



U.S. Department of Housing and Urban Development
Center for Faith-Based and Community Initiatives

The Face of Success



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HUD's Center for Faith-based and Community Initiatives has been an active leader in President Bush's Faith-Based and Community Initiative. The Center conducts outreach, makes changes to HUD policies and programs that present barriers to grassroots organizations, initiates special projects, and responds to questions from faith-based and other organizations.

The Faith-Based and Community Initiative is making a difference in communities across America. President Bush and Secretary Jackson have made it clear that the Federal government and its programs need to be results-oriented. The only way we know whether our work has been successful is to see the extent to which it produces results in real lives and communities across America.

The Center has been producing results in its regulatory reform efforts, its responsiveness to faith-based and community organizations (FBCOs), its outreach to potential participants, and its special initiatives. Here are some examples of success from each of those areas.



Secretary of HUD Alphonso R. Jackson with President George W. Bush.

Regulatory Reform

The Center has worked tirelessly to remove the regulatory barriers that previously made it difficult for faith-based organizations to participate in HUD programs. As a result, faith-based organizations have found that HUD is a more welcoming place than in the past, and has more clearly articulated what groups rooted in faith can and cannot do with Federal funds. And in some cases, illustrated below, the new regulatory climate helped local officials resolve predicaments in which faith-based groups had found themselves.

SAFE HOUSE FOR BATTERED WOMEN AND THEIR CHILDREN, BATON ROUGE, LA

A state appointed official involved in decisions regarding the award of Federal dollars told Rev. Donna Blackburn in late 2003, “You are a very professional person and I have nothing against you. Your program is outstanding. I just don’t think Federal dollars should be used to fund a faith-based ministry.” Rev. Blackburn contacted HUD’s Center for Faith-Based and Community Initiatives. HUD had recently changed its regulations to remove burdensome and unnecessary restrictions to participation by faith-based groups in HUD’s programs. So the Center called the City of Baton Rouge and worked with them to make sure their contract language for CDBG funds reflected the changes. The City Council voted to grant Safe House \$40,000 in CDBG funding under the newly formulated contract.

THE SALVATION ARMY, JANESVILLE, WI

The City Council of Janesville, WI granted the Salvation Army \$250,000 in HUD’s HOME funds for the purchase and rehabilitation of a six-unit transitional housing facility, but under the condition that the Army not initiate voluntary religious activities on the site. The Salvation Army refused the money on those terms, because it had planned to offer voluntary religious activities in one of the six units. The city asked HUD to clarify the meaning of the new regulations in this situation. HUD explained that under the new regulations the city could allocate funds to the units to be used for transitional housing only, and that to prohibit all inherently religious activities would be inconsistent with the HOME regulations and undermine the Federal policy they reflect. Under HUD’s new regulations, the Salvation Army would be permitted to initiate voluntary religious activities in a unit of the facility not funded by Federal dollars. As a result of the guidance HUD provided, the City Council removed the restrictions it had placed on the Salvation Army’s funds.

Responsiveness to New Applicants

Sometimes faith-based and community organizations can feel overwhelmed at the possibility of winning a Federal grant, thinking it beyond their reach. In the stories that follow, four different organizations applied for four different kinds of grants and were successful. Each of them believes that the mere existence of the Initiative was an encouraging factor in their decision to apply.

GREATER FELLOWSHIP MINISTRIES, PINE BLUFF, AR

Bishop Esau Watson is an excited man, with every reason in the world to be excited. His church has just completed construction of Joshua Manor, a HUD Section 202 project with twenty units of housing for the elderly, including one unit for the visually impaired and one for the disabled. He felt encouraged to apply after contact with HUD's Memphis, TN and Little Rock, AR field offices, and was successful on the first go, winning over \$1,140,000. Other churches have taken notice, and the local neighborhood is revitalizing itself. As for Bishop Watson and the Greater Fellowship Ministries, they are looking to apply for funding to extend their abstinence program and to begin alcohol and drug rehabilitation services.



