



INNOVATIONS IN COMPASSION

**The Faith-Based and Community Initiative:
A Final Report to the Armies of Compassion**

**THE WHITE HOUSE
DECEMBER 2008**





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COMMUNITY HEALTHCARE

VULNERABLE YOUTH

SUBSTANCE ABUSE

HIV/AIDS

HUNGER

HOMELESSNESS

VETERANS' SERVICES

EMPLOYMENT SERVICES

PRISONER REENTRY

MALARIA

NATURAL DISASTERS

*“A determined attack
on need...”*

–President George W. Bush

COMMUNITY HEALTHCARE

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IMMIGRANT INTEGRATION

HUMAN TRAFFICKING

HUNGER

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VETERANS' SERVICES

PRISONER REENTRY

ECONOMIC DEVELOPMENT

NATURAL DISASTERS

MALARIA

THE WHITE HOUSE

WASHINGTON

Dear Friends:

In my first days as President, I established the Faith-Based and Community Initiative. For eight years, the Initiative has led a determined attack on need in partnership with faith-based charities, frontline nonprofits, and other social entrepreneurs.

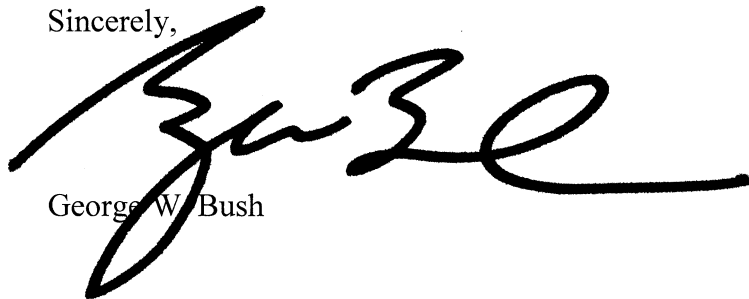
As a result, Federal partnerships with faith-based and other community organizations have greatly expanded. The Initiative has also extended and strengthened the capabilities of these groups. Most importantly, together we have brought life-changing aid to millions in need.

I have seen the results of these efforts firsthand at nonprofits that match children of prisoners with caring mentors, neighborhood organizations that help break chains of addiction, and faith-based groups caring for AIDS orphans in Africa – and in countless acts of compassion.

I offer sincere gratitude to every individual and organization that has joined us in this work. As you have loved your neighbor as yourself, you have made a real, measurable impact in lives across America and around the globe. You are part of a great work that is changing the world – one heart, one soul at a time.

Enclosed is a report prepared by the White House Office of Faith-Based and Community Initiatives that offers a window into the work of the Faith-Based and Community Initiative, made possible only through partnership with caring organizations. Their service to those most in need represents the best of America. On behalf of a grateful Nation, I thank them for their tireless efforts.

Sincerely,

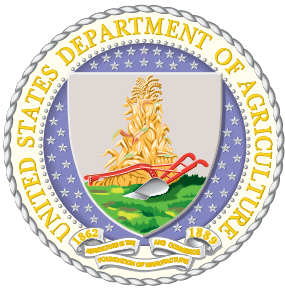
A large, stylized handwritten signature in black ink, appearing to read 'GWB', is written over the word 'George W. Bush'.

George W. Bush

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FEDERAL CENTERS FOR FAITH BASED AND COMMUNITY INITIATIVES



EXECUTIVE SUMMARY

This Final Report to the Armies of Compassion prepared by the White House Office of Faith-Based and Community Initiatives offers an account of President Bush's Faith-Based and Community Initiative (FBCI or Initiative) to the dedicated faith-based and other community organizations (FBCOs) that have joined in the battles against poverty, disease, and other social ills.

The report emphasizes what matters most about the FBCI: measurable results achieved for millions in need across America and around the world through vibrant partnerships with the "armies of compassion" – the thousands of FBCOs that have partnered with government to serve their neighbors in need. It also offers a look at key government reforms and innovations that made these results possible. The report finishes with a glimpse toward the future of the FBCI and the foundation upon which the next generation of government and community leaders can build to achieve even greater good in the decades to come.

Changing Lives highlights twelve areas of critical human need that have been particularly affected through expanded Federal partnerships with faith-based and other frontline nonprofits. The chapter highlights key results across these wide-ranging areas of need and stories revealing the deeper impact of the FBCI for individual organizations and the people they serve.

Transforming Government explains how reforms led by the FBCI have secured a level playing field for faith-based organizations and reduced barriers to help small FBCOs or those new to partnering with government compete for Federal funds. The chapter also highlights some of the innovative funding models advanced by the FBCI that enable more effective partnerships between government and grassroots nonprofits, such as vouchers, mini-grants, and intermediary model grants.

Strengthening Partners describes the Initiative's diverse methods for building the capabilities of nonprofit organizations and the social entrepreneurs who lead them. These efforts range from technology-based instruction and in-person training events to the hundreds of millions of dollars invested in capacity-building and technical assistance grants.

Volunteerism and Private Giving highlights President Bush's efforts to expand volunteer service and private financial support for America's FBCOs.

Taking Root in States and Cities reveals how the principles of the FBCI are being replicated outside of Washington. Governors and mayors across America are embracing the vision championed by the FBCI as a practical way to engage the toughest challenges faced by their communities. These "laboratories of innovation" will play a key role in the future of the FBCI.



HIGHLIGHTS OF THE FAITH-BASED AND COMMUNITY INITIATIVE

Bringing life-changing aid to millions in need. Faith-based and other community organizations (FBCOs) have partnered with government to deliver effective help to returning prisoners, recovering addicts, vulnerable youth, AIDS orphans, homeless veterans, and countless other individuals and communities in need at home and abroad.

Transforming government's approach to addressing human need. The FBCI vision at work has placed frontline FBCOs at the center of Federal efforts to combat poverty, disease, and a host of other social ills. As a result, the FBCI has led a shift away from bureaucratic-centered models to solutions that harness the creativity, compassion, and personal touch of locally-rooted organizations.

Establishing a level playing field for faith-based organizations in Federal partnerships. Clear, constitutional guidelines are now in place for government funding of faith-based organizations, and Federal policy welcomes these groups as vital partners in serving those in need.

Strengthening the vital work of nonprofits. Hundreds of training events, technology-based resources, capacity-building grant programs, and other initiatives have helped to increase the effectiveness of FBCOs in addressing critical needs across America and around the world.

Expanding the FBCI vision at the State and local level as an effective problem-solving strategy. Governors, mayors, and other leaders at every level of government are replicating FBCI principles on a bipartisan basis to address some of the most critical challenges their communities face.

Embedding FBCI principles in America's international aid and development efforts. From the President's Emergency Plan for AIDS Relief and the President's Malaria Initiative to micro-enterprise projects and anti-human trafficking efforts, American and indigenous nonprofits are playing an expanded role at the front lines of service around the world.

Expanding private response to need. From promoting a culture of service, citizenship, and responsibility through USA Freedom Corps to expanding tax incentives for personal giving, President Bush has championed efforts to expand the involvement of citizens, corporations, and foundations in supporting the vital services of FBCOs.

Creating innovative funding models for government-nonprofit partnership. Leaders at every level of government can now draw upon an array of proven partnership models that enable both financial and non-financial partnerships with grassroots organizations and capitalize on their distinctive strengths.

INTRODUCTION

On January 29, 2001, President George W. Bush launched the Faith-Based and Community Initiative (FBCI or Initiative) to lead a determined attack on poverty, disease, and other social ills in partnership with faith-based and other community organizations (FBCOs).

The President called these committed organizations the “armies of compassion.” They include small and large service organizations, all-volunteer charities, international nonprofits, faith-based institutions, and groups with no religious affiliation. With a vast diversity of styles and approaches, these organizations meet the needs of the distressed and downtrodden every day, one life and heart at a time.

The FBCI has many of the same goals of previous Federal efforts, but past government attempts often functioned in bureaucratic ways that were disconnected from the communities they served. These compassionate intentions frequently failed to produce compassionate results.

The FBCI took a different approach. This approach offered no single national solution or one-size-fits-all program. Instead, it turned Washington’s focus toward collaborating with effective organizations and groups already working in local communities to build opportunity and hope.

Over the past eight years, this vision has transformed the way government addresses critical human needs. The FBCI has made the creativity, local engagement, and personal touch of FBCOs central to Federal efforts to solve the social ills of our time.

Expanding the role of local nonprofits in addressing need was not an entirely new idea. But never before had it been applied as a national strategy. Under this new vision, the resources of government are consistently paired with the compassion and ingenuity of FBCOs.

The process of reforming government is difficult and slow. Over time, however, a bureaucratic culture accustomed to large programs has been opened to localized, community-driven solutions through the efforts of the FBCI. Regulations and practices that previously discouraged faith-based groups from partnering with government have been changed to allow a level playing field for all capable organizations. New models for partnership between government and grassroots groups have been created, tested, and refined.

“Government has a solemn responsibility to help meet the needs of poor Americans and distressed neighborhoods, but it does not have the monopoly on compassion. America is richly blessed by the diversity and vigor of neighborhood healers: civic, social, charitable, and religious groups. These quiet heroes lift people’s lives in ways that are beyond government’s know-how, usually on shoestring budgets, and they heal our Nation’s ills one heart and one act of kindness at a time.”

– President George W. Bush, Rallying the Armies of Compassion, 2001ⁱ

As a result, an ever-growing array of faith-based nonprofits and other community groups have joined in the FBCI’s work, partnering with government to engage needs such as homelessness, substance abuse, vulnerable youth, and diseases such as malaria and global HIV/AIDS.

Together, these nonprofit partners possess many strengths that complement the size and resources of government, including close cultural connections and credibility within communities. These groups bring innovative approaches to confronting needs that are well-suited to local situations, large numbers of dedicated volunteers, and – perhaps most importantly – a level of human engagement, care, and personal accountability that government alone cannot provide.

Through critical government reforms and countless acts of service, the vision championed by the FBCI has taken root and the impact has grown. Most importantly, lives of the hurting and destitute are receiving real help along the road to hope and new beginnings.

The pages ahead offer a window into the FBCI’s work: how it has advanced and the results the President’s vision has produced.

The work of the FBCI spans the Federal government. It has reformed policies, reshaped practices, expanded partnerships, and led sweeping efforts to build nonprofit capacity. Ultimately, however, the driving objective is to deliver compassionate results in the lives of individuals most in need.

This chapter describes the highlights of these results, achieved by the “armies of compassion.”

The Federal government has made substantial investments to fund these efforts over the past eight years. In 2008 alone, more than \$8.1 billion was committed to initiatives created by President Bush that give FBCOs a central role in addressing critical human needs.ⁱⁱ Billions more were devoted to longstanding programs reformed through the FBCI to place new emphasis on government-nonprofit partnerships.

Funding alone, however, does not represent the heart of the FBCI. Far more significant is the transformation brought to the way government addresses poverty, disease, and other critical issues. The success of efforts to aid those in need cannot be measured in dollars spent but rather in the lives directly affected and the civil institutions strengthened as a result of those investments by the FBCI.

The work of the FBCI has touched a vast array of human needs, from addiction to human trafficking to homelessness to disadvantaged youth to global AIDS. Although it is not possible to highlight all the results from the FBCI, 12 areas of human need provide a window into the FBCI vision at work to change lives across America and around the world.



RESULTS HIGHLIGHTS

Substance Abuse and Recovery

More than 250,000 recovering addicts have been helped along the road to recovery by the thousands of FBCOs that have partnered with the Access to Recovery voucher program, with recovery results outpacing most national programs.

Global HIV/AIDS

When President Bush announced the President's Emergency Plan for AIDS Relief (PEPFAR), it is estimated that only 50,000 people in sub-Saharan Africa were receiving life-saving antiretroviral treatment; today, PEPFAR supports treatment for more than two million people in the region. PEPFAR also supports care for more than 10.1 million people worldwide, including more than four million orphans and vulnerable children. In 2007 alone, 87 percent of PEPFAR partners were local organizations, mostly faith-based and community groups.

Prisoner Reentry

One year after release from prison, only 15 percent of ex-offenders served by FBCOs through the President's Prisoner Reentry Initiative had been re-arrested – compared with a national re-arrest rate of 44 percent.

Community Health Services

The President's Health Center Initiative has exceeded its goal of creating or expanding 1,200 community-based health centers, most of which are operated by FBCO grantees. The number of low-income individuals receiving medical services from these centers annually has increased by 5.8 million since 2001.

Homelessness

Federal partnerships with FBCOs have been greatly expanded to combat homelessness, contributing to a nearly 30 percent reduction in chronic homelessness from 2005 to 2007. That means more than 50,000 individuals previously living on the streets now have a place to call home.

Vulnerable Youth

With funding and support from the Mentoring Children of Prisoners program, FBCOs have matched more than 107,000 children of prisoners with caring adult mentors.

Natural Disasters

The FBCI Center at the United States Department of Homeland Security helped revise the National Response

Framework, leading to changes in FEMA operations and policies and conducting extensive outreach and training to expand Federal coordination with FBCOs in disaster-preparedness, response, and recovery.

Disadvantaged Students

During the 2006–2007 school year, more than 535,000 students attending underperforming schools received tutoring through Supplemental Educational Service (SES) providers, approximately 25 percent of which were FBCOs. Participation in SES has shown a statistically significant positive effect on students' achievement in reading and math.

Economic Development

Since 2002, the Economic Development Agency at the United States Department of Commerce has increased its average annual number of projects with FBCOs by 60 percent, investing more than \$185 million in 255 FBCO-led projects. The anticipated economic benefit of this investment is the creation of more than 91,000 jobs and the stimulation of \$4 billion in private investment.

Hunger

Funding for domestic nutrition assistance has increased more than 75 percent since 2001 to \$59 billion. Internationally, in 2007, the United States provided more than \$2.1 billion in food aid, or 2.5 million metric tons of commodities, to 78 developing nations to help address famine, extreme poverty, and other challenges. FBCOs are key partners in many of these efforts.

Veterans' Services

Thanks to greatly expanded partnerships with veteran-serving FBCOs and other focused efforts, the number of homeless veterans on the streets was reduced by nearly 40 percent from 2001 to 2007.

Malaria

In more than half of the President's Malaria Initiative's 15 focus countries, at least 70 percent of households in malaria-endemic areas will own insecticide-treated mosquito nets by December 2008. FBCO partners are critical to effective bed net distribution and education efforts. Results on the island of Zanzibar, for example, highlight the impact: studies show the rate of children under two years old testing positive for malaria declined by more than 90 percent – from 22 percent in 2005 to 0.7 percent in 2007.

SUBSTANCE ABUSE AND RECOVERY:

Helping To Break the Cycle of Addiction

Recovering from substance abuse and addiction is a complex, long-term process. In addition to clinical and other forms of treatment, support services like housing, transportation, and childcare can be critical to the recovery process for some individuals. FBCOs often offer a level of unique and personalized care that can make the difference for a person seeking to break the cycle of addiction.

The need:

- According to the 2007 National Survey on Drug Use and Health, 1.3 million individuals reported that they felt they needed treatment for their alcohol or drug use problem.ⁱⁱⁱ
- Approximately 380,000 individuals knew they needed substance abuse treatment but were unable to access care.^{iv}

Access to Recovery

Enlisting America's FBCOs to expand drug and alcohol recovery opportunities and support services, President Bush announced **Access to Recovery** (ATR) in his 2003 State of the Union Address. ATR represents the largest choice-based model ever implemented for recovery services, with approximately \$100 million annually in competitive grants for States and tribal authorities. Grantees use the funds to create and operate voucher systems that enable individuals to choose from a range of providers for both clinical treatment and other support services.

Because the recovery process is personal and can take many pathways, vouchers provide individuals battling addiction with the flexibility to choose the programs and providers that best meet their needs. This innovative approach increases the diversity of provider options and allows clients to take greater ownership of their recovery process by choosing providers that best address their individual challenges. In addition, ATR expands the capacity of community-based, addiction recovery organizations through voucher funding, training, and technical assistance, which it provides to FBCOs that partner with ATR.

ATR completed its first three-year grant cycle in 2007, which funded nearly 5,000 organizations in 14 States and one tribal area to provide clinical treatment and/or recovery support services. These organizations

“Through the evaluation of the ATR grant, the State of Idaho was able to show that successful treatment completion increased by 64 percent due in large part to the addition of community and faith based recovery support services.”

– Bethany Gadinski, Chief of the Bureau of Substance Use Disorders in Idaho

include more than 1,000 community-based nonprofits and more than 1,000 faith-based nonprofits. By the end of 2007, ATR served more than 200,000 clients and produced the following results:

- Nearly 74 percent of participants who were abusing alcohol or other drugs when entering the ATR program were clean and sober at discharge – making ATR sites some of the most successful recovery programs in the Nation.
- Data from States with ATR programs indicate participation by a significant number of new organizations that had not previously received public funds for addiction recovery programs. For example, 40 percent of organizations redeeming vouchers in Connecticut and 70 percent in Louisiana were partnering with the government for the first time.
- Faith-based organizations are welcomed as vital partners in ATR, and clients have made robust use of these providers. Nearly one third of all vouchers redeemed for ATR services were done through faith-based organizations.
- Participants in ATR showed a 31.4 percent decrease in unemployment and a 24.2 percent decrease in the number of individuals facing homelessness.
- Sixty percent of participants who reported having no supportive network or community upon entering the program reported upon exit that they had developed such support.

- Numerous studies have been conducted in ATR-funded States,⁹ including California, Connecticut, Florida, Missouri, Texas, and Tennessee, with findings indicating that ATR’s distinctive approach achieves superior results compared to more traditional recovery models.

In September 2007, 24 new ATR grants (ATR II) were awarded to 18 States, five tribal organizations, and the District of Columbia. These grantees have already enlisted 1,112 community nonprofits and an additional 580 faith-based organizations to provide services through ATR. As of October 2008:

- ATR II partner organizations have served more than 59,000 clients in the first year, exceeding the goal of 35,000 clients by 70 percent;
- Eighty-two percent of ATR II clients were abstinent at discharge;
- Participants in the ATR II program showed a 19 percent decrease in unemployment; and
- Upon discharge, 92 percent of ATR II clients felt they had a supportive network or community.

