



CASE STUDIES



**WSOS –
Diversifying Green
Industry Initiatives
to Create Broad Job
Opportunities**

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WSOS – Diversifying Green Industry Initiatives to Create Broad Job Opportunities

The goal of WSOS is to be the environmental change agent to various education and training programs.

– Neil McCabe, Executive Director, WSOS Community Action Commission, Inc., Fremont, OH

WSOS Community Action Commission, Inc., is a Community Action Agency which operates four divisions with forty-eight human service and community development programs benefiting low-income and disadvantaged residents of Wood, Sandusky, Ottawa and Seneca Counties in northern Ohio. WSOS creates opportunities for at-risk youth and disadvantaged adults using six different environmentally beneficial job development and training programs. It operates the Youth Civic Justice Corp, the Civilian Conservation Corps, Weatherization Works Corps, Workforce Investment Act Youth Programming, Construction Futures and the Sandusky County Re-entry Program.

MISSION

WSOS is dedicated to creating opportunities that will help our community and all of its members build a better future. We help individuals and families acquire the skills and knowledge to become self-sufficient and more fully participate in our community. We achieve this by developing projects and partnerships that allow people to help themselves.

Field Tested Best Practices Described in this Case Study

- Re-engaging incarcerated and formerly incarcerated youth and young adults toward gainful employment, education completion and social connection.
- Development of a replicable social enterprise venture which sustains programs and diversifies funds.
- Collaborating both human and tangible resources with local Community Action Agencies and other private and public organizations serving low-income residents in a targeted geographic area.

Unique to this Case Study

- Creating a vast spectrum of environmentally beneficial programs targeted toward low-income people.
- The development of a social enterprise that has little to no competitors.
- The introduction “green” careers and reducing barriers to employment among ex-convicts.
- Leveraging small-group participation to decrease recidivism of participants.



KEY SERVICES AND PROGRAMS

Green Ohio (Go)/Weatherization Works! Corps | This program recruits and trains young adults ages, 18–24 with barriers to employment in the area of home weatherization, energy efficient building diagnostics and heating systems.

- ❖ The program enrolled 133 participants and weatherized 1,648 homes in 2010.

Rural Response | During natural disasters that occur in the WSOS service area, Corps members are mobilized to provide emergency response assistance in the areas of clean-up, waste removal and restoration of damaged public areas.

Youth Civic Justice Corps (CJC) | The Youth Civic Justice Corps targets incarcerated or exiting youth ages 16–25 who at or below poverty. The WSOS CJC program creates a support system that begins at the time of incarceration and continues for twelve month after the exit of the correctional system.

- ❖ Since it began in 2004 it has enrolled 262 participants and 178 of them have completed the program with 90% still employed in the jobs they obtained after completion of the program

Workforce Investment Act Youth Programming |

Civilian Conservation Corps (CCC) | Operated at the WSOS Barney Quilter Civilian Conservation Corp camp, the CCC has served as a residential camp for Corps members to have shelter and learn job trades in the area of sign design and development, graphic arts and administration.

- ❖ 150 youth have enrolled in the CCC camp since 2007 when it began. It is the only camp open in the state of Ohio.

Sandusky County Re-entry Program | In partnership with the Sandusky County Jail, WSOS provides one on one case management services to youth and young adults who are incarcerated at the facility. After completion of a formal orientation and goal setting sessions participants are required to complete 900 hours of community service and a series of six training modules included in the “Getting Ahead in a Just-Getting-By-World.” Which are:

- **Current events** | Each participant reviews their criminal record with a case manager and is coached through how to explain their charges to an employer.
- **Module 1–Poverty** | Definition, personal situation, types and levels of poverty
- **Module 2–Hidden Rules of Society** | Understanding the rules of society to succeed
- **Module 3–Budgeting and Finances**
- **Module 4–Goals and Changes**
- **Support Systems**
- **Self-Assessment**

WHAT MAKES THE PROJECT GREEN?

- The reuse of number two plastic containers to make commercial signs from waste products such as milk containers, soda and detergent bottles, keeps an estimated one million pounds of plastic out of landfills every year just from the WSOS Sign Shop alone.
- The production of organic gardens using natural fertilizers contributes to the reduction of toxic chemicals and the increase in healthy food production and distributes the food locally, reducing harmful fossil fuel emission into the environment.
- Home weatherization can decrease annual heating consumption by up to 20 percent and annual energy consumption by seven percent.

