



Center for Community and Interfaith Partnerships

This exciting new Center provides a direct HUD link to grassroots groups confronting poverty and housing needs in our communities.

—Secretary Andrew Cuomo

The U.S. Department of Housing and Urban Development long has been involved in efforts relating to community and faith-based groups. In fact, many of HUD's current programs grew out of the vision and activities of such groups.

As we move toward the millennium, HUD is committed to helping empower those who are poor, powerless and, often, homeless. It is from this commitment that HUD's new Center will work with community-based and interfaith partners.

The mission of the Center is to focus, integrate, and intensify HUD's efforts in working with:

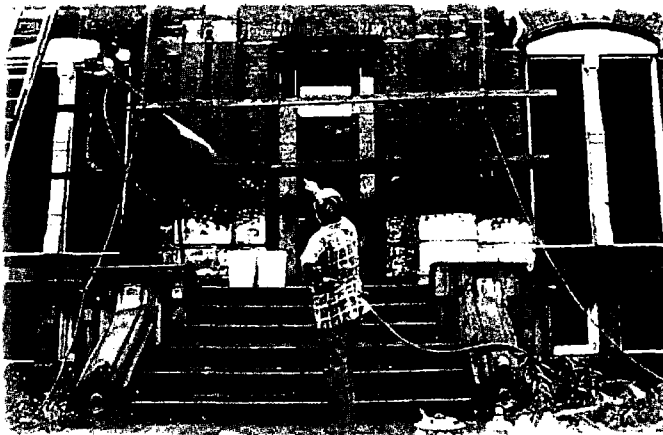
- Community development corporations
- Interfaith organizations

- Community organizing networks
- Other nonprofit groups

By working together, we can maximize the use and impact of our mutual resources in building strong communities for the 21st century.

Under Secretary Cuomo's leadership, the overarching mission of the "new HUD" is to restore the public trust and empower communities—not from the top down, but from the bottom up. Although not a new funding source, the Center, in working with community/faith-based groups, will:

- Broaden and intensify HUD outreach efforts
- Offer greater access to HUD's "table"



- Work to solve problems through new and stronger partnerships
- Maximize the use of available resources
- Serve as a referral source to HUD information, programs, and technical assistance
- Identify and promote "best-practice" models of innovative, effective programs and partnerships with community and faith-based groups



Center for Community and Interfaith Partnerships

Center for Community and Interfaith Partnerships

U.S. Department of Housing and Urban Development

Office of the Secretary

451 Seventh Street, SW, Room 10139

Washington, DC 20410-3800

Director: Fr. Joseph R. Hacala, S.J.

Tel: 1-800-308-0395

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TDD: 1-800-483-2209

or visit our Web site

Fax: 202-619-8257

at www.hud.gov/cdc.html

Service hours from 8:30 a.m. to 5:30 p.m. Eastern time, Monday through Friday.



HUD administers a variety of programs relating to community and economic development. The agency assists communities in providing housing, creating jobs and business opportunities, and helping homeless persons transition to permanent housing.

To obtain further information on how the Center for Community and Interfaith Partnerships can assist your efforts, address correspondence to:

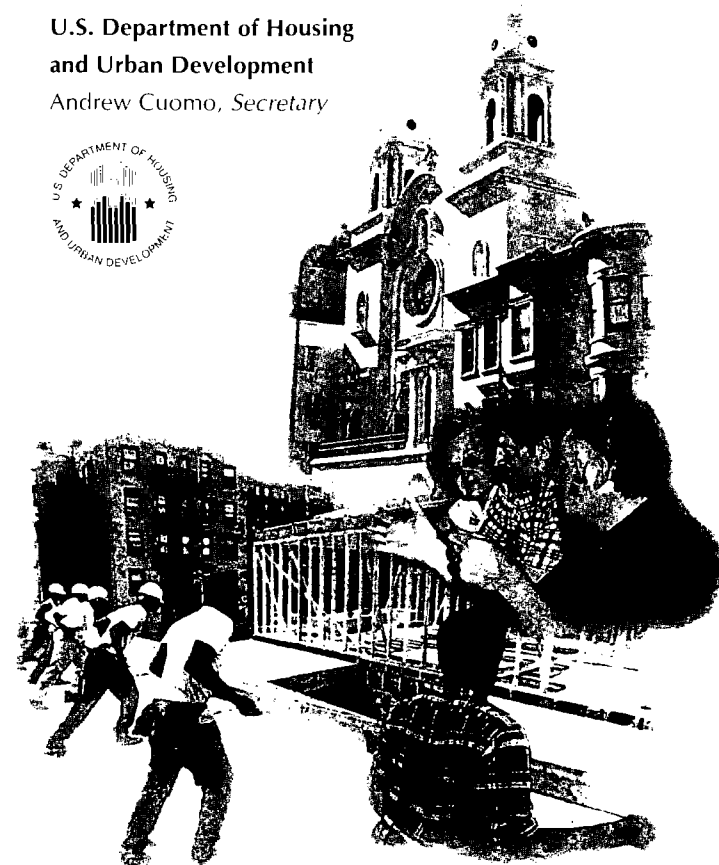
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U.S. Department of Housing
and Urban Development
Andrew Cuomo, Secretary



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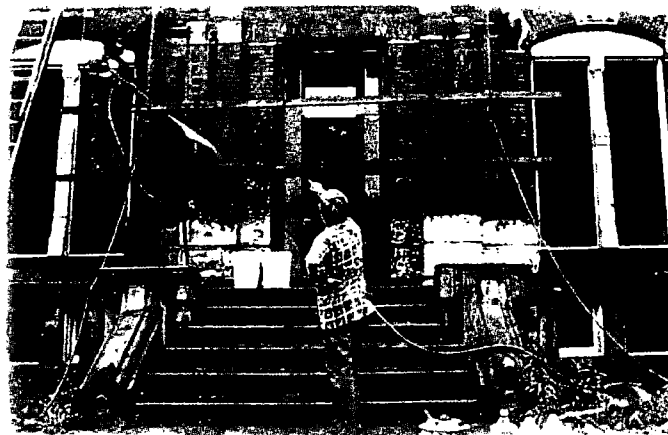
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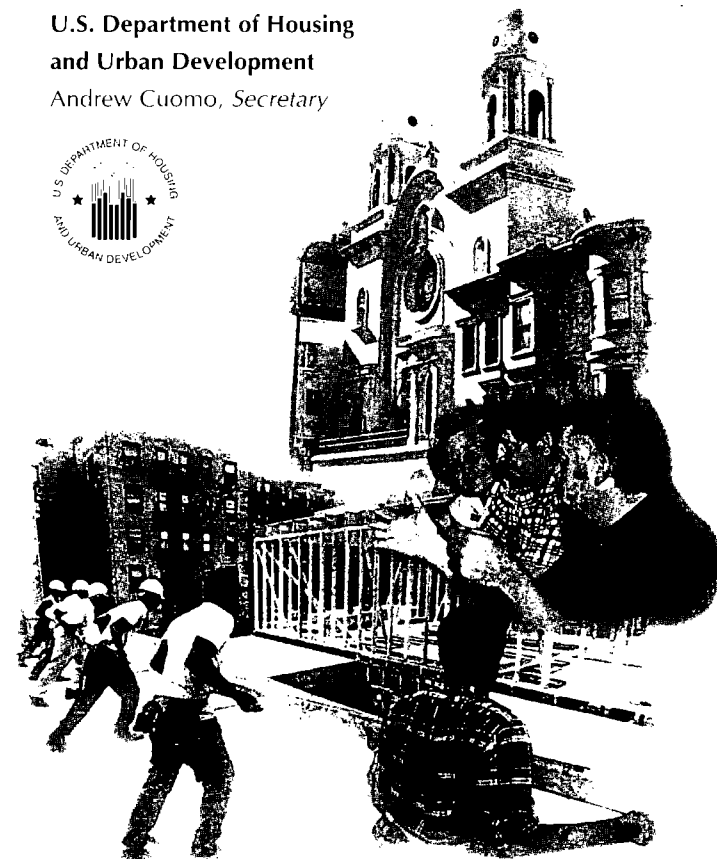
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and Urban Development
Andrew Cuomo, Secretary



*Center for
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and Interfaith
Partnerships*

HUD



"Jennifer M. Quinn" <Jennifer_M._Quinn@HUD.GOV>
06/19/2000 05:37:39 PM

Record Type: Record

To: MaryEllen C. McGuire/WHO/EOP

cc:

Subject: Re: NonProfit Task Force

Here are our nominations

I'm happy to help w/selection

(See attached file: Center.doc)(See attached file: Coc.doc)(See attached file: SUPERNOFA.doc)(See attached file: Ncdi.doc)

MaryEllen_C._McGuire@who.eop.gov on 06/19/2000 05:35:54 AM

To: Hbiden@doc.gov, ANN.m.HARKINS@usdoj.gov, cheryl.montgomery@usdoj.gov, FFLORESCA@DOLETA.gov, Pat.Jackson@ost.dot.gov, Thuy.Cooper@ost.dot.gov, amit.ronen@ost.dot.gov, Leo_Coco@ed.gov, Morgan-Hubbard.Margaret@epamail.epa.gov, Maya.Seiden@hq.doe.gov, stephanie_stern@ed.gov, george.haddow@fema.gov, Twu@os.dhhs.gov, Jennifer M. Quinn/SECY/HHQ/HUD@HUD, MEHUNKER@opm.gov, Bernetta.Hayes@sba.gov, jana.Carter@do.treas.gov, Justin.Paschal@usda.gov, joel.berg@usda.gov, Lamont.Johnson@email.va.gov, mscales@cns.gov, sampsonob@state.gov, suzy_hubbel@ios.doi.gov, MaryEllen_C._McGuire@who.eop.gov, Malcolm_Richardson@who.eop.gov, Ellen_M._Lovell@who.eop.gov, J._Eric_Gould@opd.eop.gov, Eugenia_Chough@opd.eop.gov, Hbiden@doc.gov, ANN.m.HARKINS@usdoj.gov, cheryl.montgomery@usdoj.gov, FFLORESCA@DOLETA.gov, Pat.Jackson@ost.dot.gov, Thuy.Cooper@ost.dot.gov, amit.ronen@ost.dot.gov, Leo_Coco@ed.gov, Morgan-Hubbard.Margaret@epamail.epa.gov, Maya.Seiden@hq.doe.gov, stephanie_stern@ed.gov, george.haddow@fema.gov, Twu@os.dhhs.gov, Jennifer M. Quinn/SECY/HHQ/HUD@HUD, MEHUNKER@opm.gov, Bernetta.Hayes@sba.gov, jana.Carter@do.treas.gov, Justin.Paschal@usda.gov, joel.berg@usda.gov, Lamont.Johnson@email.va.gov, mscales@cns.gov, sampsonob@state.gov, suzy_hubbel@ios.doi.gov, MaryEllen_C._McGuire@who.eop.gov, Malcolm_Richardson@who.eop.gov, Ellen_M._Lovell@who.eop.gov, J._Eric_Gould@opd.eop.gov, Eugenia_Chough@opd.eop.gov

cc:

Subject: NonProfit Task Force

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suzy_hubbel@ios.doi.gov @ inet
MaryEllen C. McGuire/WHO/EOP@EOP
Malcolm Richardson/WHO/EOP@EOP
Ellen M. Lovell/WHO/EOP@EOP
J. Eric Gould/OPD/EOP@EOP
Eugenia Chough/OPD/EOP@EOP



- ModelPrtnrshpCatgs.doc



- Center.doc



- Coc.doc



- SUpErNOFA.doc



- Ncdi.doc

Center for Community and Interfaith Partnerships (Center)

Contact Info:

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451 7th St., SW Room 10286 - Washington, DC 20410
phone 202-708-2404 fax 202-708-1160
e-mail center_for_communities@HUD.gov

V. Sharing information

The Center for Community and Interfaith Partnerships, established by Secretary Andrew Cuomo in 1997, is the first office in a federal agency created to address the specific needs of faith-based organizations (among others), that participate or are interested in federal grant programs. The Center has a mission to focus, integrate and intensify HUD's involvement with community and faith-based organizations, predominantly nonprofits, in an effort to maximize the use and impact of our mutual resources in building strong communities. In essence, the Center is designed to serve as a "seat at HUD's table" for community and faith-based nonprofits. The Center is not currently a funding source and therefore does not provide direct financial assistance to nonprofits. Instead, the Center fulfills its mission by serving as:

1. **An information clearinghouse.** The Center provides information about the whole range of HUD programs available to fund the community building efforts of community and faith-based nonprofits. In addition, the Center publicizes best practices by community and faith-based groups in implementing HUD programs. The Center performs its education and outreach activities primarily through 10 "Commitment to Justice" conferences for community and faith-based groups being held across the country during 1999-2000, speaking engagements at HUD and other conferences, and direct meetings and communications with constituents. The Center's education and outreach activities are particularly targeted at fledgling nonprofits that either have never received grant assistance or are interested in expanding their activities in underserved communities.
2. **A troubleshooter.** The Center assists nonprofits in navigating the HUD system, resolving problems (particularly for nonprofit grantees), and responding to constituent inquiries. In order to make HUD more "customer-friendly" for community and faith-based groups, the Center serves as a central point of contact for responding to constituent inquiries and concerns. Rather than requiring constituents to locate the appropriate program office, department, and employee capable of addressing their needs, the Center performs this function.
3. **A policy advocate.** The Center serves as a policy advocate for community and faith-based groups within the department. It does this in two ways: (1) by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and (2) by ensuring that community and faith-based groups are included in the initiatives, outreach and educational activities conducted by HUD and its specific program areas, such as conferences (like the Appalachian Summit held in the summer of 1999), Community 2020 Forums for forward-looking

discussions of policy issues, and New Markets (e.g., events at the Pine Ridge Indian Reservation in July, 1999).

The Center's holistic approach to educating and serving community and faith-based nonprofits, particularly fledgling groups, has been so successful that the proposed FY 2001 budget includes a "Community and Interfaith Partnerships Initiative," which would provide \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas.

HUD's Continuum of Care

Contact Info: Office of Community Planning & Development
 Deputy Assistant Secretary for Economic Development
 Office of Community Planning & Development
 U.S. Dept of Housing & Urban Development
 451 Seventh St. SW, Rm. 7204 - Washington, DC 20410
 phone (202) 708-1506 fax (202) 401-0805

In the 1980s and 1990s, many government and nonprofit agencies provided emergency shelter and food. However, it soon became apparent that a quick meal and a place to sleep for the night were just "band-aid" solutions. Without attacking the many social problems that contribute to homelessness—such as mental illness, domestic violence, substance abuse—the people who took refuge in emergency shelters would find themselves back on the streets repeatedly. It was clear that a single solution would not resolve the multi-faceted homelessness issue, yet government services lacked the cohesion and coordination necessary to tackle it.

- **An innovative solution**

In 1994, as a solution to breaking the cycle of homelessness, HUD created the Continuum of Care. The Continuum of Care consists of two key elements:

- ⇒ a coordinated community-based process of identifying needs and building a system to address those needs, and
- ⇒ a doubling of the HUD homelessness assistance budget to provide communities with resources to carry out these tasks.

The Continuum of Care is designed to encourage localities to develop a comprehensive, long-term approach to addressing homelessness. The primary goal of the Continuum of Care approach is to assist homeless individuals and families to move to self-sufficiency, to the extent possible, and to permanent housing.

1999 Innovations in American Government Award

To recognize and celebrate this creative solution to the problem of homelessness, the Ford Foundation and Harvard University named Continuum of Care program a 1999 winner of the *Innovations in American Government Award*.

- **Collaboration and local autonomy**

While most sites experienced some degree of initial difficulties in developing collaborative planning efforts, considerable rewards have emerged from the process of working through differences, including:

- ⇒ The Continuum of Care promoted a process of compromise and consensus-building to resolve problems and address differences of opinion and philosophy.
- ⇒ The incentive structures of the application process helped change attitudes and behavior, creating opportunities to move beyond long-standing concerns about preserving "turf."
- ⇒ Local autonomy was encouraged with enough flexibility for communities to identify particular local resources and needs, and to implement policy and program priorities appropriate to the needs of their homeless populations.

- **Leveraging funds**

Leveraging public and private dollars has been essential to creating more coordinated and comprehensive approaches to homelessness across sites, with the following lessons learned about the process:

- ⇒ The Continuum of Care application process created an incentive to think more broadly about how to create new sources of funding for homeless services and housing, and how to access considerable sources of private dollars for new collaborative ventures.
- ⇒ The efforts to match private dollars and federal spending has raised public awareness of the scope of homelessness and the need for diverse and extensive funding to adequately address the problem.
- ⇒ The Continuum of Care approach has created an opportunity to develop mechanisms for a more efficient and coordinated use of the total pool of federal, state, local and private dollars designated for homelessness initiatives.

- **Impact**

The impact has been dramatic. Five years ago, America's national strategy on homelessness was characterized by no unified approach, no national partners, no coordinated planning and little money being leveraged. Today, 78 percent of the U.S. population resides in communities with Continuum strategies, and the program is helping as many as 14 times more people move from the streets and shelters to self-sufficiency with just twice the federal resources.

HUD's SuperNOFA

Contact Info:

Barbara Dorf
Special Actions Office: Office of the Director
U.S. Dept of Housing & Urban Development
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phone (202) 708-2046 x4637 e-mail Barbara_Dorf@HUD.gov

V. Sharing information

HUD's Super Notice of Funding Availability (SuperNOFA) is an unprecedented initiative to streamline the competitive grant process for federal funds. The SuperNOFA is a key element in HUD's Management 2020 Reform Plan to help communities make better and more effective use of HUD's resources.

Prior to 1998 when HUD issued its first SuperNOFA, HUD had conducted as many as 40 separate annual grant competitions—each with its own application deadline, processing requirements and selection criteria. This made it almost impossible for communities to bring together the wide range of HUD resources to intelligently serve their needs. And it meant that grant applicants were burdened with duplicative paperwork requirements and had to respond to different publication schedules that were often in conflict with local needs.

