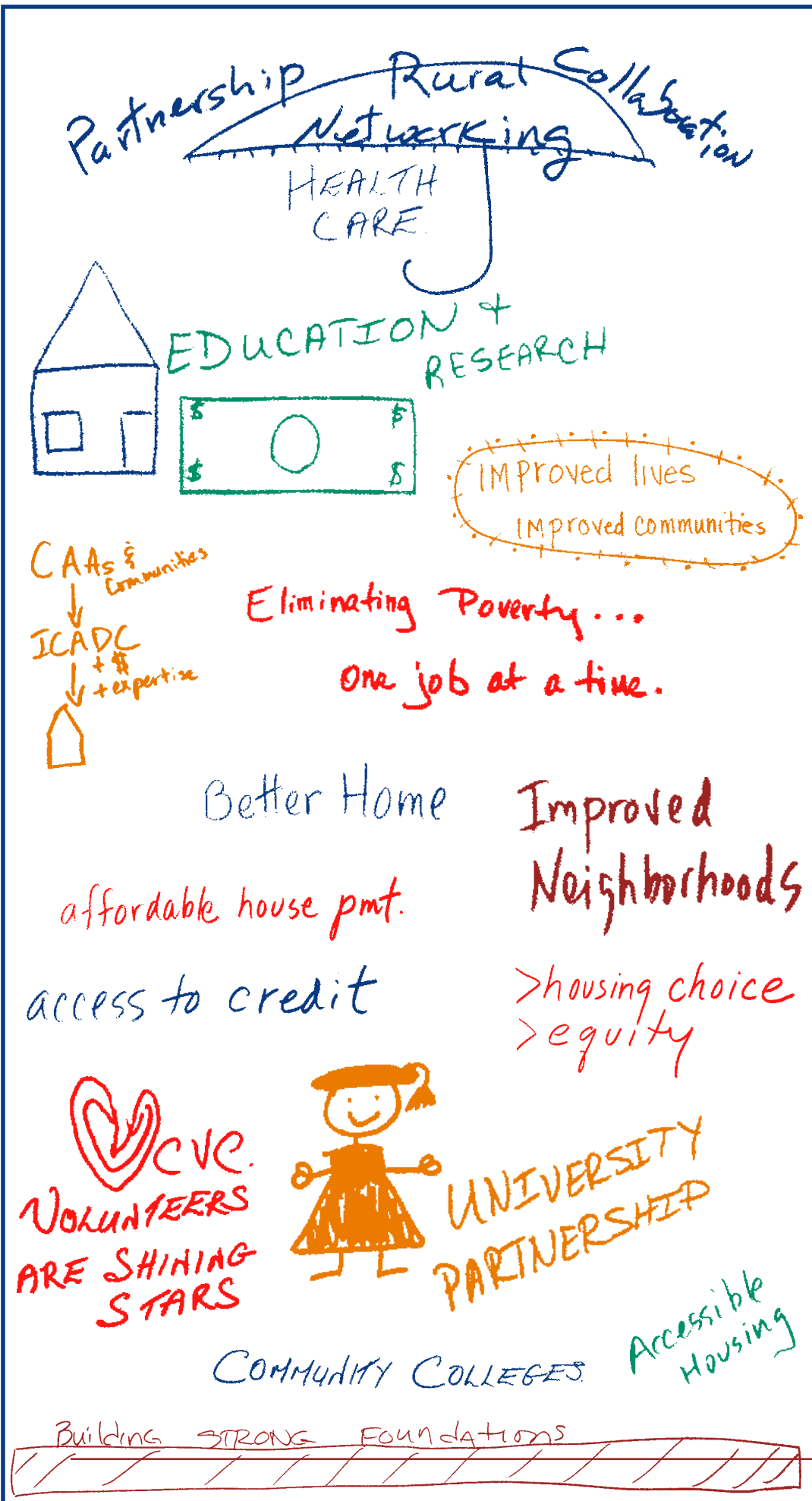


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Overview and Purpose

Community Action Agencies have a long history in providing community services. However, the significant focus of Community Action has typically rested on improving the conditions of individuals and families. Over time, we now recognize that Community Action programs have also improved the condition of communities and neighborhoods. This process, identified as Community Development, is addressed within the framework of the six National CSBG or ROMA goals, specifically through **Goal 2** – “The conditions in which low-income people live are improved”. Moreover, providing human services requires a willingness to take an active part in changing conditions, not only in peoples’ personal lives but also in the life of the community in which individuals and families reside.

As the reader may know, the Government Performance and Results Act of 1993 (GPRA), which requires that federally funded programs demonstrate measurable outcomes, has greatly increased the interest in performance and outcome measurement of community development activities. A number of new initiatives and tools have been or are in the process of being developed by a variety of entities, for use by community development organizations.

This includes the Results Oriented Management and Accountability (ROMA) Guide and Training Tool developed by the Office of Community Services (OCS), in conjunction with leaders of the Community Service Network (CSN). The OCS and the CSN established the Community Services Block Grant (CSBG) Monitoring and Assessment Task Force (MATF) in August 1994. ROMA grew out of this partnership as a strategy for developing plans and techniques that focus on a performance-based model for management. ROMA is intended for use by the combination of community-based programs and partnerships that make up the Community Services Network. Community Action Agencies are part of this network and many agencies began using ROMA in 2000. As a result of the requirement in the CSBG Reauthorization Act of 1998, all states must use performance measurements in reports submitted to the Federal government after October 1, 2001.