CHALLENGES

- How can social enterprises created by community organizations be sustained with reductions in funding occurring each year?

- How can program graduates from job programs find jobs when unemployment is at an all-time high and job market is so competitive?

HISTORY AND BACKGROUND

From the mid ninety's to the early 2000's, life was good for the nearly 56,000 thousand automotive workers who were employed at one of many automobile manufacturing plants located in Sandusky Ohio. The employees of plants like Visteon, once owned by Ford Motor Company, and Meridian Automotive Systems, which operated a plant that made parts for the Jeep Cherokee, enjoyed hourly wages not less than \$20 per hour along with commuting Ohioans who were employed at the plant and lived in Toledo. Once Ford sold to Visteon, salary and work hour reductions began. The layoffs were eminent. These two plants alone employed over 52,000 people so the impact of the 2009 bankruptcy of Visteon hit locals hard and the local economic decline began right at the breaking of the national downturn. Though the automobile manufacturing industry in northern Ohio has fizzled, some job stimulation came in when the Heinz Corporation and Frito Lay located their production plants there.

When the recession of 2007 to 2009 hit its hardest the Ohio economy was already tired from its race of catch-up that began in the early 1990's. Ohio lost 450,000 jobs which contributed to forty consecutive months of unemployment increases.

Job losses contribute to a myriad of social and economic problems and the residents of northern Ohio were not exempt. Families were experiencing strain and youth who were once hopeful of graduating from high school and attending college or starting work at the one of the local automobile plants where now hopeless and idle. WSOS, county agencies, human service agencies and private companies all began to experience the impact of the long-term unemployment the community was experiencing. Particularly, the northern Ohio correction authority's youth detention centers.

WSOS was still experiencing the impact of Governor Robert "Bob" Taft's closing of the Youth Service Corps programs in the state of Ohio when the Department of Environmental Resources (DER) approached WSOS with a proposal to administer the Youth Corps camps. With the well-being of the displaced youth and a \$750,000 grant from DER it took on the challenge. Other workforce initiatives, such as *Green Ohio!/Weatherization Works! Corps* were initiated to improve the environment while increasing the number of young adults entering the workforce with a higher level of skills and discipline to acquire and retain employment. *"The reason we started our green jobs programs"*, stated Neil McCabe, executive director of WSOS, *"was to not only meet the larger organizational goal of creating a better quality of life for residents and establish deeper relationships with our community agencies, but to become an environmental change agent within the WSOS service area."*



Forty five years ago, WSOS opened its doors and was incorporated as a Community Action Agency, where a few staff and volunteers operated a Head Start program and a Neighborhood Youth Service Care Corps at one location that served 150 youth. Today, WSOS has thirty-five locations and employs 450 people. It has five departments, which offer 54 different services that assist people in poverty. The departments are: **Family Development, Senior Services, Community Development and their Housing and Energy Department.** In 2010 WSOS has assisted 10,334 residents of the four counties it serves in becoming more self-sufficient and issued \$110,000 in micro and economic development loans.

This case study is a glimpse of the WSOS field tested practices in green job creation programs and projects. It provides an exemplary practice model in helping at-risk youth move from poverty into productive, self-sufficient living. It outlines the approach WSOS took in developing and sustaining

its environmentally focused job creation programs, by developing a social enterprise. It explains how WSOS leaders established a diversity of partnerships which expanded the resources and the capacity of the organization. It describes how each partnership brought with it a greater ability to create jobs for youth and young adults who had extreme barriers to employment.

WHAT WSOS DOES: EXEMPLARY PRACTICES

An exemplary practice is defined as an innovative and consistently applied policy, process, practice or procedure that takes a comprehensive approach to developing and implementing activities using strategies that are related to the intended service, recipients and community. The practice model is culturally competent, data-driven, measurable, and replicable and incorporates a method for documenting programmatic results*. Since 2004 WSOS has experienced measurable success employing field tested practices. This case study focuses on these practices in the following programs:

- Go Green Ohio/Weatherization Works Corp
- The Civilian Conservation Corps (CCC)
- The Sandusky County Re-entry Task Force Program

EXEMPLARY PRACTICE : GREEN OHIO!/WEATHERIZATION WORKS CORP

Mr. and Mrs. Layton are a young couple with a new baby and a 45 year old home in the rural town of Sandusky Ohio. They both recalled the brutal cold of the previous winter, yet most indelible was the memory of the high heating bills that were putting a dent in the family budget. When the WSOS weatherization truck pulled up to their bungalow style home they were thrilled.

