

Interior



Suzy_Hubbell@ios.doi.gov
06/22/2000 09:24:26 AM

Record Type: Record

To: MaryEllen C. McGuire/WHO/EOP

cc:

Subject: Non-Profit Submission

Hi-- I hope these aren't too late-- I especially think the Conservation Leadership Network meets the criteria you've described. I was out of the office for a day long meeting yesterday-- sorry for the delay. Please let me know if I can be of further help. swb

(See attached file: CLN Partnership.wpd)(See attached file: BOR Partnership.wpd)

This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify the system manager.

This footnote also confirms that this email message has been swept by MIMESweeper for the presence of computer viruses.

www.mimesweeper.com



- CLN Partnership.wpd



- BOR Partnership.wpd

The Conservation Leadership Network

A Model Partnership Between Governmental and Non-Governmental Organizations

Dedicated to Building the Capacity of America's Conservation Professionals

The Conservation Leadership Network is a strategic alliance of governmental and non-governmental organizations dedicated to building the capacity of professionals committed to natural resource conservation. The goal of the Conservation Leadership Network is to expand the knowledge and skills of conservation professionals and in doing so: 1) increase the effectiveness of conservation organizations; 2) enhance relationships among the nonprofit, corporate and governmental segments of the conservation community; and 3) broaden the base of the American conservation movement. The desired outcome of the Network's activities is to create conservation professionals for the 21st century who: possess core skills relating to organizational management and leadership; are aware of new conservation theories, approaches and technological applications; can apply both theory and practice to current conservation issues; can work across disciplinary and sector boundaries to build consensus between diverse stakeholders; and incorporate the land ethic into their daily actions and relationships.

The Conservation Leadership Network is a direct outgrowth of a decade-long vision shared by the U.S. Fish and Wildlife Service (the Service) and The Conservation Fund (the Fund) - a vision that the new National Conservation Training Center in Shepherdstown, West Virginia, will serve as a "watering hole", a "life-giving place" common to all professionals committed to conserving America's land legacy. It is the belief of these two conservation partners that through collaborative learning conservation professionals from all sectors can come together to build and strengthen the relationships needed to address America's land conservation challenges in the 21st Century and beyond. To this end, the Conservation Leadership Network is an excellent example of a public/private partnership that benefits all involved.

The Conservation Leadership Network is built upon strategic partnerships between non-governmental and governmental organizations committed to educating conservation professionals. The Network grew out of an agreement that the Service and the Fund would partner on the development of training programs for conservation professionals. It has since blossomed into a broad educational alliance involving a diversity of other public, nonprofit and private partners including the Land Trust Alliance, the Natural Resources Council of America, the Urban Land Institute, The Conference Board, the American Forest and Paper Association, the National Park Service, USDA Forest Service, Pacific Meridian Resources, Duke University's Nicholas School of the Environment and the Canaan Valley Institute. The strength of the Conservation Leadership Network is its ever-increasing number of strategic partners working together to give conservation practitioners the knowledge, skills and tools necessary to do their jobs effectively.

The goal of the Conservation Leadership Curriculum is to provide high-quality, affordable and accessible courses to meet the needs of today's conservation professionals. The curriculum's objectives are to give the conservation community access to diverse learning opportunities and offer a variety of collaborative learning experiences involving participants from the nonprofit, private and public sectors. Since the opening of the National Conservation Training Center, the partnership between the Fund and the Service has resulted in the following new courses: "Balancing Nature and Commerce in Gateway Communities", jointly developed by the Fund, the NCTC Division of Education Outreach, the National Park Service and

the Sonoran Institute; “Conserving Endangered Species on Non-Federal Lands”, jointly developed by the NCTC Environmental Conservation Branch, the Fund and other training partners “GIS Design for Regional Conservation Planning”, jointly developed by the Fund, the NCTC Technical Training Branch and the University of Florida; and “GIS Overview for Community-Based Natural Resource Conservation”, jointly developed by the Fund, the NCTC Technical Training Branch and the Canaan Valley Institute; “.

Other courses developed through Conservation Leadership Network partnerships include:

- * “Land Conservation Transactions: A Learning Laboratory for Real World Projects”, “Conserving Land with Conservation Easements”, “Conservation Options: The Land Protection Toolbox”, and “Conserving Agricultural Lands”, offered by the Land Trust Alliance in partnership with the Fund;
- * “The Practice of Environmentally Sensitive Development”, offered by the Urban Land Institute in partnership with the Fund; and
- * “Strategic Leadership in a Changing Environment”, offered by the Natural Resources Council of America in partnership with the Fund.

The Network’s educational partnerships and associated collaborative learning opportunities will continue to grow over the coming years. Additional collaborative learning plans for the future include:

- * The creation of a Gateway Communities Leadership Program, based on the success of our first course, “Balancing Nature and Commerce in Gateway Communities”, and including expanded educational offerings delivered through community workshops, distance learning “interactive television” workshops, and other training formats;
- * The launching of a new Green Infrastructure Leadership Program through the design and piloting of a new course, “Green Infrastructure – A Strategic Approach for Land Conservation”, and the development of related resources for public, private and nonprofit professionals; and
- * The design, piloting, and delivery of additional new Service/Fund partnership courses on a variety of topics and utilizing a diversity of educational platforms.

It is the opinion of the Fund and the Service that the Conservation Leadership Network represents a model partnership and approach for government working with the nonprofit and private sector. Through the Network, the Fund, the Service and the Network’s other partners have together:

- * *Provided better services*, by offering a diversity of educational and relationship-building opportunities for governmental and non-governmental conservation professionals;
- * *Leveraged resources*, by combining direct funding and indirect in-kind professional support for designing, piloting and delivering educational services;
- * *Improved the effectiveness of nonprofit organizations*, by designing new courses specifically geared toward building organizational as well as professional capacity for today’s conservation nonprofits;
- * *Shared information*, by jointly gathering, compiling and distributing best practices, case studies and other course “content” directly applicable to the day-to-day work of conservation professionals; and
- * *Developed research partnerships*, by collecting new data and information to support the Network’s educational offerings.

In addition, by increasing capacity and building new relationships among public, private and nonprofit conservation professionals, the Conservation Leadership Network partners have also indirectly helped to allow input into the policymaking process and improve governmental operations.

For Additional Information on the Conservation Leadership Network:

Dr. Mark A. Benedict, The Conservation Fund

Director, Conservation Leadership Network and NCTC-NGO Liaison

National Conservation Training Center

Route 1, Box 166, Shepherd Grade Road

Shepherdstown, WV 25443

Phone: 304/876-7461, Fax: 304/876-7751, Email: mark_benedict@fws.gov

Website: <http://www.conservationfund.org/conservation/leadership/index.html>

NATIONAL PARK SERVICE**Save America's Treasures Grants****Category IV – Leveraging Resources**

The Save America's Treasures grants are matching grants to preserve nationally significant threatened intellectual and cultural artifacts and historic structures and sites. The grants are administered by the National Park Service. The FY 1999 and FY 2000 appropriations for the Department of the Interior each provided \$30 million through the Historic Preservation Fund for these grants. In FY 1999, grants were awarded to 62 projects in 24 states, the District of Columbia and the Midway Islands. The FY 2000 appropriations earmarked \$15 million for award to 24 specified projects; the remaining \$15 million will be awarded based on a nationwide competition. The FY 2000 selection process will be completed by the end of June, with the total number of grants awarded likely to equal or surpass FY 1999.

These Federal grants are one component of the larger public-private Save America's Treasures effort, which in turn is one component of President and Mrs. Clinton's overall Millennium Initiative. This initiative focuses public attention on the importance of our national heritage and on the need to preserve our significant resources for future generations and is led by the White House Millennium Council. The National Trust for Historic Preservation, the nation's largest non-profit historic preservation organization is the Council's primary private sector partner in Save America's Treasures.

Each Federal grant leverages an equivalent or greater amount of money and resources from the non-Federal sector. States, localities, tribes, corporations, foundations and individuals have contributed to match the grants through cash donations and in-kind services. Each grantee is responsible for raising its own match. Although it has been successful in identifying donors for several Save America's Treasures grants, the National Trust does not commit to match every Federal grant. Instead it works to raise public awareness of and commitment to our nation's significant cultural heritage and its urgent preservation needs.

Contacts:

The National Park Service (NPS) administers the Federal Save America's Treasures grants under the direction of Katherine H. Stevenson, Associate Director, Cultural Resource Stewardship and Partnerships.

The program contact is:

John Robbins, Assistant Director
Cultural Resource Stewardship and Partnerships
National Center for Cultural Resource Stewardship and Partnerships
202-343-3388 <john_robbins@nps.gov>

Private sector information is available from:

Save America's Treasures
National Trust for Historic Preservation
1785 Massachusetts Avenue, N.W.
Washington, D.C. 20036

202-588-6202 or 877-873-2787

June 15, 2000

June 16, 2000

Non-Profit / USGS Interactions: Best Practices**NSDI STAKEHOLDERS**

Categories: All

The USGS provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee (FGDC). Through its sponsorship of the FGDC Executive Secretariat, the USGS plays a key role in encouraging organizations, including non-profits, to cooperate in the development of the National Spatial Data Infrastructure (NSDI). The FGDC recognizes organizations willing to contribute to the NSDI and works with them to establish forums for communication, to facilitate access to data, to build framework and thematic data sets, to develop educational and training programs, and to foster partnerships for data production and sharing.

Non-profit organizations currently working in cooperation with the FGDC as NSDI stakeholders include the National States Geographic Information Council, National Association of Counties, National League of Cities, Open GIS Consortium, University Consortium for Geographic Information Science, and the International City/County Management Association. Other NSDI stakeholder organizations include state GIS councils in 34 states and the Intertribal GIS Council.

Cooperating stakeholder groups participate in the following NSDI-related activities:

- Promote the use of FGDC-endorsed standards for geospatial data transfer, content, collection, and quality control among cooperating organizations.
- Participate in standards development, review and implementation.
- Coordinate data collection and sharing for geospatial data categories of interest to the cooperating organization.
- Participate in the National Geospatial Data Clearinghouse.
- Participate in the development of a National Geospatial Data Framework.
- Represent the FGDC at meetings as appropriate and mutually beneficial.
- Participate in FGDC meetings and activities, including an annual meeting with the FGDC Steering Committee.

The FGDC, through the Executive Secretariat, works with cooperating stakeholder groups to build a network of communication and support that facilitates the building of the NSDI through the following:

Conducts technical workshops to explain the purpose of and strategies for implementing FGDC-endorsed geospatial data standards.

