

ACHIEVING THE SIX CORE RESULTS



The Role of Faith-Based Organizations



A Report Prepared for the Annie E. Casey Foundation

by Deborah A. Parkinson, M.A.

Research Consultant

The Faith Center For Community Development, Inc.

January 2006



The Annie E. Casey Foundation

Acknowledgements

The Faith Center For Community Development, Inc. and the author would like to thank faith leaders who shared their insights and experiences in this report. Thanks also to the many pastors, and faith-based and community liaisons who recommended ministries and provided guidance for the report. Special thanks to Ms. Carole Thompson for supporting this work and Dr. Stephanie Boddie for lending her expertise.

The Faith Center For Community Development, Inc. serves faith-based institutions across the nation by building on the unique strengths, resources and assets of religious institutions and faith-based organizations to create and sustain thriving neighborhoods. In coordination with organizations representing the pastoral, funding, corporate, government and real estate worlds, the Center helps faith communities develop the tools and financial resources required for community and economic development, and homeownership projects.

The Annie E. Casey Foundation

The Annie E. Casey Foundation is a private charitable organization dedicated to helping build better futures for vulnerable children and families in the United States. It was established in 1948 by Jim Casey, one of the founders of United Parcel Service, and his siblings, who named the foundation in honor of their mother.

This research was funded by the Annie E. Casey Foundation. The findings and conclusions presented in this report are those of the author alone, and do not necessarily reflect the opinions of the Foundation.

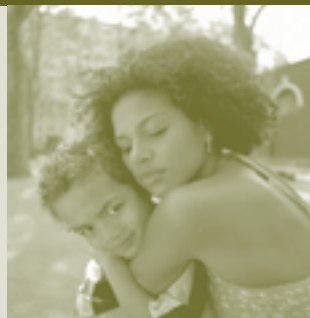


Table of Contents

Executive Summary	2
Introduction: An Overview of Faith-Based Organizations as Social Service Providers	4
Part One: Making Connections to Faith-Based Organizations	5
Core Result #1: Families have increased earnings and income	9
Core Result #2: Families have increased levels of assets	9
Core Result #3: Families and youth increase their civic participation	10
Core Result #4: Families have strong supports and networks	11
Core Result #5: Families have access to services that work for them	12
Core Result #6: Children are healthy and ready-to-succeed in school	13
Summary of Core Results Delivered by Nine Faith-based Organizations	14
Part Two: Case Examples	15
A) Selecting an Entry Point: Identifying Community Needs and Ministry Strengths	16
Case Example #1: Church of New Life Christian Ministries, Minneapolis, MN	17
Case Example #2: Shiloh Missionary Baptist Church, St. Louis, MO	19
Case Example #3: The Lord's Church, Los Angeles, CA	21
B) Developing Effective Partnerships through Civic Engagement and Social Justice Ministries	22
Case Example #4: First Church of Wyandanch Ministries, Inc., Wyandanch, NY	23
Case Example #5: St. Thomas the Apostle Catholic Church, Columbus, OH	24
Case Example #6: Wayman A.M.E./Alliance for Community Peace Inc., Chicago, IL	26
C) Leveraging Resources and Relationships to Revitalize Communities	27
Case Example #7: Beulah Heights First Pentecostal Church, New Haven, CT	28
Case Example #8: New Commandment Baptist Church, Washington, DC	30
Case Example #9: Theresa Hoover United Methodist Church, Little Rock, AR	33
Part Three: Overcoming Barriers to Sustainability	37
Resources	40
Participating Ministries	40
Community Development Resources	41
Appendix 1: Endnotes	42
Appendix 2: Additional References	43

summary

Executive Summary

In 1999, the Annie E. Casey Foundation initiated *Making Connections*, an impact strategy that aims to transform communities in 10 cities throughout the United States. The Foundation believed that by strengthening families and neighborhoods through a range of formal and informal socio-economic initiatives, solutions could be developed to address social isolation, economic disinvestment and service fragmentation. Six core results were defined to measure success:

- I. **Families have increased earnings and income.**
- II. **Families have increased levels of assets.**
- III. **Families and youth increase their civic participation.**
- IV. **Families have strong supports and networks.**
- V. **Families have access to services that work for them.**
- VI. **Children are healthy and ready-to-succeed in school.**

Through a consensus building process, each *Making Connections* site identified areas of common ground that reflect the core results and local priorities. The process to achieve the core results requires the support of local stakeholders. Faith-based organizations, particularly congregations, are key stakeholders in strengthening families and revitalizing communities. The effectiveness of faith-based services and supports that aim to overcome systemic problems driving poverty has not been fully determined.

Promising practices

Over the last six years, the Annie E. Casey Foundation has identified more than 100 emerging and promising practices implemented by faith-based organizations that address the needs of vulnerable populations and disadvantaged communities (see Appendix 2: Additional References). By engaging faith communities in the mission to transform the lives and neighborhoods of disadvantaged families and disseminating the strategies these organizations use, we can create practical tools and collaborative networks that yield sustainable results in both the faith and secular sectors.

Over the past few years, the Casey Foundation has published numerous reports that highlight the work of faith-based organizations that are meeting the needs of vulnerable populations. These reports include: *Way to Give: A Guide to Connecting, Giving and Asset Building* and *Back into the Fold: Helping Ex-prisoners Reconnect through Faith*. The complete list of *Faith and Families* reports is available in the Additional References section of this report.

This report highlights nine successful case studies. Featured congregations were selected based on the depth of their service to vulnerable populations and low-income communities. They represent a variety of denominations, but are primarily comprised of African-American congregations. The membership in these churches ranges from 50 to 350, averaging about 230 congregation members. Mega churches have been excluded from the study because they are less prevalent and their ability to provide social services is better documented than that of small- to mid-sized churches.

Pastors and ministry directors are the key informants for this report. Most of the participating pastors have attained or are pursuing graduate degrees, and most lead congregations made up of low-to-moderate income families, many of whom commute from

suburban areas. Most of the families within the neighborhoods these churches serve live below the areas' median income levels.

Pastors indicate that service and civic engagement are essential to their ministries and that most congregation members are responsive when asked to take part in social service ministries. Many congregation members make long-term voluntary commitments, serving as the backbone of their church's social service ministries.

Drug trafficking, homelessness and unemployment are among the problems plaguing neighborhoods featured in this report. Despite these issues, participating congregations and related faith-based organizations have been successful in helping community residents secure gainful employment, purchase affordable housing, engage youth in productive activities and improve neighborhood safety.

These churches take different approaches to creating and sustaining their social service ministries. One key strategy is matching the vision and resources of their ministries to their communities' critical needs. Other initiatives have been developed and enhanced through civic partnerships. Particularly progressive ministries combine these strategies to reach hard-to-serve populations and revitalize their communities.

While community problems have a burgeoning effect on communities and congregations, faith-based organizations and partnering agencies must become proficient at addressing needs and securing resources to sustain community-serving initiatives. Key challenges in achieving these goals include:

- limited funding;
- establishing the trust of local residents and agencies; and
- persistent problems, such as ongoing criminal activity, lack of gainful employment opportunities and lack of affordable housing.

Faith leaders' recommendations

Pastors and ministry directors recommend forming partnerships that are not centered on one particular concern, but are based on long-term relationships to resolve common problems. They also suggest establishing community development corporations that allow the church to manage its social service activities separately in order to facilitate the receipt and use of public and private funding. Additionally, engaging committed and skilled workers and volunteers is essential to managing successful programs.

Faith leaders' recommendations echo those suggested by the Annie E. Casey Foundation to help build the capacity of faith-based and community organizations to support families and transform neighborhoods. The Foundation's strategies include:

- enhancing connections between faith-based organizations and families/communities for spiritual and material supports;
- supporting connections for faith-based organizations for community and family economic success strategies;
- enhancing the connections among faith-based organizations for support and sector development; and
- supporting connections for clergy, laity and members for leadership development opportunities.

introduction

Introduction

A Historical View of Faith-Based Organizations as Social Service Providers

Most religious leaders look at service as an integral part of their faith. Acts of service provide an opportunity for people of faith to demonstrate obedience, humility and thanksgiving. As such, religious institutions, including churches, synagogues, and mosques, traditionally provide food and shelter for people in need, care for people who are sick and elderly, and visit those in prison.

Faith institutions, particularly those in the African-American communities, have served spiritual and physical needs and provided a gathering place where congregation members could escape oppression and rise to calls of civic engagement and service.

Faith institutions' commitment to social service is demonstrated by faith-based organizations¹ ranging from entities like Catholic Charities, Lutheran Family Services and the United Jewish Federation, to The Faith Center For Community Development and countless religiously-affiliated agencies throughout the country.

In the mid-1960s, faith-based organizations became more involved in community revitalization and community economic development through community development corporations², which range from national organizations like Habitat for Humanity to local church-based job-training programs.

Increasingly, secular and faith-based organizations are entering public and private partnerships. Much of this activity has been driven by changes in federal policies. For example, the Community Reinvestment Act of 1977 placed demands on the private sector, particularly the banking industry, to invest a portion of their earnings into low-

income neighborhoods where they operate. This led some corporations to partner with faith-based organizations in communities where they had established ties.

A September 2000 survey of approximately 150 corporate citizenship executives confirms this involvement, reporting that nearly 60 percent of the organizations affiliated with The Conference Board, The Public Affairs Council and The Council on Foundations fund faith-based organizations.³

Most notably, the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (also commonly known as the Welfare Reform Act) and its Charitable Choice provision (section 104) extended opportunities for faith-based organizations to compete for federal funds to provide social services.

In 2001, the Bush administration established the White House Office for Faith-based and Community Initiatives, which provides liaison offices within seven major federal agencies including the Departments of Health and Human Services, Housing and Urban Development, and Justice. These and related developments call for a closer look at the role of faith-based organizations in providing family strengthening and community development services.

This report documents congregations that have developed programs to address the economic needs of families and communities.

One
One
One

PART ONE: MAKING CONNECTIONS TO FAITH-BASED ORGANIZATIONS





Making Connections to Faith-Based Organizations

In 1999, the Annie E. Casey Foundation initiated *Making Connections*, an impact strategy to improve the lives of children and families by transforming impoverished neighborhoods. Through this initiative, underserved community residents are being linked to economic opportunities, strong social services and effective support services.⁴ *Making Connections* sites have been established in Denver, Des Moines, Hartford, Indianapolis, Louisville, Milwaukee, Oakland, Providence, San Antonio and Seattle.

