



# *Restoring Lives, Transforming Communities*

**BUILDING A STRONG FOUNDATION  
THROUGH FAITH & COMMUNITY INITIATIVES**



## A Message from Janet Napolitano

Governor, State of Arizona

In May 2007, Arizona hosted the first in a new series of White House Conferences on Faith-Based and Community Initiatives (FBCI). This new approach presented a great opportunity to highlight the ways in which Arizona has embraced its sacred and secular nonprofits as an integral part of the fabric of local communities. It also gave Arizonans a chance to learn about new and continuing federal initiatives to further engage communities on behalf of our most vulnerable citizens.

More than an event, this conference presented an opportunity to build a stronger foundation in local communities through compassion, collaboration and action. I believe that to build the foundation for the future of our state, we must invest in foundation – things like transportation, roads and water. Equally important is building our *human infrastructure* – the network of people and organizations who restore the lives of those who are poor and most vulnerable. I am committed to government collaboration with all sectors to strengthen human infrastructure, and to transform our communities.

This report gives an overview of some of Arizona's most "promising practices" in this area.

In addition, it highlights ways we can move forward together to make the initiative an even greater success.

*Thanks to the leadership of Governor Napolitano and her fellow governors, faith-based and community initiatives are growing in all 50 states of the union. Thirty-three governors have established their own FBCI office, and each state has leaders advancing policy reform, launching new programs and encouraging public and private partnerships to better solve social problems. It is our job at the federal level to support these efforts.*

Arizona law has long recognized that our constitutional prohibitions on using public money to fund religious worship, exercise or instruction does not preclude us from partnering with the faith community to more effectively provide secular social services to those in need.

In closing, I'd like to thank Jay Hein and the White House Office for Faith-Based and Community Initiatives for partnering with Arizona on this new model of White House conferences. I invite you to review the information presented here and to establish or renew your own commitment to making this initiative work.

The Honorable Jay F. Hein  
Deputy Assistant to the President and  
Director of the White House Office of Faith-Based and Community Initiatives

# What is the Faith-Based and Community Initiative?

In 2001, President George W. Bush signed an executive order establishing the Faith-Based and Community Initiatives (FBCI). The charge of this initiative was to “level the playing field” for grassroots sacred and secular entities seeking to provide federally-funded services to the poor. Since that time, executive orders have been signed for 11 federal agencies to implement this initiative. In Arizona, the Governor’s Office for Faith and Community Initiatives (GOFCI) holds this same charge.

In recent years, efforts have been made to move the core activity of the initiative from the federal to the state level – and ultimately to the local level – where services are delivered. Since 2003, 33 states and nearly 100 mayors and city councils have established similar initiatives.

There are four pillars of this initiative.

- **Policy Reform** – Pursuing efforts to expand charitable choice provisions, eliminate barriers that impede full participation, and thus establish a level playing field for small organizations and faith-based groups
- **Program Innovation** – Highlighting and promoting new, creative models for addressing stubborn social challenges on behalf of poor and vulnerable populations for maximum mutual benefit.
- **Capacity Building** – strengthening and extending the good work of faith-based and community organizations (FBCOs)
- **Private Strategies** – Launching innovative partnerships between government, nonprofits and businesses and foundations in the private sector

One major aspect of the initiative is the legal use of public money by FBCOs. Public money cannot be spent for religious worship, exercise, instruction or to promote a religious establishment. But, an organization cannot be precluded from participating in a public grant program simply because it is religious.

So how can the initiative balance these two realities? Here are some key guidelines.

- Hold religious programs at a separate time or location from the publicly funded function.
- Ensure neutrality by making the public benefits administered available equally to all persons regardless of faith (or lack thereof).
- Provide the publicly financed benefit without any requirement or pledge to attend any religious function or perform any religious act.
- Avoid any hidden financial incentives to choose a religious provider over a secular provider.

The Federal agencies involved in the initiative by executive order are: Health & Human Services, Labor, Commerce, Housing and Urban Development, Agriculture, Agency on International Development, Small Business Administration, Veterans Affairs, Justice, Education, and Homeland Security, [www.fbc.gov](http://www.fbc.gov)

## Myth vs. Reality

*Myth:* The faith based and community initiative is about government favoring faith based groups when awarding federal funds.

