



The Roundtable

on Religion and Social Welfare Policy

American Congregations and Social Service Programs

Results of a Survey

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**American Congregations and Social Service Programs:
Results of a Survey**

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The views expressed here are those of the author and are not necessarily shared by the Nelson A. Rockefeller Institute of Government or The Pew Charitable Trusts.

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EXECUTIVE SUMMARY

This report is based on a survey of a national stratified random sample of American congregations conducted in the summer and fall of 2007. The survey generated 1,692 usable responses, which were weighted together to reflect the characteristics of the original sample of congregations (see the Methodological Appendix for the details of the survey).

The body of the report has five parts and draws the following conclusions:

I. CONGREGATIONS AND SOCIAL SERVICE PROGRAM AREAS

In 2007, American congregations reported providing social services in a wide variety of program areas. Of the twenty-six program areas listed in the survey, the most common was marriage counseling, provided by two-thirds of all congregations, and the least common was vocational training, provided by less than one-tenth.

Congregational social services varied in terms of the nature of the beneficiaries, with four program areas largely serving members of the congregation, fifteen primarily serving the broader community, and seven serving both groups. The number of beneficiaries tended to be smaller for programs that primarily served congregation members and larger for those that primarily served the community.

Congregational social services also varied in terms of the means by which the services were delivered, with nine program areas provided substantially by the congregations, eleven by other agencies, and six balanced between the congregation and other agencies. Relatively few services were provided via a separate 501(c)(3). The number of volunteers participating in these

programs tended to be smaller when congregations provided the service and tended to be larger when provided through another agency.

II. A TYPOLOGY OF CONGREGATIONS BY SOCIAL SERVICE ACTIVITY

The great diversity of congregational social services is usefully summarized with five types of congregations based on the level and type of social service activity: Comprehensive Activity (10.3 of all congregations), Extensive Activity (23.2 percent), Moderate Activity (32.9 percent), Specialized Activity (16.1 percent), and Limited Activity (17.5). These categories capture much of the variation in social service provision as well as other organizational attributes of the congregations.

III. RELIGIOUS CHARACTERISTICS OF CONGREGATIONAL TYPES

The five types of congregations cut across religious traditions and theological orientations, so there was no clear-cut connection between the religious characteristics and the congregational social services activity. These patterns suggest that other factors are more important to the level of social service activity than religion per se. However, the types of congregations most active in social services were also most active in religious programs and most engaged in other forms of civic activity in the community.

IV. SOCIAL CHARACTERISTICS OF CONGREGATIONAL TYPES

The five types of congregations varied according to their social characteristics. More active congregations tended to have more active members and to have experienced growth over the last decade. Indeed, variation in size is one of the most important differences among the five types of congregations. There were modest differences in congregational type by geographic location. More active congregations tended to be more diverse in terms of race and income, and to have younger members.

V. CONGREGATIONAL TYPES AND THE OPERATION OF SOCIAL SERVICE PROGRAMS

In terms of program operation, most congregations reported that the faith/religious content of their programs was “present, non-mandatory” or “voluntary,” a pattern that varied little by congregational type or religious characteristics.

Most congregations were open to collaboration with other groups to provide social services, especially the most active types of congregations.

Most congregations expected to expand their social service programs in the future with only modest variation by congregational type.

Financial resources varied substantially across the congregations, with the most active types of congregations having the most revenue. The largest sources of revenue were individual contributions and special fundraising. Government grants and contracts made up a very small part of the revenue even for the most active congregations.

VI. CONGREGATIONAL GRANT ACTIVITY AND CHARITABLE CHOICE

Overall, less than one-tenth of all congregations reported seeking government grants for social services in the past four years. But nearly one-half said they were likely to increase government grant activity in the future. Overall, the congregations reported higher levels of private agency grant activity, with more than one-sixth having sought a private grant in the last four years. Nearly two-thirds of all congregations said they would likely increase private grant activity in the future. The most active types of congregations were the most likely to engage in both kinds of grant activity.

Few congregations were familiar with charitable choice, with only about one-quarter reporting at least some familiarity with it. However, there was strong support for the basic ideas behind charitable choice, especially the need for collaboration among religious, secular and governmental organizations to help the needy.

VII. CONGREGATIONS, EXPENDITURES, STAFF, AND ADMINISTRATIVE PRACTICES

Levels and purposes of expenditure varied substantially across congregations, with the most active congregational type having higher expenditures. Overall, 42.5 percent of all congregations spent less than 10 percent of their budgets on social services, 45.6 spent 10 to 30 percent; 8.0 percent spent 30 to 50 percent, and 4.2 percent spent more than 50 percent.

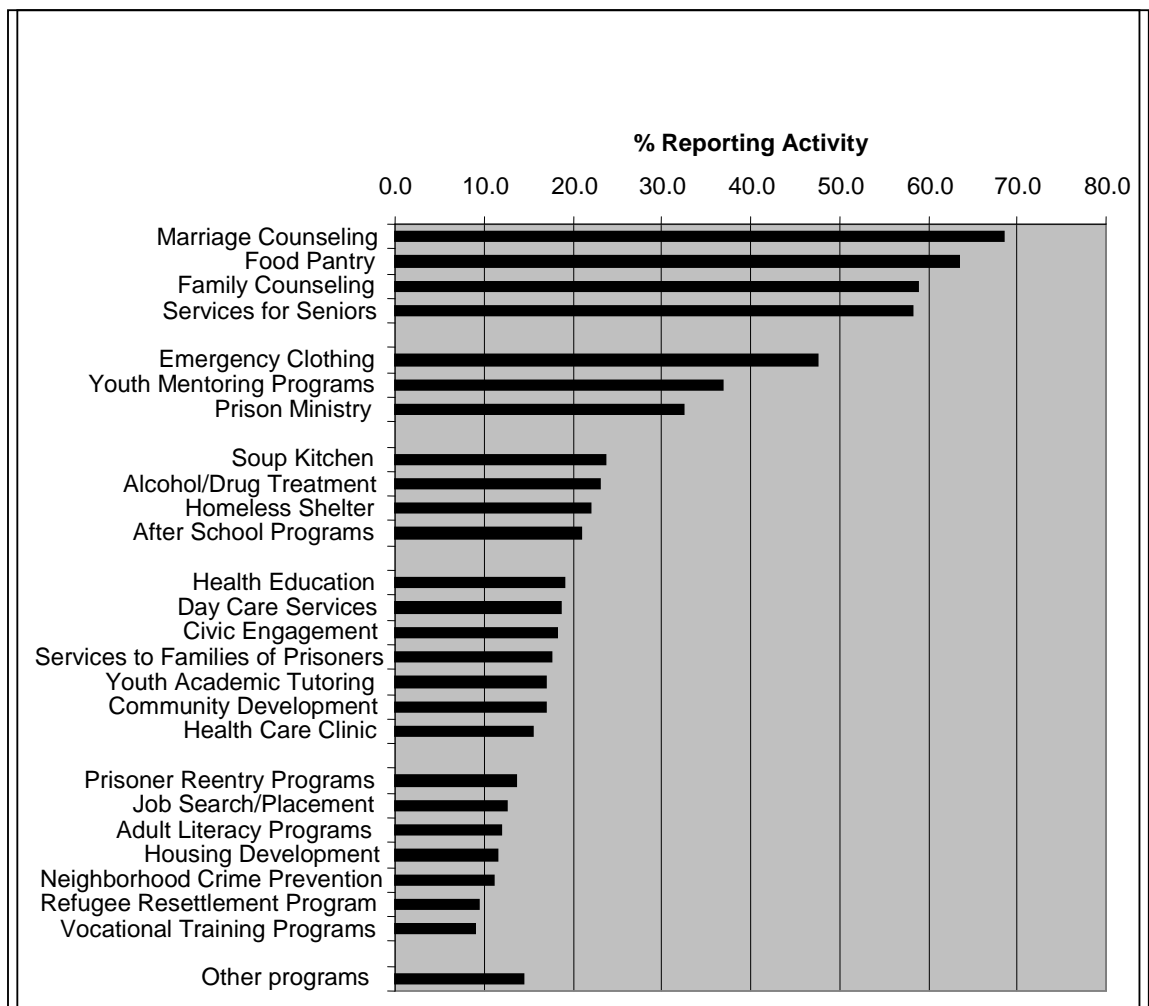
Typically, the largest source of expenditure was for paid staff, with the most active types of congregations having the most paid employees. However, such staff was relatively small: overall, the congregations had an average of 5.8 paid employees of all types.

Measures of administrative practices reveal the congregations to be diverse, varying greatly in terms of organizational strength and sophistication. The more active congregations tended to have the strongest and most sophisticated organizations by these measures.

I. CONGREGATIONS AND SOCIAL SERVICE PROGRAM AREAS

In 2007, American congregations reported providing a wide variety of social services. Figure 1 shows the percentage of all congregations that reported social service activity in twenty-five specific areas (as well as a general “other areas” option), presented in descending order from the most to the least frequent responses (also see the first columns of Tables 1 and 2 below). This information reveals the great diversity of congregational social service programs.

Figure 1: Congregations and Social Service Program Areas



Social services in a *first tier* of program areas were reported by more than one-half of all the congregations. Overall, marriage counseling was the most commonly provided service, listed by more than two-thirds of all congregations (68.5 percent). Other program areas in this tier were

a food pantry (63.5 percent), family counseling (58.8 percent), and services to senior citizens (58.3 percent).

Social services in a *second tier* of program areas were reported by between half and about one-third of all congregations, including emergency clothing (47.6 percent), youth mentoring programs (36.8 percent), and a prison ministry (32.4 percent).

Social services in a *third tier* of program areas were reported by roughly one-quarter to one-fifth of all the congregations, including a soup kitchen (23.7 percent), alcohol/drug treatment (22.9 percent), a homeless shelter (22 percent), and after school programs (21.0 percent).

Social services in a *fourth tier* of program areas were reported by between one-fifth and nearly one-sixth of all congregations. Health education programs headed this group (19.1 percent), followed by day care services (18.5 percent), civic engagement programs (18.2 percent), services for families of prisoners (17.6 percent), and youth academic tutoring (17.1 percent). The last two areas in this tier were community development programs (16.9 percent) and a health care clinic (15.6 percent).

Social Services in a *fifth tier* of program areas were reported by about one-eighth or less of all congregations. These program areas included prisoner reentry programs (13.5 percent), job/search and placement (12.7 percent), adult literacy programs (11.9 percent), housing development (11.1 percent), and neighborhood crime prevention (11.1 percent). The two least common kinds of social services reported were refugee resettlement (9.5 percent) and vocational training (9.0 percent).

About one-seventh (14.4 percent) of the congregational leaders reported services in *other program areas* in addition to the twenty-five areas listed. Some of these responses could perhaps be included under one of the listed program areas, although the survey respondents chose not to do so, but others were clearly distinct. Examples of the latter included crisis pregnancy programs, assistance for the victims of domestic violence, fuel assistance, suicide prevention, disaster relief, and support for military families.

Beneficiaries of Congregational Social Services

Survey respondents were asked if the beneficiaries of these social services were primarily *members of the congregation, the community beyond the congregation, or both*. Table 1 presents these three responses for the twenty-five program areas plus the “other areas” option (all three columns add to 100 percent for each row). The program areas are listed by the percentage of congregations engaged in such programs (as in Figure 1 and Table 2). This information also reveals the diversity of congregational social services.

Table 1: Congregations and Beneficiaries of Programs by Area

Program Area	Percent Reporting	Beneficiaries			Beneficiary Counts	
		Congregation	Both	Community	Mean	Standard deviation
Marriage Counseling	68.5	57.4	29.9	12.7	32	82
Food Pantry	63.5	11.6	22.9	65.5	689	1810
Family Counseling	58.8	54.4	32.3	13.3	40	130
Services for Senior Citizens	58.3	59.4	25.0	15.6	150	733
Emergency Clothing	47.6	15.8	30.7	53.6	449	1325
Youth Mentoring Programs	36.8	49.3	31.1	19.7	55	142
Prison Ministry	32.4	18.0	23.7	58.3	197	466
Soup Kitchen	23.7	7.0	26.1	66.9	720	1402
Alcohol/Drug Treatment	22.9	14.6	40.7	44.7	113	265
Homeless Shelter	22.0	4.5	28.3	67.2	244	549
After School Programs	21.0	22.1	37.3	40.6	75	167
Health Education	19.1	27.5	43.5	29.1	167	307
Day Care Services	18.5	15.7	39.5	44.9	86	121
Civic Engagement	18.2	19.1	45.2	35.7	220	424
Services for Families of Prisoners	17.6	21.7	29.9	48.4	150	312
Youth Academic Tutoring	17.1	26.9	36.9	38.2	50	182
Community Development	16.9	11.8	47.3	40.8	288	809
Health Care Clinic	15.6	11.3	42.9	45.8	351	996
Prisoner Reentry Programs	13.5	20.7	32.5	46.9	140	294
Job Search/Placement	12.7	21.3	45.8	32.8	183	561
Adult Literacy Programs	11.9	8.0	47.3	44.7	77	153
Housing Development	11.5	2.2	39.0	58.8	116	381
Neighborhood Crime Prevention	11.1	15.7	46.2	38.1	643	1281
Refugee Resettlement	9.5	18.8	30.4	50.8	49	112
Vocational Training	9.0	6.1	47.0	46.9	147	223
Other areas	14.4	15.7	30.8	53.5	292	835

Serving Congregational Members. Some program areas primarily served the congregations' own members. A good example was marriage counseling: nearly three-fifths of the congregations reported that the primary beneficiaries were members of their own congregation (57.4 percent), compared to one-eighth where the primary beneficiaries were in the community (12.7 percent), with the remainder serving both (29.9 percent).

Overall, four program areas primarily served congregation members by a large margin. In addition to marriage counseling, they included family counseling (54.5 percent primarily for congregation members), services for senior citizens (59.4 percent), and youth mentoring programs (49.3 percent).

Serving the Community. Another set of programs primarily served the community beyond the congregation. A good example was a food pantry, where almost two-thirds of the congregations reported that the primary beneficiaries were in the community (65.5 percent) compared to one-tenth where the primary beneficiaries were members of the congregation (11.6 percent), with the remainder serving both (22.9 percent).

