



Open the Doors
See All the People

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**A Guide
to Serving Families
in Sacred Places**



Partners for Sacred Places

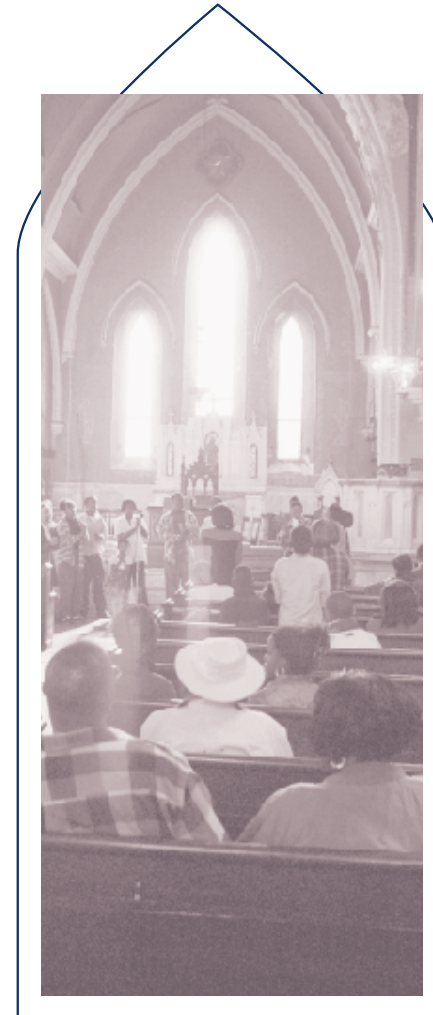
Here is the church,

Here is the steeple.

Open the doors,

See all the people.

– *Children's rhyme*



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See All the People



**A Guide
to Serving Families
in Sacred Places**

by **Jackqueline T. Warren**

About Partners for Sacred Places



Partners for Sacred Places is a national, non-profit, non-sectarian organization founded in 1989 to help Americans embrace, care for and make good use of older and historic religious properties. Partners has three primary goals: 1) to help congregations and their communities be good stewards of their sacred places; 2) to develop an effective national network of advocates for sacred places; and 3) to enhance public understanding of the value of sacred places as irreplaceable centers that create and sustain community life.

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Civic and community leaders across America are taking a greater interest in the public value of congregations and the resources they share when serving people in need – especially children and families.

Partners for Sacred Places has spent years looking at the "portfolio of assets" that congregations share with their communities. These assets include a supply of dedicated volunteers, committed leaders, professional staff, clusters of meeting rooms, kitchens and other spaces, plus financial support and a wealth of knowledge earned from years of experience. However, of all these resources, the one that is among the most central to congregational outreach – and yet is most prone to underuse and physical decline – is the religious building itself.

How do we know how important the building is to congregational outreach? In a 1997 study, *Sacred Places at Risk*, Partners for Sacred Places documented that **75 percent of all services supported by urban congregations take place in the congregations' own well-located facilities.** Older churches, synagogues, meetinghouses and masjids are widely recognized and trusted as safe, affordable, and welcoming places.

By using your building to serve families, you can open the door to:

- New partners
- New capital funding
- New ways to carry out your mission
- New community connections

We hope this Guide will advise and encourage congregations to develop their own facilities into vital, active centers that serve children and families with passion and purpose.

Many religious buildings already double as community centers, with about **80 percent of those who benefit from programs coming from outside the congregation's membership.** Programs housed in sacred places serve children and youth more than any other population in need.

At the same time, sacred places are very fragile. Partners' research shows that religious buildings often suffer major deferred maintenance and repair problems; this upkeep absorbs between one third and one half of a congregation's annual budget. However, the average congregation gets little or no outside help to care for its building, nor any guidance on its use and maintenance.

We've also learned that many of these buildings have unrealized potential. Some rooms are well-used throughout the week, but others remain vacant and available. We hope this Guide will advise and encourage congregations to develop their own facilities into vital, active centers that serve children and families with passion and purpose.

Open the Doors, See All the People can help you identify – and reach – your sacred place's full potential as a center for services to families. The road ahead could get rocky and the challenge of offering new programs might tax your patience, your budget, your building. Yet, everyone can benefit from a successful outcome – both your congregation and the community you are called to serve.

How you use this guide depends on your group and its goals.

If you have never convened as a congregation to talk about ways to serve the community, you'll find suggestions for creating a vision to guide you through the process. You'll learn how to count your blessings and recognize the assets possessed by even the smallest congregation or the most disadvantaged community.

If you already know what services you would like to provide to children and families, this guide can help you decide whether your plans are feasible and likely to succeed. Or, you may find tips on assessing community needs to help match your assets with exciting opportunities for service.

Once you have decided on a program, you'll find information and practical advice on establishing, financing and managing services for children and families.

This guide is not all-inclusive. **Use *Open the Doors, See All the People* as a starting point for expanding your ministry to families.**

Along the way, you'll experience setbacks. Not every program succeeds. Remember to consult with professionals, contact organizations and foundations, and read other publications written specifically for your area of service. The "Resources" section of this Guide provides many useful contacts.

Consider the
Possibilities



Any outreach to children, youth and families offers the promise of rich rewards, both practical and spiritual, for your congregation and your community. This Guide organizes the seemingly endless list of possible programs into five broad categories: child care, enrichment, health care, family support and advocacy.



Child Care

When congregations discuss ways to serve families, child care often tops the list of possibilities. Quality, affordable child care is a pressing need, but full-time child care is just one of many possibilities.

Before- and after-school programs are vital to working parents and critical to the safety of "latchkey" kids. Summer camps and school holiday camps help parents fill gaps in child care. Half-day preschools give parents, usually mothers, a chance to let kids socialize while their caregivers enjoy a much-needed break.

The possibilities include a simple loan of space: At the Unitarian Church of All Souls in New York City, the congregation provides space for scout troops. Another option is to open an existing program to include other children. The Central Baptist Child Care Center in Lexington, Kentucky, extends an invitation to "come and play" to children whose parents are hospitalized or undergoing tests across the street at Central Baptist Hospital.

Child care possibilities

- Day care
- Before- and after-school programs
- Half-day preschool
- Head Start
- Summer camps
- School holiday camps
- Vacation Bible school



Enrichment

After-school, weekend and summer enrichment activities encourage kids to be creative and curious while providing an outlet for boundless energy. Your congregation could enrich children's lives with arts, music or drama programs. You could offer foreign language classes that reflect the area's ethnic makeup, or support students, and parents, who struggle with English as a second language.

In San Francisco, Congregation Emanu-El and the Third Baptist Church worked together to offer "Back On Track," an after-school tutoring and mentoring program that includes field trips to the symphony, area museums and even "vision field trips" to neighboring colleges and universities.

Holy Trinity-Bethlehem Presbyterian Church in Philadelphia invites children from several neighborhoods to workshops focusing on life skills – teens learn how to balance a checkbook, for example – or on issues such as self-esteem.

Enrichment possibilities

- Academic tutoring
- Arts, music or drama programs
- Clubs for books, chess, science
- English as a second language
- Foreign language classes
- Holiday or cultural celebrations
- Recreational activities (drill teams, Double Dutch jump-rope)
- Scout troops
- Sports leagues

Health care

A community cannot be strong if its children aren't healthy.

In 1922, when many other churches were leaving the inner city, Central Presbyterian Church founded a well-baby clinic in central Atlanta to provide basic medical care to children living in poverty. Through the years, the effort grew into the Central Health Center, which serves thousands of patients a year by offering physical exams, family planning, immunizations, dental care, and individual and family counseling.

On a much smaller scale, the congregation at St. John's Evangelical Lutheran Church in Prairie du Sac, Wisconsin, opened The Good Neighbor Clinic. Each Monday, volunteers serve the health care needs of families who have no insurance and are ineligible for state or federal programs, particularly Mexican immigrants who have moved to this small town on the banks of the Wisconsin River.

Health care possibilities

- Childbirth classes
- Community baby showers
- Health education
- HIV/AIDS awareness
- Drug and alcohol education
- Immunization fairs
- Newborn care classes
- Well-baby clinics

Family support

Historically, religious communities have stepped forward to support and nurture families, providing an anchor in the midst of rapid social change.

Operating from an adjacent, once-abandoned school, the Family Development Center of the Church of Our Lady of Mt. Carmel, in Camden, New Jersey, offers parents and young adults English literacy training, GED classes, college prep, and job training and placement.

Taylor Memorial United Methodist Church in Oakland, California, is one of a growing number of congregations reaching out to seniors who are rearing grandchildren. Services include support groups, referral information and respite care.

Other religious communities reach out to strengthen families by offering a gathering place for non-traditional families – interfaith or interracial couples, blended families coping with divorce, gay or lesbian couples.

Family support possibilities

- Instruction in parenting skills
- Classes or workshops in parenting skills
- Clothing closets
- Family counseling
- Food pantries
- Job training, placement
- Literacy and English-as-a-second language
- Meeting place for non-traditional families
- Mentors
- Shelter for women and children
- Support for grandparent caregivers

Advocacy

Even if you don't have the capacity to provide direct services to families, you can improve children's lives by giving voice to their needs.

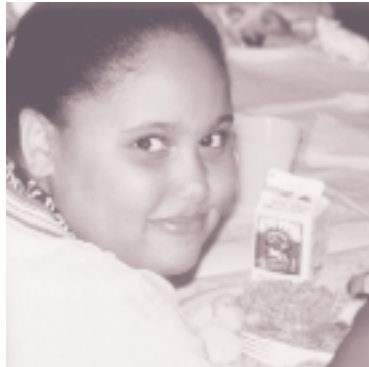
Throughout the year and annually in October, the National Observance of Children's Sabbaths, coordinated by the Children's Defense Fund, unites tens of thousands of religious congregations in speaking out for justice for children and families.

Congregations in Community, a partnership between five Christian, Jewish and Muslim organizations in Minneapolis-St. Paul, has recruited more than 25,000 volunteers who have returned to the community to work in one-time or ongoing service projects.

In many urban areas, the faith community is actively involved in public/private volunteer initiatives with organizations such as AmeriCorps or America's Promise.

Advocacy possibilities

- Create a network of advocates
- Monitor the impact of policy decisions
- Train and place community volunteers



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Kids Café

When two brothers were caught sneaking into a community center kitchen at their Savannah, Georgia, housing project back in 1989, the facility's director had one question: **Why did you do it?**

The 8-year-old "suspect" nodded toward his 6-year-old accomplice and confessed: "Because my little brother was hungry."

For community leaders in Savannah, the message was clear – this incident wasn't about crime, it was about childhood hunger. So the local food bank, America's Second Harvest of Coastal Georgia, responded with the first Kids Café, a collaborative effort between after-school programs and food banks to provide nutritious evening meals to children.