*Reality:* By law, government is required to be neutral with respect to religion. The initiative removes barriers and ensures a “level playing field” for all groups and persons, whether religious or secular.

*Myth:* The Constitution strictly prohibits the government from providing funding or partnering with any faith based group.

*Reality:* The U.S. Supreme Court has consistently rejected the argument that “any program, which in some manner aids an institution with religious affiliation” automatically violates the Establishment Clause (*Mueller v. Allen*, 1983), citing cases as far back as 1899. See also *Mitchell v. Helms* (2000) and *Hein v. Freedom from Religion, Inc.* (2007).

*Myth:* Faith-based groups that receive government assistance must hide their religious identity; limit their religious activities; restrict governing board memberships; and remove religious signs, symbols and art from their facilities.

*Reality:* FBCOs can partner with government and still retain their religious identities.

Source: More than Rules: How Equal Treatment Can Expand Services to America’s Needy, Steve T. McFarland, Director, U.S. Department of Justice, Task Force on Faith based and Community Initiatives

*“...but the doctrine of separation of church and state does not include the doctrine of total nonrecognition of the church by the state and the state by the church”*  
*(102 Ariz. at 451).*

Tim Nelson, General Counsel,  
Arizona Governor’s Office

## Highlight: Faith-Based Access Points

The Pima County One Stop system is funded with local Workforce Investment Act (WIA) funds administered by Pima County. In 2004, the One Stop received a special capacity building grant from the U.S. Department of Labor (DOL) to develop faith based and grassroots access points for workforce related service delivery to hard to reach populations. At the end of three years, this network received capacity building support from Pima County and assisted over 400 people with barriers to employment to prepare for and to successfully enter the job market (ex offenders, people with limited English proficiency, homeless individuals, high school dropouts, people with drug or alcohol addiction, welfare recipients, and children aging out of foster care).

As of this writing, final numbers were still being compiled. Initial results are as follows.

412 individuals have been mentored and prepared for work  
217 have already entered the workforce in unsubsidized employment

For its efforts, the U.S. Department of Labor named the Pima County partnership as one of its "Champions of Compassion" in May 2007.

[www.pima.gov/CED/CS/OneStop/#services](http://www.pima.gov/CED/CS/OneStop/#services)

# Restoring Lives

When the chronically unemployed re-enter the job market, when prisoners return from incarceration or when addicts return from substance abuse rehabilitation, they often find themselves in a community that lacks the proper resources and support services to help them maintain their newly restored place in life. Now, more than ever, they need assistance to successfully integrate back into the community and to ensure that they are able to provide for themselves and their families. The faith community – working in partnership with government, business and secular organizations – is often in an ideal position to help them.

Due to their place in our community, there are good reasons for creating partnerships with FBCOs to help America's needy. Through their commitment, compassion and creativity, these organizations help poor and isolated individuals and families to access greater opportunities. FBCOs have a number of unique assets, including physical prominence in the community and broad access to volunteers and in-kind resources. They also bring a kind of "street credibility" that allows them to better reach hard-to-serve populations and to serve as mentors to people who need positive role models and encouragement.

## Promising Practices

In Arizona and throughout the nation, there are powerful "promising practices" involving sacred and secular nonprofits working together with government, business and philanthropy to restore vulnerable individuals and families and strengthen communities. Following are just a few examples.

**Faith-Based Organizations as Access Points in Workforce Development –** This concept expands the available pool of workers by collaborating with FBCOs to conduct special outreach to low-income, dislocated and student workers, to identify those appropriate for this type of assistance and to support the program with staff and resources. There are several targeted community impacts.

- Increased incomes
- An increased tax base
- Increased employment at livable wages
- Reduced high school drop-out rates
- Increased rates of educational attainment
- A prepared and stable workforce to support economic development
- Increased self-sufficiency; and
- Reduced dependency on government services

*"The more we began working with faith-based and community organizations, the more we began to realize what natural allies they are, especially since their mission is the same as ours – to reach out to those in need to give them the job skills necessary to better themselves, their families and ultimately their community."*

The Honorable Dan Eckstrom, Pima County Board of Supervisors (ret.)

