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PANEL 2: EXTENDING THE WORK OF SOCIAL ENTREPRENEURS

MR. ORELL: Our second panel this morning is entitled, Extending the Work of Social Entrepreneurs. And the intent of this panel is to highlight creative and, the creative and innovative work that the panelists have engaged in in building the capacity of local entrepreneurs in their own communities and across the U.S. at the community level. Our panelists are Danny Cortes, Senior Vice President and Chief of Staff of Esperanza USA, Governor Scott McCallum, CEO of Aidmatrix, and Fred Davie, who is President of Public/Private Ventures. The first panel looked at approaches to building links. And you heard that a lot in both presentations, but building links or mission intersection between government and social entrepreneurs. This second panel will be looking at more specifically at the question, of how to develop more effective social entrepreneurs.

My own view is that there's a central fallacy that's sort of present about his initiative that somehow it's an argument between who's better between faith and secular organizations or between large organizations and small organizations or between new organizations and more established or older organizations. I think this initiative is about integrating all of these different kinds of organizations. Because each of them brings different strengths and each of them has different weaknesses. But together, they can provide a holistic picture of how to serve needy individuals and families in this country. Faith-based and community organizations often possess unique assets that compliment government services. They're located in communities of need. They have connections to community leaders and access to volunteers and holistic services. Some of these organizations do lack experience working with government, adequate case management and evaluation systems, and long term sustainability plans.

A core tenant of the Faith-Based and Community Initiative is to provide the capacity-building necessary to ensure that public good has been achieved through strengthening social entrepreneurs. And I'm going to give you a couple of examples of how the Federal Government has participated in building that capacity. Many of you have heard of the Compassion Capital Fund, which is out of the Department of Health and Human Services. And it was within the agency that I helped lead just before coming back to the Department of Labor. The Administration for Children and Families has evaluated CCF, which provides both grants and technical assistance to grassroots, faith-based and community organizations. More than 72 percent of those who responded to the survey on the CCF program, the organizations who had actually participated, reported that the CCF funds had increased overall organizational development, improved the

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level and quality of services and developed improved community linkages and partnerships as well as leadership and governments. Two-thirds of the respondents reported that CCF funds enable them to serve more clients and 86 percent were able to sustain the increase after the CCF funds were exhausted. And finally, 64 percent of respondents reported improvements in seeking or diversifying public and private funding. The Compassion Capital Fund is just one example of the Government's effort to strengthen, pardon me, strengthen social entrepreneurs since 2001.

Our panelists today will provide specific examples of building up the capacity of social entrepreneurs through their leadership at Esperanza, the Aidmatrix Foundation and the Public/Private Ventures. If I could have the panelists come forward now.

The first one is the Rev. Danny Cortes, who serves as Senior Vice President and Chief of Staff of Esperanza, the largest Hispanic, faith-based and community development corporation in the United States. Esperanza's cornerstone initiative is a six-state Hispanic capacity project, funded through the Compassion Capital Fund. This project provides capacity building, technical assistance and small grants to Hispanic communities across the country. Esperanza also received a three year grant from the Department of Labor to launch Esperanza Trabajo, or Hope is Working. That project worked with Latino at-risk and adjudicated youth in nine cities to turn unemployment, aimless and troubled futures into career-oriented lifetime employment, fulfillment and success. Rev. Cortez is a member of a number of boards and ministries, and was pastor of the first Spanish Baptist of Philadelphia for ten years.

Our second speaker is Governor Scott McCallum, who has more than 30 years of executive experience leading cross-functional divisions, including operations planning, supply management, media and public relations, marketing and development, government relations and strategic partnerships. He served as Governor of Wisconsin with a career spanning more than a decade in public service in office. Governor McCallum acts as president and CEO of Aidmatrix Foundation, a nonprofit that uses advanced information technology to create efficiencies between donors and those in need. As CEO, he has grown Aidmatrix Foundation to globally transact \$1.5 billion annually, with six operations in six continents, with operations in six continents to 35,000 nonprofits.

