
BLACK AMERICA 1997

*How Government Harms Charities
...And How Some Are Succeeding Anyway*

A publication of Project 21

THE NATIONAL CENTER FOR PUBLIC POLICY RESEARCH

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Introduction

In recent years many anecdotes have illustrated the burden excessive government regulations have placed on small businesses and aspiring entrepreneurs, but there have rarely been any reports of the burden borne by community service organizations that find themselves caught between the competing needs of low-income communities and the demands of government bureaucrats.

This report, the fourth annual report of the African-American leadership group Project 21, seeks to rectify that situation.

It says much about the role of government in American society that community service organizations stand side-by-side with businesses as the subjects of government harassment. Some excuse government's interference with profit-making entities with the allegation that most business people are materialistic and inhumane. This is, of course, inaccurate, but does anyone believe that the same can be said of charities doing community service work?

The pages that follow will have the reader thinking that question silly. Instead, many may begin to ask: How humane are government rules and regulations that deter people from helping low-income communities?

Whether it be an application process for government funds that takes a hundred hours to complete, requirements that consider credentials in drug dependency counseling to be more important than a counselor's effectiveness, or a preference for metal over plastic wastebaskets, the absurdity and sheer volume of government regulations are impeding the ability of local charities to help those in need. Community service providers are becoming discouraged. They ask questions in the pages that follow that beg the obvious: Is the welfare of low-income recipients secondary to the enforcement of bureaucratic rules and regulations? Are effective results less impressive if some government bureaucrat is not convinced that all the rules and regulations were followed?

The pages that follow include stories about 131 community service organizations and their problems with government and 44 profiles of community service providers that are worthy of special recognition and monetary support. An appendix is included containing the amount of government funding and the source of regulatory problems for the groups whose stories are told in this report. The accounts of the regulatory burdens encountered are based on the testimony of directors and other staff at the community service organizations contacted. Of the 441 community service organizations that responded to our survey of approximately 1,126 community service groups, 392 indicated that they had problems with government or were afraid to apply for government funding due to fear of excessive government control of their organizations. Inconsistent testimony, insufficient detail of the problems, and dubious complaints are among the reasons some of the stories are not included in this report.

Project 21 is issuing *Black America 1997: How Government Harms Charities* after over a year of painstaking research and telephone interviews. This report is the fourth in a series of annual reports by Project 21. *1996's Black America: A Time for Renewal* provided a comprehensive 14-step plan for revitalizing disadvantaged communities. *Black America 1995: A New Beginning* contained essays by 35 of the most influential African-American conservatives on economic development, education, civil rights, empowerment opportunities provided through the Internet, health care, culture, politics, welfare reform, crime and the media. Our first annual report, *Black America 1994: Changing Direction* provided a radical departure from the almost

exclusively liberal prescriptions of the civil rights establishment in a series of 14 hard-hitting essays on the state of black America.

Project 21 is an initiative of The National Center for Public Policy Research to promote the views of African-Americans whose entrepreneurial spirit, sense of family and commitment to individual responsibility has not traditionally been echoed by the nation's civil rights establishment. This became most obvious during the April 1992 riots in Los Angeles, when the media provided extended coverage of the reaction of liberal civil rights leaders to the events surrounding the Rodney King controversy. Curiously, the media made little mention of those in the African-American community who spoke out in favor of law and order and individual responsibility -- and against rioting.

Rather than merely complain about the lack of attention given to moderate and conservative African-Americans as typified by the coverage of the riots, The National Center for Public Policy Research convened a meeting of conservative and moderate African-American activists in mid-1992 to determine whether it was feasible to construct a program to bring conservative and moderate voices in the community to the attention of the media. The answer was yes, and Project 21 was born.

Project 21 has enjoyed enormous success. Project 21 participants have been interviewed by hundreds of newspapers, talk radio shows and television programs throughout the country. Participants are regularly featured on such programs as *CNN Morning News*, *C-SPAN's Morning Journal*, *Rush Limbaugh*, *the Michael Reagan Show*, *CBS's Gil Gross Show*, *Larry King*, *The McLaughlin Group*, *Black Entertainment Television's Our Voices*, *America's Black Forum* and *CNN & Company* as well as in newspapers such as *The New York Times*, *The Wall Street Journal*, *The Washington Post*, *The Washington Times*, *The Detroit News*, *The Cleveland Plain-Dealer*, and many newspapers and talk shows. Project 21 has emerged as a leading voice for a new generation of African-American leadership.

Black America 1997: How Government Harms Charities hopes to illustrate, and thereby help to correct, a sometimes crushing problem faced by too many of the often-selfless people who seek to serve America's disadvantaged communities. It also seeks to introduce the reader to work of many organizations who deserve our thanks -- and our support.

Project 21 thanks the many Project 21 staff members who made *Black America 1997: How Government Harms Charities* possible: Arturo Silva, who directed the entire project and edited the final report, and researchers Telly Lovelace, Anne Singer, Paul Teller and Michael Session.

Americans With Disabilities Act

Americans With Disabilities Act Could Cost Academy \$500,000 for Elevator

The De Le Salle Academy is a New York City school for low-income, academically-talented students in grades 6, 7 and 8. No student is denied admission because of financial need.

Brother Brian Carty, founder and principal of the academy, said his main regulatory problem involves the Americans with Disabilities Act (ADA). The Academy uses rented space. Thus, if they want to renovate their facilities at all, the ADA will apply. The academy would be forced to put in ramps and an elevator, for example. "But in New York, it can cost upwards of \$500,000 to install an elevator. This is just too expensive," said Carty. "The money is just not there! As a result, we can not renovate to expand their program offerings or the work space for current programs," added Carty.

Brother Carty also cited problems with state attempts at regulating private schools. "These regulatory attempts which include efforts to control the curriculum of private schools are too severe. De La Salle would have to buy into the political agendas of the state education czars, and this is simply unacceptable," asserted Brother Carty. Carty added that there are so many regulations that they usually only find out about a regulation after they've been cited for violating them.

Regulations Hinder Economic Development

The Eighteenth Street Development Corporation is an economic development organization serving a largely Latino community in Chicago, Illinois. They engage in business counseling and commercial development.

Maria Munoz, director of the Center's small business development office, said her main problems are with the Americans with Disabilities Act (ADA). "Its regulations make it hard for businesses to cut costs. Often the businesses associated with us cannot keep up with the ADA-mandated regulations," said Munoz. "They cannot always build access ramps or reconstruct their stores to be more handicapped-friendly. The result is increased costs for these businesses, job loss, and increased workload for Eighteenth Street," proclaimed Munoz.

Ms. Munoz also cited the minimum wage as a problem. "Certain of their associated businesses cannot pay the minimum wage to certain workers. Layoffs result. Lastly, the federal government continually expects Eighteenth Street to do more (or the same) with less. That is, though the government cuts funds, it does not cut its expected level of service from Eighteenth Street," proclaimed Munoz.

Americans With Disabilities Act Disables Finances of Church

Cory United Methodist Church of Cleveland, Ohio, operates various senior programs, a soup kitchen, a hunger center, single-parent programs and a recreation center all with the goal of assisting the neighborhood's poorest individuals and families.

Reverend Orlando Chaffee cited problems with the Americans with Disabilities Act, which has forced and will continue to force the Church to make the facilities more handicapped-accessible. "Bathrooms and entrance ways, for example, need to be reconstructed," said Chaffee. "These alterations are costly and time-consuming, and the regulations do not allow for the Church to make the necessary changes at a reasonable pace. The truth is, though, the Church would implement many of these alterations anyway, but not on the government's timetable."

Reverend Chaffee also mentioned that federal and state nutritionists oversee all of the Church's food distribution. Though this oversight can be somewhat burdensome, he conceded that much of the nutritional oversight aides the less-than-healthy people that the Church tends to help.

Lastly, Chaffee cited certain obstacles which are functions of the separation between church and state. Because the recreation center, for example, is leased out to the city, the Church cannot be promoted in fliers, speech, or otherwise in the recreation center -- even though it's on Church property.

Anti-Family

Family Legislation Not Family-Friendly

The Institute for Responsible Fatherhood and Family Revitalization coordinates neighborhood-based outreach services to fathers, mothers, and children in six U.S. cities. They especially target the neighborhoods within each of the six cities that has the highest rate of single parents (which usually winds up being the area with the highest crime rate as well). Basically, they try to get men to be responsible fathers and to reconnect families.

According to Gary W. Duncan of the Institute for Responsible Fatherhood and Family Revitalization, "Family legislation that is currently on the federal and some state books is targeted for children and mothers but tends to overlook the fathers." Dads, he said, often get ignored or penalized in social service legislation. If the word "father" is not included in social service legislation, usually because it was written a long time ago, then dads cannot tap into funds to which they should be entitled," said Duncan. "Sometimes, dads sincerely want to reconnect with their families, but they are encouraged not to do so by government legislation. Other times, the legislation actually produces the opposite of the desired result," added Duncan.

"For example, in Pennsylvania, if a dad fails to pay child support for just one or two months, the state takes away his driver's license. Without a driver's license, the dad often cannot keep his current job. Then, the dad certainly cannot pay child support for a while," said Duncan. "Legislation has not kept up with the fatherhood movement," added Duncan. "In addition, the government focuses more on the financial support of a child than the emotional support."

Burdensome Paperwork

Paperwork, Paperwork and More Paperwork

The Hispanic American Multi-Service Center of Indianapolis provides human services for at-risk Hispanic families. They are involved in a multitude of services, as their name implies, including food, clothing, employment, senior citizen programs, translation, immigration, legal services, pediatrics, and domestic violence to name a few.

Pam Flores, the Center's executive director, said her complaints about government related to problems with government-related paperwork.

"Sometimes it feels like we're spending 90% of our time on paperwork and only 10% on providing actual services," said Flores. As an example, she cited the city's employment program, which requires a "tremendous amount" of record-keeping for each client. Everything the Center does for each of its job-training clients, which number several hundred, in the way of training and employment, and even follow-up information on each client after he or she has been placed in a job for months and months, has to be documented and recorded on standardized city government forms.

For state funding there's considerable end-of-the-month paperwork and for federal funds there are repetitive requirements for filling out forms for different departments. "Overall, the paperwork is confusing and redundant in many cases. It takes away from our staff's time that they can spend on actual services, while adding to the stress of the already-limited staff," said Flores.

Staff Time Spent Satisfying Government at the Cost of Children

Associated Day Care Services of Boston provides a broad base of community resources focused on supporting children and families. Serving over 700 children each weekday, Associated Day Care programs provide developmentally, culturally, and linguistically appropriate child care in nurturing and stimulating environments that promote children's optimal development and prepare them for school.

"Each of our programs has a program assistant to process enrollment and billing documents," says Doug Baird, Associated's executive director. "Our program assistants spend a large amount of their time doing paperwork related to contracted slots and especially child care subsidies through vouchers. While vouchers are applied for directly by the families of children we serve, our staff spends time explaining eligibility requirements, assists in paperwork being filled out properly, and checks for details and any possible problems that may arise during the application process," added Baird. "This is further complicated because information about eligibility requirements and regulations are often confusing, with no specific written regulations available from the state."

"Vouchers are often written for short periods of time, with gaps between the end of a voucher period and the beginning of the next; this results in either a loss of child care for families or a loss of income for us," said Baird.

Paperwork So Excessive Employees Have to Use Personal Time

Community Outreach Services, Inc., uses a holistic approach to serve the needs of people in western Arkansas. Focusing on the entire individual rather than the Band-Aid approach, Community Outreach Services seeks to keep people off welfare rolls or out of "the system."

Jean Fox, Chief Executive Officer, estimates that paperwork fill-out time is 80% of their job. She says each staff member uses their personal time during non-office hours to do paperwork since office hours are spent with clients.

In addition, the Arkansas Department of Health's Bureau of Alcohol and Drug Abuse Prevention states in their Licensure Standards Manual for Substance Abuse/Addiction Treatment Programs (published on July, 1, 1996) that a \$1,500 one-time Licensure Review fee is required by community service organizations to pay for an evaluation conducted by the Bureau.

Group Spends 15 Percent of Its Time On Paperwork

Project Bravo is a service organization primarily serving the Hispanic community in El Paso, Texas, dedicated to empowering low-income people by providing assistance with GED, citizenship, English language instruction, and an employment office.

"There is too much paperwork with the application process for clients who want to enroll in programs," said Jose Aguilar, executive director of Project Bravo. "Clients must fill out paperwork for each different program, the information overlaps and becomes time consuming. We spend about 15 percent of our time filling out paperwork," added Aguilar.

Paperwork Overwhelms Groups Resources

A Better Chance of Boston, Massachusetts, seeks out talented and motivated black children and provides them with access to better college preparation, academic enrichment and career options.

Barbara Booth, director of programs, said there are a plethora of forms to fill out at the federal level for every employee. "It's time-consuming," said Booth. According to Ms. Booth, the biggest nuisance comes from the state level of government. Because the organization raises funds in numerous states, it has to fill out forms for this fundraising in every state. That's annoying in and of itself, but the real nuisance comes when a state government will send back a form to be redone if something as minor as a comma is accidentally left out by A Better Chance.

Government Wastes Its Time on Irrelevant Details

The Hispanic Family Center of Camden, New Jersey, is a social service agency working with the area's Hispanic community. Services include: health clinic, employment training, self-sufficiency in life skills, GED, ESL, health education and prevention.

Executive Director Laura Hernandez-Taine says some of the restrictions are outdated. For example, allowances for overhead costs have not been adequately increased. Depending on the government agency that one deals with, 7-15% of the money is designated for administrative cost, and it should at least be 17-21%, Hernandez-Taine says.

The Department of Education (DOE) is the most restrictive in this category. DOE is also burdensome with the paperwork, as it is, Hernandez-Taine says, too lengthy and focuses on too many details that are irrelevant to the service provided. Hernandez-Tiane could not estimate how much time is spent on paperwork because she delegates most of it to her staff, but she said that "too much" time is spent on paperwork.

Excessive Documentation Requirements Force Group to End Program

The Denver Indian Center is a nonprofit social services delivery corporation operated by the Denver Indian community. It offers adult education, child care, employment training, senior programs and other social services.

Lisa Harjo, executive director of the Center, said the documentation required with the Job Training Partnership Act (JTPA) is excessively detailed and takes away from the focus of the program. She adds that the Center is also required to receive an A133 audit because it receives a lot of JTPA money. This audit is very costly, and takes away from money in other programs, because the Center cannot use JTPA money only to pay for it.

Denver Indian Center dropped out of one of its government programs because it was too costly. It received \$12,000 per year in reimbursement from the Food & Nutrition Program through a state block grant. However, it cost Denver Indian Center thousands of dollars more in administrative costs because of the excessive documentation that was required. After documenting the numerous requirements that the family must meet for the children to be eligible for the program, Denver Indian Center also had to comply with explicit food documentation. In order to be reimbursed at the end of the year for feeding children in its daycare, it was required to document the number of meals each child had every day, and then give specifics about each child's individual menu. The Center had to document the exact menu of each child, by giving specifics like 1/2 cup carrots, 1 cup apple juice, etc., for every meal of each child, every day for the entire year. Harjo also said the \$12,000 reimbursement only worked out to be a \$1.96 compensation per day per child, which barely covered the food expenses, and definitely does not pay for all the hours of staff time needed to fill out the paperwork. Because of all of the required documentation, the Center could not afford to keep the program.

Government Too Process-Oriented Rather Than Results-Oriented

The New England Home For Little Wanderers, in Boston, operates a residential treatment center for children and provides other services for youth, such as adoption, after-school programs and a mental health clinic.

Mr. Jim Traglia, executive director, said that the government does have "rigid and minute requirements." The government tends to be more focused on the process of providing the service than it is concerned with the results of the work -- it is "less results-oriented and more process-oriented," said Traglia. While his group may be following the letter of the law, it is not following the spirit of the law because of all the regulations. Therefore, groups that have government money run the risk of not really achieving its goals, partly because the government is not clear on the goals of these government programs.

Regarding paperwork, Mr. Traglia said that there is a lot of it, and the paperwork is a "significant burden." He couldn't estimate how much time is spent on paperwork because it has become such a routine for them and it is hard to distinguish between duties.

Complex Tax Code Forces Group to Hire an Accountant

The mission of the Northwest Fathering Forum in Redmond, Washington, is to discipline fathers and their families in their relationship with Jesus Christ.

According to Jamie Bohnett, director of the Northwest Fathering Forum, "The only cost which we incur each year is to our accountant, about \$1,500, to make our annual statement and tax returns."

Group Spends 33 Hours A Month on Paperwork

The vision of Breakthrough Urban Ministries is to ensure that everyone who comes through the doors will receive assistance in assessing their own needs and will be empowered with tools to help themselves satisfy those needs. The needs include finding employment, locating decent and affordable housing, achieving freedom from addictions or obtaining counseling regarding issues associated with mental health and spiritual and emotional growth.

Arloa Sutter, executive director, noted that the paperwork for the small amount of government funds that Breakthrough receives takes about 33 hours per month.

Government Requests Hard to Obtain Documents

Daybreak is a runaway shelter in Dayton, Ohio, whose employees work with youth between the ages of 10-17 by providing the following services:

- 24 hour shelter for runaways, homeless, and pushed-out youth;
- Violence Prevention Program;
- Substance Abuse Prevention Program;
- Independent Living Program for youth ages 17 to 21.

"The only problem we have experienced to date is in regard to the funding we receive from Title XX," said Kipra Heeman, executive director of Daybreak. "This grant funds one of our Violence Prevention Power Clubs for youth but all the paperwork requirements emphasize the parents of the youth. To be specific, in order to be paid the grant for the services we provide to youth, we must have documentation of the parent's or guardian's income, plus several other forms that must provide information about the parents or guardians," said Heeman. "Thus, if parents or guardians will not provide the documentation, Daybreak does not get reimbursed for the services provided to the parents' or guardians' children," added Heeman.

Government Demands Unnecessary Documents From Group

The goal of the Upper Albany Neighborhood Collaborative, in Hartford, Connecticut, is to empower residents to improve communities by working within the neighborhoods through community organizations and programs. Programs focus on economic development, redeveloping auto dealerships, shopping centers, job training and disadvantaged youth.

According to Donald Blake, director of the Collaborative, the Collaborative is required to prove that the youth it serves are low-income, even though it is painfully obvious they are. This is a problem because their parents do not want to give any information, because they do not want the government to interfere. Also, it is a redundant requirement, because the Collaborative is only allowed to work with people that the city has referred to them and that are on the city's General Assistance Roll, so the youth are automatically low-income to begin with. Blake has helped kids that he does not have documentation for, and he thinks this will be a problem in the future if the government finds out that he is helping them. "The paperwork is horrendous," said Blake. Administrative overhead costs are not taken into account with the funds.

Multiple Reports Demanded for Same Program

Established to serve the Spanish origin community of San Francisco, California, Arriba Juntos provides services to help Hispanic persons with educational, employment, mental health, and other problems.

"The paperwork is excessive, taking about 25% of our time," according to Georgiana Hernandez, executive director of Arriba Juntos. Also, the paperwork is not the same for all the funders of the same program, so Arriba Juntos has to fill out multiple reports for the same program, which all depends on the number of funders.

Paperwork and Reporting Requirements Take Up 20% of Staff Time

The Southwestern Michigan Urban League is a multiracial organization committed to preparing people of color for full participation in the employment, entrepreneurial, education and economic life of the community.

According to James Graham, Jr., president and chief executive officer, "Twenty percent of staff time is spent on paperwork and reporting requirements. The rigid, inflexible standards adversely affect about 25 to 30 percent of our potential clients. Many are on the borderline and in desperate need of assistance."

Repetitive Paperwork Requirements Wastes Groups Time

The mission of the East End Neighborhood House (EENH), in Cleveland, Ohio, is to help develop black males to serve as role models and mentors for adolescents and to help prepare black youth for the responsibilities of adulthood.

According to Paul Hill, executive director of EENH, government funding "is so restrictive that we have declined to even apply for some programs because we don't want the money. There is very little flexibility with the money, and the categorical funding is far too restrictive, as far as who we can serve."

"The government also does not sufficiently allow for overhead costs (6-9% is a very unrealistic number), and agencies cannot run programs on so little administrative costs," said Hill. "Luckily for East End Neighborhood House, we have United Way and other foundation money to make up the difference, but other agencies are completely dependent on government money and have a difficult time running their programs."

Hill concluded that "the paperwork is ridiculous, and is far too excessive." He estimates that his staff spends 30% of their time on paperwork. "Each level of government has separate requirements for the same program, instead of a common report that would satisfy all of them."

Grant Process is Time Consuming

The Oasis Shelter, affiliated with the Oasis Resource Corporation, is a non-profit organization located in Warren, Arkansas and serving the seven county area of Ashley, Bradley, Calhoun, Cleveland, Dallas, Drew and Lincoln in Southern Arkansas. The Shelter's service area is located in the Mississippi Delta region, which is characterized by chronically high rates of unemployment, poverty and illiteracy.

"Half my time is spent filling out paperwork for our \$12,000 Emergency Shelter Grant (ESG)," said Terry Meyers, executive director of Oasis. "The statistical information takes 6-8 hours to get done."

Documentation of Clients Proves Exhausting

The goal of Holy Rock Outreach Ministries, in Chicago, Illinois, is to help homeless families develop the stability in their lives so they can function in permanent housing independently.

"One major problem I find working for the homeless agency is that there is entirely too much paperwork," said Nettie Powell, intake clerk at Holy Rock. "We have to document everything from the time a client moves in until he or she moves out. I estimate 40 percent of my time is spent on paperwork."

Counterproductive Drug Rehabilitation

Victory Fellowship Not Allowed to Help Children

Victory Fellowship of San Antonio, Texas, is a Christian ministry helping recovering drug addicts and alcoholics rebuild their lives. Victory Fellowship has helped over 13,000 former drug and alcohol abusers with incredible results: nearly 2 out of every 3 people who stay in the program for 3 to 6 months overcome their addictions.

Freddie Garcia, pastor of Victory Fellowship, notes many of the problems they have with state regulations. For example, Drug and Alcohol abuse counselors have to be licensed or college graduates, and he prefers to work with dropouts from surrounding neighborhoods. Garcia prefers dropouts from surrounding neighborhoods because at one point in their life many were addicted to drugs or alcohol, so they can better relate to many of the abusers. Government also informed Victory Fellowship that its counselors needed to receive credentials in chemical dependency counseling.

Garcia also noted that he would like to advertise Victory Fellowship as a 'rehabilitation center,' but the Texas Commission on Alcohol and Drug Abuse informed him that he must apply for a drug-rehabilitation license or advertise as a church. However, to get a license, they would have to meet certain state health and safety codes. Garcia said that it would be difficult to meet the regulations because they do not like to turn people away, even if they are at full capacity.

Because teens are minors, Victory Fellowship cannot serve any teenagers and they are not allowed to open a teen halfway house.

Government Returns Recovering Drug Addict to Jail

The mission of CityTeam Ministries in San Jose, California, is to spread the Gospel and help the disadvantaged in worthy cities by providing essentials such as food, clothing, and shelter.

Services provided by CityTeam Ministries include a rescue mission; a shelter for homeless women and their children; a family services center providing food and furniture to impoverished families; an annual summer camp for hundreds of urban poor; drug and alcohol recovery programs; English and literacy classes; weekly Bible clubs for kids; a home for unwed pregnant women and occasional special programs such as this year's "On The Right Track," which provides a free haircut, backpack and school supplies to hundreds of underprivileged kids who are just about to return to school.

"Since we refuse to be licensed by the state," said Pat Robertson, executive director, "we could not keep one of our clients in our drug recovery program. As a consequence our client had to return to jail."

"In California, addiction is a disability so addicts receive large lump-sum money from the state, which is required to be spent and not saved. As a consequence, the drug addict lapses back into the drug use," proclaimed Robertson.

Group Forced to Serve Less Clients Because of Unreasonable Regulation

The Alaska Women's Resource Center aides women in exploring their potential, recognizing that healthy human relationships depend on the economic, emotional, physical and spiritual well-being of women and men.

