



A Look At Faith-Based Programs

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WORKSHOP SUMMARY

Event: A Look At Faith-Based Programs

Date: October 24-25, 2001

Location: Downtown Marriott, Indianapolis, Indiana

1. OVERVIEW

The Welfare Peer Technical Assistance (TA) Network, funded by the Administration for Children and Families (ACF), Office of Family Assistance (OFA), Department of Health and Human Services (DHHS) coordinated this workshop to explore the role that faith-based organizations (FBOs) can play in support of welfare reform. During the workshop, statewide faith initiatives from five States were highlighted. Program strategies for expanding the role that faith-based agencies play in supporting the State in delivering welfare related services to TANF recipients and low-income individuals were discussed. Specific topics addressed during the workshop included program planning and design, collaboration, outreach, program funding, and contract monitoring/evaluation. Participants included representatives from ten State TANF offices, one local faith-based organization, and two local community-based organizations, as well as Federal representatives from ACF Region V. In addition, a representative from The Center for Public Justice also participated in the workshop.

In the past, many FBOs have supported State and local human service offices by providing intensive face-to-face services that include child care, emergency housing, job training, family counseling, mentoring, parenting classes, post-employment support services, as well as life-skills training, substance abuse treatment, teen-pregnancy prevention services and transportation assistance. As the potential role of FBOs in the delivery of welfare-related services increases, many States are launching statewide faith initiatives that promote collaboration and provide overall support for the faith community. Other States are just beginning to plan a potential statewide initiative and are first working to expand many of their local FBO initiatives.

Indiana has received national attention in the media and in Congress for its statewide faith-based initiative called FaithWorks Indiana. FaithWorks is the State of Indiana's proactive implementation of the *Charitable Choice* provision of the 1996 welfare legislation. This workshop featured an in-depth look at Indiana's ambitious statewide program. FaithWorks program staff from both the State and its managing contract organization shared highlights about their program. In addition to providing an overview of their program, they described various aspects of the FaithWorks program including the role of the contractor, working with providers, and the financial aspects of how Indiana manages the program. Representatives from Oklahoma, North Carolina, Texas, and Virginia also delivered presentations about their State's programs during the workshop.

After hearing about the States mentioned above, the workshop also provided participants an opportunity for ACF Region V States (Illinois, Indiana, Ohio, Michigan, Minnesota, and Wisconsin) to discuss State and local faith initiatives taking place within their own Region. A faith-based program providing welfare-related services from Indianapolis as well as a local community program from Illinois were other programs featured during the workshop. Some of the key issues discussed are listed below.

Key Issues

- What is Charitable Choice and what do States and faith organizations need to know about it?
- How has Charitable Choice been implemented in States so far?
- How can faith-based organizations help TANF offices serve clients better?
- How can State and local agencies support faith organizations to advance faith-based initiatives in their State?
- What are some promising initiatives at the State and local level?
- How are States and counties conducting outreach efforts to FBOs?
- How should States and counties evaluate and monitor contracts with FBOs?
- What are some technical assistance considerations for States and counties as well as FBOs?

2. BACKGROUND

On August 26, 1996 *The Personal Responsibility and Work Opportunity Reconciliation Act of 1996* (PRWORA) was signed into law, creating Public Law 104-193. This legislation is a comprehensive bipartisan welfare reform plan that dramatically changed the nation's welfare system into one that requires work in exchange for time-limited assistance. This legislation represented one of the most dramatic shifts in Federal social policy in decades. The Temporary Assistance for Needy Families (TANF) program replaces the former Aid to Families with Dependent Children (AFDC) and Job Opportunities and Basic Skills Training (JOBS) programs, ending the Federal entitlement to assistance. Under the new legislation, States and Territories operate TANF programs, and Tribes also have the option to run their own TANF programs. States, Territories, and Tribes each receive a block grant allocation with a requirement on States to maintain a historical level of State spending known as Maintenance of Effort (MOE). The Federal block grant is \$16.5 billion for fiscal year (FY) 2002. The block grant covers benefits, administrative expenses, and services. States, Territories, and Tribes determine eligibility and benefit levels and services provided to needy families.

The 1996 welfare legislation gives States enormous flexibility to design their TANF programs in ways that promote work, responsibility, and self-sufficiency, among families. Except as expressly provided under the statute, the Federal government may not regulate the conduct of States. For more details on PRWORA, refer to the Administration

for Children and Family's Fact Sheet at the following Web site:
www.acf.dhhs.gov/programs/.

The Charitable Choice provision encourages States to involve FBOs as providers of government-funded support services to low-income families, while protecting the religious character of the participating FBOs and the religious freedom of beneficiaries. States must consider religious organizations on an equal, nondiscriminatory basis with other groups when deciding to contract with private organizations.

After President Clinton signed the 1996 welfare law, a significant number of FBOs have become involved in supporting welfare reform since the enactment of PRWORA and its Charitable Choice provision. In a report on Charitable Choice by Gretchen M. Griener, she stated that "Consistent with welfare reform, some congregations are expanding their services from solely providing commodities and crisis interventions to providing face-to-face services that meet the broader needs of the welfare population. Some of the services being offered are: child care, emergency housing, job training, mental health counseling, mentoring, parenting classes, post-employment support services and life skills training, substance abuse treatment, teen pregnancy prevention services, and transportation." (Gretchen M. Griener, *Charitable Choice and Welfare Reform: Collaboration between State and Local Governments and Faith-Based Organizations*, Issue Notes, Welfare Information Network, September 2000.)

Several States have made extensive progress in reaching out to FBOs and getting them involved in delivery of welfare related services. Some of these States have even passed legislation or executive orders to expand State collaborations with social ministries and to instruct local agencies to enforce Charitable Choice. Even more States have appointed full-time liaisons to clergy and congregations. Despite these progressive steps taken by some States, many States are still in the early stages of planning and implementing their faith initiatives. The purpose of this workshop was to examine five State programs that are considered leaders in their implementation of Charitable Choice and their State's overall faith initiatives.

3. CHARITABLE CHOICE - AN INTRODUCTION

Section 104 of P.L. 104-193 (PRWORA), *Services Provided by Charitable, Religious, or Private Organizations*, is commonly known as the provision establishing "Charitable Choice." This provision provides the legislative framework that supports all faith-based programs. It provides a new set of mandatory rules that apply for certain Federal programs whenever State and local agencies fund religious organizations for the delivery of social services. These rules apply to community and faith-based organizations that provide services on behalf of state and local governments that are funded by the following Federal programs: Temporary Assistance to Needy Families (TANF-1996), Welfare-to-Work (WtW-1997), Community Services Block Grants (CSBG-1998), and SAMHSA drug treatment funds (2000). The new rules change the *terms of the relationship* between government and faith-based organizations in regards to FBOs

providing services. Historically, concerns about separation between church and State have hampered collaboration between faith-based providers and government assistance programs. Charitable Choice was implemented to make FBOs eligible to compete on the same basis as other groups for government funds to provide welfare-related services.

In general, the overall principles of Charitable Choice are:
<ul style="list-style-type: none"> • <i>A Level Playing Field:</i> Requires government not to exclude faith-based providers from competing for government funds because they are religious
<ul style="list-style-type: none"> • <i>Respect For Allies:</i> Obligates government to protect the religious character of groups that accept government funds
<ul style="list-style-type: none"> • <i>Protecting Clients:</i> Protects the religious liberty of people who need government-funded assistance by ensuring the availability of a secular alternative for client services
<ul style="list-style-type: none"> • <i>Church-State Separation:</i> Honors the constitutional requirement that government not prefer or fund religion

President George W. Bush signed an Executive Order (January 29, 2001) that created the new White House Office of Faith-Based and Community Initiatives to promote Federal, State, and local government compliance with Charitable Choice. The primary responsibility of this new office is to “enlist, equip, enable, empower, and expand the work” of community and faith-based organizations. As President Bush stated,

The paramount goal is compassionate results, and private and charitable groups, including religious ones, should have the fullest opportunity permitted by law to compete on a level playing field, so long as they achieve public purposes...The delivery of social services must be results-oriented and should value the bedrock principles of pluralism, nondiscrimination, evenhandedness, and neutrality.
(President George W. Bush, January 29, 2001)

A second Executive Order was signed by the President on the same day that assigned specific agency responsibilities with respect to faith-based and community-based initiatives. Similar to the White House, each of the following Cabinet agencies was called to establish their own Centers for Faith-Based and Community Initiatives:

- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Labor
- Department of Justice
- Department of Education

These agency’s Centers will coordinate efforts in their agencies to remove regulatory, contracting and other obstacles, and to “...create hospitable environment(s) for groups that have not traditionally collaborated with government...” The Centers are charged with opening their respective organizations to partnerships with faith-based and

community based organizations, and with highlighting programs that are innovative in establishing partnerships with States and FBOs. (The White House. January 2001. *Rallying the Armies of Compassion*. Available at: www.whitehouse.gov/news/reports/faithbased.html.)

Similar to the Department of Labor, the Department of Health and Human Services has an additional responsibility that it will review departmental policies and practices concerning compliance with Charitable Choice and funding efforts, and will promote compliance by State and local governments. The director of the Department of Health and Human Service's Center is Elizabeth Seale. For more information refer to the HHS March 20, 2001 Press Release: *Secretary Thompson Names Seale to Head HHS' Center for Faith-Based and Community Initiatives*, available at www.hhs.gov/news/press/2001pres/20010320.html.

According to Charitable Choice, government funds allocated to FBOs must be spent for approved public welfare and social purposes and not to promote religion. Two types of fiscal relationships between States and nonprofit service providers were established in Charitable Choice. States may either (1) "contract with organizations," or (2) establish "certificates, vouchers, or other forms of disbursement." In the first instance, States pay providers to deliver specific services. In the second case, the State furnishes a client with a voucher that is redeemable for services from any eligible provider.

Faith-based providers need to have a plan of action, adequate staff, accountability procedures, and effective programs. They may not discriminate against clients on the basis of religion, and they cannot require clients to take part in religious activities. Government has to provide an alternative service provider if a client does not want service from a faith-based provider.