## Highlight: Prisoner Reentry Initiatives

Arizona Women's Education and Employment (AWEE) offers Women Living Free, a comprehensive reentry program for nonviolent female prisoners transitioning from the Arizona State Prison System. Services include the necessary support for women and families to effect an optimal return to society, healthy/sober lifestyles, career advancement and to reduce the incidence of recidivism (women returning to prison). AWEE offers pre- and post-release programs for incarcerated women including basic skills assessment, transition planning, life skills development, grief and loss support, domestic violence education and family reunification preparation.

Recently, the U.S. Department of Labor awarded a \$1 million grant to AWEE and its collaborating faith based and community partners for its efforts in assisting ex offenders ages 18-29 with transitioning from prison to the workplace. Participants will be able to choose service providers from pools of faith based and community groups, thus encouraging them to take personal ownership in choosing the services they feel best fit their needs.

Arizona Women's Education and Employment, [www.awee.org](http://www.awee.org)

Southwest Leadership Foundation, [www.southwestleadership.org](http://www.southwestleadership.org)

Prison Fellowship Ministries, [www.pfm.org](http://www.pfm.org)

Family Services Agency of Phoenix, [www.fsaphoenix.org](http://www.fsaphoenix.org)

**Cross-Sector Collaboration in Prisoner Reentry** – This concept (formerly known as Ready4Work) includes several key strategies that FBCOs can use to restore the lives of individuals and families. FBCOs can be particularly instrumental when it comes to mentoring, providing social support and helping ex-offenders reestablish strong family ties and integrate successfully back into the community.

The following are some suggested guiding principles of Prisoner Reentry.

- Maintain strong family ties during imprisonment through continued contact during and following incarceration.
- Establish a Reentry Policy Council to include cross-sector representation from victims of crime, ex-offenders, FBCOs, corrections officials and local law enforcement, juvenile justice, attorney general, housing, health, mental health and substance abuse recovery, labor and housing, community and faith-based organizations and volunteers.
- Plan for the release of inmates immediately after sentencing and continuing through sentence completion.
- Provide inmates with comprehensive, yet easy-to-understand information and support so they can access human and social services upon release.
- Match inmates with community mentors with the option of participating in a mentoring program of their own faith or participating in a secular mentoring program.

**Access to Recovery** – Access to Recovery (ATR) enables states to issue vouchers to those in need of substance abuse clinical treatment and recovery support systems. Through this voucher-based system, clients can choose from a variety of sacred and secular providers. This gives those in need direct access to the type of care best suited for them so they can do the critical work needed to rebuild their lives. The key to successful implementation of the voucher programs supported by the ATR grants is the relationship between the states, their networks of recovery providers and clients receiving services, to ensure that clients have a genuine, free and independent choice among eligible providers.

## Highlight: Access to Recovery

The Arizona Governor's Division for Substance Abuse Policy was awarded an Access to Recovery Grant (ATR) in the amount of \$8,250,000 across three years: September 2007 to September 2010. The Arizona ATR grant is designed to increase available treatment and recovery services to individuals addicted to meth. A heavy emphasis is being placed on the involvement and utilization of faith-based treatment providers. For years, groups such as Teen Challenge, Victory Outreach and others have helped stop the cycle of drug addiction and associated crime by working with the criminal justice systems to provide recovery support services to thousands of troubled individuals. Through spirituality, hard work and community service, lives are transformed and put back on the course to productive citizenship.

Referrals come from behavioral health providers and law enforcement, as well as churches, although the services provided are not contingent upon participation in worship activities. ATR will allow states to issue vouchers to clients who will be referred to a variety of sacred and secular providers, based on individual choice. The key to successful implementation is the relationship between the states, the court system, their networks of FBCOs and clients receiving services.

