



Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler  
Coach Teacher Mentor  
Advocate Investor Enhancer  
Bridge Builder Convener  
Enabler Connector Mobilizer  
Equipper Catalyst Mentor  
Advocate Investor Bridge  
Builder Convener Trainer  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler

that can mediate their interface with the public sector; and third, not nearly enough is currently known, by policymakers, the faith community, and philanthropists, about intermediary organizations that can fulfill these vital functions.

Thus, the Faith in Communities initiative launched a year-long study to identify representative intermediaries in the faith community and learn more of what they do, why it matters, and how it could be improved. Much of our task was to document—with specificity and “thick description”—the “value-added” intermediaries bring to the arena of faith-based social action. Ours was a modest investigation, shaped by the funder’s desire for a focus on a small but representative number of Christian intermediaries. We examined twenty-two primarily local intermediaries that collectively serve an impressive 8706 ministries around the country.

### Intermediaries in Current Public Policy

During the course of our project, we were gratified to see intermediaries become a hot topic of discussion among Washington, D.C. policymakers. On April 17, 2002, for example, the Department of Labor announced a “Solicitation for Grant Applications” from states, intermediary organizations, and small faith-based and community-based nonprofits that could help the Department to achieve its objective of increasing collaboration between One Stop Centers and the faith community. The Department will be awarding \$5 million dollars to intermediary organizations “with connections to grassroots faith-based and community organizations with the ability to connect those organizations to the nation’s workforce development system.” In addition, the 2002 “Charity Aid, Recovery, and Empowerment Act” (CARE), co-sponsored by Senators Lieberman and Santorum, includes a section specifically permitting government contracting via “intermediate grantors” who would then be authorized to award contracts or subgrants with nongovernmental agencies to provide social services. This

legislation is currently pending. On June 7, 2002, one of President Bush’s original desires for the faith-based initiative found expression in the *Federal Register*. A \$30 million dollar “Compassion Capital Fund” was outlined, to be supervised by the Administration for Children and Families at the U.S. Department of Health and Human Services (HHS). Nearly \$25 million will be earmarked for “intermediary organizations to provide technical assistance and make sub-awards to help the faith-based and community-based organizations that they assist to replicate or expand best practices and model programs in targeted areas.”

Clearly, federal policymakers active in the social service arena are giving serious attention to the unique and important role of intermediary organizations—particularly faith-based intermediaries. Nonetheless, they currently possess an incomplete understanding regarding the specific nature of such groups, and our hope is that this study will begin to expand public comprehension and appreciation of intermediaries. As government officials and taxpayers consider the reauthorization of the federal welfare reforms of 1996 and the great challenges of helping low-income families to climb out of poverty and distressed neighborhoods to achieve new levels of health, many will be looking to FBOs and congregations to do even more community-serving work. Thus, this examination of how intermediaries build capacity among these grassroots healers is particularly timely.

### Study Methodology

We employed a three-part strategy in our investigation of faith-based intermediaries. First, we convened leaders of the intermediary organizations for two, day-long roundtable discussions (one at the outset of the study and one near the end). Second, we conducted an in-depth mail survey of twenty-two intermediary organizations chosen on the basis of their geographic diversity and organizational variety. Supplementary to the survey, we conducted brief telephone interviews



