton Family Services
Mary Lee Davis	Lorain County CSB
Nancy deRoberts-Moore	Office of Children and Families
Harvey Doremus	ODJFS
Helen Doughty	SAFY
Delmer Dunlap	Muskingum County CSB
Quo Vadis Ellison	Cuyahoga County Foster Care Assn.

COLUMBUS, continued

Dot Erickson	OFCA
David Ferriman	CSTS
William Geiger	ODJFS
Beth Gerber	Jewish Family Services
Sheralyn Graise	ODJFS
Jim Hadinger	Scioto County CSB
Trudie Haren	Muskingum County CSB
Barbara Harris	Franklin County CSB
Lezli Oesterle-Henman	Clinton County CSB
Marla Himmeger	ODMH
Kyle Hoffman	Institute for Human Services
Beverly Holt	Kinship Navigation

Priscilla Howell
Donna Hurt
Robynn Jasper
Elnora Jenkins
Betsy Johnson
Valerie Johnson
Eric Lane
Mary Jane Latta
Randy Lewis
J. Little
Barb Long
Bob Marx
Amy Masten
Liz McAllister
Patsy McDonald
F. McKarn
Dennis McKay
Kathy McLeish
Kenneth Meeks
Linda Meredith
Lisa Miller
Peggy Miranda
Mike Morrison
Bob Mullinax
Laura Nestleroad
John Nichols
Candace Novak
Joy Nutter
COLUMBUS, continued

Gloria Parsisson
Sally Pedon
Marshall Pierson
Mike Preston
Mona Reilly
Frances Rembert
Barbara Riley
Michael Robison
Judy Rycus
Linda Schafer
Stephanie Schafer
Kris Scherer
Dan Schneider
Annette Scott
Merritt Sessor
Angela Sausser Short
Susan Sibbing
Susan Sigmon
Jim Smith
Kelly Smith
Rick Smith
Cheri Smitley
Donald Starrett
Heidi Stone
Chris Stoneburner
Rhonda Tatrim

ODJFS
AAA
Marion County CSB
ODJFS
Chief of Adoptions, ODJFS
Probate Court
Jewish Family Services
Department of Youth Services
Legal Services, ODJFS
Delaware County DJFS
FCFC
CEO, Rosemont Center; President, OACCA
ODJFS, TAS
Clinton County CSB
Muskingum County CSB
Franklin County CSB
Local Operations, ODJFS
FCFC
ODJFS
Kinship Navigation
Franklin County CSB
Ross County DJFS
ODJFS, MIS
Legal Services, ODJFS
Muskingum County CSB
Fiscal, ODJFS
ODJFS
Cincinnati District Office, ODJFS

Knox County DJFS
Childrens Trust Fund
APS
Franklin County CSB
Delaware County DJFS
ODJFS
Deputy Director, ODJFS
ODJFS
Program Director, Institute for Human Svcs.
Muskingum County CSB
ODJFS
Clinton County CSB
PCSAO
Franklin County CSB
AAA
PCSAO
Ohio Head Start
AAA
Champaign County DJFS
ODJFS
Local Operations, ODJFS
FCFC
Lorain County CSB
ODJFS
Children's Defense Fund
ODH

Erika Taylor
Gayle Channing Tenenbaum
Lisa Usselman
Michael Vaner
Thomas Vassar
Susan Williams
Kerry Shaw Wills
Julie Wirt
Teri Wright
Anne Wolcott
Jeannie Weisbrod
Patricia Yost
Susanne Zimmerer

Chair of OCAPS
PCSAO
ODE, Student Intervention Program
Lorain County CSB
ODJFS
ODJFS
Firstlink
ODJFS
Washington County CSB
ODJFS
Lorain County CSB
Clinton County CSB
OCD