Explicitly religious organizations are eligible to compete for government funding to provide services. They may maintain a religious atmosphere. They retain their exemption that permits hiring only staff that agrees with the organization's religious basis. Government audits can be limited to setting up a separate account for government money. Government can require a group to form a separate nonprofit service organization, but it may not force that separate structure to be secular (*Charitable Choice*, 2001, a publication of The Center for Public Justice).

A final mention, as part of this introduction to Charitable Choice, should be made about the definition of an FBO. Faith-based organizations are those, whether affiliated with a formalized religious organization or independently operating, which "are inspired by a religious mission of care for the poor and needy." According to Section 104, subsection C, a faith-based organization is one possessed of a "religious character." (Center for Public Justice, 1997; Updated October 30, 2000. *A Guide to Charitable Choice: The Rules of Section 104 of the 1996 Federal Welfare Law Governing State Cooperation with Faith-Based Social Service Providers*. Available at <http://downloads.weblogger.com/gems/cpj/CCGuide.pdf>.)

Thus, clear examples of faith-based organizations are local churches, temples, mosques, and/or synagogues. Less obvious, however, are such organizations as the Salvation Army whose mission statement reflects its religious orientation. (Salvation Army, National Headquarters, USA. *Mission Statement*. Available at www.christianity.com/salvationarmyusa.) It is important for States to carefully consider all faith-based organizations when funding social services.

4. NATIONAL OVERVIEW OF FAITH BASED PROGRAMS

(Stephen Lazarus, Senior Policy Associate, The Center for Public Justice)

Mr. Lazarus began his presentation by offering participants some background on Charitable Choice and the role of FBOs in assisting government agencies in delivering social services to families in need. He pointed out that the 1996 TANF regulations were written with the recognition that community and faith agencies were invaluable to government in providing effective help to distressed communities and the families that live there. Collaboration and cooperation, he stressed, between government and faith and community-based organizations is not a new concept. He went on to comment that partnerships have existed in the past, but they have sometimes been hindered by inconsistent rules, standards, and practices. Many of these inconsistencies he believes are caused by an underlying myth that government cannot work with FBOs. In general, he noted that this myth needs to be eliminated from the general public’s overall mindset in order for faith organizations to truly be able to be treated similar to any other service provider. Charitable Choice, he went on, created a level playing field by providing a mandate that faith-based providers be able to compete for government funds to provide services on the same basis as other providers.

Next, Mr. Lazarus highlighted some important points of distinction about Charitable Choice. These points are listed below.

Charitable Choice Is NOT	Charitable Choice IS
A bias in favor of FBOs	New guidelines about how government buys social services from FBOs
Government as usual working with FBOs	A call for improved collaboration and coordination with FBOs
A larger welcome for FBOs to collaborate with government agencies	A mandated “level playing field” for FBOs as they compete for government funds
A special program dedicated to funding FBOs	A mandated protection and respect of the religious character of FBOs when they work with government
Taking the effectiveness of FBOs on faith	A mandated provision for alternative services for clients outside a particular FBO
Working with FBOs because it might be cheaper to do so	Mandated provision excluding religious activities from an FBO’s program

Mr. Lazarus followed these comments up by making some general comparisons between how FBOs were treated by the Federal government before Charitable Choice and how they are treated now by law. He emphasized that Charitable Choice allows equal access for all involved parties: government, FBOs, and clients. The government is able to choose which organization it wishes to work with, FBOs are able to maintain their independence and integrity, and welfare recipients are able to access faith-based services if they choose. To sum these points up, he offered the following as a response to the widespread question, “What’s different with Charitable Choice?”

With Charitable Choice (Old Rules)	With Charitable Choice (New Rules)
Only religiously affiliated nonprofits are eligible	Congregations and faith-based nonprofits are eligible
No religious symbols	Religious symbols allowed
No religious language or influence	Faith-based concepts and talk allowed
No religion in hiring	Agreement with religious basis can be required

Mr. Lazarus next pointed out that 21 States have launched significant faith initiatives since the passage of Charitable Choice in 1996. He shared brief highlights of the initiatives taking place in the following States: AR, AZ, CA, CO, IL, IN, MD, MI, MN, MO, NC, NJ, NY, OH, OK, OR, PA, TX, VA, WI, and WV.

Mr. Lazarus’ final comments included some lessons learned and promising practices from around the country on Charitable Choice implementation. The following are highlights of these comments.

Charitable Choice- State Lessons Learned

1. States have found it helpful to conduct a review of their procurement policies and practices to ensure they respect new guidelines established by Charitable Choice.
2. Agencies may need to update their policies and practices to add protections for faith-based providers.
3. Agencies may need to update policies and practices to specify duties for faith-based providers (just as important as new rights).
4. Agencies may need to update policies and practices to add protections for clients.

Charitable Choice- State Promising Practices

1. On eligibility, States have eliminated language and regulations that excluded religious providers. States look at what an organization does and not what it is. They have also added the category of “faith-based” to its list of eligible providers in RFPs (requests for proposals), public notices, and Web sites.
2. States have affirmed in procurement manuals and contracts FBOs right to display religious icons and maintain their religious orientation subject to the requirements of respecting clients and specific limitations in the law.

3. States have affirmed in contract and grant documents that FBOs may use religious criteria in hiring, and they may select only employees who adhere to their organizations religious mission.
 Example: Texas Department of Human Services- Agency re-wrote its contract language and civil rights compliance forms to include the following:
 "...a religious organization that contracts with the Department does not by contracting with the Department lose the exemption provided under section 702 of the Civil Rights Act (42 USC2000e-1(a)) regarding employment practices."
4. Require FBOs to inform prospective clients in writing about the religious character of their organization and programs.
 Example: Cookman United Methodist Church (PA)- Asks clients to sign a form that they understand their rights to be served without religious discrimination or coercion.
5. Conduct outreach to communities to let them know about Charitable Choice.
 Example: Texas DHS has printed promotional brochures in both English and Spanish; Web sites have been launched in the States of IN, OK, TX, and VA
6. States have involved smaller non-profit intermediaries by contracting with larger non-profit organizations or a consortium that serves as an umbrella organization.
 Example: Catholic Charities and Goodwill
7. States have provided technical assistance to novice organizations to help them understand the procurement process, begin to organize their staffs, and set up their programs.
8. State staff liaisons have become very helpful allies to the States that have appointed staff to serve as a bridge between the agency and FBOs (as well as community-based organizations). These staff members foster implementation, improve collaboration, and increase communication at all levels.
 Example: 15 States have staff liaisons (2 have legislation pending). These states, as well as some counties and even some for-profit workforce contractors, have created the position of Faith Liaison. Faith Liaisons are either State staff members (the majority are State human service agency personnel) or consultants who help educate government officials and the public about Charitable Choice and about other new collaboration initiatives. States also have liaisons at their governor's offices and their regional/county level. To view the latest list of State Faith Liaisons, refer to the Center for Public Justice's Web site at www.cpjustice.org/charitablechoice/faithbystate.

In closing, Mr. Lazarus briefly mentioned some current legislative developments related to faith-based Federal funding. He reported that H.R. 7 *Community Solutions Act of 2001* has passed the U.S. House of Representatives. The House bill, Mr. Lazarus went on, will significantly expand the original Charitable Choice rules. It would expand the programs for which religious groups can compete for Federal funding to the areas of: juvenile justice programs, housing, community development block grants, job training, child welfare and child care services, crime prevention programs, senior citizen programs (as part of the Older Americans Act), domestic violence programs, and hunger relief activities. The bill further stipulates that religious organizations be prohibited from using Federal, State, and local funds

for sectarian worship, instruction, or proselytizing. It grants up to \$13 billion in tax relief over ten years, and it allows people who do not itemize their taxes to deduct up to \$25 in charitable contributions. It also allows unincorporated businesses such as family restaurants to receive tax credits for food donations.

5. INDIANA’S FAITHWORKS PROGRAM

The first program discussed was the central focus of the workshop agenda. Indiana is widely known as being a forerunner in the area of effective partnerships with FBOs. FaithWorks Indiana is a statewide initiative to encourage faith-based institutions to help Indiana’s working poor and achieve a better life for themselves and their families. Three unique perspectives of this program were highlighted by FaithWorks staff representatives during this portion of the workshop.

5.1 The State Perspective: Getting Things Started and Maintaining the Momentum

(Thurl Snell, Deputy Director, Division of Family and Children, Indiana Family and Social Services Administration)

Ms. Snell provided participants with a historical perspective, a program overview, an update on current endeavors, lessons learned, and commented on the future of the State of Indiana’s FaithWorks program.

With the support of Governor Frank O’Bannon, State of Indiana launched the FaithWorks Indiana program in 1999 to facilitate collaboration between the State and FBOs, to provide numerous types of technical assistance, and to conduct outreach and identify a effective practices. Prior to launching the program, the State gathered input from over 1,000 interested stakeholders. Over 400 congregations were surveyed from 92 counties to voice their opinions on as well as their interest in Charitable Choice implementation. The State also gathered suggestions from local communities on their technical assistance needs.

This year in Indiana, over forty FBOs are providing job readiness activities, mentoring, summer youth projects, and services to non-custodial parents. The majority of services are funded with TANF block grant monies. There is no funding set-aside in Indiana for FBOs. They compete on a level playing field with traditional providers who make up the majority of the providers receiving service.

Ms. Snell stressed that there is nothing different about performance measures for FBOs in Indiana; the same standards are set for all service providers. Faithworks helps by providing an understanding of how to navigate and become comfortable on that competitive playing field. Faith-based contracted providers, similar to traditional providers:

- Are reimbursed through performance-based contracts that pay for participant outcomes; and

- Have at least one site visit during the course of a contract period to monitor performance and standards compliances including Charitable Choice provisions.

