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The Latino Coalition for Faith and Community Initiatives

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The Latino Coalition for Faith and Community Initiatives: Profile Case Study of a National Intermediary

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Foreword

The Baylor Institute for Studies of Religion (ISR) exists to involve scholars having many different interests and approaches in creative efforts to grasp the complexities and interconnections of religion in the life of individuals and societies. The aim is to produce studies that not only plumb basic questions, but produce results that are relevant to religious organizations, address moral controversies and contribute to social health. We are particularly interested in research that examines how religion, religious institutions and faith-based organizations may play a unique role in the formation of a more civil society and possibly work to counter the effects of contemporary social problems ranging from literacy and housing, to health care and crime reduction. Unfortunately, research and evaluation of faith-based approaches or religious interventions remain remarkably underdeveloped. This oversight is unfortunate since the country is in the midst of an extraordinary debate about the role of religion and its public policy implications.

ISR scholars are currently involved in a number of research initiatives that will expand the breadth and depth of scholarship in this long overlooked area. From randomized clinical trials of the Amachi Texas (mentoring children of prisoners) initiative, to longitudinal and cross-sectional studies examining the efficacy of various religious interventions, we are generating studies that help shed light on what does or does not work. Still, it is not enough to know that a program does or does not work; it is equally important to know why. ISR is committed to qualitative research that provides insights that are often beyond the grasp of strictly quantitative scholarship. To this end, ISR is committed to producing thoughtful case studies of faith-based initiatives in different jurisdictions in order to learn more about the role, capacity, identity and effectiveness of the many different types of faith-based approaches to social problems as well as social service delivery. We believe these case studies will be instructive not only in assessing faith-based approaches or efforts, but in guiding future research – both quantitative and qualitative, and thus inform the ongoing debate.

The current case study captures the experiences and insights from the Latino Coalition for Faith and Community Initiatives and the importance of their role as a national intermediary. The case study draws upon a number of face-to-face interviews and analyses of records from funded sites, as well as observational work from field visits. We caution that case studies should be viewed as the basis for generating and informing discussion, not as definitive or causal work on the efficacy of programs. However, it is equally important to note that case studies such as this one on how a national intermediary like the Latino Coalition for Faith and Community Initiatives can play a synergistic role by connecting with and relating to key faith-based and community organizations serving Latino communities and building much need organizational capacity within these organizations to assist other jurisdictions and programs trying to address similar problems and issues. In this way, it is our hope that the current study as well as other ISR case studies may be instructive and catalytic in moving the discussion on faith-based approaches forward and ultimately assist in producing a more civil society.

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THE LATINO COALITION FOR FAITH AND COMMUNITY INITIATIVES: A CASE STUDY OF A NATIONAL INTERMEDIARY¹

Background and Purpose

One of the centerpieces of President Bush's National Faith-Based and Community Initiative (FBCI) has been the funding and support of intermediary organizations, which serve as a bridge between Federal/State/Local government and faith-based and community organizations (FBCOs). These intermediaries have been the target of Federal funding efforts since the inception of the FBCI, most notably through the US Departments of Labor (DOL) and Health and Human Services (DHHS). Typically, these funding efforts involve granting to intermediaries, who in turn are responsible for sub-granting funds, usually as a prescribed minimum percentage of their grant, to small, grassroots FBCOs within a particular city or region. This is a means of targeting funds to local, community-serving organizations that historically have not responded directly to government granting opportunities through a combination of insufficient capacity and lack of knowledge of what it means and requires to receive public funds.

To effectively serve this bridging function, intermediaries must be skilled both technically in the area of organizational consulting and capacity-building, as well as relationally in networking with, and garnering the trust of, FBCOs to leverage public dollars to expand their services to the communities they serve. While many organizations 'pass muster' in the technical arena, few intermediaries demonstrate the ability to truly connect with local, grassroots organizations, especially when it comes to particular ethnic populations (i.e., Latino, African-American, Asian, and Native American).

This case study profile describes one of a new breed of intermediary organizations, the Latino Coalition for Faith and Community Initiatives (LCFCI), which combines the technical know-how for building organizational capacity with the ability to connect with and relate to key FBCOs serving Latino communities, particularly faith-based organizations (FBOs). Furthermore, the LCFCI is accomplishing this at a national level, with 57 sub-grantees in 22 cities across six states (see Exhibit 1 for a listing and location of all LCFCI sub-grantees).

The purpose of this profile is to underscore the importance of the 'street credibility' of intermediaries for making connections with local, community-serving FBCOs to achieve the over-arching mission of the FBCI, which is: "to move support out to neighborhood-based caregivers" and to "make Federal government a partner with faith-based and community organizations that are close to the needs of people and trusted by those who hurt."²

¹ This case study was prepared by Byron R. Johnson, Baylor University and William H. Wubbenhorst, management consultant with ORC Macro, Calverton, MD. Inquiries should be directed to Professor Johnson at the Baylor Institute for Studies of Religion, Baylor University, One Bear Place 97236, Waco, Texas 76798 (www.ISReligion.org).

² *Rallying the Armies of Compassion*, page 5, January 2001.

Introduction – How the Coalition Started

The Latino Coalition for Faith and Community Initiatives (LCFCI) was originally formed in 2003 under the name of The California Latino Coalition for Faith-Based and Community Initiatives. The main impetus for forming the LCFCI was the concern that Latino organizations, and particularly Latino FBOs, were not receiving government funding to support their services to their community. Jim Hernandez, president of the California Hispanic Coalition for Drug and Alcohol Abuse, helped to convene a group of Latino pastors in Southern California back in April of 2003.

Richard Ramos was among those in attendance, who was ordained as a pastor but was currently serving as the executive director of the Interfaith Initiative, an advocacy-focused organization in Santa Barbara that brought FBOs together to push for improved low-income housing as well as conduct voter registration drives. Ramos, who also ran a teen center in the city on a part-time basis, met with Hernandez and another leader in the Latino faith community, pastor James Ortiz, and together they gave birth to a vision for a Latino-focused intermediary organization, both for the purpose of strengthening collaboration among Latino-serving FBOs and for building their organizational capacity to apply for government funds. By September of 2003, they had formed a board of directors and received certification as a 501(c)3 non-profit organization.

Hernandez was not optimistic of the prospect of receiving state funds, and directed Ortiz and Ramos towards Washington DC, where Hernandez helped them make connections with both federal agency staff and other key FBO stakeholders, such as the Center for Public Justice located in Annapolis, MD. As Ramos recounted:

Meeting with CPJ was important to me, because I needed to get a grasp on the legislative aspects of the faith-based and community initiative. While we were certainly looking for funding, I didn't want to lose sight of the fact that we were also part of a larger movement, and needed to be mindful of what we could do to further the cause in general. We also realized early on in our discussions that we needed to go beyond California and establish a national presence.

The original goal of their meetings with staff from the various Centers for Faith-Based and Community Initiatives (CFBCIs)³ was to get funding for a national conference to educate Latino FBOs about the initiative and train them in writing grants to obtain federal funding. During these visits, they met with Brent Orrell, director of the CFBCI within the US Department of Labor (USDOL), who connected them to Urban Strategies, a consulting firm operated by Lisa Cummins with a track record for obtaining Federal

³ The CFBCIs were specially-designated offices, established by President Bush by means of an executive order, within the Federal departments of: Health and Human Services (DHHS), Housing and Urban Development (HUD), Education (ED), Labor (DOL), and Justice (DOJ). The original executive order has since been amended to establish CFBCIs in the departments of: Agriculture, USAID, Commerce, Veterans Affairs, Small Business Administration, and Homeland Security.

funds related to the FBCI. Orrell also re-directed them to apply for DOL funds targeting at-risk and adjudicated youth with job training and placement services.