Other Addiction Recovery Initiatives

The FBCI has worked to expand the engagement of FBCOs in a range of other programs to support substance abuse and addiction recovery. These efforts range from grants and contracts that fund services to non-financial partnerships between Federal agencies and FBCOs that support recovery. The FBCI also initiated policy changes that enable FBCO recovery service providers to more easily access Federal resources. For example, in 2006, the United States Department of Agriculture (USDA) issued new policy guidelines to ensure that individuals accessing addiction recovery programs through FBCOs could retain their food stamp benefits. Teen Challenge, a faith-based organization with residential addiction recovery centers all over the country, reported that within one year of the new guidance, its local recovery centers were able to increase their food stamp funding by 75 percent to \$3.5 million – allowing the organization to expand its services.



Lyn was a marketing director in Tennessee. She owned a home, drove a nice car, and worked hard to provide for her children. However, she tried meth one night at a party and within a month was using every day. Then she was arrested. Her years of addiction cost her everything she cared about, including her job and custody of her daughter and new son. Lyn recounts being arrested as “the worst and best day of my life, all at the same time.”

After serving her jail sentence, Lyn entered a rehabilitation program and moved into a halfway house to begin her recovery. She then moved into a recovery apartment and began taking Relapse Prevention classes at Trevecca Community Church, an ATR provider. In time, Lyn regained custody of her two children. After attending the classes for two years, she began teaching the classes.

With Trevecca’s help, Lyn built a safe, loving home for herself and her children and now dedicates her time to helping others recover from substance abuse. Lyn credits President Bush’s ATR program with helping her through her recovery process: “I was so blessed to have ATR and their providers to help me when I thought things were hopeless. ‘Thank you’ is not even enough to say.” Today, Lyn continues her education and clinical hours to become a Licensed Alcohol and Drug Abuse Counselor, promotes efforts to fight meth use across Tennessee, and operates her own transitional housing company, which was recently approved as an ATR provider.

GLOBAL HIV/AIDS:

Battling an Epidemic with Effective Prevention, Treatment, and Care

HIV/AIDS has had a devastating effect on individuals, communities, and local economies around the world. Both international and local FBCOs are well positioned to play key roles in HIV/AIDS prevention, treatment, and care.

The need:

- Nearly 25 million people have died from AIDS, and 33 million people worldwide are living with HIV.
- An estimated 7,400 individuals lose their lives to AIDS each day.
- It is estimated that prior to the President's Emergency Plan for AIDS Relief in 2003, only 50,000 people living with HIV in all of sub-Saharan Africa were receiving antiretroviral (ARV) treatment.

The President's Emergency Plan for AIDS Relief

In 2003, President Bush directly confronted the HIV/AIDS crisis through the **President's Emergency Plan for AIDS Relief** (PEPFAR), the largest commitment in history by a single nation to an international health initiative. PEPFAR combats HIV/AIDS worldwide, with emphasis on 15 focus countries^{vi} that together account for approximately half of the world's HIV infections.

PEPFAR exemplifies the principles of the FBCI on an international scale by engaging FBCOs as central partners in achieving its substantial prevention, treatment, and care objectives. In 2007, PEPFAR partnered with 2,217 local nonprofits, nearly a quarter of which were faith-based. These local partners possess the cultural know-how, dedicated volunteers, trusted community relationships, social networks, facilities, and other critical resources necessary to achieve PEPFAR's goals. Faith-based organizations form a large portion of these groups, providing between 30 and 70 percent of the health care in the countries of sub-Saharan Africa.

PEPFAR places emphasis on building long-term local response capabilities. Its estimated investment in network development, human resources, and local organization capacity development for 2007 alone totaled nearly \$640 million.

When PEPFAR was launched, the goal was to

support treatment for two million people in five years. PEPFAR has met its initial treatment goals. To date, PEPFAR has:^{vii}

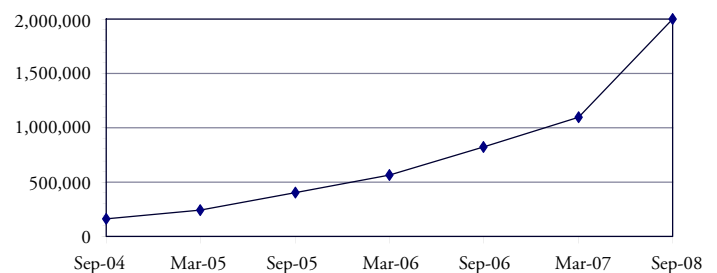
Supported life-saving ARV treatment for more than two million individuals in sub-Saharan Africa alone.

Helped ensure that nearly 240,000 babies have been born HIV-free due to support for programs that prevent transmission from mother to child.

Supported care for more than 10.1 million people, including more than four million orphans and vulnerable children worldwide. PEPFAR also supported more than 57 million counseling and testing sessions for men, women, and children in PEPFAR's 15 focus countries.

On July 30, 2008, President Bush signed into law H.R. 5501, the Tom Lantos and Henry J. Hyde United States Global Leadership Against HIV/AIDS, Tuberculosis, and Malaria Reauthorization Act, authorizing up to \$48 billion to combat global HIV/AIDS, tuberculosis, and malaria. Under this legislation, the next phase of the American people's commitment to those suffering from HIV/AIDS will support treatment for at least three million people; prevention of 12 million new infections; and care for 12 million people, including five million orphans and vulnerable children.

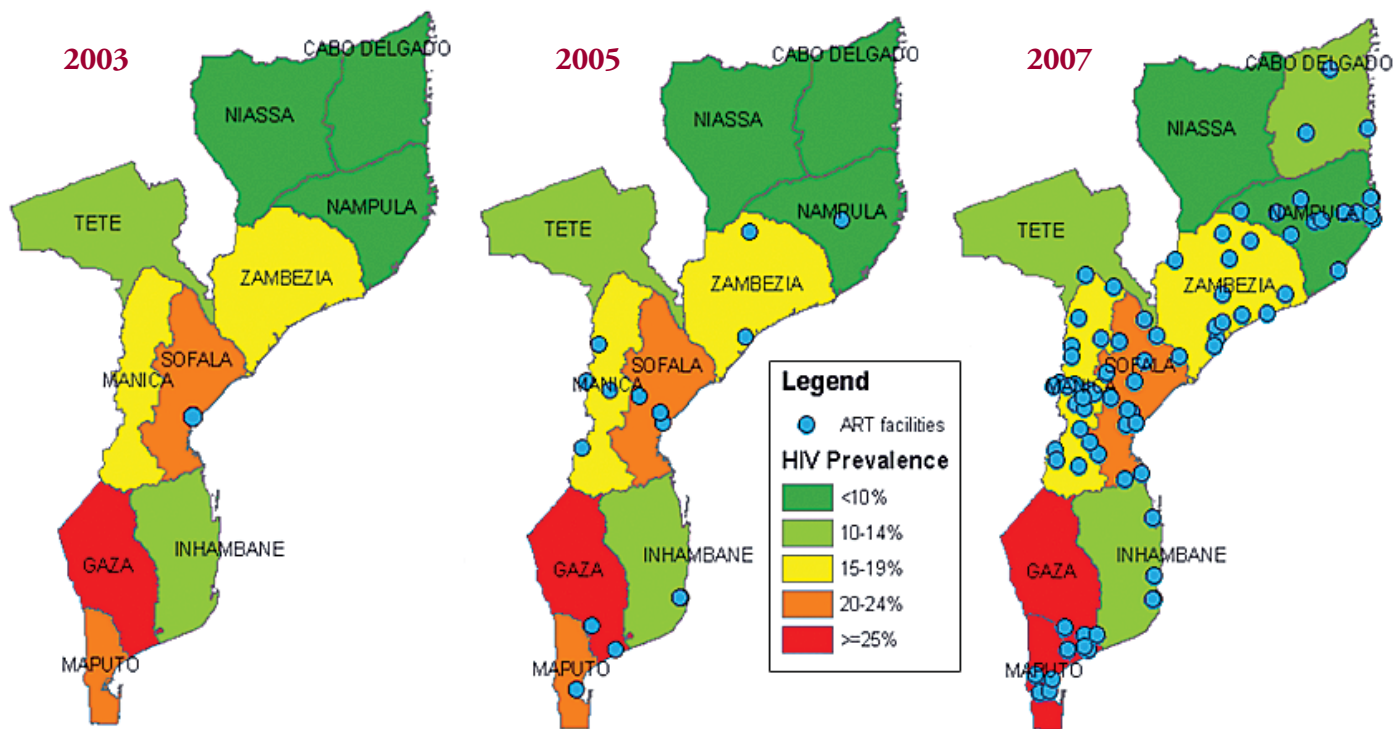
U.S. Government Supported Antiretroviral Treatments



New Partners Initiative

On World AIDS Day 2005, President Bush launched the \$200 million **New Partners Initiative** (NPI). Through this initiative, PEPFAR helps new nonprofit grantees extend their reach into the communities they serve and ultimately grow from sub-partners to full partners. NPI also focuses on building the capabilities of local partners and developing community ownership of the programs.

Mozambique: U.S. Government-Supported Anti-Retroviral Treatment Locations



Lister, whose husband is a pastor in Lusaka, Zambia, felt called to meet the needs of individuals in her husband’s congregation and the surrounding community suffering from HIV/AIDS and malaria. She founded God Our Help Ministries to provide home-based care for adults battling HIV/AIDS and malaria, as well as orphans and vulnerable children affected by these deadly diseases.

God Our Help partners with the RAPIDS program, a consortium of six international nonprofits that provide community-based HIV/AIDS prevention, treatment, and care in Zambia. RAPIDS helps build local response to these needs by working primarily in partnership with local Zambian organizations – especially ones that effectively recruit, train, and oversee volunteer caregivers. Through RAPIDS and its support from PEPFAR and the President’s Malaria Initiative, volunteers have received training in how to care for HIV/AIDS and malaria patients, orphans, and vulnerable children.

Lister and the dedicated volunteers of God Our Help now reach more than 300 homes affected by HIV/AIDS and malaria. Through more than 250 FBCO partners like God Our Help, RAPIDS now has 18,500 active volunteer caregivers. Together, these committed individuals reach more than 154,000 households affected by HIV/AIDS.



PRISONER REENTRY:

Helping Ex-Offenders Find Work and Avoid Relapse into Criminal Activity

Each year, approximately 700,000 inmates are released from prison and return to America's communities. Without stabilizing influences and support networks to help them successfully reintegrate into society, ex-offenders often return to the same destructive social networks, substance abuse, and criminal behaviors that landed them behind bars. Revolving prison doors remain a symptom of the most distressed neighborhoods across the Nation.

The need:

- According to the United States Bureau of Justice Statistics (BJS), two out of three former inmates will be re-arrested for new crimes within three years of their release from prison, and more than half will be re-incarcerated.^{viii}
- The cycle of recidivism carries severe consequences for victims of crime, community safety, the families of ex-offenders, and ex-offenders themselves, as well as the cost to taxpayers for additional judicial and correctional expenses.

"America is the land of the second chance, and when the gates of prison open, the path ahead should lead to a better life."

– President George W. Bush,
2004 State of the Union Address

Prisoner Reentry Initiative

In response to this cycle of crime and re-incarceration, President Bush announced the **Prisoner Reentry Initiative** (PRI) in his 2004 State of the Union address as a collaborative effort between the United States Department of Labor (DOL) and the United States Department of Justice (DOJ). PRI assists ex-offenders by linking them with FBCOs that are trusted institutions in the urban neighborhoods to which most ex-offenders return. PRI programs fund FBCOs that provide mentoring, case management, job training and placement, and other essential transitional services to help ex-offenders find work, stay out of prison, and successfully reintegrate into their communities. FBCOs are central to this effort because of their deep community roots, dedicated volunteers, and strong commitment to ensuring the individuals they serve return to a life of promise.

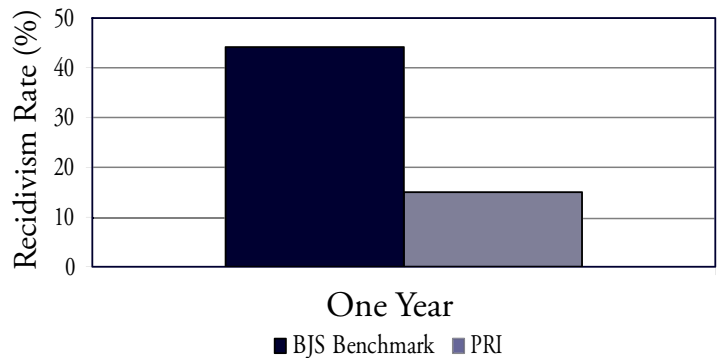
To implement PRI, DOL has awarded \$19.8 million to 30 FBCOs that provide employment-centered reentry services. Working in collaboration with DOL, DOJ has awarded \$23.6 million to State criminal justice agencies to provide pre-release services to the prisoners DOL grantees will serve once they are released from prison. By the end of 2008, more than \$115 million will have been awarded under PRI – 73 grants awarded to FBCOs and 63 grants awarded to criminal justice agencies.

As of September 2008, PRI's 30 first-round FBCO partners have enrolled 15,962 ex-offenders and placed 10,707 in jobs. Moreover, 69 percent of those placed retained their jobs for at least nine months. In addition, 1,561 PRI participants have entered post-secondary education, 1,540 have entered long-term occupational skills training, and nearly 9,000 have received mentoring services.

Most importantly, the recidivism rate of PRI participants (15 percent) is less than one-third the rate of the BJS national average (44 percent) at one year post-release.

PRI Recidivism Rates

Bureau of Justice Statistics (BJS) Benchmark vs. PRI



In April 2008, President Bush signed into law the Second Chance Act of 2007, which gives formal Congressional authorization to key elements of PRI and enhances a number of other reentry-related efforts.

The Serious and Violent Offender Reentry Initiative

To improve criminal justice, employment, education, health, and housing outcomes for adults and juveniles returning home from prison, Federal agencies collaborated to form the **Serious and Violent Offender Reentry Initiative** (SVORI). DOJ, DOL, the United States Department of Education (ED), the United States Department of Housing and Urban Development (HUD), and the United States Department of Health and Human

Services (HHS) provided approximately \$110 million to develop new or expand existing programs offering integrated post-release supervision and reentry services from 2003 to 2006.

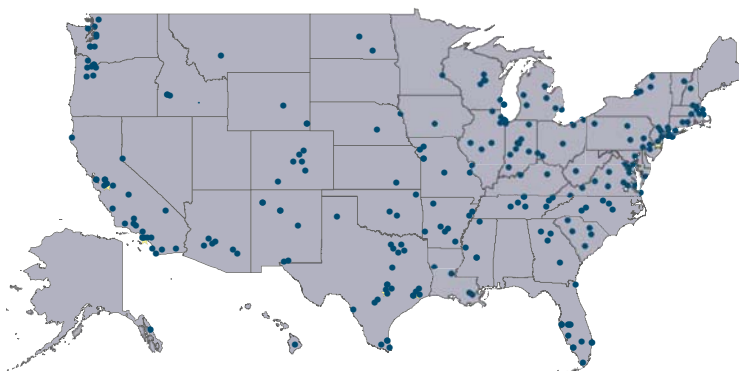
Reentry efforts were funded in all 50 States and the District of Columbia through SVORI. The 69 grantees operated 89 adult and juvenile programs for serious and violent ex-offenders and received between \$500,000 and \$2 million in single, three-year awards. Through SVORI, FBCOs provided ex-offenders with services such as needs assessments, reentry planning, mentoring, life-skills training, dental and medical services, housing placement, interview coaching, and job placement. Preliminary findings of an impact evaluation by RTI International and the Urban Institute indicate that at 15 months after release, SVORI participants were 15 percent more likely than non-SVORI individuals to have a job with benefits and 12 percent less likely than non-SVORI individuals to test positive for drugs.

Other Initiatives

The Bush Administration has invested more than \$700 million in a number of other innovative reentry-related programs that work through FBCOs to assist ex-offenders and their families, including:

- **HHS's Access to Recovery** (addiction recovery) – more than \$390 million.
- **HHS's Mentoring Children of Prisoners** (mentoring) – \$257 million.
- **DOJ's Comprehensive Anti-Gang Initiative** (reducing crime) – \$29 million.
- **DOL's Ready4Work** (job training and placement) – \$19.5 million.
- **DOL's Beneficiary-Choice Contracting Program** (prisoner reentry) – \$10 million.
- **DOL's Esperanza Trabajando and Reclamando Nuestro Futuro Projects** (assisting vulnerable youth and young ex-offenders) – \$13 million.

Prisoner Reentry and Crime Prevention Initiatives



Robin enrolled in Metro United Methodist Urban Ministry's CHANGE (Choosing a New Generation of Excellence) Program after 14 months of incarceration for petty theft and drug charges. Early in the program, Robin expressed a sincere interest in making a change in her life, and she inspired other program participants to follow her example.

Robin successfully completed the CHANGE program, and, within weeks of graduating, she obtained a small business license and secured her first commercial contract. Today, Robin is the founder and Chief Operating Officer of her own commercial and residential cleaning service. Within her business's first year of operation, Robin created job opportunities for more than half a dozen youth. To ensure her success as an entrepreneur, Robin enrolled at San Diego City College and is taking courses in small business management, accounting, and computer applications.

Robin is grateful for the chance she was given to change and now offers that chance to other ex-offenders by speaking about her experiences and helping ex-offenders find the guidance and resources they need to get their lives back on track.

COMMUNITY HEALTH SERVICES:

Helping the Medically Underserved Access Quality, Community-Based Care

Many communities across America experience higher-than-average rates of infant mortality, cardiovascular disease, diabetes, HIV/AIDS, and cancer and lower rates of immunizations and cancer screening. Far too often, uninsured, low-income families rely on overcrowded emergency rooms to meet their basic health care needs. Health centers engage these challenges directly, providing millions of Americans with high-quality, affordable health care – especially to medically underserved populations, regardless of their ability to pay.