The first year of FaithWorks Indiana resulted in more than 40 faith-based contracts—totaling close to \$3.5 million—awarded by the Indiana Family and Social Services Administration’s Division of Family and Children. The program provides outreach, education, and technical assistance to FBOs as outlined below:

Technical Assistance:

- 400 FBOs assisted
- Regional Workshops and one-on-one consultation

Assistance that includes:

- Charitable Choice provisions
- Needs assessments
- Funding opportunities, proposal writing, and reporting
- Establishing a 501(c)(3)
- Social service development
- Options for partnering with existing providers in lieu of direct contracting

Public Information and Education:

- 1-800-599-6043
- www.in.gov/faithworks

The FaithWorks Work Group is made up of representatives from the faith community, service providers, State agencies, education, as well as organizations skeptical of faith-based social service provision. The group meets twice a month to strategize, and discuss its address of policy and practical issues. The focus of the Work Group is to promote implementation, Charitable Choice compliance, and strategies for outreach and coordination.

As part of her lessons learned comments, Ms. Snell emphasized the benefits of utilizing FBOs for service delivery. She stressed that they maintain unique ties in local communities. They maintain a level of trust and respect from neighborhood residents above that which is found in non-faith-based organizations. Their proximity of neighborhood-level services to clients is another benefit Ms. Snell highlighted. She said that a common issue that the State is asked about is that of church-state separation. Many people ask if the State is funding religious activities, forcing religion on clients, or providing special treatment for FBOs. In response, she explained, FaithWorks Indiana simply creates a *level playing field* for FBOs to compete with other organizations to provide *non-sectarian* services to clients who *choose* to

receive them. In support of these efforts, she continued, the State provides up-front guidance and monitoring to ensure compliance.

In closing, Ms. Snell commented on the future of the FaithWorks Indiana program. She said the State plans to strengthen monitoring procedures--including client feedback. Evaluations of service quality and client outcomes are planned. Continued technical assistance and capacity building is also planned for the future. In its efforts to reach the entire State, the FaithWorks program will be seeking additional methods to work with rural areas.

More information may be obtained on the FaithWorks Indiana program by visiting www.in.gov/faithworks.

5.2 The Role of the Contractor: Working with Providers

(B.J. Bischoff, Director, Public Services Sector, Crowe, Chizek, and Company)

Ms. Bischoff followed Ms. Snell by providing insights into the contractor's perspective. Crowe, Chizek, and Company has been chosen by the State of Indiana as its primary contractor for its Faith Community Support Initiative. Ms. Bischoff's firm is responsible for facilitating the Work Group Ms. Snell discussed, developing and maintaining the FaithWorks Web site, maintaining the program's toll free telephone line, designing and printing outreach and technical assistance materials, surveying the faith community, conducting technical assistance workshops, and developing partnerships with organizations to promote and support the faith communities involvement in helping improve the lives and well-being of families in Indiana.

In providing technical assistance on behalf of the FaithWorks program, Ms. Bischoff's firm promotes education and outreach on Charitable Choice. Its toll-free hotline fields questions about Charitable Choice, the FaithWorks Indiana program, helps callers locate sources to search for Federal, State, local, and private funding opportunities, and distributes educational materials. Similar information is conveyed on the FaithWorks Web site. In addition, the site offers links to other organizations and funding resources, an events calendar, promising practices (both inside and outside of State), and a referral directory for social services in the State.

As an extension of the FaithWorks technical assistance efforts, regional workshops are held annually throughout the State free of charge. The workshops are targeted to both FBOs as well as community-based organizations. Information is provided on Charitable Choice provisions, needs assessments are available, proposal writing and reporting assistance is available, and options for partnering with existing providers in lieu of direct contracting are discussed.

One-on-one consulting is another source of technical assistance the State offers to communities. This service is provided as needed, and it generally is identified through the toll-free assistance line. Local consultants are utilized in some situations. Tailored assistance regarding funding opportunities is provided to organizations that is unique to their specific organization, applications, proposal writing, and project management situation and capabilities.

Ms. Bischoff closed by mentioning some of the current FaithWorks monitoring and education initiatives soon to be made available. The program plans to offer more tools to assist organizations in informing clients about their choice of a faith-based or non faith-based service provider. Charitable Choice rights and responsibilities will be outlined in future letters to contractors and staff/volunteers. A participant rights form will be available. A poster for public offices and service providers is being drafted. In addition, the State is formalizing a corrective action plan for contractors. It is drafting a contractor notification letter that will be used to notify contractors of inappropriate conduct found as a result of State site visits or other monitoring activities of FaithWorks Indiana contractors. She shared some sample draft documents of posters, cards, and letters with the group.

During a brief question and answer period, Ms. Bischoff was asked about the FaithWorks program's experience with providing alternative services from non faith-based providers. She pointed out that that is a TANF regulation, and some programs do not require alternative service providers. For example, she said that some HUD funded programs do not have the same provision. Some States, she went on, such as Texas have decided on their own to apply it to other agency funded programs. However, she reported that no client in Indiana has ever asked for alternative services to date. When asked about possible complaints about the availability of FaithWorks technical assistance to communities or FBOs, she said that they have not had any complaints. FaithWorks sends out over 13,000 notification postcards and other mailings to get the word out about their regional workshops and other technical assistance services. She closed by concurring with Ms. Snell's earlier comments that the State is working to reach all communities and is especially interested in expanding its efforts to reach rural communities.

5.3 Financial Aspects: Performance-Based Contracting

(Matt Raibley, Impact Manager, Impact Program, Division of Family and Children, Indiana Family and Social Services Administration)

Matt Raibley, Program Manager for the Division of Family and Children's Indiana Manpower Placement and Comprehensive Training (IMPACT) Program, continued the discussion of the FaithWorks Indiana program. He discussed the financial perspectives of the IMPACT program. This program provides services designed to help recipients of food stamps and TANF achieve economic self-sufficiency through education, training, job search, and job placement activities. IMPACT also seeks to address a broad range of barriers that clients may have in locating and maintaining employment.

As mentioned previously during the previous FaithWorks staff presentations, Mr. Raibley reiterated that all of the FaithWorks contracts are competitive and performance-based. Last year 45 organizations, 95% of them new bidders, received contracts valued at more than \$3.5 million. Each one has measurable outcomes and objectives. All contracts are monitored for accountability. He emphasized that the State maintains reimbursable contracts, and they are not grants or a “voucher” programs. They are all locally driven contracts with underlying goals that are consisted with those of the Indiana Family and Social Services Administration. Mr. Raibley stressed that all contracts with FBOs are similar to any other service provider’s contract. They do not contain any special language that is unique to them. In addition, he also stressed that the State does not set aside funds for faith-based providers.

The IMPACT program contracts for services to support welfare recipients. Contracts are designed around unit costs and outcomes. While contracting with FBOs can be challenging, Mr. Raibly explained that by encouraging partnerships between large institutions (e.g., Goodwill) and FBOs, IMPACT has been successful. Local Offices of Family and Children hold bidders meetings to inform potential bidders of the local contracting procedures and of services needed in the local community. Current providers often attend meetings to hear program updates and to share information. Mr. Raibly acknowledged that while competitiveness exists, the organizations “realize that they really need each other to be successful.” The key to success for the State is communication and outreach. The key to success for FBOs, he mentioned in his closing comments, is understanding and collaboration.

For more information on Indiana’s IMPACT program, visit its Web site at www.state.in.us/fssa.

6. TEXAS’ PIONEERING EFFORTS: INVOLVING BOTH RURAL AND URBAN COMMUNITIES

The State of Texas has long been recognized as a leader in effective State-faith community partnerships. Similar to Indiana, Texas began partnering with the faith community long before Charitable Choice. However, with the passage of the 1996 TANF legislation, former Governor George W. Bush established a Faith-Based Task Force. The Task Force was comprised of sixteen clergy and volunteer leaders of diverse backgrounds and affiliations from across the State. The group was charged with two major tasks. First, the Task Force was given the job of surveying Texas’ legal and regulatory landscape to identify barriers to faith-based groups. Second, they were asked to recommend ways Texas could create an environment in which faith-based groups might flourish and where regulations did not inappropriately mitigate the “faith factor.” The final product, delivered in December 1996, is a written report known as *Faith In Action*. Subsequent to the Task Force recommendations, former Governor Bush issued Executive Order (EO)-GWB 96-10 to State agencies challenging them to begin aggressive implementation of the Charitable Choice provision. The EO required State agencies to report back to the former Governor their own plans for implementation by May 1997. (The *Faith In Action* report along with former Governor Bush’s Executive Order can be viewed at www.twc.state.tx.us.)

In response to this EO, the Texas Department of Human Services (DHS) and the Texas Workforce Commission (TWC) emerged as major State players in the implementation of Charitable Choice and in advancing the State's faith initiatives. Together, these State agencies facilitate successful partnerships between the government and the faith community in the delivery of welfare-related services and benefits.

Both agencies administer the TANF program. Texas DHS handles cash assistance under TANF, as well as the Food Stamp and Medicaid programs. The TWC coordinates a network of 28 local workforce development boards that provide employment-related services to TANF recipients. This workshop session included presentations by representatives from both of these two agencies.

6.1 Texas Department of Human Services

(Sharon Zambrzycki, Director, Volunteer and Community Services)

Each of the eleven DHS regions in Texas has a faith liaison designee who offers technical assistance to local organizations. Ms. Zambrzycki is the primary contact at DHS in Austin. She opened her presentation by providing some background perspectives on DHS. She provided a brief review of the agencies' history and services. The State serves over 400,000 TANF recipients. Within its 10 DHS regions, there are 254 counties. Of these 254 counties, 196 are rural. These rural counties offer their own unique challenges to service delivery given their remoteness. Transportation is an issue due to the remoteness of some counties. Communication is also a barrier to serving these counties due to their isolation from public offices.

Ms. Zambrzycki explained that the local faith liaisons are DHS staff members who work with FBOs to provide community services for Texans in need. Their positions were created as a result of the Texas legislature's House Bill 2017 in 1999. The liaisons communicate regarding the need for private community services to benefit persons in need of assistance who would otherwise require financial or other assistance under public programs administered by the department. They promote the involvement of FBOs in working to meet community needs for assistance. They also coordinate the department's efforts to promote involvement of FBOs in providing community services with similar efforts of other State agencies.