The proposed work program to address Sub-priority 2.2 has the goal of development of Goal 2 outcomes that appropriately reflect community development processes that will facilitate CAAs becoming leaders and collaborators in comprehensive community development with thorough integration of programs and services. The first objective and activity in addressing this goal is an overview of community development; an analysis of a nationwide CAA survey of Goal 2 activities; and strategic mapping of community development. The second objective is to provide appropriate community development outcome measures that can be utilized by Community Action in the robust reporting of CSBG Goal 2.

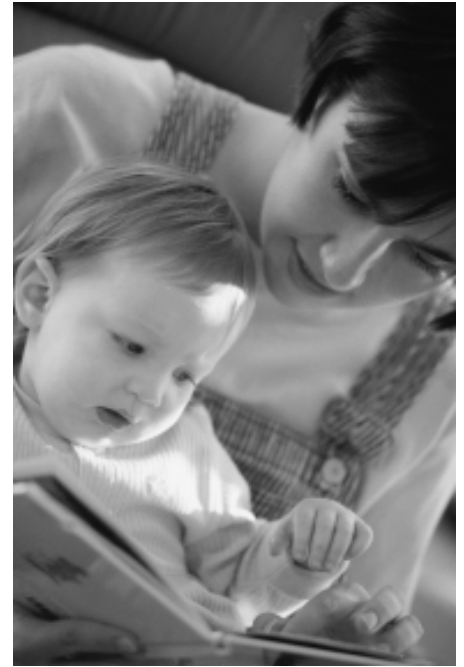
Community development workers view the community as the client. By improving the community, they improve the lives of individuals and families. Many researchers and practitioners refer to this work as community building. Community building is based on a strengths or assets model, as opposed to a problem-solving model. Community development promotes the acquisition, maturation, and connection of community assets to benefit the whole. Fundamental to this approach is the belief that members of the community itself have the primary responsibility for decision-making and action. Community development produces self-reliant, self-sustaining communities that mobilize resources for the benefit of their members. The Illinois Community Action Association and the University of Illinois at Springfield present this guide to help Community Action Agencies start, improve, and focus on community development activities and reporting.

“A new vision of development is emerging. Development is becoming a people-centered process, whose ultimate goal must be the improvement of the human condition.”

Boutros Boutros-Ghali

Why Community Development?

President Lyndon Johnson's commitment in 1964 continues today with the use of Community Development as powerful new tool in the war on poverty. Community Development is especially effective in combating the powerlessness of disenfranchised people. It increases opportunities for families and creates social change through community action. Several funding sources are emphasizing community development. Federal, state and private lenders have seen the necessity of getting people involved at the grassroots level in combating the problems of deteriorating infrastructures of towns and cities. Lack of civic engagement and a flight to the suburbs has resulted in an erosion of the tax base and the drain of vital resources from most of the communities in which poor people reside. Public policy also has played a big role in the decline of many communities. The knowledge, expertise and resources of the people and organizations that have been working in low income communities is needed to improve the conditions in which low income people live and to reverse the decline in towns, cities, neighborhoods and rural communities. In this rebuilding process, the lives of individuals and families are being improved.



CASE STUDY

The Common Project

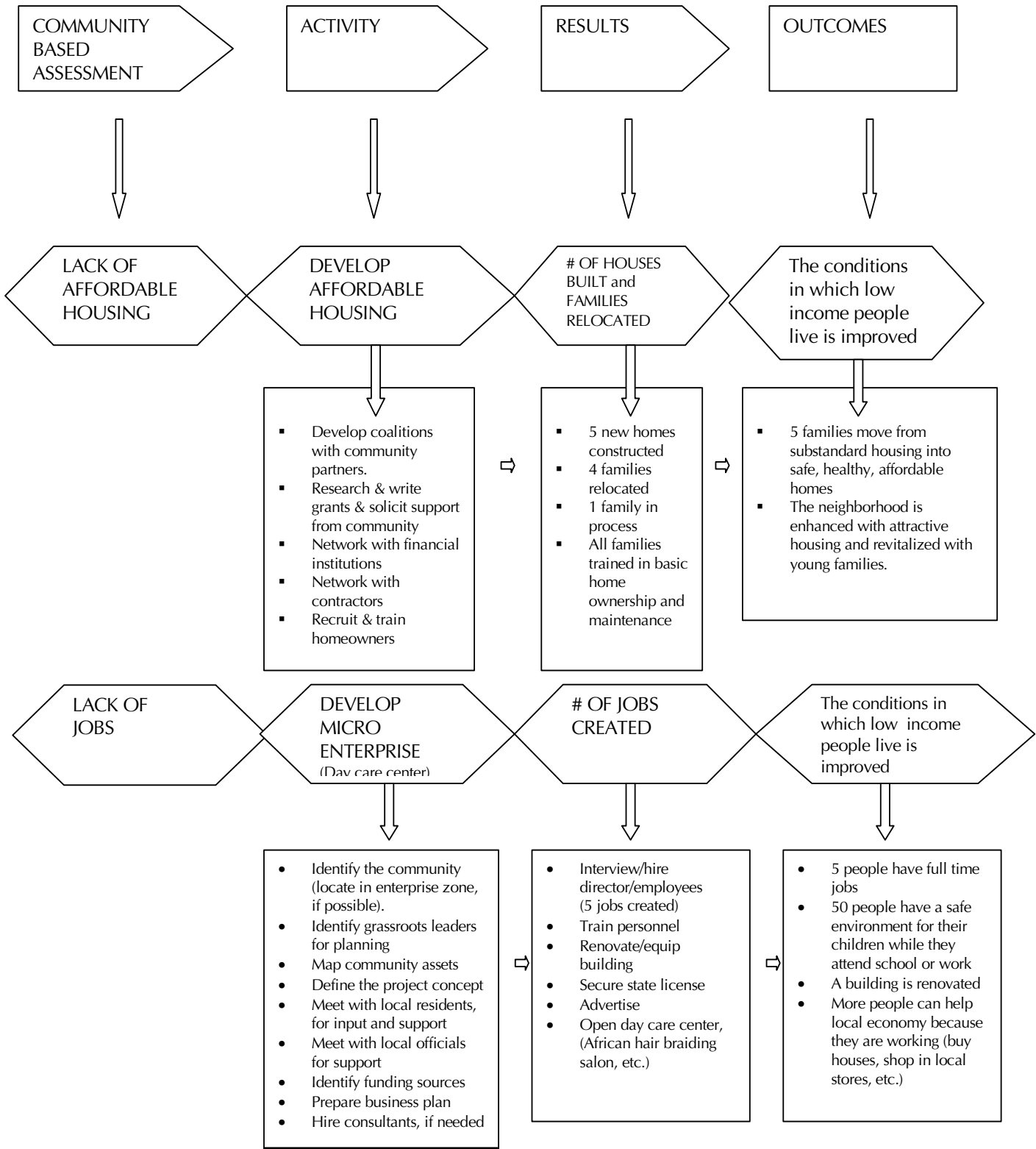
The City of Rockford, Illinois' Human Services Department in partnership with the Rockford Housing Authority, area social service agencies, private corporation, a University, a local foundation, public entities and low-income residents living in Rockford's Concord Commons Public Housing Development joined together to establish a program designed to help provide resources to residents to increase their income and employment levels, improve family dynamics, and resuscitate community pride and hope through the renovation of their neighborhoods. Appropriately named the Common Project, the program has successfully functioned since 1997 providing residents with social service needs as well as addressing the larger concerns of the neighborhood and the community.