Assists cooperators in using the National Geospatial Data Clearinghouse to locate additional sources of data, training and expertise.

Links cooperating groups' World Wide Web Home pages to the FGDC NSDI Internet World Wide Web Homepage.

Offers qualified NSDI stakeholders the opportunity to participate on working groups and subcommittees, as appropriate.

Keeps cooperating group members informed of upcoming FGDC-sponsored activities and initiatives.

Working with NSDI stakeholders in the non-profit sector provides access to an expanded geospatial data community whose resources and expertise can be engaged to help build the NSDI, to assist in policy and technical decision making, to help identify a larger pool of potential NSDI cooperators, to co-sponsor geospatial data forums and training sessions, and to foster increased collaboration with other public and private sector organizations within the geospatial data community.

Points of Contact:

John Moeller
Staff Director, FGDC Secretariat
Phone: (703) 648-5752
E-mail: jmoeller@usgs.gov

Sheryl G. Oliver
President, NSGIC
Phone: (217) 785-8586
E-mail: soliver@dnrmail.state.il.us

June 19, 2000

Non-Profit / USGS Interactions: Best Practices**WILDLIFE MANAGEMENT INSTITUTE**

Categories:

- Providing better services
- Developing research partnerships
- Allowing input into the policymaking process
- Sharing information

The Wildlife Management Insititute (WMI) is one of the largest and most influential non-governmental, non-profit wildlife organization. USGS partnership with WMI is fundamental to the success of the USGS Cooperative Research Units (Coop Units). WMI has a signatory relationship with the Coop Units that was established by federal mandate through the Coop Units Act in 1960. WMI is one of four organizations (USGS, University, State) forming the structure of each Coop Unit. This organizational structure functions through a Coordination Committee for each of the 39 Coop Units and is composed of representatives from WMI, USGS, the University and State. These Coordination Committees review the mission statement, ongoing research and performance and determine needs for future research. These Committees set the strategic direction of the work performed, make decisions on how federal resources are to be spent, have the authority to directly influence federal hiring practices. The Coordination Committees are the source of strength for the Coop Units and each member has equal veto authority for all Coop Unit decisions.

The contributions of the State, Universities and USGS to the Coop Units are obvious. Universities provide infrastructure, facilities, maintenance, scientific guidance to the program. The States provide base operational funding, vehicles and labor. USGS provides scientific guidance, salaries, benefits and general support. Although the significance of the role WMI contributes to this partnership may not be immediately evident, it is critical to the success of the Coop Unit program. The WMI provides Coop Unit oversight, coordination, communication, direction and outreach at the national level. The WMI organizes and orchestrates cooperators providing the mechanism for additional appropriations to reach the States and Universities. WMI provides the balance between federal and State programs, resource needs, and political issues. WMI stabilizes and sustains the program through large investments of time and personnel directed toward monitoring Congressional activity and communicating the successes of the Coop Unit Program. They are advocates who promote the prestige of the Program as well as enhance the effectiveness and relevance to resource and public needs.

This model of partnership has limitation as far as applicability to future programs. The relationship between the Coop Unit and the WMI was legislated and has a longstanding formal tradition. However, with foresight, similar nonprofit/governmental liaisons can be established. For example, the North American Bird Conservancy program

would be an excellent nonprofit, nongovernmental organization to partner with State and federal agencies to coordinate national land conservation and management planning on broad scale issues. With the potential infusion of funding support to State via the CARA initiative, nonprofit organizations such as the North American Bird Conservancy can play a critical role in shaping the strategic vision of governmental agencies, coordinating efforts, and leveraging financial resources in ways that can strongly influence the way government accomplishes its numerous missions, assist in shaping those missions and in this way, better serves the resource.

Interior



Suzy_Hubbell@ios.doi.gov
03/06/2000 11:45:20 AM

Record Type: Record

To: MaryEllen C. McGuire/WHO/EOP

cc:

Subject: Non Profits Response

Mary Ellen--Please find attached the responses to the NonProfit Survey from the National Park Service, the U.S. Fish and Wildlife Service, the Bureau of Reclamation, the Office of Surface Mining, and the U.S. Geological Survey, with an attachment from the National Mapping Division, USGS. I will have information from the Bureau of Indian Affairs either this afternoon or early tomorrow morning, as well as our Office of Education Partnerships. I have information from the Bureau of Land Management and the Minerals Management Service, but only hard copy. Would you like me to fax them to you directly? I have asked to have them sent electronically and will also email to you as soon as I have them. Please call if you have any questions. 208-1923 swH

(See attached file: USGSsurvey.wpd)(See attached file: FWSsurvey.wpd)(See attached file: NPSsurvey.wpd)(See attached file: OSM survey.wpd)(See attached file: USGS nmdattachment.wpd)(See attached file: BORsurvey.wpd)



-USGSsurvey.wpd



-FWSsurvey.wpd



-NPSsurvey.wpd



- OSM survey.wpd



-USGS nmdattachment.wpd



- BORsurvey.wpd

Survey Questions for Federal Departments and Agencies

Completed By: U.S. Fish and Wildlife Service – Office of Assistant Director for International Affairs. For Further Information Contact Marshall Jones, Assistant Director for International Affairs, Tel. 202-208-6393

Introduction

A. The Fish and Wildlife Service's International Affairs Program has a complex series of relationships with nonprofits:

- We regulate zoos, universities, and other scientific institutions engaged in import, export, interstate trade, taking from the wild, or harassment of Federally protected wildlife under the Endangered Species Act, Convention on International Trade in Endangered Species, Migratory Bird Treaty Act, Marine Mammal Protection Act, and other laws.
- We develop domestic policies and international negotiating positions on wildlife issues of key importance to a variety of nonprofits, often in situations where there are polarized views and little consensus among the broad spectrum of groups.
- We work in partnership with nonprofits on a variety of conservation programs, and also administer programs which provide direct grants to nonprofits for their wildlife and habitat conservation activities.

More generally, the Service conducts all of these functions in each of its major programs, but also is one of the Federal government's major land-managing agencies, interacting with a wide variety of nonprofits in the areas of Endangered Species, Fisheries, Habitat Conservation and Wetlands, Migratory Birds, National Wildlife Refuges, and other programs.

Technical Assistance/Training

A. We provide training for nonprofits (at their expense) in a variety of conservation-related activities through courses which are open to government and non-governmental employees alike. Internationally, we use appropriated funds to support a wide variety of training programs for nonprofits, usually in the "train the trainers" mode, in order to build better infrastructure for wildlife and ecosystem conservation in Latin America, Africa, and Asia.

B. Formal training is provided at our National Conservation Training Center (NCTC) in West Virginia, at universities in the United States, at a series of FWS cooperating universities in other countries, and sometimes at special sites provided by governmental or nongovernmental institutions in other countries. NCTC in the four years since its opening has become the premier governmental training center for conservation-related courses—it is dynamic, has a strong staff with a mixture of good training skills and technical expertise in their subject areas, and it takes pains to be open in its approach to all potential clients in and outside the government. Internationally, the University of Minas Gerais in Brazil has won international praise for its Masters degree-level wildlife training programs, which is conducted through a cooperative agreement with the FWS, which provides assistance in curriculum development, equipment, guest lecturers, and scholarships for students. The university and the State government of Minas

Gerais however must first have made the commitment on their own to provide the basic infrastructure – faculty, classrooms, and courses – before the FWS could enter into the agreement to help them upgrade their quality. This kind of partnership with a strong institutional investment by the nonprofit is critical.

C. There is tremendous demand among countries in Latin America, Africa, and Asia for FWS training in implementation of the Convention on International Trade in Endangered Species (CITES) among governmental and nongovernmental organizations. The FWS due to staffing limitations can only offer one or two such courses per year, with a waiting list of at least a dozen countries. Domestically, our role is often not to train nonprofits as to partner with them in training others, but staffing and funding limitations again place limits on how much can be done.

D. We provide extensive information to nonprofits on our programs through regular mailings, an active web site, and Federal Register notices on key program activities. We encourage them to link their web sites to ours and to other international and nonprofits organizations involved in similar efforts.

Relationship with Nonprofits

A. Our nonprofit partners are involved in wildlife, habitat, and ecosystem conservation programs, including everything from conducting wildlife research and monitoring to community outreach to assistance with anti-poaching and enforcement of border controls against illegal movement of live animals, ivory, hides, etc.

B. One excellent model has been the National Fish and Wildlife Foundation (NFWF)'s Save the Tiger Fund. The Fund operates through a long-term commitment from the Exxon-Mobil Corporation to provides \$1 million per year for tiger conservation in Asia with some smaller matching donations from other sources. The FWS was invited by NFWF to sit on the Council which oversees the fund and makes decisions about grants, joining a number of representatives of nonprofits (e.g. the American Zoo and Aquarium Association and the University of Florida), profits (Exxon-Mobil and the Wal Disney Foundation) and one other government representative (the National Zoo) on the Council. This has enabled the FWS to closely coordinate our own grant programs for tiger, rhino, and elephant conservation with that of NFWF/Exxon Mobil and has served as a model partnership between the public and private sectors.

C. One key obstacle noted above is lack of sufficient resources. Working with nonprofits takes time and attention. Agencies which are stretched too thin in terms of carrying out statutory responsibilities may have difficulties dedicating enough of their time to nonprofit work, even when such investments may have huge payoffs later. Agencies need more encouragement to reach out to partners and need to foster more creative thinking about to get help from the nonprofit sector in carrying out their responsibilities.

Public Policy

A. Yes we actively work with nonprofits in developing public policy initiatives, e.g. those for

implementing the Endangered Species Act, CITES, North American Wetlands Conservation Act, Migratory Bird Treaty Act, and other laws and programs.

B. In implementing CITES – which includes day-to-day enforcement of wildlife trade restrictions as well as developing U.S. negotiating positions for the biennial Meetings of the CITES Conference of the Parties (a 2500-plus delegate meeting which now involves over 150 countries plus several hundred more nonprofits as registered observers) – the FWS uses a broad mix of tools to involve the nonprofit community in every aspect of our CITES work. A monthly CITES Update is provided by electronic and regular mail to a mailing list of more than 700 subscribers, primarily nonprofit organizations. New information is posted weekly on the FWS web site about CITES developments. Federal Register notices and public meetings are used at key points to solicit formal input into important policy decisions. Over one hundred U.S. nonprofits are registered by the FWS as national organizations qualified to participate in the biennial CITES Conferences.