JC VISION AND ASSOCIATES, HINESVILLE, GA

Dana Williams-Ingram knew she had to help others solve the same kind of problems that she once faced. JC Vision and Associates was founded “to set the captive free from financial bondage.” They began by helping clients with tax and credit problems. Soon they added housing counseling. When they discovered high levels of housing discrimination in their communities — having expanded from one county to ten, at present — JC Vision and Associates applied

for and won a Fair Housing Initiatives and Program grant for \$99,998 in 2002, using it to educate some 580,000 persons directly or indirectly about their homeownership rights. In 2004, JC Vision became a HUD-certified Housing Counseling Agency and won a Rural Housing and Economic Development grant for \$398,028, in order to rehabilitate seven new units of housing and build two others in a nearby town. When asked how she found and won so many grants in so few years after establishing her program, Mrs.

Williams-Ingram smiled and said “internet searches and *Grants for Dummies*,” combined with strict adherence to their guiding principle of giving people financial vision. Those Google searches led Mrs. Williams-Ingram to HUD’s website (www.hud.gov), where she learned not only about relevant programs but also about HUD’s openness to faith-based and community organizations.



**ReCONSTRUCT, INC.,
NASHVILLE, TN**

Paul Morrison knew in August of 1997 that he was meant to start a ministry that worked with young people to provide basic home maintenance services for needy residents in Nashville and its surrounding counties. Although he had no prior professional experience in construction, he was convinced he had found his life's work and launched ReConstruct, Inc. He promptly started winning funding from his local government. Sensing last year that more was required, Chairman of the Board Ted McKnight, a mortgage banker, started talking with regional leaders beyond Nashville about their needs. The result? After only six years of existence, ReConstruct became a sub-grantee on a first-time HUD Rural Housing and Economic Development grant for \$400,000, to provide basic home repairs for families in Paris, TN, a town in upper West Tennessee some two and a half hours from Nashville. The grant was used to serve clients of Carey Counseling Center. This summer ReConstruct employed some 1600 youth volunteers from throughout the nation; next year they hope to increase that



number, and the number of clients served — all because Paul Morrison heeded a vision several years ago.



**C.A.S.A. (COLOMBIAN AMERICAN SERVICE ASSOCIATION),
MIAMI, FL**

Founded in 1994 to assist Colombian immigrants to southern Florida, C.A.S.A. is a community-based organization that seeks to secure the rights and promote the wellbeing of Hispanics through advocacy, education, and civic involvement. Services offered to all Hispanics include legal counseling, immigration assistance, information and referrals, family support, general assistance, education, and citizenship. Given the range of services C.A.S.A. offers, and the level of quality it seeks to offer its clients, finding new funding is always a priority. After several attempts to secure CDBG funds, C.A.S.A. was allocated \$40,000 in 2003 to help underwrite its I.C.A.R.E. family support program, which offers immigrants and their families high-quality immigration assistance, legal counseling and case management services. Executive Director Esperanza Martinez notes that the process was long and laborious but well worth the effort. HUD's Miami Faith-Based and Community

Field Liaison has been instrumental in helping C.A.S.A. and other faith-based and community organizations in Miami/Howard and Dade understand the possibilities and processes associated with winning Federal and other types of funding.



Grant-writing Training

The Center originally offered a series of free, two-day grant-writing sessions, expecting to train some 2,500 persons. The demand was so great, however, that the Center offered two rounds of training throughout the country. By the end of September 2004, the Center trained some 14,000 persons in successful grant-writing techniques, which FBCOs find useful whether pursuing public or private funds.

BREATH OF LIFE CHRISTIAN MINISTRIES, KAUAI, HI

Pastor Tom Iannucci is a can-do guy. A former US Marine and black belt martial artist and instructor, he is senior pastor of a ministry in Kauai with outreach to at-risk kids and young adults. While working early in 2004 on a grant proposal to the Vidinha Trust, he heard about HUD's Faith-Based and Community Initiatives' *The Art and Science of Grant-writing*. Based upon what he learned at the workshop two weeks before his proposal's due date, he rewrote the proposal. The result? A \$45,000 grant from the Vidinha Trust — the most the foundation has ever given to a church — to complete renovations in the facility they use for youth programs such as karate and self-esteem education, as well as for marriage and family counseling. He credits his success in winning the grant to the HUD training he received on how to write an effective grant proposal.