Overall, ten program areas primarily served the community by a large margin. In addition to a food pantry, they included emergency clothing (53.6 percent primarily for the community), prison ministry (58.3 percent), a soup kitchen (66.9 percent), a homeless shelter (67.2 percent), services for families of prisoners (48.4 percent), prisoner reentry programs (46.9 percent), housing development (58.8 percent), and refugee resettlement (50.8 percent). The composite categories of programs in "other areas" also fit this pattern (53.5 percent).

An additional five program areas showed a more modest tendency toward serving the community. A good example was alcohol/drug treatment, where 44.7 percent of the congregations reported primarily serving the community compared to 40.7 percent serving both the community and members of the congregation, and 14.6 percent serving congregation members. The other programs areas with this pattern included after school programs (40.6 percent for the community), day care services (44.9 percent), youth academic tutoring (38.2 percent), and a health care clinic (45.8 percent).

Serving Both the Congregation and the Community. The remaining programs on balance served both congregation members and the community. A good example was health education,

where more than two-fifths of the respondents chose the “both” option (43.5 percent) compared to more than one-quarter who chose congregation members (27.5 percent) or the community (29.1 percent).

Overall, seven programs on balance served both congregation members and the community. In addition to health education, they included civic engagement (45.2 percent), community development (47.3 percent), job search/placement (45.8 percent), neighborhood crime prevention (46.2 percent), and vocational training (47.0 percent).

Number of Beneficiaries. The final two columns of Table 1 show the mean and standard deviation for the approximate number of beneficiaries served by these programs in the previous twelve months.

Overall, the program areas that primarily served congregation members tended to report fewer beneficiaries. For example, marriage counseling programs served a mean of 32 individuals in the previous twelve months (with a standard deviation of 82). Indeed, the mean number of reported beneficiaries in the four program areas that largely served congregation members was 69 (calculated from Table 1 but not shown in the table). Services for senior citizens were an exception to the pattern (with a mean of 150 participants).

In contrast, the program areas that primarily served the community tended to report more beneficiaries. For example, congregations involved with a food pantry had a mean of 689 clients (with a standard deviation of 1,810). Indeed, the mean number of reported beneficiaries in the ten program areas that largely served the community was 301 (calculated from Table 1 but not shown in the table). Here refugee resettlement programs were an exception to this pattern (with a mean of 49 participants).

Interestingly, the five programs that primarily served the community by a small margin had a relatively low number of beneficiaries as well, resembling the program areas that primarily served congregation members. For example, alcohol/drug treatment programs served a mean of 113 individuals (with a standard deviation of 265). Indeed, the mean reported in the five program areas that on balance served the congregation and the community was 135 (calculated from Table 1 but not shown in the table). Here health clinics were an exception to this pattern (with a mean of 351 participants).

Finally, the program areas that on balance served both congregation members and the community tended to fall between the two other types of program areas in terms of the number of beneficiaries. For example, the mean number of individuals served by health education programs was 167 (with a standard deviation of 307). Indeed, the mean reported beneficiaries in the seven program areas that on balance served the congregation and the community was 369 (calculated from Table 1 but not shown in the table). Adult literacy programs were an exception to this pattern (with a mean of 79 participants).

Means of Congregational Social Service Provision

Survey respondents were also asked if the services were provided through *the congregation* itself, through a separate *501(c)(3)* organization, or through *other agency*, often in the form of a collaboration relationship. Table 2 presents these three responses for the twenty-five program areas plus the “other programs” option (all three columns add to 100 percent for each row).¹ The program areas are listed by the percentage of congregations engaged in such programs (as in Figure 1 and Table 1).

¹ A few respondents listed more than one option, and those multiple responses were combined as follows based on an inspection of the data. Respondents that chose the congregation and a 501(c)(3) organization were combined with the 501(c)(3) responses; respondents who chose any combination of the congregation, a 501(c)(3) and other agency, were combined with the other agency responses.

Table 2: Congregations and Means of Providing Programs by Area

Program Area	Percent Reporting	Means of Providing Program			Volunteer Count	
		Congregation	501(c)(3)	Other Agency	Mean	Standard Deviation
Marriage Counseling	68.5	83.0	3.8	13.2	3	6
Food Pantry	63.5	42.6	14.1	43.4	17	32
Family Counseling	58.8	75.5	5.9	18.7	4	11
Services for Seniors	58.3	71.2	6.4	22.4	11	14
Emergency Clothing	47.6	46.9	12.5	40.6	14	22
Youth Mentoring Programs	36.8	78.3	6.0	15.7	10	21
Prison Ministry	32.4	58.6	10.6	30.7	6	9
Soup Kitchen	23.7	25.5	17.3	57.3	39	95
Alcohol/Drug Treatment	22.9	27.1	13.6	59.3	6	10
Homeless Shelter	22.0	13.4	23.4	63.3	16	27
After School Programs	21.0	53.2	12.8	34.0	11	23
Health Education	19.1	41.1	12.3	46.6	11	34
Day Care Services	18.5	43.4	10.5	46.1	11	16
Civic Engagement	18.2	56.5	10.7	32.8	16	29
Services for Families of Prisoners	17.6	45.6	11.0	43.3	13	16
Youth Academic Tutoring	17.1	57.8	8.5	33.7	8	13
Community Development	16.9	35.3	12.8	51.9	12	25
Health Care Clinic	15.6	17.7	20.6	61.6	10	17
Prisoner Reentry	13.5	42.6	17.8	39.6	8	13
Job Search/Placement	12.7	35.2	11.9	53.0	4	6
Adult Literacy Programs	11.9	34.3	9.7	55.9	7	13
Housing Development	11.5	16.6	24.5	59.0	78	29
Neighborhood Crime Prevention	11.1	33.9	4.5	61.6	7	10
Refugee Resettlement	9.5	35.6	14.4	50.0	8	12
Vocational Training	9.0	14.4	19.9	65.7	11	15
Other areas	14.4	66.3	13.5	20.1	20	34

Provision by the Congregation. One pattern was the provision of services by the congregation itself. For example, 83 percent of the survey respondents reporting marriage counseling said it was provided by the congregation compared to 3.8 percent through a 501(c)(3), and 13.2 percent by other agencies.

Overall, nine program areas were characterized by service provision through the congregation. In addition to marriage counseling, they included family counseling (75.5 percent

provided by the congregation), services for senior citizens (71.2 percent), youth mentoring programs (78.3 percent), prison ministry (58.6 percent), after school programs (53.2 percent), civic engagement (56.5 percent), and youth academic tutoring (57.8 percent). The “other areas” option also fit this pattern (66.3 percent).

Provision by a 501(c)(3). Some congregations reported providing services via an incorporated nonprofit organization – a 501(c)(3). This approach represented a small minority of the congregations in all the programs areas, but it was most common in housing development (24.5 percent), a homeless shelter (23.4 percent), and a health care clinic (20.6 percent). This approach was least common for marriage counseling (3.8 percent), neighborhood crime prevention (4.5 percent), and family counseling (5.9 percent).

Provision by Other Agency. Another pattern was the provision of services by congregations acting through other agencies. For example, 57.3 percent of the respondents providing a soup kitchen said they worked through other agencies, compared to 25.5 percent that did so through the congregation itself, and 17.3 percent through a 501(c)(3).

Overall, eleven programs areas were characterized as having congregational service provision through other agencies. Besides a soup kitchen, they included alcohol/drug treatment (59.3 percent through other agencies), a homeless shelter (63.3 percent), community development (51.9 percent), a health care clinic (61.6 percent), job search/placement (53.0 percent), adult literacy programs (55.9 percent), housing development (59.0 percent), neighborhood crime prevention (61.6 percent), refugee resettlement programs (50.0 percent), and vocational training (65.7 percent).

Some program areas showed a fairly even division between services provided directly by the congregation and those involving other agencies. For example, 42.6 percent of respondents providing food pantries reported they did so by the congregations directly and 43.4 by other agencies (and the remaining 14.1 percent through a 501(c)(3)).

Overall, six program areas were characterized by this balanced pattern. In addition to food pantries, they included emergency clothing (46.9 by the congregation), health education (41.1 percent), day care services (43.4 percent), services for families of prisoners (45.6 percent) and prisoner reentry (42.6 percent).

Number of Volunteers in Service Provision. The final two columns of Table 2 show the mean and standard deviation of the approximate number of volunteers reported as participating in social programs in the previous twelve months.

Overall, the program areas where services were provided largely by the congregation tended to report fewer volunteers. For example, marriage counseling programs had a mean of three volunteers (with a standard deviation of 6). Indeed, the mean number of reported volunteers in the nine program areas that were largely provided through the congregation was 10 (calculated from Table 2 but not shown in the table). Here civic engagement programs were an exception to this pattern (with a mean of 60 volunteers).

In contrast, the program areas where services were provided primarily through other agencies tended to report more volunteers. For example, soup kitchens had a mean of 39 volunteers (with a standard deviation of 95). Indeed, the mean number of reported volunteers in the eleven program areas that were provided largely by other agencies was 18 (calculated from Table 2 but not shown in the table). Exceptions to this pattern included alcohol/drug treatment and job search/placement (each with a mean of 6 volunteers) as well as housing development (with a mean of 78 volunteers).

Interestingly, the programs areas most likely to be provided through 501(c)(3) organizations also tended to have a relatively large number of volunteers, but this may reflect the fact that such program areas were also characterized by a large number of congregations that worked through other agencies. Similarly, the six programs areas that were balanced between service provisions directly by congregations and by other agencies also had a relatively large number of volunteers, with a mean of 12 (calculated from Table 2 but not shown in the table).

II. A TYPOLOGY OF CONGREGATIONS BY SOCIAL SERVICE ACTIVITY

The great diversity of congregational social service provision can be usefully summarized by a five-category typology of congregations. Based on the number and kind of program areas in which the congregations were active, the five categories were: “Comprehensive Activity,” “Extensive Activity,” “Moderate Activity,” “Specialized Activity,” and “Limited Activity”.² Table 3 describes the five categories in terms of program areas, listed by frequency of activity for congregations as a whole (as in Figure 1, and Tables 1 and 2).

As the label implies, the **Comprehensive Activity** congregations were most engaged in the provision of social services (in the second column of Table 3). This category accounted for about one-tenth of all the congregations (10.3 percent). Nearly all of the congregations in this group provided the most common services, such as marriage counseling (98.1 percent) and a majority of these congregations provided the least common services, such as vocational training (70.4 percent). A modest exception occurred for programs listed in the “other areas” option, but even there, the 20.4 percent was higher than the 14.4 percent for the sample as a whole.

² The typology was produced by using two-step cluster analysis, employing activity in all twenty-six program areas.

Table 3: Typology of Congregations based on Social Service Provision

Program Area	ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
	100%	10.3	23.2	32.9	16.1	17.5
Marriage Counseling	68.5	98.1	94.6	96.2	17.7	10.6
Food Pantry	63.5	91.7	84.7	71.0	68.2	0.0
Family Counseling	58.8	99.0	88.6	75.9	17.4	1.1
Services for Seniors	58.3	99.0	70.5	37.9	38.3	74.6
Emergency Clothing	47.6	94.6	77.8	41.6	38.3	0.0
Youth Mentoring Programs	36.8	88.3	60.2	31.9	20.2	0.0
Prison Ministry	32.4	77.1	60.0	22.6	19.3	0.0
Soup Kitchen	23.7	63.1	35.7	16.7	18.6	2.6
Alcohol/Drug Treatment	22.9	86.3	38.3	10.0	9.3	2.3
Homeless Shelter	22.0	77.6	41.9	7.9	9.7	1.1
After School Programs	21.0	80.0	29.9	10.6	15.0	0.0
Health Education	19.1	86.9	26.7	8.3	7.5	0.0
Day Care Services	18.5	75.7	24.3	8.3	14.9	0.0
Civic Engagement	18.2	69.4	31.2	6.2	10.6	0.3
Services for Families of Prisoners	17.6	64.6	35.1	5.2	6.5	0.0
Youth Academic Tutoring	17.1	78.0	26.0	2.3	14.0	0.0
Community Development	16.9	75.6	28.6	2.1	10.9	0.0
Health Care Clinic	15.6	76.1	22.0	4.6	7.2	0.0
Prisoner Reentry Programs	13.5	65.0	25.2	3.0	0.0	0.0
Job Search/Placement	12.7	74.8	19.1	0.8	1.6	0.0
Adult Literacy Programs	11.9	73.3	16.1	0.3	3.1	0.0
Housing Development	11.5	61.5	17.7	1.2	3.1	0.6
Neighborhood Crime Prevention	11.1	59.7	15.3	0.2	8.7	0.0
Refugee Resettlement	9.5	54.1	14.6	1.5	0.0	0.0
Vocational Training	9.0	70.4	5.8	0.0	2.8	0.0
Other areas	14.4	20.4	21.3	11.7	17.4	3.7

The **Extensive Activity** congregations also reported a high level of social service provision (the third column in Table 3) and made up a little more than one-fifth of all congregations (23.2 percent). These congregations nearly matched the level of the Comprehensive Activity category in the most common program areas, such as marriage counseling (96.2 percent). However, the percent participating drops steadily after the first seven program areas, and just 5.8 percent provided vocational training. A modest exception occurred for the “other areas” option, where the first two categories had similar scores.

The **Moderate Activity** congregations were engaged in markedly fewer services than the Extensive Activity group (fourth column in Table 3). This category was the largest with about one-third of all congregations (32.9 percent). The Moderate Activity category matches the Extensive Activity group on the most common type of services, marriage counseling (96.2 percent), and a majority of these congregations provided a food pantry and family counseling. But after the fourth program area, the level of service provision sharply declines, so that participation in the seven least common program areas was almost non-existent.

The **Specialized Activity** congregations were, on balance, engaged in even fewer services than those in the Moderate Activity group, but these congregations often had a special level of engagement in less common program areas (the fifth column in Table 3). This category accounted for about one-sixth of all congregations (16.1 percent). Note the near absence of activity in two of the most popular program areas, marriage and family counseling (each at about 17 percent), and the relatively high level of activity in food pantries (68.2 percent). However, congregations in the Specialized Activity category scored higher on day care services, civic engagement, youth academic tutoring, community development, and in the “other areas” option than the Moderate Activity congregations.