The President's Community Health Center Initiative

In 2002, President Bush launched the **President's Community Health Center Initiative (CHCI)** and pledged to create 1,200 new or expanded Health Center sites in the country's most underserved communities to increase access to quality health care.

These health centers are operated by FBCOs in local neighborhoods and are governed by local residents. They serve populations with limited access to quality health care, including those without insurance. The primary beneficiaries include low-income individuals (more than 91 percent of patients) and minorities (64 percent of patients). In addition to providing primary care, many health centers provide access to pharmacy, preventive dental, mental health, prenatal, and substance abuse services.

Through the CHCI, Federal investment in health centers has nearly doubled – from barely more than \$1 billion in 2000 to more than \$2 billion in 2008. The CHCI strategy focuses on strengthening the capacity of existing health centers, promoting the growth of new health centers, and improving the quality of care in all health centers. In 2007, President Bush announced that the CHCI had exceeded its original goal of creating or significantly expanding 1,200 health centers. This has helped raise the total number of health center sites across the country today to nearly 7,000.

The addition of more than 1,200 new or expanded health centers supported through the CHCI translates into vast increases in the number of previously underserved individuals who now receive health care. Specifically:

- More than 16 million patients were served in 2007 – an increase of more than 5.8 million from 2001.

- A total of 2.8 million patients received dental services in 2007 – more than twice as many as in 2001.
- More than 525,000 patients received mental health care in 2007 – more than three times as many as in 2001.



Christ Community Health Services is an example of how a new Community Health Center Initiative (CHCI) partner affected the surrounding community. Memphis, Tennessee, has distressingly high rates of infant mortality, adult chronic disease, and avoidable deaths. From its founding in 1995 until 2003, Christ Community was a financially

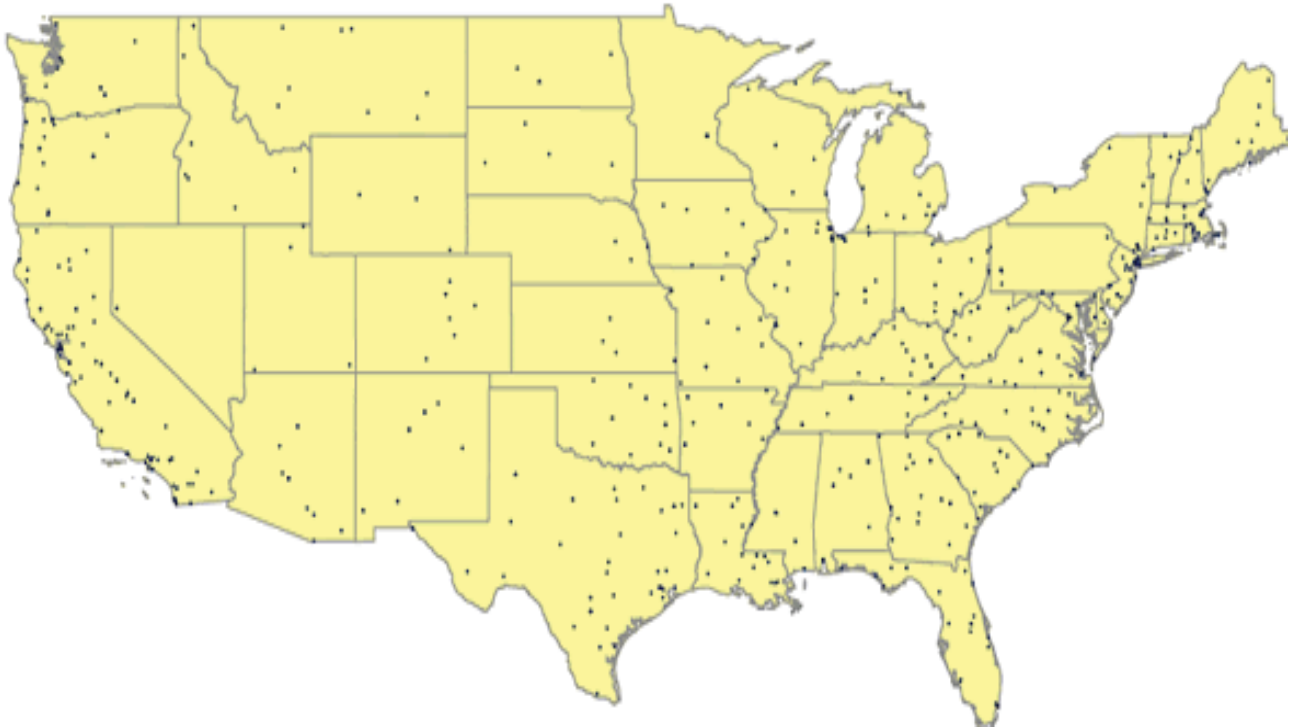
struggling, community-based organization that was often unable to recruit physicians and staff to the distressed neighborhood where it is located, which has no other health resources.

However, with support from CHCI and grants from the Bureau of Primary Health Care, Christ Community has grown tremendously. Since 2002, it has expanded from two to four health center locations, and from 11 to 26 medical providers. The number of individuals receiving medical services has nearly tripled, from 11,000 in 2002 to more than 32,000 patients in 2008.

Christ Community is now Tennessee's largest screening site for breast and cervical cancer among low-income, uninsured women and provides prenatal care using new models that researchers believe will make great strides in reducing low birth weight and infant mortality. It has also been designated by the State of Tennessee as a Center of Excellence in HIV/AIDS care.

Without Christ Community in their neighborhood, many local residents would continue to rely on hospital emergency rooms for even their most basic health care needs, leading to further ER overcrowding. Now, thousands of low-income patients have a health care home, where they can establish a long-term relationship with health care professionals and receive regular preventive care.

Community Health Centers Sites Either Established or Expanded



Maria first came to UMMA (University Muslim Medical Association) Community Clinic in South Central Los Angeles in 2001. UMMA offers care to underserved populations by providing access to high-quality health care for all, regardless of their ability to pay, through Federal funding provided under the President's Community Health Center Initiative. Like many patients treated at UMMA, Maria suffers from a variety of chronic diseases, including diabetes, hypertension, and high cholesterol. Recognizing that achieving good health is only one of many challenges faced by UMMA patients like Maria, the clinic's staff provides services tailored to the specific needs of the local community and encourages area residents to utilize UMMA regularly as their health needs evolve over the years.

Today, Maria's health issues are under control, and she is educated on the benefits of preventative care thanks to the treatment she has received at UMMA. Maria recognizes that "if UMMA wasn't here, I don't know who else would have helped me. Its personnel are the only people who really took the time to answer my questions and put my fears to rest."

UMMA's compassionate, holistic approach to health care leads Los Angeles residents to utilize the clinic regularly for their health care needs. Long-term relationships provide multiple benefits – helping patients improve their health and health habits, reducing strain on Los Angeles's overburdened health care system, and ensuring that local residents like Maria receive the quality care they need.



HOMELESSNESS:

Working to End Chronic Homelessness

Helping the chronically homeless escape the streets is challenging, complex work. Many grapple with mental illness, substance abuse, poor health, lack of education, and other basic skills.

The need:

- Approximately 670,000 individuals are homeless in this country on any given night.
- Homeless persons often cycle through public systems, shifting from the streets to jails, hospital emergency rooms, or temporary shelters – costing taxpayers approximately \$40,000 per person living on the streets every year.
- Even after receiving services, a typical homeless person soon returns to the streets because few public systems are designed to address chronic homelessness.

From 2005 to 2007, communities across the country reported a nearly 30 percent decrease in the number of chronically homeless individuals, which means that more than 50,000 individuals who lived on the streets and in emergency shelters in 2005 slept in a home of their own in 2007.

Faith-based and other community nonprofits are often best equipped to provide the compassionate touch and the personal accountability homeless persons need to transition successfully from the streets to stability. To accomplish his goal of ending chronic homelessness, President Bush has expanded entrepreneurial approaches that draw upon the strengths of these groups.

To support these efforts, the President's latest budget proposed a record investment for combating homelessness, bringing the total Federal investment in homelessness programs to \$10.5 billion since 2001. Additionally, the Administration continues support for improved data collection and reporting to measure progress in combating homelessness.

Efforts to help homeless individuals transition to stable housing are achieving remarkable results:

- From 2005 to 2007, communities across the country reported a nearly 30 percent decrease in the number of chronically homeless individuals, which means that more than 50,000 individuals who lived on the streets and in emergency shelters in 2005 slept in a home of their own in 2007.
- The number of homeless veterans treated in homelessness programs funded through the United States Department of Veterans Affairs (VA) has increased by 74 percent, and the number of homeless veterans on the streets was reduced by nearly 40 percent from 2001 to 2007.^{ix}

HUD plays a major role in fighting chronic homelessness by expanding the participation of FBCOs in its homelessness programs. Specifically, HUD now requires that virtually all Federal, State, and local efforts to address homelessness include robust partnerships with FBCOs. Through this requirement, expanded funding, and active outreach and training efforts for FBCOs:

- The number of grants made to FBCOs through HUD's signature homelessness program, **Continuum of Care**, grew to 3,494 in 2007, up from 1,404 in 2001. Continuum of Care is a community plan to deliver housing and services to meet the specific needs of homeless persons as they move to stable housing and greater self-sufficiency. The program includes action steps to end homelessness and prevent clients from returning to the streets.
- Since 2003, HUD has provided funding for more than 42,000 beds in new, permanent, supportive housing facilities, most of which have been supported by FBCOs. In addition, an innovative new collaboration between HUD and VA (HUD-VASH) gives homeless veterans with vouchers access to medical care through VA, as well as housing and other support services through partnerships with FBCOs. The President's 2008 budget provided \$75 million for approximately 10,000 HUD-VASH vouchers for homeless veterans. An additional 10,000 vouchers have been proposed in the President's 2009 budget.

Martha R. Burt, a research associate at the Urban Institute in Washington, D.C., has studied homelessness for more than two decades and described the decline in chronic homelessness as “nothing short of phenomenal.”

– *The New York Times*, July 30, 2008*

Numerous other Federal efforts work to expand shelter, mental health, health care, substance abuse, educational opportunities, job training services, and support networks for homeless individuals:

- The **Interagency Council on Homelessness** coordinates Federal efforts to reduce homelessness. Among a range of other efforts it leads, the Council recommends policy improvements, evaluates the effectiveness of programs, and disseminates information on Federal resources. Through the work of the Council and advocacy groups, several hundred jurisdictions nationwide have established comprehensive local plans to end chronic homelessness.
- The **Homeless Providers Grant and Per Diem Program** (GPD) at VA partners with FBCOs to provide housing and support services to help homeless veterans transition from the streets to stable housing and employment. GPD has worked aggressively to expand partnerships with FBCOs to meet the needs of veterans. Since 2008, the number of FBCOs funded through GPD has risen from 176 to 590. Notably, more than 80 percent of previously homeless veterans in VA residential programs held permanent housing one year after their discharge from the program.
- The **Homeless Veterans’ Reintegration Program** (HVRP) at DOL awards grants to FBCOs and other local partners that provide employment opportunities to homeless veterans. Since 2002, HVRP grant sites operated by FBCOs have served more than 80,850 homeless veterans and helped 52,460 veterans find jobs.



Leon considered the streets of Dallas his home for more than a year. After falling on tough times, he lost his apartment and succumbed to sleeping in emergency shelters and boarding houses. He was stuck in a life without a home – and without hope. Central Dallas Ministries, a local faith-based nonprofit, found Leon and offered him a place to call his own.

In addition to permanent supportive housing, Central Dallas Ministries provides chronically homeless individuals with disabilities the support services they need, such as substance abuse counseling, financial guidance, and life skills training, to help get them back on their feet. Through their Destination Home project, funded through the United States Department of Housing and Urban Development (HUD)’s Continuum of Care, Central Dallas Ministries currently serves 50 individuals transitioning from homelessness to self-sufficiency. They expect this number will grow to more than 100 in the coming years.

Across Dallas and around the Nation, more and more Americans like Leon have moved from sleeping on the streets to getting a new lease on life. In 2008, HUD reported that the city’s rate of chronic homelessness has been cut nearly 43 percent in just two years. Much of the credit for this success belongs to HUD partnerships with nonprofits, like Central Dallas Ministries, in more than 3,800 cities and counties.

VULNERABLE YOUTH:

Building a Hopeful Future for Young People Facing Great Challenges

The FBCI created a central role for FBCOs in Federal efforts to help guide vulnerable youth away from harmful choices and toward opportunity and achievement. These organizations reach vulnerable youth in their own communities by drawing on dedicated volunteers and other community members to offer a level of personal engagement, instruction, and guidance rarely available through traditional government programs.

The need:

- As many as 15 million youth are at risk of falling into a life of crime, drugs, and other dangerous behaviors that make it difficult to obtain an education, successfully enter the workforce, and reach a productive adulthood.
- Nearly two million children have at least one parent incarcerated in a State or Federal prison. These children are seven times more likely to enter the juvenile and adult criminal justice systems than their peers.^{xi}
- Since 1960, the number of children born out of wedlock has increased more than six-fold while the number of children growing up in single-parent households has tripled. Significantly, children living in single-parent families are much more likely to perform poorly in school, drop out of school, engage in criminal activities, abuse alcohol and drugs, have children out of wedlock, or live in poverty.
- More than 800,000 youth belong to gangs.

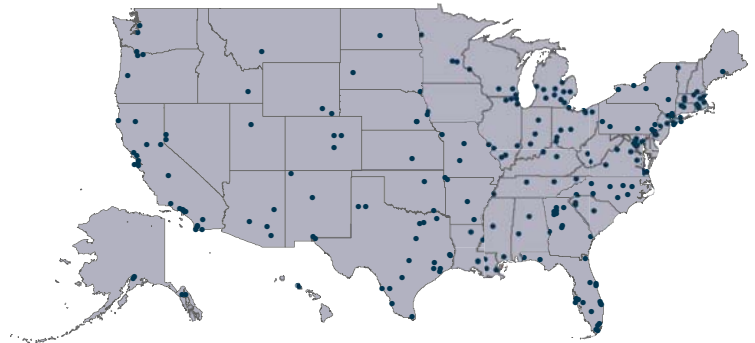
Mentoring Children of Prisoners

When parents are unable to nurture and guide their children, a caring mentor can play a vital role in a young person's life. Mentoring programs can help young people with incarcerated parents by reducing their drug and alcohol use, improving their relationships and academic performance, and decreasing their criminal behavior.

In 2003, President Bush announced the **Mentoring Children of Prisoners** (MCP) program. MCP supports local organizations across America that match children of incarcerated parents with caring, dependable mentors in a stable, trust-building relationship. Since MCP was launched:

- More than 440 three-year grants have been competitively awarded to 320 grantees – most of which are FBCOs – in all 50 States, the District of Columbia, and Puerto Rico.
- Since 2003, more than 107,000 children of incarcerated parents have been matched with a mentor.
- In 2007, 90 percent of the MCP youth surveyed reported that they had a “good” or “very good” relationship with their mentors.
- MCP now also offers vouchers to the guardians of children of prisoners to enroll the youth in an accredited mentoring program of their choice.

Mentoring Children of Prisoners (MCP) Sites 2005-2007



Gang Reduction and Other Efforts Targeting Vulnerable Youth

The FBCI has established and/or enhanced numerous programs designed to steer America's youth away from gang involvement and into productive activities and supportive communities. For example:

- The **Corporation for National and Community Service** (CNCS) was created in 1993 and today is the Nation's largest grantmaker to support service and volunteer activities. Through its Senior Corps, AmeriCorps, and Learn and Serve America programs, CNCS supports the mentoring of vulnerable youth and strengthens FBCOs serving youth across the country. In 2007, CNCS devoted more than \$300 million to help support mentoring, tutoring, and

other services for nearly 600,000 children and youth, including 47,000 children of prisoners.

- The **Gang Reduction Program** is a four-city pilot program funded by DOJ and designed to build city-wide networks of FBCOs and other community partners to reduce crime and provide youth and their families with healthy alternatives to gang involvement.
- The **Comprehensive Anti-Gang Initiative** has dedicated approximately \$29 million in DOJ grant funding to support Project Safe Neighborhood's anti-gang efforts and provide training and technical assistance to FBCO partners. This initiative focuses on gang prevention, targeted enforcement, and pre- and post-release services and supervision for ex-offender gang members returning to their communities. Significantly, the Dallas-Fort Worth site reported that none of the 1,697 vulnerable youth and former gang members who participated in the program in 2007 committed an offense during that year. In addition, assaults with firearms decreased 55 percent in the target area from 2007 to 2008.
- **Helping America's Youth (HAY)** is a Presidential Initiative, led by Mrs. Laura Bush, to raise awareness about the challenges facing youth, particularly at-risk boys, and to motivate caring adults to connect with youth through family, school, and community. The "Community Guide to Helping America's Youth" is an online resource to help assess community needs, map resources, and build community-wide collaboration around top models of research-based programs serving youth. Mrs. Bush has hosted a national conference as well as six regional conferences, which trained more than 1,000 members of community partnerships across the country, and she has visited numerous youth-serving organizations.
- **Communities Empowering Youth (CEY)**, an initiative of HHS's Compassion Capital Fund, provides capacity-building grants to strengthen and expand the capabilities of FBCOs working to combat gang activity, youth violence, and child abuse and neglect in local communities. From 2006 to 2008, approximately \$90 million was awarded via competitive grants to 131 projects – each managed by a lead nonprofit organization and a coalition of partner organizations.



Youth Connections of Georgia, a

community-based organization dedicated to developing and empowering youth, began its work in 2004 with plans to manage group homes for troubled boys. But upon identifying an expanse of needs, the organization decided to broaden its mission to provide a variety of programs and services – including mentoring – to at-risk boys and girls.

Youth Connections was awarded a Mentoring Children of Prisoners (MCP) grant in 2006. They have since leveraged the MCP grant to build partnerships with many other organizations – from AirTran Airways to the Georgia Department of Labor to local churches – that help Youth Connections recruit volunteer mentors and match them with children of prisoners.