In 1993, Kids Café became a national program of America's Second Harvest, a coalition of food banks and food rescue organizations that supplies 90,000 feeding programs in the United States and Puerto Rico. Nationwide, more than 400 Kids Cafés operate in 35 states.

At St. Philips United Methodist Community Church in Philadelphia's Kensington section, Kids Café is a weekly treat for children who attend an after-school program staffed by volunteers. Every Thursday at 5 p.m., tables are covered with tablecloths and vases of flowers. There's classical music on the loudspeaker, and – usually – familiar food on the plates because the menu

comes directly from the community. **For a Latino Feast**, bilingual instructors did all the cooking. At Chinese New Year, volunteers from Kensington's Asian community did the honors.

"Around here we tend to have passionate cooks," says Sue Leary of the Greater Philadelphia Food Bank. "You have grandmothers who have a whole lifetime of cooking for kids and they know what they like."

Once a month it's Family Night at St. Philips, and the Kids Café attendance doubles to 140. At many cafés nationwide, a Parents' Night or Mom's Night Off gives children the chance to enjoy a family meal with adults.

Because Kids Café is part of an after-school or other organized program, "there's no stigma attached," says Leary. "It's not a soup kitchen for kids. And it's also a learning opportunity. Kids help set the table, learn about nutritious foods."



- St. Philips United Methodist Church
- Philadelphia, Pennsylvania
- Evening meal at after-school program
- Cooked and served by volunteers
- Food donated by local food banks
- Contact: 800-771-2303
- www.secondharvest.org

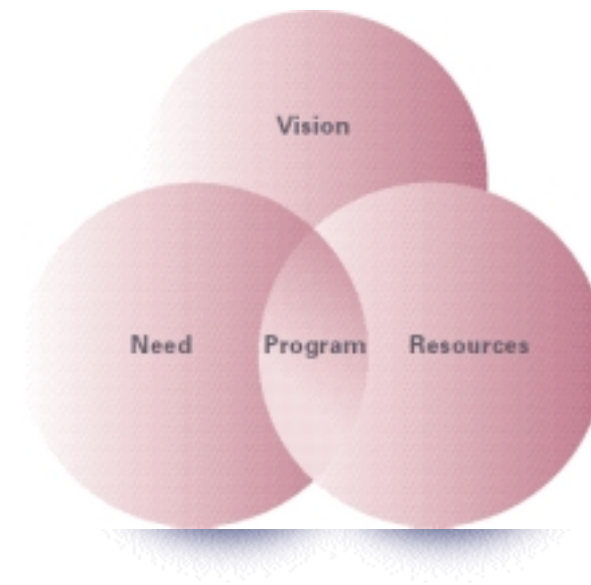


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Getting
Started



As you follow the steps in this guide, you will be inspired to create new and unique opportunities to serve families. Within these pages you will find practical advice for turning dreams into reality, but each project will have its own special needs. Creating a children's orchestra is a far cry from hosting a monthly well-baby clinic. So, as you examine new possibilities, be sure to seek out people, organizations or agencies with similar goals. Their experiences and resources will be valuable in the journey ahead.



You'll begin with a process of discovery in three key areas: Understanding or refining the **vision** of your congregation; discovering all that you can about your **community's needs**; and assessing your congregation's **resources**. At the intersection of vision, need and resources, you are likely to identify the core of a successful, sustainable program.

Not every choice requires a round-the-clock commitment from your congregation. Your program could be daily, weekly or monthly. Perhaps a seasonal celebration or a yearly conference. In fact, you may decide not to serve children directly. Instead, your program could give adults tools and inspiration to improve the quality of life for themselves and their children.

Some congregations – especially those reaching out in new directions – will follow every step in this guide; others will refer to specific sections as they develop new ways to serve families in sacred places. Use the following exercises and checklists as **tools** to help you build a successful program.

Creating a Vision

If your congregation has no program serving the broader community, or is considering expanding in new directions, you should begin with a **vision or mission statement**. Through self-examination, **you'll create a statement that reflects your spiritual identity and goals**. This is not your program, but rather a mission statement that will guide you as you search for a program that matches your vision with the community's needs and desires.

Start by identifying key people who can lead your congregation on this vision quest. Include both clergy and laity in a mix of different ages, expertise, perspectives and interests. **Be sure to include "gate-keepers," skeptics who generally challenge new ideas. Including teenagers in your quest will bring a valuable perspective and give your congregation's youth a stake in the future.** Try to remove obstacles to participation – working moms probably cannot attend daytime meetings; the elderly may need help with transportation; parents may require child care during nighttime meetings.

Who are we?

What are our primary interests?

What is our basic goal?

Why are we doing this?

How does this express our faith?

turning **dreams** into reality





Focus discussion on these questions: *Who are we? What are our primary interests? What is our basic goal? Why are we doing this? How does this express our faith?*

Your group needs to **brainstorm** without censorship. It's often helpful to invite an outsider, or even hire a professional meeting facilitator, to keep the discussion flowing.

What will the result look like? Your vision statement could be one sentence or an entire page, so long as the content guides your organization toward its goal. Here's an example from The Resurrection Project, a faith-based neighborhood organization operating on Chicago's Southwest side.

The Resurrection Project's mission is to build relationships and challenge people to act on their faith and values to create healthy communities through organizing, education and community development.

When you've agreed upon a vision, circulate the statement to the congregation as a whole. Although your group may be excited and ready to move ahead, don't rush. It is important for the congregation to agree on the mission before you move into the next stage. Sustaining new programs requires planning, flexibility and patience. A bad experience can turn off a congregation and damage fragile commitments to new forms of ministry and outreach.

After the congregation has completed its internal vision quest, it's time to expand your group by inviting others in the community to help you consider new ways to serve families and children. **Remember that you're doing this with the community, not for it.** Include those who live and/or work in the neighborhood, representatives of human services organizations, community leaders and public officials. Create a mix of participants who support your vision and can build on it.

Your congregation may be rooted in a culture or language that differs significantly from the families you want to serve, and it's not always easy to involve people outside the congregation in design and development of services. Many community-based organizations have culturally specific services or bilingual staff members who can help you develop a plan for involving particular populations. Don't forget to look within your own planning group; members from diverse backgrounds may be guides to local resources.

***Sustaining new programs
requires planning, flexibility
and patience.***

Remember To:

- Start from your faith
- Form a working group of laity and clergy
- Include naysayers and gatekeepers
- Create, or refine, a mission/vision statement
- Consider using an outside facilitator
- Invite community participation
- Be flexible and patient
- Make certain the congregation supports your vision



The Resurrection Project

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When God closes a door, He opens a window. In July 1990, the closing doors were at St. Vitus Catholic Church on Chicago's Southwest Side. Shuttered as part of an Archdiocesan restructuring plan, St. Vitus would soon be scarred with graffiti and stand as a silent witness, waiting to reclaim this Mexican-American neighborhood from poverty, drugs and crime.

But, what about that window? Inch by inch during the 1990s, the window opened onto a wide range of development projects backed by the collaborative efforts of nearby parishes and local leaders determined to transform the decaying Pilsen neighborhood into a "community of choice" for working-class families.

As Raul Raymundo, chief executive officer of The Resurrection Project, likes to say, "The challenge is to build a healthy community, not move to one."

Even as St. Vitus was closing, leaders from six other parishes in Pilsen, along with community residents and one staff organizer, banded together to create a community organization strong enough to demand the attention of Chicago's political leaders. Each parish pledged \$5,000 in seed money to tackle one of the neighborhood's intractable problems – affordable housing in an area where no developer would build new homes.

Using that initial \$30,000 as leverage, The Resurrection Project attracted more than \$2 million in financial support from the city of Chicago to build new houses on vacant lots.

Organizers held workshops to help residents learn how to apply for mortgages and families earning as little as \$20,000 a year could qualify. The houses were so popular that a lottery was held to determine who the buyers would be.

Over the decade, the project also rehabbed apartment buildings for working class families, provided "supportive

housing" for homeless women and children, and established a construction cooperative to provide Latino contractors with access to financial capital, job referrals and guidance on obtaining licenses, insurance and certification as minority-owned businesses.

Another of the neighborhood's unmet needs was child care. Eighteen months after St. Vitus closed, The Resurrection Project convinced the Archdiocese to drop its \$200,000 asking price on the church to just \$10 – with the stipulation that St. Vitus would be reborn as a child care center.

"We had a vision, and we were confident we could pull it off," says Raymundo. "We held street festivals, sold candles, buttons, T-shirts – all that money we were able to raise in the community helped us leverage monies from outside the community." Eventually, they raised \$1.2 million to turn the parish's former school into a child care center. Volunteers from neighboring parishes cleaned the building and painted the interior to keep costs down.

In 1996, the Resurrection Project opened the *Centro Familiar Guadalupeño*, which serves more than 200 children in day care and after-school programs run by Chicago Commons, a non-profit organization that leases the space and staffs the programs. Centro Familiar would be the first of two child care facilities created by the Resurrection Project. ♦♦♦



- Centro Familiar Guadalupeño
- Chicago, Illinois
- Child care, housing, education, community development
- Collaborative of Roman Catholic parishes and community organizations
- Funded by donations, grants, loans
- Contact: 312-666-1323
www.resurrectionproject.org

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People, Partners, Places

Though it may not seem obvious, you are already surrounded by valuable assets – your congregation, your community and your sacred place – that will help fulfill your vision. Rather than focusing on deficits (What do we need? What does the community lack?), count your blessings by carefully listing the assets that exist all around you.

Start with people – they are your primary resource. Visionary, resourceful leadership is a treasure, so take time to identify those within your congregation who have skills, commitment and contacts to help you achieve your goal. There's a bonus to careful cultivation of your human resources: a congregation that nurtures leadership will be able to sustain outreach efforts and innovative community partnerships over the years.

If your group participated in creating a vision statement, think back to that process. Did some unexpected individuals step forward to carry major roles? Match people with their passions; the degree to which volunteers will "roll up their sleeves" is usually in direct relationship to their personal interests and values.



Visionary, resourceful leadership is a treasure, so take time to identify those within your congregation who have the skills, commitment and contacts



Even the poorest neighborhood possesses a wealth of partners who represent **community assets**. Who are your key neighborhood leaders, influential residents or elected officials? What associations or organizations operate in your community? Are there public institutions – schools, hospitals, libraries, museums – with expertise and knowledgeable staff available to partner with you on projects? Think of local businesses, banks and corporations as more than potential sources of financial support; these institutions probably share your commitment to strengthening families and community.

Don't overlook assets within the faith community. Is there a suburban congregation within your own faith that wants to reach out to another in the inner city? Perhaps you worship in a building that once belonged to members of another faith. Do they want to reconnect with their original home?

