



**COMMONWEALTH OF VIRGINIA
DEPARTMENT OF SOCIAL SERVICES**

October 1, 2005

TO: The Honorable Mark R. Warner

and

The General Assembly of Virginia

The Department of Social Services (Department) is charged in § 63.2-703 of the *Code of Virginia* with reporting on a regular basis to the Governor and the General Assembly on “the fulfillment of the Department’s responsibilities related to faith-based and community initiatives.” The attached report outlines the 2004-2005 activities and accomplishments related to these responsibilities.

The Department began implementing the Virginia Faith-Based and Community Initiative in July 2002. Since that time this initiative has been instrumental in creating new partnerships between public agencies and grassroots community and faith-based organizations to help address locally identified social needs. Additionally, through the training and technical assistance offered to community organizations to strengthen their capacity to provide outcome based services, an expanded network of resources to assist those in need is being developed.

In implementing the Virginia Faith-Based and Community Initiative, the Department has established an initiative that is recognized nationally as a model for collaboration and capacity building and for supporting families and strengthening Virginia’s communities.

Respectfully submitted,

A handwritten signature in black ink that reads "Anthony Conyers, Jr." with a stylized flourish at the end.

Anthony Conyers, Jr.
Commissioner

**REPORT ON THE VIRGINIA FAITH-BASED
AND COMMUNITY INITIATIVE**

**Virginia Department of Social Services
October 1, 2005**

**REPORT ON THE VIRGINIA FAITH-BASED
AND COMMUNITY INITIATIVE**

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**REPORT ON THE VIRGINIA FAITH-BASED
AND COMMUNITY INITIATIVE
OCTOBER 1, 2005**

Executive Summary

Section 63.2-703 of the *Code of Virginia* charges the Department of Social Services (Department) with providing leadership and coordination for Virginia's Faith-Based and Community Initiative (FB&CI) and to report on a regular basis to the Governor and the General Assembly on the fulfillment of the Department's responsibilities.

Since establishment of the initiative by the 2002 General Assembly, over 2,500 representatives of community and faith-based organizations have received training and technical assistance to strengthen their organizational effectiveness. FB&CI activities and accomplishments during 2004-2005 include the following:

- Expansion and enhancement of the FB&CI website. An events calendar has been added, resource links expanded and new technical assistance information included. Also, real-time updates can now be made to the searchable on-line resource directory and a FB&CI specific email address has been established (faithbased.initiative@dss.virginia.gov).
- Design and distribution of a quarterly E-newsletter. The E-newsletter includes information on building organizational capacity, delivering effective services, funding and other resource information. Additionally, community and faith-based organizations may submit for inclusion in the newsletter relevant articles or announcements that could be helpful to others.
- Revision and expansion of the printed technical assistance guide for use by organizations considering partnerships with public agencies that includes the most current resources available. This technical assistance guide has been made available on-line as well.
- Development of an organizational assessment tool for use in determining the type of training and technical assistance most needed by a community or faith-based organization.
- Survey of local departments of social services and community action agencies to gather information on local unmet social service needs and on successful partnerships with community based organizations.
- Expansion of public/partnerships to address local community needs.
- Continuation of training and technical assistance to community and faith-based organizations and to liaison staff in other agencies, local departments of social services and community action agencies.

REPORT ON THE VIRGINIA FAITH-BASED AND COMMUNITY INITIATIVE

Study Mandate

The *Code of Virginia* directs the Department to carry out the following faith-based and community initiative responsibilities:

§ 63.2-703. *Faith-based and community initiatives; responsibilities of Department.*

A. The General Assembly finds that faith-based, volunteer, private and community organizations make significant contributions to the welfare of our society and constitute an underutilized and underrepresented reservoir of assistance for social programs, and special efforts to increase utilization of faith-based, volunteer, private and community organizations will enhance the Commonwealth's ability to carry out human welfare programs. To carry out these initiatives, the Department of Social Services shall have the following responsibilities:

- 1. Lead and facilitate meetings as necessary, with faith-based, volunteer, private and community organizations for the purpose of sharing information to help carry out human welfare programs in Virginia;*
- 2. Encourage conferences and meetings at the community level for faith-based, volunteer, private and community organizations, as needed;*
- 3. Provide procurement and funding information to faith-based, volunteer, private and community organizations, as needed;*
- 4. Provide information regarding faith-based and community initiatives and other information the Department may deem appropriate, to faith-based, volunteer, private and community organizations, and other state agencies whose missions may be enhanced by increased awareness of such initiatives and information;*
- 5. Encourage the development and maintenance of a statewide network of local liaisons to assist in the dissemination of information and assistance;*
- 6. Develop a statewide list of available faith-based, volunteer, private and community organizations. Such statewide list shall be made available to the public through the Department's website;*
- 7. Obtain information concerning faith-based, volunteer, private and community organizations in other states;*
- 8. Conduct a survey of local departments of social services, community action agencies, and other appropriate entities by July 1, 2004, to collect information on unmet social service needs of Temporary Assistance to Needy Families recipients;*

9. Make regular reports to the Governor and General Assembly on the fulfillment of the Department's responsibilities related to faith-based and community initiatives; and

10. Perform such other duties as the Department deems appropriate.

B. Nothing in this section shall imply or be inferred to mean that additional federal or state funds will be available for these purposes or that contractual preferences will be given to such organizations other than past or potential performance standards utilized under the Virginia Public Procurement Act (§ 2.2-4300 et seq.).

Introduction

This is the second report to the Governor and General Assembly on the status of Virginia's Faith-Based and Community Initiative. Virginia's current Faith-Based and Community Initiative program (FB&CI) builds on past grassroots community service efforts by focusing on three goals:

- Strengthen the capacity of community and faith-based organizations to deliver services and partner with public agencies
- Broaden the State's pool of service providers
- Eliminate barriers to collaboration between public agencies and community grass roots and faith-based organizations

Background

Created in 2002 by the Virginia General Assembly, the FB&CI has provided a new opportunity for public agencies and community charitable organizations to examine the ways in which they can collaborate. Churches, mosques, synagogues and faith-based nonprofits have historically played a vital role in the delivery of social services at the community level throughout the Commonwealth. Many community-based and faith-based organizations provide clothing, medicine, eyeglasses, dental assistance, and transportation; work with ex-offenders and their families; help with emergency fuel and other utilities; assist with job readiness and training or serve as mentors and tutors for children.

While government has a responsibility to help those in need, it can be more effective through collaboration with private, community-based and faith-based organizations, especially when together they focus on outcome based service delivery. In recent years following the implementation of the 1996 federal welfare reform legislation, federal agencies have emphasized and encouraged collaboration between public agencies and community based service providers. This, coupled with the Assembly's creation of a FB&CI at the state level, has created an opportunity for government and the nonprofit and faith-based community to work together to address critical social issues facing our communities.

The first step in building on this new opportunity was public education. Because of the emphasis on faith-based and community initiatives at the federal level, there was significant media coverage. However, this coverage was not always accurate and in the first two years of

the FB&CI, the emphasis was on educating representatives of public agencies and community and faith-based organizations on what the initiative was and was not.

The principle myths about the FB&CI were that there were special grant funding set-asides for religious organizations, funding for just certain religious organizations, or an effort to replace government agencies with charitable, faith-based, or private organizations.

Through ten regional workshops, telephone and face-to-face technical assistance and development and distribution of resource materials, a broad outreach effort was conducted to inform the nonprofit and faith community of the facts about the FB&CI. The training emphasized that there is no separate funding source or grants to be awarded to faith-based organizations, rather, the initiative was about leveling the playing field so faith-based and community organizations can compete for available funding.

The initial training also clarified the following:

- Religious organizations contracting with public agencies retain their independence and are not required to remove religious art, icons, scripture, or other symbols in order to deliver services in partnership with government,
- Religious organizations contracting to provide assistance are subject to the same regulations as other service providers and will be subject to audits,
- Programs must be operated in compliance with federal and state laws, and funds may not be used for worship, religious instruction, or proselytizing,
- Providers may not use religion to discriminate against clients,
- Clients have the right not to participate in religious activities,
- Government must ensure a secular alternative to clients who do not want to receive services from a faith-based organization.