C. Some nonprofits are involved in intensive litigation against the FWS over policy disagreements under the Endangered Species Act and other laws and programs. These intense disputes reflect the lack of consensus more broadly in Congress and in our society as whole regarding contentious resource-management issues. It is important to distinguish among nonprofits in terms of their overall mission, since there are some nonprofits whose major mission seems to be litigation against the government (as compared to those which may occasionally sue the government on a major issue, and those which are never involved in litigation).

D. Agencies need to be flexible and creative in their public outreach. Special efforts should be made to open lines of dialog to critics, rather than confining our efforts to “preaching to the choir” of organizations which support our policies. The organizations opposed to a particular policy are the most difficult to talk to, but often they are also the most important ones with whom dialog needs to be established. Clear communication can sometimes remove misconceptions and establish a basis for finding areas of common ground on difficult issues.

Foundations

A. Our dealings with Foundations are limited but extremely productive.

B. The National Fish and Wildlife Foundation is a Congressionally chartered foundation whose mission is to raise private funds to support wildlife conservation programs of the FWS and other governmental agencies. One example of this cooperation is described above under “Relationships...B.” We also have received substantial assistance from the Trust for Mutual Understanding, a foundation established by the Rockefeller family, with our programs in Russia. This was a case where the goals of the Trust – to foster cooperation between professionals in Russia and the U.S. on scientific issues – and our mission to encourage wildlife conservation activities in Russia coincided perfectly. Using our base funding from our regular Congressional appropriations as a match, we have developed a fifteen year relationship with the Trust. We also have partnerships with a number of Foundations in other countries (see discussion below under “Resources”).

C. and D. We have not identified any major institutional barriers to working with Foundations except for the lack of adequate staff resources to give attention to developing these relationships more broadly. We are continuing to work on this.

Resources

A. We provide grants under a number of authorities to the nonprofit community for cooperative projects in wildlife conservation activities. These grants under four different authorities in our International Program will total approximately \$3.5 million per year, and the President's budget for FY2001 would increase available funding to about \$4.5 million. These funds are more than tripled through matching funds from nonprofit organizations and foundations, as well as foreign governments and international organizations, making a total investment of more than \$15 million per year in conservation from these international grant programs. The FWS as a whole has a number of domestic grant programs which together total more than \$20 million per year for nonprofits and States, Tribes, and local governments (not counting our dedicated wildlife and fisheries grant programs for the States and territories, which total more than \$500 million per year using excise taxes collected on sporting arms, fishing tackle, etc.). We receive more

B. We make information available through mailing lists of interested organizations, the FWS web site, and through cooperating organizations.

C. We sometimes help nonprofits in other countries with preparation of grant proposals – this is a key part of our technical assistance effort.

D. We have worked to streamline all of our grant application requirements and to provide assistance, on-line, by telephone, and in workshops for potential grantees.

Communication

A. See answer under "Resources" in B. above. We use the web, the Federal Register, mailing lists, and other outreach efforts.

B. Yes we actively use the Web to provide necessary information for nonprofits' information in our regulatory and grant-making programs. Our FWS homepage and specific program pages under it (e.g. International Programs) are linked to the Nonprofit Gateway so that information is available on-line. A dedicated staff in our Information Resources Management Division maintains the overall Service web site and its links to others, while each individual program has its own staff for specific development of web content. Within our International Program, four staff members in our administrative office together spend more than 1.5 FTE's effort per year maintaining our international web site.

C. Continued development of user-friendly web sites is one key area to improve communications. Nonprofits themselves also need to improve their links to us, so that the general public can more easily navigate among different web sites all offering information on a particular topic.

Competition

A. We do not solicit proposals on particular topics so we do not have formal competitive bidding in our grants programs. Instead, we publish general criteria and guidelines about the kinds of grant proposals to which we will give priority, and then use committees of reviewers to make recommendations to final decision-makers. Some of these committees are Congressionally mandated, while others are agency-established. We involve a broad range of reviewers in the process to ensure that the best projects receive first priority for funding.

B. N.A.

Response from the National Park Service

Survey Questions for Federal Departments and Agencies

Introduction

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

The National Park Service has a long history of close relationships with hundreds of nonprofit organizations. With the help and dedication of nonprofit organizations, we are able to accomplish many goals and provide services that help fulfill our mission. We are joined by enthusiastic volunteers, businesses, cooperating associations and foundations. National Park Service programs like Challenge Cost-Share, Federal Lands-to-Parks; Rivers, Trails, and Conservation Assistance; Youth Programs; and the Energy Partnership Project benefit from the generosity of community organizations. These programs also benefit local communities beyond the boundaries of national park sites. Nonprofit partners such as the National Park Foundation, the Student Conservation Association, and the hundreds of local cooperating associations and friends groups, contribute millions of hours and dollars to the successful operation of National Park Service programs. With that said, please understand that our relationships and the projects we undertake with partners are so significant and extensive that it is nearly impossible to quantify, in this format, the vast benefits to the NPS and our mission that partnerships serve. Please feel free to contact Sue Waldron, Chief, Partnership Office (202) 208-5477 for additional information.

Technical Assistance/Training

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

The National Park Service provides training to nonprofit organizations to clarify park policies and regulations on fundraising and management. The NPS also reaches into communities to provide expertise on conservation and preserving and creating green spaces. The National Register of Historic Places, maintained by the National Park Service, provides information on preserving historic structures to groups dedicated to helping the NPS preserve our heritage.

- 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?

Many nonprofit friends groups conduct fundraising activities to support park programs. The National Park Service recently issued Director's Order #21 "Fundraising." We have provided training to park staff and friends groups concerning the proper techniques and

mechanisms for fundraising. This training ensures that all parties involved in these activities have a clear understanding of all rules and regulation pertaining to fundraising activities.

- C. What types of technical assistance or training are not currently being provided but should be?
- D. If applicable, list other ways your agency improves the efficacy of the nonprofit organizations it works with?

Relationship With Nonprofits

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

Park foundations like the National Park Foundation and smaller, local foundations raise money for park programs and offer innovative ways to benefit the community, such as the National Park Foundation's Parks as Classrooms program. Nonprofits operate bookstores in National Parks. They provide our visitors with access to educational materials. The materials help ensure that our visitors understand the importance of these special places and how they can help preserve them for future generations. In some cases the nonprofit organizations develop publications, and support the educational and interpretive programs at specific park sites. Nonprofit organizations also provide "living history" events to connect visitors to our country's history and help the NPS engage visitors in meaningful experiences.

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

The relationship between the National Park Service and the National Park Foundation, our national, Congressionally chartered nonprofit partner is a model of a cooperative relationship that honors and benefits the mission of the National Park Service. Project teams consist of members of the Foundation staff and the National Park Service staff and provide varied expertise and perspectives to each endeavor, bringing flexible and creative solutions to problems and to accomplishing mutual goals.

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

Public Policy

NOTE: We have some concerns about the questions on public policy. The questions need to be clarified. It is the role of the agency personnel to develop public policy. In our rulemaking and regulatory activities, or in setting management policies, we are required (under the Administrative Procedures Act) to treat everyone equally. We publish draft regulations and policies (usually in the Federal Register) and provide adequate time for all interested parties to comment. Some nonprofits also lobby the Congress on specific issues. Therefore, we do not believe that direct involvement in developing public policy is appropriate.

- A. Do you have a working relationship with nonprofits when it comes to developing public policy (e.g., regulatory and budgetary matters)?
- B. If so, please provide some examples of collaborative activities and describe what worked well and why you think it worked well.
- C. If not, what are the barriers to developing a working relationship with nonprofits on public policy matters?
- D. What do you think can be done to hurdle the barriers or strengthen the relationships with nonprofits when developing public policy?

Foundations

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

Yes, we work very closely with the Congressionally chartered National Park Foundation and many smaller foundations. The foundations work on our behalf with corporate and private donors.

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

Over the past five years, the National Park Foundation has contributed nearly \$ 42 million in direct financial support to the National Park Service. This is simply a monetary example of the innumerable projects that foundations and our partners support.

- C. If not, what are the barriers to developing a working relationship with foundation and other donors?
- D. What do you think can be done to hurdle these barriers or strengthen relationships with foundations and other donors?

Resources

- A. What resources do you provide to the nonprofit community (e.g., grants, in-kind services- if possible give amounts)?
- B. How can nonprofits find out about the resources that you make available to them?
- 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?
- 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?

Communication

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

We communicate with non-profits with targeted press releases and other media materials... In addition, the close relationship with many park units involves daily contact with non-profit organizations on issues of mutual interest.

- B. Does your web site provide information specifically for nonprofits 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?

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

Competition

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

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?

Survey Questions for Federal Departments and Agencies

Introduction

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

The Office of Surface Mining (OSM) interacts with nonprofit organizations to improve external communications, to acquire technical and programmatic input, and to provide targeted assistance. OSM interacts with nonprofit trade associations, national conservation organizations, associations of state agencies, professional organizations, universities, and local environmental and watershed groups. Up to 1995, OSM had a limited public constituency which rarely included interaction with nonprofit organizations, until we introduced our Appalachian Clean Streams Initiative. The program's objectives included a high degree of cooperation with local watershed groups and significantly expanded our interactions with nonprofit organizations.

Technical Assistance/Training

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

OSM provides informal technical and programmatic assistance to local watershed groups, primarily through routine interactions between field personnel and citizens. This assistance includes helping groups "navigate" through the agency's programs, advice on specific problems such as water quality, and providing environmental/technical data. OSM also sponsors or cosponsors various symposia which include nonprofit group participation and covers technical subject matter.

2. 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?

Technical assistance and training is primarily a function of regional and field offices with occasional support from universities and state agencies. The best current model for technical assistance is the Technical Support Team, a collaboration between OSM and the National Mine Land Reclamation Center (NMLRC) at West Virginia University. NMLRC is the center of excellence for technology development for acid mine drainage prevention and treatment. OSM supports the Center through cooperative agreements, along with several other federal and industry sponsors. The Technical Support Team includes key research NMLRC personnel, with assistance from federal personnel. The team helped several nonprofit watershed groups develop project feasibility studies,

treatment options, and cost estimates. This model is successful due to the expertise of the individuals involved. The project is limited by funding and the small number of people actually participating..

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

OSM is not currently providing extensive hydrologic assessment and design specifications for locally-sponsored water pollution control projects. As funding and local capacity for project construction increases, the lack of such data has the potential to create bottlenecks that could delay many worthy projects.