Ms. Zambrzycki then went on to share about Texas' faith initiatives. Overall, she said that DHS teams with community organizations to bridge gaps in services, help families seeking self-sufficiency, and assist elderly and disabled people to remain as independent as possible in order to enrich their quality of life. To date, she reported, DHS has formed over 469 partnerships with community organizations. The partnerships ranged from financial contracts to formal agreements to informal relationships with no written or financial agreements. A little under half of the organizations DHS has partnered with are FBOs.

To promote the State's faith initiatives, the Texas legislature authorized \$7.5 million over two years in Federal TANF funds in fiscal year 2000 for its *Local Innovation Project*. A total

of 29 “Local Innovation Grants” were funded throughout the State’s ten DHS regions. The agency emphasized contracting with faith-based and community-based organizations for the provision of services to help clients avoid welfare and prepare for work. Grantees were allowed to submit proposals having an annual budget of up to \$250,000. Grantees include The Salvation Army, Catholic Charities, and Lutheran Social Services. Common strategies for assisting clients include case management, help with rent and utilities, tutoring and skills training, help with vehicle repair, and clothing for work. The contracts are cost reimbursement contracts. There is no start-up funding available. Funds for Innovations Projects are paid on a reimbursement basis after submission of payment documentation.

The State seeks not only to empower TANF clients to help themselves, but it also provides a means for neighborhoods, communities, and congregations to be empowered to help their own community members. One example of this that Ms. Zambrzycki shared about is DHS’ *Family Pathfinders* program. This program facilitates ways for local teams comprised of volunteer citizens to be matched with TANF families. After community volunteers receive training, they serve as mentors to the sponsored family. They assist them with skills needed to enter the workforce such as developing budgets, resolving transportation and child care needs, job coaching, and educational tutoring on an individual-need basis. The State found this team approach favorable because it fosters innovation and self-sufficiency. Moreover, when services are based in neighborhoods, they are more likely to reflect the actual need of the community. The people there understand their strengths and their challenges. As of October 2001, Ms. Zambrzycki reported, there are 142 active teams with each team having 4-8 members. Of these, 103 teams are faith-based teams. Since 1996, 738 client families have been matched and 616 of them are no longer receiving TANF. She went on to add that over 86% of the families matched are either employed or have taken substantial steps toward attaining employment. Information is available on this program by calling DHS at 1-800-355-7284.

Another unique program Texas sponsors is its *Adopt A Nursing Home* program. This program promotes community volunteer involvement with Texas’ long-term care facilities to enrich the lives of their residents. As of October 2001, Ms. Zambrzycki reported, the number of active adopter groups (each with a minimum of 3 members and an average size of 12-15 members) is 3,579, and the number of long-term care facilities adopted is 604. There are 1,538 faith-based groups involved in the program as adopter groups. This program has been so well received in Texas that other community organizations outside the State are considering implementing it. There were several representatives from the Wish Fulfillment Program in Indianapolis who attended the workshop to learn more about this unique DHS initiative in Texas. The Wish Fulfillment Program works with faith-based non-profit organizations and is interested in setting up a similar nursing home program in the State of Indiana. For more information on the *Adopt A Nursing Home* program, refer to the page on DHS’ Web site at www.dhs.state.tx.us/communitypartnerships.

The Volunteers Services initiative is another example of Texas’ commitment to supporting communities. Through this effort, the State enhances human services through community involvement. In FY 2001, approximately 110,375 volunteers performed 823,502 hours of service. The total value of these DHS volunteers during this year is currently more than \$12.6

million. Volunteers, Ms. Zambrzycki stressed, form the backbone of the support for many of DHS' initiatives, and FBOs play an integral role in volunteering.

The last initiative that she shared with the group is DHS' *You Make the Difference: Start Up Kit*. Basically, Ms. Zambrzycki commented, this guide was developed to help individuals, families, and organizations move from "We want to help" to "Here's what we're going to do." This kit was published in July 2000 and is designed to assist individuals, families, and organizations that want to start a human services project. The guide is an invaluable user-friendly tool that helps them determine the kind of services they might provide and to whom. It includes a list of national and State resources and a bibliography. Similar to many of DHS' publications, it is printed in both English and Spanish. It is posted on DHS' Web site at www.dhs.state.tx.us/communitypartnerships/index.html.

6.2 Texas Workforce Commission

(Larry Jones, Director of Communications)

As part of his job, Mr. Jones' has responsibility for handling media relations about the State's implementation of Charitable Choice on behalf of the State. Much of this work involves interpreting the regulation and responding to media inquiries. By way of introduction, he provided the group with an overview of Charitable Choice. He pointed out that there is an overlap between contracted services, faith based services, and Charitable Choice. However, he went on to say, it is important to keep in mind that Charitable Choice and faith-based services do not necessarily mean the same thing in all instances. Faith programs are not all organized the same, they sometimes provide different services, and they are not all funded with State and Federal funds. Some operate on private donations alone and are allowed to provide whatever services they feel best serves the community. He said that the media frequently contacts the State of Texas to inquire into the alternative services provision along with the Charitable Choice language prohibiting the use of funds for sectarian worship, instruction, or proselytization. Mr. Jones went on to comment that they usually promptly end their inquiry after finding no regulatory violations to report. As long as States and FBOs know the law and follow it, he reflected, the media will probably lose interest in investigative stories about Charitable Choice implementation.

Next, Mr. Jones highlighted his agencies perspective and some lessons learned about promoting Charitable Choice and faith-based services. The Texas Workforce Commission was created in 1996 to pull under one umbrella those agencies and groups that impact workforce development. Twenty-eight local workforce development boards (under the TWC) work to cooperate and coordinate with organizations in promoting the involvement of FBOs in providing community services. The local boards are funded each year by the Commission. Local workforce development boards also designate regional liaisons that promote and encourage charitable organizations' involvement in serving TANF clients. It is the Commission's local boards that have direct service delivery responsibility. It is at this level where the most emphasis to contractual agreements between the faith community and

the State takes place. The Commission itself has only sixteen direct service contracts with faith-based groups. The boards have 1,031 contracts with each board having their own contracts. Texas finds that rigid, directive approaches can be problematic since the needs of regions vary widely across the State. As such, a great deal of decision making with respect to service delivery mix, education strategies, and general “marketing” is handled on the local level.

For many FBOs, just getting started is one of the biggest challenges to launching their programs. Mr. Jones reviewed some of Texas’ lessons learned in this area. He suggested FBOs, as well as State and local agencies, should begin by educating themselves about Charitable Choice. They should establish a focal point and initiate a training program. He said many FBOs do not understand the RFP process (Request for Proposal-for government funds for a project) and contracting process. Many do not have the skills or tools to write a proposal and compete for government funds available for service delivery programs. For many FBOs, their lack of experience as well as knowledge in working with the government is a barrier to successful funding and program implementation. As an example of an innovative training effort, Mr. Jones mentioned a local program in Waco, Texas, (Mission Waco) that has a strong educational program. The program even has its own Web site.

In an effort to promote education and collaboration, the Texas Workforce Commission sponsors regional conferences and assembles workgroups (consisting of various local representatives and citizens) designed to educate and conduct outreach efforts to charitable organizations. Participants of the workgroups are made up of community problem solvers that reflect the diverse needs and views of the neighborhoods where they live and work. These workshops are in addition to the Statewide conferences held by the Texas Department of Human Services. Texas has found that Statewide and local forums go a long way to providing the information that FBOs needed to assuage stereotypes and misconceptions of both the TANF client and the State level staff.

7. THE VIRGINIA STORY: BUILDING BRIDGES TO FAITH COMMUNITIES

(Jane Brown, Director, Community Programs, Department of Social Services)

Virginia has a State supervised, locally administered social service system. The State has 121 local departments of social services and 29 community action agencies. Ms. Brown serves as the State’s faith liaison for the Virginia Community and Faith-Based Initiative, *Faith Connections*. Having served in this position since August 2000, Ms. Brown has seen close up the contributions charitable and FBOs make on a daily basis to Virginia families and communities. She provided the group with a brief overview of Charitable Choice and Virginia’s program, some lessons learned, and a few highlights into the potential future for Charitable Choice and FBOs.

The Commonwealth of Virginia has a long history of collaborating with FBOs to reach out to help those in need in the State’s local communities. Ms. Brown pointed out that The Act for Establishing Religious Freedom is one of the most interesting features in the revised code of Virginia. With the exception of the Declaration of Independence, it is the most celebrated of

Thomas Jefferson's productions, and the one in which he took the greatest pride and satisfaction.

The 1999 Virginia General Assembly established the *Special Task Force Studying the Ways Faith-Based Community Service Groups May Provide Assistance to Meet Social Needs*. Based on recommendations of the Task Force, the 2000 Virginia General Assembly, in House Resolution 289, provided the blueprint for complying with Charitable Choice. This Resolution offered a framework for encouraging relationships between public and non-public groups and for creating new partnerships to help those in need.

Under the leadership of the Task Force and the Secretary for Health and Human Resources, Virginia has:

- Enacted legislation to include Charitable Choice in the Virginia Procurement statute
- Appointed a State liaison to coordinate the Community and Faith-Based Initiative
- Developed a Web site for Virginia's Community and Faith-Based Initiative (www.dss.state.va.us/community/faith.html).
- Developed a brochure and technical assistance packet on Virginia Community and Faith-Based Initiative
(The packet includes a newly released technical assistance handbook-September 2001- that includes a letter of support from the Virginia Lieutenant Governor; a background on Charitable Choice, TANF, and the Task Force's 2000 Charitable Choice survey; questions to consider before contracting with public agencies; tips for ministries; tips for public officials; grant writing tips; and a wealth of sample resources and points of reference.)
- Established a toll free phone line to provide ongoing technical assistance (1-800-777-8293)
- Conducted a survey of localities on ways public agencies and charitable and FBOs were collaborating
- Identified unmet community needs that could be addressed by FBOs (such as food bank programs, neighborhood tax credit programs, etc.)
- Established a network of liaisons in 121 local departments of social services and 26 community action agencies to assist faith-based and other service groups in linking with public agencies and funding (to encourage initiatives to be locally driven)
- Conducted training for all local liaisons
- Held 10 regional skill-building conferences that brought together representatives of State and Federal agencies, local departments of social services, community action agencies, and FBOs to discuss unmet needs of the community, applying for and using government funds, and identifying ways to collaborate

Ms. Brown went on to emphasize the importance of collaboration. Collaboration between government agencies and FBOs may be carried out in either formal (funded) or informal (unfunded) ways. Informal collaborations include partnerships that are unfunded informal agreements between public agencies and charitable or faith-based groups, with each

contributing resources to address an issue. Formal collaboration is usually accomplished through contracts and involves government funds. Senate Bill 1212 of the 2001 Virginia General Assembly added Charitable Choice language to the Virginia Procurement Act.