The **Limited Activity** congregations reported activity in the fewest program areas (the sixth column in Table 3), and accounted for a little more than one-sixth of the congregations (17.5 percent). The major exception was services for senior citizens, where 74.6 percent of these congregations reported activity—a figure higher than for the entire sample and only exceeded by the Comprehensive Activity congregations.

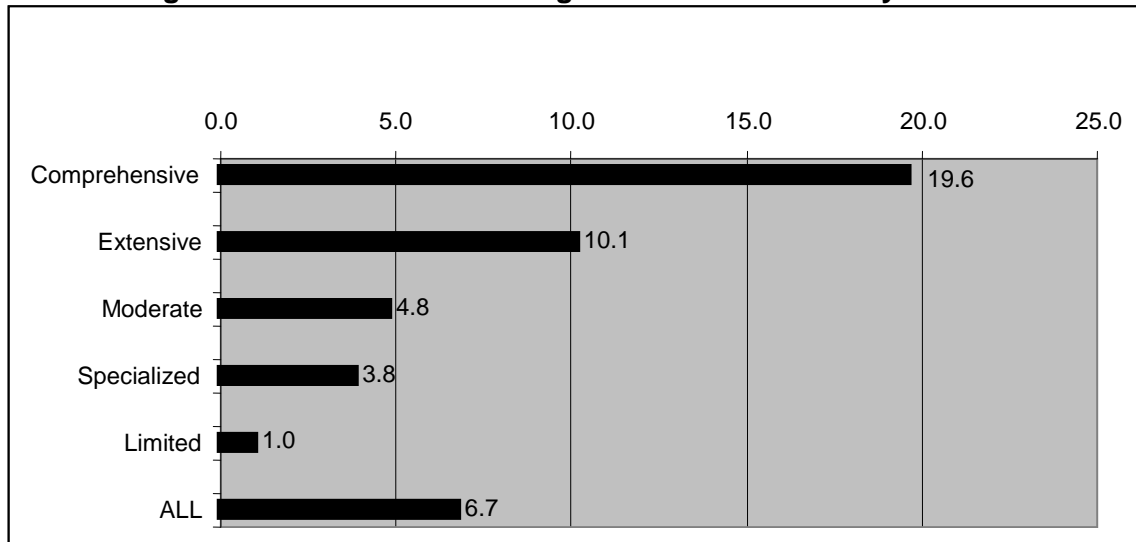
Community development provides a good illustration of these patterns: none of the congregations in the Limited Activity category provided such services, compared to 10.9 percent of the Specialized Activity category, 2.1 percent of the Moderate Activity category, 28.6 percent of the Extensive Activity, 75.6 percent of the Comprehensive Activity categories—and 16.9 percent of all congregations.

Aggregate Measures of Social Service Provision

Figure 2 shows the mean number of program areas in which the five types of congregations reported activity. For all congregations, the mean was activity in 6.7 program

areas out of a possible score of 26 (and standard deviation of 5.7). At one extreme, 2.5 percent of all congregations reported no social services (all located in the Limited Activity category) and 2.2 percent reported social services in 25 or 26 programs areas (all located in the Comprehensive Activity group).

Figure 2: Mean Number of Program Areas with Activity



In contrast, the Comprehensive Activity congregations reported social services in 19.6 program areas (and a standard deviation of 3.9). The Extensive Activity congregations were markedly less active, with a mean of 10.1 program areas (and a standard deviation of 2.1). The Moderate and Specialized Activity categories were much less active, with means of 4.8 and 3.8 program areas, respectfully (and standard deviations of 1.5 and 2.0). And the Limited Activity congregations had a mean of one program area (with a standard deviation of .5).

Aggregate Measures of Beneficiaries

Table 4 presents aggregate information on the character of all the congregations’ beneficiaries. For all congregations and program areas combined, 41.3 percent primarily served members of their congregations, 33.6 percent primarily served the community, and 22.6 percent served both.

Table 4: Congregational Type and Aggregate Measures of Beneficiaries

Congregational Type	Beneficiaries			Mean Total Beneficiaries
	% Primarily in Congregation	% Both	% Primarily in Community	
<i>Comprehensive</i>	12.9	47.0	40.0	3317
<i>Extensive</i>	30.1	31.7	38.2	1654
<i>Moderate</i>	44.8	21.2	34.0	693
<i>Specialized</i>	31.2	16.9	51.9	791
<i>Limited</i>	75.5	4.0	6.4	277
ALL	41.3	22.6	33.6	1186

The percentage of programs that primarily served members of their own congregation was lowest for the Comprehensive Activity congregations (12.9 percent) and the highest for the Limited Activity congregations (75.5 percent). The other three types of congregations fell between the extreme categories, but the Specialized Activity category showed less emphasis on serving congregational members than the Moderate Activity group (31.2 versus 44.8 percent).

An opposite pattern occurred for programs that primarily served the community. Here the Comprehensive Activity congregations scored highest (40.0 percent) and the Limited Activity group scored lowest (6.4 percent). Once again, the Specialized Activity group showed more emphasis on the community compared to the Moderate Activity category (51.9 versus 34.0 percent).

The percentage of each congregational type that reported serving both their members and the community followed the same basic pattern as service to the community, with the Comprehensive Activity congregations the highest (47 percent) and Limited Activity congregations the lowest (4.0 percent). Here the Specialized Activity group fell between the Moderate and Limited Activity categories.

Overall, the congregations reported a mean of 1,186 total beneficiaries in the previous 12 months (and a standard deviation of 3,005). The Comprehensive Activity category scored the

highest with a mean of 3,317 beneficiaries (with a standard deviation of 6,177), followed by the Extensive Activity group with 1,654 (and standard deviation of 3,179). The Moderate and Specialized Activity congregations were again similar, with mean beneficiaries of 693 and 1,551, respectfully (and standard deviations of 791 and 2,663). The Limited Activity congregations had a mean of 277 beneficiaries (with a standard deviation of 1,392).

Aggregate Measures of the Means of Service Provision

Table 5 presents aggregate information on the means by which the social services were provided (using the same information as in Table 3). For all congregations, 64.1 percent provided services through the congregations directly, 7.8 percent through a 501(c)(3), and 25.6 percent through other agencies.

Table 5: Congregational Type and Aggregate Measures of Means of Service Provision

Congregational Type	Means of Service Provision			Mean Total Volunteers
	% Congregation	% 501(c)(3)	% Other Agency	
<i>Comprehensive</i>	32.3	15.9	51.7	121
<i>Extensive</i>	54.9	9.2	35.9	74
<i>Moderate</i>	72.9	8.0	19.1	41
<i>Specialized</i>	61.5	7.5	31.1	46
<i>Limited</i>	80.8	1.1	3.9	26
ALL	64.1	7.8	25.6	56

The percentage of programs conducted through the congregation was lowest for the Comprehensive Activity congregations (32.3 percent) and the highest for the Limited Activity congregations (80.8 percent). The congregational types fell between the extreme categories, but the Specialized Activity group showed less emphasis on congregational members than the Moderate Activity category (61.5 versus 72.9 percent).

An opposite pattern occurred for programs conducted through other agencies. Here the Comprehensive Activity congregations had the largest percentage (51.7 percent) and the Limited

Activity category the lowest (3.9 percent). The other categories fell in-between, with the exception of the Specialized Activity congregations (scoring 31.1 percent versus 19.1 percent for the Moderate Activity category).

The pattern of use of 501(c)(3) organizations was similar to the pattern for other agencies, but with much lower figures. The Comprehensive Activity congregations used this approach most often (15.9 percent) and the Limited Activity congregations the least (1.1 percent). The other congregational types fell between the extreme categories.

Overall, the congregations reported a mean of 56 volunteers participating in their programs in the previous 12 months (and a standard deviation of 102). The Comprehensive Activity congregations scored the highest with a mean of 121 volunteers (with a standard deviation of 206), followed by the Extensive Activity category with 74 (and a standard deviation of 90). The Moderate and Specialized Activity groups were again similar, with a mean number of volunteers of 41 and 46, respectively (and standard deviations of 61 and 97). The Limited Activity congregations had a mean of 26 volunteers (with a standard deviation of 133).

III. RELIGIOUS CHARACTERISTICS OF CONGREGATIONAL TYPES

These five types of congregations were found in all religious traditions and theological orientations. Thus there was no clear-cut connection between the religious characteristics of congregations and the level of social service activity.

Table 6 describes the religious characteristics of the five congregational types, first by the religious traditions to which the congregations belong, and then theological orientation of the congregation as described by the respondent. In each case, the religious characteristic is presented two ways: first the percentage of the congregational types by the religious categories (adding to 100 percent down each column), and second the percentage of each religious category found among the five types of congregations (adding to 100 percent across each row).

Table 6: Congregational Types and Religious Characteristics

% Congregational types by religious traditions

Religious Tradition	ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
<i>Evangelical Protestant</i>	59.1	46.3	56.7	63.9	56.7	63.0
<i>Mainline Protestant</i>	20.0	27.8	22.2	17.8	22.4	14.3
<i>Black Protestant</i>	5.9	7.8	5.2	6.5	4.4	5.7
<i>Catholic</i>	7.8	14.1	9.3	4.9	8.4	6.9
<i>Other Christian</i>	3.6	1.0	3.0	4.6	2.8	4.9
<i>Liberal Faiths</i>	1.4	1.0	1.1	1.1	2.5	1.7
<i>Jews</i>	1.3	1.0	0.9	0.8	1.9	2.3
<i>Other Faiths</i>	1.1	1.0	1.7	0.6	0.9	1.1
ALL	100.0	100.0	100.0	100.0	100.0	100.0

% Religious traditions by congregational types

Religious Tradition	TOTAL	Comprehensive	Extensive	Moderate	Specialized	Limited
<i>Evangelical Protestant</i>	100.0	8.0	22.3	35.6	15.4	18.6
<i>Mainline Protestant</i>	100.0	14.3	25.8	29.3	18.0	12.5
<i>Black Protestant</i>	100.0	13.7	20.5	36.8	12.0	17.1
<i>Catholic</i>	100.0	18.7	27.7	20.6	17.4	15.5
<i>Other Christian</i>	100.0	2.8	19.4	41.7	12.5	23.6
<i>Liberal Faiths</i>	100.0	7.1	17.9	25.0	28.6	21.4
<i>Jews</i>	100.0	8.0	16.0	20.0	24.0	32.0
<i>Other Faiths</i>	100.0	9.5	38.1	19.0	14.3	19.0
ALL	100.0	10.3	23.2	33.0	16.1	17.5

% Congregational types by theological orientation

Theological Orientation	ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
<i>Very Conservative</i>	14.7	12.6	8.7	19.6	12.6	20.8
<i>Conservative</i>	50.3	48.5	56.0	52.5	43.1	40.9
<i>Neither</i>	25.6	25.2	26.1	22.0	31.7	26.8
<i>Liberal</i>	7.1	10.7	6.9	5.1	7.6	9.4
<i>Very Liberal</i>	2.3	2.9	2.3	0.9	5.0	2.0
Total	100.0	100.0	100.0	100.0	100.0	100.0

% Theological orientation by congregational types

Theological Orientation	TOTAL	Comprehensive	Extensive	Moderate	Specialized	Limited
<i>Very Conservative</i>	100.0	11.0	16.1	45.8	14.0	13.1
<i>Conservative</i>	100.0	12.4	30.2	35.8	14.0	7.6
<i>Neither</i>	100.0	12.7	27.8	29.5	20.2	9.8
<i>Liberal</i>	100.0	19.3	26.3	24.6	17.5	12.3
<i>Very Liberal</i>	100.0	16.2	27.0	13.5	35.1	8.1
ALL	100.0	12.8	27.2	34.4	16.3	9.3

Congregational Types by Religious Traditions. The first section in Table 6 shows that nearly one-half of the Comprehensive Activity congregations were in the Evangelical Protestant tradition (46.3 percent), but this figure was less than the nearly three-fifths of all congregations that were in this religious tradition (59.1 percent). More than one-quarter of the Comprehensive Activity congregations were in the Mainline Protestant tradition (27.8 percent) and one-seventh Roman Catholic (14.1 percent); both figures were greater than those groups' percentage of the sample as a whole. Black Protestant congregations made up about one-twelfth of the Comprehensive Activity group (7.8 percent), which was about their size in the overall sample. The remaining congregations in this category were equally divided between the composite categories of Other Christians, Liberal Faiths and Other Faiths as well as Jewish congregations.

The Limited Activity category offers a contrast. Here, Evangelical Protestant congregations made up better than three-fifths of the total (63.0 percent), higher than their share of the sample as a whole, while Mainline Protestants accounted for about one-seventh (14.3 percent), lower than in the sample as a whole. Roman Catholics make up about one-fifteenth of the category (6.9 percent) and Black Protestants were slightly less numerous (5.7 percent). The remaining religious categories made up one-tenth of the total, tending to be more numerous than in the entire sample.

The other three congregational types showed variations on these themes, with the Extensive and Specialized Activity categories tending to resemble the Comprehensive Activity group, while the Moderate Activity group tended to resemble the Limited Activity congregations.

Religious Traditions by Congregational Types. The second section of Table 6 shows that Evangelical Protestants were largely distributed across the five congregational types in accordance with the sample as a whole. Other traditions showed more variation across the congregational types. Mainline Protestants were relatively more common in the Comprehensive Activity category and relatively less common in the Limited Activity category. Black Protestants showed a similar pattern, except that they were less common in the Specialized Activity group. Meanwhile, Roman Catholics were over-represented in both the Comprehensive and Extensive Activity categories and under-represented in the Moderate and Limited Activity groups. The

other religious traditions tended to be more common among the Limited and Specialized Activity categories.

Congregational Types by Theological Orientation. The third section of Table 6 reports the survey respondents' characterization of the theological orientation of their congregations as "very conservative," "conservative," "neither conservative nor liberal," "liberal," or "very liberal." In this regard, the Comprehensive Activity congregations tended to resemble the sample as a whole. In partial contrast, more than one-half of the congregations in the Extensive Activity category described their congregation as "conservative," representing more than their percentage of the sample as a whole. Meanwhile, the Moderate Activity congregations had the highest number of "very conservative" (19.6 percent), and the Limited Activity congregations also included a relatively high number of "very conservative" congregations. The Specialized Activity category had the most congregations described as "neither liberal nor conservative" (31.7 percent), but also the largest number of those described as "very liberal" (5.0 percent).