Working together, many diverse religious communities have found common ground and actually expanded services to families by eliminating duplication of programs. It's also worth noting that funders look favorably on collaborative efforts.

Create a system for cataloging your human resources – a box of index cards, a spreadsheet or database – and keep it current so that you'll be able to connect when you reach out for help. Organize your information to "match assets to assets" – available resources, experts or volunteers with services you provide or hope to offer.

Here is some of the basic information you should collect on potential volunteers:

Human Resources Checklist

- Name
- Interest
- Expertise
- Availability
- Address/Phone
- E-mail address

Your building and its contents are physical assets, and they need to be counted, too.

Create a chart or database identifying existing space, current use and the potential for additional or shared use. Is each space used daily? Weekly? Monthly? Are users members of the congregation or from outside groups?

Do a room-by-room analysis documenting square footage, utilities, amenities (i.e., a utility sink) and problems (i.e., utility sink leaks!). Is there space that isn't used because it needs repair or upgrading? A floor plan is helpful at this stage; perhaps even a site plan that includes the grounds and surrounding buildings. You may need to consult with experts before completing your survey.

Include zoning, compliance with fire codes, and electrical capacity on your chart. Accommodations for the disabled cut across all program areas and must be considered.

Head outdoors and survey the exterior, too. Is there an outdoor play area? Adequate parking? Access to public transportation?

At a minimum, your survey of physical assets should include the following:

Physical Assets Checklist

- Building(s)
 - Room(s)
 - Dimensions / Square Feet
 - Current Use
 - Potential Use
- Restrooms
- Heat / Air conditioning
- Running water
- Audio-visual equipment
- Toys & other play equipment
- Office equipment
- Furnishings
- Vehicles
- Outdoor space
- Parking lot
- Other

If you worship in an older building, your efforts to serve local families could become a key to rescuing your own sacred place.

Congregations tend to tolerate leaky roofs and temperamental plumbing as they struggle to pay for routine upkeep. When you open your doors to families in need, substandard building conditions can no longer be ignored.

A study by Partners for Sacred Places found that, among older religious buildings, estimated basic repair costs averaged more than \$225,000 per congregation. Following the planning steps in this guide, you'll see that renovation and restoration funds are important components of a well-planned program.



Collaboration

When you examine the challenges and the options for serving families, **collaboration** often emerges as a key to realizing your vision. This can take many forms, everything from simply sharing space to complicated joint ventures for program development and delivery.

A neighborhood collaborative to improve the community should include residents, business owners, representatives of community service organizations or government agencies, policy makers and participants from the faith community. Food pantries, homeless shelters, job fairs, health clinics and legal aid are some of the many services to families enhanced by community collaboration.

By collaborating, you can eliminate gaps in service, avoid duplicating other community efforts, perhaps even lower your costs.

Collaboration, in fact, has many financial benefits. Organizations that fund community initiatives tend to favor programs where groups work together. Increasingly, religious institutions are forming faith-based collaboratives to serve families. This is especially appropriate for programs that take place outside of your sacred place, such as temporary housing for the homeless. By providing services in several places, faith-based collaboratives sometimes secure funding that is not available to an individual congregation.

When seeking funding, don't forget that cooperative arrangements also reduce competition for those precious dollars. Several groups applying collectively for one grant are likely to present a stronger, more convincing case than a handful of individual groups making the same identical request.

Creating and maintaining collaborations isn't easy. Talk honestly with your potential partners about purpose, values, needs and expectations.

You may need to hire a neutral facilitator to make sure that all aspects of the proposed partnership are carefully examined. Don't underestimate the importance of this; it can take years to recover from a failed partnership.

Remember To:

- Catalog congregation members who have skills, commitment, contacts
- Identify neighborhood leaders, influential residents, elected officials
- Analyze existing space, current use and potential for additional programs
- Consult experts on space planning or building conditions
- Explore benefits of collaboration



Child Custody Transfers



- Baptist, Episcopal, Lutheran, Methodist and Presbyterian congregations in Maryland
- Visitation exchange and supervised parenting time
- Church volunteers trained by the Children's Rights Council of Maryland
- Foundation support for some insurance and security costs
- Contact: 202-547-6227
www.childrensrighscouncil.org

Family courts can stipulate that a non-custodial parent has the right to weekend parenting time but, in the most contentious cases, a court can have trouble enforcing its own orders. Sometimes the parent with primary custody is so loathe to see the other parent that he defies the order. Sometimes the child is exchanged – but not before he witnesses another nasty argument between mommy and daddy.

Aware that the local courts were ordering some hostile parents to transfer custody in public places such as shopping malls and even police stations, the Children's Rights Council of Maryland came up with the idea of church-based child access transfer stations, a sort of demilitarized zone for feuding ex-couples. The first transfer station opened in a Maryland Episcopal church in 1996 and continues to inspire spin-offs.

"Many parents who went for years without seeing their children – despite having court-ordered access – saw their children once they enrolled in our program," says Harvey Walden, CRC's Maryland coordinator.

In a typical transfer, the parent with custody arrives at the church with the child on Friday evening, signs in, and waits – either in a public space or in a private room – until the other parent arrives, signs in, and leaves with the child. On Sunday evening, the process is repeated, in reverse. Over the years, the program expanded to almost a dozen centers in Maryland and grew to include supervised, on-site visits for parents with a history of violence, drug use or alcohol dependency. Both services are free.

The first transfer stations were operated by CRC volunteers in space donated by churches, but the nonprofit organization realized it could open more centers if it trained church members to run the programs.

Nine members of Antioch Baptist Church trained with the CRC before opening a transfer center based in the church's fellowship hall in Clinton, Maryland. The trainers and trainees expect to work together for about a year before the church volunteers go solo.

Curtis Latimore, Antioch's pastor, says the transfer program joins the congregation's long list of outreach work, which includes services to the homeless, to battered women and to nursing home residents. "The Lord leads ... we do what we can to help. If we've helped one family, it's worth it."

Barbara Nock, a kindergarten teacher, operates a transfer station with her husband at The Lutheran Church of the Abiding Presence in Beltsville, Maryland. Nock says it costs the church nothing to run the program; the volunteers donate about four hours each on alternate weekends.

Her biggest frustration with the program: "We're open, we're ready, but some weeks we serve only five or six families. The courts could make better use of us."



What Does Your Community Need? Want?

Now that you've identified what your congregation and community have to offer, what do the children, youth or families in your neighborhood need? A safe place to play after school? A refuge from gang life? An asthma clinic? A theater workshop? A reading club? Summer school?

Sometimes your community's needs are so obvious they literally land at your doorstep. When mothers come asking for food to feed their families, you know childhood hunger exists close by. But how many needs does the community have, and are those needs already being addressed?

It's possible that a **comprehensive needs assessment** of your community already exists, providing a clear picture of available services and gaps in care. If that's the case, don't "re-invent the wheel" because conducting these studies can be overwhelming and a distraction.

However, sometimes the available data is not adequate or reliable, so your effort to fill in this gap could be a valuable contribution to the community. If you determine that assessment is necessary, a simple analysis of your community should include: number of people and their ages; household composition; racial/ethnic populations; unemployment rate; levels of education; literacy rates and numbers of people for whom English is a second language.

The research desk at your local public library will point you to resources for this information. Your religious denomination may also use the services of the Percept Group, a for-profit research firm that provides demographic information for evangelism and church growth. Local foundations and the United Way are valuable resources.

Most people in depressed, inner-city neighborhoods are tired of talking about needs; they want solutions. Keep in mind, too, that *documented need* and *perceived need* may not be the same. Because of cultural differences or unique local circumstances, services you believe are "needed" may not be used even when provided. On the other hand, by involving the community in this discovery process, you may uncover needs that have never been identified.

If you decide to survey your community's needs, here are some sources of information:

Community Needs Survey

- Ask the congregation or a cluster of congregations
- Gather existing data from local government, school districts, foundations, United Way
- Interview community leaders
- Inventory service providers
- Review annual reports of local foundations for insight into neighborhood and population needs

Can You Make It Happen?

At this point you've gathered much of the information you need to seriously consider your options for expanding services to children and families. You've identified assets, examined the community's need and defined a vision that will guide you in decision-making. If you haven't already done so, make a list of programs/services/supports that could fulfill your goals.

Don't leap to a decision just because one of the ideas is popular, or eloquently championed by members of the congregation. Sometimes involved and passionate individuals favor activities that actually fail to meet the needs of the congregation or the community. **Going forward without a feasibility analysis – including examination of finances – could be a costly mistake that could undermine the congregation's commitment to community projects for years to come.**

You may need to hire professionals to help you decide if a program will succeed. For example, if one of your desires is to serve physically disabled children, you may need to hire an architect for advice on the cost and feasibility of retrofitting your building for wheelchair access.

Don't assume you know what your community needs.

For every program on your list of possibilities, conduct a feasibility analysis, starting with these basic questions:

Feasibility Analysis

- Is there demonstrated need?
- Is there a potential duplication of services?
- Can the proposed activity realistically share space also used by the congregation?
- Do external factors – transportation, parking or location – eliminate some options?
- Will there be unusual management requirements, or excessive insurance liability?
- Can you find funding for the program and keep it running?

Financial Feasibility Checklist

Start-up Expenses

Repairs (Fixing & painting)	_____
Renovations (Partitions & wall removal)	_____
Upgrades (Electrical, plumbing, heating/air conditioning)	_____
Equipment (computers, phones)	_____
Other	_____
TOTAL	\$ _____

Annual Operating Budget

Income	
Contributions from the congregation	_____
Contributions from the community	_____
Fees for service	_____
Grants	_____
Service contracts	_____
TOTAL	\$ _____

Expenses

Salaries & wages	_____
Fringe benefits	_____
Professional services/Consultants	_____
Supplies	_____
Equipment	_____
Insurance, including liability	_____
Occupancy (phone/utilities, etc.)	_____
Other	_____
TOTAL	\$ _____

Analyze your congregation's financial assets; your bookkeeper or accountant should have the figures at hand. Do you have funds available for expanding your ministry to children?

Don't let a lack of funds discourage you. We'll discuss new funding sources later in the guide, and keep in mind that some programs involve virtually no new expenditures. But a careful analysis of costs is key to determining the feasibility of any proposed program.

Be realistic. You'll soon discover that physical or financial realities will take some programs off the table. If it's not possible to offer a particular service in your location, you could create a new collaboration to support that service elsewhere. If child care is the community's number one need, but your location lacks outdoor play space, find another site. Sometimes, going back to the drawing board produces a more dynamic, workable solution.

Let's say a handful of the options on your list passed all feasibility tests. How will you know which to choose? **Remember: A successful program lies at the intersection of need, vision and resources.** With a vision in mind and facts in hand, your program will begin to emerge.

