

APPENDIX A: LIST OF PARTICIPATING INTERMEDIARY ORGANIZATIONS

Center for Renewal

9525 Katy Freeway, Suite 303
Houston, TX 77024
713-984-1343 ext. 107
Fax: 713-984-0409

CitiReach International

P.O. Box 63120
Colorado Springs, CO 80962-3120
719-528-5770
Fax: 719-548-9619
CitiReachi@cs.com

Cornerstone Assistance Network

6924 Glenview Drive
North Richland Hills, TX 76180
817-595-0274
Fax: 817-595-0275

CUTS

(Center for Urban Theological Studies)

1300 West Hunting Park Avenue
Philadelphia, PA 19140
215-329-5400
Fax: 215-329-8009

Dallas Leadership Foundation

P.O. Box 227455
Dallas, TX 75222
214-777-5520
Fax: 214-777-5529
dlf840@aol.com

Faith in Action,

United Way of Massachusetts Bay

245 Summer Street
Suite 1401
Boston, MA 02210
617-624-8000
info@uwmb.org

Family & Children Faith Coalition (FCFC)

5026 SW 147 Place
Miami, FL 33185
305-228-3986

Good Samaritan Ministries

513 East 8th
Holland, MI
616-392-7159
JDeYoung@Macatawa.org

Indianapolis Ten Point Coalition

1053 West 30th Street
Indianapolis, IN 46208
317-924-0733

The Jesse Tree

2622 Market Street
Galveston, TX 77550
409-762-2233
Fax: 409-762-1346
info@jessetree.net

Judah International Christian Church Center

141 Rogers Avenue
Brooklyn, NY 11216
718-771-0383
Fax: 718-771-0351

Latino Pastoral Action Center

14 West 170th Street
Bronx, NY 10452
718-681-2361
Fax: 718-681-2360
latinaliz@aol.com

Los Angeles United Methodist Urban Foundation

1001 South Hope Street
Los Angeles, CA 90015
213-749-0214

Mission Houston

308 Bomar
Houston, TX 77006
713-807-9200

**National Congress for Community Economic Development
(Faith-Based CED Program)**

1030 15th St., NW, Suite 325
Washington, DC 20005
202-289-9020
Fax: 202-289-7051
www.ncced.org

National Jobs Partnership

4208 Six Forks Road, Suite 320
Raleigh, NC 27609
919-571-8614
Fax: 919-786-4912
National@tjp.org

Nueva Esperanza, Inc.

4261 North 5th Street
Philadelphia, PA 19140
215-324-0746

One by One Leadership

3845 N. Clark #205
Fresno, CA 93726
559-459-1805
Fax: 559-459-1013

Pittsburgh Leadership Foundation

100 Ross Street, 4th Floor
Pittsburgh, PA 15219
info@plf.org
412-281-3752
Fax: 412-281-2312

Public/Private Ventures

W. Wilson Goode, Sr.
2000 Market Streets
Philadelphia, PA 19103
215-557-4497
wgoode@ppv.org

SCUPE

200 N. Michigan Ave. Suite 502
Chicago, IL 60601
312-726-1200
Fax: 312-726-0425
info@scupe.com

TURN

Twin Cities Urban Reconciliation Project

122 West Franklin Avenue
Minneapolis, MN 55404
612-879-9377
Fax: 612-871-1630

Also participating in the study were Ron Sider of Evangelicals for Social Action, Mark Publowl, formerly of World Vision - USA, Bill Raymond of Faithworks Consulting, and Kathy Dudley, a Board member of the Christian Community Development Association.

APPENDIX B: SURVEY QUESTIONNAIRE

ORGANIZATIONAL INFORMATION

We would like to begin by gathering some basic information about your organization.

1. In what year was your organization founded?
2. How many staff members do you have (if possible, please distinguish between full-time and part-time)?
3. Do volunteers work in your organization, and if so, how many are volunteering for you at any given time?
4. What is your annual budget (per program/initiative, if possible)?
5. What are your primary sources of funding (foundation, government, individuals, dues/fees, businesses/corporations, other)? What percentage of your budget does each represent?

