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Draft #4

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

--Alexis de Tocqueville

Foreword

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 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 that took a hands-off approach, leaving the private sector 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.

*business + nonprofits together
or do we mean
civic sector
(non-profit)*

For this kind of government to work, we must have a strong civil

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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 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 replicated and improved.

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 nonprofit organizations, redefining, in the process, 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 they play cannot be overstated: They make government work better, and are strengthened through their relationship with federal agencies.

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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 are sustained and nourished, and when all else fails, nourish and protect the smallest 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 Advisors and the Domestic Policy 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

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[can you find a better quote??]

"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

INTRODUCTION 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 non-profit organizations, and to determine how each one of us can make a contribution by doing more.

Our democracy thrives because of people like Myrian Bodner, a

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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 gave each of her parishioners \$10 out of a small inheritance 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~~they~~ spent a lifetime washing, starching and ironing other people's clothes. She lived simply and frugally, and four years ago, she 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."

To honor heroes like these and highlight the American tradition of giving – a tradition that we hope to enhance as we begin a new millennium – the President and I hosted the first-ever White House Conference on Philanthropy in October of 1999. Giving always has been an important tradition in this country, and never has there been a better time to encourage and support this tradition. We are living in a period of unprecedented prosperity, a time when the new economy has produced new wealth and the

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at least

baby boom generation stands poised to inherit \$12 trillion from the World War II generation. Last year, donations to charitable causes reached a new high, totaling nearly \$150 billion. Individuals accounted for 85 percent of that amount, up a third since 1995. As a percent of our gross national 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

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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 worked so hard to make 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 the recommendations that will be a guide for future generations of government workers and non-profit 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, and Matthew Nelson from the Office of the First Lady; and Bruce Reed, Eric Gould, and Julie Bosland from the White House Domestic Policy Council. They have certainly made their gifts to the future.

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List of Appendices

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

*(he asked to be
on + was represented
by staff)*

B. Executive Memorandum

C. President's Tax Initiatives

D. CEA Report: Philanthropy in the American Economy

E. Agency Questionnaire

F. Descriptions of specific partnerships

PREFACE by Melanne Verveer, Bruce Reed, and Gene Sperling

*need to
make
posit.
profit. to enhance
life -
turn art,
education,
enviro
protection.*

Nonprofit organizations transform philanthropy – turning cash into food, clothing, health care, education and other forms of help for those in need. 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 501c3 organizations increased from 575,000 to more than 830,000, and giving and volunteering is at an all-time high. Government is an important source of funding for these groups, with one study 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. *housing? job training?*

But more telling than the numbers is the new spirit of service and civic activism that are taking hold in communities across America. It is not surprising, therefore, that federal agencies would increasingly chose to work in partnership with nonprofit organizations as they *cooperate on* (worked toward) common goals.

The Executive Memorandum that created the Task Force 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: to develop a public inventory of “best practices” in existing collaborations between federal agency programs and nonprofit organizations; to evaluate data and research trends pertaining to nonprofits and philanthropy; and, to develop further policy responses. Objective three was addressed by the introduction of several tax initiatives in the President’s budget (see Appendix C) and by the recommendations in this report. Objective two was met by the Council of Economic Advisors’ 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 full text of the CEA report can be found at 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

The nonprofit representatives commended the work of some agencies for improvements they had undertaken^{ed} in working with the sector and were generally supportive of the direction the Task Force^f had taken. 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^{ed} ~~requested that~~^{to} the organizations survey their members for additional feedback; this request resulted in a survey by Independent Sector of its membership, as well as responses by the Council on Foundations and **[one more – need to check]**.

Finally, in early August, the members of the Task Force met once again to hear the details of the best submissions, to discuss the nominations and to explore other examples to include. 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 **[need to explain why this is significant]**, or 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 agency ~~principals~~ ^{officials} described their partnerships, other participants began to ask questions and ~~while taking~~ ^{to} 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 these programs operated ^{in isolation} (as if in a vacuum) in most cases, known only to the administrators and nonprofits involved.

As we heard more and more efforts to encourage and facilitate such partnerships, we began to appreciate how deeply this approach had penetrated federal agencies. In the days that followed, each of our offices was blanketed in emails from agency participants with even more ideas.

