

Utah
FAITH AND COMMUNITY WORKS

Faith and Community Works

An Analysis of Faith-based Social Service Capacity in Utah

Final Report
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Submitted to:

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and
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UTAH ISSUES

CENTER FOR POVERTY RESEARCH AND ACTION

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Executive Summary

Background

In September of 2002, the Utah the Department of Workforce Services (DWS), in partnership with the Department of Human Services (DHS) contracted with Utah Issues (who contracted with Klass Strategies) to act as the State's "Faith-based Liaison for Charitable Choice" with the following objectives: 1) Research the extent of faith-based organization (FBO) service provision in Utah; 2) Research barriers identified by FBOs to obtaining state and federal funding; 3) Provide outreach and technical assistance to FBOs that are interested in accessing federal funds. Utah Issues established a project identity, Faith and Community Works—Utah (FACWU) and an advisory committee that grew to over 30 members with representatives from numerous faith groups, large faith-based social service providers, non-profit social service networks, as well as DWS, DHS, and the Department of Community and Economic Development (DCED).

Initial project outreach activities generated an unanticipated wave of requests from FBOs and small community based organizations (CBOs) for much needed technical assistance. Recognizing both the critical need and the opportunity to enhance the research and learning process with in-depth, hands-on experience, the decision was made to modify both the objectives and the timelines of the project. During the course of the project, Utah Issues' goal was to provide technical assistance to as many FBOs/CBOs as possible while still delivering the required products of the RFP.

Results: Technical Assistance

Technical assistance was provided through phone and email response to requests for information, a state conference held in May 2003 involving 422 registrants, several regional roundtables and focus groups and approximately 500 hours of direct consultation to 23 individual organizations. The TA activities ranged from advice and referral to multi meeting facilitation and follow up activities spanning over six months per consulting client. Results ranged from connecting service partners to identifying funding sources to birthing new service organizations. Overall, more than \$24,000 worth of direct technical assistance was provided, dozens of new partnerships were established and funding sources were identified, 13 separate grants were written and as of September 8, 2003, 5 have been funded. Overall, the project has the potential to leverage more than \$1 million in its first year.

Results: Outreach

Outreach and communication materials developed as part of the FCWU project include a brochure, a website (www.faihandcommunityworks.org), several power point presentations, and issue briefs that will assist the State in communicating with FBOs in the future. In addition, 5 community roundtables and a statewide conference reached over 500 individuals resulting in greater understanding of community needs and charitable choice, as well as the establishment of numerous partnerships and a model for future conferences and roundtables.

Results: Research

A survey was designed to assess the interest of FBOs in accessing government funding to provide social services for the community, the barriers they have encountered or perceive in accessing government funding, the services they provide, their willingness to partner with

government or others, and the capacity of faith based organizations to provide services. The survey was sent to 515 organizations. The survey was not mailed to each individual LDS congregation because of the LDS Church’s thoroughly studied social service system and the clear position of the LDS Church regarding abstention from participation in charitable choice.

A total of 209 responses were received (41%) – 186 organizations completed the survey and 23 organizations declined to complete the survey. The research conducted as part of this project suggests that, with respect to charitable choice and social service provision, there are three different categories of FBOs: 1) FBOs with Well-Established, Community-Wide Social Services, 2) FBOs with Limited Social Services, 3) FBOs with No Community-Wide Social Services. Within each group, interest, experience and capacity for partnering with government to deliver social services are substantially different, while barriers to partnering with government and concerns about charitable choice are remarkably similar.

Barriers	Concerns
<ul style="list-style-type: none"> • Lack of information & knowledge • Lack of clear guidelines and rules • Lack of FBO staff & organizational capacity (time, expertise, infrastructure, etc.) 	<ul style="list-style-type: none"> • Bureaucracy / “red tape” • Separation of church and state • Fear of government control • Concern that government is leaving all responsibility to churches

Conclusions:

1. Technical assistance to increase service capacity is clearly needed and desired on the part of many small, independent and expanding FBOs and CBOs.
2. Government and private resources available to faith-based organizations and their partners are growing.
3. Interest in accessing public funding is mixed.
4. Interest in interfaith efforts to collaborate and deliver social services is high.
5. FBOs and CBOS could have a high impact in plugging community service gaps with additional capacity and resources.
6. Existing networks of service providers support interfaith and collaborative efforts to solve problems and may represent the most efficient ongoing mechanism for partnership development, collaboration, information sharing and training.
7. In-depth technical assistance in organizational development and fundraising requires a substantial investment of time on the part of those with expertise to provide it.
8. Substantial expansion of community service capacity cannot be developed without the investment of new resources
9. Communication with the majority of FBOs and CBOs is difficult and insufficient for service expansion.
10. Government can improve its ability to work with FBOs and CBOs.
11. Information about government funding, technical assistance and service partnership opportunities are difficult to find and understand.