The *Making Connections* initiative bases its framework on research indicating that “at least half of all negative outcomes experienced by American children occur in a limited number of disinvested inner-city neighborhoods and declining rural areas.”⁵

Breaking the cycle of poverty

Economic factors contributing to the demise of such communities include unemployment and low-wage jobs that don't offer benefits or advancement opportunities, low home ownership rates and predatory lending practices. In addition, child care, transportation, health services and other support mechanisms are often inadequate in low-income neighborhoods. Ensuing results include homelessness, disengaged youth, increased crime and other factors that feed a cycle of poverty.

The *Making Connections* initiative measures progress toward breaking this cycle through six core results:

- I. Families have increased earnings and income.
- II. Families have increased levels of assets.
- III. Families and youth increase their civic participation.
- IV. Families have strong supports and networks.
- V. Families have access to services that work for them.
- VI. Children are healthy and ready-to-succeed in school.

These outcomes are largely inter-related. For example, increased earnings lead to home buying and home owners tend to be more civically engaged. Civic engagement in turn leads to improved community services. Recent research addressing how faith-based organizations can effect change in their neighborhoods describes a similarly holistic model emphasizing “a faith-based empowerment perspective [focusing] on developing the assets of individuals and families, faith-based organizations and neighborhoods to solve problems to achieve desired outcomes.”⁶

According to this model, as the physical and spiritual needs of individuals and families are met by religious institutions, these individuals become aware of their talents and use these gifts to strengthen affiliated organizations. As a result, faith-based organizations expand their resources and influence within communities.

Transforming communities through faith in action

The faith-based empowerment model presents a framework in which faith-based organizations are uniquely equipped to transform individual lives and entire communities via the *Making Connections* initiative and other community projects. These organizations maintain a presence in underserved communities and a connection to vulnerable populations, such as people who are homeless and people who are difficult to employ. Faith factors at work in these ministries include their ability to meet a multitude of needs, ranging from spiritual

enrichment to affordable housing, and by promoting values like financial stewardship, good health, service to your neighbor and social responsibility.

This report examines how faith-based organizations, particularly congregations in low-income communities, provide services that address *Making Connections*' six core results. It documents how nine congregations and related faith-based organizations are transforming their communities by improving the lives of individuals and families. The report also demonstrates that, as faith-based organizations provide services and supports to individuals and families in need, many build up their resources, enabling them to further enrich their communities.

Table 1: Employing Faith Factors to Achieve the Six Core Results

Faith Factors	Core Result	Challenges Faced	Examples of Program Offerings
<p>1. Faith as underlying motivation and framework for social and community services</p> <p>2. Faith as a basis for the values and virtues to guide practices</p> <p>3. Faith as provider of tangible resources such as financial support, use of facilities, etc.</p> <p>4. Faith as a source for spiritual resources such as prayer, meditation, rituals, etc.</p> <p>5. Faith as a source for social networks and leadership development</p>	I. Families have increased income and earnings	<ul style="list-style-type: none"> • Unemployment/ underemployment • Prison records 	<ul style="list-style-type: none"> • Provide job training for difficult-to-serve populations • Establish employment networks
	II. Families have increased levels of assets	Lack of: <ul style="list-style-type: none"> • Affordable housing • Savings • Entrepreneurship • Car ownership • Other assets 	<ul style="list-style-type: none"> • Offer financial literacy education • Provide home ownership programs • Partner with Individual Development Account programs
	III. Families and youth increase their civic participation	<ul style="list-style-type: none"> • Crime • Disengaged youth • Low voter registration • Lack of collective action 	<ul style="list-style-type: none"> • Facilitate interfaith coalitions • Provide youth development programs
	IV. Families have strong supports and networks	<ul style="list-style-type: none"> • Lack of quality neighborhood services • Low-performing schools 	<ul style="list-style-type: none"> • Facilitate social networks • Invest in underserved communities • Provide volunteers and in-kind services, such as facilities
	V. Families have access to services that work for them	Lack of community resources: <ul style="list-style-type: none"> • Transportation • Child care • Schools • Medical • Food services 	<ul style="list-style-type: none"> • Provide services through faith-based community development corporations, health and employment networks • Collaborate with other faith-based organizations, local government and community service organizations
	VI. Healthy children who are ready to succeed in school	<ul style="list-style-type: none"> • Low-performing students and schools • High numbers of uninsured 	<ul style="list-style-type: none"> • Build family bonds • Offer marital support • Encourage parental involvement • Provide health counseling/ education

Core Result #1: Families have increased earnings and income

“When you eat the labor of your hands, you shall be happy, and it shall be well with you.” Psalm 128:2

According to the Census Bureau, nearly 36 million people, or 10 percent of American families, live below the poverty line. This figure includes almost 20 percent of working adults, many of whom lack medical benefits. Single parent households, which represent more than 40 percent of those in poverty, rose by over four million persons between 2002 and 2003.

According to a 2002 report by the Poverty and Race Action Council, eight million Americans need two or more jobs to make ends meet. These findings, juxtaposed with a virtually unyielding unemployment rate and a decrease in corporate-sponsored health benefits, offer a grave outlook for families trying to overcome poverty.

Several churches featured in this report provide job training to difficult-to-serve populations, including people re-entering the community from prison and people recovering from substance abuse. Employment training is offered based on perceived needs, as well as opportunities to collaborate. In a few cases, these churches have become employers in the process.

The North Carolina-based Jobs for Life, formerly known as Jobs Partnership, is a faith-based initiative created in 1996 with the mission “to equip churches and faith-based organizations to provide job training and support enabling everyone to secure meaningful employment.” The program combines spiritual keys and practical steps with mentoring and volunteerism to secure jobs for more than 1,700 people, many of whom are considered hard to employ. Retention is tracked for one year, with an average success rate of 83 percent.

According to a 2002 report by the Poverty and Race Action Council, eight million Americans need two or more jobs to make ends meet.

Jobs for Life currently partners with churches and faith-based organizations in 32 locations and 24 cities across the United States. Among them are two faith-based organizations featured in this report: Jobs Partnership of Greater Washington (JOBS), a community development corporation of the New Commandment Baptist Church in Washington, D.C., and Black Community Developers, Inc. of the Theresa Hoover United Methodist Church in Little Rock, Arkansas. Their combined efforts have led to sustained employment for close to 300 people to date.

While other faith-based employment programs are not as comprehensive as JOBS and Black Community Developers Inc., they are successful in providing job-skills training including resume writing and computer fundamentals. Collaboration and volunteerism are key success factors in providing these services.

Core Result #2: Families have increased levels of assets

“But remember the Lord your God, for it is He who gives you the ability to produce wealth, and so confirms His covenant, which He swore to your forefathers, as it is today.” Deuteronomy 8:18

Most low-wage jobs leave little extra income to save, buy a home or purchase other assets. The average National Housing hourly rate,⁷ which represents the amount a full-time worker must earn to afford a modest two-bedroom apartment, is \$15.37 – nearly three times the federal minimum wage of \$5.15. Home ownership often represents the most important source of wealth for the lowest income

earners. However, with the assistance of community-serving organizations like faith-based organizations, families with earnings near and below the poverty line have increased their savings, improved their credit ratings and purchased new homes.

Many churches and related community development corporations offer financial literacy programs that provide training in budgeting, securing mortgages and building equity. The financial life-skills program model focuses on budgeting and setting goals, working with the banking system, understanding and achieving good credit, financial planning and avoiding predatory lending practices.⁸ This training can be essential for low-income earners who may not be fiscally ready to purchase a home, but who want to evaluate their spending habits and improve their credit worthiness as a first step.

Enhancing programs through strategic partnerships

Financial literacy training can be further enhanced by Individual Development Accounts, which provide matching funds for low-income families to use for purchasing an asset – buying their first home, paying for post-secondary education, or starting a small business.⁹ On average, Individual Development Accounts match \$900 in savings per participating family each year.

Several faith-based organizations and community development corporations have connected with churches to administer these programs. Faith-based organizations are uniquely positioned to provide the support services and mentoring that often help families successfully complete the programs and continue to practice saving and asset-building habits.

In order to afford a modest two-bedroom apartment, a full-time worker must earn \$15.37 an hour – nearly three times the federal minimum wage of \$5.15.

The federal government has developed several asset-building programs that promote partnerships with faith-based organizations. HOPE VI is a Housing and Urban Development-sponsored program to demolish and/or redevelop distressed public housing that has been linked to increased per capita income, reduced violent crime rates and greater residential and commercial lending.¹⁰ Program outcomes are influenced in part by the actions of local community groups, which are often initiated and/or fostered by faith-based organizations.

Through its Volunteer Income Tax Assistance and Tax Counseling for the Elderly programs, the Internal Revenue Service partners with organizations that work with low-income tax payers to provide free assistance in gaining Earned Income Tax Credit and related benefits (e.g., Child Tax Credit). The Earned Income Tax Credit can reduce the amount of tax owed by as much as \$4,300 for individuals who earn under \$11,490 and families that earn up to \$35,458. This provides incentive for families to work, and money they can save.¹¹

Faith-based organizations are adding these and other programs to their financial service ministries or partnering with organizations that can help them facilitate asset development for congregation members.

Core Result #3: Families and youth increase their civic participation

“Two are better than one, because they have a good return for their work: If one falls down, his friend can help him up. But pity the man who falls and has no one to help him up.” Ecclesiastes 4:9, 10

Civic engagement is a responsibility that faith-based organizations have traditionally held in keeping with the core religious practices of acting justly and serving those in need. A 2000 survey of African-American clergy revealed that international, national, and/or local political issues have been talked about as a part of regular worship service in eight of 10 participating congregations.¹²

Initiatives led by faith-based organizations have increased voter registration, created housing for the homeless and, most notably, overturned discriminatory practices. Another study compared secular and church-based organizing in St. Louis and San Jose – church organizers were far more successful. Church-based organizers mobilized 100 to 300 people for individual congregation-based actions, and 750 to 2,000 people for city-wide actions, as compared to 15 to 100 people organized by secular organizers.¹³

Strengthening social justice actions through alliances

Interfaith groups throughout the U.S. collaborate on numerous civic causes, including ending unfair labor practices, improving education services and revitalizing underserved communities. One organization making substantial improvements in its community is BREAD,¹⁴ an alliance of 43 congregations of diverse faith, race and socio-economic backgrounds.