Diane Heard, executive director of the Center, stated some of the problems the Center has encountered with the Municipality of Anchorage: "Having to include the children of our clients in our bed count for our residential substance abuse treatment program delays entry for women needing assistance. In addition, our wait list generally has 25 on it with a 2-3 month wait." Ms. Heard added that "we are working with the appropriate authorities on this -- we are looking to increase our bedcount to address this issue."

Federal Government Out of Touch With Local Solutions to Drug Use

The East Baltimore Community Corporation (EBCC) seeks to aid minorities in the East Baltimore area through such programs as job training, counseling, youth services, and health and drug abuse programs. This organization is a multipurpose, comprehensive social service provider with a primary focus on drug abuse.

Dr. Maria Washington, president of EBCC, says that the necessary qualifications to apply for certain government funds place too much emphasis on research that is non-practical. "The Federal Government does not understand the true nature of the drug problem in East Baltimore. It comes to the table with a fixed mindset and makes no adjustments for the specific needs of localities, making the innovation and implementation of practical solutions less likely. There is no consultation with the local community and what is really needed." Washington added that government data collectors are seen by local residents as elitist outsiders and are thus not gathering the real story. "Government data of this sort is unrealistic and has no practical use," said Washington.

Davis-Bacon and Minimum Wage Labor Laws

Davis-Bacon Law Raises Construction Costs of Low-Income Housing While Government Sets Up A Catch 22

Impact Services Corporation of Philadelphia, Pennsylvania, provides employment and training to poor people with the objective of eventually placing them in the private sector. They are also involved in comprehensive community development, with particular focus on low-income housing.

John McDonnell, executive director, said "There are so many rules and regulations that exist." McDonnell stressed the impact of the Davis-Bacon Act on their construction operations. "The Davis-Bacon Act mandates that firms like Impact pay 'prevailing wages' on construction projects," said McDonnell. "Well, this requirement often makes projects too expensive for us. Plus, it becomes harder just to bid for jobs. Impact is thus often pushed out of competition," added McDonnell.

McDonnell also had concerns with worker's compensation. "Workers compensation ran between 60 and 100 dollars per payroll. This was just too much money. It has even led to us eliminating our entire demolition business," said McDonnell.

McDonnell's third complaint about government regulations involved a low-income housing project for homeless veterans that Impact already manages. Even though Impact already manages the project, the federal government required that they get special certification to run the establishment. But part of getting certification is having long experience in running such establishments. Thus, the government set up a Catch-22. Impact needs certification to continue running the homeless veterans' shelter, but it cannot get certification unless it has experience in running such housing projects. This is crazy, McDonnell said. In order to magically obtain the necessary experience, Impact is forced to seek outside consulting assistance from organizations who have long-term experience in running these housing operations, even though Impact has already been managing the project and certainly needs no outside advice in doing so. But it's hard to get outside consulting help from another firm because other firms do not want to train a competitor and help it become certified! So, Impact has to "kiss somebody's... to get us to be certified. The whole process is ridiculous," proclaimed McDonnell.

Davis Bacon Act Hinders Economic Development

The Southwest Detroit Business Association is a community development corporation that supports local small businesses that serve the community and larger businesses that employ workers in the area. They also support real estate development to improve the area.

Kathy Wendler, executive director of the Southwest Detroit Business Association, says the Davis Bacon Act has a major impact on their community service efforts. "The Davis-Bacon Act sets wage guidelines requiring [businesses] to pay union scale wages for construction contracts over \$2000, an amount set in 1934. That amount is too small for today's jobs, and is too costly for many organizations like ours that support community development projects," says Wendler. "This is a nationwide regulatory issue that no one wants to approach because they will look anti-union. We also have problems with the turn-around time for receiving money awarded in a contract," added Wendler. "We still have not received money from a contract awarded in

July 1995. We have had to take out loans to compensate for the delay in receiving money,” said Wendler.

New York State Demands Group Pay Interns More

The Congress Of Racial Equality’s (CORE) aim is to bring about equality for all people regardless of race, creed, sex, age, disability, religion, and ethnicity. In assuring its aim, CORE identifies and exposes acts of such discrimination in society.

Roy Innis, national spokesman for CORE, noted that the New York State Department of Employment investigated CORE’s payment of interns. The state Department of Employment informed CORE that it would have to terminate its intern program or pay interns the minimum wage. CORE decided to end its intern program.

Minimum Wage Requirements Add to Group’s Costs

The Mendenhall Ministries, Inc.’s mission is to develop people and ministries in Mendenhall, Mississippi, to meet the spiritual and physical needs of the whole person, both physically and spiritually. Locally, it serves the needs of low-income persons for health care, education, food and clothing, legal aid, recreation, housing, leadership training and other assistance.

Shelby Smith, executive vice president, said that “minimum wage requirements are a problem.” In addition, “W-2 forms are a pain. We must pay kids who help with Vacation Bible School the minimum wage.”

Department of Housing and Urban Development

Application Process for HUD Takes 100 Hours, According to Group

Mr. Andy Bales, executive director of Good Samaritan Urban Ministries in Des Moines, Iowa, noted the excessive paperwork in applying for government funding. Though his organization only receives 7 percent government funding, he noted that the paperwork is "excessive," and the application process for funding from the Department of Housing and Urban Development (HUD) alone takes about 100 hours. The paperwork is especially hard for small groups like Good Samaritan Urban Ministries who do not have enough staff to ease the burden.

Good Samaritan Urban Ministries provides transitional housing for homeless mothers and their children, offers counseling, runs clinics, and is involved in building/rehabilitating numerous low-income housing projects.

HUD Policies Steer White Families Out of Neighborhoods

Chicago's Institute for Community Empowerment is a resource and training center for community groups on Chicago's northwest side. The Institute assists in leadership development, trains community organizers, and does fundraising.

Clayton Daughenbaugh, associate director, said that there are "a lot of different instances where government regulations have negative effects on community service providers. For example, city building codes are inefficiently administered and are often counterproductive."

Daughenbaugh's more serious gripes were with the United States Department of Housing and Urban Development (HUD). For example, Daughenbaugh says, "HUD's low-cost housing programs are generally written to favor poor people at the expense of moderate-income people. They do not take into account people who may be able to make a down payment, for example. Thus, the families who need some but not a lot of assistance get ignored by HUD policies in general."

Further, Daughenbaugh says that "HUD policies steer, whether intentionally or inadvertently, white families out of integrated communities. The results are communities based more on race than on socio-economic conditions." He added: "Destitute people are placed in complexes with moderate-income people or elsewhere where they just don't 'fit' socio-economically. These misplacements do more harm for the poorer residents because they will always look worse off in comparison to their moderate-income neighbors," said Daughenbaugh. "Plus, tensions can be created this way. HUD does a lot of social manipulation such as this -- and it's mainly along racial lines. Furthermore, HUD maintains terrible operations of housing units," continued Daughenbaugh. "There are high number of defaults on rent (upwards of 60%), and there are high numbers of vacancies. Overall, HUD's management operations are 'extremely poor,'" proclaimed Daughenbaugh.

HUD Environmental Review Regulations Create Delays

The West Angeles Church of Los Angeles, California, builds affordable housing, helps neighborhood businesses, provides job and community services for local residents, and teaches non-violence in schools in south Los Angeles.

According to Paul Turner, Community Relations Director, the Department of Housing and Urban Development's (HUD) environmental review regulations outstripped the capacity of HUD's own field office in Los Angeles, creating a 9-month delay in one of their local affordable housing projects and in funding from a HUD start-up grant.

Turner also added that the Los Angeles Housing Authority declined to give the Church leads to earthquake-displaced tenants so the church could provide relocation assistance into permanent housing. This was because the Church was funded for relocation assistance services by the City's Community Development Department (CDD), and the Housing Authority felt CDD's was operating outside its jurisdiction in this regard. The result was that displaced tenants could not be helped.

Illogical HUD Regulation Wastes Government Money

The Hispanic Housing Development Corporation, in Chicago, IL, provides assistance to Hispanics needing low-income housing in the City of Chicago. Through its provision of affordable housing and commercial development, the Corporation seeks to physically stabilize neighborhoods and provide jobs.

Certain federal housing regulations cause many of the problems that the Hispanic Housing Development Corporation faces, says Paul Roldan. "For example, the Department of Housing and Urban Development (HUD) regulations for the elderly housing program, Program 202, forbid a for-profit firm affiliated with a non-profit housing corporation from actually constructing the housing. In this case, the Hispanic Housing Development Corporation (HHDC) is non-profit but has a for-profit affiliate called Tropic Housing. HUD forbids Tropic from doing the construction for HHDC projects. This was the case even after Tropic offered to do certain projects at cost. HHDC wants Tropic to do its construction because of the ease of dealing with an affiliate as opposed to an outside contractor and the fact that Tropic maintains a 68 percent minority, community-based workforce -- a much higher percentage than any outside contractor. Thus, even though HHDC has its own for-profit construction company, it has had to hire an outside contractor from a government-selected list and at higher prices. That to me is nuts," declared Roldan.

"In addition, HUD's HOME Program has similar restrictions where a non-profit cannot use its affiliated for-profit firm to do housing construction for the poor." Again, HHDC had to go through the federal government and contract out work at higher prices for unnecessary reasons. Roldan was unable to give an estimate for the extra costs.

Contracting out means fewer workers from the local community and less control for HHDC on the construction projects as they unfold. Further, because HHDC has to go through the government for its contractors, the turn-around time is much longer, as much as 12-15 months as opposed to the 6 months of Tropic. "Getting a contractor becomes a logistical nightmare. The bureaucracy defeats the intentions of providing affordable housing quickly to those most in need," asserted Roldan.

Department of Labor

Lack of Professionalism at the Department of Labor

California Human Development Corporation (CHDC) helps poor and unemployed people to improve their lives and their communities. It offers job training, housing assistance, and other services. It promotes self-sufficiency and seek to get people off welfare.

CHDC is funded and regulated by the United States Department of Labor. Thus, much of CHDC's complaints center around the Department of Labor and its regulations. "The Department of Labor is very poor and not a high class outfit," said, George Ortiz, CHDC's executive director. "The bureaucracy is slow to respond to inquiries and to distribute promised funds. Within the Department of Labor, there is a marked lack of professionalism; there are personality and attitude problems throughout the agency," added Ortiz. According to Ortiz, the Department of Labor regulates how they keep their books, do their job-training, and spend their money.

Ortiz said the problems are that the government's recommendations are often inconsistent with actual community needs or are ridiculously unreasonable. For instance, he cites the government regulation requiring completion of stacks of paperwork in what he considers to be too short a time-frame. The Department of Labor even regulates what stipend the corporation may pay people during the job-training period. "The Department of Labor thinks in black and white. Either someone is in administration or is in operations, according to the regulations," said Ortiz. But in reality, Mr. Ortiz and others in the corporation are involved in both administration and operations. Since the government limits how much can be spent in each area, it often mandates allocations unreasonably.

In fact, the Department of Labor once told CHDC that it was spending too much on administration and not enough on operations – even though the corporation had completed the level of work required by the government. "The Department of Labor is too nit-picky," said Ortiz. "They are too concerned with how something gets done and not concerned enough with the final outcome, which we always achieve," added Ortiz. Government, he says, always interprets rules to the detriment of the grantee. Mr. Ortiz has even had to go to court to collect funds awarded and then denied to the corporation. He says he always wins because he's always right and the Department of Labor is always wrong. Further, the Inspector General's office regularly checks on CHDC even though the corporation has not changed its operations in 29 years. All these regulations cost time and money. Ortiz estimates that 20% of CHDC's operation is devoted to compliance with regulations.

Neighborhood Group Stymied By Department of Labor

The National Association of Neighborhoods (NAN), in Washington, D.C., works with hundreds of neighborhood groups from across the country and provides information, training and technical assistance to neighborhood groups nationwide.

Ricardo Byrd, executive director of the National Association of Neighborhoods, says the Department of Transportation gives NAN funding, but imposes Regulation 13 on them: "Regulation 13 requires all of our neighborhood transportation services programs to be approved by the Department of Labor, which is influenced by labor unions. This regulation has prevented us from setting up some of our own programs."

Environmental Regulations

Environmental Regulations Hinder Real Estate Development

The East Los Angeles Community Union is a community development corporation (CD.C.) which concentrates on financial services, real estate development (commercial and residential) and construction. The Union is a non-profit corporation which maintains for-profit subsidiaries. These for-profit subsidiaries upstream funds to non-profit and to various social service programs in the area of East Los Angeles.

Jose Villalobos, senior vice-president of the Union, said he has regulatory problems with government. On the other hand, Mr. Villalobos did stress that despite his complaints, government can at times be a very positive force (usually by way of granting legitimacy to a project in the eyes of private investors).

Villalobos's first set of complaints involve environmental regulations for real estate development. "Federal and city environmental regulations add costs and risks to any development project," said Villalobos. "Because of the layers of regulations, it could take up to five years in Los Angeles to even begin construction on a development project. That is, it could take up to five years to get all the necessary building permits, fill out all the necessary paperwork, undergo environmental assessments, conduct necessary environmental clean-ups, endure the long review process by the city, pay all the required fees, and hold community meetings to allow all possible opposition to the project to be voiced," stressed Villalobos. "All of this could add 30 percent to the cost of a project, make projects less viable or totally non-viable, and scare away investors from the private sector. Mr. Villalobos indicated that it is not unusual for the Union to walk away from projects solely because of the costs of complying with environmental regulations."

Villalobos's other complaints surround the Union's lending operations and Federal Deposit Insurance Corporation (FDIC) regulations. He argues that new laws designed to protect against financial abuse actually serve to limit the Union's ability to choose who to lend to. "That is, the FDIC basically forbids 'character loans,' or loans that are made to individuals based on the Union's perception of their character because of their local community standing or other financial evidence of trustworthiness, not on any 'objective' record of individuals' credit histories. Because of this elimination of 'character loans,' our lending to community leaders has dropped 30%," said Villalobos. Thus, despite the Union's 28-year history of proven success, the government does not allow the Union to make its own character judgments as to who is loan worthy, noted Villalobos. Villalobos concluded by saying that his organization is "definitely impacted by government regulations in all [its] activities."

Housing Opportunities for Poor Reduced by Environmental Regulation

The mission of the Harlingen Community Development Corporation, in Harlingen, Texas, is to assist low and moderate-income families obtain housing opportunities. It specifically assists with loan attainment, inspections, construction, etc.

Fred Huerta, executive director of Harlingen Community Development Corporation, noted problems with excessive environmental policy requirements, especially those concerning lead

abatement. Because of environmental policy, Community Development Corporations (CDC) must spend money on lead paint abatement which adds cost to rehabilitation, according to Huerta.

Government-mandated reports and other burdensome paperwork holds it back from actual program implementation. Plus, Harlingen spends numerous hours trying to comply with all the regulations.

Economic Development Hindered By Environmental Clean-Up Costs

Economic Resources Corporation (ERC) is a nonprofit organization which promotes jobs and economic development in the Watts section of Los Angeles, California. ERC was created in the aftermath of the Watts riots.

Dutch Ross, president and chief executive officer of ERC, had several problems with government regulations. Ross cited two specific cases.

The first surrounded the environmental impact studies that the Environmental Protection Agency (EPA) mandates before a site can be developed or rehabilitated. "These studies and the resulting clean-ups are extremely costly," according to Ross. "The cheapest environmental impact study and clean-up is \$5000, but the most expensive ones can go as high as millions of dollars, usually in cases involving the removal of hydrocarbons and petrochemicals. Many times these high costs are prohibitive; the land remains fallow and the community remains that much less developed," said Ross.

Ross's second illustration is the high and variable costs of permit fees for buildings. It is very difficult to keep tabs on the different permit fees for different parts of the city. "A project on one side of the street may not be as economical if that same project were done on the other side of the same street," said Ross. This variability makes it hard to assess the feasibility of developing projects and hard to make slight changes in project plans.

Church Finds Wetland Designation Is Heavy Burden to Bear

The US Army Corps of Engineers had a special message for one Maryland church: "Pass the collection plate." The Baptist church purchased three acres of land in southern Maryland in early 1989 for \$155,000 for new construction. But later in the year, the Corps of Engineers declared part of the land a wetland, requiring the church to spend an additional \$45,000 for an adjacent lot. This new congregation, which cannot even afford the salary for a full time pastor, is finding the government's demand a heavy burden to bear.

Environmental Laws Enforced As One Size Fits All

Can Do is a coalition of industrial revitalizers and overall economic developers in the Chicago area. It concentrates on retail and commercial development outside the downtown area.

"Environmental clean-up laws often scare away private developers," said Martin Berg, director of communications and neighborhood development. "There's little differentiation in the laws between very dirty sites and sites which just need a relatively small amount of clean-up."

Government Against Religion

Children Volunteers Too Religious for City of Dallas

Norman Henry, executive director of Voice of Hope Ministries in Dallas, Texas, organized a group of teenagers to clean up some of the run-down lots in the area. The city of Dallas usually pays \$200 per lot for its city workers to do the cleanup. Voice of Hope Ministries wrote a proposal to the city for their youth to clean it up for \$55, a \$145 savings for the city. The city said that the children would have to be insured. Voice of Hope complied with their request. However, the city then refused to hire Voice of Hope because of the group's expressed Christian values. The city did not want to hire the group since Voice of Hope would not comply with their religious affiliation regulation.

The mission of Voice of Hope is to assist young people in overcoming poverty through educational and employment programs, a summer day camp and leadership training classes. Voice of Hope Ministries also attempts to involve the family in the process.

Two years ago, Voice of Hope applied for government funding, but it was informed that it would have to sign an agreement saying that Voice of Hope would not preach a religious message.

Voice of Hope also requires its employees to be Christian, which the government would not accept. If Voice of Hope accepted the funds, it would not be allowed to preach its members' faith, which is the basis of the group. "Whenever the government sees a religious association they do not look at the work they are doing, but see them as a church," said Henry. "The political process is against anything to do with morals," Henry added.

Michigan Objects to Pictures of Jesus

Highland Park Community Outreach of Highland Park, Michigan, is a Christian-based organization designed to provide the services necessary to make people independent and productive in all aspects of their lives -- education, family, housing, employment, etc.

Highland Park applied for state funding of a summer youth employment program in which youths were hired to work with a local organization. However, state regulations said that Highland Park Community Outreach could not have pictures of Jesus or Bible verses on the walls of their building, and, therefore, they were deemed ineligible to receive the funding.

Union Gospel Mission Told Prayer Before Dinner Is Not Acceptable

Union Gospel Mission of Duluth, Minnesota, provides food, shelter and hope to the area's poor. Union Gospel operates a large meal program, long-term housing, counseling by pastors, prayer meetings and Bible studies.

According to Durbin Keeney, director of development, Union Gospel Mission has run into many regulations, both with religion and food service. "For example, we can not have prayer before dinner, or offer church services before dinner, since we receive government money and food... In addition, we have to use plastic pallets that have been approved for food storage, as

opposed to the wooden pallets that we were using. However, the organization next door is allowed to use wooden pallets," added Keeney.

Union Gospel Mission received a citation for its salad bar because they used ice instead of a coolant, which would have cost it an additional \$2,700. Union Gospel was not made aware of this new regulation, but was still cited. In addition, regulations also required Union Gospel to purchase a certain microwave oven when their old one broke. Instead of replacing it with a new model with the same power, the group was forced to replace it with a new microwave with less power than the old microwave.

Elevator Is No Place for Religion, Government Regulates

John 3:16 Mission has been helping the poor and homeless in Tulsa since 1952. The Mission has ministries to families, youth, children and other people in need. The Mission is best known for sheltering homeless men. The Mission has two shelters totaling seventy-two beds: the Overnight Shelter and the Men's Program.

"When we began a two million dollar project of renovating a building that had been vacant for 17 years to help the homeless and people on welfare, we talked to the block grant people," said Mr. Philip Dickinson, executive director of the mission. "We understand you cannot use government money for religious programs, and agree with that. We asked for money to install an elevator. We were told that we would have to guarantee that no person would ever use the elevator to go to a religious service, for example, Bible Study, a prayer meeting or whatever," Dickinson noted. "We would have to make them use the stairs. If 20 years from now an atheist used the elevator to get to the second floor, and someone shared with him how to become a Born Again Christian and receive the gift of eternal life, we would have to pay back the government every penny they had given us to install the elevator," Dickinson concluded.

Religious People Told To Keep Away From Workers

The goal of the York Union Rescue Mission of York, Pennsylvania, is to maintain a non-sectarian organization for the advancement of the kingdom of God through the gospel of Jesus Christ. The Mission does missionary, relief, and rescue work of all kinds in York and surrounding areas, and such other places that the Board of Directors may deem advisable.

According to Reverend Paul Gorog, executive director of the Mission, "When you receive money from the government, the religious programs are restricted regarding the use of Bible verses and conducting Bible studies or Christian education. About fifteen years ago, the mission received \$22,000 from local government to help transients and to renovate their facilities. We were told that we could spend what we needed and return the remainder. We spent \$19,000 and returned \$3,000. There was dissatisfaction because we didn't spend all of the money."

Gorog continued, "About ten or so years ago, six young men were working on government 'on-the-job-training' at our Lighthouse Youth Center. We were told we had to discontinue displaying religious materials and the conducting of Christian education classes in the area where the six young men worked. We discontinued the 'on the job training.'"

Government Regulations Imprison Spiritual Teaching

The Jubilee Christian Church set up the Community Revitalization Stewardship Program, which aims to increase and improve the quality of life for low-income individuals and families on Detroit's east side.

According to Ellis Smith, pastor of the Jubilee Christian Church, government regulations do not allow them to bring in the spiritual component. "We would like to address spiritual issues in our clients' lives."

IRS Taxes Church In More Ways Than One

Voice of Calvary Fellowship's mission first and foremost is to accurately proclaim the gospel of Jesus Christ. It, however, has at least two commitments which are important: a long term commitment to youth leadership development, and a commitment to moving families from dependence on government programs to financial self-sufficiency including home ownership.

According to Phil Reed, pastor of the Jackson, Mississippi-based Voice of Calvary Fellowship, "our main problems have been with the Internal Revenue Service (IRS) and following the changes in the tax codes." For example, the IRS began in 1992 to treat pastors as no longer employees of the church but rather as self-employed. This ended up costing us an estimated \$6,000 in penalties and interest, even though we had been paying withholding taxes," said Reed. "We should have been paying self-employment tax. I currently pay 30% in taxes."

Government Micromanagement

Government Keeps Group From Serving 25,000 More Each Year

Chicanos Por La Causa (CPLC) is a Phoenix-based community development corporation which seeks to improve the status of Chicanos throughout the state of Arizona. It offers social services, job training, educational programs, counseling, and elderly programs.

Ms. Bertha Salas, vice president of administration, finds government restrictions on all levels very burdensome. In particular, she said, her organization is harmed by geographic limitations that go along with funding contracts at city and county levels. City contracts forbid them from assisting anyone even a mile outside Phoenix borders, while county contracts have analogous restrictions for county borders. "It's limiting and restrictive," proclaimed Salas, in reference to geographic parameters. "These parameters harm people who could otherwise be highly deserving of assistance from CPLC," added Salas.

Another government restriction which is harmful is the federal government's dictating how much of their budget, 10 percent, they (as a non-profit group) are allowed to spend on administration. "Ten percent is not enough! This limitation makes it harder for us to attract good workers to the organization and of course it makes it harder to administer their services. All departments are understaffed," according to Ms. Salas. "Our personnel department should have three people; it only has one. The Administration Office should have at least seven people; it has only three. As a result, employees have to wear many different hats, making their jobs harder and the provision of the community services less efficient," proclaimed Salas.

Most critically, Ms. Salas argued that, though CPLC serves 55,000 people annually, it could serve approximately another 25,000 people each year. "The federal restrictions thus prevent us from expanding to meet rising demands for their high quality work," she said.