"The staff and volunteers and board members contribute their time, talents, and treasures in ways that cannot be defined on paper," says Mike Daniels, Executive Director of Youth Connections. "Not only do they serve in their official capacity within the organization, but also as mentors in the program." Since their partnership with MCP began in 2006, Youth Connections has matched and supported mentoring relationships for nearly 300 local youth.

NATURAL DISASTERS:

Effective Disaster Preparation, Response, and Recovery

Disaster preparation, response, and recovery is most effective when each involves a cross-sector collaboration of public and private resources, including Federal, State, and local governments, corporations, foundations, and FBCOs. FBCOs are often uniquely able to engage in disaster preparation and response in ways that complement the role of government, such as facilitating local preparedness and mobilizing volunteers. As a disaster response transitions to long-term recovery, FBCOs play a vital role in volunteer and community organizing, fund-raising, and other operations that build the foundation for community revitalization.

The need:

- Natural disasters can have varying effects on communities, ranging from small-scale property damage to catastrophic destruction and loss of life.
- Effective disaster preparation, response, and recovery require early and comprehensive planning and preparation across the public, private, and nonprofit sectors to facilitate a comprehensive, timely effort.

The FBCI's newest Center, established in 2006 and located within the United States Department of Homeland Security (DHS), ensures that FBCOs are recognized and utilized as indispensable partners in disaster preparedness, response, and recovery efforts.

Enlisting FBCOs in Disaster Preparation, Response, and Recovery

- The **National Response Framework (NRF)** is the national guide for domestic disaster response. Over 2007 and 2008, the NRF was revised to ensure more effective collaboration with FBCOs and utilization of their significant resources. Reflecting the NRF, States are increasingly collaborating with FBCOs as a key component in disaster-related efforts as well.
- **DHS Regional Partnership Trainings** are hosted by the DHS FBCI Center in collaboration with local emergency management agencies. The events prepare local FBCOs for collaboration with government agencies in the event of a disaster and help form key lines of communication before a disaster strikes, which can then be utilized to produce a more effective and efficient community response.
- **Citizen Corps**, created by President Bush in 2002, facilitates local collaboration between government, businesses, FBCOs, and other key partners to help communities build multi-sector disaster response networks. Since the launch of Citizen Corps, nearly \$150 million has been distributed to States and territories to improve community preparedness by bringing together multi-sector partners to form State and local Councils. Citizen Corps currently operates 2,339 local Councils, which alongside 55 State and territory Councils serve nearly 224 million people
- The **Corporation for National and Community Service (CNCS)** helps mobilize national service members and community volunteers to prepare for and respond to disasters. Since 2005, more than 93,000 participants in CNCS programs have given more than 5.4 million hours of service, coordinated 405,000 volunteers, and provided nearly \$130 million to volunteer-centered response and recovery efforts in the Gulf Coast region. In addition, CNCS has expanded its strategic focus to include disaster preparedness and response as one of the agency's five high-priority issue areas. Recognizing that volunteers are critical to this effort, CNCS trained their State volunteer commission directors to more fully integrate volunteers and nonprofit organizations into State and local disaster preparedness efforts.
- **USA Freedom Corps Volunteer Network**, the Nation's largest clearinghouse of service opportunities, connects volunteers with FBCOs to serve in disaster response efforts. From the six months prior to Hurricane Katrina to the six months immediately following, the number of volunteer searches performed through the Network increased by an average of 3,000 per day, from approximately 100,000 to more than 550,000 annually. In the two years following Hurricane Katrina, more than 1.1 million Americans volunteered in the Gulf Coast to aid response and recovery efforts, providing more than 14 million hours of service in the largest volunteer response to a natural disaster in American History.

“The Feds have revamped and revised their approach to disaster relief.... [The new Center for Faith-Based and Community Initiatives at the Department of Homeland Security has] taken steps to make sure that the Federal government doesn’t repeat its Katrina experience.

They’ve reevaluated FEMA’s staff to make sure it includes people who have experience working with FBCOs. They’ve hosted emergency preparedness workshops for more than 1,000 leaders of FBCOs in six cities around the country. And they’ve strengthened the National Response Framework to better coordinate volunteer efforts.”

– *WORLD Magazine*, June 14, 2008^{xiii}

Other Federal Efforts

- A number of other Federal programs engage FBCOs to help rebuild neighborhoods and restore lives in areas affected by disasters. These programs include USDA’s **Food and Nutrition Service**, which supplies food to disaster relief organizations for mass distribution, and HUD’s **HOME Investment Partnerships**, which helps rebuild housing in disaster-torn areas.
- To help with international disasters, the Federal government partners with FBCOs through the United States Agency for International Development (USAID). The USAID Office of United States Foreign Disaster Assistance works through InterAction, an association of nongovernmental organizations, to fund disaster assistance projects in developing countries.

Operation Blessing International (OBI) is a faith-based nonprofit active in an array of disaster response and recovery efforts in the United States and abroad. With help from the DHS FBCI, the organization has established an active working relationship with FEMA over the past three years. This year, OBI partnered with FEMA again for tornado relief efforts in Tennessee. FEMA liaison Ken Skalitzky contacted OBI – which was on the ground within 24 hours of the tornado strike – asking for assistance in clearing land so that FEMA trailers could be brought into the devastated area. Jody Herrington, director of United States disaster relief for OBI, said, “In the aftermath of the recent hurricanes, tornadoes and other natural disasters, FEMA has been very supportive in helping Operation Blessing International connect with officials on Federal, State, and local levels to begin providing disaster relief efforts within hours of the devastation.”



EDUCATIONAL OPPORTUNITIES FOR DISADVANTAGED STUDENTS: *Building a Bright Future for Children in Low-Performing Schools*

Every child should be provided a quality education. Families of children trapped in persistently low-performing schools deserve access to educational options to ensure their students do not lag behind their peers. Under the No Child Left Behind Act, President Bush has implemented aggressive reforms to boost achievement and accountability. The President has also worked to ensure that students in schools that do not improve have the option to attend a different school or to receive tutoring, and he has expanded the role FBCOs play in serving disadvantaged youth.

The need:

- Nearly half of all students in America's major urban school districts do not graduate from high school on time.
- Fifteen percent of the Nation's schools produce more than half of its dropouts.
- It is estimated that over their lifetimes, dropouts from the class of 2007 alone will cost the Nation more than \$300 billion in lost wages, lost tax revenue, and lost productivity.

Tutoring for Students in Low-Performing Schools

Supplemental Educational Services (SES) is a key parental choice component of the No Child Left Behind Act that offers free after-school tutoring for students attending schools that are deemed "in need of improvement." SES is designed to help increase the academic achievement of students, particularly in the core subjects of reading and math, to ensure they keep pace with their peers. Through SES, families are empowered to select a State-approved tutoring provider that best meets their child's academic needs.

ED's Office of Innovation and Improvement and ED's FBCI Center have provided training and technical assistance to help FBCOs become approved SES providers through, among other means, 90 regional workshops in 36 States. Additionally, ED has funded pilot initiatives to help grow the number of FBCOs approved as SES providers and to help school districts and States improve SES participation rates.

During the 2006–2007 school year, more than 535,000 children received tutoring through SES

providers—approximately 25 percent of which were FBCOs. A June 2007 RAND Corporation study found:

- Participation in SES had a statistically significant positive effect on students' achievement in reading and math.
- There is evidence that effects may be cumulative: students participating for multiple years demonstrated gains twice as large as those of students participating for one year.
- Participation is highest among African-American and Hispanic students, both of whom experienced positive achievement effects from participating in SES.

School Choice

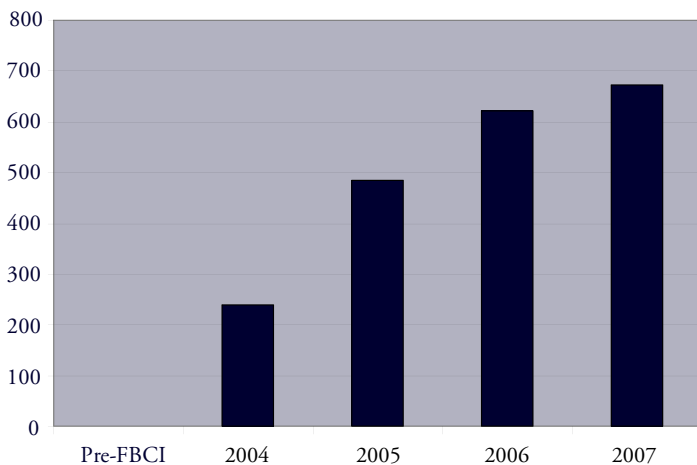
To empower parents with options that best meet their child's academic needs, particularly for those with students in persistently underperforming schools, President Bush has supported a range of educational alternatives, including magnet schools, charter schools, private schools, and homeschooling, through the following programs:

- The **Charter Schools Program** invests in the creation of new charter schools and provides funds for States to offer financial assistance to existing charter schools to obtain facilities. Through this and other sources, President Bush has provided more than \$1.8 billion since 2001 to open new charter schools in 40 States and the District of Columbia. Notably, the number of charter schools in the United States increased from approximately 2,000 in 2001 to more than 4,300 today, serving 1.3 million children – nearly three percent of all public school students.
- The **D.C. Opportunity Scholarship Program** is the Nation's first Federally-funded K-12 scholarship program. Created in 2004, the program provides scholarships to cover tuition, fees, and transportation expenses for students from low-income families in the District of Columbia to attend a participating private school of their choice. Students enrolled in the program can receive up to \$7,500 in financial assistance to cover expenses for their education at a private school. During the 2007–2008 school year alone, approximately 1,900 students participated

in the program, attending 54 private schools across the District. Survey results indicate that parents of children enrolled in the program are extremely satisfied. In addition, a 2005 Georgetown University study on the first year of the program found that parents whose children received the vouchers become more involved in their child's education, and participating students demonstrated improved attitudes toward learning and enhanced self-confidence.^{xiii}

- **21st Century Community Learning Centers** support before-, after-, and summer-school programs that provide tutoring and other educational services. Before President Bush took office, this longstanding program did not allow FBCOs to apply for grants. In 2007 alone, 671 FBCOs won grants to operate 21st Century Community Learning Centers. In addition, many other grantees – such as public school districts – form partnerships with local FBCOs to serve their students more effectively.

Number of 21st Century Learning Center Sites at FBCOs



State and Local Strategies

Beyond Federal education reform efforts, 24 programs across 15 States now provide financial assistance for families through scholarships, tax credits, and/or tax deductions to enable disadvantaged students to attend a private school, whereas ten years ago only seven such programs existed. These programs at the Federal, State, and local level are providing educational opportunities for disadvantaged students, as the charter school movement continues to grow, SES options expand, and new choice models are developed.



Julisa, a third grader reading at a first-grade level, was struggling in school and working hard to learn English. Julisa's mother sought help for her daughter at Reading and Beyond, a faith-based organization that offers tutoring, adult literacy, and parental education services in Fresno, California. The organization matched Julisa with a tutor, and she improved rapidly, increasing her reading by two grade levels in ten months.

Reading and Beyond provides tutoring services funded by Supplemental Educational Services (SES), which was created by President Bush. The organization has also won a grant through the 21st Century Learning Center program, which did not allow nonprofits to compete prior to the FBCI. These new funding supports have been instrumental to its growth. Over the past ten years, Reading and Beyond has progressed from tutoring 25 children per day at one location to tutoring 1,000 children per day at 16 locations – and has provided educational services to more than 10,000 parents.

Julisa's younger brother also receives tutoring at Reading and Beyond, and his learning has likewise improved. By the time he finished the program at the end of first grade, he was reading at grade level.

Julisa's mom has attended parenting classes at Reading and Beyond to learn how to reinforce instruction at home. Now, Julisa is reading at grade level and has become a "Reading Buddy" to younger children in the program. Her brother's reading continues to improve as well. Both children have a bright future ahead.

ECONOMIC DEVELOPMENT AND PUBLIC-PRIVATE PARTNERSHIP: *Strengthening Communities and Building Economic Vitality*

Economic development is integral to the health of local communities. Successful development in disadvantaged communities often draws upon strong partnerships between the government, private sector, and nonprofit organizations to implement strategies reflecting the specialized needs of local communities. FBCOs are important contributors to revitalizing communities, establishing sustainable economic development initiatives, attracting private investment, and encouraging entrepreneurship. Creative partnerships between FBCOs and Federal agencies promote national and global commerce and economic development in impoverished communities throughout America and around the world.

United States Department of Commerce

The Economic Development Administration (EDA) is the principal agency within the United States Department of Commerce (DOC) that invests in social service organizations. EDA helps businesses, FBCOs, and local governments create conditions for economic growth and opportunities in distressed communities.

EDA has a long history of providing grants to FBCOs; and, since 2002, EDA has increased its average annual number of projects with FBCOs by 60 percent by investing more than \$185 million in 255 FBCO-led projects. The anticipated economic benefit of this investment is more than 91,000 jobs and \$4 billion in private investment. In 2008 alone, EDA invested more than \$16 million in 32 projects, with an anticipated benefit of more than 3,700 jobs created and more than \$198 million in private-sector investment.

Small Business Administration

The Small Business Administration (SBA) partners with nonprofit organizations in financial assistance programs and entrepreneur development programs. For example, nonprofit credit unions, microlenders, and certified development companies provide SBA credit assistance to small businesses that are unable to obtain credit at reasonable terms. In addition, through its nonprofit partners at Women's Business Centers and the Service Corps of Retired Executives (SCORE),

SBA provides management counseling and training to small businesses, including nonprofit FBCOs. This technical training includes evaluation of best practices for developing a business plan, managing and growing a small organization, identifying appropriate sources of capital, ensuring continuity of operations, and other key issues facing small organizations. These programs focus on assisting underserved and rural communities and populations, including minorities, veterans, Native Americans, and women. In 2008, more than one million small businesses received assistance from SBA's nonprofit counseling and training partners.

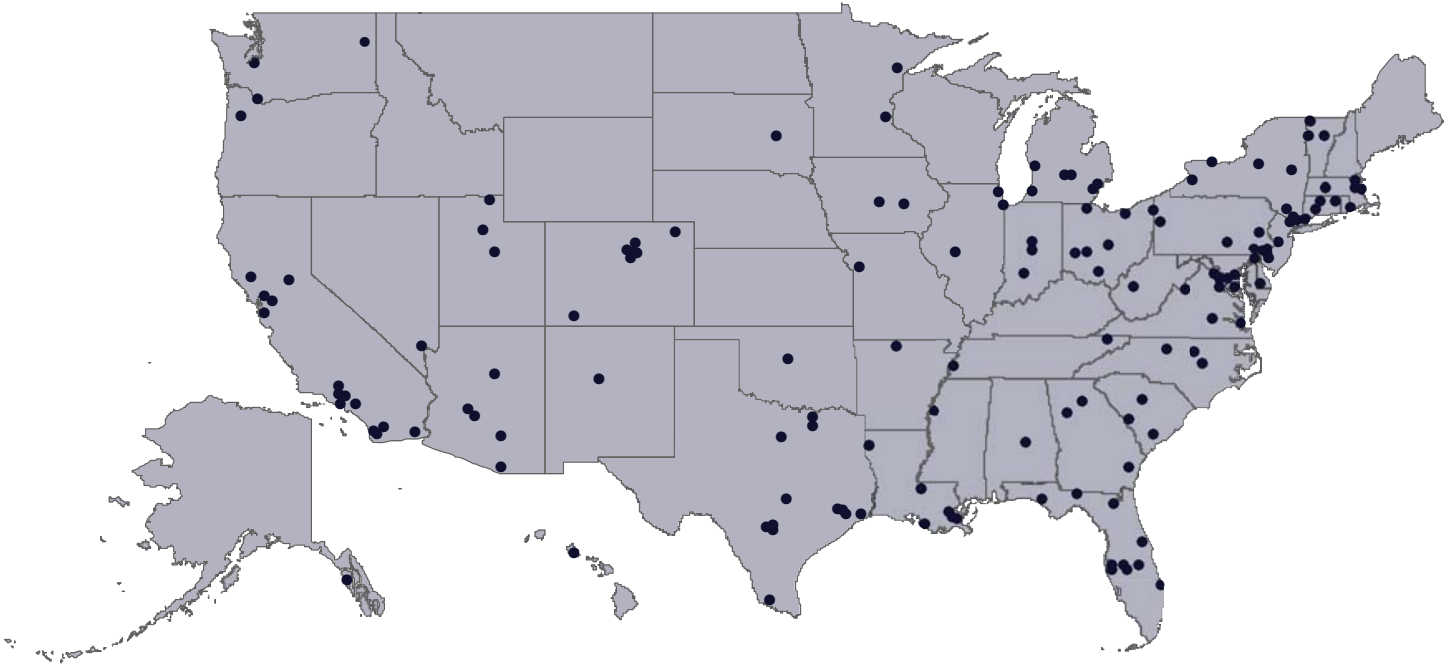
United States Agency for International Development (USAID)

The Global Development Alliance (GDA) works to forge partnerships among the public, private, and nonprofit sectors to stimulate economic growth, develop businesses and workforces, and address a range of other economic needs in developing countries. Since 2001, GDA has cultivated more than 680 alliances with more than 1,700 individual partners and attracted investments of more than \$9 billion in partner resources. FBCOs bring unique strengths to these public-private partnerships, including existing networks of relationships, expertise with workforce development, knowledge of customs, and local buy-in from the communities they serve. GDA partnerships that actively involve local leadership and local beneficiaries in design and implementation are the most likely partnerships to be successful and sustainable.

United States Department of Labor (DOL)

Complementing Federal efforts to create jobs, DOL pairs small nonprofits with local public workforce offices to help high-need individuals overcome barriers to work, find jobs, and stay employed. Since 2002, DOL has awarded \$10.9 million to 247 grassroots FBCOs and 22 Local Workforce Investment Boards (LWIBs) to achieve these goals. Progress reports since 2004 show that these innovative partnerships provided workforce development and other essential human services to more than 37,700 hard-to-serve individuals and helped place 15,376 of them in jobs.