**PENN STATE COLLEGE OF AGRICULTURAL SCIENCES
COOPERATIVE EXTENSION IN SCHUYLKILL COUNTY,
POTTSVILLE, PA**

Yvonne Szparz, an Extension Educator in Family and Consumer Sciences, attended Grant-Writing Training in January 2004 in Philadelphia. She writes, "Because of this training and the confidence I gained, I submitted a proposal to Penn State's 2004 *Creating Health Mini Grant Program*. My proposal was entitled *Increasing Healthy Nutrition Choices by School Age Youth Participating in YMCA After-School and Summer Educational Programs*." She was awarded \$3,100 for the mini-funding period of April 1, 2004 through June 30, 2004, and hopes to pursue additional grants in the months to come.

**HI-TECH CHARITIES,
ST. LOUIS, MO**

Hi-Tech Charities in St. Louis, MO confronts the needs of today's low-income communities with solutions focused on tomorrow. The organization helps individuals and families gain the skills and resources needed to succeed in life, at school, and at work by grounding them in computer and other types of training needed to succeed in the 21st century, then helping them win jobs that move them ahead. In January 2004 its leadership attended HUD's grant-writing training, hoping to gain the capacity to apply for a YouthBuild grant and thereby expand Hi-Tech Charities' youth entrepreneurship activities. President Francis Onukwue writes that the training was "critically instrumental to our developing the competencies and level of sophistication required to design and articulate a high-quality" grant application. Hi-Tech Charities submitted its first-ever application for a HUD YouthBuild grant in the 2004 SuperNOFA cycle and received the good news in December 2004 that it had been awarded \$700,000. The grant will be used to train 60 young people in business, technological, and construction management skills, as they go about renovating 4 homes for low-income residents in the St. Louis community. Students win, future homeowners win, and St. Louis wins. High tech, high touch, and high desire all combine to create a highly successful project.

**SAINT CLAUDE AVENUE MERCHANTS ASSOCIATION,
DOWNTOWN NEIGHBORHOOD MARKET CONSORTIUM,
THE RENAISSANCE PROJECT, AND THE NEW ORLEANS ART EXCHANGE,
NEW ORLEANS, LA**

Since attending Grant Writing Training in August 2004, community builder Greta Gladney has applied for a wide variety of funding. She was one of a team of three grant writers for Urban Heart, Inc., an after-school program serving five elementary schools in New Orleans. While Urban Heart had already applied for the federally funded Carol White Physical Education Program, the training Greta received enabled her to manage the process



well and demonstrate accountability by conducting annual fiscal and programmatic audits. The result is \$849,000, to be awarded over three years to support health, physical education and nutrition programming to students and their parents. The training Greta received also enabled the Downtown Neighborhood Market Consortium to apply for \$420,000. It enables the St. Claude Merchants Association to employ eleven college interns, and to enjoy the support of their state representative, ACORN, UNO, Small Business Development Center and other programs as well. Greta has taken to heart not only the training but also the counsel she received: “You have not, because you ask not.” Now that the training has focused the way she asks, Greta believes that she will be able to raise \$35 million dollars to support programs in her community, and twice that amount in matching and in-kind contributions. Education plus faith in action leads to transformation, as Greta Gladney will happily attest.

Special Project: Reaching the Dream

Reaching the Dream was a 2004 Center initiative that provided technical assistance and homeownership training to faith-based and community organizations throughout the nation. The initiative worked in conjunction with other HUD efforts to meet President Bush's commitment to increase homeownership significantly in our country, bringing together faith-based and community organizations, financial institutions, local officials, and others to help first-time homebuyers. The initiative helped faith-based and community organizations gain the tools and resource materials needed to support future homeownership education and form partnerships with organizations and lenders necessary to succeed.