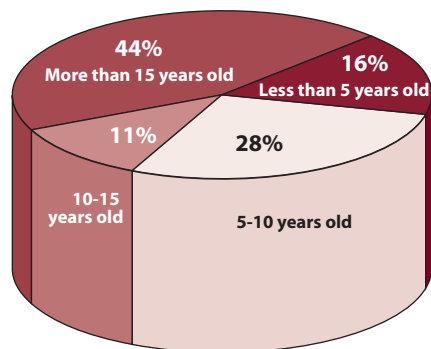


Trainer Connector Mobilizer  
 Equipper Catalyst Enabler  
 Coach Mentor Advocate  
 Investor Enhancer Bridge  
 Builder Convener Trainer  
 Connector Equipper Mobilizer  
 Enabler Enhancer Advocate  
 Investor Mentor Bridge  
 Builder Convener Trainer  
 Connector Mobilizer Equipper  
 Catalyst Enabler Coach  
 Mentor Advocate Investor  
 Enhancer Tutor Bridge  
 Builder Convener Trainer  
 Mobilizer Equipper Catalyst  
 Enabler Coach Teacher  
 Mentor Advocate Investor  
 Convener Bridge Builder  
 Trainer Connector Mobilizer  
 Equipper Catalyst Enabler  
 Tutor Convener Trainer  
 Connector Equipper Catalyst  
 Enabler Coach Advocate  
 Investor Enhancer Convener  
 Tutor Bridge Builder Trainer  
 Connector Tutor Mobilizer  
 Equipper Catalyst Enabler  
 Coach Teacher Mentor  
 Advocate Investor Enhancer  
 Bridge Builder Convener  
 Enabler Connector Mobilizer  
 Equipper Catalyst Mentor  
 Advocate Investor Bridge  
 Builder Convener Trainer  
 Bridge Builder Convener  
 Trainer Connector Mobilizer  
 Equipper Catalyst Enabler  
 Coach Mentor Advocate  
 Investor Enhancer Bridge  
 Builder Convener Trainer  
 Connector Equipper Mobilizer  
 Enabler Enhancer Advocate  
 Investor Mentor Bridge  
 Builder Convener Trainer  
 Connector Mobilizer Equipper  
 Catalyst Enabler Coach  
 Bridge Builder Convener  
 Trainer Connector Equipper  
 Catalyst Enabler Coach  
 Mentor Advocate Investor  
 Enhancer Tutor Bridge  
 Builder Convener Trainer  
 Mobilizer Equipper Catalyst  
 Enabler Coach Teacher  
 Mentor Advocate Investor  
 Convener Bridge Builder  
 Trainer Connector Mobilizer  
 Equipper Catalyst Enabler  
 Coach Mentor Advocate  
 Investor Enhancer Bridge  
 Builder Convener Trainer  
 Connector Equipper Mobilizer  
 Enabler Enhancer Advocate  
 Mentor Bridge Builder  
 Convener Trainer  
 Trainer Connector Mobilizer  
 Equipper Catalyst Enabler  
 Tutor Convener Trainer  
 Connector Equipper Catalyst  
 Enabler Coach Advocate  
 Investor Enhancer Convener  
 Tutor Bridge Builder Trainer  
 Connector Tutor Mobilizer  
 Equipper Catalyst Enabler

newcomers, having launched their intermediary services within the past five years (see Figure C).

**FIGURE C  
 AGE OF INTERMEDIARY ORGANIZATION**

Less than 5 years old	16%
5-10 years old	28%
10-15 years old	11%
More than 15 years old	44%

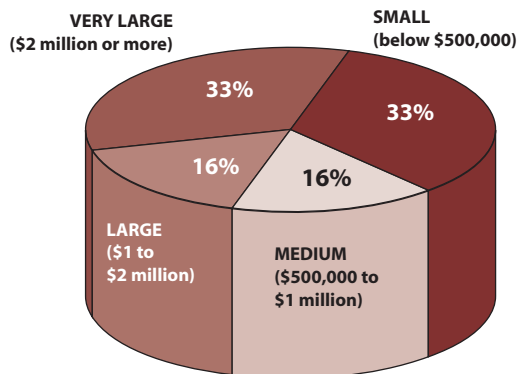


Source: Hudson Institute Strategic Intermediaries Survey, 2002

About one third of the intermediaries possess significant budgets, topping \$2 million dollars annually. Yet another third do their work from a modest resource base of under \$500,000 per year (see Figure D).

**FIGURE D  
 BUDGET SIZE OF INTERMEDIARY ORGANIZATION**

Very Large (\$2 million or more)	33%
Large (\$1 to \$2 million)	16%
Medium (\$500,000 to \$1 million)	16%
Small (below \$500,000)	33%



Source: Hudson Institute Strategic Intermediaries Survey, 2002

The questionnaire also probed the issue of the religiosity of the intermediaries. A plurality (44 percent) ranked themselves as “moderately” religious, while 28 percent reported their religiosity as “high” and 22 percent as “low” (see Figure E).

**FIGURE E  
 RELIGIOSITY OF INTERMEDIARY**

“Describe the centrality of religious practices to your organization.”

<b>HIGH</b> (incorporate worship, scriptural teaching, and/or evangelism to programs)	28%
<b>MODERATE</b> (some programs incorporate religious instruction, others do not)	44%
<b>LOW</b> (we are a faith-friendly organization but our programs incorporate no religious instruction)	22%

Source: Hudson Institute Strategic Intermediaries Survey, 2002

We were also curious to learn more about the constituent ministries served by the intermediaries. Were these groups mainly focused on evangelism, discipleship, and individual training/empowerment programs or on more “structural” approaches to fighting poverty, such as advocacy or housing development? We discovered that the constituent ministries’ approach to community work is holistic; they employ multiple strategies for fighting poverty, as indicated in Figure F.