Recommendations:

Because of the increasing focus on faith-partnerships by both private and federal funders, and because of the potential of promising FBOs and small CBOs to address critical, unmet community needs, the State of Utah should continue to proactively implement it’s a faith-based initiative. At a minimum, Utah’s initiative should continue with the following recommendations:

1. Utah's faith-based initiative should focus broadly on expanding community service capacity and solving problems through collaborative public, private, faith, and non-profit partnerships rather than solely focusing on accessing public resources.
2. Utah should continue to have a nonprofit intermediary that can assist faith and community-based organizations to work in partnership to solve problems. The intermediary should:
 - Provide ongoing capacity building support for faith-based and community organizations statewide including a focal point for pooling and distributing capacity building grants and technical assistance resources.
 - Conduct ongoing outreach for capacity building and gap-plugging opportunities to faith-based and community organizations statewide.
 - Provide ongoing analysis and consultation to state and local government agencies for refinement of service agency policies and procedures to remove barriers, provision of incentives for faith-based and community organization partnership in planning and service delivery for government programs, developing data on FBO and CBO contracting and how to more effectively connect to and benefit from the expertise and capacity of the evolving FBO and CBO service community.
 - Facilitate community level collaborations to plug specific planning and service delivery gaps and to direct interested emerging faith-based and community organizations interested in service delivery into those gaps.
 - Maintain and strengthen a referral and matchmaking clearinghouse of interested faith-based and community organizations with other faith-based, nonprofit and government partners.
3. Utah should explore and implement strategies to increase resources available to small, limited capacity faith and community-based organizations. Three initial strategies could be:
 - Continue to fund TA to assist Utah FBOs to compete for existing federal, state and private funds.
 - Provide matching funds for such things as the HHS Compassion Capital Fund, and VISTA cost sharing that can increase the return of new money to be used by faith and community-based groups.
 - Create a state-funded grant program for small faith and community-based organizations.
4. A mechanism for maintaining the data about FBO service organizations should be implemented and integration with e-Rep should be explored.
5. Explore formal Utah service expansion partnerships with the LDS Church. While the LDS Church has indicated that they are not interested in federal funding, representatives have repeatedly expressed interest in further collaboration within the faith and nonprofit service community.
6. Create an educational process/structure within government agencies (state & federal) to understand and maximize the relationship with the FBO, CBO and entire nonprofit service community (policy issues, contracting and grant making, outreach, etc). Create ongoing advisory groups for stronger faith and community-based organizations to government.

FINAL REPORT

BACKGROUND

Charitable Choice as it is currently discussed first became federal policy with the passage of the Personal Responsibility and Work Opportunity Reconciliation Act (welfare reform) of 1996. Charitable Choice language was subsequently added to other federally funded programs and is intended to encourage the delivery of social services through qualified faith-based organizations. Charitable Choice removes certain barriers that previously prevented many faith-based organizations from applying to the government for funding to provide services. It states that faith-based organizations may compete for government funding “on the same basis as any other non-governmental provider without impairing the religious character of such organizations, and without diminishing the religious freedom of beneficiaries of assistance funded under such programs”.

President Bush expanded the policy of charitable choice into a broader “faith-based initiative” during his 2000 presidential campaign. Upon taking office, President Bush issued Executive Order 13198 establishing the White House Office of Faith and Community Initiatives and directing several departments of the executive branch to establish offices to promote an expanded vision of charitable choice and provide outreach and assistance to faith and community-based organizations (groups with less than a \$300,000 annual budget & 6 FTEs).

Many states, in response to the national initiative, established their own faith-based initiatives using different models and approaches. In Utah, the Department of Workforce Services (DWS), in partnership with the Department of Human Services (DHS) issued a Request for Proposals (RFP) to create a “Faith-based Liaison for Charitable Choice” in Utah with the following main objectives:

- Research the extent of faith-based organization (FBO) service provision in Utah
- Research barriers identified by FBOs to obtaining state and federal funding
- Provide outreach and technical assistance to FBOs that are interested in accessing federal funds

In September of 2002, Utah Issues was selected to be the charitable choice liaison and to conduct the research outlined in the RFP. Utah Issues’ proposal was based on a set of values and assumptions regarding the benefit of exploring the service capacity of faith-based organizations:

- Faith-partners have always been an important part of meeting community needs.
- There is more that can/should be done to address the needs of those living in poverty.
- New programs and services should be developed to address *unmet* needs rather than duplicate what exists.
- New programs and services should be offered in partnership with existing services and networks of providers.
- The government and faith-based groups can become stronger partners in serving the needy
- The religious integrity of participating faith-based organizations can be maintained.
- The religious freedom of beneficiaries as well as those who choose to go to other non-faith based organizations can be protected.
- Accountability for public funds is important.

Not knowing what demand there would be among FBOs for technical assistance, the State's RFP and Utah Issues' proposal was primarily geared toward research and outreach. Utah Issues' originally proposed to develop a database and conduct the survey, develop outreach materials and conduct outreach, and to provide technical assistance to a few FBOs toward the end of the project. Shortly after being awarded the contract, however, Utah Issues proposed "front-loading" 1-2 organizations into the technical assistance process at the beginning of the project so that there would be time to provide thorough help and achieve some results.

Initial project outreach activities generated an unanticipated wave of requests from FBOs and small community based organizations (CBOs) for much needed technical assistance. Recognizing both the critical need and the opportunity to enhance the research and learning process with in-depth, hands-on experience, the decision was made to modify both the objectives and the timelines of the project. Utah Issues' new goal was to provide technical assistance to as many FBOs/CBOs as possible while still delivering the required products of the RFP.

Furthermore, because of the amount and depth of direct assistance offered, the research was more robust and the conclusions more sound. Outreach materials (which turned out not to be needed in order to generate interest in charitable choice or technical assistance clients), can now be fine-tuned to meet the identified information needs of potential technical assistance recipients.

PROJECT OVERVIEW & REPORT

Project Guidance and Oversight

A broad-based Project Advisory Committee was established early in the project to provide guidance and feedback on all aspects of the project. The Advisory Committee grew to over 30 members and had representatives from numerous faith groups, large faith-based social service providers, non-profit social service networks, as well as DWS, DHS, and the Department of Community and Economic Development (DCED). A full list is included in Appendix 1. This committee met at least 6 times throughout the project and was instrumental in all aspects.