Try to imagine a "snapshot" of the future. Three years from now, what will a day in the life of your religious institution look like? What and where will activities occur? Who will be participating? How will the new program blend with existing activities? If you're still comfortable with that vision, you're now ready to tackle the day-to-day challenges of building a new program.

Remember To:

- Ask your community what it needs or wants
- Conduct a feasibility analysis, including finances
- Seek professional input
- Imagine a snapshot of the future
- Go back to the drawing board when necessary





Stay Up While You're Out



- Queen Street Baptist Church
- Norfolk, Virginia
- Tutoring and counseling for suspended students
- Full-time staff and volunteers
- Funded by government grants, donations
- Contact: 757-622-7877

The Rev. John R. Davis Sr. knocked on many doors before the congregation at Queen Street Baptist Church welcomed him and his program for troubled school children. "A lot of churches turned me down," Davis recalls. **"They were afraid of our children."**

Since 1996, Davis has run "Stay Up While You're Out," offering tutoring and counseling to students suspended from the Norfolk, Virginia, public schools. In all those years, the most serious mischief Davis can remember was "a few stopped-up toilets."

Students on short-term, 1- to 10-day suspension enroll in "Stay Up" and spend 8 a.m. to 2 p.m. at Queen Street, a Norfolk landmark recognized as a leader in community service and civil rights. A staff of full-time, part-time and volunteer workers helps the students complete academic work assigned by their schools, provides counseling to the students and their parents, and offers programs, including karate, designed to build self-esteem.

A grant through the school district – \$87,500 annually for three years – makes it possible for Davis to hire staff, purchase supplies, and pay the church, through a 501(c)(3), for use of the building, computers and the church van that transports students to Queen Street each morning.

Davis just wishes he could serve more children. Because of the complexity of social and academic problems the students face, Davis tries to limit daily enrollment to 10. But, even pushing the enrollment to as many as 18 kids, he's turning children away every day.

Most of his students are middle schoolers and, according to Davis, 95 percent are African American boys. Over the years, he's seen an increase in the number of elementary school children – even kindergartners – enrolled in the program. And, he's sorry to say, some of the children roll through the program more than once.

"We've had 45 returnees this year. At first, that bothered me. I used to say: 'Lord, I'm a failure.' Now I recognize that we can't fix everything that is wrong in these students' lives. They have a lot of anger. A lot of problems in the homes. With 400 and some kids, I haven't seen but seven daddies this year. It's always the mommies, the grandmothers. Where are these men?"

A fellow minister in nearby Newport News, Virginia, started the first "Stay Up" program and encouraged Davis to follow suit. Six "Stay Up" programs operate along the eastern seaboard, from Baltimore to as far south as Wilmington, North Carolina.

Most of the programs partner with churches and operate in those sacred places. It's a good fit. "The church is neutral," says Davis, and the kids "seem to give the church more respect."



Serving Families
in Sacred Places



As stewards of a sacred place, you already are familiar with many of the challenges that congregations face every day in serving the surrounding community. Expanding your outreach will undoubtedly place new strains on finances, test the patience of your staff, and create ample opportunities for misunderstandings about everything from lease agreements to responsibility for replacing paper towels in the bathroom.

The "Resources" section of this Guide includes many excellent references that review these challenges in great detail; turn to those resources as circumstances require. What follows are some basics you should consider when expanding services in your community.

Financing Your Vision

Sources of support include gifts and contributions, in-kind services, foundation grants, service contracts, and earned income from fees, events or sales. Government funding from federal, state and local sources is an expanding source of financial support for faith-based programs.

As a general rule, the minimum that your program needs to survive should come from sources not subject to funding trends. These typically are fees for service, proceeds from an annual fund-raiser or contributions from major donors. **For long-term stability, cultivate a variety of financial resources.** When all of your eggs are in one basket, an unanticipated loss of funds can derail an excellent program.

Grants from foundations are usually time-sensitive and do not provide long-term financing. Contracts for service with public agencies tend to be ongoing for prolonged periods but, if public policy changes, these sources could disappear. A program with staying power should have both short-range and long-range fund-raising plans.

Cash flow can be especially troublesome during start-up. Child care programs require careful phasing-in of children and staff, which means you will have many fixed expenses prior to full enrollment.

Don't be surprised if the need for services outpaces your ability to generate income. Whether your program is financed with contributions, grants, contracts, fees or a combination of sources, expect delays on receipt of funds. A line of credit at the bank will help ease a cash flow crisis when payments are slow in coming.

Financing is always a challenge. But, as Gandhi said, "If the cause is just, the means will follow."

Anyone with a personal connection to your congregation or your building is a potential donor.

Capital Campaigns

If your vision includes significant building improvements, renovations or restoration, you would most likely launch a capital campaign to pay for that bricks and mortar work.

A capital campaign can move your fund-raising efforts into the surrounding community, soliciting larger gifts from individuals and institutions outside the congregation's membership.

The capital campaign could be conducted by a professional fundraiser or by members of the congregation who are willing to ask for money. Either way, success will depend on strong leadership, a thorough knowledge of the project and your ability to answer questions about its worthiness and feasibility.

Set the capital campaign goal after you know the full scope of the work to be done, not before. If your intent is to repair, restore or rehabilitate your property, you will need a conditions survey, an accurate assessment of the building's needs. Partners for Sacred Places, your denominational office or the "Resources" section of this Guide can help you locate architects, contractors and fund-raising consultants.



Once that property assessment is complete, you might discover that all of the building's needs cannot be addressed immediately. Set priorities and a schedule for phased repairs and renovations.

The "Pyramid of Gifts" concept is accepted by most fundraising experts as a guiding principle for capital campaigns: A few large gifts from individuals will account for a large portion of the total campaign goal, and those gifts will lead to a broad base of smaller gifts. Construct a chart showing the number of gifts of each size that are needed to reach your goal.

Allow time to pre-plan your capital campaign – perhaps six to 12 months to organize a one- to two-year campaign. Successful campaigns are 70 percent planning and 30 percent active solicitation.

Funding Sources

According to the publication *Giving USA*, individuals are responsible for more than 85 percent of philanthropy in the United States. Financial support for new programs could come from your own members or former members, from neighbors (both individuals and local businesses), organizations, foundations or corporations.

One of the reasons that it's important to have your members' continued support on new initiatives is because you'll also want their financial backing. Members may be willing to make monthly or annual donations – beyond usual giving commitments – to fund new programs for children and families.

Anyone with a personal connection to your congregation or your building is a potential donor: former members, descendants of founding members, neighbors, parents of nursery school "alumni," or participants of groups that meet in your space (Weight Watchers, 12-step programs). If, for example, you share space with a theater group, members of its board of directors may be interested in making donations to new initiatives.

Don't underestimate sentimental connections to your sacred space. If your building has changed hands, members of the previous congregation may be interested in supporting improvements to a building that was once very important to them.

Community service organizations, homeowner associations and college alumni groups are often great sources for small grants to children's arts and education programs. Small business owners or managing partners of professional offices (local law or accounting firms, for example) may become regular contributors, especially if you can demonstrate how your project will help the community at large.

Foundations and corporations are potential sources of income for all kinds of initiatives. Whether you are seeking donations from a foundation or a corporation, the steps are basically the same. Start by researching these sources to determine which are potential contributors to your program. (See *Fund-raising* in the "Resources" section of this Guide.) Identify a key contact at each institution and make certain you understand the requirements in applying for funds.

Funding trends, including the current preference for collaborative programs, change over time. Stay abreast of these trends in your community.

While foundations are established as philanthropic enterprises, corporations are mainly interested in the bottom line. Yet, many have funds available to support community projects by nonprofit groups. They also can be helpful with in-kind donations of items such as building materials, computer hardware or printing services.

Government Funds

Although public money typically cannot be used to fund the repair of religious buildings, public money can be a major source of funding for programming. But, be warned: it can be difficult to identify these funds, the application process is competitive, and use of these monies may entail significant paperwork and oversight.

Keep in touch with elected officials and include them, when appropriate, in your vision process. They may be able to keep you informed of available government funds and answer your questions about the application process.

Keep in touch
with elected officials.

In her book, "The Charitable Choice Handbook for Ministry Leaders," Amy L. Sherman suggests that religious institutions use government funding for the more secular part of their programs, but advises that it's best to be open about your religious identity and reach an agreement on any religious activity you intend to include. Don't make grand promises of what you can accomplish, Sherman cautions, and don't let the availability of government funds dictate your mission.

Consult the "Resources" section of this Guide for publications and organizations designed to help faith-based institutions seeking funds from federal, state or local sources, and review the following points about **fiscal agents and non-profit partners**.



Fiscal Agents

Most public agencies have internal policies that prohibit financial support to religious institutions, even if the service to be provided is non-sectarian. Some foundations and corporations will not make grants directly to religious organizations. In these cases, an existing intermediary, called a **fiscal agent**, may be useful.

A tax-exempt fiscal agent receives program funds on behalf of the religious institution. This is usually done without charge or for a nominal fee.

The agreement might be expanded to include management of the funds with the fiscal agent performing accounting services according to guidelines established by all parties. The cost of this service – usually 6 percent to 15 percent of the total grant – may be included in the budget and "taken off the top" by the fiscal agent.

If the fiscal agent actually administers the funds, very clear written agreements are necessary to clarify roles and responsibilities.

For instance, when paychecks come from one organization but job supervision comes from another, staff could be confused about lines of authority.

If an organization serves as a fiscal agent it must be a not-for-profit corporation with tax-exempt status, usually in the Internal Revenue Service classification of a 501(c)(3). Larger communities may have resource centers or technical assistance organizations available to serve as a fiscal agent.

The Nonprofit Option

Creating a separate **not-for-profit corporation** with tax-exempt status is another financial management option. The pros and cons of this option are complex and require the services of a knowledgeable attorney.

Congregations create this type of partnership to:

- Separate management of community services from religious activities
- Free religious staff to perform their primary duties
- Minimize liability concerns
- Provide separate staff benefits and personnel policies for clergy/religious staff and community services staff, because of religious restrictions, preferences or budget constraints
- Create a non-sectarian partner that can receive funds from a wider range of sources



This last reason has particular significance if capital financing is required for your project. **Many government agencies and foundations have policies prohibiting grants to religious institutions, especially for capital improvements.**

While creating a separate legal entity can open new doors for new services, remember that a not-for-profit corporation also has a life of its own. The fewer ties between the nonprofit board and the congregation, the less control the congregation will have over use of its space. Although this may seem like a liability, a non-profit classification may be necessary to attract funders who are leery of giving directly to the congregation.