- **Strategies to disseminate information through nonprofit partners**
- **Innovative uses of the internet**

All of that changed with the SuperNOFA. HUD provides program requirements in plain language. HUD has established uniform policies for acceptable applications, criteria for award, curable deficiencies and deadline dates. HUD has eliminated the unnecessary paperwork. And HUD has made it easier for communities to combine their applications into a coordinated strategy that addresses housing, economic development, special housing needs of the disabled, the elderly or homeless children and families in a comprehensive way. Now communities know that HUD issues its SuperNOFA of funding opportunities for the majority of its grant programs each year between January and March. All SuperNOFA materials are available at the HUD web site along with complete instructions and up to date information on the SuperNOFA process.

- **Promotion of formal and informal communication channels**

What the SuperNOFA does is allow communities to view HUD programs as a menu of options that they can use to plan what is best for their community. The design of the SuperNOFA, and the basis by which applications are scored, encourages applicants to work together to coordinate and implement programs in a seamless and comprehensive

program of assistance to those most in need.

As part of the SuperNOFA process, HUD has also expanded how it communicates with potential applicants. Training is provided via satellite simulcast on HUD's Internet homepage, allowing people to tune in the broadcast from anywhere. In addition, the training is archived on the web site and made available 24 hours a day, 7 days a week to anyone interested in HUD's programs. HUD has reached out to all members of the community, including nonprofit organizations and those faith-based community organizations involved in assisting members of their community.

The National Community Development Initiative (NCDI)

Contact Info:

HUD
Rev. Joseph R. Hacala, S.J.
451 7th St., SW
Washington, DC 20410

NCDI
James Pickman, Program Secretary
330 West 108th Street, Suite 1 - New York, NY 10025
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I. Providing better services

The National Community Development Initiative (NCDI) is an innovative unprecedented partnership that provides financial and technical support to nonprofit community development corporations engaged in locally-driven efforts to improve physically and economically distressed inner city neighborhoods. NCDI combines resources from 15 major national corporations and foundations, the United States Department of Housing and Urban Development, and scores of local public and private organizations. Together, these entities give a major boost to community development groups working to build housing, spur economic revitalization and provide employment opportunities and other essential services that will help restore a decent quality of life in these neighborhoods. The national funders have made a ten year commitment investing grant and loan funds from 1991-2001.

- **Technical assistance and training to improve service provision**

NCDI creates a mechanism through which major corporations, foundations and the federal government can invest in the revitalization of urban neighborhoods. NCDI combines the resources of fifteen major national corporations and foundations, and the U.S. Department of Housing and Urban Development. The NCDI funders make grants and low-interest loans to the Local Initiatives Support Corporation (LISC) and The Enterprise Foundation (Enterprise) - the leading national community development support organizations which work with local foundations, banks, corporations and state and local governments to bolster Community Development Corporation (CDC) efforts in 23 cities. The community-based organizations use these resources to build houses, develop health and day care centers and other neighborhood facilities, create jobs and business opportunities, and help residents gain a decisive voice and economic stake in their own communities.

The investments and contributions are managed by LISC and Enterprise in 23

cities. These organizations are leading national nonprofit lending and grantmaking institutions, which offer a range of financial and technical assistance to CDCs and other neighborhood-based organizations. They act as intermediary mechanisms that assemble and invest national resources in local community renewal efforts.

- **Innovative approaches to grantmaking and monitoring**

Using NCDI resources, LISC and Enterprise work with CDCs and other neighborhood-based organizations, local foundations, banks, corporations, and state and local governments to bolster the institutional growth of CDCs, support concerted, coordinated efforts of local partnerships, and attract resources and new funders to the field.

Core funders are providing a total of \$103 million. Funders include: United States Department of Housing & Urban Development, J.P. Morgan & Co. Incorporated, the Prudential Insurance Company of America, Bank of America, Metropolitan Life Insurance Company, Duetsche Bank, the Rockefeller Foundation, the Pew Charitable Trusts, Chase Manhattan Bank, John S. and James L. Knight Foundation, John D. and Catherine T. MacArthur Foundation, W. K. Kellogg Foundation, the Robert Wood Johnson Foundation, Surdna Foundation, the Annie E. Casey Foundation, and the McKnight Foundation. About 57 percent of funding will be in low-interest loans; the balance will be grants. For three rounds, core funders will have provided a total of \$253 million. This core funding is expected to generate more than \$2 billion in total funding for community revitalization when it is coupled with financial resources committed by over 250 local partners, including state and local governments, local foundations, banks and other corporations.

- **Coordinating provision of services at the local level**
- **Replicability and impact**

The cities targeted for this investment and partnership development are: Atlanta, Baltimore, Boston, Chicago, Cleveland, Columbus, Dallas, Denver, Detroit, Greater Miami, Indianapolis, Kansas City, Los Angeles, Newark, New York, Philadelphia, Phoenix, Portland, St. Paul, San Antonio, San Francisco Bay Area, Seattle, and Washington, DC.

To further bolster these local partnership efforts and the field generally, NCDI and The Ford Foundation have joined to support a major Human Capital Development Initiative (HCDI) designed to create a "talent pipeline" that will increase the number and build the leadership skills of people dedicated to working at CDCs. HCDI is managed by the National Congress for Community Economic Development.

NCDI is administered by James Pickman, a Washington, DC-based attorney and consultant, who serves as Program Secretary. He is assisted by Reese Fayde from New York City and Sandra Presswood in Washington, DC. They may be reached by e-mail at ncdi@ncdi.org.

HUD

Survey Questions for Federal Departments and Agencies

Executive Summary

HUD's Relationship With Its Nonprofit Partners

Partnership with nonprofits is a critical element of HUD's mission to provide a decent, safe, and sanitary home and suitable living environment for every American. This mission has been crystallized into six strategic objectives:

- fighting for fair housing;
- increasing affordable housing and home ownership;
- reducing homelessness;
- promoting jobs and economic opportunity;
- empowering people and communities; and
- restoring the public trust.

Under Secretary Cuomo, HUD has dramatically reinvented itself to become more "customer" friendly to all of its partners, particularly nonprofits. As part of the 2020 Management Reforms designed to make HUD a value-added player for the twenty-first century, HUD has changed the way it does business. HUD has moved to bottom-up community-driven partnerships based on results rather than process.

HUD's 2020 Management Reform Plan includes the following goals that particularly impact nonprofits:

- To reorganize and consolidate HUD activities by function rather than program "cylinders."
- To modernize and integrate HUD's financial management and information systems.
- To replace HUD's top-down bureaucracy with a new customer-friendly structure.
- To refocus and retrain HUD's workforce to carry out HUD's revitalized mission.

The responses to the Interagency Task Force on Nonprofits Questionnaire provided below demonstrate that **HUD is attaining the ambitious goals set out in its 2020 Management Reform Plan and that those reforms are providing tremendous benefits for HUD's nonprofit customers.** While the evidence of HUD's comprehensive

reinvention of itself to meet the 2020 Management Reform goals is pervasive in this Questionnaire response, a few highlights deserve special mention.

✓ HUD's Super Notice of Funding Availability (SuperNOFA) is an unprecedented initiative to streamline the competitive grant process for federal funds. Prior to 1998 when HUD issued its first SuperNOFA, HUD had conducted as many as 40 separate annual grant competitions—each with its own application deadlines, processing requirements and selection criteria. The SuperNOFA dramatically changed this process, by largely consolidating the applications for HUD grants, providing requirements in plain language, and reducing the burden of monitoring the announcements of funding availability that was overwhelming for some nonprofits. The SuperNOFA process has made it substantially easier for nonprofits to apply for HUD grants.

- HUD is more accessible to nonprofits than ever before.
 - The Community Builder program provides HUD personnel with localized expertise to provide holistic information about HUD and other resources and to facilitate partnerships between and among nonprofits and other partners at the local level. A recent analysis of the Community Builder program conducted by Ernst & Young LLP, an independent consulting firm, found that the Community Builders have increased HUD's customer service and responsiveness as well as expanded HUD's outreach to new, and in some cases, previously underserved partners.
 - In addition, HUD has opened nine "HUD Storefront" offices across the country, so that nonprofits can literally "knock on HUD's door" and interact with HUD Community Builders and access HUD's information resources like Community 2020 software.

✓ HUD's Community Builders and the Center for Community and Interfaith Partnerships (Center) represent innovative, cross-cylinder approaches to providing services and information related to the whole range of HUD programs to nonprofits. A significant number of Community Builders working as generalists provide this service in the field, while the Center provides "a seat at HUD's table" and a centralized point of contact for nonprofits at headquarters.

- By instituting the Consolidated Planning Process, HUD has established a process through which nonprofits play a key role in identifying local needs and setting priorities, which in turn, provides a framework for funding decisions at the local level. For grantees, including nonprofits, it simplifies the steps needed to receive funds under the four HUD block grant programs: the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), HOME Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). The Consolidated Plan process, developed by Secretary Cuomo when he was Assistant Secretary for CPD, won a prestigious Innovations in American Government

Award, sponsored by Harvard University's John F. Kennedy School of Government and the Ford Foundation, in 1996.

- HUD has made a tremendous amount of user-friendly information about its activities and programs available to the public, including nonprofits.
 - HUD's Homes and Communities Web Site has a vast array of resources for nonprofits, conveniently consolidated in a Nonprofit Center, available right from the front page of the web site (<http://www.hud.gov/nonprofit.html>). HUD's Nonprofit Center was used as the model for other agencies to follow in developing the Nonprofit Gateway. HUD's Homes and Communities Page has been recognized by leading web reviewers including *USA Today*, Dow Jones, Excite, and Yahoo. *Government Executive Magazine* named it one of the "Best Feds on the Web" for two consecutive years. Last fall, HUD's Homes and Communities Web Page was lauded by the Intergovernmental Advisory Board, part of GSA's Office of Intergovernmental Solutions, in its report on "*Integrated Service Delivery: Governments Using Technology to Serve the Citizen - International, Federal, State, and Local Experiences.*" The report called HUD's web site, "wonderful...an excellent example of how to exploit the web to better serve citizens."
 - HUD's Community 2020 software is a multi-faceted planning, mapping, and communications package. Not only can it provide geographic information that allows citizens to see where their tax dollars are being spent locally, it can provide citizens and individuals with HUD program information in a format that facilitates greater citizen participation. Using Community 2020, community-based organizations, state and local governments, housing authorities, and nonprofits can design their own projects with easy-to-use planning and application computer screens. The 2020 software was part of the Consolidated Plan program that won a prestigious Innovations in American Government Awards, sponsored by Harvard University's John F. Kennedy School of Government and the Ford Foundation, in 1996.
- Finally, as part of the overhaul of HUD's financial systems, HUD is in the process of implementing the Departmental Grants Management System (DGMS), which will be rolled out in July, 2000 and should be completed by the end of 2001. The DGMS system will capture the grants processing activity in a consolidated system and provide one source for all grant information in support of discretionary, formula, and other grant programs of the Department. Currently, HUD has 104 grant programs, each with its own operating procedures. This environment created duplications of effort, both in the development of support systems, and in the submission of application forms and information required of grantees. As part of the DGMS development process, HUD streamlined its grant processing and standard administrative rules for its grant programs.

Even with these and other successes described below, HUD continues to explore new and better ways to work with its nonprofit partners.

Structure of HUD's Questionnaire Response

HUD solicited responses to this questionnaire from all of the offices believed to have working relationships with nonprofits, including all of the major program areas at HUD:

- Office of Community Planning and Development
- Office of Fair Housing and Equal Opportunity
- Office of Housing/Federal Housing Administration
- Office of Policy Development and Research
- Office of Public and Indian Housing.

In addition, HUD sought input from the Office of Lead Hazard Control, which oversees HUD's lead-based paint initiatives, and the Office of Field Policy and Management. The Office of Field Policy and Management in turn solicited input from all of the 81 HUD field offices that it oversees. Though valuable, the input from the field offices was voluminous and at times, repetitive. *As a result, a sample of the responses submitted by the field offices is included to provide a flavor of HUD's activities at the local level.*

Other HUD offices were consulted for specific questions that fell within their areas of expertise, such as the Office of the Deputy Secretary, which oversees HUD's web team, and the Office of the Chief Procurement Officer.

For the most part, the responses from each HUD office are conveyed in the same order for each item on the questionnaire, unless there is an office with overarching responsibility that impacts HUD's overall response to the question, in which case, that office's response is presented first. If an office did not respond to a particular question, it is omitted.

Introduction

A. Define your relationship to nonprofits - in what ways does your agency interact with nonprofit organizations?

Office of the Secretary



Center for Community and Interfaith Partnerships (Center)

The Center for Community and Interfaith Partnerships has a mission to focus, integrate and intensify HUD's involvement with community and faith-based organizations, predominantly nonprofits, in an effort to maximize the use and impact of our mutual

resources in building strong communities. In essence, the Center is designed to serve as a “seat at HUD’s table” for community and faith-based nonprofits. The Center is not currently a funding source and therefore does not provide direct financial assistance to nonprofits. Instead, the Center fulfills its mission by serving as:

1. **An information clearinghouse.** The Center provides information about the whole range of HUD programs available to fund the community building efforts of community and faith-based nonprofits. In addition, the Center publicizes best practices by community and faith-based groups in implementing HUD programs. The Center performs its education and outreach activities primarily through 10 “Commitment to Justice” conferences for community and faith-based groups being held across the country during 1999-2000, speaking engagements at HUD and other conferences, and direct meetings and communications with constituents. The Center’s education and outreach activities are particularly targeted at fledgling nonprofits that either have never received grant assistance or are interested in expanding their activities in under-served communities.
2. **A troubleshooter.** The Center assists nonprofits in navigating the HUD system, resolving problems (particularly for nonprofit grantees), and responding to constituent inquiries. In order to make HUD more “customer-friendly” for community and faith-based groups, the Center serves as a central point of contact for responding to constituent inquiries and concerns. Rather than requiring constituents to locate the appropriate program office, department, and employee capable of addressing their needs, the Center performs this function.
3. **A policy advocate.** The Center serves as a policy advocate for community and faith-based groups within the department. It does this in two ways: (1) by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and (2) by ensuring that community and faith-based groups are included in the initiatives, outreach and educational activities conducted by HUD and its specific program areas, such as conferences (like the Appalachian Summit held in the summer of 1999), Community 2020 Forums for forward-looking discussions of policy issues, and New Markets (e.g., events at the Pine Ridge Indian Reservation in July, 1999).

The Center’s holistic approach to educating and serving community and faith-based nonprofits, particularly fledgling groups, has been so successful that the proposed FY 2001 budget includes a “Community and Interfaith Partnerships Initiative,” which would provide \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas.

Office of Intergovernmental Relations (OIR)

HUD's Office of Intergovernmental Relations works closely with many national nonprofits. OIR's mission is to establish and maintain a two-way communications network between HUD's Secretary and nonprofits working on HUD-related issues.

This communication network or interaction functions in many ways in order to educate and inform the interest groups that represent HUD's constituents. The Office of Intergovernmental Relations regularly organizes Interest Group meetings to provide information on key HUD initiatives and programs. Interest Group meetings are led by the Secretary, the Deputy Secretary, or other HUD Principles. In addition to providing information, interest group meetings provide HUD's industry partners direct access to HUD.

Many of HUD's national industry groups have a designated OIR staff person assigned to their organization in order to provide direct and personal interaction. The role of the staff person is to build a working relationship with the group and make sure that it is linked to HUD by serving as their liaison.

In addition, the Office of Intergovernmental Relations interacts with nonprofits by providing information via fax, email, newsletters, and OIR's web site. OIR's web site provides information on HUD programs, OIR contacts, and links to many of the interest groups OIR works with.

Office of Community Planning and Development (CPD)

Partnerships with nonprofit organizations provide one of the fundamental means for achieving the goals of the Office of Community Planning and Development (CPD). CPD works with nonprofit organizations in a wide variety of ways, including the following:

- The Office of Special Needs Assistance Programs (SNAPS) implements all of the Stewart B. McKinney homeless assistance programs administered by HUD. In that role, CPD has extensive relationships with hundreds of nonprofit organizations who are sponsors of the majority of the nearly 5,000 approved McKinney Act projects currently active in the United States.
- The Housing Opportunities for Persons with AIDS (HOPWA) Program provides a cadre of housing and supportive services to persons and their families who are living with HIV/AIDS. Nonprofit organizations are the networking elements that assist CPD in carrying out its mission to provide a decent, safe, and sanitary home environment for persons with HIV/AIDS.
- The Community Development Block Grant (CDBG) funds Cities and Counties (directly or through states) which in turn carry out activities. Local governments

often choose to fund nonprofits to carry out activities to benefit low and moderate income persons.

- The Empowerment Zones & Enterprise Communities (EZ/EC's) work directly with nonprofits to implement their projects and activities as they pertain to their specific Strategic Plan. Additionally, some EZ/EC's are structured as nonprofit organizations.
- The Rural Housing and Economic Development Program (RHED) funds technical assistance to be performed by eligible grantees for three purposes: (1) to create or enhance capacity of new or existing nonprofit organizations; (2) to encourage the development of innovative projects and activities by nonprofits; (3) to provide seed support to nonprofits in sparsely populated rural areas where there is little activity or capacity to generate such.

Nonprofits comprise the bulk of the organizations CPD uses to provide technical assistance to grantees in the program areas. Nonprofits with HUD program knowledge and skills provide their expertise to HUD grantees either as trainers or as one-on-one consultants assisting grantees with specific problems or issues.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO works with nonprofits on many different levels.

For example:

- (1) Through the Fair Housing Initiatives Program (FHIP) competitive grant making process, FHEO awards grants to a broad cross section of organizations including nonprofit fair housing and civil rights organizations.
- (2) FHEO provides grants to public organizations (i.e., public housing agencies) to perform specific services. The public housing agencies sub-grant to nonprofits to conduct mobility counseling services to help Section 8 families make informed choices about where they want to live.
- (3) FHEO maintains ongoing working relationships with community/advocacy groups such as Legal Services and other legal advocacy organizations, local chapters of the American Civil Liberties Union, disability rights advocacy organizations, NAACP chapters, and groups whose advocacy activities focus on specific issues, such as the Center for Budget Priorities.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing works with nonprofits in several different ways. First, Housing/FHA engages housing-related national nonprofits through regular meetings and

by establishing working groups to solicit input from them in the development of policies and programs.