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. This information can be used by government or nonprofit employees to improve existing partnerships, and we hope ^{it} will encourage the development of new and innovative activities. The material is divided into categories, including discussions of how to

administration has broken new ground in the ^{creation} (area) of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked ~~each~~ ^{from each fed. agency} representative to submit the agency's top four non-profit 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. Submissions were then placed into one of six categories for final review: partnerships ^{list ?} that provide better services to the public; partnerships that allow input into the policy making process; ^{collaboration} ~~partnerships~~ that effectively leverage resources; partnerships that result in meaningful exchanges of information across sectors and with the general public; approaches that improve government operations; and initiatives that improve the effectiveness of nonprofit organizations. From those, 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.

Meanwhile, staff from the President's Domestic Policy Council, Office of the First Lady, and the Millennium Council met with representatives of the nonprofit community ~~in order~~ to solicit their input.

provide better services; reach out to a broader spectrum of nonprofits; involve nonprofits in the policy-making process; leverage resources; share information; improve the effectiveness of nonprofit organizations and the responsiveness of government.

The work of the Task Force makes clear that the last eight years have seen federal agencies reach out to nonprofit organizations as partners in addressing their most pressing challenges. We hope that this report will assist future administrations in forging these relationships and continuing to improve the way that agencies work with nonprofit organizations. *and enhance the vitality of our civic sector. (?)*

Draft 4**I. PROVIDING BETTER SERVICES**

From immunizing our children to protecting our environment, one way for the federal government to do a better job of providing services is to reach out and forge stronger and more efficient working relationships with the growing nonprofit sector. By developing mutually beneficial relationships ^{with including} ~~with~~ shared decisionmaking and shared goals -- ~~with~~ nonprofit groups, 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 such relationships, agencies have taken their joint endeavors with corporations and nonprofit groups, other agencies, and state and local governments beyond the traditional grantor-grantee ^{model} ~~paradigm~~. In such cases, the government does more than define a program and write 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

Historically, government policies have affected the activities of nonprofits in a variety of direct and indirect ways, a fact not always well-understood by the public. Federal interactions with the nonprofit sector include:

- Tax policy, including the deductibility of contributions and the designation of tax-exempt status, which can make a significant difference in a nonprofit's bottom line and the activities it is permitted to undertake;
- Collection of statistics by the IRS, the Census, the Department of Labor, and others, which contributes to our understanding of the nonprofit sector and provides data of critical importance to some nonprofit organizations;
- The Combined Federal Campaign and federal employee volunteer programs, which channel the resources of federal workers to the

The Combined Federal Campaign has served as a model for the development of workplace giving campaigns in the corporate sector and for state and local government campaigns. For information about the history of the CFC and volunteering policies and practices, lists of participating organizations, criteria for participation, campaign trends and general questions and answers about the CFC, you can visit their web site at www.opm.gov/cfc. The CFC also offers brochures on participating charities; communications kits for marketing purposes; a 2000 CFC video; sample partnership agreements with non-profit campaign partners; lists of top-performing campaigns in the country; and a Q&A.

non-profit sector;

- The billions of dollars flow that through federal grants and contracts to nonprofit organizations;
- Research undertaken by government agencies in partnership with institutions of higher education and other private sector researchers; and
- Direct federal payments that flow to hospitals through Medicaid and Medicare, together with policies that have a profound impact on the health care field.

since this info affects all partnerships, it should be in the intro or its own short section?

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. Some of these are described in this section.

1. Providing Better Services

Childhood Immunization

The National Immunization Program

Vaccines are one of the greatest achievements of biomedical science and public health. Yet, despite remarkable progress, several challenges face

the US vaccine-delivery system, which must be capable of implementing increasingly complex vaccination schedules. An estimated 11,000 children are born in this country each day – each child requiring 15-19 doses of vaccine by the age of 18 months in order to be protected against 11 diseases.

In 1993, the Clinton administration launched the National Immunization Program (NIP) 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 as in this case, series of partnerships. These were the NIP's goals for the year 2000: 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; vaccine-preventable childhood diseases would be eliminated or reduced; and, 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 aimed at eliminating racial and ethnic health disparities linked to childhood immunization.

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 important of childhood immunizations, educating parents about the benefits and risks associated with immunization, facilitating access to health care providers, and engaging corporate and foundation partners and support. ^{PR}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. Stepping out of the old grantor-grantee model, NIP has provided initial training and technical assistance to CCIC, whose member organizations have sponsored dozens of free immunization clinics. 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 seven 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.