The Project is measured in three units and functions in several diverse areas, including housing and community revitalization, childcare, increased employment and income, transportation and utility assistance, counseling, intervention, and advocacy services. The measured outcome success rate for this program is at least 92% with the largest represented population being among single mothers and their families. This program is very adaptable to other areas of the country to help with addressing the needs of low-income people.

"Ideas may also grow out of the problem itself, which in turn becomes part of the solution."

Paul Rand

Community Strategic Map



What is Community Development?

Community development definitions tend to share the common elements of a process of bringing people together to achieve a common goal, usually related to changing the quality of life. Some definitions involve the process of building networks and improving the capacity of individuals and organizations. It implies an ultimate change in some quality of life indicator such as increased economic opportunities, more housing or improved health, without necessarily improving the community's ability to solve problems collectively. Therefore, the term **community building** is often preferred among practitioners and in the literature because it is based on the assumption that development starts at the grassroots level and the initiative, creativity, and energies of the people can be utilized to improve their own lives using democratic processes and voluntary efforts. It implies that through consciousness-raising, people at the grassroots level become awakened to realize their own potentials. In an ideal situation, the members of the community organize themselves in a democratic manner to:



- (a) Define their needs, problems, and issues.
- (b) Develop plans and strategies to meet these needs.
- (c) Implement such plans with maximum community participation to reap the benefits.

The community development approach, designed to create conditions of economic and social progress for targeted communities, emphasizes the significance of people's participation, needs orientation, self-reliance, consciousness-raising, bottom-up approach to development, and empowerment of communities. Integration and sustainability are central to this approach.



CASE STUDY

The Garden Project

The Illinois Valley Economic Development Corp. began the Garden Project in a vacant lot as a way to provide produce to 20 households in the town of Gillespie while giving developmental disabled participants a chance to learn, interact with their neighbors and community, experience personal growth, and overcome challenges, both emotionally and physically. Since that time the project has grown to 1,688 sq. feet of planting area as well as areas for training, composting, and storage space. Flower beds have been added for stimulation for clients who are profoundly disabled. Now the gardens not only provide food for the workers and their families, but to many others in the community as well.

This project could easily be developed for other groups such as a drug/alcohol rehabilitation program, troubled teens, ADHD children or senior citizens.

Themes & Characteristics of Community Development

Community Building Themes

- Advocacy
- Affordable Housing & Home Ownership
- Capacity Building
- Child Well Being
- Civic Engagement
- Community Planning/Organizing
- Economic Development
- Education and Training
- Expansion and Improvement of social services
- Physical revitalization/neighborhood enhancement
- Quality of life activities
- Social Capital Formation

Goals of Community Development

- Economic Development
- Education and Training
- Expansion and Improvement of Social Services
- Physical Revitalization
- Quality of Life Activities

Types of Community Development

- Advocacy/Community Organizing
- Community Planning
- Economic Development
- Education
- Housing
- Human Services/Arts/Culture

Components of Community Development

- Relationship Building and Participation
- Environmental Scan-Needs Assessment
- Planning
- Project Management
- Evaluation and Outcomes

Elements of Community Development

- Allow Community to Assume Ownership
- Build on Community Assets
- Build Self Sustaining Organizations
- Create Beneficial External Relationships
- Create or Increase Community Resources
- Connect people with one another
- Connect Existing Resources
- Enhance the Quality of Life
- Foster Community Self Reliance and Confidence
- Promote the Expectation that Community members will do all the work possible

Characteristics of the Community

- Community Awareness of an Issue
- Motivation from within the Community
- Small Geographic Area
- Flexibility and Adaptability
- Preexisting Social Cohesion
- Ability to Discuss, Reach Consensus, and Cooperate
- Existing Identifiable Leadership
- Prior Success with Community Building

Characteristics of the Community Building Process

- Widespread participation
- Good System of Communication
- Minimal Competition in Pursuit of Goals
- Develop Self-Understanding
- Benefits to Many Residents
- Focus on Product and Process Concurrently
- Linkage to Organizations Outside the Community
- Progression from Simple to Complex Activities
- Systematic Gathering of Information and Analysis of Community Issues
- Training to Build Community Building Skills
- Early Involvement and Support from Existing Indigenous Organizations
- Use of Technical assistance
- Continual Emergence of Leaders, as Needed
- Community Control Over Decision Making
- The Right Mix of Resources

Characteristics of Community Building Organizers

- Understanding the Community
- Sincerity of Communication
- A Relationship of Trust
- Level of Organizing Experience
- Able to be Flexible and Adaptable

What is Economic Development?

