

**PRESIDENT'S INTERAGENCY TASK FORCE
ON NONPROFITS & GOVERNMENT**

Outline of Final Report

**prepared for
Meeting of Task Force
October 25, 2000**

FOREWORD by President William Jefferson Clinton

"Americans make great and real sacrifices to the public welfare. They hardly ever fail to lend faithful support to one another." -- Alexis de Tocqueville

- How do we make the American Dream a reality for every citizen who is willing to work for it?
 - How do we preserve our old and enduring values as we move into the future?
 - How do we bring disparate voices together, to meet these challenges as one America?
 - How do we strengthen our civil society?
-

INTRODUCTION by First Lady Hillary Rodham Clinton

"We've probably never had the capacity to empower so many people and to have such a positive impact on the lives of as many as we do today. The question is whether we'll take advantage of the new technology, pass on these lessons to our children, and move into this new time with a more philanthropic focus and commitment."

First Lady Hillary Rodham Clinton
White House Conference on Philanthropy
October 22, 1999

- Civil Society
- Millennium Council
- Philanthropy
- Nonprofits
 - define role
 - how they work with government

PREFACE by Melanne Verveer and Gene Sperling

- Details of Task Force Creation
- Executive Memorandum
- Details of Submissions
- Standards for Evaluation
- Drafting Report

I. Chapter One: Providing Better Services

- A. Introduction
- B. Childhood Immunization
 - National Immunization Program (CDC)
- C. Food Recovery
 - The Food Recovery and Gleaning Initiative (USDA)
 - Community Food Security Initiative
- D. Chesapeake Bay Cleanup
- E. Conclusion
 - Weed and Seed
 - JOBS PLUS
 - 5 Goals 4 Kids

II. Chapter Two: Reaching Out to a Broader Spectrum of Nonprofits

- A. Introduction
- B. Working with Faith-Based Organizations
 - The Center for Community and Interfaith Partnerships (HUD)
 - The Strategic Approaches to Community Safety Initiative (DOJ)
- C. Outreach to Small Grassroots Organizations
 - The National Community Development Initiative (HUD)
 - EPA's Technical Assistance Grants
- D. Outreach to Underrepresented Communities
 - Women Business Centers
 - ACCION Texas (Commerce)
- E. Conclusion
 - CNS
 - AmeriCorps

III. Chapter Three: Involving Nonprofits in the Policy-Making Process

- A. Introduction
- B. Innovative Approaches to Rulemaking and Policy Development
White House Conferences
- C. Conclusion
HUD: Center for Community and Interfaith Partnerships
DOJ: Strategic Approaches to Community Safety
Initiative, Operation Reach

IV. Chapter IV: Leveraging Resources

- A. Introduction
- B. Joint Sponsorship of Events or Projects
Save America's Treasures
The Children Exposed to Violence Initiative
Vital Voices
- D. Relationships With "Friends Of" and Other Nonprofit Partners
Coast Guard Auxiliary
- E. Partnership with Private Sector Funders
21st Century Community Learning Centers (Ed+Mott)
- F. Catalyzing Private Sector Action
Youth Opportunity Movement (DOL)
- G. Conclusion
America's Promise
The Welfare-to-Work Partnership
The Responsible Fatherhood Initiative

V. Chapter Five: Sharing Information

- A. Introduction
- B. Innovative Uses of the Internet
EDSITEment
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- C. Strategies to Disseminate Information Through Nonprofit
Networks
Partnership for Family Involvement in Education
- D. Sharing Data/Participating in Data Collection

National Spatial Data Infrastructure

E. Conclusion

Interaction.org

FEMA.gov

VI. Chapter VI: CONCLUSIONS

A. Introduction

B. Practices of Successful Partnerships

C. Barriers

D. Areas for Improvement

Future Policy Directions

Questions for group:

How many AmeriCorps (or another example) members work with faith-based organizations?

Did funding for Community and Interfaith Partnerships Initiative (HUD) pass? How much???

Do we have statistics on ACCION Texas? specifically repayment rate?

Does AmeriCorps go at end of Chapter II?

How many WH Conferences have Clintons hosted?

Shirley on "The Children Exposed to Violence Initiative."
explain how the agency contributed and how funds were leveraged by nonprofit and how nonprofit contributed.

II. Reaching Out to a Broader Spectrum of Nonprofits

A. Introduction

Certain nonprofit groups, including faith-based organizations, small grassroots groups, and associations that serve underrepresented communities, are, in general, harder to reach [I don't quite know why, but we need to say] than national groups like the American Red Cross or community-wide groups like the Colorado Children's Immunization Coalition (CCIC), a successful partnership that was discussed in the last chapter. But with the President and the First Lady taking such a visible lead in their efforts to encourage partnering across the spectrum of groups, agencies are working hard to establish relationships with these harder-to-reach groups. In order to succeed though, the paradigm described in the first chapter needs some modification. For example, streamlining or simplifying the grant-making process can make it easier or at least more attractive for these groups to gain access to funding. Other strategies include developing a single point of entry [?], providing technical assistance, or targeting resources in such a way as to specifically involve the small harder-to-reach group.

HUD's Super Notice of Funding Availability (SuperNOFA) is a grant application process designed to streamline the competitive grant process for federal funds while helping communities make better and more effective uses of HUD's resources. Established in 1998, the SuperNOFA provides a uniform application process for all HUD grants, explains awards and their criteria in plain language and allows communities to view HUD programs as a menu of options. As part of the SuperNOFA process, HUD has also expanded how it communicates with potential applicants about the grants and the application process by providing on-line application training on the HUD Web site 24 hours a day. SuperNOFA has not only simplified the grant process, it has increased access to federal funds.

B. Working with faith-based organizations

The Center for Community and Interfaith Partnerships, established in 1997 by HUD Secretary Andrew Cuomo, is the first office in a federal agency specifically created to address the needs of community- and faith-based organizations that participate or are interested in federal grant programs. The Center fulfills its mission in several ways: First, it acts as a clearinghouse providing information about HUD programs available to fund community-building efforts, publicizing best practices in implementing HUD programs, and performing education and outreach targeted at nonprofits that either have never received grant assistance or are interested in expanding their activities. Second, the Center acts as a troubleshooter, assisting nonprofit groups in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns. Third, the Center serves as an advocate within the department for community and faith-based groups – ensuring that their interests are considered when HUD policies and programs are being developed. Furthermore, the Center is designed to ensure that community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

Although the Center has never been a source of funding for nonprofits, its approach has been so successful that the proposed FY 2001 budget includes [included?] a “Community and Interfaith Partnerships Initiative” amounting to \$20 million in competitive grants and targeted technical assistance. The purpose of the initiative is to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for

families to become self-sufficient, and participating in the wide range of HUD programs in high poverty areas.

Another successful partnership that taps into faith-based and community-based groups is called the Strategic Approaches to Community Safety Initiative. Partners include United States Attorneys, local law enforcement, and community- and faith-based organizations whose goal is to reduce targeted crime. Two examples of strategic approaches are the Middle District of North Carolina and Operation Reach. The Middle District of North Carolina works with community leaders, including clergy, to allow input into the criminal justice policy process. Operation Reach involves face-to-face meetings between law enforcement – including the US attorneys – community leaders and offenders, during which they listen to a stern message about what will happen if they break the law again, and they receive information about community services available to them. Evidence suggests that both approaches reduce crime while building public trust and confidence in the criminal justice system.

In the process of realizing the main goal of reducing crime has been realized, participants in Strategic Approaches have recognized that reaching their goal would never have been possible without the partnerships developed in the community- and faith-based organizations. The Middle District of North Carolina, which includes Winston-Salem and High Point, NC, has established a particularly promising relationship with community leaders, including clergy, a relationship that achieves the goals of providing better services to the community; allowing input into the criminal justice policy process and fostering information sharing. As a result, crime is down in the neighborhoods targeted

by Strategic Approaches. In High Point, N.C., homicides fell 69 percent from 1997-1999, and assaults with firearms dropped 43 percent. Over the same period, citizen complaints fell by 45 percent. One corrections official had this reaction: “Youth and their families don’t often see police officers, probation officers, clergy and community workers standing together at their door, so it tells them right away that something different is going on.”

B. Outreach to Small Grassroots Organizations

The National Community Development Initiative (NCDI) provides financial and technical support to nonprofit community development corporations engaged in locally driven efforts to improve distressed inner city neighborhoods. NCDI combines resources from 15 major national corporations and foundations, HUD, and local public and private organizations to offer grants and low-interest loans to local development. In turn, community-based nonprofit groups build houses, develop health and day care centers and other neighborhood facilities, create jobs and business opportunities, and help residents gain an economic stake and voice in their communities.

Core funders of the initiative are providing a total of \$103 million – an amount that, when coupled with financial resources committed by over 250 local partners, including state and local governments, local foundations, banks and corporations, is expected to generate more than \$2 billion for community revitalization. This initiative demonstrates how the largest federal agency can reach down and affect the quality of life in the smallest neighborhood by establishing relationships with local community-and faith-based organizations.

The EPA's Technical Assistance Grants program is equally effective at reaching the community because it gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods. Cleanup of hazardous waste sites is a complicated process in which few local people can participate without technical assistance. To assure that local residents can participate in the cleanup process, EPA makes TAGs available to local, qualified nonprofits. Most TAG funds are used to hire independent technical advisors to help communities interpret, understand and comment on site-related decisions. The types of support an advisor can provide include helping groups review site assessment/investigation data, participating in public meetings to clarify information about conditions, and visiting site locations during cleanup to observe and provide technical updates to the community.

C. Outreach to underrepresented communities

Women Business Centers are nonprofit organizations that provide extensive training to small business owners while helping the Small Business Administration achieve its mission of promoting entrepreneurship and reaching out to historically underrepresented segments of the business community. Each center provides women assistance and/or training in finance, management, marketing, procurement and the Internet, while addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. WBCs work extensively with chambers of commerce, civic organizations, and economic development groups to offer services in all communities, including rural and economically depressed areas. All provide individual business counseling and access to the SBA's programs and services.

ACCION Texas is a nonprofit micro-enterprise development program serving economically depressed communities. In May 2000, the Economic Development Administration awarded a \$500,000 grant to ACCION Texas to purchase and rehabilitate a building. The building will house the statewide headquarters of ACCION, a storefront microenterprise lending office and a regional center for economic development. In its new location, this facility will deliver micro-loans and ongoing technical assistance to entrepreneurs in the heart of impoverished communities. ACCION Texas not only helps microentrepreneurs strengthen their businesses, it helps them create additional employment and contribute to the economic revitalization of their communities. Typical ACCION borrowers include small family-owned storefronts and home-based businesses. Sixty percent of ACCION Texas borrowers are women.

D. Conclusion

When faced with challenges such as illiteracy, poverty, crime, and environmental problems, our nation has always relied on the dedication and action of citizens. The partnerships described above are taking organizational, financial and technological assistance offered by federal agencies into our poorest communities. But there is perhaps no organization that embodies the Clinton Administration's intent to put service at the top of the national agenda more than the Corporation for National Service, which works with governor-appointed state commissions, nonprofits, faith-based groups, schools, and other civic organizations to provide opportunities for Americans of all ages to serve their communities and their country.

It is fitting that the first great public-private partnership of the Clinton Administration was the Corporation for National Service, formed after a bipartisan coalition of Administration officials and Members of Congress drafted the National and Community Service Trust Act which the President signed into law on September 21, 1993. This legislation created the Corporation for National Service, which was charged with administering three public service initiatives: AmeriCorps, Learn and Serve America, and the Senior Corps.

AmeriCorps is often described as the domestic branch of the Peace Corps, offering the opportunity for Americans to participate in community service in exchange for education awards. In 1999, 69,000 service members worked in hundreds of AmeriCorps partner organizations. The President has asked Congress for funding in the FY 2001 budget to put 100,000 AmeriCorps members into service annually.

AmeriCorps has developed relationships with a wide variety of service organizations, ranging from nonprofits, to local and state government entities, Indian

The CNS is the vehicle through which federal funding and other resources are made available to local service organizations. Community-based non-profits, state and local governments, Indian tribes and institutions of higher education establish partnerships with CNS through state commissions. These state commissions receive oversight and funding through CNS to work with AmeriCorps and its community-based partners to develop the local initiatives.

tribes, institutions of higher education, faith-based groups as well as local school and police districts. These partnerships have led to the establishment of initiatives to tutor children, rehabilitate public schools, build homes, provide emergency assistance to disaster victims, and address other quality of life issues for low-income families.

In addition to developing programs, AmeriCorps service members work to secure the future of their projects by training volunteers within the community to take over once they leave. AmeriCorps also offers grant money and technical assistance to service organizations to improve or expand their operations.

AmeriCorps has successfully partnered with businesses that provide corporate matching grants to fund local service projects. In addition, companies with specific areas of expertise provide AmeriCorps members with the training and other resources they need to develop better service projects, including providing health care and meals for homeless families, housing for low-income residents, mentoring for at-risk students and technological improvements for schools.

AmeriCorps embodies the best of our nation's long history of service, coupled with a 21st century partnership model that reaches out into our neediest neighborhoods, boosting the effectiveness of small and hard-to-reach community and faith-based organizations with funding and the power of tens of thousands of talented and enthusiastic workers. AmeriCorps stands as the ultimate realization of the vision that the President and the First Lady brought to the White House in 1993.

III. INVOLVING NONPROFITS IN THE POLICY-MAKING PROCESS

III. A. Introduction

In meetings with nonprofit organizations, they have expressed strong support for the opportunity not only to receive funding and other support, but to have agencies build in the opportunity to contribute to the development of policies. In other words, they believe they can become more effective partners – and more effective in carrying out their missions – if they are included in conversations and planning meetings at an earlier stage. Of course, there are legal and fairness issues that must be considered, but even informal opportunities for interaction would be a welcome step in the right direction.

B. Innovative Approaches to Rulemaking and Policy Development

Although not the first First Family to use the White House Conference as a showcase for issues, a vehicle for dissemination of information, and an opportunity for dialogue and input, the Clintons have hosted more than [a dozen?] of these unique events. Although often held in the majestic East Room, the largest room in the house, with its capacity to seat __?__ guests, the Clintons have also embraced the vast potential of the cybercast, a technique that was first used in February of 1998 for the inaugural Millennium Evening at the White House. Mrs. Clinton has held true to her commitment not only to use the White House as a showcase for American achievement -- from cooking to sculpture, music to scientific discovery – but to welcome as many people into what many call the People's House as possible. And thanks to cyberspace, tens of thousands of Americans –

many of them college students who would never have had the opportunity otherwise – saw and heard Professor Bailyn at the White House that night.

Several years ago, as the President and First Lady began discussing how to mark the dawning of the new millennium, they settled on this theme: “Honor the Past – Imagine the Future.” Hoping to engage every American in activities designed to honor and preserve this country’s vast achievements in science, art and letters as well as its long-cherished values, they charged the White House Millennium Council with the job of organizing events and projects that would engage the nation in more than toasts and fireworks on December 31.

Among the values that the President and the First Lady were determined to highlight, was this country’s strong and proud tradition of philanthropy. Using the most high-profile of vehicles, in October of 1999 they convened the first-ever White House Conference on Philanthropy: Gifts to the Future.

Planning for the Conference was a result of extensive consultation with nonprofits, corporations, researchers and individuals in a series of focus groups over several months. The nonprofits that were consulted represented a crosssection of national and local organizations, served a wide variety of constituencies and concerned themselves with a large number of issues. The agenda for the meeting was planned as a direct result of what organizers learned from these groups.

The White House Conference on Philanthropy stands as a “best practices” model for public-private partnerships because of its first-time use of

focus groups and consultation with the groups, many of whom reported that they had never before been contacted prior to such a meeting. Furthermore, the model is fully replicable (and has been used since to plan other White House Conferences).

B. Conclusion

Too often in the past, government planners and nonprofits operated as if in a vacuum. Under the “old” model, the nonprofit group was only interested in the funds available from the government agency. The nonprofit filled out a form – or more likely many forms – and waited for an answer. If the group won funding, there were more forms. At no time was it necessary to consult face to face, to tour the facilities of the nonprofit, or to exchange expertise or advice. With models like the White House Conference on Philanthropy, that pattern has already become old-fashioned, and, as was evident at the August meeting of the Task Force, the new paradigm has injected a level of energy, excitement and enthusiasm heretofore unfamiliar in this setting.

Of the programs covered in the last chapter, the Center for Community and Interfaith Partnerships and the Strategic Approaches to Community Safety Initiative are also examples in which nonprofits were specifically invited to the table to aid in the solution of tough problems: At HUD, the Center for Community and Interfaith Partnerships acts as a clearinghouse to offer information to community-building efforts, and as an advocate, bringing groups to the table,

and including them in initiatives, outreach and educational activities. And, at Justice, Operation Reach, which is one of the programs operating under the Strategic Approaches to Community Safety Initiative, involves face-to-face meetings with law enforcement, community leaders and offenders to reduce crime. The Middle District of North Carolina, which includes Winston-Salem and High Point, has established a particularly promising relationship with community leaders – a relationship that achieves the goals of providing better services to the community, allowing input into the criminal justice policy process and fostering information sharing. Crime is down in neighborhoods located within the boundaries of each of the Strategic Approaches sites – as exemplified by statistics like this one: In High Point alone, murders are down 69 percent.

To: Shirley
from: Carol

Nonprofit Task Force Report – Conclusions

Over the last eight years there has been a sea change in the federal government's approach to working with the nonprofit sector, in large part due to the President's core philosophy of the importance of civil society to democracy. As he said in his 1997 State of the Union address, "we must be committed to a new kind of government -- not to solve all our problems for us, but to give our people -- all our people -- the tools they need to make the most of their own lives." Consistent with this vision, the Clinton Administration has pursued a close working relationship with the private sector in virtually every priority area -- from AmeriCorps and welfare reform, to food security and environmental protection.

Practices of successful partnerships

These and the other specific partnerships analyzed by the Task Force suggest that forging these relationships take work. We found that successful partnerships often shared the following characteristics:

The building of strong relationships was an early priority of the agency.

The organization and agency had a shared goal.

The agency approached the relationship as a true partnership with both sides contributing.

The agency dedicated staff resources to building and sustaining the partnership.

The nonprofit organizations involved had or were provided adequate resources to support the partnership.

Barriers

The Task Force's survey also surfaced numerous barriers to working more closely with nonprofit organizations. These included:

Staffing limitations.

Legal framework.

Areas for improvement

The Task Force also identified areas where nonprofit organizations sought specific improvements in some agencies' approaches to working with them:

Nonprofit access to information.

Unclear points of entry.

Opportunities for involvement in policy development.

Need to continue reinventing government effort.

Future Policy Directions

Greater attention is needed to the overall health of the sector.

The federal government should explore whether any programs currently assisting small business should be open to nonprofit organizations.

A study should be undertaken of possible additional assistance to nonprofit organizations that could be facilitated by the federal government.

Different structures for housing this function be explored, such as tasking an existing agency with the responsibility.

In particular, attention should be paid to the sector's technology needs, including training, before the organizational "digital divide" leaves behind many nonprofit organizations.

?

Nonprofit Task Force Report Outline

Introduction:

- The White House Conference on Philanthropy
- The importance of the nonprofit sector to American democracy and civil society
 - facts from the CEA report
- The creation of the Task Force
- The data that is collected by the Federal Government about the nonprofit sector (such as 990s, employment statistics, Census of Service Industries)
- The breadth and volume of interaction between the nonprofit sector and the federal government [including statistics]
- Specific examples of ways the federal government interacts with nonprofits that will not be addressed in great depth
 - combined federal campaign
 - employee volunteer programs
 - research partnerships
 - IRS
 - Medicare/Medicaid
- Typical relationships – grantor/grantee [elaborate on volume, etc.]
- Legal and structural limitations to working together
- Structure of the report

Providing better services:

- Multifaceted strategies (providing technical assistance, forging partnerships, and providing seed funds, for example) to expand and improve nonprofit services [USDA programs; Jobs-Plus]
- Coordinating provision of services at the local level [discuss examples where the agency helps local organizations work together, such as HUD Continuum of Care, DOJ Weed and Seed]
- Joint development and execution of strategies [discuss examples where the agency works with organizations to create and execute a joint strategy, such as HHS Immunization Outreach; EPA Chesapeake Bay; 5 Goals 4 Kids/CHIP Outreach]
- Monitoring program impact [ONDCP?]

Reaching out to a broader spectrum of nonprofits:

- Working with faith based organizations [catalog examples, including HUD Center, Community Safety, AmeriCorps]
- Reaching small, grassroots organizations [NCDI; EPA TAG]

- Reaching underrepresented communities [SBA Women Business Centers; ACCION Texas]
- Streamlining the grantmaking process [HUD SuperNOFA]

Involving nonprofits in the policymaking process:

- Innovative approaches to rulemaking/policy development [need example]
- Soliciting advice in the development of negotiating positions [need example]
- Innovative strategies to solicit input into policy development [HUD Center; Philanthropy conference; DOJ community safety?]

Leveraging resources:

- Joint sponsorship of events or project [Save America's Treasures; DOJ CEVI; CNS – Points of Light – America's Promise partnership; Vital Voices?]
- Relationships with "Friends of" and other nonprofit agency partners [Coast Guard Auxiliary; National Park Foundation; 4-H?]
- Partnerships with private sector funders [Mott Foundation]
- Catalyzing private sector action [Youth Opportunity Movement; Welfare to Work Partnership]

Sharing information:

- Innovative uses of the internet [Edsitement]
- Strategies to disseminate information through nonprofit networks [Partnership for Family Involvement]
- Sharing data/participating in data collection [US Geological Survey; IRS 990s, etc.]

Improving the effectiveness of nonprofit organizations and the responsiveness of government.

- Work of NPR

Concern: Competition for funds against non-IT

- happens at local school district level -
they ought to be paid by taxes -

Some citizens working with the park service - wave of the future

category? Process of establishing a relationship -

in process of working w/ Soc. Sec. admin - concern
about turnover at Δ of admin.

People to people connection

Sustainability issue

Should be a point of contact in w/IT for non-IT -
institutionalized

More than non-IT liaisons with the agencies -
usually was a piece of a portfolio -
like the intergovernmental model

- best that exists - ~~the~~ HUD

event before the HUD center, had

mtgs w/ Sec + Asst Sec. - monthly
w/ Follow up -

Promising Effective Practice Networks -

youth programs - w/DOL - dev. criteria
Self assessment

Funders - most do not have relationships w/ Fed. agencies
many for clients don't understand that working
on implementation is not lobbying

Want to work w/ Program folks, not PR or COS

Working w/ Federal agencies 101

NONPROFIT/GOVERNMENT PARTNERSHIPS MEETING

WHITE HOUSE CONFERENCE CENTER

726 Jackson Place N.W.

JULY 27, 2000

AGENDA

- I. Introductions
- II. Recap of Federal Task Force origins and staff research
- III. Inventory of Best Practices : Categories
(Task Force will review agency programs to identify best practices in these six areas.)

- 1) Providing Better Services
- 2) Encouraging Input into the Policymaking Process
- 3) Leveraging Resources
- 4) Sharing Information
- 5) Improving Government Operations
- 6) Helping Nonprofits Improve Their Effectiveness

*volunteer + civic participation
examples*

- IV. Recommendations from Nonprofit Leaders to the Task Force

V. Next Steps

*Information + data
IRS 990 service
Census Industries
Employment data
Stats.*

*useful to
not it*

*990 electronic filing - 10 yrs out
need more resources so it
can be done sooner*

*Habitat involvement of people in agencies
in vol. service - HUD memorandum
raises sensitivity + understanding
put a people face on agency +*

*criticism that agency
websites - too
much PR not enough
meat + potatoes -
not gov + nonprofit
gateway*

*Guidestar - one of the
best websites -
but IRS doesn't do it
Question of what is best done
in fed gov + what is
done in nonprofit sector*

AP - Job Corps
HH + USDA
partnerships Ed

Community impact is a category?

Enterprise zones + CDCs - know little about how effective they are - seem to be leveraging additional resources + community activity

Need more partnerships for monitoring program impact -
nmitt involvement in reporting back to agency

Robert Wood Johnson - Soc. Sec. ex.

Ex. of reaching out to nmitt community to set performance measures -

Ed
ONDCP - had elaborate process w/
nmitt to set PNE

* Involvement in rulemaking process
need example -

GAO did report on DOT reached out to
have an integrated rulemaking process
on line

HCFA

WIN network

Ex 7 Shm.
community action

NONPROFIT/GOVERNMENT PARTNERSHIPS MEETING

WHITE HOUSE CONFERENCE CENTER

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- IV. Next Steps

Rec:

Gen - IRS + nonTT tech to enhance 990 disclosure filing
Accessibility to Employment data

Need - 990 PF

CFC

Need needed sum. to sm. bus. dev. Grants for nonTT
for management, technology

\$100 m.

No resource to find out what grants are available +
what has been awarded - may be done
in individual agencies - hit some
Gateway was supposed to - doesn't -

Help nonTT learn
how to build
relationships

Need stronger right to know campaign to get
access to data - EPA Toxic Release
data is ex. - could be long list

Help state nonTT assoc give input into policy
NCNA has sm program - helping to nonTT
assoc build capacity to give input -
Partnerships to support democratic engagement

No portal for cross agency info on data + rulemaking
More pop group categories

Strengthen relationships most important
Put in gateway - for interactivity
w/ opp.

202/223-3447
FAX: 331-7476
Cvotaw@alliance1.org

Elena White-Negrete
National Committee for Responsive Philanthropy
2101 S St., N.W., Suite 620
Washington, D.C. 20009
(202) 323-3179
FAX: (202) 323-5084
Elena@ncrp.org

Nonprofit Task Force Report – Recommendations

Over the last eight years there has been a sea change in the federal government's approach to working with the nonprofit sector, in large part due to the President's core philosophy of the importance of civil society to democracy. As he said in his 1997 State of the Union address, "we must be committed to a new kind of government -- not to solve all our problems for us, but to give our people -- all our people -- the tools they need to make the most of their own lives." Consistent with this vision, the Clinton Administration has pursued a close working relationship with the private sector in virtually every priority area – from AmeriCorps and welfare reform to food security and environmental protection.

Practices of successful partnerships

These and the other specific partnerships analyzed by the Task Force suggest that forging these relationships take work. We found that successful partnerships often shared the following characteristics:

The building of strong relationships was an early priority of the agency.

By creating mechanisms for nonprofit involvement early on, frequent, meaningful interaction is more likely to become part of the regular operations of an agency, rather than an afterthought or add-on. HUD was among the agencies most praised by nonprofit organizations for making the building of a strong relationship with nonprofit organizations a priority. From the earliest days of the Administration, senior officials at HUD held regular meetings with nonprofit leaders, and later, it developed a new office to institutionalize this and other functions. Similarly, the Corporation for National Service created an Office of Public Liaison when the agency was formed in 1994, dedicated staff to building partnerships with the private sector, and developed workshops across the country to reach out to nonprofit organizations and educate them about the new legislation and funding opportunities.

The organization and agency had a shared goal.

Partnerships of all sorts require a shared goal to succeed, and the strongest federal–nonprofit relationships we examined included clear, focused, common goals, such as increasing childhood immunization rates or improving the environmental health of Chesapeake Bay. In some cases, agencies worked with a diverse array of nonprofit partners that had a variety of missions but who were prepared to dedicated resources toward working toward a specific, identified goal. Without a common goal, partnerships may have limited impact, emphasize process over product, and consume resources of both partners that might have been better spent on other efforts. In fact, independent Sector's survey of nonprofits identified "a common goal and vision" as the most important factor in a successful collaboration (cited by 63 percent of respondents).

The agency approached the relationship as a true partnership with both sides contributing.

In effective partnerships, both parties are contributors and beneficiaries. Federal agencies may have within their power data and information, funds, regulatory and policymaking authority, the ability to convene, and communications systems – but nonprofit organizations also bring something to the table. Nonprofits may have communication networks of their own, expertise, the ability to advocate for a position, access to the press, data and information, and members or affiliates – all resources that may be useful when working toward a shared goal. For example, when the White House Millennium Council and the National Park Service sought to implement a program to “Save America’s Treasures” by focusing public attention on national historic, natural and cultural sites in need of preservation efforts, it found an ideal partner in the National Trust for Historic Preservation. The Trust offered expertise in preservation, a national network of members interested in the subject, a strong reputation based on half a century of work, a communications operation, and fundraising capacity. These resources complemented the government’s ability to raise awareness, offer federal funding for preservation projects, and manage the national parks, where many “treasures” are located.

The agency dedicated staff resources to building and sustaining the partnership.

Effective partnerships are often time consuming, requiring the engagement of staff at several levels. A partnership may be initiated by almost any part of an agency – the office of the agency head, public liaison, or program seem to be the most common initiators of a relationship. Senior staff, with the authority to commit the agency, must approve the partnership concept, before it is approved, as well as the specifics of the partnership arrangement once it has been negotiated. The specifics of the partnership arrangement, and day to day management of the relationship, should involve the agency staff responsible for the function the partnership supports. For example, [need to include examples].

Two important success factors identified by Independent Sector relate to this staffing function: “effective communication” (cited by 58 percent of respondents) and “trust and confidence” (cited by 57 percent). These factors are related: trust and confidence is built, in part, by good communications – notifying partners of new developments, checking in regularly, listening to their concerns, etc. The Council on Foundations, which reported views on how foundations and federal agencies can work together stressed the importance of regular communication on ideas of mutual concern.

Given the staff resources required to maintain strong relationships, agencies should limit the number of major partners it expects to work with intensively. Where there is a desire on the part of agencies to engage small, grassroots organizations in an effort, the agencies should consider seeking out umbrella organizations or coalitions as principal partners. For example,

The nonprofit organizations involved had or were provided adequate resources to support the partnership.

Partnerships can often leverage or catalyze private sector activity, or make government grants go further. But they are not an effective strategy for shifting responsibility for functions once supported by government funds to the nonprofit sector, without the provision of funding resources. In the partnerships we reviewed, the nonprofit organizations involved in general either received government dollars to carry out their responsibilities or had funding from another source. Only in the case of nonprofit organizations formed specifically to provide support for a federal program or agency (such as the National Park Foundation or Welfare to Work Partnership) did agencies expect the nonprofit to raise funds specifically to support the partnership.