Turning Away the Working Poor

The Bidwell Cultural and Training Center provides job training and other assistance for poor people in the Pittsburgh, Pennsylvania area.

"The federal labor regulations are not written generously to include the constituency Bidwell would like to serve," said Bill Strickland, executive director at Bidwell. "That is, Bidwell is prohibited from serving anyone who is above the technical poverty line but is still poor (i.e., the working poor). There's no flexibility on the part of the government," continued Strickland. "If someone's just 50 cents over the poverty line, Bidwell cannot help them. Bidwell has had to turn away about 100 needy people [in seven months]," proclaimed Strickland.

D.C. Government Sets Unreasonable Rent Control Ceiling

Jubilee Housing of Washington, D.C. renovates run-down buildings and offers rental housing to low-income families and individuals. It is a private-market competitor with HUD.

Peter Antoci, director of Jubilee Housing, said that he really encounters no problems with federal housing regulations mainly because Jubilee receives no federal, and for that matter, no

government funds. "However, we do have trouble with the District of Columbia rent control regulations. They're totally unintelligible," proclaimed Antoci. "And interestingly, even though Jubilee always charges below the rent-control ceiling, for example we charge \$290, which is 38% of market value for Adams Morgan and about half of the \$560 D.C. rent ceiling for low-income housing, Jubilee still falls under the regulations of D.C. rent control," proclaimed Antoci.

"In addition, Jubilee is not permitted to raise a person's rent as little as 5% -- and certainly not up to the D.C. rent ceiling. We can only raise their rent by the same percentage or less that the D.C. government raises its rent ceiling every year," added Antoci. "If we seek to raise a person's rent just 5% [we can't], even though that would put the person's rent at way below both market value and the D.C. rent ceiling!"

Housing Regulations Crowd Drug Rehab Center

The Community Agencies Corporation (CAC) of Newark, New Jersey, is a community service management corporation which coordinates the delivery of all kinds of services to families and children. It especially focuses on family services, educational programs and programs for at-risk youth.

Dorothy Knauer, deputy executive director of CAC, noted that her organization seems to have internalized many of the government regulations. "We've just adjusted to codes," proclaimed Knauer.

Knauer noted that at the local and state level housing regulations can be very costly and damaging to CAC's service provision. For example, CAC sought to convert an old apartment building into a drug rehabilitation center. But because the building was only equipped with an external fire escape and not enough secondary internal exits and because it would have taken too much money to build new internal exits and remove the external fire escape, CAC could only use the bottom two floors of the building for drug rehab, leaving the top few floors empty and the bottom two floors more crowded. Interestingly, Knauer said that government is not as much of a barrier to her organization's service provision than the unions and the insurance companies.

Government Cracks Down on Group That Saves Money

Doll League, Inc. of Englewood, New Jersey, is made up of civic-minded black women who distribute dolls and other toys to children in schools, orphanages, hospitals and day-care centers. In addition, it works to improve the quality of life for disadvantaged children and young adults through programs in health care, education and the arts.

According to Barbara Marsan, president of the Doll League, Inc., the most significant regulation prevents them from keeping too much money in its bank account due to its status as a charity. If the account exceeds the allowable limit, the government cracks down. Government then forces Doll League, Inc. to get rid of the excess money.

Mrs. Marsan gave two examples: Doll League, Inc. had raised money for a kidney machine for a local hospital, but it could not keep that much money in its account. Thus, the organization had to purchase the machine, store it, and deliver it themselves to the hospital. In another case, the group had raised money for a girl's scholarship fund but did not want to distribute it to her all at once based on past experience. But again, Doll League, Inc. could not keep that money around in its accounts. So, it was forced to put the money in a Certificate of Deposit (CD), which is harder to access. "Government touches all," concluded Marsan.

Office of Management and Budget Micromanages

Coastal Plain Area Economic Opportunity Authority of Valdosta, Georgia, operates programs concerned with helping people help themselves as well as promoting the economic, educational and social well-being of the ten Georgia counties it serves.

According to Patricia Sirmans, executive director, the Office of Management and Budget (OMB) conducts an annual audit of the organization. It is burdensome and costly, usually around \$30,000. OMB sets procurement policies, requirements for contract bidding, and spending programs.

In addition, OMB also sets administrative guidelines, including hiring practices and wage increases. All of these regulations and guidelines interfere with its operations and costs tens of thousands of dollars per year. Regulations and guidelines force it to use up staff resources and have even forced it to hire outside consultants and accountants.

Government Regulations Discourage Hiring Community-Based Companies

Hunting Park Community Development Corporation, in Philadelphia, Pennsylvania, is concerned with community economic development such as housing development and rehabilitation. It's also involved in at-risk youth mentoring and job placement services.

Steven Sonntag of Hunting Park Community Development Corporation has several complaints with government regulations. His main problem involves government (federal and city) restrictions on who Hunting Park can contract with in rehabilitating houses. It is only allowed to contract with firms which have a certain level of assets, a certain level of employees, and large insurance policies. Because these qualities are often lacking in smaller, local, community-based companies, Hunting Park frequently is forced to contract out to larger firms from outside the community and often pay more to do so. Mr. Sonntag also cited problems with city energy efficiency requirements. Heaters, chimneys, and insulation have to operate at certain (new) minimum levels of efficiency. These requirements can add 10-20% to the total mechanical costs of rehabilitation of a given project.

Government Protects Troublemakers From Eviction

Delta Housing Development Corporation is concerned with improving housing conditions for the residents of its area. Formed in the wake of a devastating tornado 25 years ago, Delta Housing particularly focuses on housing low-income farm workers and elderly persons in the Mississippi Delta.

Clanton Beamon, executive director of Delta, acknowledged that some measure of government oversight is acceptable given that it receives most of its operating funds from the federal government. Still, Beamon did mention certain regulations which are bothersome to him and his organization. For example, there's "too much intervention" in management decisions on apartment units operated by Delta. Delta cannot, for example, kick out people who it considers to be trouble makers. The standard for troublemaking is set in Washington, D.C. If someone is making trouble in one of Delta's apartment complexes in Mississippi, Delta is powerless to do anything about it.

In addition, Beamon complained about federal restrictions on where Delta can build housing. That is, Delta is not permitted to build in the flood plain, even if there is nowhere else to build a certain project. Often, these off-limits areas set by the government have never flooded or have not flooded in a generation. Because of these building restrictions, projects can become more expensive and people can remain homeless or live in horrendous housing for longer periods of time. Sometimes, though, the off-limits areas are legitimate and protect future residents against flood damage and trauma.

Lastly, Beamon mentioned that he finds it a nuisance that Delta must seek approval from Rural Housing Services, an agency of the federal Department of Agriculture, in order to make subdivisions out of pre-existing housing.

Group Accuses Government of Being "Paternalistic" and Overbearing

American Indian Services (AIS) of Sioux Falls is an American Indian community service organization which focuses on child and family social services, as well as on economic development through cultural and artistic programs.

Ms. Rae Burnett, executive director of AIS, complained about the regulations of the Department of Health and Human Services (HHS) and its program called the Administration of Native Americans. In addition to the shrinking dollars that are available, the HHS review process has become much more stringent. AIS now faces more competition for its programs and has to undergo peer reviews.

Burnett's second complaint involved the Department of the Interior's Bureau of Indian Affairs and its implementation of the Indian Child Welfare Act (ICWA). The Act, though well-intentioned, actually serves to discourage off-reservation organizations from applying for help. Further, it allows tribes to bring children back onto reservations from off-reservation lands without reasonable justification. Thus, it becomes hard for AIS to strengthen weakened families off-reservation. "If there's a recent emergence of family problems, a tribe can pull children out of their off-reservation families, and there's not a thing we or the state can do about it," said Burnett. ICWA is functionally anti-family and harms children more than it helps them, Burnett believes.

"The 'feds' don't really understand what's going on out in South Dakota," claimed Burnett. The federal government is trying to heal all social ills through nonprofit organizations. But she asserts that people in D.C. are not qualified to do so. "The federal government is dictating down to people -- and what's worse is that they're dictating down to groups like ours via the bureaucratic mess that is the Bureau of Indian Affairs. The Federal Register, she argued, is the "most inaccessible, burdensome document in the world." Bureaucrats are insensitive to its needs, she continued, and there is virtually no solicitation of input from groups like AIS out in the field. The whole system is "paternalistic, really." Bureaucrats dictate program content to AIS.

For example, the federal government determines what's considered tribal art or a heritage site, etc. There's no consideration of the views of groups in the field. Burnett said she understands that there has to be some level of regulation that goes along with funding, but what the feds are doing is more than minimal regulation. "They're dictating program content; they're dictating what AIS has to do and how it has to do it. This dictating makes it hard to provide real services to people in need when there is so much control at the top," continued Burnett.

Opening of Women's Shelter Stopped By Government

The Olive Branch is a 120-year old organization founded for the purpose of serving the poorest citizens of Chicago. The Olive Branch has met the needs of the poor for the last century and a quarter by providing temporary shelter, spiritual support, professional support, professional counseling, and access to medical providers.

David Bates, executive director of The Olive Branch, said "We receive government funds only for our shelter program -- the city provides X dollars per bed. We are told how many beds to have and even where and whether to have a shelter. This year government restrictions kept us from even opening a women's shelter," said Bates. "This has kept us from reaching people in our city!"

Group Told Where to Hire Its Employees

The Black Economic Union of Ohio is concerned with housing and economic development mainly for minorities in Cleveland.

Bryson complained about the federal grant process. "Being a 501 (c) 3 organization was not enough to qualify the Union for federal funds. The federal government mandates that housing development organizations employ x-number of people from the local community. Thus, the Union had to spin off subsidiaries under the umbrella of the Union in order to then *qualify for federal grant money.*"

Government May Not Know Best, But It Thinks It Does

Minneapolis American Indian Services is a halfway house for American Indian males seeking to recover from alcohol addiction.

Lynda Ramillion, executive director, commented on government regulations saying, "They control everything we do. The state and county governments keeps reducing the maximum number of days that an individual is allowed to stay with Indian Services. It used to be 120 days, then 90 days, and is now presently at 75 days. They rarely grant extensions. The government doesn't understand the needs of the people who come through our doors, otherwise they would not keep lowering the maximum length of stay. Further, the government decides who needs treatment and who does not, not the Minneapolis American Indian Services. This should not be!"

Government Requires Kids Live In Shelter Before Housing

A comprehensive services provider, East Harlem Block Schools (EHBS) is primarily a "safe haven" for youths of the dangerous East Harlem community to learn and to escape the harsh realities of the outside world. EHBS also cares for children who would otherwise be alone or unfed while their parents are away from home. EHBS has changed with the growth of East Harlem, refining itself to fit the ever-changing needs of this dynamic community composed primarily of poor, working families.

Gardenia White, executive director of EHBS, cited an example of how government affects their community services efforts. Families who want to be eligible for housing must have first

lived in a shelter before they become eligible. White said mothers fear for their kids safety in those shelters.

Unrealistic Expectations By Government

The International Youth Organization is dedicated to the positive growth and development of Newark's inner-city youth. The Organization has programs in crisis intervention, vocational training, and community development.

"Different departments have different guidelines in budget fiscal reporting," said Derek Winans, deputy director of the International Youth Organization. "For example, one department requires us to list all insurance under 'other director costs.' This wastes a lot of our time, adding to our administration costs."

"Government sets unrealistic expectations," said Winans. "For example, a person with only a 10th grade education is supposed to get a GED in 6 months. 70 percent of people in our program are out of jobs and are high school drop-outs with education levels below 9th and some even 6th grade. There needs to be more emphasis on adult basic education."

Government Treats All Local Communities the Same

Action for Bridgeport Community Development (ABCD) assists people of Bridgeport, Connecticut, and the surrounding towns with child-care, job-training and housing. ABCD looks to promote self-sufficiency and self-reliance.

"Government guidelines are too restrictive," said Charles Tisdale, executive director of ABCD. Tisdale's main complaint is that government exhibits no flexibility in dealing with local communities. "It tries to implement one-size-fits-all solutions. Government frequently makes decisions about situations in local communities about which it has no first-hand knowledge."

Group Unable to Understand Purpose of Government Rules

The mission of the National Puerto Rican Forum is to provide direct services to Puerto Ricans, Latinos and disadvantaged groups through employment and educational programs. The Forum works to move clients from welfare to work. In addition, the Forum helps with job readiness, resumes, and job placement.

Mala Thakur, director of public policy for the Forum, said: "The goal or purpose of government rules and regulations is not always clear -- we don't understand what purpose the rules are serving."

Church's Rehabilitation Programs Dictated By Government

The African Methodist Episcopal Church's principal community service activities in Washington D.C. include serving the needy, feeding the hungry, housing the homeless and providing jobs. The Church is involved in numerous community service functions.

Dr. Joseph McKinney, director of the African Methodist Episcopal Church, cites considerable problems regarding the drug and alcohol program of the Church. "Federal regulations set guidelines for who can be trained for and who can implement drug and alcohol

rehabilitation programs. Sometimes, the people who the Church wants to run a local drug and alcohol rehabilitation program are not allowed to do so because of strict federal guidelines." Dr. McKinney added "these guidelines are often confusing and inconsistent." The drug and alcohol program is one of the Church's largest programs.

Inconsistent Regulations

Inconsistent Regulations, Documentation Requirements Plague Group

The United South End Settlements, in Boston, Massachusetts, is a human service agency serving the lower income population residing in the South End/Lower Roxbury sections of Boston. Its mission is to promote the stabilization and well-being of individuals and groups at risk within the community, nurture personal growth and development, build a sense of community and foster an environment in which all can thrive.

Charlotte Woodson Williams, vice president of finance and operations, said government agencies often establish conflicting requirements. "For example, the Department of Social Services has different child care eligibility requirements than the Department of Transitional Assistance," said Williams. "This increases our administrative workload and creates anxiety for our participants. In addition, it is burdensome to provide the amount of documentation required by many governmental agencies," added Williams. "Very specific regulations add time and cost for identifying, segmenting, tracking and reporting program and/or participant activities."

Williams also added that spending requirements often result in short-term and part-time hiring, thereby preventing agencies from gaining economies of scale or developing existing employees.

"The Department of Education (DOE) requires extensive intake information on program participants, it is rather personal and intrusive. In addition, DOE's feedback process is so slow it doesn't allow for maximum utilization of the data reports," said Williams. "Government funding is a double-edged sword which is slightly sharper on the side of restrictions and regulations."

Government Keeps Group Guessing

The mission of First Step of Baltimore, Maryland, is to work to redirect at-risk youth and their families through programs of education, treatment and prevention.

"There's extensive repetitiveness and redundancy amongst the layers of government, federal, state, and county, which has had an effect on First Step," said Dave Goldman, executive director of First Step. "There are conflicting requirements," said Goldman. There are guidelines which the federal level has for the state, the state for the county, and then the county for First Step. So, by the time things get to First Step, guidelines are confusing and contradictory.

"In addition, the layers of government step all over each other," according to Goldman. Goldman says that federal block grants often leave considerable leeway for the state to interpret the proper usage of funds. However, he says, there's not even consistency in this because a new administrator at the state level can totally shift the direction of the funding. And because they accept federal funds, First Step has to conduct annual audits. "The audit costs almost \$4,000 each year and that's not a small amount of money!" said Goldman.

Federal Departments Can't Agree on Who's An American Indian

California Indian Manpower Consortium is a multipurpose social service provider for American Indians in the Sacramento area.

Lorenda Sanchez, executive director, says her main problem with government is its classification of who is an American Indian and thus who is eligible as an American Indian to be serviced by this federally-supported organization. "Different federal departments use different standards for classifying American Indians, some based on percentage of tribal ancestry, some based on official registry with a tribe, etc. And since we offer many different services, the varying guidelines of many different federal departments apply. It's hard to keep them straight."

Government's Conflicting, Confusing Regulations Hard to Follow

The American Indian, Education, Training and Employment Center of Garden Grove, California, provides job training, educational services, family services, seniors programs, and other social services for American Indians.

John Castillo, executive director of the Center, complains of conflicting and damaging regulations at all levels of government. "For example, the state of California will not allow us to charge what the federal government says its OK to charge for social services. That is, the federal government allows us to charge 25 percent 'of wage and fringe,' but California says we can only charge 20 percent. Thus, these layers of regulations are conflicting and confusing."

Yet another example is the state's prohibition of charging full price for job training done off site. Thus, to continue to help off-site participants, the Center would have to spend an extra \$15,000 to \$20,000 per year, a cost which usually prevents them from helping these off-site participants.

Lack of Coordination Between City and State Mean A Long Wait For Funds

The mission of REACH, in Detroit, Michigan, is to promote positive community change in neighborhoods by using the residents as catalysts. Organizational goals include developing affordable housing, increasing opportunities for home ownership, revitalizing the community commercial areas, stabilizing and developing the neighborhood economic base, and nurturing the leadership skills of residents.

"Regulation of Community Development Block Grants (CDBG) programs makes programs even more complex to administer," said Pamela Martin Turner, executive director of REACH. "The local city home program process for disbursement is too long and inflexible. There is no coordination between state and city government. The city government requires title on property before signing on to disburse funds. State funding is dependent on the city signing on. The city is waiting for the state and the state is waiting for the city," said Turner.

Guidelines for Programs Change Mid-Way

The Association House of Chicago provides comprehensive social services for Hispanics of the Chicago area.

“Cutbacks in funds from mostly the state level have hurt our ability to provide services,” said John Vizquete, human services director of the Association House. Also, government guidelines for programs change mid-way through the program. Budget cuts and alterations in program requirements that occur mid-way through a program can often result in inhumane outcomes – such as having to kick some kids out of the summer foster care program mid-summer. Further, Association House finds that government social service legislation is targeted too heavily at the treatment rather than the prevention of social ills. Lastly, there’s lots of last-minute maneuvering by the government that prevents any sort of long-term planning.

Different Levels of Government Don’t Talk To Each Other, Says Group

Portland Impact is a community action and social services organization that provides services designed to promote self-sufficiency and prevent poverty as well as overcome poverty. Portland Impact serves youth, families, seniors, and homeless families.

Marilyn Miller, executive director of Portland Impact, cited many problems with government. “For every hour of service, there is twenty minutes of required paperwork and meetings on average.”

Miller added that the “eligibility requirements [set forth by government] ignore individual situations and sometimes force us to expend unnecessary time and expense to help a client become eligible. For example, a homeless family living with a relative is not considered homeless until they spend a day in the shelter.”

Miller concluded, “There is no consistency in each level of regulations or paperwork requirements. It is as if different levels of government don’t even talk to each other.”

Job Training Partnership Act

40 Pages Per Client Too Much Paperwork

The Spanish Coalition for Jobs, Inc. (SCJ) of Chicago, Illinois, was founded to work for the advancement of Hispanics: socially, educationally, and culturally with primary dedication of services and activities in the area of employment. The Coalition also provides free employment training as well as educational and vocational training services to low-income individuals.

"In 1992, the feds amended the Job Training Program Act (JTPA) law, adding additional qualifications for applicants. For example, when someone comes to [the SCJ] office wanting to apply, SCJ has to run through a list of barriers to see if they fit one: substance abuser, pregnant, homeless, handicapped, deficient in basic skills, etc. Therefore, people who are legitimately poor, but with no other barriers that make them 'hard to serve,' will not qualify for the program," said Petefish. "We end up asking illegal questions and discriminate in order to comply with JTPA's guidelines. For every seat in the program, three to five applicants do not qualify because of their income level or one of the barriers mentioned above," added Petefish.

"The paperwork for JTPA is also excessive, as they require documentation for every single thing that we do. The Mayor's Office of Employment and Training comes into our office and requires that the paper in their JTPA file folders are in a certain order, with some stapled, others not," said Petefish. "We have around 40 pieces of documentation for each person we serve. The government has unrealistic expectations for the amount of money that they give the organizations," added Petefish.

Regulation Forces 12-Year-Olds To Produce Drivers' Licenses

The San Francisco Educational Services (SFES) provides a variety of tutoring and counseling programs for low-income students from the Bay area, including tutorial educational programs brought to small group homes and foster homes and professional tutoring programs for high school students who need help with educational skills. SFES works with a total of 1,900 youth.

Gary Baringer, executive director of SFES, says SFES has encountered many problems with government. "The Job Training Partnership Act has so many problems that I doubt that it is even worth having," said Baringer. "The paperwork requirements for the youth we try to serve often discourage kids from taking part," added Baringer. Baringer estimates that they lose 50% of the kids they could serve because the kids are wary and scared to produce the documentation they need. Therefore, the agency needs to recruit twice as many kids than their goal number, because they know that only half of them will remain. Required documentation is often as simple as an I.D., but the kids do not have driver's licenses because they are too young or cannot get to Department of Motor Vehicles (DMV), so it is difficult for them to produce it.

In addition, Baringer added that many kids are also afraid to provide that type of information because they are afraid the government will track them, since they have not usually had pleasant experiences with authority. The education level requirement also scares the kids, who need to test between a 3rd and 7th grade level. These requirements are set by the local Social Services Department, and results in a 50% loss of clients. They currently serve 30-40 kids a year through JTPA.

Baringer also described many other problems that hinder SFES's community service efforts. He estimates that its staff spends at least 10 percent of its time filling out paperwork. Also, the government often gives only short notice (one to two months) when they award money for a program that is supposed to be starting within the next few months. Baringer also added that the government changes the conditions of the contracts frequently.

Three Week Training Program Stretched to Three Months of Paperwork

Bobby Ogburn, executive director of the Evansville, Indiana, Black Coalition Recruitment and Training Program pointed out that from the time when an applicant walks in the door to when they can be referred for a job can be as long as three months because of regulations put forth by the Job Training Partnership Act (JTPA). Ogburn noted that the Coalition could give basic job training in just three weeks, and employers have told Mr. Ogburn that the three-week training is quite acceptable because the employers will conduct more extensive training necessary for their specific jobs. And the three-week period is quite acceptable to the applicants. "They realize it is helpful to them and necessary for starting new work, or work for the first time," said Ogburn. "But the JTPA paperwork requirements [require] reams of paper [and] testing requirements [which are] acceptable for the most part but often on things which are not necessary for the jobs for which applicants apply, and extensive background checks including verification of education, residency, citizenship, past employment, past income to name a few," added Ogburn. "All these requirements extend the training process to three months -- and this is all before the Coalition does its own job training for each applicant. The three-month process discourages people from applying and certainly forces people to drop out mid-way through the training process," added Ogburn.

In fact, Mr. Ogburn reported a 50 percent mortality rate for people who start the job training process with the Coalition. "People just say 'the heck with it' because they need jobs now, not in three months. They have rents to pay, children to feed, and bills to take care of. They can't wait three months for a job. These are people who want to work and who may even have certain basic skills. But the federal regulations encourage them not to continue with job training. They either look for a job on their own, and often don't get it or simply remained unskilled, or remain unemployed and live off the government," notes Ogburn. "This makes the JTPA program self-defeating; people who want to work should not be discouraged from doing so by a set of federal regulations," added Ogburn.

The Evansville Black Coalition Recruitment and Training Program is concerned with the economic status of the area's black community. They focus on job training, educational training, and economic development.

JTPA Requires Unreasonable Documentation From Native Americans

Ms. Norma Sanchez, executive director of the San Jose American Indian Center, Inc., indicated that there were problems with the Job Training Partnership Act's (JTPA) requirement of proving that their clients are Indian. "Our clients need to get documentation from their tribe, which can be a very difficult process, taking up to several months," said Sanchez. "This discourages people from applying and eliminates otherwise qualified candidates who cannot get documentation from their tribe," added Sanchez.

The mission of the San Jose American Indian Center, Inc., is to deliver quality services to the Native American community in Santa Clara County in order to achieve a smooth transition

from their reservation to an urban setting. The Center offers employment, K-12 education, adult education, alcoholism treatment, and information/referral services.

Employment Opportunities Center Frustrated By Government Interference

The Employment Opportunities Center (EOC) of Seattle, Washington, provides employment and training services to a diverse population composed of refugees, immigrants, AFD.C./JOBS participants and youth with substance abuse problems. EOC also provides placement and employment counseling services to low-income immigrants who speak limited English.