Department of Labor Grants to Grassroots FBCOs and
Local Workforce Investment Boards
2002-2007



Odette suffered greatly in the Rwandan genocide, losing everyone in her extended family except for three of her five children. She had nothing when she came to Ikirezi Natural Products looking for enough income to buy soap to bathe herself and her remaining children.

Ikirezi is a small, for-profit venture that seeks to export high-quality essential oils distilled from Rwandan geranium plants. In 2006, seeking to assist in the rebuilding of Rwanda's agriculture industry following the country's genocide and war, USAID provided support to Ikirezi through a sub-grant to the faith-based nonprofit organization, World Relief. Ikirezi used the funds to acquire land, grow and harvest geraniums, and distill essential oils for export to cosmetic stores around the world. Ikirezi contributes profits to a program that has helped to provide hundreds of Rwandese widows with housing and a steady income to buy food, clothing, and schooling for their children.

Through Ikirezi, women work alongside each other to cultivate their geranium bushes and their relationships. Many times, widows of men who committed genocide work directly with women whose husbands were brutally killed by those same men. While this process is not easy, Ikirezi fosters forgiveness, healing, and reconciliation between these widows and, in turn, broader communities.

Today, Odette is the treasurer of her geranium-growing cooperative at Ikirezi. Her children are in school, and she is able to buy them food and clothing. Odette's greatest triumph, however, is the reconciliation occurring among her "sisters" – those women whose husbands may have killed her own family, and upon whom she now relies for her livelihood and friendships.

HUNGER:

Alleviating Hunger and Improving Nutrition at Home and Abroad

FBCOs play a crucial role as a first line of defense against hunger for individuals in America and abroad.

The need:

- While most Americans can afford to put food on their tables, about 12.6 million households were “food insecure” at some time during 2006.^{xiv} A food insecure household does not have continuous access to enough food for an active, healthy life for all members of the household.
- In 2006, more than 800 million people in 70 developing countries were classified as food insecure.^{xv}
- The difference between recommended nutritional requirements and the amount of food that populations in the world’s poorest countries could afford to purchase was more than 27 million tons in 2006.
- The **Summer Food Service Program** provides free, nutritious meals and snacks to children in low-income areas to ensure that those children who receive nutrition assistance during the school year also receive it during the summer. In 2006, an average of 1.9 million low-income children received healthy meals each day during the summer months through this program. Approximately 34 percent of the partner organizations serving those meals were FBCOs.
- The **Child and Adult Care Food Program** plays a vital role in improving the quality of care for children in day care facilities, emergency shelters, and after-school care programs, as well as adults in nonresidential adult day care centers. Through this program, three million children and more than 100,000 adults receive nutritious meals and snacks each day. In 2006, approximately 48 percent of partner organizations participating in this program were FBCOs.

Domestic Food and Nutrition Assistance

The United States Department of Agriculture (USDA) **Food and Nutrition Service** works to increase food security and reduce hunger by providing children and low-income individuals with access to food, a healthy diet, and nutrition education. USDA’s 15-nutrition assistance programs reach one in five Americans annually. Under the President’s leadership, funding for domestic nutrition assistance has increased more than 75 percent since 2001 to \$59 billion.

The **Food Stamp Program** is the cornerstone of the Federal food assistance programs. This program provides food stamp benefits to more than 28 million individuals in need every month, helping them purchase food that will sustain a healthy diet and long-term good health. FBCOs are critical partners to help ensure that all eligible individuals are made aware of this program. Due in part to the outreach efforts of USDA and its partners to underserved and disadvantaged groups, participation among those eligible to receive food stamp benefits increased from 54 percent in 2000 in to 67 percent in 2006. Through the **Food Stamp Outreach Grant Program**, USDA awarded more than \$3.7 million to 43 FBCOs between 2004 and 2007 to assist with outreach activities and improve access to the Food Stamp Program.

Under President Bush’s leadership, funding for domestic nutrition assistance has increased more than 75 percent since 2001 to \$59 billion.

International Food Aid

The United States is the world’s largest provider of food aid and emergency food assistance and is committed to the goal of global food security. USDA’s Foreign Agricultural Service and USAID work together to deliver food aid worldwide, often in partnership with FBCOs. In 2007, the United States provided more than \$2.1 billion in food aid, or 2.5 million metric tons of commodities, to 78 developing countries. Some of the programs that deliver international food aid are:

- **McGovern-Dole International Food for Education and Child Nutrition Program** aims to reduce extreme poverty and hunger and advance literacy and universal primary education. From 2004 to 2007, the program delivered vital assistance through 59 grant agreements with private voluntary organizations, including faith-based organizations, totaling more than \$338 million in assistance and delivering nearly 400,000 metric tons of commodities to ten million individuals in 33 countries.
- **Food for Progress** provides agricultural commodities to countries and emerging democracies that have made commitments to introduce or expand free enterprise in their agricultural economies. From 2004 to 2007, the program delivered more than \$770 million in assistance through 79 grant agreements with private voluntary organizations, including faith-based organizations. These grants benefited 15.6 million individuals in 48 countries.
- **Food for Peace** makes commodity donations to the United Nations and private voluntary organizations to improve food security through development projects and emergency food assistance programs. Specifically, in 2008, more than one million metric tons of commodities, valued at approximately \$850 million, were provided to Ethiopia, Somalia, Kenya, and Djibouti in response to the drought emergency affecting the Horn of Africa. In addition, 408,410 metric tons of commodities, valued at nearly \$490 million, were provided to millions of beneficiaries in Sudan. Further, 151,500 metric tons of commodities helped hundreds of thousands Zimbabweans cope with the dual burdens of a deteriorating economic situation and poor agricultural performance.

Food for the Poor (FFTP) received a USDA Food for Progress grant in 2005 to provide advanced training in agricultural business to increase food security and production of cash crops for local production and sale. FFTP's work supports the Rural Economic Agricultural Program (REAP) for

Jamaica, a joint effort with local government agencies to revitalize family farms.



The farmers receive training in agricultural production, crop diversification, and marketing techniques. FFTP provides model garden plots and the necessary farm tools, seeds, training, agronomic advice, and project monitoring. Food is also provided to the farmers during the start-up stage to help

them care for their families while the crops grow. Hard work, commitment, and a desire to succeed help ensure that these growers will be able to offer fruits and vegetables to their families and communities.

After completing basic training and restarting their farms, the farmers learned how to market their products, resulting in increased employment for young people in food processing and packaging. The final year of the program taught the farmers self-sufficiency and how to sell their crops in Jamaica and abroad.

Local volunteers working with FFTP have been thrilled with the results of the farmer training and see the benefits of the program everywhere. Residents report that their communities are cleaner, gang violence has decreased, and the price of produce has sharply fallen. This program not only provides hardworking farmers with food, but also with a way to earn a living. Farmers who were once too poor to send their children to school can now afford to do so.

VETERANS' SERVICES:

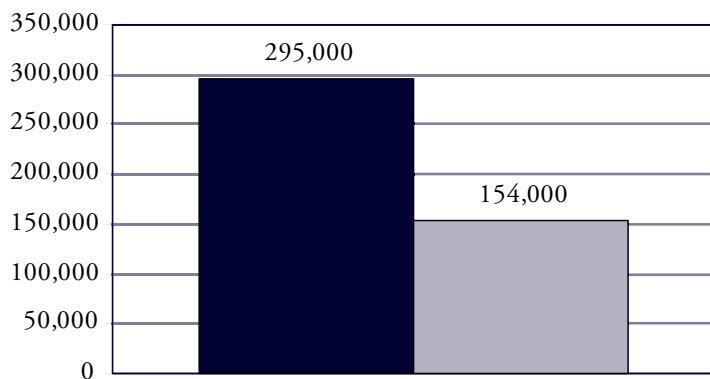
Supporting Those Who Have Served

For approximately 23 million U.S. military veterans living in the United States, FBCOs are working alongside VA hospitals and other Federally-operated services as vital partners in meeting the challenges faced by these veterans.

The need:

- Some veterans may face challenges when reintegrating into society, including unemployment, homelessness, disability, mental health concerns, and other special needs.
- Approximately 25 percent of the adult homeless population in the United States has served their country in the Armed Services.

Decrease In Number of Homeless Veterans From 2002–2005

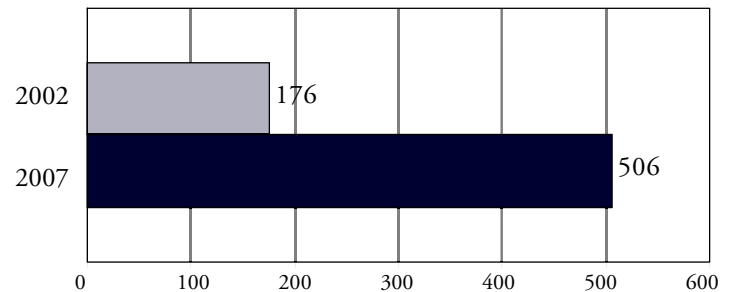


Homeless Veterans

FBCOs are central to a range of Federal efforts to help homeless veterans transition successfully from the streets to stable housing and employment. Examples include:

- The **Homeless Providers Grant and Per Diem Program** (GPD) at VA has greatly expanded its networks of FBCO partners who provide services to homeless veterans – increasing the number of FBCOs funded from 176 in 2002 to 590 in 2008. The program provides direct grants to fund up to 65 percent of projects primarily for the construction, acquisition, or renovation of facilities serving homeless veterans. This program has made more than 8,000 new beds available to homeless veterans and serves more than 15,000 veterans annually.

287 Percent Increase in FBCO partnerships with Veterans Per Diem Program



- The **Loan Guaranty Homeless Program** sells VA-acquired properties to approved nonprofit providers, at a discount of 20 to 50 percent, to develop shelters primarily for homeless veterans. From 2004 to 2008, an estimated 200 properties were sold to nonprofit organizations under this program. In addition, the Multifamily Transitional Housing arm of this program provides loans to FBCOs to build multi-family transitional housing for homeless veterans.
- **Continuum of Care** is HUD's signature program serving homeless individuals, including veterans. Continuum of Care increased the number of FBCOs it directly funds by nearly 500 organizations, or 30 percent, between 2003 and 2006. Since 2003, HUD has provided funding for more than 42,000 beds through new, permanent, or supportive housing. HUD estimates that about 6,300 of these beds now belong to formerly homeless veterans.
- The **HUD-VA Supportive Housing Program** (HUD-VASH) is an innovative partnership between HUD and VA that provides homeless veterans with vouchers enabling them to access medical care through VA, as well as housing and other supportive services through FBCOs partnering with HUD. The President's 2008 budget provides \$75 million for approximately 10,000 HUD-VASH vouchers for homeless veterans. President Bush proposed an additional 10,000 vouchers in his 2009 budget.
- The **Homeless Veterans Reintegration Program** (HVRP) at DOL provides grants to FBCOs and other local partners to deliver employment services to homeless veterans. Since 2002, HVRP grant sites have served more than 80,850 homeless veterans, placing 48,400 in transitional or permanent housing and helping 52,460 find jobs.

As a result of these and other efforts – including the **Interagency Council on Homelessness** and VA's **Project CHALENG** (Community Homelessness Assessment, Local Education, and Networking Group) – the number of homeless veterans has been reduced dramatically. VA reports that the number of homeless veterans treated in homeless programs has increased by 74 percent, and the number of homeless veterans on the streets was reduced by nearly 40 percent from 2002 to 2007.^{xvi}

Disabled Veterans

Many veterans have serious disabilities and are in need of vocational rehabilitation. Through the **FBCI = VetSuccess Program**, VA's Vocational Rehabilitation and Employment Service partners with FBCOs across the country to provide veterans with service-connected disabilities with opportunities for employment, career advancement, and greater financial security. Specifically, this program yielded four Federal partnerships with 150 new FBCOs that provide needed services to veterans. As a result of these partnerships, between 2005 and 2008, FBCOs found employment for 2,079 veterans with service-connected disabilities.

Veterans Returning Home from Afghanistan and Iraq

VA liaisons work to engage FBCOs in partnerships that complement VA services provided to veterans returning from Operation Enduring Freedom and Operation Iraqi Freedom. For example, under the **VA Chaplain Service**, local VA chaplains conduct half-day training events throughout the country to provide education and resources to clergy members on physical, mental, and spiritual health issues experienced by some returning veterans and their families. In 2007, VA chaplains conducted 23 training events attended by 1,330 participants.

Hospitalized Veterans

In 2007, VA admitted approximately 589,000 veterans to VA hospitals. The Department of Veterans Affairs Voluntary Service (VAVS) was founded in 1946 to provide for veterans while they are cared for by VA health care facilities. Specifically, 65 major veterans and civic organizations and more than 350 State and local FBCOs are actively involved in providing services to hospitalized veterans in their local communities. In 2008, 80,827 active VAVS volunteers contributed a total of more than 11.4 million hours of service.



Odell was referred to Goodwill of North Georgia by the United States Department of Veterans Affairs in October 2007. He had been unemployed for seven years, but indicated a desire to change that. Two weeks into his employment at Goodwill of North Georgia, he was nominated for the employee of the week award. Odell continued to excel throughout his six-month work evaluation, learning to interact with co-workers and employability skills. Odell also received his certification to operate forklifts and heavy machinery and participated in internships at two large retailers. Odell applied for a part-time position with one of the retailers and was hired to work in the stock room, becoming the first Goodwill participant to obtain a permanent position there.

Odell quickly became an asset to the retailer's back room operation. He was willing to work extended hours and began working a consistent 30-hour week. He now also helps stock merchandise and price shoes as needed but prefers to unload and prepare freight to be placed on the sales floor. When asked about Odell's progress, the store manager stated, "If I could clone him, I would."

MALARIA:

Making Major Advances Against a Preventable Disease

Although a largely preventable and treatable disease, malaria is a leading cause of death for children in Africa. Malaria is a blood-borne infection transmitted to human beings through bites from mosquitoes that are typically found in tropical and subtropical regions of the world, particularly sub-Saharan Africa.

The need:

- Each year between 300 and 500 million individuals worldwide contract malaria, and more than one million die from the disease.
- Although malaria is preventable and treatable, it is estimated that every 30 seconds an African child dies of this disease.
- Malaria accounts for approximately 40 percent of public health expenditures in Africa and causes an annual loss of \$12 billion – 1.3 percent of Africa's gross domestic product.



USAID Administrator Henrietta Holsman Fore inspects bed nets in Ghana

The President's Malaria Initiative

President Bush set out to fight this disease by launching the **President's Malaria Initiative** (PMI) in 2005, committing \$1.2 billion over five years to reduce malaria-related deaths by 50 percent in 15 African countries.^{xvii} Through PMI, President Bush also challenged other donor countries, private foundations, philanthropic organizations, and corporations to join the United States in its efforts to reduce the suffering and death caused by malaria.

PMI aims to reach 85 percent of the most vulnerable groups – children under the age of five, pregnant women, and people living with HIV/AIDS – with proven, cost-effective malaria prevention and treatment measures, including mosquito nets, indoor insecticide spraying, preventive treatment for pregnant women, and drug therapy. Additionally, PMI coordinates with other national and international partners, including the Global Fund, the United Nation's Children's Fund (UNICEF), and the World Health Organization, to help deliver effective treatment.

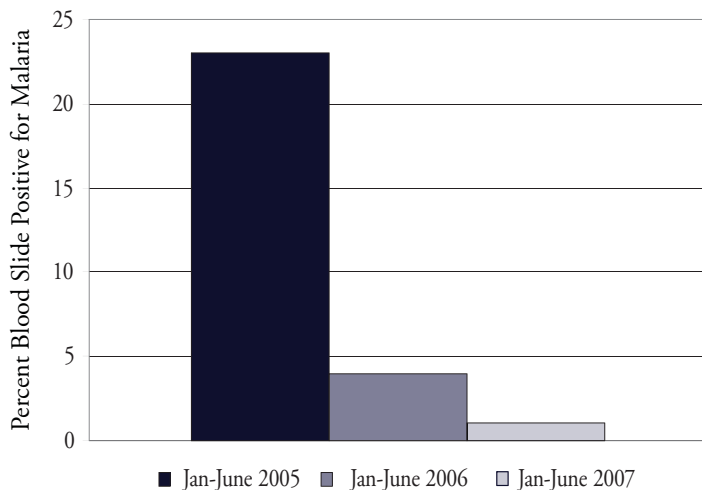
PMI's ambitious objectives can best be achieved through government partnerships with indigenous organizations in the 15 target countries, including nongovernmental organizations and FBCOs, that are well-positioned within communities to deliver services in remote areas and maintain a high degree of credibility. These organizations make up more than 75 percent of PMI partners and have helped deliver significant results. For example:

- More than 17 million individuals have benefited from indoor insecticide spraying in 10 PMI countries.
- More than 7.4 million treatment courses of highly-effective drug therapies have been distributed to health facilities, and approximately 29,000 health workers have been trained to administer them.
- More than 1.35 million preventive treatments have been procured for pregnant women to help reduce the risk of contracting malaria during pregnancy. More than 5,000 health workers have been trained to administer these treatments.
- PMI has built the capacity of focus countries' National Malaria Control Programs in the areas of pharmaceutical management, diagnosis, indoor

insecticide spraying, malaria in pregnancy, and monitoring and evaluation.

- In its second full year of operation, more than 25 million people have benefited from PMI interventions. Indoor residual spraying has been conducted in ten countries, benefiting more than 17 million people. PMI has distributed 4.3 million insecticide-treated nets.

Malaria Reduction in Zanzibar



PMI results on the island of Zanzibar, for example, highlight the impact of the initiative in target countries. From July 2005 to August 2007, a survey of ten health facilities showed a greater-than 90 percent decline in children under two years old testing positive for malaria—with rates dropping from 22 percent in 2005 to 0.7 percent in 2007.