Economic development is the process that influences growth and restructuring of an economy to enhance economic well-being. We experience economic growth when our standard of living is rising.

Rather than being a simplistic process, economic development typically is a range of influences aimed at achieving objectives like creating jobs and wealth and improving the quality of life. It incorporates coordinated initiatives targeted at expanding infrastructure and increasing the volume and/or quality of goods and services produced by a community.

Benefits of Economic Growth

- ◆ More viable businesses.
- ◆ Increased employment.
- ◆ Enhanced standard of living and community well-being.
- ◆ Pleasant living and working environment.

How is Economic Development different from Community Development?

While many agencies use the terms Economic Development and Community Development interchangeably, there are differences. Though they both are employed at the community level, they function within the community at very separate and diverse levels. Economic Development is based on business and job creation and retention, while Community Development is based on the revitalization of the community. Many community business and local governmental bodies work with regional development agencies to encourage economic development through providing incoming and current business with revolving loans for expansion, help build infrastructure, promote tourism, and the establishment of new companies which creates employment opportunities.

Other economic considerations may be given to existing businesses to stimulate diversification and expansion, which in turn works to retain jobs in the community.

CASE STUDY

Building Tomorrow

In response to a need for economic development as well as new jobs in their community, Jacksonville (Illinois) officials and the Jacksonville Regional Economic Development Corporation joined forces to start the Building Tomorrow project.

The project is a five-year strategy designed to attract new business development, the reinvestment in and expansion of the established businesses, as well as jobs retention and creation.

The goals of this innovative and progressive economic development project are challenging, but through commitment and persistence they are not insurmountable.

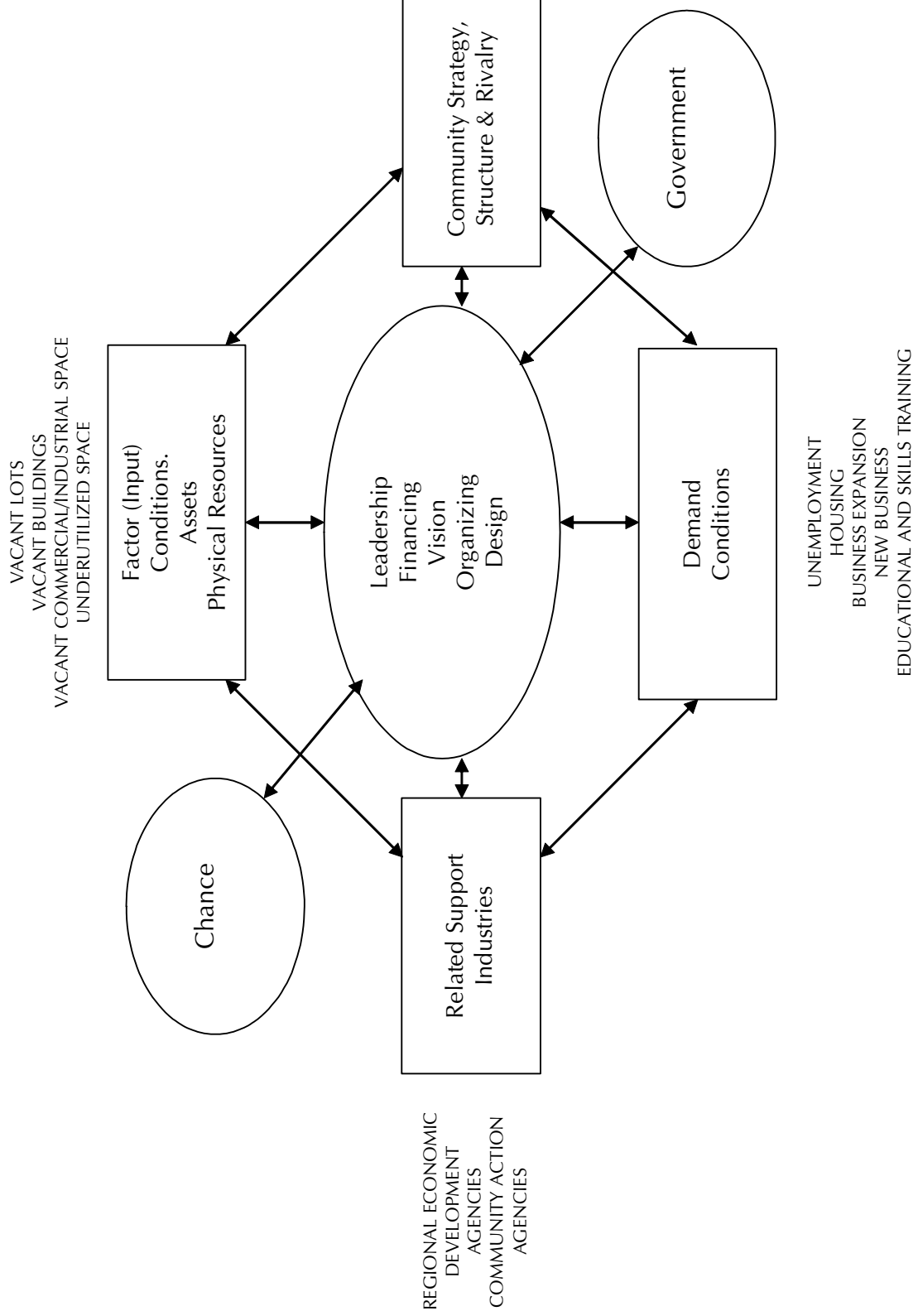
The success of the project is the accomplishment of the creation and/or retention of 700 jobs as well as proposed new capital investment of \$121 million by 2007.

