



BAYLOR INSTITUTE FOR
Studies of Religion

Ohio Compassion Capital Program

A CASE STUDY

MARCH 2008

BAYLOR
UNIVERSITY



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Foreword

The Baylor Institute for Studies of Religion (ISR) exists to involve scholars having many different interests and approaches in creative efforts to grasp the complexities and interconnections of religion in the life of individuals and societies. The aim is to produce studies that not only plumb basic questions, but produce results that are relevant to religious organizations, address moral controversies and contribute to social health. We are particularly interested in research that examines how religion, religious institutions and faith-based organizations may play a unique role in the formation of a more civil society and possibly work to counter the effects of contemporary social problems ranging from literacy and housing, to health care and crime reduction. Unfortunately, research and evaluation of faith-based approaches or religious interventions remain remarkably underdeveloped. This oversight is unfortunate since the country is in the midst of an extraordinary debate about the role of religion and its public policy implications.

ISR scholars are currently involved in a number of research initiatives that will expand the breadth and depth of scholarship in this long overlooked area. From randomized clinical trials of the Amachi Texas (mentoring children of prisoners) initiative, to longitudinal and cross-sectional studies examining the efficacy of various religious interventions, we are generating studies that help shed light on what does or does not work. Still, it is not enough to know that a program does or does not work; it is equally important to know why. ISR is committed to qualitative research that provides insights that are often beyond the grasp of strictly quantitative scholarship. To this end, ISR is committed to producing thoughtful case studies of faith-based initiatives in different jurisdictions in order to learn more about the role, capacity, identity and effectiveness of the many different types of faith-based approaches to social problems as well as social service delivery. We believe these case studies will be instructive not only in assessing faith-based approaches or efforts, but in guiding future research – both quantitative and qualitative, and thus inform the ongoing debate.

The current case study captures the experiences leading to the establishment of the Ohio Governor's Office and Faith-Based and Community Initiatives and the sequence of events that would culminate in the funding of the Ohio Compassion Capital Program (OCCP). The case study documents the implementation and early results of the OCCP. The case study draws upon a number of face-to-face interviews and analyses of records, as well as observational work from field visits. We caution that case studies should be viewed as the basis for generating and informing discussion, not as definitive or causal work on the efficacy of programs. However, it is important to note that case studies such as this one are useful in showing how public-private and bi-partisan collaborations can produce meaningful results in a short period of time. The current study as well as other ISR case studies may be instructive in future research addressing the efficacy of faith-based approaches to social problems.

Byron Johnson
*Professor of Sociology and Co-Director
Baylor Institute for Studies of Religion*

OHIO COMPASSION CAPITAL PROGRAM: A CASE STUDY¹

Introduction

In January of 2001, President George Bush signed an executive order establishing the White House Office of Faith-Based and Community Initiatives (FBCI). Included in this executive order was the establishment of FBCI centers within the departments of: Health and Human Services, Housing and Urban Development, Education, Labor and Justice.² The accompanying report, entitled *Rallying the Armies of Compassion*, articulated the need for government funding to get closer to people in need in neighborhoods and communities across the country:

*...Federal assistance must become more effective and more tailored to local needs. We must not only devolve Federal support to state and local governments where appropriate, but move support out to neighborhood-based caregivers. Traditional social programs are often too bureaucratic, inflexible and impersonal to meet the acute needs of the poor. Reforms must make the Federal Government a partner with faith-based and community organizations that are close to the needs of people and trusted by those who hurt.*³

Among the recommendations included in the report was to establish a Compassion Capital Fund with the two-fold purpose of:

1. funding increased technical assistance to help small community and faith-based charities build their capacity through improved skills and expanded programs; and
2. providing start-up capital to enable smaller groups to expand or emulate model programs.

Within the CFBCI at the Department of Health and Human Services (DHHS), the CFBCI director, Bobby Polito and Wade Horn, director of DHHS' Agency for Children and Families, began formulating ideas for where and how to implement the President's FBCI agenda.

¹ This case was prepared by Byron R. Johnson, Baylor University, and William H. Wubbenhorst, management consultant with Macro International Inc., Calverton, MD. Inquiries should be directed to Professor Johnson at the Baylor Institute for Studies of Religion, 97236 One Bear Place, Waco, TX, 76798.

² The original Executive Order has been amended since then to include the establishment of CFBCI in: The Department of Agriculture, US Agency for International Development, The Department of Commerce, The Department of Veterans Affairs, Small Business Administration, and the Department of Homeland Security.

³ *Rallying the Armies of Compassion*, page 5, January, 2001.

As Polito described:

There was only about \$30 million in appropriations earmarked for the FBCI at first. It was generally agreed that there needed to be resources and effort directed towards building capacity amongst smaller, grassroots faith-based and community organizations. It was also widely recognized that the best way to get the needed funds and technical assistance down to the local FBCOs was by funding intermediary organizations that could then train and sub-grant to the targeted organizations. We convinced the White House that we could put this together, and we got the \$30 million appropriation put into the DHHS budget.