And finally, Fred Davie, president of Public/Private Ventures. Fred joined P/PV in 2001 and was appointed president and CEO in November of 2005 and assumed that position June 2006. Fred brings a wealth of knowledge and public and private sector experience, a deep knowledge of community development and organizing, housing and youth employment issues and a strong commitment to improving

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the nation's social policies. In addition, I can tell you that he has been one of our best partners on the prisoner re-entry initiatives that the Department of Labor launched and has provided just invaluable leadership to that effort. So, I would like to have Rev. Cortez come up and get us started and tell us a little bit about the work of Esperanza and helping to build the capacity of faith and community-based groups. (Applause)

REV. CORTEZ: Good morning. (Whereupon, Rev. Cortez addressed the audience in Spanish) That's a pretty good crowd, I'm glad to see that. How's everybody today? I got ten minutes and I'm going to use a few of them just to kind of mess around up here so that -- (Laughter) No. I bring you greetings from Rev. Luis Cortes, the president of an organization. He is, this past week, we just finished our National Hispanic Prayer Breakfast and Conference. I've been in the city for five days. So, if I look a worn and a little haggard, you know why. I got up yesterday at 4:30 in the morning, and I went to bed at 9:00. And then I got up -- actually, that's a lie. I went to bed at 11:00, because I was getting ready for this. No. But I'm glad to be here. And I think it's important to celebrate the successes of the work of the Faith-Based and Community Initiatives. Our organization Esperanza is a nonprofit community development corporation of -- in the City of Philadelphia. Our mission statement is very clear: Driven by the biblical mandate to serve and advocate for the least of these, we strengthen Hispanic communities. It's based on Matthew 25:40. That's what we do. We do that locally, we do that nationally. And if you really want to know a lot about who we are, go to www.esperanza.us and you can learn all about it. I won't take a lot more time to talk about that, because that's not really why you're here, correct? All you really want to know is what we did and how it relates to increasing the capacity of nonprofits to be about the work to which they feel called.

And I want to share just three very basic things about that, which I think are important. And we want to get into the work of helping who have some conviction. To use the President's terminology, the Armies of Compassion in order to be effective, sometimes need some tools, yes? And in the work that we did with 350 nonprofits across the country over the last eight years, some of which were through the Hispanic Capacity Project, some with the Department of Labor project, some things that we've done on our own, without federal funding. Amen, sustainability. Anyway, we'll leave that alone. This is what we've learned. That somebody has to do something -- is there a timer around here somewhere. You know, I'm so small, I can't see that. (Laughter)

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This is going to work out really well. We learn that there's a role to be played for intermediaries in helping small emergent nonprofits interface with various sectors. And what are those sectors? Well, the first sector is the Federal Government. When we first got our grant, we got a grant from ACF which was a part of OCS, which was a part of, I can't even remember the other acronyms. And every time we would get a letter, we would sit in our office and try to figure out, just who sent this to us? (Laughter)

There's a role to be played in helping organizations that are young and emergent, nascent, developing, have a sense of who they are and what they want to be about, but haven't quite figured it all out. There's a role to be played in helping these organizations understand the sectors with which they have to interface if they're going to be effective. One of those sectors is obviously the government's sector, whether it's a national government sector, whether it's a state government, whether it's the local government. They all have their games. They all have their rules. They all have their little boxes and whistles and things you've got to jump in and out of in order to be about the work to which you've been called. So one of the things we learned very fast was when you bring in new organizations, you've got to help them understand the world in which they live. And not only the government sector, but the broader independent sector. Because a nonprofit world is about what if you want to be effective? Finding the resources to be about that to which you've been called. Amen?

REV. CORTES: I know I'm not in church, but I'm a minister, so. (Applause) So it becomes imperative -- oh, man, I've got plenty of time -- that you know the sectors in which you work. The independent sector, the brother nonprofit sector. We also learn that those intermediaries have a key role to play in helping organizations understand questions of governance of and legal structure and how they should relate to the mission to which they've been called if they've been birthed by something or someone. What do they got to do in order to be able to honor the birth or at the same time that they honor the nonprofit that's emerging and becoming. And if you don't work hard at integrating those questions, then often you find yourselves in trouble. And I think the gentleman from World Vision alluded to that in his comments. Fifty-two percent of the organizations we worked with ended up having a nonprofit status, a 501(c)(3). But we found that 15 percent refused to get incorporated because they became clear as a result of our intervention with them, that they didn't have to get incorporated. They were happy not going after public monies and doing the work that God had called them the way they had called them, and they didn't want to integrate or get into the whole question of public support for God's work.