MISSION

We want to accurately represent the principles, scope, and method of your mission.

1. Succinctly describe your organization's mission.
2. Some intermediaries, in addition to serving as "ministers to ministries" (i.e., providing technical assistance to frontline ministries), also provide direct services themselves to families and individuals in need. Others do not. Which of the following statements best describes your organization's scope of work?
 - ☐ We are exclusively a minister to ministries; we provide no direct services to families and individuals in need
 - ☐ Primarily, we provide assistance to ministries that are engaged in direct service provision, but our organization itself also provides a limited number of direct services to families and individuals in need
 - ☐ We spend about an equal amount of time, energy, resources in direct services and in technical assistance to frontline ministries (i.e., 50%-50% in each role)
 - ☐ We primarily provide direct services to families and individuals in need but also invest some time, energy, and resources in serving as a "minister to ministries"
3. If your group provides direct services to families and individuals, what kinds of programs do you offer? (Check all that apply):
 - ☐ Job Training
 - ☐ Mentoring
 - ☐ Life Skills

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- ☐ After-School Programming
 - ☐ Community Organizing
 - ☐ Housing Programs
 - ☐ Child Care
 - ☐ Health Services
 - ☐ Other (describe)
4. Are you a financial intermediary, i.e., do you receive funding that you pass through to your constituents for services they provide?
- ☐ YES
 - ☐ NO
5. Describe the centrality of religious practice to your organization?
- ☐ high (incorporate worship, scriptural teaching, and/or evangelism to programs)
 - ☐ moderate (some programs incorporate religious instruction while others do not, our faith is clearly expressed in our literature and facilities but is not a central component to our programs)
 - ☐ low (we are a faith-based, or faith-friendly, organization but our programs incorporate no religious instruction)
 - ☐ not (secular)
6. How would you characterize your philosophy of combating poverty? (if a combination, assign percentage based on priority)
- ___ advocacy (we help groups that organize, lobby, and effect change through legislation, elected officials, and the design of public initiatives)
 - ___ community development (we help groups that engage in economic development such as affordable housing, business incubation and development, neighborhood revitalization, and so on)
 - ___ character, spiritual growth, personal empowerment (we help groups that empower/disciple individuals to overcome personal barriers, harmful habits)
 - ___ training, education (we help groups that provide necessary skills, knowledge, and practices to help individuals with employment & access to opportunity)
 - ___ supportive services (we help groups that provide services such as child care, health

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care, transportation, utilities assistance, and so on, which help increase the positive effects of employment and economic opportunity)

___ accessing public, private services (we help groups that connect people to services for which they are eligible)

7. Typically, how long do you work with your constituents (i.e., the ministries you assist)? If it varies depending on the organization, feel free to assign percentages (i.e., "we work with 50% of the organizations we serve for one to two years")

___ Long term (two or more years);

___ Mid term (one to two years);

___ Short term (less than a year)

8. On average, how frequently do you meet with, get together with, provide services to, etc., your constituents?

☐ weekly

☐ monthly

☐ quarterly

☐ semi-annually

☐ yearly

9. How would you describe the role you play in connecting front-line practitioners to expanded networks and in giving them a more visible place in the public square?

☐ We provide exposure to funding opportunities (explain)

☐ We provide exposure to community partners (explain)

☐ We provide access to an expanded network of volunteers (explain)

☐ We provide advocacy or exposure to advocates (explain)

☐ Other (explain)

10. What role do you play in the design of the services that your constituents provide?

☐ We only provide assistance in support of services that the ministries themselves have already designed and carry out on their own