*Why is the federal government interested in faith based and community organizations?  
Because these nonprofits are some of the best problem solvers in communities, and they represent the best of America when they extend a helping hand to a neighbor in need.*

The Honorable Jay F. Hein, Deputy Assistant to the President and Director of the White House Office of Faith Based and Community Initiatives



# Transforming Communities

Arizona has several “Communities of Excellence” that demonstrate the importance of governmental leadership collaborating with business, philanthropy and FBCOs to transform communities. Some of these collaborations are relatively new and some have been in existence for a decade or more. But regardless of the stage of development, the common denominators are the relationships built and the energy created when all these sectors work together for the greater good of the community. The following are highlights of three exemplary collaborations.

**Gila Valley Volunteers** – This initiative began in 2005 at the urging of Safford Mayor Ron Green and Thatcher Mayor Bob Rivera. Both were keenly aware of the issues their communities faced – especially when it came to providing safe, healthy and active environments for seniors and youth. These two mayors began discussing these issues, seeking ways to work across their town lines. Both knew that government alone would not be able to solve the problems of isolated seniors and at-risk youth. They became convinced that involving the faith community and local volunteers would be critical to their success.

Their first effort was an interfaith prayer breakfast attended by more than 500 faith leaders and volunteers from the greater Gila Valley. Out of this initial gathering, the Gila Valley Volunteers (GVV) were born. The GVV have begun to develop cross-jurisdictional plans to address the issues faced in these small, rural communities, including an intergenerational center so that youth and the elderly can learn, share and serve together.

**Buckeye Faith Builders Partnership for Public Safety** – In 2003, the growing community of Buckeye was in need of human resources to help it adapt to its changing character. As a result, this partnership was started as an interfaith effort that works with the mayor’s office and police department on issues related to crime prevention and community development. This collaboration includes government, business and the faith community in a new model for community policing.

As a start, the Buckeye police chief invited school, church and business leaders to come together to discuss ways to create a safer community. More than 45 churches responded and have since participated in graffiti cleanups, an MLK Diversity Day, police department forums and the development of a community center.

*“Faith Builders helped to provide us with a moral compass to make sure we were doing the right things right, in terms of sustainable community development.”*

Tom Hennessy  
El Dorado Holdings

*“I heard the mission bell ring and answered the call. Police departments and churches are serving the same constituents and we’re both in the business of preventing bad behavior.”*

Lt. Phil Harris, Buckeye Police Department

El Dorado Holdings, the developer of Douglas Ranch, a major housing development emerging in the changing community of Buckeye, also became an active participant with the Faith Builders Partnership. They took a bold innovative step by intentionally integrating plans for faith facilities into the community design to create a positive social structure.

**Cross-Sector Collaboration: Campus of Care** – Each day, there are approximately 10,000-12,000 homeless men, women and children living in Maricopa County. Approximately 1,000 of them congregate in downtown Phoenix at any one time. To address this problem, in 1998, Maricopa County Supervisor Mary Rose Wilcox and Arizona Public Service executive Marty Shultz led an effort involving the City of Phoenix, the Arizona Department of Housing, U.S. Department of Housing and Urban Development (HUD), ASU, local businesses, philanthropy and the Maricopa Association of Governments to better coordinate services for the homeless and at-risk populations in the region. Those involved cite the key to success as having everyone at the table and leaving titles at the door.

As a result of extensive planning and a \$25 million capital campaign, the human services campus, dubbed the “Campus of Care,” opened in November 2005. This downtown campus represents a unique collaboration of faith-based, nonprofit, philanthropic, governmental and business organizations to provide improved services and security for the homeless, as well as greater safety for the community. Key campus providers include: Central Arizona Shelter Services, Maricopa County Health Care for the Homeless Program, NOVA Safe Haven, St. Joseph the Worker and St. Vincent de Paul.

*“After searching the nation for best practices for serving the homeless, Maricopa County discovered that we had to develop them on our own.*

*The “Campus of Care” is a tribute in how to treat people in a respectful, humane manner.”*

The Honorable Mary Rose Wilcox  
Maricopa County Supervisor, District 5

## Highlight: Collaborative Service Enhancement

One of the most innovative service enhancements at the Campus of Care is the Lodestar Day Resource Center (LDRC), which reflects the collaborative nature of the campus and its focus on service integration. Using a client-centered case coordination approach, the program is designed to meet the individualized needs of each homeless individual.