- D. If applicable, list other ways your agency improves the efficacy of the nonprofit organizations it works with?
For our watershed cooperative agreement program, OSM auditors review the internal control procedures of watershed organizations applying for funds. If controls need to be upgraded, auditors offer assistance to the groups to help do so.

Relationship With Nonprofits

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

Nonprofit groups who interact with OSM on a regular basis generally are local or regional watershed groups involved in grassroots organization and environmental protection and restoration.

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

OSM does not attempt to become a major or predominant factor in the mission of our nonprofit partners; however, there are several good examples of OSM personnel getting involved in producing local partnership agreements and in strategic planning. OSM field coordinators for our Appalachian Clean Streams Initiative help facilitate local partnerships and generate increased funding for acid mine drainage clean up. Our personnel have been involved in project planning, prioritizing, coordination with other federal agencies, and project management.

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

No specific institutional changes are suggested at this time.

Public Policy

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

OSM management solicits input on regulatory and budget matters from trade associations, state government organizations, and the general public.

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

These interactions are primarily informational and have helped unify the viewpoints of OSM and our constituency on policy and budget.

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

The majority of OSM policy was determined as an outcome of rulemaking or litigation and is delegated to the states and tribes. Routine working relationships with nonprofits on policy matters have been historically deferred to the states.

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

There was some earlier discussion of creating a formal Departmental advisory process under FACA. If required in the future, this idea could be revived.

Foundations

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

At present, we have limited contacts with certain philanthropic foundations involved with acid mine drainage issues.

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

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

There had been a perception in the private sector that the pollution of streams from abandoned mines was not a major problem, was the responsibility of mining companies, or was technically unresolvable. Additionally, the clean up may have been perceived as a government undertaking with little opportunity for private participation. OSM only

recently acquired Congressional authorization to spend private donations for its Appalachian Clean Streams Initiative. A comprehensive strategy to establish working relationships with foundations and major private donors is still in the formative process. It should be noted that foundations participate in some of the state and local Clean Streams projects which OSM has encouraged or partially funded.

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

A focused effort to publicize OSM's recent successes in stream restoration could encourage the interest of foundations and major private donors. OSM assistance in preparing cost estimates and project specifications could make the proposition "real" and focus attention on specific problems.

Resources

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

OSM uses appropriated funds to finance watershed cooperative agreements (\$80,000, maximum) with local groups for the construction of mine drainage treatment projects. The program funding was \$750,000 in FY 1999 and \$1.75 million in FY 2000. For FY 2001, the President's budget proposes \$2.75 million for this activity. OSM provides scholarship funds to enable nonprofit operatives to attend our acid mine drainage conferences. OSM also funds an intern program which placed summer interns in several watersheds to work with local nonprofit groups.

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

OSM conducted a major outreach effort during its first year of the Watershed Cooperative program. This consisted primarily of direct contacts and solicitations between our field representatives in 13 states and every local watershed groups. Nonprofits can contact the OSM representative or view and download program information and application materials from OSM's web site. OSM also makes an effort to raise the awareness among the nonprofit community of available nongovernment resources by maintaining and distributing lists of potential foundation funding sources and by providing workshops on strategies to acquire private financial support. Information is also delivered through OSM's Home Page and targeted mailings.

- 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?

Yes. For our watershed cooperative agreements we have an OSM auditor visit with the

organization to make sure that their financial systems have adequate internal controls. If the controls are not present, OSM personnel assist the organization in establishing necessary controls. Also, we have available our "Federal Assistance Manual" that details requirements and OSM personnel are available to answer any questions.

- 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?

OSM participates on the Department's financial assistance team that is determining how to implement the requirements. Also, OSM re-engineered its grant procedures several years ago so that they now are streamlined.

Communication

1. 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?

Routine interactions with nonprofits occur through OSM's field personnel. In many instances, field personnel participate in or observe regular meetings of local watershed committees and provide current information about the agency and its programs. OSM also maintains extensive Web content on the Appalachian Clean Streams Initiative and issues publications on a periodic basis to describe the program and where to get assistance. There is no regular, standardized communication such as a newsletter.

2. 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?

Yes. Program information and down-loadable application materials for financial assistance are maintained for the specific use of nonprofits. OSM's Abandoned Mine Land and Appalachian Clean Streams Initiative programs are linked to the Nonprofit Gateway. Current information is maintained through normal postings and updates by agency personnel.

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

No specific changes are recommended at this time. We are still in the beginning stages of many of our watershed efforts.

Competition

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

There is no particular requirement for nonprofit participation. As mentioned above, OSM recently created a cooperative agreement program that enables funding directly to nonprofits for project construction, a major program service. In addition, some of the technical assistance functions mentioned above equate to nonprofit participation since the university subdivisions themselves have nonprofit status.

2. 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?

OSM is not currently involved in any financial agreements with for-profit grantees/contractors formerly provided by nonprofits.

Survey Questions for Federal Departments and Agencies
Prepared by the Bureau of Reclamation,

Introduction

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

The Bureau of Reclamation (Reclamation) has a wide array of relationships with nonprofit organizations. In many cases, nonprofits serve as a representative for Reclamation's constituents or customers and they report to us on concerns and issues of their memberships. They provide comments on proposed policies, rulemakings, and legislative initiatives. Conversely, Reclamation enters into contractual relationships with non-profit organizations for technical services. We may enter into a relationship with a university or association to carry out an engineering study or an analysis of a program or activity for benchmarking purposes or to get an objective analysis. For example, several years ago, we contracted with the Association of State Dam Safety Officials to engage in a peer review of Reclamation's dam safety program and are in the process of establishing a similar peer review on Reclamation wastewater recycling and reuse program. Additionally, Reclamation has a Memorandum of Understanding (MOU) program whereby we develop and implement MOU's with nonprofit organizations- such as Trout Unlimited, the American Fisheries Society or the North American Wildlife and Natural Resources Association - primarily to carry out environmental and ecosystem restoration activities.

Technical Assistance/Training

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

In addition to a significant number of relationships with colleges and universities we provide technical assistance to a wide range of nonprofit organizations for technical assistance.

One example is that we have entered into an agreement with the Western Governors' Association to develop drought contingency planning for the western states whereby we provided them with a full time professional staff member for the life of this initiative through an Intergovernmental Personnel Action (IPA).

Additionally, throughout the western United States, we have been working with local volunteer watershed councils to provide them with technical assistance to help them to undertake consensus-based ecosystem restoration projects. In most cases, the watershed council members are volunteer, and the organizations have limited financial and technical capabilities. We provide them with the scientific and technical data they need to make decisions about how and where to do projects.

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?

In most cases, Reclamation's technical staff provide the assistance to the nonprofit. The principle characteristics that make these relationships successful is the desire on the part of the recipient to work with Reclamation, their recognition of our technical expertise and our collective ability to structure the work to maximize our expertise in a way that is usable and understandable to the nonprofit. In other words, the guidelines for providing assistance are flexible enough to structure them to meet the needs of the group.

The limits on the providers for providing assistance to nonprofits are twofold. First, our budget for these sorts of activities continues to decline and is limited to a relatively modest total amounts per project – mostly to enable Reclamation to stretch its limited resources.

Second, Reclamation's authority to undertake these sorts of activities, where the work takes place and the extent of the work (i.e. Can it include construction activities?) are questions whose answers are not clear. Reclamation does not have an Organic Act enabling us to carry-out a wide range of activities. Instead we use authority to carry out geographical defined investigations - mostly by state. We also look to the specific legislation authorizing a particular project in a particular basin to determine our authority to engage in these activities. In many cases, the limitations on our authority to engage in the work, limit our ability to go beyond the preliminary-level investigation. When we are asked to get involved in activities on non-Reclamation facilities or in watersheds where there are no Reclamation facilities, our authority is much less clear.

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

In some cases the MOU's that we have with nonprofits enables the nonprofit to carry out a project that is more scientifically sound, as we may provide the hydrology, engineering or biological data that they need in order to make a decision on how, when and where to carry out a project. Our involvement, and the relatively minimal amount of federal funds we may provide, may enable them to leverage their limited funds to do a larger (geographically) project than they might otherwise have done.

Relationships with Nonprofits

A. What types of services do non profits that you partner with provide?

We receive a wide array of services, through contracts and MOU for technical assistance from nonprofit organizations. We have literally hundreds of contracts with nonprofits and universities,

through our Technical Service Center for a wide variety of services including economic analysis, engineering studies, hydrology studies and so forth which enable Reclamation to operate its projects and carry out legal requirements in a timely and scientifically sound manner.

With most of the MOU's for environmental and ecosystem restoration, the nonprofits provide in kind services such as labor and volunteers to carry out the restoration activity. In one instance, Reclamation provided the funding for a liaison with the National Audubon Society to work with Reclamation to identify and maximize restoration projects that both, or each, are interested in implementing. This enabled Reclamation to learn about innovative restoration project ideas that may improve projects that Reclamation was planning on implementing.

Additionally, in some cases, such as in the North Platte River in Nebraska, Reclamation acquired some prime Whooping Crane habitat and developed an MOU with the Whooping Crane Trust to manage the lands. This maximized the Federal investment in the important lands, while minimized the annual O&M obligations and leaves management control of the lands in local hands.

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

The relationship with the National Fish and Wildlife Foundation (NFWF) spelled out in the discussion below on foundations is an excellent model for a partnership that leverages relatively small amounts of Federal and non-Federal funds to carry out important habitat and ecosystem restoration projects.

In addition, internally, the MOU program, mentioned above, functions fairly well in ensuring that we are careful to maximize and coordinate the limited resources that we have for carrying out effective projects.

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

Limited funding, a declining overall budget and constraints or a lack of clarity as it relates to our legal authority to engage in certain activities in certain places. (See second paragraph of the answer for question B under Technical Assistance/Training above).

Public Policy

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

As stated earlier, a number of our customers and constituents are represented by nonprofit organizations such as the National Water Resources Association (NWRA), the Family Farm Alliance (FFA), the Colorado River Energy Distributors Association (CREDA) etc. We work

with them in a variety of ways - both formally and informally - on policy development, the development of regulations, and even budget development. We seek comments -- both formally and informally -- on legislative proposals and regulations. Additionally, we seek and they offer their suggestions for budget items and priorities which are incorporated into the development of our budget proposal. Furthermore, at a number of water and power projects throughout the west, our customers, often through their nonprofit representatives, participate in a formal budget review process - providing input on budget items and offering suggestions on how to reduce expenditures.

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

We hold monthly stakeholder meetings with nonprofits as well as other customers, whereby we are able to share, on an informal basis, thoughts and concerns on policies, legislation and other regulatory activities.