"In a home like this," said Terry Jacobs, Weatherization Program Manager, *"the homeowner is likely to reduce their energy bills by about 75%."* The Green Ohio!/Weatherization Works program began in 2009 with funding from The Corps Network formerly National Association of Service and Conservation Corps. Weatherization Works is one of WSOS' state-wide operated programs. To make this project a success, WSOS partnered with the Corporation for Ohio Appalachian Development (COAD), Ohio Partners for Affordable Energy (OPAE) and the Corps Network. The initial goal was to recruit eighty-eight 18 to 24 year olds with barriers to employment and reduce greenhouse gasses being emitted from inefficient energy systems in homes. According to the Laborers International Union of North America, buildings contribute to 40% of the US global warming pollution and account for 70% of electricity use.

The WSOS Go Green Ohio/Weatherization Works program recruited 133 participants and enrolled 94. Thus far it has helped 2,300 low-income homeowners save an average of 30% on their energy bills, increase their property values and stay warmer in the winter and cooler in the summer. Weatherization Works has trained ninety-four at-risk youth and young adults, provided 50 jobs and provided support for 22 to obtain college degrees.

The WSOS Go Green Ohio Weatherization Works Corps addresses the common problem of providing jobs for young adults, ages 18-24, who have one or more barriers to employment.

"We take a real aggressive approach to going after funds and resources that are available to us", said Neil McCabe. *"We look across each county to find out who we can partner with and what opportunities we can take advantage of to help our clients become self-sufficient."* In order to add to the success of this project that is partially funded by the Office of Community Services, WSOS collaborated their funding with fifteen other Community Action Agencies in the state of Ohio. They include:

- Adams-Brown Counties Economic Opportunities, Inc.
- Ross County Community Action Commission, Inc.
- Community Action Organization of Scioto County

* The National Resource Center-Intermediary Development Series: Identifying and Promoting Promising Practices

- Community Action Commission of Fayette County
- GMN Tri County Community Action Organization, Inc.
- Harcatus Tri- County Community Action Committee, Inc.
- Highland County Community Action Organization, Inc.
- Impact Community Action
- Gallia-Meigs Community Action Agency
- Tri County Community Action Agency

Justin is a 2009 graduate of the Weatherization Works Corp. When Justin entered the program, his home was in foreclosure and his wife had just left him. After WSOS helped him save his home through their foreclosure prevention program and his marriage through their family support division; Jason enrolled in the Green Ohio/Weatherization Works Corp program, *“to make a better life for himself and his new wife.”* Justin said, *“I wanted to learn something that would allow me to make enough to support my family and I love it.”* Justin completed the 12-week Weatherization training offered at the highly recognized state-of-the-art Ohio Weatherization Training Center.

Courses include:

- Basic energy auditing
- Installation skills
- Conservation theory
- Advanced blower door diagnostics
- Combustion appliance testing, repair and replacement
- Indoor air quality concerns and
- Consumer education
- OSHA requirements

Justin did so well he was recognized by the WSOS Weatherization Program Director as a hard worker and was offered a position at WSOS as a Weatherization Crew Member.

The Go Green Ohio Corps and Weatherization Corps training combines hands on training, mentoring and course work to generate a comprehensive learning experience for participants. The unique and exemplary attributes of this program is:

- Weatherization training by highly skilled and educated trainers through the Ohio Weatherization Training Center (OWTC) which the Ohio state center recognized for state-of-the art comprehensive training.
- Small training classes and one-on-one skills assessment.
- Participants are required to complete 900 hours of community service before program completion.
- Youth 18-24 can receive an Education Award after 900 hours of community service completed
- Funding collaboration with other Ohio Community Action Agencies receiving CSBG funding or Home Weatherization Assistance Program funds.