**FIGURE F  
 STRATEGIES OF CONSTITUENT MINISTRIES IN FIGHTING POVERTY**

“How would you characterize the philosophy or method of fighting poverty employed by the organizations you serve?”

PHILOSOPHY	%
<b>TRAINING, EDUCATION</b> (they provide necessary skills, knowledge, and practices to help individuals with employment and access to opportunity)	78%
<b>CHARACTER, SPIRITUAL GROWTH, PERSONAL EMPOWERMENT</b> (they empower/disciple individuals to overcome personal barriers, harmful habits)	78%
<b>COMMUNITY DEVELOPMENT</b> (they engage in economic development such as affordable housing, business incubation and development, neighborhood revitalization, and so on)	61%
<b>SUPPORTIVE SERVICES</b> (they provide services such as child care, health care, transportation, utilities assistance)	61%
<b>ADVOCACY</b> (they organize, lobby, and effect change through elected officials and the design of public initiatives)	33%
<b>ACCESSING PUBLIC, PRIVATE SERVICES</b> (they connect people to services for which they are eligible)	28%

Source: Hudson Institute Strategic Intermediaries Survey, 2002

## **Houston's Advocate: The Center for Renewal**

Founded just five years ago, the Center for Renewal (CFR) has already helped to train and equip 165 frontline ministries in Houston. Many of these are unsung heroes, tiny grassroots agencies "under the radar screen" of the media, policymakers, and the philanthropic world. But because CFR has been telling their stories and connecting them to the "well-resourced" of the city, these points of light are no longer invisible. Remarkably, with its modest budget of just \$150,000 annually, CFR has helped these grassroots community healers to garner over \$1 mil-

lion in new grants. That's a 600 percent rate of return! An Hispanic drug rehabilitation ministry, a unique suburban-urban congregation, and an African-American urban youth ministry are just three organizations CFR has championed, connected to new volunteers and increased resources, equipped with new tools, and assisted with board development. The agencies' enhanced capacity has translated into better programs and a broader reach; in short, to improved outreach and services to greater numbers of vulnerable citizens.

## **Some Snapshots of Faith-Based Intermediaries**

### **New York City's Teacher: JUDAH International**

Founded in 1996, JUDAH International, Inc. is building capacity among approximately 22 congregations and faith-based nonprofits in Brooklyn to strengthen families and communities. JUDAH provides both technical assistance and fiscal oversight and management. A "blended" intermediary, JUDAH provides direct services among the poor itself while also garnering public dollars on behalf of its frontline ministry partners. In keeping with its central mission—to foster the stability of communities through local neighborhood economic development, outreach, and support—JUDAH serves as a lead intermediary in an innovative consortium of FBOs, government, and private industry in New York City's "charitable choice demonstration

project." JUDAH assists churches and FBOs in operating job readiness and training/placement programs for welfare recipients within designated communities. Through the demonstration project, JUDAH and its constituent ministries reach out especially to individuals who have been sanctioned under the welfare reform rules, helping them to address the problems that led to the sanction. JUDAH's own model of effective, holistic ministry among struggling families and its work teaching other frontline congregations how to do such work has earned the ministry kudos from HUD—it received the "Building a Better Tomorrow" Best Practice Award in 1999. Together, JUDAH and its partners have brought hope and transformation among 1587 families.

### **Fort Worth's Enhancer: Cornerstone Assistance Network**

As a "blended" intermediary, Cornerstone Assistance Network (CAN) provides both direct services among the poor and intermediary services that assist frontline FBOs. CAN enhances the social safety net of Fort Worth by providing services and resources to the poor that small churches and ministries cannot. But it is also teaching such groups, by example, how to take on increased community ministry and accomplish real transformation among struggling families. Cornerstone is building capacity—especially in

the area of homeless services—in a variety of faith-based and secular, community-based organizations. It does so through informal training, intentional networking and professional development, modeling of innovative practices, and re-granting of private foundation dollars. And CAN has not only served Fort Worth: it has helped visionaries in Oklahoma City and Tulsa to launch their own Cornerstone ministries, reaching hundreds more at-risk families.