As well as training and technical assistance, the first two years of the initiative in 2002 and 2003 included:

- Establishing a statewide network of local liaisons to assist in the dissemination of information and assistance. Liaisons have been identified in all local departments of social services, all community action agencies, and all Workforce Investment Boards. Additionally, outreach contacts have been identified for the Departments of Aging, Corrections, Education, Emergency Management, Employment Commission, Medical Assistance Services and Mental Health, Mental Retardation and Substance Abuse Services.
- Designing and maintaining the Virginia Faith-Based and Community Initiative website. This site includes technical assistance and resources for community and

faith-based organizations, and is found at <http://www.dss.virginia.gov/community/faith.html>

- Launching a web-based “Community Resource Directory” that contains over 600 community and faith-based organizations that serve localities and are willing to partner with public agencies or other community based groups. Interested parties can search the directory by locality and service categories. Additionally, the directory includes a link for directions to the service provider. New faith-based and community groups continue to register for the directory, which is now updated in real time as registrations are received. The community resource directory is found at http://www.dss.virginia.gov/community/faith_directory.cgi
- Establishing a toll-free number (1.800.777.8293) for community based organizations and the public to obtain information on faith-based and community initiative activities and opportunities.
- Designing a technical assistance guide for use by organizations considering partnerships with public agencies. Information is provided on funding sources, grant writing, forming a nonprofit organization, models for collaboration, and information on what to expect when contracting with public agencies.
- Conducting a survey of local departments of social services and community action agencies to gather information on unmet social service needs of Temporary Assistance for Needy Families recipients and on successful collaboration among community based organizations.
- Implementing the \$1.28 million Department of Labor grant to strengthen Virginia’s workforce development system through expanded coordination and collaboration between faith-based and community organizations and the state’s One-Stop employment and training network.

Initiative Focus and Accomplishments

Building on the training and technical assistance of the first and second years of the initiative, the FB&CI focus during 2004 and 2005 has been assisting community and faith-based organizations to improve their capacity to deliver effective services, improved collaboration among public agencies and community-based organizations and creation of new partnerships between public agencies and community and faith-based organizations.

FB&CI activities and accomplishments during 2004-2005 include the following:

- Expansion and enhancement of the FB&CI website. An events calendar has been added, resource links expanded and new technical assistance information included. Also, real-time updates can now be made to the searchable on-line resource directory and a FB&CI specific email address has been established (faithbased.initiative@dss.virginia.gov).

- Design and distribution of a quarterly E-newsletter. The E-newsletter includes information on building organizational capacity, delivering effective services, funding and other resource information. Additionally, community and faith-based organizations may submit for inclusion in the newsletter relevant articles or announcements that could be helpful to others.
- Revision and expansion of the printed technical assistance guide for use by organizations considering partnerships with public agencies that includes the most current resources available. The technical assistance guide has been made available on-line as well and the Virginia Faith-Based and Community Initiative Advisory Committee provided input to its content. This advisory committee makes recommendations on FB&CI activities and provides input to the direction of the initiative in the state. A listing of advisory committee members can be found in the Appendix.
- Development of an organizational assessment tool for use in determining the type of training and technical assistance most needed by a community or faith-based organization.
- Survey of local departments of social services and community action agencies to gather information on local unmet social service needs and on successful partnerships with community based organizations.
- Expansion of public/partnerships to address local community needs.
- Continuation of training and technical assistance to community and faith-based organizations and to liaison staff in other agencies, local departments of social services and community action agencies.

Training and technical assistance focused on community collaboration and capacity building conferences in 2004 and 2005. One-day or two-day conferences brought together public and grass roots community and faith-based groups to focus on public/private partnership opportunities, strengthening the workforce development system through local collaboration, expanding the ability of community groups to provide outcome based services to those in need, strengthening families and expanding the capacity of the community organizations through training on topics such as fund raising, grant writing, and board development. Training sessions included:

Capacity Building Training for Faith-Based & Community Organizations	Virginia Beach
Dialogue for Faith-Based and Community Organizations statewide on Workforce Development & Support Services for the Foreign-Born	Richmond
Capacity Building Training for Faith-Based and Community Organizations	Richmond
Capacity Building Training for Faith-Based and Community Organizations	Lebanon
Capacity Building Training for Faith-Based and Community Organizations	Norfolk

Attendance at most training events has consistently been between 80-125 participants. The training in March and April of 2005 in Richmond and Norfolk drew 300 participants with 49% representing FBOs, 38% from CBOs and 14% from state and local government agencies. The post-conference surveys indicated that more than 93% of the participants rated the training as extremely or very beneficial to their organizations or community partners, thus confirming the value of capacity building training.

Providing technical assistance to community and faith-based organizations was also a priority. During 2004 – 2005, the staff in the Office of Community Partnerships and the Virginia Faith-Based and Community Initiative developed a detailed tracking system for technical assistance requests received and responses provided to community and faith-based organizations and interested individuals. The technical assistance request tracking database reflects the name and type of organization, whether it has obtained recognition by the IRS as a 501 (c)(3) tax-exempt organization, the number of individuals and families being served, nature of request and the staff time involved in fulfilling the requests.

About 95% of the requests were received through the toll-free phone line and 5% through the website e-mail address. Representatives of faith-based organizations or individuals who identified themselves as faith-based accounted for 43% of the requests, community based organizations including local government representatives accounted for 31% of the requests, with the remaining 26% coming from nonprofit consultants or job-seeking individuals, individuals in need of benefits or services provided by social services or other state agencies, individuals seeking volunteer opportunities and students or researchers interested in faith-based initiatives.

The nature of the requests for technical assistance from these groups fell into three general categories: how to obtain grant funding (50%); training opportunities and information about writing grant proposals, capacity building and nonprofit start-up guidance (39%); and general information, referrals to other service programs, and volunteer resource referrals (11%).

In the dynamic environment that surrounds faith-based and community organizations, it is incumbent upon these agencies to adopt some of the capacity building skills that were formerly the purview of the private for-profit sector. To that end, they need to embrace an assessment process that will portray a true picture of the organization, its strengths and weaknesses, and create a palette from which the organization can realistically select and direct its future. An Organizational Capacity Assessment Tool has been developed to assist organizations in assessing their strengths and identifying areas in which improvement is needed. The tool also results in the ability to more effectively focus training and technical assistance. A copy of the tool can be found in the Appendix.

This assessment tool will not only help the community and faith-based groups receiving technical assistance, but can also be used as an evaluation tool for the training and technical assistance provided through the FB&CI. Prior to providing training and technical assistance, the assessment tool can be used to establish a baseline profile of an organization. Following the delivery of training and technical assistance, a post-assessment will then reflect its impact.

The FB&CI has also brought with it increased coordination and partnerships among public agencies and community based organizations. The Virginia State Faith-Based & Community Initiative Liaison meets quarterly with the federal agency faith-based liaison based in the state. These liaisons represent the Small Business Administration, the Internal Revenue Service, and Departments of Housing and Urban Development, Agriculture (Rural Development) and Veteran's Affairs. The quarterly meetings afford the opportunity for sharing of information and coordination of outreach to community based groups. Additionally, Virginia's State Liaison coordinates across state agencies, with local officials, with community and faith-based organizations statewide and with the liaisons to community and faith-based groups designated by local social services and community action agencies.

The results of collaboration and partnerships at the local level are outlined below and the following three examples reflect partnerships at the state level that have resulted from the FB&CI:

- The partnership between the Department of Corrections and the Department of Social Services to implement a family to family mentoring program for ex-offenders returning to the community. Mentors for this project are being recruited from community and faith-based organizations.
- The partnership of CVS Pharmacy with the FB&CI to develop a job recruitment and training program in faith-based organizations. The initiative will include career testing, on-the job training, and potential for establishment of a regional learning center that is a prototype of a CVS store that serves as a job training site.
- The partnership of a statewide network of faith-based organizations with the FB&CI to implement a healthy marriage and stable families initiative designed to improve parenting and relationship-building skills, reduce family conflict through better communication, strengthen positive involvement of parents in the lives of their children and enhance family preservation.