PROJECT LOVE, ALBUQUERQUE, NM

The pastors of Albuquerque's Believers' Center had a vision eight years ago to attend to their city's material as well as spiritual needs, and so they launched Project Love. One year later, Lupe Conley and her husband decided to participate in the project and bought a trailer they would use to fill with food to distribute. A year after that, Lupe found herself the volunteer executive director, managing 150-200 other volunteers four times a year, on four outreach days in different neighborhoods of the working poor. Through this Project, 4,000 people are served a year, receiving free food, new and used clothing, haircuts, blood pressure and diabetes screening, and basic dental care. Since Lupe thought, "if we can help them this way, maybe we can help them buy their own homes," Project Love participated in the Center's *Reaching the Dream* Initiative. Project Love serves Albuquerque neighborhoods with the highest percentages of foreclosures and the lowest entry prices. As a result of its participation in *Reaching the Dream*, it will help twenty families who are interested in doing more for themselves, helping them with credit, mortgage, and other forms of counseling.

More faces of success

The number and kinds of faith-based and community organizations serving others throughout our land are as varied as the locations and circumstances in which they serve. Some of them are established members of their communities. Some of them have recently emerged. Some of them have local reputations, and others have gained national attention for the excellence and scope of their work. Here are some examples.

MERCY HOUSING, EAGLE, ID

Persistence pays. Mercy Housing of Idaho, the Idaho affiliate of Mercy Housing, a national not-for-profit organization dedicated to creating and strengthening healthy communities, worked for several years at two landmark projects before actually winning HUD funding. The first project, Section 202 housing for the Elderly, was rejected twice before winning approval on the third attempt. The second project, an innovative Section 811 housing project for persons with disabilities, was in the works for ten years before it actually won funding. Mary Pridmore, former executive director involved with both projects, says that because of the complexity of these kinds of projects and because of the number of governmental, non-profit, and neighborhood stakeholders involved, for-profit developers don't have the time, ability or expertise to make these projects work. The projects require a faith- or mission-based organization that can work with all the stakeholders to devise a solution that truly develops and improves the community while serving those in need. That takes time. Sometimes, too, great applications are turned down, because a different kind of great application takes priority. There are so many factors affecting the grant-making process that sometimes even established, recognized programs are turned down. The lesson of Mercy Housing Idaho is clear: be persistent, hang on to your vision, get feedback on denied applications and make appropriate adjustments. Sooner or later you will succeed. If you take the time to plan it and present it right, the funds will come.



INTERFAITH HOSPITALITY NETWORK, SPOKANE, WA

The Interfaith Hospitality Network was founded in Union County, NJ in 1986 in order to provide shelter, meals, assistance, and compassion to families without homes. A group of churches provides physical shelter and sustenance to these families, supported by other area churches. The model has spread throughout the country. In Spokane, 24 supporting congregations assist 12 host churches in caring for 3-5 families over a three-month period. In



2001 The Network was awarded \$26,000 to fund its LifeSkills classes, which offer after-care support, information, advice, and real-life solutions to the real-life problems low-income families encounter as they move out of homelessness. Since 2002, 95% of families who have moved into housing are still at the same location. This is an incredible result, thanks to the good work of Sheila Morley and all who assist her. And as for the Network, its success with LifeSkills has prompted executive director Larry Stephenson to consider expanding the LifeSkills program to include a day care center for children of working parents and a transitional housing element for families needing additional support. In time they might even consider becoming a certified Housing Counseling Agency. One vision builds upon the other. Success builds upon success.