Ramos, Cummins, and Richard Morales, a colleague of Cummins, directed their efforts on developing a proposal for a multi-state, multi-city project targeting at-risk and adjudicated youth, called “Reclamado Nuestro Futuro” (Reclaiming Our Future). This effort also gave Ramos and company a clearer vision and mission for the LCFCI, which was “to enhance and strengthen the capacity of FBCOs to transform Latino youth, families, and communities.” In June of 2004, the USDOL awarded the LCFCI with a three-year, \$10 million grant to fund the recruitment, training, and services for 3,000 at-risk and adjudicated youth in six cities (Los Angeles, San Diego, Phoenix, Denver, Dallas and Houston) over the course of three years. Given the fact that this was the first year for LCFCI as a national intermediary, the Coalition decided to begin work in only four of the six cities in the first year: Los Angeles, Denver, Phoenix, and Dallas. In keeping with the intermediary role envisioned for the LCFCI, the grant stipulated that 70% of the funds needed to be sub-granted to FBCOs in these cities.

Reclamado Nuestro Futuro (“Reclaiming Our Future”) – Getting to Work

Morales, who assumed the role of Director of Operations for the project, described the challenges they faced in simultaneously building the LCFCI and getting to work on the project outcomes they indicated in the proposal:

Although we were awarded in June, we didn’t receive any funds until August. We managed to secure a line of credit to pay for computers and travel expenses, since we had no time to lose.

The LCFCI managed to produce a Request for Proposals (RFP) for sub-granting by July of 2004, and held bidder’s conferences in all four cities by mid-August.

While Morales coordinated the logistical aspects of the project launch, Ramos, who had become president of the LCFCI, set about the process of building networks in each of the cities. Ramos understood where and how Latino youth were served and ministered to, based on his own experience in Santa Barbara, and what he needed to do to reach out to those organizations:

I knew that much of the work of reaching out to and serving Latino youth was from volunteer-based, church-funded programs that were historically distrustful of using government funding. The fact that I was myself a pastor talking to other pastors was critical, because I could speak their language, both literally and figuratively, and address their misconceptions and myths about receiving public funding. With some coaching, encouraging and educating about collaborations, we got proposals from organizations that otherwise wouldn’t think of applying for a government grant.

The LCFCI received a total of 27 applications, of which they chose 16 for funding. Fourteen (87.5%) of these organizations were FBOs, which was a substantially higher proportion than most grants issued by government agencies. By means of comparison, only about 14% of the AmeriCorps*VISTA program grantees (referred to as sponsoring organizations), which supplies VISTA members to anti-poverty organizations for capacity-building purposes, were faith-based organizations.⁴

One of the most important decisions the LCFCI made after receiving the award was to employ a rigorous case management process among the grantees funded through RNF. This was reinforced by a requirement that all RNF applicants fund a case manager as part of their program. Morales, who was experienced in case management, explained the thinking behind this decision:

The primary reason we invested so heavily in the case management process was because we wanted to establish a culture of accountability, both within the Coalition and among the sub-grantees we would be working with. From the beginning, we wanted to establish a level of performance and accountability that went well above what was specifically required of us to comply with the Department of Labor.

The first two areas of training the LCFCI provided to the first-year RNF grantees was in the area of case management and program design. Richard Morales, who had previous experience himself as a case manager, made sure that all grantee proposals included funding for a case manager. It was important to both Ramos and Morales that the LCFCI established these standards and accountability, especially as it related to the FBO grantees. As Mr. Morales explained:

Most of the CBO grantees we funded were used to utilizing case managers as the primary means of accountability, since most of them had to do so for other government and/or foundation grants they've received. Most of the FBO grantees, however, were new to the world of grant funding and did not have formal case management training. Their response to these issues was often to say they were 'accountable to God' for the work of their ministry, and had to be taught the importance of being good stewards of taxpayer dollars.

The LCFCI 'piggy-backed' their case management and program design training for all of the RNF grantees with the annual conference of the Christian Community Development Association in Atlanta in the fall of 2004. During these sessions, they also spelled out the various data and documentation requirements for USDOL, and on how to use the case management process to set goals and identify the activities they proposed for reaching those goals.

⁴ *Profile of Faith-Based and Community Partnerships*, May 2004; AmeriCorps*VISTA, Corporation for National and Community Service.

Organizing and Managing the Coalition

One of the first organizational challenges for the LCFCI was how to manage the 16 RNF grantees spread out over four cities in four different states. As Ramos explained:

Our long-term vision for the Coalition is to mobilize a network of Latino-serving FBCOs, whom we would support through an informal membership or affiliation. As for the RNF, we weren't looking to build a large staff at each city we had grantees, but to keep ourselves as lean as possible, while also maintaining a presence at each location.

The LCFCI decided to designate City Project Directors (CPDs) to serve as the local liaison and bridge to the RNF sub-grantees. These CPDs, who report to the Director of Operations, Richard Morales, and Assistant Director of Operations, Estela Padilla, were responsible for both providing technical assistance to the sub-grantees and also to assure compliance with the grant requirements, as reported through the performance update reports.

In the fall of 2005, the second year of the 3-year RNF project, the Coalition expanded to San Diego, CA and Houston, TX, adding 15 new grantees to the project and continuing funding for 13 of the 16 first-year grantees.

The LCFCI further reinforced the high standard of accountability and performance by implementing case management software, called Efforts-To-Outcomes (ETO)⁵, as the means for tracking and reporting project activities and outcomes. As Morales explained:

The decision to invest in the ETO software was important in two respects. First, we knew we needed a strong MIS capability to fulfill the extensive activity and outcome reporting requirements of the USDOL. Second, as a decentralized, multi-site project, we needed to keep tabs on grantee performance in real time, so we could address any problems early on in the process. We also had a year's worth of experience under our belt, so we know what kind of information we needed to capture, which made implementation of ETO pretty straightforward.

Shannon Morales, who currently serves a dual role as the Denver CPD and the Director of Training and Technical Assistance (TTA), then compiles and presents the activity and outcomes data for grantees in each city, to allow the CPD to identify any problem areas for particular grantees. All CPDs received training on the case management software to help them in assisting the grantees, most of whom have no previous experience using case management software.

This dual role of CPDs, as both supporters and monitors of the grantees, is best described as a 'high-tech/high-touch' approach, which requires a technical knowledge on

⁵ ETO is a case management software package developed by Social Solutions, headquartered in Baltimore, MD.

the activity and outcomes data (high-tech) in combination with strong inter-personal and communication skills (high-touch), as shown in Figure 1 below.

Figure 1: The CPD Role

High-Tech	High-Touch
- Knowledge of/familiarity with ETO software	- Developing the grantees' trust and confidence
- Performance reporting/monitoring	- Providing technical assistance

As Bethany Priebe, CPD for the Phoenix area, described:

The activities and outcomes reporting have taught me to be more analytical in assessing the grantees' performance. When the reports come out [see Exhibit 3 for a sample performance report], I feel responsible for the FBCOs' performance. In order to assist them with challenges that impact their performance, I need to cultivate a relationship with the grantees to establish a level of trust. Then, I can sit down with them to discuss their activities and outcomes and help them address any challenges they face. This is how we can both support them and monitor them at the same time. In situations where a grantee is not achieving the level of outcomes they should, the performance data kind of plays the role of the 'bad cop', and allows me to position myself to come alongside them, and find ways to solve the challenges they are facing.

The CPDs conduct site visits with each grantee on a monthly basis. They are given a lot of autonomy in fulfilling their job responsibilities, provided that the grantees achieve the outcomes as reported from the summary data from the ETO case management software. They also hold bi-weekly conference calls, in order to share challenges and best practices with one another and with other LCFCI staff. One member of the Coalition's leadership team, which consists of Richard Morales, Shannon Morales, and Esther Padilla, also conduct site visits to each sub-grantee with the CPD once a quarter.

Brenda Moreno-Felix, CPD for the Texas grantees in Dallas and Houston, described her approach:

To help the grantees gain more visibility, I set up a kind of FBCO collaborative and invited other peer organizations for some of the training sessions. This gives our grantees another opportunity to meet and network with other organizations in their community.

The other investment came in the form of LCFCI staffing, with one person dedicated to the operation and maintenance of the data reported through ETO (Estela Padilla, Assistant Director of Operations), and another staff person with primary responsibility for using this information to measure performance among sub-grantees and overall

performance of the project in comparison with the activity and outcome goals for RNF (Shannon Morales, Director of TTA). See Exhibit 2 for an organizational chart.