The new and retained jobs are expected to generate additional payroll of \$48 million, which will be rein fused into the community by its residents. This will help to bolster Jacksonville's current flat economy along with the expect \$27 million annual increase in personal consumption expenditures.

The resulting increased use of 925,000 sq. ft. of industrial/commercial construction will also help to revitalize the city of Jacksonville and improve the landscape, which will, in turn, encourage tourism in the area.

Rebuilding the Community Economy

From Abandoned and Vacant Space to Community Resources: Turning Liabilities into Asset



Who Does Community Development?

Individuals, associations, institutions, organizations, and businesses are all involved in community development. They make up much of the asset base of every community. Many social service agencies are getting involved in community building, by entering into the community development arena. They are providing housing, education, sanitation, leadership training, etc. and are forming partnerships with financial and educational institutions, businesses and neighborhood associations. They are working with community residents to improve neighborhoods and the general living environments in cities, towns and rural areas.

Participation

A cardinal element in the community development strategy is “people’s participation.” It has emerged as one of the central ingredients in development for many reasons. First, participation of people provides an effective means to mobilize local resources, and organize and tap the energies, wisdom, and creativity of people for development activities. Second, it enables prior identification of community needs and helps to customize development activities to meet these needs. Above all, participation of the people provides legitimacy to the project or activity, promotes commitment on the part of the people in its implementation, and assures sustainability. Research in Community Development activities suggest that there is a significant correlation between the level and intensity of people’s participation and the increase in the success of development activities.

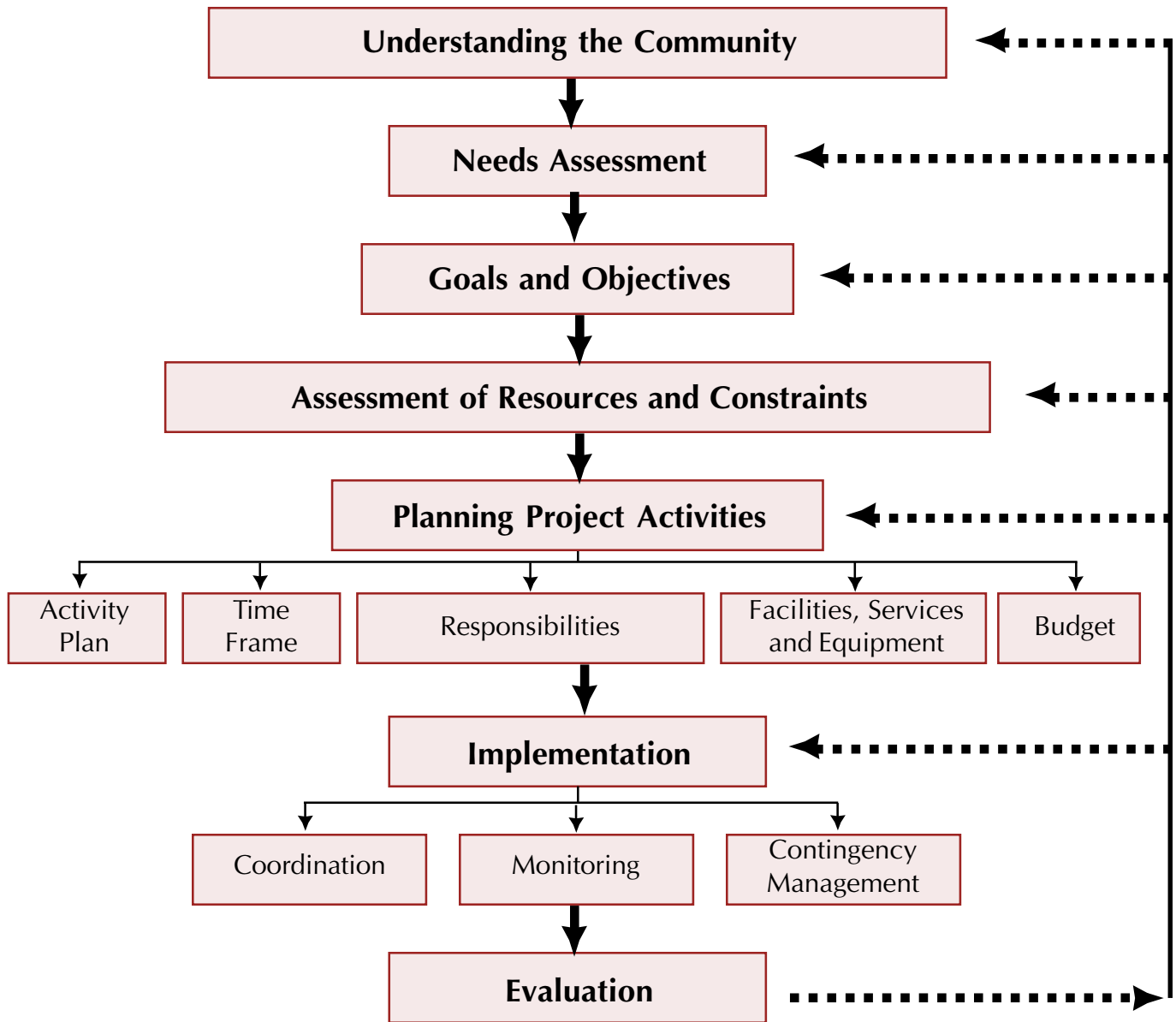


CASE STUDY

Dental Program

In 2002 dentists and oral surgeons joined together with social service agencies in the Springfield, Illinois area to form the CSBG Dental Assistance Program, which has provided 232 low-income individuals and families with basic dental treatment that would not have previously been accessible. In addition to the donation of time and services by the dental providers \$294.00 per client in other funds was raised to cover expenses. Client and program records and statistics collected show that not only is the program successful, which has been reflected by the increased number of clients served every year, but funding and provider participation has increased every year as well. The program can be successfully duplicated wherever there is a need, in any size city, town or community.