To raise awareness about malaria and to mobilize community-level efforts to eradicate this disease, President and Mrs. Bush hosted the White House Summit on Malaria in December 2006. At the Summit, Mrs. Bush announced the \$30 million **Malaria Communities Program**, which supports the efforts of communities and indigenous organizations to combat malaria in Africa. Specifically, the program identifies and supports partner organizations and networks of FBCOs to work at the community level in the PMI target countries; increases local and indigenous capacity to undertake community-based malaria prevention and treatment activities; builds local ownership of malaria control for long-term sustainability; and extends the reach of PMI to additional communities.



Allabatou, a local women's group in Bignona, Senegal, is one of the many small, community-based organizations that has partnered with USAID to expand malaria prevention and treatment in hard-hit areas.

In Senegal, the community approach to promoting bed net usage also doubles as income-generating activity. An international faith-based nonprofit named *Aficare* used a grant from USAID to provide bed nets to Allabatou for 3,500 Franc CFA (about \$6) each. Each woman in the group then bought nets on credit for 3,750 Franc CFA each and sold them to make a living, paying the loan off over a five-month period.

Allabatou also made a modest profit and used some of it to support community health volunteers working on malaria and other health issues. In addition, Allabatou and other local women's associations set up revolving funds that each woman contributed to monthly and borrowed from in times of need.

This approach to bed net distribution is more sustainable and reaches a wider population than if the nets were given away for free. It also empowers women to provide financially for their families. Allabatou has begun a new small business unit to prepare and sell dried mangoes – an activity that is expected to bring them annual revenue of more than 150,000 FCPA (about \$280 each).

"[B]efore this program, every week, three or five of us used to spend two or three days caring for our children or husbands or other family members sick with malaria," acknowledged an Allabatou member. "Now, with this program, we're all here at work and everybody participates in the daily activities."

TRANSFORMING GOVERNMENT

“[The] Faith-Based and Community Initiative has advanced a quiet revolution in America’s approach to helping our neighbors in need.”

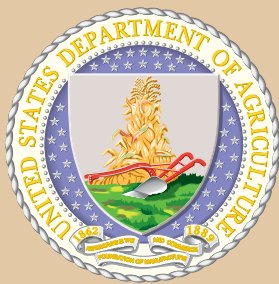
– President George W. Bush, *Quiet Revolution*, February 2008^{xviii}

President Bush launched the FBCI as a sweeping strategy to transform the way government works to address human need. The FBCI led a shift away from large, Washington-centered programs to the local, personal care offered by the “armies of compassion” serving their neighbors at the community level. This transformational approach required fundamental changes in the policies, programs, and the culture of government.

To lead these reforms, President Bush created the White House Office of Faith-Based and Community Initiatives (OFBCI) in 2001. He also established Centers inside five Federal agencies.^{xix} As the Initiative gained traction, the number of FBCI Centers expanded to include virtually every agency engaged in combating human need.^{xx}

Each FBCI Center implements the President’s vision within its respective agency, expanding the role of local nonprofits and ensuring a level playing field for faith-based groups.^{xxi} The Centers do not operate as separate programs or “add-ons” to government, but as drivers of reform and innovative policies within government.

This approach enables the FBCI to effectively apply its vision deep within the gears of government. As David J. Wright, Project Director of Rockefeller Institute’s Roundtable on Religion and Social Welfare Policy, described, “The Bush Administration has built a considerable management capacity to reach deeply into and widely across the federal government in order to implement the Faith-Based and Community Initiative as a presidential priority.



The **United States Department of Agriculture (USDA)** is one of eleven Federal agencies that maintain a Center for Faith-Based and Community Initiatives. Created by Executive Order in 2002, USDA’s Center works with Department

program offices to expand and strengthen partnerships with faith-based and community organizations (FBCOs) to help alleviate hunger and build strong rural communities.

Domestic Food and Nutrition Assistance

FBCOs play a key role in USDA nutrition assistance efforts, from local food banks to summer nutrition programs. USDA also partners with FBCOs to increase awareness of nutrition assistance programs to ensure those most in need can access the aid they require. These outreach efforts helped achieve a significant increase in the percentage of eligible low-income individuals participating in the Food Stamp Program. In addition to supporting FBCOs that offer addiction rehabilitation

programs, USDA issued new policy guidance that ensures residents of such facilities may retain their food stamp benefits and the facility itself may be an authorized food stamp retailer.

International Food Aid

USDA’s Foreign Agricultural Service works with FBCOs to deliver food aid and humanitarian assistance around the world, as well as agricultural support to emerging democracies. In a recent pilot project, new grantees were partnered with experienced grantees to help increase their organizational capacity and better serve those in need overseas.

Rural Development

USDA is committed to strengthening rural communities across America. USDA partners with FBCOs to bring housing, community facilities, utilities and other vital services to rural America. As a result of outreach to nonprofits in these communities, the number of awards to applicants, including non-profit organizations, increased by nearly 50 percent between 2005 and 2007.

Compassion in Action Roundtables

To advance its agenda for expanded response to human need, the White House OFBCI hosts a series of monthly Compassion in Action roundtables to highlight innovative partnerships and best practices. Each event gathers nonprofit leaders, policymakers, philanthropists, and researchers to explore and promote replication of government-FBCO partnerships that effectively address critical human needs. The themes of the 25 Compassion in Action roundtables were:

- Youth Violence
- Substance Abuse
- International Development
- Malaria
- Human Trafficking
- Financial Literacy
- Prisoner Reentry
- Hunger
- Veterans' Services
- Homelessness
- Healthy Families HIV/AIDS
- Immigrant Assimilation
- Educational Improvement
- Mentoring
- American Indian/Alaska Native
- Promoting Service and Civic Engagement
- Capacity-Building for Grassroots Nonprofits
- Community-Based Health Care
- Economic Development and Community Investment
- Orphans and Vulnerable Children
- The Next Generation of Social Entrepreneurs
- State Strategies to Implement the FBCI
- Emergency Preparedness, Response, and Recovery
- State Compassion and Service Strategies



REMOVING BARRIERS AND LEVELING THE PLAYING FIELD

Government reforms led by the FBCI have had two primary objectives: first, to ensure that faith-based organizations are welcomed as equal partners in every Federal effort to address need; second, to reduce barriers and expand opportunities for partnership with all effective community nonprofits, whether faith-based or secular.

“I think we have seen about the most dramatic administrative change that is possible for those inside the Beltway to conceive . . . the idea that you go from a government that was in form as well as practice quite hostile to many kinds of religious organizations participating in government funding programs to one that has now institutionalized an expectation – it’s not always practiced, but an expectation of equal treatment It’s happened because of the Faith-Based and Community Initiative.”

– Robert Tuttle, Constitutional Scholar and George Washington University Law Professor

Early in 2001, FBCI Centers conducted audits to identify specific barriers faced by faith-based and other community organizations in partnering with government. The results of the audits were gathered into a 2001 White House report entitled *Unlevel Playing Field: Barriers to Participation by Faith-Based and Community Organizations in Federal Social Service Programs*.

The report confirmed the existence of significant policy and regulatory limitations, as well as informal barriers, within Federal agencies. The analysis found that these challenges often discouraged faith-based organizations and grassroots FBCOs from collaborating with Federal agencies to serve the common good.

Creating a Level Playing Field

To enable faith-based organizations to compete on a level playing field for Federal grants and other partnership opportunities, the FBCI reformed outdated regulations, policies, and practices.

During the 1990s, Federal courts increasingly affirmed that government must take a stance of neutrality toward faith-based organizations. It must no longer exclude or look with suspicion upon faith-based organizations simply because of their religious character. Yet despite these rulings, prior to the FBCI, many Federal policies and practices – often reflecting outdated court rulings – did just that. Even after “Charitable Choice” language was adopted by Congress in 1996 to mandate equal treatment of faith-based organizations in several Federal programs, these groups still faced significant formal and informal barriers to partnering with the Federal government.

In response, President Bush issued Executive Order 13279 in 2002.^{xxii} This Order directed the Federal government to update policies to guarantee a level playing field for faith-based organizations and set clear, constitutional standards for government partnership with them.

As a result, broad regulatory changes were implemented across government.^{xxiii} These “Equal Treatment” regulations ensure that:

- Faith-based organizations are eligible to participate in Federal social service programs on the same basis as any other nonprofit organization, and agencies that distribute Federal funds cannot discriminate either for or against an organization on the basis of religion or religious belief. Any restrictions on activities or monitoring must be equally applied to faith-based and secular grantees.
- Faith-based grantees cannot use “direct” Federal funds to support “inherently religious activities” (e.g., worship, proselytizing). Inherently religious activities must be separate in time or location from programs or services that receive direct Federal funds, and participation in inherently religious activities must be voluntary for program or service beneficiaries.

- Faith-based grantees may integrate inherently religious activities into their programs or services that receive Federal funds indirectly from individuals who exercised their free choice to select such grantees (e.g., vouchers). In addition, the inherently religious activities in these indirectly funded programs may be made mandatory for all participants because when the Federal funds are indirect, the client has freely chosen the program, knowing of its religious aspects or content.
- Faith-based grantees retain their independence from government and are not required to forfeit or change their religious name, mission, or governance.
- Every grantee, including faith-based organizations, must serve any client who qualifies for services, regardless of his or her religious belief or lack thereof.

The FBCI Centers lead efforts to ensure the Equal Treatment principles are fully applied within Federal agencies. This includes: updating solicitations for grant applications, grant documents, and monitoring guides; training thousands of key Federal and State program administrators and staff; supporting agencies that make grants in instructing grantees about their responsibilities; and educating FBCOs on the opportunities and limitations of Federal funding.

Parallel to these activities, the FBCI has also promoted a wide range of efforts to reduce barriers to government partnership faced by small and novice nonprofits. These efforts include making grant information more accessible and transparent; simplifying and standardizing grant applications; and offering extensive training on all facets of the Federal grants process.

Together, these efforts have helped secure a level playing field for faith-based organizations and expanded partnerships with nonprofits of all kinds. They have also helped bring about a deeper “culture change” in government. Many grassroots nonprofits report a dramatic increase in their ability to collaborate with government. Faith-based groups have also indicated that previous attitudes of suspicion or even hostility on the part of public agencies have given way to openness and active engagement.

These changes are also reflected in Federal grants data. Prior to the FBCI, the Federal government collected very little information on the types of organizations that received grant money. The FBCI worked to dramatically expand data collection to gain a better understanding of government-funded partnerships with nonprofits.^{xxiv}



The Door, Inc. is a faith-based organization launched by former NFL football star Joe Ehrmann to improve the well being and academic success of at-risk children and families living in East Baltimore, Maryland.

The Door won its first Federal grant in 2004 – a three-year award to open a 21st Century Community Learning Center (21st CCLC) to provide academic enrichment opportunities during non-school hours for children attending low-performing schools in disadvantaged neighborhoods – and a second grant in 2007. Yet, prior to 2001, The Door would have been ineligible to apply for the 21st CCLC grant. The Door relied on this Federal funding to hire certified teachers, purchase computer equipment, and administer standardized tests to gauge student progress.

The Door's 21st CCLC Science Enrichment After-School/ Summer Programs uses science experimentation and educational field trips to engage students and improve their math and reading skills. Since 2004, The Door has consistently enrolled an average of 30 students a year in the after-school program and nearly 50 students a year in the summer program. For the 2006-07 school year, 70 percent of The Door's students increased their math and reading scores by at least 25 percent.

The State of Maryland recommended expanding The Door's operations and replicating it at other sites after seeing the quality and effectiveness of its programming and a high level of community support.

Information about these partnerships now includes:

Expanding Partnerships:

- Across the five Departments that housed the initial five FBCI Centers, competitive grant awards to faith-based and secular nonprofits increased from 10,910 in 2004 (the first year this data was collected) to 13,493 in 2007.
- In addition to these grants, in 2007, nonprofits of all kinds received at least 5,000 additional competitive awards^{xxv} via sub-grants and vouchers through programs that did not exist prior to 2001.
- Finally, local nonprofits also benefited from grants funded by States and cities using Federal formula and block grants. These programs are now governed by the President's Equal Treatment regulations and also include new requirements and incentives for expanded partnership with local nonprofits. Through the 21st Century Learning Center program alone – which prior to the FBCI did not allow nonprofits to compete for grants – 671 FBCOs won grants to operate Learning Centers in 2007.

Leveling the Playing Field:

- Across the Federal agencies that housed the initial five FBCI Centers, competitive grant awards won by faith-based organizations increased from 1,634 in 2003 (the first year this data was collected) to 2,281 in 2007.
- At HHS, which manages the vast majority of Federal social service dollars, the value of competitive grants won by faith-based organizations increased from \$477 million in 2002 to \$818 million in 2007, an increase of more than 71 percent.
- Under 1998–99 Welfare-to-Work grants (one of the few programs for which pre-2001 data is available), faith-based organizations won only three percent of awards and two percent of grant funds. By 2007, faith-based organizations won more than 11 percent of awards and funds for all Federal competitive awards.

Evidence suggests a growing government movement toward partnerships with nonprofits of all kinds. Since the launch of the FBCI in 2001, government has become more welcoming of faith-based and other community nonprofits as full and equal partners in addressing the greatest human needs of our time.



The Giving Tree is a small faith-based organization in Tucson, Arizona, that provides employment, shelter, food, and clothing services to the homeless, focusing on families with children. Giving Tree won a small grant in 2006 to provide wrap-around employment services – primarily to homeless families, single mothers, victims of domestic violence, and those struggling with substance abuse issues. With this grant, Giving Tree successfully reached out to marginalized individuals, helping them find jobs, and providing mentoring services to support job retention and stabilize their living situation.

The grant Giving Tree won was part of an innovative project created by the United States Department of Labor's OFBCI to expand partnerships between local government One-Stop Career Centers, employers, and grassroots FBCOs. The local Workforce Investment Board (WIB) of Pima County, AZ won a large Federal grant, which it used to competitively award smaller grants to Giving Tree and nine other local FBCOs. Together, the WIB and the FBCOs work to help hard-to-reach unemployed individuals find and succeed in jobs.

From 2006 to 2007, Giving Tree enrolled 75 participants at the local One-Stop Center and placed 76 percent of them in a job. Today, many of these individuals are giving back at the Giving Tree. In fact, more than 50 percent of Giving Tree volunteers are former clients.

Giving Tree also received technical assistance from the Pima County WIB on organizational structure and how to enhance their employment-focused services, focusing especially on developing new partnerships with employers to track client outcomes.

Expanding Partnerships

Removing barriers and securing a level playing field was only the beginning of the FBCI's work. Building on this foundation, the FBCI continually promotes new efforts that expand opportunities for FBCOs to partner effectively with government to address human needs.

Local FBCOs possess many strengths, including committed staff and volunteers, cultural competency, holistic services, flexibility, and deep roots in the communities they serve. They are social entrepreneurs, applying ingenuity and passion to solve critical needs. Yet, the many differences between large Federal agencies and small FBCOs can make partnership tremendously difficult for both sides.



The FBCI has designed, tested, and refined a wide range of innovative funding models that work to overcome these challenges. Some of these approaches include:

The Mini-Grant Model

Mini-grants are appropriately-sized, competitive awards for small nonprofits to help extend their reach into the communities they serve. These grants generally range from \$75,000 to as little as \$5,000 – much smaller amounts than typical Federal grants. Because grassroots groups often have only a small staff and modest technical capabilities, many would be overwhelmed by a standard competitive grant competition, a significant influx of dollars, and the requirements that come with managing a large grant. Effective mini-grant programs often include substantive technical support for grantees and simplified reporting stipulations. This assistance is designed not only to help first-time Federal grantees meet government performance standards but also to increase their capacity to provide quality services after the grant term.

Mini-grants are now used across the Federal government to address critical human needs from anti-domestic violence efforts to HIV/AIDS initiatives in Africa.

One pioneering mini-grants initiative was created at the United States Department of Labor (DOL) to match small FBCOs with local government One-Stop Career Centers that help high-need individuals find and succeed in employment. Since 2002, DOL's Grassroots Grants have awarded nearly \$11 million to 247 urban, suburban, and rural nonprofits. In 2008, one year into the 18-month grant cycle, the 97 active grantees had already collectively leveraged nearly 115,000 volunteer hours and helped place more than 8,679 of hardest-to-serve clients in jobs and 3,445 in post-secondary education or training.

The Intermediary Model

Even small grants can carry challenging administrative burdens for both government and nonprofit grantees. Recognizing this challenge, the FBCI developed intermediary grants to expand partnerships with grassroots groups. Under this model, large and experienced intermediary organizations receive sizeable grants, which they then sub-grant to smaller groups. The intermediary organization carries most of the administrative burden for their sub-grantees, enabling grassroots groups to focus on their core mission of serving people in need. The intermediary grantee also provides technical support and training over the course of the grant to the sub-grantees, improving the quality and reach of their services.

Through prisoner reentry, malaria prevention, and other programs that address community needs, this strategy has proven effective in enlisting the partnership of small nonprofits that otherwise would find partnership with government nearly impossible.

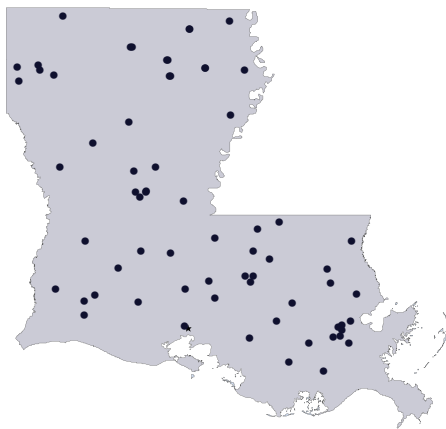


The Choice-Based Model

Choice-based models, such as voucher programs, allow social service recipients to choose from a broad range of service approaches and providers. Under choice-based models, government does not provide funds directly to a nonprofit organization. Instead, individual recipients of aid select an approved service provider they believe will best meet their unique needs. This approach allows flexibility and freedom to both recipients and providers; encourages innovation and competition among providers; and enables a greater diversity of groups to partner with government. Several choice-based approaches have proven to be effective means for addressing needs as diverse as matching children of prisoners with caring adult mentors, helping recently-released prisoners avoid relapse into crime, and delivering after-school tutoring services.