The CPDs, in turn, worked with their RNF grantees in creating outcomes tracking systems that documented not only the defined outcomes for the RNF grant, but also for tracking those outcomes that have a positive impact on a youth's life, such as obtaining a drivers license. This data has also contributed to the LCFCI's sustainability efforts, providing them with the data that can be used to establish the organization's effectiveness when applying for additional funding from other sources and for developing youth incentive plans.

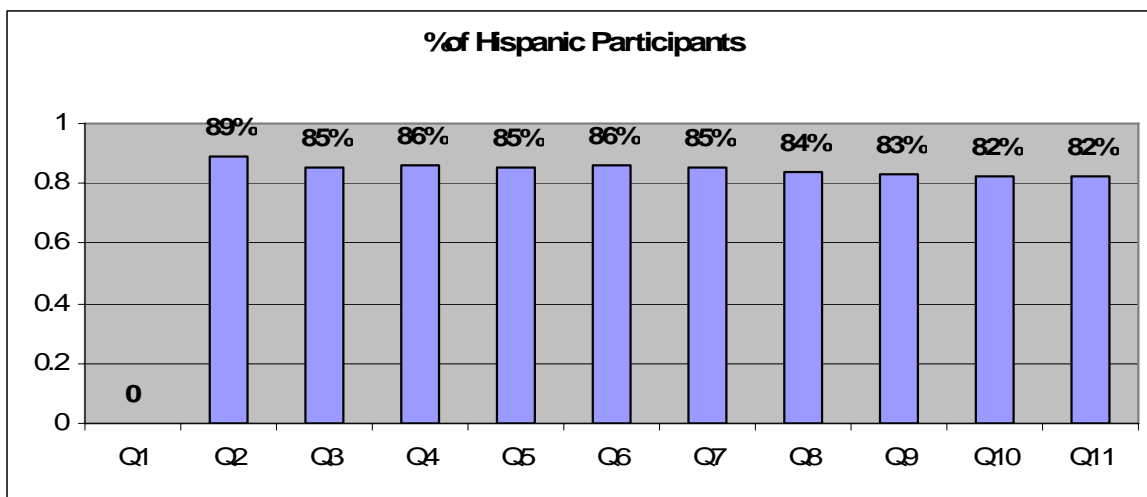
RNF Outcomes – Expecting and Getting Results

The Coalition's commitment to rigorous training in case management combined with their successful implementation of the ETO software, gave them the benefit of not only achieving results in their implementation of the RNF project, but also reporting out those results in great detail. As the LCFCI completed the three-year project, they had achieved a level of consistency in reporting, case file management, and entering of data. As of the third quarter of the third year of RNF, their performance numbers were at their highest levels, with youth enrollments 16% higher than their original goal. Below is a summary of the outcomes the Coalition achieved on the project.

Hispanic (Latino) Participants

As shown in Figure 2 below, the LCFCI has consistently maintained the percentage of Hispanic Youth served above their goal of 80%.

Figure 2: Hispanic Youth Participation Levels⁶

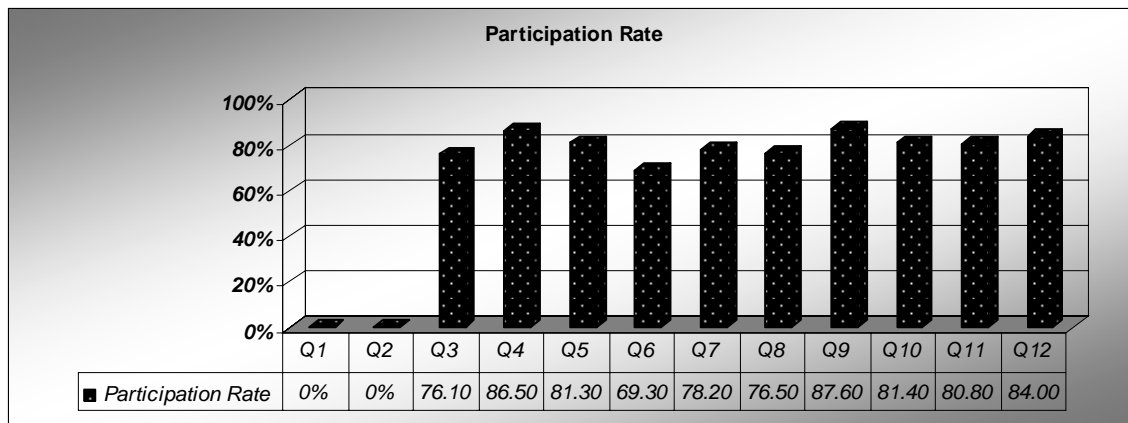


⁶ Data for the final quarter (Q12) not available at the time this case study was published.

Program Participation Rates

For programs serving at-risk and adjudicated youth, perhaps the most significant measure of success is the degree to which enrolled youth maintain their participation in the program. The RNF grantees, as shown in Figure 3 below, have maintained a consistently high participation rate; a key indicator that the project is having a positive impact on the youth they are reaching and serving.

Figure 3: Percentage of Youth Staying in the Program



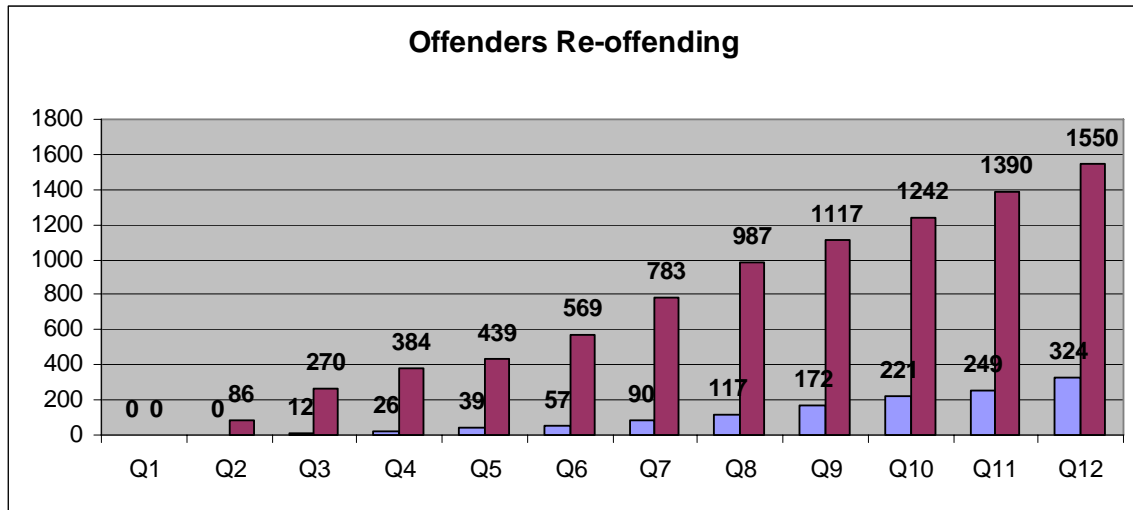
Adjudicated Youth

The USDOL required that at least 60% of the youth served be adjudicated, which was defined as a youth with any previous involvement with the courts (i.e., family court, criminal court, etc.). As of the end of the project, the LCFCI grantees achieved a percentage of adjudicated youth of 58%. For many sites it took a long time to develop a relationship with probations and the court system. Additionally the Coalition required written verification of adjudicated status from the courts, probation or other reliable source (as opposed to self-identification). Many more youths were self-identified as adjudicated, but were unable or unwilling to get the verification (many parents were ashamed and did not keep the documents). As a result of these challenges, the Coalition learned the critical need for direct communication and an established referral process with local probation and juvenile courts.

Recidivism

With the requirement of serving 60% adjudicated youth through RNF, another key measure for success is the extent to which youth do not recidivate through committing another crime. As shown in Figure 4 below, the Coalition kept the recidivism rate to under 20%.