The employment components of the Employment Opportunities Center include: job readiness classes, classes on how to find and keep a job, individualized job development, job referrals, and for the refugee and immigrant population, classes on the American workplace culture and survival skills for the working parent," said the Center's executive director, Richard Proctor.

EOC's major training components are Adult Basic Education, GED preparation, and computer training," said Proctor. "The education and training components are offered in one of EOC's three learning centers located in the greater Seattle area. The learning centers bring together a unique mix of traditional classroom instruction, individualized tutoring, and a state-of-the-art computerized interactive learning lab that provides customized basic skills and English as a second language," added Proctor.

"The problems vary depending upon the state agency or division within agencies," said Proctor. "Probably one of the most difficult organizations to work with are the JTPA Private Industry Counsels (PIC's). They seem to be obsessed with detailed reporting requirements and micromanaging programs. A specific example is after a contract is negotiated, signed by all parties and services begin being provided, the PIC support staff will start trying to add additional reporting requirements and conditions for processing invoices," proclaimed Proctor. "This presents a real dilemma for small contractors. If an organization says no and takes a firm position, the working relationship deteriorates and often becomes personalized," said Proctor. EOC estimates that its administration spends upwards of 25 hours trying to reach agreements on how it should operate the program and provide services after the contract is signed. State agencies have the same tendency to micromanage contracts and programs.

"In Washington state there has been a move starting with the governors' office and extending through the state legislature to agency heads to transfer much of the decision-making in designing and operating programs to the local level," said Proctor. "The notion behind this is that local organizations that are in the social services and employment and training business have a much better understanding of what is needed in the way of services locally. Unfortunately when we begin warring with the various agencies, they refuse to accept community-based organizations as equal partners," proclaimed Proctor. "It is very difficult to convince them to allow us to try out new ideas of providing services, or exercising any flexibility within the provisions of the contract. It can take several months of discussion and convincing before we can make changes; often the program year is over by the time approval is given."

"In one instance, we were forced to open an office in an area of the city that did not have enough potentially-eligible participants interested in receiving services. Out of this particular office... we had about 15 referrals come... in a five-month period," said Proctor. "It has cost us about \$7,000 to open and staff this office for 15 referrals. We have spent probably in excess of 50 hours of administrative time over a six-month period in obtaining permission to move out of the

area. There was no specific language in the contract about an office in this area. The contract states that we must provide services where needed," added Proctor.

"In most cases, it is state regulations that cause us the greatest difficulties. It is often difficult to distinguish between what is a regulation and what is simply a decision made by a program manager of a state agency or PIC based on their own predilections of how something is done," said Proctor.

"Often elected officials and the heads of state agencies are interested in developing true partnerships with community-based organizations that reduce the reporting requirements, stop micromanaging, reduces the volume of regulations that accompany contracts and encourage the local organizations to be creative in developing programs that meet the local needs. The difficulty seems to be a way of bringing the agency staff into line with the new directions without starting bureaucratic wars," proclaimed Proctor.

Understanding JTPA Takes Up to 50% of Time

Nueva Esperanza, Inc. of Holyoke, Massachusetts, seeks to promote community participation, involvement and control by providing affordable housing, developing community leadership and neighborhood economic development through community education and human service programs.

Nueva Esperanza's executive director, Robert Biagi, says that "state contracts are a major pain -- they want us to do what they want, not what is best for the community. For example, Nueva Esperanza developed a grassroots program, 'Charlas,' that the state prohibited because Nueva Esperanza did not have numbers or casework for it," said Biagi. The program consisted of education sessions held in residents' apartments.

State agencies that cause the most problems are the Department of Education, Department of Public Health and Massachusetts Cultural Council, says Biagi. "The Job Training Program Act (JTPA) is a [expletive] -- it's questionable if the program is worth all the effort," said Biagi. "The regulations are too stiff. For example, their agency uses funds for an entrepreneurial training program for people wanting to start their own businesses. However, JTPA requires that clients must be a family of four making less than \$17,000 per year," proclaimed Biagi. "This is not the profile of people who are trying to start their own businesses. The income level is too low and the requirement is impractical. We have learned to work with the requirement, but would be able to serve more people if they increased the income level by about \$10,000," added Biagi. "Understanding all of the regulations and paperwork for JTPA probably takes up about 50% of our time."

JTPA Uses Unfair Guidelines for Measuring Success

The Center for Employment Opportunities (CEO) provides employment, job training, and job development to men and women returning from jail/prison. The Center operates two related projects, which run concurrently: The Neighborhood Work Project (NWP) offers immediate, short-term work opportunities and the Vocational Development Program (VDP) provides pre-employment training and placement in permanent, unsubsidized jobs. In 1995, CEO enrolled close to 1,400 ex-offenders.

"Federal Job Training Partnership Act (JTPA) money is provided for VDP through the New York City Department of Employment," said Mindy Tarlow, executive director of CEO.

"Some problems that should be highlighted are rules that require average wages at placement to be at a certain dollar amount, but however, no credit is given by the federal government for making placements that include health and welfare benefits," added Tarlow. "These benefits represent real dollars and are arguably more important to ensuring the participant's stability than the base wages themselves."

"Funders require multiple reports in multiple formats which requires large amounts of staff time. In fact, New York City's Department of Employment requires us to maintain and operate a separate computer system solely for them," said Tarlow.

More Pages Required From JTPA Applicants Than Ivy League Applicants

Jobs for Youth of Chicago helps young blacks, with little or no work experience, through vocational counseling, job placement, and educational services.

John D. Connelly, executive director of Jobs for Youth, noted the Job Training Partnership Act (JTPA) requires 37 pages of forms to enroll one child. Connelly added that Ivy league college applications require only eight pages.

JTPA Late on Payments

The Hispanic Center of Western Michigan works for the overall improvement of the educational, political, and socio-economic status of the Hispanic community by engaging in projects that will bring growth and development to its present operations.

It has encountered many problems with the Job Training Partnership Act (JTPA) program because of the eligibility requirements and the bureaucracy involved in distributing funds, according to Lisa Garcia, executive director of the Center. "The Hispanic Center usually finds out in February or March if they are receiving money for the program which starts in June," said Garcia. "However, this year they did not find out until less than a month before the program began, which made it nearly impossible to run smoothly."

Another problem is the geographic limitations on who can be served. Only people within the city limits can be served, although the Hispanic Center is right on the border of another city, Wyoming, Michigan. The Center has turned 50 people away because they do not live in Grand Rapids, even though there is not another program in the city of Wyoming that they can refer to the youth.

JTPA Requires Excessive Paperwork

The mission of Operation Uplift, in Maywood, Illinois, is to provide pre-employment counseling, clerical/computer job training and placement assistance. Operation Uplift also primes individuals for employment by focusing on literacy, and other youth and adult life management skills. Operation Uplift serves the unemployed, underemployed and low-income individuals.

According to Northica Stone, executive director of Operation Uplift, for every person who goes through its Job Training Partnership Act (JTPA) program, there is about 20-25 pages of paperwork. The Illinois State Board of Education has a testing regulation for clients to qualify for the training, and if they do not pass the test, which is based on an 8th grade reading level, they

are ineligible for the program. "Many people lose the opportunity to receive training because they do not pass the test," said Stone. Operation Uplift then provides its own training (unfunded) to teach adults the skills they need to get a job.

JTPA Regulations Hurt Productivity of Group

The mission of Project for Pride in Living, in Minneapolis, Minnesota, is to enhance the self-reliance of individuals and families. The Project operates three main programs: housing development, job training, and a self-sufficiency program.

According to Steve Kramer, executive director, "The Job Training Partnership Act (JTPA) has much more restrictive regulations and it makes the providers lose track of what they are trying to do because they are so concerned with fulfilling all of the regulations."

"For example, 25% of the clients have to be high school dropouts, 30% have to be under a certain poverty level, etc. We find that we are spending more of our time trying to find people to fit all of the regulations than anything else," says Kramer.

The Project for Pride in Living has passed up some programs because it could not deal with all of the requirements that went along with it. For example, it most recently turned down a school-to-work transition program, funded by the federal government through local agencies, even though the Project is involved in that area and knew the program could be successful. The Project knew that it could not live with the type of regulations that accompanied the program.

Group Plays Guessing Game with IRS, State and City Government

The Urban League of Los Angeles helps minorities and others obtain sufficient skills to get entry-level jobs through a computer skills training program operated in cooperation with some West Coast firms.

Rene Ettienne, Vice President of Fund Development at the Urban League, stressed that each level of funding from the Job Training Partnership Act (JTPA) brings more confusion on how to interpret regulations. First, there are the regulations from the federal government, which are then funneled to the state government and passed on to the city. "The problem is that there are four or five different interpretations of the regulations, so it is not clear how they are to be followed. When auditors from the Internal Revenue Service (IRS) come in, they go by a different interpretation than the city or state."

For example, the Urban League allowed people to enroll in its training program based on a city interpretation of a contract. "We followed the rules the city of Los Angeles set out in the contract, but when the auditors came a year later they 'disallowed' the cost because they interpreted the regulations a different way. The auditors fined the city and the city in turn fined the Urban League because we received the money. We had to pay \$9,000 to the city before we could receive any more money for the program. In addition, we could not use government money to pay it. The city has been notorious for withholding money from organizations until they pay the money that the auditors have charged the city."

Ettienne added that the Service Delivery Areas (SDA), whether city or county, seem to put in more regulations in order to have audit trails, instead of setting up the regulations in order to best serve the people.

JTPA Makes Matching Clients With Money Difficult

The Dimock Community Health Center runs the Health Vocational Training Program in Roxbury, Massachusetts, which involves training people with no previous employable skills for the purpose of placing them in entry level jobs.

Guy Bresnahan, executive director of the Center, pointed out that the categorization of the Job Training Partnership Act (JTPA) has made it difficult for the Center to match clients with the appropriate money. "JTPA was originally created to replace the categorization of Comprehensive Employment Training Act, by creating a one-title program, Title II A. However, the government has since created many different categories for different types of people, and it is sometimes difficult to find the right category for the Center's clients."

Bresnahan adds: "The income level, which is the federal poverty level, requirement is difficult for many people to meet, because it doesn't allow for those people that have become recently unemployed, unless they can prove that they are dislocated workers. Dislocated workers are those people that are unemployed because of major layoffs or plant closings. They receive vouchers and are allowed to go around to different programs to find the right one for them."

JTPA Benefits Distributed Unfairly

HELP (Home, Education, and Livelihood Program) provides a variety of community development services to aid Hispanic residents of New Mexico. HELP focuses on employment training, literacy programs, at-risk youth programs, and food programs for farmworkers, both migrant and non-migrant.

The first complaint of Gene Ortego, executive director of HELP, involved the Job Training Partnership Act (JTPA), which limits the people they can help, he claimed. "Many of the criteria associated with the Job Training Partnership Act (JTPA) serve to be quite restrictive. For example, HELP runs a migrant Head Start program. In the same fields, there could be migrant farmworkers working alongside non-migrant farmworkers. But HELP is not allowed to service the children of the seasonal, local farmworkers because they don't migrate. So, a non-migrant farmworker who does the same work next to a migrant farmworker will always be asking why he's not eligible for the same services that his co-worker is, who may be better off financially."

Completing JTPA Paperwork A Task In Itself

The mission of the Sacramento Chinese Community Service Center is to serve Asian immigrants, refugees and others in the community in order to enhance family self-sufficiency and social empowerment.

"Paperwork is the main problem," according to Ms. Hilva Chan, executive director of the Center. "Specifically, the Job Training Partnership Act (JTPA) has tremendous paperwork requirements that take time away from our ability to serve the community." She estimates that fulfilling the paperwork requirements of JTPA takes 25% of its time. "We often have to fill out five different forms asking the same information about one program. We are required to write weekly reports about JTPA to the state and local employment agencies, in addition to its monthly, quarterly and annual reports," added Chan.

Local Interference By Government

More Government Means Less Common Sense

The Bronx Overall Economic Development Corporation is involved in economic development (zoning, financial packaging, contracting, site development, etc.) throughout the Bronx.

When Kevin Nunn, president of Bronx Overall Economic Development Corporation, was asked about his problems with government, he said he had numerous stories. "That's an hour conversation! I mean, that's a dissertation," said Nunn.

Overall, Nunn said that city government regulations slow things down and often the outcomes are unrelated to the original purpose of the regulations. "The case of procurement serves as a good example," said Nunn. "If a store owner wants to buy an adjacent 2500-square-foot, city-owned, vacant lot, regulations prohibit a normal sale to the store owner." Nunn continued, "Thus the lot has to be auctioned. This gives the adjacent store owner, who has more intense interest in the lot, a marked disadvantage in obtaining the lot. Before a lot can be developed, it must pass an environmental assessment test, including a traffic patterns review for larger sites," said Nunn. Nunn noted the environmental assessment can take up to eight months and cost upwards of several hundred-thousand dollars. "Even the cheapest ones are \$100,000 on smaller lots which require clean-up," said Nunn.

"After the environmental assessment, a one-year process of applying for city permits begins," added Nunn. "There are hearings and reviews with different executive agencies within city government and there may be zoning research and variances costing upwards of \$20,000," said Nunn. Nunn continued, "there are application forms and other tedious procedures."

Nunn concluded, "Basically, the city brings its own economic development to a stand-still." Nunn indicated that the city's development process is so slow that if someone needs land quickly: "Go private," emphasized Nunn. "Don't deal with the government!"

Government Forces Organization to Take Money

The mission of Children of the Night of Van Nuys, California, is to rescue boys and girls, usually between 11 and 17 years-of-age, from prostitution, pornography, and drug-pushing pimps.

"Government funding is for the short-term basis only, so it really cannot help someone in need of long-term care," said Children of the Night's president, Lois Lee. "Government funding requirements do not allow for the treatment of the same person twice."

Lee indicated that the city government once tried to force her to take money she did not want when the city government had a \$10,000 surplus for building rehabilitation. After she purchased a building, the city offered her the money with the string attached that the city be part owners of the building.

Local Government Prevents Group From Using Abandoned Building

The Ivanhoe Civic League seeks to enhance the lifestyle of Ivanhoe, Virginia, by providing education, employment, and community development. It is truly a multi-purpose group which dabbles in such areas as housing, job training, tutoring, water improvement, and even higher educational studies.

Director Maxine Waller's problems with government exist mainly at the local (i.e., county) level, not the state level. "You can work with the Richmond folks," Waller proclaimed. She gave an example of when the state set aside community development funds for southwest Virginia. Though the Ivanhoe Civic League wrote a proposal for the development of a certain building and its surrounding area, the funds for Ivanhoe went directly to the county. This gave the county total control over this particular building (and of course the related funds), leaving Ivanhoe civic leaders reliant on the county government. The building remains abandoned to this day. The local community has had no input in the allocation of funds, said Waller. The Ivanhoe Civic League keeps trying to get grants from the county government but meets with little success. Waller said that the county doesn't understand the needs of Ivanhoe. The state folks work better with Ivanhoe -- there's even a line-item allocation for Ivanhoe in the Virginia budget.

Wooden Playgrounds v. Metal Playgrounds

The mission of Youth Services of America of Washington, D.C. is to provide youths with opportunities to participate in community or national service. Youth Services of America works with youth service organizations by providing training and technical assistance to make them more effective.

"The city of Washington, by law, does not allow the construction of wooden playgrounds on city property," said Jeff Hough, director of development at Youth Services of America. "The District of Columbia does not want to maintain maintenance. However, in Prince George's County, Maryland, the county tore down the wooden playground and constructed a metal one which cost twice the amount of the wooden one, and was only half the size," proclaimed Hough.

"President Clinton's Corporation for National Service has led a lot of community service groups into dependency on government," added Hough. "They have now learned that government funding is not a long-term commitment."

Houston Regulates Feeding Children

The mission of Kid-Care is to end hunger among children in the Houston area by feeding them and trying to alter the circumstances that lead to hunger by providing nutrition classes, health seminars, cultural activities and other development programs.

Carol Porter, executive director of Kid-Care, cited many problems with government regulations. The city Health Department threatened to shut down her community service operation because of what they claimed were unsanitary conditions like a separate mop sink in the kitchen or the lack of a ventilated hood on her kitchen stove. Health officials in Houston said they feared an outbreak of disease. "Are you going to tell me that it's better for them to eat garbage-can cuisine than out of my kitchen?" said Porter. "They said there were roaches. This is Houston, the Humidity City, USA! Everybody has roaches," proclaimed Porter. In addition, she said her organization is held to the same sanitary standards as a restaurant despite the fact that she runs a non-profit organization that feeds the poor.

D.C. Brings Frivolous Lawsuit Costing Sarah House Valuable Time

Sarah House of Washington, D.C. seeks to enrich the lives of children and families living in extremely adverse conditions. Sarah House programs give children and their families precious opportunities to reconnect and rebuild, to develop self-esteem and hope, to discover special talents and to take a break from the stressful financial and emotional challenges defining their lives and just be a family.

"We are defending a lawsuit in which the city government seeks to disavow an agreement giving us the use of a vacant government building," said Jennifer Lyons, co-founder of Sarah House in Washington. "While we have pro bono legal counsel, we have spent up to 200 person-hours/week on litigation support -- a substantial burden on a full-time staff of five."

Government Finds Eating on Benches Too Risky

The Southern Queens Park Association, Inc. (SQPA) is an environmental organization operating a 54-acre park and providing social services to thousands of people in the impoverished area of South Jamaica, Queens. Programs include after-school education, counseling, vegetable gardening and community clean-ups.

According to Solomon Goodrich, the executive director, SQPA prefers to settle disputes that occur between kids in its programs instead of handing them over to the police. Obviously, in serious cases, SQPA contacts the police, but the city wants to be called every time there is a dispute. So far, the only consequence of SQPA not calling the police has been loud, verbal exchanges with city authorities.

The City Department of Health Services requires that all of the children have to eat at tables. However, SQPA works with 500 kids per day and there are not enough tables for all of them, so the children sit on the benches or on the grass in the park. Children are required to eat at tables when a health inspector is expected. As a consequence, many of the children complain because not all of them can eat at once due to a lack of table space.

The day camp is funded by the local Department of Youth Services (with the federal Department of Labor) which requires that the SQPA offer its services for free, even though some of the families are able to pay. SQPA would like to be able to minimally charge some of those families that can pay to help defer some of the costs (like administration) that aren't covered.

Bureaucrat Stifles Somerville Community Corporation

The mission of the Somerville Community Corporation (SCC), in Somerville, Massachusetts, is to build communities and empower the people in them by helping them reclaim their lives and by training them to be self-sufficient.

They have had problems dealing with the Somerville Housing Development Director, who refuses to approve SCC's project proposals. Mr. William Shelton estimates that the director rejects SCC's proposals at a ratio of 30:1. "In a one and a half year period, she rejected 50 projects proposals," said Shelton. "Her reasons for rejecting the projects are not valid, but are motivated out of fear of SCC actually developing the community." SCC uses their developer's fees

to fund most of its projects because it does not want to use too much government money, but this becomes harder as she continues to reject their proposals.

An example of the director's lack of cooperation: SCC took part in a tax credit project with private investors, who would receive the tax credit since SCC is nonprofit to redevelop a boarding house into a 20-unit complex. A \$200,000 loan from the city was approved for the project, and a deal was about to be made when the director learned that "her" money would be the first used for the project. She refused to let the closing occur, and delayed the process further until the lawyers and mayor could convince her to agree to the project if her money was not used first. Mr. Shelton said that the project took one and a half years of staff time because of all of the delays she put on the project.

French-Style Hotel Meets American Style Bureaucracy

Claude Lambert, a French immigrant, came to America seeking opportunity. So he worked hard for more than twelve years, saved his money and bought the 58-room Cornell Hotel in downtown San Francisco. He invested more than \$1 million to restore the old building to resemble a French-style hotel. Claude Lambert's American Dream was to make a living by serving a few of the many tourists that visit San Francisco every year. But city bureaucrats had other ideas. Under a new ordinance, Lambert was required to set aside more than half of his hotel rooms for the homeless -- or else pay \$15,000 per room for failing to comply.

District of Columbia Late Payments Cause Cash Shortages

The mission of the Urban Family Institute (UFI), in Washington, D.C. is to create urban neighborhoods in which every family has the resources necessary to realize their full potential -- individually and collectively -- and to ensure that no child grows up without the close guidance, nurturing, discipline, and support of caring adults.

There are two structural entities that support this vision: Kids Houses and Urban Family University. Kids Houses are community safe-havens where children can learn, develop and have fun with caring adults. Kids Houses are volunteer-run and open after school and weekends. Particular focus is provided in the following areas: reading, writing, analytical skills, conflict resolution, self-esteem, family traditions, and family-style meals.

The Urban Family Institute is a university-like model designed to transform public housing communities into centers of human development and learning. The Urban Family University (UFU) model is supported by public and private organizations including the Department of Housing and Urban Development (HUD).

Caitlin Wood Sklar of the Urban Family Institute complained that the "District government does not pay us on a regular basis and the delays cause cash shortages for our organization."

State Regulations

Texas Chooses Metal Over Plastic

Teen Challenge of San Antonio, Texas, applied for state funding. However they received a negative review from state inspectors for using plastic waste baskets because state regulations require metal trash cans.

For more than 28 years, Teen Challenge's mission has been to provide spiritual, educational and financial help to teens addicted to drugs or alcohol with the long-range goal of preparing teenagers to return to society and become productive and responsible members.

Arizona Fingerprints Volunteers

The mission of Nosotros, Inc. of Arizona is to improve the quality of life of the barrio and elsewhere through advocacy and services to clients. Nosotros provides transitional and emergency shelter and prevention programs for substance abuse and domestic violence. In addition, it operates a day care center and senior citizen program and a prevention and intervention program for at-risk youths.

According to its executive director, Frank Romero, Nosotros can only have volunteers on a limited basis because of the Arizona Department of Public Safety's requirements for volunteers who work with the children. Department of Public Safety requires fingerprinting and certification of the education level of all volunteers. The approval process can take anywhere from six to eight weeks and cost Nosotros \$35 each, inhibiting Nosotros from taking full advantage of using volunteers.

Children Denied Thanksgiving Dinner Due To Absurd Rule

The Institute for Children, Incorporated (IFC) is a private, charitable, nonpartisan, nonprofit, 501(c)(3) organization whose mission is to reshape foster care and adoption in America so that every child will have the chance to grow up in a loving, permanent family. The Institute is achieving its mission by initiating lasting policy reform. The Institute conducts research and advises governors, Members of Congress, other policymakers and opinion leaders on what they can and must do for American's most vulnerable children.

"Central to the IFC's mission is reshaping state and federal regulations and reversing incentives that reward states for preventing foster children from leaving the system to safe, loving, permanent homes," said Conna Craig, president of the Institute for Children.

Though the Institute primarily works on the policy level, a specific community service proposal that was stymied by state regulations was noted. Several years ago, during Thanksgiving, a friend of the Institute offered his home as a place for dinner for children with no place to go. After securing commitments from several area chefs, and ensuring insurance would cover any possible incident related to the dinner, the Institute approached group homes to find out if there were children with no place to go on Thanksgiving, traditionally a "family holiday." The Institute was promptly informed that because the home at which the dinner would be held

was five minutes over the border of New Hampshire, it would be impossible to hold it, as children in state custody could not be taken across state lines.

Outcomes Measured By Artificial Means, According to Group

Focus was formed to help promote development in low-income Hispanic communities. It has programs in employment, training, seniors, family services, youth programs, emergency services and education.

The state of New Jersey's Department of Education and other executive departments are too concerned with quantifying the outcomes of Focus' programs, says Maritza Arauz, director of programs. The state has forced Focus to develop new, somewhat artificial tools to measure outcomes, to measure success. "For certain outcomes, these regulations are acceptable, but how does one really quantify and measure things like self-esteem and self-confidence, for example?"