### Los Angeles' Coach: The United Methodist Urban Foundation

This agency, and the sister intermediary it largely finances, the Urban Leadership Institute (ULI), is training congregations and FBOs for effective urban ministry in L.A.'s incredibly multi-ethnic context. The Foundation has successfully garnered \$1.4 million dollars in private funding, 95 percent of which it has re-granted to a variety of small, frontline churches and FBOs. Elderly Koreans and at-risk Hispanic boys are just two populations better off because of such investments. The Foundation has funded and mentored leaders at the Koreatown Senior Center and the Pico Union Shalom Zone, enabling these small FBOs to launch new services in their neighborhoods. The ULI is coaching churches for multi-ethnic ministry and collaboration. Its "conflict transformation skills" are now known by some 1000 faith leaders throughout the city, who are putting them to work in neighborhoods like Hollywood-Wilshire. This community is perhaps the most ethnically and culturally diverse two square miles in all of America.

### Fresno's Catalyst: One by One Leadership

This "equipping connector," staffed by a talented inter-racial team, has been in the forefront of dramatic positive changes in urban Fresno over the past two decades. It has built capacity in twenty-five FBOs throughout the city; trained 4100 volunteers from 62 congregations for active outreach ministry; and most importantly, regularly "cross-pollinated" hundreds of civic, government, and faith leaders. That bridge building has led to numerous multi-sector initiatives that are solving problems no one institution, acting alone, could. Here's just one example: Care Fresno. This program has joined police, churches, and property managers together to fight crime. Churches "adopt" low-income apartment complexes where owners give them a free unit. The churches develop a variety of on-site services for residents (tutoring for kids and job training for adults, for example). Police step up protection in the target communities. Today, 25 complexes housing 10,000 people in Fresno are serviced by this partnership, which has helped to reduce crime by a remarkable 65 to 70 percent in these communities.

## Some Snapshots of Faith-Based Intermediaries

### Pittsburgh's Investor: The Pittsburgh Leadership Foundation

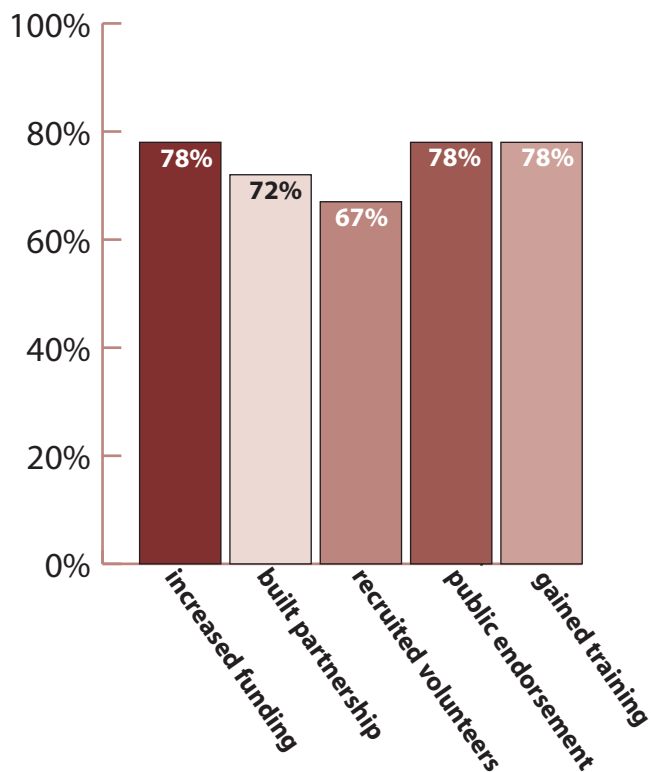
Over the past quarter century, Pittsburgh Leadership Foundation (PLF) has raised and disbursed over \$100 million in creating and seed-funding new initiatives to address educational, health care, and economic development challenges in the city of steel. PLF has incubated numerous new nonprofits, which are now active in everything from free health care for the indigent to community development in blighted neighborhoods to campaigns to protect women and children from the exploitation of pornography. PLF's passion is for citywide collaboration and change. Through its Pittsburgh Youth Network, PLF sponsors training, retreats, citywide gatherings, and networking meetings, directly impacting the scope and scale of outreach in more than 400 churches and youth-serving organizations.