Figure 4: Number of Youth Offenders vs. Re-offending Youth



Program Outcomes

Table 1 below shows the cumulative outcomes of the RNF project.

Table 1: Cumulative RNF Project Outcomes

	Total Participant Achievements to date				
	At Risk		Offender		
Workforce Outcomes	14-17	18 & older	14-17	18 & older	Combined
Gained Employment ⁷	137	75	168	122	387
Entered the Military	1	0	0	0	1
Entered Long-term Occupational Training	9	9	7	8	33
Completed Long-term Occupational Training	2	3	0	0	5
Entered full-time post-secondary school	24	31	19	12	86
Total Outcomes Gained	173	118	194	142	512
Educational Outcomes					
Obtained a High School Diploma	31	21	8	17	77
Obtained a GED	3	2	8	4	17
Obtained a Certificate	0	0	0	0	0
Total Outcomes Gained	34	23	16	21	94

It is important to point out, however, that the majority (75%) of the youth being served through the RNF project were younger youth, ages 14-17. This fact makes it

⁷ Gained employment combines first time employment and any subsequent jobs.

difficult, or often times impossible, for them to obtain a workforce or educational outcome within the grant period and does not accurately demonstrate the positive impact the project is having on the youth. Although it is often difficult to quantify program impact, through activity participation hours we can get a clear picture of youth commitment. Table 2 below shows the extensive amount of time youth are spending in activities offered by RNF sub-grantees, including case management.⁸

Table 2: RNF Participation Data for Youths Aged 14-17

“RNF” Project Activities	RNF Project Year 3 October 2006 – September 2007		
	# of Youth	Total Hours	Average Hours per Youth
Basic & Remedial Education	193	3,695	19
College	91	6535	72
Community Service	185	4150	22
GED Preparation	144	14,063	98
Mentoring	940	20,867	22
Other Job Prep	786	73,668	94
Skills Training	425	7502	18
Subsidized Work Experience	116	10,402	90
Substance Abuse	257	3,128	12
Unsubsidized Work Experience	415	81,019	195
Case Management	1522	12,580	8

Sustainability – Building Partnerships/Program Development

As the project winds down, the LCFCI observed a progressively stronger interest and willingness of government agencies, foundations and other FBCOs to partner with the grantees involved in the RNF project. As Morales explained:

The interest in working with our grantees is much higher. In year one, we were an unknown quantity that many did not want to take a chance on. Now that we have a track record, many are coming to the table seeking help and partnerships.

Many of the RNF grantees report ongoing relationships with probation departments, juvenile court judges, youth detention camps, and local workforce investment boards. The Coalition encouraged these FBCOs to obtain a “letter of commitment” or other documentation to support these partnerships.

The incidental capacity-building provided through RNF has also increased these organizations’ ability to obtain other sources of funding to sustain their programs. For

⁸ This data is for Year 3 only and includes a full 12 months of documented activities.

example, Turning Hearts, a RNF grantee in San Diego, received a \$650,000, multi-year contract from the local Workforce Investment Board (WIB). In addition, the Denver Area Youth for Christ, the parent organization for one of the grantees, was able to secure additional grant funding through the US Department of Education. Many organizations, especially churches, have applied for 501(c)3 status, separate from the church, that will increase the number of funding options for them.

Compassion Capital Fund – Equal Sides Everywhere (ESE)

In the fall of 2005, the LCFCI also became one of forty-four intermediary organizations selected by the federal Administration for Children and Families within DHHS to provide capacity-building assistance to local faith-based and community groups through the Compassion Capital Fund. The Coalition chose the project name ‘Equal Sides Everywhere’ to denote a gang intervention process that could contribute to curbing rival gang warfare from different sides of town through establishing community coalitions. ‘Ese’ is a slang term for ‘dude’. The Coalition played on that familiar gang/Latino term to name their project.

The grant, in the amount of \$978,551, was used to expand the LCFCI in supporting to other FBCOs working with Latino youth in Los Angeles, CA; Denver, CO; and Phoenix, AZ. The ESE project also allowed them to expand to serving organizations in Hartford, CT; Portland, OR; and Bakersfield, CA. The cornerstone of this project was the Capacity Building Academy—a series of hands-on workshops designed to strengthen organizational competence in areas such as fundraising, strategic planning, and governance.

Subjects covered in Academy workshops included:

- Grantsmanship. The emphasis here is on program planning—producing the kinds of clear, coherent plans that grantmakers want to invest in.
- Becoming a 501(c)3. This process starts with basic questions about identity and legal status. For example, is the group incorporated as a tax-exempt nonprofit? Should it be?
- Evaluation. Participants learn how to gather the data necessary to verify a program’s impact and measure its real outcomes.
- Marketing. This training covers the basics of public relations, media campaigns, and other forms of outreach, and shows how greater visibility can lead to increased funding.
- Enterprise Development. With earned income, an organization can shore up its bottom line by generating unrestricted revenue. We examine both the risks and the opportunities in creating nonprofit business ventures.
- Coalition Building. Participants were given instruction and principles of building a diverse, culturally-competent community coalition to provide outreach and services to gang members.

To avoid a ‘one-size-fits-all approach’, the Coalition conducted detailed needs assessments before devising this curriculum, tailoring it to the stated needs of participants (see Exhibit 4 for a sample needs assessment form). As they were able to do for the RNF grantees, the Coalition emphasized the importance of the ESE grantees networking and learning from each other’s experiences, and many began forming collaborative relationships, laying the groundwork for joint projects in the future.

The LCFCI utilized their ETO software for tracking the utilization of the one-on-one technical assistance they provided to the 38 ESE grantees located in 24 different cities.

Capacity-Building Outcomes for ESE/CCF

As shown in Exhibit 4, these 38 ESE/CCF grantees reported a total of 121 instances where they were able to build capacity through a combination of the grant funds and technical assistance received through LCFCI. These capacity-building instances were reported in five general categories: 1) Leadership; 2) Organizational Development; 3) Program Services/Quality; 4) Technology; and 5) Community Engagement. Table 3 below lists the four most frequently-cited capacity-building outcomes, followed by a description of outcomes reported in each of the five capacity-building areas.

Table 3: Most Frequently-Cited Capacity-Building (C-B) Outcomes

C-B Category	C-B Practice	% (#) of Grantees citing outcome
Technological Infrastructure	Organization has increased the number of functioning computers it operates.	61% (23)
Organizational Development	Organization has provided staff with professional development training to enhance skill in service delivery or skills in administration and management.	39% (15)
Leadership	Organization has created and adopted a written strategic plan.	32% (12)
Organizational Development	Organization has obtained 501(c)3 status with the IRS.	29% (11)

Leadership

Leadership pertains to grantees’ effort either to establish, improve, or strengthen the role of its Board of Directors in the direction and strategy of the organization. Almost a quarter (23%) of the capacity-building reported by grantees related to strengthening and growing the organization’s leadership, as represented by its Board of Directors. In fact, five of the ESE/CCF grantees utilized their funds and Coalition TA for the very purpose of establishing a Board. The development of a strategic plan was by far the most-frequently-cited in this category, with almost one-third of the grantees (32%) indicating that they had developed a strategic plan for their organization. Other instances of leadership capacity-development were in the areas of: providing board member training (3 grantees); improving documentation of board meetings (3 grantees), and improving the

information provided to the board to improve their ability to lead and plan for the organization (5 grantees).

Organizational Development

Organizational Development entails grantee efforts in both the establishment and operation of the organization, and/or the strengthening and improvement in its human resources, as represented by staff and volunteers. More than a quarter (28%) of the capacity-building outcomes reported by the grantees related to the development of the organization and/or its staff and volunteers. On the staff/volunteer side, fifteen of the thirty-eight grantees (39%) provided staff with professional training and development to improve service delivery and/or administrative skills, while five grantees (13%) improved both the numbers of volunteers and/or the systems for managing and training them. On the organizational side, eleven of the grantees (29%) were actually able to establish themselves as 501(c)3 non-profit organizations through the ESE/CCF grant and associated TA. Another three grantees purchased and implemented financial management software to improve their financial infrastructure and accountability.