In other cases, the government has set minimum levels of services that must be provided to each family if government funding is to continue flowing in. For example, for bilingual families that Focus assists with parenting and home management skills, the state mandates that Focus provide at least six hours of counseling per family per week. Given that it is helping about 36 families at any one time, this is a lot of mandated counseling which is not always necessary. In fact, Arauz reports that Focus has had to increase its counseling staff from four to six this year just to keep pace with the counseling requirements.

Homeless Kicked Out On Streets After State Rule Puts Them There

The Union Gospel Mission in Portland, Oregon, found a great way to help the homeless: it dedicated a portion of its facility to serve as an overnight clinic for those recently released from hospital care. With relapses common for those homeless with physical and mental problems due to the harsh conditions on the street, the Mission thought that providing a little extra care would go a long way towards rehabilitation. Unfortunately, the Oregon State Department of Health requires 24-hour nursing supervision in such facilities. Because the clinic couldn't afford such supervision, the clinic was forced to close, forcing the homeless back onto the street. Thanks to the state's "all or nothing" policy, the homeless were left with nothing.

State Is Tardy With Payments By As Much As Two Months

Douglass-Tubman Youth Ministries is a Christian-based group which offers an outreach ministry, food pantry, thrift store, after-school program, daycare center, Headstart program, parental counseling and employment services.

According to Reverend Edward Sarden of Douglass-Tubman Youth Ministries, Youth Ministries receives money from the Illinois State Department of Children and Family Services for daycare and from the Illinois State Department of Public Aid for the Earn Fare Program. The Earn Fare program allows people on welfare to work for Douglass-Tubman and receive minimum wage, and a paycheck every two weeks for 80 hours of work. Douglass-Tubman then gets reimbursed by the government, with usually a three-week turn-around time. However, Reverend Sarden believes there is a strong need for pre-counseling with this program because the people that it treats usually have serious addiction problems or mental problems. "There is a step that is missing, a void that needs to be filled, before these people are able to re-enter society as productive members," said Sarden.

The biggest problem the Youth Ministries has had with the government involves the slow payment of services. There is usually about a two month time lapse between the time that it is scheduled to receive payments and when it actually does receive the money. So far this has not caused any real problems, because other private funding sources are able to make up for the government's tardiness.

Agency Forced To Spend Government Money It Hasn't Received

The mission of Building Brighter Futures (BBF) Family Services of Chicago, Illinois, is to forge partnerships of opportunity that inspire and empower communities, youth and families to make choices and changes with a positive effect through traditional and visionary approaches. BBF recognizes its role as a change agent to spearhead strategic initiatives addressing national societal issues on a localized basis.

"Ensuring compliance with the myriad governmental bodies with which BBF deals has required the creation of a full-time position to monitor contracts for quality and compliance assurance," said Gary Mayberry, executive director of BBF. In addition to this position, the agency has a full-time comptroller and a separate business manager who are also closely involved in contract monitoring.

"Often, rules and regulations require expenditures of money that are not provided for in the original grant, yet the expectation remains that BBF will meet the requirements. For example, BBF was required to replace all of its furniture and flooring in one of the after-school program areas to meet guidelines, yet there was no additional funding given to provide for this unexpected expense," said Mayberry.

Another rule that deeply affects BBF each year is the requirement by the state of Illinois to spend all of the dollars granted for particular programs in the agreed-upon budget-lines, yet the state falls months behind in its payments to the providers. "This leaves all state-contracted agencies in a Catch-22 situation of use it or lose it for the coming year," said Mayberry. "How does an agency spend money that it has not yet received?"

"The level of government that is the source of regulations that most affect us at this point is the state level. We have just received a \$675,000 federal grant for Early Head Start, and the regulations that are involved in the set-up of this program are daunting!"

Michigan's "Cash Out" Program Not A Good Substitute For Food Stamps

The Community Action House was founded by local churches and interested citizens to help Latin Americans become more integrated into the Holland, Michigan, community. Services include an emergency bank, clothing and household items distribution, legal assistance, bilingual services, and housing advocacy. The mission of the House is to break the cycle of poverty through multi-purpose services and the fostering of self-sufficiency.

Cindy Reyna, executive director of the House, said the state government's "Cash Out" program, which gives cash to needy people instead of food stamps, has actually served to increase the number of people that the House has to help. "More people are using the government cash for things besides groceries and are thus coming to the House for food assistance," said Reyna.

Time-Consuming Regulatory Process

Government Regulations Confusing? Can't Be!

Though the Hanna Community Center of Lafayette, Indiana, receives less than 10 percent of its funds from government, it is still quite restricted in what it can do and how it can do it. For example, for many of Hanna's programs, it has to prove that a certain percentage of the people it serves are low- and moderate-income people, as defined sometimes by 100% of the federal poverty level and other times by 150% of the federal poverty level. "It's hard to keep up with which benchmark is used in which instances," said Terry Boone, executive director of the Hanna Community Center. "This verifying of income is costly and time-consuming. It involves an additional three pages of paperwork per applicant and it has forced us to hire a part-time person whose sole responsibility is the verification of applicants' incomes," added Boone. Boone does not want to turn anyone away, but these income guidelines force her to do so. "We could be using the funds earmarked for income verification for direct services instead," said Boone.

Lastly, Boone complained about regulations regarding job training. Hanna is allowed only two to four weeks of on-the-job training per person. "This short time-period is not nearly enough to give people the true experience," said Boone.

Hanna Community Center is a multi-service agency which offers a variety of activities for the black community of Lafayette. Hanna works with many other community service organizations.

Regulations Force Group to Turn Away 30% of Area Youth

The primary goal of the Upper Bronx Neighborhood Association for Puerto Rican Affairs is simply to give young people the skills that will allow them to find fulfilling employment. In addition, it offers young people counseling and the chance to improve themselves. The program seeks to engage youths and offer workshops and individual counseling sessions to encourage them to complete at least their secondary education.

"Some of the regulations and reporting methods are time-consuming, taking up to 15 percent or more of our time, and effectively slow us down to carry out our mission, which is to be available to the youth at all hours during the workday," said Carmen Bermudez, executive director of the Upper Bronx Neighborhood Association for Puerto Rican Affairs. "Because of regulations that govern the eligibility of the youth, we have had to turn away 30% of the youth that are attracted to our program," added Bermudes. "Funding brings with it many regulations and reporting standards which must be met and adhered to in order to be in compliance," said Bermudez.

Government Regulations Mean More Paperwork, Less Community Work

The Community Outreach Service Center serves the residents of Denver by providing job references, job-readiness training and support services. In addition, they provide referrals for housing, food and clothing, a family preservation program, family therapy and counseling.

Olivia Williams, executive assistant at Community Outreach Services Center, said that complying with the regulations requires so much time and energy that staffers' efforts are taken away from service delivery. Williams estimates that 50% of the staff's time is spent with paperwork and other compliance efforts. Community Outreach Service Center was originally affiliated with a Christian church, but in order to receive government funding it became a separate entity.

The center receives money for the family preservation program from the Mayor's Office of Employment and Training. The geographic and income restrictions of the program have not been a major problem, because the group has other (privately funded) programs for the people who do not qualify for that program.

Government Goes Back On Its Word

The East Harlem Council for Community Improvement focuses mainly on vocational education and training. The Council also maintains a multiservice center as well to help entire families (not just the individuals who need jobs) and to support the community at-large.

Raul Rodriguez, executive director of the Center, has many complaints about government regulations, particularly those of New York City. Rodriguez said that the City Planning Commission must approve all community development projects, and this approval process, which involves meetings, paperwork, and other burdensome requirements, can take up to 18 months. In addition, he complained that government decisions regarding community service providers are not based on need or past success, but are based on who you know and on other political motivations.

"If Congressman Charlie Rangel (D-NY) angers the governor, a development project that was promised... could suddenly be pulled," said Rodriguez. "Government execution is shifting and unpredictable. The government protects itself and judges everything based on cash flow. They'll change things midstream such as canceling promised funds, or altering the funding level," added Rodriguez. "Funds are late or may never show up. They'll even force the Council into a position where they're bidding for projects they know they won't get, because the politics won't allow them to get the contract, but if they don't bid for it, the government will think they are not doing their job or remaining active," said Rodriguez.

Group Shuns Funding Because of Time-Consuming Requirements

The mission of Hope Now for Youth, Inc. of Fresno is to hire Christian ethnic college students to serve as counselors for the young men in the area who are involved in risky behavior. The counselors at Hope Now for Youth seek to provide all of the parenting that these kids have missed growing up. Services include job training, job placement and follow-up, and any other basic necessities to turn the kids around.

Roger Manasian, executive director, has adamantly refused to apply for federal and/or state government money because of the paperwork and requirements that accompany the funds. However, the mayor repeatedly asked him to apply for money, because he wanted to help their group. Manasian obliged under the condition that the government would not tie the group's hands. Recently, Hope Now for Youth has been awarded \$20,000 from the city of Fresno's Department of Social Services to allow the counselors to help four more youths at \$5,000 per youth. Manasian was very reluctant to accept it, but he knew that the city is more flexible than the state or federal government. Mr. Manasian said that many community service providers

spend more time trying to fulfill government requirements instead of actually fulfilling the needs of the community. Manasian is a big advocate of using private money to fund organizations instead of relying on the government.

Housing Regulations Keeps Group from Serving 160 Additional Children

It's Time is a New York City community service organization that works primarily in low-income housing preservation and youth and senior programs. It also does a large amount of tenant-landlord advocacy.

Diane Johnson, executive director, asserted that the city government's impact is too direct and too intense. Johnson cited problems with government funding cutbacks and explained how they led not only to staff lay-offs but to It's Time being taken under the wing of a parent corporation, PEOPLES, Inc.

Johnson also complained about the process of getting the funds that It's Time continues to get. "The city grant process is bloated and bureaucratic," said Johnson. "Writing the proposal, with all its required paperwork, takes one week. Then the processing of the proposal down at the relevant city department takes two to three weeks. Then once the city approves... funding, releasing the funds can take up to eight months! Such delays cause administrative nightmares for It's Time," added Johnson.

Johnson's main regulatory problems were also with the City of New York. Because she runs an after-school youth program, she must receive a license from the Department of Health, not absolutely mandatory, but functionally mandatory. This license then only allows It's Time to serve 40 children even though they have the ability to serve up to 200 children. Johnson also mentioned fire code regulations, but then conceded that these were relatively routine.

In reference to It's Time's housing operations, Johnson complained about the pace of housing inspections and basically anything else that must go through the Department of Housing and Community Development (DHCD). For example, if It's Time is filing a complaint about bad landlords on behalf of low-income tenants or is seeking to refurbish run-down housing for low-income people, they must face a "nightmare... of red tape at DHCD," proclaimed Johnson.

Zoning Laws Based on Politics, Not What's Best for the Community

Bickerdike Redevelopment Corporation is a neighborhood-based community development corporation working in a largely low-income Latin area of Chicago. It is concerned mostly with economic development.

Joy Arguete, executive director, said that her problems with government can be summed up in one word, "bureaucracy." "For example, zoning laws in the city of Chicago are mostly politically determined -- who you know versus the legitimacy of your zoning claim. Often, just to get a zoning variance will require reaching five people -- and it's excessively difficult to reach these five people in real time, as opposed to voice mail," said Arguete.

"Further," Arguete added, "paperwork is time-consuming and could lead to a process taking over two months." Another example involves the requirement that Bickerdike developers work in conjunction with the Chicago Department of Housing, which is, Arguete said, a bloated bureaucracy. As a result of this requirement Bickerdike is involved in fewer projects: it can raise

funds for fewer projects and the projects they do become involved in can take up to two years to complete because of bureaucracy. Arguete mentioned that for-profit corporations can often get the job done in much quicker time and as a result often win contracts over the community service provider. "Government slows down the non-profit community development process." Arguete proclaimed that, "we can't do any of our work without dealing with the government at every step. Everything requires phone time, paperwork, and delays."

Lastly, Arguete said that she has noticed that the more government regulations there are in their business, the more barriers there are between the community service provider and the community. "Thus, ironically, government, which is supposed to be the embodiment of the community, is actually working to prevent private operations from efficiently serving the community."

Government Handholding Gets Tiresome

The Central Brooklyn Partnership (CBP), in Brooklyn, New York, is a coalition of community development organizations and churches formed to help empower community institutions and to aid in small business development. It manages a credit union and offers scholarships, internships, and financial literacy workshops to young people. It also engages in community rebuilding efforts and self-help programs.

Mark Winston Griffith, executive director of the Partnership, notes that CBP runs a federally-insured credit union and therefore it is subjected to federal regulations, which he says are sometimes necessary but are nevertheless cumbersome. So far this year, federal examiners have been in the Partnership's office a grand total of several weeks -- that's burdensome and distracting from the real operations of the Partnership, says Griffith. Furthermore, the credit union seems to be subject to more scrutiny than the average credit union. Why? Well, Griffith speculates several reasons: (1) the credit union is relatively new; (2) has comparatively fewer resources than other credit unions; and, (3) is black-run in a poor-to-middle class neighborhood. There's a perception that CBP needs its hands held all the time, which is simply untrue, says Griffith. He says that some hand-holding is necessary but not as much as it is subject to.

Griffith also cited severe problems with applying for federal grant funds. He referred to applying for grants from the Department of Housing and Urban Development as a "laborious and tedious process" which rarely results in adequate funding. He went on to say that he no longer seeks government funding because trying to get government funds is "far more strenuous than any other money you'll ever apply for. Bureaucratic processes and applications are 'damn cumbersome.' It's not worth seeking government funds for a small operation." Even when the Partnership was approved for government funds in the past, the government withdrew the funds before the funds were dispensed. This kind of flip-flopping has made the Partnership distrustful of government funding.

Group Says Government Is At Every Corner

The Black Family Service Center, which is a part of Catholic Community Services of King County, Washington, provides family services to central and southeast Seattle blacks to enhance their quality of life. The Center takes a three-tiered approach, including housing development, economic development, and general family social services.

According to Evelyn Thomas Allen, director of the Center, "The excess of paperwork, accounting, and contract monitoring due to the acceptance of government funds, in addition to all

the extra time and money spent on complying with these regulations, clearly takes away from our service provision. They eat up resources and limit services.”

Another example involves federal and state government contracts. “They are overly categorical,” says Allen. “Government does not see the picture, and the categorical approach limits what the Center can branch into for certain families or communities with certain needs not delineated in the contract.”

Also, different subsidiaries of the Center have to apply for state contracts separately rather than under one umbrella contract under the auspices of the Center.

SBA Policy Encourages Firing Individuals Based On Economic Status

The Development Credit Fund (D.C.F) provides below-market financing to disadvantaged businessmen and women in Maryland.

The Small Business Administration (SBA) guarantees some of the loans that the Fund makes. However, the SBA enforces several guidelines for these federally-backed loans. The reporting requirements for SBA loans are quite burdensome. Neil Muldrow, executive director of the Fund, said the paperwork and time required to meet the requirements is overwhelming. Mr. Muldrow also indicated that it is a “nightmare” to apply for block grants -- federal money funneled through the city of Baltimore -- since there is an exorbitant amount of required paperwork. Plus, along with these block grants came certain mandates with which D.C.F could not comply. For example, the SBA needs to know about every employee of the businesses to which the loans would go -- and all the employees have to be low-income individuals. D.C.F not only lacked the resources necessary to conduct these kinds of inquiries about each employee of a potential loan-recipient, but felt that it should not be interfering in the hiring practices of businesses, since the businesses might try to fire non-low-income employees to get the loans. Thus, the D.C.F was rejected for the block grants.

Group Avoids Government Because of Strings Attached

The Del Hi Community Center provides a variety of services to aid the Hispanic residents of Orange County, California. Programs include social services as well as training in leadership skills and health education.

The paperwork and reporting process are the primary problems it has with the government, according to Del Hi’s executive director, Irene Martinez. The federal government requires the Center to have a single audit because it receives federal money. This audit is in addition to their annual audit, and is very expensive for small groups. Smaller groups have a hard time complying with all of the regulations, because they are very costly. Del Hi has never received money directly from the federal government because it does not have enough money to pay for everything the government requires.

Ms. Martinez could not estimate how much time is spent on paperwork, but she said that it takes a significant amount of time to complete. The Center receives money from Orange County, California, and the city of Santa Ana.

Forced to Hire Homeless Drivers, Group Says "No Thanks" to Public Funds

The Education and Employment Ministry, Inc. (TEEM), in Oklahoma City, Oklahoma, is designed to recover the honor and dignity of work by empowering participants to recover their dreams, worth, and dignity by giving a hand-up instead of a hand-out. TEEM attempts to move anyone into full employment who will make an effort to help themselves. This is accomplished by using six principles. These principles and structure provide a way for anyone to solve any problem for which he or she can be motivated or challenged to accept responsibility.

According to Theo "Doc" Benson, executive director of TEEM, "Three years ago we agreed to take on a transportation project with city, county and federal money with the agreement we would segregate the funds. We established a separate account but soon gave up the public funds because of the requirements to hire homeless drivers. The van was wrecked three times and the paperwork was beyond description."

Benson continued "We spent approximately a year in negotiations with the Department of Corrections for a contract for service after a leading member of the Oklahoma Legislature applied a great deal of pressure because he knew our program works. This contract should have been finalized in thirty days or less rather than over a year to complete the process."

Duplicate Requests For Documents Troubles Group

The Bonaventure House of Chicago, Illinois, provides housing and support services to men and women with a confirmed AIDS diagnosis. Each resident has a private room, suite-style bath and access to all common areas of the house. In addition to this, the Bonaventure House offers medical and psychological case management, substance abuse recovery support, group counseling, pastoral care, advocacy, a complete nutritional program, recreational opportunities and much more. Its focus is on the holistic care of each resident as an individual. Programs are flexible and sensitive to the health and history of each man and women even as their needs change or evolve.

According to Tim McCormick, executive director, "Throughout the bidding, application, and reporting process there are many requests for duplicate information which require us to create documents over in slightly different variations. Additionally, our business manager must spend at least one to two full days of work on-site and at our corporate office for each voucher request."

Group Establishes Department to Deal With Federal Regulations

Focus Hope is a civil and human rights organization formed after the 1967 riots in Detroit. It seeks to build social bridges between whites and blacks and operates a flurry of social service programs for people of all ages. Its mission is to help people overcome the effects of racial injustice and to promote interracial tolerance. Focus Hope has 26,000 members and operates food, education, employment and other programs.

According to Father Cunningham of Focus Hope, "Though Focus Hope maintains generally good relations with government, we did have to establish an entire department just to deal with federal regulations. However, the organization still doesn't spend that much on complying with bureaucratic requirements mainly because the staffers who work to ensure Focus Hope's compliance with regulations are unpaid volunteers."

Father Cunningham asserted that federal training programs and requirements need to be "massively overhauled." "The programs and requirements are frequently irrelevant, wasteful, and don't really improve the quality of the service provided," said Father Cunningham. "We don't need any more federally-trained truck drivers or beauticians. Programs are often not geared towards really creating highly-skilled people. These training programs are weak substitutes for a failing public educational system," added Father Cunningham.

Government Regulations Compete with Youth for Group's Attention

The primary goal of the Upper Bronx Neighborhood Association for Puerto Rican Affairs is simply to give young people the skills that will allow them to find fulfilling employment. In addition, the program offers young people counseling and the chance to improve themselves in problem areas and for those not in school, the program seeks to engage the youths and offer workshops and individual counseling sessions to encourage them to complete at least their secondary education.

According to Carmen Bermudas, executive director of the Association, "Funding brings with it many regulations and reporting standards which must be met and adhered to in order to be in compliance. Some of the regulations and reporting methods are time consuming, requiring as much as 15% of our time. This effectively slows us down from carrying out our mission, which is to be available to the youth at all hours during the workday."

Government Troubles Group With Repetitive Requests

The Center for Career Alternatives provides employment education, training, and career guidance services to residents of Snohomish County, Washington. Services include GED Preparation, job readiness training, group job skills training, placement assistance and comprehensive case management.

According to Peter Tsai, executive director, "The tracking, paperwork, contracting process, monitoring, and submittal of forms becomes a time burden and is often repetitive. [Government] takes up 25% of our training hours and 45% of our administrative hours."

Tsai added that, "the ability to provide the needed support to clients with multiple barriers is hampered by tight cost categories in our budget. At times we are unable to buy training material, help with picture ID and provide emergency services."

Group Has To Do Government's Work For It

The Rural Community Assistance Corporation (RCAC), in Sacramento, California, program offers low-income housing assistance and other activities to help improve living conditions in the rural West. It offers technical assistance and staff training for agencies in ten areas.

Bill French, executive director, reviewed some of the problems RCAC has experienced with government regulations: "The procurement grants that RCAC receives are the most notorious for regulations. The reimbursement process often leaves RCAC without money for a while. The program is set up so that RCAC pays for the program up front, and then reports expenses to the government, which it is supposed to reimburse. However, the government often

argues about the money that RCAC has spent, and questions the nature of its activities. Sometimes, vouchers have been held up for two months while the government argues about reimbursements. This makes it very hard for RCAC to do business since it is not receiving money that it should be."

French gave one example of a burdensome reporting requirement. It involves a federal grant from the United States Department of Agriculture (USDA) for a program called Technotrain, a rural community project to improve the water systems. The USDA is so slow with its turnaround time that RCAC has to send reports to the state USDA office in addition to the national one because otherwise the reports would never reach the state office, which is supposed to receive them from the federal office.

Complex Federal Register Drives Group Crazy

The mission of the Southeast Community Organization is to provide a variety of human services to the 80,000 residents of southeast Baltimore. Services provided include Headstart, adult literacy and senior citizens services. Southeast Development works to assist residents of southeast Baltimore with housing and economic development.

Ken Strong, executive director of the organization, believes trying to understand government regulations is complex and difficult. "The main problem with the government is the complexity of the Federal Register and trying to understand all of the fine print," said Strong. "The paperwork is challenging and the application process for receiving funding is often intimidating. We have passed up opportunities to apply for program funding because too much was required in the application and it did not seem worth it," concluded Strong.

Government Reimbursement Process Moves At Snail's Pace

As part of the National Urban League, the Urban League of Essex County, New Jersey, assists African-Americans in achieving social and economic equality, through employment and education programs.

Lydia Barrett, director of the Essex County chapter, focused on a few problems she has encountered with government. "Government is very slow in reimbursing organizations for the grants they are awarded, especially the Community Development Block Grants (CDBG). It might take a year after you've been awarded the money before you see any of it." Barrett also stressed that performance contracting is a problem for many organizations because organizations do not receive the money until after the organization does the work. "But many organizations do not have the money to do the work in the beginning," Barrett says.

Minor Funding From Government Entails Dealing With Major Bureaucracy

The National Helper's Network, Incorporated, in New York, New York, is a national resource for individuals and institutions interested in expanding service learning opportunities for the nation's youth. Working with educators in schools, school districts, youth programs and community agencies, the Network nurtures the development of quality service learning by:

- Creating and piloting innovative program models
- Training and supporting educators
- Producing high-quality curriculum materials and training tools

- Conducting research on the impact of service learning on young people
- Collecting and distributing information on service learning programs, organizations and publications

Alice Halstead, executive director of the National Helper's Network, discussed the difficulties the Network experienced with one particular government grant: "Although the grant was small (\$20,000), it entailed an excessive amount of reporting. The interaction with the financial agent at the Corporation for National Service and the United States Department of Health and Human Services was extensive. The software did not work, our reports, sent in a timely fashion, always had to be re-sent and we are still sorting out the final details."

Group Finds Re-Reporting of Data Tiresome

The objective of the North Hudson Community Action Corporation, in Union City, New Jersey, is to provide basic emergency assistance to low-income individuals and families in crisis and to continue working with these individuals and families in an ongoing manner which will go beyond crisis assistance and help build self-sufficiency.

According to Michael Leggiere, executive director of the Corporation, "Increased staff time is spent writing reports for the state Department of Community Affairs and Community Services Block Grants, which essentially collect the same information multiple times. The requirements need to be realistic and should not require re-reporting of the same data."