What ensued was a funding initiative through DHHS' Office of Community Services entitled the Compassion Capital Fund (CCF). In March of 2002, OCS released a Request for Applications (RFA) for proposals from organizations positioned as intermediaries to build capacity of FBCOs in their particular region or municipality. In August of 2002, DHHS announced the award of a total of \$24.77 million in grants to 21 intermediary organizations (see Exhibit 1 for a listing of CCF awardees and amounts from 2002 to 2005).

Among those applicants was the Governor's Office from the state of Ohio. In June of 2001, Ohio had passed legislation to establish the Task Force on Nonprofit, Faith-based and Other Nonprofit Organizations. The Task Force deliberations were coming to a close around the same time that the CCF announcement was released by DHHS. Leonard Hubert, Director of External Affairs and Task Force member, saw an opportunity:

By the spring of 2002, it became clear that the Task Force was going to recommend, among other things, that there be an Office of Faith-Based and Community Initiatives established, and there was also general consensus that it should be located within the Governor's Office. With the release of the RFA for the Compassion Capital Fund, I saw a chance for funding the office through this grant.

Hubert, Task Force members, and other Governor's office staff, worked to put a proposal together before the May 2002 application deadline. They succeeded in submitting a proposal in time, but did not succeed in being among those grantees selected.

In July of 2003, the Ohio Governor's Office for Faith-Based and Community Initiatives (GOFBCI) was established by the legislature, with bi-partisan support, based on a recommendation from the Task Force. The office was originally given \$625,000 to fund two staff for two years. Hubert was responsible for hiring the GOFBCI director and, in October of 2003, selected Krista Sisterhen who, at that time, was directing a number of strategic planning and performance measurement activities within the Ohio Department of Jobs and Family Services (ODJFS).

Sisterhen began by meeting with key state government stakeholders. She also visited a number of state adult correctional institutions and FBCOs that were providing support for people recovering from substance abuse. Sisterhen and her direct report, Hubert, then began expanding their networking efforts to include federal government stakeholders, such as the CFBCI liaisons within each of the five federal agencies (as established in the aforementioned executive order) and others invested in the success of the initiative at the national level. It was during these various discussions that Sisterhen became aware of the CCF program and liked how it fit in with her newly-established office. As she explained:

The goal of the CCF Demonstration grants was very much in line with what our office was created to do, which was to build the capacity of FBCOs in the state of Ohio to better serve those in need in their communities.

Initially, Sisterhen's goal was simply to support one or more intermediary organizations in Ohio to submit a successful proposal. With that in mind, Sisterhen convened an informal information session consisting of about 25 people representing about 15 of the state's larger non-profit organizations. It was during a subsequent discussion, with only about six of the original fifteen organizations continuing to participate, that consensus emerged among all that the GOFBCI should take the role as prime in applying for the CCF grant. As Sisterhen described:

Our original intention at GOFBCI was simply to come alongside one or more of the experienced non-profit organizations at the table in support of their application for funds. I hadn't really envisioned GOFBCI in the role of funder up to that point, but that's where the leaders of the organizations took us.

One of the more challenging requirements for the CCF was that the applicant had to provide a 25% private match, and state funding (i.e., the GOFBCI funding) was not allowable for that match. Therefore, any organization wishing to participate as a partner in the GOFBCI proposal was going to have to make an investment of their own. As Nancy Peppler, representing the Cleveland Christian Home, one of those organizations that stayed on as a partner, explained:

Once it became clear the level of investment and commitment was required as a CCF partner, the group of organizations remaining at the table kind of self-selected. The only other criteria applied to be a partner with GOFBCI was to assure that the partner organizations would collectively be able to cover all of the state.

What emerged was a project team comprised of the GOFBCI as the prime and four non-profit partners, each responsible for five regions of the state.⁴ It turned out that

⁴ One organization, OCATO, covered two of the five regions.

these organizations were also fairly complementary in terms of their relative strengths in different areas of capacity-building and experience with different types of FBCOs. Table 1 below provides a brief description of each of these four partners, the region of the state they would cover, and their particular capacity-building strengths (see Exhibit 2 for a more detailed description of each of the four partner organizations).

Table 1: OCCP Partners

Name of Organization	Region of the State	Unique Skills/Assets
Community Care Network (previously named the Cleveland Christian Home)	Northeast	Extensive history with small FBCO child welfare organizations abuse prevention and with the Latino community.
Economic Community Development Initiative (previously named Jewish Family Services)	Central	Workforce and economic development, with strong connections with immigrant populations.
Free Store Food Bank	Southwest	Strong network with a large number of FBCO member organizations and strong ties to both urban and rural communities served through food bank.
Ohio Community Action Training Organization (OCATO)	East and West	Training and technical assistance organization for statewide association for community action agencies.

The collaboration among GOFBCI and its four partners began through their joint development of the CCF proposal itself. The project was named the Ohio Compassion Capital Project (OCCP), which requested a three-year, \$1 million/year funding level, with \$500,000 budgeted for training and technical assistance, and the other \$500,000 for sub-awards to FBCOs through a competitive sub-granting process. One of the strengths of the OCCP proposal was the fact that GOFBCI would not use any of the CCF funds for administrative purposes, but instead would dedicate the majority of its state-funded staff to the project.