Food Recovery
The Food Recovery and Gleaning Initiative and
Community Food Security Initiative

While the federal government doesn't manufacture, grow and

*WIC
does*

distribute food to our nation's hungry, it does have an important role to play

in eliminating hunger in the United States. In November of 1996, President Clinton signed an Executive Memorandum directing the US Department of Agriculture to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. Following up, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning in September of 1997 – 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 leadership of Secretary Dan Glickman, for whom the Food Recovery and Gleaning Initiative is a top priority, offers a significant example of the importance of active and engaged support and leadership from the top. 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. [It would be helpful here to *yes - such as? name a few? and some names of the grassroots* know specifically how the Department helped the organizations – what did it do that the organizations couldn't do on their own]

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 Web site 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 1991 Secretary Glickman launched a broader Community Food Security Initiative, which works on several fronts to help grassroots nonprofit groups

*done
have any
results?*

fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency. Through this initiative, Agriculture Department employees reached out to **[dozens?]** of antihunger organizations and **[did what?]**. Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs to teach hands-on nutrition education classes **[specifically, what did the Department do to help SOS expand its program?]**, and a partnership with World Hunger Year (WHY) to publicize and distribute "Replication *how we need to explain what this is?* Manuals" highlighting effective grassroots hunger and anti-poverty programs in the United States. **[were these federal publications?]** 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.

Chesapeake Bay Cleanup

*was this all fed agency
"down" to local level - or
did the idea bubble up
from the grassroots?*

[Note – this example needs to be clearer regarding what happened during this administration that was new or different that the existing partnership or perhaps we should drop] *agree - we state this is about "new partnership - ships"*

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.

The Bay Program continues to operate under subsequent Agreements, the latest of which was signed in the summer of 2000 **[Did the latest agreement include any interesting innovations?]**. 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 the restoration effort.

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 play different roles – using ^(meaning the Ches. Bay Fund. + the Alliance?) their outreach capacity, volunteer networks, and [what else?] 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 is also an important role. 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.

Conclusion

Replace Bay ex. (if no~~is~~ evidence of new partnerships goals with one of them?)

Scores of other examples of successful partnerships are working in federal agencies across the government to provide better services for their constituents. The Department of Justice's Operation Weed and Seed encourages local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements. HUD's Continuum of Care initiative supports local groups working to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. HUD is also part of JOBS PLUS, a national consortium of private foundations and federal agencies, including the Department of Labor **[and who else]**. Established in 1994, JOBS PLUS works in public housing developments to help residents get and keep jobs. And, the Department of Justice's 5 Goals 4 Kids is working, with the assistance of nonprofit partners like the United Way, to enroll at least 500,000 uninsured children in the state-run children's health insurance programs called 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 brought funding to 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 with an eye to stretching resources further, meeting common goals and solving common problems. As the nonprofit sector grows in size and importance, there will be even greater opportunity to forge partnerships that marry the mighty power 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.

*Can we make the pt. that the fed. agency noticed
the success of local initiatives + decided to build
on them - the bottom-up approach?*



WHITE HOUSE MILLENNIUM COUNCIL

PHONE: 202/456-2000

FAX: 202/395-7376

TO: ShirleyFAX: 703 548 6374

PHONE: _____

FROM: EllenDATE: 11/18

Number of Pages (Including Cover):

MESSAGE: Second
~~First~~ batch - only light edits + a few
questions. You are a marvel. I hope where you
ask Q, such as Chesapeake Bay example, Carol B.
is doing the research.

E m c

I'll keep studying...

WHITE HOUSE MILLENNIUM COUNCIL

708 JACKSON PLACE, NW

WASHINGTON, DC 20503

The information contained in this facsimile is PRIVATE and intended for the recipient ONLY. Please call if there are any problems with our transmission.

II. Reaching Out to a Broader Spectrum of Nonprofits

A. Introduction

Some nonprofit groups, including community and faith-based organizations, small grassroots groups, and associations that serve underrepresented communities, are, in general, harder to reach 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. ~~While~~ ^{Some} nonprofits, particularly the larger, well-established organizations that receive significant funding from the federal government, ~~have~~ ^{But} traditionally worked closely with federal agencies, others, because of their lack of connection, limited resources, size, and other barriers, do not. Nonetheless, these organizations are important partners to federal agencies and advocates for their less ^{represented} well-connected constituencies. For this reason, the Clinton administration has made it a priority to reach out to a broader spectrum of nonprofits through a variety of mechanisms, ^{invite the participation} as well as working with coalitions that have a deep reach into their communities. Some ^{To do this,} strategies ~~may~~ involve streamlining or simplifying the grant-making process to make it easier or at least more attractive for these groups to gain access to funding.¹ Other strategies ~~may~~ include creating an office or designating an individual to serve as a

¹ 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.