Theological Orientation by Congregational Types. The fourth and final section of Table 6 shows that congregations with "very conservative" theological orientation were over-represented in the Moderate and Limited Activity congregations, while those with a "conservative" orientation closely paralleled the sample as a whole, but with a slight relative advantage in the Extensive Activity congregations. Congregations with "neither liberal nor conservative" orientation were relatively more common in the Specialized Activity group, a pattern also evident for congregations that had a "very liberal" orientation. Both of these perspectives were over-represented in the Comprehensive Activity category, but "liberal" orientations were also relatively more common in the Limited Activity group.

Congregational Types and Religious Activities. Table 7 provides information on the religious ministries of the five types of congregations, including youth, children's, music, women's, small group, and men's ministries, plus a religious school. Because these data do not come from the congregational survey itself, they must be viewed with some caution.³ These data suggest that a congregation's level of religious programs is correlated with its level of social service activity.

³ These data were attached to the sample of congregations used in the survey and were found by the provider of the sample from public sources. Such information is incomplete in the sample, but the missing data appears to be randomly distributed across the lists.

Table 7: Congregational Types and Religious Ministries

Type of Ministry	ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
Youth Ministry	40.0	56.1	53.5	39.9	38.2	14.3
Children's Ministry	39.1	53.2	55.0	38.8	35.5	13.7
Music Ministry	39.1	50.2	54.3	37.9	34.8	18.8
Women's Ministry	34.2	46.3	46.2	34.6	30.1	14.0
Small Group Ministry	30.5	45.9	45.2	29.6	20.8	12.5
Men's Ministry	29.3	43.4	41.7	27.9	24.8	11.1
Religious School	4.6	7.8	7.5	3.6	4.0	1.4

Overall, about two-fifths of the congregations engaged in a youth (40.0 percent), children's, or music ministry (39.1 percent each). These figures were roughly comparable to the number of congregations that reported a youth mentoring program (36.8 percent—see Table 2). In addition, one-third had a women's ministry (34.2 percent), while three in ten had a small group ministry (30.5 percent) and a men's ministry (29.5 percent). These figures were about the same as the percentage of congregations reporting a prison ministry (32.4 percent—see Table 2). One-twentieth of these congregations had a religious school (4.6 percent), about one-half the number that provided vocational training (9.0 percent—see Table 2). Interestingly, the Comprehensive and Extensive Activity congregations were more likely to have all these kinds of religious programs than the other three types of congregations, while the Limited Activity congregations were the least likely.

Congregational Types and Civic Activities. Table 8 provides information on other civic activities undertaken by the congregations over the past four years. Drawn from the survey itself, these kinds of activities are often associated with social services issues.

Table 8: Congregational Types and Civic Activities

Civic Activity	ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
Organized events to increase community involvement	48.3	75.1	69.0	47.3	43.6	11.2
Created or participated in networking	42.8	71.2	58.8	43.9	35.8	9.1
Attended neighborhood association meetings	34.0	64.6	49.0	30.0	31.1	6.0
Information about candidates or issues was available	31.2	49.3	46.0	32.3	23.7	5.7
Talked with city council about an issue	29.1	46.8	41.8	30.8	22.4	4.9
Advocated with and educated officials on community needs	29.0	57.1	45.8	24.9	19.3	6.6
Encouraged community input into sponsored activities	28.3	52.9	42.9	25.5	22.1	5.1
Disseminated information on government policies/activities	27.4	50.2	41.2	26.9	19.6	4.0
Participated in meetings with other service providers	24.4	50.5	31.9	24.7	18.0	4.6
Participated in a voter registration program	22.4	38.5	32.7	22.5	14.3	6.6
Partnered with local government on service projects	21.9	40.0	33.5	21.4	14.9	3.2
Encouraged community input in setting agenda	19.3	44.9	26.2	16.4	16.5	3.1
Testified in front of city council	17.4	30.1	25.6	19.0	9.3	3.7

Overall, nearly one-half of all the congregations reported organizing an event to increase community involvement (48.3 percent), an activity about as common as providing emergency clothing (47.6 percent—see Table 2). About two-fifths created or participated in networking in their community (42.8 percent) and about one-third attended neighborhood association meetings (34.0 percent).

Roughly three in ten congregations reported the following activities: making available information on candidates or issues at election time (31.2 percent); talking with the city council about an issue (29.1 percent); advocating with and educating local officials on community needs (20.0 percent); encouraging community input into sponsored events (28.3 percent), and the dissemination of information on government policies or activities (27.4 percent). All these civic

activities were apparently about as common as small group ministries (30.1 percent—see Table 7).

Four additional activities were undertaken by between one-quarter and one-fifth of all the congregations. These activities include participating in (routine) meetings with other service providers (24.4 percent); participating in a voter registration drive (22.4 percent); partnering with local government on (unfunded) service projects (21.9 percent); and encouraging community input for the setting of the congregation's agenda (19.3 percent). These activities were about as common as providing a soup kitchen or a health education program (23.7 and 19.1 percent, respectively—see Table 2). The least common of these civic activities was testifying in front of the city council (17.4 percent), which was about as common as youth academic tutoring (17.1 percent—see Table 2).

As with religious ministries, these civic activities occurred most often in the Comprehensive Activity congregations and were the least likely to occur in the Limited Activity group. With just one exception, the level of civic engagement fell steadily between these extreme categories, so that the Extensive Activity category was more active than the Moderate Activity category, which in turn was more active than the Specialized Activity group.

A good illustration of this pattern was participating in (routine) meetings with other service providers: Comprehensive (50.5 percent), Extensive (31.9 percent), Moderate (24.7 percent), Specialized (18.0 percent), and Limited (4.6 percent).

IV. SOCIAL CHARACTERISTICS OF CONGREGATIONAL TYPES

The five types of congregations varied according to their social characteristics. The more active congregations tended to have more active members and to have experienced growth in the number of active members over the last decade. Indeed, variation in size was one of the most important differences among the five types of congregations. There were modest differences in congregational activity by geography. In addition, more active congregations tended to be more diverse in terms of race and income, and to have younger members.

Size and Growth. Table 9 describes the size and growth of the five types of congregations, beginning with the mean number of active members. Variation in size was one of the most important differences among the five types of congregations.

Table 9: Congregational Types, Size and Growth

Type of Congregation	Active Members				Total
	Mean Number	% Decline	% No change	% Increase	
Comprehensive	474	39.6	7.3	53.0	100.0
Extensive	400	31.3	8.5	60.2	100.0
Moderate	186	39.9	10.7	49.5	100.0
Specialized	194	36.7	11.4	51.9	100.0
Limited	93	46.4	16.4	37.3	100.0
ALL	272.2	37.5	10.3	52.2	100.0

Overall, the mean size of a congregation was 272 active members (with a standard deviation of 651). The Comprehensive Activity congregations tended to be larger than all congregations, with a mean of 474 members (and a standard deviation of 949). The Extensive Activity congregations were somewhat smaller, with a mean of 400 (and a standard deviation of 925). The Moderate and Specialized Activity congregations were considerably smaller, with mean active membership of 186 and 194 (with standard deviations of 275 and 487), respectively. And the Limited Activity congregations were by far the smallest, with a mean of 93 active members (and a standard deviation of 143).

The remaining columns in Table 9 report the percentage of each congregational type that experienced a decline, no change, or increase in active membership over the previous decade. Overall, more than one-half of the all congregations experienced an increase in active members

(52.2 percent), almost two fifths experienced a decline (37.5 percent), and one-tenth had no change (10.3 percent).

Although there was a good bit of variation within each of the five types of congregations, the first four types contained more congregations that reported an increase in active membership than reported a decrease. The largest balance in favor of growth was among congregations in the Extensive Activity group, where 29 percent more congregations grew than declined. Only the Limited Activity congregation had more decline than increase. This category also reported the largest number of congregations that experienced no change in active membership.

Geographic Location. Table 10 reports on the geographic location of the congregational types, using the four standard regions. Overall, two-fifths of all congregations are located in the South (41.8 percent), bolstered by a large number of small Evangelical Protestant congregations. Another one-quarter were found in the Midwest (26.3 percent), and about one-sixth each in the Northeast (16.4 percent) and West (15.5 percent).

Table 10: Congregational Type and Region

Type of Congregation	Region				Total
	Northeast	Midwest	West	South	
Comprehensive	16.1	21.5	18.0	44.4	100
Extensive	18.5	28.4	16.2	36.9	100
Moderate	15.9	29.9	15.3	38.8	100
Specialized	17.4	28.3	12.8	41.4	100
Limited	13.5	17.8	16.0	52.7	100
ALL	16.4	26.3	15.5	41.8	100

This basic pattern was largely replicated within the five congregational types, but there were some modest variations. For example, compared to the total sample, the Comprehensive Activity congregations were more common in the West and South, while the Extensive Activity congregations were comparatively more numerous in the Northeast and Midwest. Meanwhile, the Moderate Activity congregations were over-represented in the Midwest and under-represented in South, and the Limited Activity congregations were found relatively more often in the South and relatively less often in the Northeast. The Specialized Activity congregations were under-represented in the West.

Table 11 looks at the size of place where the types of congregations were located, as measured by population levels. Overall, about one-fifth of all congregations were located in places with less than 2,500 people (22.7 percent); another fifth were found in places with 2,500 to 10,000 people (21.4 percent), and still another one-fifth in places with 10,000 to 49,999 people (21.7 percent). About one-fifth were located in cities with 50,000 to 250,000 people (19.0 percent), and the remaining one-sixth in cities of over 250,000 (15.2 percent).

Table 11: Congregational Type and Size of Place

Type of Congregation	Size of place					Total
	<i>Less than 2,500</i>	<i>2,500 to 10,000</i>	<i>10,000 to 49,999</i>	<i>50,000 to 249,999</i>	<i>250,000 or more</i>	
Comprehensive	17.7	13.8	25.1	21.2	22.2	100.0
Extensive	18.3	22.5	20.9	21.3	17.0	100.0
Moderate	23.7	24.8	19.3	17.3	14.8	100.0
Specialized	30.2	23.3	21.0	14.9	10.7	100.0
Limited	25.5	13.1	29.4	22.2	9.8	100.0
ALL	22.7	21.4	21.7	19.0	15.2	100.0

Here, too, there was considerable variation within the congregational types, with some modest variations from the sample as a whole. The Comprehensive Activity congregations were relatively more common in the largest cities and relatively less common in rural areas and small towns. In contrast, the Extensive Activity congregations largely reflected the sample as a whole, but with a slight tendency toward larger places. The Moderate Activity congregations were over-represented in places with less than 10,000 people, while the Specialized Activity group was over-represented in the smallest places and under-represented in the largest ones. The Limited Activity congregations were also relatively more common in the smallest places, but also in places with 10,000 to 50,000 people.

Table 12 reports how far members lived from the congregation’s main building. For example, one-tenth (10.0 percent) of all the congregations had 30 percent or more of their members live within walking distance of the congregation’s main building. For more than three-fifths of the congregations (62.3 percent), 30 percent or more of the members lived within a 10-minute drive of the main building. And for more than one-quarter of the congregations (27.7 percent), the balance of the members lived more than a 10 minute drive from the main building.

Table 12: Congregational Types and Residence of Members

Type of Congregation	Residence of members			Members similar to nearby residents		
	30% within walking distance	30% within 10-minute drive	30% drive more than 10 minutes	Yes	No	Total
Comprehensive	8.2	70.1	21.7	84.5	15.5	100.0
Extensive	11.5	64.8	23.7	82.3	17.7	100.0
Moderate	8.2	56.9	34.9	86.5	13.5	100.0
Specialized	13.7	64.9	21.4	83.1	16.9	100.0
Limited	9.0	58.5	32.5	79.4	20.6	100.0
All	10.0	62.3	27.7	83.9	16.1	100.0

Here the largest variation by congregational type was the percentage of members that had less than a ten-minute drive to the main building. The Comprehensive Activity congregations had the highest numbers here, while the Moderate and Limited Activity congregations had the lowest. The survey respondents were also asked to rate the extent to which their congregations' membership resembled the residents who lived nearby the congregation's main building. Overall, 83.9 percent said the members resembled the surrounding neighborhood, and just 16.1 percent said the members were dissimilar. On this question, there was relatively little variation across the congregational types, with the Moderate Activity group being the most similar (86.5 percent) and the Limited Activity category the least (79.4 percent).

Table 13 describes the basic social characteristics of the types of congregations. The first part of this table looks at their racial composition. Overall, in nearly four-fifths of all congregations 70 percent or more of the members were white, less than one-tenth were black (8.9 percent), with the remaining one-tenth having a more mixed racial pattern. Here the strongest pattern was for the mixed category, where 26.5 percent of the Comprehensive Activity congregations were in this category, followed by 14.1 percent of the Extensive Activity and 12.4 percent of the Moderate Activity categories. Meanwhile, the Specialized Activity group had the largest percentage with 70 percent or more white members, and the Limited Activity congregations, the largest percentage with 70 percent or more black members.