In August of 2004, GOFBCI was awarded a \$750,000 CCF grant, becoming the first governmental agency to date to receive a CCF grant. Due to the lower funding level, it was decided to reduce the sub-awards to \$250,000. The first step in OCCP implementation was developing the Training and Technical Assistance (T/TA) curriculum to be provided through the four partner organizations. As Sisterhen described:

It was agreed by all that we wanted to take a corporate approach to the delivery of training, thus assuring a high degree of quality and consistency so all FBCOs would get the same training.

Peppler, who served as Chief Development Officer for the Community Care Network (CCN), further described the process for both the curriculum development and its implementation:

We basically farmed out each of the capacity-building components to the partners based on their particular area of expertise. Once it was completed, we also decided that everyone that was going to be involved in implementing the curriculum would be trained together through a train-the-trainer process.

Partner Profile – Community Care Network (CCN)

Community Care Network (CCN) was founded in July of 2004 as a result of a merger between two non-profit organizations, the Cleveland Christian Home⁵ and Bridgeway. The Cleveland Christian Home, founded in 1900 by the Christian Church (Disciples of Christ), focused its efforts on the needs of vulnerable youth in the Cleveland Metropolitan region. Bridgeway, founded in 1972, is an adult mental health services provider. The CCN was created to serve as the administrative services provider for the merged organizations, who maintained their respective names as service providers.

In addition, CCN offered administrative services to other non-profit organizations in or near Cleveland. CCN thus made an ideal partner for OCCP, since it was already involved in providing capacity-building services. As Peppler described:

I was first introduced to Krista via a friend I had within one of the state agencies. We were then invited in early 2004 to be a part of a group to discuss the needs of Ohio faith-based and community organizations in general, and the opportunity to apply for a CCF grant in particular. The initial group involved over a dozen organizations, but those numbers dwindled with subsequent meetings, and we turned out to be one of the last organizations standing. We never had the opportunity to partner with the state before the OCCP came along. One of the qualities of Krista's leadership was the clarity and consistency in which she communicated the vision for her office. It was something we definitely wanted to be a part of.

That mission, which Sisterhen presented for GOFBCI was:

1. To simplify the procurement process to allow smaller FBCOs better access to public dollars to support their programs;
2. To encourage and support effective collaborations among FBCOs through the leveraging of these public dollars; and

⁵ It was the Cleveland Christian Home that was listed in the OCCP proposal, since CCN wasn't founded until just after the OCCP proposal had been submitted.

3. To develop the ability to measure, both through capacity-building efforts and also to demonstrate the outcomes produced through direct service grants to FBCOs.

Measuring the Results of OCCP

One of the founding principles of GOFBCI was the commitment to be accountable by presenting measurable results for the investment of OCCP funds, both in terms of the T/TA provided and the min-grants that would be awarded to FBCOs. In August of 2004, the month that CCF was awarded, GOFBCI immediately developed and released a RFP to secure an independent evaluation of the OCCP. In October of 2004, GOFBCI selected Public Policy Associates (PPA) through a competitive bidding process to serve that role. PPA, in turn, developed four fundamental research questions to serve as their evaluation framework:

1. To what extent have participating organizations availed themselves of capacity-building services that have been provided through the OCCP and its regional intermediary partners?
2. How valuable have capacity-building services been for small faith-based and community organizations in expanding their capacity to manage their organizations and pursue governmental grants and contracts?
3. Has participation in capacity-building activities helped small, local faith-based and community-based organizations collaborate with other like organizations, expand their ability to help those in need, and/or expand the number of people in need that they serve?
4. Has participation in the OCCP overcome concerns among small organizations that involvement with government-funded activities may interfere with their charitable activities, their operating principles and procedures, and for faith-based organizations, their religious beliefs and mission?⁶

Implementing OCCP

In October of 2004, the GOFBCI held its first statewide event for the three-fold purpose of: 1) introducing the OCCP; 2) communicating the target populations of GOFBCI⁷; and 3) including 'best practices' providers, along with state and federal funding representatives, on plenary panels throughout the day. In November, GOFBCI and its partners held similar orientations throughout the state, in preparation for its roll-out of OCCP.

OCCP implementation, apart from the actual mini-grants themselves, entailed three phases:

⁶ Evaluation of the 2004-2005 Ohio Compassion Capital Project; Public Policy Associates, December, 2006.

⁷ Those three targets were: 1) Ex-offenders and their families; 2) Serving older vulnerable youth (ages 16-21) coming out of foster care or incarceration; and 3) Encouraging community strategies to prevent out-of-wedlock births and strengthening marriages.

- i) Providing technical assistance workshops;
- ii) Organizational mentoring; and
- iii) On-demand T/TA.

Phase I: Technical Assistance Workshops

The first step in the OCCP implementation plan was the conduct of training workshops in each of the five regions covering each of the six curricula topics. This process began with orientation sessions by GOFBCI and its regional OCCP partner in order to register FBCOs for the subsequent training sessions. The participation levels for these training workshops between January and June of 2005 was very high. One of the incentives for participation was that an FBCO needed to attend at least one training session to be eligible to apply for the OCCP mini-grants. However, many FBCOs that subsequently received actual mini-grants indicated that the value of these training sessions was as important, or more important, than the actual mini-grant funds in terms of building their organizational capacity. As Sisterhen explained:

We didn't want to be paternalistic towards the FBCOs, but the impact we saw from these training sessions dwarfed that of the mini-grants themselves. As one of the grantees explained to me: 'we didn't know what we needed to know.'