→ makes them
smaller
easier to
reach
need
lobby for it

nonprofit liaison, providing technical assistance, or setting aside resources for underserved groups.

B. Working with faith-based organizations

Many believe – or assume – that federal agencies have, or should have, only a limited relationship with faith-based organizations. To the contrary, the Clinton Administration has sought close working relationships with religious organizations in a variety of ways. For example, today, there are more than _____ AmeriCorps members are serving with faith-based organizations, and ????

Need to cite charitable choice or other legislation that gave me pay?

The Center for Community and Interfaith Partnerships

One visible and successful example of a federal agency reaching out to faith-based ^{organ. is} The Center for Community and Interfaith Partnerships. Established in 1997 by HUD Secretary Andrew Cuomo, ^{the Center is} is the first office in a federal agency specifically created

don't need to define? say how many devote their budgets + vols to delivering services?

to address the needs of community- and faith-based organizations that participate ⁱⁿ or are interested in federal grant programs. ^{* purpose of initiative here} 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

is this one description or are we saying comm. org. and faith-based orgs?

community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

Although the Center is not a source of funding for nonprofits, its approach is so successful that the FY 2001 budget includes 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.]

This goes at
beginning
3 sentence
after
Center for
Comm. &
Interfaith
Partnership

The Strategic Approaches to Community Safety Initiative

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. The Middle District of North Carolina, which includes Winston-Salem and High Point, N.C., has established a particularly promising relationship with community leaders 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 targeted neighborhoods. 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."

2 sentences
on how it
works?
what do they
do together?

C. Outreach to Small Grassroots Organizations

Grassroots groups, like faith-based organizations, ^{do} 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 populations and are able to represent their interests to policy makers. Intermediary organizations can play a useful role in bridging the gap between grassroots groups and federal agencies.

The National Community Development Initiative

The National Community Development Initiative (NCDI), for example, 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 for 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 out and affect the quality of life in the smallest neighborhood by establishing relationships with local community- and faith-based organizations.

anything on where the initiative started? with local organizations? foundation?

Technical Assistance Grants

Another approach taken by federal agencies is to provide technical assistance to targeted community groups. The EPA's Technical Assistance Grants (TAG) 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. *the aid of experts?* 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. *Anything on results of this? Shorter cleanup time? more community support?*

D. Outreach to underrepresented communities

Women Business Centers

In a similar vein, nonprofit organizations can be strong partners when it comes to reaching women and communities of color. For example, Women Business Centers (WBC) are nonprofit organizations funded by the Small Business Administration that provide extensive training to small business owners while helping the agency achieve its mission of promoting entrepreneurship, and reaching out to historically underrepresented segments of the business community. Each center provides women ^{with} assistance and/or training in finance, management, marketing, procurement and the Internet, while

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Nov. 09 2000 02:27PM PT

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addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. WBCs work extensively with chambers of commerce, civic organizations, ^{Such as?} 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

Similarly, ACCION Texas is a nonprofit development program serving economically depressed communities by offering small loans -- or microcredit. 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. Sixty percent of ACCION Texas borrowers are women.

Repayment
rate?
Other results?

D. Conclusion

AmeriCorps

When faced with challenges such as illiteracy, poverty, crime, and environmental problems, our nation has always relied on the dedication and action of its citizens. The partnerships described above are taking organizational, financial and technological

Shaned this so near beginning of the report to help make broader pt about Clinton admin. partnerships?

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 Service², 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

² 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.

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 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

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Nov. 09 2000 02:28PM P10

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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.



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Number of Pages (Including Cover):

~~Second~~ Third

MESSAGE: ~~First~~ batch - only light edits + a few
questions. You are a marvel. I hope where you
ask Q, such as Chesapeake Bay example, Carol B.
is doing the research.

E me

~~Still keep working~~

what's next?

make CB answer the

questions by Wed?

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III. INVOLVING NONPROFITS IN THE POLICY-MAKING PROCESS

A. Introduction

Representatives of nonprofit organizations express strong support for the chance not only to receive funding and other support, but also to have agencies seek their participation in the development of policies. They believe ^{that} they can become more effective partners – and more effective in carrying out their own missions – ^{means being} 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 ^{need to explain} interaction would be a welcome step in the right direction.