Through City as Parish, PLF has helped thousands of church-goers to discern their unique talents and catch a vision for putting those to work to bless the city. Staff estimate that approximately 60 ministries and projects (not all faith-based) have been directly impacted by the influx of equipped lay people from churches participating in City as Parish. Additionally, PLF's "Community Storehouse" is leveraging over \$12 million of real property goods that are used in the frontline ministries of the 170 members of the Storehouse. This intermediary is also active in advocacy, having helped to form CLEAR, a coalition of faith-based, government, and secular agencies working together to address the challenge of drug addiction through both treatment innovation and public policy reforms.

## Analysis: Top Ten Findings

1) **Intermediary organizations currently make enormous contributions to the scope, scale, and effectiveness of grassroots, faith-based social service agencies, and often do so at low cost.** The study uncovered substantial, measurable evidence of the “value-added” provided by intermediaries to these frontline groups (see Figure G). Intermediary organizations have assisted grassroots FBOs in obtaining millions of dollars of funding they most likely otherwise would not have secured. Intermediaries have connected frontline groups to new sources of volunteers and in-kind donations. Intermediaries have provided grassroots leaders with relevant, accessible training and technical assistance they otherwise would not have gained. And intermediaries have increased the public exposure of grassroots groups’ work, winning them public recognition, endorsements, and media coverage.

**FIGURE G**  
**IMPACT OF INTERMEDIARY SERVICES**  
Benefits to Constituents Arising from Intermediary Organizations’ Assistance



Source: Hudson Institute Strategic Intermediaries Survey, 2002

- 2) **Much of the most important work being done by intermediaries is intangible, relating to the mentoring and encouragement they provide to grassroots leaders.** Frequently, frontline ministry staff reported that the most important help they had received from an intermediary was coaching, advice, or “moral support.” Though unable to put a dollar figure on this form of aid, many related anecdotes specifying how an intermediary leader’s advice or intervention solved a key problem, led to a “visioning breakthrough,” saved the grassroots group from making a critical error, or decisively influenced the design of a program or service.
- 3) **Faith-based intermediaries are making a unique contribution to capacity building among grassroots FBOs.** Although some of the specific services offered by intermediaries are also provided by secular agencies (such as basic training in how to establish a 501c3 non-profit or how to design a strategic plan), grassroots leaders reported that they often did not know how to obtain the secular groups’ training or that they could not afford the fees charged. Moreover, the leaders emphasized that the intermediaries’ workshops were more relevant to them as faith-based agencies. They also reported that they found the faith-based intermediary leaders accessible. They felt comfortable telephoning or “dropping in” on these leaders in a way that they did not with secular training/technical assistance organizations.
- 4) **Relatedly, the intermediaries we examined are intensively engaged with their constituent ministries, often working with them on a weekly basis for over a year.** The technical assistance many of the intermediaries provide goes far beyond the occasional seminar or workshop. Intermediary leaders meet regularly with constituents, help to design programs and services, often provide financial management, and sometimes serve on the boards of directors of the frontline ministries

Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investo  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler  
Coach Teacher Mentor  
Advocate Investor Enhancer  
Bridge Builder Convener  
Enabler Connector Mobilizer  
Equipper Catalyst Mentor  
Advocate Investor Bridge  
Builder Convener Trainer  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer



they assist. Some intermediaries not only taught grant-writing skills but composed actual grant applications on behalf of their constituents. Others facilitated board retreats and strategic planning meetings for their constituents and/or participated “hands on” in program evaluations.

**FIGURE H  
INTENSITY OF ENGAGEMENT WITH  
CONSTITUENTS**

“Typically, how long do you work with your constituents (i.e., the ministries you assist?)”	
<b>Long Term (two or more years)</b>	<b>50%</b>
<b>Both mid term (one to two years) and long term</b>	<b>33%</b>
<b>Short term (less than a year)</b>	<b>16%</b>
“On average, how frequently do you meet with, get together with, provide services to, etc., your constituents?”	
<b>Weekly</b>	<b>44%</b>
<b>Monthly</b>	<b>28%</b>
<b>Weekly with some; monthly with others</b>	<b>11%</b>

Source: Hudson Institute Strategic Intermediaries Survey, 2002

5) **The intermediaries we studied are making a highly significant contribution among front-line ministries that are relatively small, young, or administratively immature.** They are adding less value to constituent organizations that are larger and more experienced. Much of the training and technical assistance provided by the intermediaries was of the “basic ABCs” type—grant-writing, board development, mission definition. Leaders from fledging grassroots ministries reported that intermediary staff provided them with much “hand-holding” and practical guidance on a wide range of issues and concerns. For leaders of ministries that were more than two years old, the intermediaries’ contributions

were more narrow—for example, a particularly helpful workshop or assistance in obtaining a key introduction to a funder that resulted in a successful grant application.