In general, nonprofit organizations must see some benefit from the relationship in order to participate fully in a government. This benefit need not always be financial. In fact, some of the most successful partnerships we reviewed did not involve a transfer of federal funds. Rather, nonprofit organizations benefited from the technical expertise of an agency (as in the case of EPA's Chesapeake Bay Program), improved efficiency and effectiveness (as in the case of FEMA's National Donations Management Strategy), public awareness (as in the case of x), or better access to information (as in the case of x). Nonprofit organizations also stressed that the ability of federal agencies to convene organizations on "neutral ground," or create incentives for them to work together, made it possible for them to coordinate their efforts with a broader range of groups working on similar issues.

Barriers

The Task Force's survey also surfaced numerous barriers to working more closely with nonprofit organizations. These included:

Staffing limitations.

Partnerships take time to develop – many of the partnerships we surveyed took more than a year to come to fruition. Short-staff agencies experienced difficulty managing labor-intensive partnerships over the long term. In addition, sustainability of partnerships became an issue in some agencies when key personnel left the agency or nonprofit organization, or were promoted or reassigned. Partnerships often involve a sense of personal trust, and an individual's long experience with a project often enables it to function more smoothly. Agencies can help guard against the risks created by staff turnover by involving multiple staff in the project, creating a structure for managing relationships with the nonprofit sector, and ensuring that all partnerships have the support of senior management.

Legal framework.

Many agencies raised concerns relating to legal limitations, including confusion about what was and was not permissible. While some legal rules have obvious implications for agencies' work with partnerships (for example, x), other rules are less obvious (such as y). The need to comply with conflict of interest, procurement, and other rules – and the fact that many partnership break new ground not clearly covered by existing legal frameworks -- requires that in

some cases, legal staff must be brought in early on to help structure the partnership. In some cases, nonprofit organizations also raised concerns because federal agencies were unwilling or unable to sign contracts formalizing arrangements. And unless the agency had an entrepreneurial culture, staff believed they should not pursue partnerships unless specifically directed to do so. Future administrations should consider providing clearer guidance to agencies on these matters.

The Task Force also identified areas where nonprofit organizations sought specific improvements in some agencies' approaches to working with them:

Access to information.

Nonprofit organizations surveyed often cited lack of access to information as a problem in working with federal agencies. Concerns ranged from the nonprofit's being unaware of notices of available funding, having difficulty accessing data for research projects, agencies failure to keep their own websites up to date, and no notice of policy changes that affect them. Independent Sector reported that most organizations responding to its survey found out about federal resources by contact federal agencies, rather than the other way around, and nine out of ten reported using the Internet to access information on federal agencies, although only one out of four had used the nonprofit gateway (www.nonprofit.gov). This fact suggests that some agencies could be more proactive in providing information to the nonprofit sector and that many should consider increasing their use of technology to make information available, and that more could be done to publicize the nonprofit gateway and to keep it up to date.

Unclear points of entry.

While some agencies designate nonprofit liaisons, not all do. A common complaint was lack of clarity about access – who should nonprofits contact for purposes ranging from potential partnerships to presenting policy input. While some organizations advocate that agencies establish offices similar to those designated for intergovernmental relations, others raise concerns that such a structure would not provide access to program and other staff. We recommend that all agencies establish a formal access point for nonprofit organizations, and that staff charged with this responsibility serve as facilitators – reaching out to other nonprofit organizations to understand their needs, seeking out information within the agency that would be of use to nonprofits, introducing nonprofit staff to appropriate program and other agency staff and monitoring these relationships, keeping agency leaders informed of nonprofit concerns, etc. These formal access points should be publicized, including through the nonprofit gateway, and nonprofit liaison staff should meet regularly in an interagency council to share information and best practices.

Opportunities for involvement in policy development.

Some nonprofits that provided feedback to the Task Force were interested in greater opportunities to be involved in policy development. These organizations sought informal channels – such as roundtable discussions hosted by senior policy staff -- to share ideas and

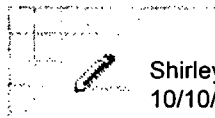
concerns with agencies, as well as more formal opportunities to make their views known. [need to clarify what they want – this came up in the meeting]

Need to continue reinventing government effort.

Independent Sector's survey found that eight out of ten respondents felt that "in recent years, federal grant applications and reporting requirements have become more streamlined," a development due in large part to the National Performance Reviews efforts to "reinvent government." However, some called for further work in this area, including common applications, billing, and reporting requirements across agencies, rethinking the reimbursement system for dispensing grant funds, and shortening the approval process for products supported through grants or contracts. [comb through Independent Sector surveys for more examples]

Future Policy Directions

In addition to the above recommendations, the Task Force believes that if the federal government continues to elevate the role of the nonprofit sector in addressing critical needs, greater attention is needed to the overall health of the sector. The White House Conference on Philanthropy, by underscoring the importance of individual giving, served this purpose, as do efforts by several agencies to provide training and technical assistance that supports the nonprofit as an organization, rather than focusing solely on specific issues. Nonetheless, despite the extensive interaction between the sectors, the federal government does very little to assist nonprofits. In comparison, the federal government invests nearly a billion dollars through the Small Business Administration, in addition to billions available through government-backed loans, to support the health of American small businesses. We recommend that the federal government explore whether any programs currently assisting small business should be open to nonprofit organizations as well; that a study be undertaken of possible additional assistance to nonprofit organizations that could be facilitated by the federal government; and that different structures for housing this function be explored, such as tasking an existing agency with the responsibility. In particular, attention should be paid to the sector's technology needs, including training, before the organizational "digital divide" leaves behind many nonprofit organizations.



Shirley S. Sagawa
10/10/2000 12:50:27 PM

Record Type: Record

To: Carolmast@aol.com

cc:

Subject: Re: Nonprofit Draft

re: foreword

i think it needs to make the following points in this order:

-- I came to office with a different vision for how government ought to work - we don't need a program for every problem, nor can we take a hands-off approach and hope the private sector will provide, including for those most in need. Rather, i view government as a partner of the private sector and the American people who together have brought both the prosperity of the last eight years and the unprecedented period of innovation and opportunity we enjoy today.

-- When we held the White House Conference on Philanthropy last year, I appointed an interagency task force to examine one facet of this new third way paradigm: the way that government works with the nonprofit sector. The nonprofit sector has become increasingly important in American life, and has grown in size over the last eight years as well. A little noticed hallmark of this administration has been to approach the nonprofit sector as a partner in almost all of our most important efforts -- from welfare to work to environmental protection. I wanted to understand what the effect of this approach has been and to learn what works and what doesn't.

-- The important role nonprofit organizations play in sustaining our civil society can't be overstated (ie safety net, creating community, supporting arts and culture, advocacy, etc.). We have an opportunity today to strengthen the sector through increased giving (due to unprecedented economic prosperity, and changes in tax policy) and by ensuring that federal government policies and practices help rather than hurt nonprofit organizations.

-- This report offers many insights into how government can best work with nonprofits. Thanks to HRC and DPC, and all . . .

I. Providing Better Services

A. Introduction

From immunizing our children to protecting our environment, federal agencies have recognized that they can provide better services to the public if they create strong partnerships with private sector organizations. Agencies have taken their relationships with corporations and nonprofit groups, other agencies, and state and local governments beyond the traditional grantor-grantee paradigm. No longer does the government need define the program and write the check, handing off the work and reporting obligations to the nonprofit. Rather, these agencies have built relationships with key organizations, collaborating with them to devise and carry out strategies that help them work toward and achieve common goals.

B. Childhood Immunization

In the mid-1970's, U.S. Senator Charles Mathias (R-MD) saw the Chesapeake Bay he had loved as a boy in distress, and began a fact-finding tour of marine science institutions around the Bay to try to understand the its decline. His efforts eventually resulted in formation of the Chesapeake Bay Program -- a unique regional partnership that has been directing and conducting the restoration of the Chesapeake Bay since the signing in 1983 of the Chesapeake Bay Agreement. Program partners include the Environmental Protection Agency, the states of Maryland, Pennsylvania and Virginia as well as the District of Columbia, the Chesapeake Bay Commission (a tri-state legislative body), and several citizen advisory groups and nonprofits -- primarily the Chesapeake

Bay Foundation and the Alliance for the Chesapeake Bay.

The Bay Program operates under the terms of Chesapeake 2000, the latest of three Chesapeake Bay Agreements, signed in the summer of 2000. Since that first agreement in 1983, the federal and state partners have met many of their goals and continue to work toward others in the effort to restore the Bay. Among the partners' most important activities are nutrient reduction from agricultural lands and wastewater facilities; toxic chemicals reduction from industry and other sources; management of fisheries, including crabs and oysters; habitat restoration; and water quality improvement. Also along the way, the partners have engaged local governments and community watershed groups in the restoration effort.

Leadership of the project, along with administrative, technical, financial, and informational support -- is provided by the EPA, through its Chesapeake Bay Program Office in Annapolis, Md. Other partners are involved in a range of restoration-related efforts: educating citizens on flood control and streambank erosion; teaching innovative monitoring techniques and demonstrating habitat techniques to watershed organizations; and training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. While there is success on several fronts, in the face of an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, much more remains to be done.

B. Food Recovery

In November of 1996, President Clinton signed an Executive Memorandum directing the US Department of Agriculture to work with nonprofit anti-hunger groups to increase the recovery and gleaning of excess food for distribution to the hungry.

Following up, Vice President Gore, in September of 1997, convened the first-ever National Summit on Food Recovery and Gleaning. Co-sponsored by USDA along with leading anti-hunger groups, the goal was to generate national attention for the issue, catalyze new public-private partnerships, and announce concrete new federal activities. Since that date, significant progress has been made toward increasing the amount of food recovered, gleaned and distributed to hungry Americans by nonprofit groups.

Under the leadership of Secretary Glickman, the USDA has made the Food Recovery and Gleaning Initiative a top priority, using the agency's technical assistance capacity and extensive agricultural network to catalyze and coordinate the work of private sector organizations. Through the Initiative, the Department has helped grassroots food recovery projects distribute over 10 million pounds of excess food to nonprofit anti-hunger groups nationwide. In addition, the Department has issued over 20,000 copies of a Citizens' Guide to Food Recovery and Gleaning, a how-to manual on starting and expanding nonprofit recovery efforts; produced a guide for National Restaurant Association members on how to donate excess food to nonprofit groups safely; and brokered a partnership between Hewlett Packard and America's Second Harvest to create a Web site to link food producers with the America's Second Harvest food bank network.

Based on the success of the Gleaning and Food Recovery Initiative, Secretary Glickman, in 1991, launched a broader Community Food Security Initiative,

which is working on several fronts to help grassroots nonprofit groups fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency. Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages chefs to volunteer to teach hands-on nutrition education classes. And a partnership with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" highlighting effective grassroots hunger and poverty programs in the United States. In addition, WHY and USDA have co-sponsored regional technical assistance workshops throughout the country to connect nonprofit hunger and poverty groups with the resources and expertise of federal agencies.

C. Chesapeake Bay Cleanup

In the mid-1970s, US Senator Charles Mathias (R-Md), saw the Chesapeake Bay he had loved all his life, in distress. In response, he began a fact-finding tour of marine science institutions around the Bay to try to understand its decline. His efforts eventually resulted in the formation of the Environmental Protection Agency's Chesapeake Bay Program – a unique regional partnership that has been directing and conducting the restoration of the Chesapeake Bay since the signing in 1983 of the first Chesapeake Bay Agreement. Program partners include the Environmental Protection Agency, the states of Maryland, Pennsylvania and Virginia, as well as the District of Columbia, the Chesapeake Bay Commission (a tri-state legislative body) and several citizen advisory groups and nonprofits – primarily the Chesapeake Bay Foundation and the Alliance for the Chesapeake Bay.

Signed in the summer of 2000, the Bay Program operates under the terms of Chesapeake 2000, the latest of three Chesapeake Bay agreements. Since the first agreement was signed in 1983, the federal and state partners have met many of their goals, and they continue to work towards others in an effort to restore the Bay. Among the partners' most important activities are nutrient reduction from agricultural lands and wastewater facilities; toxic chemicals reduction from industry and other sources; management of fisheries, including crabs and oysters; habitat restoration; and water quality improvement. Also, along the way, partners have engaged local governments and community watershed groups in this restoration effort.

Leadership of the project, along with administrative, technical, financial and other information assistance – is provided by the EPA through its Chesapeake Bay Program Office in Annapolis, Md. Other partners are involved in a range of restoration-related efforts: educating citizens on flood control and streambank erosion; teaching innovative monitoring techniques and demonstrating habitat techniques to watershed organizations; and, training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. While there is success on several fronts, in the face of an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, much more remains to be done.

E. Conclusion

There are many other examples of similar and equally successful partnerships, including the Department of Justice's Operation Weed and Seed, which encourages

community-wide strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements; HUD's Continuum of Care initiative, which supports localities in developing comprehensive, long-term approaches to moving people who are homeless to self-sufficiency and permanent housing; and the Department of Justice's 5 Goals 4 Kids, one of the goals of which is working to enroll at least 500,000 uninsured children in state children's health insurance programs (SCHIP) with the assistance of nonprofit partners such as United Way.

These and numerous other examples demonstrate the power of collaboration between federal agencies and nonprofit organizations that share goals and strategies and that coordinate services on a local level. In some cases, federal agencies have brought funding to the partnership; in others, they have used their technical expertise and leadership capacity to catalyze action. Nonprofit organizations have brought their own knowledge and networks to the task. As a result, all parties can expect their resources to have a greater, more lasting impact.



INDEPENDENT
SECTOR

FAX MESSAGE

TO: Malcolm Richardson Fax # 202/456-2008
White House Millennium Council

FROM: Peter Shiras

AT: INDEPENDENT SECTOR
1200 18th Street, N.W., Suite 200
Washington, D.C. 20036
(202) 467-6100 -- Telephone
(202) 467-6101 -- Facsimile Number

DATE: September 27, 2000 **NUMBER OF PAGES INCLUDING COVER PAGE:** 12

MESSAGE

Malcolm,

Here are our recommendations for the next administration. We (including our co-chairs Linda Tarr-Whelan and Fred Grandy) would like very much to meet with you and others on the White House staff about these recommendations.

I will give you a call to follow up.

Many thanks,

Peter

*Interested in meeting with
Nonprofit Task force chairs*

**Towards a More Vibrant Society:
Strengthening the Role of Nonprofits**

ELECTION 2000 POLICY RECOMMENDATIONS

for

Candidates for President and Congress

**INDEPENDENT SECTOR
Sara E. Meléndez
President and Chief Executive Officer**

INDEPENDENT SECTOR is a national leadership forum, working to encourage philanthropy, volunteering, not-for-profit initiative and citizen action that help us better serve people and communities. Founded in 1980 and based in Washington, D.C., INDEPENDENT SECTOR is a national coalition of more than 700 voluntary organizations, foundations and corporate giving programs with national interest and impact in philanthropy and voluntary action.

EXECUTIVE SUMMARY

INDEPENDENT SECTOR's Election 2000 Task Force (see APPENDIX A) was established to link political and nonprofit leaders, bring important issues to light, and provide information to the people who will lead our nation into the 21st century. INDEPENDENT SECTOR offers the following recommendations for the consideration of both candidates for President from the major parties, members and prospective members of Congress and the new Administration.

Policy Recommendations:

I. Encourage Giving and Volunteering

Enact legislation allowing individuals and families that take the standard deduction – roughly 70% of Americans – to deduct charitable gifts subject to an appropriate floor and allow direct, tax-free transfer of retirement account assets to charity. Recognize that the estate tax has a significant impact on charitable giving through bequests.

II. Preserve the Independence of the Nonprofit Sector

Protect and enhance the right of nonprofits to inform, advocate and lobby policymakers on issues of importance to them and their supporters. Support the rights of nonprofits to use their own resources to speak out on behalf of their constituencies and communities.

III. Strengthen the Capacity of Nonprofits

Ensure a level playing field on access to grants, contracts and other forms of financial support for both for-profit and not-for-profit organizations, with recognition of the limited access of nonprofits to working capital; and, establish and fund mechanisms to strengthen the capacity of nonprofit organizations.

IV. Increase Collaboration and Policy Dialogue with Government

Create an effective mechanism for on-going consultation and collaboration between government and the nonprofit sector.

V. Stimulate and Encourage Volunteering and Community Service

Encourage volunteering and community service activities, and, where appropriate, create or expand community service opportunities through government action; enact legislation to reauthorize the corporation for National Service and extend AmeriCorps.

VI. Ensure Accountability of the Nonprofit Sector

Ensure that the exempt-organization division of the Internal Revenue Service (IRS) effectively performs necessary oversight and guidance functions and is adequately funded (above current levels) to do so.

INTRODUCTION

The vibrancy of all three sectors of our society – government, business and nonprofit is essential to the well-being of Americans and our communities. Of these, the nonprofit sector is less visible to our government and political leaders. However, for nonprofits to serve the public good effectively, policymakers and government representatives must hear their views.

Here are some important facts:

- 1.5 million nonprofit organizations exist in the United States.
- 10 million workers are employed by them, or about 8% of the working population.
- Annual revenues of nonprofits are \$650 billion, comprising 6.8% of national income.
- 109 million people volunteer in some capacity – the equivalent of more than nine million full-time employees at a value of \$225 billion.
- Corporate and private foundation grants paid out in 1999 totaled over \$30 billion.
- 70% of all households give \$190 billion to charity.

The facts are important. But in some ways the cold facts mask the unique contribution of this sector. Nonprofit groups are an important part of the fabric of American life. We add the essential ingredient of civil society and touch on virtually every aspect of our national life. Nonprofits enhance our cultural lives with museums, symphonies and dance. Nonprofit hospitals provide cutting-edge research and needed health care. Nonprofits provide critical human services – from childcare to emergency food and shelter to counseling and job training. Many universities and colleges are nonprofits. A large and important part of the nonprofit sector is comprised of religious institutions that not only offer people the opportunity to express their faith but also sponsor many programs and activities. Nonprofits help preserve our environment and provide education and training to millions of Americans each year.

In addition to providing services, nonprofits enhance our democracy. We help people exercise their civic responsibility and freedom to advocate on a wide range of issues, from fighting zoning changes and opposing or proposing family planning, to protesting wars and challenging discriminatory practices. Nearly every great social change in our nation's history, from the abolition of slavery, to the passage of voting rights for women, to civil rights protections for all citizens, has been nurtured in the nonprofit sector.

In this spirit, we offer the following policy recommendations for strengthening the role of nonprofit organizations.

I. ENCOURAGE CHARITABLE GIVING

A. Provide a Tax Incentive for Charitable Giving by All Americans

Enact legislation allowing individuals and families that take the standard deduction – roughly 70% of Americans – to deduct charitable gifts subject to an appropriate floor.

Background

Offering a charitable deduction to all individuals is consistent with our nation's tax policy framework and would result in an increase in charitable giving levels. Pricewaterhouse Coopers, in a recent study commissioned by INDEPENDENT SECTOR, estimates this proposal will increase charitable giving by more than \$18.5 billion over the next five years. There is parallel action in the states. North Carolina, Minnesota and Colorado have enacted legislation to provide a charitable deduction for non-itemizers and a number of other states have begun to examine similar proposals.

B. Allow Tax-free Rollover of IRA Assets to Charity

Enact legislation to allow direct, tax-free transfer of retirement account assets to charity.

Background

As a result of careful planning, many older Americans are finding that the value of their IRAs and other retirement savings accounts substantially exceed their retirement income needs. Current law can discourage the transfer of retirement assets to charities. Now, the donor pays income tax on the full value of the gift to a charity, and attempts to claim an offsetting charitable deduction. However, if the donor does not itemize deductions, or if the amount of the transferred assets exceeds certain limits relative to the donor's adjusted gross income, then the donor will not be able to claim a full, offsetting income tax deduction.

C. The Estate Tax

Recognize that the estate tax has a significant impact on charitable giving through bequests.

Background

In 1999, Americans donated over \$15 billion to charities and foundations through bequests. Research by INDEPENDENT SECTOR has shown consistently that the decision on whether to give to charity is not based primarily on tax considerations, but the decision on how much to give is. In a study jointly commissioned by INDEPENDENT SECTOR and the Council on Foundations in 1997, PriceWaterhouseCoopers found that the repeal of the estate tax would decrease charitable giving through bequests by \$3 billion per year.

II. PRESERVE THE INDEPENDENCE OF THE NONPROFIT SECTOR

Protect and enhance the right of nonprofits to inform, advocate and lobby policymakers on issues of importance to them and their supporters. Support the rights of nonprofits to use their own resources to speak out on behalf of their constituencies and communities.

Background

Lobbying laws affecting nonprofits unnecessarily restrict the important lobbying and advocacy role of nonprofits. The lobbying rights of nonprofits should be enhanced. In addition, public funding of nonprofit organizations must not infringe on the free speech rights of nonprofits. While government may generally regulate the use of government funds, it should not regulate what a recipient of such funds does with non-government resources.

III. STRENGTHENING THE CAPACITY OF THE CHARITABLE NONPROFIT SECTOR

A. Equitable Access to Public Funding for Nonprofit Organizations

Ensure a level playing field on access to grants, contracts and other forms of financial support for both for-profit and not-for-profit organizations with recognition of the limited access of nonprofits to working capital.

Background

Particularly since devolution, government and nonprofits are partners in the delivery of programs and services in communities across the country with public dollars making up three out of ten dollars to do this. Current rules and requirements can pose significant financial barriers to the participation of nonprofits in government-funded programs.

A level playing field means setting appropriate capital or reserve requirements and ensuring that payment schedules and reimbursement procedures do not unfairly restrict the ability of nonprofits to carry out both their publicly- and privately-funded activities. All service-providers should meet minimum professional standards and agreed-upon performance measures. Safeguards should be built into programs to ensure that the rights of consumers are respected. And, accountability measures should be fair and consistent for all service-providers.

B. Strengthen the Capacity of the Nonprofit Sector

Establish and appropriately fund mechanisms to strengthen the capacity of nonprofit organizations.

Background

Government provides infrastructure support to targeted segments of the business sector -- particularly small business -- to increase productivity, create jobs and grow businesses to benefit the economy. Nonprofit enterprises also add to the economy. As noted above, they employ almost 8% of the workforce and account for 6.8% of the national income. In addition, they provide valuable community services and enhance civic life. Investing in improving the infrastructure and capacity of the sector can pay big dividends in efficiency and effectiveness and increase the public benefit. Currently, many government services including access to capital, management training (including information technology) and networks are not available to small nonprofits.

IV. INCREASE COLLABORATION WITH GOVERNMENT

Create an effective mechanism for on-going consultation and collaboration between government and the nonprofit sector.

Background

Levels of government and various constituencies have access to the Administration through White House offices. All major sectors of our economy have direct engagement with government through cabinet agencies including business, labor, agriculture, small business, transportation, technology, aviation, etc.

A mechanism should be created, either through a White House Office on Government-Nonprofit Relations or another mechanism with high-level access and clear lines of responsibility that would:

- Assess the impact of public policy, as well as legislative and regulatory proposals, on nonprofit organizations, and where appropriate, develop policies that strengthen nonprofits;
- Serve as a channel for the views and interests of nonprofit organizations before other federal agencies whose policies and activities may affect these entities;
- Conduct outreach and research in support of the nonprofit sector. Data collection efforts of government should be reviewed to determine whether basic statistical information about the nonprofit sector or data that would be useful to the ongoing work of the nonprofit sector are being collected and appropriately disseminated.

V. STIMULATE AND ENCOURAGE VOLUNTEERING AND COMMUNITY SERVICE

Encourage volunteering and community service activities, and, where appropriate, create or expand community service opportunities through government action; enact legislation to reauthorize the Corporation for National Service and extend AmeriCorps.

Background

The United States has a long history of community service programs that have improved communities including the Civilian Conservation Corps, the Senior Corps, the Peace Corps, VISTA and AmeriCorps. Many, many more have been created by partnerships of schools, universities, business and local communities. And, nonprofits work with millions of America's volunteers in communities every single day. This important civic function should be encouraged and supported with adequate funding and a legal and regulatory framework that does not inappropriately create barriers to community service activities.

Reauthorization of the Corporation of National Service and passage of legislation that would extend and strengthen programs such as AmeriCorps are critical to fostering community service across the nation. These programs have received broad bipartisan support from forty-nine governors, the Clinton Administration and a number of legislators from both sides of the aisle.

VI. ENSURE ACCOUNTABILITY OF THE SECTOR

Ensure that the exempt-organization division of the Internal Revenue Service (IRS) effectively performs necessary oversight and guidance functions and is adequately funded (above current levels) to do so.

Background

While the IRS has taken some positive recent steps through reorganization and elevating the importance of the role of the exempt organization function, it continues to suffer from lack of adequate staffing and financial resources. Such resources are necessary to provide guidance to tax-exempt organizations, to interpret new rules and regulations and to carry out the IRS's oversight functions. Appropriate federal government regulation, combined with state government regulation and self-regulation within the nonprofit sector itself, is a critical part of maintaining accountability of nonprofit organizations and the ensuing high public trust in the nonprofit sector.

CONCLUSION

INDEPENDENT SECTOR believes that the issues facing the nonprofit sector and our society must be urgently addressed. As the leading philanthropic organization bringing together foundations, corporate giving programs and voluntary organizations, we will seize every opportunity to engage in ongoing policy dialogue with the candidates for president and Congress. Many issues, in addition to those listed in the above statement, require broad policy consultation. We are encouraged that both major party presidential candidates have brought attention to the role that the nonprofit sector can play, and we believe that a renewed dialogue is needed now more than ever. INDEPENDENT SECTOR will widely distribute our recommendations during the election cycle and looks forward to working with the transition team, new Administration and the 107th Congress to forge policy solutions that strengthen the role of nonprofits to promote a more vibrant society.

(APPENDIX A)

INDEPENDENT SECTOR
Election 2000 Task Force Members

We would like to thank the members of the Task Force for their valuable contribution to this statement. INDEPENDENT SECTOR, however, bears full responsibility for the statement.

Audrey R. Alvarado
Executive Director
National Council of Nonprofit Associations

Robert A. Boisture
Partner
Caplin & Drysdale

Professor Harvey P. Dale
Director
National Center on Philanthropy and the Law
New York University

Christopher T. Gates
President
National Civic League

Honorable Fred Grandy (Co-Chair)
President and Chief Executive Officer
Goodwill Industries International
Former US Congressman from Iowa

Roberts T. Jones
President and Chief Executive Officer
National Alliance of Business

Reverend Fred Kammer, SJ
President
Catholic Charities USA

Dr. Leslie Lenkowsky
Professor of Philanthropic Studies and Public
Policy
Indiana University

Steve A. Minter
Executive Director and President
The Cleveland Foundation

Jon Pratt
Executive Director
Minnesota Council of Nonprofits

Patricia Read
Executive Director
Colorado Association of Nonprofit Organizations

Dorothy S. Ridings
President and Chief Executive Officer
Council on Foundations

Mark Rosenman, Ph.D.
Vice President, Social Responsibility
The Union Institute

Michael Rubinger
President and Chief Executive Officer
Local Initiatives Support Corporation

Stephen Solender
President and Chief Executive Officer
United Jewish Communities

Sheldon E. Steinbach
General Counsel
American Council on Education

Linda Tarr-Whelan (Co-Chair)
President and Chief Executive Officer
Center for Policy Alternatives



INDEPENDENT SECTOR



News Release

of Encouraging
Nonprofit
Initiatives

A National Leadership
Forum to Encourage
Philanthropy, Volunteering,
Not-for-Profit Initiatives
and Citizen Action

FOR IMMEDIATE RELEASE
September 25, 2000

Contact: Carla Bundy, Héctor
Ericksen-Mendoza, or John Thomas
(202) 467-6100
www.IndependentSector.org

1200 Eighteenth Street, NW
Suite 200
Washington, DC 20036
202-467-6100
fax 202-467-6101
www.IndependentSector.org
info@IndependentSector.org

INDEPENDENT SECTOR Releases "Election 2000 Policy Recommendations" to Propel Nonprofit Sector Agenda

(Washington-D.C.) — INDEPENDENT SECTOR has issued *Towards a More Vibrant Society: Strengthening the Role of Nonprofits*, a set of six policy recommendations to fortify the critically important role that nonprofit organizations play in our society. The report is targeted at the Presidential candidates as well as candidates for Congressional seats. Among the key recommendations is a call to pass legislation allowing all Americans the opportunity to deduct charitable contributions from their taxable income.

The six policy recommendations are:

Encourage Giving and Volunteering by providing a tax incentive for charitable giving by all Americans. Nearly 70% of Americans give to charities but cannot deduct their giving because they do not itemize their taxes. Allow tax-free rollover of IRA assets to charity. And, recognize the significant impact the estate tax has on charitable giving through bequests.

Preserve the Independence of the Nonprofit Sector by protecting and enhancing the rights of nonprofits to educate, advocate and lobby government on issues of importance to the sector. Support the rights of nonprofits to use their own resources to speak out on behalf of their constituencies and communities.

Strengthen the Capacity of the Charitable Nonprofit Sector by ensuring a level playing field on access to grants, contracts, and other forms of financial support for the nonprofit and for-profit sectors, while recognizing the limited access nonprofits have to working capital. And, establish and adequately fund mechanisms to strengthen the capacity of nonprofit organizations.

Increase Collaboration with Government by creating an effective mechanism for on-going consultation and collaboration between government and the nonprofit sector. This collaboration should assess the impact of public policy on nonprofits and serve as a channel for nonprofits to express their views to other federal agencies on policies that may affect the sector.

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Stimulate and Encourage Volunteering and Community Service by creating and expanding community service opportunities through government action and enacting legislation to reauthorize the Corporation for National Service and extend AmeriCorps.

Ensure Accountability of the Sector by increasing the funding of the exempt-organization division of the Internal Revenue Service, as it performs necessary oversight and guidance functions.

Sara E. Meléndez, President and CEO, of INDEPENDENT SECTOR said, "*Towards A More Vibrant Society: Strengthening the Role of Nonprofits-Election 2000 Policy Recommendations* represent the core principals INDEPENDENT SECTOR will seek to move on behalf of the more than 700 organizations who comprise INDEPENDENT SECTOR."

"The nonprofit sector must have a seat at the table when public policy is being formulated and implemented," said the Honorable Linda Tarr-Whelan, President and CEO, of the Center for Policy Alternatives. Tarr-Whelan added, "These recommendations will lay the foundation that guides the sector's policy agenda."

"INDEPENDENT SECTOR plays a major role as a convener in the non-profit community," said the Honorable Fred Grandy, President and CEO, of Goodwill Industries International. Grandy added, "Both Congress and the new Administration could benefit from an ongoing dialogue with us."