B. Innovative Approaches to Rulemaking and Policy Development

White House Conferences

Since 1993, the Clintons have hosted more than a dozen ^{do} White House Conferences, ^{these forums are} a unique showcase for issues, vehicle ^{for promoting} for dissemination of information, and ^{role as} opportunity for dialogue and input. ^{yes.} ^{WH Conf. are usually} Generally held in the majestic East Room, the largest room in the house, with its capacity to seat more than 200 guests, ~~the~~ Clinton conferences ^{have also} embraced the vast potential of the cybercast, a technique that was first used in the White House in February of 1998 to broadcast the inaugural Millennium Evening at the White House over the World Wide Web. ^{and receive email questions via email.} 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 the People's House as possible. And thanks to cyberspace ^{cast}, tens of thousands of

Americans — many of them college students who would ^{otherwise} 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 their country's vast achievements in science, art and ^{Scholarship} 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 ^{preserve cultural heritage and increase} engage every citizen in more than toasts and ^{active participation in strengthening our communities, especially by youth.} fireworks on December 31.

Among the values that the President and the First Lady were determined to highlight, was a long and proud tradition of philanthropy. Using ^{this} the most high-profile of ~~forums~~ vehicles, in October of 1999 they convened the first-ever White House Conference on Philanthropy: Gifts to the Future.

As with other White House conferences, the organizers of the Philanthropy Conference — ^{DPC?} ~~all members of the First Lady's staff~~ — developed the program, invitation list and policy announcements after extensive consultation with nonprofits, corporations, ^{nearly 100 representatives of} researchers and individuals ^{who were} invited to ~~participate in~~ a series of discussion sessions over several months. The nonprofits that were consulted represented a cross-section of national and local foundations, religious groups and ^{research and} advocacy groups serving a wide variety of constituencies, and concerned with a large number of issues. Many of these ^{from the housing to the environment to phil. itself.} representatives reported that they had never before been contacted prior to such a meeting. This planning and partnership model is fully replicable, and has been used since to plan other White House Conferences.

^{result?} insured wide range of views; led to recognition of our diverse traditions of giving and the need to pass on the ethic of giving to young people.

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3

C. Conclusion

Too often in the past, government planners and nonprofit leaders have operated without the benefit of knowing each other's purposes and resources. 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 for the federal agency to consult face to face, to tour the facilities of the nonprofit, or to exchange expertise or advice. With new models like the White House Conference on Philanthropy, that pattern has already become dated, and, as was evident at the August meeting of the Task Force, new collaborations have injected a level of energy, excitement and enthusiasm heretofore unknown in this process.

*more HUD's Center example to here to make
policy input point?*

Add an example?

III. 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 the federal government or nonprofit^{either}, 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 between 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. *not sure what this means.*

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 joined forces with the nonprofit Points of Light Foundation, created during the Bush Administration, to organized 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.

*any note on results?
commitment of resources to achieve?*

Save America's Treasures

*needs clarification -
I'll rewrite.
(Emu)*

Similarly, ~~One~~ ^{major} One of the centerpieces of the Administration's Millennium Initiative is a collaborative project called Save America's Treasures (SAT). Administered by the National Park Service, SAT is devoted to saving our deteriorating national treasures, preserving them as gifts for the future. Kicking off the program in July of 1998, the President and Mrs. Clinton stood in front of the Star-Spangled Banner, which was about to be lifted from its site in the Smithsonian's Museum of American History, and restored – all the while remaining in plain view for the public to watch. Standing with the first couple that day was Richard Moe, chairman of the National Trust for Historic Preservation and Ralph Lauren, who had donated a total of \$13 million to the project – representing the nonprofit partner and the corporate partner on the project to restore the flag. After the ceremony, Mrs. Clinton boarded a bus for a swing up the east coast where she focused attention on other deteriorating sites that hold our history and our stories in their walls – sites like Thomas Alva Edison's Invention Factory, George Washington's Revolutionary War Headquarters, and Harriet Tubman's home, a stop along the Underground Railroad.