The outcomes associated with these training sessions also reinforce the perceived value of the OCCP training, as seen by the FBCOs themselves. A survey of 27 of the 28 mini-grant recipients in 2004 found that between 70-85% of them agreed or strongly agreed that their participation in the training activities helped them improve in areas ranging from:

- Making their board of directors more responsible (70%);
- Being better prepared to apply for government funds (82%); and
- Improving collaboration with other organizations (85%).

The improvement in collaboration skills, which was also reinforced through the subsequent organizational mentoring, was a particularly important area for these FBCOs in a world of limited resources.

As Peppler explained:

At the time we were implementing the OCCP, there were two somewhat divergent trends taking place in the non-profit world. At the same time that we were supporting and strengthening these small, grassroots

organizations, there was also a consolidation trend, as represented in our own case with the creation of Community Care Network, with mergers and acquisitions taking place to form larger organizations. In a world of limited, and even shrinking, resources for serving communities, it was paramount that we encouraged and trained the OCCP grantees on how to collaborate with other community-serving organizations.

Phase II: Organizational Mentoring

In February of 2005, a month after the statewide training session began, GOFBCI issued a RFP for the actual capacity-building mini-grants, which provided up to \$10,000 for FBCOs to fund a particular capacity-building need. One successful applicant, for example, requested \$4,019 to purchase accounting software, while another requested and received \$7,500 to pay for a consultant to guide them through a strategic planning process. In May of 2005, the OCCP made mini-grant awards to 28 FBCOs for a total of \$250,000. In addition to the grant funding, each of these 28 sub-awardees were also provided with organizational mentoring services through their regional OCCP partner.

Partner Profile: Ohio Community Action Training Organization/ Mahoning Youngstown Community Action Partnership (OCATO/MYCAP)

The Ohio Community Action Training Organization (OCATO) was a 501c(3) off-shoot of the Ohio Association of Community Action Agencies (OCAA), which was a 501c(4) membership organization for community action agencies across the state. OCATO was created for the sole purpose of providing T/TA services for its member organizations, and was also therefore an ideal partner for the OCCP. Sisterhen was especially excited to have OCATO and, by extension, OCAA as a partner with GOFBCI:

I knew that, at a national level, the Community Action Agency Association was, at best, indifferent to the Faith-Based and Community Initiative and, in some quarters, viewed the inclusion of FBOs as a form of competition to the CAAs they served. I think that part of our success at the state level was our continual emphasis on the un-met needs in our communities, and how we can best work together to meet those needs.

Because OCATO was responsible for two of the five regions of the state, they turned to one of their member organizations, the Mahoning Youngstown Community Action Partnership (MYCAP) to both assist in the initial curriculum development effort and to provide the organizational mentoring components for the Western region. MYCAP was founded in 1965 with a mission of “planning and implementing quality services designed to educate and empower eligible residents in Mahoning County with a goal of moving toward self-sufficiency.” They operate the Head Start and Early Head Start Programs, the Home Weatherization Assistance Program, the Women, Infants and Children’s Program, the Home Energy Assistance Program, Senior Outreach Program, Afterschool and Summer Feeding Program and Rural Services Program.

Wilma Torres, Director of Planning & Development for MYCAP, worked on behalf of OCATO on developing and implementing OCCP.

As Torres explained:

MYCAP was interested in expanding their impact on youth. We had established collaborations with large groups such as Youngstown State University, Youngstown City School and other non-profit organizations in the Youngstown area with much success. The OCCP was appealing to us for several reasons, we would assist small faith and community based organizations to be more effective in the services they provide, increase their capacity to manage their organizations, and because we were interested in developing and expanding our partnerships with FBCOs that were also serving youth.

Torres was responsible for mentoring the four FBCOs that were awarded mini-grants in the eastern region. Al Yanno, executive director of Heart Reach Ministries (HRM) – one of the four OCCP awardees in that region, described how Torres mentored his organization:

Wilma helped us in managing our grant and how to work with government procurement and payment regulations, and also showed us how to research other grants and funding sources.

Torres also played the role of match-maker between HRM and another western region grantee, Flying High, inc. (FHI). Jeff Magada, director of FHI, explained:

It was during a break from one of our statewide training sessions that Wilma [Torres] introduced me to Al [Yanno] from Heart Reach Ministries. They had a facility and were doing work with inner-city kids, and we had a sports-based program with a focus on character development. Wilma coached us both through the collaboration process, which included how to develop an MOU⁸ to formalize the collaboration. We have gone on from there to apply what we learned about collaboration building with other organizations.

MYCAP went even further to support the collaboration by offering \$2,600 in funding to pay for the pilot youth program that would bring the skills of both organizations together with that of the school system. FHI and HRM took their collaboration even further when they applied for, and received, a \$50,000 CCF mini-grant, also through the Federal Department of Health and Human Services.

⁸ Memorandum of Understanding: A less formal contracting vehicle outlining the terms and expectations of the collaboration.