Second, in order to increase homeownership opportunities and affordable housing in America's communities, the HUD provides nonprofit agencies with the ability to participate in certain Office of Housing/Federal Housing Administration activities. These activities are:

The HUD Homes Program. The Office of Housing/FHA obtains properties through foreclosure actions on FHA-insured mortgages. These properties, frequently referred to as "HUD homes," can be purchased at a discount by approved nonprofits prior to public offering. Nonprofit organizations must obtain their own financing for the acquisition of these properties.

Nonprofit Agencies as Mortgagors. The Office of Housing/FHA allows nonprofit organizations to obtain FHA financing at the same attractive terms as owner/occupants. These owner/occupant terms include a low down payment requirement. This low down payment requirement can assist a nonprofit in leveraging the organization's funds to achieve maximum results. Nonprofits may use FHA mortgage insurance to acquire properties under Section 203(b), 203(I), 203(k), and 234 of the National Housing Act.

Secondary Financing. The Office of Housing/FHA approves nonprofits' requests to provide secondary financing. A nonprofit agency may provide secondary financing in the form of second mortgages, forgivable second mortgages or "soft" second mortgages. In order for a nonprofit to provide secondary financing for the borrower's entire cash investment, the nonprofit agency must be considered an instrumentality of the government.

Grant Programs. In addition, nonprofits are eligible for funding provided by several grant programs administered by the Office of Housing/FHA. Nonprofits are eligible for grants to provide subsidized housing to the poor elderly (Section 202 Supportive Housing for the Elderly) and people with disabilities (Section 811 Supportive Housing for Persons with Disabilities). The Office of Housing/FHA also provides grants to nonprofits to provide housing counseling services to first time homebuyers, as well as grants for Multifamily Housing Service Coordinators, which coordinate services for the frail elderly and disabled.

Office of Policy Development and Research (PD&R)

PD&R works with nonprofit national organizations on a variety of research and demonstration activities. For example, HUD partners with non-profits on welfare-to-work and workforce development initiatives, such as the Welfare-to-Work Partnership,

Goodwill Industries International, the National Center on Addictions and Substance Abuse.

PD&R includes HUD's Office of University Partnerships (OUP), which supports, through grant programs, publications, conferences and other means, the creation and operation of local collaborations for community development involving institutions of higher education. Some of these institutions are themselves nonprofits, like private universities, others are affiliated with state or local governments. In addition to the universities themselves, many types of nonprofit organizations are key participants in these local partnerships. Thus, even though the nonprofits are not always the direct grantees of OUP, they are central to OUP's work.

Within PD&R, the Office of Policy Development, Office of Research, Evaluation and Monitoring, executes grants or contracts with nonprofits, usually national interest or professional organizations, for the conduct of research, demonstrations, evaluations, or monitoring. Depending upon the contractual relationship, the work may be performed on a cost share basis or with 100 percent government funding. PD&R does not fund technical assistance delivery.

Examples of grants to nonprofits include:

- The Housing Assistance Council- HAC is the single national repository of policy research, and technical assistance to rural non-profits for the development of affordable housing.
- The American Planning Association -- preparation of model state statutes for planning and the management of urban development.
- The National Alliance to End Homelessness -- study of the causes and recovery of homeless persons from the client's point of view.
- The Urban Institute -- analysis and preparation of findings from the National Survey of Homeless Assistance Providers and Clients.
- Public Private Ventures -- management of the Bridges to Work Demonstration to link central city, work ready, but underemployed persons with suburban jobs, including assistance and oversight to five demonstration sites and an impacts evaluation.
- In the building Technology and standards area, PD&R contracts with the National Institute of Building Standards (NIB) and the NAHB Research Center for much of PD&R's technology research.

Depending upon the project, products may include research findings, program evaluations, recommendations for program policies, new "how to" guidance materials.

Office of Public and Indian Housing (PIH)

Most PIH relationships are with public housing authorities (PHAs), typically nonprofit, government-affiliated entities that receive funds to develop, operate and maintain housing for low income families in accordance with the U.S. Housing Act of 1937. PIH also has relationships with numerous other nonprofit organizations that are recipients of HUD/PIH grant funds either as direct recipients themselves, for example in the Resident Opportunity and Self-Sufficiency (ROSS) Program (formerly the EDSS and TOP) and the Section 8 Mainstream Program, or as service providers working with PHAs on a sub-contractual basis, for example in the Public Housing Drug Elimination Program (PHDEP).

ROSS funding links public and Indian housing residents with supportive services, resident empowerment activities, and assistance in becoming economically self-sufficient. Funds are made available to several categories of applicants, including: PHAs; nonprofit entities supported by residents; Indian Tribes and Tribally Designated Housing Entities; site-based resident associations; resident management corporations; resident councils or organizations; and nonprofit entities operating as associations or networks that administer programs benefiting public, assisted and tribal housing resident organizations.

Section 8 Mainstream vouchers are provided along with supportive services to enable very low-income households consisting of adults with disabilities to rent affordable private housing of their choice in a non-segregated environment. The Mainstream Program also assists persons with disabilities who often face difficulties in locating suitable accessible housing on the private market.

In implementing provisions of the Public Housing Reform Act, PIH has invited several nonprofits to participate in the three negotiated rule-making committees convened to address new requirements for the public housing operating fund allocation system, the Capital Fund, and the renewal of contracts under the Section 8 Tenant Based Program.

Office of Lead Hazard Control (LHC)

LHC awards grants to nonprofits directly through programs such as the Lead Hazard Awareness Grant Program and the Healthy Homes Initiative Grant Program. It also works with nonprofits indirectly by providing funding to states and cities through the Lead Hazard Control Grant Program, which in turn, subcontract to nonprofit organizations.

Office of Field Policy and Management (FPM)

The Office of Field Policy and Management (FPM) oversees the Community Builders that work from the 81 HUD field offices. The Community Builder Program was conceived in the HUD 2020 Management Reform Plan as part of HUD's goal to "[r]efocus and retrain HUD's workforce to carry out our revitalized mission." The Community Builder Program was implemented in the Spring-Fall of 1998. The Community Builders are comprised of both career HUD employees and "Community Builder Fellows" hired for limited terms and work primarily for other civil service managers throughout HUD's 81 field offices.

Designed to function as an "urban peace corps," the Community Builders serve as HUD's "front door" or "face" to the community, serving as the access point to HUD programs and services. Community Builders are facilitators in cross-program planning and dispute resolution in local communities. They provide information about HUD programs, and educate customers, many of which are nonprofits, about how to leverage HUD resources and how HUD programs work in conjunction with other federal, state, and local programs. Because nonprofits are one of HUD's primary customer constituencies, nonprofits are a primary focus of Community Builders' efforts. Community Builders' responsibilities include:

- coordinating and facilitating meetings between HUD program specialists, resource partners, and customers;
- helping customers resolve disputes and disseminate program information; and
- providing alternative solutions to community groups.

Since the Community Builders work with nonprofits at the local level to address local community and economic development needs, it is difficult to make generalizations about the kinds of relationships they have with nonprofits. A broad list of examples taken from case studies gives a better sense of the Community Builders' activities. These examples include:

- Helping local communities in Nevada assess their economic development needs;
- Forming a partnership between a Community Development Corporation, HUD and a local high school to assist with a crime mapping initiative;
- Facilitating the participation of a local chapter of the United Way in the Department of Justice's weed and seed program;
- Bringing together a group of tenants and their landlord to help resolve maintenance and safety issues;

- Leading a collaborative effort that included the Federal Emergency Management Agency to respond to freezing weather that destroyed crops that were an important part of the local economy;
- Helping a non-profit organization in Galveston, TX find funding for a training program for young inner city entrepreneurs;
- Providing technical assistance to a local non-profit housing development organization to help it become a designated Community Housing Development Organization;
- Organizing first-time home buyer training for local lenders who were interested in targeting the community's under served minority first-time home buyer population;
- Presenting information on HUD's housing programs, including eligibility requirements and rent calculations to an AIDS Task Force to help them educate their clients; and
- Working with the Philadelphia Housing Authority to inform public and assisted housing residents about new "Welfare-to-work" reform rules and regulations.

An independent study conducted by Ernst & Young LLP in the Fall of 1999 made the following key findings relevant to HUD's nonprofit customers:

- Community Builders are providing increased customer service and responsiveness to community needs and requests.
- Community Builders are expanding outreach to new and in some cases previously under served partners.
- Community Builders are facilitating working partnerships furthering the Department's mission.
- Community Builders are utilizing valuable private sector experience and skills to benefit the public sector.
- Community Builders are furthering the Department's strategic objectives.

Technical Assistance/Training

A. What types of technical assistance/training do you provide nonprofit organizations (e.g., management support)?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center provides technical assistance/training as part of its education and outreach activities.

Most importantly, in 1999-2000, the Center is sponsoring 10 conferences, one in each region of the country, for community and faith-based nonprofits. The conferences, entitled "Commitment to Justice," are targeted to the needs of community and faith-based organizations, which Secretary Cuomo has recognized are "the voice of conscience in the struggle for economic rights." The conferences highlight resources and successful approaches to developing employment and affordable housing opportunities, and explore ways in which grassroots groups can contribute to greater social, economic, and racial justice in economically distressed areas.

The "Commitment to Justice" conferences provide a variety of technical assistance. Most specifically, the conferences typically include a workshop on how to access technical assistance at the local level, featuring panelists affiliated with local TA providers. Other workshops highlight the resources provided by national intermediaries that also provide technical assistance. In addition, the conferences typically include a plenary session on "Separation of Church and State in HUD programs," conducted by HUD attorneys. This information is critical for faith-based groups interested in participating in HUD programs for two reasons: (1) to let them know that faith-based nonprofits can partner with HUD; and (2) what the legal requirements are for using federal funding - i.e., prohibition against religious proselytizing. Other workshops focus on HUD's SuperNOFA and strategies for writing successful grant applications, and effective participation in the Consolidated Planning Process, the vehicle used by local jurisdictions to distribute Community Development Block Grants. Finally, the conferences make HUD personnel from each of HUD's program areas who participate as panelists available for direct interaction with community and faith-based nonprofits.

In addition, the Center generates written materials designed to provide technical assistance to nonprofits, such as information on how to form a 501(c) (3), guidance on separation of church and state requirements, and information on alternative funding and other educational resources. This information is disseminated at conferences, on the Center's web site, and directly to constituents in response to inquiries.

Finally, Center staff frequently participate in direct meetings with fledgling nonprofits to provide advice about organizational structure and funding options, potential partnership opportunities, and information about HUD and other funding resources.

Special Actions Office

As part of the SuperNOFA rollout each winter/spring, training is provided via satellite simulcast on HUD's Internet homepage, allowing people to tune in the broadcast from anywhere. In addition, the training is archived on the web site and made available 24 hours a day, 7 days a week to anyone interested in HUD's programs.

Office of the Deputy Secretary (DS)

HUD has just begun an exciting new technical assistance initiative to help nonprofits and other HUD grantees (and potential grantees) learn how to use the web to do their work. The idea for HUD's "Web Clinics for HUD Partners" grew out of conversations between HUD's Web Team and several of the participants at HUD's 1999 Best Practices Conference in Kansas City. A number of the participants said they didn't have a web site because they didn't know how to begin or that they have a web site, but don't know how to use it to accomplish their missions. With 5 years of managing HUD's award-winning Homes and Communities Web Page under its belt, HUD's Web Team felt it could share some lessons learned.

Nonprofits and other HUD partner groups are being invited to attend free, one-day Web Clinics that focus on developing the content of web sites - not on technical skills. Web Clinics address 5 management issues at the foundation of every web site:

- Why do you need a web site?
- How can you use your web site to do work?
- How can you create a web site on a limited budget?
- How are other organizations, like yours, using the web?
- How can you market your product?

Eight Web Clinics have been scheduled, as a pilot. To date, two Clinics have been held, in San Francisco and Phoenix. Some 25 nonprofit organizations attended, and the response was heartening:

- "You pulled the curtain away from Oz and made the web and web site design much easier."
- "This information is so powerful!"
- "Please, please, please - these beginning web site lessons are going to be a huge hit; start planning now for the follow-up intermediate and advanced courses."

By helping nonprofits and other partner groups create well-conceived, well-constructed web sites, HUD hopes to foster a whole network of web-based resources for America's communities.

Office of Community Planning and Development (CPD)

The Community Development Technical Assistance programs administered by CPD are designed to improve the effectiveness of HUD grants which support the goals of good homes and supportive living environments for people of all income groups in viable and sustainable American communities. These technical assistance programs related to Community Development Block Grants (CDBG), HOME, Supportive Housing (SHP), and Community Housing Development Organizations (CHDO) help HUD program

participants design and implement programs by providing specialized technical expertise and training.

CPD's Community Development Technical Assistance Programs have a unique purpose. Unlike other HUD-sponsored technical assistance programs, which provide assistance to specific grantees to perform specific tasks such as community development or senior citizen's housing, CPD's Community Development Technical Assistance is specifically designed to help HUD grant recipients/grantees, many of which are nonprofits, implement those grants better and more effectively. CPD's Community Development Technical Assistance provides grantees with a way to obtain training, expertise, advice and skills which may not be available their communities. CPD identifies these unmet technical assistance needs by consulting with grantees, through monitoring grantee performance, and with the assistance of the local HUD field offices. Each HUD field office analyzes the needs of grantees in its jurisdiction and develops a business plan to meet those needs. Over the years, CPD has secured the services of consultants and others who have the proven expertise needed to assist community development program grantees. CPD directly contracts, enters cooperative agreements, provides grants, or purchases the needed services.

The Housing and Community Development Act of 1974, which created the Community Development Block Grant Program, authorized the use of a small percentage of program funds for technical assistance. The Home Investment Partnership Act, which created the HOME program, also permitted a small percentage of program funds to be used to build the capacity of HOME recipients and develop Community Housing Development Organizations (CHDO) in communities. Likewise, the Stewart B. McKinney Homeless Assistance Act authorized technical assistance for the homeless and supportive housing programs.

Beginning in 1992, again in 1994, and through the 1998 SuperNOFA, HUD has permitted technical assistance providers to compete in each field office jurisdiction for funding by demonstrating their knowledge of the local technical assistance needs and the expertise they possess to address those needs. The SuperNOFA covered four types of technical assistance for which funds were being made available. Each has a slightly different focus.

1. The **CDBG technical assistance** is designed to increase the effectiveness with which states and units of general local government plan, develop, and administer their CDBG programs through the Consolidated Plan, the process of consultation with local nonprofits and service providers to reach a consensus concerning local needs and funding priorities. Furthermore, CDBG technical assistance can also be provided directly to nonprofits and other subrecipients of CDBG funds so that they can more effectively run their programs and participate in the Consolidated Planning process.

2. **HOME technical assistance for participating jurisdictions.** This form of technical assistance helps HOME participating jurisdictions (PJs) design and implement their local programs. Technical assistance can help these jurisdictions implement statutory priorities to improve their ability to design and implement housing strategies and incorporate energy efficiency into affordable housing, facilitate the exchange of information, help establish efficient employer assistance housing programs and land bank programs, and encourage private lenders and for profit developers to participate in public private partnerships to produce affordable housing.
3. **HOME technical assistance for CHDOs.** The HOME program authorizing legislation requires that at least 15 percent of a PJ's funds is reserved for housing to be owned, developed, or sponsored by experienced community-driven nonprofit groups designated as Community Housing Development Organizations (CHDOs). In order to develop CHDOs, CHDO technical assistance provides educational and organizational support to build local nonprofits' capacity to function as a CHDOs. CHDO TA providers can "pass through" TA funds to support a nonprofit's organizational costs. The purpose of CHDO TA is to promote CHDOs' ability to maintain, rehabilitate and construct housing for low income and moderate income families; to facilitate the education of low income homeowners and tenants; and to help women who reside in low and moderate income neighborhoods to rehabilitate and construct housing in those neighborhoods.
4. **Technical assistance for the Supportive Housing Program** provides program recipients, which include nonprofits, with the help and know how needed to develop supportive housing projects. In addition, the TA promotes the development of supportive housing as part of the Continuum of Care approach, including innovative approaches to assist homeless persons in transition from homelessness and the provision of supportive housing to homeless persons enabling them to live as independently as possible.

In addition to the technical assistance described above, the Department's FY 1999 Appropriations Act authorized the use of up to one percent of HOPWA Program funds for technical assistance activities. CPD issued as part of the 1999 SuperNOFA up to \$2.25 million in technical assistance funds for the HOPWA Program to address these national goals: (1) Comprehensive Strategies for HIV/AIDS Housing;(2) Sound Management of HOPWA Programs; (3) Use of HUD information Management Tools; and (4) National HOPWA Information.

Finally, the Rural Housing and Economic Development (RHED) Program funds technical assistance to be performed by eligible grantees for three purposes: 1) to create or enhance capacity of new or existing nonprofit organizations; 2) to encourage the development of innovative projects and activities by nonprofits; 3) to provide seed and support to nonprofits in sparsely populated rural areas where there is little activity or capacity to generate such.

Office of Fair Housing and Equal Opportunity (FHEO)

TA is provided:

- ✓ 1) To the FHIP Agencies through the SuperNOFA, classroom training, and monitoring grant activities. The NOFA explains FHEO policies and procedures. The classroom training covers general Title VIII enforcement issues (e.g., conducting fair housing investigations, testing, conciliation, report writing, theories of discrimination and standards of proof), and the general principles of grants management. FHEO government technical representatives (GTR) and government technical monitors (GTM) conduct on-going monitoring of all grants and provide TA as needed or when requested.
- (2) For Regional Opportunities Counseling (ROC) nonprofit grantees, through written guidance, performance measures, and classroom training. PIH has contracted with consultants, such as the Urban Institute (which is a nonprofit) and Abt Associates to provide training and TA to ROC nonprofits. FHEO staff is also available to provide TA as needed.

In addition, FHEO provides informal technical assistance to nonprofit disability advocacy organizations, and other non-profit organizations, answering questions about the fair housing and disability rights laws, directing persons to publications, how to file a complaint, and other related issues.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing provides technical assistance to nonprofits to educate them about the application process for the Notice of Funding Availability (SuperNOFA). HUD staff provide information on regulatory and administrative requirements, as well as issue policy documents to applicants. Field staff, when able, conduct training sessions for prospective applicants. Field staff also meet with Section 202/811 recipients during development and operation of new assisted housing. Under Section 202/811, field staff provide workshops to potential applicants to explain the application requirements for that fiscal year.