Time and Precious Resources Eaten-Up By Government, Group Says

Creating Opportunities for Parent Empowerment (COPE), in Washington, D.C., provides information and training to parents, mostly low-income minorities, who have children with disabilities. COPE strives to improve service delivery to youth with disabilities.

"Everything is run under government guidelines," said Nichelle Ames, executive director of COPE. Ames pointed out nuisances like the annual report they have to file with the federal government, which eats up a lot of time and resources and the requirement that Parent Training Initiative Centers be reactivated with the government every few years, rather than be established once and only once. "This reactivation process also eats up time and precious resources."

18 Governments Create Nightmare of Paperwork for Group

The Housing Assistance Council (HAC), in Washington, D.C., seeks to increase the availability of decent housing for rural low-income people. HAC provides seed money loans, technical assistance, program analysis, demonstration projects, and training services.

"The Housing Assistance Council receives money from the federal government to cycle loans out to community groups," says Joseph Belden, deputy executive director of the Council. "To do this, HAC must go through a federal government agency for each one, instead of just doing it themselves. Furthermore, contracts with this federal agency are often splintered among the 18 states in which HAC has operations. HAC has to file 18 separate reports for the same contract as a result." Belden said there's substantial paperwork but couldn't estimate the amount and replication which eats up staff time and resources. "It's like dealing with 18 little federal governments," concluded Belden.

Group Finds Difficulty in Obtaining Promised Government Funds

The Hispanic Committee of Virginia (HCV), in Falls Church, Virginia, develops programs and activities to advocate and serve the interests and aspirations of the Virginia Hispanic community. The Committee provides direct social services, job referrals, immigration counseling, mental health, translation, and education programs. The Committee works to encourage and promote community participation.

Executive Director Marta Wyatt's complaints stretch across the local and state levels of government. At the county and state levels, where the Committee gets most of the funds for HCV, she complains of excessive paperwork and overall difficulty in dealing with the government in applying for and actually getting funds. "There's lots of bureaucracy in getting the promised funds to come through," said Wyatt.

Group Says It Can Serve Five Times As Many Children As It's Allowed To

It's Time, in New York, New York, works primarily in low-income housing preservation and youth and senior programs. It also does a large amount of tenant-landlord advocacy.

Since It's Time runs an after-school youth program, It's Time must receive a license from the Department of Health. This license only allows the center to serve 40 children when the center is capable of serving up to 200 children.

Diane Johnson, executive director of It's Time, also mentioned the housing operations and the pace of housing inspections by the Department of Housing and Community Development (DHCD) as a problem. "For example, if It's Time is filing a complaint about bad landlords on behalf of low-income tenants or is seeking to refurbish run-down housing for low-income people, we must face a nightmare of red tape at DHCD."

Group Finds Multilayered Bureaucracy Suffocating

The Proteus Training and Employment, Incorporated, in Visalia, California, provides job training, job placement, and other services to the economically disadvantaged migrant seasonal farm workers, women re-entering the job market, veterans, senior citizens, youth and refugees, among other disadvantaged workers.

"The county contracts are much too detailed, compared to the United States Department of Labor contract that is much more flexible with changes allowed," said William Maguy, executive director of Proteus. Maguy stated that it is also difficult to deal with the requirement of budgeting how many hours individual staff members spend on each program because Proteus assigns its staff to several programs.

Another major problem for community service groups is the cash flow time of the government after a contract is set. "Many times programs are scheduled to begin, but agencies have not received the money for them yet. Therefore, agencies become involved in unhealthy financial habits as they begin to take money from other programs to pay for the unfunded one," said Maguy. Proteus felt this impact when it took money from an organization that gave it \$150,000 to pay for another program that had not received funding yet. "The major impact of

this is on the organization, not on the clients directly, unless other programs are forced to end because of lost funds," said Maguy.

"Another problem with programs that are funded through state and local governments is the extreme detail that is required for each step that you take with a client. Even though the contract has already been approved, groups like ours have to continually submit papers to the city for additional approval. A federal program will be implemented various ways by local governments, even though it is the same piece of legislation. As programs are filtered through layers of government, more regulations are put on, and this is where the problem occurs. Proteus has a good contract with the United States Department of Labor because it receives the money directly from them and it is very uncluttered. The tri-level of government is inefficient because of all the channels you have to go through," Maguy concluded.

Community Service Organizations You Should Know About

African-American Community Service Agency
304 North Sixth Street
San Jose, California 95112
408/292-3157

The African-American Community Service Agency, Inc. (AACSA) is a multi-purpose social service agency assisting the black residents of San Jose. It serves as a networking center for all the local community service agencies. It maintains programs for seniors, at-risk youth, the hungry and for computer literacy.

This 20-year-old organization was founded to respond to the needs of the African-American community. Services include delivering food baskets to needy families, a breakfast for the homeless, a holiday luncheon for seniors and emergency food and clothing to name a few.

AACSA offers culturally relevant programs and activities, a historical library, classroom/meeting space and limited kitchen space to agencies and organizations serving the African-American community.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$160,000

Best Friends Foundation
4455 Connecticut Avenue, NW
Suite 310
Washington, D.C. 20008
202/237-8156

The Best Friends Foundation operates the Best Friends program in Washington, D.C. schools and The national training center for the Best Friends curriculum nationwide. Best Friends is an educational program for adolescent girls which encourages girls to build self-respect through self-restraint. Best Friends girls support one another in postponing sex, rejecting drug use and graduating from high school.

Only two Best Friends girls have become pregnant, 1.1 percent, of the 600 Washington girls who have been in the program for two years or more. The citywide average for girls ages 13 to 18 is 25 percent. Best Friends has reached more than 2,000 young women in 47 public schools in 14 cities.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations

- Estimated Annual Budget: \$800,000

Boston HealthCREW Project

*Boston University
School of Medicine
91 East Concord Street
Suite 200
Boston, Massachusetts 02118
617/534-7399*

The mission of the Boston HealthCREW Project is:

- To empower and educate young men to take control of their health. Young men in the program engage in preventative health practices;
- To equip a group of young men to be health outreach educators to other young men in the community by providing education and outreach as well as crisis intervention and community building;
- To facilitate the entry of HealthCREW members into health careers including, but not limited to, medicine, nursing, emergency medical technician services, and biotechnology.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: W.K. Kellogg Initiative for African-American Men & Boys
- Estimated Annual Budget: \$42,000

Brotherhood Organization Of A New Destiny

*Post Office Box 86253
Los Angeles, CA 90086-0253
213/939-2160*

The Brotherhood Organization of A New Destiny (B.O.N.D.), is a national non-profit organization dedicated to "Rebuilding the Family By Rebuilding the Man." BOND was founded seven years ago by its founder and current president, Jesse Peterson.

B.O.N.D. helps men (and women) regain control of their lives, lives which have often been severely damaged by self-inflicted destructive emotions. The organization stresses self-reliance, proper motivation, speaking up in honesty without judgment or hatred, and helping others with patience.

B.O.N.D. holds regular meetings, has entrepreneur, mentor, and surrogate brother programs, hosts outgoing workshops and seminars, and offers individual and group counseling. B.O.N.D. currently has chapters in Los Angeles and Novato, California; Prattville/Montgomery, Alabama; Lansing and Flint, Michigan; and Grants Pass, Oregon, with new chapters forming in other locations around the country.

One of B.O.N.D.'s programs, the Entrepreneur Program, was formed to teach young people, step-by-step, how to start and run a business. Once a student of the program determines the nature of the business he or she desires to start, B.O.N.D. rents the office space, with the student covering his or her own share. The student is responsible for his or her own merchandise

and clients. Aspects of the program include: (1) regular speakers who offer wisdom on running a business; (2) group discussions which focus on shared learning experiences and nuts and bolts business know-how; and (3) a job hotline which provides the students with the opportunity to market their skills to the general public, which services a need in the community.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals and Former Students
- Estimated Annual Budget: \$39,360

The City Mission

*5310 Carnegie Avenue
Cleveland, Ohio 44103-4360
216/431-3510*

The City Mission feeds, clothes, and shelters the poor and homeless of its surrounding community. The Mission's employees care for the sick and visit the incarcerated. It works to break down class division and racial prejudice. It seeks to prevent the conditions which lead to homelessness by welcoming "at risk" children into its youth programs. It offers a hand to those who are trapped in destructive lifestyles by providing long term rehabilitation programs. When each individual makes the choice to change, he or she begins a process which, through hard work and discipline, can lead to a rich and rewarding life. And, according to The Mission, when individuals make the decision to embrace Jesus Christ as Savior and Lord, they find the strength to overcome their problems as they experience His presence in their lives and are filled with hope for the future.

The Crossroads Men Ministry is one of the programs offered by The Mission. Homeless men are presented with a choice: continue to live the homeless lifestyle, drifting aimlessly through life, or enter the 3 month resident program at Crossroads and gain the education, skills, and tools necessary to rebuild a shattered life. Last year, 225 men opted for The Mission.

The Residential Program offers a variety of classes to help men understand what lies at the root of their addiction and gives them the tools to prevent relapse in the future. Since 99 percent of the men who enter the program are dealing with an addiction, they are confined to the premises for the first 30 days. This allows their bodies to recover from the effects of drug and alcohol abuse. The program also focuses on education. Each man participates in a variety of work assignments as they seek to develop a solid work ethic. Financial management, debt mediation, employment readiness training, and job placement are other components The Mission offers as men progress through the program. Last year, 86 percent of the men in the resident program were employed by their discharged date.

The men who complete the program successfully are placed in a job, and upon making a commitment to a local church, may be eligible to stay for another 3-4 months in The Mission's transitional housing apartments. The men continue to meet with counselors, pursue their educational goals and attend support groups and work on managing their finances as they prepare to reenter society. Last year, 39 men lived in The Mission's transitional housing apartments. Those men who complete one year of aftercare, which includes returning once a week to attend Bible studies and maintain relationships with others who have left The Mission, officially graduate from the Crossroads programs at a special ceremony.

The Angeline Christian Home celebrated its 15th anniversary in 1996. The Home offers refuge and develops a positive strategy for the future for women and their children. The Home is able to accommodate 16 women plus their children at any one time. However, the current demand for assistance is far greater than The Mission can meet, which is leaving them with a long waiting list. 72 percent of the women who use the shelter are dealing with the same substance abuse problems as the men in the Crossroads facility.

The emergency family shelter, which is available for approximately 30 days, offers clothing and other assistance to families faced with sudden displacement from their residence because of eviction, job loss, conflagration, etc. In 1996, 132 men, women and children were helped through the program. The Women's Auxiliary consists of more than 300 women who support The Mission. The programs features speakers, music, food, and fellowship, as well as testimonies of how God is changing lives at The Mission. In 1996, the Women's Auxiliary raised over \$11,000 to help with the purchase of a new bus.

The Pathways Youth Ministry also plays a vital role at The Mission. Throughout 87 years of youth ministry, only a few Pathways children have ended up in The Missions shelters as adults. Pathways focuses on children from kindergarten through high school who come from Cleveland's poorest neighborhoods. More than 700 young people registered for the weekly Pathways meetings during the 1996 club season.

The Grand Valley Christian Center provides a camping experience for youth in the Pathways program. Last year, more than 400 children received scholarships to attend camp at Grand Valley. The camp provides the children with a chance to spend time in a rural atmosphere that most of the children never experienced before. In addition, several inner city churches use the camp at a low cost for their youth programs as well, in all about 1,000 children from the inner city spend a week at Grand Valley Christian Center each summer. A total of 2,173 guests enjoyed a visit to the camp in 1996.

The City Mission served 108,502 meals, with 65 percent of The Mission's food being donated. The Mission provided shelter for more than 5,000 men, women, and children and distributed over 150,000 pounds of clothing free. In addition, more than 1,200 people came to faith in Christ.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals, Businesses, Foundations, Churches
- Estimated Annual Budget: \$2,000,000

Citizens for Research, Education and Community Hope (REACH)

*Post Office Box 5401
Meridian, Mississippi 39301
601/483-4505*

"REACH is where the poor and underprivileged learn the skills needed to realize their own potential, become assets to themselves, family and their communities," says REACH's literature.

REACH's mission is to assist poor and underprivileged individuals who are homeless, unemployed or receiving their livelihood from federal assistance programs, and to develop the

skills of individuals through on-the-job training and educational programs, thereby affording them the opportunity to provide for their own without welfare assistance.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$50,000

Capital Commitment, Inc.

*3100 Martin Luther King, Jr. Avenue, SE
Washington, D.C. 20032
202/562-5239*

The mission of Capital Commitment, Inc. (CCI), is to provide telecommunications training and entrepreneurial skills to homeless men and women, disadvantaged youth, single mothers and ex-offenders in the Washington, D.C. area.

From a recent class of graduates, 273 of the 279 participants have landed jobs in the telecommunications industry starting at \$22,000 a year. According to Ernest Boykins, president of Capital Commitment, these same individuals were drawing over \$2.4 million annually in public assistance before they joined CCI. "You empower a person more by working than anything else," said Boykins.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: Unavailable

Children of Mine

*2263 Mt. View Place
Washington, D.C. 20020
202/610-1055*

Children of Mine gives elementary and middle school students the love and discipline they often do not find either at home or in school. The organization does not ask for money, but rather for materials ranging from computers to tablecloths to a farm to hold retreats during school breaks and religious holidays. Children of Mine also counts on volunteers for Bible study, tutoring, counseling and countless other activities. Children of Mine serves as a refuge for the children from 2:30 p.m. to 8:00 p.m.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: Unavailable

Children of the Night
14530 Sylvan Street
Van Nuys, California 91411
818/908-4474

Children of the Night rescues teenage boys and girls, usually between 11 and 17 years-of-age, from prostitution, pornography and drug-pushing pimps. Each year, more than 1,000 teenagers call Children of the Night to be rescued. The group works with children from across the country.

Children of the Night reaches children through public service announcements and advertisements on buses and bus shelters throughout the country. Noted celebrities such as Ed McMahon, Johnny Carson, Cybill Shepherd and Cher have taped radio and television public service announcements for Children of the Night. Since 1979, Children of the Night has rescued more than 8,000 boys and girls from prostitution and pornography.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations
- Estimated Annual Budget: Unavailable

CityTeam Ministries
2302 Zanker Road
San Jose, California 95131-1137
408/232-5600

The mission of CityTeam Ministries is to glorify God by serving people in need, proclaiming the gospel and establishing disciples among the disadvantaged people of cities.

CityTeam provides many services to the community including a rescue mission, a shelter for the homeless women and their children, a family services center providing food and furniture to impoverished families, an annual summer camp for hundreds of urban-poor, drug and alcohol recovery programs, English and literacy classes, weekly Bible clubs for kids, a home for unwed pregnant women, and occasional special programs such as "On The Right Track," which provides a free haircut, backpack and school supplies to hundreds of underprivileged kids for their return to school.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$7,500,000

Daylight Foundation
Post Office Box 411
Hammond, Louisiana 70404
504/543-0090

The mission of Daylight Foundation, a community development organization based upon Christian beliefs, is to end the cycle of dependency for persons in poverty by restoring strong family bonds and neighborhood structure through education, mutual respect, unconditional love and community involvement.

Destination Daylight is a program the Daylight Foundation sponsors which offers individuals a permanent alternative to welfare. Destination Daylight empowers many families to help themselves and offers hope to many others. It is an environment where people's desires, ambitions and skills can flourish and where they gain the freedom to control their own destinies.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals/Service Fees
- Estimated Annual Budget: Unavailable

De La Salle Academy
202 West 97th Street
New York, New York 10025
212/316-5840

The mission of De La Salle Academy is to reach into disadvantaged communities and to offer academically talented students in grades six, seven, and eight an educational challenge that will change their lives. De La Salle Academy is a school for low-income, academically-talented students in grades 6, 7, and 8. No student is denied admission because of financial need.

A De La Salle alumnus described the academy as "a place where you make your own decisions. It may seem ridiculous to ask 12 or 13-year-olds to make such important decisions, but it's necessary. It may mean the difference between poverty or not, a successful and productive life or not, a life of crime or not. Brother Brian and the faculty made me choose between De La Salle and the streets. That choice has brought me to where I am now and where I will be in the future."

Funding Information

- Government Funded? Yes
- Percentage of Government Funding: 25
- From Which Levels of Government? State
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$850,000

The Education & Employment Ministries (TEEM)
14 Northeast 13th Street
Oklahoma City, Oklahoma 73104
405/235-5671

The Education and Employment Ministry, Inc. (TEEM) is designed to recover the honor and dignity of work by empowering participants to recover their dreams, worth, and dignity by

giving a hand-up instead of a hand-out. It moves anyone into full employment (average 80%) who will make an effort to help themselves. This is accomplished by using six principles. These principles provide a way for anyone to solve any problem for which he/she can be motivated or challenged to accept responsibility.

According to TEEM, the Six Principles of TEEM are:

Faith in God -- In God, the program participant is able to find hope in him/herself. TEEM exists as solid example to participants that God provides for the needs of His people.

Changing the Self-Image -- If TEEM is to accomplish its mission, it must help participants understand their self-worth and dignity. Most participants have a negative view of themselves. Through TEEM, they are able to realize their value as members of society.

A Wholesome Environment -- It is vitally important that the proper environment be available for the participants. Many need to escape from the environmental factors that have contributed to their problems. TEEM provides an atmosphere conducive to learning and improvement.

Required Support Group Growth -- This is a continuation of the principle that addresses self-concept. TEEM provides an environment which enables participants to constantly recognize their worth and dignity.

Extending Acceptance and Belonging -- To the participants, TEEM provides an important feeling of support, togetherness and community.

Productivity -- The key to enabling the participants to be successful is the inclusion of productivity in the overall plan. By being productive, participants have an excellent opportunity to feel a sense of accomplishment and pride.

Since 1987, over 4,900 have graduated from TEEM's Job Readiness Workshop with an average employment rate of 74 percent. TEEM's cost per graduate has decreased from \$1143 per person in 1987 to \$758.14 in 1996. TEEM plans to reduce the cost to \$500 per person.

The average annual cost in Oklahoma for welfare support is \$18,000 per person. TEEM can graduate 24 people for what it cost to keep one person on welfare for a year. Incarceration for one person costs \$15,000 to \$60,000 annually. For the same amount, TEEM can graduate more than 20 people. A thirty-day stay at a drug and alcohol rehabilitation center costs \$10,000. But for that price, 13 individuals can graduate from the TEEM program and begin to take control of their lives.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$800,000

Freedom Youth Academy
1405 34th Street, Southeast
Washington, D.C. 20020
202/584-3012

The Freedom Youth Academy assists about 100 at-risk youths, ages 5 to 21 throughout the greater Washington, D.C. metropolitan area with their educational endeavors. The Academy motivates students to pursue a life that is replete with hope, self-respect, responsibility, personal fulfillment and academic achievement. The Academy is housed in the Our Lady of Perpetual Help Upper School, which is located in the Anacostia neighborhood of southeast Washington.

The Academy focuses on pre-collegiate preparation by helping students improve their performance on standardized tests while motivating them to excel in academic, cultural, and social pursuits.

Over the past 13 years, the program has received national honors from Presidents Ronald Reagan and George Bush, as well as international recognition from foreign dignitaries representing over 25 countries. The Academy has been ranked among the top 23 schools in the nation by the Department of Education. Freedom Youth Academy has received more than 70 national and local awards in addition to exposure in various media outlets.

After attending the Freedom Youth Academy, a football player increased his Scholastic Assessment Test (SAT) score by 360 points and qualified for an athletic scholarship. Other athletes met the required SAT score and were able to continue their education on athletic scholarships as well.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations, Corporations, and Fees
- Estimated Annual Budget: Unavailable

Harambee Christian Family Center
1581 Navarro Avenue
Pasadena, California 91103
818/791-7439

The long-term mission of the Harambee Christian Family Center is to bring about economic, educational and spiritual renewal at the grassroots level in northwest Pasadena. It especially focuses on providing community leadership and mentoring, while offering training for job, family and life. It hopes that the renewal that it produces in the 12-block area surrounding the Center will function as a prototype of urban rebirth which other decaying neighborhoods can duplicate.

Harambee offers programs such as the Young Ladies Christian Club which helps prepare girls to be Christian women. Approximately twenty girls from grades one through six meet weekly for Bible lessons, stories on cultural heritage field trips, games and crafts. The Brotherhood Club, another program, helps young boys to develop leadership skills and become young Christian men. Twenty boys from the first through sixth grades are led in many of the same programs as the Young Ladies Christian Club. The Harambee Business Club is run by students from the neighborhood and assisted by the Harambee staff. The students print T-shirts

and mailings and do the layout for brochures and pamphlets, flyers, business cards and logos. Harambee also offers a Summer Day Camp that includes Bible studies, academics, crafts, overnight camping, weekly field trips, and sports.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals, Churches, Foundations, and Corporations
- Estimated Annual Budget: \$400,000

Hope Now for Youth, Inc.

*330 East Everglade Avenue
Fresno, California 93720
202/434-8125*

The goal of Hope Now for Youth, Inc. is to hire Christian, ethnic college students to serve as counselors for the young men in the area who are involved in risky behavior. The counselors seek to provide all of the parenting that these kids have missed growing up. Services include job training, job placement and follow-up and any other basic needs that need to be met to turn the kids around.

Hope Now for Youth has helped individuals such as Nacio "Chito" Delgado, a high school dropout who would steal TVs and VCRs or sell drugs when he need cash. Today, Delgado has a legitimate job and receives a paycheck every other week. Delgado said his change was possible because of Hope Now for Youth.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$315,942

Immanuel Rescue Mission

*Post Office Box 2803
West Helena, Arkansas 72390
501/572-3107*

The main purpose and goal of the Immanuel Rescue Mission is to help the needy and the youth of the community as it has done for 27 years. Immanuel Rescue Mission offers many services to the community which include: (a) providing food bags and clothing, and some monetary support when possible; (b) providing meals on weekends for shut-ins; (c) providing a meeting place for The Youth Club for Christian Girls, Cub Scouts and the Women Support Group; (d) providing a six-week tutorial program; (e) holding open prayer meetings and revivals; (f) providing day care services Monday through Friday for working parents; and, (g) providing six weeks of vacation Bible School during the summer.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals

- Estimated Annual Budget: \$22,507

Institute for Children

18 Brattle Street
Cambridge, Massachusetts 02138
617/491-4614

Founded in March 1993, the Institute for Children, Inc. (IFC) is a private, charitable, nonpartisan non-profit, 501(c)(3) organization whose mission is to reshape foster care and adoption in America so that every child will have the chance to grow up in a loving, permanent family. The Institute is achieving its mission by initiating lasting policy reform. The Institute conducts research and advises governors, Members of Congress, other policy makers and opinion leaders on what they can and must do for America's most vulnerable children.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals, Foundations and Corporations
- Estimated Annual Budget: \$300,000

Interfaith Housing Coalition

Post Office Box 720206
Dallas, Texas 75372-0206
214/827-7220

Interfaith Housing Coalition is a Christian-based Section 501 (c)(3) provider of three-month transitional housing, combined with educational and accountable programming in employment, budgeting, parenting, and living skills for Dallas-area homeless families. Interfaith's most fundamental mission is to be the "hands of Christ" to families in need. Utilizing a holistic approach to attack the root causes of homelessness, Interfaith Housing Coalition empowers its residents to obtain full-time permanent employment, rebuild their lives and families, and sustain long-term self-sufficiency.

Interfaith's overall program centers on rebuilding self-esteem while holding one accountable to self-designed goals. Underlying structures of employment, budgeting, parenting, and living skills reinforce this developing self-image as families are encouraged and guided to meet objectives in their areas of specialized need.