Phase III: On-demand mini-grant T/TA

The final component of the OCCP was to simply be available to provide assistance to the OCCP grantees upon request. This turned out to be the least effective of the three T/TA service components, due primarily to the lack of demand from the grantees. This is also supported by the PPA evaluation report, which indicated that only 33% of grantees utilized the mini-grant assistance, as compared to the training sessions (70%) and the organizational mentoring (89%) phases.

OCCP As Viewed from the Ground Level – Flying High, Inc.

Flying High, Inc.(FHI) was established using volunteers in 1994 with the goal of teaching and encouraging young people, ages 5-25, to learn to be overcomers through sports, life skills training and other personal enrichment programs. FHI, with an annual budget of less than \$25,000, attended the initial statewide conference in Columbus in October of 2004, when the OCCP mini-grants were first announced. FHI then attended one of the initial training workshops offered to all FBCOs, a four-hour session providing an overview of the various steps an organization needs to take to develop its fiscal management capacity.

FHI then applied for, and received, a \$7,500 OCCP mini-grant to hire a consultant to take the organization through a strategic planning process. FHI, with technical assistance provided by GOFBCI and OCATO, the regional OCCP partner, then issued its own RFP on-line and also networked through other organizations to ‘get the word out’. In the summer of 2005, FHI selected Strategy Solutions, an established consulting firm located in nearby Western Pennsylvania, to work with them. At the same time, FHI was provided with organizational mentoring through MYCAP, who worked on behalf of the OCATO, the regional OCCP partner serving the western region of the state. Jeff Magada, executive director for FHI, described the distinct roles that Strategy Solutions and MYCAP played in developing his organization’s capacity:

The consultant we hired with the OCCP mini-grant [Strategy Solutions] helped us to clarify our vision, and the steps we needed to take to get there. Once we had that established, Wilma [from MYCAP] taught us how to leverage resources through collaborating with other organizations. In that respect, our limited resources were a plus, because it required some creativity in pursuing relationships with like-minded individuals and organizations. Our internal consultant also taught us how to network with other organizations.

FHI’s first collaboration, as described earlier, was with another Youngstown-based OCCP grantee named Heart Reach Ministries (HRM) to develop Super Stars, a sports-themed character development program for third and fourth grade youth. The Super Stars collaboration received an initial ‘boost’ of \$2,600 from MYCAP itself, and also drew in a local elementary school to identify and refer at-risk youth to participate in the after-school program. Gaining momentum from the burgeoning partnership, FHI also

received a Federal Compassion Capital Fund mini-grant of \$50,000 to fund an activities director to bolster its sports-based character enrichment program called 'League of Champions.' Magada described how the OCCP grant, and the training/mentoring provided through MYCAP, contributed to their success:

Aside from the direct benefit from OCCP in terms of the consultation and mentoring, the OCCP award also provided some credibility, or stamp of approval, that helped us obtain the CCF and other grants. Furthermore, we were able to present a well-documented plan with specific action steps, which as something we learned through the strategic planning process we went through with our internal consultant.

FHI's visibility not only increased for direct funding opportunities, but also among other Youngstown organizations. When GOFBCI introduced its next initiative, the Ohio Strengthening Families Initiative (OSFI), FHI was approached by the Youngstown Urban Minority Alcoholism and Drug Abuse Outreach Program, Inc. to partner with them on an ex-offender re-entry demonstration grant, called REUNITE-OHIO, which also included two other local FBCOs. Magada described how this collaboration developed:

I knew Darrell [the Youngstown UMADAOP executive director] before the OSFI opportunity came along, but we never had a chance to formally collaborate. They were impressed with the work we had done with youth, and we were eager to work more with the families of the at-risk youth, which is the role we assumed for REUNITE-OHIO.

In April of 2006, Project REUNITE-OHIO was awarded a \$500,000 OFSI grant, of which FHI's level of effort comprised about a quarter, or \$125,000. Each project, starting with the \$7,500 OCCP grant, then the \$50,000 CCF mini-grant, and then the \$125,000 in OSFI funding, required FHI to build the systems that would meet the increasingly rigorous documentation requirements each grant entailed. As Magada explained:

One of the hidden benefits of the OCCP grant was learning how to abide by the stipulations associated with invoicing the government, be it at the federal or state level, in order to actually receive the awarded funds. As the grant awards increased, so also did our administrative capacity.

FHI was ready to move to the next level, and began considering how it could play the intermediary role, supporting smaller FBCOs as partners. In the summer of 2006, FHI assumed that intermediary role as the prime in a grant application for the Department of Health and Human Services' Communities Empowering Youth Project, a new funding initiative under the CCF umbrella program. Magada's skills, both as a collaborator and proposal writer, led to a proposal including four other FBCOs (including HRM and Youngstown UMADAOP) for a three-year, \$750,000 grant, which it was awarded in the fall of 2006.

Reflections on the OCCP

In a matter of four years, FHI had grown from a \$25,000 all-volunteer staff organization to one with an annual 2006 budget of \$250,000, along with 5 staff and a total of 30 volunteers. In looking back on FHI's remarkable growth, Magada reflected on the remarkable success of where they had gotten to, as well as where they were going:

As exciting as it is to be four for four in applying for, or partnering in, successful grant proposals, the key isn't the money flowing into our organization, but how many more kids and families we can reach as a result. The primary challenge for us and all this growth is to keep ourselves focused on meeting the needs with the kids. If we lose sight of that, then none of this is really worth it.