Office of Policy Development and Research (PD&R)

Through publications and conferences, PD&R's Office of University Partnerships (OUP) provides information and guidance to nonprofit organizations, such as community development corporations and human service providers, on how to work effectively with colleges and universities.

Otherwise, PD&R does not fund the delivery of technical assistance for ongoing programs. That is usually an operating program function. However, in demonstration programs, technical assistance is often provided to non-profits. For example, in the PATH program, the Administration's initiative to advance housing technology, there are a series of demonstrations in Detroit, New Jersey, Colonias areas and Texas, Harlem and other locations where non-profits are demonstrating the latest innovations. In these cases PD&R is providing engineering and architectural technical assistance.

Office of Public and Indian Housing (PIH)

PIH staff provide technical assistance and training on an ongoing basis to PHAs related to various aspects of PHA policy, management, and assessment. In addition, PIH provides technical assistance to public housing industry nonprofit organizations at their regional and national conferences and meetings. These industry groups include: the National Association of Housing and Rehabilitation Officials (NAHRO), the Conference of Large Public Housing Agencies (CLAPHA), the National Association of Housing Information Managers (NAHIM), the Public Housing Authorities Directors Association (PHADA), etc. The technical assistance and/or training is provided in various PIH programmatic areas; including: Public Housing Reform Act requirements, Public Housing Drug Elimination Program (PHDEP), Section 8 policy, Public Housing Admittance and Occupancy Policy, resident services and involvement, economic self-sufficiency, HOPE VI policy and management. Likewise, PIH staff provide technical assistance at regional meetings of the various State Tenant Unions (Massachusetts, Rhode Island for example), and at meetings of the National Association for Resident Management Corporations and other similar groups.

The Office of Lead Hazard Control (LHC)

LHC Government Technical Representatives (GTRs) monitor the progress of nonprofit awardees of HUD contracts and assistance agreements through the review, analysis, and the evaluation of periodic progress and financial reports.

Office of Field Policy and Management (FPM)

MID-ATLANTIC REGION:

The Pittsburgh office reports that it has provided TA for several purposes, including, using Community Development Technical Assistance grants to hire housing development consultants to provide targeted real estate development assistance. The Pittsburgh office has used these grants to help provide organizational development and well as community organizing expertise. For example, using a team of HUD Community Builder and Community Planning and Development Staff, HUD provided TA resources to assist a YWCA in creating a business and operating plan for a regional CHDO to produce

affordable family housing near employment opportunities. The success of this partnership grew out of HUD's engaging The Community Builders, Inc., which in turn used HUD TA dollars to contract a team of technical experts to provide the full array of services necessary to develop a viable start-up and operating strategy.

PACIFIC/HAWAII REGION:

The California State office provides training on grant applications, assistance on funding availability, and mentoring through the HUD process. Technical assistance is provided by HUD staff. In some cases, contractors play a role in arranging special conferences and workshops. Recently, the HUD Web Team provided a one-day workshop for HUD partners, including nonprofit agencies, on establishing a web page for client assistance and public information. This was viewed as a strong success, providing practical skill-sets and resources that allowed nonprofits to immediately move toward implementation of the goals they established for themselves in the workshop. The primary characteristics that made this successful were: tailoring the training to the audience, and providing practical skill-enabling knowledge and sufficient support for immediate implementation steps. As for suggestions for additional TA, it would be useful to provide regular training for nonprofits' Boards of Directors, including information on HUD requirements.

ROCKY MOUNTAINS REGION:

The Wyoming State Office, because of the rural nature of the state and large distances between stakeholders, uses innovative technology such as video conferencing to ensure interested parties from all parts of the state have the opportunity to provide input. Using this technique, providers throughout the state are now working to improve and increase the benefits of homeless programs.

The Utah State Office reports the following training efforts:

- **Grantsmanship Development**
Over 50 participants have attended grant writing workshops, many of whom represented nonprofit agencies.
- **Grant Assessment**
Applications for competitive HUD funding, once awarded, are obtained by the field office. The rating and ranking scores are analyzed for trends in the strengths and weaknesses found in the applications. Feedback is offered to applicants so that they can improve their program planning and application packages.
- **Homeless Services**
A one day training on Continuum of Care Plan development was provided to over 28 participants representing a broad array of nonprofits.
- **Section 8 - Fair Housing**

Community Builders partnered with the Salt Lake City Police Department to enhance their existing Landlord/Tenant training workshops. Training now includes presentations by HUD Community Builder staff promoting the benefits of Section 8 tenancy as well as information on Fair Housing regulatory requirements.

- **First Time Homebuyer Training**

Community Builders have offered a series of first time homebuyer training for local nonprofits that work with clients in self sufficiency programs. Over 100 participants, including people who are working to achieve self sufficiency, have participated. Participating agencies include, but are not limited to: Community Action agencies, NHS organizations, Housing Counseling agencies, faith-based organizations, CHDOs, CDCs and local nonprofit housing development organizations.

B. Who provides the assistance? Provide some examples of technical assistance providers who your agency views as models for successful TA design and delivery. What are some of the characteristics that make these providers successful? What are the limits of these providers?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

Because the Center is not a funding source, it provides technical assistance directly through its staff or as a facilitator, bringing other partners from within HUD and the private sector “to the table” as resources for community and faith-based nonprofits. The Center acts as a facilitator by including public and privately funded TA providers as conference participants and by referring Center constituents to those resources.

The Center works closely with a number of foundations and other nonprofits that administer TA, particularly those that focus on the growing constituency of faith-based nonprofits engaged in community development activities. The Center’s many partners that provide technical assistance include: the National Congress for Community Economic Development, the Enterprise Foundation, and the Local Initiatives Support Corporation.

Office of Community Planning and Development (CPD)

In general, CPD provides most of its technical assistance through contractual relationships with various Technical Assistance providers and local field offices. Most of the work in the recent past has been with a contractor, Aspen Systems, Inc. of Rockville, Maryland. CPD has also used ICF Kaiser as a contractor and the College of Experts.

During the course of the first round of EZ/EC competition, Price Waterhouse played a large role as a contractor to provide various types of technical assistance to the EZ/EC's and HUD.

CPD's most successful TA providers are those with experienced personnel, many of whom have years of experience in the particular program areas in which they are providing technical assistance. Good curriculum designers and trainers are also important in a technical assistance effort, as are well-managed, responsive contractors who are connected with HUD's mission.

CPD is especially pleased with its use of technical assistance in implementing the HOPWA program. For example, for the past six years, AIDS Housing of Washington (AHW) has provided project specific technical assistance to HIV/AIDS housing providers in dozens of communities in more than forty states. AHW offers viable models from around the country as examples for HIV/AIDS housing providers in urban to rural settings, minority based, mentally ill, homeless, and families with children.

In addition, Computer Sciences Corporation (CSC), a contractor, works with Headquarters HOPWA staff to provide technical assistance to helping grant recipients make use of HUD Information Management Tools. CSC assists nonprofit organizations and State/local governments in using HUD information technology resources to meet HOPWA performance reporting requirements. The CSC activities include: program information collection, training on computer systems, management tools and compilation of performance data.

AHW and CSC are successful TA providers because their staff is familiar with the HOPWA Program operations and their contacts on a national level create the resources to produce quality products for conducting training and seminars. The providers are not limited in their performance because specific work activities have been agreed upon and accepted by them under a fixed price contract. These National TA providers have brought great ideas and a wealth of expertise to the HOPWA Program.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO Office of Programs and Field Office staff provide much of the TA to the FHIP and ROC grantees. In addition, FHEO has contracted with outside consultants, when appropriate to train grantees on specific topics such as Title VIII enforcement (e.g., with the John Marshall Law School), grants management principles (USDA Graduate School) and other financial issues such as establishing indirect cost rates (US Department of Labor). These consultants are selected because of their demonstrated record of subject matter expertise. Their limitations: They may not be fully versed in FHEO policies and programs.

Office of Housing/Federal Housing Administration (FHA)

Office of Housing/FHA staff provide technical assistance through FHA Home Ownership Centers (HOCs) and Multifamily Hubs and Programs Centers, as well as from headquarters.

Office of Policy Development and Research (PD&R)

PD&R's Office of University Partnerships (OUP) provides technical support materials through the University Partnerships Clearinghouse. A recent example is the OUP publication, Building Effective University-Community Development Corporation Partnerships. Six thousand of these books have been distributed, free of charge, to nonprofits and institutions of higher education. Another recent example is the Mid-Atlantic Regional Conference on campus-community partnership at Howard University in Washington, D.C., on January 28, 2000, which was attended by many leaders of nonprofit organizations. OUP's web site (www.oup.org) and extensive mailing lists are the principal forms of outreach, complemented by presentations at conferences of many organizations serving the nonprofit sector.

Office of Public and Indian Housing (PIH)

The technical assistance/training is provided both by PIH managers and staff as well as by contractors funded with PIH technical assistance grant funds. Key PIH for-profit TA providers include: EDTEC, Aspen Systems, Inc., KPMG, Johnson Basin and Shaw, etc.

An example of technical assistance that can serve as a model is the Twenty/20 Education Communities (TEC) Program which was recognized as a FY 1999 PIH best practice. TEC is operated by EDTEC, Inc., a PIH for-profit technical assistance provider. The program provides residents of public housing with the necessary tools to increase their skills and job marketability. The TEC model integrates technology, education, community resources, and other private and public services. There is no HUD funding provided to establish the TEC centers; therefore, a crucial component of the program is the effective use of partnerships in the establishment of community-wide collaborations to match community resources with resident needs.

The Office of Lead Hazard Control (LHC)

Either a GTR or Government Technical Monitor (GTM) provides the technical assistance. Familiarity with procurement procedures and knowledge of the subject matter or service that the nonprofit grantee or contractor is providing makes GTRs and GTMs effective TA providers. In some cases, GTRs and GTMs may have a limited knowledge of certain characteristics of nonprofit organizations (e.g. organizational structure, management, financial capacity) that separate them from their for-profit counterparts. This may lead to barriers to the provision of effective technical assistance.

Office of Field Policy and Management (FPM)

NORTHEAST REGION:

The Corporation for Supportive Housing has provided an outstanding series of workshops on developing housing for the providers of services to homeless people under a national contract. Acting directly for the Hartford office, the Corporation for Supportive Housing provides TA to homeless providers on an as-needed basis, to help them over the hump on a variety of issues. Some TA takes only an hour or two. The ability and willingness to be flexible and to coach clients when they need help, or when the field recognizes there is a need, is a very useful characteristic. The Hartford office has contractors in HOME, CDBG and Shelter Housing that are willing to operate this way. Other providers present training in large group settings only, with off-the-shelf training. This has the advantage of experience in techniques of training, of knowing the subject matter thoroughly, and of pulling people together who might not otherwise meet. The disadvantage is that these contractors are somewhat inflexible and unresponsive to the specific requests by the field office. They are also expensive.

NORTHWEST REGION:

Successful technical assistance providers in Alaska include the Alaska Housing Finance Corporation, Janet Mitson and Associates, Kim Stalder and Crossroads Leadership Institute. In Washington, Oregon and Idaho, these include Aids Housing of Washington, Common Ground, Low Income Housing Institute, Local Initiatives Support Corporation, Rural Communities Assistance Corporation and Northwest Regional Facilitators.

The Neighborhood Reinvestment Corporation has held well-received quarterly training institutes. Common Ground has been especially successful, as evidenced by their construction and project management of new farm worker housing in Mattawa, Washington. Characteristics of successful TA providers include: thorough understanding of local laws, policies and conditions; ample staff and resources to perform their work; strong general organizational capacity; and prior experience, both in the field and in training.

SOUTHEAST REGION:

In the Southeast Region, examples of TA successes include the assistance being provided to the City of Memphis as it restructures its management of Community Housing Development Organizations (CHDO). CPD, in its monitoring of the City, found that the City had failed to manage its CHDOs to insure compliance to HOME regulations. ICF went onsite, examined the City's CHDO procedures, and provided training and TA on how to effectively and efficiently manage CHDOs. The City has developed written procedures, goals/workplan and staff has been trained. In addition, a major

reorganization is underway at the City to effectively manage all Consolidated Planning programs.

Another example is the assistance and pass through funding provided to CHDOs, as they began providing affordable housing opportunities. Within the last six months, Douglas Cherokee, Inc. has awarded a total of \$52,441 in pass-through funding to four CHDO's: 1) New Chicago Community Development Corporation, \$20,000; 2) Jonah Affordable Housing Organization, \$7,441; 3) Wilson County Civic League, \$5,000; and 4) Eastern Eight Community Development Corporation, \$20,000. All are key organizations for providing affordable housing.

Another timely example would be the assistance being provided to the City of Chattanooga. It has a completely new staff preparing its FY2000 Consolidated Plan. TA was provided by Douglas Cherokee to the new staff persons on the entire process and it appears that the Plan will be submitted on time.

Another example would be the TA provided by ICF to the New Chicago area in Memphis. Due to the TA provided to the residents, the local community organization and the other agencies working in the area, New Chicago is now accomplishing many of the objectives of the EC area. Murfreesboro was interested in economic development, particularly microenterprises. Onsite training was provided to the City staff as it considers planning microenterprise activities to foster self sufficiency.

SOUTHWEST REGION:

Exemplary Models for the delivery of TA services include: Texas Homeless Network, Fort Worth SER, National Development Council, Consumer Credit Counseling Services, Enterprise Foundation, and the Neighborhood Reinvestment Corporation. Characteristics that make TA providers successful include: commitment to service, high level of expertise, accessibility/availability, and low cost of services. Limitations that impact providers include: funding restrictions, excessive demand, extensive coverage area, and limitations on the ability to provide in-depth services.

Examples of TA assistance excellence include: the Cooperative Extension Service of Prairie View A&M University, the Affordable Housing Management Association of East Texas (AHMA) and Southeast Texas Housing Finance Association (SETH). Each of these providers is accessible with newsletters, 800 numbers and/or web pages, each has customer service as one of its main priorities and each provides expertise in training, communication and follow-up. Each is limited primarily by funding availability and time constraints.

C. What types of technical assistance or training are not currently being provided but should be?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center has played a critical role in HUD's overall effort to engage new partners in the nonprofit community, particularly fledgling groups. This Center worked with the Office of Community Planning and Development, which set aside 40 percent of future technical assistance grants to be reserved for new organizations, thereby expanding the opportunities for community and faith-based nonprofits. In 1998, 22 of 88 organizations receiving Technical Assistance funds were new recipients. Most were nonprofits and some 12 had faith-based connection.

The Center will be able to increase its technical assistance efforts substantially if the \$20 million "Community and Interfaith Partnerships Initiative" in the proposed FY 2001 budget is ultimately enacted by Congress.

Office of Community Planning and Development (CPD)

Nonprofits could benefit from the following types of technical assistance: Accessing Capital, Capacity Building, Market Feasibility, Grant Writing, Leadership Training, and Board Training.

Technical assistance could be increased by continued cooperation with the Headquarters HOPWA staff with the Department of Health and Human Services, the Veterans Administration, the Centers for Disease Control, medical providers and other HUD program offices.

Office of Fair Housing and Equal Opportunity (FHEO)

For FHIP nonprofits, there is a need to provide TA to help the nonprofits understand the FHIP competitive process. Nonprofits occasionally misunderstand how HUD awards FHIP grants, even though guidance is provided in the NOFA. We need to conduct more TA to interested applicants to increase the number of competitive applications.

Many consumers with disabilities are in need of training about their fair housing rights. Some training is provided through FHEO's FHIP program, by FHIP grantees, as well as by FHEO in both HQ and the field. Rural areas are in considerable need of technical assistance and training in this area.

For ROC subgrantees, TA is needed on how to work with housing agencies in the metropolitan statistical area so that housing opportunities are provided throughout the region. In addition, ROC subgrantees need assistance on how to work with communities to reduce community tension when ethnic and/or racial minorities move into non-traditional neighborhoods (i.e., non-minority impacted neighborhoods).

FHEO could help the nonprofits to be even more effective if we are able to communicate with them through web sites (i.e., Chat Rooms, web-based training, etc.).

Office of Housing/Federal Housing Administration (FHA)

Typically, Congress only authorizes TA funding for the first year that a program is initiated. For example, no TA funding has been provided for the 202 Supportive Housing for the Elderly Grant program since it was initiated in 1991. Since then, HUD has sought funding to provide training to Section 202/811 nonprofit providers to help them improve and strengthen their funding requests; however, no funding has been provided for this purpose. The Office of Housing/FHA believes that additional technical assistance funding for this purpose would greatly assist HUD in engaging more nonprofits to help meet the growing affordable housing needs of elderly and disabled Americans.

Office of Lead Hazard Control (LHC)

Currently, prospective grantees are notified of the availability of HUD funding through the Federal Register, satellite broadcasts, and other information dissemination methods. To the extent that nonprofit organizations do not routinely receive information about HUD grants through these methods, efforts should be made to ensure that they are among the recipients of this information.

Office of Field Policy and Management (FPM)

MID-ATLANTIC REGION:

Practical experience has highlighted the need for customized capacity building that can help organizations define organizational objectives and then form sound operating plans that can balance mission with the market and capital realities of their operating environment. To provide this type of assistance, HUD and other agencies will need to increase the amount of programmable capital for TA, available through pools like the highly successful CDBG/HOME/CHDO/SDHP TA Program. In many instances, this resource provides the lead necessary to attract other private investors to commit TA money to emerging non-profits. The Gap Analysis which will be completed by the TA Working Group Research project, will help us to better understand how organizations are currently forming and funding their TA teams, what is already being provided, by whom, and how extensively and successfully it is being used.

The Community Builders program has resulted in substantially more direct technical assistance being provided to nonprofits.

Other possible areas for expanded technical assistance include:

- Organizational Capacity - locally, some nonprofits that have developed rapidly have limited ability to assess their internal organizational capacity.
- Funding - many local nonprofits also have limited understanding as to how to access non-federal funding or to manage the marriage of federal and non-federal dollars for project development.
- Nonprofit Board of Directors - Board expansion, development and control is weak in some smaller nonprofits.
- Technical Capacity and Technological Limitations - many smaller nonprofits also face technical capacity and access limitations. Staff cannot afford either the time or the cost to become better skilled to perform more efficiently.