In addition to meeting the established age and low-income qualifications, each participant must have one or more of the following eligibility requirements:

- ✓ Basic skills deficient
- ✓ Youth offender
- ✓ Pregnant or parenting youth
- ✓ A disabled youth

- ✓ A foster child
- ✓ A youth in need of additional assistance to acclimate to society

EXEMPLARY PRACTICE: THE CIVILIAN CONSERVATION CORPS (CCC)

At the Congressional enactment of HR 711* in February 2011 twenty-five percent of youth ages 16–24 were unemployed. For youth who meet the eligibility criteria of an at-risk youth the unemployment rates rise even higher. Though the Civilian Conservation Corps has been preparing disadvantaged youth for careers in resource conservation and environmental restoration for three decades, and is instrumental in helping over 600,000 youth obtain employment and training, the opportunities to help new youth still exist. WSOS is one of over 140 Youth Service and Conservation Corps working in 44 states and the District of Columbia to close employment gaps and re-engage disconnected youth.

WSOS operates its CCC program from their Barney Quilter Conservation Camp in Green Springs Ohio. *“We never take a cookie-cutter, one-size-fits-all approach to assisting our corps members”,* said Meagan. *“We do a pretty extensive interview with each client to assess the potential of each member. That way we are able to tailor each plan to the individual needs of the corps member to make sure he or she is successful throughout the process.”* This process is one of the many practices that sets the WSOS CCC program apart from other programs like it. Many agencies administering CCC across the state have much larger participant groups, but WSOS opted to have smaller groups of only 15–20 which, lessens their funding availability, but has been instrumental in the high number of completion rates and the job retention success.

In addition to the standard course curriculum, life-skills classes and community service hours, each participant is strongly encouraged to obtain what is called a credential. A credential is a specialized certificate that is received by the participant in various areas of expertise, like Blower Door Certification, Tow Mower Certification, Fork Lift Operation Certification, Weatherization and First Aid and CPR Certification. Corpsmembers can also include their college credit from any accredited institution as part of their credentials.



WSOS owns and operates an eco-friendly sign shop. The shop is structured as a Limited Liability Company and serves as a social enterprise for the organization. The sign shop produces custom designed signs made from recycled plastic lumber in a variety of shapes, colors and sizes. Their customers range from national parks, to local municipalities to large internationally known corporations. Each sign is made using state-of-the-art CNC/CAD/CAM technology, software used to transport the sign design onto the sign material. This shop has operated since 1999 and has sustained itself by selling the signs to local and national businesses. Each sign costs \$69 per square foot or \$1,035 for a 3

by 5 sign. Nonprofit businesses are charged a lesser rate at only \$59 per square foot. WSOS signs have been sent as far as California. Neil McCabe saw the vision for this type of operation as a way to become less dependent on funding that is often very competitive and dwindling. *“Because of the Sign Shop”,* Neil said, *“we have been able to expand our services to income-eligible residents in our area by forming partnerships with various organizations in our community. This has been the case especially during the country’s recent economic downturn. Advocates and supporters understand that low-income populations are the hardest hit during a recession. We have worked hard to ensure they always have access to critical programs and services.”*

Several youth have been trained in using this equipment and have obtained full-time employment in design fields or related disciplines. Like Aimee, a 2006 program graduate, who discovered what she was best at when she worked at the Barney Quilter Sign Shop designing signs. After completing two terms of service at the Corps, Aimee began to explore her creative talents by designing signs as well as her tactical skills providing security for the site in the evenings. With the help of Jeremy

* H.R. 711 amended the Workforce Investment Act of 1998 to provide for the establishment of Youth Corps programs and provide for wider dissemination of the Youth Corps model.

Adams, WSOS Sign Design Specialist, Aimee was instructed on how to design signs and created the layouts using the CAD equipment and learned administrative and documentation skills for her security responsibilities. Aimee is currently employed as a store manager for a major department store using both the administrative and creative skills. She loves her job and credits her success in finding and keeping employment to the training and discipline she learned through the WSOS Barney Quilter Sign Shop. When Meagan found herself in trouble with the law her Probation Officer referred her to the WSOS CCC program. Meagan was ready to change her life, she was homeless and jobless. WSOS counselors determined she was eligible for their Homenet program. Through Homenet, which assists eligible low-income county residents with finding safe, affordable housing. Meagan was able to find housing within walking distance to her new job site at the WSOS Barney Quilter CCC Camp. She completed two terms of service working at the WSOS Sign Shop. Within her two terms, she obtained a driver's license, bought a car, and purchased a mobile home. When she was finished with her term of service, the WSOS Sign Shop Supervisor assisted Meagan in finding outside employment, Meagan obtained new employment as a Line Leader at a local factory and was later promoted to supervisor, where she is still employed today.