The Election 2000 Policy Recommendations were developed with the assistance of leaders representing the non-profit community.

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INDEPENDENT SECTOR is a national leadership forum, working to encourage philanthropy, volunteering, not-for-profit initiative and citizen action that help us better serve people and communities. Founded in 1980 and based in Washington, D.C., Independent Sector is a national coalition of more than 700 voluntary organizations, foundations and corporate giving programs with national interest and impact in philanthropy and voluntary action.

Contacts: John Thomas, Peter Shiras, Héctor Ericksen-Mendoza, Carla Bundy, or Nabeela Khatak

Phone: (202) 467-6100

Website: www.IndependentSector.org

Fax: (202) 456-6101

Email: info@IndependentSector.org

Alan	Okada	Vice President	Citigroup Foundation	153 East 53rd street, 3rd Floor,	New York	NY	10022	212/559-9842		alan.okada@citi corp.com	CORP
Elliot	Berger	VP, Grants Specialist	Merrill Lynch	2 World Financial Center, Floor 38	New York	NY	10281-6100				CORP
Kathryn	Bushkin	Chief Communications Officer	AOL Foundation	22000 AOL Way ,	Dulles	VA	20166	703/265-1027		kbushkin@aol.c om	CORP
Debbie	Dingell		General Motors Foundation	300 Renaissance Center	Detroit	MI	48265-3000	313/556-5000			CORP
Timothy J.	McClimon	Executive Director	AT&T Foundation	32 Avenue of the Americas, Room 2432,	New york	NY	10013	212/387-6560		mcclimon@att.c om	CORP
Mr. Morton H.	Meyerson	Chairman and CEO	2M Companies, Inc	4514 Cole Avenue Suite 400	Dallas,	TX	75205-4100	214-443-1901		morton.meyerso n@2m.com	CORP
Rosalie	Gann	Director, Corporate Giving and Volunteer Programs	Oracle Corporation	500 Oracle Parkway MS50P11	Redwood Shores	CA	94065	650/506-0692	650/506-7171		CORP
T.J.	Baptie	Vice President Corporate Relations	Walt Disney Company	500 S. Buena Vista St.	Burbank	CA	91521	818/560-5025			CORP
Joy	Peterson	Director, Community relations	BEST BUY	7075 Flying Cloud Drive,	Eden Priarie	MN	55344	612/996-4643	612/947-2693	joy.peterson@b estbuy.com	CORP
Boyce	Tracy	National Executive and Senior Vice President	Bank of America Foundation	Bank of America Corporate Center 100 N. Tryon Street, 18th Floor	Charlotte	NC	28225	704/386-5476		tracy.boyce@ba nkofamerica.co m	CORP
Marnie	Sutton	Project Manager, Philanthropy	Discovery Communications	Inc. 7700 Wisconsin Avenue	Bethesda	MD	20814-3578	301/771-5615	301/986-5998		CORP
Gloria	Rubio-Cortes	Senior Manager, Community Affairs Manager	Levi-Stauss Foundation	Levi's Plaza 1155 Battery Street,	San Francisco	CA	94111	415/501-3267			CORP

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	Email	Type
Reatha	Clarke-King		General Mills Foundation	Number One General Mills Boulevard	Minneapolis	MN	55440				CORP
John	Taylor		The Merck Co. Foundation	P.O. Box 100	Whitehouse Station	N.J.	08889-0100	908/423-1000			CORP
Dave	Thomas		Wendy's International	P.O. Box 256	Dublin	Ohio	43017	614/764-3100			CORP
Westina	Matthews		Merrill Lynch & Co. Foundation	World Financial Center 250 Vesey Street	New York	N.Y.	10281-1309	212/449-1000			CORP
Mary Beth	Salerno	President	American Express Foundation	World Financial Center, 200 Vesey Street,	New York	NY	10285	212/640-5660		mary.beth.saler no@aexp.com	CORP
Ingrid Saunders	Brown		Coca-Cola Foundation								CORP
Mariano	Diaz	Director	Nike Foundation								CORP
Suzanne A.	DuBose	President	Verizon Foundation					212/395-2295	212/398-0951	suzanne.a.dubose@verizon.com	CORP
Stan	Letow		IBM								CORP
Carroll	McGillin		Cisco Networking Academy								CORP
Edith	Nelson		GE Fund								CORP
Paul	Ostergaard	President and CEO	Committee to Encourage Corporate Philanthropy								CORP
Audrey	Rowe		Boeing								CORP
Caleb	Schutz	Executive Director	MCI Worldcom					703/344-7284		Calebschutz@worldcom.com	CORP
Jeffrey	Shwartz		Timberland								CORP
			Target								CORP
Rodney Carroll			UPS								CORP
Rosabeth Moss	Kanter	Graduate School of Business	Harvard Business School		Boston	MA	2163	617/495-6053			EDU
Greg	Dees		Stanford Business School	509 Edge Forest Place ,	Louisville	KY	40245	502/244-4749		gregdees@hotmail.com	EDU

Ron Minze

Virginia Holzknecht

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Eugene	Temple	Executive Director	Center for Philanthropy Indiana University	550 West North Street Suite 301	Indianapolis	IN	46202-3272	317/684-8904		etempel@iupui.edu	EDU
Brian	O'Connell		Urban and Environmental Policy	Lincoln Filene Center	Upper Medford	MA	02155	617/627-3960		boconn01@emerald.tufts.edu	EDU
Christine	Letts		The John F. Kennedy School of Government	79 John F. Kennedy Street Bennett Building, Room 217	Cambridge	MA	2138	617/495-1451		christine_letts@harvard.edu	EDU
James	Austin		Harvard Business School								EDU
Lester	Salamon	Director, Center of Civil Society	Johns Hopkins University								EDU
William S.	White	President	Mott Foundation	400 Mott Foundation Building	Flint	MI	48502	810/238-5651			FDN
Hodding	Carter III	President	John S. and James L. Knight Foundation	1 Biscayne Tower Suite 3800 2 South Biscayne Boulevard ,	Miami	FL	33131				FDN
Tracy	Gray		Morino Institute	11600 Sunrise Valley Drive	Reston	VA	20191	703/620-8971		tgray@morino.org	FDN
Mario	Morino	President	Morino Institute	11600 Sunrise Valley Drive	Reston	VA	20191	703/620-8971		mmorino@morino.org	FDN
Catherine	Gund		Third Wave Foundation	117 East 17th Street 7th Floor ,	New York	NY	10003	212/388-1898		catgund@aol.com	FDN
Marie	Wilson		Ms. Foundation	120 Wall Street 33rd Floor	New York	NY	10005	212/742-2300		presoff@ms.foundation.org	FDN
Elan	Garonzik	Program Officer	Charles Stewart Mott Foundation	1200 Mott Foundation Building	Flint,	MI	48502-1851	810/238-5651		egaronzik@mott.org	FDN
Sandra	Hernandez	President	San Francisco Foundation	225 Bush Street ,	San Francisco	CA	94104	415/733-8500		srh@sff.org	FDN
Carol	Larson	Vice President	David and Lucile Packard Foundation	300 2nd Street, #200	Los Altos	CA	94022	650/948-7658			FDN
Ed	Skloot	President	Surdna Foundation	330 Madison Ave.	New York	N.Y	10017	212/557-0010			FDN
Julia	Lopez	Director, Working Communities	The Rockefeller Foundation	420 5th Avenue	New York	NY	10018	212/852-8350			FDN

First	Last	Title	Organization	Street	City	St	Zip	Phone	Fax	E-mail	Type
Jacqueline	Novogratz		Rockefeller Foundation Financial Workshop Program	420 5th Avenue	New York	NY	10018	212/852-8300			FDN
Sylvia	Robinson	Program Officer	Ewing M. Kauffman Foundation	4801 Rockhill Rd. ,	Kansas City	MO	64110	816/932-1000			FDN
Jill	Iscol		Iscol Family Foundation	63 Lyndel Road ,	Pound Ridge	NY	10576-9676	914/764-8478		iffhummingbird@worldnet.att.net	FDN
Emmett	Carson	President	Minneapolis Foundation	821 Marquette Avenue South	Minneapolis	MN	55402	612/672-3838		cbiederman@mplsfoundation.org	FDN
Lorraine Cortes	Vazquez	President	Hispanic Foundation	84 William Street, 15th Floor	New York	NY	10038	212/742-0707			FDN
Dr. Rolland	Lowe		The Lawrence Choy Lowe Memorial Fund	929 Clay Street Suite 401	San Francisco	CA	94108	415/982-4100			FDN
Patricia	Stonesifer	President and Co Chair	Bill and Melinda Gates Foundation	PO Box 23350	Seattle	WA	98122	206/709-3100			FDN
Jill	Schatz	President	Serimus Foundation	1009 Lochland Court	Fort Collins	CO	80524				FDN
Terry	Freeman	President	Community Foundation for the National Capital Region	1112 16th St. N.W./Suite 340	Washington	DC	20036	202/955-5890		cfncrstraw@erols.com	FDN
Catherine	Muther		Three Guineas Fund	153 Upper Terrace	San Francisco	CA	94117	415/664-3169		cate@threeguineasfund.org	FDN
Bill	Drayton	President	Ashoka	1700 N. Moore St. Suite 2000,	Arlington	VA	22209	703/527-8300			FDN
Peg	Talburtt	Executive Director	Michigan Women's Foundation	17177 North Laurel Park Drive, Suite 445	Livonia	MI	48152	734/542-3946		pegtaalburtt@yahoo.com	FDN
Gib	Myers		Mayfield Fund	2800 Sand Hill Road Suite 250	Menlo Park	CA	94025	650/854-5560			FDN
Ganpat	Pattel			28142 San Lucas	Mission Viejo	CA	92692				FDN
Susan	Berresford	President	Ford Foundation	320 East 4rd Street	New York	NY	10017	212/573-5000			FDN

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Marlis	Parenti	Senior Program Officer	Kresge Foundation	3215 W. Big Beaver Road, P.O. Box 3151	Tryu	MI	48007-3151	248/643-9630			FDN
Sara	Morgan		Bill and Sara Morgan Family Foundation	3240 Seventeen Mile Drive	Pebble Beach	CA	93953				FDN
Vartan	Gregorian	President	Carnegie Coporation	330 Madison Ave.	New York	N.Y					FDN
Marc	Pollick	President and CEO	Giving Back Fund	54 Canal Street ,	Boston	MA	02114	617/556-2820		marcp@ma.ultr anet.com	FDN
Peter	Hero		Community Foundation Silicon Valley	60 South Market Street Suite 1000	San Jose	CA	95113	408/298-4856		phero@csfv.org	FDN
Lynn	Meredith		Meredith Private Foundation	70 Pascal Lane	Austin	TX	78746				FDN
Zoe	Baird	President	Markle Foundation	75 Rockefeller Plaza	New York	NY	10019-6908	212/489-6655		apernstich@ma rkle.org	FDN
Susan	Newton	Vice President, Finance	Enterprise Foundation	American City Building, 10227 Wincopin Circle, Suite 500	Columbia	MD	21044	410/772-2447	410/964-1918	snewton@enter prisefoundation. org	FDN
Robert and Dee	Leggett	President	Robert and Dee Leggett Foundation	P.O. Box 240	Great Falls,	VA	22066			rnleggett@aol.c om	FDN
William	Graustein	President	Graustein Family Foundation		New Haven	CT					FDN
Frances	Hesselbein	Peter Drucker Foundation									FDN
MaryAnn	Holohean	Program Director, Nonprofit Sector Advancement Fund	Eugene and Agnes Meyer Foundation								FDN
Chris	Kwak		W.K. Kellogg Foundation								FDN
Scott	Oki	Chief Volunteer	Oki Foundation								FDN
Ralph	Smith	Vice President	Annie Casey								FDN

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
George	Soros										FDN
Gwen	Walden	Program Officer	California Endowment							gwalden@calendow.org	FDN
			Robert Wood Johnson								FDN
Christine	Benero	Director, Public Affairs & Public Liaison	Corporation for National Service	1201 New York Avenue, NW	Washington	DC	20525	202/606-5000 x. 193		cbenero@cns.gov	FDN/VP
Bill	Ferris	Chairman	National Endowment for the Humanities	1100 Pennsylvania Avenue NW	Washington	D.C	20506	202/606-8469		nsturm@neh.gov	GOV
Charles	Lyons		US Committee for UNICEF	333 East 38th Street	New York	NY	10016-2772	212/686-5522			GOV
Ann	Orr		National Trust for the Humanities	P.O. Box 32157	Washington	DC	20007	202/965-0597		aorr@neh.gov	GOV
Matthew	Nelson	Assistant to the Deputy Chief of Staff	First Lady's Office	100 Eisenhower Executive Office Building	Washington	D.C	20502	202-456-2016			GOV
Shirley	Sagawa	Deputy Chief of Staff to the First Lady	Office of the First Lady	100 Eisenhower Executive Office Building	Washington	DC	20502	202-456-6266			GOV
Melanne	Verveer	Assistant to the President and Chief of Staff to the First Lady		100 Eisenhower Executive Office Building	Washington	D.C	20502				GOV
Harris	Wofford	CEO	The Corporation for National Service	1201 New York Avenue, NW	Washington	DC	20525				GOV
Joseph	Mettimano	Deputy Director, Public Policy and Advocacy	US Fund for UNICEF	1775 K. St. N.W. Suite 360	Washington	DC	20006	202-296-4242		jmettimano@unicefusa.org	GOV
Inge	Reichenbach	Vice President of Alumni Affairs & Development	Cornell University	55 Brown Road ,	Ithaca	NY	14850-1266				GOV

Maureen
 Julie
 Bob Hall
 Bruce Leach
 Barbara Chow
 Mary Beth Cahill
 Goodley

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Ellen	McCulloch Lovell	Deputy Assistant to the President and Advisor to the First Lady for the Millennium Program	White House Millennium Council	708 Jackson Place N.W.	Washington	DC	20503	202-456- 2000			GOV
Malcolm	Richardson	Agency Representative to the White House Millennium Council	National Endowment for the Humanities	708 Jackson Place N.W.	Washington	D.C	20503	202-395- 7105			GOV
The Honorable Donna	Shalala	Secretary	US Department of Health and Human Services	Room 606G 200 Independence Avenue SW	Washington	DC	20201	202/690- 7000			GOV
Robert	Nash	Director	White House Personnel								GOV
Gene	Sperling										GOV
Karla S.	Rubinger		Rubinger Associates	15 Breckenridge Road , 10514	Chappaqua	NY					INDIV
Ann	Sheffer			19 Stony Point Road	Westport	CT	06880	203/227- 5522		annsheffer@sto nypoint.net	INDIV
Jessica	Chao			221 Avondale Road	Ridgewood,	NJ	2450	201/689- 5651		chaoje@aol.co m	INDIV
Barbara	Goldsmith			1201 Park Avenue #14-15A	New York,	NY	10028	212/534- 5637			INDIV
Jock	Gill			18 Woods Edge Road ,	Medford	MA	02155 2316	617/395- 4076		jgill@greenstar. org	INDIV
Alan	Atterbury		Midland Properties Inc	2001 Shawnee Mission Parkway	Shawnee Mission	KS	66205				INDIV
Keith	Weber		Midland Properties Inc	2001 Shawnee Mission Parkway	Shawnee Mission	KS	66205				INDIV
Chayo	Long-Mendez			264 Leland Drive	Battle Creek	MI	49015	616/963- 6039			INDIV
Ann	Bartley			3580 Clay Street	San Francisco	CA	94118	415/931- 0684		76373.1463@c ompuserve.com	INDIV
James A.	Smith			36 Wendt Avenue	Larchmont	NY	10538	914/834- 0700		jamesallensmith @worldnet.att.n et	INDIV

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Nancy	Chang		Tanox, Inc.	4888 Loop Central Drive Suite 820	Houston	TX	77081				INDIV
Charles	MacCormack	President		54 Wilton Road	Westport	CT	6880	203/222-4000		cmaccorm@sav echildren.org	Individual
Cheryl	Mills		Oxygen Media	1370 Avenue of the Americas 22nd Floor	New York	NY	10019	212/833-4400		cmills@oxygen. com	Individual
Janet	Shenk	Liasion to the Foundation Community	AFL-CIO	815 16th Street NW	Washington	DC	20006	202/637-5000		jshenk@afcio.o rg	Media
Vanessa	Kirsch	Founder/President	New Profit Inc.	2 Canal ,	Park Cambridge	MA	2141	617/927-2466		vanessa_kirsch @monitor.com	NP
Richard	Sauer	Executive Director	National 4-H	7100 Connecticut Avenue ,	Chevy Chase	MD	20815	301/961-2820		sauer@fourhco uncil.edu	NP
Joel	Orosz		W.K. Kellogg Foundation	1 Michigan Avenue	East Battle Creek	MI	49017	616/969-2334		joel.oroze@ww kkf.org	NP
Steven	Culbertson		Youth Service America	1101 15th Street NW Suite 200	Washington	DC	20005	202/296-2992		steve@ysa.org	NP
Eli	Segal	CEO	Welfare to Work Partnership	1250 Connecticut Avenue NW, Suite 804	Washington	DC	20036	(202) 955-3127			NP
Bob	Goodwin	President	Points of Light Foundation	1400 I Street NW Suite 800	Washington	DC	20005	202/729-8000		rgoodwin@point soflight.org	NP
Carmen Delgado	Votaw	Senior Vice President	Alliance for Children & Families	1701 K. St. N.W./Suite 200	Washington	D.C	20006-1503	202/223-3447	331-7476		NP
Father Fred	Kammer	President	Catholic Charities	1731 King Street	Alexandria,	VA	22314	703/549-1390			NP
David	Brown	Executive Director	National Youth Employment Coalition	1836 Jefferson Pl. N.W.	Washington	D.C	20036	202/659-1064			NP
Alan	Khazei		City Year	285 Columbus Avenue ,	Boston	MA	2116	617/927-2451		akhazei@cityye ar.org	NP
Jennifer	Dunlap		American Red Cross	430 17th Street NW	Washington	DC	20006	202/737-8300			NP

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Bernadine	Healy, M.D	President	American Red Cross	430 17th Street NW	Washington	DC	20006	202/737-8300			NP
William	Marshall	President	Progressive Policy Institute	600 Pennsylvania Avenue SE Suite 400	Washington	DC	20003	202/546-0007			NP
Irv	Katz	Vice President	United Way of America	701 N. Fairfax St.	Alexandria,	VA	22314-2045	703/836-7100		irv.katz@uwa.unitedway.org	NP
Bill	Shore		Share Our Strength	733 15th Street, NW Suite 640	Washington	DC	20005	202/393-2925		bshore@strength.org	NP
Fred	Grandy	President	Goodwill Industries International	9200 Rockville Pike	Bethesda	MD	20814	301/530-6500			NP
Marilyn	Bassett	Executive Director	Center for Youth as Resources	1000 Connecticut Avenue, NW, 13th Floor	Washington	DC	20036	202-261-4163		mbassett@ncpc.org	NP
Charles W	Gould	National President	Volunteers of America	110 South Union Street	Alexandria	VA	22314-3324	703-341-5036	703-3341-7000		NP
Roxanne	Spillett	President	Boys and Girls Clubs	1230 West Peachtree Street, NW	Atlanta	GA	30309	404/815-5700			NP
Timothy	Shriver	President	Special Olympics	1325 G Street NW, Suite 500	Washington	DC	20005	202/628-3630		tshriverso@aol.com	NP
Mike	Meneer	Director	AmeriCorps Alums	1400 I Street, NW	Washington	DC	20005			mmeneer@pointsoflight.org	NP
Diane	Ty	Executive Director	Youthnoise	1620 I. St. N.W./Suite 202	Washington	DC	20006	202-408-0271		dty@dc.savechildren.org	NP
Eden Fisher	Durbin	Director, Public Policy	YMCA of the U.S.A.	1710 K. St. N.W. Suite 903	Washington	DC	20006	202-835-9043		eden.durbin@ymca.net	NP

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Bruce	Wilkinson	Vice President for Programs	World Vision	220 "I" Street, NE	Washington	DC	20002-4373	(202) 608-1818		bwilkins@worldvision.org	NP
Karen	Young		Youth on Board	58 Day Street PO Box 440332	Somerville	MA	02144	617/623-9900 x1245		youthboard@aol.com	NP
Hartley	Hobson	Vice President	Innovation Center for Community and Youth Development National 4- H council	7100 Connecticut Avenue	Chevy Chase	MD	20815	(301) 961-2847		hobson@fourhouncil.edu	NP
Melinda	Hudson		America's Promise	909 North Washington Street, Suite 400	Alexandria	VA	22314-1556	703-684-4500			NP
Sarah	Brown		National Campaign to Prevent Teen Pregnancy								NP
Moira	Shek	Executive Director	Asian Americans and Pacific Islanders in Philanthropy	225 Bush Street, Suite 580	San Francisco	CA	94104	415/273-2760		moira@aapip.org	NP/VP
Albert	Ruesga		New Ventures in Philanthropy	1828 L.St NW	Washington	DC	20036			ruesa@cof.org	NP/VP
Ms. Kim	Smith	President	New Schools Venture Fund	440 Broadway	Redwood City	CA	94063	650-474-4700		ksmith@newschools.org	NP/VP
Jim	Pitofsky		SEA Change					415/726-8910		jpitofsky@soronsny.org	NP/VP
Rob	Collier	President	Council on Michigan Foundations	1 South Harbor Ave.	Grand Haven	MI	49417	616/842-7080			NPI
Mark	Rosenman	Vice President, Social Responsibility	Union Institute	1710 Rhode Island Avenue, NW Suite 1100	Washington	DC	20036	202/496-1630		mrosenman@tufts.edu	NPI
Felicia	Lynch		Women and Philanthropy	1015 18th Street, NW Suite 202	Washington	DC	20036	202/861-9660			NPI
Nancy	Cunningham	Executive Dir	Working Group on Funding Lesbian and Gay Issues	116 East 16th Street 7th floor ,	New York	NY	10003	212/475-2930		wgnancy@aol.com	NPI

First	Last	Title	Organization	Street	City	St	Zip	Phone	Fax	E-mail	Type
			Association of Black Foundation Executives								NPI
Chris	Gallagher	President	Social Venture Network								NPI/FDN
Rodney	Jackson	Publisher/Editor	Black Philanthropy	777 North Capitol Suite 807	Washington	DC	20002	202/289-3593		nationalconferenceonblackphilanthropy@juno.com	NPI/VP
Paul	Shoemaker		Social Venture Partners	1601 Second Avenue Suite 615	Seattle	WA	98101	206/374-8757			NPI/VP
Stacy	Palmer	Editor	Chronicle of Philanthropy	1255 23rd Street NW Suite 700	Washington	DC	20037	202/466-1200			PRESS
Jonathan	Alter	Senior Editor	Newsweek	251 West 57th St.	New York	NY	10019	212/445-4364			PRESS
Jay	Harris	Publisher	San Jose Mercury News	750 Ritter Park Drive	San Jose	CA	95190	408/920-5000			PRESS
John	Koten	Editor	Worth Capital Publishing	LP 575 Lexington Avenue 33rd Floor	New York	NY	10022	212/6102-751-4550			PRESS
Marcia	Bullard	CEO and Editor	USA Weekend Gannette Company	1000 Wilson Boulevard	Arlington	VA	22229			mbullard@usaweekend.com	PRESS
Pete	Mountanos	CEO	charitableway.com	1816 Embarcadero Road	Palo Alto	CA	94303	650/213-4200			PRESS
Tre	Richardson	President and CEO	Econtributor.com	655 15th St. N.W. Suite 810	Washington	D.C	20001				RESC
Jay	Backstrand	President	ImpactOnline	325 B Forest Drive	Palo Alto	CA	94301	(650) 327-1389		jay@impactonline.org	RESC
Jill	Bond	Managing Partner	Leslie Harris & Associates							jbond@Lharris.com	RESC
Laura	Segal		Charitableway.com		Los Altos	CA				lauras@charitableway.com	RESC
Ms. Kathy	Wilde	President & CEO	New York City Partnership	1 Battery Park Plaza - 5th floor	New York	NY	10004	212/493-7551 (p)	212/809-9815 (f)		

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Mr. David	Klasfield	Deputy Chancellor	New York City Board of Education	110 Livingston St.	Brooklyn	NY	11201	(718) 935-5210 (p)	(718) 935-3463 (f)		
Elder Jose	Rojas	Director, Department of Youth Services	Seventh-day Adventist Church	12501 Old Columbia Pike	Silver Spring,	MD	20904-6600	301-680-6434	301-680-6464	74617.760@compuserve.com	
James and Sally L.	Barksdale		The Barksdale Group	166 North Star	Aspen	CO	81611	970-544-0512		melissa@barksdalegroup.com	
Ms. Mary	Holloway		Association for a Better New York	355 Lexington Avenue	New York	NY	10019	212/370-5800 (p)	212/661-5877 (f)		
Mr. Steven	Spinola	President	Real Estate Board of New York	570 Lexington Avenue - 2nd floor	New York	NY	10022	212/532-3120 (p)	212/481-0122 (f)		
Marty	Blank		IEL								
Anne	Bryant		National ??								
Mark	Kramer		Innovations in Government /Harvard								
Bruce	Reed										
			Council on Excellence in Governement								

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Cindy	Ballard	Executive Director	Coalition of Community Foundations for Youth	1706 Intervail Dr.	Austin	TX	78746	512-328-7850 or 800-292-6149 x. 605		cindy@ccfy.org	NPI
Jill	Blair		Grantmakers Forum, on Community and National Service	2550 9th Street, Suite 113,	Berkeley	CA	94710	510/665-6129			NPI
Rev. Robert	Edgar	General Secretary	National Council of Churches of Christ in the USA	475 Riverside Drive	New York	NY	10115	(212) 870-3398	Fax (212) 870-2817		NPI
Patricia	Lewis		Women's Philanthropy Institute	6314 Odana Road, Suite 1	Madison	WI	53719-1141	608/286-0980		lewispat@aol.com	NPI
Martha	Johnston	Associate Director	Coalition of Community Foundations for Youth	702 Highwood Drive	Baltimore	MD	21212	410-323-8987		martha@ccfy.org	NPI
Marsha	Renwanz	Executive Director	Grantmakers for Children, Youth & Families	815 15th St. N.W. Suite 801	Washington	DC	20005-2201	202-393-6714		mrenwanz@gcyf.org	NPI
Donna	Chavez	President	Native Americans in Philanthropy	First Nations Development Institute The Stores Building 11917 Main Street	Fredericksburg	VA	22408	540/371-5615		rladamson@firstnations.org	NPI
Alan	Pardini	Senior Advisor	League of California Community Foundations	PO Box 1638	Rohnert Park	CA		415-550-1139		alan.pard@aol.com	NPI
Alan J.	Abramson	Director Nonprofit Sector Research Fund	The Aspen Institute	Suite 700, One Dupont Circle, N.W.	Washington	DC	20036	202/7365829			NPI
Kae	Dakin	Executive Director	Washington Regional Association of Grantmakers								NPI
Suzanne	Aisenberg		Atlantic Philanthropic Services								NPI

Angela Corbett

First	Last	Title	Organization	Street	City	St	Zip	Phone	Fax	E-mail	Type
Virginia	Esposito	President	National Center for Family Philanthropy	1220 19th Street NW Suite 804	Washington	DC	20036	202/293-3424		ginny@ncfp.org	NPI
Gary	Bass	Executive Director	OMB Watch	1742 Connecticut Ave., N.W.	Washington,	D.C	20009	(202) 234-8494	(202) 234-8584	bassg@ombwatch.org	NPI
Sara	Melendez	President	Independent Sector	1828 L Street NW	Washington	DC	20036	202/223-8100		sara@independentsector.org	NPI
Peter	Shirus	Executive Vice President	Independent Sector	1828 L Street NW	Washington	DC	20036	202/223-8100			NPI
Alison	Wiley	Executive Director	Forum of Regional Grantmakers	1828 L Street NW 300	Washington	DC	20036	202/467-0380			NPI
Dorothy	Ridings	President	Council on Foundations	1828 L Street, NW Suite 30 ,	Washington	DC	20036	(202) 466-6512			NPI
Audrey	Alvarado	Executive Director	National Council of Nonprofit Associations	1900 L Street, NW, Ste. 605	Washington	DC	20036	(202) 4676262	(202) 4676261		NPI
Mary Pembroke	Perlin		NW Giving Project	1902 North 44th Street ,	Seattle	WA	98103	206/634-3270		marype@msn.com	NPI
Rick	Cohen	President	National Committee on Responsive Philanthropy	2001 S Street NW, #620	Washington	DC	20009	202/387-9177		rick@ncrp.org	NPI
Eugene	Steurle	Center on Nonprofits and Philanthropy	The Urban Institute	2100 M St, NW	Washington	DC	20037	202/2615770			NPI
Elizabeth	Boris	Director	Urban Institute	2100 M Street	Washington	DC	20036	202/833-7200		eboris@ui.urban.org	NPI
Kathryn	Agard	K-12 Education in Philanthropy Project	Michigan Council on Foundations	630 Harvey Street	Muskegon	MI	49442-2398	616/767-7205		kagard@remc4.k12.mi.us	NPI
Peter	Karoff		The Philanthropy Initiative	77 Franklin Street, 9th Floor,	Boston	MA	2110	617/338-2590		pkaroff@tpi.org	NPI
Luis	Miranda		Hispanic Federation of New York City, Inc	84 William Street, 15th Floor	New York	NY	10038	212/742-0707		mirymas@aol.com	NPI
Evan	Mendelson	Director	Jewish Funders Network	15 East 26th Street	New York	NY	10038	212/726-0195		jfn@jfunders.org	NPI
Scott	Massey	Executive Director	Indiana Humanities Council	1500 North Delaware Street	Indianapolis	IN	46202-2419	317/638-1500			NPI