Sisterhen, from the perspective of GOFBCI and the OCCP strategy, added her reflections:

What I learned the most from our experience with OCCP is that a small amount of funding for the right purpose, with the right kind of technical assistance to go along with it, can have a dramatic leveraging effect when you direct it to the right organizations. I think that is one of the most important, yet hardest to see, aspects of the Faith-Based and Community Initiative – that it's not just about the work that is being done by these community-serving and ministering organizations, but its also the latent potential they have to do more with the right kind of support.

EXHIBIT 1

2002 - 2005 Funding for Demonstration Program Grantees a.k.a. Intermediary Organizations

Funding in Year 2002

State	City	Intermediary Organizations (21)	Amount
CA	San Diego	S.V.D.P. Management, Inc.	673,041
CO	Denver	JVA Consulting, Inc.	1,008,547
DC	Washington	Southeast Asia Resource Action Center	682,240
FL	West Palm Beach	The National Center for Faith Based Initiative	700,000
GA	Atlanta	Emory University	1,499,999
HI	Honolulu	University of Hawaii	600,000
IL	Chicago	Christian Community Health Fellowship	1,128,330
MA	Cambridge	Community Technology Centers' Network (CTCNET)	1,499,770
MA	Boston	United Way of Massachusetts Bay	2,000,000
MD	Baltimore	Associated Black Charities, Inc.	\$1,500,000
MI	Kalamazoo	Northside Ministerial Alliance	1,000,000
MT	Bozeman	Montana Office of Rural Health	614,555
NC	Raleigh	CJH Educational Grant Services, Inc.	1,506,987
NE	Lincoln	University of Nebraska	1,160,742
NM	Albuquerque	Catholic Charities of Central New Mexico	1,000,000
PA	Lancaster	Mennonite Economic Development Associates	1,000,000
PA	Philadelphia	Nueva Esperanza, Inc.	2,466,406
SC	Clemson	Clemson University	1,033,341
VA	Sterling	Institute for Youth Development	2,500,000
VA	Virginia Beach	Operation Blessing International	500,000
VA	Alexandria	Volunteers of America, Inc.	699,159
Total			\$24,773,117

Funding in Year 2003

State	City	Intermediary Organizations (10 New Grantees)	Amount
AZ	Tucson	United Way of Tucson & Southern Arizona	686,982
DC	Washington	National Center for Neighborhood Enterprise	498,403
DC	Washington	We Care America, Inc.	712,020
KY	Richmond	Kentucky River Foothills Development Council, Inc.	511,298
LA	Baton Rouge	Louisiana Association Nonprofit Organizations	401,022
MN	Minneapolis	Greater Minneapolis Council of Churches	532,000
NY	New York City	Citizens Committee for New York City	\$312,348
TX	Dallas	Foundation for Community Empowerment	578,892
WA	Tacoma	Northwest Leadership Foundation	740,438
WI	Milwaukee	Holy Redeemer Institutional Church of God in Christ	626,598
Total			\$5,600,001

State	City	Intermediary Organizations (21 Continuation Grantees from 2002)	Amount
CA	San Diego	S.V.D.P. Management, Inc.	673,041
CO	Denver	JVA Consulting, LLC	1,008,547
DC	Washington	Southeast Asia Resource Center	682,240
FL	West Palm Beach	National Center for Faith-Based Initiatives	525,000
GA	Atlanta	Emory University	1,499,999
HI	Honolulu	University of Hawaii	600,000
IL	Chicago	Christian Community Health Fellowship	1,128,330
MA	Boston	Black Ministerial Alliance of Greater Boston, Inc. dba United Way of Massachusetts Bay	2,000,000
MA	Boston	Community Tech Centers' Network	1,499,770
MD	Baltimore	Associated Black Charities	\$1,500,000
MI	Kalamazoo	Northside Ministerial Alliance	895,000
MT	Bozeman	Montana State University	614,555
NC	Raleigh	CJH Educational Grant Services, Inc.	1,116,440
NE	Lincoln	University of Nebraska	1,171,742
NM	Albuquerque	Catholic Charities of Central New Mexico	1,000,000
PA	Philadelphia	Nueva Esperanza, Inc.	2,466,470
SC	Clemson	Clemson University	792,350
VA	Sterling	Institute for Youth Development	2,500,000
VA	Virginia Beach	Operation Blessing International	500,000
VA	Arlington	Volunteers of America	563,000
Total			\$23,736,484

Funding in Year 2004

State	City	Intermediary Organizations (14 New Grantees)	Amount
AR	Little Rock	New Futures for Youth, Inc.	324,000
CA	Oakland	Institute for Contemporary Studies	366,179
CT	New Haven	Empower New Haven, Inc.	473,077
IN	Indianapolis	Indiana Youth Institute	649,013
KS	Wichita	Wichita State University	526,766
MI	Detroit	New Detroit	536,705
MS	Jackson	Developing Resources for Education in America, Inc.	440,893
NY	New York	Metropolitan Council on Jewish Poverty	525,645
OH	Columbus	Governor's Office of Faith-Based & Community Initiative	750,000
OK	Tahlequah	Cherokee Nation	\$724,080
PA	Allegheny	North Hills Community Outreach	234,000
TX	Brownsville	The University of Texas at Brownsville/Texas Southmost	526,766
WV	Cheyenne	High County Consulting LLC Faith Initiative of Wyoming	371,941
WV	St. Albans	Mission West Virginia, Inc.	359,240
Total			\$6,867,768