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

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

Foundations

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

Our relationships with foundations and private donors is somewhat limited. In some cases, we will join with one or a group of these entities to sponsor an academic or technical conference. Additionally, our technical experts routinely provide analysis and technical review and comments (such as peer review) on a proposed study being funded or sponsored by a foundation.

In one case, we have a close relationship with the National Fish and Wildlife Foundation (NFWF), whereby Reclamation provides appropriated funds through NFWF for specific ecosystem restoration projects, which are submitted by interested entities and must include a significant non-Federal match funds in order to be approved. This relationship has worked out very well. Together, Reclamation and NFWF are able to leverage relatively minimal amounts of Federal funds to carry out highly effective restoration projects throughout the Western United States.

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

The NFWF example works quite well to leverage Federal and non-federal funds to carry out restoration projects.

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

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

Resources

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

As stated above, we regularly provide in-kind services, such as technical assistance, IPA staff, and employees to teach courses, as well as grants such as those through NFWF.

In addition, we provide some funding for national nonprofit associations to hold annual conferences and symposia. Some examples are the American Fisheries Society Annual Meeting, the North American Wildlife and Natural Resources Conference, Hydropower 1999, and the Annual Summer Conference of the Natural Resources Law Center at the University of Colorado School of Law.

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

Generally, organizations contact Reclamation with a specific project in mind that they believe Reclamation may be interested or able to get involved in, or contact other nonprofits that have worked with Reclamation or had an MOU.

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?

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?

Communications

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

Communications with nonprofits takes a variety of forms depending upon the offices involved and the type of activities involved.

From our Washington office, we communicate with nonprofits in an array of ways. On a monthly basis, the Chief of Staff conducts a "Stakeholders" meeting, where representatives of nonprofits including NWRA, FFA, Trout Unlimited and others attend to get an update on agency

initiatives, special activities, congressional action, budget information etc.. That meeting is open to any interested groups and attracts a reasonable cross-section of entities interested or involved in Reclamation activities.

Furthermore our offices of public affairs in each region and in Washington keep a comprehensive listing of nonprofits and customers who receive notices and press releases on public meetings, announcements etc.

B. Does your web site provide information specifically for nonprofits to use? If so, what are some of the 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?

The Department of the Interior hosts a Non-Profit website that serves as the portal for all the Interior agencies, including the Bureau of Reclamation. It provides links to Public/Private Partnerships, Volunteer Opportunities, Educational Opportunities, Financial Assistance (Grants), Non-Financial Assistance, Laws and Regulations, Outdoor Recreation, and State-Specific Information in each of the agencies.

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

Competition

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

Whether there is competition for the delivery of a service to Reclamation depends upon the type of service and the organizations that might be most suitable. When looking for particular technical services - such as engineering or scientific analysis, Reclamation publishes a Request for Proposal (RFP) and evaluates the proposals according to the relevant rules and regulations.

However, for some services or activities, we can enter into an MOA or develop an IPA.

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?

RESPONSE from the BUREAU OF INDIAN AFFAIRS¹
to the
INTERAGENCY TASK FORCE on NONPROFITS and GOVERNMENT
SURVEY QUESTIONS for FEDERAL DEPARTMENTS and AGENCIES

[This survey was distributed to all BIA program and regional offices. The information below is compiled from responses provided by seven program offices and six regional offices.]

Introduction

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

The Bureau of Indian Affairs (BIA) interacts in numerous ways with a large number of American Indian nonprofit organizations. The range of support the Bureau provides to nonprofit organizations includes funding; technical assistance; training; co-sponsoring of conferences; grant/contract administration; liaison between nonprofit organizations, their member tribes, and other Federal agencies; policy development; administrative support; in-kind services; referrals for services; and data sharing.

Technical Assistance/Training

A. What types of technical assistance/training do you provide nonprofit organizations?

Information on new BIA program initiatives; management support and consultation; resource management; assistance in conducting customer surveys; consultation on BIA program review processes and on applying for BIA funding; consultation on planning conferences; provision of office space, office equipment, mailing services, and general clerical services; data sharing; credit and financial analysis; and training in a variety of technical, managerial, program administration and program evaluation, and grants topics.

B. Who provides the assistance?

BIA staff in numerous occupational areas, mainly at the Regional and Agency (field) level.

Staff in the Bureau's Fish, Wildlife and Recreation Program (Office of Trust Responsibilities) assist various inter-tribal fish and wildlife organizations that represent the interests of the member tribes in a variety of hunting and fishing rights interests. BIA provides funding support, technical assistance in grant/contract administration, and liaison among the organizations and other Federal agencies.

The BIA Pacific Regional Office supports the California Indian Forest and Fire Management Council (CIFFMC) to help the tribes in California with forestry and fire issues. The Regional Office has contracted for services with CIFFMC for the past six years, with the Regional Forester serving as the Contracting Officer's Representative to administer the contract. The Regional Office assists CIFFMC in disseminating notices to all tribes in California regarding training and funding opportunities, new scientific-based information, and activities of other Federal and State agencies that may have impact on the tribal programs.

The BIA Alaska Regional Office, Office of Social Services works with the Alaska Native Indian Child Welfare Association, which is a nonprofit organization comprised of child welfare workers, advocates, and tribal leaders to address the common issues surrounding Indian child welfare issues in the State.

The Rocky Mountain Regional Office, Office of Social Services works with the Regional Methamphetamine Task Force to develop prevention and treatment services. The Task Force is composed of diverse nonprofit organizations and well as Federal and State agencies. BIA provides meeting rooms, telecommunication and administrative support, publicity, and coordination and liaison with other organizations.

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

More effective ways to identify and secure private sector funding; training on BIA regulations, administration and procedures as they relate to specific technical areas; more training on various technical subjects; technical assistance on analysis of technical data; training/technical assistance on marketing and promotion; general training on BIA's trust responsibilities and its relationships with the tribes and individuals regarding trust lands.

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

BIA-sponsored conferences using the staff of nonprofits as facilitators. This promotes buy-in by the nonprofits for BIA policies and programs.

Relationship with Nonprofits

A. What type of services do nonprofits that you partner with provide?

Coordinate tribes' common interests in agriculture and range management; promote common tribal interests in the exercise of treaty hunting and fishing rights; improvement of roads on Indian reservations; legal consultation for Indian tribes and individuals; communication, information, and technology transfer services; environmental and cultural resources; education, social and health services; tribal advocacy; forestry programs; economic development; and emergency needs.

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

Several inter-tribal organizations are being effective in achieving BIA's treaty rights protection and resource conservation goals. BIA's relationships with the numerous American Indian nonprofit organizations has the cumulative effect of greatly improving the Bureau's relationship with the tribes and has enhanced two-way communication and the dissemination of information.

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

Lack of adequate funding and staffing, both for the Bureau and for the nonprofits.

Slow payment processing for grants/contracts with the nonprofits.

Requirements imposed by external entities or authorities. For example, BIA works with nonprofits in the licensing process for hydroelectric projects. This work is controlled by the Federal Advisory Committee Act. Freedom of Information Act requirements may have impact on the communications between the Bureau and the nonprofits.

In some cases, resistance of nonprofit groups to work with BIA.

Understanding each other's operating policies.

✓ Lack of a coordinated Bureau-wide approach to working with nonprofits. The vast majority of the Bureau's relationships with nonprofits are formed and implemented at the Regional and Agency levels. There is no Bureau-wide policy, direction, or training regarding working with nonprofits.

✓ Contracting and compacting with the tribes in accordance with P.L. 93-638 has in effect removed the Bureau from participating in many program areas.

Unless a direct relationship in terms of the BIA mission is provided BIA personnel working with a nonprofit, then the employees must be involved only on non-government time.

Misunderstanding by the nonprofits of the Federal trust relationship existing between BIA and the tribes.

Public Policy

A. Do you have a working relationship with nonprofits when it comes to developing public policy?

Yes. Input from inter-tribal organizations is frequently considered when developing BIA policy,

regulations, and budget submissions. Also, the Regions and Agencies often are involved with inter-tribal organizations regarding development of State policies affecting Indian tribes and individuals.

B. Examples of collaborative activities:

Collaboration with the Intertribal Agriculture Committee in developing general agriculture and range regulations. A team approach was used to develop the regulations and helped increase awareness and support from the entire Indian agricultural/range community.

Collaboration with the Northwest Indian Fisheries Commission on how to share a \$3 million Congressional add-on in the FY 2000 budget for a Fisheries Habitat Protection Program resulted in increased understanding between the Commission, the member tribes, and the Bureau regarding how the funding would be allocated for tribal and inter-tribal programs, and in consensus on how to proceed.

The writing of BIA's new forestry regulations was a collaborative effort involving representatives of the Intertribal Timber Council. The Bureau is using the same approach to revising its Forestry Manual.

The Bureau and the Advisory Council of California Indian Policy collaborated to redesign the Bureau's Branch of Acknowledgments process in recognizing California tribes.

One of the Bureau's Agencies worked with an environmental nonprofit to organize tribal membership to provide testimony for salmon restoration to influence public policy about the importance of salmon restoration to the tribes. The collaboration was effective and is serving to encourage further direct alliances between the tribes and the nonprofit.

C. Barriers to developing a working relationship with nonprofits on public policy?

A lack of understanding on the part of some nonprofits that their policy recommendations may not be implemented.

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

Increase in funding and staff resources; regularly scheduled meetings with nonprofits to discuss pertinent policy issues; greater focus from top management to involve nonprofits in policy development; provide a complete list of nonprofit organizations to all Federal agencies; and better direction regarding the use of government time for Bureau employees to interact with nonprofits and better guidance regarding ethical considerations in a Bureau employee's relationship with nonprofits.



Foundations

Our survey of BIA's program and regional offices identified only a limited relationship with foundations. Several of the regional Offices of Social Services indicate that they have an informal relationship with foundations in providing information regarding funding resources to tribal child welfare organizations.

Resources

A. What resources do you provide to the nonprofit community?

Funding through grants and contracts for services (unable to provide amounts at this time); staff assistance through Intergovernmental Personnel Act assignments; technical assistance; assistance in writing grant proposals; training on policy and technical subjects; and data sharing.

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

BIA program offices often contact nonprofits which may be eligible for support and assistance. Program websites also include information about resources for nonprofits.

C. Do you provide any support to help nonprofits comply with cost principles and administrative requirements?

Yes. Support services in these and related areas are covered through the Self-Determination contracting and granting administrative process. The Bureau also provides tribes training regarding their responsibilities in maintaining adequate administrative and financial accounting systems in accordance with Federal regulations. Those tribal government officials receiving this training often are also officials for the inter-tribal nonprofit organizations.