Community Partnerships and Unmet Needs Surveys

A survey of unmet needs and successful community partnerships was sent to local departments of social services and community action agencies. Approximately 34 % of local departments of social services replied to the surveys on unmet needs and community partnerships. The responses represent both small and large agencies as well as rural and urban. Services such as job readiness, tutoring, and emergency assistance with food, clothing, fuel, and medication are provided by faith and community groups.

The following is a sampling of both contractual and non-contractual partnerships that local departments of social services have reported:

Alleghany/Covington DSS

Non-contractual Partnerships

- C.O.P.E - Emergency payments on utilities, food and medicine
- Good News Fellowship SHARE Program – Food purchase program tied to volunteer activity
- HOPE, Inc – Enrichment program for at-risk youth, young mothers and fathers
- First Presbyterian Church – Clothing and food pantry
- McCallister Presbyterian Church – Food pantry and clothing closet

Contractual Partnerships

- Salvation Army After School – Mentoring, tutoring, musical instruments and lessons. Partially funded by Q.I Funds (\$2,000)
- Christmas Mother – Clothing, toys, bedding and gifts during Christmas season (\$5,000)

Amherst County DSS

Non-contractual Partnerships

- Interfaith Outreach – Provides assistance with utility bills, rental assistance, food, furniture, education programs.
- Helping Hands – Partnership of various local churches to provide a broad array of social services
- Amherst Episcopal Thrift Shop – Provides free or discounted clothing and financial assistance to needy individuals

Bland County DSS

Non-contractual Partnerships

- Bland Ministry Center - Food bank, clothing closet and assistance with dental needs
- Bastian Union Church – Emergency assistance with medical, utilities, food, shelter and transportation needs

Chesterfield-Colonial Heights DSS

Non-contractual Partnerships

- Chesterfield –Colonial Heights Alliance for Social Ministries - Provides a number of services such as the WINGS program (for VIEW customers). WINGS is a series of classes and mentoring situations offered at no charge.

City of Manassas DSS

Non-contractual Partnerships

- Various Local Congregations – Provide gifts and food for holidays to Manassas DSS clients

Contractual Partnerships

- Securing Emergency Resources through Volunteer Efforts (SERVE) - Collaborative agreement that staffs the Manassas Career Connection (an employment/job counseling center). Manassas DSS funds the center and manages the fiscal side while SERVE employs the career counselor and manages that position. (\$45,000)

City of Roanoke DSS

Non-contractual Partnerships

- Blue Ridge Behavioral Health - Provides mental health services for TANF recipients to alleviate problems presenting barriers to work
- TAP – Employment services to assist TANF recipients in obtaining employment

Culpeper Human Services

Non-contractual Partnerships

- Christian Women’s Job Corps – Provides a Christian context to equip women for life and employment in which women help other women through mentoring

Fairfax County Department of Administration for Human Services

Contractual Partnerships (Funded by County Consolidated Community Funding Pool)

- Northern Virginia Dental Clinic, Inc - Dental services (\$81,600)
- Residential Youth Services –Transitional housing for runaway/foster care youth (\$53,244)
- Food for Others, Inc - Emergency Food (\$129,000)
- Bethany House of Northern Virginia, Inc – Transitional housing and support services for victims of domestic violence (\$65,000)
- Northern Virginia Family Service – Adult Health Services (\$15,300)
- Center for Multicultural Human Services – Transitional housing/counseling services (\$51,000)
- PRS, Inc – Case management and support services for people in permanent supportive housing (\$77,520)
- Lincoln-Lewis-Vannoy Communities for Assistance and Improvement, Inc - Financial and food assistance (\$164,424)
- Northern Virginia Urban League – Pregnant and parenting teens services through Resource Mothers program (\$292,284)
- United Community Ministries, Inc – Housing and parenting skills (\$9,571)
- Northern Virginia Family Service – Accessible medication services (\$20,000)
- Pathway Homes, Inc – Residential support services for people with mental health needs (\$28,560)
- Housing and Community Services of Northern VA, Inc – Housing counseling and case management (\$188,700)
- The Vietnamese Resettlement Association, Inc – Health, mental health and social services (\$42,840)
- United Community Ministries – Provides neighborhood and community development services as part of a pilot program in the Janna Lee Apartment Complex in the southern part of the county (\$50,000)

Fauquier County DSS

Non-contractual Partnerships

- Literacy Volunteers of Fauquier County - Instructs residents on computers and applications

- The Workplace (One Stop) – Career resource center with job search and job readiness available from staff and mentors
- Fauquier County Food Distribution Coalition – Food distribution center
- Fauquier Community Action – Assists clients with rent, utilities and food
- Fauquier Family Shelter – Assists clients with shelter needs

Hanover County DSS

Non-contractual Partnerships

- First Baptist Church – Monitors VIEW clients in business dress program
- Greenwood Baptist Church – Provides assistance with prescriptions
- Northside Baptist Church – Provides food ministry
- St Martins Episcopal Church – Provides food ministry
- Gethsemane Church of Christ - Provides food ministry
- Brown Trove Baptist Church – Provides food ministry
- Duncan Memorial UMC – Sponsored money management seminar
- Shady Grove UMC – Developed money management seminar
- Mechanicsville Christian Emergency Fund – Provides crisis services; food, clothing and financial assistance
- Western Hanover Emergency Action Team – Provides crisis services
- Ashland Christian Emergency Services – Provides crisis services
- Hanover Evangelical Church – Provides food ministry
- Cool Springs Baptist Church – Sponsored two foster children through Hanover Care for Kids Program

Harrisonburg/Rockingham Social Services

Non-contractual Partnerships

- Way to Go, Salvation Army, Mercy House and First Step - Donated cars to TANF clients for work activities
- Blessed Sacrament Catholic Church – Provides a week supply of food on an emergency basis.

Contractual Partnerships

- TARC - Pre and post employment support (\$360,000)
- Community Resource Center, JMU, Area Agency on Aging – Provide information to the community (\$10,000)
- Smart Smiles Dental Grant, Health Department – Private dentists charging 60% of market rate (\$9,000)
- Rockingham County Government, Friendship Industries - Transportation for county residents (\$47,000)
- Weed n Seed, Local law enforcement – Crime prevention and drug use eradication (\$225,000)
- Coordinated Christmas Activities with Community Groups – Christmas gifts (\$2,630)

Henrico DSS

Non-contractual Partnerships

- Eastern Henrico FISH – Primary purpose is to assist people who have “short-term emergencies”
- The Lakeside Area Ministry Board’s (LAMB) Basket – Provides emergency supplies from food pantry

Hopewell DSS

Non-contractual Partnerships

- The Shepherd’s Place - Provides free clothing for foster children and families in crisis, as well as financial assistance for emergency needs and foster children
- Hopewell Food Pantry – Food for emergency and crisis situations, as well for clients awaiting food stamp issue
- Hopewell Meals on Wheels – Meals to shut-ins and financial assistance to foster children

King William County DSS

Non-contractual Partnerships

- King William Emergency Ministries – Emergency assistance with one-time only payments for utilities, rent, prescriptions
- West Point Ministerial Association – Provides emergency assistance
- Bay Transit – Provides transportation

Contractual Partnerships

- InterCounty Child Care Connection – Licensed child care facilities. King William DSS distributes funding to allow for improvements of facilities, training and education of staff (\$6,600)
- Parent Child Development Corporation – Provides preservation and support services to prevent foster care and reunification services for foster children and their families (\$18,814)