☐ We help with service and program design, and then we let them carry the ball

☐ We co-design the services and assume some of the operating responsibility

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- ☐ We design the services and assume the main responsibility for managing/financing them, but our constituents do the actual work of delivering those services
 - ☐ Other
11. How do you know when you are successful in fulfilling your mission (if checking more than one, please rank in terms of priority)?
- ☐ The organizations we serve garner increased funding
 - ☐ The organizations we serve increase their capacity (e.g., they have more, better trained volunteers; better organization management; new kinds of services to help groups fulfill mission; etc.)
 - ☐ The people served by our constituents become measurably better off (numbers employed; numbers with access to health care; numbers with safe/affordable housing; etc.)
 - ☐ Other
12. Identify which of the following pose barriers to your accomplishing your mission (Check all that apply and/or add others):
- ☐ Turf wars make a holistic, community focus difficult
 - ☐ Working within a denominational structure poses limits to what we can do
 - ☐ Funders do not recognize the legitimacy of what we do
 - ☐ Government agencies have biases and/or do not know about us
 - ☐ Foundations biases and/or do not know about us
 - ☐ Other
13. What makes your organization unique compared to other organizations with a similar mission?

CONSTITUENTS

Now we would like to hear more about the nature of the organizations you serve:

1. Please list and describe the services and programs of the organizations and congregations that you serve.
2. How large are these organizations in terms of staff, budget, and individuals served (approximate ranges are fine)?
3. How central is religious practice to the organizations you serve?

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- ☐ high (they incorporate worship, scriptural teaching, and/or evangelism to programs)
 - ☐ moderate (some of their programs incorporate religious instruction while others do not, their faith is clearly expressed in their literature and facilities but is not a central component to their programs)
 - ☐ low (they are a faith-based, or faith-friendly, organization but their programs incorporate no religious instruction)
 - ☐ not (they are secular)
4. How would you characterize the philosophy or method of fighting poverty employed by the organizations you serve? (Assign percentage of your constituents per option, if necessary, e.g., 1/3 [one-third] of the groups we assist focus on community development, 2/3 [two-thirds] focus on character, etc.).
- ___ advocacy (they organize, lobby, and effect change through legislation, elected officials, and the design of public initiatives)
 - ___ community development (they engage in economic development such as affordable housing, business incubation and development, neighborhood revitalization, and so on)
 - ___ character, spiritual growth, personal empowerment (they empower/disciple individuals to overcome personal barriers, harmful habits)
 - ___ training, education (they provide necessary skills, knowledge, and practices to help individuals with employment & access to opportunity)
 - ___ supportive services (they provide services such as child care, health care, transportation, utilities assistance, and so on, which help increase the positive effects of employment and economic opportunity)
 - ___ accessing public, private services (they connect people to services for which they are eligible)

PARTNERSHIP

We want to understand the partnership dynamics of your organization.

1. Which sectors do you help your constituents (i.e., congregations and other frontline organizations) connect to?
- ☐ Foundations
 - ☐ Businesses
 - ☐ Government

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- ☐ Denominations
 - ☐ Para-church networks
 - ☐ Other
2. When you help the organizations you serve build bridges to one or more of these sectors (in the previous question), what kinds of benefits follow for them?
- Our constituents have received funding that they would not have otherwise received: YES ____ NO ____ If yes, how frequently has this happened in the
past year _____
past two years _____
past three years _____
 - Our constituents have built a partnership (e.g., shared programming, made use of another's facility, co-sponsored events, etc.) that might not otherwise have occurred: YES ____ NO ____ If yes, how frequently has this happened in the
past year _____
past two years _____
past three years _____
 - Our constituents have recruited additional volunteers that they may otherwise not have recruited: YES ____ NO ____ If yes, how frequently has this happened in the
past year _____
past two years _____
past three years _____
 - Our constituents have received an endorsement or public recognition that they may not have otherwise secured: YES ____ NO ____ If yes, how frequently has this happened in the
past year _____
past two years _____
past three years _____
 - Our constituents have gained access to training, technical assistance, and/or tools that they would not have gotten on their own: YES ____ NO ____ If yes, how frequently has this happened in the