NORTHEAST REGION:

Training for nonprofits on how to use Community 2020 is currently provided on an annual basis. This software provides substantial assistance to nonprofits in preparing their needs assessments, project development, long and short range planning and community organizing. As a result, more frequent training sessions on use of the software would be useful.

NORTHWEST REGION:

Capacity building for nonprofits is a critical need, especially for small, marginally funded organizations that are highly effective because of their close community associations. Support to self-selected community groups that convene to solve local problems on their own is an overlooked area of potential assistance.

Depth of technical assistance is another issue; that is, how long and meaningful is the relationship between TA provider and recipient? A mentorship often provides longer term, more empowering support than a short term infusion of assistance.

Technical assistance is not provided consistently across the whole geographic region. Some areas receive much and others none. This is, again, an issue of capacity; some areas do not have TA providers in place to provide local services.

SOUTHWEST REGION:

To be most effective, training and TA activities must be tailored to the specific needs of individual organizations and entities. Within the Fort Worth jurisdiction, some of the most critical needs include training for PHA Board members, financial management of small organizations, neighborhood organization, resource development, and agency operation and management. Technical training needs have also been identified in loss mitigation procedures and operations.

D. If applicable, list other ways your agency improves the efficacy of the nonprofit organizations it works with?

Office of the Secretary

Center for Community and Interfaith Partnerships

The Center provides faith-based nonprofits with a centralized point of contact to HUD that was not previously available to community and faith-based nonprofits. The Center has a unique mission which allows it to listen, educate, coordinate and assist in creating partnerships between community and faith-based organizations and government agencies. The Center has made HUD more accessible to nonprofits and increased their impact on HUD policy, initiatives, and budget proposals.

Office of Community Planning and Development (CPD)

Many of CPD's TA efforts are directed to nonprofit organizations with the purpose of improving their skills and management so that they can more effectively provide community development services or engage in economic development activities. For example, technical assistance to CHDOs helps them to develop and manage housing for low income households in their communities.

Headquarters and Field staff work continuously with the designated HUD Public Trust Officers throughout the country so that issues and concerns that arise on the local level can be quickly resolved. Open forum meetings are also held in mutual localities for urban and rural grantees.

HUD's Empowerment Zone & Enterprise Communities Initiative is currently working to improve its existing Web Site and create one for the Community Empowerment Board (CEB) to provide more current and updated information to the recipients of both round I & II EZ/EC competitions. Also, another way the EZ/EC office works to improve the efficacy of its relationships with nonprofits and EZ/EC's is in providing weekly Flash Faxes to inform them of applicable program resources and funding opportunities of which they may want to take.

Office of Fair Housing and Equal Opportunity (FHEO)

GTRs and GTMs in the Field Offices have regular contact with the FHIP agencies. The responsibility for monitoring the FHIP Agencies has devolved to the Field, so that the GTRs and GTMs in the Field Offices are able to respond to grantee questions quickly. Once the Agency is using the planned Departmental Grants Management System (DGMS), the efficacy will be even greatly improved: DGMS will standardize all grant-making and monitoring so FHIP grants can be tracked in relation to other HUD grants. In addition, since all filing will be electronic (from grant applications, monitoring to grant close outs), the entire process will be more efficient.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA initiates meetings and conferences designed to provide technical assistance. In addition, Housing/FHA provides speakers and staff at events sponsored by its partners. Staff have recently participated in the American Association of Service Coordinators conference, GSE Affordable Housing Forum, and the Eyes and Ears meeting with the National Alliance of HUD Tenants, to name just a few.

Office of Lead Hazard Control (LHC)

LHC issues a newsletter and sponsors a toll-free hotline through which nonprofit organizations can gain access to more information about lead poisoning and other children's health issues.

Relationship With Nonprofits

A. What types of services do nonprofits that you partner with provide (health, human services)?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center's constituency consists of community and faith-based nonprofits which include HUD's key partners in community development. They express value systems that provide a framework for action; they make helping people the highest priority. They provide the motivation to launch new projects and because of their values and commitment, they can help motivate partners during the ups and downs of making a project successful. They have history, experience, and expertise. They provide a structure to become the home for many projects. They know their local communities, and particularly know the poor in those communities. They have access to volunteers who provide needed resources. Clearly, faith-based nonprofits bring a credibility to the community development process.

Several types of nonprofits make up the community-based side of the Center's constituency; these nonprofits are engaged in a wide range of community development activities.

- **Community development corporations (CDCs).** Community Development Corporations are self-help organizations, governed by residents, business people, and other leaders of the communities they serve. CDCs engage in many activities including: construction of affordable housing, job training and linkage, child care,

youth counseling and programming, cultural arts projects, and community advocacy and organizing.

- **Not-for-profit organizations.** An amazing array of nonprofits are involved in housing and community development. They include organizations devoted to children, health, community safety, education, the environment, welfare reform, or a host of other causes. Ethnic groups like the National Council of La Raza, trade associations, and civic associations have all been successful partners in community development.
- **Community organizing networks.** Community organizations ask their members to identify priority issues and seek creative solutions, often by working with local institutions. Community organizations have been behind many significant changes, including passage of the Community Reinvestment Act which has led banks to provide billions of dollars in new mortgages in inner cities. Three major community organizing networks use local religious congregations as a base: the Industrial Areas Foundation (IAF), the Pacific Institute for Community Organization (PICO), and the Gamiliel foundation. In addition, ACORN (Association of Communities Organized for Reform Now) organizes individuals around a variety of neighborhood issues.

With respect to faith-based groups, the Center's constituency includes faith-based CDCs (The National Congress for Community Economic Development (NCCED) reports that 15 percent of community development corporations are faith-based); nonprofits affiliated with individual congregations; interfaith coalitions and faith-motivated service initiatives like Habitat for Humanity; and the charitable/social service arms affiliated with major denominations like Catholic Charities, Lutheran Social Services, and the Religious Action Center of Reform Judaism.

Thousands of faith-based organizations are involved in many aspects of community building; 89 percent of faith-based organizations are involved in some sort of social service or housing work. A Gallup survey conducted for Independent Sector in 1994 found that two in five congregations were involved in help for the homeless, while one in five were involved in affordable housing or senior housing. According to the National Catholic Housing Survey, Catholic organizations had produced more than 51,000 affordable housing units by 1997, housing more than 70,000 residents. In 1997, Lutheran Services of America served over 45,000 elderly in nursing facilities and nearly 19,000 elderly in independent living facilities. The Presbyterian Committee on the Self Development of People provided over \$2 million to grassroots community development organizations in 1997. During its 27 year history, the Catholic Campaign for Human Development has funded more than 3,000 self-help projects developed by grass roots organizations. Evangelical Christians, working through World Vision, supported 176 community development projects across the country in 1997.

Office of Intergovernmental Relations (OIR)

The majority of the nonprofits OIR works with provide services to their constituents related to housing, community planning and development, and fair housing.

Office of Community Planning and Development (CPD)

CPD's nonprofit partners provide a myriad of services related to housing, community development and social service needs. A small sketch of those services includes: housing, education, case management, medical or psychological counseling, child care, drug and alcohol rehabilitation, transportation, job training, workforce development, homeless services, homebuyer assistance (loans, grants), homebuyer/credit counseling, housing rehabilitation assistance, rental assistance, housing counseling, workforce preparedness and training, micro and small business development, retail and industrial development, neighborhood revitalization, housing development, and economic development capital funding.

Office of Fair Housing and Equal Opportunity (FHEO)

Services provided by FHEO nonprofits include:

- (1) FHIP Agencies provide education and outreach on fair housing issues and assist in enforcing the Fair Housing Act by taking complaints of allegations of housing discrimination, conducting testing to determine if complaints can be substantiated, evaluating testing results, providing other investigative support, and mediating or otherwise voluntarily resolving allegations of fair housing discrimination.
- (2) ROC Agencies provide counseling to help Section 8 voucher recipients recognize their complete housing choices and to build and maintain the confidence and skills necessary to exercise those choices. The agencies also outreach to landlords in low-poverty and non-minority concentrated areas to expand the housing choices available to low-income families.
- (3) Advocacy groups outreach and educate families to help them find solutions to their housing problems. Many also advise HUD of regulatory issues which should be addressed. The nonprofit advocacy groups FHEO frequently works with include disability advocacy organizations, model building code organizations, centers for independent living, fair housing organizations, trade organizations, research centers, and others.

Office of Housing/Federal Housing Administration (FHA)

The local nonprofits that work with the Office of Housing/FHA provide housing and economic development for distressed communities. The national nonprofits typically include advocacy organizations that work with FHA on behalf of their membership across the country.

Office of Policy Development and Research (PD&R)

PD&R's direct partners provide job readiness, training, placement, retention, building technology, rural housing and human services.

Indirectly, PD&R's Office of University Partnerships' (OUP) university grantees partner with nonprofits that are developers of housing and neighborhood commercial properties in low- and moderate-income areas. These nonprofits are providers of educational, health care, and recreational services to children and youth, welfare clients, the unemployed, the elderly, the homeless, and other vulnerable populations.

Other, direct nonprofit grantees or contractors provide research, evaluation, monitoring and demonstration management functions to improve the understanding of individual and community needs; the effective enforcement of key laws such as fair housing; the provision of housing, social service; and other key urban development and redevelopment functions.

Office of Public and Indian Housing (PIH)

The nonprofit organizations that partner with PIH provide a range of services, including: resident counseling and training, referral for and the delivery of social services, housing development, drug counseling, crime prevention strategies, etc.

Furthermore, in developing the Mental Health Action Plan required by the Section 517 of the Public Housing Reform Act, PIH has established an Interagency Working Group with the U.S. Departments of Health and Human Services and Labor. The Working Group will convene a session to solicit the input of a variety of nonprofit organizations working at both the federal and local levels to deliver services to the mentally ill, as well as nonprofit housing providers, as part of the process of developing the Action Plan.

Office of Lead Hazard Control (LHC)

Nonprofits working with LHC provide community education, lead hazard control services and other health and safety-related activities to reduce childhood lead poisoning and other housing-related disease and injury.

B. Are there any model relationships that are particularly effective in achieving the critical goals of your department/agency?

Office of Administration

The Office of Administration is responsible for HUD's Best Practices Program, an institutionalized effort to identify and publicize best practices in the use of HUD resources, from all of the HUD program areas, so that information about model partnerships, including those with nonprofits, is available to everyone. By lifting up model partnerships, the Best Practices Program effectively leverages HUD's resources, providing partners and potential partners with the knowledge needed to elevate service delivery and ultimately improve the quality of life for all beneficiaries of HUD programs.

The Best Practices Program highlights model relationships with HUD partners, which include nonprofits, in several ways:

- Bestowing Best Practices Awards;
- Organizing Best Practices Conferences that enable other grantees and potential grantees to learn from HUD's model partners;
- Maintaining a Best Practices Database on HUD's web site;
- Publishing *Best Practices 2000*, a monthly newsletter containing, among other things, feature stories on the 1999 best practices winners and successful strategies that they implemented; and
- Working with the Secretary's Representatives to develop geographically-tailored newsletters.

In addition, the Office of Administration has developed an innovative and ambitious program for soliciting feedback about HUD programs from nonprofits and other partners identified as best practices. The Office of Administration has already brought together some of the 1999 Best Practice Winners, many of which were nonprofits, as well as public interest groups (frequently also nonprofits), to obtain their suggestions for improving the FY 2000 Best Practices program.

More importantly, the Best Practices Program is in the process of convening a series of program-specific, weekly focus groups. Each week, Best Practices Program staff sit down with best practice nominees and winners and critique HUD program models that identify and set standards of quality for HUD's partners to replicate, and thus improve, the quality of their services to the communities they serve. These focus groups also identify opportunities for technical assistance workshops at the upcoming best practices conference. Thus far, three focus groups (Economic Development and Self Sufficiency; Continuum of Care; Multifamily Housing Programs) have been held. The models generated during those focus groups will be published in future newsletters.

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center has developed strong working relationships with the national intermediaries (Enterprise, LISC, NCCED, etc.) and foundations such as the Chase Manhattan Bank Foundation and the Ford Foundation. Each has initiatives specifically targeted to funding and providing technical assistance to faith-based organizations. The Center has had at least one representative from one of the national intermediaries and a foundation at each of its regional “Commitment to Justice” conferences. This partnership has enabled the Center to convey a “big picture” view of the many different types of funding sources, both governmental and private sector, available to community and faith-based groups.

In the same vein, the Center took a lead role in organizing the Appalachian Summit, which involved four federal agencies (HUD, DOT, USDA, DOL) and two state governments (West Virginia and Kentucky) and provided nonprofits, including community and faith-based groups, with comprehensive information about federal and state resources and partnership opportunities available for community development activities.

Furthermore, the Center has developed relationships with several nonprofits, including the Congress of National Black Churches, to explore the ways in which nonprofits, particularly faith-based organizations, can help make Section 8 vouchers more effective by working with landlords to encourage acceptance of the vouchers and with voucher recipients to mentor and assist them on the road to self-sufficiency.

Office of Intergovernmental Relations (OIR)

OIR, on behalf of HUD, has entered into Memoranda of Understandings (MOU’s) with many of HUD’s interest groups, such as the National Urban League, the National Association of Realtors, the US Conference of Mayors and the National Association of Homebuilders, to name a few.

Office of Community Planning and Development (CPD)

In 1996, HUD, through CPD, and the Department of Health and Human Services (HHS) collaborated on the design and implementation of the HIV Multiple Diagnoses Initiative (MDI). The initiative was planned as a specialized effort by nonprofit organizations to outreach to persons who are living with HIV/AIDS who are homeless and have chronic alcohol and/or other drug abuse issues, as well as serious mental illness conditions for the purpose of testing methods of outreach, housing and services for this population. These efforts were designed with an evaluation component and the goal of understanding the lessons learned from operating new programs and disseminating knowledge to other communities. The outcome/findings from this partnership between government and

nonprofits has been extremely valuable in projecting budget requests and tailoring training courses to the needs of CPD's clients.

Office of Fair Housing and Equal Opportunity (FHEO)

Following are examples of model relationships between FHEO and its nonprofits. Each of the nonprofits received Best Practices awards during HUD's first Best Practices Summit in the Summer of 1999:

Housing Opportunities Made Equal (HOME) of Buffalo. HOME is the only agency in western New York that provides comprehensive services for victims of housing discrimination. The nonprofit investigates claims and provides legal assistance and landlord-tenant counseling. In addition, HOME's program activities include providing Fair Housing Act information, housing services referrals, technical assistance to government and housing providers, compliance monitoring, and a range of educational services.

National Fair Housing Alliance (NFHA). NFHA has a membership of more than 80 private nonprofits in 30 states. The operating members' primary goals are to conduct investigations of alleged violations of the Fair Housing Act and to provide legal and administrative resources to people who experience housing discrimination when renting or buying a house or applying for a mortgage or homeowners insurance. In addition, each operating member of NFHA specializes in fair housing education, outreach, and enforcement in its metropolitan area. NFHA presents an annual "State of Fair Housing in America" report, which is an important resource for government, housing providers, and fair housing advocates.

Housing Opportunity Made Easy (HOME) of Cincinnati. HOME of Cincinnati, as subgrantee of the Cincinnati Housing Agency, uses ROC funds to assist families who are opting to use Section 8 certificates or vouchers in finding housing. The ROC program provides job search assistance and networking for persons interested in employment. To date, 54 families have been counseled; ten families have purchased homes.

Office of Housing/Federal Housing Administration (FHA)

The National Partners in Homeownership is an unprecedented public-private partnership working to increase dramatically homeownership opportunity in America. Under the directive of President Clinton, the Partnership was formed in 1995 by nearly 60 national organizations that care about homeownership. Today, the Partnership consists of 66 members representing lenders, real estate professionals, home builders, nonprofit housing providers, and federal, state and local governments. HUD Secretary Andrew Cuomo leads the Partnership. The Office of Housing/FHA oversees HUD's participation in the partnership.

The Partnership's goal is to achieve a homeownership rate of 67.5 percent of all American households by the end of the year 2000, creating up to eight million additional homeowners since 1995. To reach this ambitious goal, the Partnership has developed a National Homeownership Strategy, which proposes 100 specific actions. The National Partners are also working to develop and enhance local homeownership partnerships across the country. To date, more than 150 local partnerships have signed on to the National Homeownership Strategy.

Significant strides have been made since the formation of the Partnership. The 1999 homeownership rate reached 66.8 percent the highest annual rate in American history. Since the formation of the partnership, 8.7 million additional families have become homeowners.

Office of Policy Development and Research (PD&R)

There are several different types of effective relationships of OUP's higher education grantees with local nonprofit organizations. Each relationship is based on local conditions and mutual interests.

Office of Public and Indian Housing (PIH)

On an ongoing basis, PIH, through memoranda of agreement, has established relationships with the following nonprofits:

- Bridges Over Troubled Waters with the Howard University School of Divinity (BOTW). An educational, training and technical assistance program, BOTW helps create a safer environment for residents of public and assisted housing communities by generating partnerships between local faith communities, nonprofit groups and residents.
- NIMO Institute Wellness Program. Established through an interagency agreement with the U.S. Department of Health and Human Services (HHS) and implemented through local partnerships among PHAs, the Wellness Program trains resident leaders and community-based providers of care, social service providers, and qualified resident leaders to educate people who live in public housing to become self-aware, motivated, and responsible for their health and to understand that their attitudes and behaviors ultimately affect their health and lifestyles.
- One Church One Addict. This program provides training to teams of volunteers from faith-based communities to become support groups with the goal of facilitating re-entry of recovering addicts into a productive society.

- Girl Scouts of America. Through a Memorandum of Understanding, HUD and GSUSA have formed a formal partnership to facilitate the planning and implementation of a nationwide series of innovative youth development initiatives to foster academic excellence and the prevention of substance abuse, violence, and teen pregnancy among girls and young women in public housing developments and other HUD-assisted communities.