Lynchburg Division of Social Services

Non-contractual Partnerships

- Holy Trinity Lutheran Church – Food baskets
- Peakland United Methodist Church – Family mentors, summer camp for children
- Christian Chapel – Food, transportation
- Bethlehem Lutheran Church – Helping Hands clothing closet
- Holy Cross Catholic Church – Gifts/clothing/food at Thanksgiving and Christmas
- Rita Kidd - Mentor to families with disabled children
- Fairview Christian Church – Food baskets
- Thomas Road Baptist Church – Assistance with rent and utilities
- Rivermont Baptist Church – Medications/food for the needy

Page County DSS

Non-contractual Partnerships

- Page One – Local churches, and private individual donations
- Salvation Army – Assists with food, medication and shelter on a limited basis

Powhatan DSS

Contractual Partnerships

- Memorial Child Guidance Clinic – Provide recruitment and training for child care providers and centers in the community (\$6,265)
- Head Start – DSS purchases curricula and supplies for Community Action’s Head Start program (\$5,735)

Prince Edward DSS

Contractual Partnerships

- Southside Community College - Contracted to teach education classes for clients (VIEW money used - \$1,000 per class)
- Prince Edward High School Vocational Center – Teaches GED classes to clients at \$45 per test
- Steps – Workplace support – assists in finding jobs for clients and getting them to job interviews. (Funded with Workforce Support Grant \$32.41 per hour)
- Wal-mart and JC Penney - Purchase uniforms and supplies for clients going to work (VIEW funds used - cost varies by client)
- Local car repair shops – Repair of cars for TANF clients who are working and can be extended 12 months after TANF case closed. (VIEW funds used - cost varies by client)

Prince George DSS

Non-contractual Partnerships

- Prince George Churches Outreach – Clothes and food bank

Prince William DSS

Contractual Partnerships

- Action in the Community through Service, Inc – Homeless shelter and transitional housing (\$178,791)
- Good Shepherd Housing Foundation – Permanent housing and supportive services (\$20,000)
- Independence Empowerment Center – Employment and supportive services for people with disabilities (\$28,000)
- Northern Virginia Family Services – Employment, supportive services, transitional housing (\$321,379)
- SERVE, Inc – Shelter and transitional housing (\$121,470)

Radford City DSS

Non-contractual Partnerships

- Radford Worship Center, Carilion – Provides meals on wheels to the elderly and disabled (Grant Funding, Adult Services Funding)
- Beans and Rice / Handy Youth - Employment and savings initiative for a team of at-risk youth

Roanoke County DSS

Non-contractual Partnerships

- Salem/Roanoke County Food Pantry – Provides food to referred clients. Provides daily snacks to elementary school children who are financially unable to pay
- Interfaith Hospitality Network – Addresses emergency housing for homeless families and operates a day center assisting in housing issues
- Roanoke Area Ministries – Assistance with emergency needs such as rent, deposits and utilities
- Salem Community Clothes Closet – Clothes Closet staffed by volunteers
- The Community Christmas Store – Provides gifts, household products and food to eligible families during December

Rockbridge Area DSS

Non-contractual Partnerships

- Lexington Presbyterian Church – Provides community mentoring program for VIEW families

Scott County DSS

Non-contractual Partnerships

- Scott County Ministerial Association – Provides food, clothing and furniture to needy families
- Hope House – Assists in domestic violence cases

Contractual Partnerships

- OEI, Inc – Provides job training and placement, mentoring, assessment and case management of hard to serve (Regional Contract)
- Adult Education – Provides job skills and educational services (\$12,000 annually)
- People, Inc – provides car loan program to VIEW clients (Regional Contract)

Stafford County DSS

Non-contractual Partnerships

- Olde Forge Junction, Inc – 2nd year of program to prevent child abuse and neglect and is volunteer driven. Tutors are used for the Brain Builder after school program on Tuesdays and Thursdays.
- St. Peter's Lutheran Church Food Bank – Volunteers set up food baskets for families who are referred and screened by Stafford DSS
- St. William of York Outreach, Inc – Provides food and clothing for people in need and operates a thrift shop that uses its profits to help fund other financial assistance
- Interfaith Council – Made up of seven or more churches in the area that provide new clothes, shoes and school supplies to over 700 children each year
- St Vincent de Paul - Financial assistance for rent, utilities and medicine
- Salvation Army – Financial assistance for rent, utilities, medication and food vouchers

Contractual Partnerships

- S.E.R.V.E, Inc – Organization started by Stafford DSS and the Stafford Ministerial association in 1979 to help those who weren't eligible for services at DSS. Provide limited help with food and clothing as well as financial assistance to help the elderly with

medications and medical appointments. (Funded by Stafford County Government (\$28,000))

Sussex DSS

Non-contractual Partnerships

- Wakefield United Methodist Church – Provides food as needed, school supplies and Christmas gifts
- Lebanon United Methodist Church - Provides food as needed and Christmas gifts
- ACME Lodge #158 – Provides monetary donations for food, school supplies and gifts
- Galilee Baptist Church – Provides monetary donations for agency special projects
- Sussex I & II Prisons – Provides food, school supplies and Christmas gifts
- Crater Agency on Aging – Donated minibus to assist elderly and disabled clients with transportation needs
- Sussex County Government – Local government provides a separate donation for agency special projects
- Area Churches – 20 -30 churches and businesses give an annual monetary donation for the holiday program

These partnerships are vital to meeting the needs of the community, however there are many service areas in which local departments of social services would like to develop additional partnerships and collaborations.

In the unmet needs portion of the survey, 69% of local departments of social services who responded expressed concern about the lack of public transportation in Virginia. Many felt that there needs to be an expanded public transportation system in place. Affordable childcare during non traditional hours was another important unmet need according to 49% of local social services agencies that responded. Other unmet needs included lack of affordable housing, employment, education and money management classes. Details of the survey responses can be found in the Appendix.

Community Action Agencies Responses to Surveys

Sixty-five percent (65%) of the community action agencies responded to the survey on unmet needs and community partnerships. The following is a sampling of the partnerships that community action agencies reported:

Arlington Community Action Program

Non-contractual Partnerships

- St. Peters Episcopal Church - Provides non-perishable food for the ACAP food pantry that is donated by church members (\$2,400 per year)
- Lomax A.M.E. Church - Provides space for meetings and events to the agency at no cost (estimated value \$300 per use)
- Arlingtonians Ministering Emergency Needs (AMEN) - Provides resources for rental and utility assistance for ACAP clients who are referred
- Our Lady Queen of Peace - Provides resources for prescription drug assistance for ACAP clients who are referred

- Catholic Charities - Hogar Hispano program provides low-cost English as a second language classes for agency clients. The agency pays for the cost of the student's book and registration fee and Catholic Charities provides the instructors and the site.

HOPE Community Services, Inc

Non-contractual Partnerships

- School Systems (Amelia, Buckingham, Cumberland & Prince Edward) – Provides classroom space, chaperones, transportation to offset the cost of operating Project Discovery Program
- School Systems (Appomattox, Charlotte, Goochland, Lunenburg, Nottoway) - Provides classroom space, transportation, volunteer staff to a Head Start program
- Health Department – Provides nutritional consultation
- Crossroads – Provides mental health and substance abuse counseling
- Madeline's House – Provides training to clients and staff in domestic abuse
- Southside AHEC – Provides Head Start staff with training in grant writing
- Virginia Cooperative Extension – Conducts workshops for Head Start staff
- Southside Center for Violence – Conducts classes for Head Start parents on domestic abuse

Contractual Partnerships

- Health Department – Resource Mothers program for pregnant teenagers / GEMS program for at-risk youth (\$23,000)
- Churches (Planning District 14) - Provide funds to help assist our clients with utility bills, food, housing (\$3,000)
- Department of Social Services – Provides referrals and helps meet specific program needs through the Quality Initiative Funds (\$13,000)
- Counties (Service Areas) - Supplement program grants to meet specific needs of low-income residents (\$20,000)

Mountain Community Action Program

Non-contractual Partnerships

- Hope Ministry Center – Provides space at no cost to the Community Action program and acts as a one stop information center for needy clients
- FM94 Radio Station – “Back on the Bus” school supplies assistance

New River Community Action (NRCA)