Initial Project Marketing and Outreach

In order to improve the ability to market the charitable choice information and technical assistance (TA) services, the project was given a distinct identity separate from state government and Utah Issues. *Faith and Community Works--Utah* (FACWU) was established as the project name, and a web site (www.faithandcommunityworks.org) and initial marketing materials were developed to assist in communicating project information. Using the web site, a project summary sheet, and simple outreach mechanisms (newsletters, community presentations, etc.), FACWU immediately identified several FBOs that wanted technical assistance. Without more intensive outreach, this initial group quickly grew to more than 10, and after several months had grown to approximately 30—a number determined to be the maximum that could be served while still completing the other objectives of the project.

Because the number of TA clients had far exceeded the original plan, it was determined that final, published outreach materials would best be developed after completion of the survey and clarification of the target audience. The information gathered through the survey, regional workshops and focus groups and technical assistance experience was very helpful as the educational materials were created and will make them more useful. Many of the concerns and barriers identified by FBOs in the survey can be addressed and both the content and format of the materials is better focused on the needs of FBOs as identified during the project.

Technical Assistance

Technical assistance was provided through phone and email response to requests for information, state conference held in May 2003, several regional roundtables and focus groups and direct consultation with individual organizations.

Conference

A statewide conference with 422 registrants was held in May. This was purposely book-ended with the Annual Community Solutions poverty conference the following day, which saw its attendance boosted to 480. The participants were approximately 70% existing social service providers and 30% faith-based and community organizations. There were approximately a dozen concurrent sessions involving 40 panelists focusing on practical topics such as how to access government funding, how to collaborate with other service providers and how to work with LDS congregations.

A plenary panel of government officials initiated a direct dialogue on the government-faith and community based service community. The two major addresses were provided by Utah Lt. Governor Olene Walker and Reverend George Niederauer of the Catholic Diocese. There were

approximately 30 information booths promoting programs and service delivery supports and a “faith-in-action” tour of the new Hindu Temple, Khadeeja Mosque and current Habitat for Humanity project.

Regional Roundtables

Five community roundtables were held to provide additional information to FBOs and CBOs (and to gather additional information for the study). These sessions focused on informing interested faith and community based organizations about current government and nonprofit service community networks and service gaps with the hopes of recruiting potential new service providers to plug those gaps. The DWS regional system and existing interagency councils and AOGs were used as the structure for these regional meetings.

Direct Technical Assistance Consulting

A process was developed to respond to TA requests in a timely and professional manner, while also collecting data about the needs and assets of the FBO. A simple capacity assessment form (see Appendix 2) was created and TA recipients were asked to complete the assessment prior to meeting with the staff assigned to provide the assistance. Once the assessment was reviewed, a TA plan was created in partnership with the FBO and the process of providing training and assistance began.

Consulting was provided primarily by the FACWU capacity building consultant Steve Klass, Klass Strategies, with significant contributions made by Bill Crim and Sandy Bachman of the project team, as well as important pro bono contributions from Pauline Zvonkovic of HUD, Marci Milligan of Fannie Mae, Diane Hartz-Warsoff of the Utah Nonprofits Association and Layton City planning staff. Where training needs of FBOs could be matched with existing resources such as the United Way or Utah Nonprofits Association (UNA)—referrals to those training opportunities were made. When cost was a barrier to the FBO participant, Utah Issues assisted by paying for the training.

Technical Assistance Highlights

Over 500 individuals reached through first Faith and Community Works Statewide Conference and subsequent community roundtables.

Approximately 500 hours, valued at a minimum of \$24,000, in direct TA provided to 23 organizations.

Strategic and fundraising plans developed by more than 10 different FBOs.

Dozens of public and private grant sources identified with specific ties to FBO program goals.

At least 13 different grant proposals submitted—of which, to date, 5 have generated revenue.

Total potential funding secured/leveraged through FACWU project – over \$1 million.

Dollar return on initial \$75,000 investment – 13 to 1.

Technical assistance requests focused on:

- Assessment of client service goals and capacity to meet those goals;
- Recruitment of stakeholders to support expanded service capacity;
- Identification of funding and other critical resources;
- Referral to potential nonprofit, faith and government partners;
- Organization and board development;
- Strategic planning;
- Skill building and training.

Each client received services tailored to their specific capacity building needs, service goals and state of readiness for further development.

One of the most significant successes of the project was the unexpected volume of TA provided and the exciting results achieved by FBOs as a result. Overall, much more was accomplished through the project than was originally envisioned. (TA) activities of this project were substantial, impacting 23 organizations significantly, 17 of which were faith-based, involving 486 total hours. In terms of leveraging community resources, the technical assistance activity generated 384 additional consulting hours (including work on conference, website, project design as well as direct client TA) valued at \$24,000 in contributed time, including 80 hours from the two federal TA partners, 8 hours from Layton City and 8 hours from the Utah Nonprofits Association. Significant peer-to-peer technical assistance was provided among project TA clients and FACWU Advisory Committee members, most of it informal and undocumented. A summary of TA recipients, desired outcomes, and results obtained is included in Appendix 3.

Survey Research

The survey instrument was developed based on the criteria from the RFP and the additional objectives of the FACWU project (see Appendix 4). The Advisory Committee assisted with the development and piloting of the survey. Prior to administering the survey, a database of faith-based organizations was developed by reviewing a database of FBOs created by the University of Utah Center for Public Policy and Administration and cross-checking that database against a list from the Utah Department of Commerce and active listings in the phone book. A total of 515 organizations were identified.

The survey was designed to assess the interest of FBOs in accessing government funding to provide social services for the community, the barriers they have encountered or perceive in accessing government funding, the services they provide, their willingness to partner with government or others, and the capacity of faith based organizations to provide services.