The National Trust for Historic Preservation, a nonprofit historic preservation organization, is the federal government's primary private sector partner in this program. Although it has been successful in identifying donors for several Save America's Treasures grants, the National Trust does not match grants itself. Rather, it works to raise public awareness of, and commitment to, our nation's urgent preservation needs. Official Save America's Treasure sites must match grant money and leverage an

equivalent or greater amount of money and resources from the non-federal sector. To date, the over-600 SAT projects have received \$45 million in grants and have raised nearly [\$_____].

The Children Exposed to Violence Initiative

[This example needs to be reworked to explain how the agency contributes and how nonprofits were specifically involved – what they contributed and why – how were resources leveraged? It's not clear. Need to fix or drop]

~~When speaking of leveraging resources, many might assume that money is involved.~~ But the concept of resources goes beyond budgets as is the case with the Justice Department's Children Exposed to Violence Initiative (CEVI).

Since its launch in 1998, CEVI has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child maltreatment across America. CEVI coordinates and expands upon the Justice Department's policies and programs relating to children exposed to violence in order to improve the justice system's approach and the communities' responses to child crime victims and witnesses. CEVI focuses attention on the abuse and violence that affects the lives of too many children, and challenges federal, state and local law enforcement – in partnership with families, communities, social service agencies, child protective services, mental and physical health care providers, schools, courts, the private sector, and federal, state and local government leaders – to improve prevention, intervention, and accountability efforts aimed to help children exposed to violence. [Not clear what this means]

As part of the Initiative, the Department of Justice, in June of 1999, convened *Safe from the Start: The National Summit on Children Exposed to Violence*. This summit

needs a vivid example

does not mean only

and results of

both the approach of the

too condensed

brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media. By working together, these experts were better able to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses.

Vital Voices

In the foreign policy arena, the Vital Voices program 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, Vital Voices built on the promise of the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the Secretary of State, Madeleine Albright, women's rights have taken their place as part of the mainstream of American foreign policy.

resolution
of an
emerging
force

Vital Voices relies heavily on donated in-kind training, support and expertise from non-profit organizations, and has leveraged corporate support from a host of national and international businesses. These partnerships have allowed Vital Voices to host technology-training sessions, fund Web site development, coordinate research symposiums, and engage additional private and public sector partners. **[It is not clear through this description if and how nonprofit organizations are involved.]**

In the three years since the launch of Vital Voices, women around the world have seen their lives changed. Vital Voices has helped them run for elected office, start and

how?

grow small businesses and craft new legislation. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

*example of
partners?
focus on
one
place +
tell what
happened?*

Relationships With "Friends Of" And Other Nonprofit Partners

A growing number of federal agencies and programs are able to point to "Friends of" or partner organizations whose main mission is related to the work of the agency. Most of these groups are 501c3 organizations that raise private sector funds for purposes complementary to the mission of the agency. For example, 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 the Park Service (the National Park Foundation), the Art in Embassies Program (Friends of Art and Preservation in Embassies), and Head Start (the National Head Start Association).

any under our watch?

US Coast Guard Auxiliary

Another example of a dedicated nonprofit partner is the US Coast Guard Auxiliary, the civilian volunteer arm of the United States Coast Guard that assists in promoting boating safety awareness, and protecting boaters on the water. Volunteer Auxiliary members spend thousands of hours educating the public about possible waterway dangers and threats to life. Its 35,000 volunteers perform vessel safety checks on millions of 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."

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. **[can we clarify two things: what the Auxiliary does that the Coast Guard can't or doesn't do itself, and is are there any new developments that occurred during the Clinton Administration?** *yes*

Partnerships with Private Sector Funders

The President's 21st Century Community Learning Centers Program

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. [pull quotes from Dot Ridings' letter]

For the last two years, the Department of Education and the Mott Foundation have worked together on the President's 21st Century Community Learning Centers Program, to create community-based after-school programs. The Department administers the program and supplies funds to local communities through a competitive grant process. The Mott Foundation underwrites training and technical assistance, program evaluation, and public awareness. Simply by providing technical assistance on how to complete applications for federal funding, the Foundation has broadened the pool of recipients. *any concrete goal to cite?*

Over the next six years, Mott will provide more than \$95 million to provide technical assistance in every state, track national attitudes on after-school programs through surveys and research data, and conduct a public education campaign as part of the After-school Alliance. In a validation of the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

B. Catalyzing Private Sector Action

Youth Opportunity Movement

In 1998, Labor Secretary Alexis Herman created the Youth Opportunity (YO) Movement to build on \$1 billion in Department funds for "out-of-school youth." YO is a catalyst, not a government program. *The Dept of Labor* Labor's role is to create a groundswell of support for the employment and social needs of out-of-school youth.