In its first year, the campus and LDRC have exceeded all previous service projections.

Over 2,500 unduplicated homeless individuals have visited the LDRC, more than half of whom have initiated a strategy to achieve self sufficiency.

Over 350 people have acquired transitional and permanent housing.

More than 500 individuals have been employed.

Medical care was provided to over 5,700 individuals.

Over 2,000 individuals received dental care provided by professional community volunteers.

*“The City of Phoenix Police Department reports a significant reduction in crime in the neighborhood immediately surrounding the campus.”*

The Honorable Michael Johnson  
Phoenix City Councilman, District 8

## Highlight: Building Technology Capacity

One critical aspect of capacity building is technology. Often, technology seems a luxury and not something that can truly help the poor and vulnerable of our communities. But technology brings FBCOs more speed, complexity and data. This actually helps them touch more lives by increasing their efficiency. Because of this, FBCOs need to be able to access and use technology to deliver their missions.

### Steps to building technological capacity:

#### Step 1. Infrastructure

Short Range Goal: *Get your infrastructure up and running.*

- Use working computers that are connected to the Internet.
- Use software that's compatible and up to date.

#### Step 2. Integration

Mid Range Goal: *Use the technology as part of service delivery.*

- Share data to make service improvements.
- Use technology as part of strategic planning and budgeting.

#### Step 3. Innovation

Long Range Goal: *Develop new technology tools and services.*

- Use emerging technologies to solve problems.
- Create new ways to meet objectives.
- Build the case for sustainability.

Source: Marsha Lamb, CEO, NPower Arizona

# Capacity Building

The term "capacity building" is often used in the nonprofit world. But what does it mean? For one, nonprofits need to "work smarter" to best serve the people in their communities. If FBCOs are not well-run, then they're not able to provide necessary services. By learning more about capacity building, they can become more efficient and ultimately, more effective.

FBCO practitioners are often well-trained in their field of service, but may be lacking the knowledge or experience in managing a nonprofit organization. Capacity building means training and technical assistance in such areas as financial management, human resources, legal issues, fundraising and resource development.

But budgets often don't stretch that far and only free or low-cost opportunities are feasible. This is an investment in the community and requires the dedication of time and resources. Strong communities are often supported by strong nonprofits.

FBCOs also need to make this dedication of time and resources. The following are essential building blocks for capacity building.

- Board development
- Organizational assessment
- Strategic planning
- Initial infrastructure support (subawards)

FBCOs cannot be successful with their fundraising plans, program evaluation, marketing strategies or any other type of capacity building, until these four elements are in place.

## Find Resources > In Arizona, get to know these federally or privately-funded intermediaries:

St. Luke's Health Initiatives Technical Assistance Partnership Program (or TAP) [www.slhi.org](http://www.slhi.org)

ASU Center for Nonprofit Leadership and Management <http://nonprofit.asu.edu>

Alliance for Arizona Nonprofits [www.arizonanonprofits.org](http://www.arizonanonprofits.org)

United Way of Tucson and Southern Arizona [www.unitedwaytucson.org](http://www.unitedwaytucson.org)

Valley of the Sun United Way [www.vsuw.org](http://www.vsuw.org)

Mesa United Way [www.mesaunitedway.org](http://www.mesaunitedway.org)

Nonprofit Resource Center of Northern Arizona [www.nonprofitnaz.org](http://www.nonprofitnaz.org)

NPower Arizona (technology intermediary) [www.npoweraz.org](http://www.npoweraz.org)

Tanner Community Development Corporation (faith based intermediary) [www.tcdccorp.org](http://www.tcdccorp.org)

Collaboration for a New Century Arizona LeaderForce Campaign [www.thecollab.org](http://www.thecollab.org)

Just Grants Arizona (grant writing support and consultant intermediary) [www.azgrants.com](http://www.azgrants.com)

*“It is not enough to have a relevant mission and good intentions given the complexities of today’s challenges. All nonprofits today, including faith based organizations, need leaders and managers who have the latest knowledge and tools to assure effective practice.”*

Robert F. Ashcraft, PhD  
Director, ASU Center for Nonprofit Leadership and Management

## **ASU Center for Nonprofit Leadership and Management**

ASU’s Center for Nonprofit Leadership and Management provides programs for nonprofit organizations and staff members, as well as tools and resources for nonprofit leaders. Following are a few of the resources offered by the Center.