It is an approach that works: Interfaith residents exit the program with confidence, housing, savings, and practical skills. Since Interfaith's inception, 70 percent of the Interfaith residents have successfully completed the program. All Interfaith graduates obtain employment. Approximately two out of three Interfaith graduates are able to sustain long-term self-sufficiency.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$700,000

John 3:16 Mission, Incorporated
506 North Cheyenne
Tulsa, Oklahoma 74103
918/587-1186

“Witnessing for the Risen Lord and thereby endeavoring to win the lost men and women to Him” is the primary aim, objective and activity of the Mission. Performing these functions, the mission describes itself as using its best efforts, in the strength and power of the Holy Spirit, to be a suitable and proper vessel through which God may draw the unsaved to Christ and induce them to trust Jesus for their eternal salvation.

Some of the John 3:16 Mission Services include a:

- Homeless Shelter for Men
- Hot Meal Program
- New Creations Life Skills and Job Readiness Program
- Adult Education
- Crossroads Program
- Family Ministry
- Youth Ministry
- “Klothes 4 Kids” & Coats for Tots
- Family Thrift Store

The mission has experienced many successes with these programs. The Hot Meal Program served 86,691 meals in 1995. Two-thirds of men who completed the first 30 days of the program leave the Mission with a full-time job and return to independent living. The “Klothes 4 Kids” program registered more than 1,200 children to receive clothes in 1995.

Each child registered received a new pair of jeans in addition to several outfits of good used clothes. The Mission has a program, The Street Light Gang, which offers karate classes that teach the children self-discipline, honesty, integrity, and respect for their bodies. One facet of the program includes sending its participants to the Kids Across America Camp, which is a special camp designed to help inner city kids excel in spite of their daily environment.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$1,200,000

Joy Junction

4500 Second Street, Southwest
Post Office Box 27693
Albuquerque, New Mexico 87125
800/924-0569

Joy Junction is a shelter providing both emergency and long term food, shelter, clothing, transportation, and counseling for homeless women and families. Joy Junction is the largest shelter of its kind in the state of New Mexico, serving up to 150 people per day.

Joy Junction provided more than 248 meals every day in 1995 which adds up to more than 90,000 meals for the year. 5,841 people stayed at Joy Junction’s shelter last year, totaling

41,767 nights of sleep. The Joy Junction Thrift Store provided clothing to all residents and members of the community. The program participant initiative is another program available to Joy Junction residents. The program teaches a variety of skills necessary to function successfully in society. The program helps residents to become self-sufficient, ridding them of dependency on shelters or government funding for housing.

Joy Junction also offers round-the-clock transportation for new residents of the shelter as well as daily rides to downtown for those working who are without vehicles of their own.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals, Businesses, and Church Groups
- Estimated Annual Budget: \$785,000

Jubilee Christian Church
13333 East Warren
Detroit, Michigan 48215
313/822-5060

The Jubilee Christian Church has set up the Community Revitalization Stewardship Program (CRSP) which aims to increase and improve the quality of life for low-income individuals and families on Detroit's east side. By developing and administering practical, effective programs and services to meet these needs, CSRSP hopes to make a positive impact in the lives of the people it serves and restore the rich heritage of the "community family."

Working together with other community groups and organizations with similar goals and objectives, the Community Revitalization Stewardship Program (CRSP) works to develop quality limited-income communities comprised of affordable, custom-built, single-family homes, and lower-income townhouses. There are also plans for a large shelter for homeless men, women, and children, as well as the establishment of a multi-use community center on the east side of Detroit.

Funding Information

- Government Funded? Yes
- Percentage of Government Funding: 3
- From Which Levels of Government? State
- Primary Source of Funding: Individuals
- Estimated Annual Budget: Unavailable

Kid-Care
4504 Old Yale
Houston, Texas 77018
713/695-5437

The mission of Kid-Care is to end hunger among children in the Houston Metroplex by feeding them and trying to alter the circumstances that lead to hunger by providing nutrition classes, health seminars, cultural activities and other development programs.

Kid-Care provides Food Pantry services, has adopted an apartment complex, operates the Kid-Care Academy and Kid-Care Outdoor School, sends children to Summer Camp and empowers

children in area schools to help children through Kids Care, sponsors a Thanksgiving Teen Retreat (a self-esteem retreat), and offers education and training for Kid-Care parents.

"It's always, 'let someone else do it,' meaning the government," said Carol Porter in a *New York Times* profile. "I'm saying, 'We're that someone else. You're that someone else.'"

Kid Care serves more than 20,000 meals a month to children in the Houston area.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Inheritance
- Estimated Annual Budget: Unavailable

Kids Hope USA

17011 West Hickory
Spring Lake, Michigan 49456-9712
616/846-7490

Kids Hope USA allows members of religious congregations to become tutors and mentors for children in poor communities. The mission of Kids Hope USA is to give the neighborhood church a volunteer management system to mobilize, train, supervise, and encourage its members to build one-on-one relationships with at-risk elementary school children. These volunteers, and the prayer partners assigned to each relationship, model the love of Christ by positively reinforcing the children and helping them learn to read.

Churches that agree to participate in Kids Hope USA work to accomplish the following tasks:

- Provide adequate funds for a Kids Hope USA Director, operating expenses, and a fee for the Kids Hope USA organization;
- Establish an office at the church for the director;
- Maintain a Kids Hope USA Leadership Team to serve as an action/advisory body for the director and the ministry;
- Recruit at least 10 volunteers and 10 prayer partners to initiate the ministry;
- Main a positive relationship with area school(s);
- Involve the pastor as a volunteer tutor.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$200,000

Leadership, Education and Employment Opportunities, Inc. (LEEO)
2343 Washington Street
Suite 200
Roxbury, Massachusetts 02119
617/442-2111

The mission of Leadership, Education & Employment Opportunities, Inc. (LEEO) is to strengthen communities by redirecting and redefining the power of young men for positive action and to increase opportunities for and by young men. LEEO is a three year program that prepares and supports inner city men to not only take advantage of educational and employment opportunities, but to work with young people as youth workers. LEEO utilizes the experiences, lessons and skills of young men to assist younger people in making positive life decisions.

Project LEEO's successful programs for street-identified young men exhibits the following characteristics:

Long term approach: A successful program works with young men for an extended period of time. It is long enough to develop trust in the participants so they are able to address their personal issues and develop the skills necessary to become community leaders.

Collaborative: A successful program incorporates the best techniques of community service, experiential education, and youth development. It is highly collaborative so as to create a safety net of organizations and individuals for its participants. It puts a premium on teamwork and communication with partners.

Reflective: A successful program has staff which reflects its participants. Project LEEO seeks staff members with similar experiences and backgrounds so that they understand the participants' needs.

Incremental Success: A successful program creates the space for its participants to experience "small successes" through which they can measure their growth and progress and generate confidence.

Project LEEO incorporates these characteristics to achieve the following objectives:

- Rechannel the power of street-identified youth to become community leaders;
- Strengthen the youth development field and inner city communities with youth workers;
- Create educational and meaningful employment for inner city male youth;
- Build the capacities of national service and youth development organizations.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations
- Estimated Annual Budget: \$420,000

Love Thy Neighbor Community Center
2279 Savannah Street, Southeast
Washington, D.C. 20020
202/678-2964

The mission of Love Thy Neighbor Community Center is to provide developmental opportunities, support, and a safe, nurturing environment for at-risk youth. It also strives to provide support and guidance to parents and caretakers in securing basic resources for their families.

Love Thy Neighbor serves approximately 45 to 80 youth between the ages of 5 to 21 years old. The goals of the center are:

- to keep children safe, out of the reach of drugs and out of the reach of violence;
- to prevent and reduce the incarceration rate for youth in the community;
- to increase academic excellence and reduce school drop-out rates;
- to increase youth self-esteem and positive peer relationships;
- to give incarcerated parents an opportunity to reestablish their parent/child bonds;
- to provide parents with opportunities for self improvement and family development;
- to build a collaborative support network for youth, family, neighbors, and community.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations
- Estimated Annual Budget: Unavailable

Michigan Youth Ranches, Incorporated
7615 Morgan Road East
Battle Creek, Michigan 49017
616/965-5437

The mission of the Michigan Youth Ranches, Inc. (MYR) is to build youth ranches in Michigan, patterned after the Florida Sheriff Youth Ranches, to provide foster care in a family-style setting for abused and neglected youth (ages 6-19, temporarily or permanently separated from their parents) who are wards of the courts. MYR provides on-site behavioral management, physical fitness, life skills training, moral and spiritual training, and tutoring. MYR wishes to establish permanency in the lives of children who otherwise would be in multiple placements and deprived of proper care.

The program is designed to serve up to 40-50 youths in residence. The unit team consists of a unit director, unit social worker, group care worker, night counselors and a secretary. Each unit or cottage houses 6-8 youths plus two care workers or house parents. The youth in each cottage is supervised by the house parents. Youth in the program attend public schools unless the students have special education needs.

Michigan Youth Ranches strives to provide permanency for children who, for whatever reason, have no home. Prevention through summer camps, as well as independent living

programs, are offered. Boys and girls also learn how to resolve personal conflicts, find their identities, and learn proper values as they work toward a law-abiding, productive and secure future.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Private in-kind and Various Small Fundraising Events
- Estimated Annual Budget: Unavailable

Midtown Youth Academy

2206 14th Street, NW
Washington, D.C. 20009
202/483-3711

Since 1973, the Midtown Youth Academy has provided youth in the Washington, D.C. area with educational and recreational opportunities. The Academy seeks to make youth more responsible through education, independence training and anti-drug and anti-pregnancy programs.

Midtown Youth Academy has received numerous national awards and praise. It is currently working with The National Center for Neighborhood Enterprise and other grass-roots organizations in an effort called "Hands-A-Cross D.C." The mission of this project is to bring people together with grass-roots organizations that need their help.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$42,000

The National Underground Music Association

2 Massachusetts Ave., N.E.
Suite 1043
Washington, D.C. 20013
202/321-6862

The National Underground Music Association (NUMA), in Washington, D.C., is dedicated to providing opportunities and alternatives to inner-city youth and underprivileged communities. NUMA provides youth access to high quality multimedia state-of-the-art technology, compact disc quality recordings at a limited or no cost, use of a full array of musical instruments, and access to computer facilities and professionals of all areas of the entertainment and computer industries. NUMA believes that youth can be guided in a positive direction by acknowledging their interest in music and entertainment.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Level of Government? N/A
- Primary Source of Funding: Individuals, Sponsorships, Fundraising Events

New Focus
6837 Lake Michigan Drive
Post Office Box 351
Allendale, Michigan 49401
616/895-5356

The mission of New Focus is to train churches to provide a system for the body of Christ to show effective acts of compassion while creating long-term change in people's lives through accountability and relationships producing a revitalized community. This is accomplished through a change management class, "How to Manage Your Money," and Compassion Circles, an initiative by a local church.

New Focus is a change management ministry designed to help churches, volunteers and members:

- Recognize the need for change;
- Access the necessary information needed to make positive change;
- Access the necessary resources needed to make positive change;
- Provide a safe, supportive environment in which to take the necessary risks needed for change;
- Provide a safety net during change.

Reverend Art Schoonveld of Holland, Michigan commented on the New Focus ministries saying, "New Focus provided the missing piece that we needed as we had been trying to do ministry in the community and reach people for Christ. New Focus ties everything together, the physical and spiritual needs were met, and it holds people accountable. At the same time, it gives people of the church an opportunity to use their diversity of gifts in a timely and effective way."

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Unavailable
- Estimated Annual Budget: Unavailable

Nehemiah Community Development Corporation
655 West Badger Road
Madison, Wisconsin 53173
608/257-2453

The mission of the Nehemiah Community Development Corporation is to provide community-based and church-based human service programs, such as economic development, drug rehabilitation and youth programs.

This non-profit Christian development corporation hopes to achieve through partnerships with five area congregations what government social welfare programs have not been able to: keep ex-offenders from returning to prison, break cycles of welfare dependency and provide a chance for success to young black males mistakenly labeled incorrigible or unteachable.

The Nehemiah Community Development Corporation has a contract with the Dane County, Wisconsin government to provide social service programs for youths.

Funding Information

- Government Funded? Yes
- Percentage of Government Funding: 5
- From Which Levels of Government? Local
- Primary Source of Funding: Churches and Individuals
- Estimated Annual Budget: \$320,000

Neighbor to Neighbor Program

*640 South State Street
Dover, Delaware 19901
302/674-7466*

The Neighbor to Neighbor program is a service exchange program. The program provides support services to older adults and to women who have just delivered babies. These services include:

- Transportation to doctor appointments
- Light housekeeping
- Light Grocery shopping
- Errands
- Telephone reassurance
- Help with paper work
- Light yard work

The program wants to help this population remain independent in their own home as long as possible and to help them keep their quality of life. Those who benefit from the program are asked to help someone else. If they can't offer anything, they are usually still served by Neighbor to Neighbor.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Unavailable
- Estimated Annual Budget: \$40,000

Omega Boys Club

*1060 Tennessee Street
San Francisco, California 94188
415/826-8664*

The Omega Boys Club devotes most of its time to the lives of youth lost to gangs, drugs and crime by providing life skills, education and academic training and by financing the college education of youth after the completion of their training program.

The academic program of the Omega Boys Club includes college preparation and employment training and entrepreneurship components. Verbal and written expression and critical thinking are taught to young people enrolled in the academic program. College-bound students receive SAT preparation, assistance with college applications, financial aid forms and

scholarships. Employment-bound students receive assistance with GED test preparation and skills training, including support while completing internship and apprenticeship requirements.

In May 1996, Omega celebrated its thirty-first student to graduate from college. The academic program has experienced a continuation/graduation rate of nearly 70 percent since the program's inception in 1990.

Omega's violence-prevention efforts reach beyond the club members to the community at-large. The key components of the Street Soldiers Violence Prevention program are: 1) the Club's weekly Street Soldier Talk Show broadcast in both Northern and Southern California, a call-in forum for youth and adults on the issues of drugs, violence and other related topics; 2) Omega's hotline, 1-800-SOLDIER, which provides youth and adults with help and a source for information on the issues of drugs, violence and other related topics; 3) the Institutional Violence prevention component where staff members and Omega-trained peer counselors work with incarcerated youth and adults to reduce recidivism; 4) the Community Violence prevention component in which staff provides violence prevention training for community agencies, schools and other organizations.

The staff of the Omega Boys Club is in contact with over 10,000 students and teachers-in-training each quarter. When the Street Soldier Talk Show is broadcast statewide, the radio audience is over 200,000. As of mid-January 1997, the radio show began broadcasting from coast-to-coast.

The Institutional Violence prevention component is in contact with nearly 2,000 detained juveniles and adult prisoners each quarter. In the Spring of 1997, a documentary, "Street Soldiers," aired on PBS. It is a 90-minute film that follows the stories of three juvenile offenders trying to turn their lives around with Omega's help.

The Omega Institute (TOI), launched in the middle of 1996, is designed to instruct others to use the tools and methods that have made it successful. TOI was developed to respond to requests from all over the country for help in replication of the Omega Boys Club model. Participants must be working with youth and/or have the responsibility of developing programs for at-risk youth.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations
- Estimated Annual Budget: \$1,044,000

Operation Exodus Inner City

*27 West 47th Street,
Room 207
New York, New York 10036
212/391-8059*

The mission of Operation Exodus Inner City (OEIC) is to provide educational opportunities to the children of Washington Heights (NYC) through school placements, tutoring, summer school and camps, parenting workshops and social services.

Operation Exodus has served over 130 children and their families. The program works with more than 30 partner schools in the Washington Heights and South Bronx neighborhoods. Operation Exodus has a 98 percent retention rate with more than 15 high school graduates, nine college students and three college graduates. In addition, more than 90 percent of high school students are taking college preparatory courses and all current high school students plan to attend college. More than 75 committed volunteers work with Operation Exodus Inner City.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$100,000

Partners Advancing Values in Education (PAVE)

*1434 West State Street
Milwaukee, Wisconsin 53233
414/342-1505*

Partners Advancing Values in Education (PAVE) was founded in 1992 by business, civic and religious leaders in Milwaukee because of the founders' belief that the children of too many families in urban areas are trapped in schools that do not provide an adequate education. These are low-income families who cannot afford to move to a good suburban public school system or who cannot afford their preferred option of the neighborhood private religious school. Thousands of needy families whose children are failing in public schools apply to PAVE for assistance.

PAVE is the largest privately-funded school choice program in the nation and has gained national recognition for successfully expanding the educational opportunities available to low-income families.

The success of the PAVE program is not only measured in terms of total scholarships. Independent studies by Family Services America reveals the true effectiveness of PAVE: high levels of parental satisfaction (96%) and involvement (97%) within the parents' chosen schools. The second-year evaluation offers an equally positive assessment of the academic performance of seventh grade students, and contains compelling testimony from parents, teachers and students.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations
- Estimated Annual Budget: \$4,500,000

Project 2000, Incorporated

*411 8th Street, SE
Washington, D.C. 20003
202/543-2309*

Project 2000's mission is to work with young black inner-city boys and encourage them to succeed academically in junior high and senior high school to prepare them for post-secondary school, vocational training or the military. Project 2000 provides the boys with educational opportunities, academic support services, mentors and full-time staff.

Project 2000 programs include academic support, mentorship and community service. In describing the mentorship program, 12-year-old Jeffrey Norris said, "They come to help us. Because of the program, I know that in the end I'm going to be something."

Project 2000 receives no assistance from any governmental entity -- local, state or federal. Project 2000 has been featured in newspapers and magazines throughout the United States and abroad.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Foundations and Individuals
- Estimated Annual Budget: Unavailable

Sarah House

910 T Street, NW
Washington, D.C. 20001
202/588-7197

Sarah House of Washington, D.C. provides cultural, recreational, athletic and educational enrichment activities to children and families living in homeless shelters and public housing. Sarah House provides access to positive opportunities and alternatives to the deteriorating culture of downtrodden neighborhoods.

Sarah House has been working with the homeless and undocumented community for six years in the Washington, D.C. area. It has also worked in Los Angeles, San Diego, Tijuana and Tecate, Mexico and the Dominican Republic. Sarah House works with residents of the Shaw community in Washington as well as other communities in the area and around the country.

Sarah House is currently in the process of establishing a Casa Sarah de La Playas in Colonia Villa Verde, Mexico, the location of Sarah House in Mexico.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals and Businesses
- Estimated Annual Budget: Unavailable

Southern Development Foundation

1006 Surrey Street
Lafayette, Louisiana 70502
318/232-7672

The mission of the Southern Development Foundation (SDF) is to help cooperatives serving low-income and minority residents in Alabama, Florida, Louisiana, Mississippi and South Carolina.

The foundation used to receive government funding, but found that government grants were accompanied by too many regulations. SDF no longer wants to apply for it.

The objective of The National Black Survival Fund, which is their major program, is to help build strong communities, assist in developing cooperative associations and community economic entities, to empower poor and minority people through education and training and to conduct research and test programmatic models for agricultural development.

Some of the basic programs of the foundation include a loan program which has loaned over \$4 million to various businesses in rural areas; Black Unity & Spiritual Togetherness (BUST), which was established to create a national investment cooperative based on spiritual bonding and community actions and annually sponsors two summer camps: Camp Manhood Development for young African-American males ages 12-16 and Camp Womanhood Development for young African-American females ages 10-14.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Fundraising Events
- Estimated Annual Budget: \$500,000

Teen Challenge of South Texas

*3850 Southwest Loop 1604
San Antonio, Texas 78264
210/624-2075*

The mission of Teen Challenge is to provide spiritual, educational, and financial help to teens addicted to drugs or alcohol, with the long-range goal of preparing the teens to return to society, and become a productive and responsible member.

"The difference between Teen Challenge and other drug and alcohol programs is the basic belief that an addict must find a personal relationship with Jesus Christ if he/she wishes to find a permanent freedom from addictions," said James Heurich, executive director of the San Antonio Teen Challenge.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: \$312,000

Victory Fellowship of Texas

*Post Office Box 37387
San Antonio, Texas 78237
210/433-0028*

Victory Fellowship is a Christian ministry helping recovering drug addicts and alcoholics rebuild their lives. Victory has helped over 13,000 former drug and alcohol abusers with incredible results: nearly two out of every three people who stay in the program for three to six months overcome their addictions.

Pastor Freddie Garcia, a former hard-core drug-addict, established Victory Fellowship of Texas more than 25 years ago as a Christian Rehabilitation Center. Some of the accomplishments of Victory include: the Victory Temple Church, with a congregation of more than 600 members, 58 percent of whom are former drug or alcohol addicts; and Victory Leadership Academy, which is designed to teach the needs of Christian rehabilitation centers within the inner-city and all over the world. Many of the academy's graduates have gone on to become licensed and ordained ministers. Victory has many other ministry and outreach programs.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals
- Estimated Annual Budget: Unavailable

The Washington Scholarship Fund

1133 15th Street, Northwest
Suite 600
Washington, D.C. 20005
202/842-1355

The Washington Scholarship Fund (WSF), an initiative of The National Scholarship Center, was created in 1993 by a group of businesses and community leaders to help needy Washington families send their children to private school. The goal of The Washington Scholarship Fund is to open the doors of opportunity and give deserving children a chance for a better life.

The Washington Scholarship Fund pays one-half of yearly tuition, up to an annual maximum of \$1,500, for eligible children to attend the private school of their choice. There are three criteria for students entering the program:

- students must be residents of the District of Columbia;
- students must be entering grades kindergarten through eighth grade;
- students must be considered low-income by federally-prescribed standards.

Scholarships are awarded on a first-come, first serve basis. The families come to WSF for help and the families select their own school. The families contribute the balance of the tuition and if need be, secure other financial aid, so they are actively involved with the schools. In the first year of WSF, 57 students attended private schools and by January 1996, the number had grown to 225. More than 600 additional children are waiting and the lists grows every day.

"My son loves the school," said Voni Eason, a mother whose son is attending private school thanks to the Fund. "He even likes the uniform. He feels like he's a grown man. Without an education -- and a good strong education -- he's not going to have a good job. Without [The Washington Scholarship Fund], he wouldn't be able to go to his school."

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A

- Primary Source of Funding: Businesses, Individuals, Foundations
- Estimated Annual Budget: \$42,000

Water Street Rescue Mission

*Post Office Box 7267
210 South Prince Street
Lancaster, Pennsylvania 17604-7267
717/393-7709*

Since the early 1900's Water Street Rescue Mission has helped feed, clothe and shelter the poor and hungry individuals and families living in its community. The Mission provides many services for the homeless including temporary shelter, long-term shelter, meals, medical care, tutoring for qualified individuals, Christian counseling, basic life skills education, clothes, children's programs and Bible studies. Services for the poor and needy of the community include furniture, food distribution, transitional housing, children's programs, Bible studies, meals and clothing.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Individuals, Churches, Businesses
- Estimated Annual Budget: \$3,000,000

Whosoever Gospel Mission and Rescue Home Association of Germantown

*101 East Chelton Avenue
Philadelphia, Pennsylvania 49144
215/438-3094*

The goal of Whosoever Gospel Mission and Rescue Home is to provide in a Christian context comprehensive rehabilitation and job readiness services to homeless, dysfunctional men. Whosoever's mission is to help each client become a productive citizen in both God's kingdom and society.

Whosoever offers its open-entry, six-month (or more) New Life in Christ Rehabilitation and Job Readiness Program. According to the group, the program is designed to enable participants to:

- Enter into a personal saving relationship with the Lord Jesus Christ;
- Grow in the grace and knowledge of the Lord Jesus Christ toward maturity in Christ;
- Overcome the bondage of addiction and other life-dominating problems;
- Develop life, social, education, professional, and other work skills necessary for productive, independent living;
- Acquire steady employment and a place to live;
- Rebuild family relationships.

From October 1995 to September 1996, 247 men participated in the New Life in Christ Program. At least 55 men were enrolled in the program at any given time. For those men enrolled in the program, the mission provided 20,622 overnight lodgings, more than 58,920 meals and an innumerable amount of clothing. Every man heard the gospel on a daily basis through chapels, Gospel services, Bible studies and Christ-centered counseling.