Table 13: Congregational Types, Race, Age, and Income of Members

Type of Congregation	Race of congregation members			Total
	70% or more black	Mixed	70% or more white	
Comprehensive	10.3	26.5	73.2	100.0
Extensive	5.7	14.1	80.2	100.0
Moderate	9.9	12.4	77.7	100.0
Specialized	7.9	5.7	86.4	100.0
Limited	15.7	5.0	79.3	100.0
ALL	8.9	11.8	79.3	100.0

Type of Congregation	Age of congregation members			Total
	30% or more children	Mixed	30% or more seniors	
Comprehensive	14.6	42.1	43.3	100.0
Extensive	20.1	35.4	44.5	100.0
Moderate	8.4	48.8	40.4	100.0
Specialized	13.4	34.8	51.8	100.0
Limited	6.7	32.5	60.8	100.0
ALL	13.2	41.2	45.6	100.0

Type of Congregation	Income of congregation members			Total
	50% or more less than \$25,000	Mixed	50% or more \$100,000 or more	
Comprehensive	31.1	55.8	13.1	100.0
Extensive	12.5	79.1	8.4	100.0
Moderate	15.3	79.8	4.9	100.0
Specialized	19.5	69.9	10.6	100.0
Limited	40.2	49.2	10.6	100.0
ALL	17.3	74.4	8.3	100.0

The second part of Table 13 describes the age profile of the types of congregations. Overall, in more than two-fifths of all congregations 30 percent or more of the members were senior citizens (45.6 percent), and in about one-seventh of the congregations, 30 percent or more of the members were youth or children (13.2 percent); the remainder (41.2 percent) having a more mixed age profile. Here the most striking pattern was the percentage of congregations with a large population of seniors. The Limited Activity congregations had the highest concentration of senior citizens (60.8 percent), followed by the Specialized Activity group (51.8 percent). The other three groups scored much lower in this regard, at about two-fifths, while the Moderate Activity congregations had the largest percentage of congregations with a mixed age profile.

In a separate question, nearly a majority of the Limited Activity congregations reported that in the past five years, their members had become “older” (48.7 percent), while more than one-third of the Comprehensive Activity Congregations (35 percent) reported their members had become “younger,” with the other congregational types arrayed in between (data not shown).

The third and final section of Table 13 reviews the income profile of the types of congregations. Overall, in about one-sixth of the congregations 50 percent or more of the members had incomes of less than \$25,000 a year (17.3 percent), and less than one-tenth of the congregations had 50 percent or more of their members with incomes of \$100,000 or more (8.3 percent). The balance of the congregations (74.4 percent) had a more mixed income profile. Here the most striking pattern was for the lower income category. Two-fifths of the Limited Activity congregations had 50 percent or more of their members with incomes of less than \$25,000. But the second highest figure in this regard was for the Comprehensive Activity congregations, at a little less than one-third (31.1 percent). Ironically, these two extreme categories also had the higher percentages of congregations with 50 percent or more of their members with incomes of over \$100,000. The categories with the most congregations with mixed income profiles were the Extensive and Moderate Activity groups (with some 79 percent each).

V. CONGREGATIONAL TYPES AND THE OPERATION OF SOCIAL SERVICE PROGRAMS

In terms of program operation, most congregations reported that the faith/religious content of their programs was non-mandatory or voluntary, a pattern that varied little by congregational type or religious characteristics. In addition, most congregations were open to collaboration with other groups to provide social services, especially the most active types of congregations. Most congregations expected to expand their social service programs in the future, with only modest variation by congregational type. Financial resources varied substantially across the congregations, with the most active types of congregations having the most revenue. The largest sources of revenue for congregations were individual contributions and special fundraising. Government grants and contracts made up a very small part of the revenue for even the most active congregations.

Faith/religious Content of Services. Table 14 reports the results of the following question asked of the survey respondents:

Which of the following statements best describes the faith/religious content of the social services of your congregation?

Mandatory: *Religious content is integrated throughout our services; staff and clients are expected to engage in religious activities.*

Present but Non-Mandatory: *Religious content is integrated with social service provision; staff is explicit about their faith commitments, but respect the option of non-participation in religious activities.*

Voluntary: *References to values that are consistent with our religious/faith perspective are integrated with social service provision; staff may invite clients to religious activities outside of the program, or hold informal religious conversations with clients.*

No specific reference to religious content.

Overall, one-tenth of the congregations reported the “mandatory” approach (10.4 percent) and a little more than one-third had the “present but non-mandatory” option (35.1 percent). Nearly two-fifths chose the “voluntary” response (38.5 percent), and one-sixth indicated the “no specific reference” alternative.

Table 14: Congregational Types and Faith Content of Social Services

Which statement best describes the faith/religious content of services and programs:					
Type of Congregation	Mandatory	Present but Non-Mandatory	Voluntary	No specific reference	Total
Comprehensive	12.2	33.5	39.4	14.9	100.0
Extensive	7.0	44.5	37.9	10.6	100.0
Moderate	13.1	34.3	39.2	13.4	100.0
Specialized	7.2	26.4	38.6	27.8	100.0
Limited	15.6	24.4	34.4	25.6	100.0
ALL	10.4	35.1	38.5	16.0	100.0

On this question there was only modest variation by congregational type. The Comprehensive Activity category closely reflected responses of the sample as a whole, while the Extensive Activity category was most likely to pick the “present but non-mandatory” option (44.5 percent). Meanwhile the Moderate Activity congregations were modestly more likely to choose the “mandatory” option. However, the Specialized Activity group was most likely to report the “no specific reference” option (27.8 percent). The Limited Activity congregations were a close second in the “no specific reference” option (25.6 percent), but also had the highest score on the “mandatory” approach (15.6 percent).

These patterns varied modestly by religious tradition or theological orientation. Evangelical Protestant congregations were a little more likely to adopt the “mandatory” perspective compared to the sample as a whole (14.3 versus 10.4 percent) and so were congregations identified as having “very conservative” theology (22.3 versus 10.4 percent). However, the larger differences were among minority faiths. For example, congregations in the Liberal Faiths composite category chose the “no specific mention” 56.5 percent of the time and those identified as having “very liberal” theology chose it 66.7 percent of the time—compared to 16.0 percent for the sample as a whole.

Patterns of Collaboration. Table 15 reports the answers to the following question asked about collaboration with other organizations in the provision of social services:

Which of these statements BEST describes your congregation's view of collaborative efforts?

We are trusted by other organizations and they are open to collaborating with us.

Our faith provides a foundation for our services, but does not impact our collaboration with other organizations

We feel more comfortable partnering with groups that have the same faith beliefs that we do.

Our faith values have made it more difficult to develop collaborative efforts.

Table 15: Congregational Types and Faith Content of Social Services

Type of Congregation:	Which statement best describes view of collaborative efforts:				Total
	<i>We are trusted as collaborators</i>	<i>Our faith does not impact collaboration</i>	<i>Prefer collaborators of same faith</i>	<i>Our faith makes collaboration difficult</i>	
Comprehensive	62.6	14.5	19.6	3.4	100
Extensive	56.9	18.9	23.4	0.7	100
Moderate	39.4	24.6	32.7	3.3	100
Specialized	40.7	32.2	24.1	3.0	100
Limited	37.0	29.0	32.0	2.0	100
ALL	47.1	23.5	27.0	2.4	100

Overall, nearly one-half of the congregations claimed that they were trusted by other potential collaborators (41.1 percent) and a little less than one-quarter indicated that their faith had no impact on collaborative efforts (23.4 percent). A little more than one-quarter said they preferred to collaborate with groups with the same faith (27.1 percent), but very few congregations reported that their faith made collaboration difficult (2.4 percent).

The Comprehensive Activity congregations were the most likely to claim that they were trusted collaborators (62.6 percent), a view that tended to decline among the other congregational types, reaching a low point among the Limited Activity congregations (37.0 percent). These congregations also scored high on the claim that their faith had no impact on collaboration (29.0 percent)—but they also preferred to collaborate with groups that share their faith (32.0 percent). However, it was the Specialized Activity congregations that were most likely to say their faith had no impact on collaboration (32.2 percent) and it was the Moderate Activity congregations that were most likely to prefer partners of the same faith.

With regard to collaboration, there were a few differences by religion: Evangelical Protestant congregations and those identified as having “very conservative” theology were more

likely to say they preferred collaborators with the same faith values when compared to the sample as a whole (37.1 and 55.4 percent, respectively, versus 27.1 percent for the sample as a whole). However, it was the congregations in the composite Liberal Faiths category that were the most likely to say that their faith made it difficult to engage in collaborations (13.0 versus 2.4 percent for the sample as a whole). Congregations identified as having “very liberal” theology had the most positive view toward collaboration (59.4 percent compared to 47.1 percent for the sample as a whole).

Table 16 describes the most common partners of the congregations. Overall, almost three-fifths reported collaboration with other congregations (58.4 percent), and nearly two-fifths report partnering with interfaith (ministry) coalitions (39.8 percent). Better than one-third said they collaborated with secular social services. Roughly one-quarter each noted partnerships with schools (26.3 percent) and businesses (25.7 percent). One-seventh reported collaboration with the government (14.8 percent) and less than one-tenth with universities (7.9 percent).

Table 16: Congregational Types and Partners in Program Provision

Type on Congregation	<i>Congregations</i>	<i>Interfaith coalitions</i>	<i>Secular social services</i>	<i>Schools</i>	<i>Businesses</i>	<i>Government</i>	<i>Universities</i>
Comprehensive	71.8	52.0	49.0	35.7	35.2	27.0	17.4
Extensive	62.3	46.6	41.1	34.6	29.7	22.7	11.4
Moderate	58.0	34.0	27.2	21.0	21.8	8.9	4.1
Specialized	48.5	30.4	28.6	21.2	21.3	7.1	4.2
Limited	38.6	37.9	23.9	9.2	19.5	4.5	1.1
ALL	58.4	39.8	34.3	26.3	25.7	14.8	7.9

The patterns by congregational type in Table 16 were straightforward: the Comprehensive Activity congregations were always the most likely to report collaborative relationships with all of these kinds of partners, followed fairly closely by the Extensive Activity congregations. The patterns were slightly less clear for the Moderate and Specialized Activity groups, and with one exception (interfaith coalitions), the Limited Activity congregations were the least likely to report collaborations across the board.

Social Service Provision in the Future. The survey respondents were asked if their congregation was likely to *expand* social service programs, maintain existing programs, or

decrease programs in the next four years. The results are presented in Table 17. Overall, some three-fifths of the congregations reported that their congregation would increase programs (59.6 percent) and almost two-fifths reported they would maintain existing programs (37.7 percent). Just 2.7 percent said they would decrease programs.

Table 17: Congregational Types and Programs in the Next Four Years

Type of Congregation	Which statement best describes next 4 years:			Total
	<i>Expand Programs</i>	<i>Maintain Programs</i>	<i>Decrease Programs</i>	
Comprehensive	61.1	34.0	4.9	100.0
Extensive	68.3	28.7	3.1	100.0
Moderate	56.9	41.5	1.6	100.0
Specialized	58.4	39.2	2.4	100.0
Limited	39.5	56.1	4.4	100.0
ALL	59.6	37.7	2.7	100.0

The Extensive Activity congregations were the most likely to say they would expand programs (68.3 percent) followed closely by the Comprehensive Activity (61.1 percent) and the Specialized Activity groups (58.4 percent), with the Moderate Activity group not far behind (56.9 percent). The Limited Activity congregations were the least likely to report an increase (39.5 percent), but a solid majority (56.1 percent) reported that current programs would be maintained. Although few congregations reported a decrease in programs, the two top groups on this score were the Comprehensive Activity (4.9 percent) and Limited Activity categories (4.4 percent).

The survey respondents were then asked reasons why there might be an increase or a decrease in their programs in the future, the answers to which are displayed in Table 18. Topping the list of reasons for expansion for all congregations was that “needs are getting more severe” (54.5 percent). The second most common reason was “leaders are pressing for more services” (46.5 percent) and the third was “likelihood of greater partnerships” in providing services (39.5 percent). The final reason was “new funding opportunities” (26.2 percent).

Table 18: Congregational Types and Reasons for Expansion or Reduction of Programs

Reasons for Expansion	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Needs are getting more severe	54.5	55.2	60.4	52.2	53.4	41.9
Leaders pressing for more services	46.5	51.4	50.5	43.6	45.8	36.0
Likelihood of greater partnerships	39.5	50.3	50.0	31.8	38.2	17.2
New funding opportunities	26.2	24.3	29.4	27.6	23.3	14.9
Other reasons	13.7	18.2	11.9	14.7	9.5	19.5
Reasons for Reduction						
Lack of volunteers	71.7	63.8	75.1	71.6	67.2	82.3
Lack of money	68.7	72.5	70.6	65.3	70.3	69.1
Lack of sufficient interest	37.9	31.3	37.6	39.1	37.4	44.8
Lack of space or facilities	34.3	25.5	35.5	36.7	37.0	25.0
Lack of skills/trainings	25.5	23.5	24.3	24.4	26.6	35.1
Lack of sufficient demand	19.0	25.3	15.7	21.2	17.4	13.5
Other Reasons	4.4	7.3	5.9	3.4	1.7	6.3

Although few congregations reported a likely decrease in social service programs, the reasons why this might occur are instructive. A lack of volunteers (71.7 percent) and money (68.7 percent) headed the list for all the congregations, followed by lack of sufficient interest (37.9 percent), lack of space or facilities (34.3 percent), lack of skills/training (25.5 percent), and lack of sufficient demand for the service (19.0 percent).

There was a consistent pattern by congregational type: with just a few exceptions, the pattern within each congregational type always followed the pattern for the entire sample, strongly suggesting that these opportunities and challenges affect all types of congregations in a similar fashion.

Revenues and Sources of Funds. Table 19 presents data on the revenues of the congregations in the previous 12 months, starting with the mean total revenues at the top of the table and then a description of the major sources of funds, organized by modal category.