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

BIA's contracts and grants are administered through the Indian Self-Determination Act (P.L. 93-638) and associated regulations, which have their own directives and which mandate management oversight.

Communication

A. How do you reach nonprofits to inform them of agency information?

Communication from program offices is frequent, and is accomplished by letter, phone, fax, e-mail, and personal visits. Most program and regional offices also have information on their websites. Much information to inter-tribal nonprofits also flows from the consultation process

ongoing between BIA and the tribal governments.

B. Does your website provide information specifically for nonprofits to use?

The main BIA website currently does not include information specifically for nonprofit use. Only one Agency responding to the questionnaire indicated it has nonprofit-specific information on its website. Several regional offices indicate they currently are developing their own websites. None of the respondents indicate they participate in the Nonprofit Gateway.

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

Regularly scheduled conferences; increased use of the Internet; provide training to Federal employees about the important role of nonprofits; hire staff devoted to working with nonprofits to accomplish mission goals.

Competition

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

BIA does not require nonprofit participation in the delivery of services. Nonprofits' participation seems largely determined by the guidance the organizations receive from their member tribes in representing their interests and needs. P.L. 93-638 establishes the relationship BIA has with tribes for operation of programs and delivery of services. The law authorizes tribes and tribal organizations to contract programs with BIA and to operate them for their own benefit.

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.

Respondents to the questionnaire did not provide any examples of this situation.

March 1, 2000

MMS
minerals
management
services

NOTE

To: Dave Alberswerth, AS/LM

From: Angela Cummings, MMS

Subject: Information on MMS' Relationships with Non-profit Organizations

The following information is provided in response to your request on this subject. Please do not hesitate to contact me if you have any questions. I can be reached at 208-3981.

Boy Scouts of America Jamboree

MMS participates in the Department's Memorandum of Understanding with the Boy Scouts of America. Every four years there is a National Jamboree; the next is in the Summer of 2001. This is a major event where MMS (and almost all other DOI bureaus) will have a display showing what we do. More than 50,000 boy scouts and adult leaders from around the world attend.

Partnership Schools

MMS has partnerships with a number of schools around the nation. We support the schools by providing volunteer tutors, lunch buddies, surplus equipment, and pen pals. President Clinton visited the Herndon Elementary partnership school last year.

The MMS Kids' Page

MMS has a page on the world wide web for children that they can access from their home or school computers. The pages cover MMS generally, and has links to similar pages in the Alaska, Gulf of Mexico, and Pacific Regions. While some of the material addresses what MMS does, other links go to Earth Day, partnership schools, and a Kids Fishing Derby.

The National Energy and Education Development (NEED) Project

The MMS works with NEED to develop curriculums for teachers on all aspects of energy. For example, it addresses what energy is, sources of energy, and how to conserve it.

New Horizon Bass Anglers / Kids Fishing Derby

Each year MMS' employee association supports the New Horizon Bass Anglers in providing a fishing day for children in the Reston/Herndon Virginia area. We provide volunteers (e.g., showing children how to put a worm on a line), while other entities donate equipment, etc. The most recent event of last summer included two Saturday fishing trips, with a total of 500 children.

Herndon-Dulles Chamber of Commerce

MMS joined the local Chamber group two years ago to play a more active role in the community. For example, an MMS representative serves on the Chamber's Education Committee. The MMS participates in a Chamber sponsored annual ethics seminar at the local middle school. The MMS representative to the Chamber has informed and educated other business and government organizations in the area about our partnership with the Herndon Elementary School.

Environmental Studies Program Partnerships

MMS has key research partnerships through the Coastal Marine Institute in Louisiana, Alaska and California. It is a cost-sharing program which results in both parties accomplishing research objectives that might not be attainable otherwise. Other benefits include important consensus building and the leveraging of budgets for more research information.

1. Oxnard College

Oxnard College is a HACU member school. One of the objectives of the HACU-DOI MOU was to develop agreements with individual member schools. Last year the Pacific Region signed a cooperative agreement with Oxnard, which I believe was the first in DOI.

Oxnard developed a minority recruitment brochure for DOI. Through September, the Region is employing three Oxnard minority students under the disability employment program. This month, the MMS booth at a National Hispanic job fair in San Diego will be jointly staffed by a Pacific representative and an Oxnard student. The Region has given Oxnard surplus computers. The computers not used on campus are used in a loan program for disadvantaged students.

Ventura County Environmental Learning Fest

This was a national training program for high school and middle school teachers. Pacific Region was a co-sponsor with Oxnard College of this event.

2. MESA (Math, Engineering & Science Achievement)

MESA is a state-wide program administered by University of California to encourage Hispanic middle and high school students in math and science. Region provides logistic support, mentoring, tutoring and competition judges. Region representative is member of their advisory board.

3. Los Marineros:

Los Marineros is coordinated by Santa Barbara Museum of Natural History to educate Santa Barbara elementary and middle school students in marine and cultural aspects of the Santa Barbara Channel. Pacific Region provides speaker to every school in Santa Barbara.

4. Bradford Open School:

Pacific Region has a partnership agreement with Bradford under Adopt-a-School program. This week Region is providing judges for their Science Fair, as well as at the fair at the Mesa Union School.

5. YMTF (Youth Motivation Task Force)

YMTF provides speakers to Los Angeles inter-city school to encourage student to stay in school. The Pacific Region provides speakers and is the only Federal agency on their coordinating committee.

6. Ventura Continuation School

Each year, the Pacific Region takes high school non-pay interns to give them on-the-job experience. These are primarily disadvantaged and minority students.

DOI Task Force on Nonprofits and Government

Response by U.S. Geological Survey (USGS)

Introduction

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

USGS has a wide range of relationships with nonprofit organizations. The scope and nature of these relationships defies generalization. Relationships with various organizations differ depending on the type of organization and relationships with the same organization may differ depending on the issue or other circumstances. On balance, USGS enjoys positive and productive relationships with the nonprofit community which would include professional societies, conservation organizations, and associations representing a variety of groups that interact with natural resources.

We provide information to nonprofits, use nonprofits in advisory capacities, and collaborate with nonprofits to carry out research projects of mutual interest. Interactions with nonprofits are useful in program planning and help to facilitate use and understanding of USGS products.

The USGS has traditionally interacted with and supported collaborative standard setting organizations such as the International Standards Organization, the American Society for Photogrammetry & Remote Sensing and other similar organizations.

Examples:

- American Association of State Geologists (AASG), American Geological Institute, American Institute of Professional Geologists, Association of Civil Engineers, Geological Society of America, National Association of State and Land Grant Universities, as well as State and local community associations represented on State Geologic Mapping Committees - We gain insight and advice from these nonprofits.
- National Stone Association or UNESCO or the American Geological Institute or the World Resources Institute – We interact with these groups in mineral resource related studies.
- The Nature Conservancy (along with the Park Service, State of New York, US Army Corps of Engineers, New York Sea Grant and the Long Island Coastal Alliance) – We are working with the Nature Conservancy to help them in planning associated with mitigating coastal erosion along the south shore of Long Island, NY. We have participated in collaborative symposiums co-sponsored by the Nature Conservancy and the Environmental Defense Fund.
- Woods Hole Oceanographic Institution and the Marine Biological Institution
- Reef Relief, Coastal Zone Foundation - Work related to coral reefs. We provide data and participate in activities of mutual interest. It is important that

we provide information, but avoid an advocacy role with these nonprofits which often take a strong advocacy position.

- Red Cross, FIND - We have provided data on hurricanes to the Red Cross and FIND (Florida Interfaith Network for Disasters). We provide general data (maps, images) and less frequently respond to requests for specific information.
- Geological Society of America – GSA was a cofunder/coorganizer with the USGS and NPS of the Geology of Coastal Ecosystems workshop. They provided a non-governmental perspective. They worked with the Bureau and the Ecological Society of America to develop integrated programs.
- MBARI (Monterey Bay Aquarium Research Institute): We have worked with MBARI in the acquisition of data in a number of areas. This partnership is purely a joint research effort.
- American Society of Testing and Materials (ASTM) – We have worked with ASTM to use existing standards in our laboratories or develop new standards.
- ✓ • International activities - USGS works internationally under government-to-government agreements. Our counterparts are governmental agencies. Through our counterparts, though, we can work with nonprofit, NGO's and private sector organizations. On occasion, nonprofit organizations have expertise that complement the government counterparts.

Other nonprofits that we interact with include (but are not limited to):

Interstate Council on Water Policy
Association of State and Interstate Water Pollution Control Administrators
Association of State Drinking Water Administrators
National Association of Counties
Association of State Floodplain Managers
American Society of Civil Engineers
Water Environment Federation
American Water Works Association Research Foundation
Groundwater Foundation
American Institute of Petroleum Geologists
Environmental Defense Fund
National Audubon Society
Sierra Club
American Petroleum Institute
American Crop Protection Association
American Ground Water Trust
River Watch Network
American Littoral Society
Delaware Nature Society
Numerous watershed organizations such as:
Upper Raritan Watershed Association
Hudson River Foundation
Charles River Watershed Association
Friends of the Fox

Cook County Clean Streams Committee
Citizens for Environmental Care (Chicago area)
Chicago Area Sea Kayaking Association
Citizens for Conservation
Florida Wildlife Federation
Watershed Committee of the Ozarks
Idaho Conservation League
Jackson Hole Alliance
Wyoming Outdoor Council
California Waterfowl Association
United Anglers of California
American Canoe Association

II. Technical Assistance/Training

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

✓ USGS provides limited degrees of technical assistance/training to nonprofits in terms of management support. If technical assistance and/or management support are broadly interpreted to include scientific peer review, then USGS provides a significant amount of assistance in the review of manuscripts submitted to scientific journals published by professional nonprofit societies. In addition, USGS provides service to professional societies through participation in various scientific meetings (i.e., organizing symposia, workshops, conferences), appointment to organizational committees or editorships, and election to leadership offices (e.g., President, Vice-President, Council Member, etc.).

We provide technical assistance and training to other agencies and organizations, including nonprofits, in a range of activities that involve volcano monitoring and hazard assessment, earthquake monitoring and hazard assessment, energy and mineral resources, earth surface processes, coastal geology, ecosystems, and mapping activities.

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?