Program Services and Quality

Program Services and Quality related directly to how, and how well, the organization goes about providing services to their community. One of the two areas where grantees reported capacity-building outcomes in this category related to improvements in their approach to services delivery and/or the evaluation of those services through improved client tracking (five grantees –13%). Roughly one-in-six of the grantees (16%) reported that they had begun keeping records on the number of individuals or families enrolled in/served through their programs.

Technology

Technology is comprised of improvements in the capacity of the organization in the area of management information systems as a means for improving the services they provide to their community. The most capacity-building outcomes reported were in the area of technology, accounting for 29% of all outcomes reported. The single most frequently-cited outcome was the increase in the number of functioning computers operated by the organizations, which was cited by 61% of the grantees. In addition, another seven grantees (18%) cited an increased proficiency in the use of computers and/or software in the operation of their organization, and five of the grantees (13%) reported that they have increased the number of ways that it exploits the Internet in connection with their organization and services.

Community Engagement

Community Engagement encompasses the various means by which the grantee connects and works with the community it serves, either in terms of improving their understanding of the community needs, communicating their services to the community,

and/or improving overall community capacity through collaboration and resources that identify the various assets represented by FBCOs collectively serving a particular community. Six of the grantees (16%) reported that they had increased the number and type of written materials for communicating with the community. Four grantees focused their efforts around assessing and organizing the overall FBCO capacity in the community by providing directories of FBCOs and participating in city/county planning efforts to ensure a role for, and recognition of, FBCOs in the development of solutions. Lastly, three grantees specifically cited new collaborations and partnerships they facilitated as a result of the ESE/CCF funding and associated TA.

The Latino Coalition: From the Grantees' Perspective

Wesley-Rankin Community Center (Dallas, TX)

The Wesley-Rankin Community Center (WRCC) was founded in 1902 as the Greater Dallas Board of City Missions. WRCC serves a neighborhood that is home to more than 1,400 low-income families of predominantly Latino heritage. The WRCC is the only RNF selected in Texas for the first year. From the outset, the LCFCI encouraged WRCC to focus on the outcomes of the project, which began to change the culture of the organization. Part of the case management process required that WRCC establish goals, objectives, and activities proposed for each youth to meet those outcomes, which comprised the Individual Service Plan (ISP). This process helped WRCC keep the youth from 'slipping through the cracks', because the ISP required that the case manager meet periodically with each youth to review progress towards their goals and objectives. As Stacey Welk, WRCC Executive Director, explained:

Prior to doing this project, we saw ourselves primarily as an activity-oriented organization. We had a schedule of activities for youth and families that we had developed and provided over the years. With the training in case management, goal-setting and data reporting associated with working with youth through this grant, we are now learning how to evaluate whether and how a particular activity contributes to the goals and outcomes for each youth. Now, we don't have activities just because we've done it in the past, but consider whether or not we can tie it to the outcomes we are trying to achieve.

WRCC's case manager for their RNF project had the opportunity to visit other RNF grantees in San Diego and Los Angeles and compare ideas and practices with her counterparts in those organizations. In December of 2005, the second year of the grant, the Coalition worked with WRCC staff to transfer the case management process to the ETO software. As Welk explained:

Getting used to the ETO software was another steep learning curve for us, but the benefits have certainly outweighed the effort. We discovered that not only did the software make our data reporting easier, but it also allowed us to say more about what we were doing, which helps us obtain

funding from other sources. We are now looking to use this software on other projects, and are no longer intimidated by the reporting requirements for government and foundation grants.

WRCC turned out to be one of LCFCI's stronger RNF grantees, exceeding their outcomes for the first two years, and receiving \$70,000 in additional funding from the Coalition to expand the number of youth served through this project for the third and final year.

[Life Development Institute \(Denver, CO\)](#)

The Life Development Institute (LDI) is a 'spin-off' 501(c)3 non-profit from the Praise Center Church, which has a mission to: "Develop community leaders through a collaborative, community-based approach that provides education, employment, and entrepreneurial training services." Micah Espinoza, formerly a youth pastor and now the RNF project director for LDI, explained the significance of LDI becoming a grantee of government funds within the context of the community they served:

Originally, different organizations and government agencies came in to serve our community. Now, through LDI, we are developing the capacity to serve ourselves. When we started out, we had staff and building space, but no real budget. This grant really helped us to get started.

Espinoza's brother, Paul, first met Ramos in 2004 at a Hispanic prayer breakfast, and learned of the LCFCI's work and their efforts to network within the Latino community in Denver. Soon after, the RFP for the RNF project was issued, and LDI submitted a proposal and received \$60,000 in funding the first year. Espinoza had also received leadership training through the DeVos foundation's Urban Leadership Initiative, which dovetailed with the opportunity afforded by the RNF grant. As Espinoza explained:

The training that I got from DeVos gave me the theory, and the RNF project gave me the opportunity to put it into practice. Everything I learned about, from systems thinking, to networking, to find quality staff, I was able to use on the RNF project.

The idea of connecting programs with processes, and missions with the data that the LCFCI communicated to Espinoza, also allowed him to serve as a peer leader with the other RNF grantees in Denver. LDI also became a de facto partner with the Coalition on their ESE/CCF project in Denver by hosting the initial training of close to fifty FBCOs, mostly Latino, out of which eight became official grantees to receive additional capacity-building services and resources. Espinoza reflected on the LCFCI's initial efforts in Denver, as well as their future challenges:

The Latino Coalition is essential for attracting national funding, and helping to bring those resources down to the local level, particularly within Latino communities. The challenge for the future is to develop

some type of affiliation and ongoing relationship with these local groups beyond the funding from any particular grant.

Victory Outreach Southwest (Bakersfield, CA)

Victory Outreach Southwest (VO-S) is one of LCFCI's ESE/CCF sub-grantees. They first heard about the Coalition from another church, and attended the CCF bidder's conference held in Bakersfield, CA. VO-S was initially skeptical about receiving public funding, thinking that it would allow the government to somehow control them and tell them what to do. Ramos played a key role in changing their thinking about partnering with the government, as explained by pastor Miguel Aceves:

Richard [Ramos] and the Coalition really broadened my mind about the possibility of expanding our services to the community through a government grant. As a former pastor, he really knew how to speak my language as a pastor and show me how this funding could fit into my vision for ministering to my community.

VO-S applied for, and received, a \$8,000 grant from LCFCI to establish a new job skills training and placement program, called the New Destiny Arising Center, that combined 'soft' skills training (i.e., leadership, life skills mentoring) with 'hard' skills development in areas such as computers and welding. The Coalition assisted them in applying for 501(c)3 non-profit status, and in the purchase and implementation of computers and accounting software to keep the church and CCF funds separate. They also helped VO-S to build a Board of Directors to represent the community and assure the ongoing support of the center.

Aceves described the process that LCFCI used to bring the center into being:

They helped us to understand the particular role of the center, as distinguished from that of the church. Estela [Padilla, LCFCI's Assistant Director for Operations] gave us lots of support, taking us step by step through the planning process. The basic message for us from the Coalition in all the help they gave us was 'let's get professional', and they showed us how to do that.

The New Destiny Arising Center, which is a completely volunteer-run program, has already served twenty-five people, with no one leaving the program (i.e., 100% retention), of which eleven people had already completed 140 hours each of training. More importantly, perhaps, was the manner in which this grant and the associated capacity-building provided by LCFCI gave Aceves a clearer vision for the future of the center:

With what we have learned, we are now looking to build a new building for the center, and to reach more people and connect them to more job

opportunities. Before this project, I didn't really see all this happening, but now I can see more clearly how we can make all this happen.