FINDLAY, January 15, 2002

Connie Allgire
Deb Andrews
Carrie Bischoff
Lyn Bissonnette
Cary Brown
Jacalyn Brown
Mitchell Carlisle
Connie Cooper
Cindy Crutsinger
Ken Curry
Laura Draheim
Mary Early
Becky Elliott
Sally Fitch
Jim Fletcher
Cathy Follett
Trish Frazzini
Karen Goshe
Sue Harger
Julie Harris
Nancy Harvey
Sandy Herman
Diana Hoover
Jennifer Horstman
Dave Jenkins
Kristen Johnson
Tonya Khaley
Dave Kontur
Michelle Kurtz
Becky Leader
Jackie Hamann-Lenke
Paul John Lilley
Buzz Long
Gail Marshall
Susan Marshall
Karen Martin
Teresa Reed-McGlashan
May Ann McGreevey
Marilee Miller
Theresa Nye

Women and Family Services
Allen County CSB
Huron County CSB
ODJFS
Lucas County CSB
Lucas County CSB
Lorain County CSB
Grandparent
Kinship Navigator
Hancock County Juvenile Court
Lucas County CSB
Allen County FCFC
Marion Area Counseling Center
Institute for Human Services
Hancock County DJFS
Allen County Juvenile Court
Wyandot County FCFC
Seneca County DJFS
Ottawa County Health Department
Huron County DJFS
Seneca County DJFS
FCFC
Hancock County DJFS
Putnam County FCFC
Allen County CSB
Hancock County Prosecutor's Office
Hardin County FCFC
Lucas County FCFC
Seneca County DJFS
Putnam County DJFS
Sandusky County DJFS
Hancock County ADAMH
Hardin County DJFS
Grandparent
Long Term Care Ombudsman, Region 3
Allen County CSB
Ohio FCFC, Northwest Region
ODJFS
Lucas Area Office on Aging
Hope House

FINDLAY, continued

**Judy Paschalis
Jamie Porter
Janet Poyer
Sammie Rhoads
Marianne Riley
Dottie Ritchie
Jane Robertson
Mary Rothey**

**Melissa Rupp
Ellen Schiefer
Jeff Sell
Dean Sparks
Melinda Stambaugh
Susan Stockard
Mike Stower
Teresa Taylor
Steve Thomas
Paul Thompson
Stephanie Tschanen
Barbara Turpin
Marsha Velazco
Andy Walko
Barbara Walter
Marylou Wellman
Kathy Wielinski
Barbara Wildenhaus
Julie Zaring**

**Kinship Navigator
Grandparent
Huron County DJFS
Findlay Hope House
Lorain County Board of Mental Health
Sandusky County DJFS
Lorain County CSB
Findlay-Hancock Cty Community
Foundation
William County FCFC
Crawford County FCFC
Seneca County DJFS
Lucas County CSB
Wood County DJFS
Huron County CSB
Hancock County DJFS
Allen County Council on Aging
Hancock County DJFS
Inner Peace Homes
Crawford County Family Resource Center
ODJFS
Marion County CSB
ODJFS
Wyandot County DJFS
Catholic Charities
Lucas County CSB
Putnam County DJFS
Hardin County FCFC**

MEDINA , January 17, 2002

**Karen Anderson
Joan Beifus
Jennifer Belden
Bonnie Betz
Robin Martin-Black
Dennis Blazey
Ken Boris
Kathryn Boylan
MEDINA, continued**

**Bellefaire JCB
Medina County Board of MRDD
Richland County CSB
Foster Parent
Cuyahoga County DCFS
ODJFS
Cuyahoga County CSB
Elyria City Health Department**

**Bernie Brooks
Margie Byrd
Chuck Calvert
William County
Maridell Couture
Marta Crespo
Mark Crowe
Vincent DeGeorge
Philip DeVol
Cheryle Moore-Drummer
Linda Drummer**

**Cuyahoga County DCFS
Wayne County DJFS
State Representative
Lorain Juvenile Court
Cuyahoga County DCFS
Cuyahoga County DCFS
Cuyahoga County DCFS
FCFC
FCFC
Cuyahoga County DCFS
ODJFS**

Selina Dublin
Quo Vadis Ellison
Terrance Evans
Nancy Fond-Farmer
Millie Fedeckyi
Sherry Branham-Foltz
Deborah Forkas
Tom Grande
Sandy Hamilton
Tiffany Hammond
Judy Hardesty
Robin Harris
Mark Hartford
David Hatley
Jodie Hembree
Jack Hogan
Sandra Holt
Russ Johnson
Scott Kennedy
Dennis Kinzelman
Pam Lindberg
Toni Longville
Pat McDaniels
Mark McMillan
Stacy Millsape
Valerie Morgan
Gina Moss
Jo Ann Murr
Arlene Myotte
MEDINA, continued