The recycling of number two plastics keeps nearly one million pounds of plastic out of landfills every year just from the Barney Quilter Center alone. In the last two years 59 youth have received training and twenty-two have obtained jobs. In February 2011 WSOS received the Silgan Plastics Transition Center Best Practice Award from the Ohio Association of Community Action Agencies (OACAA) and the Ohio State University John Glenn School of Public Affairs. WSOS was honored for the work it does at the WSOS Sign Shop, relief recover and for its innovative and effective programs that meet the needs of low-income people.

EXEMPLARY PRACTICE CIVIC JUSTICE CORP /SANDUSKY COUNTY TASKFORCE RE-ENTRY PROGRAM

According to the United States Department of Labor the most proven success in re-engaging ex-offenders is by developing a program that capitalizes on the strengths of the organization and uses this model (*on right*).

This outlined model is used by WSOS and has been successful in helping the agency receive a 24% recidivism rate, which is above the Department of Justice desirable rate. In partnership with the Sandusky County Jail WSOS works to reduce incidents of re-entry into the penal system by providing group and one on one case management, life skills training and mentoring to prisons in the Sandusky County Jail. To help participants learn work ethic and respect for their community, incarcerated youth rise at 8:00 am in the morning and work as late as 12:00 am in the morning to complete county projects, such as cleaning public highways, painting curbs, removing refuse from disasters and tiling the ground and making gardens to provide fresh locally grown food for the prisoners, staff and area food pantries in Sandusky.

The youth participating in the Civic Justice Corps have learned organic gardening skills on the roughly three acre site. Jackie Ochs the Family Advocate for WSOS, who works with the inmates uses several



proven strategies to help participants in the CJC obtain employment after incarceration. WSOS has developed close relationships with the local Work Investment Board/One Stop Center leaders to aide in helping ex-offenders find jobs. Participants use the resources of the Center to create resumes, use computers to look for job opening and speak one on one with on-site job developers. At the community resource lab there, the ex-offenders are instructed on how to enroll in the Ohio Means Jobs register where they enter an employer database and post their resumes. "Because of their past criminal history, it's very important for us to sell the strengths of each qualified applicant to potential employers. We show them the success they have had in the program", said Ragan Claypool, WSOS Corps Program Supervisor. The WSOS CJC program is unique in that, case management continues twelve months after the participants have been employed through a lead obtained from the case manager. The follow-up includes monthly contacts, visits to the workplace, home visits and meeting with the ex-offenders supervisor.



The outlined services and programs of the Family Service Division of WSOS has allowed 421 corpsmembers to contribute to over 185,000 community service learning hours and more than 10,000 people have benefited from the community services programs and activities that have been directed by WSOS. These programs have positively impacted over 454 at-risk youth and young adults and they have helped 135 low-income participants secure living-wage employment. WSOS has proven itself as a leading organization in the field of creating environmentally beneficial jobs for low-income people in a rural community landscape.

* For more details and information about this case study, contact WSOS at (419) 334-8911

APPENDIX

I. WSOS List of Best Practices Awards Received

1. Passenger Care Attendant program/New Freedom grant
2. Silgan Plastics Transition Center
3. Water Operator Skills for Life program
4. Long-Term Tornado Recovery Project
5. West Millgrove Project
6. Marine Mechanics Skills for Life program
7. NASSC Rural Response, Civic Justice, Flood Cleanup
8. Senior Summit in Ottawa County

Honorable Mention Best Practices

1. Laurelhurst Housing Development
2. Tornado Recovery Project 2005

II. WSOS Program Brochures

Go to <http://www.managingmymoney.com/jobcreation/program-brochures.pdf>

III. CCC Program Toolkit

Go to <http://resources.communityactionpartnership.com/jobs/projects>

IV. Professional biographies

Neil McCabe, President

Neil McCabe is the President of WSOS Community Action in Fremont, OH. WSOS is a multi-faceted community action agency with partnerships serving 1200 youth in Head Start and family development, and scores of northwest Ohio families in housing, energy conservation and employment programs. In addition, WSOS manages senior services and rural transportation programs in Sandusky County, and works with several hundred mid-western communities in seven states on water and sewer issues.