The survey was sent to 515 organizations. The survey was not mailed to each individual LDS congregation because of the LDS Church's thoroughly studied social service system and the clear position of the LDS Church regarding abstention from participation in charitable choice.

A total of 209 responses were received (41%) – 186 organizations completed the survey and 23 organizations declined to complete the survey. To help increase the response rate of this survey, Utah Issues followed up the initial mailing of the survey with phone calls, emails and faxes to the organizations. It was challenging to reach this group as they often have little or no staff and are not in their offices during regular business hours.

The research conducted as part of this project suggests that, with respect to charitable choice and social service provision, there are three different categories of FBOs.

1. FBOs with Well-Established, Community-Wide Social Services
2. FBOs with Limited Social Services
3. FBOs with No Community-Wide Social Services

Within each group, interest, experience and capacity for partnering with government to deliver social services are substantially different.

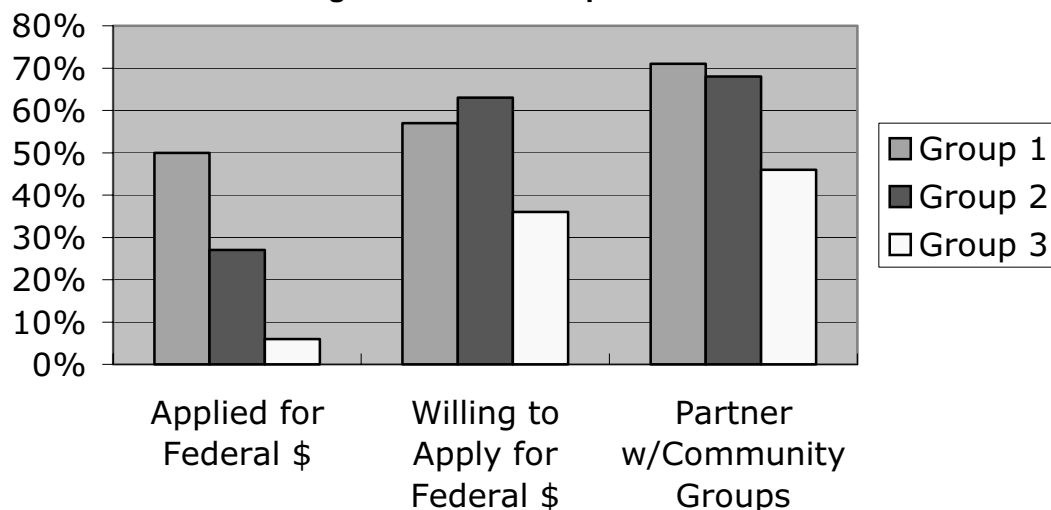
Group 1: FBOs with Well-Established Social Service Capacity

Within this category are those FBOs with a typically long history of providing staffed, professional social services in the community, 8% (14) from our research. Organizations such as Catholic Community Services, Volunteers of America, the Salvation Army, etc. have well-established track records of competing for public funding and do not have a need for charitable-choice focused technical assistance. Other organizations such as Episcopal Community Services, Lutheran Social Services, Jewish Family Services have well-established services but would benefit from greater partnerships with government. FBOs in this category have professionally managed services that are open on a regular basis to all who qualify and require extensive ongoing commitments of resources to keep running. Half of the FBOs in this category already receive public funds and the majority of those who don't are not averse to it. However, the total number of groups in this category is relatively small.

Group 2: FBOs with Limited Social Service Capacity

Within this category are those FBOs who are currently providing or planning to provide community-level social services, but who are limited by lack of resources and capacity, 12% (22) from our research. Clergy and/or volunteers typically handle services delivered by churches in this group. Only 27% of this group had applied for public funding, but nearly 2/3 are interested in partnering with government to expand their services. FBOs in this category welcome and are in need of technical assistance that would increase their capacity to compete for public funds. Most of the organizations that received TA during this project fall within this group.

Figure 1: FBOs Compared



Group 3: FBOs with No Social Service Capacity

By far, most survey respondents (80% or 150 from our research) represent churches who do not operate community-wide social service endeavors, though a small percentage (6%) have attempted to gain public funding for social programs. Within this group, only 1/3 are potentially interested in partnering with government for providing community-wide social services, though about 50% have formal or informal relationships with other community organizations to provide assistance to the needy. It is not that most FBOs do not or are not interested in providing or expanding narrowly defined social services, which they call “charity”, they just don’t want to be involved in widespread, ongoing, expensive, open to everybody services that require extensive time and money and professional expertise. Most churches believe in serving the less fortunate and do it, but they primarily have limited scale discrete projects, such as volunteering for a limited time serving food at a soup kitchen or building a house or collecting/distributing supplies for the needy.

Needs Identified and Services Provided

While there is great distinction between the groups of FBOs in terms of social service capacity, technical assistance need, and desire for government funding, the groups show remarkable consistency in their collective assessments of community need and in their views regarding government funding.

Each of the groups surveyed recognized similar needs within their communities. FBOs in Groups 2 and 3 (and obviously the LDS Church) provide services that typically match with 1 or a few of the identified needs.