Steve Nemeth
Sue Nowlin
Kathleen O'Brien
Rich Opre
Cara Pasqualone
Paige Penny
Fatima Perkins
Elsa Popchak
Katy Ptacek
Richard Robinson
Tom Roelant
Bill Scott
Margaret Shea
Shirley Shelby
Jan Smith
Dianne Solebrino
Sue Steingass
Andrea St. Clair
Danita Taylor
Sally Taylor
Cathy Tiggs
Marcia Tiger
Mary Ann Trimarco
Robin Troyer
Julia Vandergriff

Cuyahoga County DCFS
Ohio Family Care
Cuyahoga County DCFS
Cuyahoga County DCFS
Medina County DJFS
Richland County CSB
Cuyahoga County DCFS
Summit County ADAMH Board
Lorain County CSB
Cuyahoga County DCFS
Medina County DJFS
Institute for Human Services
Institute for Human Services
Foster Parent
Northeast Ohio RTC
Medina County DJFS
Cuyahoga County DCFS
Institute for Human Services
Cuyahoga County DCFS
Foster Parent
FCFC
Richland County CSB
Community Action
Adoptive Father
Cuyahoga County DCFS
Cuyahoga County DCFS
Cuyahoga County DCFS
Medina County DJFS
Cuyahoga County DCFS
AAA
Lorain County CSB
Cuyahoga County DCFS
Cuyahoga County DCFS
Coalition for Greater Cleveland's Children
Cuyahoga County DCFS
Western Reserve Area on Aging
Cuyahoga County DCFS
Cuyahoga County Dept of Senior Svcs.
Cuyahoga County DCFS
Wayne County CSB
Huron County CSB
Cuyahoga County DCFS
Cuyahoga County DCFS
FACES of Stark County
Ashtabula County CSB
Wayne County CSB
Cleveland Food Bank
Cuyahoga County CSB
ODFJS
Cuyahoga County DCFS
Trumbull County CSB
ODJFS
Wayne County CSB
Trumbull County CSB

Joyce Wadlington
Donald Wake
Cindy Weiskittel
Mickey Zimmerman

Cuyahoga County DJFS
Morrow County DJFS
Cuyahoga County DCFS
Cuyahoga County DCFS

NEW PHILADELPHIA , January 22, 2002

Lynn Angelozzi
Lyn Bissonnette
Robin Bowdish
Kitty Brugett
Lisa Crites
Judy Fannin
Jane Fink
NEW PHILADELPHIA, continued

Tuscarawas County DJFS
ODJFS
Tuscarawas FCFC
FACES of Stark County
Personal and Family Counseling Services
Columbiana County DJFS
Belmont County DJFS

Margaret Fredericks
Lisa Garnes
Susan Grages
Gayle Hahn
Connie Hawthorne
Beverly Hoover
Jane Hough
Sylvia Immel
Dan Jackson
Anne Kackley
Diane Meek
Barbara Moreland
Terry Moreland
Jean Pituson
Carol Price
Loren Price
Anne Randles
Carolyn Rectarus
Sandy See
Robert Titko
Jessie Tower
Gary Truax
Kerri VanMeter
Sundee Webster
Ginger Wilczak
Jean Willson

Boys and Girls Club
Family Services, Inc.
Kinship Care
Tuscarawas County DJFS
AAA
PFCS
ODJFS
Juvenile Court
Holmes County DJFS
ODJFS
PFC
Kinship Care
Kinship Care
Youth Cultural Center
A Place to Call Home
A Place to Call Home
Coshocton County DJFS
ODJFS
Tuscarawas County DJFS
Muskingum County Dept of Health
ODJFS
Monroe County DJFS
Personal and Family Counseling Services
FACES of Stark County
Columbiana County DJFS
ODH-BCM

CINCINNATI, January 22, 2002

Monica Baich
Christie Bryant
Bryan Brown
Joan Burger
Mary Cann
Rhonda Craig
Tara Dawson
S. Julia Deiters
Patricia DeJarnett