### **Programs for Nonprofit Organizations**

- Effective, Motivated Board Governance is a training dedicated to developing knowledgeable and well-prepared boards and board members for nonprofit organizations.
- Principles of Effectiveness is a self-assessment tool that helps nonprofits build capacity by analyzing their strengths and identifying areas for improvement.
- Evolving Nonprofits through Strategic Evaluation and Planning (ENSTEP) is a strategic planning process involving a series of facilitated workshops and culminating in the creation of a strategic plan.
- Public Allies Arizona is an AmeriCorps program which places service-minded young people in nonprofit apprenticeships throughout the Phoenix community.

### **Programs for Nonprofit Staff Members**

- The Nonprofit Management Institute (NMI) is a professional development program offering non-credit courses to professionals in the nonprofit sector.
- The Center offers several topical workshops a year, covering a wide range of nonprofit sector issues such as special events marketing, how to start a 501(c)3 in Arizona and the art of planning a meeting.
- The Center also offers two major conferences each year: The Annual Forum on Nonprofit Effectiveness (March) and the Annual Nonprofit Conference on Sustainability Strategies (November).

### **Tools and Resources**

- Ask the Nonprofit Specialist is a service whereby individuals can submit a specific nonprofit sector question to be answered by Center faculty and staff.
- The Center produces and disseminates relevant, useful research to nonprofit organizations including compensation and benefits reports, volunteering and giving studies and a scope of the sector.
- The Arizona Nonprofit Community Report (ANCR) is a biweekly e-newsletter containing information relevant to those who lead, manage and support nonprofits.

Educational programs in nonprofit leadership and management are also offered, including undergraduate and graduate degrees and certificates, as well as the American Humanics programs. Learn more at <http://nonprofit.asu.edu>

## **Technology Must-Have! Resources**

- Develop your own lists and join e-mail lists based on your area of interest. Try ideas such as e-mail exchanges, distribution lists and list serves.
- In Arizona, become very familiar with these Web sites:  
**[www.az211.gov](http://www.az211.gov)** for resources  
**[www.spirit.az.gov](http://www.spirit.az.gov)**  
**[www.arizonastepsup.com](http://www.arizonastepsup.com)** for Arizona state procurement information. Seek out similar resources in your home state.
- Visit **[www.grants.gov](http://www.grants.gov)** often to find out about federal grant opportunities that meet the needs of those you are serving. In Arizona, **[www.azgates.org](http://www.azgates.org)** for more grant information.
- Look for technology support and product donations.  
*NPower Arizona*  
**[www.npoweraz.org](http://www.npoweraz.org)**  
*Gifts in Kind*  
**[www.giftsinkind.org/charities](http://www.giftsinkind.org/charities)**  
*Arizona Students Recycling Used Technology*  
**[www.azstrut.org](http://www.azstrut.org)**  
*The U.S. Environmental Protection Agency* also has a list of programs across the country that recycle computers  
**[www.epa.gov](http://www.epa.gov)**
- If attending a training opportunity is difficult because of distance or time, see if there are opportunities for video conferencing, e-mail exchange or Web-based interfaces that will allow you to share best practices with colleagues and partners.

# Moving Forward

The work of the Arizona White House Conference highlighted areas where more work is needed to fully engage FBCOs with other sectors on behalf of poor and vulnerable populations. The Governor's Council on Faith & Community Initiatives – with support of the Governor's Policy Advisor, community partners and selected state agency staff – will seek to focus on these highlighted areas.

Key conference recommendations promote three strategic themes.