Taxes

Although your religious institution or separate not-for-profit may be tax exempt, always consult a tax expert about the consequences of new programs, collaborations or space-sharing agreements. The tax exemption enjoyed by religious institutions is a privilege, not a right, and your new endeavors could leave you subject to business income or property taxes.

If your property is tax exempt, you may be able to protect that status – or at least limit your tax liability – with a carefully worded space-sharing agreement.

Income that a congregation generates on activities that are religious in nature is tax-exempt. **But, if your property is used for "unrelated" business activity, that income could be subject to unrelated business income tax, known as UBIT.**

Some businesses operated in sacred places by volunteers – resale clothing stores, for example – are usually exempt from UBIT. Others are not. In this example, you might also need to determine if proceeds from your church thrift shop are subject to state sales and use taxes.

The nuances of tax exemption make it essential that you consult a lawyer with knowledge of federal, state and local tax law as well as space-sharing agreements and covenants.

Remember To:

- Support your program with short- and long-range fund-raising
- Allow ample time for capital campaigns
- Be prepared for cash-flow complications
- Explore the use of a fiscal agent
- Consider nonprofit 501(c)(3) status
- Consult your tax adviser



Masjid An-Nur

On Sundays, the school hallways still bustle with purpose. Moms and dads, children and teens, singles and grandparents move between the classrooms for appointments not with teachers but with medical professionals.



- Islamic Centers of Minneapolis and St. Paul
- Minneapolis, Minnesota
- Job training, food distribution, hot meals, health care, communal housing, foster care
- Supported by donations, volunteers, grants
- Contact: 612-521-1749

The Al'Shifa clinic in Fridley, Minnesota, brings together twenty-three medical professionals, all members of the Islamic community, who volunteer their expertise to anyone without insurance or money for a doctor. These experts include a heart specialist, an endocrinologist, pediatricians, dentists, pharmacists, nurses and counselors – all of whom perform examinations, make diagnoses and help identify options for continued care.

The clinic is just one of a long list of outreach programs undertaken by Muslims in the Minneapolis and St. Paul areas to improve the quality of life for individuals, families and neighborhoods.

"We see this as a mission of faith," says Arlene El-Amin, director of the volunteer initiative. "We feel that we are mandated by almighty God to help those who are in a less fortunate situation than we are. This is our way of doing our duty to God."

As with the clinic, many of the outreach programs make use of existing facilities. Masjid An-Nur began its employment training in its own office suite – which was once a restaurant. It now runs a six-week program that trains people to become short-order cooks.

Masjid An-Nur is one of five area organizations participating in Congregations in Community (CIC), a partnership that encompasses nearly 900 churches, masjids and synagogues with a combined membership of 350,000. Funded by the McKnight Foundation (www.mcknight.org), CIC is founded on "the concept of service as an offering, an act of respect and a shared experience with those who are served."

The goal when CIC began in 1996 was to recruit and train 7,000 volunteers. But, by 2001, more than 25,000 people had come together to volunteer, participate in seminars and training, or donate goods.



Running a Program

Administration

When congregations open their doors to the community in a variety of space-sharing arrangements, day-to-day management becomes much more complex. **The more you put in writing with tenants, the better.** Define common areas and those that are off-limits to others who share your space. Make a written set of rules that govern maintenance, safety, even behavior in the building. While your members would never dream of drinking, or smoking or bringing a golden retriever into the fellowship hall, your tenants might not realize their behavior violates what, until now, were unwritten rules.

Establish effective communication with those sharing your space. Even for one-time use, keep a log with the name, address and phone numbers of the person in charge of any event or activity. An office diary will help you keep track of problems with tenants, costs of repairs, numbers of warnings about rules violations. Written records are especially important if you need to terminate an agreement with a group that shares your space.

Detailed guidelines on issues such as storage, cleanup and even furniture arrangement are a must, especially when several groups share the same space at different times.

Even if your new program is run by a group outside the congregation, many organizations fail to recognize the extra time required to make these arrangements successful.

Time spent on scheduling, answering the phone, sorting mail or preparing space for special events, is all time taken away from the staff's regular duties. You may need to consider hiring additional help or recruiting volunteers to keep pace with the demands of your new outreach.

Be prepared for change in your own office environment. Writing about her "making ends meet" ministry, the Rev. Susan B.W. Johnson of Hyde Park Union Church in Chicago says community members often want to share more than just space.

"Strangers will want to use your phone, your copier, your stapler, borrow a pen, store things in your office, use the building for free," Johnson writes. "You will be 'the church with the baby group' or 'the temple where the hospice office is.' You will hear this in the grocery line and you will feel like saying, 'We also have worship services.' "

Scheduling becomes hugely important when you maximize use of your space. Keep a master calendar that lists all the times, dates and spaces reserved for every use of facilities. It's painful to have two groups arrive at the same time expecting to use the same space, or when you realize that a meditation group has been assigned a room next to a drumming class.

Establish policies in advance to govern how scheduling conflicts will be resolved.

Accountability

Any new program will demand a certain amount of additional record keeping. Depending on state and local laws, nursery or after-school programs will require health and parental consent forms. Food services may require licenses or health inspections. Devise a system for keeping all necessary records close at hand so they can be instantly produced.

Nonprofit groups are increasingly asked to document the outcomes of their efforts, especially when programs are funded by outside sources. It's always important to document what services you provide, how many children or families are served, how many volunteers or staff participate, and how much money is spent. But none of these indicators would measure the outcome – whether you're really achieving your goals.

Some foundations require outcome measurement as a prerequisite for receiving funding. **Outcome measurement shouldn't be viewed as a "hoop" you must jump through to receive a grant.** Many groups use outcome data to identify areas where a program needs improvement; the data also is invaluable when raising funds from other sources.

A study done by the Urban Institute and Independent Sector recommends making regular reports – at least annually – on outcomes. Reports should be clear, easy to read and shared with funders, program stakeholders and even the families who are served. From time to time, gather staff or volunteers for "How are we doing?" meetings to discuss outcomes and ways to improve services.

The results can help you see where you've missed your mark. In the Urban Institute/Independent Sector report, one youth services organization studied the lackluster results of a pregnancy-prevention program. As it turns out, the information was useful, but the teens' reading skills were so poor that the message simply wasn't getting through. Rather than scrap the program as a failure, the sponsors understood why they weren't succeeding and developed materials at an appropriate reading level.

From time to time, gather staff for "How are we doing?" meetings.



Maintenance and Security

Expect more wear and tear on your building, especially if children are your primary users. Religious organizations often rely on members, staff or friends to help with routine maintenance. With more active use, indoors and out, maintenance problems and costs are likely to rise, as will your need for maintenance personnel.

Sometimes the maintenance costs associated with new programs aren't obvious. When your building is used daily, rather than once a week, costs for a service like snow removal may skyrocket if you have an especially bad winter.

Program budgets can and should include maintenance costs. If it is to be included in the rent, include specifics in the lease. Policies addressing property damage by tenants should be clearly stated in any agreement.

Increased traffic also heightens security concerns. With more people using your building, there may be many keys in circulation and several tenants with access to alarm codes. Clear, written instructions and tighter internal management can ease this potential problem. Be prepared to hear complaints from congregation members who find tighter security inconvenient.

Inner-city congregations often involve residents and local businesses in monitoring security. If the community participates in a faith-based initiative, values the service provided, and feels respected by members of the congregation, the community will become a vital partner in your security system.

Traditional key locks are the least expensive way to keep offices or storage areas off-limits to others who share your space. Zoned burglar alarm systems or passive infrared detectors are more sophisticated, and expensive, ways to restrict access to certain areas of the building. When many groups are using the building at various times, a card-access system may be ideal. Instead of a key, tenants use coded plastic cards to gain access to designated areas at specific times. The system is extremely flexible and cards can be deactivated or reprogrammed, but it also is expensive. Such systems may be leased or purchased through third-party financing.

While the initial expense might be substantial, you might find you feel more comfortable about sharing the building when you install a sophisticated security system that can detect fire hazards or unwanted intruders. In certain high-crime areas, insurance companies sometimes require such a system, but you may benefit from reduced rates once it is installed. Many security consultants give special rates to owners of religious properties, and they may even consult with your insurer to negotiate a favorable discount on your rates.

Insurance

Opening your doors to the community will increase traffic in the building and, unfortunately, increase your **liability**. Adequate liability insurance is a must. This can be quite expensive and should be included in budget projections.

Not only do services such as child care require special liability coverage, but the use of volunteer labor, the use of vans or buses, the sponsorship of athletic activities, or the expansion of counseling services are among the many types of services that require additional coverage. Make certain your policy, and those of any tenants, "matches" the potential claims. In the case of child care, your coverage should protect against sexual-abuse suits and claims. Bottom line: Consult your insurance agent about additional coverage.

Even if you lease or rent space on a temporary basis – hourly or daily – your tenant should produce proof of liability insurance. The requirement might limit your ability to share space with uninsured groups. If your congregation needs coverage for a one-day or weekend event, talk to your agent about a "rider" policy just for those days.

You may recoup increased insurance costs by raising rent or fees for tenants, but to eliminate any question of responsibility, it's usually better to have each party pay for its own additional liability coverage.

On a brighter note, some insurance agents view expanded use of your building as desirable – fire or vandalism may be more quickly detected in a building that's heavily used by the community.

“Strangers will want to use your phone, your copier, your stapler, borrow a pen, store things in your office, use the building for free.”

– The Rev. Susan B.W. Johnson



Back on Track



- Third Baptist Church and Congregation Temple Emanu-El
- San Francisco, California
- Mentoring and tutoring after school
- Full-time staff and volunteer mentors
- Funded by donations, in-kind contributions and grants
- Contact: 415-346-9316
www.backontracksf.org

Though both were politically active religious leaders back home in San Francisco, Rabbi Robert Kirschner and Rev. Amos Brown never really talked until their paths crossed in the late 1980s, thousands of miles away, at an anti-Ku Klux Klan rally in Georgia. Moved by the experience, the two men returned home resolved to build a bridge between the Jewish and African American communities in San Francisco.

The partnership between Congregation Emanu-El and Third Baptist Church began with a pulpit exchange and later gave birth, in 1988, to "Back On Track," a free, one-on-one tutoring and mentoring program for students in need of some academic help and a little inspiration.

The program was designed to help children in the Western Addition, Third Baptist's neighborhood and a parcel of the city that is historically African American. Nur Je Khalique-Williams, a former school principal who directs the program, says most of the children participating in "Back On Track" are challenged academically and struggling with issues that confront many children in poor, urban neighborhoods.

"Our kids need a place to go after school, a safe place, a place where they're cared about, a place where they're not just doing homework," says Khalique-Williams.