Community Project Development Model



Community Development Outcomes

As we have learned, Community Development sustains communities and neighborhoods through consistent improvement and change. Empowered and engaged citizens are an integral component of a community, along a strong cultural identity and high quality infrastructure. Community Development cuts across the implied boundaries of Community Action programs and we have discovered that this impact, which has been typically viewed as simply an outgrowth of the improved human condition, grows and improves communities. Indeed, conditions in which low-income people live move beyond our preconceived notion of the basics of subsistence. This paradigm shift also applies to the amount of time needed to reach success — immediate action does not impact community conditions; long-term progress, measured by benchmarks is more apt. We also know that Community development is wide-ranging and has multiple meanings in many sectors. Diversity impacts community development, therefore innovation to meet the unique needs of the community is required. Job/Workforce Development, improved retail shopping, access to recreational opportunities, added community amenities, access to transportation, safe drinking water, enhanced public safety are all examples of positive outcomes for communities and impact those individuals and families residing within those communities. By tracking outcomes in Community Development, we can see the success and how their accomplishments can positively impact a community. And by documenting this impact, we can see the vast rewards of Community Action within its work with individuals, families, agencies and communities.

Our research indicates that Community Action is already working within the Goal 2 framework, but may not be reporting the outcomes as an achievement within Goal 2. OCS has asked for robust reporting within all 6 national goals. In response to this request, NASCSP (National Association for State Community Service Programs) proposed several performance indicators within the 6 national goals. For Goal 2, the suggested outcome and performance indicators are:

- Increase is the availability of opportunities and resources for low-income people as a result of community action initiative or advocacy with

other public and private agencies, as measured by one or more of the following:

1. Jobs – Number of accessible “living wage” jobs created or retained in the community
2. Housing – Number of safe and affordable housing units created, or improved through construction, Weatherization or rehabilitation.
3. Health Care – Number of accessible and affordable health care services/facilities for low-income people created or maintained
4. Child Care – Number of safe and affordable child care or child development opportunities for low-income families created or maintained
5. Transportation – Number of new or expanded transportation resources available to low-income people, including public and private transportation
6. Education – Number of increased educational opportunities in the community (including adult vocational training, higher education, literacy or GED)

Further examination of these indicators and an analysis of a national CAA Goal 2 survey presents three distinct outcome categories within the Goal 2 framework.

Community and Economic Capacity (CEC)

- ◆ Child Care (safe, affordable) available
- ◆ New Jobs created with a living wage
- ◆ Housing stock is improved through Weatherization
- ◆ Expanded access to Transportation (24 hour service, elderly and handicapped accessibility)
- ◆ Create access to recreational activities

Social Infrastructure (SI)

- ◆ Create social organization to effect community change/create participatory programming
- ◆ Partnerships and Collaborations among agencies increase program effectiveness
- ◆ Access to Health Clinics
- ◆ Safe water supply
- ◆ Foster cultural respect and understanding through organized activities and education
- ◆ Public Safety improves, increased response rates, more foot patrols, good neighbor programs

Outcomes continued on page 12

Community Development Outcomes ... Continued

Economic and Political Influence (EPI)

- ◆ Advocate for fair housing access
- ◆ Create Advocates for anti-poverty initiatives
- ◆ Create Community Investment Opportunities (Civic Capital)
- ◆ Develop Community Buy-In
- ◆ Influence Public Policy
- ◆ Economic Development Measures attract business/promote growth
- ◆ Improved access to Community Services (also noted in Social Infrastructure)

As previously mentioned, most community development measures are long-term, in that it may be more than a year before progress is seen. Defining the types of outcomes used in Community

Development should promote deeper understanding of the purpose and focus of these outcomes. Within each of these outcome categories, there will be, at times, significant change and, more often than not, discrete change. These changes can also be viewed as benchmarks toward successful Community Development. It is also important to note that there will be outcome intersections, i.e. times in which more than one Community Development Outcome category will be addressed. Typically, most Community Development outcomes will begin with a focus on Economic Development. Therefore, the use of benchmarking and performance indicators will be appropriate to ascertain progress on the achievement of Community development outcomes.

For Example:

Affordable Housing Development

Benchmarks	Planning	Implementation	Ongoing
Thriving/Advanced (long term) OUTCOME	Funding for project is available. (CEC)	Project is completed, ribbon cutting, residents are moving in. (CEC)	New Playground is built, Resident Council is seeking adult enrichment programming. (SI)
Intermediate (progress made toward goal) BENCHMARK	Proposal seeking funding is distributed to potential funders	Building begins, with a forecasted project completion date	Child Care Center has opened, the Playground fundraising goal is almost reached, Resident council seeks new project
Basic (progress made toward goal) BENCHMARK	Committee of developer, community investors and citizens begin meeting to discuss plans	Project is bid out, with project coming in at estimated cost	City has agreed to add bus stop for residents, a child care provider is located and funding sought. Residents fundraise for Playground
Fundamental (progress made toward goal) BENCHMARK	Local CAA identifies Housing as a viable project	Zoning issues resolved, project plans move into bidding stage	Resident Council has leadership, begin projects to identify child care providers, etc.
In-Crisis/Beginning BASELINE	Affordable Housing is unavailable	Plans for the new development are preliminary and subject to zoning issues	Playground, Child Care, transportation facilities are needed. Resident Council needs leadership