Established in 1996, BREAD is based in Columbus, Ohio, a city that lead organizer, Rev. John Aeschbury, describes as a “typical service-sector economy,” with workers generally earning \$10 to \$12 an hour who struggle to support their families. By engaging congregations to extend beyond their social service offerings to participate in resolving civic justice issues, BREAD has transformed neighborhoods in many ways, including:

- The City of Columbus and Franklin County adopted a “First Source” employment and training program to guarantee that underemployed persons in the city’s Enterprise Zone would have first consideration for jobs created through tax abatement.
- The City and county established an Affordable Housing Trust Fund that has received more than \$10 million in grants.
- Columbus Public Schools implemented a research-based reading program called Direct Instruction, which doubled the number of students passing Ohio’s 4th Grade Proficiency Test.

80% of congregations discuss international, national, and/or local political issues in regular worship services, according to a 2000 survey of African-American clergy.

Rev. Aeschbury attributes BREAD’s success to its team of lay leaders and clergy “who do the real work of organizing,” while BREAD’s paid staff of three provide training and administrative support. Rev. Aeschbury asserts, “While it has been true that surfacing the right people to organize within the congregation is often labor intensive, the work done by unpaid leaders is impressive. You would be surprised how committed people will become on educating themselves when they have a chance to influence the process.”

Civic engagement is also a successful strategy to foster youth development. Ministries featured in this report have deterred gang violence by engaging youth in leadership development and community service programs.

Core Result #4: Families have strong supports and networks

“We who are strong ought to bear with the failings of the weak and not to please ourselves. Each of us should please his neighbor for his good, to build him up.”

Romans 15:1, 2

Faith-based organizations play a crucial role in developing and sustaining social networks and supports within communities. Informal networks are associated with access to employment opportunities, promotion of child-well-being, higher quality housing, improved neighborhood safety and local economic development.

Providing a safe harbor

Congregations and other faith communities provide trusted advocates through which family services and supports, like marital counseling and child care, are received. They also provide gathering places where civic organizations can discuss community concerns privately and offer leaders to help develop strategic plans.

Faith-based institutions house many community services, including after-school programs, job training, substance abuse counseling and transitional housing. These initiatives foster parental involvement, gainful employment and the successful re-entry of ex-offenders.

The social networks fostered by congregations and other faith-based institutions facilitate partnerships with related organizations. The Alliance for Community Peace, a coalition formed within Chicago's Wayman, A.M.E., drew the attention of local community development corporations, and Goodcity/Asset Builders and Faith-to-Finance, non-profit organizations that work with faith-based organizations to develop Individual Development Accounts programs.

Wayman's congregation members and other community residents benefit from partnerships with local financial institutions by participating in an asset building program. The Alliance's commitment to providing after-school services to its community has led to the development of neighborhood safety initiatives.

On average, child care costs \$4,000 per year — approximately 25 percent of the family income, according to a 1999 study.

Core Result #5: Families have access to services that work for them

"Defend the causes of the weak and fatherless; maintain the rights of the poor and the oppressed." Psalm 82:3

The poor and working poor are often deprived of basic services. In other cases, they are simply priced out of the market. One study reports that child care costs on average \$4,000 per year—approximately 25 percent of the family income.¹⁵

Faith-based institutions in underserved communities are often the first institutions to call attention to inadequacies in services provided for low-income families and their communities. Faith-based organizations call for actions to address limited access to reasonably priced goods, poor transportation service, inaccessible medical services, insufficient child care subsidies and poor quality child care services.

Many faith-based organizations develop the networking and bargaining power to negotiate for improved services in their communities. The Collective Banking Group of Prince George's County, Maryland is a faith-based partnership comprised of more than 150 churches that has overcome inequitable access to services from local businesses by establishing a covenant relationship with four area banks.

Faith-based organizations successfully mobilize their congregation members and community residents to participate in action campaigns and serve on local boards, improving existing neighborhood services and attracting new businesses and service providers to their communities.

Core Result #6: Children are healthy and ready to succeed in school

“Train a child in the way he should go, and when he is old he will not turn from it.” Proverbs 22:6

Health care is critical for physical, emotional and cognitive development. Health care organizations traditionally partner with congregations and other faith-based organizations to provide services like religiously affiliated hospitals and nursing facilities.

Improving delivery and quality of healthcare services

Congregations who serve uninsured and state-insured families often collaborate with health service organizations to improve the health of children and families in their communities. Faith-based organizations effectively collaborate by increasing access to primary and preventive care, improving the delivery and quality of care, and improving patient self-management of disease.¹⁶

Congregation-administered health fairs provide pre-screening and essential information within a familiar, accessible environment. Religious institutions place a spiritual value on health and healing that can make congregation members more receptive to health services promoted there.

Administered by the Stairstep Foundation, the *There is a Balm* initiative unites 16 congregations in Minnesota that are supporting programs to eliminate health disparities. Sponsored by the Minnesota Department of Health, the initiative’s coordinators provide health care information at churches and connect congregation members with services at area hospitals and clinics.

Since 2002, more than 2,500 congregation members and community residents have received education regarding child and teen wellness. Five hundred parishioners received specific instruction about infant mortality. In addition, more than 600 parents were educated about the importance of immunizing children, with 138 children under 18 receiving immunizations as a result.

According to the U.S. Census Bureau, of the 45 million people currently uninsured for health care, 8.4 million are children and nearly 20 percent of them are in poverty. More than 80 percent of children receiving public insurance are African American and Latino.

Faith-based coalition The Greater Minneapolis Council of Churches recently began partnering with local managed health care provider, Medica, and the Metro Health Plan Foundation, to provide preventive services to children and their families. Initially known as MATCH, an acronym for Mothers Advocating for Their Children’s Health, the program is now called CATCH, for the more inclusive title, Congregations Advocating for Their Community’s Health.

Preparing children for success in school

Child care is another essential service faith-based organizations provide to promote health and school readiness of children.

Socio-economic status, specifically parental income, occupation and educational attainment, has been linked to lower cognitive achievement, social skills and physical well-being according to authors of a recent study that examined the academic performance of children between the time they enter kindergarten and leave the first grade.¹⁷

However, attentive care and enriched curricula at the pre-school level have been credited with helping students successfully transition into elementary school.

Faith-based organizations are often well-positioned to provide quality child care service in low-income communities. In addition to being readily accessible and having adequate space, many have built strong relationships with children and their families through Sunday school and other youth service programs.

Linking child and health care initiatives through faith-based organizations can substantially improve the cognitive performance and physical well-being of school-age children.

Summary of core results delivered by nine faith-based organizations

Participating churches and faith-based organizations are enriching the lives of families and transforming communities through their programs and services. The nine featured ministries, whose case examples follow, have improved the economic and social

condition of hundreds of low-income families through their combined efforts. The vision and commitment of the faith leaders and partnering organizations serve as the impetus for these outcomes. Interestingly, many of the initiatives developed to meet the needs of children blossomed into programs that serve parents and other community residents, and transform neighborhoods.

Table 2: Six Core Results Achieved by Featured Faith-Based Organizations

Core Result	Case Study Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> Over 400 jobs secured by underemployed workers and individuals considered hard-to-serve, including people re-entering the community from prison and people recovering from substance abuse Earnings increased by more than 25 percent
II. Families have increased levels of assets	<ul style="list-style-type: none"> More than 50 entrepreneurs trained in business development, to facilitate new ventures in service industries More than 30 homes built and purchased Over \$30,000 saved by individuals below median income levels Financial literacy counseling provided to hundreds of families
III. Families and youth increase their civic participation	<ul style="list-style-type: none"> Over \$14 million in city government funding sourced by faith-based coalition to finance community revitalization ventures Youth engaged in providing community services
IV. Families have strong supports and networks	<ul style="list-style-type: none"> More than 300 students, including at-risk youth served by after-school programs More than 70 couples received marital counseling Child safety increased by neighborhood safety patrol
V. Families have access to services that work for them	<ul style="list-style-type: none"> More than 200 formerly incarcerated persons received services including employment and housing assistance Transportation services improved Reputable businesses attracted to underserved neighborhoods
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> More than 100 children served annually by certified child care programs Increased access to health insurance More than one dozen individuals and families participated in health plans

two
two
two

PART TWO: CASE EXAMPLES





Case Examples

A) Selecting an entry point: identifying community needs and ministry strengths

The abundance of community needs can make it difficult for faith-based organizations to select an entry point to provide services that transform the lives of families and communities.

Many faith-based organizations offer informal services that meet immediate needs, like food pantries, homework assistance and marital counseling, but have not linked these services to broader family and community development initiatives. Faith-based organizations can make this connection by considering:

- What are the strengths and resources of my congregation/ministry?
- How can the strengths and resources be used to meet community needs?
- What are our existing ministry/ social service programs?
- How can existing services be refined to address core results?
- What organizations (e.g., congregations, non-profits, local and national agencies) can help my congregation/ministry?

Perceptive faith leaders recognize how economic factors such as unemployment and distressed housing conditions diminish the quality of life for congregation members and residents in the communities they serve.

The first step is to use existing talents and networks to formalize ministries. Participating faith-based organizations have developed job-training, education and counseling programs by working with child care providers, financial experts and other professionals present within their congregations. They have also taken advantage of collaborative opportunities with local agencies to facilitate employment and deliver health services.

By recognizing how community needs can be met by existing resources, the following churches now offer innovative programs that enrich the lives of vulnerable families.

Case Example #1: Church of New Life Christian Ministries, Minneapolis, MN

“Dear friend, I pray that you may enjoy good health and that all may go well with you, even as your soul is getting along well.” I John 3:2

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> • Networking with temporary agencies and employers • Counseling on work ethics 	<ul style="list-style-type: none"> • Approximately 50 single parents employed
II. Families have increased levels of assets	<ul style="list-style-type: none"> • Financial literacy education 	<ul style="list-style-type: none"> • 5 homes purchased • 10 cars purchased
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> • Relationship/marital counseling • Referrals to parenting classes 	<ul style="list-style-type: none"> • 20 couples married, including former single parents • 75 couples participating in annual marriage retreat
V. Families have access to services that work for them	<ul style="list-style-type: none"> • Assistance securing health insurance • Health education services involving local providers 	<ul style="list-style-type: none"> • More than 12 uninsured individuals and families accessing health insurance
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> • Certified child care center offering standardized curriculum • Scheduling and transporting parents and children to health appointments 	<ul style="list-style-type: none"> • Up to 72 low-income children receiving enriched curriculum • Improved grades for approximately 75 school-age children • More mothers receiving adequate prenatal care • More children receiving timely immunizations

Established in 1989, the Church of New Life Christian Ministries serves 300 congregation members, more than 50 percent of whom live below the poverty line. Many community members are unemployed single mothers. Determined to address these concerns, Pastors Sam and Shirley Nero and their seven staff members have led several initiatives to provide social and economic support for these families.