2002 - 2005 Funding for Demonstration Program Grantees a.k.a. Intermediary Organizations

State	City	Intermediary Organizations (10 Continuation Grantees from 2003)	Amount
AZ	Tucson	United Way of Tucson & Southern Arizona	903,924
DC	Washington	National Center for Neighborhood Enterprise	655,680
DC	Washington	We Care America, Inc.	936,868
KY	Richmond	Kentucky River Foothills Development Council, Inc.	750,000
LA	Baton Rouge	Louisiana Association of Nonprofit Organizations	527,660
MN	Minneapolis	Greater Minneapolis Council of Churches	700,000
NY	New York City	Citizens Committee for New York City	\$410,984
TX	Dallas	Foundation for Community Empowerment	761,700
WA	Tacoma	Northwest Leadership Foundation	974,260
WI	Milwaukee	Holy Redeemer Institutional Church of God in Christ	824,471
Total			\$7,445,547

State	City	Intermediary Organizations (21 Continuation Grantees from 2002)	Amount
CA	San Diego	S.V.D.P. Management, Inc.	673,041
CO	Denver	JVA Consulting, LLC	1,008,547
DC	Washington	Southeast Asia Resource Center	682,240
FL	West Palm Beach	National Center for Faith-Based Initiatives	525,000
GA	Atlanta	Emory University	1,499,999
HI	Honolulu	University of Hawaii	600,000
IL	Chicago	Christian Community Health Fellowship	1,128,330
MA	Boston	Black Ministerial Alliance of Greater Boston, Inc. dba United Way of Massachusetts Bay	2,000,000
MA	Boston	Community Tech Centers' Network	1,499,770
MD	Baltimore	Associated Black Charities	\$1,500,000
MI	Kalamazoo	Northside Ministerial Alliance	895,000
MT	Bozeman	Montana State University	614,555
NC	Raleigh	CJH Educational Grant Services, Inc.	1,116,440
NE	Lincoln	University of Nebraska	1,171,742
NM	Albuquerque	Catholic Charities of Central New Mexico	1,000,000
PA	Lancaster	Mennonite Economic Development	1,000,000
PA	Philadelphia	Nueva Esperanza, Inc.	2,466,470
SC	Clemson	Clemson University	792,350
VA	Sterling	Institute for Youth Development	2,500,000
VA	Virginia Beach	Operation Blessing International	500,000
VA	Arlington	Volunteers of America	563,000
Total			\$23,736,484

Funding in Year 2005

State	City	Intermediary Organizations (20 New Grantees)	Amount
AL	Auburn	Auburn University	950,000
CA	Sacramento	California Healthy Marriages Coalition	583,475
CA	Bakersfield	Latino Coalition for Faith and Community Initiatives, Inc.	978,551
CA	Los Angeles	The East Los Angeles Community Union	750,000
CO	Denver	JVA Consulting, LLC	1,000,000
GA	Atlanta	Morehouse School of Medicine	547,397
HI	Honolulu	University of Hawaii-Office of Research Services	950,000
IA	Pleasant Hill	Iowa Family Policy Center	800,000
MA	Roxbury	Black Ministerial Alliance	1,400,000
MO	Kansas City	Catholic Charities of Kansas City-Joseph, Inc.	828,548
NC	Winston-Salem	Winston-Salem State University	548,961
NY	Bronx	Latino Pastoral Action Center, Inc.	708,334
OR	Portland	Technical Assistance for Community Services (TACS)	696,924
PA	Philadelphia	Temple University	890,186
RI	Providence	The Providence Plan	950,000
SC	Clemson	Clemson University	799,938
TX	Austin	OneStar Foundation, Inc.	1,100,000
VA	Sterling	The Institute for Youth Development	1,500,000
VA	Alexandria	Volunteers of America, Inc.	962,985
WA	Federal Way	World Vision, Inc.	750,000
Total			\$17,695,299

State	City	Intermediary Organizations (14 Continuation Grantees from 2004)	Amount
AR	Little Rock	New Futures for Youth, Inc.	360,000
CA	Oakland	Institute for Contemporary Studies	467,363
CT	New Haven	Empower New Haven, Inc.	603,800
IN	Indianapolis	Indiana Youth Institute	865,350
KS	Wichita	Wichita State University	702,355
MI	Detroit	New Detroit	685,009
MS	Jackson	Developing Resources for Education in America, Inc.	562,722
NY	New York	Metropolitan Council on Jewish Poverty	700,860
OH	Columbus	Governor's Office of Faith-Based & Community Initiative	1,000,000
OK	Tahlequah	Cherokee Nation	\$965,440
PA	Allegheny	North Hills Community Outreach	260,000
TX	Brownsville	The University of Texas at Brownsville/Texas Southmost	247,946
WV	Cheyenne	High County Consulting LLC Faith Initiative of Wyoming	474,717
WV	St. Albans	Mission West Virginia, Inc.	399,156
Total			\$8,294,718