DEPT.	OLD AGENCY REPS	NEW AGENCY REP	PARTNERSHIP (* highlight?)	PARTNERS TO INVITE	SPEAKER SUGGESTIONS
HUD	Father Joe Hacala Center for Com. And Interfaith Partnerships 451 17 th St. SW Rm 10222] WDC 20410 202-708-4289 Joseph_Hacala@HUD.gov	Loyd LaMois Program Coordinator Center for Com. And Interfaith Partnerships 451 17 th St. SW Room 10286 WDC 20410 202-708-0614 x3964 202-708-1160 Loyd_LaMois@HUD.GOV	Center for Community and Interfaith Partnerships*	See attached list of FBOs, including: - Rabbi Saperstein , Rel. Action Center for Reform Judaism - Thomas Jones , Habitat for Humanity - Sullivan Robinson , Congress of Nat'l Black Churches - JoAnn Kane , McCauley Institute - Rev. Jim Wallace , Call to Renewal - Sr. Mary Rose McGeady , Covenant House - Mr. Wheeler Winstead , National Congress for Community Ec. Dev - Moises Loiza , Housing Assistance Council	1) Rabbi Saperstein 2) Thomas Jones 3) Jim Wallis 4) Sullivan Robinson
HHS	David Sobelman 690-7431 [suggestions from Tina Cheatham, HRSA, 301-443- 0649]	Kathryn Allen White House Fellow 200 Independence SW WDC 20201 Kallen@os.dhhs.gov	SCHIP outreach (Insure Kids Now!, 5 Goals 4 Kids)*	- Sarah Shruptine , Covering Kids, 803-779-2607 - Judith Whang , RWJ Foundation, 609-243-5968 - Stuart Schear , RWJ Foundation, 609-951-5759 - Donna Cohen Ross , CBPP, 408- 1080 - Desmond Brown , CDF, 662-3561 - Annie Burns , private PR firm, 338- 8700 - Todd Askew , staff person at AAP, could recommend someone higher – 347-8600 - Emily Cornell , staff at NGA – 624- 7879 (Joan Henneberg is higher up) - Norma Lopez , NCLR (ask Sonya Ruiz, 785-1670 if she's still there) - Dinah Wiley , National Immigration Law Center, 216-0261	1) Sarah Shruptine, Covering Kids 2) Donna Cohen Ross, CBPP

USDA	Joel Berg USDA, Room 536-A 14th and Independence, SW Washington, DC 20009 720-5746 joel.berg@usda.gov	<i>(Cannot identify a new representative – contact Chief of Staff after January for new name)</i>	Food Recovery and Gleaning/ Community Food Security*	-America's Second Harvest (312-263-2303, Exec. Dir. Or Doug O'Brien , head of gov't affairs?) -DC Central Kitchen Exec. Director Robert Edgar 234-0707 -Capital Area Food Bank Exec. Dir Lynn Brantley or Dir of Grants(?) Ramona Stoltz 526-5244	1) Secretary Glickman 2) Robert Edgar, Exec Director, DC Central Kitchen; 234-0707
ED	Adam Honeysett 401-3003 Adam_Honeysett@ed.gov But invite: Leo Coco Assistant Secretary Intergovernmental, Constituent Relations, and Corporate Liaison (400 Maryland Avenue, SW, Room 5E309, Washington, DC 20202) [if space permits, invite Adam as well] 	Adam Honeysett Program Analyst Offc. of Intergov'tal & Interagency Affairs 400 Maryland Avenue, SW WDC, 20202 202-401-3003 202-401-8607 (fax) Adam_Honeysett@ed.gov	Afterschool Alliance* America Reads*	Mott Chairman William White (1200 Mott Foundation Building, Flint, MI 48502-1851, (810) 238-5651) Contact Jean Simi at 810/766-1736 Marianne Kugler (Liaison to ED): 810/766-1722 Maureen Smyth (VP of Programs): 810/238-5651 Judy Samelson (Acting Director, Afterschool Alliance): 810/7661747 Dr. Robert Corrigan , President of San Francisco State University (ADM 562, 600 Holloway Avenue, San Francisco, CA 94132), and Maggi Gaines, Executive Director of Baltimore READS (5 East Read Street, Baltimore, MD 21202).	1) Maureen Smyth (VP of Programs): 810/238- 5651 2) Marianne Kugler (Liaison to ED): 810/766-1722
CNS	Melody Scales Spec. Asst. to CEO 606-5000	(TBD)	Americorps*	[CNS checking]	Harris Wofford

DOL	Felipe Floresca [getting address] 693-2700 floresca-felipe@dol.gov {also asked about Robin Leeds if extra room}	Lorenzo Harrison Administrator Office of Youth Services, ETA, DOL 200 Constitution Ave NW, N4459 WDC, 20210 202-693-3528 202-693-3255 Lharrison@DOLETA.gov	YO! Movement*	Ms. Chris Sturgis Charles Stewart Mott Foundation (810) 238-5651 Betsy Biemann The Rockefeller Foundation (212) 852-8350 Jeff Johnson National Center for Strategic & Nonprofit Planning (212) 822-6725 Inca Mohammed The Ford Foundation (212) 573-5138	1) Secretary Herman 2) {checking on which of the invitees could speak if not Sec. Herman}
FEMA	George Haddow 646-3291 george.haddow@fema.gov If possible, invite: Ben Curran	Barry Scanlon Barry.Scanlon@fema.gov [double checking that he's staying – also which to invite as agency rep – out of office reply says he should be back today after long time away from office]	National Donations Mgt. Strategy*	Major David Dalberg National Disaster Coordinator The Salvation Army 615 Slaters Lane P.O. Box 269 Alexandria, VA 22313 david_dalberg@usn.salvationarmy.org 703 519-5886 703 519-5880 (fax) Mickey Caison Director Disaster Programs Southern Baptists Convention 4200 North Point Parkway Alpharetta, GA 30022-4176 mcaison@namb.net 770 410-6442 770 410-6014 fax Laura Van DeLinder American Red Cross	1) Director James Lee Witt 2) Major Dalberg, Salvation Army

FEMA cont.				In-Kind Donations Coordinator 17th & E Street NW Washington DC rhinehartl@usa.redcross.org 703 206-6209 703 206-6296 fax John Gavin Director Adventist Community Services 12501 Old Columbia Pike Silver Spring, MD 20904 301 680-6437 301 680-6464 fax 74617.461@compuserve.com Chris Rebstock Disaster Program Manager America's Second Harvest 116 South Michigan Ave #4 Chicago, IL 60603 312 263-2303 #110 312 263-3863 crebstock@secondharvest.org	
Interior	Suzy Hubbell Dep Dir Ext Affrs 208-1923 suzy_hubbell@ios.doi.gov	Joe Doddridge, Assistant to the Assistant Secretary for Fish, Wildlife, and Parks Department of the Interior 1849 C Street, N.W. MS- 3142 Washington, D.C. 20240 202-208-3928, 202-208- 4684 (f) <u>joseph_doddridge@os.doi</u> <u>.gov</u>	Save America's Treasures* Nat'l Spatial Data Infrastructure Conservation Training Center?	[Gave gov't names, not nonprofit names – trying to get appropriate nonprofit contact.]]	*Bob Stanton (from National Park Svc.)

DOC	Maxie Hollingsworth 482-4127 – msg 2 12/19/00 mholling@doc.gov Barbara Retzlaff	Lewis Podolske Acting Deputy Assistant Director/Director of the Offc. of Program Operations Department of Commerce 14th & Constitution Room 7824 WDC, 20230	Accion TX	Janie Barrera President and CEO Accion Texas Inc. 109 North San Saba San Antonio, TX 78207 Phone: 210-226-3664 Fax: 210-226-2258 Project: Micro Lending Program Center <i>Also suggested:</i> Richard Halpin Director 216 E. 4th Street Austin, TX 78701 Phone: 512-472-3395 Fax: 512-472-1189 Project: Job Training Facility for At-Risk Youth Wes Jurey President and CEO The Greater El Paso Chamber of Commerce Ten Civic Center Plaza El Paso, TX 79901 Phone: 915-534-0537 Fax: 915-577-9916	N/A
EPA	Margaret Morgan-Hubbard 564-4455 Morgan- Hubbard.Margaret@epamail.e pa.gov	Joe Sierra Spec Asst to Director of Communications OA/OCEMR (Mail-Stop 1702A) 1200 Pennsylvania Ave. NW WDC 20460 202-564-7849 202-501-1474 Sierra.Joe@epa.gov	-Chesapeake Bay -American Hospital Assoc.?	-Fran Flannigan Exec Dir Alliance for Chesapeake Bay 410-377-6270	N/A

		<i>If possible also invite new co-rep:</i> Mary Popkin Snr. Environmental Employee Office of Communications (MC 1702A) 1200 Pennsylvania Ave. NW WDC 20460 202-564-7817 202-501-1773 popkin.mary@epa.gov			
DOJ	Daphene McFerren Counselor to AG 950 Pennsylvania Ave. NW Room 5231 WDC, 20530 514-2927 Daphene.Mcferren@usdoj.gov	(TBD)	CEVI	I Am Your Child Foundation Ellen Gilbert 310-285-2385 Children's Mental Health Alliance Pamela Sicher Cantor 212-879-5244	N/A
OPM	Mara Patermaster Director, CFC Operations Theodore Roosevelt Building, Rm 5450 1900 E Street, NW WDC 20415 202-606-2301 or 202-606-2564 202-606-5056 (fax) MTPaterm@opm.gov	Mara Patermaster Director, CFC Operations Theodore Roosevelt Building, Rm 5450 1900 E Street, NW WDC 20415 202-606-2301 or 202-606-2564 202-606-5056 (fax) MTPaterm@opm.gov	CFC	Kal Stein President/CEO Charity Campaign Partners c/o Earth Share 3400 International Dr., N.W., Suite 2K Washington, D.C. 20008 202/537-7100 kalman@earthshare.org Dan Snare President Community Health Charities 200 N. Glebe Road, Suite 801 Arlington, VA 22203 dsnare@healthcharities.org	N/A

				Michael Howland President Share America 8001 Braddock Road, Suite 310 Springfield, VA 22151 mike@shareamerica.org (umbrella org that manages two nat'l federations: Christian Service Organizations of America and Medical Research Agencies of America)	
SBA	Bernetta Hayes 205-6444 Bernetta.Hayes@sba.gov David Ashley 205-6868 david.ashley@sba.gov	Bernetta Hayes Assoc. Admin Office of Communications and Public Liaison 202-205-6444 202-481-0890 (fax) Bernetta.Hayes@sba.gov David Ashley Market Research Spec. Office of Operations and Research US SBA 409 3 rd Street SW Mail Code 2552 Washington, DC 20416 202-205-6868 202-481-0975 david.ashley@sba.gov	Women's Business Centers	Beth Cole Director Women's Business Center 1001 Connecticut AV. NW Ste 312 Washington DC 202-785-4922 phone 202-785-4110 fax beth@womensbusinesscenter.org b1234cole@aol.com	N/A
State	Olive Sampson 647-7926 sampsonob@state.gov Yvonne O'Brien Annette Aulton	Olive Sampson Dir, Off of Public Liaison & Intergov'tal Affairs 2201 C Street, NW Room 5827 WDC, 20520-6810 202-647-7926	Vital Voices	Alyse Nelson, Dir. Vital Voices Global Partnership 1301 Connecticut WDC 20036 202-452-8850 202-452-8898 (fax) (nonprofit launched to build on work of USG's initiative; Alyse previously on gov't side of this project)	N/A

*Jeresa
Hear*

	Marthena Cowart	202-647-3340 (fax) sampsonob@state.gov Yvonne O'Brien Snr. Coordinator for NGOs; Offc of Public Liaison & Intergov'tal Affairs 2201 C Street, NW Room 5827 WDC, 20520-6810 202-647-8203 202-647-1579 obrieny@state.gov		Victoria Sant, Founder & Pres. Summit Foundation 1990 M Street NW #250 WDC, 20036 202-785-1724 202-857-0025 (fax) Judith McHale President & COO Discovery Communications 7700 Wisconsin Bethesda, MD 20814-3574 301-771-4747 301-986-8935 (on Board of VV Global Ptshp) Nancy Killefer Mng. Director, Washington Offc. McKinsey & Co. 600 14th Street NW WDC 20005 202-662-3229 202-662-3175 (fax)	
Treasury	Lisa Andrews Dep Asst. Sec., Public Liaison Lisa.Andrews@do.treas.gov	(TBD)	Financial Svcs Ed Coalition CDFI Fund	Steve Brobeck Consumer Federation of America 1424 16th Street, NW Suite 604 Washington, D.C. 20036 202-387-6121 sbrobeck@essential.org Don Blandin American Savings Education Council 2121 K Street, NW Washington, DC 20037-1896 202/775-9130 ext.205 Blandin@asec.org	N/A

				Dara Duguay JumpStart 919 18th Street, NW Washington, DC 20006 202/466-8610 Dduguay@afsamail.org	
DOT	Pat Jackson 366-0251 Name from [Cpt. Manson Brown; 366-5742]	(TBD)	Coast Guard Auxilliary <i>Cmd Ed Seabold</i>	Commodore Everette L. Tucker, Jr. National Commodore for Coast Guard Auxilliary C/o Commandant (G-OCX) U.S. Coast Guard 2100 2 nd Street, SW Washington, DC 20593-0001	N/A
Energy	Maya Seiden 586-1060 Maya.Seiden@hq.doe.gov	(TBD)	Village Power	[Left msg for <u>Mal Caravatti</u> , in the Office of Energy Efficiency, 586-0087.]	N/A
VA	LaMont Johnson 691-3442 [Cut?]	(TBD)	-	-	N/A
ONDCP					N/A
NEH					N/A

Others:

Welfare-to-Work Partnership* -Eli Segal
 Campaign to Prevent Teen Pregnancy – Sarah Brown
 Campaign for Tobacco-Free Kids – Matthew Myers

Dm Verena
Alchala

- ORGANIZATION -

First	Last	Title	Organization	Street	City	ST	Zip	Phone	Fax	E-mail	Type
Janice	Burrill	Vice President (Leave a Legacy Project)	Wells Fargo Bank-Charitable Management Group	3335 Grand Avenue, Suite 540 ,	Los Angeles	CA	90071	213/253-3162		janiceb@wellsfargo.com	CORP
Marilda Gandara	Alfonso	President	Aetna Foundation	151 Farmington Avenue RE1B	Hartford	CT	6156	860/273-4770			CORP
David	Eisner	Vice President Corporate Relations	AOL Inc.	22000 AOL Way ,	Dulles	VA	20166-9322	703/265-2256			CORP
Paul	Newman		Newman's Own	246 Post Road	East Westport	CT	6880				CORP
Nancy	Raybin		(AAFRC) Raybin Associates	275 Madison Avenue, Suite 1811 ,	New York	NY	10016	212/490-0590		nraybin@raybinassociates.com	CORP
Caroline	Williams	President	Grey Seal Capital, LLC	488 Madison Avenue	New York	N.Y	10022	212/755-2314	212/755-2717	cwilliams@greyseal.org	CORP
Bill	Breen	Editor	Fast Company	77 North Washington Street Suite 301 ,	Boston	MA	2114	617/973-0300		bbreen@fastcompany.com	CORP
Diane	Garfield	Vice President	Fidelity Charitable Gift Fund	82 Devonshire St.	Boston	MA	02109	617/563-4404		diane.garfield@fmr.com	CORP
Anne-Marie	Soulliere	President	Fidelity Foundation	82 Devonshire St.	Boston	MA	02109	617/563-6806		anne-marie.soulliere@fmr.com	CORP
Marcy	Polier		Entdata.com	8350 Wilshire Boulevard Suite 210 ,	Beverly Hills	CA	90210	310/476-9511		marcie@acnielsenedi.com	CORP
Peter	Broffman	Executive Director	Intel Foundation	F15-63 5200 N.E. Elam Young Parkway	Hillsboro	OR	97124-6497	503/642-0507	503/642-8188	peter.broffman@intel.com	CORP
Diane M.	Smith	First Vice President	Bank One	1 Bank One Plaza, Mail Code ILI-0356	Chicago	IL	60670	312/732-6948		diane_m_smith@em.fcnbd.com	CORP
Pat	Willis	Director, Corporate and Educational Affairs	Bell South	1155 Peachtree St., N.E.	Atlanta	GA	30309-3610	404/249-2000			CORP
Marva	Smalls		Nickelodeon Viacom Inc.	1525 Broadway 38th Floor	New York	NY	10036	212/258-7590			CORP

✓ K. H. H. H.
✓ Sk. Li. H.

✓ Frances H. H. H.

✓ Excellence I. G. H.

✓ W. H. H. D.

✓ M. H. H. B. H.

✓ Alan Anderson - G. H.

✓ Phil Kotler - N. H.

✓ L. H. H. H. -

✓ Ralph Smith -

✓ Charles Maclean -

✓ Anne Bryant

✓ Excellence in G. H. -

Ralph Smith
Anne & Casey
701 S. Paul St.
Baltimore MD
410 547 6600
21702

Alan Anderson
andrea@msb.edu
202 687 8356

MSB Faculty
Series
6-04 01dN
DC 20057
202 687 4112

THE WHITE HOUSE
WASHINGTON

- Sec. Glickman + Robert Edgar
- Sec. Shalala + ? Sarah Shrumptine
- Father + Lada + ? Sullivan Robinson
- Bob Stanish + ? Dick Mc
- ? Herman + ? Jeff Johnson
- ? Bill White
- ? Maj. Dahlberg's army

-
- | | |
|----------------|------------------------|
| - Billy Shore | - Gates ? |
| - Ralph Smith | - Jacqueline Norgett |
| - Eli Segal | - Mary Pembroke |
| - Jim Pitofsky | - Peter Ito → Hispanic |
| - David Eason | - NDCI ? |

from civil
protest?

THE WHITE HOUSE
WASHINGTON

- Collaborate don't mean replacing
- Partnerships mean more effective service
- Partnerships multiply resources
- ~~that~~ Requires new perspective -
mutuality + way to operate
long term

DRAFT

**PARTNERSHIPS
FOR A STRONGER CIVIL
SOCIETY**

**A Report of the
President's Task Force
on Nonprofits and Government**

November 2000

"Americans make great and real sacrifices to the public welfare. They hardly ever fail to lend faithful support to one another."

--Alexis de Tocqueville

PREFACE

In January of 1993, we arrived in Washington anxious to implement a new vision for America on the cusp of the 21st century – strong and confident, prosperous and caring; the undisputed world leader, ready to compete in the digital age and the global economy. The first and most immediate challenge was the economy. In 1993, the deficit was \$290 billion and rising. Today, we are anticipating a surplus of at least \$230 billion. Fiscal discipline has led to the creation of 22 million new jobs and poverty rates that have dropped to historic lows.

Our second important challenge was to shape a new model for the federal government, one that neither made government responsible for meeting all of society's needs, nor one that took a hands-off approach, leaving charitable organizations alone to address the challenges faced in so many communities. Instead, we sought a third way – a smaller government, committed to giving people the tools and the conditions they need to make the most of their own lives, that works in partnership with its citizens and lives within its means.

For this kind of government to work, we must have a strong civil society, with a thriving network of national and community-based nonprofit organizations that can marshal the resources of the American people to meet the challenges before us. We had this in mind when, in October 1999, the First Lady and I hosted the first-ever White House Conference on Philanthropy. There I named an interagency Task Force on

Nonprofits and Government to examine one important facet of the third way: partnerships between the federal government and nonprofit organizations. I charged members of the task force to identify the best examples of these private-public partnerships and evaluate the ways in which they could be improved and replicated.

Although I had championed this new way of working with the private sector, even I was surprised at the number and breadth of these partnerships. In thousands of instances, large and small, government agencies are working with national, state, community and faith-based nonprofit organizations, and in the process, are redefining the role of government in the 21st century. From AmeriCorps to the Welfare to Work Partnership, from environmental protection to mass immunization programs, nonprofit partnerships are affecting the lives of citizens from Hawaii to Juneau, San Francisco to South Carolina.

The role that nonprofit partnerships play cannot be overstated: They make government work better and are in turn strengthened through their relationships with federal agencies. As a result, they are an essential part of our safety net for citizens in need, help foster a community where neighbors can gather and depend on one another, ensure that the arts and humanities flourish, and when all else fails, nourish and protect the youngest and most vulnerable among us. In these ways, and many more, they strengthen and sustain our civil society.

I want to thank the First Lady and her staff, as well as the staff of the Council of Economic Advisers, the Domestic Policy Council, and the National Economic Council who have worked so hard on this project. Together with representatives of 12 federal

agencies, they have identified exemplary partnerships as well as the best practices that we hope will lead others anxious to follow their example. Their work is a gift to the future.

-- William Jefferson Clinton

"Only through the creation of civil society, which depends greatly on volunteerism and philanthropic works, can any society really understand what it means to be a democracy, and then that democracy can be rooted in very, very strong soil."

First Lady Hillary Rodham Clinton
White House Conference on Philanthropy
October 22, 1999

FOREWORD by Hillary Rodham Clinton

Over the course of the nearly eight years my husband has been President, I've been privileged to represent our country in many of the world's newest democracies, places where people are just beginning to understand the responsibilities and benefits of freedom. Everywhere I go, people ask me, "How has the United States been able to make its democracy work for so many years?" I tell them about our traditions of citizen service and philanthropy. I tell them that our democracy thrives not just because of our free elections and our free markets, but because in that space between government and the economy -- in our civil society -- our citizens come together to help each other, to lend a hand in times of trouble, to support nonprofit organizations, and to determine how each one of us can do more to contribute to the broader good.

Our democracy thrives because of people like Myrian Bodner, a Kentucky homemaker who raised a quarter of a million dollars in relief supplies to help her native Nicaragua recover from Hurricane Mitch. Our democracy thrives because of Rev. Ann Pearson, who used her small inheritance to give each of her parishioners \$10 to donate to a worthy cause. She found that the money grew as enthusiastic donors brought new opportunities and ideas for community service into the church and requested support for additional giving. Our democracy thrives because of people like Osceola McCarty. Ms. McCarty spent a lifetime washing, starching and ironing other people's clothes. She lived

simply and frugally, and four years ago, decided to use her \$150,000 life savings to endow a scholarship fund at a nearby university. "I'm giving it away so that the children won't have to work so hard like I did," she says.

To honor heroes like these and highlight the American tradition of giving, the President and I hosted the first-ever White House Conference on Philanthropy in October of 1999. Giving has always been an important tradition in this country, and never has there been a better time to encourage and support this ethic. We are living in a period of unprecedented prosperity, a time when the new economy has produced new wealth and the baby boom generation stands poised to inherit at least \$12 trillion from the World War II generation. Last year, donations to charitable causes reached a new high, totaling over \$190 billion. Individuals accounted for 85 percent of that amount, up a third since 1995. As a percent of our gross domestic product, total giving exceeded 2 percent last year, the highest level since 1971.

Imagine what we could do if we increased our giving by just 1 percent: We could offer child care to more than 6 million children, deliver more than 250 million more meals to the home-bound elderly, and guarantee Head Start to every low-income preschooler in America. We could provide shelter to 4 million people, save all the rare books in our libraries, and still have more than enough money left over to create the equivalent of a Ford Foundation every year.

The White House Conference on Philanthropy was designed not only to honor and explore the phenomenon of giving in this country, but also to set in motion an examination of public-private philanthropic partnerships. Some of the most effective projects I have been involved with as First Lady have involved nonprofit partners, from

the Millennium Council's Save America's Treasures initiative conducted with the National Trust for Historic Preservation, to Vital Voices, which enabled the State Department to leverage the resources of nongovernmental organizations in support of women around the world. These and other partnerships were examined by the Interagency Task Force on Nonprofits and Government, and are discussed in this report.

I want to thank all the individuals and groups who made the first White House Conference on Philanthropy such a success, as well as the Task Force members who have helped us shape the inventory of effective practices and recommendations that will be a guide for future generations of government workers and nonprofit advocates looking for creative and practical ways to work together. I especially want to thank Ellen Lovell, Malcolm Richardson, and the staff of the White House Millennium Council; Melanne Verveer, Shirley Sagawa, Mary Ellen McGuire, Carol Beach, and Matthew Nelson from the Office of the First Lady; Bruce Reed, Eric Gould, and Julie Bosland from the White House Domestic Policy Council; Gene Sperling from the National Economic Council; and Kathryn Shaw, Kathleen McGarry, Chad Stone, Andrew Feldman and Audrey Choi from the Council of Economic Advisers. Their efforts have helped to make the federal government a better ally of the nonprofit sector and, in doing so, strengthened our civil society.

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I. INTRODUCTION

By: Melanne Verveer, Assistant to the President and Chief of Staff to the First Lady;
Bruce Reed, Assistant to the President for Domestic Policy and Director of the
Domestic Policy Council; and Gene Sperling, Assistant to the President for Economic
Policy and Director of the National Economic Policy Council
Co-chairs, Task Force on Government and Nonprofits

Nonprofit organizations transform contributions of money and time into food, clothing, health care, and other forms of help for those in need; environmental protection; education; art; and other activities, goods, and services that improve the lives of all Americans. The nonprofit sector is an integral component of our national life, encompassing more than one and a half million organizations with operating expenditures in excess of \$600 billion. From 1993 to 1998, the number of 501(c)(3) organizations increased from 575,000 to more than 730,000. Although giving and volunteering are at an all-time high, government remains an important source of funding for these groups, with one study¹ estimating that, in 1997, "more than 30 percent of all federal spending in areas of concern to nonprofits was channeled through nonprofits for delivery of services." That translates to some \$554 million in government money flowing to education, health, social welfare, income assistance, culture and the environment. In addition, nonprofits benefit from \$143.7 billion in donations from individuals taking advantage of tax deductions for charitable giving, including \$217 million in giving from federal workers through the Combined Federal Campaign, and access to the federal government's significant resources of information and technical assistance.

But more telling than the size and scope of the resources they receive is the new spirit of service and civic activism that are taking hold in communities across America. It is not

¹ A 1999 paper issued by the Nonprofit Sector Research Fund.

surprising, therefore, that federal agencies would increasingly choose to work in partnership with nonprofit organizations toward common goals.

The Executive Memorandum that created the Task Force (Appendix B) directed it to examine current partnerships between the federal government and the nonprofit sector and evaluate ways that these partnerships could be improved with an eye to helping both government and nonprofits better fulfill their missions. Specifically, the Task Force was charged with three tasks: (1) to develop a public inventory of “best practices” in existing collaborations between federal agency programs and nonprofit organizations; (2) to evaluate data and research trends pertaining to nonprofits and philanthropy; and, (3) to develop further policy responses.

This document represents the culmination of this Task Force’s efforts to achieve all three objectives. It includes a wealth of examples of successful public-nonprofit partnerships and policy recommendations (objectives 1 and 3). Objective two was met by the Council of Economic Advisers’ Report: “Philanthropy in the American Economy,” which included an examination of the factors that affect giving and an investigation of trends that are likely to affect future giving; the Executive Summary of this report can be found in Appendix C. Moreover, several tax policy initiatives to foster philanthropic giving were included in the President’s budget, helping to achieve objective 3; these can be found in Appendix D.

In January, staff from the Domestic Policy Council, the Millennium Council and the Office of the First Lady surveyed federal agencies on the extent of, types of, and barriers impeding relationships with the nonprofit sector. The responses yielded dozens of examples of how this administration has broken new ground in the creation of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked

representatives from each agency to submit four nonprofit relationships or new approaches for working with nonprofit organizations for inclusion in a report. Once nominations were submitted, White House and agency staff met to judge each submission on the following criteria: innovation, ease of replication, and impact. Through this process, staff members were able to glean a set of “effective practices,” develop a list of recommendations for other groups, and uncover some of the barriers to successful partnering.

Staff from the President’s Domestic Policy Council, Office of the First Lady, and the Millennium Council also met with representatives of the nonprofit community to solicit their input. The nonprofit representatives commended the work of some agencies for improvements they had undertaken in working with the sector and were generally supportive of the direction of the Task Force. The representatives also expressed concerns about issues related to excessive paperwork, conflicting regulations or processes, micromanagement of grants and contracts, and access to information. White House staff asked the organizations to survey their members for additional feedback; this request resulted in a survey by Independent Sector of its membership, as well as a response by the President of the Council on Foundations.

Finally, in early August, the members of the Task Force met to hear the details of the best submissions and to explore other examples to include in this report. Quickly, though, the discussion took an unexpected turn: As we called on the agency representatives to discuss their partnerships, there was a palpable shift in tone. It may have begun when Father Joseph Hacala from the Department of Housing and Urban Development explained that he was about to fly to South Dakota for the “ground blessing” of a new youth center on the Pine Ridge Reservation that the President had called for during his visit to the reservation during his New

Markets Tour. Or maybe the growing excitement began when a White House Fellow in HHS described the contribution of nonprofit partners to the success of the National Immunization Program. One by one, as the other agency officials described their partnerships, participants began to ask questions and to take extensive notes. We knew that virtually every agency represented in the room could boast of at least one successful partnership, but we had not foreseen the extent to which agencies operated in isolation and were eager for more information about new ways to partner with nonprofits.

This document is intended to fulfill the President's mandate as set out in the Executive Memorandum – to collect a public inventory of effective practices, develop a set of detailed recommendations, and identify barriers to successful collaboration. While the report is primarily focused on how government approaches these relationships and can do more to initiate or be receptive to nonprofit partnerships, we hope that it will prove useful to both government and nonprofit organizations and will encourage the development of new and innovative activities. Chapter 2 provides models of how federal agencies have joined with local networks to mobilize around shared goals. Chapter 3 shows how federal agencies have been able to access new populations and new perspectives by reaching out to a broader spectrum of nonprofits. Chapter 4 looks at ways federal agencies have been able to leverage resources through partnerships with nonprofits. Chapter 5 discusses approaches to share information. Chapter 6 includes federal efforts to improve the effectiveness of nonprofit organizations and the responsiveness of government. The final section of the report, Chapter 7, discusses effective practices for developing successful partnerships, identifies barriers to collaboration, and presents policy recommendations for the future.

The work of the Task Force makes clear that during the last eight years, federal agencies have increasingly developed innovative and effective partnerships with nonprofit organizations that have helped them address their most pressing challenges. We hope that this report will assist future administrations in forging these relationships and enhancing the vitality of the civil society.

II. WORKING TOWARD SHARED GOALS

From immunizing our children and adults to protecting our environment, one way for the federal government to achieve its goals is to forge stronger and more efficient working relationships with the growing nonprofit sector. By developing mutually beneficial relationships with nonprofit groups, including shared decision making and goals, a federal agency can reach larger numbers of constituents and improve the quality of the services offered.

Thanks in part to this administration's enthusiastic endorsement of collaborative relationships, agencies have taken their joint endeavors with nonprofit groups beyond the traditional grantor-grantee model – they are doing more than defining a program and writing a check, handing off the work and reporting obligations to the nonprofit. Recognizing that nonprofits may, for example, be able to identify problems, mobilize fresh thinking and energy, and promote social change at the community level, agencies are increasingly capitalizing on opportunities to collaborate with nonprofit groups, devising and carrying out strategies that help them work toward and achieve common goals.