Office of Lead Hazard Control (LHC)

LHC has forged a model partnership with the City of Baltimore's Men's Services Program. As part of a HUD grant awarded to the Baltimore Department of Health, the Healthy Start Men's Services Program is funded to help economically disadvantaged males gain employment in the lead hazard control field. With support from the lead grant, ten counselors go door-to-door enrolling young men into the Healthy Start program. It provides the more than 170 program participants with support, encouragement, child-rearing classes and educational training, as well as substance abuse treatment and family planning. Most importantly, so that the fathers will be able to provide for their children, there is a direct link to job placement through the grant. According to the Director of the program, "it provides participants with a viable alternative to the quick-fix solutions that the streets of Baltimore offer—drugs, guns, crime and prison." The partnership helps HUD to achieve critical goals such as economic development and the creation of lead-safe housing for young children.

Office of Field Policy and Management (FPM)

NORTHEAST REGION:

The relationship between the local HUD offices and nonprofits seeking to purchase HUD REO property has been particularly effective. It relies on proactive outreach by the HUD staff to make nonprofits aware of constantly changing REO inventories. Additionally, Maine has a proposal before Commissioner Apgar that would establish a model for allowing discounted sales to nonprofits in rural jurisdictions.

ROCKY MOUNTAINS REGION:

The Utah State office offers the following examples:

Fair Housing

- The Utah Office has a Memorandum of Understanding with the State of Utah Anti-discrimination Division to share ideas and resources concerning fair housing.
- The joint Fair Housing Forum draws participation from some 20 community partners (several of which are nonprofits, including the Disability Law Center, the Disabled Rights Action Committee, Utah Issues, the Utah Independent Living Center and Crossroads Urban Center). They work to address fair housing issues statewide.

Continuum of Care

- Utah County - Community Builder staff have worked extensively with homeless service providers such as United Way of Utah County, the Utah County Food and Care Coalition and Utah County Community Action Program. Feedback offered on their Continuum of Care proposals has resulted in a local commitment to strengthening the Continuum, broaden homeless services and encourage a more comprehensive and inclusive approach to service delivery
- Salt Lake County - Staff regularly meets with the Homeless Coordinating Council whose membership represents over 30 local nonprofit agencies working on homeless services. For FY99 the group was unsuccessful in obtaining competitive funding from the Department. Information and referrals from the staff have provided the group with a broader understanding of the goals and objectives of the Continuum program. This will enable them to develop a better overall program for service delivery.
- Davis County - A recently formed group of nonprofits have started assessing the need for homeless services in Davis. Utah HUD Office staff will provide assistance to them on the Continuum of Care program.
- Rural Utah - The Memorandum of Understanding between the Community Builder staff and the Community and Economic Development Office of the State of Utah has provided joint access and information on local agencies and nonprofits developing programs and projects in remote Utah. Sharing information on rural community projects has been highly valuable to both agencies.

SOUTHEAST REGION:

The Orlando field office has a local nonprofit collaborative called the Nonprofit Housing Roundtable of Central Florida which serves as a think tank and information-sharing organization among local nonprofit affordable housing providers. It has been recognized as one of HUD's local homeownership partners. Their activities have been emulated in other parts of our jurisdiction. This organization could possibly serve as a model for other communities. Similarly, there is a Homeless Services Network which serves the same purpose for nonprofit homeless service providers.

C. Can you identify any significant obstacles that hinder more effective relationships between federal agencies and nonprofits?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

HUD's ability to partner with more faith-based organizations is hindered by a lack of knowledge and confusion about requirements related to the separation of church and

state. Many faith-based organizations incorrectly believe that they are not eligible for HUD funding because of their religious affiliation, even though this often is not the case - faith-based nonprofits are among HUD's primary partners in HUD programs related to developing housing for the elderly, assisting the homeless, and more. In addition, HUD personnel in the field occasionally convey incorrect or incomplete information to faith-based groups about church/state requirements and may even tend to shy away from assisting such groups because of misperceptions about the appropriateness of HUD partnering with such organizations. More needs to be done to educate both faith-based nonprofits and HUD personnel about church/state requirements.

Office of Community Planning and Development (CPD)

A major obstacle for CPD's nonprofit grantees is the lack of understanding the intricacies of the operations of Federal agencies. Conversely, Federal agencies often fail to realize the potential fragility of local nonprofits. The high turnover of staff in nonprofit agencies can impede the progress of existing contracts and the timeliness of work products.

Office of Fair Housing and Equal Opportunity (FHEO)

There are differences in mission and culture between Federal agencies and nonprofits. But, there are commonalities: shared experiences; shared commitment to provide clients with quality services; concern for listening to how clients define their own needs and goals; and the desire to do the job right.

Office of Policy Development and Research (PD&R)

On the research contract/grant side, PD&R has occasionally found national professional nonprofit organizations' staff to more skilled in information exchange functions and lacking in adequately skilled or trained research staff to perform research or evaluation work.

Office of Public and Indian Housing (PIH)

The major obstacle that hinders effective relationships with nonprofits is the lack of resources to conduct more technical assistance and training. Greater technical assistance resources would allow PIH the opportunity to assist small nonprofit organizations with capacity building.

Office of Lead Hazard Control (LHC)

Nonprofits need help navigating the Federal procurement system.

Public Policy

A. Do you have a working relationship with nonprofits when it comes to developing public policy (e.g., regulatory and budgetary matters)?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center, which is only two years old, has developed an extensive network of nonprofits that it works with on policy matters. The Center routinely supplies educational materials and updates to community and faith-based nonprofits that are working on budget issues and other HUD initiatives. In addition, the Center routinely meets with advocacy groups from its constituency in the months leading up to and immediately following the announcement of the budget, in particular, to obtain input from these groups about their ideas and priorities.

In addition to this routine working relationship, the Center has initiated several other events to bring together key groups from its constituency to discuss policy issues and to receive feedback about HUD's responsiveness and the efficacy of HUD programs.

For example, in October 1998, the Center convened a "Faith-Based Summit," with representatives from approximately 25 nonprofits, including the social service arms affiliated with major denominations (Catholic Charities, Lutheran Social Services, Religious Action Center of Reform Judaism), religious umbrella groups (Congress of National Black Churches), intermediaries (NCCED, LISC, Enterprise), foundations (Annie E. Casey, Ford), and educational institutions (e.g., Massachusetts Institute of Technology and New Hampshire College) to discuss how these groups could partner with each other and with the Center, and how the Center could best meet the needs of its constituency of community and faith-based groups.

Second, in November 1999, the Center hosted a Community 2020 seminar entitled: "The Role of Faith and Justice in Public Policy." The seminar included talks from Secretary Cuomo and several nationally-recognized leaders in community and economic development from the Center's constituency. The forum was designed as a forward-looking policy-oriented discussion on the role that faith and justice play in motivating community action to promote economic, social and racial justice at both the grass roots level and in the formulation of public policy. The seminar explored the tremendous opportunity for partnership between faith-based organizations and government to overcome poverty and revitalize communities – and the unique challenges presented by such partnerships.

Office of Intergovernmental Relations (OIR)

OIR provides opportunities for many of its interest groups to discuss policy issues and concerns. Thanks to these important conversations, interest groups have an opportunity to help shape and develop HUD's public policy.

Office of Community Planning and Development (CPD)

The Consolidated Plan is one of HUD's most effective tools in engaging local governments, private partners, nonprofit organizations, and other concerned citizens in developing community plans to utilize CPD's four formula programs, CDBG, HOME, HOPWA, and ESG. A vital part of this process is the role of community partners, including nonprofit organizations, in ensuring that the Consolidated Plan sets goals and objectives to meet the needs of the local community. Through the consolidated planning process, nonprofit organizations and the constituents they represent can play an active part in how federal resources will be used in their local community.

CPD recognizes the importance of developing public policy in concert with nonprofit organizations. This commitment is reflected in CPD's major programs. For example, HUD solicits input from members of the nonprofit community before making regulatory changes to the HOME Program that might effect them and the SNAPS office has an informal relationship with a variety of nonprofit organizations regarding program implementation issues. CPD meets with AIDS housing providers and consumers to develop a better understanding of issues faced by people living with HIV/AIDS and their families throughout each calendar year. In addition, grantees are asked to submit policy topics for discussion at CPD-sponsored technical assistance meetings held in regional locations.

Office of Fair Housing and Equal Opportunity (FHEO)

As part of the rulemaking process, FHEO receives comments to proposed rules from nonprofits. FHEO frequently discusses the comments with the agency providing them. These consultations with nonprofits often improve the clarity of the proposed rule. In addition, FHEO has close on-going relationships with the FHIP agencies. The experiences of the FHIP agencies may assist FHEO in redirecting civil rights and fair housing policy.

In addition, HUD has played a key role in providing technical assistance to, and working with the model building code organizations to review the nation's four model building codes -- example of a particularly effective partnership that will benefit both persons with disabilities and the housing industry. Model codes that include accessibility provisions which are consistent with the requirements of the fair housing act will provide the opportunity for adoption at the state and local level, thereby enabling state and local review of plans and enforcement at the local level.

The Department's participation in the ANSI A117 Committee, which develops standards for accessible design and is made up of many nonprofit organizations representing both disability advocacy groups and the building industry, is another example of particularly effective ways of coordination and collaboration with nonprofits.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA has a working relationship with nonprofits related to policy matters like the budget and regulatory issues.

Office of Policy Development and Research (PD&R)

Through the White House Task Force on Livable Communities, PD&R representatives have engaged in ongoing discussions with various nonprofit organizations regarding how federal policies can be modified to better facilitate local efforts to improve their communities.

Office of Public and Indian Housing (PIH)

PIH has regularly solicited policy input from several nonprofit organizations as full participants on the three negotiated rulemaking committees (Operating Fund, Capital Fund, Section 8 Renewals).

In addition, PIH intends to solicit policy input from nonprofits that advocate on behalf of and deliver services to persons with mental illness to develop the Mental Health Action Plan required by the Section 517 of the Public Housing Reform Act. This policy dialogue will take place as part of an Interagency Working Group that PIH has established with the U.S. Departments of Health and Human Services and Labor.

Office of Lead Hazard Control (LHC)

Nonprofit organizations are frequently involved in public policy decisions made by the LHC, for example, in new rulemaking initiatives or in implementing new statutory requirements.

Office of Field Policy and Management (FPM)

SOUTHWEST REGION:

Nonprofits are regularly advised of the HUD's proposed budgets and changes to the budget. The local offices in the region have convened roundtable discussions on certain subjects to improve services and held a focus group to solicit input on information needs of nonprofits for the office internet.

A field office's working relationship with Texas Low Income Housing Information Services has served to catalyze activity from regional non-profit housing organizations in South Texas to around several state policy issues related to housing and economic development. In the area of Community Planning and Development, local governments are required to involve nonprofits in the development of the Consolidated Plan.

B. If so, please provide some examples of collaborative activities and describe what worked well and why you think it worked well.

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Community 2020 Forum on "The Role of Faith and Justice in Public Policy" was an especially successful example of collaboration with the Center's nonprofit constituency. The commitment and expertise of the panelists, combined with the energy of more than 600 observers in the audience, made a strong impression on HUD about the potential for new and better partnerships with faith-based organizations to further the cause of racial and economic justice. The Community 2020 event played a critical role in generating the "Community and Interfaith Partnerships Initiative" in the proposed FY 2001 budget, which would provide \$20 million for capacity building and technical assistance for community and faith-based groups to be administered by the Center.

Office of Intergovernmental Relations (OIR)

HUD's recent conference titled "Bridging The Divide: Making Regions Work for Everyone-Shaping the Federal Agenda," Is a recent example of successful collaboration. This forum was specifically designed for federal officials to discuss particular policy options with state, city, and county elected officials, business leaders and a group of the nation's leading experts, which included representatives of nonprofits. This conference provided an opportunity to address priority issues in the effort to build livable, sustainable, and equitable metropolitan regions.

This conference was a huge success because it provided an opportunity for over 200 government, business and civic leaders, and nonprofits from around the country to discuss how cities, suburbs, and the federal government can work together to build better,

more prosperous metropolitan areas. It worked because of the collaboration of ideas and the diversity of the participants.

Office of Community Planning and Development (CPD)

CPD has several examples of productive collaboration with nonprofits.

For example, in Developing the Consolidated Planning process as the mechanism for implementing CDBG grants, the Department convened meetings with representatives of nonprofit organizations such as the National Low Income Housing Coalition and the Center for Community Change to discuss the impact of this initiative and proposed regulations.

The Consolidated Plans themselves draw their strength from their reliance upon the input of nonprofits. A good example is the City of Durham, NC, which undertook to develop a Consolidated Plan that involved citizens and nonprofit organizations, integrated activities, and could be carried out given expected funding. The City's Consolidated Plan includes a multipronged strategy to address the City's problems, including poverty. The substantial antipoverty strategy sets priorities, establishes an investment plan, is mindful of geographic distribution, and describes services to be delivered. The City planned activities to address the problems of homelessness, such as a housing conditions study, relocation assistance, housing rehabilitation, and other means of increasing the supply of affordable housing. The City also designed a "Nonprofit Agency Survey" to update the needs section of the 1997 Action Plan with information from more than 30 agencies. This survey helps the City update information on programs administered, target client groups, estimated needs, and resources available for the current and next program year.

In addition, over the past several years, the Office of HIV/AIDS Housing has diligently collaborated with the National AIDS Housing Coalition to explore the impact of potential changes to formula allocations (regulatory/budget matters) of cities and states. As a result, the providers, consumers and advocates had effective input into the Department's proposal to Congress. The extensive web internet sites developed by HOPWA staff and grantees have proven to be essential in maintaining AIDS educational data for public use and cost effective for reducing the cost of postage for mailing documents.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO formed a working group of nonprofits, HUB Directors, and FHIP grantees to discuss the business re-engineering process developed for the FHIP by a management consultant. The result was a proposal to devolve the management and administrative responsibilities for FHIP from headquarters to the field. The Plan received a "Hammer Award" for Reengineering from the Vice President. The program should be devolved completely to the field by the end of the current fiscal year (2000).

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA assembles working groups on important and pressing issues with regard to public policy. For example, the Office of Housing/FHA put together a working group to have a forum to discuss HUD's role as the regulator for Fannie Mae and Freddie Mac. Congress gave HUD the responsibility of regulating Fannie Mae and Freddie Mac because the two companies are Government Sponsored Enterprises (GSEs) that were chartered by Congress. Housing holds regular partnership meetings with nonprofits and other business partners to get their input on program design.

Last year, Housing/FHA held a series of Multifamily Accelerated Processing (MAP)/Development Application Process (DAP) workshops with industry groups, nonprofits, and lenders when it was developing the MAP/DAP process to systematize and streamline the process for obtaining insurance for multifamily projects. Housing also provided technical assistance to Neighborhood Network Coordinators to use in their efforts to help secure space, hardware, software, and outside expertise to establish Neighborhood Network Centers. Currently, there are over 600 Centers throughout the country that serve low-income and elderly tenants, as well as welfare to work tenants, and children as they learn new skills to help them break the cycle of poverty.

Office of Lead Hazard Control (LHC)

For example, in 1995, HUD convened a national Task Force on Lead-Based Paint Hazard Reduction and Financing as mandated by Section 1015 of Title X of the Housing and Community Development Act of 1992. The objective of the Task Force was to reach broad agreement on a comprehensive approach for controlling lead-based paint hazards in private housing. Nonprofit organization members of the Task Force included nonprofit housing developers, low-income housing advocacy organizations, national, State and local lead-poisoning prevention advocates and community based organizations.

In addition, the Office of Lead Hazard Control has worked closely with the Alliance to End Childhood Lead Poisoning to implement major lead regulations such as the Lead Disclosure Rule and new regulation for Federally owned and assisted residential property. Through this partnership, the Alliance ensures that entities affected by the regulations are informed of their responsibilities and that HUD is responsive to concerns and questions regarding the regulations' implementation.

Office of Field Policy and Management (FPM)

NORTHEAST REGION:

The Resident Health, Energy Efficiency and Public Housing Program is a project to identify the indoor environmental causes of disease(s) and consequent uses of the health care system by public housing residences. Once causation factors are identified, and long term health costs quantified, a rational basis for improving particular elements of the physical environment in public housing can be made. This study absolutely has tremendous public policy potential in that a true cost benefit analysis between housing conditions and long term health care costs will inform the public debate how best to use public resources.

PACIFIC/HAWAII REGION:

The San Francisco office offers the following example:

A partnership where nonprofits undertake advocacy on public policy positions, while HUD provides resource information, has proven useful. In 1999, the California State Office worked with a number of nonprofits on the issue of restrictive housing covenants that banned homeownership in some areas to non-whites. Various nonprofits advocated for a change in state law, while HUD Community Builders provided basic information that was useful in evaluating this issue. This partnership was satisfactory to everyone.

So long as it is understood that the local office role does not include developing public policy or advocating specific public policy without approval from headquarters, there are no barriers to this relationship.

Many issues important to nonprofits in the public policy arena relate positions taken by Congress, and HUD staff's role in such discussions is limited. On local and state issues, public policy questions can involve controversial issues that generate strong feelings or powerful interest groups. In these circumstances, HUD staff must be keenly aware of the environment in which they operate.

SOUTHEAST REGION:

The Neighborhood Networks Program is an outstanding effort in collaboration. This program encourages and assists various community players to participate in creating neighborhood computer learning centers, using HUD funds only marginally but using HUD personnel extensively (in many cases) to assist with project start-up, provide advice on technical issues, and, where HUD-mortgaged or - assisted property is the site of such a center, to help guide the non-profit housing entity to comply with Housing's regulations.

Another example is HUD's initiative in the development of its "distance learning system" a nationwide satellite broadcast system. Linked to Web-based computer courses it represents state-of-the-art learning technology, and has been used in several instances to provide HUD-oriented training to all of HUD's business partners. This is an area where the word should be spread to non-profit organization in general that in certain

circumstances the distance learning network could be used specifically by and for the non-profit organization - particularly those with multi-state offices and employees.

SOUTHWEST REGION:

Direct assistance from HUD staff has afforded the Abilene Homeless Coalition with the knowledge and capacity to reach out and partner with the City of Abilene to receive both political and financial support in the development of the Coalition's operation. There are many other specific examples, and each has been effective as a consequence of the increase in knowledge and capacity brought about by the direct interaction and assistance provided from HUD staff.