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Now, we didn't only work with religious groups, we work with other groups as well. I don't want to give the impression that we were only working with faith-based organizations. But 15 percent of the groups that didn't get incorporated were in fact faith-based organizations that didn't want to have anything to do with that stuff. But they came to that understanding as a result of the services that a capacity building initiative affords them. There's another thing that emerged. And not only, what you call it, helping to interpret realities, it was also important to understand the role and the relationship of language to the development of capacity. And in two ways. The language of instruction is equally important to the content of instruction. And people don't know if they understand that when you're working with young groups who are emerging who often are in -- I asked the question about Spanish because half of you didn't know what I was saying, right? Or, maybe 70 percent of you didn't know what I was saying, or maybe 80 percent. It would be impossible to learn the reality of the language of capacity building and development if you can't understand it. When we worked in the Yakima Valley, and I don't know if I said that right, because I've been corrected in the past, in the Yakima Valley -- whew, one minute -- okay, we ended up having to spend a lot of time working with immigrant communities who didn't understand the language of capacity. But we had to do it in their own language at the same time that we taught them the nomenclature of capacity building. Because the nomenclature, the language of capacity in itself is a technical assistance process, engaging the content, engage the matter, discussing boards, discussing governance, discussing legal structures, discussing all these terms, which is part of the profession of capacity building. Let's not be mysterious about it. It's a profession. And all of us, you know, have to deal with that reality. In order to do that well, people have to engage language both in the language with which they have comfort, the tongue, their mother tongue, but also in the sense of the language of helping me understanding. And there will be clearly some tools and organizational assessments through a capacity building plan, and some other things, which in the process of deploying, people then begin to ask the question and learn.

And what's the last thing I want to say to you in my two seconds? Sorry, you can't buy me that coffee. Somebody made me a bet that I wouldn't be able to do it, and I lost. The last thing I'll say is that, when you're learning capacity any time, when you're becoming an organization, when you're going there, you need time. And I wanted to thank the Faith-Based Office because a few years ago, they actually went from a one- year, 18-month grant to a three-year grand for the capacity building work. And I have to tell you why that's important. We found that it takes three to six months for people to wrap their mind around language and concepts. And then it takes another couple of months or another year or so to start taking

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those concepts and saying to yourself, what am I going to do with them? How am I going to deploy them? What does it mean for me? How does it change who I am? How does it make me interface with my leadership and how to answer the questions that they might be asking relative to the issue. And you know what's the most important thing, that that process of learning produces only positive outcomes at the end of the second and third year. So if you've got a grant that's a short-term grant, the reality is, you're only going to be able to do so much with it. Because it takes you time to learn with the concepts of capacity. And what we found with the first ACP grant, was that at the end of the second and towards the, and into the third year, was that people could take the learning and actually deploy it and leverage it for dollars. And we had a \$10 to \$1 return on every grant that we made in the Hispanic Capacity Project, when people had the time to learn (Applause)

So learning is about time. So those are my three points. And since I've gone one minute and 35 seconds over, I'm going to stop right here. Thank you very much. (Applause)

GOVERNOR MCCALLUM: How come mine says I'm already one minute and 35 seconds into my talk? (Laughter) Actually, Lisa on the previous from Missouri, can give a very nice prelude when the question came up, and she said the number one charge is to do more with less. And if there's anything that Aidmatrix tries to do in working with other organizations, is to allow you to do more with less or to do things more efficiently in tying your relationship with your donors in getting the right aid to the right people at the right time. Now, I'm going to start -- we've got some slides. I was actually going to start with a video and I did that, I notice that used politicians tend to talk longer than they're supposed to. And if we do slides and videos we make sure we in time. But I think they already looked at the slides and cut the video out, so I'll just refer you to our website of aidmatrix.org.

It was actually a news story which will encapsulate what we usually say in 50 minutes to a two-minute story on Aidmatrix, and it was specifically on the work that's being done following the floods in Indiana right now. Our job is to extend or to magnify the good work that you are doing. We have tremendous work being done by many, many organizations throughout this country. And it's to unleash the power and the work that you are doing, using modern tools that is our mission. It was mentioned in the intro, we're an international nonprofit that was sponsored by some of the world's leading technology organizations, being able to take the technology, state of the art technology, to the humanitarian sector.