In the last eight years, federal agencies have developed new partnerships with nonprofits that are directed at achieving specific shared goals that could not be accomplished by either the agency or nonprofit organization on its own. The examples of such partnerships described in this section demonstrate how federal leadership and resources, combined with the ability of nonprofits to mobilize grassroots action, can lead to better outcomes than either the government or nonprofits could achieve alone.

The National Immunization Program

Vaccines are one of the greatest achievements of biomedical science and public health. Yet, despite remarkable progress, the US vaccine-delivery system faces several challenges in implementing increasingly complex vaccination schedules. An estimated 11,000 children are born in this country each day – each child requiring 19-23 doses of vaccine by the age of 18 months in order to be protected against 11 diseases.

In 1993, the Clinton-Gore Administration launched the National Immunization Program's (NIP), Childhood Immunization Initiative, and called on the Department of Health and Human Services (HHS) to provide leadership for the planning, coordination and conduct of immunization programs nationwide. Based at the Centers for Disease Control and Prevention (CDC), the NIP offers an excellent example of a federal-nonprofit partnership – or in this case, a series of partnerships. The NIP's goals for the year 2000 were: 1) at least 90 percent of all 2-year-olds would receive each of the initial and most critical doses of vaccines, as well as the recommended series; 2) vaccine-preventable childhood diseases would be eliminated or reduced; and, 3) a system would be put in place to make sure that these goals would continue to be met in the future. Once these goals were met, they were replaced with new 2010 targets.

While the NIP had the expertise and a national mandate to improve immunization rates, those at the helm recognized that grassroots children's health organizations and nonprofit coalitions would be more efficient at building awareness of the importance of childhood immunizations, educating parents about the benefits and risks associated with

immunization, facilitating access to health care providers, and engaging private provider, corporate and foundation partners for support.

One such local group is the Colorado Children's Immunization Coalition (CCIC), a statewide public/private partnership itself, dedicated to fully immunizing Colorado children two years of age and younger. NIP has gone beyond traditional grantmaking; instead the agency has provided initial training and technical assistance to CCIC, whose member organizations worked together to enhance childhood immunization using proven intervention. In addition, NIP has worked with the Colorado Department of Public Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign – called “Five Visits Before Age Two” – working closely with several funding partners, including Colorado's four professional sports franchises.

The partners cite two factors contributing to their success: First they share a clear and common goal, i.e., improving the immunization rates of children. Second, they are working to achieve both depth and breadth in their public service advertising activities. NIP has shared the lessons learned during its partnership with CCIC with other childhood immunization programs across the country, spreading the word and encouraging the creation of similar projects in other parts of the country.

The Food Recovery and Gleaning Initiative and Community Food Security Initiative

In November of 1996, President Clinton signed an Executive Memorandum directing all federal agencies – with U.S. Department of Agriculture (USDA) taking the lead – to work in partnership with nonprofit anti-hunger groups to increase the “recovery and gleaning” of excess food for distribution to the hungry. In September of 1997, Vice President Gore

convened the first-ever National Summit on Food Recovery and Gleaning, the goal of which was to generate national attention for the issue, catalyze new public-private partnerships, and announce new federal projects. In the years since the summit, significant progress has been made toward creating a structure that, with the help of nonprofit groups, will continue to distribute food to hungry Americans.

The USDA Farm Service Agency played a critical role in bringing farmers with surplus food together with food banks and other groups whose mission is to feed the hungry. USDA provided technical assistance and raised awareness about gleaning efforts. Through this initiative, USDA has helped grassroots food recovery projects distribute over 13 million pounds of excess food to nonprofit anti-hunger groups nationwide.

In addition, the Department has issued over 20,000 copies of a Citizens' Guide to Food Recovery and Gleaning, a how-to manual on starting and expanding nonprofit recovery efforts; produced a guide for National Restaurant Association members on how to donate excess food to nonprofit groups safely; and brokered a partnership between the technology firm, Hewlett Packard, and America's Second Harvest to create a website that links food producers with the America's Second Harvest food bank network.

Based on the success of the Gleaning and Food Recovery Initiative, in 1999 USDA launched a broader Community Food Security Initiative, which works on several fronts to help grassroots nonprofit groups fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency. Through this initiative, USDA employees reached out to help anti-hunger organizations develop relationships with potential funders (both governmental and nongovernmental); create a "one-stop shop" to improve coordination between existing USDA programs and nonprofit groups; expand

technical assistance to build long-term local infrastructure; and educate the public about food insecurity and innovative community and nonprofit approaches.

Through the Community Food Security Initiative, for instance, USDA has built a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs to teach hands-on nutrition education classes, in which USDA provides thousands of cookbooks for program graduates, as well as technical assistance for the program on accessing appropriate federal and state funding. USDA has also worked successfully with World Hunger Year (WHY), a nonprofit organization focused on fighting international and domestic hunger, to publicize and distribute WHY's "Replication Manuals" highlighting effective grassroots hunger and anti-poverty programs in the United States. In addition, WHY and USDA have co-sponsored regional technical assistance workshops throughout the country to connect nonprofit hunger and poverty groups with the resources and expertise of federal agencies. By working closely with nonprofit organizations in a variety of ways, the Agriculture Department used its expertise, broad reach, access to food producers, and other "assets" to improve its effectiveness in an area central to its purpose. It has achieved tremendous success in building innovative public/private partnerships at the grass-roots level with community and faith-based organizations, national nonprofit organizations, and state, tribal, and local governments to help reduce hunger, improve nutrition, strengthen local food systems, and help Americans move from welfare to work.

Chesapeake Bay Cleanup

With the signing in 1983 of the first Chesapeake Bay Agreement, the Environmental Protection Agency (EPA) launched the Chesapeake Bay Program – a unique regional

partnership that has been directing and conducting the restoration of the Chesapeake Bay. Program partners include the Environmental Protection Agency, the states of Maryland, Pennsylvania and Virginia, as well as the District of Columbia, the Chesapeake Bay Commission (a tri-state legislative body) and several citizen advisory groups and nonprofits – primarily the Chesapeake Bay Foundation and the Alliance for the Chesapeake Bay.

The Bay Program continues to operate under subsequent Agreements, and on June 28, 2000, amid national media attention and in front of 600 citizens on the shores of the Chesapeake Bay in Rose Haven, Maryland, federal, state and local officials unveiled the newly signed *Chesapeake 2000* agreement. The momentous day was the culmination of an intensive year and a half-long process by the Chesapeake Bay Program to develop a blueprint to take the program into the 21st Century. The process included a public outreach and participation component, which garnered input from over 2,000 stakeholders and members of the public over the course of a year. This extensive outreach led to strong public support for a comprehensive agreement that will guide the Bay Program for the next decade and beyond.

Chesapeake 2000 contains very real and measurable numerical goals that are focused on desired outcomes. The media paid unprecedented attention to the signing ceremony and subsequent work on this project due to the groundbreaking aspects of the agreement. For example, *Chesapeake 2000* directly addresses the issues of sprawl and livability that have become significant national concerns, by including commitments by the Bay Program partners to reduce the rate of sprawl development of forests and farms by 30% by 2012 and to permanently preserve 20% of the Bay watershed by 2010. These are real commitments that have not been made anywhere else in the nation. Some other groundbreaking commitments include:

- removing the Bay and its tidal tributaries from the Impaired Waters List by 2010;
- striving for zero release of toxic chemicals and phasing out mixing zones by 2010;
- no net loss of existing wetlands, and a net gain of 25,000 acres by 2010;
- tenfold increase in oysters by 2010, and the establishment of Baywide crab harvest numbers in 2001;
- enhanced environmental education including an outdoor Bay or stream experience for ALL students in the watershed beginning with today's 8th graders; and
- increasing public access points to the Bay by 30% by 2010 and increase water trails by 500 miles by 2005.

In this multi-party alliance, the role of the federal agency – the EPA – is to provide leadership, through its Chesapeake Bay Program Office in Annapolis, Maryland, along with administrative, technical, financial and other information assistance. The nonprofit partners, including the Chesapeake Bay Foundation and the Chesapeake Bay Alliance, play different roles that utilize their outreach capacity, volunteer networks, and extensive education programs to advance the shared goal of cleaning up the Bay. They are involved in a range of restoration-related efforts, including educating citizens on flood control and stream-bank erosion and teaching innovative monitoring procedures, training a corps of citizens to provide physical assistance to farmers in planting riparian buffers, and installing fencing to keep livestock out of critical sites.

Other initiatives, such as Businesses for the Bay, have provided partnerships between the business community and the Chesapeake Bay Program to voluntarily reduce toxic waste being released to the water or the air. Larger companies who are members of Businesses for the Bay have mentoring programs for smaller businesses in how to decrease their waste stream. In 1999 alone, members of Businesses for the Bay reduced releases by 773 million

pounds. There is success on several fronts, but an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, means that much more remains to be done.

The Children Exposed to Violence Initiative

In December of 1998, President Clinton unveiled the Children Exposed to Violence Initiative (CEVI), funded primarily by direct grants from the Department of Justice (DOJ). The Initiative has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child maltreatment across the country. Based on a strong commitment to this effort by the agency leadership, this partnership has led to the proliferation of dramatically successful models of prevention and intervention on behalf of abused children.

CEVI is designed to coordinate and expand upon the Justice Department's policies and programs that are aimed at helping children who are victims of, or witnesses to, violence. CEVI has five objectives: 1) developing justice system reform; 2) legislation reform; 3) program support; 4) public awareness; and 5) a parenting initiative for 8th graders.

The Justice Department offers direct grants to promising local programs such as New Haven's Child Development-Community Policing project. Through an extraordinary multidisciplinary intervention program, the Yale Child Study Center, the New Haven Police Department, area schools, and state child protective services collaborate to provide immediate mental health services to child victims and witnesses of violence. In New Haven, experts in treating traumatized children and families respond with law enforcement officers at every crime scene where children are involved and in need. Police officers train the child

development specialists; the mental health providers train the law enforcement; and children are the winners.

Among the many projects funded by CEVI is a monograph called "Breaking the Cycle of Violence: Recommendations to Improve the Criminal Justice Response to Child Victims and Witnesses." The monograph describes in detail many of the strategies that communities can adopt to protect child victims and witnesses of violence.

Recognizing that communities could learn from one another's experiences, in June of 1999, DOJ convened a National Summit on Children Exposed to Violence. Called "Safe from the Start," the summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media to identify model prevention, intervention and accountability practices, and develop a National Action Plan to address the needs of child crime victims and witnesses.

After the success of the National Summit, DOJ challenged state and local leaders to convene similar statewide summits to address the issue of children exposed to violence from a regional perspective. A dozen states, including Massachusetts, Illinois, New York, Oregon, Connecticut and California, staged successful regional summits, taking the spirit of collaboration to communities across America.

Conclusion

Scores of other examples of successful partnerships show the benefits of federal agencies providing national leadership in concert with local mobilization to accomplish shared goals. DOJ's Operation Weed and Seed has created a network of local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood

improvements. The Continuum of Care initiative in the Department of Housing and Urban Development (HUD) creates incentives for local groups to work together to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. And, through the 5 Goals 4 Kids program, HHS, DOJ, and the Department of Education (ED), with the assistance of nonprofit partners like the United Way, are working to enroll uninsured children in the State Children's Health Insurance Program (SCHIP).

These and other examples demonstrate how federal agencies and nonprofit organizations that share goals and work together can maximize their effectiveness. In some cases, the federal agency has provided funding for the partnership; in others, they use their technical expertise and leadership to catalyze action. Nonprofit organizations bring their own knowledge and networks to the task. There is no one model, but there are common practices that can be replicated to stretch resources further, meet common goals and solve common problems. As the nonprofit sector grows in size and importance, there will be even greater opportunity to forge partnerships that marry the resources and leadership of the federal government with the vast on-the-ground capabilities of tens of thousands of nonprofit groups, businesses and citizens – all addressing pressing public problems and all working toward common solutions.

III. REACHING OUT TO A BROADER SPECTRUM OF NONPROFITS

Some nonprofits – particularly the larger, well-established organizations that receive significant federal funding – traditionally work closely with federal agencies. But others, because of their lack of connections, limited resources, size, and other barriers, do not. Nonetheless, these less well-represented organizations are important partners to federal agencies and important advocates for their constituencies. For this reason, the Clinton-Gore Administration has made it a priority to invite the participation of a broader spectrum of nonprofits through a variety of mechanisms.

Working with faith-based organizations

Historically, federal agencies have approached partnerships with faith-based organizations very cautiously, due to the constitutional separation of church and State. However, because of the importance of faith-based organizations to many communities across America, the Clinton-Gore Administration has explored new ways to build close working relationships with religious organizations, while respecting constitutional requirements. For example, this year there were some 6,000 AmeriCorps members serving with faith-based organizations and thousands of religious organizations help get emergency food from USDA to the hungry through food banks, food pantries, and hot meals programs. Moreover, under the welfare reform law, states have the authority to provide welfare funding to faith-based organizations to provide mentoring and other supports as people move from welfare to work.

The Center for Community and Interfaith Partnerships

One particularly visible and successful example of a federal agency reaching out to faith-based organizations is HUD's Center for Community and Interfaith Partnerships. Established in 1997, the Center is the first office in a federal agency specifically created to address the needs of community and faith-based organizations that participate or are interested in federal grant programs. The Center fulfills its mission in several ways: First, it acts as a clearinghouse, providing information about HUD programs available to fund community-building efforts, publicizing best practices in implementing HUD programs, and performing education and outreach targeted at nonprofits that either have never received grant assistance or are interested in expanding their activities. Second, the Center acts as a troubleshooter, assisting nonprofit groups in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns. Third, the Center serves as an advocate within the department for community and faith-based groups – ensuring that their interests are considered when HUD policies and programs are being developed. Furthermore, the Center is designed to ensure that community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

The Strategic Approaches to Community Safety Initiative

Another partnership that taps into faith-based and community-based groups is called the Strategic Approaches to Community Safety Initiative (Strategic Approaches). Partners include United States Attorneys, local law enforcement, and community and faith-based organizations whose goal is to reduce crime. The Middle District of North Carolina, which

includes Winston-Salem and High Point, N.C., has established a particularly promising relationship with clergy and other community leaders called Operation Reach.

Operation Reach involves home visits where police officers, probation officers, clergy, and community leaders go on probationer home visits together. The presence of a team of clergy and police together appears to be working in these cities. Together they stand, ready to deliver a stern message and to offer the services of the community to these individuals. All available evidence suggests that this method is working. As a matter of fact, the evidence also tells us that not only are members of the community safer, but police officers are also safer in the company of members of the clergy than they would be alone.

Outreach to Small Grassroots Organizations

Grassroots groups, like faith-based organizations, have not always found it easy to gain access to federal resources and information. However, these smaller, community-based organizations often enjoy the trust of low-income communities and underserved populations, such as women and minority communities. For this reason, federal agencies deploy a variety of strategies to support and develop the capacity of grassroots programs that help bring federally supported services to those who most need it.

EPA's Technical Assistance Grants

One approach taken by federal agencies is to provide technical assistance to targeted community groups. Cleanup of hazardous waste sites is a complicated process in which few local people can participate without the aid of experts. To assure that local residents can participate in the cleanup process, EPA makes Technical Assistance Grants (TAG) available

to qualified local nonprofits. Most TAG funds are used to hire independent technical advisors to help communities interpret, understand, and comment on site-related decisions. The types of support an advisor can provide include helping groups review site assessment/investigation data, participating in public meetings to clarify information about conditions, and visiting site locations during cleanup to observe and provide technical updates to the community. In this way, EPA's program gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods. To date, EPA has awarded approximately 235 grants valued at more than \$18 million. Numerical information only speaks to part of the program's results, however. Without question the most important results are those the program generates within communities. As one TAG organization put it:

The funding awarded to Aberdeen Proving Ground Superfund Citizens Coalition (APGSCC) through the US EPA TAG program has enabled our group to effectively serve as a resource in the community through which citizens can take part in and learn about many human health and environmental issues related to the hazardous chemicals present at Aberdeen Proving Ground.

Financial Services Education Coalition

Low-income recipients of federal and state benefits, who traditionally have had less contact with banks and other financial institutions, are now faced with the conversion of many benefits from checks or coupons to electronic benefits transfers (similar to debit cards). The Treasury Department joined together with other government agencies, national organizations, consumer groups, and financial trade associations to form the Financial Services Education Coalition, which published a comprehensive guide for community educators called, "Helping People in Your Community Understand Basic Financial Services."

In addition, the coalition has developed a community outreach initiative to share information with individual recipients, either directly or through the organizations that are in

touch with them. Regional managers provide train-the-trainer sessions around the country to ensure that people who work with recipients on a regular basis, whether social workers or community activists, understand the new electronic benefit systems. In many regions of the country, Treasury has issued mini-grants to community-based organizations, faith-based groups and nonprofit social service agencies to conduct these sessions.

The campaign also coordinates meetings to bring banks and credit unions together with community organizations to encourage dialogue and strategic partnerships between service providers for the “underbanked” electronic benefit participants and local financial institutions.

Women Business Centers

Recognizing that women historically have been underrepresented in the business community, the Small Business Administration funded nonprofit organizations to serve as Women Business Centers (WBCs) to provide extensive training to women who own small business. Each center provides women with assistance and/or training in finance, management, marketing, procurement and the Internet, while addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. WBCs work extensively with chambers of commerce, civic organizations, and economic development groups to offer services in all communities, including rural and economically depressed areas. All provide individual business counseling and access to the SBA’s programs and services.

ACCION Texas

Recognizing that community-based initiatives are often better able to deliver services to underserved communities, the Department of Commerce invested in needed infrastructure to help ACCION Texas provide entrepreneurial support to a largely Hispanic community. ACCION Texas is a nonprofit community development program that offers small loans – sometimes known as “microcredit” – to individuals who are starting or own a very small scale business in an economically depressed community in San Antonio, Texas. In May 2000, the Economic Development Administration awarded a \$500,000 grant to ACCION Texas to purchase and rehabilitate a building that will house the statewide headquarters of ACCION, a storefront microcredit lending office and a regional center for economic development. In its new location, this facility will deliver small loans and ongoing technical assistance to entrepreneurs in the heart of impoverished communities. ACCION Texas not only helps microentrepreneurs strengthen their businesses, it helps them create additional employment and contribute to the economic revitalization of their communities. Typical ACCION borrowers include small family-owned storefronts and home-based businesses. The majority of ACCION Texas borrowers are low-income, Hispanic women.

Conclusion

Without special efforts to reach beyond the well-funded organizations with Washington representatives and staff dedicated to grant-seeking, federal agencies might well neglect the communities that most need services and can provide access to target communities. By working closely with intermediary organizations and coalitions of small grassroots organizations, streamlining the grant-making process, creating an office or

designating an individual to serve as a nonprofit liaison, providing technical assistance to organizations that serve hard-to-reach constituencies, or setting aside resources for underserved groups, federal agencies can extend their role previously under-served communities and can benefit from the experience of grassroots organizations.

IV. LEVERAGING RESOURCES

For maximum effectiveness, partnerships may need to involve not just the federal agency and nonprofit organization, but also business, state and local government agencies, or foundations. In some cases, resources are needed to achieve shared goals that are not available through either the federal government or nonprofits, such as marketing expertise and media access. In others, private sector funders may find that their resources go further if they work closely with agency program staff to create synergies among the different funding streams. In still others, the federal agency may use its visibility or expertise to catalyze action by private sector funders in specific areas.

Joint Sponsorship of Events or Projects

An increasingly common form of partnership is joint sponsorship of events or projects. In 1997, for example, the Corporation for National Service (CNS) joined forces with the nonprofit Points of Light Foundation, created during the Bush Administration, to organize the Presidents' Summit for America's Future. All the living Presidents, with Nancy Reagan representing her husband, gathered in Philadelphia to urge every American to increase the nation's commitment to its young people – a commitment that has since been captured in “Five Promises” for youth -- caring adults, safe places, healthy start, marketable skills, and opportunities to serve – now promoted by the new nonprofit, America's Promise.

Save America's Treasures

One of the centerpieces of President and Mrs. Clinton Millennium Program is Save America's Treasures, a new national preservation program organized by the White House Millennium Council in partnership with the National Park Service and the National Trust for Historic Preservation. The Millennium Council was created in 1997 to invite all America's to mark this historic time in meaningful ways: to "Honor the Past and Imagine the Future," as the millennium motto states.

President and Mrs. Clinton wanted to find ways to celebrate our culture and history and to make sure that a future generation of Americans understood the many peoples and stories that have shaped our nation. They were aware that great national treasures, such as the Star-Spangled Banner, the Declaration of Independence, the US Constitution and many historic sites were at risk of deterioration. After consulting with the National Park Service and a number of nonprofit preservation organizations, the Millennium Council realized that the preservation challenge was widespread and affected many artifacts, documents, monuments, art objects and historic structures across the country. To save our historic legacy would be a gift to the future that could be made for the millennium, and like all successful preservation initiatives, it needed leadership and partners. The President proposed, and Congress approved some \$95 million over three fiscal years in new federal funds to the National Park Service for a national grants program. Each federal Save America's Treasures grant must be matched by the same amount in state or private funds, and the successful applicants were either nonprofits or federal agencies caring for collections and sites of national significance and educational value. Projects as diverse as Ebenezer Baptist Church

in Atlanta, Mesa Verde National Park, Saving the Silent film preservation and Ellis Island were supported.

At the same time, the Millennium Council consulted with and gained the cooperation of the National Trust for Historic Preservation -- the oldest and largest preservation nonprofit in the country. The Trust was convinced that once people knew about the important aspects of our heritage that were at risk, they would want to help save them. The Trust organized the Millennium Committee to Save America's Treasures, a group of about 100 citizens, some of whom were new to preservation efforts. Mrs. Clinton served as the honorary Chair of the group which is co-chaired by Richard Moe, the Trust's president, and by another prestigious member, Susan Eisenhower. That group began learning about sites and objects that needed immediate support, and, by October, 2000, they contributed and raised almost \$60 million in private funds for conservation projects such as George Washington's Revolutionary War tents, the Louis Armstrong House and Archives, the M'Clintock House at the Women's Rights National Park, the Harriet Tubman Home and many more. The Trust also contributed a website, with support from AT&T, and produced educational material for teachers and schools with Time-Warner. The Trust recognized all the sites that received public or private funding, plus others of regional significance by naming 700 of them "Official Save America's Treasures sites."

To kick off this partnership program, President and Mrs. Clinton stood before the fragile Star-Spangled Banner at the National Museum of American History, before the flag went to its special conservation laboratory at the museum. Beside them stood Ralph Lauren, whose company Polo Ralph Lauren had donated \$10 million to save the flag, and Rebecca Rimel, president of the Pew Charitable Trust, which gave \$5 million. The flag also received a

federal Save America's Treasures grant. This was the first of some 45 Treasures events for the Clintons, Vice President Gore and Richard Moe.

So far, the program has funded over 220 sites and collections with public and private funds, and has greatly raised public awareness of the importance and condition of our heritage. Given these results, Save America's Treasures has a high probability of continuing into 2001 and beyond.

Vital Voices

In the foreign policy arena, the State Department's Vital Voices Democracy Initiative shows that partnerships can cross international boundaries to make a lasting and positive difference in the lives of foreign citizens as well as Americans. Launched in 1997 to amplify and support the voices of emerging women leaders around the world, Vital Voices built on the Plan of Action passed by the delegates to the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the Secretary of State, women's rights have taken their place as part of the mainstream of American foreign policy.

Vital Voices relies heavily on donated in-kind training, support and expertise from nonprofit organizations, and has leveraged corporate support from a host of national and international businesses. Organizations such as Discovery Communications, McKinsey & Co., the World Bank and Georgetown University have partnered with Vital Voices to, among other activities, host technology training sessions, fund website development, coordinate research symposia and engage additional private and public sector partners.

One example of the way in which Vital Voices works is the Vital Voices conference held in Belfast, Northern Ireland on August 31 - September 2, 1998. The U.S. government co-

sponsored this event with the Secretary of State for Northern Ireland, Dr. Marjorie Mowlam, and the First and Deputy Ministers of the Shadow Northern Ireland Assembly, David Trimble and Seamus Mallon. The Conference brought together 400 women from Northern Ireland, Ireland, Scotland, Wales, England, and the United States to establish new relationships, expand partnerships, and secure resources to strengthen the roles of women in democracy.

In her keynote address at the Conference, the First Lady announced over \$2 million in public-private partnerships to support the Vital Voices objectives, including media training, mentoring and economic development projects for women. Follow-up activities are underway to implement the partnerships developed in Belfast and to create new initiatives supporting the conference goals.

Vital Voices continues to create unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies. For more information, go to the Vital Voice website <http://www.usinfo.state.gov/vitalvoices/>.

“Friends of” and Other Dedicated Nonprofit Organizations

Across the country, numerous nonprofit organizations provide services closely linked to the functions of government programs. For instance, the National Peace Corps Association (formerly the National Council of Returned Peace Corps Volunteers) was incorporated in 1983 as the national alumni association for the people who have served as volunteers and staff in the Peace Corps. It is a nonprofit 501(c)(3) organization with over 11,000 members and 130 affiliated groups, and it includes among its goals a mission to educate the public about other countries and cultures, support the network of Peace Corps alumni and groups, promote domestic and international community service, advance policies and programs consistent with

the Peace Corps experience, and ensure the continued success of the Peace Corps. Other programs with similarly dedicated nonprofit partners include AmeriCorps (AmeriCorps Alums), the National Park Service (the National Park Foundation), the Art in Embassies Program (Friends of Art and Preservation in Embassies), Head Start (the National Head Start Association), and most recently, the National Endowment for the Humanities (the National Trust for the Humanities).

US Coast Guard Auxiliary

Another example of a dedicated nonprofit partner is the US Coast Guard Auxiliary, the civilian volunteer arm of the Department of Transportation's United States Coast Guard that assists in promoting boating safety awareness, and protecting boaters on the water. Over the course of 61 years of service, Auxiliary members have saved thousands of lives. And, since the enactment of the Coast Guard Authorization Act of 1996, their role in non-traditional missions, such as marine environmental protection, recruiting, and public affairs, has grown substantially. In addition to their traditional role in water safety, through the Sea Partners program, volunteer Auxiliary members spend thousands of hours educating the public about environmental issues, the prevention of pollution, possible waterway dangers and threats to life. Its 35,000 volunteers perform voluntary safety checks on thousands of commercial fishing boats, ensure compliance with Federal safety regulations and give direct assistance to Coast Guard rescue missions. A recent study showed that each dollar invested in the auxiliary returns about four dollars in prevention and response services. In addition to its economic value, the Auxiliary gives the boating community a sense of purpose and pride in being "self-regulated."

Partnerships with Private Sector Funders

A small but growing number of foundations have found that their funds go further or have a greater impact if they work in tandem with other funders, including federal agencies.

As Council on Foundations President and CEO Dorothy Ridings notes:

Beyond the goal of sharing information, agencies and foundations could also explore ways in which they can work together from the outset to design and implement programs. For example, federal agencies could benefit from the lessons learned from experimental programs funded by foundations. In turn successful programs that federal agencies implement might help prompt foundations to support and build upon similar efforts. Such coordination may give more legitimacy to both public and private efforts, avoid duplication of resources, help fill service gaps and better achieve policy goals.²

Ridings offered several current examples of foundation work with agencies, including the Packard Foundation's work with the Department of the Interior on land use issues and with the State Department on programs in developing countries; the Enterprise Foundation's partnership with HUD on community development and housing issues; the Robert Wood Johnson Foundation's work with the HHS on establishing immunization monitoring systems; and the W. K. Kellogg Foundation's coordination with CNS on service learning issues.

The President's 21st Century Community Learning Centers Program

² Letter to Shirley Sagawa, Deputy Assistant to the President and Deputy Chief of Staff to the First Lady, March 10, 2000.

For the last three years, the Department of Education (ED) and the Charles Stewart Mott Foundation have worked together on the President's 21st Century Community Learning Centers grant program to create community-based after-school programs. Together, they created the Afterschool Alliance, a coalition devoted to raising awareness and expanding resources for afterschool programs. JC Penny, the Advertising Council, Entertainment Industry Foundation, and the Creative Artists Agency Foundation, are among the many partners in this coalition. The vision of the Afterschool Alliance is to ensure that every child in America has access to quality afterschool programs by the year 2010. Toward this end, the Afterschool Alliance has secured millions of dollars in direct and in-kind contributions for the program. ED administers the program and supplies these funds to local communities through a competitive grant process.

ED has worked together with the Charles Stewart Mott Foundation, the National Center for Community Education, the National Community Education Association, the National Association for Bilingual Education and other regional and local organizations to provide training and technical assistance, program evaluation, and public awareness, to ensure that all school districts can prepare high-quality applications. Simply by providing technical assistance on how to complete applications for federal funding, the Mott Foundation has broadened the pool of recipients significantly over the past three years. The average standardized score for grant applications has gone from 72 in 1998 to almost 80 in 2000. This year alone, over 1,300 applications, of the 2,253 received, earned an average rating of 75 or above.

Over the next six years, the Charles Stewart Mott Foundation has committed more than \$95 million to continue providing technical assistance in every state; to track national

attitudes on after-school programs through surveys and research data; and to conduct a public education campaign as part of the Afterschool Alliance. In a validation of the initiative's success, most education legislation passed last year included requirements for local or state level partnerships or collaborations.

The National Community Development Initiative

The National Community Development Initiative (NCDI) was created in the early 1990s when the Rockefeller Foundation found that there was significant public, philanthropic and corporate interest in developing a collaborative mechanism for financial and technical support to nonprofit community development corporations. NCDI now combines resources from 15 major national corporations and foundations, HUD, and local public and private organizations to offer grants and low-interest loans for locally driven efforts to improve distressed inner city neighborhoods. With these resources, community-based nonprofit groups build houses, develop health and child care centers and other neighborhood facilities, create jobs and business opportunities, and help residents gain an economic stake and voice in their communities.

Core funders of the initiative are providing a total of \$103 million – an amount that, when coupled with financial resources committed by over 250 local partners (including state and local governments, local foundations, banks and corporations) is expected to generate more than \$2 billion for community revitalization. This initiative demonstrates how large federal and nonprofit funders can improve the quality of life at the neighborhood level by supporting local community-and faith-based organizations.