	Group 1 Existing	Group 2 Limited	Group 3 No Capacity
Housing	7	10	52
Food	2	2	44
Clothing & Basics	3	3	32
Prescription Assistance	4	3	27
ESL Class	2	1	27
Facilities for Handicapped	0	0	17
Affordable Child Care	3	3	23
Substance Abuse Treatment	3	1	25
Mentoring	2	6	23
Life Skills Training	4	5	24
Assistance to Elderly	2	3	32
Teen Self-Esteem Counseling	1	0	16
Transportation Assistance	5	3	28
Unanswered	4	3	46
None	0	0	6
Emergency Services (gas, shelter, clothes)	3	1	31
Other	1	11	43

Perceived/Actual Barriers

FBOs are also quite similar in their views about government funding and the impediments (if any) they experience or perceive. The primary barriers and concerns experienced by FBOs in relation to charitable choice are:

Barriers	Concerns
<ul style="list-style-type: none">• Lack of information & knowledge• Lack of clear guidelines and rules• Lack of FBO staff & organizational capacity (time, expertise, infrastructure, etc.)	<ul style="list-style-type: none">• Bureaucracy / “red tape”• Desire for clear separation of church and state• Fear of government control• Concern that government is leaving all responsibility to churches

The LDS Church

The research conducted as part of this project, when analyzed in conjunction with basic information about the LDS Church and its social service system, confirms the common sense observation that Utah’s faith-based social service landscape is dramatically different than that found in other states. In fact, while the LDS Church and its well-established and far-reaching welfare system would logically fall into Group 1, the proportion of LDS congregations to non-LDS congregations in Utah (88%) merits distinct consideration.

Group 4: The LDS Church Welfare and Humanitarian Services Systems

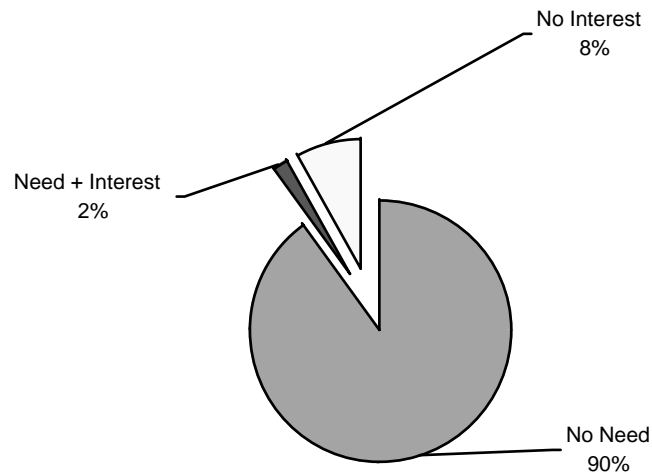
The LDS Church is in its own category because of its size (4,059 congregations), its scope, and its clear policy of not using government funds. Simply in terms of numbers, the vast majority of individual congregations in Utah are LDS and all participate in the LDS Church’s well-established welfare system. From a charitable choice and technical assistance perspective, this is important because this reality drastically reduces the demand for charitable choice focused technical assistance *relative to other states*.

While the LDS Church is not in need of technical assistance and would not benefit from charitable choice, they are an important partner in any state or community-wide faith-based effort to address community needs. The LDS Church has extensive knowledge of needs and gaps, successful models of meeting community needs, resources and a vast network of volunteers. Though, as previously mentioned, this group was not surveyed, the LDS Church was a willing participant in FACWU efforts throughout the project.

Summary of Charitable Choice Interest and Technical Assistance Need

An analysis of the survey in conjunction with data about the LDS Church provides a good picture of Utah’s unique situation relative to other states when it comes to charitable choice and the need for technical assistance targeted to FBOs.

Figure 2: FBO Demand for Technical Assistance



The vast majority of congregations / FBOs in Utah (90%) have existing, well-developed capacity to deliver social services. Only a small percentage (approximately 1/2 of the 1% that are not LDS) have or desire to have contracting relationships with state or federal agencies.

Those FBOs who have both a need and a desire for developing and/or expanding programs to provide community-wide social services number approximately 100 (2%). While the proportion is relatively small, these FBOs are providing important services in their communities, often where no other similar service exists. These promising programs are poised to grow and expand to meet critical community needs – but need quality training and technical assistance as well as additional resources, in order to be able to thrive.

This group represents the primary “target market” for any future faith-based technical assistance initiative in Utah. While efforts should be made to improve communication and partnerships with those in Group 3 – the biggest return on investment will come from those organizations that have already decided to move forward in becoming part of the community of social service providers, those in Group 2.

CONCLUSIONS AND FINDINGS

1. **Technical assistance to increase service capacity is clearly needed/desired** on the part of many small, independent and expanding FBOs and CBOs. Primary needs include: access to information, training, partnership development, planning and organization development, and fund raising capability including, in some cases, government funding. TA resources for all nonprofits, including small faith and community based organizations are extremely limited statewide.