Lessons Learned

The process known as Community Development has different meanings and approaches. To Community Action, this development hinges on the improved condition of low-income people. This is a different spin on traditional economic development, but the outcomes are the same. So now we ask, what have we learned through research, the survey and the Focus Group? We offer the following advice to aspiring community builders:

- ◆ They stress the importance of empowerment and creating ownership among low-income residents. Residents should be empowered to voice their needs and develop their own leadership.
- ◆ You must be prepared to deal with **ALL** the issues, not just bricks and mortar, but also social issues. Otherwise the physical improvements will be worthless.
- ◆ There is great economic value in not-for-profit organizations, such as childcare, educational facilities, and social service agencies. Their presence in a community creates jobs and they purchase goods and services. These groups need to network and support each other.
- ◆ Flexibility and creativity are essential. Following rules does not always get the job done. Network and use other community resources.
- ◆ All components must work to stay in focus. It is a system that needs to be in focus. For profits and not for profits must work together. Local solutions are best and government must be flexible to make this work. You must leverage partnerships to get the resources.
- ◆ The process of community development is as important as the end project.



"We can draw lessons from the past, but we cannot live in it."

Lyndon B. Johnson (1908 - 1973), December 13, 1963

Appendix

How to Get Started in Community and/or Economic Development

Economic/community development is vital to the financial health and growth of any community. “If the region’s citizens are to continue to enjoy the life-style and quality of life it currently offers, together we must make full use of the potential offered by its people, cultures and environment.” This is a quote from the Auckland Regional Economic Development Strategy, but it is true for any community or city that is interested in attaining and/or maintaining the financial prosperity of its citizens and businesses.

Many local Economic Development, Community Action Agencies and local governmental authorities work together to attract and promote investment, retain businesses, revitalize neighborhoods, and promote tourism for their communities.

Community Building Themes

According to some experts, there are seven themes, which define the basic substance of community building. In order for community building to be effective, it must be:

- ◆ Focused around specific improvement initiatives in a manner that reinforces values and builds social and human capital.
- ◆ Community-driven with broad resident involvement.
- ◆ Comprehensive, strategic and entrepreneurial.
- ◆ Asset-based.
- ◆ Tailored to neighborhood/community scale and conditions.
- ◆ Collaboratively linked to the broader society to strengthen community institutions and enhance outside opportunities for residents.
- ◆ Consciously changing institutional barriers and racism.

To provide a high quality living environment and to retain the unique cultural and historical identity, each community needs to be vibrant, cosmopolitan, safe, attractive and livable. It should offer a wide variety of choices to live, work, play and visit. These choices will include urban, suburban and rural living options; a wide range of employment opportunity and locations; high quality schooling; social services and retailing; and a highly visible and vibrant arts and cultural sector as well as great recreational opportunities and events. These should be supported by quality physical infrastructure and communications.

Community development has two preeminent characteristics, first it is centered on the creation of jobs and secondly it is neighborhood oriented. Realization that every community/city has its own unique personality and that diversity will exist within

the community/city itself is vital to the success of any development project and the project must reflect those differences and diversities. What may work in within the cosmopolitan region of a major city, it may not work in the more economically depressed areas or in the more rural regions of the outlying areas of the same city. However, whether the project is revitalizing a neighborhood or the developing or retaining of jobs, there are several steps that should be followed.

The following is a step-by-step procedure intended to aide in the starting of a development project. However this list is not intended to be all-inclusive. The best effort that can be made by any organization and/or individual is research into the area that is to be developed as well as into development projects/businesses, which are already successfully providing services, jobs and economic growth to the community and its residents.

Get to know the community/area

- ◆ Analyze all relevant community materials, such as economic development research literature, resident and economic statistics, such as wages, population demographics, etc., (see the Objectives of a Study section).
- ◆ An assessment of resources (strengths) and constraints is essential to the success of the project.
- ◆ Study other community development strategies.
- ◆ Consult/visit other community and special interest groups.
- ◆ Develop network with local government officials, state/city/local community action organizations, community leaders, special interest groups and religious leaders, business

How to get started continued on page 18

How to get started ... Continued

and professional groups, tourism groups, and/or any other interested parties who will benefit and/or be beneficial to the development project.

- ◆ Work with local government, community commerce associations, regional development agencies, area businesses, residents, and others to identify where the community is now, where the community desires to go, and what is the best way in which to achieve those goals.

Develop different economic opportunities for different populations

- ◆ Diverse range of technical and traditional job opportunities.
- ◆ Educational facilities such as skills training centers, high school, college and universities.
- ◆ Entertainment facilities:
 1. Video stores.
 2. Movie theatres.
 3. Malls.
 4. Night Clubs.
 5. Restaurants.
 6. Amusement parks.
 7. Sports complex, etc.

Establish economic/community development advisory group

- ◆ Establish an action plan.
- ◆ Assign duties.
- ◆ Encourage innovation and excellence.
- ◆ Set goals.
- ◆ Establish timeline.

Develop the strategy

- ◆ Economic development is the process of improving:
 1. An economy's structure.
 2. It's the activities and relationships it supports.
 3. Peoples' capability.
- ◆ Sustainable economic development requires current needs to be met without compromising the ability of future generations to meet their needs.
- ◆ Community economic development is a process by which communities can initiate and generate their own solutions to their common economic problems.