Early in their ministry, New Life began referring members to local programs that offered parenting skills training, GED classes and job training. Since that time, the church has collaborated with temporary employment agencies and other businesses to facilitate employment opportunities, often securing participants jobs paying above minimum wage. If employers express dissatisfaction with the performance of these hires, New Life

intervenes to offer counseling on work ethics. The church estimates that its referral services have been the catalyst for employing more than 50 people.

In 1993, in partnership with the Greater Minneapolis Child Care Association and the Greater Minneapolis Council of Churches, New Life opened Zoe's Child Care Pre-school Center under a separate 501 (c) (3), providing additional support to working single mothers.

Enriching childhood learning

Based within the church, the center serves up to 72 children from infancy to age 12. Child care assistance programs cover more than 90 percent of the tuition, with parents contributing the balance of the fee. After-school services are also offered, which allows the Center's instructors to track the development of children through grade 6.

In 1998, the Center introduced the A Beka Book program, a Christian education approach that provides curricula in subjects including language arts and arithmetic for children as young as two years. Feedback from parents, as well as report cards, indicate that since the program's introduction, almost all of the approximately 75 children who have reached school-age are receiving grades of B or better. The children's efforts are celebrated by verbal praise, as well as awards.

Promoting healthy marriages

In addition to offering child care and after-school services, New Life is also supporting parents through relationship counseling. Inspired by attending a national symposium on strengthening marriages in 2000, Pastors Sam and Shirley Nero returned to New Life more committed to counseling couples in their community. New Life extended their relationship counseling ministry to promote marriage, especially among young couples with newborns.

A team of six couples, including the Pastors, combines monthly workshops focusing on strengthening relationships and managing finances, with ongoing counseling as needed. The team is comprised of congregation members who

volunteer their services, including an attorney and a professional counselor. Each monthly meeting is attended by 15 to 20 couples. By abiding by the financial principles taught at the meetings, five couples have purchased homes and 10 have purchased cars.

New Life also offers an annual Marriage Getaway Weekend, a three and a half day retreat that provides counseling sessions, recreational activities and an opportunity for couples to renew their vows. The retreat is partially sponsored through fundraising, and couples pay the balance of the cost during the course of the year prior to the event.

Since the retreat was first offered in 2001, attendance has nearly quadrupled from 20 couples to its current maximum capacity of 75 couples. More than 20 couples have been married since the relationship building initiative began in 2001, with one divorce noted. New Life estimates that each couple has two or three children who benefit from being raised in homes with both parents.

Improving access to healthcare services

As a member of the Greater Minneapolis Council of Churches, New Life is also assisting low-income families in securing and utilizing health care provisions. Services provided include identifying low-cost health insurance programs for individuals and families, assisting them in completing applications, transporting expectant mothers as well as other parents and children to appointments, and monitoring the immunizations and wellness check-ups for young children.

Program advocate, Carolyn Gilbreath, describes situations where, despite having minimum wage jobs, several individuals have discovered they earn too much to participate in the state-based medical insurance program. She has helped them identify alternative insurers by searching through local resources they would not have easily discovered on their own.

Ms. Gilbreath also diligently monitors participants' prenatal and child care appointments to ensure that none are missed. Since its inception in June 2004, 13 families, including three expectant mothers and 12 children (including two newborns), have benefited from the program. New Life will expand the program by promoting its services at Zoe's Child Care Pre-school Center.

Maintaining good health is also emphasized by the pastors. The church recently hosted a health fair where the local hospital's Chief of Children's Emergency Medicine instructed parents how to avoid common injuries. They also devoted a six-week Bible class period to offering a health seminar. Ms. Gilbreath points out that this decision is in keeping with biblical teachings, citing God's desire for His people to prosper and be of good health.

Enhancing programs through strategic partnerships

Through these combined ministries, New Life is connecting families in its community to services that foster their spiritual, economic and physical well-being. The church continues to partner with other faith-based organizations and community agencies to extend their work.

Most recently, New Life agreed to have their child care program monitored by the Greater Minneapolis Child Care Association to evaluate its effectiveness. Through this and other collaborations, the church hopes to promote available services, measure successful practices, and secure funding to continue to provide what is required within its community.

Case Example #2: Shiloh Missionary Baptist Church, St. Louis, MO

"It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God's people for works of service, so that the body of Christ may be built up until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ." Ephesians 4:11-13

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> • Computer skills training • High school equivalency (GED) and job interview preparation 	<ul style="list-style-type: none"> • Earnings increased by more than 25 percent
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> • Intergenerational education center 	<ul style="list-style-type: none"> • More than 300 children, adults and seniors receiving computer skills training
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> • After-school/tutorial services 	<ul style="list-style-type: none"> • Up to 25 students receiving daily homework assistance

Shiloh Missionary Baptist Church has been serving residents in St. Louis, Missouri for nearly 90 years. Since 1986, it has been led by Rev. J.D. Clarke, a local resident who owned a nearby grocery store for more than 20 years and upholstery business for 35 years before heeding his call to the ministry. Three staff members help serve 160 congregation members, more than 50 percent of whom commute to church.

Rev. Clarke is acutely aware of the poverty in his neighborhood. He estimates that half of the community residents have not completed high school and many are in low-paying jobs that leave little opportunity for advancement.

When some of the residents in the community requested tutoring for their children, Rev. Clark first said it was okay, but changed his mind based on concerns about the safety of tutors traveling to the children's homes. Instead, in 1997, the Shiloh Missionary Baptist Adult and Children's Basic Educational Center, Inc. was established as a 501 (c) (3).

Educating children, adults and seniors

Rev. Clarke and a few congregation members began tutoring children, and offering GED preparation and computer training for adults at the Shiloh church. The computers used were outdated at the time, but despite their obsolete status, they drew children, parents and seniors to the program.

In 1999, Shiloh's Educational Center caught the attention of a member of the U.S. Justice Department's Operation Weed and Seed, a two-pronged program that weeds out criminal activities and seeds human services to revitalize crime-ridden neighborhoods.

Enhancing programs through strategic partnerships

Upon reviewing the program, Operation Weed and Seed provided Shiloh's Education Center with a grant in the form of equipment through SeedTech, a joint venture with the National Urban Technology Center. Armed with state-of-the-art equipment and a standardized curriculum, Shiloh's Education Center began offering free classes in computer fundamentals, graphic presentation and technical support services.

This program provides invaluable job training to local residents stuck in low-wage positions.

Within one year, 85 adults had graduated from the program, earning 45 hours of credit in computer fundamentals, word processing and Internet access. Rev. Clarke stated that more than 90 percent of participants have attained better positions as a result of taking the computer courses and many have increased their earnings by more than 25 percent. It has been difficult to measure job retention because many of those who have become more gainfully employed have moved out of the area. Others, thankful for the training, have come back and volunteered as instructors.

With a budget of \$45,300 and four staff members, Shiloh's Educational Center continues to offer three separate computer classes daily for up to 25 seniors, students and adults, ranging in age from five to 79 years. In addition to computer training, adults receive job skills training.

Rev. Clark's goals include helping students who are failing to succeed in school, assisting seniors in communicating with their friends and relatives, and enabling adults to earn a living wage. He also hopes to add vocational training in the craft of upholstery to the curriculum. An estimated 350 community residents use the Center's resources every year.

Giving back

The Center receives donated computers, and in turn, gives older models to program participants who can't afford them. An ongoing SeedTech grant and foundation support allow the program to provide Internet services and offer a limited salary to the Center's small staff, while volunteerism and congregational support supply funds for equipment upkeep and other program costs.

Despite this assistance, Rev. Clarke has put much of the profit from the 2001 sale of the building that housed his grocery and upholstery business into supporting Shiloh's Educational Center and he personally funds operational expenses to continue providing free educational services to his community.

Case Example #3: The Lord’s Church, Los Angeles, CA*“A good man leaves an inheritance for his children’s children.” Proverbs 13:22*

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> Culinary arts training 	<ul style="list-style-type: none"> Catering positions secured by teenagers
III. Families and youth increase their civic participation	<ul style="list-style-type: none"> Youth development program emphasizing community service 	<ul style="list-style-type: none"> Teenagers produced films about community concerns
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> Health counseling and services through local providers 	<ul style="list-style-type: none"> Free medical tests and eyeglasses Financial and spiritual support for cancer survivors
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> After-school tutorial program 	<ul style="list-style-type: none"> School-age children improved grades

The Lord’s Church has been serving Los Angeles residents since 1997. More than 50 percent of congregation members earn below the median income and commute to church. Dr. Velma Union, an entrepreneur and aspiring minister, established The Lord’s Church after an existing non-profit, Accents for Jesus International. The organization originally offered financial services under the management of Dr. Union and her son and daughter.

Shortly after forming The Lord’s Church, Pastor Union’s son was murdered by a teenager in the community. The church and its non-profit agency – renamed One Light International – reevaluated their missions and decided to concentrate their efforts on youth development, health services and community empowerment.

Providing a voice for youth

The multi-pronged YouthSpeak ministry emerged with academic, career and economic components that provide youth with “a voice to build instead of tear down.” Three full-time staff manage an after-school program that provides tutorial services, a film and

video production program that encourages students to produce programs addressing community needs, and a 12-week diabetes prevention and culinary arts training program, which provides pre-vocational training in nutrition and catering for 13 to 18 year olds.

Since participating in the tutoring program, five formerly failing students are now receiving high grades. The culinary arts program serves as a conduit to paid and unpaid employment for participants and provides business management training. Of the 12 students who have completed the training, one has been accepted to culinary school, two have entered college, and four are working outside of the church.

Enhancing programs through strategic partnerships

One Light International is supported by a roster of partners, including the Los Angeles Urban League, World Vision, the NAACP and OASIS, an international computing technology development company. Tech Mission provides staff support for the cyber café.

“Synergistic output is always greater than the sum of individual efforts.”

– Pastor Velma Union

One Light International is developing a journalism component, which will produce YouthSpeak magazine, a student-run Cyber Café that will provide computer training to seniors and other community residents, and a stock management training program.

One Light International’s program model engages a group of industry professionals to mentor students in each program area. This team embodies the shared leadership model espoused by Pastor Union that “synergistic output is always greater than the sum of individual efforts.”¹⁸

Team members also manage health ministries that introduce congregation members and community residents to doctors and offer free tests for routine medical problems. One provider offers eye exams and glasses free-of-charge. In addition, the Celebrate Life ministry supports cancer survivors and their families, providing them with referrals, and financial and spiritual support.

By engaging experts as role models and facilitators, The Lord’s Church is engaging its local youth and improving the economic and physical well-being of community residents. The church intends to measure the impact of its programs to attract supporters and broaden its services.