Virginia has learned that there are several actions that States can take to promote faith initiatives in their own States. Ms. Brown went on to highlight some of these lessons learned. These actions are listed below.

Virginia's Lessons Learned

- Make it easier to get information about funding
- Reduce the size of RFPs
- Award contracts for smaller amounts/reduce the number of clients who have to be served
- Offer open-ended Innovation Grants
- Encourage sub-contracting
- Speed up payments to contracting organizations for services provided
- Award start-up funds

In looking toward the future, Ms. Brown closed by sharing some of Virginia's plans to continue to promote its Community and Faith-Based Initiative. The State plans to continue to provide training and technical assistance. By reaching out to communities and small-scale nonprofit organizations, the State will continue to educate FBOs about the procurement process and funding mechanisms. In addition, the State will continue to make sure clients are informed about their rights in regards to receiving services (i.e., freedom not to engage in religious services, right to receive services from an alternative provider, etc.) from a faith-based provider. Outreach to FBOs will continue to be a priority to the State as it works to build relationships between them and the human services system. Structures for cooperation between FBOs and government agencies will continue to be strengthened by the State. Ms. Brown said that Virginia recognizes that many congregations and faith-based non-profits are too small to handle the service volume of a typical contract. To utilize their strengths and allow them to participate, the State offers alternatives such as voucherized services, contracting with a nonprofit intermediaries that links congregations, and supporting a lead agency that subcontracts with smaller groups.

Ms. Brown closed by mentioning several other future efforts that Virginia plans to continue working on in support of its State's faith initiative. The State will continue to provide technical assistance, conduct workshops on applying for State and Federal funding, and provide resources for successful collaboration and for establishing volunteer or mentoring programs. The Virginia Community and Faith-Based Initiative staff will continue to train liaisons in other State agencies and develop a directory of State faith-based resources. The State's goal is that it hopes to not only encourage the historic agreements between public and non-profit groups to address social needs, but it also hopes to strengthen understanding of the opportunities for charitable and FBOs to contract for delivery of services.

8. THE OKLAHOMA STORY: MAKING NEW RELATIONSHIPS HAPPEN

(Brad Yarbrough, Director, Office of State Faith-Based Liaisons)

Mr. Yarbrough provided more support to the previous discussions during the workshop around the advantages to government agencies of partnering with FBOs. He also provided an overview of Oklahoma's faith initiatives and closed by suggesting a few unique perspectives into his beliefs on the future relationship between social service agencies and FBOs.

An overlap exists between the social missions of the government and that of faith organizations. Government has spent billions of dollars to help the needy, but it depends on political, programmatic methods. Likewise, faith organizations have spent similar amounts of money to help the needy. However, ministries use programs, but they prefer to create relationships to provide its services to the needy. Mr. Yarbrough observed that government has a political perspective on meeting its social mission, while FBOs have a divine perspective on meeting its social mission. He went on to quote a *Washington Post* survey that found that the public ranked FBOs second (after police) in solving community problems best. They were ranked higher than non-profit organizations and the government. Mr. Yarbrough cited several reasons in response to the question "Why look to the faith community?" In a recent Oklahoma statewide survey, the majority of the faith leaders surveyed overwhelmingly supported collaborations between the government and FBOs, and they also supported government funding of FBOs. With the devolution of authority for welfare reform being transferred more and more to the States, along with the increased capacities of local organizations to provide services, State and local governments will most likely be turning more to faith organizations to assist with service delivery. This is evidence, Mr. Yarbrough emphasized, that it is in the best interests of both the government and the faith community to work together. Collaboration between FBOs and the government, he concluded, is a "sensible approach."

Oklahoma's Office of Faith-Based and Community Initiatives has the mission of "Helping Oklahoma's poor and needy by promoting collaboration between State agencies and faith-based/community organizations to provide social services." Oklahoma's program is called *Faithlinks Oklahoma*. Mr. Yarborough provided the group with a review of the steps the State took to implement its initiative. These steps follow below.

Oklahoma's Strategy to Implement

- 1) Strategic Document- Documented the success of faith groups; explained Charitable Choice; validated the need for a faith liaison; and outlined the duties of the faith liaison
- 2) Personal Relationships- Established contacts and networking opportunities for representatives from the Department of Human Services, Cabinet Secretary of Health and Human Services, the faith community, and local community leaders
- 3) Task Force- Designed to foster "buy-in" from various agencies and promote collaboration; made up of representatives from the Department of Human Services,

Department of Health, Office of Corrections, and the Juvenile Affairs Office; plans are in place to include other agencies

- 4) Web Site- Offers the Faithlink’s initiative, activities, Caregivers Network, presentations, resources, and contact information
- 5) Intra-Agency Survey- Each county DHS and Health Department received a survey to identify collaborations, explore future collaborative opportunities, identify funding sources for programs, as well as to identify barriers to successful collaboration and identify recommendations to expand collaboration efforts
- 6) Faithlinks Survey- Involved over 800 congregations across the State to determine existing services/programs and possible services/programs, and their attitudes toward church/state relations
- 7) Faithlinks Conference: *Building Partnerships to Transform Lives*- Assembling of faith leaders and government representatives that included special guest speakers and workshops by State agencies and FBOs highlight their existing programs
- 8) Executive Order- Signed by the Governor, it recognizes the ability of FBOs and other community organizations to solve societal problems; expands Charitable Choice collaboration and implementation; and establishes accountability for implementation
- 9) Intermediary Organization- Assists the State in communicating to FBOs and community leaders and provides technical assistance
- 10) Making the Connection (between FBOs and State agencies)- State surveyed over 6,000 churches, as part of a follow-up survey to its Faithlinks conference, to identify service needs; intra-agency surveys conducted; regional conferences held for State agency staff to meet with local FBOs and community leaders; and service referrals facilitated

Mr. Yarborough went on to provide some more background about the intermediary organization. The Cornerstone Assistance Network performs the functions of the intermediary. Some of the roles this office performs follow below.

The Role of the Intermediary Organization
• Help congregations assess its resources and locate needed resources
• Provide a list of services that can be collaborative
• Provide “best practices” models for review
• Give organizational advice to FBOs to accomplish tasks
• Help congregations make links with appropriate State agencies
• Provide networking opportunities with other ministries and ongoing support to FBOs

For more information on the intermediary, contact Russ Urquhart in Oklahoma City at (405) 557-1811, or by e-mail at russ@cornerstoneokc.org.

Mr. Yarborough next provided the group with an example of the kind of support his office is capable of providing by highlighting the Pittsburg County pilot project in Oklahoma. He described the meetings between the State, the intermediary, and FBOs that took place. Plans

for this pilot involved a multi-staged approach involving many stakeholders in a rural area of the State. The State's largest prison is also located in this area. The planners met to strategize about which services should be provided by FBOs with the support of the State. The parties are now collaborating to plan how the services will be delivered.

Mr. Yarborough closed by highlighting some more facts about his office. It was created using TANF funds in July 2000 with the support of the Governor. Last year, his office's budget was \$130,000 and funded conferences, technical assistance, outreach, and administrative costs. This year his budget has been increased to \$180,000 (using TANF funds again). His goal is to change the current culture that exists that is not as supportive of government and faith-based groups working together. He suggests that government and faith providers take a holistic approach that is similar to the way businesses approach customer service. One approach might be to ask clients what services they prefer and by whom (faith or other providers). He went on to emphasize that the end goal is to eliminate poverty. He believes that FBOs, should be considered part of the government's bigger equation that involves community organizations, private foundations, all related State agencies, and any other parties involved in helping people become self-sufficient.

For more information, refer to the State's Web site www.state.ok.us/~faithlinks/ or call (405) 271-1742.

9. THE NORTH CAROLINA EXPERIENCE: BUILDING COLLABORATIONS

(Deborah Landry, Assistant Chief, Program Operations, Division of Social Services)

Ms. Landry opened her presentation by reminding everyone that faith-based service providers are just another choice among service providers when evaluating clients' needs in order to determine the best service provider to meet that need. She commented that she was glad to hear that this message was also communicated by many other presenters throughout the workshop.

By way of background, she provided the group with an overview of the way North Carolina administers its TANF program. The State is county administered, which affects the way it manages its TANF implementation. Authority for TANF has been devolved to the counties. The State has a combination of what it calls standard and electing counties. A total of 100 counties make up the State. This is important to keep in mind because it means the counties are able to play a larger role in implementing the State's faith initiative. Due to this, the initiative actually has two parts: the county's role and the State's role. She admitted that the counties are actually ahead of the State in some areas in the way they implement Charitable Choice. Within this setting, the State does not issue contracts to FBOs (or other community organizations), nor does it review them. For this reason, she was unable to report the number of contracts that exist within the State between counties and local community organizations. Ms. Landry went on to mention that several counties have appointed their own faith liaisons. Mecklenburg County, the State's largest county, even has its own Web site.

On the State level, some Federal funds have been maintained for Statewide initiatives. One of these is addressed to job retention and follow-up. Ms. Landry pointed out that this program was not originally designed to be a faith-based contract. Instead it was designed to allow contractors to conduct pilots on job retention and follow-up activities. The State chose the Rural Economic Development Center, Inc., to manage the proposal process for the pilots. The Rural Center has served as North Carolina's leading organization for rural innovation since its creation in 1987. The Center carries out this role by both conducting its own research and demonstration initiatives and also by running a research and grants program that provides funds to organizations to test their own innovative ideas. One reason they were chosen was because of their ability and experience in providing technical assistance. All pilots were proposed on a competitive basis. By chance, all the awards (subcontractors) ended up going to FBOs, and Ms. Landry also pointed out that later subsequent awards were also won by FBOs. The State's intention was to provide the initial funding (approved by the State legislature) as seed money. The hope was that the counties would pick up the projects and fund them on their own. Ms. Landry reported that the State's strategy appears to be working at this point.