- ◆ Both approaches should influence the process used to develop the strategy.
- ◆ Promote a responsive and effective relationship between business, community leaders and government officials.
- ◆ Activate and energize leadership.

Secure funding and finances need for project

- ◆ Investigate and determine funding and financial needs for the project and what resources are available for funding project, (grants, low-interest loans, etc.).
- ◆ Work with funding agencies to establish financial plan.

Identify and prioritize opportunities

- ◆ Analyze any data from established group(s).
- ◆ Release first draft of economic/community development plan(s) to funding agencies and/or participating banks, and advisory board.
- ◆ Obtain input from financial contributors, banks, etc. and advisory board.

Finalize strategy

- ◆ Incorporate any accepted feedback and fine-tune strategy.
- ◆ Release final strategy report to contributors, banks, etc. and advisory board.

Measuring progress

- ◆ Outcome measures. Keep an accurate record of all outcomes, (successes and failures). This information will be of vital importance to any future expansion or development projects.
- ◆ Benchmarking measures. These measures will help in the comparison of the project with other current or past projects.
- ◆ Performance indicators.

Evaluation

- ◆ Final evaluation of the steps taken and the successes and failures of those steps will be beneficial to any future development project. It can also provide essential insight into the pitfalls that any future expansion of the current project may face.

How to get started continued on page 19

How to get started ... Continued

Outcome measures

For a Community Action Agency or Social Service Organization to get started in development, several outcome areas must be addressed. They include:

- ◆ More economic opportunities.
- ◆ More participation in the economy.
- ◆ High quality economic activity.
- ◆ Safe and healthy communities.
- ◆ Reduced inequality.
- ◆ A maintained and enhanced natural environment.
- ◆ Good urban amenity.

Outcome measures can be grouped into the following:

- ◆ The economic opportunity and higher value outcomes are driven directly and primarily by economic growth through its effect on job numbers, community size and diversity, and return for investment.
- ◆ The greater participation and reduced inequity outcomes are driven indirectly by economic growth; the combination of growth and employment structure in each community influences income and employment opportunities across different age and skill groups.
- ◆ The strong communities, urban amenity and natural environment outcomes are less directly influenced by economic development, and also describe the desired conditions within which the economic development needs to occur, since there are both positive (contributing) and negative (detracting) consequences for these outcomes.

Along with these outcome areas are other factors work to determine the effectiveness of any development initiative. They can be described as a series of six processes:

1. Creating a long-term development strategy
2. Develop an active and broadly based board to serve as a bridge between the organization/business, the community and the larger environment.
3. Develop staff/employees competence and leadership abilities and capabilities to match the scope of the task to be undertaken.
4. Develop and effective community relations operation.

5. Secure reliable and regular core funding.
6. Utilize technical assistance to improve management capabilities as well as program process and procedures.

Performing a study as well as examining past studies can help in the development of a project and in its strategy. Studies can serve many usefully purposes such as those listed below.

Objectives of a study

- ◆ Life-style and values of community residents.
- ◆ Ensure a strategic fit between final economic development strategy and values and lifestyle of the community.
- ◆ Assist in development of a unique community identity.
- ◆ Enable future community promotion to reflect the true character, values and life-styles of residents and businesses.
- ◆ Make any research results available to business community so they can enhance their business offerings to the community.
- ◆ Ensure future development.

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Summary of the Goal 2 National Survey

Diversity is the key word in regard to the services provided by the reporting agencies, diversity in the service areas, clients served and the services provided to those clients. Whether it is an agency that works in rural areas, on a county basis or in the inner cities, each agency is working to develop programs and obtain funding to assist their clients achieve self-sufficiency, move out of a poverty status and/or reach a level of independent living.

The variety of services that are provided by these agencies includes emergency services such as short-term housing, food, clothing, as well as long-term housing services and finances, housing security deposits, transitional shelter, developing down-payment programs, assist with credit clean up and repair, providing for transportation needs through establishing bus service at the community level and purchasing an automobile or attaining client financing at the individual level.

Many of the agencies provide employment and job skills training programs, which teach things that are vital to employment such as interviewing strategies, job retention skills. Other clients were given the opportunity to provide better lives for themselves and their families by utilizing loans that allowed them to open their own businesses, which in turn creates jobs and contributes to the economic development of the city or community. These businesses included manufacturing companies, catering and restaurants, home nursing care, and gardening services.

The preparation for clients and youth to enter the job market or to secure better employment is provided through programs that offer educational training and/or mentoring, GED preparation, college and university scholarships, incentives to motivate youth to remain in school as well as to continue on into higher education at the college and/or university levels.

Children are given a boost to their education through Head Start and other services, while safe, quality child care is provided for parents with a need in this area, many of whom are single mothers who are either working and/or attending classes at a college or university in an effort to improve the families financial status.

Other agencies offer assistance with utility bills, youth development and family enrichment as well as counseling services for families that are struggling with issues such as domestic violence, adoption, and foster care. Still other offer mental health services and counseling, help in obtaining prescription drugs, and basic needs like home repair, frozen pipes, air conditioners, and even supplying appliances to those in need of them. Another benefit offered by many of the agencies are links to state agencies that can provide Medicaid, food stamps and Section 8 housing.

Diversity was again the key word regarding the types of clients that the agencies serviced. While most of the agencies provided services to those who are established residents in their communities, a few offered help to more diverse groups of clients. These included African and Laotian immigrants. Some agencies served two parent or single parent families, others senior citizens, and still others focused primarily on children and adolescent populations.

While a few agencies reported having no to little measurable outcomes due to newness of the program or the inability to measure outcomes such as the number of those who availed themselves of public transportation, the majority reported an overwhelmingly successful track records with the programs that they utilized.

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