Student-mentor pairs spend a minimum of two hours one day a week together, either at Third Baptist or one of several neighborhood schools that have offered the program space. Tutors help the children complete homework, prepare for tests, and use computers to build skills in math, reading or language arts. They spend time talking and students write in journals they use to

record their feelings and their progress. On weekends, students and tutors take field trips together, including "vision field trips" to nearby universities and colleges.

The student-mentor pairs work together for nine months, take off for the summer and, in some cases, reunite in September. In 2001, the program had 260 student-teacher pairs, a considerable increase from 15 in 1988.

Third Baptist donates the use of its facilities as an in-kind contribution and Congregation Emanu-El provides funding; members from both institutions volunteer as tutors. The program has built bridges to other communities: tutors volunteer from all over the region and "Back On Track" has secured financial support from individuals, corporations and foundations. Khalique-Williams says plans call for expansion to other San Francisco neighborhoods where kids also need a helping hand.

"Our experience shows what the power of two religious organizations can do for people if they put their minds and their hearts and their heads together," says Khalique-Williams.



Sharing Sacred Space

Basic Agreement

Sharing space with community organizations can broaden your ministry and strengthen your neighborhood ties. Such an arrangement can also supplement maintenance costs for your building and fund capital improvements.

Most successful space-sharing arrangements involve like-minded partners who respect each other's differences and share similar goals. If you find such a space-sharing prospect, here are four steps you should follow to a workable agreement or covenant.

Understand each other. Before you sign any agreement, consult with an attorney to make sure you understand the corporate structure and legal authority of both your congregation and your potential space-sharing partner. This information should be in each party's bylaws or constitution. Don't be timid about asking other questions: What's your source of funding? What's your style of management?

Consult a tax adviser. The tax-exempt status the government grants to houses of worship is a valuable asset. When developing leases or space-sharing agreements, be aware of laws regarding use of tax-exempt property and take care to avoid any agreements or use of your property that could jeopardize your tax status.

Know the codes. Research your community's land-use controls and review your space-sharing proposal with your local zoning board early on to make sure that what you are planning is compatible with local zoning laws. Also consult the local building department and fire marshal about building and fire codes. Many communities closely regulate schools and day care facilities, often requiring fire sprinkler systems.

Put it in writing. The fourth step in pursuing a shared-space agreement focuses on contractual issues. A space-sharing agreement should be carefully drafted to include:

- Corporate name and representative of each party to the agreement
- Nature of the party, including tax status and the religious, charitable or education purpose of each party
- Description of space to be shared and limitations on its use
- Financial contribution for use of space
- Maintenance responsibilities clarifying who will maintain what spaces
- Indemnification for all parties from potential liabilities
- Provisions for regular meetings and negotiation procedures for disputes
- Termination procedures

Negotiate terms before a user moves into your space and be an active participant in the process – don't allow your space-sharing partner to develop the agreement and simply present it for your signature. Be flexible and prepare to compromise, especially on issues that aren't particularly important to the congregation.



Lease/Rental

Many congregations choose to **simply lease or rent space** to another organization. This choice reduces your responsibility for day-to-day operation, but it requires a property management system with personnel and resources to provide tenant services. This arrangement also distances members of the religious institution from many program decisions, including who will be served and how.

A formal lease or written "Memo of Understanding" can be used to establish terms of the agreement. Once signed by both parties, either type is legally binding.

It's useful to review sample documents, but unlikely that a standard form or a model from another program will be exactly right for you. This is another area where investment in expertise is wise; a real estate attorney can help draw up the document and assist with refinements to protect the interests of your religious institution. You may be able to find an experienced attorney who will do this pro bono (at no cost).

Equity Partners

Depending upon local regulations, it is possible to sell all or part of your building. When the cost of ownership becomes too difficult to bear, and if the buyer is a compatible partner, this can be a creative solution for congregations that want to expand the use of their sacred spaces.

Professional planning and legal advice are absolutely essential when exploring **equity options**. Any sale that includes specific division of your building will require engineering drawings and city permits. This can also trigger zoning and permit issues, such as parking requirements. But, it is indeed possible to share a building in "joint ownership" or to sell just one part, perhaps the top or bottom floor of a building.

Remember To:

- Choose your partners wisely
- Keep financial records at hand for inspection
- Confer with an experienced legal advisor as agreements are drafted and signed
- Carry adequate liability insurance
- Develop written guides for any space-sharing arrangements
- Keep a master calendar and establish policies governing scheduling conflicts
- Include increased maintenance costs in your annual budget
- Maintain security with clear, written instructions



Open Door Preschool

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Imagine the tiny **Tower of Babel** that is The Open Door Preschool. On any weekday morning, you might hear 3-year-olds jabbering away in **Spanish, Korean, Chinese, Lao, Khmer.** Though different in many ways, the children have one thing in common: English is not their mother tongue.

Which, it turns out, is a blessing at this preschool dedicated to teaching English as a second language. Because they speak so many languages, these 3- and 4-year-olds depend on one common language – English – as they play, sing, listen to stories or enjoy a snack.

The Open Door Preschool wasn't always multilingual. When Grace United Methodist Church opened its doors to preschoolers in 1971, the greeting was *Bienvenido* to Hispanic tots who would spend five mornings a week at the church.

But in the early 1980s, a wave of Asian immigrants – especially Cambodians – settled in the East Dallas neighborhood and the program soon became multilingual.

As students at a nearby theological seminary enrolled their children at Open Door, youngsters from Haiti, Africa and South America tumbled into the mix. Over the years, preschoolers representing 10 countries and up to eight different languages have prepared for kindergarten at Open Door.

From 9 a.m. to noon each weekday morning, the preschool welcomes 46 children – about 70 percent from families who live at, or below, the poverty line.

Many of the school's five teachers are bilingual, which helps children feel comfortable at the beginning of the school year. Gradually, English becomes the norm. "It's sort of a miracle," says Director Danielle Copeland.

Many Open Door graduates bypass bilingual kindergarten classes and go straight into mainstream classrooms in Dallas public schools. Whether children have a solid grasp of English or know just a few phrases, Copeland says kindergarten teachers "are glad to get Open Door kids because they are enthusiastic and eager to learn."

Although the program is small, Open Door is accredited by the National Association for the Education of Young Children, which maintains high standards to ensure quality child care and preschool programs.

Parents pay tuition on a sliding scale. The highest fee is \$90 per month per child; the lowest is \$20. Each student costs the school \$250 per month in operating expense; that figure would be much higher if Grace UMC weren't donating classroom space, paying utilities and providing custodial services.

With tuition covering just 18 percent of the school's expenses, the preschool makes up the shortfall with contributions from wealthier Methodist churches and grants from foundations and community organizations. In fact, most Open Door kids ride to preschool in a van or bus purchased with grant monies. Without transportation, Copeland says, many children would be unable to attend.



- Grace United Methodist Church
- Dallas, Texas
- Multilingual preschool
- Non-profit 501(c)(3)
- Funded by fees, grants, donations
- Contact: 214-824-2533
www.graceumcdallas.org



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Open Door Preschool

PARTNERS FOR SACRED PLACES

1700 Sansom St.
Philadelphia, PA 19103
215-567-3234
www.sacredplaces.org

Partners for Sacred Places is the national center for the preservation and stewardship of older and historic religious properties.

Since its founding in 1989, Partners has assisted thousands of community leaders and congregations in their efforts to keep their sacred places active in service to the community.

Partners' resources – which include *The Complete Guide to Capital Campaigns for Historic Churches and Synagogues* and the *Information Clearinghouse* – can help a congregation plan a simple restoration project, undertake a complex fund-raising campaign, or find new ways to use its assets to fulfill its mission and serve the community.

Partners also advocates for sacred places on a national level by promoting a new understanding of how churches, synagogues, masjid, and meetinghouses sustain community and by sponsoring innovative studies like Sacred Places at Risk which demonstrate the public value of sacred places.

Many of Partners for Sacred Places' services are available free of charge or at a reduced cost to congregations, including a wealth of materials available through the Internet. If you have any questions regarding the stewardship of your sacred place, please contact Partners at the address above or visit our web site (www.sacredplaces.org) for information on Partners' services, programs, and publications.

Contact the following organizations for advice, information or support. Some have state or local offices that can offer direct assistance.

ADMINISTRATION, TECHNICAL ASSISTANCE AND BUILDING ISSUES

The Alban Institute
7315 Wisconsin Avenue
Suite 1250 West
Bethesda, MD 20814-3211
800-486-1318
www.alban.org
Books, periodicals, consulting, training services, and educational seminars for those involved with congregations.

Interfaith Coalition on Energy
7217 Oak Avenue
Melrose Park, PA 19027
215-635-1122
Advice on cutting energy use and costs.

National Association of Church Business Administration
100 North Central Expressway,
Suite 914
Richardson, TX 75080-5326
800-898-8085
972-699-7555
webmaster@nacbanet.org
Training and resources in church administration.

National Association of Temple Administrators
Brock and Associates
6114 La Salle Avenue, Box 731
Oakland, CA 94611
800-966-6262
http://rj.org/nata/
Journal, conventions, and consultation for executive administrators or managers of reform synagogues.

CHILDREN AND FAMILIES

Advocacy and Policy

American Association of University Women
1111 Sixteenth Street, NW
Washington, DC 20036
800-326-AAUW
202-872-1425 FAX
www.aauw.org
Research and resources related to problems girls face in school.

Board on Children, Youth and Families
National Research Council/Institute of Medicine
2101 Constitution Avenue NW
Suite HA 156
Washington, DC 20418
202-334-1935
www4.nas.edu/cbsse/bocyfweb.nsf
Expert analysis of issues related to the health and development of children, youth, and families from the perspective of the behavioral, social, and health sciences.

Center for the Future of Children
300 Second Street, Suite 200
Los Altos, CA 94022
650-948-7658
www.futureofchildren.org
Resource guides plus "The Future of Children," a biannual publication analyzing programs and policies affecting families and children.

Child Care Action Campaign
330 Seventh Avenue, 14th floor
New York, New York 10001
212-239-0138
www.childcareaction.org
National advocate for quality, affordable child care.

Child Welfare League of America
440 First Street, NW, #310
Washington, DC 20001
202-638-2952
www.cwla.org
Develops and promotes policies and programs to protect children and families; resource for publication, training, and consultation.

Children's Defense Fund
25 E Street
Washington, DC 20001
202-628-8787
www.childrensdefensefund.org
Source of data on the lives of children in the U.S. Coordinates Children's Sabbath, a national observance during which congregations hold special worship services, educational programs and activities.

League of Women Voters
1730 M Street, Suite 1000
Washington, DC 20036-4508
202-429-1965
www.lwv.org
Recommendations and information through publications, a hotline, and chapter contacts.