B) Developing effective partnerships through civic engagement and social justice ministries

Effective partnerships are a crucial step in developing ministries that enrich families and communities. Collaborative efforts that require civic engagement, such as interfaith coalitions, neighborhood councils and community boards, have proven especially effective in transforming neighborhoods. Key considerations include:

- **What role can my congregation/ministry play in increasing civic participation among congregation members and other community residents?**
- **How can my congregation/ministry engage congregation members and community residents in a call-to-action for social justice?**
- **What organizations in my community share my congregation/ministry’s concerns?**
- **How can we collaborate to bring new resources into our community?**

The churches featured in this section have formed effective partnerships that address challenges like inadequate services and dangerous conditions in their neighborhoods. Critical elements include organizing with constituents and presenting challenges to community leaders.

These collaborations have led to improved services and business investment in their communities. They have also demonstrated to congregation members how to bring about change in their neighborhoods, and in their personal lives, leading to their increased participation in civic associations.

Case Example #4: First Church of Wyandanch Ministries, Inc., Wyandanch, NY

“Your people will repair the ancient ruins and will raise up the age-old foundations; you will be called Repairer of Broken Walls, Restorer of Streets with Dwellings.” Isaiah 58:12

Core Results Achieved	Programs/Strategies Implemented	Outcomes
II. Families have increased assets and income	<ul style="list-style-type: none"> • Financial literacy and home ownership education 	<ul style="list-style-type: none"> • More than 15 homes purchased • Two foreclosures prevented
III. Families and youth increase their civic participation	<ul style="list-style-type: none"> • Participation in neighborhood coalitions and community boards 	<ul style="list-style-type: none"> • Increased awareness of local political candidates and legislative issues
V. Families have improved access to services that work for them	<ul style="list-style-type: none"> • Presentation of community challenges to local leaders 	<ul style="list-style-type: none"> • Reputable supermarket brought into community • Road reconstruction approved

Sandwiched between thriving neighboring communities, First Church of Wyandanch Ministries has been serving disenfranchised residents of Suffolk County, Long Island since 1956. Of the 350 congregation members, 50 percent earn below the median income and commute to church. Differences between this community and the surrounding suburban areas include lower incomes, fewer businesses and high-needs school districts.

Despite these disparities, housing costs remain high, making buying a home seem uncertain, if not impossible, for many in the community. In 2000, the church started a home ownership campaign under its non-profit agency, Faith Community Developers, in collaboration with the Faith Center For Community Development, Inc. This initiative was driven by Bishop Michael V. Talbert’s prosperity-based vision to revitalize the community he serves.

Bishop Talbert observes that without proper guidance, community residents purchase homes they can not afford. A common scenario is one where residents purchase a home believing they will rent a portion of the property. When they cannot, the home is foreclosed, leaving the lender free to sell the property.

Opening the door to home ownership

To overcome such challenges and ensure sustainable home ownership, the home-ownership campaign offers counseling in credit management, goal-setting, and home buying assistance. Participants are also educated about predatory lending practices. The program’s home buying counselor Kerstein Snowden explains to participants that refinancing can be a valuable tool for reducing mortgage payments, but can also diminish the benefits of home ownership when used for purchases that will depreciate in value, like cars. Since joining the program in 2003, Ms. Snowden has helped complete two closings and avoid two foreclosures. More than 15 people have bought homes since the program’s inception.

Bishop Talbert encourages congregation members to tithe, noting this practice helps them develop character and earnings. In contrast, he observes that charitable services, like food distribution programs unaccompanied by spiritual guidance, have proven unsuccessful in empowering individuals with limited means.

Developing community leaders

In addition to helping congregation members become more personally prosperous, First Church of Wyandanch Ministries promotes civic involvement through organizations like the Wyandanch Christian Clergy Association and the Social Action Committee, a coalition that informs congregation members about political candidates and legislative issues impacting their community. The church's leaders are also active on community boards; one of the church's pastors serves on the board of a local health care center that works to reduce infant mortality.

Bishop Talbert asserts that getting involved in the political process is critical in order to bring the community's needs to the attention of local leaders. One of the church's most significant collaborative efforts has been its participation in Wyandanch Rising, a community partnership led by clergy members, civic officials and community investors.

To date, Wyandanch Rising has brought a reputable supermarket into the community and spearheaded the reconstruction of a dangerous four-lane intersection into two lanes to slow traffic and protect residents. These initiatives are part of a larger effort to attract more businesses and federal funding to the community.

By empowering congregation members to manage their assets and place the community's needs at the forefront of its local leaders' agenda, First Church of Wyandanch Ministries is changing the community landscape of Wyandanch. Bishop Talbert believes that continued success will require providing sound teaching of God's principles of personal and financial stewardship, and staying involved in the community's political process.

Case Example #5: St. Thomas the Apostle Catholic Church, Columbus, OH

"And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God." Micah 6:8

Core Results Achieved	Programs/Strategies Implemented	Outcomes
III. Families and youth increase their civic participation	<ul style="list-style-type: none"> • Participation in interfaith coalition • Collaboration with parishioners 	<ul style="list-style-type: none"> • Congregation members mobilized to take part in community improvement campaigns • 40+ parishioners run for civic office
V. Families have access to services that work for them	<ul style="list-style-type: none"> • Presentation of community challenges to local leaders 	<ul style="list-style-type: none"> • In collaboration with interfaith partners, 38,000 hours of new bus service added and \$14 million secured for community improvements

St. Thomas the Apostle Catholic Church serves residents of East Columbus, Ohio. Fifty percent of the 230 congregation members commute to church. Lack of affordable housing, underemployment

and high crime rates are among the issues that led residents and clergy to collaborate in the neighborhood where St. Thomas the Apostle Catholic Church resides.

In the mid-1990s, as the area became increasingly diverse, Catholic churches merged or closed. St. Thomas the Apostle stayed connected to its changing community by joining an interfaith alliance of congregations known as BREAD. Former parish priest Father Ron Atwood scheduled one-to-one meetings between individual parish leaders and congregation members to discuss concerns.

Forming alliances key to program success

According to Rev. John Aeschbury, Lead Organizer of BREAD, “The one-to-ones at St. Thomas helped revitalize relationships in the congregation.” The church’s three staff members and congregation members leveraged these relationships to mobilize other community residents and campaign for improved services in their neighborhood.

Initial accomplishments include 38,000 hours of new bus service, two inner-city transit centers and collaborative efforts with the Central Ohio Transit Authority to enable low-income residents travel to outer areas for work. Additionally, more than 40 parish members ran for seats on the Parish Council, which had attracted few candidates before the one-to-one meetings.

Addressing community concerns through social action

In 1998, St. Thomas decided to build on BREAD’s success by requesting feedback from neighbors about problems in the church’s immediate vicinity. A major concern was the lack of storm sewers, sidewalks and curbs in the area. The frequent sight of a neighbor pushing his wheelchair-bound daughter through puddles in the middle of the street during inclement weather fueled these concerns.

An action committee of church members and neighborhood residents held several meetings with city officials and engineers. To convince city representatives about the severity of the problem, the Church organized an action meeting with more than 300 people in attendance.

St. Thomas dramatized the problem with the slogan, “Even the ducks wear boots in our neighborhood.” When the time came to go to City Hall, a St. Thomas member wore a duck suit to the meetings. The committee’s measures eventually proved effective and new storm sewers and sidewalks were provided via a \$14-million allocation from City Council.

Meeting the needs of a changing community

St. Thomas continues to collaborate with local residents to ensure the community’s needs are met, providing a forum where concerns can be voiced and supported. The church wants to maintain a welcoming presence in its increasingly diverse community.

The current parish priest, Father Denis Kigozi, is Ugandan, and nearly one-third of the congregation is comprised of immigrants, many of whom are Mexican. As more Latino immigrants enter the community, St. Thomas is reaching out to this population through a monthly bi-lingual service.

St. Thomas is also working with the director of its neighborhood community center to identify congregation members who would benefit from ESL classes, a service offered by the Columbus school district. By being open to community needs, and by continuing to collaborate with BREAD, St. Thomas expects to remain an important contributor to its community.

Case Example #6: Wayman A.M.E./Alliance for Community Peace, Inc. (ACP), Chicago, IL

“The Spirit of the Lord is upon me, because he hath anointed me to preach the Gospel to the poor; He hath sent me to hear the brokenhearted, to preach deliverance to the captives, and recovering of sight to the blind, to set at liberty them that are bruised.” Luke 4:18

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> • Employment through faith-based community development corporation 	<ul style="list-style-type: none"> • More than 70 area residents secured entry-level positions in human services
II. Families have increased levels of assets	<ul style="list-style-type: none"> • Participation in Individual Development Account program 	<ul style="list-style-type: none"> • More than \$30,000 saved by members of a neighborhood coalition
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> • Community coalition housed within church 	<ul style="list-style-type: none"> • Forum provides neighborhood safety training and after-school program
V. Families have access to services that work for them	<ul style="list-style-type: none"> • Neighborhood safety patrol 	<ul style="list-style-type: none"> • Improved safety for students traveling to and from school
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> • After-school/tutoring services • Child safety and CPR training 	<ul style="list-style-type: none"> • Safe learning environment for school-age children

Established in 1993, Wayman A.M.E. serves 150 congregation members, 50 percent of whom earn below the median income and commute to church. In the early 1990s, Rev. Dr. Walter Johnson became Pastor of Wayman A.M.E. in the midst of an ongoing struggle against gang violence in the neighboring Cabrini projects, which housed as many as 15,000 residents.

Neighborhood safety concerns and school closings led local residents to form a coalition. They held meetings at Wayman A.M.E., a neutral place for residents to gather to discuss their concerns. Neighbors feared the loss of the schools would remove community anchors and lead to further unrest.

Although the coalition could not prevent school closings, their efforts ensured that affected students and teachers were transferred to comparable schools. Most importantly, the committee forged an important relationship with Chicago Public School officials.

Promoting positive alternatives for youth

In 1998, the group formed the Alliance for Community Peace. The Alliance’s proposal for an after-school program was welcomed by the Chicago Public School Superintendent and other city officials as an opportunity to minimize neighborhood children’s exposure to violence, and provide positive alternatives for youth. The program was originally housed in a school gymnasium, but grew beyond its capacity.

Wayman A.M.E. became the program's official home and now serves 125 students every year. In addition to homework assistance and recreational activities, the program provides safety training developed by the Chicago Alternative Policing Strategy. Parents learn CPR, child safety and neighborhood patrolling. The training enables parents to safely walk their children through the often dangerous route between local elementary schools and the after-school program.