Table 19: Congregational Types and Revenue

		ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
Mean Revenue		\$321,318	\$441,392	\$441,392	\$282,559	\$204,748	\$123,137
<i>Standard deviation</i>		\$518,222	\$578,392	\$617,834	\$504,944	\$314,142	\$168,220
Contributions	Modal Category						
Individuals	<i>More than 90%</i>	70.9	61.2	72.6	69.1	71.7	86.3
Bequests	<i>Less than 10%</i>	40.9	44.7	43.6	39.0	42.6	26.3
Other contributions	<i>Less than 10%</i>	30.4	27.7	38.4	27.7	29.2	17.7
Religious denomination organizations	<i>Less than 10%</i>	13.4	25.8	16.2	11.2	4.7	7.6
Other private organizations	<i>Less than 10%</i>	12.0	20.7	15.0	10.1	4.5	7.7
Government contributions and grants	<i>Less than 10%</i>	3.5	7.1	3.7	2.7	2.0	2.7
Federal charities	<i>Less than 10%</i>	2.0	4.2	1.4	1.7	1.6	2.5
Program Revenues							
Income from special fund-raising events	<i>Less than 10%</i>	44.2	44.7	45.9	42.4	48.3	35.6
Investment or endowment income	<i>Less than 10%</i>	29.2	38.7	30.8	25.7	26.9	26.2
Other miscellaneous sources	<i>Less than 10%</i>	25.0	28.5	26.4	23.7	20.1	31.0
Fees and charges for services to clients	<i>Less than 10%</i>	12.6	24.7	14.6	8.7	7.6	11.8
Sales of products, property, etc.	<i>Less than 10%</i>	7.5	7.5	5.9	9.6	6.1	7.0
School tuition	<i>Less than 10%</i>	4.8	9.0	5.9	3.0	5.5	0.0
Members dues and assessments	<i>Less than 10%</i>	2.9	3.0	3.0	2.3	2.5	6.0
Government fees and contracts	<i>Less than 10%</i>	1.5	1.2	2.2	0.9	1.0	2.4

Overall, the mean revenue for the congregations was about \$321,000 (with a standard deviation of more than \$500,000). The Comprehensive Activity congregations had the highest mean revenues, at better than \$441,392 (with a standard deviation of more than \$600,000), and the other congregational types declined in order: Extensive Activity group with a mean of more than \$436,000 (and a standard deviation of \$600,000); Moderate Activity group with a mean of more than \$280,000 (and a standard deviation of \$500,000); Specialized Activity group with a

mean of more than \$200,000 (and a standard deviation of \$300,000), and finally, Limited Activity congregations with a mean of \$120,000 (and a standard deviation of \$100,000).

The second part of Table 19 lists the principal sources of revenue, presented in terms of modal categories, and divided into contributions and program revenues. Overall, contributions from individuals provided the largest source of revenue, with 70.9 percent of all congregations obtaining more than 90 percent of their funds from such contributions. All the other sources of contributions were much smaller with the modal category less than 10 percent of all revenues. Bequests were the largest of these additional sources of funds, with 40.9 percent of all congregations obtaining less than 10 percent of their funds from this source, followed by other contributions at 30.4 percent. The remaining sources were much smaller: funds from religious denominations, 13.4 percent; other private organizations, 12.0 percent; government contributions and grants, 3.5 percent; and federated charities, 2.0 percent.

Program revenues from all sources also provided a modest source of funds for all the congregations, with the modal category being less than 10 percent in all cases. Overall, the top source of program revenues was special fundraising events, with 44.2 percent of the congregations obtaining less than 10 percent of their revenues from this activity. Other sources were investment/endowment income, 29.2 percent; other miscellaneous sources, 25.0 percent; fees/charges for services, 12.6 percent; sales of property, 7.5 percent; school tuition, 4.8 percent; dues and assessments, 2.9 percent; and last, government fees and contracts, 1.5 percent.

Variation by types of congregations closely follow the same pattern as the overall samples, with just a few modest exceptions. Such exceptions tended to occur among the Specialized and Limited Activity congregations, where there was a greater reliance on special fundraising for program revenues and individual contributions, respectively. These strong and consistent patterns suggest that all types of congregations face similar financial realities. These patterns extend to recent changes in the congregations' finances. Overall and with each type, most congregations reported on balance more increases than decreases in these sources of revenue. However, the Comprehensive and Extensive Activity congregations reported more favorable changes than the Specialized and Limited Activity congregations. And there were less favorable changes among the smaller sources of funds, especially among program revenues (data not shown).

VI. CONGREGATIONAL GRANT ACTIVITY AND CHARITABLE CHOICE

Overall, less than one-tenth of all congregations reported seeking government grants for social services in the past four years, but nearly one-half said they were likely to increase such activity in the future. The congregations reported higher levels of private agency grant activity, with more than one-sixth having sought a private grant in the last four years. Nearly two-thirds of all congregations said they would likely increase such activity in the future. The most active types of congregations were the most likely to engage in both kinds of grant activity. Few congregations were familiar with Charitable Choice, with only about one-quarter reporting at least some familiarity. However, there was strong support for the basic ideas behind Charitable Choice, especially the need for collaboration among religious, secular and governmental organizations to support the needy.

Government Grant Activity. Table 20 describes the government grant activity by congregations in the previous four years. Overall, 7.1 percent of the congregations reported having applied for a government grant, with a mean of 10.1 applications (with a standard deviation of 30.4 applications). The congregations received a mean of 3 government grants during this period (with a standard deviation of 13.7 grants) and the mean nearly \$400,000 per grant (and a standard deviation of about \$1 million).

Table 20: Congregational Types and Government Grants

Type of Congregation	Applied for Government Grant	Mean # applications	st dev	Mean # received	st dev	Mean amount	st dev
Comprehensive	15.7	25.3	50.3	3.2	3.4	664846	1310566
Extensive	8.0	8.1	23.4	4.4	23.3	238215	352677
Moderate	7.3	1.9	3.0	1.2	1.1	9507	35588
Specialized	3.0	2.8	3.8	2.7	4.0	40951	65774
Limited	0.0	0.6	1.2	1.0	0.0	*	*
ALL	7.1	10.1	30.4	3.0	13.7	395628	964458

These overall figures reveal that government grant activity was rare among congregations, and when it occurred it was concentrated among a handful of congregations that were heavily engaged in grant seeking. Such activity was most common among the Comprehensive Activity congregations, which applied for government grants at twice the rate of

the sample as a whole (15.7 percent). Government grant activity declined steadily in the less active congregational categories, with virtually none among the Limited Activity group.

The first part of Table 21 reports the survey respondents’ assessment of efforts to seek government grants in the previous four years. Nearly two-fifths of all congregations reported an increase in government grant activity during this period (37.7 percent), nearly three-fifths reported no change (58.6 percent), and just 3.7 percent reported a decrease. The Comprehensive Activity congregations were the most likely to report increased effort (53.7 percent)—but they also were the most likely to report decreased effort as well (14.6 percent). The Moderate Activity congregations were the next most likely to report increased effort (44.0 percent), while the Limited Activity congregations were the least (8.3 percent).

Table 21: Congregational Types and Seeking Government Grants

Which best describes your congregation's efforts to seek government funding in the past four years:				
Type of Congregation	<i>Increase</i>	<i>No</i>		Total
		<i>change</i>	<i>Decrease</i>	
Comprehensive	53.7	31.7	14.6	100.0
Extensive	33.7	64.0	2.2	100.0
Moderate	44.0	54.7	1.3	100.0
Specialized	22.2	77.8	0.0	100.0
Limited	8.3	91.7	0.0	100.0
ALL	37.7	58.6	3.7	100.0

Which best describes the likelihood that your congregation will seek government funding within the next year:				
Type of Congregation	<i>Likely</i>	<i>Neither</i>	<i>Unlikely</i>	Total
Comprehensive	53.8	5.1	41.0	100.0
Extensive	53.8	9.0	37.2	100.0
Moderate	42.2	20.0	37.8	100.0
Specialized	42.3	11.5	46.2	100.0
Limited	25.0	0.0	75.0	100.0
ALL	48.0	10.5	41.5	100.0

The second part of Table 21 describes the likelihood that the congregations will seek government funding within the next year. Almost one-half of all congregations said such an increase was likely (48.0 percent), some two-fifths said it was unlikely (41.5 percent), with the balance responding that it was neither likely nor unlikely (10.5 percent). Here the

Comprehensive and Extensive Activity congregations were the most likely to seek government funding, and the Limited Activity congregations the least likely.

Table 22 lists some major reasons why congregations did not seek government grants. Overall, more than one-fifth expressed concern about external controls that come with government funds (22.5 percent) and about one-sixth noted a lack of space for new activities (17.4 percent). Roughly one-seventh reported a lack of staff and volunteers for new activities or to apply for grants (14.8 and 13.8 percent, respectively). Less than one-tenth mentioned that other organizations do the work (7.7 percent) or that they have theological objections to seeking such grants (5.3 percent). More than one-sixth listed other reasons, typically specific to the particular congregation.

Table 22: Congregational Types and Reasons for Not Seeking Government Grants

Types of Congregation	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Concern about external controls	22.5	16.8	22.6	27.3	20.2	16.2
Lack of space for new activities	17.4	19.1	23.1	12.7	14.9	21.1
Lack of staff/volunteers for new activities	14.8	6.9	11.4	15.8	19.0	22.5
Lack of staff/volunteers to apply	13.8	15.6	16.2	12.3	13.6	10.6
Other organizations to do this work	7.7	13.3	6.9	7.0	7.4	6.3
Theological or philosophical objections	5.3	4.0	1.8	6.6	7.0	8.5
Other reasons	18.5	24.3	18.0	18.3	17.8	14.8
Total	100.0	100.0	100.0	100.0	100.0	100.0

The Comprehensive Activity congregations were most likely to list other reasons for not seeking government funding (24.3 percent), but otherwise a lack of space was their top concern (19.1 percent). The Extensive Activity congregations also were concerned with a lack of space, but also mentioned external controls, a view held most strongly by the Moderate and Specialized Activity groups. The Limited Activity congregations reported a lack of staff and volunteers for new activities as well as a lack of space.

The survey respondents were also asked about their experience in applying and managing government grants. Because the number of congregations with this experience was very small, it is not possible to break out these data by congregational types. However, nearly four-fifths of the congregations with government grant experience said it was “somewhat difficult” or “very

difficult” to apply for government funds. In addition, three-quarters of all congregations said it was “somewhat difficult” or “very difficult” to apply for government grants.

Private Grant Activity. Table 23 describes the private agency grant activity by congregations in the previous four years. Overall, 18.1 percent of the congregations reported having applied for a private agency grant, with a mean of 3.7 applications (and a standard deviation of 5.8 applications). The congregations received a mean of 2.3 private grants during this period (and a standard deviation of 6.4 grants), with a mean of about \$70,000 per grant (and a standard deviation of more than \$240,000).

Table 23: Congregational Types and Private Agency Grants

Type of Congregation	Applied for Private Grant	Mean # applications	<i>st dev</i>	Mean # received	<i>st dev</i>	Mean amount	<i>st dev</i>
Comprehensive	29.4	4.5	7.6	2.7	5.2	134099	239134
Extensive	22.2	3.6	5.2	2.6	9.9	53936	125638
Moderate	15.8	3.4	6.0	1.7	3.3	51745	362208
Specialized	11.9	4.4	5.0	3.3	3.6	65264	168747
Limited	10.4	2.0	2.5	1.8	1.2	26539	20967
ALL	18.1	3.7	5.8	2.3	6.4	70651	243952

Thus seeking private grants was more than twice as common as seeking government grants. A roughly comparable number of private grants were received, but for substantially lower amounts of money. As with government grants, private grant seeking was most common among the Comprehensive Activity congregations. Such efforts declined steadily with the activity level of the congregations, so that the lowest level of effort was among the Limited Activity group. Note, however, that one-tenth of this least active group sought private grants in the previous four years.

The first part of Table 24 reports the survey respondents’ assessment of efforts to seek private grants in the previous four years. Nearly three-fifths of all congregations reported an increase in private grant activity during this period (57.6 percent), nearly two-fifths reported no change (36.4 percent), and just 6.0 percent reported a decrease. The Comprehensive Activity congregations were the most likely to report increased effort (71.6 percent). The Moderate Activity congregations were the next most likely to report increased effort (60.8 percent), while

the Limited Activity congregations were the least (38.5 percent). The Specialized Activity group was the most likely to report a decrease in private grant activity (11.6 percent).

Table 24: Congregational Types and Private Grant Activity

Which best describes your congregation's efforts to seek PRIVATE AGENCY funding in the last four years:

Type of Congregation	<i>Increase</i>	<i>No change</i>	<i>Decrease</i>	Total
Comprehensive	71.6	23.0	5.4	100.0
Extensive	51.4	43.5	5.1	100.0
Moderate	60.8	32.5	6.7	100.0
Specialized	55.8	32.6	11.6	100.0
Limited	38.5	61.5	0.0	100.0
All	57.6	36.4	6.0	100.0

Which best describes the likelihood that your congregation will seek PRIVATE funding within next year:

Type of Congregation	<i>Likely</i>	<i>Neither</i>	<i>Unlikely</i>	Total
Comprehensive	81.4	7.1	11.4	100.0
Extensive	60.9	9.4	29.7	100.0
Moderate	67.3	6.9	25.7	100.0
Specialized	60.5	9.3	30.2	100.0
Limited	36.0	0.0	64.0	100.0
All	64.9	7.6	27.5	100.0

The second part of Table 24 describes the likelihood that the congregations will seek private funding within the next year. Almost two-thirds of all congregations said such an increase was likely (64.9 percent), a little more than one-quarter said it was unlikely (27.5 percent), with the balance responding that it was neither likely nor unlikely (7.6 percent). The Comprehensive Activity congregations were the most likely to seek private funding (81.4 percent), while the Limited Activity congregations were the least likely to seek private funds (36.0 percent).

Table 25 lists some major reasons why congregations did not seek private grants. Overall, about one-fifth chose a lack of space for new activities (19.1 percent). Roughly one-sixth mentioned concern about external controls (16.1 percent), a lack of staff and volunteers to apply (16.0 percent), and a lack of staff and volunteers for new activities (15.1 percent). One-tenth said that other organizations do the work (10.2 percent) or that they have theological objections to seeking grants (6.0 percent). More than one-sixth listed other reasons, typically specific to the particular congregation (17.5 percent).

Table 25: Congregational Types and Reasons for Not Seeking Private Grants

	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Lack of space for new activities	19.1	24.2	23.4	15.4	15.3	21.4
Concern about external controls	16.1	14.1	13.4	19.0	19.6	8.7
Lack of staff/volunteers to apply	16.0	17.4	19.7	16.1	14.8	6.3
Lack of staff/volunteers for new activities	15.1	8.1	8.8	17.2	16.7	29.4
Other organizations to do this work	10.2	14.1	10.6	10.7	7.2	7.9
Theological or philosophical objections	6.0	2.7	3.4	7.4	5.7	11.9
Other reasons	17.5	19.5	20.6	14.1	20.6	14.3
Total	100	100	100	100	100	100

The Comprehensive and Extensive Activity congregations were most likely to list a lack of space as a reason for not seeking private funding (24.2 and 23.4 percent, respectively). Concern with external controls was most important for the Moderate and Specialized Activity groups (19.0 and 19.6 percent, respectively), although the latter was the most likely to mention other reasons (20.6 percent). The Limited Activity congregations named a lack of staff and volunteers for new activities (29.4 percent).