McCabe has managed in a variety of nonprofit, higher education and government settings. He has directed Ohio's Appalachia and Development Planning offices in the Development Department. He also worked for the Appalachian Regional Commission, where he mitigated housing and flood recovery issues in Central Appalachia.

He served as the Vice President for Development at Tiffin University, and prior to his position at WSOS he was the Director of Development for Bowling Green State University's WBGU-TV.

He has served on numerous community boards, including the Fremont Memorial Hospital Foundation, the Tiffin Area Chamber of Commerce, and a three county Big Brothers – Big Sisters group. He was a founding member of the Foundation for Appalachian Ohio, and of the Fremont Area Foundation.

McCabe earned his Bachelor degree, Cum Laude with honors, at the University Of Scranton (PA), and a Master of Regional Planning degree at Ohio University.

Ruthann House, Vice President

Ruthann House has worked for WSOS Community Action Commission, Inc. based in Fremont, OH for 26 years in a variety of positions. WSOS has a current operating budget of \$30 million, administers approximately 160 grants and contracts, and employs 400 staff. Since 2001 House has held the position of Vice President, overseeing the operations, information technology, and human resources for the corporation. In addition, Ruthann has served as the WSOS Housing Director for five years. Her role as Housing Director is to manage staff, budgets and overall operations of all housing related programs and projects, including oversight of the Weatherization Works! Corp program.

She holds Bachelor and Master Degrees in Business Administration with a concentration in organizational development. House is also a graduate of the Ohio University Executive Leadership Institute and the Leadership Sandusky County program. House serves on the board for the Ohio Association of Community Action Agency, where she is also the Treasurer, the Ohio Community Action Training Organization, and the Ohio Head Start Association. Locally, she is a member of the Sandusky County Department of Job & Family Services' Welfare Reform Advisory Committee and a member of Grace Lutheran Church's church council, where she also holds the Treasurer role.

Cheryl Denny, Vice President and Director of Family Development

Cheryl Denny serves as the Development Coordinator for WSOS. She has over twenty-five years of experience with the organization. Her role for the organization involves securing corporate revenue aligned with the organization's strategic plan. Denny is responsible for cultivating, coordinating, and sustaining relationships with community partners, elected officials, state/regional organizations, and funders to address WSOS' mission.

Ms. Denny has been actively involved in more than thirty different local and statewide boards. She holds a Bachelor Degree, Summa Cum Laude in Business Administration: Organizational Management from Tiffin University. Denny is currently working toward a Master's Degree in Non-Profit Administration from the Mendoza College of Business, University of Notre Dame.

OTHER KEY POSITIONS

Kerrie Carte is the WSOS Development Specialist has over 16 years of experience in developing and managing workforce development programs. Her position responsibilities include working with employers to place hundreds of individuals in jobs available with private companies and local and state agencies. One of her added roles is to seek new funding and resource opportunities as well as manage the existing resources. She serves on the Ohio Economic Development Association Board of Directors and several other volunteers boards and committees within the Northern Ohio region.

Jacquie Wells has eleven years of experience as the WSOS Director of Family Development she is responsible for leadership and fiscal management and oversight of the Family Development Department, which includes the Civic Justice Corp the Conservation Corp programs. She holds a Bachelor of Science degree from Bowling Green State University and a Master degree in Business Administration from Tiffin University. Wells is also a graduate of the 2002 Sandusky County Leadership Class and the 2004 Community Action Leadership Academy and is a certified Family Development Specialist.

Terry Jacobs, Housing and Energy Department Coordinator, has worked for WSOS Community Action Commission, Inc. based in Fremont, OH for 4 years. Jacobs manages several energy related programs that requires supervision of approximately 35 staff. He manages the Home Weatherization Assistance Program (HWAP), Electric Partnership Program, Columbia Gas of Ohio WarmChoice Program, FirstEnergy Community Connections Program, AEP Community Assistance Program, Ohio Housing Trust Fund program and most recently the Ohio Lead Hazard Control Grant Program. Jacobs holds a Bachelor of Science Degree from the University of Toledo with a concentration in Business Management. Before coming to WSOS, Jacobs worked for Pella Windows and Doors as a Commercial Sales Representative. Jacobs serves as a board member of the Ohio Partners for Affordable Energy and is a regional chair alternate for the Policy Advisory Committee that reports to the Ohio Department of Development.