St. Aloysius
Three Square
Beechacres
Cincinnati Children's Psych. Dept
Children's Home of Cincinnati
Hamilton County DJFS
Child Focus
Terrence Guild
St. John

Lisa Donnelly
CINCINNATI, continued

Jeff Fladen
Octavia Gray
Yvonne Gray
Midge Griffin
Joyce Harper
Rowena Hayslip
Larry Hill
Jean Horston
Carolyn James
Joyce Kachelrics
Shannon Klou
Clair Kuzma
Joyce Viall Landrum
Bob Littman
Sandra Lock
Steve MacConnell
Barbara Manuel
Jim Mason
Sheila Mayer
Patricia McCollum
HA Musser, Jr.
Linda Myers
Terry Nan
Linda Norris
Col Owens
Clara Pugh
Deborah Redell
Eileen Reed
Stephanie Richardson
Marcy Robbe
Gloria Rodriguez-Milord
Edith Schweitzer
Cindy Sherding
Marcia Simmons
Marsha Skaggs
Chante Slacum
Judy Stansbury
Kim Southerland
Denise Steward
Betty Thomas
CINCINNATI, continued

Vanessa Tower
Karl Ullrich
Darren Varnado
Berta Velilla
Linda Wallace
Kelly Walsh
Debi Wernery

Jewish Family Services

Jewish Family Services
Granny's Love
ODJFS
Beechacres
Beechacres
ODJFS
Cincinnati Health Department
United Way
Hamilton County MH Board
Lifespan, Inc.
The Children's Home
ODJFS
Hamilton County DJFS
Cincinnati United Bethel
Child Focus
Cincinnati Union Bethel
Hamilton County DJFS
Beechacres
ODJFS
Granny's Love
Santa Maria Community Services
United Way
Talbert House
ODJFS
Legal Aid
Cincinnati United Bethel
Lifespan, Inc.
CDF
Clermont County PCSA
The Children's Home
Beechacres
Janet Clemmons Center
ODJFS
Dominican Community Services
Child Focus
ODJFS
Attorney General's Office
Three Squares
Dominican Community Services
Beechacres

ODJFS
Hamilton County DJFS
Hamilton County DJFS
Child Focus
St. Aloysius
Kinship Navigator
St. Joseph's

SPRINGFIELD, January 23, 2002

Susan Alberter
Peg Arnold
Susan Bailey
Jean Benton
Carol Blackson
Brenda Bloom
Sandy Bosley
George Brose
Marnie Whaley-Buckel
Joyce Calland
Wynette Carter
Lisa Conn
Amy Cupe
Kay Davis
Marilyn Demma
Becky Dicker
Lori Dodge-Dorsey
Toni Dosik
Diane Eichelberger
Stefania Falke
Barbara Fuller
James Glenn
Marcia Glenn
Madonna Gray
Danielle Harper
Shelia Hiddleston
Donyale Hill
Wendy Holt
Dale Hotaling
SPRINGFIELD, continued

Lynn House
Gloria Jelks
Elnora Jenkins
Jeed Jitprasert
Debbie Johnson
Michelle Johnson
Betsy Keefer
Casey Kelliher
Teresa Kiley
Holly LeFevre
LaFrancine Lewis
Brenda Lovenshimer
Alice Maddox
Nancy Mahoney
Mary Manning
Amy Masten
Nancy deRoberts-Moore
Julia Mowers
Joy Nutter
Beverly Williams-Odon
Larry Parks
Billie Patillo
Lynn Payton
Sally Pedon
Jodi Bishop-Phipps

Greene County CSB
Kinship Navigator
Champaign County DJFS
Springfield City Schools

Greene County CSB
Tecumseh High School
ODJFS
Catholic Social Services
OFCF
Clark County Juvenile Court
Family Services Association
ODJFS
Center for Healthy Communities
Clark County FCFC
Tecumseh High School
Madison County DJFS
Project Woman
MRDD
Clark County CSB
Grandparent
Adoptive Father
Adoptive Mother
ODJFS
Clark County DJFS
Clark County Combined Health District
RHC
Clark County DJFS
Greene County CSB