The *Communities of Faith Initiative* is one of the major research and demonstration initiatives underway at the Rural Center. Launched in the early 1990's, the purpose of this initiative is to build an alliance among the most prevalent, powerful institutions in rural communities—rural churches—to support those most in need. Under the *Communities of Faith* umbrella, several interrelated initiatives operate today, most importantly the “Work First Job Retention and Follow-Up Model Program” and the “Church Child Care Initiative.”

The groundwork for the “Work First Job Retention and Follow-Up Model Program” was laid in early 1997 when the Rural Center sponsored a two-day Communities of Faith Conference. Over one 100 church leaders came to explore the role that rural churches could play in the welfare reform movement. In the following year a second conference was held in which the North Carolina Division of Social Services (DSS) participated. In March 1999, the Rural Center entered into a contractual partnership with DSS to initiate a church-based pilot program designed to support rural families as they moved from welfare to work. The goals of the program are to help those participating in the TANF program to attain and maintain self-sufficiency through job retention, family support services, and pre- and post-TANF follow-up. Five FBOs were awarded “faith demonstration awards” that are now testing new ideas and serving local TANF recipients at sites throughout the State.

Representatives from these programs, along with the Rural Center and DSS, make up a working committee for the Work First Program. Each quarter, the committee shares its experiences, facilitates collaborations among programs, and provides insights, which will be presented in a final report. This program provides technical assistance, organizational development, and project oversight to FBOs. In turn, the faith communities provide much-needed personal attention and support to families struggling to find and keep living-wage jobs.

The second major endeavor under the *Communities of Faith* umbrella, the “Church Child Care Initiative” began back in 1993. The Rural Center joined with leaders of the faith community to form North Carolina’s first faith partnership for children. The partnership is an inter-denominational, inter-racial group of 12 leading denominations, the North Carolina Council of Churches, the Duke Divinity School and the Duke Endowment, and the Rural Center. For almost a decade, this initiative has served low to moderate-income families by providing technical assistance, a loan program, educational workshops and conferences, and distributing a guidebook for starting and running a church-based child care program.

The funding for the *Communities of Faith Initiative* is provided by several private organizations as well as DSS. Ms. Landry reflected that over the first three years of the program DSS provided about \$3.5 million. Last year \$900,000 was provided into the program, and this year (due to legislative budget limitations among other reasons) \$270,000 was provided by DSS. However, she mentioned that additional funds have been provided by the counties in an attempt to make up for budget cuts by the State.

One of the major results from the *Communities of Faith Initiative* has been the collaborations and partnerships that have evolved between congregations as they work to meet the needs of families in their communities. On the State level, Ms. Landry reported that DSS continues to hold meetings with the counties three times per year to discuss issues, discuss needs, provide technical assistance, and plan for the next steps to support community and faith groups’ involvement in service delivery. The State also has workforce representatives (ten) that provide technical assistance and support to counties as well as community and faith groups.

For more information on the *Communities of Faith Initiative*, visit the Web site www.ncruralcenter.org/research/faith.htm.

10. SPOTLIGHT ON STATES

The States featured in this section are those that participated in the workshop. They are not intended to be an exclusive national list, nor are they considered “best practices.” The summaries below are compiled from the *informal* sharing (and ensuing discussions) from workshop participants who volunteered to present information about their State’s faith initiatives. In addition, these summaries are not meant to compare one State to another. Instead, they exemplify the diverse spectrum of experience that exists among State faith-based initiatives and programs.

10.1 Illinois

(Department of Human Services)

Illinois divides its 130 local DHS offices among several regions throughout the State. Similar to Indiana, technical assistance is offered to FBOs and community-based organizations. Over 100 FBOs and community-based organizations are involved in the State’s *Front Door Initiative*. This program provides job-related service needs to clients leaving the TANF rolls and assuming full time employment. As part of its *Partners for Hope Project*, the State

provides after school programs and other family-oriented programs that reach out and involve the support of FBOs.

10.2 Ohio

(Department of Job and Family Services)

Ohio's faith-based initiative began in 1997 when the State began encouraging partnerships with FBOs as part of its welfare reform effort. The State took early notice of Charitable Choice and distributed Legal Brief 98-04 to inform county welfare agencies about the new contracting rules and ensure that they follow the new law. To expand collaboration, the State provided training for agency staff.

The State has taken further steps to promote the implementation of Charitable Choice. It has sponsored national speakers to encourage and inspire partnerships with FBOs, issued policy guidance letters, issued legal briefs on the implementation of Charitable Choice, and sponsored conferences regionally and in metropolitan areas to reach out to FBOs. The State assigned one full-time person to support its faith-based initiative. Currently that person is Reverend Ron George assigned in the Cleveland District Office.

The State has recently passed legislation creating the Task Force on Nonprofit, Faith-Based and Other Nonprofit Organizations. Its purposes are to recommend:

1. "The best means for the State to assist nonprofit, faith-based and other nonprofit organizations in providing public services"; and
2. "The best means to remove any barriers that may exist to nonprofit, faith-based and other nonprofit organizations cooperating with public agencies in assisting those who receive public services."

The Task Force has 21 members representing State agencies, General Assembly members, and 9 representatives of the nonprofit, faith-based and other nonprofit community. The Governor, Speaker of the House, and President of the Senate each appoint three of the nonprofit representatives. The Task Force plans to hold hearings around the State and will convene its first meeting in the fall of 2001.

10.3 Wisconsin

(Department of Workforce Development)

Wisconsin has widely been known as a leader in the area of welfare reform. The success of its Wisconsin Works (W-2) program has also attributed to the community collaborations counties have established with the faith community. Charitable Choice was adopted into State law in 1997. The Governor made faith-based subcontracts a key performance indicator for W-2 contractors in 1998. The Department of Workforce Development supported these efforts throughout its 72 local agencies that operate the W-2 program.

In support of these efforts, the W-2 program placed advertisements in local newspapers in some areas of the State. Faith-based and community-based organizations were invited to submit proposal requests for public funding to provide services to TANF clients. The State works through its counties and local offices to reach out to FBOs and community-based organizations. The contracts with FBOs are fixed allocation, and the subcontractors determine the dollar amounts independent of the State. Depending on the contract, many performance standards are job related. Reaching out to communities and FBOs at the county level has proven to be extremely successful for Wisconsin.

Legislation to appoint a faith-based liaison is pending in the State. However, the State has taken steps to establish a special task force to promote collaboration. Information on the Joint Legislative Council's Special Committee on Faith-Based Approaches to Crime Prevention and Justice (chaired by House Speaker Scott R. Jenson-1998-1999) is available at www.legis.state.wi.us/lc/jlc_reports.htm.

10.4 Michigan

(Family Independence Agency)

Within the State's legislature, there is a movement to increase Charitable Choice implementation. In West Michigan, there is support for developing a "faith and community ombudsman" office. The State collaborates with its local workforce development boards and counties to reach out to FBOs. A statewide family-based mentoring program is supported by church groups throughout the State to promote family stabilization. An \$11 million contract (25% TANF funds) is in place with the Salvation Army to provide homelessness services, food pantries, etc.

One of the State's larger contracts involving TANF money (\$5 million) and private foundation money (another \$5 million) is for the development of Individual Development Accounts (IDAs). The *Michigan IDA Partnership* is designed to develop a statewide network of IDA programs. IDAs are special savings accounts for low-income working individuals. Account holders accumulate assets that are matched at a pre-determined rate by the account administrator. After completing the requirements of their particular IDA program (i.e., completion of financial literacy classes, life skills courses, etc.) and meeting their savings goals, account holders may withdraw their funds. *Partnership* IDAs may be used toward the purchase of a new home, post-secondary education or job training, or a small business start-up/expansion.

Launched in early 2001, the *Partnership* hopes to set up 2,000 IDAs within five years. The *Partnership* involves twelve FBOs. Most of these are faith-based credit unions. These credit unions act as leaders of the financial community in their areas. They enroll members of their congregation into IDA programs, contract with the State for IDA programs, provide administrative oversight of client's funds in IDAs, offer financial skills training, and mentoring related to financial planning. Similar to many other States at the workshop, Michigan has found that many services (such as mentoring) can sometimes be more

successful when they are tailored to the needs of the county/community. Local churches many times have a keen awareness of the needs of their communities.

10.5 Minnesota

(Department of Human Services)

Minnesota does not have a statewide faith initiative per se, but it has many local faith-based programs around the State. The Department of Human Services, similar to many of the States at the workshop, has held information-gathering meetings around the State on existing faith initiatives, challenges, and for networking purposes. The Minnesota Foundation and the McKnight Foundation are involved in faith initiatives throughout the State. The Governor has set up local initiative grants. Several mentoring, transportation, and child care programs have been set up in collaboration with FBOs. The State is looking to expand its role in implementing Charitable Choice.

11. A LOCAL PERSPECTIVE: TWO COMMUNITIES AT THE FRONT LINE

Two local programs were featured during the workshop. The first program exemplified a successful FBO that has worked closely with the Indiana FaithWorks program. The second program is a community-based program that was informally featured during the *Spotlight on States* session of the workshop.

11.1 Westside Community Ministry, Inc., Indianapolis, Indiana: Steve Bonds, Executive Director

The Westside Community Ministries (WCMI) program is an excellent example of the potential of FBOs to benefit from the impact of Charitable Choice. It also demonstrates how well local programs can grow in Indiana when they take advantage of the technical assistance and other services the State's FaithWorks staff makes available to community and faith organizations. Mr. Bonds provided the group with an overview of how WCMI grew from one church providing only 1 service to a collaboration of over 20 churches providing over 49 programs to 10 different target groups.