2. **Government and private resources available to faith-based organizations and their partners are growing.** There is an identifiable focus on the part of federal agencies and many private corporate and family foundation philanthropic sources to expand faith capacity to access resources and address social problems.
3. **Interest in accessing public funding is mixed.** As a primary focus of a faith-based initiative, interest in accessing government funds is mixed overall, and when considered in proportion to the overall faith community in Utah is likely quite low compared to other states. However, hesitancy of FBOs to work with government can be overcome. Some FBOs who are not currently interested in public funding have correctable misperceptions and could become interested through education and partnerships.
4. **Interest in interfaith efforts to collaborate and deliver social services is high.** There is significant interest among local LDS service groups in supporting non-LDS FBO projects. There is also significant interest among non-LDS congregations to work with each other AND with LDS service groups.
5. **FBOs and CBOS could have a high impact in plugging community service gaps** with additional capacity and resources. One of the most interesting findings is that limited capacity FBOs are mostly interested in small grants and funding for initial staff. While some promising programs have set their sights on large problems and significant goals (like developing affordable housing) many FBOs in this category do not wish to compete for large government grants and simply need funding for part-time staff and/or limited infrastructure improvements.
6. **Existing networks of service providers support interfaith and collaborative efforts** to solve problems and may represent the most efficient ongoing mechanism for partnership development, collaboration, information sharing and training. Current government service partners are overcoming initial defensiveness and developing strategies to tap volunteers and outreach capabilities of FBOs.
7. **In-depth technical assistance in organizational development and fundraising requires a substantial investment** of time on the part of those with expertise to provide it. Developing the capacity to establish independent 501(c)(3) nonprofit status, appropriate community partner relationships, funding and staff requires 1-2 years.
8. **Substantial expansion of community service capacity cannot be developed without the investment of new resources.** While many important outcomes can be achieved through greater collaboration and improved FBO capacity to compete for existing funds, there is no ongoing source of funds available for capacity building. Shifting and leveraging existing funds within the current system has not been a sufficient catalyst to tap unique resources of faith and community based organizations and has not been sufficient to plug long existing services gaps in rural AND urban areas.
9. **Communication with the majority of FBOs and CBOs is difficult and insufficient for service expansion.** *A communication forum for interfaith and faith-based connection to nonsectarian service delivery resource sharing and partnership development does not exist.* Even existing denomination-based FBO communication networks are difficult to operate for service oriented organizing and outreach. There are no networks for emerging nonsectarian community based service organizations. It is difficult to contact small FBOs, let alone learn about their service work and it is difficult for FBOs and CBOs to learn about state grant and contract opportunities. This project has created a new mechanism for

emerging service oriented FBOs to find each other and for government and nonprofit agencies to find FBOs. The limited information technology capability of small organizations exacerbates this lack of connectivity. Difficulty in finding partners impedes progress in expanding service capacity more than government regulations or lack of government funding.

10. **Government can improve its ability to work with FBOs and CBOs.** State, county and associations of governments' granting and contracting policies do not uniformly contain language that welcomes the participation of faith groups in service delivery opportunities. Government agencies are uneven in their approach to connect to the FBO and CBO community in service planning. Information for government agencies regarding the readiness, benefits and approaches to working effectively with FBOs and CBOs has not been available. Policies and procedures exist that create barriers for FBOs to maintain religious practices while benefiting from available government funding for social services.
11. **Information about government funding, technical assistance and service partnership opportunities are difficult to find and understand.** Unlike the federal government and several states, Utah does not have a single list of grant and contract opportunities available to faith and community based organizations or even existing 501(c)(3) nonprofit organizations and businesses. Current state agency information systems do not support comprehensive analysis of existing FBO and CBO contracts. Information on the extent of the significant technical assistance resources exist in isolated agencies that are narrowly focused on specific service niches and not designed to benefit all potential service partners.

RECOMMENDATIONS

Because of the increasing focus on faith-partnerships by both private and federal funders, and because of the potential of promising FBOs and small CBOs to address critical, unmet community needs, the State of Utah should continue to proactively implement it's a faith-based initiative. At a minimum, Utah's initiative should continue with the following recommendations:

1. Utah's faith-based initiative should focus broadly on expanding community service capacity and solving problems through collaborative public, private, faith, and non-profit partnerships rather than solely focusing on accessing public resources. Over 90% of Utah congregations (including LDS congregations) are not interested in public resources, but are very willing to collaborate to address community needs.
2. Utah should continue to have a nonprofit intermediary that can assist faith and community-based organizations to work in partnership to solve problems. The intermediary should:
 - Provide ongoing capacity building support for faith-based and community organizations statewide including a focal point for pooling and distributing capacity building grants and technical assistance resources. This does not currently exist in any kind of ongoing or comprehensive fashion for any size nonprofit along the Wasatch Front or in rural areas.
 - Conduct ongoing outreach for capacity building and gap-plugging opportunities to faith-based and community organizations statewide. This network does not exist.

- Provide ongoing analysis and consultation to state and local government agencies for refinement of service agency policies and procedures to remove barriers, provision of incentives for faith-based and community organization partnership in planning and service delivery for government programs, developing data on FBO and CBO contracting and how to more effectively connect to and benefit from the expertise and capacity of the evolving FBO and CBO service community.
 - Facilitate community level collaborations to plug specific planning and service delivery gaps and to direct interested emerging faith-based and community organizations interested in service delivery into those gaps. Initial FACWU regional meetings are scratching the surface of what is possible.
 - Maintain and strengthen a referral and matchmaking clearinghouse of interested faith-based and community organizations with other faith-based, nonprofit and government partners.
3. Utah should explore and implement strategies to increase resources available to small, limited capacity faith and community-based organizations. Three initial strategies could be:
 - Continue to fund TA to assist Utah FBOs to compete for existing federal, state and private funds.
 - Provide matching funds for such things as the HHS Compassion Capital Fund, and VISTA cost sharing that can increase the return of new money to be used by faith and community-based groups.
 - Create a state-funded grant program for small faith and community-based organizations.
 4. A mechanism for maintaining the data about FBO service organizations should be implemented and integration with e-Rep should be explored.
 5. Explore formal Utah service expansion partnerships with the LDS Church. While the LDS Church has indicated that they are not interested in federal funding, representatives have repeatedly expressed interest in further collaboration within the faith and nonprofit service community.
 6. Create an educational process/structure within government agencies (state & federal) to understand and maximize the relationship with the FBO, CBO and entire nonprofit service community (policy issues, contracting and grant making, outreach, etc). Create ongoing advisory groups for stronger faith and community based organizations to government.