Providing a stepping stone to long-term employment

The Alliance for Community Peace has employed as many as 30 staff members to manage the after-school program, which has served as a conduit to more lucrative employment for more than half of the nearly 150 people employed since the program's inception. Many have moved on to permanent full-time and part-time positions in child care and health care at the City of Chicago's Department of Human Services.

In 1999, Goodcity/Asset Builders Community Development Corporation recruited 50 alliance members to their Individual Development Account program. Most of the members have completed the four-year program, saving more than \$1,000 on average, which they have put toward home and computer purchases, tuition for secondary education and business start-up expenses.

Wayman A.M.E. continues to collaborate with city officials and local churches to effect change in Chicago. Collaborative initiatives like the Alliance keep residents unified and equipped to fend off violent attacks against the community's children in the midst of a changing landscape. Today, fewer than 5,000 people reside in the Cabrini projects, which are being demolished and replaced by low- and middle-income housing as part of the Hope VI program.

C) Leveraging resources and relationships to revitalize communities

Determining how and when to expand successful programs can be a difficult step for faith-based organizations, particularly small- to mid-sized ones. Challenges include deciding how to move forward without diminishing existing programs capacity. Resources and partnerships need to be evaluated to determine how they can be enhanced. Key considerations include:

- What are the major outcomes of community service programs implemented by my congregation/ministry?
- Does my congregation/ministry have the capacity to expand its community service initiatives? If so, how? What resources can be leveraged? Which relationships can be mobilized?
- Are there partnering organizations that have not been considered?
- How can my congregation/ministry share our community service program development strategies with other faith- and community-based organizations?

The faith-based organizations featured in this section provide comprehensive services by recognizing not only their abilities, but their limitations, and by engaging in strategic partnerships accordingly. More importantly, they take a leadership role in developing and administering social service programs. They use their purchasing power to create affordable housing options and pursue national partnerships to develop employment opportunities for hard-to-serve populations.

Featured faith-based organizations creatively link programs to increase effectiveness. For example, job training initiatives are connected to prison re-entry programs, providing ex-offenders with the skills they need to become re-engaged in society.

Such innovative strategies demonstrate the value of these faith-based organizations' programs, thereby increasing program capacity. They have attracted additional resources including volunteers, financial support and national partners to further leverage existing resources.

Case Example #7: Beulah Heights First Pentecostal Church, New Haven, CT

“If anyone has material possessions and sees his brother in need and does not have pity on him, how can the love of God be in him?” I John 3:17

Core Results Achieved	Programs/Strategies Implemented	Outcomes
II. Families have increased levels of assets	<ul style="list-style-type: none"> Financial literacy and home ownership education 	<ul style="list-style-type: none"> More than 100 people received financial literacy training 18 homes purchased by low-income families
V. Families have access to services that work for them	<ul style="list-style-type: none"> Collaboration with local leaders and the private sector 	<ul style="list-style-type: none"> Funds granted to provide financial literacy training and purchase property for redevelopment Reputable businesses attracted to underserved community

Beulah Heights First Pentecostal Church has been serving the Dixwell community in New Haven since 1923, under the strong leadership of committed pastors. The fourth and current pastor, Bishop Theodore L. Brooks Sr., succeeded his father in 1988. Although once an affluent and diverse community, the neighborhood that Bishop Brooks inherited had been in steady decline since the mid-1960s.

The church currently serves 350 congregation members, 50 percent of whom earn below the median income. Home ownership has become less attainable. Absentee landlords and drug dealers have replaced former residents, leaving congregation members vulnerable to attack as they leave church services.

In the late 1980s, a number of vacant properties surrounded the church, including a 20-unit residential building on the same block. Believing that ownership is the key to rebuilding a stable community, Beulah Heights Church purchased the building in 1990.

Shortly after the purchase, the church established the Beulah Land Development Corporation and transferred ownership of the property to this non-profit entity, intentionally separating the church's work from the development mission.

Collaborations with the City of New Haven and other development corporations provided funding for job training, financial literacy and credit counseling initiatives. To date, more than 100 individuals have taken part in these initiatives, including 18 new home owners.

Improving access to affordable housing

The Beulah Land Development Corporation initially lacked the funding to transform the units into affordable housing. Through networking, Bishop Brooks learned of the JP Morgan Chase Faith-Based Community Development Grant Initiative, which provided \$25,000 in initial funding.

With additional support from Housing and Urban Development, the City of New Haven, United Way and other sponsors, 20 three-bedroom townhouses were built for qualifying residents with incomes at least 80 percent below New Haven's median income.

Of the more than 500 applicants, only 18 were initially considered eligible to purchase homes, despite the sale price of \$57,500 (excluding a \$15,000 "loan" that dissipates if owners stay in the property for at least 20 years) and a down payment of two percent.

Through diligent negotiations by the Beulah Land Development Corporation, two additional owners are being processed to purchase the remaining homes. The Corporation has also purchased other vacant units to provide apartments for 12 elderly residents, and housing for at least six more families.

Creating employment opportunities while delivering necessary services

Bishop Brooks believes an accessible pharmacy is another key step in transforming the neighborhood. He is currently negotiating with a pharmacy chain to build a 3,000 square-foot store that will provide affordable goods and jobs for community residents. The store will also prevent the establishment of businesses that promote gambling and drinking in the church's immediate vicinity.

Through the Beulah Land Development Corporation's work and active outreach ministries for the elderly, ex-offenders and substance abusers, Beulah Heights Church is revitalizing the economic and social well-being of its once thriving community.

Case Example #8: New Commandment Baptist Church, Washington, D.C.

“All the believers were together and had everything in common. Selling their possessions and goods, they gave to anyone as he had need. Everyday, they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all of the people. And the Lord added to the number daily those who were being saved.” Acts 2: 44-47

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> • Job training in collaboration with a national faith-based organization 	<ul style="list-style-type: none"> • More than 250 employed from hard-to-serve populations
II. Families have increased levels of assets	<ul style="list-style-type: none"> • Business development training 	<ul style="list-style-type: none"> • More than 50 entrepreneurs trained • Small businesses developed in service industries
III. Families and youth increase their civic participation	<ul style="list-style-type: none"> • Promotion of opportunities to participate in community campaigns 	<ul style="list-style-type: none"> • Consistent participation in community initiatives by congregation members
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> • Temporary housing for homeless people and ex-offenders • Counseling and job training for ex-offenders 	<ul style="list-style-type: none"> • Homeless families housed for up to 30 days • Ex-offenders housed for up to 90 days • 40 ex-offenders employed
V. Families have access to services that work for them	<ul style="list-style-type: none"> • Community banking collaborative • Participation in food distribution program 	<ul style="list-style-type: none"> • Improved banking services and financial literacy training for community residents • Food purchases reduced by 85 percent
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> • Weekend tutorial and mentoring program • Parental involvement initiatives, including Father-Son Breakfasts 	<ul style="list-style-type: none"> • Children exposed to educational activities outside low-income neighborhoods • Parents more active in educating their children

Rev. Stephen Tucker founded the New Commandment Baptist Church in 1990. New Commandment serves 250 congregation members, 50 percent of whom earn below the median income.

Despite its small size in a community of churches exceeding 7,000 in membership, New Commandment plays a leadership role in several key civic initiatives in Washington, D.C. Based on a philosophy of civic engagement stemming from his foundation at Atlanta's Ebenezer Baptist Church, Rev. Tucker encourages each congregation member to participate in community development.

Rev. Tucker has built a flourishing ministry that began with 15 members in the middle of one of the most volatile neighborhoods in Washington, D.C. About two-thirds of New Commandment congregation members earn well below the area's median income of \$85,400, and many struggle with addiction, have been homeless, or are ex-offenders.

The church sits across the street from Park Morton Public Housing, where residents have difficulty paying rent below \$10 per month, and robberies and shootings stemming from gang conflicts are not uncommon. The threatening environment challenged even Rev. Tucker's commitment.

When attempts to move proved unsuccessful, he became convinced he had a role to play in changing this community. Through conviction and key alliances, the church has facilitated employment opportunities and improved support services for hundreds of families in Washington, D.C.

Enriching children's lives and celebrating their accomplishments

One of Rev. Tucker's primary commitments is serving the children in his congregation and community. Congregation members are reminded at every service about their important role in supporting their children's education. Children regularly bring their report cards to be reviewed by Rev. Tucker and they receive recognition from the congregation when they are on the honor roll.

The church has also adopted the Park View Elementary School, and runs a weekend tutorial and mentoring program called the Saturday Enrichment Experience. In addition to academic assistance, children are taken on fieldtrips to expose them to life outside their neighborhood.

The program's space is also used for church-sponsored Father-Son breakfasts, one of many initiatives that foster parental involvement and leadership among the men in the community. Rev. Tucker keeps the congregation apprised of the progress of 11 members who are attending college, and the church provides financial assistance to these students as needed.

Setting the standard for entrepreneurship programs

In 1997, New Commandment Baptist Church led the formation of the Jobs for Life of Greater Washington, becoming the first satellite site of the then newly formed North Carolina-based Jobs for Life. Rev. Tucker serves as the program's Chairman and Executive Director.

The program has an operating budget of \$300,000 and four staff members. Housed in the church's annex, the program features an entrepreneurship program for graduates. Jobs for Life also provides the standard for the curriculum used by affiliates throughout the country.

Jobs for Life's vision is to cut poverty in Washington, D.C. in half by 2020. Through the efforts of New Commandment and other local churches, the program has enjoyed great success. Of more than 250 graduates, 80 percent are employed, and 90 percent remain employed after six years. Twenty percent of graduates have taken the Jobs Partnership entrepreneurship course and completed a business plan.

Forty-two graduates have come directly through the church, which boasts a 100 percent employment rate, and a retention rate of over 90 percent. Nine of these graduates have become entrepreneurs, starting businesses in carpentry, photography and child care.

“[Congregation members] need to connect to the God worshiped by their mother and father, and grandparents.”

– Rev. Stephen Tucker

Another graduate was recently named employee of the year after five years of service at a local hospital. An additional success measure is graduates often return to mentor others in the program.

Supporting ex-offenders as they re-enter the community

New Commandment Baptist Church has combined its success in the Jobs for Life program with its prison ministry. In 2002, the church and Jobs for Life contracted with Washington, D.C.’s Court Services and Offender Supervision Agency to engage the faith community in mentoring and preparing ex-offenders for re-entry into D.C. neighborhoods.