The program began in a public housing community with one church providing job skills with the assistance of a youth training grant in 1997. The following year WCMI partnered with another community organization and expanded its program. With the assistance of the Indiana Division of Family and Children, WCMI also expanded in the same year to providing faith-based home counseling for the juvenile justice system. The following year, in 1999, WCMI expanded even more with the assistance of the FaithWorks Indiana staff.

Mr. Bonds reflected that he did not know if the FaithWorks staff would be able to help him when he originally heard about the program. He said that he thought the program was mostly geared to community based organizations and not FBOs. Despite this uncertainty, he attended one of the State's technical assistance conferences in 1999. At this conference, he learned about the many services and opportunities for technical assistance available to FBOs.

The FaithWorks staff assisted WCMI in the areas of needs assessments, program design, measuring program outcomes, goal setting, and all the other essentials needed to launch effective programs. The FaithWorks staff also assisted WCMI with its first successful proposal it submitted in 2000.

Today, WCMI provides an array of services to many different types of community members. They offer programs for youth, women, men, families, and entire communities. They have educational and cultural programs, job training programs, recreational programs, health and environmental programs, and substance abuse and criminal prevention programs. Over twenty congregations support the delivery of these programs. Several community organizations also contribute to WCMI’s programs. The participating organizations meet monthly at a local community center to collaborate, problem solve, and discuss future programs.

Mr. Bonds closed by mentioning some of WCMI’s lessons learned as an FBO providing TANF services. Highlights of Mr. Bonds points follow below.

Lessons Learned From WCMI
• Anticipate results and plan accordingly for all programs
• Avoid planning programs where payment arrangements are not consistent
• Know the clients in the community and recruit staff who can work best with them (i.e., education level, cultural level, etc.)
• Collaboration is critical to the success of any local program
• Keep the final product in mind for all financed services (i.e., employment contracts require clients to stay employed for six months after completing job readiness training, etc.)
• Avoid worrying about old stereotypes or myths about the government’s involvement in faith programs (i.e., the government will take over the program, etc.)

Much of what WCMI has learned is reflected in its motto, “Working Together Works.” For more information, contact WCMI at (317) 636-0203.

11.2 Partners for Community, Bloomington, Illinois: Doug Poag, Executive Director

Partners for Community (PfC) is one of the two local programs that participated in this workshop that do not represent a government agency or a strictly government-funded program. Doug Poag, executive director and founder, presented informally about his organization. He shared an overview of Partners for Community that included highlights of previous accomplishments and a mention of some of the future endeavors of this innovative local community organization.

Originally, Mr. Poag told the group, he had always intended PfC to be a faith-based organization. Several churches were supportive of the ideas he had for his new organization and its mission. As an ex-police officer, state correctional center director, and a civilian domestic violence unit staff member, Mr. Paog envisioned PfC as being instrumental in leading the individual efforts of the local faith community toward promoting community peace and justice. However, he reflected, he and his executive committee were not sure how to go about harvesting the good will and support of local churches who wanted to play an active role in promoting peaceful homes and holistic care to local families.

At this point, PfC made the decision to start a program of Partner Membership for churches to join in with the work of PfC. Mr. Paog pointed out that churches that became (or want to become) members are not obligated to make any financial contribution on the part of the church to PfC. The relationship is oriented to PfC helping the church become missional in the local community when that missional activity is congruent with PfC's mission. In partnering with PfC, a church agrees to work to counter family violence and promote peaceful homes. In order to support this effort, PfC provides, via a representative from the church committee of the PfC Board of Directors, a yearly review and goal-setting meeting to evaluate avenues available for PfC to further support the church's work in countering family violence and promote peaceful homes. Fifteen churches are now partner members of PfC. They represent four different denominations totaling several thousand members.

Next, Mr. Poag provided some additional overview comments about PfC. The program is a non-denominational Christian organization that brings business, government, police, and social service together. Mr. Poag told the group that PfC is best described as an "intermediary" organization that specializes in facilitating the start-up and organization of community resources toward a needed community program or service. Its mission, as a FBO, is to "prevent violence, support families, and promote peaceful homes, by facilitating and fostering community partnerships through education and interaction." Membership is made up of churches, public agencies, and businesses in Bloomington, Illinois. His type of organization, Mr. Paog admitted, does not always fit neatly into most foundation or government grant guidelines. This means PfC must concentrate a huge amount of energy into fundraising. However, Mr. Poag reported that local churches, community groups, and even some private individuals have been generous donators to PfC's cause, which has helped it to maintain its budget.

Mr. Poag went on to say that PfC is known in the community and region for its effective work in facilitating its member churches engagement in collaborative efforts to promote peace and justice in the homes of the community. Member churches know that PfC is an organization that can link their local ministries with the needs of the community. PfC is also known for its success in working proactively with legislators to promote legislation that supports its mission. Its member churches are recognized for their local ministries and faith-based social programs. Some are also receiving national attention from their denominations or associations for both their programs as well as for working collaboratively with other churches while maintaining their individual church identity. To date, PfC has been involved

in the start-up of six ongoing programs or ministries where they played a significant role as initiator or facilitator.

The McLean County Family Visitation Center is one of Pfc's major success stories. The Center offers a supervised visitation and child exchange site for parents to exchange or visit with their children. Its goal is to prevent potential or further domestic violence among families throughout the community. After a technical assistance site visit to a similar type of program considered a model in Minnesota, Pfc was ready to lead the effort to launch its program. This Center, Mr. Paog believes, is the first child safety center in the State of Illinois. The Center opened in August 1999 as a result of Pfc's leadership of a tremendous collaborative effort involving over 40 individuals in the community throughout the criminal justice and social welfare systems. Funds were raised for this site from the State (Illinois Violence Prevention Authority) and the County (MacLean County Domestic Violence Taskforce), as well as Pfc member churches, businesses, and private individuals. In an effort to provide some of the funds to support the Center, Pfc has been successful in lobbying for legislation permitting counties to impose a fee on all court filings. The fee then goes to the McLean County site, as well as other neutral exchange sites.

The idea behind the Center is to minimize the possibility of contact between parents. For an exchange or a visit, the parents enter the building at different points and times. Staff members are also available to help the children transfer from one parent to another. Mr. Paog went on to report that the Center is having a positive impact on the community. The numbers show that McLean County is experiencing its first drop in reported cases of domestic violence. He credits that to the success of the Center as well as the involvement of Pfc's member churches.

A newer initiative Mr. Poag highlighted in his closing comments is Pfc's Recycling for Families program. This is a collaborative effort to provide clean, refurbished furniture and appliances to families in need in McLean County. Five frontline agencies as well as Pfc's Member churches will be involved in this program. Volunteers will provide the majority of the needed support (over 600 hours per month), and all furniture and appliances will be donated from the community. The majority of the recipients of these services will be single mothers receiving TANF who are moving from homelessness into apartments. Mr. Poag informed the group that Pfc hopes to have the program in operation by June 2002.

12. A THREE-STATE EVALUATION OF CHARITABLE CHOICE IMPLEMENTATION (IN, MA, NC)

(Dr. Edward Queen, Senior Researcher, Charitable Choice Implementation Study, Indiana University, Perdue University Indiana, School of Public and Environmental Affairs)

Dr. Queen provided the group with a brief informal overview of a three-State study evaluating the implementation of Charitable Choice. (His comments were delivered during the *Spotlight on States* informal session during the workshop.) The study is the first of its

kind and is examining the efficacy of Charitable Choice, capacity issues, and constitutional issues related to the implementation of Charitable Choice. The States being studied are Indiana, Massachusetts, and North Carolina. One reason these three states were chosen is because of their varying levels of experience in Charitable Choice implementation. The study began in October 2000 and will be funded through 2003. Funding for this project has been provided by the Ford Foundation. Dr. Sheila Kennedy is the principal investigator at Indiana University, Perdue University Indiana (IUPUI) leading the research effort. The three-year study will involve literature reviews and site visits to the three States being studied. There are also plans to produce a video as an additional avenue to publicize research findings to the public.

As the research is still in its early stages, Dr. Queen told the group there are currently no formal results available that he could share. However, he did comment that the study should be helpful in addressing the question, “Are FBOs more effective (at service delivery)?” He believes it will also be of use in offering some information for the public in response to the opinion by many that FBOs are more dedicated than States in delivering services, and they add “value” into service delivery. As an aside, he pointed out that researching the efficacy of Charitable Choice is difficult to attempt due to the lack of tangible data. For example, in Indiana, there have been no formalized methods for collecting and analyzing information that compares benefits of service provision through faith providers versus secular organizations.

Dr. Queen also mentioned that they have observed some mentionable differences in the way each of the three States approaches contracting with FBOs. Indiana and North Carolina conducts more outreach to FBOs (via technical assistance workshops, etc.) than does Massachusetts. As North Carolina is a county-administered State, it tends to rely on its counties to let subcontracts with FBOs. Indiana relies solely on performance-based contracts with FBOs, while North Carolina and Massachusetts do not. Another observation related to contracting that Dr. Queen shared was that many FBOs are struggling to provide services because of the financial aspects of their contract. Although they sometimes have the capacity to do more, they may be limited when they are only paid after services have been delivered. He said that “payment points” contracts such as payment at milestones during the length of the contract seems to fit some FBOs better.

Dr. Queen closed by saying that IUPUI hopes to possibly launch a Web site related to the study in the future. As findings of the research become available, IUPUI will make them public as they deem appropriate.