Catalyzing Private Sector Action

Youth Opportunity Movement

In 1998, the Department of Labor (DOL) created the Youth Opportunity (YO!) Movement to build on \$1 billion in Department funds for “out-of-school youth.” The YO! Movement is a catalyst, not a government program. The role of the Department is to create a ground swell of support for the employment and social needs of out-of-school youth. Through the YO! Movement, corporations provide jobs, internships, apprenticeships and mentoring opportunities; foundations provide funding to local programs for capacity-building, technical assistance, leadership development and research; and celebrities volunteer time to promote the movement through public service announcements and public appearances. DOL brings the issue to the public arena and generates leadership among corporations, foundations and celebrities.

One important collaboration that has come out of this initiative is the YO! Leadership Institute operated by the National Center for Strategic and Nonprofit Planning (NPCL). Jointly funded by DOL and the Ford, Mott and Rockefeller Foundations, NPCL recently convened its first training session for 400 practitioners who work with youth. NPCL, a practitioner-driven nonprofit based in Washington, DC, is able to build a curriculum that effectively meets the needs of front-line youth workers through an approach that combines training, mentoring and job shadowing.

The Welfare to Work Partnership

The Welfare to Work Partnership is an especially successful example of a nonprofit created to mobilize private sector action to help implement new federal. When President Clinton signed the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (more commonly referred to as the Welfare Reform Act), he understood that the successful transition of hundreds of thousands of Americans from welfare to work would require a national mobilization of private-sector employers. Five founding companies created the Welfare to Work Partnership in response, and in the ensuing four years, more than 20,000 additional companies signed on, pledging to hire welfare recipients without displacing existing workers. Through foundation, corporate and government grants, the Partnership provides information and technical assistance to companies nationwide, encouraging them to hire, retain and promote welfare to work employees. Since the founding of the Partnership, member companies have hired an estimated 1.1 million former welfare recipients, who earn, on average, \$7.80 an hour or, if salaried, \$19,641 a year. Sixteen percent of the companies say they have actually saved money by creating welfare to work program, with savings averaging \$5,803 per company.

Conclusion

By working closely with nonprofit partners, federal agencies have been able to leverage additional resources and mobilize private sector actors towards a common goal. Although some federal agencies have the legal authority to solicit donations, some may accept but not solicit contributions, and some may do neither. Furthermore, many donors are unable or uninterested in making donations to taxpayer supported agencies. Nonprofit partners can

therefore play an important role in raising funds for initiatives, engaging volunteers, and reaching out to businesses and foundations.

V. SHARING INFORMATION

Nonprofit leaders say that, when working with the government, access to information is a priority – from data that is available on the nonprofit sector itself, to information on best practices and opportunities for funding. At the same time, many federal agency officials report that they are dependent on nonprofit networks to disseminate information to specific constituency groups. Partnerships are one effective approach to improving the flow of information in both directions; use of information technology is another.

Uses of the Internet

More than a dozen federal agencies – from the Departments of Education and Energy to the Small Business Administration and the General Services Administration – offer funding, services, or information pertinent to nonprofit organizations. For nonprofits unfamiliar with the structure of the federal government, navigating these agencies to identify useful resources can be a challenge. The Nonprofit Gateway – www.nonprofit.gov – was built in 1997 to serve as a central starting point to help nonprofit organizations access online Federal information and services. Specialized, issue-specific sites also have been developed, such as www.afterschool.gov, to connect information-seekers to federal resources that support children and youth during out-of-school hours.

EDSITEment

Another issue-specific site, EDSITEment – “The Best of the Humanities on the Internet” -- is a portal site on the Internet created by the National Endowment for the Humanities in partnership with the nonprofit Council of the Great City Schools and the MCI Worldcom Foundation. EDSITEment (found at EDSITEment.neh.gov) links teachers and students to humanities-based websites inside and outside of government that meet rigorous standards of excellence and educational utility. Customized learning guides demonstrate how to use the site as an instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public. The site currently averages over 26,000 hits per day, and perhaps more significantly, a recent survey of users indicated that nearly 7,000 users had used the site more than once. EDSITEment continues to receive favorable reviews from educational journals and websites, and the number of user sessions has increased each academic year.

In addition to using the Internet’s full potential to share information, the EDSITEment project also has leveraged significant private resources, including \$1.7 million from the MCI WorldCom Foundation. Energized by the success of EDSITEment, the MCI Worldcom Foundation has used it as a model for structuring six additional sites in other areas of the curriculum, enlisting several major nonprofit groups in the process: geography (The National Geographic Society), sciences (American Association for the Advancement of Science), economics (Economics education), mathematics (National Council of Teachers of Mathematics), and the arts (the John F. Kennedy Center for the Performing Arts).

Strategies To Disseminate Information Through Nonprofit Networks

Partnership for Family Involvement in Education

Some agencies have found it useful to build networks of nonprofits and others with common interests as a means to disseminate information and link like-minded organizations with one another. For example, the Partnership for Family Involvement in Education was created in 1994 by Education Secretary Richard Riley to promote and foster partnerships and communication among schools, parent organizations, faith-based groups, community nonprofits, and employers. Its goal is to spread the message that entire communities should be involved in education and that all types of groups can make valuable contributions to help increase family involvement in a child's schooling. To encourage such support and to bring groups together, the Partnership convenes meetings, directs research, develops partnership guides, hosts teleconferences, and provides a newsletter, website and extended technical assistance to communities and community groups interested in advocating for education. The goal is to have partners connect with each other, pool resources and ideas, share their best practices and be recognized for their efforts.

National Spatial Data Infrastructure

Federal agencies also can play an important role in consolidating information from a variety of federal and nonfederal sources to make it easier for users to access. The National Spatial Data Infrastructure (NSDI) is an excellent example of a partnership that includes multiple nonprofits working in concert with government and industry to build an electronic infrastructure bringing together all the national geographic databases on the Web. The United States Geological Survey provides ongoing staff and funding support to the data coordination

activities of the Federal Geographic Data Committee (FGDC). The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (such as environmental, population, and social statistics). One of FGDC's primary goals is to develop an easily accessible 'national' resource of this information – the NSDI. Governments at all levels, businesses, and other public and private sector institutions are universally recognizing the value of mapping information in managing complex natural and social environments. Geographic information is part of almost all government and business processes, but in the past has been collected to serve restricted purposes and has not been shared or integrated across organizational boundaries. No one agency or organization can or should build all of its geographic data alone. The NSDI is providing the ability for users to find, get and use geographic information they need to address issues of concern to their communities.

Recognizing that a variety of constituencies have a stake in building the NSDI, FGDC has established relationships with industry, local governments, and non-governmental organizations such as the National Association of Counties, the National States Geographic Information Council and the Open Geographic Information Systems (GIS) Consortium to create and review the infrastructure. Among their activities, cooperating groups participate in several FDGC activities including: promotion of FGDC-endorsed standards for geospatial data transfer, content, collection, and quality control; standards development, review and implementation; and participation in the National Geospatial Data Clearinghouse and the National Geospatial Data Framework. Working with a large variety of groups not only provides access to an expanded geospatial data community, it also fosters increased

communication and collaboration among public and private sector organizations who collect and utilize geospatial data.

National Campaign to Prevent Teen Pregnancy

In President Clinton's 1995 State of the Union, he challenged parents and leaders across the country to come together in a national effort to reduce teen pregnancy. The National Campaign to Prevent Teen Pregnancy, a private nonprofit organization, was founded in February 1996 in response to this call to action. Supported almost entirely by private donations, this nonpartisan organization is independent of the government, but works collaboratively with HHS and other federal agencies that deal with young people, to disseminate information to youth, parents and communities.

In October 1999, the National Campaign and HHS jointly released "Get Organized: A Guide to Preventing Teen Pregnancy." This guide stresses the importance of long-term, localized approaches to teen pregnancy prevention, with careful evaluation to document results and aid in program improvement. The guide shares strategies on how to conduct community needs assessments, raise funds for prevention programs, craft a prevention message and move forward in the face of conflict. In addition, it offers proven approaches to engaging and effective ways to involve teen boys and young men, parents, the faith community, businesses and health professionals. Both HHS and the Campaign have publicized this guide and it has been widely disseminated, both in print and through the HHS website. The Campaign also has engaged private sector media partners and advertising agencies to develop and disseminate messages aimed at teenagers and their parents.

Conclusion

Public-private partnerships are serving as an effective way for agencies and nonprofit organizations to exchange or disseminate information; new technology can only increase the possibilities for improvements in this area. Not only can collaborative websites consolidate access to federal resources in one place or post information from a variety of sources on a specific topic – the interactive nature of the Internet also makes it possible for users to connect with one another (as on the planned Vital Voices site) and post their own information (as can be done on the National Partnership for Family Involvement in Education site). These types of websites call for even greater cooperation between nonprofits and government to get relevant information from both sectors to end-users through a single, easily accessible site.

VI. IMPROVING THE EFFECTIVENESS OF NONPROFIT ORGANIZATIONS

Federal dollars make up a significant portion of the overall budgets of many nonprofits. Unfortunately, however, the complexity of federal regulations, inconsistent applications and policies among different federal programs, and excessive paperwork may make the receipt of federal funding a mixed blessing. Some have argued that federal practices and policies actually undermine the effectiveness of many nonprofit organizations, as they are forced to allocate excessive resources to complying with federal rules.

The Clinton-Gore Administration has made it a priority to reverse this problem, seeking to create a government that removes stumbling blocks for nonprofits and affirmatively helps build up nonprofit capacity. Highlighted below are examples of federal initiatives to simplify government regulations and procedures, provide training and technical assistance, use government contractors to help nonprofits build capacity, facilitate local collaboration, and provide needed financial and human resources to bolster nonprofit efforts.

Simplifying government regulations and procedures

Vice President Gore's Reinventing Government program made reducing paperwork and unnecessary regulations a priority, resulting in significant improvements in many agencies. This not only makes it easier for nonprofits who are already receiving government funds, but also helps smaller, community-based organizations navigate funding applications and manage reporting requirements.

HUD Super NOFA

HUD, for example, consolidated the applications of 40 of its programs into a Super Notice of Funding Availability (SuperNOFA), a uniform application process for all HUD grants that explains awards and their criteria in plain language and allows communities to view HUD programs as a menu of options. As part of the SuperNOFA process, HUD also has expanded how it communicates with potential applicants about the grants and the application process by providing on-line application training on the HUD website 24 hours a day.

Providing training and technical assistance

Federal regulations and goals are intended to foster effective practices and promote positive results. To help nonprofit organizations receiving federal funds to achieve these standards and become more effective organizations, most federal agencies provide some form of technical assistance or training.

EPA and the American Hospital Association

In 1998, the EPA negotiated a Memorandum of Understanding (MOU) with the American Hospital Association (AHA) to reduce the use of mercury in hospitals. Hospitals are America's fourth largest producers of mercury waste and produce about 1 percent of the nation's solid waste stream. The MOU assists AHA's member hospitals, including nonprofits, to go beyond basic compliance with waste management regulations, calling for the elimination of mercury use in the healthcare field where possible and a 50 percent reduction in waste volume by the year 2010. To help the AHA implement the memorandum, an Environmental Leadership Council, including representatives of the healthcare sector and a

coalition of more than 100 grassroots nonprofits, was established to assist and advise in implementation. Vital to the implementation of the agreement has been the creation of a comprehensive "how to" model - available through AHA's Website - that provides hospitals with technical information on how to accomplish the reductions called for in the MOU.

Conservation Leadership Network

Although the federal government does a great deal to assist for-profit businesses through the Small Business Administration, the Department of Commerce and other agencies, traditionally there have been fewer resources available to help nonprofits become more effective organizations. Several agencies do provide supports that further the overall capacity or effectiveness of specific types of nonprofit organizations. For example, leadership training that goes beyond field-specific knowledge is offered to Head Start Fellows, Corporation for National Service Grantees, and conservation professionals. Conservation professionals receive this training through the Conservation Leadership Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund. The Network's goal is to expand the knowledge and skills of conservation professionals; enhance relationships among the nonprofit, corporate and governmental segments of the conservation community; and to broaden the American conservation movement's base. At the National Conservation Training Center, located in Sheperdstown, West Virginia, the Network offers educational and relationship-building opportunities for governmental and non-governmental professionals to train conservation professionals. Desired outcomes include: 1) possession of core skills relating to organizational management and leadership; 2) awareness of new conservation theories, approaches and technological applications; 3) application of theory and

practice to current conservation issues; and 4) the ability to work across disciplinary and sector boundaries to build consensus among stakeholders. Through these outcomes, the Conservation Leadership Network is working to increase the capacity of nonprofits through training and outreach.

Using government contracting authority to build capacity

South Florida Goodwill

Some federal agencies use their authority to contract with nonprofit service providers as a way to help these organizations establish a track record or new capacity that will enable them to expand their client base. For example, the South Florida Goodwill currently engages in several business partnerships with the federal government providing both services (i.e. janitorial) and goods (i.e. uniforms) to the Department of Defense. From these experiences, Goodwill has been able to leverage additional contract opportunities with the private sector (i.e. assembling the advertising section of *The Miami Herald*). Through its work with the federal government, Goodwill is proving that it has a qualified, trained and prepared workforce. In turn, Goodwill graduates emerge as skilled, reliable workers who continue to receive support and guidance even after finding a job with follow-up services for both employee and employer. As a result, Goodwill is leading the charge in South Florida to help unemployed or underemployed individuals embark on new careers. In 1999, they placed 1,518 individuals in competitive jobs. Of these, 515 were welfare recipients and 1,003 were people with disabilities.

Helping nonprofits work together

National Donations Management Strategy

Enabling organizations to work together more effectively is another way the federal government can increase the capacity of the nonprofit sector. For example, in 1993, the Federal Emergency Management Agency (FEMA) collaborated with several nonprofit disaster organizations to develop a National Donations Management Strategy to introduce a level of coordination and control over the large flow of goods and services donated in response to disasters. The National Donations Management Strategy stresses that the full capacity of voluntary agencies should be used to manage donations; that financial contributions to voluntary agencies are preferred; that management of donations requires a united, cooperative partnership between government and the voluntary sector; and that information management is essential. In the year 2000, a typical disaster operation would consist of a State Donations Coordinator working with a Donations Coordination Team, a Multi-Agency Warehouse and a Donations Coordination Center equipped with a public Information Hotline. Implementation of such strategies have led to better service to the general public, better service to the disaster-affected community, and an expanded level of capacity within voluntary agencies to manage disaster donations.

Financial and human resources for nonprofit organizations

The Combined Federal Campaign

Another important way that federal government assists nonprofit organizations is through the Combined Federal Campaign, the annual fund-raising drive conducted by Federal

employees in their workplace each fall. In 1999, the Campaign, which has been a model for many private sector employee giving programs, collected a record \$218 million, which represents a 5.5 percent increase over 1998, itself a record setting year. The 1999 Campaign, which was led by HHS, resulted in a collaboration with the Office of Personnel Management to allow federal retirees to contribute as well. In addition, the HHS Child Development Center was approved to participate as one of the many organizations to benefit from the generosity of federal employees. Because of the Campaign, contributions to the Child Development Center are helping to subsidize childcare costs to low-income federal employees.

In addition, federal workers volunteer through a growing number of employer-sponsored volunteer programs. **[we can say more here, especially if there are any innovations implemented in the last eight years . . .]**

The Community Development Financial Institutions Fund

Initiated under the Clinton-Gore Administration, the Community Development Financial Institutions (CDFI) Fund is a government corporation within the Department of Treasury that works to promote access to capital and foster local economic growth by directly investing in CDFIs and providing incentives to traditional banks to increase their lending, investment and services to CDFIs and within underserved markets. CDFIs typically work in low-income communities, providing a wide range of services and financial products, such as mortgage loans to first time homebuyers, loans and investments to start or expand small businesses and microenterprises, loans to rehabilitate single family and multi-family housing or build community centers, and savings and checking accounts for low-income households. Over 80 percent of CDFIs are nonprofit institutions that benefit from Treasury's CDFI Fund

in three primary ways: 1) providing equity investments, grants, loans or deposits to enhance the financial strength of the CDFI and help them leverage additional resources; 2) funding intermediary organizations that pass the funding on to CDFIs with intensive financial and technical assistance; and 3) technical assistance to build the capacity of “start-up”, young and small financial institutions, through computer system upgrades, streamlining policies and procedures, evaluating loan products and developing new ones, and training staff in operations essential to the success of the organization. Since its inception, the CDFI Fund has provided approximately \$215 million through these three mechanisms to bolster the efforts of primarily nonprofit community development financial institutions nationwide.

AmeriCorps

President Clinton’s AmeriCorps program offers an often overlooked resource: the people power and skills provided by AmeriCorps members, who are usually young adults willing to work full-time for a year with minimal compensation to address the educational, environmental, public safety, and other human needs of communities. Nonprofit organizations apply to CNS or a governor-appointed state commission to be an AmeriCorps sponsor. If selected through a competitive process, they may hire, train, and supervise these individuals, who will receive a \$4,725 education award at the end of their service term.

AmeriCorps is often described as the domestic Peace Corps. In 1999, more than 40,000 members served in hundreds of organizations, including nonprofits, local and state government entities, Indian tribes, institutions of higher education, faith-based groups, and local school and police districts. These partnerships have led to the establishment of

initiatives to tutor children, rehabilitate public schools, build homes, provide emergency assistance to disaster victims, and address other quality of life issues for low-income families.

In addition to developing programs, AmeriCorps members work to secure the future of their projects by training volunteers within the community to take over once they leave. CNS, which administers AmeriCorps, also offers grant money and technical assistance to service organizations to improve or expand their operations, including fundraising and leadership training. One particularly successful technical assistance effort has been Project Star, through which AmeriCorps sponsors are trained to develop goals and objectives that will enable them to track their progress and measure results.

In addition, CNS has formed partnerships with businesses that provide corporate matching grants to fund local service projects. Companies with specific areas of expertise provide AmeriCorps members with the training and other resources they need to develop better service projects, including providing health care and meals for homeless families, housing for low-income residents, mentoring for at-risk students and technological improvements for schools.

AmeriCorps offers a new model for federal efforts to strengthen the nonprofit sector by combining resources and training that supports the existing goals of the nonprofit sponsors and strengthens them as organizations, not just as grantees. As a 1999 evaluation of the program noted, "The institution building that resulted from organizations' involvement in AmeriCorps has had a profound and potentially long-term impact on America's communities. Sponsoring organizations developed new community consortia and links with other community organizations as they created new solutions to community problems."

Conclusion

These innovations recognize that as we look to the nonprofit sector to work hand-in-hand with government to provide this nation with needed services, government can assist nonprofits by reducing unnecessary paperwork, building capacity and providing critical resources to help nonprofits develop. These models demonstrate the promise of future efforts by federal agencies to strengthen their nonprofit partners and grantees.

Conclusions

VII. NONPROFIT TASK FORCE REPORT ~~– RECOMMENDATIONS~~ *2*

Over the last eight years there has been a sea change in the federal government's approach to working with the nonprofit sector, in large part due to President Clinton's core philosophy regarding the importance of civil society to democracy. As he said in his 1997 State of the Union address, "we must be committed to a new kind of government -- not to solve all our problems for us, but to give our people -- all our people -- the tools they need to make the most of their own lives." Consistent with this vision, the Clinton-Gore Administration has pursued a close working relationship with the private sector in virtually every priority area – from AmeriCorps and welfare reform to food security and environmental protection.

Practices of successful partnerships

The examples outlined in this report and the other specific partnerships analyzed by the Task Force suggest that forging these relationships take work. We found that successful partnerships often shared the following characteristics:

- **The agency head was supportive of partnerships as an approach to achieving the agency's goals.**

Not only were the heads of most agencies surveyed supportive of partnerships as an approach to achieving agency goals, they were in many cases responsible for initiating and highlighting these partnerships. Several of the most visible partnerships were special projects of the agency head, including Treasury's BusinessLINC and National Partnership for

Financial Empowerment; the Presidents' Summit for America's Future, led by CNS; and the National Summit on Food Security, organized by USDA.

- **Partnerships are an intentional way of doing business rather than an afterthought.**

By creating mechanisms for early, frequent and meaningful nonprofit-agency interaction, partnerships are more likely to become part of the regular operations of an agency, rather than an afterthought or add-on. HUD was among the agencies most praised by nonprofit organizations for making it a priority to build strong relationships with nonprofit organizations. From the earliest days of the Administration, senior officials at HUD held regular meetings with nonprofit leaders, and later the Department developed a new office to institutionalize clear channels of communication. Similarly CNS created an Office of Public Liaison ^{with an independent sector liaison} when the agency was formed in 1994. The staff in this Office is dedicated to building partnerships with the private sector, and has developed workshops across the country to reach out to nonprofit organizations and educate them about new legislation and funding opportunities.

- **The organization and agency had a shared goal.**

Partnerships of all sorts require a shared goal to succeed, and the strongest federal-nonprofit relationships we examined included clear, focused, common goals, such as increasing childhood immunization rates or improving the environmental health of Chesapeake Bay. In many cases, agencies and nonprofit organizations had a wide variety of missions but shared a common purpose that cemented the partnership. Without this common purpose, partnerships may have limited impact, emphasize process over outcome, and

consume resources of both partners that might have been better spent on other efforts. In fact, Independent Sector's survey of nonprofits identified "a common goal and vision" as the most important factor in a successful collaboration (cited by 63 percent of respondents).

- **The agency approached the relationship as a true partnership with both sides contributing.**

In effective partnerships, both parties are contributors and beneficiaries. Federal agencies may possess data and information, funds, regulatory and policymaking authority, the ability to convene, and communications systems, but more and more agencies are recognizing the important assets that nonprofit organizations bring to the table. Nonprofits may have expertise; communication networks; data and information; strong advocacy networks; members or affiliates; and access to the press – all resources that may be useful when working toward a shared goal. For example, when the White House Millennium Council and the National Park Service sought to implement a program to "Save America's Treasures" by focusing public attention on national historic, natural and cultural sites in need of preservation efforts, it found an ideal partner in the National Trust for Historic Preservation. The Trust offered expertise in preservation, a strong reputation based on half a century of work, a willingness to add to its communications and fundraising operations. These resources complemented the government's ability to raise public awareness, provide federal funding for preservation projects, manage the national parks and other federal cultural institutions where many "treasures" are located, and tap the knowledge of the National Endowment for the Arts and the Humanities and the Institute of Museum and Library Services.

- **The agency dedicated staff resources to building and sustaining the partnership.**

Effective partnerships are often time consuming, requiring the engagement of staff at several levels. A partnership may be initiated by almost any part of an agency – the office of the agency head, the public liaison, and program leaders are the most common initiators of a relationship. Senior staff, with the authority to commit the agency, must approve the partnership concept, as well as the specifics of the partnership arrangement once it has been negotiated. The details of the partnership arrangement and day-to-day management of the relationship should involve the agency staff responsible for the function the partnership supports. For example, the Office of Public Liaison in the Treasury Department serves as a central point of contact for nonprofit organizations, while programmatic offices work with nonprofit organizations within their issue area, such as community development.

Two important success factors identified by Independent Sector result from this staff function: “effective communication” (cited by 58 percent of respondents) and “trust and confidence” (cited by 57 percent). These factors are related: trust and confidence is built, in part, by good communications: notifying partners of new developments, checking in regularly, and listening to their concerns. The Council on Foundations, which reported views on how foundations and federal agencies can work together, stressed the importance of regular communication on ideas of mutual concern.

Given the staff resources required to maintain strong relationships, agencies should limit the number of major partners they expect to work with intensively. Where there is a desire on the part of agencies to engage small, grassroots organizations in an effort, the agencies should consider seeking out umbrella organizations or coalitions as principal partners. For example, the Centers for Disease Control and Prevention (CDC) found that

working with a coalition such as the Colorado Children's Immunization Coalition (CCIC) enabled it to reach many more grassroots groups than CDC would have on its own.

- **The nonprofit organizations involved possessed or were provided adequate resources to support the partnership.**

Partnerships often can leverage or catalyze private sector activity, or make government grants go further. But they are not an effective strategy for shifting responsibility for the functions once supported by government funds to the nonprofit sector without the provision of additional resources. In the partnerships we reviewed, the nonprofit organizations involved generally either received government dollars to carry out their responsibilities or already had funding from other sources.

In general, nonprofit organizations must see some benefit from the relationship in order to participate fully in a government partnership. This benefit need not always be financial. In fact, some of the most successful partnerships we reviewed did not involve a transfer of federal funds. Rather, nonprofit organizations benefited from the technical expertise of an agency (as in the case of EPA's Chesapeake Bay Program), improved efficiency and effectiveness (as in the case of FEMA's National Donations Management Strategy), public awareness (as in the case of Save America's Treasures), or better access to information (as in the case of the National Spatial Data Infrastructure). Nonprofit organizations also stressed that the ability of federal agencies to convene organizations on "neutral ground," or create incentives for them to work together, made it possible for them to coordinate their efforts with a broader range of groups working on similar issues.

Barriers

The Task Force's survey also surfaced numerous barriers to working more closely with nonprofit organizations. These included:

- Staffing^{and resource}limitations

Partnerships take time to develop – many of the partnerships we surveyed took more than a year to come to fruition. Under-staffed agencies experienced difficulty managing labor-intensive partnerships over the long term. In addition, sustainability of partnerships became an issue in some agencies when key personnel left the agency or nonprofit organization, or were promoted or reassigned. Partnerships often involve a sense of personal trust, and an individual's long experience with a project often enables it to function more smoothly. Agencies can help guard against the risks created by staff turnover by involving a number of staff in the project, creating a structure for managing relationships with the nonprofit sector, and ensuring that all partnerships have the support of senior management.

- Legal issues

Many agencies raised concerns about legal limitations, including confusion about what was and was not permissible. While some legal rules have obvious implications for agencies' work with nonprofits (such as prohibitions against soliciting gifts), other rules are less obvious (such as conflict of interest and procurement rules). The need to comply with these requirements – and the fact that many partnerships break new ground not clearly covered by existing legal frameworks – demands that in some cases, legal staff must be brought in early on to help structure the partnership. In some cases, nonprofit organizations also raised

concerns because federal agencies were unwilling or unable to sign contracts formalizing arrangements. And unless the agency had an entrepreneurial culture, staff believed they should not pursue partnerships unless specifically directed to do so. Future administrations should consider providing clearer guidance to agencies on these matters.

removed
• **Access to information**

Nonprofit organizations that were surveyed often cited lack of access to information as a problem in working with federal agencies. Their concerns ranged from being unaware of notices of available funding or having difficulty accessing data for research projects, to the agencies' failure to keep their own websites up to date or notify nonprofits of policy changes that affect them. Independent Sector reported that most organizations responding to its survey found out about federal resources by contacting federal agencies, rather than the other way around, and nine out of ten reported using the Internet to access information on federal agencies, although only one out of four had used the nonprofit gateway (www.nonprofit.gov). This suggests that some agencies could be more aggressive in providing information to the nonprofit sector and should consider increasing their use of technology to make information available. It also suggests that more could be done to publicize the nonprofit gateway and to keep it up to date.

• **Unclear points of entry**

While some agencies designate nonprofit liaisons, not all do. A common complaint was lack of clarity about access – whom should nonprofits contact for purposes ranging from potential partnerships to presenting policy input. While some organizations advocate that

agencies establish offices similar to those designated for intergovernmental relations, others raise concerns that such a structure would not provide access to program and other staff. We recommend that all agencies establish a formal access point for nonprofit organizations, and that staff charged with this responsibility serve as facilitators – reaching out to other nonprofit organizations to understand their needs, seeking out information within the agency that would be of use to nonprofits, introducing nonprofit staff to appropriate program and other agency staff, monitoring these relationships, and keeping agency leaders informed of nonprofit concerns. These formal access points should be publicized, including through the nonprofit gateway, and nonprofit liaison staff should meet regularly in an interagency council to share information and best practices.

- *limited* **Opportunities for involvement in policy development**

Some nonprofits that provided feedback to the Task Force were interested in greater opportunities to be involved in policy development. These organizations sought informal channels – such as roundtable discussions hosted by senior policy staff -- to share ideas and provide feedback. While some organizations are routinely involved on an informal basis with the agencies most closely connected to their work, others seek greater access, consistent with the law. In areas not involving regulation, where legal restrictions are clearly spelled out in the law, agencies might well conduct more outreach to the nonprofit sector. For example, in planning recent White House conferences on philanthropy, child care, and teenagers, staff held multiple “focus groups” of nonprofit leaders and other experts to gain their views of what the conferences should accomplish, how the programs should be structured, who should be invited to speak, and who should attend.

- **Need to continue reinventing government effort**

Independent Sector's survey found that eight out of ten respondents felt that "in recent years, federal grant applications and reporting requirements have become more streamlined," a development due in large part to efforts of the National Partnership for Reinventing Government. However, some called for further work in this area, including:

- Rethinking the reimbursement system for dispensing grant funds;
- Shortening the approval process for products supported through grants or contracts;
- Reducing the reporting paperwork required of grantees;
- Allowing online reporting, applications, and tax filings;
- Simplifying the application processes (such as an effort led by OMB to develop a streamlined single application for all federal programs);
- Creating a single point of contact that will help organizations navigate the agency;
- Reducing the number of clearances involved in any agency action;
- Ensuring more consistent policy interpretations among staff;
- Providing better access to relevant information and improved two-way communication;
- Standardizing and expediting application, reporting, and cost-reimbursement procedures; and
- Improving interagency coordination and communication.

Bullet section

Future Policy Directions

In addition to the above ^{conclusions} ~~recommendations~~, the Task Force believes that if the federal government continues to elevate the role of the nonprofit sector in addressing critical needs, greater attention is needed to the overall health of the sector. The White House Conference on Philanthropy, by underscoring the importance of individual giving, served this purpose, as have efforts by several agencies to provide training and technical assistance that support nonprofits as organizations, rather than focusing solely on specific issues. Nonetheless, despite the extensive interaction between the sectors, the federal government does very little to assist nonprofits. In comparison, the federal government invests nearly \$1 billion through the Small Business Administration, in addition to billions available through government-backed loans, to support the health of American small businesses.

We therefore recommend that the federal government explore whether any programs currently assisting small business should be open to nonprofit organizations as well; that a study be undertaken of possible additional assistance to nonprofit organizations that could be facilitated by the federal government; and that different structures for housing this function be explored, such as tasking an existing agency with the responsibility. In particular, attention should be paid to the sector's technology needs, including access to equipment and training, before the organizational "digital divide" leaves many nonprofit organizations behind.

We also recommend the expansion of programs now directed at supporting the nonprofit sector, such as AmeriCorps. Those agencies whose interaction with nonprofits is primarily in the form of grants and contracts should explore how they might strengthen the capacities of the organizations they support.