APPENDICES

Appendix 1: Faith and Community Works Utah Advisory Committee

Stella Allen	Salt Lake Habitat For Humanity
Bobby Allen	Griffin Memorial C.O.G.I.C.
Mary Barth	Dept. of Workforce Services
Deborah Bayle-Nielsen	United Way of Salt Lake
Suzanne Brennan	Holy Cross Ministries
Anne Burkholder	YWCA of Salt Lake City
Grace Call	Utah Coalition Against Sexual Assault
Pema Chagzoetsang	Dept of Community
Kelly Colopy	Utah Dept. of Human Services
William Dahle	Catholic Community Services
Tim Dahlin	Park City Christian Center
Carol Einhorn	Jewish Family Services
Carla Gilbert	United Church of Christ, Congregational
Brunhilde Grisim	Wat Dhammagunaram Layton Buddhist Temple
Jessica Hatch	Episcopal Community Services
Cathy Hoskins	SL Community Action Program
Kathy Hyde	Utah's Promise
Steve Klass	Klass Strategies
Yossi Mandel	Chabad Lubavitch of Utah
Genpo Merzel Roshi	Kanzeon Zen Center
Indra Neelameggham	Sri Ganesha Hindu Temple
Josh Pedersen	Information & Referral Center
Stan Penfold	Utah AIDS Foundation
Lynette Rasmussen	DWS / Office of Child Care
Laruen Rayner	Volunteers of America
Cindy Robinson	Big Brothers \ Big Sisters of Utah
Dee Rowland	Catholic Diocese
Steve Sandlin	Central Christian Church
Betty Sawyer	Northern Utah Faith In Action
John Shavers	Interwest Health Alliance
Jeff St. Romain	Volunteers of America, Utah
Don Steward	Robert Wood Johnson Foundation - Faith in Action
Tom Thompson	Samaritan Counseling Centers
Noor Ul-Hasan	Islamic Society of Greater S.L.
Mary Beth Vogel-Ferguson	Social Research Institute
Diane Hartz-Warsoff	Utah Nonprofits Association

Appendix 2: Faith-based Organization Self Assessment Form
(condensed to conserve space)

(A.) Management

1. How is your organization overseeing and organizing its social service programs to insure their successful performance (i.e. Is there a program manager?)

2. We encourage keeping the funds you receive from the government to provide programs to the needy separate from the regular church operating funds. Do you have a staff person who is accountable for bookkeeping and government grant money expenditures? Who? _____
3. What are the qualifications of the bookkeeper? _____

(B.) Staffing

4. How many person hours per week are needed to provide your current program(s) (include the program manger/counselor and volunteers)? _____

5. How are these hours provided: by one or several individuals, paid or volunteer? _____

6. How has your staff prepared to provide your current social service programs to the public? What kind of training (if any) does your staff currently have? _____

7. Briefly describe, what you think would need to be done to better prepare your staff to provide programs?

(C.) Facility

8. Describe your facility (i.e. How many rooms? How many classrooms?, Do you have a fenced yard? Are you located on a busy intersection? Are the classrooms heated and/or air-conditioned? How many bathrooms? Is there a usable kitchen? Is there a parking area? etc.) _____

9. Are you aware that your facility is in violation of any city and/or county building codes?

10. How does your facility need to be improved (if at all)? _____

11. If your facility cannot meet local requirements or has limited capacity, can another organization partner with you to help? _____

(D.) Client Access and Involvement

12. How many clients do you currently serve weekly?

Would you like this number to increase? Approximately, how many would you like to serve in the future?

13. Could these client numbers increase without compromising the current facility space and resources?

14. If you would like your client numbers to increase, what changes (if any) would need to be made to the facility and your resources to accommodate an increase in the number of people you are serving (i.e. build an additional bathroom, purchase a mini-bus, purchase additional desks, hire another staff person, etc.)? _____

15. If you do not want to increase the number of clients you serve but would like to serve your current clients better, what changes need to be made at your facility and the resources you have (i.e. improve handicap access, purchase new books, etc) _____

16. How do potential clients find out about your program(s)? _____

17. How do clients offers suggestions for program improvement? _____

(E.) Funding and Material Resources

18. What is your cost of each program to the needy your organization provides? _____

19. What is the cost to the client (if any)? _____

20. Can those funding sources be expanded? _____
21. What non-monetary resources (i.e. equipment, food, supplies) are required for each program? _____

22. Where do these resources come from?

23. What other resources and funding are needed to continue providing the current programs at your organization?

24. What is your estimate of the resources and funding that is needed to provide the social service programs you *would like to* provide but currently are not able to? _____
24. Would your organization be interested in setting up a separate 501c(3) (non-profit organization) for your social service programs to be managed under? _____

Please email this completed form to: ui@utahissues.org

OR

Mail to: Utah Issues, 331 So. Rio Grande, Ste. 60, Salt Lake City, Utah 84101

Appendix 3: Technical Assistance Summary

Organization	TA Hours	Outcomes Sought	Outcomes Attained
Ascension Lutheran Church	16	Government Funding for a Community Life Center Facility	Building constructed
			Connection to other area youth education providers to establish regional significance of facility
			Developed strategy for attaining community support
			20 potential private funding sources identified
Big Brothers Big Sisters	4	Funding to expand into other cities such as Ogden, UT	Grant from Ogden City
		Sources of reliable mentors and adults	Relationships with several faith-based and other youth [groups] serving nonprofits
			Joined the Ogden Area Youth Alliance
Bountiful Community Church Food Pantry	8	Expansion of service capacity	Strategic plan to attain desired outcome
			Decision to professionalize operations
Chabad Utah	20	Expansion of service capacity	Source of surplus food to provide to neighborhood
			Mentor in[-]service planning
Children's Discovery Learning Centers	8	Additional funding to stabilize operations	
		Source of reliable adult volunteers to participate in programs	\$20,000 grant from Ogden City
			Relationships with FBOs to recruit adult volunteers
			Connection to other after school youth service providers
			Connected to panel at state poverty conference
			Provided strong support for formation of Ogden Area Youth Alliance
Disciples House Community Re-entry Program for Men (Central Christian Church)	20	Funding to stabilize operations	Identification of ? Potential funding sources
			Funding source and peer network research
			Mentor for board development
			Recruiting and referral of potential service partners
			Connection to state volunteer and faith conferences
			Publicity as leader of standards development for re-entry programs
			Filled a major service gap in the are of programs supporting community re-entry from jail and prison, creating a faith-based model that includes meeting government zoning and licensure standards.
			Served as an advisor to other faith-based organizations
Elder House	48	Determination of eligibility for government funding	Feasibility process underway for HUD 232 mortgage