National Center for Children in Poverty
Mailman School of Public Health of Columbia University
154 Haven Avenue
New York, NY 10032
212-304-7000
http://cpmcnet.columbia.edu/dept/nccp
Identifies and promotes strategies to fight child poverty and improve the lives of children under age six.

National Council of Jewish Women
53 West 23rd Street, 6th Floor
New York, NY 10010
800-829-6259
www.ncjw.org
Research, education, advocacy, and community service.

National Council of La Raza
1111 19th Street, NW Suite 1000
Washington, DC 20036
202-785-1670
www.nclr.org
Works to support and strengthen Hispanic community-based organizations; applied research, policy analysis, and advocacy.

Urban Institute
2100 M Street, NW
Washington, DC 20037
202-833-7200
www.urban.org
Data, analysis and perspective on society's problems.

U.S. Fund for UNICEF
333 East 38th Street GC-6
New York, NY 10016
212-686-5522
www.unicefusa.org
Works for the survival, protection and development of children worldwide through education, advocacy, and fund-raising.

Child Development and Child Care

Ecumenical Child Care Network
8765 West Higgins Road, Suite 405
Chicago, IL 60631
800-694-5443
www.eccn.org
Offers organizational structure to bring about change and development of church-based care; publications, and conferences.

I Am Your Child Campaign
PO Box 15605
Beverly Hills, CA 90209
www.iamyourchild.org
Promotes quality parenting and child care; website links to research, publications, and advice on early childhood development.

National Association for the Education of Young Children
1509 16th Street, NW
Washington, DC 20036
202-232-8777
www.naeyc.org
Publications for early childhood professionals; comprehensive annual conference and nationally recognized accreditation system for child care.

National Association of Child Care Resource & Referral Agencies
1319 F Street, NW, Suite 500
Washington, DC 20004
800-424-2246
www.naccrra.net
National advocate; at local level helps parents identify child care options.

National Black Child Development Institute
1101 Fifteenth Street, NW
Suite 900
Washington, DC 20005
202-833-2220
www.nbcdi.org
National advocate for African American children and families.

National Child Care Information Center
243 Church Street, NW 2nd Floor
Vienna, VA 22180
800-616-2242
www.nccic.org
Publications, database, technical assistance for child care providers.

National Head Start Association
1651 Prince Street
Alexandria, Virginia 22314
703-739-0875
www.nhsa.org
Resources for Head Start programs and staff.

Child Health and Safety

American Academy of Pediatrics
141 NW Point Blvd.
Elk Grove Village, IL 60007-1098
800-433-9016
847-434-4000
www.aap.org
News service offers information on health and safety issues; online bookstore.

National Clearinghouse on Child Abuse and Neglect Information
330 C Street, SW
Washington, DC 20447
800-394-3366
703-385-7565
www.calib.com/nccanch
Children's Bureau offers information products and technical assistance related to child abuse and neglect.

National Committee to Prevent Child Abuse
200 S. Michigan Avenue,
17th Floor
Chicago, IL 60604
www.childabuse.org
Website offers resources for child advocates and parents.

National Maternal and Child Health Clearinghouse

2070 Chain Bridge Road, Suite 450
Vienna, VA 22182
703-356-1964
www.nmchc.org
Publications on maternal and child health.

Child Welfare

ARCH National Center for Respite and Crisis Care Services

Chapel Hill Training-Outreach Project
800 Eastowne Drive, Suite 105
Chapel Hill, NC 27514
800-671-2594
919-490-5577
www.chtop.com/archbroc.htm
Training, technical assistance, evaluation and research, including information on funding sources for respite and crisis care.

Homelessness

National Coalition for the Homeless

1012 Fourteenth Street, NW, # 600
Washington, DC 20005-3471
202-737-6444
www.nationalhomeless.org
Advocacy network of homeless persons, activists, service providers, and others committed to ending homelessness.

Parenting

National Parent Information Center

University of Illinois at Urbana-Champaign
Children's Research Center
51 Gerty Drive
Champaign, IL 61820-7469
217-333-1386
800-583-4235
www.npin.org
Online Parent Information Network provides access to research-based information about parenting and education.

Youth Services

National Resource Center for Youth Services

University of Oklahoma - Tulsa
NRCYS
Schusterman Center
4502 E. 41st Street, Bldg. 4W
Tulsa, OK 74135
918-660-3700
www.nrcys.ou.edu
Information, training, technical assistance, conferences, and books for human services professionals.

Volunteerism

America's Promise

909 N. Washington Street,
Suite 400
Alexandria, VA 22314-1556
703-684-4500
www.americaspromise.org
Resource for local recruitment, training, and placement of volunteers.

AmeriCorps

1201 New York Avenue, NW
Washington, DC 20525
202-606-5000
www.americorps.org
AmeriCorps members train volunteers, tutor and mentor at-risk youth, build housing, and meet other community needs.

Connect for Kids

The Benton Foundation
950 18th Street, NW
Washington, DC 20006
www.connectforkids.org
Online information about successful program models.

COMMUNITY DEVELOPMENT

The Asset-Based Community Development Institute

Institute for Policy Research
Northwestern University
2040 Sheridan Road
Evanston, IL 60208-4100
847-491-8711
www.northwestern.edu/IPR/abcd.html
Focuses on community assets; provides resources such as technical assistance workbooks.

Local Initiatives Support Corporation

733 3rd Avenue, 8th Floor
New York, NY, 10017
212-455-9800
www.liscnet.org
Provides grants, loans, and equity investments to Community Development Corporations for neighborhood redevelopment.

National Congress for Community Economic Development

1030 15th Street, NW, Suite 325
Washington, DC 20005
877-446-2233
202-289-9020
www.ncced.org
Services the community development industry through research and education, special projects, newsletters, publications, trainings, conferences, and specialized technical assistance.

FUND-RAISING

American Association of Fundraising Counsel

10293 N. Meridian Street, Suite 175
Indianapolis, IN 46290
800-462-2372
317-816-1613
www.aafr.org
Advice on choosing ethical fund-raising partners and publishes an annual comprehensive report on philanthropic trends.

Association of Fundraising Professionals

1101 King Street, Suite 700
Alexandria, VA 22314
703-684-0410
www.nsfre.org
Encourages charitable giving and increases public awareness of the importance of philanthropy.

The Foundation Center

79 Fifth Avenue
New York, NY 10003
212-620-4230
www.fdncenter.org
Locations in several major cities; online database for fund-raising research, seminars on proposal writing.

Nonprofit Finance Fund

70 West 36th Street, 11th Floor
New York, NY 10018
212-868-6710
www.nonprofitfinancefund.org
Provides advisory and financial services, chiefly loans, to help nonprofit organizations meet long-term strategic goals.

INTERDENOMINATIONAL AND INTERFAITH

American Muslim Council

1212 New York Ave., NW, Suite 400
Washington, DC 20005
202-789-2262
www.amconline.org

Church Women United

475 Riverside Drive, Suite 500
New York, NY 10115
212-870-2347
www.churchwomen.org

Churches' Center for Theology and Public Policy

4500 Massachusetts Avenue, NW
Washington, DC 20016
202-885-8648
www.wesleysen.edu

Congress of National Black Churches

1225 Eye Street, NW, Suite 750
Washington, DC 20005-3914
202-371-1091
www.cnbc.org

National Council of Churches

475 Riverside Drive
New York, NY 10015
212-870-2227
http://nccusa.org

LEGAL ASSISTANCE ON CHILD AND YOUTH ISSUES

National Child Care Law Center

973 Market Street, Suite 550
San Francisco, CA 94103
415-495-5498
www.childcarelaw.org
Advocate for quality child care; information and technical assistance on issues such as the impact of the Americans with Disabilities Act on child care facilities.

Youth Law Center/Children's Legal Protection Center

1010 Vermont Avenue, NW, Suite 310
Washington, DC 20005-4902
202-637-0377
415-543-3379
www.youthlawcenter.com
Addresses the legal problems of children in poverty, including abuse, neglect, health care, public benefits, housing, and child support.

RELIGION AND CIVIL SOCIETY

Center for Religion and Civic Culture

University of Southern California URC
106 835 W. 34th Street
Los Angeles, CA 90089-0751
213-740-8562
http://www.usc.edu/dept/LAS/religion_online/
Research unit and community partner for faith-based organizations.

Center for Research on Religion and Urban Civil Society

University of Pennsylvania
3814 Walnut Street
Philadelphia, PA 19104-6197
215-746-7100
Studies how faith-based organizations help to solve big-city social problems and how local organizations, grass roots ministries and other communities of faith matter in the daily lives of disadvantaged children and families.

National Crime Prevention Council

1000 Connecticut Avenue NW,
13th Floor
Washington, DC, 20036
www.npc.org
Advocates safer and more caring communities by addressing the causes of crime and violence.

MISCELLANEOUS

Families and Work Institute

330 Seventh Avenue, 14th Floor
New York, NY 10001
212-465-2044
www.familiesandwork.org
Addresses the changing nature of work and family life; offers publications, evaluations and technical assistance.

Habitat for Humanity International

121 Habitat Street
Americus, GA 31709
229-924-6935
www.habitat.org
Collaborates with faith-based organizations to provide affordable housing for communities.

National Organization on Disability

910 16th Street, NW, Suite 600
Washington, DC 20006
202-293-5960
www.nod.org
Religion and Disability Program helps congregations of all faiths remove barriers and welcome persons with disabilities.

Percept Group

29889 Santa Margarita Parkway
Rancho Santa Margarita, CA 92688
949-635-1282
800-442-6277
Planning resources, including demographic-based information and data about religious attitudes, preferences and behavior.

United Way

701 North Fairfax Street
Alexandria, VA 22314
703-836-7112
www.unitedway.org
The United Way system includes approximately 1,900 community-based United Way organizations. Each is independent, separately incorporated, and governed by local volunteers to help meet the health and human-care needs of communities.

BUILDING ISSUES

General

Common Bond

Published by the New York Landmarks Conservancy
141 5th Avenue, 3rd Floor
New York, NY 10010
212-995-5260
800-880-6952
www.nylandmarks.org
An excellent technical assistance newsletter written for a religious audience, covering various building repair, maintenance, and fund-raising issues. Published three times a year. Annual subscription: \$10 for religious institutions, individuals, nonprofit organizations and municipalities; \$25 for design professionals and contractors.

Sacred Places at Risk (1998)

By Diane Cohen and A. Robert Jaeger.
Published by Partners for Sacred Places
1700 Sansom Street, Tenth Floor
Philadelphia, PA 19103
215-567-3234
www.sacredplaces.org
This important national study provides new evidence about how congregations with historic buildings use their properties for a wide array of community outreach programs. The study also documents the imperiled physical condition of these buildings – and consequently the danger of losing the programs they house. By supplying numbers to support widely known anecdotal evidence, the study presents a strong argument for the sound stewardship of these sacred places. Available through Partners for Sacred Places,
www.sacredplaces.org/pubs.htm. Cost: \$15, members \$10.