13. LESSONS LEARNED

Lessons for the Public Sector

- States should consider reviewing their procurement policies and practices in light of Charitable Choice
- Agencies may want to update their policies and practices in light of Charitable Choice

- States are finding that FBOs maintain a level of trust and respect from community residents above that which is found in non-FBOs
- Education and communication is critical to promoting understanding and compliance with the law
- States should follow the Federal provision closely when developing a State plan to implement Charitable Choice
- States should be prepared to invest time and money toward staff development and education regarding Charitable Choice (especially in light of the State's own contract and procurement rules)
- Culture change regarding the relationship between FBOs and government can be expedited through greater understanding of each other's roles and capabilities
- Outreach and support to potential and current clients, the general public, and faith and community providers is critical to the success of any faith initiative (Web sites, 800 numbers, conferences, brochures, and newsletters have been successful in many States)
- Legislative and Executive level support of State faith initiatives is also a key to success
- Broad-based technical assistance to faith-based organizations is most effective when conducted on the State level (to address Charitable Choice, the procurement process, proposal writing, program management, and other educational/awareness issues)
- Local level technical assistance can be an excellent compliment to the State's efforts because counties and communities know their own needs best
- Variations in types of contracts (performance-based, vouchers, start-up funds, etc.) prevent financial limitations from allowing more FBOs to participate in service delivery
- Getting faith leaders to work together and reach agreement, at times, can be a trying process
- Increasing referrals from State offices to FBO services is an ongoing challenge (educating the public as well as staff, along with outreach efforts, help States to address this challenge)

Lessons for the Faith Community

- Faith groups should recognize the opportunities provided under welfare reform and determine if they want to be included in the process
- Understand Charitable Choice's provisions and how it relates to State plans and policies
- Obtain technical assistance on regulations, grant/contracting process, as well as government outcomes and accountability standards
- Needs assessments are essential to determining community needs in planning possible services (These should be coupled with an analysis of the organization's own capabilities.)
- Build and strengthen partnerships with other congregations, the government, non-profit community organizations, and for-profit businesses
- Know the clients in the community and recruit staff who can best work with them
- FBOs should explore setting up separate 501(C)3 organizations for providing social services that could be an ancillary operation of the church

- Consider alternatives to conventional contracting, such as partnering with bigger organizations and collaborative arrangements in the community
- Reconsider social services programs and think of them in terms of a business offer to the government instead of a charitable non-financial relationship

14. FINAL REMARKS

Participants provided feedback via written evaluations at the completion of the workshop. In general, everyone appreciated hearing about other State programs, receiving copies of other State’s program materials, and the networking opportunities the workshop offered. Several participants commented that they would have liked to explore the national perspective and pending legislation on Charitable Choice a little longer. Others felt the workshop was paced well, but they would have enjoyed having more time to discuss at length the programs highlighted during the workshop.

Given the time constraints of the workshop, participants were left to ponder several discussion topics on their own. The following represents topics the group felt needed further discussion and exploration:

- How to handle the media and the publicity around Charitable Choice
- The dilemma of attempting (or deciding whether) to collect data that is indicative of the results brought about by faith-based providers versus those of other providers (this is also a funding issue)
- The idea of providing up-front funding or grants for services by FBOs as opposed to cost reimbursement type contract (given the limited funds available to most FBOs)
- Performance-based contracting for FBOs versus the idea of payment at scheduled intervals or achievements during the contract
- Best methods for reaching out to front line staff (both public sector and private)

This workshop assembled a collection of States that represented many of the nation’s leaders in the area of faith-based programs and Charitable Choice implementation. One participant summed up the theme for the workshop by reflecting, “I don’t think I’ve ever been a room with so many people like me who are so devoted to this issue!”

For questions or more information concerning this workshop or the Welfare Peer Technical Assistance Network, contact John Horejsi at (202) 401-5031 / jhorejsi@acf.dhhs.gov (Office of Family Assistance-Central Office) or Blake Austensen at (301) 270-0841, ext 215, / baustensen@afyainc.com (AFYA, Inc.). More welfare related information is available on the Welfare Peer Technical Assistance Network web site at www.calib.com/peerta.

References for Additional Information

A Guide to Charitable Choice: The Rules of Section 104 of the 1996 Federal Welfare Law Governing State Cooperation with Faith-based Social Service Providers (Washington, DC: Center for Public Justice, and Annandale, Virginia: Center for Law and Religious Freedom of the Christian Legal Society, January 1997). Accessible at www.cpjustice.org.

Amy L. Sherman, *The Charitable Choice Handbook for Ministry Leaders* (Washington, DC: Center for Public Justice, 2001). Accessible by contacting The Center for Public Justice at (410) 571-6300 or www.cpjustice.org.

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Stanley W. Carlson-Thies, *Charitable Choice for Welfare and Community Services: An Implementation Guide for State, Local, and Federal Officials* (Washington, DC: Center for Public Justice, December 2000). Accessible at www.cpjustice.org or calling (410) 571-6365 / 1-866-CPJUSTICE.

Stephen V. Monsma, *When Sacred and Secular Mix: Religious Nonprofit Organizations and Public Money* (Lanham, Maryland: Rowman & Littlefield, 1996).

Arthur E. Farnsley II, *Ten Good Questions About Faith-based Partnerships and Welfare Reform* (Indianapolis: The Polis Center at Indiana University Purdue University Indianapolis, 2000).

Jessica Yates, “Frequently Asked Questions from State and Local Agencies About Involving the Faith Community in Welfare Reform,” *Welfare Information Network FAQ: A Special Publication to Respond to Frequently Asked Questions* (November 1998). Accessible at www.welfareinfo.org.

Unlevel Playing Field: Barriers to Participation by Faith-Based and Community Organizations in Federal Social Services Programs, White House Report, August 2001. Accessible at www.whitehouse.gov/news/releases/2001/08/print/unlevelfield.html, or contact the White House Office of Faith and Community Initiatives at (202) 456-6708.

Helpful Web Sites

Administration for Children and Families/Department of Health and Human Services: www.acf.dhhs.gov (with links to the Office of Family Assistance)

Bush Administration Executive Order: White House Office of Faith-Based and Community Initiatives: <http://usinfo.State.gov/usa/faith/exordr01.htm>

Center for Public Justice: www.cpjustice.org

Indiana Department of Human Services homepage with link to FaithWorks program: www.state.in.us/fssa (FaithWorks own web site is www.state.in.us/fssa/faithworks)

North Carolina Rural Economic Development Center: www.ncruralcenter.org

Office of Management and Budget Information Sheet: www.ombwatch.org/npadv/2001/charchoice.html

Oklahoma Office of Faith-Based and Community Initiatives: www.state.ok.us/~faithlinks/

Texas Department of Human Services: www.dhs.state.tx.us

Texas Workforce Commission: www.twc.state.tx.us

The Polis Center (Indiana University Perdue University Indianapolis): www.the.poliscenter.iupui.edu

Virginia Department of Social Services' Community and Faith-Based Initiative: www.dss.state.va.us/community/faith.html or call 1-800-777-8293

Welfare Peer Technical Assistance Network: www.calib.com/peerta/policies/based.htm#faith

Welfare Information Network: www.welfareinfo.org/faithbase.htm

Appendix A
WORKSHOP AGENDA

Indianapolis Marriott Downtown

Marriott Ballrooms 9 and 4

Indianapolis, IN

October 24-25, 2001

AGENDA

Wednesday, October 24, 2001 (Marriott Ballroom 9)

- 8:00 a.m. – 9:00 a.m. **Registration**
- 9:00 a.m. – 9:30 a.m. **Welcome and Opening Remarks**
Kent Wilcox, Director, Office of Family Self-Sufficiency,
Administration for Children and Families, Region V
John Hamilton, Secretary, Indiana Family and Social Services
Administration
John Horejsi, Federal Project Officer, Technical Assistance and
Training Division, Office of Family Assistance, Administration
for Children and Families, Central Office
Blake Austensen, Deputy Project Director, Welfare Peer Technical
Assistance Network
- 9:30 a.m. – 10:30 a.m. **National Overview of Faith-Based Programs**
Stephen Lazarus, Senior Policy Associate, The Center for Public
Justice
- 10:30 a.m. – 10:45 a.m. **Break**
- 10:45 a.m. – 12:30 p.m. **Indiana's FaithWorks Program**
*The State Perspective-Getting Things Started and Maintaining the
Momentum:*
Thurl Snell, Deputy Director, Division of Family and Children

The Role of the Contractor-Working with Providers:
B.J. Bischoff, Director, Public Sector Services, Crowe, Chizek,
and Company

The Financial Aspects- Performance-Based Contracting:
Matt Raibley, Impact Manager, Impact Program, Division of
Family and Children
- 12:30 p.m. – 1:30 p.m. **Working Lunch: A Local Provider's Story**

Steve Bonds, Director, Westside Community Ministries,
Indianapolis, Indiana

1:30 p.m. – 2:30 p.m. **Making New Relationships Happen: The Oklahoma Story**
Brad Yarbrough, Director, Office of State Faith-Based Liaison

2:30 p.m. – 3:15 p.m. **Spotlight on States**
Participants will have the opportunity to share information about
on-going innovative faith-based programs in their States.

3:15 p.m. – 3:30 p.m. **Break**

3:30 p.m. – 5:00 p.m. **Spotlight on States (continued)**

Thursday October 25, 2001 (Marriott Ballroom 4)

8:00 a.m. – 8:15 a.m. **Review/Revision of Agenda**
Blake Austensen, Deputy Project Director, Welfare Peer Technical
Assistance Network

8:15 a.m. – 9:00 a.m. **Building Bridges to Faith Communities: The Virginia Story**
Jane Brown, Director, Community Programs, Department of Social
Services

9:00 a.m. – 10:00 a.m. **Involving Both Rural and Urban Communities: Texas’
Pioneering Efforts**
Sharon Zambrzycki, Director, Volunteer and Community Services,
Department of Human Services
Larry Jones, Director of Communications, Texas Workforce
Commission

10:00 a.m. – 10:15 a.m. **Break**

10:15 a.m. – 11:00 a.m. **Building Collaborations: The North Carolina Experience**
Deborah Landry, Assistant Chief, Program Operations, Division of
Social Services

11:00 a.m. – 11:45 p.m. **Application of Lessons Learned/Next Steps**
John Horejsi, ACF Central Office
Blake Austensen, Welfare Peer TA Network

11:45 a.m. –12:00 p.m. **Wrap-up/Evaluation**
Blake Austensen, Welfare Peer TA Network

Appendix B

WORKSHOP PARTICIPANT LIST

Indianapolis Marriott Downtown
Indianapolis, IN
October 24-25, 2001

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