6) **The charismatic personalities and zeal of the individual leaders of the intermediary organizations are key factors in the level of impact the intermediaries are making.** In sports terminology, some of the intermediaries examined lack a “bench” beyond the founder or current leader. This person was highly successful in building the network of personal relationships and credibility that made the intermediary such a valuable repository of information and connections. In the absence of this individual, it is unclear whether the intermediary as an institution would have “staying power” and continued influence.

7) **Many of the intermediaries have experience in re-granting to or subcontracting with grassroots FBOs, and very many (89%) are willing to play the role of a publicly funded financial intermediary.** Nearly two-thirds of the groups we studied were currently serving as financial intermediaries or had had experience doing so in the past. About a third of these reported facing some challenges in playing this role—stemming sometimes from the original granting foundation and sometimes from the sub-grantee. Most had re-granted private foundation dollars, though a few had served as fiscal agents in publicly funded grants or contracts.

**FIGURE J  
INTERMEDIARY TYPE: FINANCIAL OR  
NON-FINANCIAL?**

“Are you a financial intermediary, i.e., do you receive funding that you pass through to your constituents for services they provide?”

<b>Yes</b>	<b>61%</b>
<b>No</b>	<b>39%</b>

Source: Hudson Institute Strategic Intermediaries Survey, 2002





line FBOs, then intermediaries with genuine connections to the grassroots must be identified. Many organizations may have the capacity to serve as intermediaries and to manage federal grants. But which organizations have credibility in the faith community and a track record of engagement with the kinds of FBOs most deserving of support? What criteria do public officials need to establish to help them distinguish between authentic and inauthentic intermediaries? One suggested at our second roundtable was that national intermediaries show a track record of assisting, nurturing, or accrediting local intermediaries, whose own credibility is demonstrated in the solid relationships of trust they have built with their constituents and the measurable difference they have made in enhancing those constituents' effectiveness and sustainability.

- 2) **Encouraging private funding of intermediaries.** If public officials are enthusiastic about the prospects of using government funding of intermediaries to multiply the effectiveness of FBOs, they may be able to persuade private philanthropy to do the same. Already the Center for Faith-Based and Community Initiatives at HUD plans to sponsor some conferences engaging private donors in discussions about the productive role of intermediaries; other Cabinet Centers may want to follow suit or otherwise use their “bully pulpits” to showcase the positive role of faith-based intermediaries.
- 3) **Identifying and addressing public policy barriers hindering the work of faith-based intermediaries.** At our second roundtable, a group of intermediary representatives and Washington policymakers took up the question of barriers. Two primary ones were highlighted. The first is the challenge of educating both public officials and FBOs about what activities are permissible under government contracts. The charitable choice guidelines help begin to define this, acknowledging the

right of faith-based agencies to maintain their religious character while also prohibiting them from spending public funds for purposes of sectarian worship, instruction, or proselytization (private money, though, can be employed for these purposes). But further guidance is needed. The second concerns how policymakers can balance two potentially competing objectives. On the one hand, public officials are eager to reach out to a diversity of groups in the faith sector, in sync with the religious pluralism of America. Faith-based initiatives, in short, should be inclusive. On the other hand, government desires to invest resources based on impact and effectiveness, seeking to maximize the “return on investment” of taxpayer funds, measured in terms of changed human lives. In any particular context, a set of specific FBOs or houses of worship may be particularly efficacious or strategically positioned to make a significant positive impact. Failing to invest in such groups simply because one faith tradition may dominate appears unwise.

### Questions for Intermediary Leaders

Finally, intermediary organizations themselves have some questions to consider in light of potential new opportunities in publicly funded initiatives. These include, among others:

- 1) **The question of representation**  
Should faith-based intermediaries form a consortium to represent their interests in Washington? There are likely to be multiple funding opportunities from a variety of federal government agencies. As accessing such funding is new to many faith-based intermediaries, there may be a need for an information-gathering and relationship-building entity that can keep intermediaries abreast of specific funding opportunities and build the relationships with agency personnel (e.g., assistant secretaries, contracting officers) that are often necessary to maintain competitiveness.