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Our social impact is \$1-1/2 billion in aid in process annually for organizations. We've got over 35,000 recipient organizations, six continents and they continue to grow very rapidly. We can go to the next slide.

I'm going to very quickly just touch. And we've got some areas, but I constantly remind people I think the biggest thing that can be done with modern tools is something none of us have thought of yet. But some of the things we are working on now. And I was asked to talk a little bit more on disaster. But I'll give some of the other areas, because those that are hungry face a disaster every day. Aidmatrix presently provides the technology of which 95 percent of charitable food in the U.S. goes through. And I don't think a lot of people realize that. I mean, we're almost the Intel within the operations of many of the organizations. Aidmatrix technology is linked into companies like Kraft, Kellogg, ConAgra, Coca Cola, Sunkist, Olive Garden, major food donating companies that can now go on their own website, instead of making the phone calls the faxes, what they used to have to do, as we say old technology is Excel spreadsheet and email. They can now go onto their website, enter what they're going to do. When they press donate, immediately 220 food banks in the United States see what is being offered every hour. In fact, by the time this panel is done -- (Applause)

By the time this panel is done, over a million pounds of food will have gone through our system connecting to the food banks. And I say it-- I'm going to divert a little bit. Because one of the things that people don't understand and I think those particularly in faith-based organizations will understand, that supply can meet need. It's a principle of supply meeting need if we use the right tools and are able to do so. As we're doing work in Mexico, I quite often get, American will say, well, that's great. Let's send food down to Mexico. Many people don't realize there's more food than they need to feed people in Mexico. But it goes to waste. It's the logistics and the transportation, that type of a system we need to match the surplus, to match what is going to waste that -- with those that are hungry.

Next slide I will very quickly show we're also in medical relief exchange. We match medical product with organizations to allow them to do work better. Fascinating. I'll get into this a little bit because one of the organizations we work with, the National Association of Free Clinics. We've got 300 free clinics -- and many of these are just, you know, open part time. It turns out, the cost of medical care, the cost of the products for the indigent, for free clinics, is higher than the big hospital chain around the corner. They can't leverage the price down and don't have the tools to do that. Because they're now collaborating, working together through technology, the Aidmatrix system, we've created a market, the bottom of the pyramid, that they talk about in the business books now, where there are a number of medical companies not only donating, but

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offering product that they -- in diabetic supplies, it had been up to \$45 for some of the strips that clinics were paying for. The price is now \$11 for them. They tell us the first year alone on this system, nationally in diabetic purchases alone, our free clinics are going to save over \$14 million through the use of technology. (Applause)

I was asked to speak on technology. Technology, there is a national system now, a national donations management program which links together the private sector. When we're talking about -- the Reverend's talking about languages. And language differences. And we do work with a disaster area, we just signed up another consortium which is 63 more countries that are going to be going on to the system. And they said, can you do this in different languages? I said, well, you've got to understand. In America, we've got a tougher job than that. We've got private sector, government, and nonprofit. And those languages are much more different than many romantic languages you have in Europe of understanding.

We can go to the next slide, and the one after that since I was already talking this. These are the number of states that are in the Aidmatrix network now. In fact, two of them came out since then. This has all happened within one year of an announcement of the Aidmatrix network. So these are the states that have officially signed up, as well as FEMA program at the top, with private sector support. The states must sign up individually. You may wonder why some of the states are on. Iowa, Indiana, go to the state website right now, Iowa is storms2008.iowa.gov, and donate product, volunteer or cash. The organizations that, the umbrella organizations are all linked together with the state under one site, umbrella site. So this is all combined. Indiana, again, with the flooding, is why Indiana is in the system. Minnesota, a bridge went down last year. Iowa, I would venture to day that particularly with some of the support we're getting nationally, that within the next three months, all but ten states will be part of the collaborative network of one- stop work for, as we can see, with the next slide, of donors being able to donate product, transportation, under the sponsorship with UPS, services or volunteer time, or financial support. And as many of you know, the financial support is key. Part of this system is to educate donors to drive them toward cash contributions as opposed to products itself. Now add from this slide, not only can recipients request, but a new feature that wasn't going to be ready until November, but we've rushed in, Iowa's asked for it in this disaster, is the nonprofits that are on the system can put in their needs. And the needs go up so the business community can see exactly what is needed in the field on the spot. We also have the warehousing tied in, so it's in anywhere in the warehousing, the system will search it out, find where it is, and get it to that organization.