Finally, we strongly recommend that future administrations charge each agency with designating an active and accessible nonprofit liaison, encourage agencies to develop private sector partnerships, and clarify the legal framework governing these relationships. Agency liaisons should not be the sole point of contact, but rather, one point of contact where nonprofit organizations can go for information on how to navigate the agency and what assistance is available. Liaisons should be high level employees, with access to the agency head and the ability to work with all parts of the agency. Liaisons from each agency should meet with each other periodically to compare experiences, consider best practices, and share information. Finally, the names and contact information for nonprofit liaisons should be available on agency websites and from the agency central operator, agency head, and public liaison offices.

Conclusion

Over the last eight years, nonprofit organizations have played an important role in many of the major programs and policy implementation efforts of this Administration. New ground has been broken in developing these mutually beneficial relationships, and has resulted in improved service provision, better information flow, increased resources for priority initiatives, and expanded outreach to hard-to-reach communities. With this groundwork, and a better understanding of barriers and opportunities presented by these partnerships, future administrations can look to nonprofit relationships as a major strategy toward important goals.

APPENDIX A: Members of the Task Force

Co-Chairs:

The Assistant to the President for Domestic Policy
The Assistant to the President for Economic Policy
The Assistant to the President and Chief of Staff to the First Lady

Task Force Members:

Secretary of the Treasury
Attorney General
Secretary of the Interior
Secretary of Agriculture
Secretary of Commerce
Secretary of Labor
Secretary of Health and Human Services
Secretary of Housing and Urban Development
Secretary of Transportation
Secretary of Education
Administrator of the Small Business Administration
Chief Executive Officer of the Corporation for National and Community
Service
Chairman, National Endowment for the Humanities

									Type
									Notes

* - Corbin/Keller
 - NCDI
 * - Hispanic Fam. College
 in N. California -

community
 person

* - Gates higher ed

Mike Meneer

Tracy Gray

Rolph Smith

Suzanne Cisenberg

Faithland
 Faithland
 SCIPP

MV
 BR
 GS

Boltone?

Jim Austin
 Marty Black - IEC
 Margaret Dunkel - IEC
 Anne Bryant

Stan Leflow?

Frances
 Hembrian

Peter Marshall
 Goodwill

religions
 non Corp Fdn

Susan Steward
 re: Martin Crosskill

Melander

Enterprise Fdn
 Robert and John

Ford
 Ralston

Sarah Brown
 ONDCP
 Tobacco Free
 Life

Ms. Fdn?
 Jim P. Hopsley?

Juwanna
 703 683 3286
 Elizabeth Van Schooten

Possible Morning Scenario:

1. **Registration** (w/continental breakfast??) – 9:30 – 10 am
2. **Bill Ferris to welcome and introduce Melanne** 10 – 10:02
Melanne Verveer to review report 10:02 – 10:10
Note: Panel 1 is seated; Ferris and Verveer speak from a podium then sit in audience
3. **Panel 1: *Federal agency partnerships with nonprofit organizations – Working together toward shared goals*** 10:10 – 11:15
Secretary Glickman to moderate

Glickman to lead in with 5 min. message: Partnerships mean leveraging resources and improving services, rather than replacing gov't services. We can provide more effective services and get them to more people if we work together – gov't, private funders and nonprofits. Partnerships are important – not simply for the sake of partnering, but because they help organizations and agencies make a difference, whether in getting more kids enrolled in free or low-cost health insurance or in cleaning up the environment.

15 minutes -- Each panelist to give 3 minutes describing partnership, audience speakers 2 minutes - highlighting the following key points:

- *Community Food Security/Gleaning* – Robert Eggar (DC Central Kitchen) [Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship. Shared, well-defined goals and open communication are central to good partnerships.]
- *Afterschool Alliance* – Bill White (Mott Foundation) [We can provide better services when we partner. We can leverage resources when we partner.]
- *Save America's Treasures* – Bob Stanton (Nation'l Park Svc) and Dick Moe [speaking from the audience] [We can leverage resources when we partner.]
- ~~*AmeriCorps*~~ – Sister Catherine Cone (Sisters of Notre Dame) and Bob Goodwin (Points of Light Foundation) [speaking from the audience]

15 minutes of moderated discussion with panelists only: [go through these or a revised set of questions in advance with speakers on the panel to figure out who has the best responses for each – then we can help them refine answers as necessary to make points more clearly]

- Why did you enter this partnership?
- What has made this partnership work?
- How have you seen your ability to meet your own goals enhanced?
- What do you bring to your partnerships that your partners did not have on their own? What did your partners bring that you needed?
- Have you been able to measure the impact of your partnerships?

30 minutes of moderated discussion with audience – questions and scripted pop-ups – with some unscripted additions? - to highlight the same themes as panelists: L

- Partnerships cannot just be a euphemism for gov't shifting responsibility to nonprofits/private funders.

- We can reach new audiences when we partner (minority groups, smaller communities)
- We can provide better services when we partner.
- We can leverage resources when we partner.

4. **Panel 2: *Effective Practices for Government Partnerships*** 11:30 – 12:30 –
Secretary Shalala to moderate

20 minutes -- Shalala to lead in with 5 min. message: This is a new way of doing business that requires a new perspective & sustained commitment. Partnerships are not always easy, but if there are shared goals, investments in capacity-building, and clear, open lines of communication, partnerships can thrive and, as discussed in the first session, allow all involved to have a greater impact.

Each panelist to give a 3 minute description of their partnership/model, 2 minutes if speaking from the audience, highlighting the following key points:

- *SCHIP outreach* – Sarah Shruptine (Southern Institute on Children and Families, Covering Kids Initiative) [Partnerships cannot just be a euphemism for gov't shifting responsibility to nonprofits/private funders. We can reach new audiences when we partner (minority groups, smaller communities, etc.)]
- *YO! Movement* – Jeff Johnson (Nat'l Center for Strategic & Nonprofit Planning) [Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship. Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.]
- *HUD Center* – Father Joe Hacala (HUD) ^{Sullivan Robinson} (Congress of National Black Churches)(speaking from the audience) [Partnerships need to be an intentional way of doing business. Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.]
- *National Donations Management Strategy* – Major Dalberg (^{David} ~~Red Cross~~ ^{Solachi army}) [We can provide better services when we partner.]

for pop up

15 minutes of moderated discussion with panelists only: [same idea as above]

- How does your partnership represent a new way of doing business? How does it differ from traditional relationships between funders and nonprofits?
- What did it take to make it happen?
- What were the greatest challenges to making it work? How did you overcome these barriers?
- What are you doing to sustain this partnership – to make it a routine part of the way your organization does business?
- Where are you headed? Are there changes that you are continuing to work towards in your partner relationships?
- Have your goals evolved over time?

25 minutes of moderated discussion with full audience [same idea as above] to highlight the same themes as the panelists:

- Partnerships need to be an intentional way of doing business.

- Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship.
- Shared, well-defined goals and open communication are central to good partnerships.
- Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.

5. **Lunch** – HRC to keynote - 12:45 – 2, Intro by Chamber of Commerce

6. **Panel 3: Innovative Private Sector Partnerships** - 2 – 3:15

Five minute introduction on the importance of the nonprofit sector and the way that partnerships are playing a significant role in the innovative efforts of funders, particularly high tech funders. These partnerships draw on the experience of business and are enabling funders of all types to take risks, make resources go further, pair their expertise and capacities with other funders offering different assets, and develop more informed programs.

Sarah Melendez to moderate?

- David Eisner
- Jim Pitofsky
- Peter Hero's person?
- Gates TBD (popup)
- Jacqueline Novogratz

Jewish Funder (popup)

Same format as above with 15 minutes panel discussion, 40 minutes for audience discussion

7. **Panel 4: Challenges and Choices – The Future of Collaboration** – 3:30 – 4:00

Sylvia Mathews to moderate?

- Ralph Smith
- Jim Austin
- Bill Shore
- Audrey Alvarado
- ~~Melanne Vermeer?~~ *Sylvia Mathews*
- Les Lenkowsky



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Audrey Alvarado, *Executive Director*



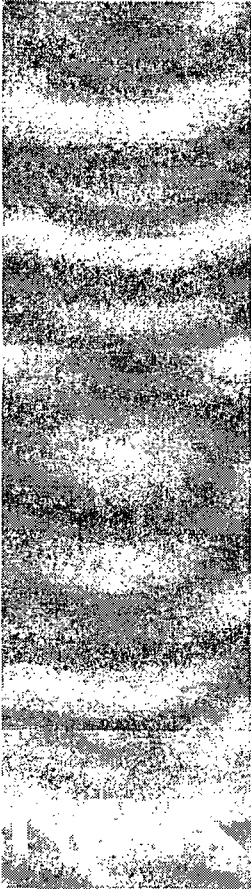
Dr. Audrey R. Alvarado was appointed Executive Director of NCNA in July of 1999. Prior to her appointment, Audrey served as the associate dean for student and external affairs at the University of Colorado at Denver, Graduate School of Public Affairs. Among her other duties, she oversaw the nonprofit management academic areas for both master's and doctoral students. Previous positions include: Executive Director of the Latin American Research and Service Agency in Denver, Colorado, and Program Director of the Hispanic Office of Planning and Evaluation's Talent Search program in Boston, Massachusetts. Audrey has extensive experience as a board member, having been a founding board member and chair of the Colorado Association of Nonprofit Organizations and chair of the National Council of La Raza. She has also served as a trustee of Regis University and on the boards of Rocky Mountain PBS and the Western Interstate Commission on Higher Education. Audrey received her bachelor's degree from the University of the Pacific and her Master's and Doctorate degrees from the University of Utah.
Contact her at: aalvarado@ncna.org

Sheri Brady, *Project Director-Building Capacity for Public Policy*



Sheri Brady joined NCNA as Public Policy Project Director in September 2000. Prior to joining NCNA she worked at the Center for Policy Alternatives (CPA) where she was responsible for program development and policy research and development. At CPA she was responsible for coordinating regional issue forums, state policy roundtables and strategic planning sessions. Prior to joining CPA, she worked for a national child advocacy organization focusing on welfare reform research and policy development. During her tenure at the National Association of Child Advocates, Sheri provided technical assistance to local and state based child advocacy organizations on a variety of policy issues. Sheri received her Juris Doctor (JD) from Boalt Hall School of Law at the University of California at Berkeley and her Bachelor of Arts in political science from Wheaton College. While at Boalt Hall, she worked at Legal Services for Children to provide services to children who were abused and neglected. She also served as Coordinator for the Berkeley Community Law Center HIV Outreach program and as Editor-in-Chief of the *African-American Law and Policy Report*.
Contact her at: sbrady@ncna.org

Jane Robinson Ward, *Director of Development*



Jane Robinson Ward has served on the NCNA staff in various capacities since 1992. As Director of the State Assistance Project, she oversaw a grants and technical assistance program that built the capacity of young state associations and helped launch nearly a dozen new ones. She then served as Director of Programs and Administration, and later as Director of Public Policy. Jane was named Director of Development in September 1999. Before joining NCNA, Jane served as a development officer at her *alma mater*, Carleton College, as operations director for a national youth service organization, called the Campus Outreach Opportunity League (COOL), and as a legislative assistant for the Washington-based Committee for Education Funding. She has also consulted for the Corporation for National and Community Service and the Independent Colleges Office. Her first and most challenging job was as a member of a full-time volunteer corps, when she ran an evening tutorial and recreational program for children from low-income families in Washington, DC. Jane has served on the board of the Campus Outreach Opportunity League and several Independent Sector advisory committees and is currently a member of the Forum of Regional Associations of Grantmakers' Public Policy Advisory Committee.

Contact her at: jrward@ncna.org

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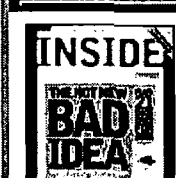
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TODAY'S GOSSIP: Wednesday Morning Report

Vertically cursed woman pleas for Michael Jackson's largesse; Mike Wallace runs afoul of the U.S. Marines; tales of ghostwriting for Hillary Clinton; more ...

by [Paul Bacon](#)

Wednesday, January 03, 2001 11:03 a.m.

WORLD'S TALLEST WOMAN: HELP ME, JACKO

Reuters skims the National Enquirer for heart-wrenching tale of oddity and bathos. **Sandy Allen**, the world's tallest woman, who is "bedridden and broke," is pleading with superstar **Michael Jackson** to help pay for her physical therapy. The 7-foot, 7-1/4 inch-tall Guinness Book of World Records holder's request was reported in the tabloid on Tuesday, but her spokesperson says she only agreed to the interview as a last resort: "She said, 'I don't want a pity party.' She's always been self-supporting. She's just run out of ways to work around this." Allen, who met Jackson once at the Guinness Museum, became ill last year. Her legs now atrophied after being bedridden, she survives on disability payments and requires physical therapy if she is to walk again.

MIKE WALLACE SLAMMED BY MARINE

The highest ranking officer in the U.S. Marine Corps is taking up arms against **60 Minutes** newsman **Mike Wallace**, reports the [Washington Post](#). Commandant Gen. **James Jones** has denounced the legendary reporter for "reprehensible and irresponsible behavior" in contacting the family of pilot Lt. Col. **Keith Sweaney** less than 48 hours after his fatal crash last month in North Carolina. The commandant says Wallace "went beyond the pale of common decency" while researching the incident as part of an investigation of the V-22 Osprey aircraft. Wallace says, "I was simply doing what a reporter does, and I did it in a genuine and sympathetic way." The CBS newsman sent Carol Sweaney a letter of apology after a Marine official complained.

HILLARY'S VEXED GHOSTS

Ghostwriting for Hillary Clinton may seem like a dream gig to some, but according to a "source close to the White House," it may be more trouble than it's worth. [MSNBC](#) quotes an insider who says **Cheryl Merse**, collaborator on *An Invitation to the White House*, had such deep disagreements with Clinton that her name was removed from the cover of the book: "Originally, the book was supposed to have said 'By Hillary Clinton with Cheryl Merse,' but Clinton's people kept rewriting everything Cheryl wrote ... There was a constant struggle over control of the content." Clinton also experienced a "serious falling out" with **Barbara Feinman**, ghostwriter for *It Takes a Village*, and is reportedly applying the hard lessons to her upcoming

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Village, and is reportedly applying the hard lessons to her upcoming \$8 million memoir from **Simon & Schuster**: "In the past, she's always had help from experienced pros ... But for this book, she's probably going to turn to one of her trusted longtime staffers, most likely (press secretary) **Lissa Muscatine**."

WORKING FOR WINFREY: MUM'S THE WORD

Oprah Winfrey sees no problem with muzzling her minions, according to a Newsweek interview excerpted by **People.com**. The 46-year-old daytime TV icon is reportedly "a firm believer in life-long confidentiality agreements," openly issuing gag orders not only to her employees but also to the students she teaches at Northwestern University. Winfrey says, "You cannot create an atmosphere where your employees know that they can be bought, that they can sell you out." Winfrey also claims she created her magazine, **O**, at the suggestion of an audience member and a proposal from **Good Housekeeping**, the combination of which she believed to be a sign from **God**.

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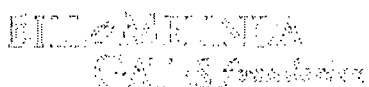
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Contact:

Trevor Neilson
Bill & Melinda Gates Foundation
Phone: 206.709.3112

1.2.01

Sylvia Mathews Named Executive Vice-President of the Bill & Melinda Gates Foundation

SEATTLE-- The Bill & Melinda Gates Foundation announced today that Sylvia Mathews, Deputy Director of the U.S. Office of Management and Budget (OMB), has been named Executive Vice President of the Bill & Melinda Gates Foundation, headquartered in Seattle, Washington.

"Sylvia will help us use our grant-making as a catalyst for change," said Bill & Melinda Gates Foundation founder Bill Gates. "Sylvia brings a critical set of skills to the table that will help us forge the strategic partnerships necessary to make a long-term impact in global health, education and access to technology."

Mathews will oversee finance, administration, legal, government relations, public affairs and other foundation activities. In addition, Mathews will serve on the executive team, helping to shape overall foundation strategy and evaluate the effectiveness of current programs. Mathews will coordinate the foundation's strategy of building partnerships with governments, industry, United Nations agencies, foundations and non-governmental organizations.

Mathews has served as Deputy Director of OMB for the last two years under Jack Lew, and prior to that served as Deputy Chief of Staff to the President of the United States. Mathews previously served as Chief of Staff to former Secretary of the Treasury Bob Rubin, and as White House Staff Director for the National Economic Council. Mathews holds degrees from both Harvard University and Oxford University, where she was a Rhodes Scholar.

Upon news of her departure, President Bill Clinton wished Mathews well saying, "As Deputy Budget Director, Sylvia Mathews has been

a key member of my economic team and deserves a fair share of the credit for the development of our economic strategy. Sylvia's steadfast commitment to public service and her first-rate intellect will make her a valuable asset for the Bill & Melinda Gates Foundation."

Mathews will report to foundation Co-Chair and President, Patty Stonesifer, and Stonesifer welcomed her arrival saying, "We are always looking for ways to advocate on behalf of our grantees and the issues in which they work. Sylvia has a track record of tackling complex economic issues and her skills will help us find sustainable solutions to the challenges the foundation works to address."

Mathews will begin work at the Bill & Melinda Gates Foundation on April 2, 2001.

###

The Bill & Melinda Gates Foundation is dedicated to improving people's lives by sharing advances in health and learning with the global community. Led by Bill Gates' father, William H. Gates, Sr., and Patty Stonesifer, the Seattle-based foundation has an asset base of \$21 billion. For complete information, visit www.gatesfoundation.org.

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Bringing innovations in health and learning to the global community.

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Panel 3: Innovative Private Sector Partnerships

Moderator – Bob Goodwin, President and CEO, Points of Light Foundation

Bob Goodwin – three minute intro

- The purpose of this panel is to extend to the private sector the morning's discussion about the opportunities and challenges presented by partnerships. Toward this end, we will hear from panelists who have been involved in innovative initiatives that were made possible – or stronger or better – due the involvement of multiple private sector partners, such as foundations, corporations, associations, or nonprofit organizations, or even individual funders. In many cases, they have drawn on the experience of the business community in creating effective social ventures, offering new insights to their partners and grantees.
- [The Points of Light Foundation has been involved in many partnerships over the last decade, such as These partnerships have made sense for this organization because The lessons we have learned from these partnerships include]
- Now we will hear from [three] individuals who have been innovators in this field. Their personal bios are found in your program, so I will simply highlight their work that relates to our topic. David Eisner is the director of the AOL Foundation. His work has helped bring not just dollar resources to the nonprofit world of Washington, DC, and beyond – he has also helped organizations benefit from the technical expertise of the AOL staff. He has worked with numerous foundation partners, including [insert].
- Jim Pitofsky is the CEO of SeaChange, mission of SeaChange is to catalyze sustainable social change through social entrepreneurship. SeaChange does its business through alliances with social entrepreneurs, social investors and business leader, and was created by a collaborative effort of a group of funders. I'm sure that Jim will also draw on his experience as a leader of the echoing green foundation and as a social entrepreneur himself to give us insights into creating effective partnerships.
- Jacqueline Novogratz
- TBD

David Eisner – three minute comments

- Describes the Youth Giving Project, a partnership of funders convened by the White House to implement a national effort to teach young people the giving ethic.
- Describes PowerUp, involving numerous nonprofit, government, and corporate partners whose goal is to bridge the digital divide.
- Reflects on what different types of organizations bring to these partnerships and how they make innovation possible.

Zoe Baird – three minute comments

- Describes the Markle Foundation approach re: strategic alliances
- Describes Global Digital Divide project
- Reflects on challenges of nonprofit organizations working with business

Jim Pitofsky – three minute comments

- Describes collaborative process among foundations and corporations that led to the development of SeaChange
- Describes current SeaChange partnerships
- Reflects on the advantages of a partnership approach

Jacqueline Novogratz – three minute comments

- Discusses how the nature of philanthropy is changing
- Offers lessons from the Rockefeller Foundation experience
- Describes the GivingWell approach.

TBD – three minute comments

Moderated discussion – 20 minutes

David – you come from a corporate environment but are very knowledgeable about nonprofits and their approach to partnerships. How do the business community and nonprofit world differ in their approaches to partnerships?

Jim – as a person who has facilitated the creation of a new organization that is built on partnerships, what are some of the challenges you faced and strategies you used to overcome them?

Zoe – the Markle Foundation has participated in several partnerships with media organizations – often nonprofit organizations lack the reach that media can offer. Give us some insights into the work you have done with PBS, Oxygen, or Discovery, for example.

Jacqueline –

We have [TBD] here from [TBD Jewish organization]

David – on an issue like the digital divide, many companies, foundations, and organizations have undertaken their own approaches to addressing the problem. Does collaboration help individual organizations avoid “reinventing the wheel” when it comes to an issue like this?

Audience discussion 25 minutes:

The following individuals are among those prepared to comment

Alan Andreasen, executive director, Social Marketing Institute

Kathy and Art Bushkin, co-founders, Stargazer Foundation

Frances Hesselbein, president, the Drucker Foundation

Ann Cramer, director, IBM Corporate Community Relations

Draft Conference Scenario:

- why
- how
- audience
- future

1. **Registration** (w/continental breakfast??) – 9:30 – 10 am
2. **Bill Ferris to welcome and introduce Melanne** 10 – 10:02
Melanne Verveer to review report 10:02 – 10:10
Note: Panel 1 is seated; Ferris and Verveer speak from a podium then sit in audience
3. **Panel 1: Federal agency partnerships with nonprofit organizations – Working together toward shared goals** 10:10 – 11:15
Secretary Glickman to moderate

Glickman to lead in with 5 min. message: Partnerships mean leveraging resources and improving services, rather than replacing gov't services. We can provide more effective services and get them to more people if we work together – gov't, private funders and nonprofits. Partnerships are important – not simply for the sake of partnering, but because they help organizations and agencies make a difference, whether in getting more kids enrolled in free or low-cost health insurance or in cleaning up the environment.

15 minutes -- Each panelist to give 3 minutes describing partnership, audience speakers 2 minutes - highlighting the following key points:

- *Community Food Security/Gleaning* – Robert Eggar (DC Central Kitchen) [Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship. Shared, well-defined goals and open communication are central to good partnerships.]
- *Afterschool Alliance* – Bill White (Mott Foundation) [We can provide better services when we partner. We can leverage resources when we partner.]
- *Save America's Treasures* – Bob Stanton (Nation'l Park Svc) [We can leverage resources when we partner.]
- *AmeriCorps* – Sister Catherine Cone (Sisters of Notre Dame)

15 minutes of moderated discussion with panelists only: [go through these or a revised set of questions in advance with speakers on the panel to figure out who has the best responses for each – then we can help them refine answers as necessary to make points more clearly]

- Why did you enter this partnership?
- What has made this partnership work?
- How have you seen your ability to meet your own goals enhanced?
- What do you bring to your partnerships that your partners did not have on their own? What did your partners bring that you needed?
- Have you been able to measure the impact of your partnerships?

30 minutes of moderated discussion with audience – questions and scripted pop-ups – with some unscripted additions? - to highlight the same themes as panelists:

- Partnerships cannot just be a euphemism for gov't shifting responsibility to nonprofits/private funders.
- We can reach new audiences when we partner (minority groups, smaller communities)

- We can provide better services when we partner.
- We can leverage resources when we partner.

4. **Panel 2: *Effective Practices for Government Partnerships*** 11:30 – 12:30 –
Secretary Shalala to moderate

20 minutes -- Shalala to lead in with 5 min. message: This is a new way of doing business that requires a new perspective & sustained commitment. Partnerships cannot just be a euphemism for gov't shifting responsibility to nonprofits/private funders. Partnerships are not always easy, but if there are shared goals, investments in capacity-building, and clear, open lines of communication, partnerships can thrive and, as discussed in the first session, allow all involved to have a greater impact.

Each panelist to give a 3 minute description of their partnership/model, 2 minutes if speaking from the audience, highlighting the following key points:

- *SCHIP outreach* – Sarah Shuptrine (Southern Institute on Children and Families, Covering Kids Initiative) [We can reach more people and new audiences (minority groups, smaller communities, etc.) when we partner]
- *YO! Movement* – Jeff Johnson (Nat'l Center for Strategic & Nonprofit Planning) [Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship. Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.] (could have a foundation pop up – Inca Mohammed?)
- *HUD Center* – Father Joe Hacala (HUD)/Sullivan Robinson (Congress of National Black Churches)(speaking from the audience) [Partnerships need to be an intentional way of doing business. Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.]
- *National Donations Management Strategy* – Major David Dalberg (Salvation Army) [We can provide better services when we partner.]

15 minutes of moderated discussion with panelists only: [same idea as above]

- How does your partnership represent a new way of doing business? How does it differ from traditional relationships between funders and nonprofits?
- What did it take to make it happen?
- What were the greatest challenges to making it work? How did you overcome these barriers?
- What are you doing to sustain this partnership – to make it a routine part of the way your organization does business?
- Where are you headed? Are there changes that you are continuing to work towards in your partner relationships?
- Have your goals evolved over time?

25 minutes of moderated discussion with full audience [same idea as above] to highlight the same themes as the panelists:

- Partnerships need to be an intentional way of doing business.

- Real partnerships mean that each side recognizes the unique contributions the other brings to the table and neither side totally controls the relationship.
- Shared, well-defined goals and open communication are central to good partnerships.
- Partnerships require a sustained commitment of time and resources, as well as a willingness to work through challenges together.

5. **Lunch** – HRC to keynote - 12:45 – 2, Intro by Chamber of Commerce

6. **Panel 3: *Innovative Private Sector Partnerships*** - 2 – 3:15

Five minute introduction on the importance of the nonprofit sector and the way that partnerships are playing a significant role in the innovative efforts of funders, particularly high tech funders. These partnerships draw on the experience of business and are enabling funders of all types to take risks, make resources go further, pair their expertise and capacities with other funders offering different assets, and develop more informed programs.

Bob Goodwin, Points of Light Foundation, to moderate?

- David Eisner
- Jim Pitofsky
- Jacqueline Novogratz
- Peter Hero's person?
- Gates TBD (audience speaker)
- Jewish funder (audience speaker)

7. **Panel 4: *Challenges and Choices – The Future of Collaboration*** – 3:30 – 4:00

Sylvia Mathews, OMB, to moderate? Or Sylvia on panel, Sarah Melendez to moderate?

- Ralph Smith
- Jim Austin
- Bill Shore
- Audrey Alvarado
- Les Lenkowsky ~~ET~~

THE WHITE HOUSE
OFFICE OF THE FIRST A LADY

FOR PLANNING PURPOSES ONLY
January 5, 2001

CONTACT: LISSA MUSCATINE
ERIKA BATCHELLER
GAYLEEN DALSIMER
202/456-2960

**FIRST LADY HILLARY RODHAM CLINTON TO CONVENE CONFERENCE ON
"PARTNERSHIPS IN PHILANTHROPY"
January 11, 2001**

Washington, D.C. – On Thursday, January 11, 2001, First Lady Hillary Rodham Clinton will host a conference on "Partnerships in Philanthropy" at the U.S. Chamber of Commerce. The conference will bring together representatives of federal agencies, nonprofit organizations and independent, family and corporate foundations to explore innovative partnerships in philanthropy and strategies to expand these new trends for future generations.

The forum is a follow up to the October 1999 White House Conference on Philanthropy, and the September 2000 conference on "Expanding Philanthropy Through the Internet," a project of the White House Millennium Council and a number of public and private partners.

The day-long conference will include two panel discussions in the morning, a keynote address by the First Lady over lunch, and two panels in the afternoon. Secretary of Agriculture Dan Glickman and Secretary of Health and Human Services Donna Shalala will moderate the first and second panels. A tentative agenda follows.

The full conference is open to press coverage. Members of the media wishing to cover this event should sign up by noon on Wednesday, Jan. 10 by calling the First Lady's press office at 202-456-2960.

EVENT: "Partnerships in Philanthropy" Conference
DATE: Thursday, Jan. 11, 2000
TIME: 10:00 a.m.
LOCATION: U.S. Chamber of Commerce
Hall of Flags
1615 H Street NW
Washington, D.C. 20006

Press Notes:

This event is OPEN PRESS. Members of the media wishing to cover this event must sign up by noon on Wednesday, Jan. 10, by calling the First Lady's press office at 202-456-2960. Press must show standard press credentials to gain access.

Pre-set for the First Lady's remarks: TBD
Final access: TBD

CONFERENCE AGENDA (TENTATIVE)

- 10:00 a.m. **Opening Remarks**
 Bill Ferris, Chairman, National Endowment for the Humanities
 Melanne Verveer, Chief of Staff, Office of the First Lady
- 10:10-11:15 a.m. **PANEL 1: Federal Agency Partnerships with Nonprofit
Organizations -- Working Together Toward Shared Goals**
Moderator: USDA Secretary Dan Glickman
- 11:30-12:30 p.m. **PANEL 2: Effective Practices for Government Partnerships**
Moderator: HHS Secretary Donna Shalala
- 12:45-1:45 p.m. **Remarks by First Lady Hillary Rodham Clinton**
 LUNCH
- 2:00-3:00 p.m. **PANEL 3: Innovative Private Sector Partnerships**
Moderator TBD
- 3:15-4:00 p.m. **PANEL 4: Challenges and Choices: The Future of Collaboration**
Moderator TBD

###

THE WHITE HOUSE
OFFICE OF THE FIRST A LADY

FOR PLANNING PURPOSES ONLY
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###

Dear :

On behalf of the White House, I am writing to invite you to participate in a conference on Partnerships in Philanthropy, focusing on innovative partnerships among federal agencies, nonprofit organizations, and independent, family and corporate foundations. The Conference, which is being organized by the Office of the First Lady, the White House Millennium Council, and the White House Domestic Policy Council, will be held Thursday, January 11, 2001, from 9:30 am to 4 pm, to be followed by a reception. The conference will take place at the Hall of Flags at the United States Chamber of Commerce, 1615 H St. NW, Washington, DC and is sponsored by the National Endowment for the Humanities with support from Merrill Lynch, the Iscol Family Foundation, and the Center for Corporate Citizenship of the United States Chamber of Commerce.

The conference will explore the findings of the report of the President's Task Force on Nonprofits and Government, found on our website at www.whitehouse.gov/initiatives/millennium/philan/html/index.html. In addition, the conference will explore innovative partnerships among funders, and will feature remarks by keynote speaker First Lady Hillary Rodham Clinton. Please refer to the attached draft agenda.