- **Military** – Provide military families with access to information, advocacy and available services (U.S. military and National Guard returning from Operation Enduring Freedom and Operation Iraqi Freedom)
- **Municipalities** – Work with municipalities to strengthen human infrastructure through local faith and community initiatives
- **Money** – Promote the Intermediary Model of Funding to provide capacity-building support to FBCOs

## Military

One of the greatest emerging opportunities for FBCOs is to engage with the U.S. Department of Veterans Affairs, local military bases, the state National Guard and reservists to develop strategies to meet the needs of service men and women returning from the wars in Afghanistan and Iraq. Studies show that many who have served in these efforts return home suffering from severe disability, family stress and financial loss.

To address this issue, the Governor's Policy Advisor on Faith and Community Initiatives will convene a task force comprised of: the Center Director of the U.S. Department of Veterans Affairs; state/local and regional National Guard; Arizona Department of Veterans' Affairs and military base representatives; family members; local, state and federal disability advisors; faith and community groups and others to develop guidance, educational outreach materials and vehicles for providing information, advocacy and available services to returning service men and women and their families.

## Municipalities

As a result of the 2007 White House conference held in Arizona, several municipalities have expressed interest in developing FBCI efforts. The Governor's Policy Advisor on Faith and Community Initiatives, in partnership with municipalities which already have initiatives, will assist these entities in the following ways.

- Work with city and town officials to identify and analyze problems and issues.
- Encourage municipalities to officially appoint or establish an FBCI liaison to facilitate implementation at the local level in partnership with state and federal colleagues.
- Assess the potential for addressing issues through collaborative community partnerships.
- Recommend methods and procedures for leveraging resources to achieve greater outcomes.

## Money

*Intermediary Models:* The Governor's Council will continue to promote strategic investments for intermediaries by the business, government and philanthropic communities. The Intermediary Model represents a partnership between public/private funders and intermediary organizations that connect FBCOs with each other, their communities and resources.

The purpose of the intermediary is to assist funders who seek to work with small FBCOs. Roles of the intermediary are varied and most often include the activities below.

- Plan and execute trainings and workshops that increase organizational capacity to initiate, improve or expand services to those in need.
- Develop partnerships between large FBCOs and grassroots groups.
- Assist with overall resource development.
- Provide program development and implementation.
- Provide training on best practices.
- Engage and manage volunteers.
- Track and report on outcomes.

*“Faith-based organizations provide a unique dimension that bridges the gap between a community’s social needs and social well-being. Expanding their role serves a civic objective that many conventional institutions cannot fulfill. Including such organizations that are eager to build our community’s welfare is imperative and the Town of Buckeye is ready to be a pioneer on this initiative.”*

**The Honorable Bobby Bryant**  
Mayor, Town of Buckeye

Research at the federal level has shown that by using the Intermediary Model among small FBCOs, the following statistics have been realized.

- 75 percent more clients served
- 73 percent improved organizational capacity
- 79 percent strengthened financial potency
- 40 percent more applicants for federal funds
- 90 percent improved quality of service to individuals or families

Source: Dare Mighty Things Case Study: MANAGING A NATIONAL RESOURCE CENTER. The Compassion Capital Fund, 2007

In the coming years, the success of these efforts will have a significant impact on the quality of life for vulnerable families and communities in Arizona. If the excitement and passion exhibited at the White House Conference is any indication of where we go from here, leaders across this state are set on moving the initiative forward in Arizona.

If your city, county, coalition or community is interested in engaging in the work ahead, please contact the State of Arizona Governor’s Office for Faith & Community Initiatives at 602-542-7567 or [gofci@az.gov](mailto:gofci@az.gov)

*“It was our great pleasure to partner with Governor Napolitano to host a statewide conference to promote our shared interest of engaging and equipping faith-based and community organizations as partners in our shared mission of helping our neighbors in need. This conference was the first of its kind, as the White House Office worked closely with the Governor’s Office to develop an agenda that provided training and tools to address social policy issues that were a priority for Arizona. It is our shared hope that the event served as a catalyst for effective and meaningful partnerships that is long-lasting and well-serving to Arizonans in need.”*

**The Honorable Jay F. Hein**  
Deputy Assistant to the President and  
Director of the White House Office of Faith-Based and Community Initiatives