Appendix 3: Technical Assistance Summary

Organization	TA Hours	Outcomes Sought	Outcomes Attained
(Lutheran Social Service of UT)		Expansion of corporate funding openness to FBOs	insurance program
			Potential dramatic expansion of project capacity by leveraging private funds
			Worked with HUD, Fannie Mae to gain over \$1million in government financing support and substantially increased capacity to fill a service gap
Episcopal Diocese	24	Strategic planning for statewide community services	Strategic plan to attain desired outcome
		Plan for expansion of service capacity	
		Identification of service niche in targeted communities	
		Defining service niche for Jubilee Center in Salt Lake City	
Islamic Society of Salt Lake	64	Expansion of service capacity for Muslim community	Community decision to develop separate organization
			Familiarization with refugee service network
			Identification of national Muslim service TA network
			Connection to Fannie Mae non-interest mortgage program
			Fannie Mae commitment designing Halal food bank program
			Raised awareness of Muslim community need to government agencies
			Established Muslim faith community as a provider of refugee services
			Created opportunity for Salt Lake Refugee Employment Center and Utah Issues to pursue two federal capacity building grants
Kevin's Light	8	Direction in establishing new organization to fill gap	Developed plan to attain establishment goal
(Faith-based home for runaway youth ages 17-21)		Verification of values for a new service model	Identification of potential service partners
			Coaching on approach to build local credibility
Layton Buddhist Temple	16	Acquire resources to fix roof of community center	Obtained resources to fix roof
			Layton City providing support for project
			Identified several sources for donated materials and labor
			Provides model for a community facility owned and operated by an FBO

**Appendix 3
Technical Assistance Summary**

Organization	TA Hours	Outcomes Sought	Outcomes Attained
Martha's House	72	Establish new nonprofit and acquire resources	Obtained \$5,000 grant
Transitional housing and supportive services for single women Church of God in Christ			Identified workable approach to site the program in Ogden City
			Developed several contingency approaches
			Recruitment of local and regional stakeholders
			Facilitation of several special meetings
Matha's House South	4	Establish new nonprofit and acquire resources	Operating model based on Martha's House, Disciples House
			Referrals to start up resources including private funding for seed money
Northern Utah Faith in Action & Project Success	28	Funding for both projects	Several funding sources and partners identified
		Stable housing for projects	3 funding proposals developed by first time youth grant writers
			Proposal development coaching workshops and proposal critique
Salt Lake Donated Dental (Nonprofit)	8	Sources of operations funding for low-income service recipients	Partnerships and funding relationships explored with other nonprofits
Samaritan Counseling Center	40	Access government funding for counseling services	Accessing Medicaid dollars through referrals from Valley Mental Health
		Obtain access to state clients for certified pastoral counselors	State Mental Health Director assisting in obtaining access to state clients by American Association of Pastoral Counselor members
		Develop fundraising plan for Jubilee outpatient service center	Established fundraising plan
		Generate a dialogue among stakeholders unbound mental health services	Obtained commitment of state Mental Health Director for an unfounded mental health services summit in spring of 2004 at annual state meeting
		Have community providers included in government mental health planning	State legislative interim study on more inclusive mental health planning
			Connected to Salt Lake County review of mental health service planning
			Coaching through state legislative interim study process
			Generated custom database of licensed mental health providers statewide
			Poised to be key conduit between pastoral counselors and government agencies

**Appendix 3
Technical Assistance Summary**

Organization	TA Hours	Outcomes Sought	Outcomes Attained
Summum Welfare Industries	32	Community services niche supported by neighborhood stakeholders	Focused on a supportable project meeting neighborhood needs
Community Technology Center in Poplar Grove		Resources to provide new services	Developed strategy to build stakeholder support
			Identified potential funding sources
			Provided avenue for faith group to join mainstream service community
			**project postponed
Trinity AME Church	20	Funding for social hall restoration	
ESL Services for Bantu refugees in Salt Lake City		Establishment of community social service niche and 501(c)3	Connection with substantial set of stakeholders
			Identification of service niche
			Commitment of pro bono services to draw fundraising renderings
			Commitment of limited pro bono fundraising coaching
			Commitment of coaching from veteran nonprofit managers
			Strong community support for restoration of a critical cultural resource
Utah Peace Institute	6	Source of instruction for youth religious diversity sensitivity training	Referral to source of contacts for identifying a range of religious mentors
New Program Development		Plan to mobilize stakeholders towards a new project	Strategic planning process outline
			Referral to religious mentor network
Youth Impact & Ogden Area Youth Alliance	30	Establishment of new 501(c)3	Bylaws, fund seeking policy and officers determined
After school youth services		Consensus on shared funding and policy improvement proposals	State and federal paperwork in process
			Presentations planned for city and county elected officials
			2 large federal grant sources targeted for applications
			Comprehensive group of stakeholders assembled
			Provides community level service coordination model
Utah Health Cooperative	10	Bill? Database, website	
Total	486	\$	30,375.00