C. If not, what are the barriers to developing a working relationship with nonprofits on public policy matters?

Since HUD has extensive working relationships with nonprofits on public policy matters, this question is not applicable.

D. What do you think can be done to hurdle the barriers or strengthen the relationships with nonprofits when developing public policy?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center has received valuable input and feedback from its deliberate efforts to engage its constituency of nonprofits in forward-looking, broad policy discussions that are not limited to an immediate crisis or issue. HUD strongly supports these kinds of efforts through programs and educational initiatives like the Community 2020 seminar series.

Office of Community Planning and Development (CPD)

CPD is placing increasing responsibilities in Community Builders at the local level to interact with community groups. Because of field staff's high level of interaction with nonprofits, CPD is increasingly relying upon input from Public Trust Officers to participate in the development of policy. Because educational seminars are a primary linkage in setting the foundation for developing public policy, nonprofits would benefit from multi-agency initiatives with funds contributed by all agency partners.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO recommends more open forums with the nonprofits so policy decisions can be made in an open environment. In this way, pros and cons of various issues, and specific language can be negotiated before it is written.

Office of Housing/Federal Housing Administration (FHA)

HUD should increase its efforts to reach out to nonprofits on their home field. Community Builders, in conjunction with program staff are the best resources to do this work.

Office of Lead Hazard Control (LHC)

It would be useful for Federal agency employees who are responsible for providing technical assistance or for establishing partnerships, to have clear guidance and/or training regarding appropriate (i.e. ethical) relationships with nonprofit organizations. For example, to what extent may nonprofit organizations participate in agency policy and/or budgetary decisions? What are examples of ways that Federally agencies and nonprofit organizations might create mutually beneficially partnerships?

Foundations

A. Do you have a working relationship with foundations or other private donors?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center has extensive working relationships with Foundations, including the Ford Foundation, the Enterprise Foundation, the Annie E. Casey Foundation, Chase Manhattan Bank Foundation, and national intermediaries like LISC and Enterprise.

The Center has collaborated with these private donors in several ways:

- By consistently inviting representatives from foundations and private donors to make presentations at Center conferences and events.
- By making information about private resources available to the Center's constituency and by referring constituents to potentially appropriate private donors.
- By including private donors in policy-oriented events and discussions, like the "Faith-Based Summit."
- By serving as HUD's representative to the National Community Development Initiative (NCDI), an innovative experiment in public-private partnership that has

increased the capital available to community development corporations by pooling foundation, corporate, and government resources. Since 1991, NCDI has invested more than \$250 million in 23 cities. This money was provided in grants and below-market interest rate loans. Total NCDI-leveraged funding will reach more than \$2 billion in 2001.

Office of Intergovernmental Relations (OIR)

Yes. OIR has a few working relationships with foundations.

Office of Community Planning and Development (CPD)

Yes. CPD's foundation partners include the Fannie Mae Foundation and the EZ/EC Foundation Consortium.

Office of Fair Housing and Equal Opportunity (FHEO)

No.

Office of Housing/Federal Housing Administration (FHA)

No.

Office of Policy Development and Research (PD&R)

In conjunction with the White House Task Force on Livable Communities, HUD is an active participant in the foundation-led Partnership for Regional Livability. Major foundations included in this effort include the MacArthur, Irvine, and Turner foundations.

PD&R's Office of University Partnerships (OUP) is in regular communication with many foundations as part of an informal network of funders of university-community partnerships.

Office of Public and Indian Housing (PIH)

Yes.

Office of Lead Hazard Control (LHC)

Yes. LHC has made grants to foundations.

Office of Field Policy and Management (FPM)

Yes.

B. If so, please provide some examples of collaborative activities and describe what worked well and why you think it worked well.

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center's collaboration with private donors as participants at the "Commitment to Justice" conferences has been extremely useful to Center constituents.

Moreover, the National Community Development Initiative (NCDI), because of the pooling of substantial private and public resources, has generated significant results in community development across the country.

Office of Community Planning and Development (CPD)

The Fannie Mae Foundation has a committed relationship with several of the designated EZ/EC's by providing its services to whoever requests assistance.

Office of Fair Housing and Equal Opportunity (FHEO)

Not applicable.

Office of Housing/Federal Housing Administration (FHA)

Not applicable.

Office of Policy Development and Research (PD&R)

PD&R engages in a joint funding relationship with nonprofits, wherein the government and one or more foundations provide funds for a nonprofit to conduct research, evaluations or demonstrations. An example is the performance by the nonprofit, Public Private Ventures, of the Bridges to Work Demonstration (see earlier mention) which is approximately equally funded by HUD and a combination of the Ford, MacArthur, and Rockefeller Foundations.

PD&R engages in cooperative research with the NAHB Research Center on technology in which PD&R covers approximately half the cost. This has resulted in major research products, particularly in the development of new materials such as the use of steel framing as an alternative to wood in home construction.

PD&R's Office of University Partnerships (OUP) publishes a guide to foundations for university-community partnerships, and has panels of funders at all of OUP's conferences. The Rockefeller Foundation has convened discussions among national funders of universities and their community partners, and OUP is a central participant in those discussions.

Office of Public and Indian Housing (PIH)

In an effort to curb youth violence, PIH entered into a cooperative partnership with the Simon Youth Foundation and the Friends of the United Nations to support the Peacemaker Corps initiative. The Peacemakers Corps initiative was designed to reduce youth violence in our nations' communities by teaching youth to become ambassadors of peace in their neighborhoods. The objective was to improve low income and distressed communities by teaching youth conflict resolution, peer mediation, tolerance and diversity techniques. The initiative was carried out over a period of several months (February 1999 - December 1999) in 13 different, major cities.

Office of Lead Hazard Control (LHC)

In partnership with the U.S. EPA, HUD has funded the Kennedy Krieger Research Institute to study the short- and long-term effectiveness of interim lead hazard control approaches. In addition, HUD has funded the Tides Foundation to provide financial support and technical assistance to parent groups and other community-based organizations to protect children from poisoning in communities with serious and extensive lead hazards. This support has increased the effectiveness of these community-based groups by improving their education and outreach efforts.

Office of Field Policy and Management (FPM)

SOUTHWEST REGION:

In Fort Worth, the HUD Community Builder interacts regularly with a number of local foundations and participates in local non-profit events which often involve foundations. Foundations are an essential community partner for HUD Community Builders as foundations have served as valuable funding resources and partners in local community and economic development projects. As a partner in the Fort Worth Tarrant County Housing Consortium, HUD partners with a strong local foundation with a mission to enhance the quality of life of those in Fort Worth, particularly the poor and

disadvantaged. As a consortium member, this foundation has been active in promoting affordable housing, along with HUD and other local housing partners, and was a catalyst in holding a region-wide conference with the State of Texas on the need for local affordable housing in the Fort Worth metropolitan area. Additionally, the foundation supports HUD's Youthbuild Programs and is working in concert with the HUD Community Builder to encourage local community development corporations to apply for HUD funding.

Other area foundations which the HUD Community Builder interacts with include hospital and children's foundations, which serve many of HUD's clients.

C. If not, what are the barriers to developing a working relationship with foundations and other donors?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center has found foundations and banks extremely receptive to collaboration and partnership, as evidenced by the participation of these private sector resources in Center-sponsored events and conferences.

Office of Community Planning and Development (CPD)

Strategic thinking about developing partnerships between foundations and government agencies often falls to a back burner because of other more immediate issues and priorities.

Office of Fair Housing and Equal Opportunity (FHEO)

Not applicable.

Office of Housing/Federal Housing Administration (FHA)

Not applicable.

Office of Public and Indian Housing (PIH)

Not applicable.

Office of Lead Hazard Control (LHC)

Not applicable.

D. What do you think can be done to hurdle these barriers or strengthen relationships with foundations and other donors?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

HUD should continue its efforts to reach out to these groups and to make these partnerships a priority. Collaboration with foundations through initiatives like NCDI has contributed significantly to strengthening HUD's relationships with the national intermediaries and participating foundations.

Office of Community Planning and Development (CPD)

Some means to strengthen those relationships might include designated staff representatives and targeted resources to address the potential, as well as marketing efforts/activities to engage other outside groups.

Office of Fair Housing and Equal Opportunity (FHEO)

Not applicable.

Office of Housing/FHA

While HUD cannot accept funding from foundations or other donors, nothing prevents the Department from exchanging information or sharing ideas. In fact, more of that would be helpful, since many foundations have expertise that HUD can use to increase opportunities for homeownership and affordable housing.

Office of Policy Development and Research (PD&R)

PD&R should continue and expand upon the relationships it has built with national foundations, and encourage regional community foundations across the country to become similarly engaged.

Office of Lead Hazard Control (LHC)

Foundations, like other nonprofits, need help navigating the Federal procurement system.

Resources

A. What resources do you provide to the nonprofit community (e.g., grants, in-kind services- if possible give amounts)?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center is not a funding source; however, the Center has provided the nonprofit community with other services. In addition to the technical assistance, events, and conferences already discussed, the Center, in collaboration with HUD's Office of Policy Development and Research, commissioned a forthcoming report entitled, *Faith-Based Organizations in Community Development*, prepared by the Urban Institute. The report surveys the state of existing knowledge about the role of faith-based organizations in community development and the relative strengths and weaknesses of faith-based, as opposed to other types of community development organizations. It will provide useful information to Center constituents and partners.

Office of Intergovernmental Relations (OIR)

OIR is not a funding source. The primary resource that it provides to nonprofits is information about HUD initiatives and issues of concerns to HUD constituents.

Office of Community Planning and Development (CPD)

CPD makes substantial resources available for nonprofits.

The EZ/EC Initiative provides information services and Technical Assistance for EZ/EC designees that is often shared with nonprofit service providers. The HOME program provides grants and loans for development or predevelopment activities, capacity building funds, technical assistance. Grants are awarded annually to nonprofit organizations by the SNAPS office totaling in excess of \$500 million. The Rural Housing and Economic Development (REHD) program funded 91 grants for a total amount of \$27 million in 1999 with allocations of an average of \$150,000 for capacity building, \$500,000 for innovative projects and activities, \$200,000 for seed support programs. The program will provide a total of \$24.75 million funding for similar activities in 2000.

CPD recently awarded \$24.5 million HOPWA funds in FY 99 to programs in 15 states and the District of Columbia to provide housing and supportive services for more than 5,000 low income HIV/AIDS families. The 22 grants for \$22.5 million were awarded to non profit groups and state/local government agencies in Alaska, California, Colorado, Delaware, the District of Columbia, Hawaii, Idaho, Illinois, Maine, Maryland,

Massachusetts, New Hampshire, New York, Pennsylvania, Rhode Island and Texas. (Ninety percent of the funds are distributed to cities and states by formula based on the number of AIDS cases reported. The remaining 10 percent of HOPWA grants are awarded on a competitive basis). In addition, \$2 million in technical assistance funding was provided to AIDS Housing of Washington (Seattle, Washington) and the Center for Urban and Community Services, Inc. (New York, New York) for program operations technical assistance nationwide.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO administers the following grants:

- (1) FHIP. Congress appropriates funds annually to FHIP. In FY 1999, sixty-two (62) grants were made to nonprofits, averaging approximately \$242,000 per grant.
- (2) ROC. In FY 1997, approximately \$34 million was awarded to 15 PHAs to subgrant to nonprofits on a competitive basis. The grant levels ranged approximately from \$500,000 to \$4,900,000.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA has several grant programs for nonprofits. There is a grant program for nonprofits to provide subsidized housing to the poor elderly and people with disabilities. The Office of Housing/FHA also provides grants to nonprofits to provide housing counseling services to first-time homebuyers, as well as grants to service coordinators to help elderly and the disabled elderly.

Specifically, Housing/FHA has provided the following grants to grantees that include nonprofits:

- Housing Counseling Grants:
 - FY 2000: \$13.1 million (plus \$1 million for Home Equity Conversion Mortgage (HECM) counseling) to be awarded.
 - FY 1999: Awarded \$16.6 million to 342 HUD-approved Housing Counseling Agencies, including 300 local, 10 national intermediaries, and 32 State Housing Finance Agencies.
- Section 202 Supportive Housing for the Elderly Grants:
 - FY 1999: Amount awarded: \$633,241,200 to 163 nonprofits.
- Section 811 Supportive Housing for Persons with Disabilities Grants:

- FY 1999: Amount awarded: \$153,236,400 to 170.
- Congregate Housing Grants:
 - FY 1999: Awarded: \$5,425,208 that provided 12-month extension funding for 60 grantees.
- Service Coordinator Grants (associated with 202/811 programs):
 - FY 1999: Awarded: \$5 million for 51 grants.
- Drug Elimination Program
 - FY 2000: \$16.2 million to be awarded.
 - FY 1999: Awarded: \$16.25 million to 124 grantees.
- New Approach Anti-Drug Elimination Program:
 - FY 2000: \$27 million to be awarded.

Office of Public and Indian Housing (PIH)

PIH makes grant funds available to nonprofits and other eligible recipients and announces the availability of these funds through the HUD SuperNOFA and separate stand alone NOFAs. ROSS Technical Assistance funds will be made available to existing ROSS grantees, which may include some nonprofits that are experiencing difficulty in implementing their grants. For FY 2000, \$1.5 million in Capital Fund TA will be awarded.

Office of Policy Development and Research (PD&R)

More than 20 COPC grants are awarded by the Office of University Partnerships (OUP) each year to institutions of higher education. Although many universities and colleges have subcontracts with nonprofit organizations for the implementation of their OUP activities, it is not possible to desegregate that amount at this time.

In addition, PD&R provides grants and contracts for research, evaluations, demonstrations, and monitoring.

Office of Lead Hazard Control (LHC)

LHC works with nonprofits by awarding them grants directly through programs such as the Lead Hazard Awareness Grant Program and the Healthy Homes Initiative Grant Program. It also works with nonprofits indirectly through the Lead Hazard Control Grant

Program by providing funding to states and cities, which in turn subcontract to nonprofit organizations.

B. How can nonprofits find out about the resources that you make available to them?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center maintains a web site and publishes a monthly newsletter highlighting issues and information of interest to Center constituents. Center staff make speeches and presentations at dozens of conferences across the country sponsored by and designed for community and faith-based groups. Center staff frequently meet one-on-one with groups to help them identify funding sources within HUD and from other sources and to help them identify potential partners. Periodically, the Center participates in satellite broadcasts, such as broadcasts related to the SuperNOFA, to inform community groups about available grants. The Center also maintains a well-utilized 800 number that responds to frequently asked questions and provides educational materials on request.

Special Actions Office

The majority of HUD's competitive grant programs, which provide direct funding to nonprofits, are announced through HUD's Super Notice of Funding Availability (SuperNOFA). Before 1998 when HUD issued its first SuperNOFA, HUD had conducted as many as 40 separate annual grant competitions—each with its own notice of funding availability, issued at a different time. The consolidated approach embodied in the SuperNOFA has dramatically enhanced HUD's ability to educate nonprofits about the wide array of resources available through HUD programs. HUD has reached out to all members of the community, including nonprofit organizations and those faith-based community organizations involved in assisting members of their community. Now more and more nonprofits know that HUD issues its SuperNOFA of funding opportunities for the majority of its grant programs each year between January and March, and therefore, are in a position to obtain comprehensive information about what resources are available.

Office of the Deputy Secretary (DS)

On HUD's Homes and Communities web site, nonprofits can click on "funds available" to learn about current grant opportunities; visit the "HUD News" page to find out about new initiatives and plans; or go immediately to their own online "Nonprofit Center," a page designed especially for them, bringing to them all of the information they might need from throughout HUD's enormous web site.

Office of Community Planning and Development (CPD)

Nonprofits can access Community Connections, CPD's information clearinghouse for the public, including nonprofit organizations. Community Connections can be reached at 1-800-998-9999. Additionally, nonprofits can contact their local community builder or public trust officer, utilize web listings, satellite broadcasts and conferences, and obtain Notices of Funding Availability in Federal Register.

Office of Fair Housing and Equal Opportunity (FHEO)

Nonprofits should be familiar with the Federal Register and the Commerce Business Daily because FHEO uses NOFAs and Request for Proposals (RFPs) to announce the availability of funds for award. The NOFAs and the RFPs are announced in these two sources of public notices.

Office of Housing/Federal Housing Administration (FHA)

Nonprofits can find out about Office of Housing/FHA resources from staff, HUD's web site or through the federal register. In addition, headquarters and Field Office staff are very involved in providing information on HUD programs to nonprofits, through face-to-face meetings, conferences, and telephone discussions.

Office of Policy Development and Research (PD&R)

As described above, PD&R's University Partnerships Clearinghouse provides publications, a web site, and conferences that are utilized by nonprofits. The Office of University Partnerships staff speaks with many other nonprofit organizations in the course of each year.

Office of Public and Indian Housing (PIH)

Resources available to nonprofits are announced on the PIH web page, in the HUD SuperNOFA and individual NOFAs, and in written communications with and at appearances before with various nonprofit organizations.

Office of Lead Hazard Control (LHC)

Currently, prospective grantees are notified of the availability of HUD funding through the Federal Register, satellite broadcasts, and other information dissemination methods. To the extent that nonprofit organizations do not routinely receive information about HUD grants through these methods, efforts should be made to ensure that they are among the recipients of this information.

C. Do you provide any support services to help nonprofits comply with cost principles and administrative requirements (e.g., Circular A-122, Circular A-133)? If so, what are these?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

No.

Office of Intergovernmental Relations (OIR)

No.

Office of Community Planning and Development (CPD)

Through CPD's technical assistance providers, CPD provides training to its nonprofit grantees on financial management to include compliance with these administrative requirements. CPD staff provide support services to nonprofits on cost principles and administrative requirements by conducting on-site consultation visits and monitoring reviews. Administrative requirements can be funded within some CPD grants if they are pertinent to, and in the course of carrying out activities proposed in a grantee's application.

Office of Fair Housing and Equal Opportunity (FHEO)

FHIP grantees are advised to review these circulars in preparation for negotiating their grant award. In addition, we have contracted with outside consultants to provide training on these and other financial matters.

Office of Policy Development and Research (PD&R)

PD&R's Office of University Partnerships (OUP) does not provide support services to help nonprofits comply with cost principles and administrative requirements.