We would like you to participate in the [opening session on the topic of the role of community organizations in supporting youth, particularly young people living in poverty]. Because the program is so tight, all speakers are being asked to limit their opening remarks to three minutes. Opening remarks will be followed by a moderated discussion among the panelists, and then discussion with the audience.

We would appreciate it if you could provide a bio, your name and title as it should appear on the program, and contact information, including a phone number where you can be reached the evening of the 10th. We would also appreciate a draft or outline of your opening remarks, or the three main points you intend to make, so we can ensure that there is not excessive duplication among speakers, given the need to cover a lot of material in a short time. You may submit this information via email to Shirley_S._Sagawa@who.eop.gov, or by fax to (202) 456-6244.

We look forward to seeing you on the 11th. If you have questions, please contact one of us, or [the person who call you]. Thank you for your participation.

Sincerely,

Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady

Ellen Lovell
Deputy Assistant to the President and
Director of the White House
Millennium Council

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 - Jim Pitofsky (SEA Change)
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The Office of the First Lady,
The White House Millennium Council
and
The White House Domestic Policy Council

invite you to a conference:

Partnerships in Philanthropy:

innovative partnerships among federal agencies, nonprofit organizations
and independent, family and corporate foundations.

with remarks by

Hillary Rodham Clinton

Thursday, January 11, 2001
9:30 AM - 4 PM

Hall of Flags
United States Chamber of Commerce
1615 H. St. NW
Washington, D.C. 20006

Sponsored by the National Endowment for the Humanities

With support from the Iscol Family Foundation and
The Center for Corporate Citizenship of the United States Chamber of Commerce

Please RSVP by January 3, 2001

202/395-7372

For more information or to read the report of the President's Task Force on Nonprofits and
Government, visit our website at:

<http://www.whitehouse.gov/Initiatives/Millennium/Philan/html/index.html>

Partnerships in Philanthropy Conference

Thursday January 11, 2001

9:30AM - 4:00PM

Faxable Response Form

(Please fax form to the attention of Matthew Nelson at 202-456-6244)

Name:

Organization:

Title:

Address:

Telephone:

Fax:

Email address:

Yes I will attend _____

NO, I will not be able to attend _____

Please make note that invitations are not transferable.

Immunization Focus

A quarterly publication of the Global Alliance for Vaccines and Immunization

www.VaccineAlliance.org

GAVI

GAVI is a partnership of public and private organizations dedicated to increasing children's access worldwide to immunization against killer diseases.

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Institutions**
The Rockefeller Foundation
**The United Nations Children's
Fund (UNICEF)**
The World Bank
The World Health Organization

Immunization Focus

Immunization Focus is issued quarterly on the GAVI website at www.VaccineAlliance.org

It is intended to provide updates and topical debate about key immunization issues at national and international level. It can also be sent to you by email.

To receive a free email copy, please send an email message to majordomo@who.int, with « subscribe gavi » in the first line of your message. If you do not have web access, paper copies of *Immunization Focus*, downloaded and printed from the web, can be obtained from your national UNICEF or WHO office. Letters to the editor are welcome: please write via the GAVI Secretariat, c/o UNICEF, Palais des Nations, 1211 Geneva 10, Switzerland, or Gavi@unicef.org

NEWS

Early gains in Africa's 'biggest ever' attack on polio

IN the largest synchronized peace-time operation the region has ever seen, 17 countries in West and Central Africa have begun a campaign to immunize 70 million children against polio. With the second round due to start in late November, the early results from the first round, conducted during October, indicate that the campaign has reached a higher proportion of children than any before it.

"Now countries are really getting up to the levels where they can interrupt the transmission of the virus," said Bruce Aylward, coordinator of the Global Polio Eradication Campaign at WHO in Geneva. "No countries have ever cooperated on this scale except in times of war, and that is extremely exciting."

For the first time, many of the countries involved did house-to-house visits, using hundreds of thousands of volunteers to immunize children and then mark the houses. Compared with previous years, the first round has reached 5% to 20% more children than had ever been immunized before.

Political commitment at the highest level was key to the operation's success, said Deo Nshimirimana, regional coordinator for WHO in Abidjan. "President Konare of Mali launched the first day and he stayed all morning, vaccinating the children himself," he said. The campaign went ahead even in countries disrupted by conflict.

The organizers also targeted national borders, where migrants

and victims of conflict tend to miss out on polio immunization. "These synchronized campaigns are an opportunity for peace-building," said Carl Tinstman, UNICEF's senior advisor for polio eradication.

Despite the success, there is still room for improvement, said Nshimirimana. "We still have villages that were not covered in hard-to-reach areas, and we need to do more to train some of the volunteers." A third round will follow early next year in some countries.

Chalk it up:
a volunteer marks a
house in Sokoto,
Nigeria, in the first
round last month



The success of a coordinated and synchronized cross-border campaign could be adapted for other public health purposes, said Aylward, including malaria control or even anti-smoking programmes.

The countries involved are: Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone and Togo. Key to the effort is Nigeria, the largest remaining reservoir of endemic polio in the region.

Phyllida Brown

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Coming to grips with the big one

A new plan to attack measles is gathering widespread support, as Phyllida Brown discovers

MEASLES kills more children than any other other vaccine-preventable disease. This year it will claim the lives of about 880 000 children—a staggering 30% of all vaccine-preventable deaths and 40% of those in children. How can this be, when an effective vaccine costing just 26 cents, including safe injection equipment, has been widely available for more than 20 years?

It's an easy enough question to ask, but, predictably, the answer is tougher. Measles virus is difficult to control because of its contagious nature and the characteristics of the existing vaccine (see Box 1). Disagreements about how best to tackle it have continued for a decade.

The Americas have made dramatic progress towards eliminating the disease.² But some other regions have seen their situation worsen steadily. Amid an overall stagnation in immunization programmes, the percentage of children vaccinated against measles worldwide appears to have actually fallen, from 80% in the early and mid-1990s to 72% in 1999. In many countries in sub-Saharan Africa, coverage is much lower.

Determined to change the current situation, the World Health Organization and UNICEF, together with the US Centers for Disease Control and Prevention (CDC), developing country health experts and others, have hammered out a consensus on what should be done. A plan¹ to be published this month by WHO and UNICEF should be endorsed by the

partner organizations and finalised by the end of the year. The plan has two broad goals:

- To cut measles deaths by two-thirds, saving 3 million lives, by 2005; and
- To continue to prevent at least 600 000 deaths a year, sustainably, after 2005.

In addition, the plan sets a timetable to collect data to indicate whether, after 2005, measles can feasibly be eradicated worldwide.

The plan sets out details of how these goals may be reached (see Box 2). The core of the plan is to increase routine coverage with measles vaccine and then use supplemental campaigns to cut the death toll further. "We have an agenda now to substantially reduce measles mortality," says Ana Maria Henao-Restrepo, who coordinates measles activities at WHO.

The consensus underlying the plan marks a welcome resolution to a protracted debate between key players in global public health. The argument has not been about the need to reduce the number of deaths—after all, few would question this—but about whether the world should embark on a campaign to eradicate measles, and if so, when. By deferring the eradication decision until more data have been gathered, the plan allows the opposing camps to move forward.

"The programme was at a standstill," says Edward Hoekstra, medical coordinator for measles activities at UNICEF. "Now everyone is agreed."

Box 1: Why measles is a tough challenge

Measles is the most contagious infection known to humans. It may cause fever, cough, rash, conjunctivitis, diarrhoea, ear infections and pneumonia. A less frequent but serious consequence of infection is encephalitis, or inflammation of the brain. Measles can also cause permanent disabilities such as blindness.

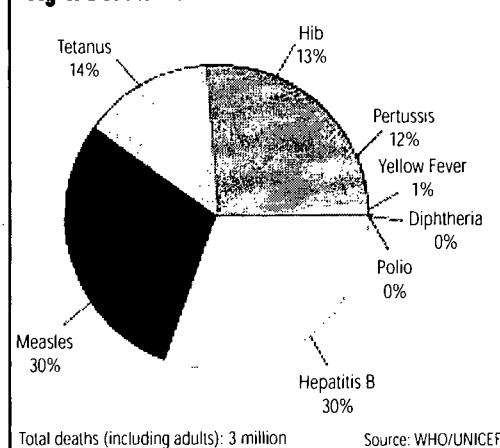
Measles accounts for fully 30% of all deaths from vaccine-preventable diseases including adult deaths caused by hepatitis B (See Figure 1). Twenty countries account for 85% of the deaths, and half of all deaths are concentrated in just four countries—India, Nigeria, Ethiopia and the Democratic Republic of Congo.

Complications of the disease are much more common in low-income countries, and in malnourished children, than in industrialized countries. However, in some high-income countries, particularly in Europe, complacency about measles has created situations where vaccination coverage levels are lower than required to prevent outbreaks.

With the introduction of measles vaccine to the majority of the world's children, the estimated yearly death toll has fallen by about 80% from the pre-vaccine era. However, because measles is so contagious, and because a small minority of those who are vaccinated do not develop immunity, vaccination coverage levels need to be very high—above 90%—to stop the transmission of the virus.

Measles vaccine is given no earlier than 9 months. Before this time, it fails to stimulate immunity in the infant because the mother's antibodies to the virus are still present. Thus, immunization against measles must be delivered much later than the rest of the immunization schedule of vaccines against tuberculosis (BCG), polio and diphtheria, tetanus and pertussis (DTP). This means that,

Fig 1: Deaths from Vaccine-Preventable Diseases



even where coverage rates for BCG and DTP vaccines are at 80% or above, coverage for measles vaccine is usually lower because a large number of parents do not maintain contact with health workers after the first few months. Measles vaccine is also more difficult to handle than some other vaccines: it has to be reconstituted and is highly sensitive to heat.

Research to identify new vaccines against measles, particularly those that could be delivered earlier in life and/or by inhalation, is continuing.

The grounds for the debate have shifted quickly. As recently as 1996 experts at a meeting held by WHO, the Pan American Health Organization (PAHO) and the CDC concluded that global measles eradication was feasible and that a target date should be set for between 2005 and 2010². But others were less certain. The World Bank, for example, has long argued against embarking on an eradication campaign before the costs of doing so—including the diversion of resources from other immunization efforts—have been carefully weighed.

The Americas have almost eliminated indigenous measles, but only through a highly aggressive and active campaign. Elsewhere, in the poorest high-burden countries, such tactics are currently “unthinkable”, says Henao-Restrepo. Fifteen countries, all but five of them in Africa, immunized less than half of their one year-olds against measles in 1998. Measles is killing children in these countries mainly because their routine immunization programmes are struggling on all fronts.

“The consensus is building that the world is not ready for a measles eradication campaign,” says Mark Kane, of the Bill and Melinda Gates Children’s Vaccine Program. One reason, he believes, is that the Global Polio Eradication Initiative has proved more labour-intensive and costly in its final stages than most experts predicted. Even at a predicted cost of US\$2.5 billion spread over 20 years, the cost is likely to be dwarfed by the predicted \$1.5 billion annual savings that will flow from polio eradication³; but, experts fear, before that final goal is achieved, a second disease eradication initiative could sap resources and attention from the critical final stages of the polio campaign.

Finish off polio first

This view is also supported by Ciro de Quadros, head of vaccines and immunization at PAHO, who is credited with being the driving force behind both the polio and the measles elimination initiatives in the Americas. “Of course we cannot think about global eradication of measles at this stage,” he says. “The top priority must be to eradicate polio.”

Also, it has become clear that countries’ current needs are too diverse to be straitjacketed into a single measles eradication campaign. Each has different pressures and priorities.

In Pakistan, for example, Rehan Hafiz, the national manager for the Expanded Programme on Immunization (EPI), says the programme’s resources are fully devoted to the polio campaign at present, and any additional campaign on measles should only be considered later and after careful thought. “Campaigns are very labour-intensive,” says Rehan. “The basis for a strong programme should always be routine immunization.”

In contrast, Uganda is under popular pressure from

Box 2: Gaining the upper hand: a strategy to reduce measles deaths worldwide

The WHO-UNICEF mortality reduction strategy will be focused on the 20 countries that account for 85% of all measles deaths. Initially, it is being adopted by a subgroup of those countries that are already free of endemic polio (Mozambique, Tanzania, Uganda, Indonesia and Myanmar), allowing the remainder to concentrate first on polio eradication. Countries will draw up 3 to 5-year plans to achieve and sustain the targets.

Countries are advised to:

- Increase their routine coverage of at least one dose of measles vaccine to at least 80% of infants aged 9 months.
- Ensure a “second opportunity” for measles vaccination, either through a supplemental campaign or a routine second dose. The second opportunity is needed both to increase the probability that everyone gets at least one dose, and to increase the proportion of the population that is successfully immunized. (At 9 months, up to 15% of infants will not respond to a single dose of measles vaccine, but will be protected after a second dose later.) This advice is new and based on evidence that high measles mortality is more frequently found in settings where children have only one opportunity for measles vaccination.
- Establish an effective system for monitoring coverage and maintaining measles surveillance.
- Provide vitamin A supplements where needed alongside vaccination.
- Improve the management of complicated measles cases.

For more details, and for separate guidelines for countries aiming to eliminate measles, see reference 1.

parents to conduct measles campaigns. Issa Makumbi, the national manager for the EPI in Uganda, says that there is strong demand from ordinary people to act swiftly with mass vaccination campaigns to protect infants from resurging outbreaks of measles. Routine measles vaccination coverage is around 53%. “We cannot wait to revitalise the routine programme while our people are dying,” says Makumbi. “We have to do campaigns first to reduce morbidity and mortality a bit and then put all our efforts into improving routine coverage.” Uganda, with support from UNICEF and WHO, is currently doing mass campaigns in 20 districts. “We have to respond to this demand,” he says. “It is a reality.”

As polio’s devastating effects have begun to recede, the burden of measles has looked increasingly unacceptable, and some in Uganda—and in other countries in Africa where polio is no longer endemic—have questioned the resources that polio attracts compared with the resources available for measles control within routine programmes. “From the community’s point of view, polio is not the priority,” says Makumbi. “It is measles that kills them every minute.” Like some other countries, Uganda has made a virtue of this situation by combining polio campaigns with measles

campaigns. In this way, staff resources are used efficiently and the uptake for polio vaccine remains high, even though the threat of the disease is less visible, because families have strong motivation to get their children immunized against measles.

The new WHO-UNICEF plan recognizes countries' different needs and sets out a framework for good practice. It is based on analyses of the evidence of what works, says Henao-Restrepo. All countries, whatever their current measles status, can use the plan to reduce their measles deaths, while countries or regions that wish to be more ambitious, such as the Americas, Europe and the Eastern Mediterranean, which have elimination plans, can also work within the framework to achieve their aims.

The targets for saving lives can be pursued by all countries immediately—and the economic arguments for doing so are convincing. Preliminary estimates of

the cost of achieving the mortality reduction goals in the twenty highest-burden countries are \$150 million a year, says Hoekstra, a relatively modest sum. What is more, WHO and UNICEF say that governments can achieve the goals extremely cost-effectively. In high-burden countries, improving coverage from 50% to 80% is estimated to cost around US\$2.50 for each life-year gained. In general, health interventions that can be delivered in low-income countries for less than US\$25 per year of life gained are considered to be excellent "buys" for governments, so this represents exceptionally good value for money.

The core of the plan is to increase routine immunization coverage with measles vaccine to 80% by 2005. But WHO and UNICEF recognize that this will be only a first step. Even when fully implemented, routine coverage of 80% would still result in more than 250 000 children dying of measles each year. ▀

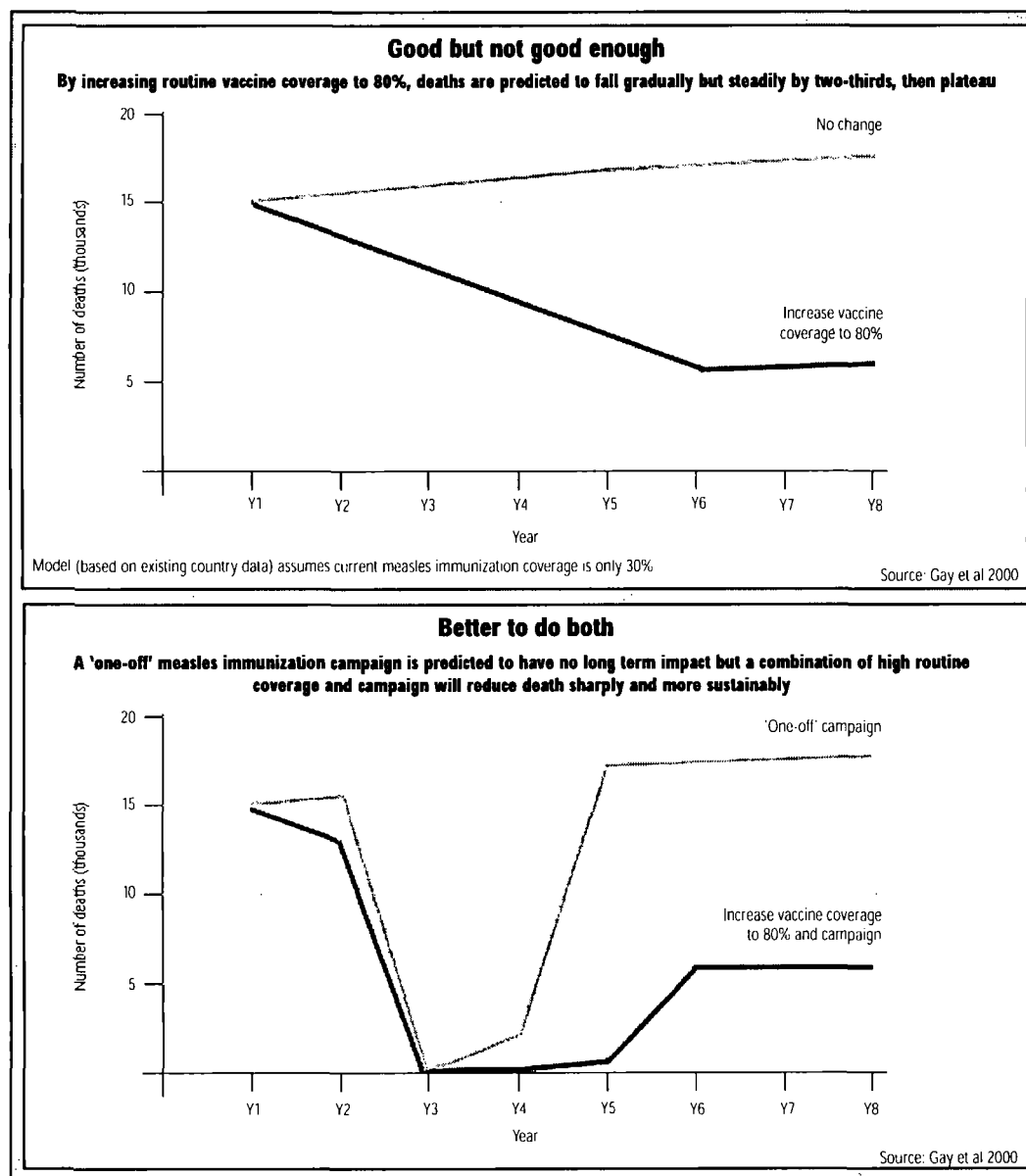


Figure 2:
Models used by
WHO and UNICEF
show the expected
impact of different
approaches to
vaccination

To reduce the worldwide death toll beyond this level, supplementary campaigns will be needed, implemented as part of a long-term and comprehensive strategy.

The recommendations are based on the results of models devised by Nigel Gay and colleagues at the Public Health Laboratory Service in London, England. Using real data from a typical high-burden country where measles vaccination coverage is only 30%, Gay and his colleagues modelled the impact on mortality of increasing coverage to 80%, enacting one-off campaigns, and doing both. Their results are shown in Figure 2. If coverage is increased to 80%, the number of deaths will fall by two-thirds over five years, then plateau. If, on the other hand, the country attempts to reduce measles deaths with a one-off campaign, deaths will fall sharply but transiently, returning to the previous high level within a couple of years. If, however, routine coverage is increased to 80% and a supplemental campaign is added, deaths will be sharply and sustainably reduced.

"You have to do both things," says Hoekstra. "With high coverage and a campaign, it's a few years before the number [of deaths] goes up again, so you have a longer period to work on improving routine immunization." Repeated campaigns will, of course, reduce the death toll further. "Measles campaigns could not replace routine immunization programmes," says Hoekstra. "They can only be in addition."

One critical issue is the supply of vaccine: officials estimate that it will take up to two years for the manufacturers of measles vaccine—some 12 companies in all—to scale up production to a level needed for countries to carry out the recommended steps in the mortality reduction strategy. The targets in the WHO-UNICEF plan take these delays into account. "We are watching the situation closely and will review it every 3–6 months," says Henao-Restrepo.

Action by the year's end

WHO and UNICEF are keen to move ahead quickly with seeking endorsement for the plan from their technical experts, then implementing it. This month, the GAVI Board will also be asked to decide on the role that the Alliance and its partners should play. As well as declaring measles a high priority, GAVI will be asked to help in practical ways.

One of GAVI's key milestones is to increase routine immunization coverage to 80% by 2005³, putting it firmly in line with a central goal of the measles plan. Also in line with the plan, GAVI's partners are already working with countries to improve the systems used to monitor vaccine coverage and safety. At present, measles vaccine coverage is not included in GAVI's monitoring system, with the main indicator being the percentage of children who receive diphtheria, tetanus and pertussis (DTP) vaccine. In future, measles coverage may be added to the indicators.

Decisions about whether or how the Global Fund for Children's Vaccines might provide support for the measles strategy will be made in the near future. One of the Fund's three sub-accounts provides support for countries to improve their routine immunization services so, in principle, this could be used in part to help improve routine measles vaccination coverage. A more controversial question is whether the Fund might also support supplemental measles campaigns or even buy vaccine supplies. Different experts hold different views. For example, Kane, a member of the GAVI Working Group, says that he personally does not believe that the limited resources of the Fund should be used for buying measles vaccine or paying for campaigns today. But in 2–3 years' time, if routine coverage and monitoring has improved in the high-burden countries, he personally believes that the GAVI Board may want to consider using Global Fund resources for well-planned supplemental campaigns, if other support is not available. Hoekstra, meanwhile, argues that the Fund should be used, for example to make strategic grants valued at, say, one-third the size of individual partner grants.

"Measles is the number one public health problem



Swift action: measles vaccination campaigns, like this one in East Timor, can only supplement a good routine programme

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among vaccine-preventable diseases of children," says Hoekstra, "and GAVI now has the opportunity to bring it under the umbrella of its programme." In today's atmosphere of consensus, next year's one year-olds could be the first to see progress. ■

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Footnote

a. Measles elimination is defined as a situation where endemic transmission has stopped over a wide geographic area and secondary spread from imported cases will end naturally, but continued intervention is needed. Measles eradication is defined as the interruption of transmission worldwide.

Research that delivers results

As GAVI decides on its R&D priorities, Karen Birmingham investigates neglected areas

ASK anyone in public health to name some priorities for vaccine research in developing countries, and it's a fairly safe bet that they will mention new vaccines against HIV, tuberculosis and malaria. But some will mention other equally pressing problems. One in four children worldwide is still not immunized routinely with existing, inexpensive vaccines. Up to half of all vaccinations given worldwide may be unsafe, putting children at risk of fatal bloodborne infections. And some important vaccines are stagnating in the development process because current, market-based systems offer manufacturers little incentive to produce them for developing countries.

A growing number of specialists believe that these problems must be addressed, perhaps even before another dollar is spent on making new vaccines.

"There are things we already know how to do, and for those we don't need research, we need implementation," says Mark Kane, director of the Bill and Melinda Gates Children's Vaccine Program. "But we also need to do some operational research to learn more and document the effectiveness of newer approaches and technologies."

This month, the GAVI Board will begin to answer the question of how the partners in the Alliance, and the Global Fund for Children's Vaccines, should support R&D to accelerate the introduction of immunization products, systems and technologies that will benefit the world's poorest. The Fund will be one channel of support. The size of the budget for R&D has yet to be determined (see Box).

GAVI was formed to close the gaps in the world's current immunization efforts, not to duplicate the efforts of others. It is therefore expected to support a few carefully targeted areas of R&D that are currently

relatively neglected, rather than duplicate other funding sources.

Some of these targeted areas may include operational research—for example, analyses of what incentives companies need to develop products that benefit mainly the poorest populations; measuring the outcomes of training health workers in safe practices; or measuring the burden of diseases in developing countries where data are scarce.

Immunization Focus asked a number of major funding bodies in infectious disease research for information about the relative amounts they spend on basic, clinical and operational research. Not surprisingly, comparable data are not available, because research is

categorized differently in different institutions. However, the institutions contacted largely agreed that operational research is underfunded.

To define its priorities, GAVI will look at proposals from several sources,

including its newly formed R&D Task Force. The Task Force, co-chaired by Myron Levine of the Center for Vaccine Development at the University of Maryland and a member of the GAVI Working Group, Yasuhiro Suzuki of WHO and Rino Rappuoli, of Chiron, has consulted widely to help clarify GAVI's role. The group asked Peter Wilson, a consultant with more than 20 years' experience of working with the pharmaceutical and vaccine industry, to canvas the opinion of a broad range of individuals with a stake in immunization.

Wilson devised an 8-point questionnaire which asked respondents to prioritize aspects of R&D according to whether they are "central to, peripheral to or outside" the scope of the Task Force. The exercise identified three vaccines that are relatively near to market, but currently neglected, as strong candidates for support to overcome the final obstacles of development: pneumococcal conjugate vaccines that would protect against the strains of *Streptococcus pneumoniae* that are prevalent in developing countries; rotavirus vaccines; and meningococcal A vaccine. These three were selected because, as the Task Force puts it, they are "low-hanging fruit" that is almost ready to be plucked, and their potential benefit to public health is clear.

The Task Force recognizes that malaria, HIV and TB vaccines are high priorities, but says that there is already a "massive global effort" devoted to them, and points out that the infrastructures for delivering them in developing countries are not yet in place. By devoting resources instead to the three near-ready vaccines, the Alliance could also help to prepare the infrastructures for delivering vaccines against malaria, HIV

"Countries are not going to consider paying for a vaccine for a disease they don't think they have"

GAVI and the role of the Global Fund in R&D

The Global Fund for Children's Vaccines has three separate sub-accounts: One for purchasing new and under-used vaccines such as hepatitis B; another for improving immunization services in the poorest countries; and the third for accelerating the development and introduction of immunization products, systems and technologies. While funds from the first two sub-accounts have already been allocated to countries, the ground rules for the third are still being established.

As GAVI sets priorities for R&D, it is clear that the Fund will support only some of them, while others will be supported by individual partners in the Alliance. Decisions on which projects to back will be taken by the GAVI Board.

It is agreed that the Fund should not support research that other bodies are already funding, nor replace traditional sources of money.

Phyllida Brown

and TB when these become available, says the Task Force.

In addition to the three products, the Task Force agreed to select up to three further projects. The direction that these will take is likely to emerge at the November meeting.

Respondents to Wilson's questionnaire also put a high priority on research to measure the burden of specific vaccine-preventable diseases in developing countries. Such data are valuable, not only to policy-makers but also for vaccine manufacturers, who increasingly rely on this information to calculate the potential market value of new vaccines.

Disease burden data have been shown to be one of three key factors influencing take-up of hepatitis B and *Haemophilus influenzae* type b vaccines into national immunization programmes¹.

Orin Levine of the US National Institutes of Health (NIH), who organized a two-day meeting on disease burden at the WHO's headquarters in Geneva in October, sums up the need for this data: "Simply put, countries are not going to consider paying for a vaccine to prevent a disease that they don't think they have." However, Levine points out that for many diseases prevented by new vaccines, such as pneumonia caused by Hib and diarrhoea caused by rotavirus, establishing the local burden of disease is tricky. "Unlike measles or polio, there is no clinical disease entity that is unique to these agents. Carole Heilman, Director of the Division of Microbiology and Infectious Diseases at NIAID, whose organization is funding a trial in the Gambia of a 9-valent pneumococcus vaccine, also acknowledges the importance of this data. "The question high-burden countries have is, is this vaccine of use to them?" she says.

Improving injection safety

Spending on research to establish disease burden is probably very small at present, but figures are, once again, difficult to obtain. Heilman, for example, says she has hired a staff member specifically to work on the burden of Hib in the Gambia. However, she admits that she cannot give an estimate of how much money NIH invests in disease-burden research.

Sometimes, when disease burden data are lacking, it falls to investigators to collect this as part of a clinical trial. Take, for example, the Phase III trial of an 11-valent pneumococcus vaccine in the Philippines. Principal investigator, Hanna Nohynek of the Finnish National Public Health Institute, says: "Because the figures on prevalence of pneumococcal disease aren't available, we've built a disease burden component into the trial. On the basis of this, we should be able to calculate the savings of introducing the vaccine into such a community."

Developing countries also need better methods to monitor vaccine coverage. Chile is frequently held up as a model of success for its immunization programme. "But our system for monitoring coverage is

very primitive," says Rosanna Lagos of the Roberto del Rio Hospital in Santiago, and a member of the R&D Task Force. "Vaccination clinics have to resort to counting the number of doses at different ages—after a year or 6 months—to estimate the number of children vaccinated." Lagos says the programme desperately needs a computerized subject monitoring system.

Another concern is unsafe injection techniques. Millions of injections are delivered each year in developing countries. As many as 50% of injections have been estimated to be unsafe in one study². One model estimates that unsafe injection techniques may account for approximately 2.3-4.7 million hepatitis C infections, 80,000-160,000 HIV infections, and a staggering 20% of all new hepatitis B infections in developing countries³. Research to document the impact of using auto-disable syringes on reducing these infections is

Say "aaah":
Orin Levine investigates the burden of Hib in Alaska



Levine

on the R&D Task Force agenda.

Another area that the GAVI partners will be exploring is the need to document the impact of communication efforts such as public education and advocacy campaigns. Barry Bloom, dean of Harvard School of Public Health and a member of the R&D Task Force, points out that the diseases prevented by newer vaccines, such as hepatitis B and Hib, may not be well understood by people in developing countries. "The concept of a vaccine that can prevent liver cancer many years later is hard for people to grasp," he says.

With only limited funds, the Alliance must be selective. But as key tasks are chosen, there is hope that each will bring the objective of safe universal immunization a little closer. ■

Karen Birmingham is news editor of the journal *Nature Medicine*

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