✓ USGS scientists are the primary providers of the assistance described in II.A. above. A large number of USGS scientists have held major elective offices in professional societies. Another way that USGS scientists support nonprofit organizations is through their presentation of scientific talks and technical demonstrations related to their research projects as a part of programs at organizational meetings. These individuals are characterized as being well known and highly respected for their scientific contributions. Most are senior level

researchers, who established records of service to these organizations in various capacities, i.e., committees, meeting organizers, editorial, etc. The primary limitations imposed on such professional service are agency policies as well as government regulations that control these activities as well as self-imposed limitations, i.e., time allocations in balancing personal and professional roles.

Examples:

- The National Institutes for Water Resources (NIWR) receives assistance from the USGS in designing and operating an internet-based database of research and information transfer projects supported by the State Water Resources Research Institute Program. NIWR collaborates with the USGS in conducting the National Competitive Grants Program.
- The H. John Heinz III Center for Science, Economics and the Environment receives assistance from USGS in designing a report on the State of the Nation's Ecosystems. USGS scientists serve on the workgroups that design the report at no charge to the Heinz Center because doing so will further our mission of providing earth-science information that is useful and relevant to policy makers.
- The USGS provides assistance to American Association of State Geologist members (the State geological surveys) through design and implementation of the National Geologic Map Database, a joint project of USGS and AASG, which provides Internet access to Federal and State geologic maps. This effort is successful because it is a partnership – it is co-led by USGS and AASG.
- American Planning Association – We work with the American Planning Association to develop guidelines for landslide hazards mitigation for managers and planners nationwide. These guidelines will help facilitate the use of USGS scientific information in land-use decision making, as well as help to inform the USGS program planning process of the needs of these customers and the types of scientific products most needed and useful.
- Sea Education Association (SEA) in Woods Hole - We have conducted seminars for secondary school teachers, loaned schools analytical and sampling equipment for use at sea, and involved them in the collection of bottom sediment samples for mutual studies in Massachusetts Bay.
- USGS scientists provide technical training in volcano monitoring and hazard assessment to other scientists in selected foreign countries where volcanic risk is high (particularly Latin America).

Additionally, USGS scientists serve as officers or editors of scientific journals for scientific organizations such as:

American Geophysical Union
Geological Society of America
National Ground Water Association
American Chemical Society
Estuarine Research Federation
International Humic Substances Society

North America Bethological Society
America Society of Limnology & Oceanography
American Society for the Advancement of Science -- local chapters
American Society for Microbiology
American Society for Civil Engineers
American Geological Institute
Clay Minerals Society
Ecological Society of America
International Association of Geochemistry and Cosmochemistry
International Union of Pure and Applied Chemistry
Society of Wetland Scientists
American Water Resources Association
Soil Science Society
Mineralogical Society of America
International Association of Hydrological Sciences

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

USGS is providing the appropriate types of technical assistance and training; no other specific areas come to mind where support could be appropriately offered. The only deficiency may be in the amount or degree of the services now provided.

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

USGS supplies nonprofit organizations with a substantial amount of technical information in the form of publications and reports, and electronic media. USGS invites non-profit organizations to meetings and interactions concerning science issues—we often seek their input into our strategic planning. On an individual basis, a large number of USGS personnel are members of a wide variety of nonprofit organizations. Through these memberships, they pay dues and make other financial contributions in support of various programs and causes.

III. Relationships With Nonprofits

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

USGS's partnerships are primarily with scientific and professional organizations closely aligned with natural resources and with conservation and environmental organizations. These nonprofits provide education; awareness of conservation issues, in some cases even land purchasing for conservation; dissemination of earth and biological science information, including hazards information; geologic mapping and geospatial data needs assessment; health services, disaster response, hazards assessment, and scientific research. In addition, USGS works with

human resources organizations in various employee recruitment initiatives, as well as in employee training and development programs.

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

USGS enjoys a wide range of positive and productive relationships with nonprofit organizations. Perhaps the most effective relationship is with an organization representing a coalition of member organizations that has been intensely interested in USGS's budget, programs, and organizational welfare. USGS has also developed a highly functional and mutually rewarding relationship with a nonprofit that is aiding in the recruitment of women and minorities to our future workforce.

USGS water-resources programs provide funding to the National Research Council (NRC), National Academy of Sciences to conduct independent reviews of our programs and provide advice on improving their scientific quality and relevance. All members of NRC study committees serve without compensation from NRC. When appropriate, USGS scientists serve as members of committees of the NRC, providing their expertise at no charge to the NRC. USGS is thus providing a service to the NRC.

Other examples include work with the:

- Northwest Interpretative Association—a nonprofit group that sells USGS maps, publications, and videos at National Parks and Monuments in the Pacific Northwest.
- Society of Economic Geologists to organize technical meetings that help meet the goal of getting USGS information out to a wider public.
- National Mining Association to publish a map showing locations of mines and mineral production sites across the US.
- American Geological Institute to publish posters and brochures describing the relationships between mining and the environment, and utilization of resources to society.
- American Association of State Geologists (AASG) on the STATEMAP and National Geologic Map Database project.

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

The major barriers are bureaucratic policies, regulations and ethical standards. The Federal Code of Ethics and Conduct establishes clear limitations on what Federal employees can and can not do in the performance of their official duties. Federal contracting and other administrative policies and regulations also provide limitations on how agencies and nonprofits conduct business with each other. The Federal Advisory Committee Act also hinders more effective relationships. Other obstacles may involve the degree of freedom that some employees may

enjoy in participating in programs and activities of nonprofit organizations, i.e., some supervisors may be more supportive than others of their employees being involved with nonprofit organizations on official time. Obstacles sometimes include limited fiscal and human resources for working with nonprofits.

IV. Public Policy

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

Although the USGS does not develop policy, we do provide unbiased, scientifically rigorous science upon which other agencies base public policy.

Examples:

- We work with scientists and engineers from the Council of the National Seismic System in advisory capacities to help develop responses to regulatory or Congressionally mandated policy.
- We also work with AASG through the National Geologic Mapping Act.
- US Army Corps of Engineers are working with us to design exploration strategy for offshore sand resources and to revamp the coastal sediment budget (Long Island, NY).
- National Park Service are using our findings to best represent the priorities of the Fire Island National Seashore.

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

Examples:

- A Plan for Implementing a Real-time Seismic Hazard Warning System; An assessment of Seismic Monitoring in the United States: Requirement for an Advanced National Seismic System; and Status of U.S. Geological Survey Seismic Hazard Assessments – 1998 (reports to Congress required by PL 105-47).
- Design of the National Cooperative Geologic Mapping Program. This program worked well because it was done in partnership and therefore appropriately framed Federal, State, and public-sector roles, and as a consequence has resulted in bipartisan support.

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

Not Applicable

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

We can strengthen relationships by demonstrating a willingness to change USGS priorities to better align our scientific products with the needs of stakeholders and users represented by the nonprofit.

V. Foundations

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

Some of the USGS Biological Resources Centers have an active "Friends" organization that promotes various fundraising activities and provides financial and other support of its research programs. Some foundations have supported USGS science projects. Other nonprofits have provided funds for travel or other in-kind support for various researchers to participate in their organizational programs or activities. Over the years, some USGS Biological Resources Centers have received unsolicited donations and other contributed funds from private donors.

USGS has provided funds to the Groundwater Foundation to (1) continue the development, and improvement of Children's Water Festivals across the U.S., (2) help to educate the Nation's youth about water, and (3) involve USGS professionals nationwide in local water education and protection programs.

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

Patuxent Wildlife Research Center has an active relationship with the "Friends of the Patuxent Wildlife Research Center." Over the years, the "Friends" have provided travel funds, purchased scientific equipment, augmented project funding, and supported annual meetings. This relationship works well because of the strong affiliation of "Friends" members with the various research programs conducted by the center and the willingness of center scientists to participate in appropriate "Friends" activities and events.

Foundations overseas can be a source of securing funds for a project that are independent from the local governments control or authority. For this reason, foundations are formed and can be composed of governmental and nonprofit personnel.

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

The principal limitations are regulatory and bureaucratic on the Federal agency side of the relationship, whereas the restrictions are related to mission and policy on the Foundation side. Agencies are restricted in the amounts, purposes, and manner that they receive funds from Foundations. The missions, goals, and

objectives of Foundations limit their interest, ability, or willingness to support Federal agency programs and projects.

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

Federal agency personnel should engage in greater outreach activities and they should be rewarded for successful efforts. Liberalization of regulations and policies for preparing and submitting proposals to foundations would be helpful. Other centers should be encouraged to work with local citizens to develop "Friends" organizations. Senior USGS managers should identify target Foundations and work with their board members to enhance opportunities for garnering Foundation support for project proposals and other funding initiatives.

VI. Resources

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

USGS provides financial support to nonprofit organizations as sponsors of professional meetings and scientific conferences. The amounts for these grants range from \$2,500 to \$25,000 per meeting or event, depending on the anticipated benefit to USGS programs or participation of USGS personnel.

USGS has contracted with nonprofit organizations for assistance in strategic planning, program review, or other partnership activity related to achievement of its mission. Amounts for such activities vary from a few hundred dollars to several thousand dollars.

We provide in-kind services and have donated products, materials, and used equipment to nonprofit organizations.

USGS supports nonprofits, such as the Southern California Earthquake Center, through the USGS National Earthquake Hazard Reduction Program's external grants program.

We provide matching fund grants to State agencies and universities, who are represented by one or more nonprofit associations (e.g., AASG, NASULGC)

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

Most of the resources are distributed ad hoc in response to unsolicited proposals from nonprofit organizations. Otherwise, USGS advertises for "Requests for Proposals" in the Federal Register or the *Commerce Business Daily*, as appropriate and in accordance with Federal Procurement Regulations.

Scientists and managers from all USGS programs attend meetings of professional societies, where nonprofits obtain information about resources we provide. Most of the programs also maintain websites which detail program activities.

Information about the process of applying for USGS assistance awards is posted on the Web at <http://www.usgs.gov/contracts/unsolbk.html>.

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?

USGS scientists usually provide documentation to the nonprofit organization on the amount of time that was required to review manuscripts or to perform some other service.

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?

Not Applicable.

VII. Communication

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

USGS communicates with nonprofit organizations in a variety of ways; by telephone, e-mail, fax; and through technical meetings, journals, news releases.

Regular communication is effected via annual Liaison meetings, association meetings, stakeholder meetings and forums; and through USGS WebPages. Information provided via USGS WebPages is the most comprehensive and complete source of information to the public and nonprofit organizations.

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?

The USGS WebPages do not provide information specifically for nonprofits to use. Rather the information made available is for general distribution to the

public, including nonprofit organizations. USGS does not participate in the **Nonprofit Gateway** <http://www.nonprofit.gov> in any way.