State	City	Intermediary Organizations (10 Continuation Grantees from 2003)	Amount
AZ	Tucson	United Way of Tucson & Southern Arizona	903,924
DC	Washington	National Center for Neighborhood Enterprise	655,680
DC	Washington	We Care America, Inc.	936,868

2002 - 2005 Funding for Demonstration Program Grantees a.k.a. Intermediary Organizations

KY	Richmond	Kentucky River Foothills Development Council, Inc.	750,000
LA	Baton Rouge	Louisiana Association of Nonprofit Organizations	527,660
MN	Minneapolis	Greater Minneapolis Council of Churches	700,000
NY	New York City	Citizens Committee for New York City	410,984
TX	Dallas	Foundation for Community Empowerment	761,700
WA	Tacoma	Northwest Leadership Foundation	974,260
WI	Milwaukee	Holy Redeemer Institutional Church of God in Christ	824,471
Total			\$7,445,547

Last Updated 1/5/2006

EXHIBIT 2 – DESCRIPTION OF OCCP PARTNERS

Northwest and Southeast Intermediary Lead: OCATO

The Ohio Community Action Training Organization (OCATO) has a statewide network of 52 agencies. These agencies combined have a 33-year history of working in collaboration at the local level. OCATO is the sister organization of the Ohio Association of Community Action Agencies, developed in 1971. OCATO provides technical assistance and training for the 52 Community Action Agencies that cover all 88 counties in Ohio. Last year, Ohio's Community Action Agencies provided Head Start services to 75% of the children in that program in Ohio, served 7 million meals to low-income residents, and provided direct health care to over 231,000 patients. OCATO has an annual operating budget of \$500,000.

The mission of OCATO is to provide training to the Community Action Agency (CAA) network and other non-profit organizations in Ohio. Since 2001, OCATO has provided the CAA network with critical training opportunities to strengthen the agencies and the local communities. In the past eight months, OCATO has seen an increase in the participation of other non-CAA organizations in professional training opportunities that it provides. Many of these non-profit agencies are grass-roots FBCOs that are in need of training to maintain current services and to grow existing programs. OCATO's motto is "*Growing organizations one result at a time.*" It is focused on utilizing collaboration as a keystone to help strengthen the infrastructure of social services in Ohio.

Southwest Intermediary Lead: Freestore Foodbank

Established in 1971, the Freestore Foodbank (FSFB) is Ohio's third largest food bank, distributing 11 million pounds of food and groceries annually to a network of member agencies that directly serve needy individuals. These agencies include homeless shelters, day care centers, food pantries, soup kitchens, and seniors' centers in the Southwest region of Ohio. FSFB has an annual operating budget of \$6 million.

The FSFB's Agencies Building Capacity (ABC) Center was established to improve the efficiency and effectiveness of its 500 non-profit member agencies that distribute emergency food, products and services throughout the FSFB's 20-county service area. The mission of the ABC Center is "*to facilitate access to learning resources for partner agencies in a way that increases their capacity to move clients towards self-reliance.*"

As a member of the Ohio Association of Second Harvest Foodbanks, the FSFB is also capable of disseminating information about available training and mentoring to 3,000 agencies across the state. Two-thirds of these agencies are faith-based, the majority are volunteer-driven, and 80% operate on budgets of less than \$20,000 per year.

Northeast Intermediary Lead: Cleveland Christian Home

The Cleveland Christian Home (CCH) was established in 1901 and has a history of providing capacity-building support to smaller organizations in the Cleveland area. As a member of the West Side Family Resource Network (WSFRN), CCH provides direct support to smaller organizations for the purpose of helping children and families involved in the child welfare system. CCH pays the salaries for staff members in each of three WSFRN organizations, ensuring these organizations have the infrastructure necessary to work with children and families in the foster care system. WSFRN organizations provide senior services, childcare, counseling and services to at-risk youth. The Cleveland Christian Home has an annual operating budget of \$11 million.

CCH also provides support to the Hispanic Urban Minority Alcoholism and Drug Abuse Outreach Program (HUMADAOP), by providing space and utilities at a significantly reduced cost for their after-school alcohol and drug prevention program. CCH also serves with the HUMADAOP as a member of the Hispanic Community Services Coalition, a collaborative working to access funding to meet the needs of the Hispanic community in Cleveland.

Central Region Intermediary Lead: Jewish Family Services

Jewish Family Services (JFS) is a comprehensive social service agency that has provided programs to the central Ohio community since 1908. Its Business and Asset Development Center was established in 1998 and has a strong record of providing capacity building services to grassroots faith and community based organizations, microenterprise training and technical assistance, individual development accounts, and micro-loans. The department has received over \$6.4 million in public and private funds for these programs. The Business and Asset Development Center staff has expertise at all levels of project design, implementation, and management.

Cultural competency is an area of expertise, as the majority of the staff is multilingual and representative of the client population served (which includes large numbers of refugees and other immigrants). This allows the Center to effectively serve a variety of populations, many of which face special barriers. The Business and Asset Development Center is recognized at the national level for the quality and innovation of its services. The program has garnered support from a variety of funding sources and is successful in creating partnerships within the public and private sectors. These strengths will help to ensure a successful and well-managed program. Jewish Family Services has an annual operating budget of \$4 million.