## 10 Benefits of Intermediaries

### To Funders

1

Extend the reach of faith based and community organizations

2

Bridge the credibility gap between government and the nonprofit sector

3

Build service capacity

4

Increase the efficiency of service delivery

5

Leverage experience and expertise

### To FBCOs

6

Connect them with resources

7

Distribute and promulgate best practices

8

Publicize successes

9

Enhance service delivery

10

Improve sustainability capacity

Source: Adapted from Dare Mighty Things, Inc., Arlington, Va. [www.daremightythings.com](http://www.daremightythings.com)

**White House Conference  
Executive Committee**

The Honorable Mark Anderson  
The Honorable Bobby Bryant  
The Honorable Dan Eckstrom (ret.)  
The Honorable Ron Green  
The Honorable Michael Johnson  
The Honorable Charles E. Jones (ret.)  
The Honorable Eric Merriman  
The Honorable Leah Landrum Taylor  
The Honorable Ramon Valadez  
The Honorable Mary Rose Wilcox  
William Anderson  
Pat Benchik  
Mayola Coleman  
Deborah Cox  
Andrew Ecker  
Billy Eckstrom  
John Frick  
Pete Gracia  
Sharon Gartner  
Pastor Leo Godzich  
Linda Leatherman  
Gabe Loyola  
Paul Martodam  
Pat McCalla  
Rev. Eve Nunez  
Ben Sanders  
Pastor Grady Scott  
Mary Specio  
Nedra Tietjen  
Jim Tomberlin  
Jane Wabnik  
Dr. C. T. Wright  
Gary Kinnaman, Chair  
Bishop Henry Barnwell, Co-Chair

**State of Arizona  
Staff Members**

Steve Bold  
Karen Boswell  
Julie Castro  
Anna Maria Chavez  
Jean Clark  
Kathy Donner  
Judy Dyess  
Peggy Eggemeyer  
Gina Flores  
Judith Fritsch  
Susan Hallett  
Ken Jacuzzi  
Mike Linderman  
Antoinette Means  
Meggan Medina  
Cielo Mohapatra  
Chris Moody  
Lisa Myerson  
Tim Nelson  
Maria Elena Ochoa  
Kim O'Connor  
Karen Ortiz  
Brenda Robbins  
Jody Ryan  
Jannah Scott  
RJ Shannon  
Chris Shipley  
Melanie Starns  
Kelly Stetson  
Wayne Tormala  
Sandra Watson  
Art Wilkerson

**Special thanks to the  
following people for  
their generous support  
of the Arizona Initiative**

The Honorable Peggy Bilsten  
Cathy Cryer  
Donna Davis  
Robin Kornegay  
Suzanne Landtiser  
Vanessa Nelson Hill  
DeEtte Person  
Krista Sisterhen  
Rebecca Stalcup  
Gail Ulan  
Jill Watts

**This report was sponsored by**



**About the Arizona Office of Faith & Community Initiatives.** Established in 2005, the Office and Council focus on efforts to: reach and engage diverse faith and community groups (FBO/CBOs); help state agencies to engage FBO/CBOs in their work; eliminate barriers to participation in funding and policy opportunities; and forge mentoring and funding partnerships between long-standing service providers and FBO/CBOs. In addition, the Office continues to develop and track community-specific outcome measurements to ensure Arizona increases its capacity to serve its poor and vulnerable populations.

Faith & Community Initiatives  
Office of Governor Janet Napolitano  
1700 W. Washington Street, 3rd Floor  
Phoenix, Arizona 85007  
P 602.542.7567 F 602.542.7601  
gofci@az.gov

**About the ASU Center for Nonprofit Leadership and Management.** The mission of ASU's Center for Nonprofit Leadership and Management is to help build the capacity of the social sector by enhancing the effectiveness of those who lead, manage and support nonprofit organizations. Through a comprehensive portfolio of research, education, technical assistance and conference activities, the Center provides stakeholders with knowledge and tools that enhance their effectiveness and impact.

Arizona State University  
Center for Nonprofit Leadership and Management  
Mail Code 4120  
411 N. Central Ave., Suite 500  
Phoenix, AZ 85004-0691  
P 602.496.0500 F 602.496.0952  
nonprofit@asu.edu  
<http://nonprofit.asu.edu>