Non-contractual Partnerships

- Housing Partnership of the New River Valley - Serves as the New River Valley Homelessness Continuum of Care (CoC) which is comprised of representatives from New River Valley agencies who provide housing and shelter and supportive services to low-income people. NRCA partners with programs and agencies that serve the low-income and homeless such as the Women's Resource Center of the New River Valley, Inc., the Giles Homeless Shelter, Inc., the New River Valley Family Shelter, Inc., Beans and Rice, Inc., (an outreach program to the Spanish speaking community), Community Housing Partners, Inc., Section 8 Rental Assistance, and the Giles, Montgomery, Pulaski and Radford Departments of Social Services, and churches to name a few. The

Partnership is the lead organization that identifies and develops “best practices” to serve the homeless in the New River Valley, promoting coordination without duplication

- Montgomery County Emergency Assistance Program, Inc. - Since 1975, NRCA has collaborated with the Montgomery County Emergency Assistance Program, Inc. (MCEAP). Its philosophy has always been to promote the ideals of personal responsibility and self-sufficiency for individuals and families, maintaining the dignity necessary to become or continue as productive, contributing members of society. MCEAP seeks to address the needs of some who are temporarily unable to meet their financial needs
- Pulaski Emergency Needs Task Force, Inc. - Provide emergency assistance to lower income citizens who are unable to meet emergency needs for fuel, shelter, utilities, food and some prescriptions
- Floyd, Giles and Radford Emergency Assistance Programs - Like the partnerships noted above, all assistance for these programs is provided by United Way and faith-based organizations, with NRCA staff providing intake, screening and fiscal control
- Self Help and Resource Exchange (SHARE) - Community service and food distribution program. Participants pay \$17 plus 2 hours of community service for a box of food valued at approximately \$30.
- Angels in the Attic Floyd County Thrift Store - Provides people with needed items at a very low cost, then gives proceeds of sales away to charitable organizations in the Floyd County community.
- Zion Lutheran Church Oak Grove Pavilion (OGP) - NRCA Floyd Retired & Senior Volunteer Program (RSVP) has an MOU with OGP. In its 12th year, the mission of OGP is to collect donations for six charitable organizations that serve residents of Floyd County. Another goal is to provide free professional musical and theatrical events in a family atmosphere for the community.

Office of Human Affairs, Newport News

Non-contractual Partnerships

- Sixth House - Annual Back to School Festival (external funding through Sixth House—OHA is a participant in the event)
- Gethsemane Baptist Church - Site for Fair Housing Initiative Workshops (Program funding is through US Department of HUD grant)
- C. Waldo Scott Center - Annual garden planting at Senior Center
- Virginia Cooperative Extension Agency - Head Start health and nutrition classes
- Newport News Chapter of Links, Inc - Head Start sponsor
- National Council of Negro Women (local chapter) -Head Start and Senior programs
- Northrop Grumman Mariners Club - Head Start general operating funds
- First Presbyterian Church of Hampton – 4th Year of Initiative - child screening and parenting classes
- Peninsula Institute Community Health (PICH) Center - Provides health and dental services for Head Start students
- Carver Presbyterian Church - Provide space for Summer Lunch program activities
- First Baptist Church Denbigh - Provide space for Summer Lunch program activities

- Wesley Grove United Church of Christ - Provide space for Summer Lunch program activities
 - Transitions Family Violence Services - Fair Housing Initiative workshops and client referral
 - Tidewater AIDS Crisis Taskforce - Fair Housing Initiative workshops and client referral
 - Peninsula Tidewater Hispanic Community Outreach - Fair Housing Initiative workshops and client referral
 - Endepence Center - Fair Housing Initiative workshops and client referral
 - Home Base - Fair Housing Initiative workshops and client referral
 - Friends of the Homeless - Fair Housing Initiative workshops and client referral
 - Norfolk State University Community Outreach Center - Fair Housing Initiative workshops and client referral
 - Community Housing Partners - Fair Housing Initiative workshops and client referral
 - Avalon - A Center for Women and Children Fair Housing Initiative workshops and client referral
 - Refugee and Immigration Services - Fair Housing Initiative workshops and client referral
 - Catholic Charities of Hampton Roads - Fair Housing Initiative workshops and client referral
 - Mount Carmel Catholic Church - Fair Housing Initiative workshops and client referral
- Contractual Partnerships**
- Sixth Mount Zion Baptist Temple - Classroom site (3 classrooms) for OHA's Head Start program (Program funding is through US Department of HHS grant - \$23,940.00)
 - Habitat for Humanity - Partnership with PCDC for home building (funded through Newport News Redevelopment Housing Authority grant from US Department of HUD - \$20,000.00 per home)

People Incorporated of Southwest Virginia

Non-contractual Partnerships

- Bristol Faith in Action – Development of permanent supportive housing for the homeless population in the city of Bristol, VA.

Contractual Partnerships

- Ecumenical Faith in Action - People Incorporated of Southwest Virginia provides FEMA funds to support this organization's food pantry in Washington County (Approximately \$4,000 per year or \$333 per month)
- Habitat for Humanity - People Incorporated of Southwest Virginia provides in-kind storage space at its Abingdon main office to store building materials and other related items (\$800 in-kind space cost allocation per month)
- Lebanon Fellowship Community Church - Provides People Incorporated's Lebanon, Virginia Head Start center with in-kind space costs associated with conducting Head Start Policy Council meetings (\$50 per site meeting x 6 meetings per year = \$300)
- St. Thomas Episcopal Church - Provides People Incorporated's Washington County Head Start centers with in-kind space costs associated with conducting Head Start Policy Council meetings and parent group meetings (\$50 per site meeting x 6 meetings per year = \$300)

Pittsylvania County Community Action, Inc

Contractual Partnerships

- Shiloh Baptist Church - Head Start classrooms (\$5,400)
- Bethel Baptist Church - Head Start classrooms (\$4,200)
- Moral Hill Baptist Church - Head Start classrooms (\$3,000)
- Mt. Sinai Church of God – (\$2,400)
- St. Paul Baptist Church - Head Start classrooms (\$3,600)

Quin Rivers Agency for Community Action

Non-contractual Partnerships

- Charles City Ministers Association, et. al. - Habitat for Humanity-agency providing fiscal services and facilitation support for project

Contractual Partnerships

- Individual House project - Churches providing funds for materials (\$766)
- Second Liberty Baptist Church - Annual donation to agency (\$100)
- Charles City Churches - Space, volunteers and funds for Charles City Summer School (\$5,000)

Richmond Community Action Program

Non-contractual Partnerships

- Leadership Metro – Richmond Chamber of Commerce - Volunteer group worked with RCAP's Computers-R-Us program in two middle schools providing computer training and a refurbished system upon completion of the program.

Contractual Partnerships

- Senior Connections Senior Centers – Provide rental assistance for one location; workers for two locations, transportation assistance for one location, daily meals for two locations (\$37,500)
- AARP - Provides six senior workers for Community Service Program (\$38,376)
- Good Samaritan Ministries - Provide bread and pastries and meat products to Comm. Service Program Food Closets (\$26,000)
- Grace & Holy Trinity Church - Space at reduced cost for Senior Center; plus cash grant for program (\$5,400)
- VA Dominion/VA Power - Energy Assistance Funds to assist those who can not afford electric and/or gas expenses (\$24,000)
- Richmond Dept of Utilities - Energy Assistance Funds to assist those who can not afford gas expenses (\$6,000)
- Synod of the Mid-Atlantic Presbyterian Church (USA) - Assistance with Musical Youth, a summer program that instructs inter-city youth in music theory, instruction on various instruments and vocal lessons (\$6,000)
- Woodlake United Methodist Church - Grant to assist Ex-Offenders (Virginia Cares) providing rental assistance, transportation assistance (\$3,000)
- Ukrops Supermarkets - Items for Comm. Services Food Pantries (\$2,000)

Rooftop of Virginia Community Action Program

Contractual Partnerships

- Twin County United Way – Helps with fuel costs for low-income clients (\$16,240)
- Golden Harvest Thrift – Emergency fund assistance (\$800)
- 7th Day Adventist Church - Emergency fund assistance (\$1,200)
- Cliffview Church - Emergency fund assistance (\$1,200)

Skyline Community Action Program

Non-contractual Partnerships

- Greene Alliance of Church and Community Efforts (Stanardsville Baptist Church) – Provides financial and food assistance and other emergency assistance and offers one-on-one budgeting counseling
- Madison Emergency Services Association – Provides financial and other emergency needs and operates a clothing closet
- Jefferson Area Board on Aging – Advocates for elderly clients
- Church of the Incarnation – Offers emergency financial assistance, budget counseling and mentoring
- Salvation Army – Operates a homeless shelter

STEP, Inc (Support to Eliminate Poverty)

Non-contractual Partnerships

- Ferrum College - Mentoring program and tax assistance which provides free tax services for individuals and families earning less than \$35,000 annually.
- The Fellowship Church – STEP Head Start has an MOU with this faith-based organization to provide classroom space for the Head Start Ararat Center.