The survey respondents were also asked about their experience in applying for and managing private grants. Because the number of congregations with this experience was small, it is not possible to break out these respondents by their congregational types. However, a little more than one-half of the congregations with private grant experience said it was “somewhat difficult” or “very difficult” to apply for private funds. In addition, three in ten congregations said it was “somewhat difficult” or “very difficult” to manage private grants. These figures are markedly lower than for the comparable questions about government grants.

Charitable Choice. Table 26 reports survey responses regarding Charitable Choice. Overall, only one-twentieth of the congregations reported being “very familiar” with Charitable Choice (5.1 percent) and another one-fifth claimed to be “somewhat familiar” (22.9 percent). Meanwhile, more than one-third said they were “not very familiar” (35.7 percent) or “not at all familiar” (36.3 percent). In addition, just 6.5 percent of the congregations reported attending an outreach conference pertaining to Charitable Choice.

Table 26: Congregational Types and Charitable Choice

Type of Congregation	How familiar are you with Charitable Choice?					Has anyone from your congregation attended outreach conferences?		
	Very <i>familiar</i>	<i>Somewhat</i> <i>familiar</i>	<i>Not</i> <i>Very</i> <i>familiar</i>	<i>Not at</i> <i>all</i> <i>familiar</i>	<i>Total</i>	Yes	No	<i>Total</i>
Comprehensive	11.3	27.5	32.4	28.9	100.0	15.7	84.3	100.0
Extensive	3.3	29.6	38.6	28.5	100.0	8.8	91.2	100.0
Moderate	4.8	20.3	37.4	37.4	100.0	3.9	96.1	100.0
Specialized	2.2	23.6	32.3	41.9	100.0	6.0	94.0	100.0
Limited	7.3	15.4	33.5	43.8	100.0	3.1	96.9	100.0
ALL	5.1	22.9	35.7	36.3	100.0	6.5	93.5	100.0

Based on reported government grant activity (see Table 20), it is not surprising that the Comprehensive and Extensive Activity congregations were the most familiar with Charitable Choice, with nearly two-fifths and one-third, respectively, reporting being at least somewhat familiar. These types of congregations were also the most likely to have participated in a Charitable Choice outreach conference (15.7 and 8.8 percent, respectively). In this regard, black Protestant congregations expressed the most knowledge of Charitable Choice, with 42.3 percent reporting at least some familiarity with the program and 24.1 percent having attended an outreach conference. The remaining types of congregations were largely unfamiliar with Charitable Choice.

Table 27 reports the congregations' views on three statements related to Charitable Choice. The first part of Table 27 reports responses to the statement: "Care for the needy should be provided by religious or other private agencies, and government should have little or no role in providing such services." Overall, less than one-third agreed or strongly agreed with this statement (31.6 percent), more one-half disagreed or strongly disagreed (52.8 percent), and about one-sixth neither agreed nor disagreed (15.7 percent).

Table 27: Congregational Types and Views of Social Service Provision

Religious, private agencies care for needy, no government role						
Type of Congregation	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	Total
Comprehensive	9.3	17.6	16.1	24.9	32.1	100.0
Extensive	8.1	22.0	15.5	25.3	29.1	100.0
Moderate	11.3	25.2	15.0	24.4	24.2	100.0
Specialized	5.6	25.5	18.6	26.1	24.2	100.0
Limited	12.7	13.5	13.9	25.9	33.9	100.0
ALL	9.6	22.0	15.7	25.2	27.6	100.0
Religious community should not work directly with government to help the needy						
	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	Total
Comprehensive	14.2	9.6	15.7	27.9	32.5	100.0
Extensive	10.4	15.1	13.6	34.1	26.8	100.0
Moderate	9.6	21.6	16.1	31.9	20.8	100.0
Specialized	13.8	19.1	26.3	25.3	15.5	100.0
Limited	16.9	12.0	15.3	32.1	23.7	100.0
ALL	12.0	17.0	17.1	30.9	23.0	100.0
Meeting the needs of the poor demands collaboration of all sectors						
	<i>Strongly Agree</i>	<i>Somewhat Agree</i>	<i>Neither</i>	<i>Somewhat Disagree</i>	<i>Strongly Disagree</i>	Total
Comprehensive	57.0	26.5	3.0	7.0	6.5	100.0
Extensive	52.8	30.7	4.3	5.0	7.2	100.0
Moderate	45.7	36.3	7.5	6.2	4.4	100.0
Specialized	45.8	32.4	7.7	3.8	10.3	100.0
Limited	46.9	33.5	5.8	2.7	11.2	100.0
ALL	48.9	32.8	6.0	5.1	7.3	100.0

The second part of Table 27 reports responses to the statement: “The religious community, the secular community, and government all have roles in supporting the needy, but the religious community should not work directly with government in providing these services.” Overall, a little more than one-quarter of the congregations agreed or strongly agreed with this statement (29.0 percent), more than one-half agreed or strongly agreed (53.9 percent), and about one-sixth neither agreed nor disagreed (17.1 percent).

The third part of Table 27 reports responses to the statement: “Meeting the needs of the poor demands collaboration between government, the religious community, and the secular

community.” Overall, nearly one-half of the congregations strongly agreed with the statement (48.9 percent) and another one-third agreed (32.8 percent)—for a total of 81.7 percent in agreement. Only one-eighth of all congregations disagreed or strongly disagreed with the statement, and less than one-tenth neither agreed nor disagreed (6.0 percent).

Taken together, these opinions suggest that most congregations share the basic ideas behind Charitable Choice. These views were held with considerable uniformity across the congregational types. On the first two statements there was only modest variation between the Comprehensive and Limited Activity congregations. On the first question, the Moderate and Limited Activity groups expressed the most opposition to government involvement in caring for the needy. There was somewhat greater opposition by all the congregational types to the second statement regarding involvement with the government. In terms of the last statement, the Comprehensive and Extended Activity congregations were the most supportive of a broad partnership to help the needy, with the Specialized and Limited Activity groups expressing the most skepticism. Evangelical Protestants and theological conservatives were modestly less likely to hold these views.

VII. CONGREGATIONAL EXPENDITURES, STAFF, AND ADMINISTRATIVE PRACTICES

As with revenues, the expenditures of congregations varied enormously, with the most active congregational types reporting higher expenditures. Overall, 42.5 percent of all congregations spent less than 10 percent of their budgets on social services, 45.6 spent 10 to 30 percent; 8.0 percent spent 30 to 50 percent, and 4.2 percent spent more than 50 percent. Typically, the largest source of expenditures was on paid staff, with the most active types of congregations having the most paid employees of all sorts. However, such staff was relatively small: overall, the congregations had a mean of 5.8 paid employees of all types. Measures of administrative practices reveal considerable diversity among the congregations in terms of organizational strength and sophistication. More active congregations tended to have the strongest and most sophisticated organizations by these measures.

Expenditures. Table 28 presents data on the expenditures of the congregations in the previous 12 months, starting with the mean total expenditure at the top of the table, and then a description of the major sources of expenditures, organized by modal category.

Overall, the mean revenue for the congregations was about \$325,000 (with a standard deviation of more than \$800,000). The Extensive Activity congregations had the highest mean expenditures, at better than \$452,000 (with a standard deviation of more than \$1.04 million), followed by the Comprehensive Activity congregations, with a mean also of about \$394,000 (and a standard deviation of \$500,000). The expenditures of the remaining congregational types declined in order: Moderate Activity group with a mean of more than \$300,000 (and a standard deviation of \$900,000); Specialized Activity group with a mean of more than \$170,000 (and a standard deviation of \$200,000), and finally, the Limited Activity congregations with a mean of about \$117,000 (and a standard deviation of \$200,000).

Table 28: Congregational Types and Expenditures

		ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Mean Annual Expenditures		\$325,782	\$394,980	\$452,548	\$301,840	\$174,220	\$117,869
<i>Standard deviation</i>		\$847,416	\$522,393	\$1,092,680	\$953,243	\$214,943	\$183,703
Expenditures	Modal Category						
Wages, salaries, fringe benefits	30%-50%	33.9	41.4	34.0	35.4	30.9	19.8
Donation to outside organizations	Less than 10%	58.4	68.9	58.8	57.3	54.2	51.1
Other, miscellaneous	Less than 10%	54.0	54.9	59.5	56.4	48.1	31.9
Professional fees and other payments	Less than 10%	52.8	61.1	59.2	55.6	39.0	31.6
Supplies	Less than 10%	49.7	49.1	46.3	49.7	51.5	59.8
Savings	Less than 10%	48.3	46.2	50.4	52.9	39.5	39.0
Donation to inside organizations	Less than 10%	36.0	39.8	35.4	36.9	34.8	29.5
Capital improvements	Less than 10%	30.5	27.2	35.5	31.0	24.1	28.7
Radio and TV Broadcasts	Less than 10%	14.0	25.1	15.2	11.9	12.1	2.3

The second part of Table 28 lists the principal sources of expenditure. Overall, personnel costs were the largest source of expenditure: 33.9 percent of all congregations spent 30 to 50 percent of their budget on wages, salaries and benefits. All the other kinds of expenditures were much smaller, with the modal category less than 10 percent of all expenditures. Such expenditures included donations to organizations outside the congregation's denomination (58.4 percent); other miscellaneous expenditures (54.0 percent); professional fees and payments (52.8 percent); supplies (49.7 percent); savings (48.3 percent); donations within the denomination (36.0 percent); capital improvements (30.5 percent); and radio/TV broadcasts (14.0 percent).

With a few exceptions, the overall expenditure patterns held for the types of congregations. A higher proportion of the Comprehensive Activity congregations were found in most of the expenditure categories and these proportions tended to drop steadily across the other congregational types to the Limited Activity congregations.

Table 29 reports the proportion of the congregations' budgets that was spent on social services programs in the previous year, regardless of the particular source of the expenditures.

More than two-fifths of all congregations spent less than 10 percent of their budgets on such programs (42.2 percent), and nearly one-half spent between 10 and 30 percent of their budgets in this fashion (45.6 percent). Less than one-tenth of all congregations spent between 30 and 50 percent (8.0 percent), and less than one-twentieth spent more than 50 percent (4.2 percent).

Table 29: Congregational Types and Funds Spent on Social Service

What percentage of annual budget is designated for social service programs:					
Type of Congregation	<i>Less than 10%</i>	<i>10%-30%</i>	<i>30%-50%</i>	<i>More than 50%</i>	Total
Comprehensive	33.5	52.4	6.5	7.6	100.0
Extensive	35.1	48.5	11.9	4.5	100.0
Moderate	46.0	43.1	8.1	2.7	100.0
Specialized	45.8	43.6	4.8	5.7	100.0
Limited	57.6	39.0	2.5	0.8	100.0
ALL	42.2	45.6	8.0	4.2	100.0

The Comprehensive Activity congregations spent a relatively high proportion of their budget on social services (7.6 percent over 50 percent) and the Limited Activity congregations spent the least (0.8 percent over 50 percent). However, there was not a steady decline in such expenditures between the extreme categories. For example, the Specialized Activity congregations had the second highest percentage in the highest expenditure range (5.7 percent), while the Extensive Activity group had the largest proportion in the second highest range (11.9 percent).

Full- and Part-time Staff. The number of paid staff reported by the congregations is listed in Table 30a (full-time) and Table 30b (part-time). In addition, Table 30a begins with the mean number of total employees. Overall, the congregations averaged 5.8 employees (with a standard deviation of 7.8). The Extensive Activity congregations had the higher mean (7.9) and the highest standard deviation (11.4), followed by the Comprehensive Activity congregations. The Moderate Activity group had a mean of 5.0 employees (with a standard deviation of 5.1) and the Specialized Activity group had 4.2 (with a standard deviation of 4.8). The Limited Activity congregations had the fewest employees, with a mean of 3.0 (and a standard deviation of 2.6).

Table 30a: Congregational Types and Full-time Staff

		ALL	Comprehensive	Extensive	Moderate	Specialized	Limited
Mean Number of Employees		5.8	7.4	7.9	5.0	4.2	3.0
<i>Standard deviation</i>		7.8	7.3	11.4	5.1	4.8	2.6
Full-time Clergy	None	10.3	6.1	5.1	9.3	22.4	18.5
	<i>One</i>	65.9	62.8	61.4	70.9	61.4	74.1
	<i>Two +</i>	23.8	31.1	33.5	19.8	16.2	7.4
Full-time Professional Office	None	66.4	55.4	58.8	69.6	75.4	87.7
	<i>One</i>	21.0	19.3	26.1	21.6	15.8	9.9
	<i>Two +</i>	12.6	25.3	15.2	8.8	8.7	2.5
Full-time Program Directors	None	78.9	67.7	74.4	81.8	84.9	91.9
	<i>One</i>	10.5	10.8	11.6	12.2	6.7	5.8
	<i>Two +</i>	10.6	21.5	14.0	6.0	8.4	2.3
Full-time Building Maintenance	None	79.3	69.0	74.2	83.3	82.9	93.2
	<i>One</i>	14.7	18.1	17.7	12.6	14.4	6.8
	<i>Two +</i>	5.9	12.9	8.0	4.0	2.8	0.0
Full-time Other Employees	None	91.9	85.9	91.9	93.3	92.8	94.3
	<i>One</i>	2.9	4.2	3.2	1.3	3.6	4.6
	<i>Two +</i>	5.2	9.9	4.9	5.4	3.6	1.1

The rest of Tables 30a and 30b describe the distribution of various kinds of paid staff. Other than full-time clergy and part-time professional office staff, majorities of all congregations had no paid employees in the various categories of employees. Relatively few congregations hired two or more staff in any of these areas. The Extensive Activity congregations led the Comprehensive Activity group in terms of full-time clergy, but otherwise, the Comprehensive Activity group tended to have the most employees among the congregational types. By and large, the levels of employment declined steadily across the other types of congregations, so that the Limited Activity congregations had the fewest paid employees. The relatively low levels of paid staff highlight the importance of volunteers to all congregational types (see Table 3).