Within six months of their release, ex-offenders receive spiritual counseling and transitional assistance in parole planning, housing, transportation and employment. To date, 40 participants have graduated from the Jobs for Life program.

New Commandment also supports underserved populations through its substance abuse ministry and homeless shelter. Through a congregation-based partnership administered by United Planning Organization, a local non-profit agency, the church provides a facility to house homeless families and ex-offenders for up to 30 and 90 days respectively. The church also serves meals two evenings a week and runs food drives where an estimated 100 residents receive cartons of food.

Giving back to the community any way they can

Rev. Tucker has seized many other opportunities to partner with churches and local agencies to improve the lives of his congregation members and local residents and, in turn, encourages them to give back to their community in any way they can. Through the Collective Banking Group, a coalition involving four banks and more than 200 churches, residents receive credit counseling and home buying assistance.

Congregation members also participate in a food distribution program offered by the Capital Food Bank of D.C., where participants receive \$100 worth of food by paying \$15 in advance. Through networking, the church receives bread from overstocked warehouses that it distributes to the community. Congregation members and other residents consistently take part in initiatives that New Commandment is involved in, such as community clean-up campaigns, voter registration drives and crime prevention services.

Rev. Tucker is aware that success comes at the price of losing members, remarking that ministers in his position are often training people to move out of their communities. While growth is one of the church’s objectives, it is not its focus.

Rev. Tucker believes that members will continue to join, not because of programs, but because they “need to connect to the God worshiped by their mother and father, and grandparents.” Once that connection is made, they can devote time and energy to living a successful life, helping their families and perhaps helping others.

Case Example #9: Theresa Hoover United Methodist Church, Little Rock, AR

“Do not merely listen to the word, and so deceive yourselves. Do what it says. Anyone who listens to the word and does not do what it says is like a man who looks at his face in the mirror and, after looking at himself, goes away and immediately forgets what he looks like.” James 1:22-24

Core Results Achieved	Programs/Strategies Implemented	Outcomes
I. Families have increased earnings and income	<ul style="list-style-type: none"> • Job training offered in collaboration with national faith-based organization 	<ul style="list-style-type: none"> • More than 90 people employed, including recovering substance abusers and ex-offenders
II. Families have increased levels of assets	<ul style="list-style-type: none"> • Financial literacy and home ownership education • Individual Development Account program 	<ul style="list-style-type: none"> • More than 50 people certified in home buyer education • 10 homes purchased • Six people saving in Individual Development Account program
IV. Families have stronger supports and networks	<ul style="list-style-type: none"> • Treatment center for substance abusers • Extended housing for the homeless, substance abusers and ex-offenders • Counseling and job training for ex-offenders 	<ul style="list-style-type: none"> • More than 50 substance abusers receiving residential treatment and out-patient services • Transitional housing and support services for up to 24 people who are recovering from substance abuse and 16 ex-offenders
V. Families have access to services that work for them	<ul style="list-style-type: none"> • Advocacy for prisoners 	<ul style="list-style-type: none"> • License recovery • Prison re-entry assistance, including treatment in lieu of prison time (when feasible) for approximately 200 people each year
VI. Children are healthy and ready to succeed in school	<ul style="list-style-type: none"> • Certified child care center • Youth development and tutorial programs • Advocates to support parents and youth 	<ul style="list-style-type: none"> • Up to 62 children receiving certified child care • 60 at-risk students participating in summer and after-school programs • Approximately 125 teenagers participating in youth development activities

Founded in 1980, Theresa Hoover United Methodist Church serves 250 congregation members, 50 percent of whom earn below median income and commute to the ministry. The church was named for Pastor Rev. Dr. William H. Robinson Jr.'s mentor, an African-American woman active in the community who embodied the new church's vision – to empower individuals to use their God-given talents for the good of family, church and community.

In 1967, outreach initiatives led to the establishment of Black Community Developers, Inc., a non-profit community and faith-based organization serving low-income, underserved, disadvantaged and at-risk youth, children and families.

Black Community Developers' initial project was Paw Paw's Education and Development Center, a child care program that serves up to 62 children ages 18 months to six years. State certified and licensed, the center built a reputation for preparing students to perform above grade level when they enter elementary school. Recognizing the need to care for children as they become school-aged, it added youth intervention programs.

Providing positive alternatives to youth

The It's Your Move program provides summer and after-school programs for 60 at-risk children ages six to 12 years. This program, and the Youth Activity Center, which serves approximately 125 teens ages 13 to 18 annually, seeks to deter drug use, gang violence and teen pregnancy by providing enriching activities in a safe learning environment. Field trips, life skills training and leadership development are offered along with family services that include 24-hour family crisis support.

In the early 1990s, it became apparent that Black Community Developers' quality child care and youth programs met only a portion of the community's needs. Many of the children's parents maintained cyclical employment at best and were unable to consistently manage other basic needs, such as paying for utilities. Additionally, substance abuse and homelessness are pervasive in the community where the church is based.

Improving programs through strategic alliances

In 1992, with initial funding from the Robert Wood Johnson foundation, Rev. Dr. Robinson forged an alliance with the City of Little Rock to form the Fighting Back Initiative. The program has evolved into the Neighborhood Support Center, which is now funded in part by a city half-cent tax and through state, federal and private support.

The Neighborhood Support Center encompasses the Hoover Treatment Center, which provides out-patient services and residential treatment for up to 58 people with substance abuse problems. Additional Support Center provisions include a homeless shelter, an HIV/AIDS ministry and a gang intervention program.

To provide continued support to former Hoover Treatment Center patients, Black Community Developers has set up transitional "chemical-free" housing in five formerly vacant buildings located near the church. For a small rental fee, up to 24 spaces are available to individuals who have found employment.

Residents have 24-hour care and continue to receive intensive case management and financial counseling, to facilitate moving into their own homes. They are permitted to stay indefinitely, provided they stay sober and work toward transitioning out. About 70 percent of residents accomplish these goals.

Offering treatment as an alternative to incarceration

The Hoover Treatment Center is also linked to Rev. Dr. Robinson's prison ministry. He receives an estimated 20 calls each day from families needing help with court cases involving substance abuse, domestic violence and license suspension.

Whenever possible, Rev. Dr. Robinson recommends treatment as an alternative to sentencing. The Center also provides treatment for prisoners who are being released. Rev. Robinson's integrity and commitment are deciding factors in substituting treatment for prison time and easing re-entry from prison for approximately 200 Little Rock residents every year.

Providing ex-offenders a hopeful future

Black Community Developers also assists former prisoners and other underserved populations by participating in the North Carolina-based Jobs for Life program. Participants primarily come from the Neighborhood Support Center and are usually returning to the workforce after battling drug addiction or recently leaving prison.

Two 10-week job-training sessions have been offered annually since the program's inception in 2001, with 94 graduates to date. Approximately seven in 10 graduates are still employed after one year, compared to a national program average of eight in 10. Graduates primarily receive jobs paying the minimum wage in service industries that usually do not offer benefits. However, considering that Black Community Developers' Jobs for Life participants are among the hardest to serve, their success is notable.

In 2004, Black Community Developers founded Will's House, a transitional housing facility for formerly incarcerated men. Key supporters include Housing and Urban Development, the Federal Home Loan Bank of Dallas and the Arkansas Supportive Housing Network.¹⁹ Sixteen residents receive counseling and employment assistance to prepare them for life outside of the facility.

Opening the door to home ownership

Most recently, Black Community Developers launched the Little Rock Individual Development Account Collaborative and Affordable Housing Program, extending their outreach to asset building among community residents. The Individual Development Account program matches savings of up to \$1,000 at a 2:1 ratio for participants who are at or below 200 percent of the national poverty level.

Participants are required to attend financial literacy classes to understand and improve their credit scores. They must also commit to staying in the program for at least one year, saving at least \$25 each month. Savings can be used toward buying a new home,

"Deal with life on life's terms on a daily basis."

– Rev. Dr. William H. Robinson Jr.

starting a business, attending college or purchasing a vehicle. Six participants have joined the program since its inception in 2004.

Individual Development Account's Affordable Housing Program provides monthly homebuyer education counseling, loan application assistance and help in reducing principal and down payment costs. Instructors are volunteers from four area banks who also review the curriculum as needed.

Black Community Developers is simultaneously building affordable housing for low-to-moderate income families. In addition, the program is certified by the Arkansas Development Finance Authority to provide counseling to people who want to earn a certificate in homebuyer education to be eligible for state grants to assist with home buying costs.

To date, approximately 50 people have completed the homebuyer education program. Ten participants have purchased homes built through Black Community Developers, while 12 families are awaiting homes that are currently under construction.

Enhancing programs through strategic alliances

Through the vision of Rev. Dr. Robinson and the steadfast 31 staff members of Black Community Developers, Theresa Hoover United Methodist Church has continuously expanded services to the citizens of Little Rock. Key strategies include partnerships with other churches and government agencies that contribute to and maximize the ministry's \$1.1-million budget.

Rev. Robinson recommends developing small, long-standing groups that tackle one problem at a time. By the same token, he teaches those he serves to “deal with life on life’s terms on a daily basis.”

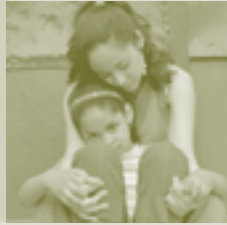
The church and Black Community Developers want to build a state-of-the-art treatment center, but realize that level of programming requires a strong organizational structure to build and sustain development. This will be accomplished by maintaining and motivating competent staff and having a board of directors that believes in the organization’s vision and mission.

Like Rev. Dr. Robinson, Black Community Developers’ director Deborah Bell recommends starting out small, celebrating each accomplishment, and doing well so that partners will see the value in your work and want to collaborate.

three
three
three

**PART THREE: OVERCOMING BARRIERS
TO SUSTAINABILITY**





Overcoming Barriers to Sustainability

Faith-based organizations face challenges in sustaining their social service initiatives like limited funding, staff retention and difficulty in removing systemic barriers including criminal activity and unfair lending practices in their communities. Despite these challenges, opportunities abound for faith-based organizations to transform their communities. Featured ministries offer these recommendations:

Start slowly

Identify the community needs, the congregation's resources and external resources that may be available:

- Assess the community's needs by surveying congregation members and community agencies or by conducting formal needs assessments.
- Assess internal resources, including staff, finances and skills of congregation members.
- Research local and national organizations that support the establishment of community development corporations. These organizations may also help you assess existing organizational strengths and identify programs that can enhance them.