[Mission Milby CDC \(Houston, TX\)](#)

The Mission Milby CDC (MMCDC) is one of two RNF grantees in Houston. Will Reed, MMCDC's Executive Director, became aware of the grant opportunity through the Houston mayor's anti-gang office. In 2006, MMCDC applied for and received a 2-year, \$130,000 grant from the Coalition to serve at-risk and adjudicated youth. Prior to this grant, the MMCDC had a PC lab available to youth in the community, but it was more unstructured and informal. The RNF funds allowed them the means for conducting more formal outreach and recruitment of youth for job training and placement. As Eduardo Garces, MMCDC RNF project manager, explained:

The case management process, and the software that supported it, helped us to be more deliberate in how we worked with the youth we enrolled into the program. The key to the case management process, which I already had experience with, is the way in which it supports the one-on-one relationship I'm trying to establish with the kids. This starts with the intake process and goal-setting, and continues through the ongoing contact and support of the youth to achieve those goals. The monthly and quarterly reporting requirements from the Coalition makes sure you are staying in contact with the youth enrolled in the program.

In addition to the case management support, provided primarily through the CPD, the Coalition also supports the MMCDC project in the development of a sustainability plan, and provided them with emails of other funding and training opportunities. LCFCI also encouraged them in expanding their partnerships and collaborations with key stakeholders, such as parole probation officers, both to coordinate services and as a source for future youth referrals. As Garces described:

We received a lot of one-on-one training from the City Project Director. I've found the Coalition visits to be helpful and open conversations, and we always get an immediate response and feedback on any issues or concerns we have about the project. At the same time, there is also an expectation, and even a little pressure, to perform, which has been a real challenge for me and my professional development. Fortunately, the monthly and quarterly reports indicate that we are among the high performers on the project.

[Garden Pathways \(Bakersfield, CA\)](#)

Founded in 1997, Garden Pathways (GP) provides a wide-range of life-building, mentoring and training/educational services for adults, youth and children in the arts and the 'art of living'. Karen Goh, founder and president of GP, found out about the ESE/CCF funding opportunity through word-of-mouth from one of her community

partners. The need Ms. Goh sought to address through her CCF application focused beyond her building capacity within her own organization to the larger issue of building the capacity of the community in general for serving the needs of youth and families in Bakersfield. As Goh explained:

What I saw in our community was an abundance of churches and small, grassroots FBCOs that were isolated in their efforts to serve the community. They were unaware of what each other was doing, as well as the efforts of public agencies, in the area of serving at-risk youth. Furthermore, these FBOs in particular were not 'at the table' in terms of county efforts for combating gang violence. The need I saw was for a focused effort to optimize the potential of FBCOs in general, particularly FBOs, to serve the unmet needs of youth and the families of youth at risk of participating in gangs.

Goh applied for and received a \$20,000 grant from LCFCI to essentially 'buy' her time to facilitate this community-wide capacity-building effort, in collaboration with Manuel Carrizalez of Stay Focused Ministries (SFM), to expand the role of FBCOs in addressing the causes and consequences of youth gang involvement in Bakersfield. The funding allowed Goh and Carrizalez to meet with pastors and other FBCO leaders, and to hold forums to get input and perspective on how to combat gang violence in their community.

They also held capacity-building sessions with FBCOs throughout the city, both to teach them the fundamentals of collaboration and civic engagement, and also to meet with and network with one another. The ESE/CCF support also gave Goh the opportunity to serve as the voice of these FBCOs through participation in the Joint City/County Standing Committee to Combat Gang Violence, created by the county of Kern County and the City of Bakersfield in the fall of 2006. Goh and Carrizalez both helped to write the first joint city-county strategic plan for this purpose, and made sure that FBCOs were properly represented and integrated into each proposed prevention and intervention strategy.

Their efforts led directly to the recognition of FBOs in particular as an essential component for combating gang violence by public officials, heads of government law enforcement and social service agencies. Goh hopes that her efforts may lead to the creation of a Kern County Office of Faith-Based and Community Initiatives. Goh reflected on this unique, community-level capacity-building work she was allowed to pursue through the funding and support of the ESE/CCF grant:

The challenge with unique, innovative approaches such as this is trying to get the effort funded. I appreciate the opportunity the Coalition gave me to get this funding support, and that they could see and support the vision for what I wanted to do, and backing me up with the resources to do it. I'm not sure how we could have done this otherwise.

Conclusion

The steep, ‘trial by fire’, learning curve of the Coalition from both the RNF and ESE/CCF intermediary projects provided them with a clear, simple framework for defining their role as a national intermediary, as described in Figure 5 below.

Figure 5: The LCFCI Intermediary Framework

Find

We seek out grassroots organizations that serve Latino youth and families.

Our staff and consulting team actively look for faith & community-based organizations that operate resourcefully at the neighborhood level. These grassroots groups know the needs of their communities from the inside. They bring a unique combination of sensitivity, compassion and effectiveness to the work they do, especially in dealing with high-risk youth.

Fund

We provide grant support to these organizations.

As an intermediary nonprofit, we "get to give" by accessing federal, state and philanthropic funding and then distributing it to local faith & community-based organizations. In addition to making sub-grants to these local groups, we help them identify further funding opportunities and we assist them in applying for grants and other funding sources.

Form

We provide technical assistance and capacity-building training.

We help our sub-grantees shape their programs by giving them expert technical assistance, and we help them solidify their infrastructures by giving them ongoing capacity-building training. We believe in the adage, "Give a man a fish, and you feed him for a day; teach a man to fish, and you feed him for a lifetime." Our objective is to empower the organizations we support by preparing them for long-term sustainability.

Feature

We promote the work of our sub-grantees and highlight their accomplishments.

Through many forms of media, we help Latino-serving grassroots groups tell their stories to the public. We assist with outreach efforts within the neighborhoods they serve, and we publicize their programmatic achievements to the community at large. In doing so, we offer recognition for the valiant work they perform. We also make more prospective beneficiaries—and more prospective funders—aware of the excellent services that these groups have to offer.

Ramos described, in his own words, what the LCFCI had become, as well as where he sees it needs to be in the future:

One way to capture the operating culture of the Coalition is the phrase ‘from vision to benchmarks’, which really means we want to encourage innovation, but we also need to be rigorous in measuring and demonstrating the results. We do seek to grow, but only if we continue to serve a need, and can continue to maintain our high performance standards. For the future, we need to strengthen our board to reflect our national presence, and also need to balance our public funding with some

private dollars. Lastly, we need to model what we tell our grantees, which is to increase our collaborations with other national organizations. We are not about empire-building, we are about kingdom-building.

Exhibit 1: Latino Coalition Sub-grantees

State	City	Name	Grant Funding ¹	Type (FBO/CBO)	Grant Funding (yrs/funded) ²	Previous Gov't. Funding?
AZ	Avondale	Christian Assembly Community Services	CCF	FBO	\$5,209	N
	Eloy	Eloi's House Christian Men's Home	CCF	FBO	\$5,209	N
	Glendale	AZ Latino Coalition	CCF	CBO	\$20,000	Y
	Peoria	A Better Life Now	CCF	FBO	\$8,000	N
		Jail Outreach to Youth	CCF	FBO	\$8,000	N
	Phoenix	Bless This Child	CCF	FBO	\$7,209	N
		Help4Kids	TLC	FBO	\$306,454 (3.25)	N
		KEYS Community Center	TLC	CBO	\$144,617 (2.50)	N
		Neighborhood Ministries, Inc.	TLC	FBO	\$374,798 (3.50)	N
		New Beginnings CDC	TLC	FBO	\$210,183 (3.50)	N
		Victory Outreach Phoenix	CCF	FBO	\$15,000	N
	Scottsdale	Puerta Abierta	CCF	FBO	\$3,000	N
	Tucson	Out of the Ashes	CCF	FBO	\$5,000	N
CA	Bakersfield	Believers In Jesus	CCF	FBO	\$7,993	N
		Garden Pathways, Inc.	CCF	FBO	\$20,000	N
		Tehilah Ministries	CCF	FBO	\$15,000	N
		Victory Outreach Southwest	CCF	FBO	\$10,276	N
	Carson	Victory Outreach Carson	BOTH	FBO	\$5,000 (CCF) \$164,436 (2.5) – TLC	N
	Claremont	Victory Life Christian Center	TLC	FBO	\$298,924 (3.0)	N
	Covina	Calvary Recovery Center	TLC	FBO	\$85,786 (1.25)	N
	Granada Hills	Cloud and Fire Ministries	TLC	FBO	\$238,125 (3.5)	N
	La Puente	Victory Outreach La Puente	TLC	FBO	\$282,920 (3.5)	N
	Long Beach	Bethel Miracle Community	CCF	FBO	\$8,000	N
	Los Angeles	Pico Rivera Crossroads Project	CCF	FBO	\$20,000	N
		Youth Justice Coalition	CCF	CBO	\$8,000	N

¹ CCF = Compassion Capital Fund (Capacity-Building)/US Federal Department of Health and Human Services; TLC = Touching Lives and Communities (High-Risk Youth Offender Training and Job Placement)/US Department of Labor.