Contractual Partnerships

- Southern Area Agency on Aging - Home Delivered Meals Program provides homebound persons hot meals Monday through Friday and Congregate Meals at the local Senior Center (\$106,185)
- Piedmont Community Services - Mentoring program provides mentoring for severe at-risk youth referred by the department of social services (\$21.50 an hour per client)
- Southwest Virginia Regional Employment Coalition - TANF Workforce program provides soft-skills training and job placement services for social services eligible clients (\$60,037)
- Franklin County School System, County of Franklin, & Franklin County Department of Social Services - Alternative, Special Education Program for local special needs students include mentoring services and learning projects (\$122,562)
- County of Franklin - Community Needs Assessment (\$10,000)

The Southeastern Tidewater Opportunity Project Organization (STOP)

Non-contractual Partnerships

- Heart to Heart, Inc – Provides leadership development training, computer instruction and tutoring services
- Virginia Cooperative Extension – Provides workshops and training sessions primarily on financial literacy

- Hampton Roads Public Schools - Provides space for training and workshops
 - Mt. Olive Baptist Church - Provides space for meetings and workshops
 - Church of Ascension - Provides outreach services to the community which includes food, clothing and financial assistance
 - Salvation Army – Provides support services which include financial assistance with shelter, food and clothing
 - Information Center of Hampton Roads – Connects with the community with needed resources for a variety of services such as food, clothing, financial assistance and shelter
- Contractual Partnerships**
- City of Norfolk – To aid families in the prevention of homeless (\$89,300)

Williamsburg-James City County Community Action Agency

Non-contractual Partnerships

- Morningside Assisted Living - Head Start students work with elderly on art projects
- Community Correction - Provide CAA with court ordered community service workers to clean high school buses, agency vehicles, classrooms, etc
- Salvation Army - Christmas basket program
- Williamsburg Methodist Church Project Outreach - Methodist church provides early childhood music class for Head Start students
- JCC VA Cooperative Extension - Provides food and nutritional classes for Head Start Students and Youth Program participants
- FISH Organization - Provides access to food, clothing, and furniture to Agency clients
- Olde Towne Medical Center - Medical services for Head Start families

Contractual Partnerships

- Kiwanis - Kiwanis visit the Head Start classroom every month to read to the children and give books. Provides Busch Garden tickets to agency’s youth program participants (\$2,205)
- Anheuser Busch - Provides funding for the Agency’s Green Team Youth Summer Employment Program (\$30,000)
- Project Discovery - State funded youth drop-out educational/prevention program (\$28,846)
- James City County (JCC) Parks and Recreation - Provides gym space and staff to assist Agency with the Neighborhood Basketball League (NBL) Youth Mentorship Program (\$6,919)

Community action agencies identified lack of affordable housing as the greatest unmet need (76%). It was felt that more funding was needed for rental assistance for low income families. Other unmet needs included transportation, childcare and homeless services. Details of the survey responses can be found in the Appendix.

Conclusion

Since the establishment of the Virginia Faith-Based & Community Initiative, much work has been done to build the organizational capacity of grass roots community groups across the state. As the opportunity for partnerships, contractual and non-contractual, between government

and faith-based and community organizations has expanded, those in need of services have benefited. An example of the value of public agencies partnering with community based organizations is seen in Virginia's response to citizens of the Gulf States Region impacted by Hurricane Katrina. Through the communication network of the FB&CI, faith-based organizations statewide were updated on Virginia's response and provided suggestions on ways the faith community could respond in an organized, timely way as part of the Commonwealth's coordinated effort to mobilize resources.

The FB&CI has helped facilitate these public/private partnerships and through training and technical assistance promoted an integrated service delivery model based on accountability, transparency, positive return on investment and results. The Department will continue to promote and support local partnerships between government and community-based organizations. These partnerships offer a unique opportunity to make a positive difference in the lives of those in need.

Appendices

**APPENDIX A
STUDY MANDATE
FAITH-BASED AND COMMUNITY INITIATIVES.**

§ [63.2-703](#). *Faith-based and community initiatives; responsibilities of Department.*

A. The General Assembly finds that faith-based, volunteer, private and community organizations make significant contributions to the welfare of our society and constitute an underutilized and underrepresented reservoir of assistance for social programs, and special efforts to increase utilization of faith-based, volunteer, private and community organizations will enhance the Commonwealth's ability to carry out human welfare programs. To carry out these initiatives, the Department of Social Services shall have the following responsibilities:

- 1. Lead and facilitate meetings as necessary, with faith-based, volunteer, private and community organizations for the purpose of sharing information to help carry out human welfare programs in Virginia;*
- 2. Encourage conferences and meetings at the community level for faith-based, volunteer, private and community organizations, as needed;*
- 3. Provide procurement and funding information to faith-based, volunteer, private and community organizations, as needed;*
- 4. Provide information regarding faith-based and community initiatives and other information the Department may deem appropriate, to faith-based, volunteer, private and community organizations, and other state agencies whose missions may be enhanced by increased awareness of such initiatives and information;*
- 5. Encourage the development and maintenance of a statewide network of local liaisons to assist in the dissemination of information and assistance;*
- 6. Develop a statewide list of available faith-based, volunteer, private and community organizations. Such statewide list shall be made available to the public through the Department's website;*
- 7. Obtain information concerning faith-based, volunteer, private and community organizations in other states;*
- 8. Conduct a survey of local departments of social services, community action agencies, and other appropriate entities by July 1, 2004, to collect information on unmet social service needs of Temporary Assistance to Needy Families recipients;*
- 9. Make regular reports to the Governor and General Assembly on the fulfillment of the Department's responsibilities related to faith-based and community initiatives; and*
- 10. Perform such other duties as the Department deems appropriate.*

B. Nothing in this section shall imply or be inferred to mean that additional federal or state funds will be available for these purposes or that contractual preferences will be given to such organizations other than past or potential performance standards utilized under the Virginia Public Procurement Act (§ 2.2-4300 et seq.).