Select and develop committed staff members

Supportive, competent staff members will help meet commitments involved in providing community services:

- Evaluate congregation members' skill sets and engage them in the search for staff members.
- Consider program volunteers and participants for staff positions.
- Provide developmental opportunities and/or identify partners who offer training.
- Consider engaging industry experts as volunteers and trainers.

Measure results

Documentation will help assess program effectiveness, determine the direction of new initiatives and attract supporters:

- Record the number of program participants.
- Survey service recipients to assess program effectiveness.
- Collaborate with organizations that offer to evaluate program outcomes.
- Identify ways faith matters, particularly as it relates to program effectiveness.

Prepare for success

While many ministries are initiated to meet a specific concern, they can quickly grow to attract and serve additional populations and community needs:

- Seek additional partnerships, including collaborations with the private sector.
- Consider expanding national programs locally.
- Tap existing resources for technical assistance.
- Share successful practices with constituents.

Casey's recommendations

These recommendations echo those prescribed by the Annie E. Casey Foundation to help build the capacity of faith-based and community organizations to support families and transform neighborhoods.

Casey's strategies include:

- Enhance connections between faith-based organizations and families/communities for spiritual and material support.
- Support connections between faith-based organizations and families/communities for economic success strategies.
- Enhance connections among faith-based organizations for support and sector development.
- Support connections between clergy, laity and members for leadership development opportunities.

Resources

Participating Ministries

Beulah Heights First Pentecostal Church

782 Orchard Street
New Haven, CT 06511
(203) 787-3393
www.beulahheightschurch.org
Bishop Theodore L. Brooks Sr., Ph.D., Pastor

Church Beulah Land Development Corporation

772 Orchard Street
New Haven, CT 06511
(203) 865-2640
Bishop Theodore L. Brooks Sr., Executive Director

Church of New Life Christian Ministries

3536 Nicollet Avenue South
Minneapolis, MN 55408
(612) 823-6822
www.churchofnewlife.org
Rev. Sam Nero and Rev. Shirley Nero, Pastors

First Church of Wyandanch Ministries, Inc.

85 Parkway Blvd.
Wyandanch, NY 11798
(631) 643-8777
Bishop Michael V. Talbert

New Commandment Baptist Church

625 Park Road, NW
Washington, DC 20010
(202) 291-5711
Rev. Stephen Tucker, Pastor

Greater Washington Jobs Partnership

633 Park Road, NW
Washington, DC 20010
(202) 726-7400
www.jobspartnership.org
Rev. Stephen Tucker, Chairman &
Executive Director

Shiloh Missionary Baptist Church and Adult and Children's Basic Education Center

4373 Finney Avenue
St. Louis, MO 63113
(314) 531-2658
www.urbantech.org/cbos/stlouis/index.html
Rev. J. D. Clark, Pastor

St. Thomas the Apostle Catholic Church

2692 E. Fifth Avenue
Columbus, OH 43219
(614) 252-0976
Fr. Denis Kigozi, Parish Priest

BREAD

1015 E. Main Street
Columbus, OH 43205
(614) 258-8748
www.nabrit.com/bread
Rev. John Aeschbury, Lead Organizer

The Lord's Church/One Light International

5851 West Blvd.
Los Angeles, CA 90043
(323) 299-2558
www.onelightinternational.org
Rev. Dr. Velma Union, Pastor

Theresa Hoover U.M.C.

4000 W. 13th Street
Little Rock, AR 72204
(501) 663-9621
Rev. Dr. William H. Robinson Jr., Pastor

Black Community Developers, Inc.

3805 W. 12th Street, Suite 203
Little Rock, AR 72204
(501) 379-1538
www.bcdinc.org
Ms. Deborah Bell, Director

Wayman A.M.E. Church/Alliance for Community Peace, Inc. (ACP)

509 West Elm Street
Chicago, IL 60610
(312) 943-8530
Rev. Dr. Walter B. Johnson, Pastor

Community Development Resources

A Beka Book, Inc.

P.O. Box 19100
Pensacola, FL 32523
1(877) 223-5226
www.abeka.com

The Collective Banking Group, Inc.

6201 Riverdale Road, Suite 315
Riverdale, MD 20737
(301) 699-8449
www.collectivebankinggroup.org

Faith Center For Community Development, Inc.

120 Wall Street, 26th Floor
New York, NY 10005
(212) 785-2782
www.fccd.org

Faith to Finance

7667 W. 95th Street, Suite #6E
Hickory Hills, IL 60457
(708) 599-3607
http://faithtofinance.org

Goodcity/Asset Builders

5049 West Harrison Street
Chicago, IL 60655
(312) 322-3000
www.goodcitychicago.org

Greater Minneapolis Council of Churches

1001 East Lake Street
Minneapolis, MN 55407
(612) 721-8687
www.gmcc.org

Jobs For Life

(formerly known as The Jobs Partnership)
807 Spring Forest Road, Suite 1600
Raleigh, NC 27609
(888) 408-1565 or (919) 790-7771
www.tjp.org

The National Urban Technology Center

55 John Street, Suite 300
New York, NY 10038
(800) 998-3212
www.urbantech.org

The Stairstep Foundation

1404 14th Avenue North
Minneapolis, MN 55411
(612) 521-3110
www.stairstep.org

U.S. Department of Health and Human Services

200 Independence Avenue, SW
Washington, DC 20201
(877) 696-6775
www.os.dhhs.gov

U.S. Department of Justice

Community Capacity Development Office
Operation Weed & Seed
950 Pennsylvania Avenue, NW
Washington, DC 20530-0001
202-514-2000
www.usdoj.gov

U.S. Department of Housing and Urban Development

451 7th Street SW
Washington, DC 20410
(202) 708-1112
www.hud.gov

United Planning Organization

301 Rhode Island Avenue, NW
Washington, DC 20001
www.upo.org

Appendices

Appendix 1: Endnotes

1. For the purposes of this report, faith-based organizations refer to congregations and religiously affiliated non-profit organizations.
2. A secular not-for-profit corporation that is legally separate from the religious corporation or corporations that helped establish it (also known as a 501c 3).
3. The Annual Corporate Community Involvement Conference is jointly organized by The Conference Board, The Public Affairs Council and The Council on Foundations.
4. *Making Connections*, Foundation Investment Summary – 2005
5. Ibid.
6. Wallace, J.M., Myers V.L., and Holley, J., *Holistic Faith-based Development: Toward a Conceptual Framework*, The Roundtable on Religion and Social Welfare Policy, Rockefeller Institute of Government, April 2004.
7. *Out of Reach 2004*, The National Low Income Housing Coalition, Washington, DC.
8. *Building Prosperity and Abundance in Your Community: A Guide to Launching a Financial Education Program in Your Church*, Faith Center for Community Development, Inc. and Fannie Mae Foundation
9. As developed by Dr. Micheal Sherraden of Washington University in St. Louis, George Warren Brown School of Social Work and Center for Social Development.
10. *The Economic Impact of HOPE VI on Neighborhoods*, Housing Research Foundation, Washington, DC
11. Llobrera, J. and Zahradnik B., *A Hand Up: How State Earned Income Tax Credits Help Working Families Escape Poverty in 2004 (Summary)*, May 2004, Center on Budget and Policy Priorities, Washington, DC ; Internal Revenue Service, Department of the Treasury
12. Smith, R.D., Public Influences of African-American Churches Project at Morehouse College, 1999-2000.
13. Swarts, H.J., *Shut Out from the Economic Boom: Comparing Community Organizations Success in Neighborhoods Left Behind*, Snapshots Research Highlights from the Nonprofit Sector Research Fund, number 21, Aspen Institute January/ February 2002.
14. Building Responsibility, Equality and Dignity in Columbus. The organization comprises more than 40 congregations in Columbus, Ohio.
15. Sawhill, I.V. *Investing in Children*, Children's Roundtable Report #1, Brookings Institution Policy Brief, April 1999.
16. *Sharing a Legacy of Caring: Partnerships between Health Care and Faith-based Organizations*, Developed by National Center for Cultural Competence, Georgetown University Child Development Center Department of Pediatrics, Georgetown University Medical Center, in Collaboration with: U.S. Department of Health and Human Services, Health Resources and Services Administration, and the Bureau of Primary Health Care, Winter 2001.
17. Vandivere, S., Pitzer L., Halle, T.G., and Hair, E.C., *Indicators of Early School Success and Child Well-being*, Cross Currents, Issue 3, October 2004, Child Trends, www.childtrendsdatabank.org
18. Union, V., *The Dynamics of Shared Leadership*, Fuller Theological Seminary Lecture, 2004
19. Other supporters include Roark Perkins Perry and Yelvington Architects, Whitehurst Brothers Inc., Pulaski Bank, and Rhonda M. Gallegos, who donated the land for the project.

Appendix 2: Additional References

Boddie, S.C., & Thirupathy, P. *Way to Give: A Guide to Connecting, Giving and Asset Building*. Baltimore, MD: The Annie E. Casey Foundation, 2005.

Cnaan, R. & Sinh, J. *Back into the Fold: Helping Ex-prisoners Reconnect through Faith*. Baltimore, MD: The Annie E. Casey Foundation, 2003.

Franklin, R.M. *Healthy Marriages in Low-income African-American Communities: Part 1 Exploring Partnerships Between Faith Communities and the Marriage Movement*. Baltimore, MD: The Annie E. Casey Foundation, 2004.

Franklin, R.M., & Boddie, S.C. *Healthy Marriages in Low-income African-American Communities: Part 2 Expanding the Dialogue with Faith-based Leaders from Making Connections Sites*. Baltimore, MD: The Annie E. Casey Foundation, 2004.

Read, J. G. & Dohadwala, M. M. *From the Inside Out: Come Home to Prison to the Islamic Faith*. Baltimore, MD: The Annie E. Casey Foundation, 2003.

Slesserev-Jamir, H. *A Place of Refuge and Sustenance: How Faith Institutions Strengthen the Families of Poor Asian Immigrants*. Baltimore, MD: The Annie E. Casey Foundation, 2003.

Slesserev-Jamir, H. *Sustaining Hope, Creating Opportunities: The Challenge of Ministry Among Hispanic Immigrants*. Baltimore, MD: The Annie E. Casey Foundation, 2003.

Smith, R.D. *Beyond the Boundaries: Low-Income Residents, Faith-based Organizations and Neighborhood Coalition Building*. Baltimore, MD: The Annie E. Casey Foundation, 2003.

Wallace, J., Myers, V., & Osai, E. *Faith Matters: Race/Ethnicity, Religion, and Substance Abuse*. Baltimore, MD: The Annie E. Casey Foundation, 2004.

The Annie E. Casey Foundation

701 St. Paul Street, Baltimore MD 21202