Strategies for the Stewardship and Active Use of Older and Historic Religious Properties

(Information Series, 1996)
By Diane Cohen and A. Robert Jaeger,
Co-Directors, Partners for Sacred Places
Published by the National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036
202-588-6000
800-944-6847
www.nationaltrust.org
A 35-page booklet that provides an overview of the nation's religious landscape, followed by practical assistance on a wide range of topics such as sharing space, building repairs, raising funds and reuse. Booklet includes a listing of helping organizations and published resources. Available through Partners for Sacred Places,
www.sacredplaces.org/pubs.htm. Cost: \$6.

Accessibility

Accessibility Audit for Churches: Opening Doors for Persons with Handicapping Conditions

(1981, rev. 1983)
Edited by Toby Gould
Published by The General Board of Global Ministries
475 Riverside Drive
New York, NY 10115
800-862-4246
A comprehensive guide with instructions for auditing your facility's accessibility needs, with detailed access requirements for every building element. To order, call 800-305-9857 (Item Number 3810) \$5.95

That All May Worship: An Interfaith Welcome to People With Disabilities (1994)

Published by the National Organization on Disability
910 16th Street, NW, Suite 600
Washington, DC 20006
202-293-5960
www.nod.org
Assists congregations and denominational groups in welcoming people with disabilities. The publication is interfaith in scope and offers suggestions for building modifications to accommodate people with all types of disabling conditions. Available through Partners for Sacred Places,
www.sacredplaces.org/pubs.htm. Cost: \$10; members \$8.

Energy Management

Energy in Houses of Worship

(Information Series No. 60, 1992)
By Andrew Rudin
Published by Inspired Partnerships and the National Trust for Historic Preservation
1785 Massachusetts Avenue, NW
Washington, DC 20036
202-588-6000
800-944-6847
www.nationaltrust.org
A clearly written summary on energy conservation for religious structures, including 12 steps and a checklist for reducing energy costs. Available through Partners for Sacred Places,
www.sacredplaces.org/pubs.htm. Cost: \$6.

Repair and Maintenance

Basic Building Operation

Published by The Interfaith Coalition on Energy (ICE)
7217 Oak Avenue
Melrose Park, PA 19027
215-635-1122
E-mail: andrewrudin@earthlink.net
Information for sextons and custodians about cleaning chemicals, roofs, boilers, lamps and other care and maintenance issues. Cost: \$15.

Inspecting and Maintaining Religious Properties (1991)

By Wesley Haynes, Andrew Rudin and J. Thomas Ryan
Published by New York Landmarks Conservancy
141 Fifth Avenue, Third Floor
New York, New York 10010
212-995-5260
www.nylandmarks.org/publications/purchase.html
An excellent, technical workbook on evaluating the building envelope, this publication covers moisture control, structural systems, energy cost reductions, and ongoing maintenance. Available through Partners for Sacred Places, www.sacredplaces.org/pubs.htm. Cost: \$17.

CONGREGATIONS, COMMUNITIES AND KIDS

A Child at the Door

Published by North Carolina Rural Economic Development Center
4021 Carya Drive
Raleigh, NC 27610
919-250-4314
www.ncruralcenter.org
A guidebook to help churches start and expand child care programs in rural communities. Cost: \$25

Acting on Your Faith:

Congregations Making a Difference

By Victor N. Claman and David E. Butler with Jessica Boyatt
Published by Insight Books
11 Beacon Street
Boston, MA 02108
800-323-6809
How people from different faiths and denominations throughout the United States are taking active steps to pursue justice in a myriad of different ways. The guide helps break down some of the barriers between faiths by providing inspirational profiles. Cost: \$25.

Building Communities from the Inside Out: A Path Toward Finding and Mobilizing A Community's Assets (1993)

By John P. Kretzmann and John L. McKnight
Published by the Asset-Based Community Development Institute
Institute for Policy Research,
Northwestern University
2040 Sheridan Road
Evanston, IL 60208-4100
847-491-3518
http://www.northwestern.edu/IPR/
A guide to rebuilding communities that focuses on "assets" rather than deficiencies. Includes five "Community Building Workbooks" and video training program "Mobilizing Community Assets." Cost: \$20.

Kids Count

Published by Annie E. Casey Foundation
701 St. Paul Street
Baltimore, MD 21202
410-547-6600
www.caseyfoundation.org
The annual Kids Count Data Book measures the educational, social, economic, and physical well-being of children in state-by-state profiles. Available online.

Voices of Faith: Making a Difference in Urban Neighborhoods

Edited by David J. Bodenhamer
The Polis Center at Indiana University/Purdue University
1200 Waterway Boulevard, Suite 100
Indianapolis, IN 46202
(317) 274-2455
A compelling portrait of 26 individuals whose extraordinary service to their communities grows out of religious faith and translates into efforts for the public good. Cost: \$19.95.

Welcome the Child: A Child Advocacy Guide for Churches

By Shannon P. Daley and Kathleen A. Guy
Friendship Press
Distribution Office, PO Box 37844
Cincinnati, OH 45222
800-889-8733
Expanded version of the groundbreaking Children's Defense Fund book includes factual information about national and global conditions supplemented with worship and Bible study ideas, worksheets for data-gathering, action plans, resources and networking suggestions. Cost: \$9.95

FUND-RAISING

The Charitable Choice Handbook for Ministry Leaders

By Amy L. Sherman
Published by Center for Public Justice
2444 Solomons Island Road, Suite 201
Annapolis, MD 21401
866-275-8784
www.cpjustice.org
User-friendly and vital information, includes voluntary Code of Conduct when using government funds. Learn whether Charitable Choice is right for your ministry, and how to get started.

The Complete Guide to Capital Campaigns for Historic Churches and Synagogues

(First Edition, 1991; Second Edition, 1998)
By Peggy Powell Dean and Susanna A. Jones
Published by Partners for Sacred Places
1700 Sansom Street, Tenth Floor
Philadelphia, PA 19103
215-567-3234
www.sacredplaces.org
A comprehensive guide to managing fund-raising campaigns, with step-by-step instructions and innovative strategies. Emphasis on reaching out to the broader community. Available through Partners for Sacred Places,
www.sacredplaces.org/pubs.htm. Cost: \$50, members \$40.

Directory of Building and Equipment Grants (First Edition, 1988; Fifth Edition, January 1999)

Researched by Richard M. Eckstein
Published by Research Grant Guides,
Inc.

P.O. Box 1214
Loxahatchee, FL 33470
561-795-6129
FAX: 561-795-7794

A reference directory to sources of building, renovation and equipment grants available to nonprofit organizations; includes foundation listings and federal program summaries. Cost: \$59.50 plus \$6 shipping and handling. ORDERS MUST BE FAXED OR MAILED. **There is a \$5.00 administrative fee for non-prepaid orders.

The Directory for Organizations Serving People with Disabilities (11th Edition, 2000)

Published by
Research Grant Guides, Inc.
P.O. Box 1214

Loxahatchee, FL 33470
561-795-6129
FAX: 561-795-7794

A guide for sources of funding for the disabled; includes support for handicapped access, foundation listings and summaries of federal programs. Cost: \$59.50, plus \$6.00 shipping. ORDERS MUST BE FAXED OR MAILED. **There is a \$5.00 administrative fee for non-prepaid orders.

The Foundation Directory

Published by The Foundation Center
79 Fifth Avenue
New York, NY 10003-3076
212-620-4230 or 800-424-9836
www.fdncenter.org

A directory with more than 10,000 foundation profiles, each containing financial data, grant purpose and activities, types of support, giving limitations, application information, etc. Cost \$215. Also available online for as little as \$19.95 per month.

A Fund-Raising Tool: Creating a Supporting Organization

(Stewardship Series No. 1, 1996)

Published by Partners for Sacred Places
1700 Sansom Street, Tenth Floor
Philadelphia, PA 19103
215-567-3234

partners@sacredplaces.org
www.sacredplaces.org

This publication helps to answer questions about the creation of a supporting organization, including how it can be used for fund-raising purposes, its advantages and disadvantages, and a basic overview of the legal procedure to create such an organization. Available through Partners for Sacred Places, www.sacredplaces.org/pubs.htm.

Cost: \$3, free to members

SHARED USE OF RELIGIOUS PROPERTY

Amazing Space: Opening Doors to Community Ministry (1993)

By Valjean McLenighan
Published by Inspired Partnerships
53 West Jackson Boulevard, Suite 852
Chicago, IL 60604-3611
312-294-0077

Written for clergy and congregational administrators, trustees and officers, this guide outlines the planning and working process for churches and synagogues sharing space for community ministry. Available through Partners for Sacred Places, www.sacredplaces.org/pubs.htm. Cost: \$6.

Hints and Guidelines for Calculating the Cost of Renting Space

Published by The Interfaith Coalition on Energy (ICE) c/o AJC
7217 Oak Avenue
Melrose Park, PA 19027
215-635-1122

E-mail: andrewrudin@earthlink.net
This comprehensive report contains information about insurance, energy costs, sample leases and other helpful articles. Cost: \$5.

Space-Sharing Arrangements in Houses of Worship: Federal and Illinois Tax and Legal Implications (1994)

By Michael P. Mosher
Published by Inspired Partnerships
53 W Jackson Boulevard, Suite 852
Chicago, IL 60604
312-294-0077

A companion guide to Amazing Space, this publication outlines the tax and legal implications when congregations rent or share space. Available through Partners for Sacred Places, www.sacredplaces.org/pubs.htm. Cost: \$6.

About the author

Jackqueline Truluck Warren, Ph.D., is executive director of the YWCA of Oakland, California, which provides a wide range of community services, including child care, employment training, counseling and activities to support community building. Prior to her work with the YWCA, Ms. Warren was the founding director of the Center for Urban Family Life, a nonprofit organization housed in the historic Unitarian Universalist Church of Oakland. A graduate of the Presbyterian School of Christian Education/Union Seminary in Richmond, Virginia, and the University for Integrative Learning in Rohnert Park, California, she also studied at New College of the University of Edinburgh, Scotland. She is the author of a book, *Child Daycare*, and many magazine articles, position papers and planning documents in support of program development and advocacy for children, youth and families.

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11. Peter Olson
15. Peter Zirniss
18. The Resurrection Project
21. Left: Peter Zirniss
22. Peter Zirniss
33. Peter Zirniss
41. Peter Zirniss
42. Islamic Centers of Minneapolis and St. Paul
46. Peter Zirniss
48. Back on Track
52. Grace United Methodist Church/The Open Door Preschool



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