ODJFS
Clark County DJFS
ODJFS
PCSAO
Greene County CSB
Lifeway for Youth
Institute for Human Services
Psychologist
Clark County DJFS
Childrens Medical Center
Dayton Urban League
Ohio Department of Aging
Greene County CSB
Clark County DJFS
Clark County DJFS
ODJFS
ODJFS
OFCA
ODJFS
United Way
Clark County DJFS
ODJFS
Springfield City Schools
ODJFS
Catholic Social Services

Sandy Powers
Rhonda Reagh
Craig Rickett
Tony Rodgers
Linda Russell
Shawn Sabella
Angela Schoepflin
Stephanie Shafer
Mary Silvy
Lynn Smith
Bonnie Strickland
Ben Suver
Bob Suver
Michelle Tatro
Sharon Travis
SPRINGFIELD, continued

Angela Vantloose
Mickey Waters
Diane Welborn
Anne Wells
Tom Wilson
Paula Zimmerman

ATHENS, January 23, 2002

Ron Adking
Michelle Albast
Linda Barker
LeAnn Bates
Sue Belville
Lyn Bissonnette
Barb Briggs
Amy Bosten
Linda Brown
Tami Clark
Kendall Brown-Clovis
Janey Copeland
Dave Copen
Gwen Crum
Cindy Davis
Yvonne DeMent
Scott Ferris
Harry Fleming
Pat Fletche
Jon Fouts
Bob Gallagher
Kevin Gillespie
Liesl Gyurko
Jennifer Davis Hagen
Keith Hanson
Harris
Patty Hensley
Lu Hupp
Angie Kemper

Kinship Caregiver
Greene County CSB
Champaign County DJFS
Greene County CSB
Oesterlen Youth Services
PCSAO
OFCA
Ohio Dept. of Child Care
Grandmother
Clark County DJFS
Grandmother
Clark County Sheriff's Office
Clark County DJFS
Kinship Navigator
Clark County Mediation Center

ODJFS
Lifeway for Youth
Ombudsman
ODJFS
Clark County Juvenile Court
Logan County ESC

GJM
ODJFS
ZMCHD
Washington County CSB
Community Action
ODJFS
Washington County CSB
Meigs County FCFC
Scioto County CSB
Washington County CSB
Tri County Mental Health
Athens County CSB
Washington County CSB
Washington County CSB
Washington County CSB
Washington County CSB
Athens County CSB
Marietta City Schools
GJM
House of Hope
Ross County DJFS
Integrated Service Systems
Athens County CSB
Scioto County CSB
Washington County MH and Recovery Svcs. Robin
Gallia County CSB
Scioto County CSB
Community Action
Scioto County CSB

Tonya Kidder
ATHENS, continued

Susan Knotts
Dana Lanthern
Mike Lynett
Paula Marx
Kathleen Masters
Mark Mattes
Terrie Matthews
Kathleen Meckstroth
Anita Meek
Jamie Mike
Ann Miller
Julie Mogavero
Barbara Montgomery
Tracy Perry
Panda Powell
Angela Reed
Ron Rees
Reik
Lynn Richard
Jenny Sampson
Roger Sessor
Jo Seyler
Kathy Sharp
Chandra Shrader
Claudie Shealy
Dan Shook
Alan Thieman
Michael Thompson
Steve Trent
Barb Turpin
Sherry Ward
Stacia Westbrook
Vicki Whitacre
Lauren Wilbin

Washington County CSB

Selby General Hospital
Scioto County CSB
OCF
SEORTC
ODH
Selby General Hospital
FACTS
Washington County Dept. of Health
Washington County CSB
Washington County CSB
FCFC
Hocking County CSB
Gallia County CSB
Washington County CSB
Lawrence County FCFC
Scioto County CSB
Washington County MH and Recovery Svcs. Andrea
Athens County CSB
Jackson and Vinton FCFC
Morgan County FCFC
Scioto County CSB
Community Action
Scioto County CSB
Gallia County CSB
Athens-Meigs ESC
OCF
Washington County CSB
OCF
Southern Consortium for Children
ODJFS
FCFC
Washington County CSB
ZMCHD
Washington County CSB