Access to Recovery (ATR) is an example of a large-scale, choice-based program. Launched by President Bush in 2003, ATR provides approximately \$100 million annually in competitive grants to States and some tribal authorities, which use the funds to create voucher-based programs for substance abuse recovery. To date, ATR has helped nearly 270,000 individuals along the road to recovery. In the first three years of ATR, more than 1,000 secular nonprofits and 1,000 faith-based organizations participated as service providers, many partnering with government for the first time.

Access to Recovery (ATR) Sites in Louisiana



Innovative models like mini-grants, intermediary grants, and choice-based approaches allow government to utilize the great strengths of frontline FBCOs as never before. In 2007, more than 5,000 FBCOs received Federal funds through one of these innovative models. These now-proven models can be harnessed in the years ahead to continue expanding the reach and impact of FBCOs.



Mr. J. was arrested for possession and sale of narcotics after years of substance abuse and sentenced to five years in prison. He had no hope or plan for a future after his release. Through his parole officer, Mr. J. connected with Stepping Stone House, one of the many certified service programs available through the United States Department of Health and Human Services' Access to Recovery I (ATR I) services network.

On the day of his release from prison, the staff from Stepping Stone House coordinated a recovery support network for Mr. J., linking him to Alcoholics Anonymous and Narcotic Anonymous meetings, and providing food, clothing, transportation, and phone card vouchers. Mr. J. connected with the staff and felt empowered to take control of his life by actively seeking employment and reuniting with his family. Mr. J. reports that the level of personal responsibility Stepping Stone helped him maintain allowed him to reconnect with his family and regain their respect. Three years after receiving ATR services, Mr. J. continues to maintain his recovery, remaining in the same job found through Stepping Stone and caring for his own apartment.

Mr. J. reunited with his four children, including his son, who was also imprisoned for selling drugs. As his son's sentence neared completion, Mr. J. reached out to Stepping Stone and connected his son to ATR II services. His son, who entered Stepping Stone House on May 8, 2008, has also benefited from Stepping Stone and is currently employed. According to Mr. J., he would have "been lost" without the help Stepping Stone and ATR provided him. ATR helped him to reclaim his life and provided him with a tremendous resource that enabled him to intervene in his son's life and set him on the right path. In Mr. J.'s words, it is a "blessing to have them [Stepping Stone] in society."

STRENGTHENING PARTNERS

The “determined attack on need” led by the FBCI involves not only Federal grant partnerships between government and nonprofits to address specific challenges, but also includes extensive efforts to strengthen the ability of the nonprofit sector to serve those in need through training and technical assistance. Regardless of the size and scope of the organization, communities and individuals benefit greatly when the nonprofits that serve them grow in effectiveness and reach. Recognizing the value of strengthening the nonprofit sector, the FBCI offers capacity-building tools and resources to help bolster the effectiveness of these groups.

Capacity Building Grant Programs

The **Compassion Capital Fund (CCF)** is the most extensive of the FBCI’s capacity-building programs. CCF offers competitive grants to FBCOs through three innovative funding models: Demonstration Program, Targeted Capacity-Building Program, and Communities Empowering Youth Program. The grants are used to enhance the ability of FBCOs to deliver quality services to low-income individuals, children, and families. Since the program began in 2002, more than \$349 million has been awarded to more than 5,000 FBCOs in all 50 States, the United States Virgin Islands, and Puerto Rico.

The **CCF Demonstration Program** provides grants to large intermediary organizations, which in turn, provide competitive sub-grants and training to FBCOs that have little or no experience navigating the Federal grants process. The intermediary organizations provide technical assistance on nonprofit governance, accounting, data reporting, and other critical functions. Since 2002, 112 awards totaling more than \$172 million have been made to intermediary organization grantees that, in turn, competitively awarded more than 5,200 sub-awards to FBCOs in 47 States and the District of Columbia. A 2007 evaluation of this program revealed that 88 percent of FBCOs receiving sub-awards and training reported improved outcomes for their clients, and 90 percent reported an increased level and/or improved quality in the services they deliver.^{xxvi}

The **CCF Targeted Capacity-Building Program** awards competitive grants of up to \$50,000 directly to FBCOs that provide services to distressed communities. The grants can be used to build the capacity of those organizations to deliver social services. From 2003 to 2007, this program awarded nearly 1,000 grants totaling

more than \$48 million. A 2008 retrospective study of this program^{xxvii} found that 66 percent of FBCO respondents indicated that the support through CCF enabled them to serve more clients. More than half of the respondents used the funds to start new programs, nearly 90 percent of which were sustained after the grant ended. The study also found that almost all FBCOs reported improvements in important capabilities such as financial management systems, outcomes tracking, and long-term planning as a result of the technical assistance and training they received along with the grant funding.

The **CCF Communities Empowering Youth (CEY)** Program was created in 2006 to strengthen existing coalitions of nonprofits working together to combat gang activity, youth violence, and child abuse and neglect in local communities. CEY capacity-building grants are awarded to a “lead organization,” which provides both financial support and capacity-building training to their coalition of FBCO partners. From 2006 to 2008, approximately \$90 million was awarded via competitive grants to 131 projects.

Other Capacity-Building Grant Programs

Beyond CCF, a number of Federal agencies administer other capacity-building grants programs. For example, DOJ operates three programs that help build the capacity of FBCOs to address the needs of crime victims:

- **HOPE I** provided funding to grassroots faith- and community-based crime victim service organizations. This program has awarded mini-grants of \$5,000 to \$10,000 per grantee to 543 FBCOs that had never received Federal assistance to expand their capacity to serve crime victims.
- **HOPE II** continues the work of HOPE I and to date has awarded grants of \$50,000 each to another 51 FBCOs to expand their capacity to aid crime victims.
- The **Rural Domestic Violence and Child Victimization Pilot Program** provides funds to intermediary organizations that, in turn, partner with more than 50 grassroots FBCOs to expand the impact and reach of domestic violence services in underserved rural counties. A survey of a sub-set of these organizations reported that, on average, participating



Free Minds is a grassroots FBCO that reaches juvenile prisoners in Washington, D.C. through the transformative power of books and creative writing. In addition to a weekly Book Club Program, Free Minds offers a Continuing Support Program that provides new books and written correspondence to members in Federal prison and a Reentry Support Program that connects released members with reentry services.

Experiencing tremendous demand for its programming, Free Minds connected with a nonprofit organization named Fair Chance that provides FBCOs with tools and training to expand services and increase effectiveness. Fair Chance had received a Compassion Capital Fund “Communities Empowering Youth” grant from HHS in 2006, which helped fund their services to FBCOs like Free Minds.

Fair Chance worked with Free Minds to devise a forward-looking budget, hire an accountant, develop core messages, launch a website, measure outcomes, and refine its basic programs. Free Minds reports that its organizational capacity was significantly improved through its partnership with Fair Chance. Fair Chance also helped build connections between Free Minds and an array of other local FBCOs serving young offenders and at-risk youth in the D.C. area.

Free Minds is currently working on developing a network of employers that will give youth a chance to succeed in a professional environment upon reentry.

FBCOs nearly doubled the number of services provided to victims.

The President’s international initiatives also help build the capacity of FBCOs overseas to address HIV/AIDS and malaria, including:

- The \$200 million **New Partners Initiative** (NPI) under PEPFAR provides both funding and extensive capacity building to organizations with significant capabilities to deliver HIV/AIDS services, yet have had little or no experiences partnering directly with government. Most NPI partners, in turn, work with networks of local nonprofits to deliver services and grow their capacity to serve those impacted by HIV/AIDS.
- The \$30 million **Malaria Community Program** (MCP) under the President’s Malaria Initiative expands the reach and effectiveness of local FBCOs as new partners in U.S. government anti-malaria projects. This program awards funds to large nonprofits to build and strengthen networks of community-level FBCOs, increasing the coverage of malaria prevention and control efforts and growing local ownership of these efforts.

Conferences and Training

The FBCI has hosted numerous conferences and training opportunities for FBCOs. The focus of these events has ranged from Federal grants and grant writing to nonfinancial partnerships with government and specific skills for effective service delivery.

Overall, the White House OFBCI and Federal agencies have provided in-person training to more than 150,000 social entrepreneurs, building skills that help organizations maximize their resources and capacity to serve.

- Since 2001, the White House OFBCI has hosted 40 regional, national, and international conferences and trained more than 35,000 nonprofit leaders from all 50 States on how to partner with Federal, State, and local government; improve outcomes tracking; comply with Federal legal requirements; and much more.
- Since 2004, HUD has hosted more than 400 three-day Art and Science of Grant Writing seminars that have trained more than 40,000 nonprofit leaders from FBCOs across the country on how to compete for

public and private grants. In 2008, HUD added Grants Administration training on how to successfully manage grant-based programs.

- HHS' Substance Abuse and Mental Health Services Administration (SAMHSA) hosted more than 280 workshops in 47 States for nonprofits addressing drug and alcohol addiction and related issues. These workshops reached more than 8,500 FBCO leaders.
- ED trained approximately 10,000 individuals through 90 technical assistance workshops in 36 States focused on, among other things, the No Child Left Behind Act's Supplemental Educational Services.

In addition to in-person events, the FBCI offers a wide range of cost-effective technology-based information and training sessions. These include e-courses, webinars, and teleconferences covering topics from development of mentoring programs to strategies for helping the clients FBCOs serve succeed in the workplace.

“The Results-Based Management training helped to launch my organization’s data collection efforts. These efforts increased my organization’s quantitative and qualitative reporting and forecasting capacity. Every faith-based or community nonprofit needs this type of training and data collection software to support their programs more effectively.”

—Autie Hines, Participant in one of DOL’s three-day Results-Based Management workshops focused on measuring program outcomes



Cookie Cart began as a small grassroots effort in Sister Jean’s Minnesota home to respond to increasing gang activity in Northern Minneapolis. Her idea evolved into a commercial bakery that employs youth ages 14 to 17, providing them with a paying job and the opportunity to develop leadership and employment skills.

Cookie Cart applied for and won a Compassion Capital Fund (CCF) Targeted Capacity Building grant in 2006 to expand their work. Cookie Cart used the grant to expand their revenue development efforts and cultivate relationships with existing and potential donors. The grant also assisted with database improvements and helped leverage \$25,000 in private funds to create new promotional materials for potential donors. Cookie Cart’s enhanced revenue development capabilities helped them boost their private fundraising by more than 50 percent in a single year.

Cookie Cart’s executive director describes the organization’s experience with CCF as an “amazing opportunity.” She explains that the grant has “taken us to a whole new place . . . [where] young people who don’t know how to apply for a job, let alone keep one, walk away from the Cookie Cart with the confidence of having job skills and the knowledge of how to act appropriately and keep a good job.” With new staff, outreach materials, donors, and an updated database, CCF has equipped Cookie Cart to expand their outreach to vulnerable youth and provide them with their first paid job experience.

VOLUNTEERISM AND PRIVATE GIVING

The lifeblood of effective nonprofits is the support of communities, businesses, and individuals.

In addition to expanding collaboration between government and nonprofits, President Bush has championed efforts to grow private giving and volunteerism to support the work of FBCOs.

Volunteerism

Following the attacks of 9/11, President Bush issued a national Call to Service and created USA Freedom Corps (USAFC) to strengthen the culture of service, citizenship, and responsibility in America and to expand opportunities for citizens to volunteer. USAFC leads a range of initiatives and coordinates with Federal agencies to promote and expand volunteer service. These efforts include:

- The **USAFC Volunteer Network** is the world's largest clearinghouse of volunteer opportunities, offering more than four million service options in the United States and abroad. Since its creation in 2002, more than two million searches have been performed by more than 22 million site visitors seeking ways to serve their neighbors and their Nation.
- **Citizen Corps** was created, following 9/11, by President Bush to build local preparedness for disaster. It now has nearly one million volunteers nationwide whose efforts reach more than three-quarters of the American people. Citizen Corps fosters collaboration among government and civic leaders to achieve broader participation in disaster preparedness and response.

According to the Bureau of Labor Statistics, 60.8 million Americans volunteered in 2007, with the median respondent providing 52 hours in service to others. Of these volunteers, nearly 36 percent served with faith-based organizations.

- **Volunteers for Prosperity** was also created by President Bush to mobilize more than 74,000 doctors, teachers, engineers, and other skilled Americans to address critical needs abroad. The program

connects skilled American professionals with service opportunities in the developing world.

- **Peace Corps** has received its highest level of funding in history under President Bush. The Peace Corps has opened or re-opened programs in 13 countries. It currently supports more than 8,000 Americans who commit to serve two years in communities overseas.
- **AmeriCorps** provides educational awards and modest stipends to as many as 75,000 individuals each year to serve in local nonprofits.
- **Senior Corps** has connected approximately 500,000 older Americans with opportunities to serve their communities and country through Retired and Senior Volunteer Program (RSVP), Senior Companions, and Foster Grandparents programs. Last year, Senior Corps volunteers provided approximately 116 million hours of service.
- **Learn and Serve America** supported 1,700 grantees for service-learning programs in schools last year alone, engaging more than 1.4 million students from kindergarten through college in nearly 28 million hours of service.
- **Take Pride in America** was re-launched at the United States Department of the Interior and is supporting more than 400,000 skilled volunteers to preserve America's public lands and National Parks.
- The **President's Council on Service and Civic Participation**, created in 2003, brings together leaders from the fields of business, entertainment, sports, education, government, philanthropy, and media to recognize the important contributions citizens of all ages are making in their communities through volunteer service and civic engagement.
- The **President's Volunteer Service Award** (PVSA) honors volunteers who are answering the President's call to serve 4,000 hours, or two years, over their lifetime. President Bush has personally recognized more than 660 outstanding volunteers throughout the United States with the PVSA. More than 1.3 million Americans have received the PVSA in recognition of their time spent in service to others.

Private Giving and Other Personal Acts of Service

The FBCI promotes strategies that encourage private giving to address human need. According to the latest data from Giving USA, Americans set an all-time record by giving more than \$300 billion in charitable gifts during 2007. Some of the strategies promoted by President Bush include:

- **Adoption Tax Credit** – To support families willing to care permanently for children without parents, President Bush championed a major expansion of the adoption tax credit in the Economic Growth and Tax Relief Reconciliation Act of 2001. This increased the credit from \$5,000 to \$10,000 per child, indexed for inflation. The latest data available from the IRS shows significant growth of adoptive families using the tax credit: nearly doubling to 93,369 families in 2006, up from less than 48,000 families in 2001. Even more significant, the actual tax credit aid provided to adoptive families nearly quadrupled from less than \$90 million in 2001 to nearly \$351 million in 2006.
- **IRA Charitable Rollover** – The Individual Retirement Account (IRA) rollover provision of the Pension Protection Act of 2006 permits taxpayers ages 70 1/2 and older to make tax-free charitable gifts up to \$100,000 per year from their IRA to public charities without counting the charitable gifts as taxable income. The provision includes deductions for food and book donations to food pantries and schools.

The National Committee on Planned Giving reports that after the first year the Individual Retirement Account rollover took effect, more than 6,000 individual charitable gifts were donated, totaling more than \$111 million to the nonprofit sector.^{xxviii}

Alongside these efforts that encourage the American people to respond to human need through private acts of service, a range of other initiatives help foster and guide this generosity. For example:

- The **Pro Bono Challenge** was launched in 2008 by the President's Council on Service and Civic Participation to leverage \$1 billion in skilled volunteering and pro bono services from the corporate sector over three years. In partnership with USA



Since 2003, the Moore family has adopted five children from foster care – Chris, Anthony, Ashley, Aruna and Halle. “The Tax Credit has definitely helped us to care for our children and give them the lives they need and deserve,” said Mr. Moore.

Freedom Corps, the Pro Bono Challenge encourages companies to promote skills-based volunteering by their employees in support of FBCOs. It has secured more than \$450 million in corporate pledges to date.

- The **Bush-Clinton Katrina Fund** was launched in the wake of Hurricane Katrina, when President Bush called on former presidents George H.W. Bush and Bill Clinton to help raise support for groups working to rebuild devastated communities. This effort raised \$130 million – all of which went directly to Gulf Coast renewal efforts, many led by FBCOs.

President Bush has also placed special emphasis on enlisting private-sector partners in Federal projects to address poverty, disease, and other human needs. These public-private partnerships multiply the impact of government efforts through private capital, expertise, and other resources. For example:

- The **Global Development Alliance** (GDA) at USAID builds alliances among the public, private, and nonprofit sectors to stimulate economic growth, develop local businesses, and create jobs, especially in developing countries. Since 2001, GDA has cultivated more than 680 alliances with more than 1,700 partners and attracted investments of more than \$9 billion in partner resources.
- The **Economic Development Administration** (EDA) at DOC supports partnerships that include private investment and engagement of local nonprofits to revitalize distressed American neighborhoods. In 2008 alone, EDA invested \$288 million in 762 projects, with an anticipated benefit of creating more than 60,000 jobs and leveraging more than \$7.1 billion in private-sector investment.

TAKING ROOT IN THE STATES AND CITIES

Governors, mayors, and other local leaders across the country are replicating the achievements of the FBCI to address some of the most pressing needs of their communities. The FBCI takes an active role in supporting the success of these efforts as State and local leaders draw upon Federal partnership strategies, legal expertise, nonprofits trainings, funding opportunities, and other resources.

As of 2008, 36 governors (19 Democrats and 17 Republicans)^{xxix} and more than 100 mayors maintain FBCI offices or liaisons of their own. While 12 of these 36 States experienced a change in gubernatorial leadership in 2006 – some across party lines – every State continued its FBCI efforts.



The **City of Denver** has harnessed Federal housing funds to build extensive partnerships with local FBCOs to combat homelessness. A key part of the work is the city's One Congregation, One Family initiative, which is coordinated by the Denver Rescue Mission. More than 135 congregations have become involved, mentoring families and seniors as they depart from shelters and helping them successfully transition from homelessness. Families mentored by congregations are twice as likely to be off the streets after six months, as compared to families not engaged in mentoring relationships. Similar models for helping individuals from the streets to stability are being applied in other cities – from the “Faith Partnership” in Norfolk, Virginia, to the “Interfaith Hospitality Network” in Billings, Montana.