CLARE HOUSING, ST. PAUL, MN

Clare Housing's Chicago-based consultant informed them that with a little tweaking, a grant proposal they were concluding could be modified for HOPWA competitive funding. Executive Director Lee Lewis thought that they should give it a try. To everyone's delight, Clare Housing was awarded \$1.2 million in 2002 to construct Clare Apartments, a thirty-two unit complex that will provide supportive care for people living with HIV and AIDS. Low-income persons will rent most of the apartments, with

ten of the units set aside for homeless individuals. Twenty-eight of the units will operate under a HUD Section 8 Project-Based contract so tenants will pay, at most, one third of their income toward housing. The project is a great example of innovative mixed-use urban redevelopment: Clare Apartments will sit adjacent to the now-demolished bar depicted in the feature film *Fargo*, sharing the lot, and access to city services, with 8 new townhouses across from already existing public housing. Neighborhood leaders who were once opposed



to the project are now enthusiastic supporters, thanks to community meetings and respectful conversation. HOPWA chose Clare Housing because of the unique quality of its care for people living with HIV/AIDS, the skill with which the Apartments are being integrated into the fabric of the neighborhood, and the quality of its architecture. Clare Apartments is a great example of the old adage "you never know." As is so often the case, great design and planning along with tempered expectations led to a winning project.

FRANCISCAN OUTREACH ASSOCIATION, CHICAGO, IL

Franciscan Outreach Association, founded in 1963 by Fr. Phil Marquard, has been active in serving the homeless on Chicago's West Side. Its current emergency overnight shelter, the Franciscan House of Mary and Joseph, is housed in a converted mop factory. It is open every night of the year to 215 men and 35 women, who receive supper, breakfast, shower facilities, and attention from medical, mental health and substance abuse workers when they need them. Based upon their reputation for quality of service, the Director of the Chicago Housing for Health Program invited Franciscan Outreach to become an interim housing provider. Encouraged by the invitation, Franciscan Outreach decided to diversify into emergency, transitional, and supportive housing tracks. They applied for and won \$105,480 in Continuum of Care Supportive Services Only monies, to fund two full-time case managers and underwrite a portion of administrative expenses in serving approximately 66 individuals over the two-year lifetime of the grant. Executive Director Fr. Larry Janezic, OFM, has written, "...one can be tempted in the face of misery to give in to despair. But we can choose to promote hope in our world." At Franciscan Outreach, they are promoting hope, one person at a time.



THE WEINBERG CAMPUS, BUFFALO, NY

The Weinberg Campus is nationally and internationally acclaimed for its excellence in caring for the elderly. It provides various levels of care, from traditional nursing home services to home care programs. They assist with the daily activities of their members, paying attention to what Executive Director David Dunkelman calls its “four passions”: *listening* to the needs of residents; *demonstrating* eagerness to serve; *celebrating* creativity and innovation; and *showing* compassion, respect and dignity for all. The fruit of the Campus’ commitment to these

passions is the peace, calm, and joy in life that pervades all of its components. In 1993 the Campus was one of 5 national recipients for outstanding architectural design for the elderly. It was the first nursing home to receive the Peter F. Drucker award for non-profit innovation. In 2003 HUD awarded the Campus \$4.5 million of Section 202 Supportive Housing for the Elderly Program funding. By means of this grant, elderly residents of the greater Buffalo area who would otherwise have no access to the quality of care that the Campus offers will be able to live their lives in quiet dignity. They will have access to a full range of day programs in an environment designed to help them remain, and even become once again, active, engaged members of their community.



Conclusion

You have read for yourself a variety of stories about different kinds of organizations. Some of them are new, some are established, some are tied to larger organizations, and some are independent. They all have been successful in applying for grants that change peoples' lives. Some were successful on the first attempt. Others, including established programs, made multiple applications before winning their awards. They all share the following characteristics:

- ◆ A clear sense of what they are meant to do and the way they are meant to do it.*
- ◆ A drive and commitment to fulfill their missions in light of their organizational values.*
- ◆ Persistence in the face of whatever obstacles may present themselves.*

President Bush's Faith-Based and Community Initiative is committed to results. One of the best ways to get results in Federal programs is to ensure that the most effective organizations, whatever their size, are able to compete for Federal resources. Through the FBCI, results-oriented faith-based and community organizations that formerly felt shut out of Federal funding opportunities are now competing on a level playing field. HUD welcomes more of these organizations to join them in competing for funds that serve their communities.

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