APPENDIX B

VIRGINIA FAITH BASED & COMMUNITY INITIATIVE ORGANIZATIONAL CAPACITY ASSESSMENT TOOL

Capacity Rating	LEADERSHIP DEVELOPMENT	ORGANIZATIONAL DEVELOPMENT	PROGRAMS/SERVICES	FUNDING	COMMUNITY ENGAGEMENT
NEED TO INCREASE CAPACITY	No written mission; little shared understanding of what organization desires; vision not translated into concrete goals. If strategic plan exists, it is not used. Board provides little direction. Membership of board has limited diversity. Poor attendance at meetings.	Many staff and board positions are unfilled; high turnover and absenteeism. Organization runs day-to-day, no short or long term planning. Only addresses HR needs when they cannot be ignored. Focused purely on social impact, reluctant to change. No marketing or PR. Planning occurs on an ad hoc basis. Gifts and grants deposited and acknowledged, bills paid with supporting documentation. Organization addresses legal issues when they arise. No systems for tracking clients, volunteer program outcomes or financial information.	Limited measurement and tracking of performance, most evaluation based on anecdotal evidence. No social impact measurement. Few external performance comparisons made, performance data rarely used to improve organization. Core programs and services vaguely defined and lack clear alignment with mission and goals; programs seem scattered and unrelated to each other. No assessment of possibility of scaling up existing programs. No assessment of gaps in ability of current program to meet recipient needs; limited ability to create new programs, new programs created largely in response to funding availability.	No or limited financial planning, budget developed but not monitored. Weak fund-raising skills and lack of expertise. No internal revenue generation activities. Highly dependent on a few funders, largely of the same type.	Minimal knowledge and understanding of other players and alternative models in program area. Limited use of partnerships or alliances with public sector, nonprofit or for profit entities. Not recognized in community, few community members or other nonprofits involved in the organization. Planning occurs on an ad hoc basis.
Capacity Rating	LEADERSHIP DEVELOPMENT	ORGANIZATIONAL DEVELOPMENT	PROGRAMS/SERVICES	FUNDING	COMMUNITY ENGAGEMENT
BASIC CAPACITY	Some expression of organization's purpose, but lacks clarity; not used to direct actions or set priorities. Some effort to develop a strategic plan. Board provides occasional direction. Membership has some diversity but few represented constituencies.	Most critical positions are filled; limited turnover and absenteeism. Some ability to develop operational plan, but not linked to strategic planning. Some ability to develop HR plan but not linked to strategic planning. Focused on social impact with some awareness of cost-effectiveness. Understands implications and impact of change. Takes opportunities to market as they occur. Planning done regularly with collected data. Finances are transparent and tracked to approved budget. Legal support resources are readily available. Electronic data bases in a few areas, not user-friendly.	Performance partially measured and progress partially tracked; collects data but does not use an externally validated social impact measurement. Some effort to benchmark activities and outcomes, internal performance data used occasionally. Most programs and services well defined and can be linked with mission and goals. Program offerings may be somewhat scattered and not fully integrated into a clear strategy. Limited assessment of possibility of scaling up existing programs. Limited assessment of gaps in ability to meet recipient needs; some ability to modify existing programs and create new programs.	Limited financial plans, ad hoc updates, budget used as operational tool. Main fund-raising needs covered by some combination of internal skills and expertise and access to external resources.	Basic knowledge of players and alternative models; limited ability to adapt behavior based on understanding. Early stages of building relationships and collaborating. Somewhat recognized, generally regarded as positive, some community members constructively engaged.

APPENDIX B

VIRGINIA FAITH BASED & COMMUNITY INITIATIVE ORGANIZATIONAL CAPACITY ASSESSMENT TOOL

Capacity Rating	LEADERSHIP DEVELOPMENT	ORGANIZATIONAL DEVELOPMENT	PROGRAMS/SERVICES	FUNDING	COMMUNITY ENGAGEMENT
MODERATE CAPACITY	<p>Clear expression of organization's reason for existence that reflects its values and purpose, often referred to and used to direct actions and priorities. Ability to develop a strategic plan and uses it to guide management decisions. Board provides direction, fully informed; full participant in major decisions. Good diversity in fields of practice and constituencies. Purposeful meetings that are well-planned.</p>	<p>Positions are almost all filled; few turnover or attendance problems. Ability to develop realistic operational plan linked to strategic planning activities and used to guide operations. Ability to develop concrete HR plan linked to strategic planning. Sees financial aspects as essential part of organization's impact, looks for better ways to use resources; takes action to overcome resistance to change. Seeks opportunities to market programs. Regular planning with collected data to support planning effort. Formal internal controls and annual audits. Legal support is available and consulted. Data base and management reporting used in most areas.</p>	<p>Performance measured and tracked in multiple ways several times a year; multiple performance indicators, social impact measured. Comprehensive benchmarking used by staff, awareness of how activities rate against benchmarks, making adjustments as indicated. Core programs and services well defined and aligned with mission and goals; program offerings fit together well as part of clear strategy. Occasional assessment of possibility of scaling up existing programs, and, when appropriate, action taken.</p>	<p>Solid financial plans, regularly updated; budget integrated into operations; performance to budget monitored regularly. Regular fund-raising needs adequately covered by well-developed internal fund-raising skills. Some proven internal revenue generation activities and skills; fund-raising distracts from programmatic work.</p>	<p>Solid knowledge of players and alternative models; good ability to adapt behavior. Effectively build and leverage key relationships with relevant parties. Organization reasonably well known in community, perceived as open and responsive to community needs. Members of larger community constructively involved.</p>
Capacity Rating	LEADERSHIP DEVELOPMENT	ORGANIZATIONAL DEVELOPMENT	PROGRAMS/SERVICES	FUNDING	COMMUNITY ENGAGEMENT
HIGH CAPACITY	<p>Clear expression of organization's reason for existence; clear and compelling understanding of what organization aspires to achieve. Ability to devise and regularly update strategic plan and use it to guide decisions. Board is highly engaged and committed and provides direction, support and accountability. Excellent communication. Membership has broad variety of fields of practice and expertise, outstanding commitment, good attendance and working committees.</p>	<p>Positions are fully staffed, no turnover or attendance problems. Develops concrete operational plan that is efficient and tightly linked to strategic planning. HR plan is concrete and realistic, tightly linked to strategic plan. Organization succeeds to meet social impact and financial efficiency. Communicates need for change and aligns organization to support change. Actively promotes organization. Planning done regularly; formal systems for data collection to support planning. Robust systems and controls governing financial operations. Well-developed legal infrastructure, access to additional expertise when needed, regular review of risk management and adjustment of insurance. Comprehensive data base, widely used.</p>	<p>Integrated system for continual measure of key performance indicators, including social, fiscal, and organizational impact; social impact measured based on longitudinal studies with control groups and third-party experts. Well defined programs/services fully aligned with mission and goals; program offerings are clearly linked to one another and overall strategy. Frequent assessments for scaling up existing programs with action taken when appropriate. Efficiently and effectively able to grow existing programs to meet needs of potential service recipients in local area or other jurisdictions. Assessment of gaps in existing programs to meet recipient needs and adjustments made. Ability to create innovative programs to meet needs. Continuously developing new ideas.</p>	<p>Solid financial plans, continuously updated; budget integrated into full operations. Performance to budget closely and regularly monitored. Highly developed internal fund raising skills and expertise. Significant internal revenue generation, experienced and skilled revenue generation. Revenue generating activities support and do not distract from social impact focus.</p>	<p>Built leveraged and maintained strong, high-impact relationships with variety of relevant parties, including all levels of government. Relationships deeply anchored in stable, long term, mutually beneficial collaboration. Widely known within larger community and perceived as efficient and effective. Many members of the community, including prominent members, are actively involved with the organization.</p>

**Appendix C
Unmet Needs Survey 2005**

LDSS	Transportation	Child Care	Housing	Mental Health Services	Drug Treatment Services	Parenting Skills
Accomack County			X			
Alleghany/Covington	X	X			X	
Amherst County			X			
Bland County	X	X	X			X
Botetourt County						
Caroline County		X	X			X
Charles City County	X		X			
Charlottesville	X			X		
Chesterfield-Colonial Heights						
City of Richmond	X	X	X			X
City of Roanoke	X	X		X		
Culpeper		X	X			
Dickenson County	X					
Fairfax County	X	X	X			
Fauquier County	X		X	X		
Fluvanna	X					
Franklin County						
Frederick County	X	X	X			
Giles County	X	X	X			
Hanover County	X					
Harrisonburg Rockingham	X	X	X	X		
Henrico County		X	X			
Highland County	X	X	X			
Hopewell	X	X			X	
King William County	X		X			
Lynchburg	X	X	X			
Newport News		X	X			
Orange County	X	X		X		
Page County						
Powhatan	X					
Prince George	X					
Prince William	X	X	X			
Radford City	X	X	X		X	