² For TLC grants, includes multi-years funding.

State	City	Name	Grant Funding	Type (FBO/CBO)	Grant Funding (yrs/ funded) ³	Previous Gov't. Funding?
CA	Monterey	Los Angeles ALTAMED	TLC	CBO	\$160,832 (2.5)	Y
	National City	Turning the Hearts	TLC	FBO	\$149,174 (2.5)	N
	San Bernardino	Victory Resource Center of San Bernardino	TLC	FBO	\$98,517 (2.0)	N
	San Diego	Victory Outreach San Diego	TLC	FBO	\$244,672 (2.25)	N
	Sante Fe Springs	Victory Outreach Whittier	CCF	FBO	\$5,000	N
	Selma	Victory Outreach Selma	CCF	FBO	\$3,750	N
	Visalia	Victory Outreach Visalia	CCF	FBO	\$7,407	N
CO	Commerce City	Calvary Hill Music Group	CCF	CBO	\$4,932	N
		City Conquest Youth Training Center	CCF	FBO	\$9,932	N
	Denver	Center of Hope	TLC	FBO	\$71,331 (1.5)	Y
		Cross Culture Ministries	CCF	FBO	\$15,000	N
		Denver Area Youth for Christ	TLC	FBO	\$204,721 (3.5)	Y
		Denver Inner City Parish	CCF	FBO	\$6,932	Y
		GodMoves Ministry	CCF	FBO	\$9,932	N
		Life Development Institute	CCF	CBO	\$21,932	Y
		Sun Valley Youth Center	TLC	FBO	\$139,066 (2.25)	Y
		Victory Outreach Denver NOW Youth	TLC	FBO	\$209,794 (3.25)	N
	Fountain	G-L.I.F.E. Outreach	CCF	CBO	\$9,932	N
	Lakewood	Hunger Heroes	CCF	CBO	\$7,432	N
	Pueblo	Ignite Mentoring	CCF	CBO	\$9,932	N
CT	Hartford	New Dimension Christian Center, Inc.	CCF	FBO	\$20,000	N
		Youth Challenge of CT	CCF	FBO	\$5,000	N
	Meriden	Grace Fellowship Christian Center	CCF	FBO	\$14,998	N
	New Britain	Iglesia Camino De Salvacion, Inc.	CCF	FBO	\$8,000	N
OR	Eugene	Victory Outreach Eugene	CCF	FBO	\$15,000	N
	Portland	Latino Network	CCF	CBO	\$20,000	N
		Northwest Family Services	CCF	CBO	\$7,500	N

³ For TLC grants, includes multi-years funding.

State	City	Name	Grant Funding	Type (FBO/CBO)	Grant Funding (yrs/funded)⁴	Previous Gov't. Funding?
OR		Victory Outreach Community Services – Portland	CCF	FBO	\$15,000	N
	Salem	Victory Outreach Salem	CCF	FBO	\$7,500	N
TX	Dallas	Wesley-Rankin Community Center	TLC	FBO	\$180,804 (3.0)	N
	Houston	Mission Milby Community Technology Center	TLC	FBO	\$130,074 (2.25)	N
	Humble	Destiny's Door Inc.	TLC	FBO	\$153,486 (3.0)	N

⁴ For TLC grants, includes multi-years funding.

EXHIBIT 2: Latino Coalition for Faith & Community Initiatives, Inc.
Organizational Chart April 2007 - present

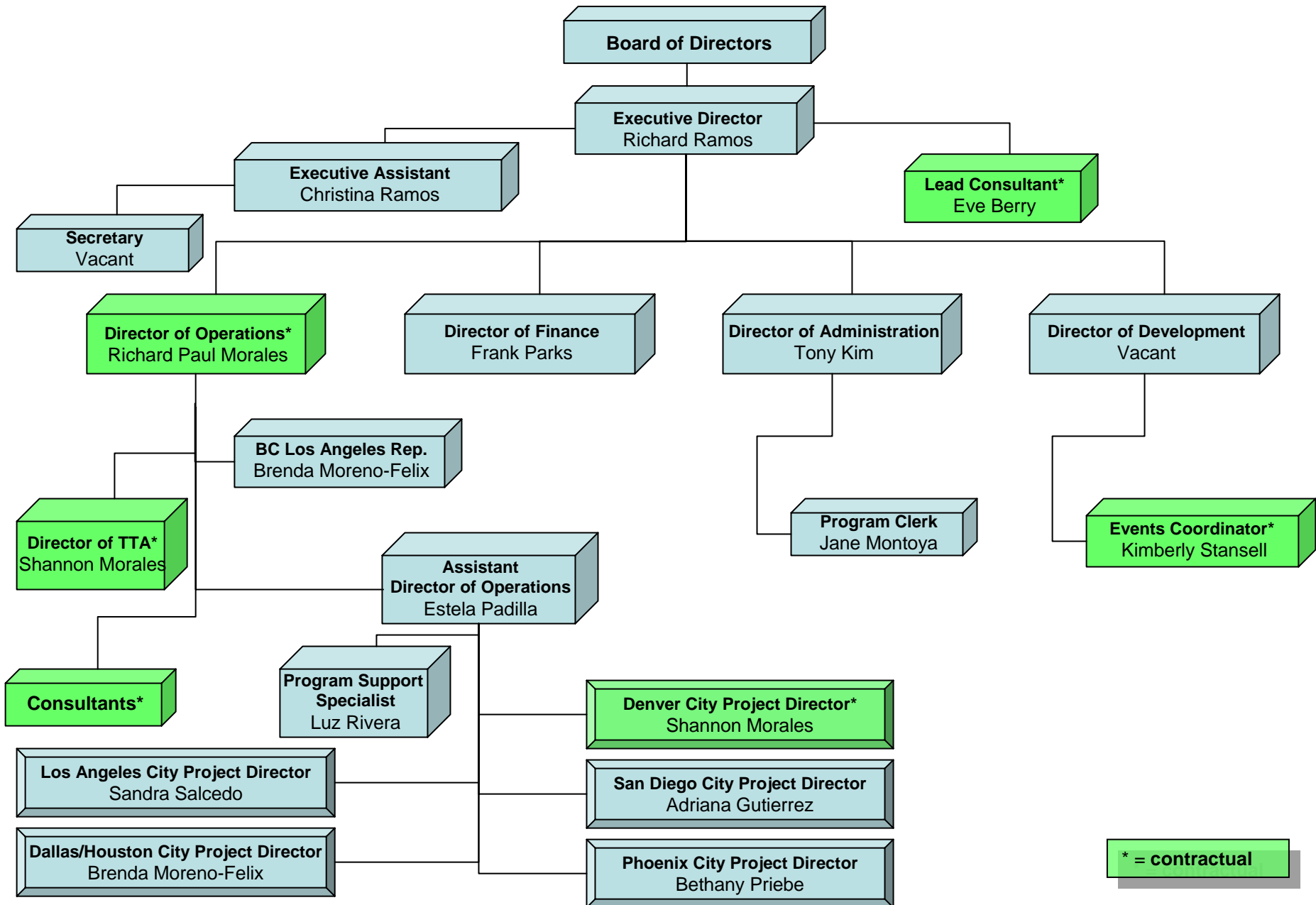




EXHIBIT 3: RNF Monthly Performance Update

Sub-grantee: Life Development Center

Month: September 2007

Date Sent to Sub-grantee: 9/25/07

Ethnicity:

Asian & Pacific Islander	Black	Hispanic	Multiracial	Native American	Other	White
0	5	151	6	3	0	14
n/a	3%	84%	3%	2%	n/a	8%

Eligibility Demographics (current remaining in project):

At-Risk 14-17	At-Risk 18 & Older	Offender 14-17	Offender 18 & Older	Total
43	4	31	12	90
48%	4%	35%	13%	48%

Youth Remaining in Project:

# of Youth Remaining in Project	86
Goal	88
% of Goal	98%

Participation Rate:

	July	August	Sept	Qtr
# of Youth Participating	83	74	70	75.7
# of Youth Remaining in Project	86	86	86	86
Participation Rate	97%	86%	81%	88%

Total Activity Time Documented:

Activities	July – Setp 25th	
	# of Youth	Total Hours
College	4	17
Drop Out Returning to School	0	0
Skills Training	3	9
Mentoring	27	66.5
Other Job Prep/Class	71	1289
Subsidized WE	0	0
Unsub WE	73	496.5
Case Management	86	158.5
TOTAL		2036.5

Total Outcomes document during Quarter:

Diploma	GED	Obtain certificate	1 st Job	Additional Job	Military	Long term training	Complete Training	College	Still engaged
2	0	0	18	12	0	0	0	3	0

Challenges or Concerns:

Special Accomplishments:

CPD Signature: _____ **Date:** _____

Sub-grantee Signature: _____ **Date:** _____

Sub-grantee Comments:

EXHIBIT 4

Summary: Technical Assistance Outcomes of Latino Coalition for the ESE/CCF Demonstration Project

ESE/CCF Deomonstration Project Grantees	Grantees Reporting Capacity Building in Leadership					Grantees Reporting Capacity Building in Organizational Development				Grantees Reporting Capacity Building in Programs Services/ Quality		Grantees Reporting Capacity Building in Technology			Grantees Reporting Capacity Building in Community Engagement		
	Bd Dev. Trng.	Bd. Mtg. Docu.	Board Decision Making	Est. Brd.	Strat Plan	Fin. Mgmt. Software	Staff Training & Dev.	Estab. 501(c)3	Vol. Mgmt.	Service Improvements /Client Tracking	Expand Services	Added PCs	Comp. Trng.	Use Internet	Comm/ Media Materials	FBCO Resource /Needs Ass.	FBCO Partner/ Collab.
ARIZONA																	
Out of the Ashes	X					X		X									
Puerta Abierta						X						X	X				
A Better Life Now	X	X	X									X	X				
AZ Latino Commission						X				X	X		X				
Bless this Child						X				X		X					
Christian Assembly Comm. Svcs.	X					X				X					X		
Eloi’s Christian Home	X					X						X		X			
Jail Outreach to Youth	X					X						X					
Victory Outreach Phoenix						X						X	X	X			
CALIFORNIA																	
Believers in Jesus	X					X						X					
Garden Pathways															X(2)		X
Tehila Ministries						X						X			X		
Victory Outreach Southwest						X						X					
Victory Outreach Visalia												X					
Victory Outreach Selma						X						X					
Bethel Miracle Comm. Church	X					X				X		X					
Pico Rivera Crossroads Project											X				X		
Victory Outreach Carson	X											X					
Victory Outreach Whittier												X					
Youth Justice Coalition						X								X	X		
CONNECTICUT																	
Grace Fellowship						X	X					X	X	X			
Iglesia Camino de Salvacion						X				X		X					
New Dimension Christian Church Center	X					X						X			X		X
Youth Challenge of CT						X											

ESE/CCF Demonstration Project Grantees	Grantees Expressing Need for Capacity Building Leadership					Grantees Expressing Need for Capacity Building Organizational Development				Grantees Expressing Need for Capacity Building Programs Services/Quality		Grantees Expressing Need for Capacity Building Technology			Grantees Expressing Need for Capacity Building Community Engagement		
	Bd Dev. Trng.	Bd. Mtg. Docu.	Board Decision Making	Est. Brd.	Strat Plan	Fin. Mgmt. Software	Staff Training & Dev.	Estab. 501(c)3	Vol. Mgmt.	Service Improvements /Client Tracking	Expand Services/ Geography	Added PCs	Comp. Trng.	Use Internet	Comm/ Media Materials	FBCO Resource/ Needs Ass.	FBCO Partner/ Collab.
COLORADO																	
Calvary Hill Music Group				X	X												
City Conquest Youth Training Center				X	X			X				X					
Denver Inner City Parish			X		X												
G-Life							X	X				X					
God Moves Ministry				X	X							X					
Ignite Mentoring		X			X	X		X		X							
Life Development Institute	X				X								X			X	
Cross Culture Ministries										X		X					
Hunger Heroes																	
OREGON																	
Latino Network										X	X						X
Northwest Family Services										X	X	X					
Victory Outreach Portland							X					X	X				
Victory Outreach Salem							X		X(2)								
Victory Outreach Eugene				X			X					X					
	X																
TOTAL	3	3	5	5	12	3	15	11	5	5	6	23	7	5	6	4	3
% of grantees	8%	8%	13%	13%	32%	8%	39%	29%	13%	13%	16%	61%	18%	13%	16%	11%	8%
% of Total C-B reported			23%				28%			9%		29%				11%	

About the Authors

Byron R. Johnson is Distinguished Professor of the Social Sciences and Director of the Institute for Studies of Religion (ISR) as well as director of the Program on Prosocial Behavior, both at Baylor University. He is a Senior Fellow at the Witherspoon Institute (Princeton), and Senior Research Scholar at the Institute for Jewish and Community Research (San Francisco). He is chief advisor for the Center for the Study of Religion and Chinese Society, Peking University (Beijing). Before joining the faculty at Baylor University, Johnson directed research centers at Vanderbilt University and the University of Pennsylvania. Professor Johnson is currently conducting a series of empirical studies on the role of religion in prosocial youth behavior and is a member of the Coordinating Council for Juvenile Justice and Delinquency Prevention. He is recognized as a leading authority on the scientific study of religion, the efficacy of faith-based organizations, domestic violence, and criminal justice. Recent publications have examined the impact of faith-based programs on recidivism reduction and prisoner reentry. Along with other ISR colleagues he is completing a series of empirical studies on the religious landscape of China. Professor Johnson is also collaborating with other scholars on several studies of religious intolerance and tolerance in America. Johnson is currently partnering working with the Gallup Organization on a global study addressing religion and spirituality in the world. He has published more than hundred journal articles and book chapters, as well as several books and many research monographs. Johnson's research has been used in consultation with the Department of Justice, Department of Defense, Department of Labor, and the National Institutes of Health.

William Wubbenhorst is Research Fellow at Baylor University's Institute for Studies of Religion and Program on Prosocial Behavior. He serves as a project manager for the Faith Service Forum and is the lead subject matter expert within ICF Macro, ICF International company, in the area of faith-based and community initiatives and the establishment partnerships with government at the local, state and federal level. Mr. Wubbenhorst is currently working as FBCO liaison for a Pathways out of Poverty project funded through the US Department of Labor. Previously, he served as project director for training and technical assistance for the US Department of Health and Human Services (USDHHS) for Promoting Responsible Fatherhood. Prior to that, Mr. Wubbenhorst worked on behalf of the US Department of Labor (DOL) and the Corporation for National and Community Service's Americorps*VISTA program on projects related to those agencies' faith-based and community initiatives. For DOL, this work entails supporting the Department's efforts to develop local partnerships between workforce development boards and faith-based and community organizations to better serve hard-to-reach populations with training and employment services. The work for Americorps*VISTA involves an evaluation of the number and types of faith-based and community organization partners, along with selected profiles of model programs, particularly in the area of mentoring children of prisoners. Additionally, Mr. Wubbenhorst worked for 8 years in Massachusetts state government. He has published a number of articles pertaining to Charitable Choice and the Faith-Based/Community Initiative and served as an independent research consultant for the Center for Public Justice, conducting research on Charitable Choice and other related faith-based initiatives.

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