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Next slide. Just very quickly shows that your organization, in this case, FEMA has the ability to bring up information on real time how much has been offered. You can slice and dice it. Here's what we have in construction materials. Here's what has moved through the system in the food area. And the final slide, and we can even skip it. With this one, we get the right aid to the right people at the right time. A couple of key points, I had something that every CEO dreams of. Just yesterday, I had -- it was one of the cabinet secretaries, give the directive, and they said, they wanted us to come in, they said, McCallum, you tell us what your vision. Tell us what you really think ought to be done with this, and secondly tell us what it will cost. Now, I know every CEO thinking, sitting here, and everybody who works in nonprofits thinks, this is the most wonderful thing. And I did share that the most perfect thing we could do is build this down to the 32,000 counties in the country and a lot of this is on-going as a system. But unfortunately when I was done with that, they said, well, now tell us your short-term vision, the smaller step. I will say, to me, the next important step with this, something that's extremely important, is making sure that faith-based organizations are part of this national network. We can't have a disaster where some of the groups, where some -- and they're wonderful organizations, some come in, they do their job, and they leave. But the day-to-day work in helping people become educated, in feeding them, in improving their lives in society, comes from the organizations in the communities. And it is that type of collaboration that we must have to move ahead in our communities and in the country. This will strengthen your relationship to your donors. The system in working smarter with technology it is requiring, a downside, it requires a collaborative work in our communities. And with that collaboration, not only does your organization come out ahead, society comes out ahead. Thank you. (Applause)

MR. DAVIE: Thank you. As Brent said, I'm Fred Davie. I'm the President of Public/Private Ventures. Just a quick work about P/PV and then I'll dive into the presentation. We've been around for 30 years. Actually, we were founded by the Ford Foundation and by the Department of Labor. Primarily a youth employment programs, but today, we've evolved into an action-based research and evaluation organization that focuses on research, innovation and replication. We do work in primarily four areas. A lot of work on what makes a quality after school time. We focus a good deal on workforce development. We look a lot at criminal justice and the issue of re- entry. And then finally, we're doing some exploratory work in community health. Our services are research and evaluation. We do information dissemination and promulgation and then replication, replicating those things that work.

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I see that we have my Power Point. I was told, I thought last night that we weren't going to have it, but I see it's here. So, I'll just go through it. There's no way actually to make this very sexy. I mean, it's pretty straightforward stuff. Before I start though, let me just say this. Mainly what this is about, is how to both sustain and take to scale the work that social entrepreneurs do in community. And in order to do that, there have to be some basic things that we believe are in place. A quick story. When we started the Ready for Work project, which is a big national demonstration project around prisoner re-entry, with faith and community-based organizations, it was funded by the Department of Labor. One of the first organizations we visited, we sent in a team to take a look at the accounting systems of the organization. And I got a call and the consultant we sent in said, Fred, you're not going to believe this, but this particular executive director has in the last six months drawn \$70,000 from ATM, and we're not -- from the ATM. And we're not sure what happened with it. So, I called the person up because I knew them and I said, you know, we really need to sit down and talk about this and understand what it means. And so I took a group in, and we -- when we came in, he came in after we came into the room, and he was really angry. I mean, just really upset. And he had two grocery bags. And he threw them on the floor in front of us and he says, you want your ATM receipts, here they are. And to his credit, he had on the back of every one of those ATM receipts, what he had used them for, which was primarily to pay people to do small jobs around the nonprofit. That, however, would not fly if I had to go to the Labor Department and say, Here's the reporting from this nonprofit to you. So, that's basically what we're trying to fix. So, let me just go through this quickly.

We begin with Public/Private Ventures begins our support for sustainability and scale right at site selection for these sort of major projects that we do. Generally contracting with the government or with the major foundations to do this work. So, we use a detailed site assessment tool to gauge an organization's programmatic and organizational strengths and weaknesses. And we do a thorough, sort of existing, review of existing programs. We look at program management, and we look at overall goals and outcomes for a particular organization. As I said, we look at the finances and administration. And that's our ways of sort of entertaining in some cases a review. Lots of creativity when it comes to financial management in many organizations. We try to assess internal controls and systems, and we make recommendations for addressing these weaknesses both before and as a new program is being implemented.