PD&R does not provide such assistance to its nonprofits research contractors and grantees.

Office of Lead Hazard Control (LHC)

Yes. LHC assists nonprofits with preparing cost proposals and managing their grants. HUD staff respond to questions and problems and provide technical direction, including assistance with regulatory compliance.

D. What steps is the department/agency taking to comply with the new Federal Financial Assistance Management Improvement Act, particularly in regards to streamlining grant applications and reporting requirements?

Office of the Secretary

Special Actions Office

HUD's Super Notice of Funding Availability (SuperNOFA) is an unprecedented initiative to streamline the competitive grant process for federal funds. The SuperNOFA is a key element in HUD's Management 2020 Reform Plan to help communities make better and more effective use of HUD's resources.

Prior to 1998 when HUD issued its first SuperNOFA, HUD had conducted as many as 40 separate annual grant competitions—each with its own application deadline, processing requirements and selection criteria. This made it almost impossible for communities to bring together the wide range of HUD resources to intelligently serve their needs. And it meant that grant applicants were burdened with duplicative paperwork requirements and had to respond to different publication schedules that were often in conflict with local needs.

All of that changed with the SuperNOFA. HUD provides program requirements in plain language. HUD has established uniform policies for acceptable applications, criteria for award, curable deficiencies and deadline dates. HUD has eliminated the unnecessary paperwork. And HUD has made it easier for communities to combine their applications into a coordinated strategy that addresses housing, economic development, special housing needs of the disabled, the elderly or homeless children and families in a comprehensive way. Now communities know that HUD issues its SuperNOFA of funding opportunities for the majority of its grant programs each year between January and March.

What the SuperNOFA does is allow communities to view HUD programs as a menu of options that they can use to plan what is best for their community. The design of the SuperNOFA, and the basis by which applications are scored, encourages applicants to work together to coordinate and implement programs in a seamless and comprehensive program of assistance to those most in need.

As part of the SuperNOFA process, HUD has also expanded how it communicates with potential applicants. Training is provided via satellite simulcast on HUD's Internet homepage, allowing people to tune in the broadcast from anywhere. In addition, the training is archived on the web site and made available 24 hours a day, 7 days a week to anyone interested in HUD's programs. HUD has reached out to all members of the community, including nonprofit organizations and those faith-based community organizations involved in assisting members of their community.

Center for Community and Interfaith Partnerships (Center)

This question is not applicable because the Center does not administer any grants.

Office of Intergovernmental Relations (OIR)

This question is not applicable because OIR does not administer any grants.

Office of the Deputy Secretary

In July of 2000, HUD will announce the first phase of production of an enterprise-wide electronic grants management system called the Departmental Grants Management System (DGMS). The DGMS system will capture the grants processing activity in a consolidated system and provide one source for all grant information in support of discretionary, formula, and other grant programs of the Department. The implementation of DGMS addresses HUD's mission to Restore the Public Trust by developing an integrated systems environment that provides HUD with access to up-to-date information about competitive and entitlement grants while allowing more efficient service to HUD clients. This integrated systems environment also allows HUD to eliminating unnecessary or duplicative paperwork burdens on system users.

Currently, the Department has 104 grant programs, each with its own operating procedures. This environment has created duplications of effort, both in the development of support systems, and in the submission of application forms and information required of grantees. As part of the DGMS development process, HUD streamlined its grant processing and standard administrative rules for its grant programs.

DGMS is being created to ensure that it reflects formula grant requirements and requirements of the HUD Reform Act for Competitive grant programs, assists grantees in managing their programs more effectively, and address issues raised by the General Accounting Office (GAO) and HUD's Inspector General over HUD's management and oversight of its grant programs.

The first phase of production is July 1, 2000 and all grants will be completed, converted and available by December 31, 2001.

Office of Community Planning and Development (CPD)

The Department is currently revising its data reporting systems for the issuance of a consolidated Grant Management Process (GMP) that will retain volumes of data and be user friendly. Throughout 1999, CPD has worked on drafting a comprehensive risk management review of the HOPWA Program with guidance and assistance from HUD's Chief Financial Office staff. Risk elements have been identified and test sites are being visited for monitoring purposes in February and March 2000. Once verified, this report

should provide a new tool in evidencing CPD's solid management of the HOPWA Program. The SNAPS office has aggressively streamlined the application process and will be launching an electronic performance reporting system within the next year that will streamline reporting as well.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO participates in the SuperNOFA and DGMS. To improve client services, in FY 1998, HUD consolidated 39 program NOFAs into three implementations.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA participates in the SuperNOFA and DGMS (pilot stage). The Housing Counseling Grants program will be part of DGMS. One of the pilot participants is the Maryland State HCD, who is a Housing counseling grantee.

In addition, to the extent that nonprofits build housing without HUD grant funds, they, like for-profit entities, benefit from the Multifamily Accelerated Processing (MAP)/Development Application Process (DAP) that has systematized and streamlined the process for obtaining insurance for multifamily projects.

Office of Policy Development and Research (PD&R)

PD&R's Office of University Partnerships (OUP) will be part of the Departmental Grants Management System, and OUP application and reporting procedures will be put on line and simplified as part of that reform effort. OUP also relies upon the streamlined SuperNOFA process to make grant announcements.

Office of Public and Indian Housing (PIH)

PIH will participate in the Departmental Grants Management System (DGMS).

Office of Lead Hazard Control (LHC)

Since the enactment of the FFAMI, the Office of Lead Hazard Control has been working within the SuperNOFA system and the Departmental Grants Management System team to revise forms, prepare for electronic submission over the Internet, make certain that forms required for each application only need to be sent once, and revise the basic grant document. LHC recommends that OMB combine the A-102 and A-110 to create a standard set of administrative rules for grant programs.

Communication

A. How do you reach nonprofits to inform them of departmental/agency information? Do you have any form of regular communication? If so, what form does it take?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center maintains a web site and publishes a monthly newsletter highlighting issues and information of interest to Center constituents. Center staff make speeches and presentations at dozens of conferences across the country sponsored by and designed for community and faith-based groups. Center staff frequently sit down one-on-one with groups to help them identify funding sources within HUD and from other sources and to help them identify potential partners.

The Center uses its newsletter, web site, and regional conferences to publicize successful projects whose example can help nonprofits deliver a better product and put together more competitive grant applications.

Office of Intergovernmental Relations (OIR)

The Office of Intergovernmental Relations reaches nonprofits in many different ways. OIR provides information via email, faxes, mailings, and information posted on OIR's web site. In addition, OIR organizes interest group meetings to inform and educate OIR nonprofit partners in-depth on HUD initiatives, programs and special announcements.

Office of the Deputy Secretary (DS)

Nonprofits with web access are encouraged to use HUD's Homes and Communities web site - specifically, HUD's online Nonprofit Center - to get up-to-date information.

Office of Community Planning and Development (CPD)

CPD staff communicate with nonprofits through the use of conference calls, workshops, the HUD/CPD web site, and satellite training sessions. Monitoring of grants activities, reviewing expenditures and the balance of funds are basic responsibilities of CPD staff. The purpose for these actions is to ensure that the grantee is using its funds consistent with appropriate regulations and adhering to policy matters.

Some of the communication tools utilized include: Flash Faxes (weekly), the HUD Web Page (including downloads of various publications from the Web Page and the posting of the Notice of Funding Availability (NOFA) of grant funds), information packets and

other publications (i.e., Federal Programs Guide, What Works, Tax Incentives Guide), and satellite broadcasts.

Office of Fair Housing and Equal Opportunity (FHEO)

Policy is developed in consultation with the field; field GTRs and GTMs are primarily responsible for communicating/transmitting policy considerations to the grantees. The DGMS system will help further this communication.

For the ROC Program, all communication has to be funneled through the PHA which then communicates the information to the nonprofits. This can be an obstacle to grantee performance.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA regularly updates HUD's web page with current program and policy information. A publication, *Housing Today*, is also produced and disseminated widely.

Office of Policy Development and Research (PD&R)

PD&R contacts Community Builders in all field offices on a welfare-to-work listserve with information that they then pass to nonprofits with whom they work.

PD&R occasionally conducts satellite broadcasts to field offices, and field offices invite nonprofit partners to attend.

PD&R's University Partnerships Clearinghouse provides publications, a web site, and conferences that are utilized by nonprofits. The Office of University Partnerships staff speaks with many other nonprofit organizations in the course of each year.

Information about PD&R contracts and grants is available on the HUD web site. Notice of pending research occurs by direct requests for proposals, or general notices places in the Commerce Business Daily. Notice of recent research findings is provided through HUD User, accessible through the HUD Web and a number of periodic PD&R publications.

Office of Public and Indian Housing (PIH)

PIH issues publications, utilizes web pages, sponsors conferences and workshops, and uses satellite broadcasts to inform nonprofits of funding opportunities and to instruct them in new PIH policies and procedures.

B. Does your web site provide information specifically for nonprofits to use? If so, what are some examples of how your web site responds to nonprofit needs? Does your department/agency participate in the Nonprofit Gateway <<http://www.nonprofit.gov>>? If so, what types of resources does it take to keep information current?

Office of the Deputy Secretary (DS)

HUD's web team operates under the supervision of the Office of the Deputy Secretary.

HUD's Homes and Communities Web Site has a vast array of resources for nonprofits, conveniently consolidated in a Nonprofit Center, available right from the front page of the web site (<http://www.hud.gov/nonprofit.html>). HUD's Nonprofit Center provides "one-stop shopping" for nonprofits. It contains announcements of current grants available; comprehensive descriptions of various funding programs both from HUD and from other federal and private sources; access to HUD's online compendium of handbooks, forms, and other official documents; and links to a number of outstanding web sites for nonprofits. It also features information on corporate/community involvement, online discussion rooms where nonprofits can share ideas and problems, and databases and online systems that permit nonprofits to do work. Users can locate HUD contacts by using the searchable HUD phone book, and they can find good ideas that might be replicated in their own communities by searching the Best Practices database, which is comprised of more than 3,000 best practices from around the country.

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center updates its web site monthly. The Center has one staff person who spends approximately 30% of her time on web-related activities. The Center's web site includes past newsletter issues, information on best practices, legal guidance on separation of church and state issues and HUD programs, and information about Center-sponsored conferences and other events. The Center's web site is linked to HUD's "Nonprofit Center" that pulls information of interest to nonprofits throughout the HUD web site onto one page.

Office of Intergovernmental Relations (OIR)

OIR's web site, accessible from HUD's web page, provides information specifically for nonprofits to use, such as information on HUD's competitive grant programs, press releases, Calendar of Industry events, links to several nonprofit sites, HUD daily news, and information on HUD field offices throughout the country.

Office of Community Planning and Development (CPD)

CPD maintains a web site that provides detailed program information. Among other things, the HOME web page, www.hud.gov/cpd/home/homeweb.html, provides access to program policy guidance, program model guides, and TA contacts. Web-based HOME Program training products specifically designed to assist nonprofit housing developers are currently under development.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO has a web site, accessible from HUD's main web site, that is available to the public. It contains general information; e.g., about the FHIP program, how to contact the document clearinghouse, or how to file a complaint. FHEO does not participate in the Nonprofit Gateway Site.

Office of Housing/Federal Housing Administration (FHA)

Information about Housing/FHA programs is provided on the web and is available to all.

Office of Policy Development and Research (PD&R)

PD&R's Office of University Partnerships' web site (www.oup.org) is useful to all the potential partners in university-community partnerships, including local government and community-based nonprofit organizations, and national nonprofit organizations with local affiliates.

PD&R does not rely upon the web site to disseminate information concerning the conduct of research, demonstrations, evaluations, or monitoring.

Office of Public and Indian Housing (PIH)

The information provided by PIH via web pages, broadcasts, publications, etc. is not provided specifically for nonprofits, but is available to nonprofits and the public at large. Specific information may be targeted to nonprofits when PIH delivers that information through the meetings and conferences sponsored by nonprofits.

Office of Lead Hazard Control (LHC)

LHC has a Webmaster who is responsible for keeping web site information current. LHC has a link to Nonprofit Gateway on its Web site.

C. What changes would you suggest to improve communications with nonprofits?

Office of the Secretary

Center for Community and Interfaith Partnerships (Center)

The Center is exploring the ways in which it can increase reliance upon email to reduce the cost, and thereby, increase the level of communication with Center constituents. Some technical support in this regard could be useful.

Office of Community Planning and Development (CPD)

HUD could hold more satellite broadcasts and workshops specifically for nonprofits. The Annual Progress Report (APR) is an excellent tool for identifying the accomplishments of each grantee. The APR is a reporting system which Field staff tracks supportive services, the type (s) of housing provided and barriers encountered by the grantee during its grant funded year (s). Once the report is referred to Headquarters staff, the information is analyzed and compiled for projecting national housing trends, projections for budget requests to Congress and conducting on site visits to localities where technical assistance is needed. A suggestion for improving the APR is to award grantees an incentive, (example: a HUD News Release as Grantee of the Year) for reporting on time, timely disbursement of funds for the project and state of the art management techniques.

Office of Fair Housing and Equal Opportunity (FHEO)

FHEO has two major programs designed to attack housing discrimination. The Fair Housing Assistance Program (FHAP) provides Federal funds to support a network of State and local governmental fair housing enforcement agencies that administer laws which are substantially equivalent to the federal Fair Housing Act. The Fair Housing Initiatives Program (FHIP) funds a broad cross section of private/public, for profit/nonprofit organizations and agencies that carry out enforcement (including private litigation), provide education and outreach activities, and monitor the activities of developers and real estate companies for compliance with the Fair Housing Act.

FHEO, in partnership with the Office of Public and Indian Housing (PIH), administers the regional opportunity counseling program (ROC) where Section 8 voucher recipients receive counseling on housing opportunities so that they may make an informed choice on where they want to live. Public Housing Authorities (PHAs) participating in ROC partner with nonprofit organizations to provide the counseling.

FHEO should join in the Nonprofit Gateway. In addition, FHEO should link its web site with the Nonprofit Gateway. HUD staff and the nonprofit organizations must be trained on its use. FHEO also needs to cut through some bureaucracy in order to respond to

problems and questions more quickly. DGMS, when fully implemented, will significantly help in this effort.

Competition

A. To what extent does the department/agency require nonprofit participation in the delivery of services?

Office of the Chief Procurement Officer (OPC)

HUD contracting activities are conducted under the Federal Acquisition Regulations (FAR), which require full and open competition. HUD seeks the services of all capable sources, including nonprofits, to participate in supporting the HUD mission. Nonprofit organizations are invited to participate along with other sources and are evaluated according to the merits of their proposals. If a particular organization possesses capabilities which are unavailable elsewhere and are essential to the performance of the contract work, contracting may be conducted with that source, without requirement for competition. Another exception to the requirement for competition is when contracting with a particular source is required by statute (e.g., National Academy for Public Administration, or to a qualified nonprofit agency employing people who are blind or have other severe disabilities, pursuant to the Javits-Wagner-O'Day Act). Nonprofits, as well as large businesses and other sources, are excluded from competition when the solicitation has been set-aside for small, or small disadvantaged businesses pursuant to law and regulation. In some cases, nonprofit organizations are selected as the best source on the basis of their proposal in response to a competitive solicitation. HUD currently has 22 active contracts with nonprofits with total obligations in the amount of \$15,716,000 (including 5 contracts with educational institutions with total obligations in the amount of \$385,000).

Office of Community Planning and Development (CPD)

CPD requires extensive nonprofit participation in the delivery of the services funded by its programs. For example, CPD strongly encourages participation from various groups to assist EZ/EC's in implementation of their Strategic Plans. These groups include: Community Development Corporations (CDC's), nonprofit social service providers, etc. The HOME Program statute requires each State or local grantee to set aside 15% of its annual HOME allocation for use by nonprofits that qualify as community housing development corporations (CHDOs). In the Rural Housing and Economic Development program, the grantees must either be local private nonprofit organizations or state or regional public nonprofit agencies or organizations.

Office of Fair Housing and Equal Opportunity (FHEO)

All grantees must deliver services on schedule in accordance with the Grant Agreement. If products and/or services are not delivered according to schedule, grantees are asked to justify the delay and to provide a target date of when products/services will be delivered. In addition, payments are not made to the grantees until the performance reports are reviewed to ensure that grantee performance is at the acceptable level and meets the conditions of the grant.

Office of Housing/Federal Housing Administration (FHA)

The Office of Housing/FHA has several grant programs for nonprofits. There is a grant program for nonprofits to provide subsidized housing to the poor elderly and people with disabilities. The Office of Housing/FHA also provides grants to nonprofits to provide housing counseling services to first time homebuyers.

Office of Policy Development and Research (PD&R)

For the Office of University Partnerships, the level of participation by nonprofit organizations in OUP grantees' partnerships is the product of local decisionmaking and local relationships.

Office of Lead Hazard Control (LHC)

As part of the application for lead hazard control and healthy homes initiative funding, prospective grantees must include a plan to involve community-based organizations in their approach. They are also rated on their ability to leverage local resources in carrying out their program. Although these requirements do not specifically require nonprofit organizations to be a part of the plan, nearly all plans do include such organizations.

Office of Field Policy and Management (FPM)

Each of the field offices maintains its own web site linked to the main HUD web page. The field offices' web pages include information about local contacts, conferences and initiatives.

B. Please provide examples of contracts/grants/services that your agency formerly provided through nonprofit contractors/grantees but that are now provided by for-profit grantees/contractors. Why did this change occur?

Office of the Chief Procurement Officer (OPC)

The Office of the Chief Procurement Officer is not aware of any such instances. If they do exist, it most likely would have occurred in a situation where a nonprofit incumbent contractor competed unsuccessfully for a follow-on contract that was then awarded to a for-profit concern.

Sample Invitation List break-out

Co-sponsors	15
Youth/parent diads	20
Speakers	10
National nonprofits	40
Corporations	10
Foundations	15
Religious	5
Educators	15
Researchers/academics	20
Grassroots organizations	20
Internal	
VP	10
HRC	10
POTUS	10
Leg	15
Cabinet	5
Intergovt'l	15
Misc.	10
TOTAL	255*

*assumes only limited subs when someone regrets, and that we will have about a 2/3 uptake rate