Funding Information

- Government Funded? No
- Percentage of Government Funding: 0
- From Which Levels of Government? N/A
- Primary Source of Funding: Thrift Store, Donations, and Foundations
- Estimated Annual Budget: \$42,000

Sources of Organization Funding

#	Name of Organization	City	State	Gov't funded	Total %	Federal	State	Local
1	A Better Chance	Boston,	MA	NO	X			
2	Action for Bridgeport Community Development	Bridgeport,	CT	YES	99	X	X	X
3	African Methodist Episcopal Church	Washington,	DC	YES	5-10			X
4	African-American Community Service Agency	San Jose,	CA	NO	N/A			
5	Alaska Women's Resource Center	Anchorage,	AK	YES	86	X		X
6	American Indian Employment and Training	Garden Grove,	CA	YES	80	X	X	X
7	American Indian Services	Sioux Falls,	SD	YES	14	X		
8	Arriba Juntos	San Francisco,	CA	YES	85	X	X	X
9	Association Day Care Services	Boston,	MA	YES	76.5	X	X	X
10	Association House	Chicago,	IL	YES	90	X	X	
11	Best Friends Foundation	Washington,	DC	NO	N/A			
12	Blackdike Redevelopment Corporation	Chicago,	IL	YES	33	X	X	X
13	Bidwell Cultural and Training Center	Pittsburgh,	PA	YES	30	X		
14	Black Economic Union of Ohio	Cleveland,	OH	YES	30	X		
15	Black Family Service Center/African American Family Institute	Seattle,	WA	YES	75	X	X	
16	Bonaventure House - AIDS Assisted Living	Chicago,	IL	YES	40	X	X	
17	Boston HealthCREW Project	Boston,	MA	NO	N/A			
18	Breakthrough Urban Ministries-Breakthrough Homeless Services Center	Chicago,	IL	YES	5			X
19	Bronx Overall Economic Development Corporation	Bronx,	NY	YES	95			X
20	Building Brighter Futures (BBF) Family Services	Chicago,	IL	YES	60	X	X	X
21	California Human Development Corporation	Santa Rosa,	CA	YES	90	X		
22	California Indian Manpower Consortium	Sacramento,	CA	YES	95	X		
23	CAN DO	Chicago,	IL	YES	25			X
24	Capitol Commitment, Inc.	Washington,	DC	NO	N/A	X	X	X
25	Center for Career Alternatives	Everett,	WA	YES	85	X		X
26	Center for Employment Opportunities	New York,	NY	YES	100		X	
27	Central Brooklyn Partnership	Brooklyn,	NY	NO	N/A			
28	Chicanos Por La Causa	Phoenix,	AZ	YES	80-90	X	X	X
29	Children of the Night	Van Nuys,	CA	YES	<1			X
30	Citizens for Research, Education And Community Hope (REACH)	Meridian,	MS	NO	N/A			
31	CityTeam Ministries	San Jose,	CA	NO	N/A			
32	Coastal Plain Area Economic Opportunity Authority	Valdosta,	GA	YES	85	X		
33	Community Outreach Service Center	Denver,	CO	YES	50		X	X
34	Community Agencies Corporation of New Jersey	Newark,	NJ	YES	50	X	X	X
35	Community Outreach Services, Inc.	Paris,	AR	NO	10	X		
36	Congress of Racial Equality (CORE)	New York,	NY	NO	N/A			
37	COPE (Creating Opportunities for Parent Empowerment)	Washington,	DC	YES	100	X		
38	Cory United Methodist Church	Cleveland,	OH	YES	35			X
39	Daybreak	Dayton,	OH	YES	68	X	X	X
40	Daylight Foundation - Destination Daylight	Hammond,	LA	NO	N/A			
41	De La Salle Academy	New York,	NY	YES	25		X	

42	Del HI Community Center	CA	YES	60	X	X	X	X
43	Delta Housing Development Corporation	MS	YES	85-90	X	X	X	X
44	Denver Indian Center	CO	YES	60	X	X	X	X
45	Development Credit Fund	MD	NO	N/A				
46	Dinock Community Health Center	MA	YES					
47	Doll League, Inc.	MD	YES					
48	Douglas-Tubbman Youth Ministries	IL	YES	45	X	X	X	X
49	East Baltimore Community Corporation	MD	YES	60	X	X	X	X
50	East End Neighborhood House	OH	YES	55				
51	East Harlem Bickok Schools (EHS)	NY	YES	25				
52	East Harlem Council for Community Improvement	NY	YES	99.9	X			X
53	East Los Angeles Community Union	CA	YES	5		X		
54	Economic Resources Corporation	CA	NO	N/A				
55	Eighteenth Street Development Corporation	CA	YES	90	X	X	X	X
56	Employment Opportunities Center	WA	YES	90	X	X	X	X
57	Evansville Black Coalition, Recruitment and Training Program	IN	YES	67		X	X	X
58	First Step, Incorporated	MD	YES	80	X	X	X	X
59	FOCUS	NJ	YES	70	X	X	X	X
60	Focus Hope	MI	YES	50	X	X	X	X
61	Franklin Wright Settlements	MI	YES	30-40	X	X	X	X
62	Freedom Youth Academy	DC	NO	N/A				
63	Girls Friends, Inc.	OH	NO	N/A				
64	Good Samaritan Urban Ministries	IA	YES	7	X	X	X	X
65	Hanna Community Center	IN	YES	7				
66	Harabee Christian Family Center	CA	NO	N/A				
67	Hartigan Community Development Corporation	TX	YES	100	X			X
68	HELP (Home, Education and Livelihood Program)	NM	YES	95	X	X	X	X
69	Highland Park Community Outreach	MI	NO	N/A				
70	Hispanic Center of Western Michigan	MI	YES	20	X	X	X	X
71	Hispanic Committee of Virginia	VA	YES	65	X	X	X	X
72	Hispanic Family Center	NJ	YES	60	X	X	X	X
73	Hispano American Multi-Service Center	IN	YES	40	X	X	X	X
74	Holy Rock Outreach Ministries	IL	YES	79	X	X	X	X
75	Hope Now for Youth, Inc.	CA	NO	N/A				
76	Housing Assistance Council	DC	YES	60	X	X	X	X
77	Hunting Park Community Development Corporation	PA	YES	40-50				
78	Immanuel Rescue Mission	AR	NO	N/A				
79	Impact Services Corporation	PA	YES	50	X	X	X	X
80	Institute for Children	MA	NO	N/A				
81	Institute for Community Empowerment	IL	NO	N/A				
82	Institute for Responsible Fatherhood and Family Revitalization	DC	YES	<10	X			X
83	Interfaith Housing Coalition	TX	NO	N/A				
84	International Youth Organization	NJ	YES	75				
85	It's Time	NY	YES	40-50	X	X	X	X
86	Ivanhoe Civic League	VA	YES	25	X	X	X	X
87	Jobs for Youth	NY	YES	60	X	X	X	X

88	Jobs for Youth	Chicago,	IL	YES	33	X		
89	John 3:16 Mission	Tulsa,	OK	NO	N/A			
90	Joy Junction	Albuquerque,	NM	NO	N/A			
91	Jubilee Christian Church	Detroit,	MI	YES	<3			
92	Jubilee Housing, Inc.	Washington,	DC	NO	N/A			
93	Kid-Care, Inc.	Houston,	TX	NO	N/A			
94	Kids Hope USA	Spring Lake,	MI	NO	N/A			
95	Leadership, Education and Employment Opportunities, Incorporated (LEEO)	Roxbury,	MA	NO	N/A			
96	Love Thy Neighbor Community Center	Washington,	DC	NO	N/A			
97	MAD DADS, Incorporated	Omaha,	NE	NO	N/A			
98	Michigan Youth Ranches, Incorporated	Battle Creek,	MI	NO	N/A			
99	Minnesota Migrant Health Services	Moorhead,	MN	YES	95	X		
100	MidTown Youth Academy	Washington,	DC	NO	N/A			
101	Minneapolis American Indian Services	Minneapolis,	MN	YES	100		X	X
102	National Association of Neighborhoods (NAN)	Washington,	DC	YES	15	X		
103	National Helper's Network	Washington,	DC	YES		X		
104	National Puerto Rican Forum, Incorporated	New York,	NY	YES	95	X	X	
105	National Urban Coalition	Washington,	DC	YES	33	X		X
106	Nehemiah Community Development Corporation	Madison,	WI	YES	5	X	X	X
107	Neighbor to Neighbor Program	Dover,	DE	NO	N/A			
108	New England Home for Little Wanderers	Boston,	MA	YES	75		X	X
109	New Focus	Allendale,	MI	NO	N/A			
110	North Hudson Community Action Corporation	Union City,	NJ	YES	99.5	X	X	X
111	Northwest Fathering Forum	Redmond,	WA	NO	N/A			
112	Nosotros, Inc.	Tucson,	AZ	YES	80	X	X	X
113	Nueva Esperanza, Inc.	Holyoke,	MA	YES	66	X	X	X
114	Oasis Shelter/Oasis Resources Corporation	Warren,	AR	YES	12		X	
115	Omega Boys Club	San Francisco,	CA	NO	N/A			
116	Operation Exodus Inner City	New York,	NY	NO	N/A			
117	Operation Uplift, Incorporated	Maywood,	IL	YES	40	X		
118	Partners Advancing Values in Education (PAVE)	Milwaukee,	WI	NO	N/A		X	
119	Places & Programs for Children, Incorporated	Portsmouth,	VA	YES	46	X		
120	Portland Impact	Portland,	OR	YES	96-99	X	X	X
121	Project Bravo	El Paso,	TX	YES	90		X	
122	Project 2000, Incorporated	Washington,	DC	NO	N/A			
123	Project for Pride in Living	Minneapolis,	MN	YES		X	X	X
124	Proteus Employment Opportunities, Inc.	Des Moines,	IA	YES	98	X		
125	Proteus Training and Employment, Inc.	Visalia,	CA	YES	95	X		
126	REACH, Inc.	Detroit,	MI	YES	60			
127	Rural Community Assistance Corporation	Sacramento,	CA	YES	76	X	X	
128	Sacramento Chinese Community Service Center	Sacramento,	CA	YES	70	X	X	X
129	San Francisco Educational Services	San Francisco,	CA	YES	75		X	
130	San Jose Americans Indian Center, Inc.	San Jose,	CA	YES	85	X		
131	Sarah House	Washington,	DC	NO	N/A			
132	Somerville Community Corporation	Somerville,	MA	YES	25	X		
133	Southeast Development/Southeast Community Organization	Baltimore,	MD	YES	66		X	X

134	Southern Development Foundation	Lafayette,	LA	NO	N/A			
135	Southern Queens Park Association, Inc.	Jamaica,	NY	YES	85		X	X
136	Southwest Detroit Business Association	Detroit,	MI	YES	45	X		
137	Southwestern Michigan Urban League, Incorporated	Battle Creek,	MI	YES	29	X		X
138	Spanish Coalition for Jobs, Inc.	Chicago,	IL	YES	60	X		
139	Sunshine Mission	St. Louis,	MO	NO	N/A			
140	Teen Challenge of South Texas	San Antonio,	TX	NO	N/A			
141	The City Mission	Cleveland,	OH	NO	N/A			
142	The Education & Employment Ministries (TEEM)	Oklahoma City,	OK	NO	N/A			
143	The Mendenhall Ministries, Inc.	Mendenhall,	MS	NO	N/A			
144	The Right Alternative Family Service Center	Milwaukee,	WI	YES	40	X		X
145	The Washington Scholarship Fund	Washington,	DC	NO	N/A			
146	Union Gospel Mission	Duluth,	MN	YES	33	X	X	X
147	United Hispanic Americans, Incorporated	Fort Wayne,	IN	YES	25	X		
148	United South End Settlements	Boston,	MA	YES	33		X	X
149	Upper Albany Neighborhood Collaborative	Hartford,	CT	YES	10		X	X
150	Upper Bronx Neighborhood Association for Puerto Affairs	Bronx,	MN	YES	100	X	X	
151	Urban Family Institute	Washington,	DC	YES	54.5	X	X	
152	Urban League of Essex County	Newark,	NJ	YES	40	X	X	X
153	Urban League of Los Angeles	Los Angeles,	CA	YES	40	X	X	X
154	Victory Fellowship	San Antonio,	TX	NO	N/A			
155	Voice of Calvary Fellowship	Jackson,	MS	NO	N/A			
156	Voice of Hope Ministries	Dallas,	TX	NO	N/A			
157	Water Street Rescue Mission	Lancaster,	PA	NO	N/A			
158	Whosoever Gospel Mission and Rescue Home Association of Georgetown	Philadelphia,	PA	NO	N/A			
159	York Union Rescue Mission, Inc.	York,	PA	NO	N/A			

Sources of Regulation

#	Name of Organization	City	State	None	Federal	State	Local	Gov't Funded
1	A Better Chance	Boston,	MA		X	X		NO
2	Action for Bridgeport Community Development	Bridgeport,	CT		X	X	X	YES
3	African Methodist Episcopal Church	Washington,	DC		X			YES
4	African-American Community Service Agency	San Jose	CA	X				NO
5	Alaska Women's Resource Center	Anchorage,	AK		X	X	X	YES
6	American Indian Employment and Training	Garden Grove,	CA		X	X	X	YES
7	American Indian Services	Sioux Falls,	SD		X			YES
8	Artiba Juntos	San Francisco,	CA		X			YES
9	Associated Day Care Services	Boston	MA			X		YES
10	Association House	Chicago,	IL			X		YES
11	Best Friends Foundation	Washington,	DC	X				NO
12	Bickerdike Redevelopment Corporation	Chicago,	IL				X	YES
13	Bidwell Cultural and Training Center	Pittsburgh,	PA		X			YES
14	Black Economic Union of Ohio	Cleveland,	OH		X			YES
15	Black Family Service Center/African American Family Institute	Seattle,	WA		X	X	X	YES
16	Bonaventure House - AIDS Assisted Living	Chicago,	IL		X			YES
17	Boston HealthCREW Project	Boston,	MA	X				NO
18	Breakthrough Urban Ministries-Breakthrough Homeless Service Center	Chicago,	IL				X	YES
19	Bronx Overall Economic Development Corporation	Bronx,	NY				X	YES
20	Building Brighter Futures (BBF) Family Services	Chicago,	IL			X		YES
21	California Human Development Corporation	Santa Rosa,	CA		X			YES
22	California Indian Manpower Consortium	Sacramento,	CA		X			YES
23	CAN DO	Chicago,	IL				X	YES
24	Capital Commitment, Inc.	Washington,	DC		X	X	X	NO
25	Center for Career Alternatives	Everett,	WA		X			YES
26	Center for Employment Opportunities	New York,	NY				X	YES
27	Central Brooklyn Partnership	Brooklyn,	NY		X			NO
28	Chicanos Por La Causa	Phoenix,	AZ		X	X	X	YES
29	Children of the Night	Van Nuys,	CA		X	X	X	NO
30	Citizens for Research, Education And Community Hope (REACH)	Meridian,	MS	X				NO
31	CityTeam Ministries	San Jose	CA			X		NO
32	Coastal Plain Area Economic Opportunity Authority	Valdosta,	GA		X			YES
33	Community Agencies Corporation of New Jersey	Newark,	NJ			X	X	NO
34	Community Outreach Service Center	Denver,	CO				X	YES
35	Community Outreach Services, Inc.	Paris,	AR			X		NO
36	Congress of Racial Equality (CORE)	New York,	NY		X	X	X	NO
37	COPE (Creating Opportunities for Parent Empowerment)	Washington,	DC		X			YES
38	Cory United Methodist Church	Cleveland,	OH					
39	Daybreak	Dayton,	OH		X			YES
40	Daylight Foundation - Destination Daylight	Hammond,	LA	X				NO
41	De La Salle Academy	New York,	NY		X	X		YES
42	Del HI Community Center	Santa Ana,	CA		X			YES

43	Delta Housing Development Corporation	Indiana	MS	X				YES
44	Denver Indian Center	Denver	CO	X				YES
45	Development Credit Fund	Baltimore	MD	X				NO
46	Dimock Community Health Center	Roxbury	MA	X				YES
47	Doll League, Inc.	Englewood	NJ	X				NO
48	Douglas-Tubman Youth Ministries	Chicago	IL		X			YES
49	East Baltimore Community Corporation	Baltimore	MD	X				YES
50	East End Neighborhood House	Cleveland	OH	X				YES
51	East Harlem Block Schools (EHBS)	New York	NY	X				YES
52	East Harlem Council for Community Improvement	New York	NY	X				YES
53	East Los Angeles Community Union	Los Angeles	CA	X				YES
54	Economic Resources Corporation	Lynwood	CA	X				NO
55	Eighteenth Street Development Corporation	Chicago	IL	X				YES
56	Employment Opportunities Center	Seattle	WA	X	X			YES
57	Evansville Black Coalition, Recruitment and Training Program	Evansville	IN	X				YES
58	First Step, Incorporated	Baltimore	MD	X	X			YES
59	FOCUS	Newark	NJ					YES
60	Focus Hope	Detroit	MI					YES
61	Franklin Wright Settlements	Detroit	MI			X		YES
62	Freedom Youth Academy	Washington	DC	X				NO
63	Girls Friends, Inc.	Columbus	OH					NO
64	Good Samaritan Urban Ministries	Des Moines	IA	X				YES
65	Hanna Community Center	Lafayette	IN					YES
66	Harabee Christian Family Center	Pasadena	CA	X				NO
67	Harlingen Community Development Corporation	Harlingen	TX	X	X			YES
68	HELP (Home, Education, and Livelihood Program)	Albuquerque	NM	X	X			YES
69	Highland Park Community Outreach	Highland Park	MI		X			NO
70	Hispanic Center of Western Michigan	Grand Rapids	MI	X	X			YES
71	Hispanic Committee of Virginia	Falls Church	VA	X	X			YES
72	Hispanic Family Center	Camden	NJ		X			YES
73	Hispano Americans Multi-Service Center	Indianapolis	IN		X			YES
74	Holy Rock Outreach Ministries	Chicago	IL	X				YES
75	Hope Now For Youth, Inc.	Fresno	CA			X		NO
76	Housing Assistance Council	Washington	DC	X				YES
77	Hunting Park Community Development Corporation	Philadelphia	PA				X	YES
78	Immanuel Rescue Mission	West Helena	AR	X				NO
79	Impact Services Corporation	Philadelphia	PA					YES
80	Institute for Children	Cambridge	MA		X			NO
81	Institute for Community Empowerment	Chicago	IL	X				NO
82	Institute for Responsible Fatherhood and Family Revitalization	Washington	DC	X	X			YES
83	Interfaith Housing Coalition	Dallas	TX	X	X			NO
84	International Youth Organization	Newark	NJ	X				YES
85	It's Time	New York	NY	X				YES
86	Ivanhoe Civic League	New York	VA	X				YES
87	Jobs for Youth	Chicago	IL	X				YES
88	Jobs for Youth	New York	NY	X	X			YES
89	John 3:16 Mission	Tulsa	OK	X				YES
90	Joy Junction	Albuquerque	NM					NO

91	Jubilee Christian Church	Detroit,	MI			X		YES
92	Jubilee Housing, Inc.	Washington,	DC				X	NO
93	Kid-Care, Inc.	Houston,	TX	X				NO
94	Kids Hope USA	Spring Lake,	MI		X			NO
95	Leadership, Education & Employment Opportunities, Incorporated (LEEO)	Roxbury,	MA	X				NO
96	Love Thy Neighbor Community Center	Washington,	DC				X	NO
97	MAD DADS, Incorporated	Omaha,	NE		X			NO
98	Michigan Youth Ranches	Battle Creek,	MI			X		NO
99	Midtown Youth Academy	Washington,	DC	X				NO
100	Minneapolis American Indian Services	Minneapolis,	MN			X	X	YES
101	Minnesota Migrant Health Services	Moorhead,	MN		X			YES
102	National Association of Neighborhoods (NAN)	Washington,	DC		X			YES
103	National Helper's Network	Washington,	DC		X			YES
104	National Puerto Rican Forum, Incorporated	New York,	NY		X	X		YES
105	National Urban Coalition	Washington,	DC		X			YES
106	Nehemiah Community Development Corporation	Madison,	WI		X	X	X	YES
107	Neighbor to Neighbor Program	Dover,	DE					
108	New England Home for Little Wanderers	Boston,	MA			X	X	YES
109	New Focus	Allendale,	MI	X				NO
110	North Hudson Community Action Corporation	Union City,	NJ		X	X		YES
111	Northwest Fathering Forum	Redmond,	WA		X			NO
112	Nosotros, Inc.	Tucson,	AZ		X			YES
113	Nueva Esperanza, Inc.	Holyoke,	MA			X		YES
114	Oasis Shelter/Oasis Resource Corporation	Warren,	AR		X	X		YES
115	Omega Boys Club	San Francisco,	CA	X				NO
116	Operation Exodus Inner City	New York,	NY	X				NO
117	Operation Uplift, Incorporated	Maywood,	IL		X	X		YES
118	Partners Advancing Values in Education (PAVE)	Millwaukee,	WI			X		NO
119	Places & Programs for Children, Incorporated	Portsmouth,	VA		X	X		YES
120	Portland Impact	Portland,	OR		X	X	X	YES
121	Project 2000, Incorporated	Washington,	DC					
122	Project Bravo	El Paso,	TX			X		YES
123	Project for Pride in Living	Minneapolis,	MN		X			YES
124	Proteus Employment Opportunities, Incorporated	Des Moines,	IA		X			YES
125	Proteus Training and Employment, Inc.	Visalia,	CA				X	YES
126	REACH, Inc.	Detroit,	MI		X			YES
127	Rural Community Assistance Corporation	Sacramento,	CA		X	X		YES
128	Sacramento Chinese Community Service Center	Sacramento,	CA		X	X	X	YES
129	San Francisco Educational Services	San Francisco,	CA				X	YES
130	San Jose American Indian Center, Inc.	San Jose,	CA		X			YES
131	Sarah House	Washington,	DC				X	NO
132	Somerville Community Corporation	Somerville,	MA		X	X		YES
133	Southeast Development/Southeast Community Organization	Baltimore,	MD		X		X	YES
134	Southern Development Foundation	Lafayette,	LA	X				NO
135	Southern Queens Park Association, Inc.	Jamaica,	NY			X		YES
136	Southwest Detroit Business Association	Detroit,	MI		X		X	YES
137	Southwestern Michigan Urban League, Incorporated	Battle Creek,	MI		X			YES

138	Spanish Coalition for Jobs, Inc.	Chicago,	IL			X			YES
139	Sunshine Mission	St. Louis,	MO	X					NO
140	Teen Challenge of South Texas	San Antonio,	TX			X			NO
141	The City Mission	Cleveland,	OH	X					NO
142	The Education & Employment Ministries (TEEM)	Oklahoma City,	OK		X	X	X		NO
143	The Mendenhall Ministries, Inc.	Mendenhall,	MS	X					NO
144	The Right Alternative Family Service Center	Milwaukee,	WI		X		X		YES
145	The Washington Scholarship Fund	Washington,	DC	X					NO
146	Union Gospel Mission	Duluth,	MN		X	X			YES
147	United Hispanic Americans, Incorporated	Fort Wayne,	IN		X				YES
148	United South End Settlements	Boston,	MA		X				YES
149	Upper Albany Neighborhood Collaborative	Hartford,	CT			X			YES
150	Upper Bronx Neighborhood Association for Puerto Rican Affairs	Bronx,	NY		X	X			YES
151	Urban Family Institute	Washington,	DC				X		YES
152	Urban League of Essex County	Newark,	NJ		X	X	X		YES
153	Urban League of Los Angeles	Los Angeles,	CA		X		X		YES
154	Victory Fellowship	San Antonio,	TX			X			NO
155	Voice of Calvary Fellowship	Jackson,	MS		X		X		NO
156	Voice of Hope Ministries	Dallas,	TX	X					NO
157	Water Street Rescue Mission	Lancaster,	PA		X				NO
158	Whosoever Gospel Mission & Rescue Home Association of Georgetown	Philadelphia,	PA			X	X		NO
159	York Union Rescue Mission, Inc.	York,	PA			X			NO