States, counties, and cities advance their own FBCI agendas in remarkably different ways. Each possesses distinctive organizational structure, strategies, and priorities to match the unique needs of their regions and communities. Yet, similar to the Federal FBCI, State and local initiatives are grounded in common principles:

- Expanding partnership with FBCOs to address critical needs;
- Reducing barriers that limit participation of grassroots groups and faith-based social service providers;
- Growing the capabilities of nonprofit service organizations; and
- Advancing policy priorities to address the State's, county's, or city's priority needs.

The variety of models used to implement State and local efforts reflects the pragmatic, problem-solving nature of the FBCI vision. No two are quite the same, creating “laboratories” for testing new approaches. For example:

- Governors of 17 States^{xxx} oversee an FBCI liaison located within their offices.
- Fourteen States^{xxxi} maintain their FBCI liaison within a State agency and have allocated resources through that agency to support the operation of the office and the agency's priorities.
- Four States have placed the State FBCI liaison within nonprofit organizations.
- Two States – Florida and Texas – combined their faith-based and community liaisons and their State's respective commission on volunteerism into one State-managed nonprofit entity.

Even in States that have not opened a State-level FBCI office, the Initiative is active. For example, Illinois does not maintain an official FBCI office or liaison. Yet in 2007, its nonprofit organizations won 727 competitive Federal grants totaling

The **Arizona** FBCI has championed partnerships between the State and FBCOs to address a host of issues critical to the State's residents. Following a conference hosted jointly with the White House Office of Faith-Based and Community Initiatives in 2007, the State followed up with attendees to help local groups forge new partnerships with Federal, State, and local agencies – resulting in new collaborations and also many successful grant applications. More recently, the State joined with the United States Department of Veterans Affairs to train FBCOs in meeting the needs of returning veterans and their families. The State is also using a Federal "Access to Recovery" (ATR) grant to recruit and qualify FBCOs to receive ATR-funded vouchers to provide substance abuse recovery services. Arizona's FBCI now actively helps cities and counties to expand their own Faith-Based and Community Initiatives. It currently provides support to 17 local government entities in building partnerships with FBCOs to address local needs.



more than \$456 million to serve Illinois citizens in need. Meanwhile, State offices managed many FBCI programs—including the President's Prisoner Reentry Initiative and the Access to Recovery substance abuse recovery voucher program.

At the local level, the United States Conference of Mayors officially endorsed the FBCI in 2001. Since then, more than 100 mayors have established liaisons and/or offices to advance the FBCI principles in their cities. Further, the Conference itself established a task force to help mayors develop and implement government-FBCO strategies.

In States and cities across the country, the FBCI vision is at work. Officials and administrators are advancing FBCI strategies to reform policy, launch new programs, mobilize volunteers, and train nonprofit organizations to effectively address human need. These actions, alongside partnerships with nonprofits from all 50 States participating in Federal grant programs and other FBCI-related initiatives, will continue to produce results in every State and territory in the years to come.



The **Alabama** Governor's Office of Faith-Based and Community Initiatives (FBCI) operates the State's Citizen Corps Program, using funds from the United States Department of Homeland Security. The Alabama FBCI offers competitive grants that encourage each county to create its own Citizen Corps Council to coordinate government, businesses, and FBCOs in disaster preparedness and response. Through this program, Autauga County established its own Council in 2006.

On February 17, 2008, the City of Prattville in Autauga County, Alabama, was hit by a tornado a quarter-mile wide. The tornado caused extensive devastation to the small community, destroying 60 single-family homes and damaging 864 more. When

the tornado struck, the Autauga County Citizen Corps Council was ready for action. It quickly opened a Volunteer Reception Center staffed by the local Voluntary Organizations Active in a Disaster (VOAD) group, registering and deploying approximately 2,000 volunteers in the first week alone. It also opened a Help Center within the disaster area at the Church of Living Water, where those impacted by the tornado could receive critical goods, services, and information.

Brian and Carla Wilson and their children were one family affected by the tornado; their home was almost completely destroyed. Within hours, volunteer groups organized by the local Citizen Corps Council were on the scene. One church volunteer team covered their roof with a tarp while others delivered water, ice, clean-up supplies, and other much-needed help to their home. Brian noted, "They were so experienced. It was amazing; they would bring us exactly what we needed before we even knew we needed it."

LOOKING FORWARD

The Faith-Based and Community Initiative “has fundamentally changed the government’s strategy for improving the lives of the downtrodden. . . . [D]ue to the achievements of faith-based charities that have received Federal aid, the partnership between government and religious organizations will continue to strengthen.”

– Peyton Miller, *Harvard Political Review*, Fall 2008^{xxxii}

The FBCI has advanced a new era of public-private partnerships, securing a central role for FBCOs in government efforts to address human need. The remarkable impact of the FBCI over the past eight years is the result of determined, deliberate efforts to harness the strengths of every willing partner to address human need more effectively. It has driven innovation within government and consistently partnered with social entrepreneurs beyond government to alleviate the social ills of our time.

The FBCI’s vision for empowering local solutions is now active across the Federal government, in each State and territory, and in countries around the world – enabling the “armies of compassion” to lift lives and solve pressing needs.

The FBCI’s sweeping accomplishments now offer the next President and leaders at every level of government a solid foundation to build upon as our Nation continues to wage a “determined attack on need.” These advancements include:

- **Proven models for capitalizing on the creativity and compassion of FBCOs.** By expanding innovative funding models like vouchers, sub-grants, and mini-grants that allow a wide range of nonprofits to partner with government, the FBCI has recognized social entrepreneurship to be a central force in government’s response to human need. This hard-won knowledge can be applied to virtually any social need over the decades to come.
- **A host of effective faith-based partners.** What once was a culture of mutual suspicion between government and faith-based organizations has given way to robust and widespread cooperation. Equally significant, constitutional guidelines for these partnerships have been updated to reflect the broad legal consensus of the courts.

- **A strengthened nonprofit sector.** Through national, regional, and local training events, online resources, grants programs, and other capacity-building efforts, the FBCI has increased the effectiveness of FBCOs across America and around the world.

The magnitude of human need calls for bold and creative leadership to continue the advances of the FBCI. Additional reforms can be pursued to make government more open and responsive to grassroots partners. New models for collaboration await design and testing. Policies that ensure equal treatment for faith-based organizations and protect their distinctive character must be permanently guaranteed. Both start-up nonprofits and established organizations call for fresh rounds of venture capital to expand successful models. With wise and energetic leadership, the next generation of the FBCI will build upon, and exceed, the achievements of the past eight years.

Across the country, leaders are already at work exploring ways to further apply the FBCI principles in their communities. As described in the previous chapter, the FBCI’s problem-solving vision for engaging grassroots partnerships is active in States, counties, and cities across the country. It has transcended politics and developed into what President Bush intended from the start: a critical strategy for solving critical human needs. These State and local efforts will likely prove as significant as the Federal efforts over the years to come.

International organizations and leaders are also increasingly embracing the FBCI vision to welcome faith-based organizations as partners and emphasizing the importance of partnership with local nonprofits of all kinds for a sustainable response to human need. As a recent World Health Organization report expressed, a growing consensus recognizes the need to “rejuvenate dialogue and partnership with FBOs [faith-based organizations] in the face of widespread

health challenges in communities around the world.... Engineering networks of FBOs and other community assets could open new possibilities for comprehensive health systems.”^{xxxiii}

Looking forward, one factor matters far more than any government reform, innovative program, or capacity-building initiative—the simple reality that a single life transformed affects countless others. One struggling individual helped to her feet not only benefits her family and others near to her, but may reach out to lift up others in need. Through partnerships with the “armies of compassion,” these changes in the lives of the hurting and destitute are achieved every day by the millions.

The seeds of the Faith-Based and Community Initiative were planted long before 2001. Its branches will bear fruit long after 2008. The past eight years were a time of remarkable experimentation, growth, and fruitful impact. The leaders who will shape the next chapter of the FBCI will bring their own emphases, but to build on all that has been accomplished to date, a number of key objectives must remain central to ongoing success:

- **Grassroots Partnership Innovation.** Sustain and expand use of those strategies that have proven most effective in increasing partnership between government and grassroots FBCOs, including mini-grants, intermediary grants, and vouchers, as well as the array of non-financial partnerships expanded through the FBCI.
- **Capacity Building.** Sustain and expand initiatives to grow the effectiveness and reach of nonprofit service organizations, including in-person training, technology-based training, and capacity-building grants.
- **Equal Treatment Principles.** Sustain and expand efforts to ensure that all aspects of the Equal Treatment regulations are fully applied across the Federal government, including ongoing education of both Federal grant staff and FBCO grantees, and that there are appropriate levels of accountability and monitoring. Current and new faith-based partners must have confidence that, consistent with constitutional principles, they will not be forced to compromise their character as a condition of funding.
- **State and Local Initiatives.** Sustain and expand efforts to enhance State and local governments’ FBCI efforts. This involves providing information, training, and grant support to help State and local agencies:
 - Reduce barriers limiting participation of FBCOs;
 - Achieve full compliance with all elements of the Equal Treatment regulations; and
 - Expand partnerships with FBCOs to address critical human needs.
- **Public-Private Partnerships.** Sustain and expand efforts to join with corporations, foundations, and other private actors in partnerships that draw upon the best of the public, private, and nonprofit sectors. Private sector social investors must also be encouraged to replicate Federal successes in expanding collaboration with grassroots nonprofits and welcoming faith-based organizations as valued, equal partners.
- **Volunteerism.** Sustain and expand work to encourage volunteer support of FBCOs, with special attention to connecting skilled volunteers with roles in which their professional capabilities can be fully utilized.



ENDNOTES & APPENDIX

- i *Rallying the Armies of Compassion* Foreword, 2001, available at <http://www.whitehouse.gov/news/reports/faithbased.pdf>.
- ii This includes only new programs established by President Bush and one program, Community Health Centers Initiative (CHCI), greatly expanded by the President. CHCI totals count only the amount above 2000 levels. Signature programs in 2008 include the President's Prisoner Reentry Initiative (\$31 million), Marriage and Responsible Fatherhood (\$150 million), Access to Recovery (\$98 million), Compassion Capital Fund (\$53 million), Mentoring Children of Prisoners (\$49 million), PEPFAR (\$5.97 billion), the President's Malaria Initiative (\$300 million), the DC Opportunity Scholarship Program (\$14.8 million), Supplemental Educational Services (\$450 million--this figure is a conservative estimate based on reporting from States and is likely significantly higher), and Community Health Centers Initiative (\$969 million above 2000 levels--total of \$1.988 billion).
- iii *Results from the 2007 National Survey on Drug Use and Health: National Findings*, United States Department of Health and Human Services, available at <http://www.oas.samhsa.gov/nsduh/2k7nsduh/2k7Results.cfm#1.1>.
- iv Ibid.
- v For example, see http://www.isate.memphis.edu/Reports/TN-ATR_Report.pdf; <http://www.utexas.edu/research/cswr/nida/ATR.htm>.
- vi Botswana, Ethiopia, Haiti, Mozambique, Nigeria, South Africa, Uganda, Zambia, Vietnam, Tanzania, Rwanda, Namibia, Kenya, Guyana, Cote d'Ivoire.
- vii The figures are as of September 30, 2008.
- viii Langan, Patrick A. and David J. Levin, *Recidivism of Prisoners Released in 1994*, Washington, DC: Bureau of Justice Statistics, 2002.
- ix A variety of factors contributed to this success, including significantly expanded Federal partnerships with FBCOs; more effective coordination of Federal, State and local efforts; a substantial reduction in the number of poor veterans (from 3 million in 1990 to 1.8 million in 2000); and enhanced efforts to understand the number and needs of homeless people.
- x Swarms, Rachel, "U.S. Reports Drop in Homeless Population," *The New York Times* (July 30, 2008), <http://www.nytimes.com/2008/07/30/us/30homeless.html?fta=y>.
- xi *Report to Congress: The Mentoring Children of Prisoners Program*, 2007, United States Department of Health and Human Services, available at http://www.acf.hhs.gov/programs/fysb/content/docs/07_mcreport.htm.
- xii Sandvig, Zoe, "Help the Helpers," *World Magazine* (June 14, 2008), <http://www.worldmag.com/articles/14102>.
- xiii *Evaluation of the DC Opportunity Scholarship Program: First Year Report on Participation*, 2005, United States Department of Education, available at <http://hpi.georgetown.edu/scdp/files/Impact1.pdf>.
- xiv Nord, Mark et al, *Measuring Food Security in the United States: Household Food Security in the United States*, 2006, 2007 Report, United States Department of Agriculture, available at <http://www.ers.usda.gov/Publications/ERR49/ERR49.pdf>.
- xv *Overview: Food Security Assessment in Lower Income Countries*, 2006, United States Department of Agriculture, available at <http://www.ers.usda.gov/publications/gfa18/gfa18a.pdf>.
- xvi The Community Homeless Assessment Local Education and Networking Groups 2007 Report. Several important factors contributed to this success, including significantly expanded Federal partnership with FBCOs; more effective coordination between Federal, State, and local efforts; a substantial reduction in the number of veterans living in poverty; and enhanced efforts to collect data on the number and needs of homeless individuals.
- xvii Angola, Benin, Ethiopia, Ghana, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Rwanda, Senegal, Tanzania, Uganda, and Zambia.
- xviii See *Quiet Revolution* at <http://www.whitehouse.gov/government/fbci/letter.html>.

- xix The five initial FBCI Centers were located in the United States Departments of Justice, Labor, Health and Human Services, Housing and Urban Development, and Education.
- xx In addition to the five initial FBCI Centers, there are now FBCI centers in the United States Department of Agriculture, United States Department of Commerce, United States Department of Veteran's Affairs, the United States Department of Homeland Security, United States Agency for International Development, and the Small Business Administration, as well as an FBCI liaison in the Corporation for National and Community Service.
- xxi The mission of each Center is to expand and enhance partnerships with FBCOs to better fulfill the agency's mission. Each Center is held accountable to this mission through the President's Management Agenda (PMA), which sets clear objectives and measurable standards for Federal agencies in key areas of the FBCI to ensure effective governance.
- xxii Executive Order 13279, "Equal Protection of the Laws for Faith-Based and Community Organizations," 2002, available at <http://www.whitehouse.gov/news/releases/2002/12/20021212-6.html>.
- xxiii Nine Federal agencies have issued 16 regulations, including broad equal treatment regulations that cover the programs administered by seven agencies, three regulations implementing the Charitable Choice statutes, a DOL regulation permitting faith-based contractors to retain their right under the Civil Rights Act to take faith into account in making employment decisions, and four regulations changing discriminatory or unnecessarily limiting language in specific HUD, VA, DOC, and DOL programs. A proposed seventeenth regulation covering programs administered by DHS was published on January 14, 2008.
- xxiv The exact number of programs evaluated for grants data changed slightly from year to year, primarily reflecting discontinuation or creation of programs. Good-faith efforts were made to establish the most precise year-to-year comparisons possible.
- xxv Examples include DOJ's Prisoner Reentry Initiative grants through States to FBCOs, DOL's Beneficiary Choice Contracting, HHS's Access to Recovery Program, HHS Compassion Capital Fund sub-awards, HHS Anti-Trafficking and Victim Care sub-awards and per capita services contracts, Supplemental Educational Services provider payments, Malaria Community Programs sub-awards, and PEPFAR sub-grants.
- xxvi Ibid., Executive Order 13279.
- xxvii Fink, Barbara and Cynthia Sipe, *An Assessment of the Compassion Capital Fund Targeted Capacity Building Program: Findings from a Retrospective Survey of Grantees*, 2008, United States Department of Health and Human Services, available at http://www.acf.hhs.gov/programs/ocs/ccf/surveys/capacity_assessment.html.
- xxviii The provisions for charitable giving incentives legislated in the Pension Protection Act of 2006 expired in December 2007. However, legislation has been introduced before Congress to make these incentives permanent and available for the benefit of the nonprofit sector.
- xxix AL, AK, AZ, AR, CA, CO, CT, FL, GA, HI, ID, IN, IA, KS, KY, LA, MD, MI, MN, MO, MS, NC, ND, NH, NJ, NM, NY, OH, OK, SC, TX, UT, VA, WA, WI and WY.
- xxx AL, AZ, IN, KS, KY, LA, MD, MI, MN, MO, MS, NM, NC, OH, SC, WA, and WI.
- xxxi AK, AR, CO, GA, HI, ID, NJ, ND, NH, NY, OK, UT, VA, and WY.
- xxxii Miller, Peyton, "Compassionate Conservatism," *Harvard Political Review* (Fall 2008), <http://hpsite.squarespace.com/compassionate-conserv-112008/>.
- xxxiii World Health Organization, "Building from Common Foundations," World Health Organization and Geneva Global, 2008, <http://www.genevaglobal.com/images/uploads/Building%20From%20Common%20Foundations.pdf>.

*** Note: For all program statistics, years refer to Fiscal Years (October 1 – September 30), unless otherwise noted.**

“In all these ways, the Administration has upheld its promise to treat community and faith-based organizations as trusted partners. We’ve held your organizations to [a] high standard and insisted on clear results. And your organizations have delivered on those results. You’ve helped revolutionize the way government addresses the greatest challenges facing our society. I truly believe the Faith-Based [and Community] Initiative is one of the most important initiatives of this Administration.”

– President George W. Bush, Faith-Based and Community Initiative National Conference, June 26, 2008



In 2008, the White House Office of Faith-Based and Community Initiatives launched the Innovations in Compassion website. The White House worked with the twelve Centers for Faith-Based and Community Initiatives housed in agencies across the Federal government to compile data, results, and resources from the eight years of the Faith-Based and Community Initiative. The website also includes research and replicable models developed through the Initiative's implementation across the Federal government, States, local communities, and around the world. The content and resources found on the website are included on this CD and can be accessed without an internet connection. Place this CD into your computer to access the wealth of data, results, and resources developed over the eight years of the Faith-Based and Community Initiative.



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