V. Partner Organizations

Adams–Brown Counties Economic
Ross Community Action Commission, Inc.
Community Action Council of Portage County, Inc.
Community Action of Scioto County
Community Action Commission of Fayette County
G–M–N–Tri–County Community Action Committee, Inc.
Harcatus Tri County Community Action Organization, Inc.
Impact Community Action
Gallia–Meigs Community Action Agency
Tri County Community Action Agency

VII. Locations *(see following page)*

WSOS Sites

Wood County

E-HEAP Intake

Jordan Family Dev. Center
812 N. College Drive
Bowling Green, OH 43402
Phone: 419-353-7407
FAX: 419-353-1100

Jordan Family Dev. Center

812 North College Drive
Bowling Green, OH 43402
Phone: 419-353-7407
FAX: 419-353-1100

Pemberville Center

Eastwood School District
135 E. Front Street
Pemberville, Ohio 43450
419-287-4057
419-287-9312 fax

Rossford Center

Rossford School District
United Methodist Church
270 Dixie Highway
Rossford, OH 43460
Phone: 419-661-0502
Fax: 419-661-2061

Perrysburg Center

Perrysburg Heights
Community Center
12282 Jefferson St.
Perrysburg, OH 43551
Phone: 419-874-4644
Fax: 419-872-5046

Employment & Training

Jordan Family Dev. Center
812 N. College Drive
Bowling Green, OH 43402
Phone: 419-353-7407
Fax: 419-353-1100

Bradner Center

St. James Lutheran Church
451 Caldwell Road
Bradner OH 43406
Phone: 419-288-2590
Fax: 419-288-0100

Sandusky County

Barney Quilter CCC

Housing & Energy Dept.
1518 E. County Road 113
Green Springs, OH 44836
Phone: 419-639-2802
Fax: 419-639-2255

Brady Building

219 South Front St.
Fremont, OH 43420
FAX 2nd Flr.: 419-334-5124
FAX 3rd Flr.: 419-334-5125

Central Office

109 South Front St.
Fremont, OH 43420
Phone: 419-334-8911
(800) 775-9767
Fax: 419-334-8919

Clyde Center

Clyde/Green Springs School
District
615 Vine Street
Clyde, Ohio 43410
419-547-3282

**Clyde Nutrition Site
(Senior Center)**

900 N. Woodland Ave
Clyde, OH 43410
Phone 419-547-8052
Fax: 419-547-0107

Bellevue Center

Bellevue Recreation Center
800 Monroe St.
Bellevue, OH 44811
Phone: 419-483-6605
Fax: 419-483-3036

E-HEAP Intake

109 S. Front St.
Fremont, OH 43420
Appts: (888) 441-4327
Fax: 419-334-8919

Food Service

765 S. Buchanan St.
Fremont, OH 43420
Phone: 419-334-7220
Fax: 419-334-7220

**Stricker Family Development
Center**

765 S. Buchanan
Fremont, OH 43420
Phone: 419-334-8511
Fax: 419-332-7966

**Gibsonburg Nutrition Site
(Senior Center)**

Luther Meadows
100 Meadow Lane
Gibsonburg, OH 43431
Phone: 419-637-7947
Fax: 419-637-3437

**New Directions After School
Program**

219 South Front St.
Fremont, OH 43420
Phone: 419-333-4012

**Sandusky Co. Senior Center
(Senior Center)**

600 West State Street
Fremont, OH 43420
Phone: 419-334-8181
419-334-8383
FAX: 419-332-1366

TRIPS (transportation)

1071 N. Fifth St.
Fremont, OH 43420
Phone: 419-332-8089
419-334-4432
Fax: 419-332-8099

**Woodville Nutrition Site
(Senior Center)**

321 E. Main St.
Woodville, OH 43469
Phone: 419-849-3636
Fax: 419-849-3637

Employment & Training

109 S. Front St.
Fremont OH 43420
Phone: 419-333-6054
Fax: 419-334-8919

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