LDSS	Transportation	Child Care	Housing	Mental Health Services	Drug Treatment Services	Parenting Skills
Rappahannock				X		
Roanoke County	X	X	X			X
Russell County					X	
Scott County					X	
Shenandoah Valley	X	X	X			
Stafford County	X		X			
Sussex	X				X	
Warren County	X	X	X			
Washington County	X				X	
CAA	Transportation	Child Care	Housing	Mental Health Services	Drug Treatment Services	Parenting Skills
Arlington	X	X	X			
Eastern Shore Area on Aging/CAA						
Fauquier		X	X			
HOPE Community Services	X	X	X			
Lynchburg	X	X	X			
Mountain Community Action		X	X			
New River	X	X	X			
Office of Human Affairs		X	X			
People Inc of SW Virginia	X	X				
Pittsylvania	X				X	
Quin Rivers	X		X			
Richmond	X		X			
Roof Top of Virginia, CAP			X			
Skyline Community Action Program	X		X		X	
STEP,Inc	X					
The STOP Organization			X			
W-JCC		X	X			

LDSS	Education/ Training	Activities for Youth	Job Readiness	Clothing/Food	Employment	Health Care
Accomack County						
Alleghany/Covington				X		
Amherst County						
Bland County	X		X		X	
Botetourt County						
Caroline County	X					
Charles City County						
Charlottesville						
Chesterfield-Colonial Heights						
City of Richmond	X	X		X		
City of Roanoke						
Culpeper	X					
Dickenson County	X			X	X	X
Fairfax County	X					X
Fauquier County						
Fluvanna						
Franklin County						
Frederick County			X			
Giles County					X	
Hanover County						
Harrisonburg Rockingham	X				X	X
Henrico County			X			
Highland County	X				X	
Hopewell			X		X	
King William County		X				
Lynchburg				X		X
Newport News						
Orange County						
Page County					X	
Powhatan						X
Prince George						
Prince William						
Radford City						
Rappahannock						
Roanoke County	X	X		X		
Russell County						

LDSS	Education	Activities for Youth	Job Readiness	Clothing/Food	Employment	Health Care
Scott County						
Shenandoah Valley			X		X	X
Stafford County						
Sussex				X		
Warren County		X	X			
Washington County			X			
CAA	Education	Activities for Youth	Job Readiness	Clothing /food	Employment	Health Care
Arlington						
Eastern Shore Area on Aging/CAA	X				X	
Fauquier	X					
HOPE Community Services					X	X
Lynchburg						
Mountain Community Action						
New River				X		X
Office of Human Affairs	X				X	
People Inc of SW Virginia		X				X
Pittsylvania			X			
Quin Rivers			X			
Richmond				X		
Roof Top of Virginia, CAP						
Skyline Community Action Program	X		X			
STEP,Inc						
The STOP Organization						
W-JCC					X	X

LDSS	Money Management	Prescription Drugs	Transitional Services	Language Services	Lack of Foster/Adoptive Parents	Mentors
Accomack County						
Alleghany/Covington	X					X
Amherst County						
Bland County	X					
Botetourt County						
Caroline County						
Charles City County	X					X
Charlottesville						
Chesterfield-Colonial Heights						X
City of Richmond	X					X
City of Roanoke						
Culpeper			X			
Dickenson County						
Fairfax County	X		X	X		
Fauquier County						
Fluvanna						
Franklin County						
Frederick County						
Giles County						
Hanover County						
Harrisonburg Rockingham				X		
Henrico County						
Highland County						
Hopewell						
King William County						
Lynchburg	X	X				
Newport News	X				X	
Orange County						
Page County						
Powhatan						
Prince George						
Prince William						
Radford City	X					
Rappahannock						
Roanoke County						

LDSS	Money Management	Cost of Prescription Drugs	Transitional Services	Language Services	Lack of Foster/Adoptive Patents	Mentors
Russell County					X	
Scott County						
Shenandoah Valley	X					X
Stafford County		X				
Sussex		X				
Warren County			X			
Washington County						
CAA	Money Management	Cost of Prescription Drugs	Transitional Services	Language Services	Lack of Foster/Adoptive Patents	Mentors
Arlington						
Eastern Shore Area on Aging/CAA						X
Fauquier	X					X
HOPE Community Services						
Lynchburg		X				
Mountain Community Action						
New River				X		
Office of Human Affairs						
People Inc of SW Virginia						
Pittsylvania						
Quin Rivers						
Richmond						
Roof Top of Virginia, CAP						
Skyline Community Action Program						
STEP,Inc						
The STOP Organization						
W-JCC		X				

LDSS	Lack of Dental Care	Minor Home Repairs for disabled/elderly	Affordable Pre-school Services	Communication	Legal Assistance	Housing Assistance
Accomack County						
Alleghany/Covington	X	X				
Amherst County						
Bland County						
Botetourt County						
Caroline County						
Charles City County						
Charlottesville						
Chesterfield-Colonial Heights						
City of Richmond						
City of Roanoke						
Culpeper						X
Dickenson County						
Fairfax County						
Fauquier County						X
Fluvanna						
Franklin County						
Frederick County						
Giles County						
Hanover County						
Harrisonburg Rockingham	X					
Henrico County						
Highland County						
Hopewell						
King William County				X		
Lynchburg	X					
Newport News			X			
Orange County						
Page County						
Powhatan						
Prince George						
Prince William						
Radford City						X
Rappahannock						

LDSS	Lack of Dental Care	Minor Home Repairs	Affordable Pre-School Services	Communication	Legal Assistance	Housing Assistance
Roanoke County					X	
Russell County						
Scott County						
Shenandoah Valley	X					X
Stafford County						
Sussex						
Warren County						
Washington County						
CAA	Lack of Dental Care	Minor Home Repairs for disabled/elderly	Affordable Pre-school Services	Communication	Legal Assistance	Housing Assistance
Arlington						
Eastern Shore Area on Aging/CAA						
Fauquier			X			
HOPE Community Services						
Lynchburg		X				
Mountain Community Action		X				
New River	X					
Office of Human Affairs						
People Inc of SW Virginia	X					
Pittsylvania						
Quin Rivers						X
Richmond						
Roof Top of Virginia, CAP		X				
Skyline Community Action Program						
STEP,Inc						
The STOP Organization						
W-JCC						X

LDSS	Tutoring for School Age Children	Services for Ex-Offenders	Homeless Services	Domestic Violence Services	Lack of Employers	Specialized support for Refugees
Accomack County						
Alleghany/Covington	X					
Amherst County						
Bland County					X	
Botetourt County						
Caroline County						
Charles City County						
Charlottesville						X
Chesterfield-Colonial Heights						X
City of Richmond	X	X	X	X		
City of Roanoke						
Culpeper						
Dickenson County						
Fairfax County						
Fauquier County						
Fluvanna						
Franklin County						
Frederick County						
Giles County						
Hanover County						
Harrisonburg Rockingham			X			
Henrico County						
Highland County						
Hopewell						
King William County						
Lynchburg						
Newport News						
Orange County						
Page County						
Powhatan						
Prince George						
Prince William						
Radford City						
Rappahannock						
Roanoke County						
Russell County						

LDSS	Tutoring for School Age Children	Services for Ex-Offenders	Homeless Services	Domestic Violence Services	Lack of Employers	Specialized Support for Refugees
Scott County						
Shenandoah Valley						
Stafford County						
Sussex						
Warren County						
Washington County						
CAA	Tutoring for School Age Children	Services for Ex-Offenders	Homeless Services	Domestic Violence Services	Lack of Employers	Specialized Support for Refugees
Arlington						
Eastern Shore Area on Aging/CAA						
Fauquier						
HOPE Community Services			X			
Lynchburg						
Mountain Community Action			X			
New River			X			
Office of Human Affairs			X			
People Inc of SW Virginia						
Pittsylvania						
Quin Rivers						
Richmond						
Roof Top of Virginia, CAP						
Skyline Community Action Program						
STEP,Inc						
The STOP Organization						
W-JCC						

APPENDIX D
Virginia Faith-Based & Community Initiative Advisory Council

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