On the next slide, we also invest considerable amount of time in organizational development. We develop a rigorous, what we call, MIS, just a management information system for data management, for site monitoring and program improvement. We do early implementation evaluation, we call it, program

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implementation evaluation. So that as an organization is rolling out a program, we're going to know, right down to the last detail, what in that program in the early stages is working, what's not working and how you fix it, how you move it forward. We support with ongoing feedback on whether or not there's compliance with data collection and the research efforts that have been established for the program. And as I said, we try to pay attention to fiscal management to ensure accountability and compliance. And then finally, we pay a good deal of attention to financial sustainability training and support, very, very, very early on in the launching of a particular initiative of a particular program. We invest in program development. And by that we mean we provide support and strategies for in depth development of all program components. We provide on-going and detailed feedback on the implementation of all those components. We create and monitor work plans and we have found a boring and has hard and as difficult as it is, that work plans are key. They are great guides to moving the work forward, to holding everybody accountable, to knowing where we all are as we're progressing in a program implementation. We ensure solid strategies and steps are in place to move -- to meet project benchmarks, and then we facilitate effective partnerships between government, agencies, businesses and then faith and community-based organizations.

P/PV also invest in expert staff to support faith-based and community organizations. So we provide support to the participating organizations through the services of an experience program officer. And that program officer is generally an organizations main contact with Public/Private Ventures and with the other partners in the initiative. Program officers make monthly and generally one to two day visits to the organizations to provide technical assistance and program monitoring. Program officers have frequent telephone conversations and monthly phone audits and written correspondence with the organization so that we can understand and manage any issues that might be arising. The program officers offer the sites extensive experience in designing and implementing and managing all of the complex program components that are part of these major initiatives. And finally, the program officer is knowledgeable of the sort of molds and governing structures for program areas. For example, re-entry, or mentoring or labor markets. And if we have time for Q and A, maybe we can say more about that. And then finally, P/PV, the next slide.

Yes. We really pay a lot of attention to rigorous research. We have a large research team in the organization. We have about 15 people on our research team now and of those 15 people, 11 or 12 have PhDs. So, we pay a lot of attention to rigorous. So, our researchers conduct intensive quarterly, on-site research and assessment visit to the organizations. They provide intensive programmatic reviews that offer

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information and feedback to the sites about how the projects are progressing. The researchers meet with the organization's executive director, program staff, and board representatives, to talk about the program and how it's going. They assess each organization's progress against established benchmarks, and then finally, they provide feedback to each organization that is aimed at improving management, program design, and implementation.

So, lastly, and ultimately, what is it that we're about here. Well, we want to invest in sustainability. And as I said, in bringing programs to scale. So, P/PV's goal is to leave strong organizations and programs in place at the end of a demonstration or initiative. One of those is Ready for Work. And so for example, of the 17 organizations that were a part of Ready to Work, faith-based and community organizations, 14 are still operating and providing re-entry services. Now, the balance are still operating too, but 14 of those are still providing these services. We are responsible for launching the Amachi Program, which is a mentoring of children of prisoners program. And I'm proud to say that that Amachi Program is now incorporated into Big Brothers, Big Sisters of America as their primary mentoring strategy. And in addition to that, the Department of HHS has provided considerable resources in the hundreds of millions of dollars as I recall, for mentoring children of prisoners. That program had its origins right with P/PV, right in local churches in Philadelphia, and is now a national program in every state in the country. Thank you. (Applause)

As I mentioned in my introductory remarks, we do a lot when it comes to labor market and workforce. And through our labor market initiatives, we've developed a cadre of strong leaders through the Leaders Academy, and then strong local organizations involved in what we call Sector Initiatives. And then ultimately, and what this group is all about, we know for sure and feel really proud of the fact, that local churches and small community-based organizations, in all the programs that we have worked with, are now equipped with new skills and techniques to ensure long-term sustainability and ultimately to go to scale. And that's our purpose for being in partnership with the government, and foundations. That's why we're here today and we're really pleased, and I'm very pleased to have been invited to this conference and to share some of these thoughts with you. Thank you. (Applause)

MR. ORELL: Thanks to all of you. We are way behind scheduled, and I'm getting the sign from Elizabeth. So, we need to wrap up. But thank you again, all of you, for coming. I hope that this has been a good, and informative session for you, the audience. And thank you for your service to the country.

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