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

Clearer guidelines for laws governing interactions would be helpful, there is often confusion surrounding the use of FACA. Employees should be encouraged and supported to participate actively in more programs, meetings, and activities sponsored by nonprofit organizations. Greater outreach and personal involvement are the keys to improving communication, coordination, and cooperation with the nonprofit community.

VIII. Competition

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

There is no requirement for nonprofit participation in the delivery of services, but USGS scientists depend on the professional societies' journals to provide peer review and publication services for dissemination of primary research products.

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?

There are no such examples where for-profit contractors are providing USGS services formerly provided by nonprofit organizations.

Collaboration between the USGS National Mapping Division and Non-Profit Organizations

<u>Organization Name</u>	<u>Cooperative Mechanism</u>	<u>Description of Activity</u>
American Planning Association	NSDI Grant	Land-based classification standards
American Society for Photogrammetry and Remote Sensing	Memorandum of Understanding	USGS personnel to serve as ASPRS officers
Berkeley Georesearch Group	NSDI Grant	Prototype application for building an educational GIS for Grades K-12
Boy Scouts of America	Memorandum of Agreement	Cartographic products for the Philmont Scout Ranch in NM
Centro Internacional de Agricultura Tropical	Memorandum of Agreement	Applied research in land use/land cover and resource mapping and monitoring in Latin America and the Caribbean region
Circum-Pacific Council for Energy and Mineral Resources	Letter of Agreement	Publication of East Asia Geographic Map Series
Corporation for Public Information	NSDI Grant	Large-scale features classification
Defenders of Wildlife	NSDI Grant	Geospatial data clearinghouse of biodiversity data and policy information for the Southwest
Ecological Society of America	NSDI Grant	Proposed national standards for the floristic levels of vegetation classification in the US: Associations and Alliances

Geraldine R. Dodge Foundation	NSDI Grant	Clearinghouse of biodiversity data and policy information for the Southwest
International Map Trade Association	Cooperative Agreement	US Consumer Map Survey
	Memorandum of Understanding	USGS personnel to serve as Board Member
International Resources Group	Purchase Order	Maps for West Africa
National Academy of Science	NSDI Grant	Support for the Mapping Sciences Committee
	Grant	Support for activities of the US National Committee for the International Geographic Union
National Science Foundation	Letter of Agreement	Arctic Environmental Data and Information
	NSDI Grant	Study by the National Research Council on promoting access to scientific and technical data for the public interest: An assessment of policy options
	Letter of Agreement	Study the dynamics of change in urban environments
National States Geographic Information Council	NSDI Grant	Digital library for geographic information standards and practices
	MOU	Production of Digital Orthophoto Quads
Organization for Tropical Studies	NSDI Grant	NSDI clearinghouse node for biological resource geospatial data

Southeastern Library Network	NSDI Grant	Digital library for geographic information standards and practices
The Nature Conservancy	NSDI Grant	Biodiversity research consortium
University Consortium for Geographic and Information Science	NSDI Grant	Research to further goals of the FGDC and its activities
Vermont Center for GIS	NSDI Grant	Metadata clearinghouse
Wisconsin Society of Land Surveyors	NSDI Grant	Information access system for geodetic control
Wyoming GIS Users Group	NSDI Grant	NSDI Clearinghouse

Office of the Secretary
Policy, Management and Budget
Office of Administration

Answers to Survey Questions for Federal Departments and Agencies

The Office of Administration interacts with two non-profit organizations, National Industries for the Blind (NIB) and NISH (formerly named National Industries for Severely Handicapped). Both non-profit agencies work closely with Interior and the Federal Government to help identify and advocate for over 600 non-profit work centers that provide products and services to the Government under the Javits-Wagner-O'Day Act (JWOD) Program. The JWOD Program, named for its legislative sponsors, is a unique Federal procurement initiative that creates employment and training for persons who are blind or who have other severe disabilities. These individuals, working in over 600 non-profit work centers associated with NIB and NISH to furnish supplies (generally under the SKILCRAFT brand name) and services to the Government under the JWOD Program.

The Office of Administration, has provided technical assistance to several non-profit work centers during the developmental stage of products to possibly be manufactured by the blind or severely disabled at one of the 600 work centers. The most recent product was the 100% biodegradable, recycled pens (made of cornstarch) manufactured from Greensboro Lighthouse for the Blind. The technical assistance of the Office of Administration in conjunction with the Environmental Compliance Office enabled the non-profit work center to successfully employ additional blind people to manufacture a quality pen with excellent environmental attributes for the Federal Government.

Survey Questions for Federal Departments and Agencies

Respondent: U.S. Department of the Interior; Office of the Secretary; Policy, Management, and Budget; **Office of Acquisition and Property Management (PAM)**

Introduction

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

PAM does not have any current formal relationships with nonprofit organizations. We interact with numerous business and trade associations to promote competition for Interior contracts and grants. Those associations may or may not be nonprofits.

Technical Assistance/Training

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

N/A - PAM has not received a request for technical assistance/training from a nonprofit organization.

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?

N/A

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

N/A

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

N/A

Relationship With Nonprofits

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

PAM does not partner with nonprofit organizations.

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

N/A

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

PAM has not addressed this issue.

Public Policy

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

PAM does not have a working relationship with nonprofits when it comes to developing public policy. Most of the regulatory policy governing the administration of grants and cooperative agreements is the result of policies formulated by the Office of Management and Budget (OMB) and required by statute. Extensive public comments are sought by OMB during the development of these policies. For acquisition and property management policy, GSA serves as the central coordinator. PAM staff participate with interagency groups during the development of these policies, so there is some indirect involvement.

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

N/A

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

Barriers include limited staff resources and the involvement of PAM with the formulation of the policies which originate from OMB.

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

If given the opportunity, PAM can become more involved in the formulation of policies

which originate from OMB.

Foundations

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

PAM does not have a working relationship with foundations or other private donors.

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

N/A

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

N/A

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

N/A

Resources

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

PAM does not award grants. However, based on information provided for the Federal Assistance Award Data System Report, during FY 1999, 944 awards totaling \$67 million were made by Bureaus/Offices within the Department to nonprofit organizations.

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

Programs administered by the Bureaus/Offices of the Department are described in the Catalog of Federal Domestic Assistance.

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?

PAM has not been requested to provide support services to help nonprofits comply with cost principles and administrative requirements. Most likely questions would go directly to Bureau/Office grants officials. PAM would be available for further assistance, if required.

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?

PAM staff will be participating with the interagency group in developing the plan required by the Act. PAM staff attend meetings of the Interagency Electronic Grants Committee and the corresponding subcommittees.

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?

PAM coordinates the publication of Bureau/Office information included in the Catalog of Federal Domestic Assistance and if required, publishes policy notices in the Federal Register. Other than those two means, PAM does not routinely attempt to reach nonprofits to inform them of departmental/agency information.

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?

The PAM Home Page includes the regulations which govern the administration of grants to nonprofit organizations, the Departmental Manual Issuance which addresses these requirements, and a link to the OMB Grants Management site which includes the Standard forms and OMB Circulars. PAM does not provide information for the Nonprofit Gateway.

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

PAM has not addressed this issue.

Competition

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

Assuming that this question is meant to address the award of procurement contracts for the delivery of services, PAM does not award procurement contracts.

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

N/A

Survey Questions for Federal Departments & Agencies

(DOI Bureau of Land Management)

Introduction

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

BLM partners primarily with institutions of higher education and natural resource based nonprofit organizations. The existing partnerships serve two general purposes: (1) the organizations provide a grassroots approach or community connection, and (2) the organizations provide a specific skill set for a timely topic.

Technical Assistance/Training

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

The BLM National Training Center in Phoenix, Arizona provides nonprofit organizations with field specific training such as GIS, Range Management and Wildlife Management Courses.

- 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?

Primarily, BLM field professionals provide outstanding training for nonprofit and other organizations. While limited by time constraints and sparse financial resources, these individuals bring "hands-on" experience and practical expertise to the classroom.

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

More collaborative classroom instruction, with nonprofit, government and private sector participants, would further enhance existing training through varied and insightful discussion.

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

Not applicable.

Relationship with Nonprofits

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

Partnering nonprofit organizations primarily provide timely technical expertise and/or a grassroots or community perspective.

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

Successful agency partnerships vary from legislative support, American Recreation Coalition, to scientific objectivity on socio-economic initiatives, American Sportfishing Association.

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

In general, more clear communication and increased federal funding would enhance existing and future collaborative efforts.

Public Policy

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

Any existing and future partnership efforts serve, in some way, the BLM mission and objectives. Therefore, partnering organizations may independently promote a shared vision, and in that way, indirectly serve the best interest of the agency.

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

Not applicable.

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

At this time, a shared policy agency could be considered a conflict of interest.

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

An independent foundation, such as The National Park Foundation, could represent BLM on public policy matters.

Foundations

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

As previously stated, primary working relationships include educational partnerships and collaborative efforts with natural resource based organizations.

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

See attached partnership list.

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

Not applicable.

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

A more systematic approach, such as clear objectives, would enhance existing and future relationships.

Resources

- A. What resources do you provide to the nonprofit community?

BLM provides direct financial support, through grants and cooperative agreements, and in-kind services such as equipment and training.

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

For the most part, BLM selects nonprofit partners based on need and timeliness.

- C. Do you provide any support services to help nonprofits comply with cost principles and administrative requirements? If so, what are these?

Not applicable.

- 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?

All BLM policies comply with federal laws and acts, and therefore, undergo review as

necessary.

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?

BLM contacts nonprofit organizations, via direct mail or telephone, based on need and timeliness.

- 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? If so, what types of resources does it take to keep information current?

The BLM website provides several pertinent types of information: (1) the BLM mission statement and strategic plan for potential partnership areas, (2) BLM news stories for timely areas of partnership, and (3) an organizational chart and contact directory for direct partnership contacts.

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

Nonprofit organizations could receive more information, via direct training or access, about partnership agreements themselves.

Competition

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

BLM partners primarily with institutions of higher education and natural resource based nonprofit organizations. The partnerships serve two general purposes: (1) the organizations provide a grassroots approach or community connection, and (2) the organizations provide a specific skill set for a timely topic.

- 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.

Currently, BLM utilizes primarily private contractors for more technical and computer-related areas. For example, for-profit contractors often provide GIS and other mapping materials to BLM. However, BLM will consider any organization, whether private or nonprofit, that provide qualified individuals for timely areas.