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past year_____

past two years_____

past three years_____

- Other: Our constituents have benefited by (explain)
3. Which sector(s) are you most comfortable working with, and why?
 4. Which sectors, or types of organizations, are brought together as a result of your work, i.e., if you are a bridge between sectors, what kinds of sectors? (for example, businesses with foundations to address a common concern, county welfare agencies with community foundations, etc.)
 5. Name sectors, or types of organizations, that you would like to partner with but do not.
 6. Name some reasons for why you do not currently partner with them, such as:
 - ☐ No, or little, access to the potential partner's networks ("I don't know anyone who can make the introduction")
 - ☐ Time and workload pressures ("I would partner with them if I could ever get around to it")
 - ☐ Potential partner's lack of common vision ("They just don't think that partnering with us serves an interest that they have")
 - ☐ Bias ("They never pay attention to us because of x; they have their own preferred partners")
 - ☐ Other
 7. What kinds of other intermediaries, if any, do you work in partnership with? Please describe the nature of the partnership(s).
 - ☐ Technical assistance providers, capacity-builders
 - ☐ Community foundations
 - ☐ Leadership foundations
 - ☐ Advocacy groups
 - ☐ Social service agency (that functions as an intermediary in at least one core service area)
 - ☐ Professional/trade association
 8. Do you know other intermediaries?

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- ☐ YES If yes, please list their names (optional):
 - ☐ NO
9. Listed below are short descriptions of different kinds of relationships with various donors. Indicate which statements are accurate for your organization (and assign percentages, if necessary; e.g., 60% for "Private individual donors, mainly faithful over time," 30% for "Foundation grants, relatively distant from program officers," etc.)?
- ___ Foundation grants, relatively distant from program officers
 - ___ Foundation grants, close relationship with officers
 - ___ Private individual donors, mainly faithful over time
 - ___ Private individual donors, lots of one-time givers
 - ___ Government grants, relatively stable over time
 - ___ Government grants, more short-term
 - ___ Business/corporate contributions, mainly the same faithful ones
 - ___ Business/corporate contributions, usually one-time gifts, here and there
10. Describe your best and worst donor relationships (without giving names, unless you wish to).
11. How willing are you to grow and be known as a partner in your community, and what kind of partnerships are you seeking?
- ☐ We want to become more like one ingredient in a "salad" (i.e., in a way where we retain a great deal of independence and mainly complement other partners' work by sharing information and minimal resources)
 - ☐ We want to become more like one ingredient in a "stew" (i.e., as a part of larger, community-wide initiatives, in which we serve the larger purposes of the foundation, government, or other initiative-makers, by relinquishing some autonomy and by sharing resources; e.g., acting as a subcontractor to a public/private agency, joining community-wide initiatives by offering facilities, financial resources, and other material resources)
 - ☐ We are quite happy with our current level of partnership because (explain)
12. Do you regularly rally organizations around a specific cause by organizing and administering a program or initiative?
- ☐ YES

☐ NO

If yes, please describe the nature of the cause and the role you play as organizer/administrator.

GROWTH AS A FINANCIAL INTERMEDIARY

We would like to understand the potential growth opportunities that you see for your organization.

1. If you have served (or are serving) as a financial intermediary, please tell us about your experience (e.g., about your experience passing funds or other kinds of resources to organizations that you serve). If you have not served as a financial intermediary, you may skip this question.
 - It has worked well because (explain)
 - It has been problematic because (explain)
2. Now tell us about your willingness to be or grow into the role of a publicly funded intermediary (e.g., receive government grants/contracts)?
 - ☐ We already receive government funding, portions of which we pass through to our constituent groups
 - ☐ We do not receive government funding, but are interested in pursuing it
 - ☐ We do not receive government funding and would not pursue it on our own; however, if a public agency or another publicly-funded organization approached us with an opportunity that fit our mission, we would consider it.
 - ☐ We are not interested in receiving government funding.
3. If you already receive (or have received) government funding, tell us about your experience with it:
 - We are pleased with our experience because (explain)
 - Our experience with government funding has been so-so because (explain)
 - Though we receive public funding, we would likely not do it again unless (explain)
 - We have received public funding but do not now. Our experience was (explain)
4. If you currently do not serve as a financial intermediary, how willing are you to become one?
 - ☐ We are willing to play this role and think of it as important (feel free to explain your reasons for selecting this option).

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- ☐ We are willing to play this role, but it is not a priority for us (feel free to explain your reasons for selecting this option).
- ☐ We are unwilling to play this role because (explain)

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