## 2) The question of partnership

Already various large, national nonprofits (secular and faith-related) with experience in government contracting have positioned themselves for involvement in the funding of various faith-based initiatives. Intermediary organizations may wish to consider dialoguing with such groups (e.g., Big Brothers/Big Sisters, Points of Light Foundation, Catholic Charities, National Crime Prevention Council, Salvation Army) about possible joint proposals and/or subcontracting opportunities.

## 3) The question of distinctiveness

In positioning themselves for potential partnership opportunities, faith-based intermediaries will face competition. They will need to define clearly and articulate persuasively in the public square what their unique strengths and capabilities are.

## 4) The question of replication

One of the tentative conclusions of this research, emerging largely from the case studies, is that intermediaries work best at a city scale. This is a target large enough to engage the broad vision of intermediaries (a community building paradigm rather than exclusive focus on service-building paradigms) yet small enough to facilitate the deep relationships genuine intermediaries build with their constituent ministries. This implies that, in expanding the work of intermediaries around

the country, the strategy of growing a city-focused intermediary into a regional or state-focused organization is not as attractive as a strategy of creating additional city-focused intermediaries.

## Conclusion

At the concluding event of our the Intermediaries Study, Bobby Polito, the Director of HHS's Center for Faith-Based and Community Initiatives, asserted that intermediaries can become the "engine" of the national faith-based initiative, driving a robust, broad-scale investment in grassroots groups that will dramatically increase their scope and effectiveness. President Bush speaks often and compellingly of our neighbors in America who live in the shadows of prosperity. Grassroots FBOs and community-based agencies are bringing light and hope to such citizens, but are limited in their reach and often beset by challenges outweighing their resources. Faith-based intermediary organizations are effectively coming alongside such groups, empowering them to do their good work even better. Significant public and private investment in intermediaries can enable them to equip community healers for "going to scale," expanding the breadth and depth of interventions that lead to changed human lives. That intermediaries are deserving of such increased investments seems clear from this first in-depth examination of their unique and strategic work.

*Dr. Sherman is a Senior Fellow of Hudson's Welfare Policy Center and Director of the Faith in Communities initiative.*



HUDSON  
INSTITUTE

Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investo  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler  
Coach Teacher Mentor  
Advocate Investor Enhancer  
Bridge Builder Convener  
Enabler Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler



Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler  
Coach Teacher Mentor  
Advocate Investor Enhancer  
Bridge Builder Convener  
Enabler Connector Mobilizer  
Equipper Catalyst Mentor  
Advocate Investor Bridge  
Builder Convener Trainer  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enabler Enhancer Advocate  
Investor Mentor Bridge  
Builder Convener Trainer  
Connector Mobilizer Equipper  
Catalyst Enabler Coach  
Bridge Builder Convener  
Trainer Connector Equipper  
Catalyst Enabler Coach  
Mentor Advocate Investor  
Enhancer Tutor Bridge  
Builder Convener Trainer  
Mobilizer Equipper Catalyst  
Enabler Coach Teacher  
Mentor Advocate Investor  
Convener Bridge Builder  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Coach Mentor Advocate  
Investor Enhancer Bridge  
Builder Convener Trainer  
Connector Equipper Mobilizer  
Enhancer Advocate Mentor  
Bridge Builder Convener  
Trainer Connector Mobilizer  
Equipper Catalyst Enabler  
Tutor Convener Trainer  
Connector Equipper Catalyst  
Enabler Coach Advocate  
Investor Enhancer Convener  
Tutor Bridge Builder Trainer  
Connector Tutor Mobilizer  
Equipper Catalyst Enabler



HUDSON  
INSTITUTE

The full study report, *Empowering Compassion: The Strategic Role of Intermediary Organizations in Building Capacity Among and Enhancing the Impact of Community Transformers*, will be available soon. Watch for it on-line at:

[www.hudsonfaithincommunities.org](http://www.hudsonfaithincommunities.org)

Once published, the full report will be available for purchase for \$20 from Hudson Institute's Faith in Communities office (call 434-293-5656).

*The Intermediaries Project was underwritten by a generous grant from the Burning Bush Two Fund of Leadership Network.*

---

**Faith In Communities**  
*A Hudson Institute Initiative*  
757 King St.  
Charlottesville, VA 22903

NONPROFIT ORG. U.S. POSTAGE PAID PERMIT NO. 07968 INDIANAPOLIS, IN
---