Table 30b: Congregational Types and Part-time Staff

		ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Part-time Clergy	<i>None</i>	67.0	64.7	69.4	65.5	64.9	72.0
	<i>One</i>	24.6	27.5	22.1	25.2	26.1	23.7
	<i>Two +</i>	8.5	7.8	8.5	9.3	9.0	4.3
Part-time Professional Office	<i>None</i>	47.8	46.3	44.4	47.9	55.3	48.4
	<i>One</i>	39.2	35.6	39.1	40.8	36.7	43.2
	<i>Two +</i>	13.0	18.1	16.5	11.3	8.0	8.4
Part-time Program Directors	<i>None</i>	64.3	60.8	55.9	68.9	69.8	72.8
	<i>One</i>	18.6	19.6	21.1	15.7	18.8	19.6
	<i>Two +</i>	17.1	19.6	23.0	15.4	11.5	7.6
Part-time Building Maintenance	<i>None</i>	50.9	45.3	46.8	53.2	56.1	55.9
	<i>One</i>	37.0	41.6	37.9	35.8	32.8	38.7
	<i>Two +</i>	12.2	13.0	15.3	11.0	11.1	5.4
Part-time Other Employees	<i>None</i>	72.7	77.1	72.8	68.9	72.0	83.3
	<i>One</i>	14.0	7.9	9.9	20.3	14.9	11.1
	<i>Two +</i>	13.2	15.0	11.3	10.8	13.1	5.6

Table 31 addresses policies regarding religion and paid staff in the congregations, with the first three columns presenting alternative policies. One-half of all the congregations agreed with the first policy, “religious/faith commitment is a requirement for hiring” (50.9 percent). Another one-quarter chose the second policy, “religious/faith commitment is preferred for hiring” (24.7 percent), and one-tenth chose the final policy, “religious/faith commitment is not relevant to hiring” (10.8 percent).

The Moderate Activity congregations were the most likely to have a religious/faith commitment as a requirement for hiring (55.1 percent) and the Comprehensive Activity group was the least likely to have this policy (43.6 percent), with the other three types of congregations resembling the sample as a whole. The Limited Activity and Specialized Activity congregations were most likely to report religious/faith was not relevant to hiring (16.4 and 14.7 percent, respectively).

Table 31: Congregational Types, Staff, and Religion

Type of Congregation	Which statement best describes employment practices when hiring program staff				Total	Do staff and volunteers share the same religious beliefs as congregation		
	Religious/faith commitment is a requirement for hiring	Religious/faith commitment is preferred for hiring	Religious/faith commitment is not relevant to hiring	Other		Yes	No	Total
Comprehensive	43.6	29.3	10.5	16.6	100.0	73.8	26.2	100
Extensive	49.8	30.7	8.9	10.6	100.0	82.2	17.8	100
Moderate	55.1	20.9	9.7	14.3	100.0	87.4	12.6	100
Specialized	50.0	19.2	14.7	16.1	100.0	78.9	21.1	100
Limited	49.3	23.3	16.4	11.0	100.0	77.0	23.0	100
ALL	50.9	24.7	10.8	13.6	100.0	82.2	17.8	100

These patterns of hiring policy were reflected in the percentage of employees reported to have the same religious beliefs as the congregation (the final columns in Table 31). Overall, better than four-fifths of the congregations said that their employees shared their faith (82.2 percent). The Moderate Activity congregations were the most likely to have this pattern (87.4 percent), while the Comprehensive (73.8 percent), Limited (77.0 percent), and Specialized Activity (78.9 percent) categories deviated the most from the sample as a whole in this regard.

Measuring Program Success. Table 32 describes methods used by the congregations to measure the success of their social service programs. More than three-quarters of all the congregations reported using positive feedback from participants to measure program success (78.0 percent) and almost three-fifths mentioned participants’ satisfaction with the services delivered (58.3 percent). A little more than one-third reported using formal evaluations (35.6 percent), while about three in ten used measures of program efficiency (29.1 percent). Another one-eighth mentioned comparing their programs to others, and less than one-tenth reported using a quality improvement system (6.0 percent) or the receipt of awards for service provision (2.7 percent).

Table 32: Congregational Types and Measures of Program Success

Measure Success By:	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Positive feedback	78.0	82.5	81.6	80.8	68.6	62.0
Participants' satisfaction with services	58.3	61.3	59.0	59.0	56.9	49.5
Formal Evaluations	35.6	44.6	39.6	31.8	35.7	20.7
Measuring our efficiency in resources	29.1	36.9	34.9	28.1	21.3	14.1
Comparing our program to others	12.9	15.4	15.9	11.1	9.2	15.1
A quality improvement system	6.0	16.9	5.4	4.3	5.0	0.0
The awards we have received	2.7	4.6	3.1	1.7	3.2	1.1

The Comprehensive Activity congregations were the most likely to use these measures of program success, but they were frequently matched by the Extensive and Moderate Activity groups, especially among the most common methods. Use of the least common evaluation methods dropped off sharply as the level of congregational activity declined. The Limited Activity group was the least likely to report any of these methods, except for a comparison to other programs.

Administrative Practices. Table 33 looks at a range of administrative practices among congregations related to organizational strength and sophistication. Some of these features were quite common. For example, nearly nine of ten congregations reported having computers available for their key staff and volunteers (87.1 percent), and better than four-fifths had an annual report in the last year (85.2 percent) and written governance policies (80.4 percent). Other common practices ranged between four-fifths and three-fifths of all congregations, including having an email address (78.8 percent), computerized financial records (77.3 percent), internet access for key staff and volunteers (75.4 percent), a website (68.0 percent), written job descriptions (67.9 percent), and computerized records (60.7 percent).

Table 33: Congregational Types and Administrative Practices

% That Have:	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Computers available for staff/volunteers	87.1	88.2	92.8	91.9	75.2	70.3
Annual report within the last year	85.2	89.2	86.7	85.1	80.4	84.4
Written governance policies or by-laws	80.4	89.1	87.1	78.3	72.0	68.8
Email address for your organization	78.8	84.2	82.2	79.6	71.3	70.3
Computerized financial records	77.3	80.2	85.0	77.7	68.4	62.5
Internet access for staff/volunteers	75.4	79.2	82.2	77.9	65.6	55.0
Website for you organization	68.0	72.4	72.7	67.0	65.2	54.7
Written job descriptions	67.9	80.2	74.5	66.4	59.6	48.4
Computerized records	60.7	70.8	71.2	56.6	55.6	36.4
Recently audited financial statement	53.1	65.3	63.3	47.4	44.8	39.1
Secure records storage/retrieval	52.8	73.4	63.7	46.0	40.2	36.7
Written personnel policies	52.0	68.5	64.4	46.8	39.8	29.7
Capital improvement reserves	50.2	51.5	62.5	47.7	42.4	32.0
Maintenance/equipment reserves	47.3	55.0	62.6	51.3	43.2	39.8
Inventory of supplies and equipment	34.1	48.0	43.7	29.4	23.6	19.5
Written conflict of interest policy	25.1	41.6	31.1	20.7	18.8	9.4
Formal volunteer training program	24.2	36.1	34.4	17.1	16.0	16.4
An evaluation of program outcomes	24.0	39.9	33.2	19.1	14.8	6.3
Formal volunteer recruitment program	22.8	35.6	35.1	14.3	14.3	12.5
Formal time and attendance records	22.0	30.2	30.4	17.4	19.6	4.7
Formal policy for overhead charges	19.5	24.8	23.4	19.2	15.1	7.8
A multi-year perspective for the future	13.4	30.7	16.2	8.9	8.8	4.7
Ability to measure the need for services	10.1	23.3	12.1	4.5	8.4	9.4
Mean Number of Practices	11.4	13.6	13.1	10.7	9.7	8.2

Other administrative practices were found in about one-half of all congregations, such as a recently audited financial statement (53.1 percent), secure records storage and retrieval (52.8 percent), written personnel policies (52.0 percent), and capital improvement reserves (50.2 percent). Other practices were even less common, occurring in less than one-half of all congregations: maintenance and equipment reserves (47.3 percent), an inventory of supplies and equipment (34.1 percent), a written conflict of interest policy (25.1 percent), a formal volunteer training program (24.2 percent), evaluation of program outcomes (24.0 percent), a formal volunteer program (22.8 percent), and formal attendance records (22.0 percent).

Finally, some practices were rare, including a formal policy for overhead charges (19.5 percent), a multi-year perspective for the future (13.4 percent), and the ability to measure the need for services (10.1 percent).

Overall, the mean number of administrative practices was 11.4 out of a possible 23. The Comprehensive and Extensive Activity congregations had the highest mean scores, with 13.6 and 13.1, respectively. The Moderate Activity congregations came next, with 10.7, followed by the Specialized and Limited Activity congregations with means of 9.7 and 8.2, respectively.

The pattern of individual practices by congregational type suggests considerable organizational diversity, but a basic pattern is clear: the Comprehensive and Extensive Activity congregations appeared to have the strongest and most sophisticated organizations in terms of these measures, while the Moderate, Specialized, and Limited Activity congregations were less so. A good illustration of this basic pattern is a written set of by-laws, a practice most common in the Comprehensive Activity group, which then declines steadily to the Limited Activity group. But an example of the congregational diversity is the occurrence of maintenance and equipment reserves, which does not vary systematically across the congregational types.

Administrative Challenges. The survey respondents were also asked about administrative challenges facing their congregations. Few respondents reported “major challenges,” noting instead “minor challenges.” As a consequence, the most effective way to display these data is with the percentage of each group that reported a particular issue was “not a challenge,” the results of which are displayed in Table 34.

Table 34: Congregational Types and Administrative Challenges

% "Not a Challenge"	ALL	<i>Comprehensive</i>	<i>Extensive</i>	<i>Moderate</i>	<i>Specialized</i>	<i>Limited</i>
Financial management/accounting	60.7	65.6	61.4	63.0	54.3	52.3
Maintaining good relations with other charities	53.4	55.9	58.8	53.2	42.8	51.4
Communicating with clients	52.2	50.0	49.2	56.1	51.3	50.9
Managing board/staff relations	47.2	54.4	48.3	49.4	36.8	41.3
Managing facilities or space	46.6	47.9	42.7	47.9	47.6	50.9
Managing staff and volunteers	43.0	45.9	42.1	47.3	36.2	35.2
Recruiting/keeping qualified staff	39.1	48.7	38.9	40.5	32.8	30.6
Recruiting/keeping board members	37.8	44.0	44.0	37.7	23.8	33.0
Obtaining funding	35.2	11.8	14.8	18.1	15.6	13.6
Using information technology	32.6	25.6	37.3	38.0	22.7	23.4
Evaluating needs of clients	28.7	38.5	26.1	29.4	24.8	25.9
Delivering high quality services	25.6	27.2	26.9	28.5	17.1	22.0
Evaluating program outcomes	23.4	20.7	25.3	26.3	19.1	17.3
Enhancing visibility/reputation	22.1	31.1	22.4	21.3	17.2	19.1
Recruiting/keeping volunteers	21.8	30.9	20.6	19.3	20.3	24.8
Strategic planning	21.1	28.0	24.3	20.8	11.7	18.3
Attracting new members/clients	15.5	24.4	16.9	14.9	8.5	12.7

Three-fifths of all congregations reported that financial management was “not a challenge” (60.7 percent) and slim majorities felt the same way about maintaining good relations with other organizations (53.4 percent) and communicating with clients (52.2 percent). Managerial issues posed more of a challenge to the congregations: managing board/staff relations (47.2 percent), managing facilities or space (46.6 percent), and managing staff and volunteers (43.0 percent). And still others were even more challenging: recruiting and keeping qualified staff (39.1 percent), recruiting and keeping board members (37.8 percent), obtaining funding (35.2 percent), and using information technology effectively (32.6 percent).

Judging by these data, the largest administrative challenges facing the congregations included evaluating the needs of clients (28.7 percent), delivering high quality services (25.6 percent), evaluating program outcomes (23.4 percent), enhancing the visibility and reputation of the organization (22.1 percent), recruiting and keeping volunteers (21.8 percent), and strategic

planning (21.1 percent). And the single biggest challenge was attracting new clients (15.5 percent).

Here the responses by congregational type follow a predictable pattern: by and large, the Comprehensive Activity congregations tended to see these issues as less of a challenge than the Extensive Activity group, followed by the Moderate and Specialized Activity categories, with the Limited Activity congregations reporting the most challenges.

METHODOLOGICAL APPENDIX

The core of this survey was a random sample of 1,800 congregations taken from the lists of congregations provided by American Church Lists. This “all faiths” sample was aggressively surveyed during the summer and fall of 2007, both to ascertain the nature of the original list, but also to obtain as representative a response as possible. A mixed mode approach was used, involving a mailed questionnaire and multiple contacts by mail, a web version of the questionnaire and contact via email, and an extensive follow up by telephone to encourage participation. Statistical analysis reveals no significant differences in the responses by survey mode.

One result of this effort was a careful cleaning of the original list on congregations, removing bad addresses and entries that were not congregations. These efforts produced an all faiths sample of 440 usable responses, for a response rate of 27.5 percent of the cleaned list of congregations. A careful comparison of these responses to the cleaned list revealed a close match in terms of the characteristics of the lists, a comparison facilitated by the extensive information on the congregations provided by American Church Lists.

Additional samples were surveyed to generate more cases for the major religious groups in the United States. These samples include Roman Catholic, Mainline Protestant, Evangelical Protestant, Black Protestant, and Jewish, plus composite categories of “Liberal Faiths” (including groups such as the Unitarian/Universalists, Christian Scientists, Unity, and Metropolitan Community Church); “Other Christians” (such as Mormons and Orthodox congregations); and “Other Faiths” (non-Christian groups such as Muslims, Buddhists, and Hindus). These surveys were less productive, but generated 1,252 additional usable cases, with more than 100 cases in all the religious categories except the Other Faiths category (with 71 cases).

The all faiths sample and the over-samples were then carefully weighted together based on the results of the all faiths sample and the cleaned list, using religious affiliation, region, size of church, and other information provided by American Church Lists to construct the weight. The margin of error on the all faiths sample is plus or minus 4.7 percentage points, and the margin of error on the weighted data set is plus or minus 2.4 percentage points.

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