Through the YO, 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. Labor brings the issue to the public arena and generates leadership among corporations, foundations and celebrities.

*needs an
example
naming some
partners.*

The Welfare to Work Partnership

The Welfare to Work Partnership is an especially successful example of a nonprofit created ~~in response~~ to help implement new federal policies and dedicated to mobilize private sector action. When President Clinton signed the Personal Responsibility and Work 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. Sixteen percent of the companies say they have actually saved money

*This is
the kind
of detail
we need
in some
other examples*

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 ~~for important efforts~~ 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 private sector funding for initiatives, engaging volunteers, and reaching out to businesses and foundations.

V. SHARING INFORMATION

Nonprofit organizations 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 agencies 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

*am checking w/ Josh Gotbaum on the
rumored "One Application" – sorry I'm late.*

More than a dozen federal agencies – from Education and Energy to SBA 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 199_ to serve as a central starting point to help nonprofit organizations access online Federal information and services. Specialized, issue-specific sites have also been developed, such as www.afterschool.gov, to connect information-seekers to federal resources that support children and youth during out-of-school hours.



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MESSAGE: First batch - only light edits + a few
questions. You are a marvel. I hope where you
ask Q, such as Chesapeake Bay example, Carol B.
is doing the research.

EML

I'll keep sending...

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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 Web sites 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.

In addition to using the Internet's full potential to share information, the EDSITEment project has also leveraged significant private resources, including \$1 million from the MCI WorldCom Foundation. Energized by the success of EDSITEment, the MCI Worldcom Foundation has used it as a model for creating six additional portal 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 (EconomicsEducation), mathematics (National Council of Teachers of Mathematics), and the arts (the Kennedy Center).

of hits? usage - impact?

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 and Web site 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.



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Partnership for Family Involvement In Education

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National Spatial Data Infrastructure

[this section uses a lot of technical terms unfamiliar to the lay reader – is there a difference between geospacial and geographic? can this be made easier to understand? is it accurate as written?]

Federal agencies can also 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 multiple partnership that includes non-profits working in concert 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. The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (environmental data, population, and social statistics are examples of geospatial data). One of FGDC's primary goals is to develop an easily accessible 'national' resource of this information – the NSDI. *Why is this important to do?*

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 [**including who – give a couple examples**] 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 fosters increased collaboration among public and private sector organizations within the geospatial data community.

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 Web sites 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 Web sites call for even greater cooperation between nonprofits and government as relevant information is clearly present in both sectors and for end-users, accessing it through a single site is certainly easier than working through separate portals.

VI. IMPROVING THE EFFECTIVENESS OF NONPROFIT ORGANIZATIONS

A. Introduction

examples are weighted toward assistance to profit-making businesses
(Malcolm Baldrige Awards, SCORE)
why not same assistance for nonprofits?

B. Technical Assistance or Training to Improve Nonprofit Capacity

SCORE

Malcolm Baldrige National Quality Program
Conservation Leadership Network

C. Providing Assistance to Improve Compliance with Government Rules

EPA Region 5?

D. Using Government Contracting Authority

Goodwill of Southern Florida

E. Helping Nonprofits Work Together More Effectively

FEMA – National Donations Management Strategy

VI. Improving the Effectiveness of Nonprofit Organizations

Improving the effectiveness of nonprofit organizations. Although the federal government does a great deal to assist for-profit businesses through the SBA and Commerce and other agencies, there is very limited assistance available to help nonprofit organizations become more effective.

Technical assistance or training to improve nonprofit capacity

The Service Corps of Retired Executives (SCORE) is a nonprofit that provides free business counseling services to business entrepreneurs. Staffed by retired executives who provide one on one counseling and training workshops, the program is an invaluable resource to the entrepreneurial community for two major reasons: many SCORE offices are in rural areas where business counseling is not otherwise available and, many of the entrepreneurs do not yet have the budget to pay for private business counselors. On an extremely limited budget, SCORE adds to the success of entrepreneurs through training, evaluation and assessment of businesses and ideas and thus is an invaluable partner to SBA's. While SCORE is business oriented it could easily serve as model for providing technical assistance or training to nonprofits and thereby improve their capacity.

Any new aspect 1993 - 2001 ?
Signed into law in 1988, the Malcolm Baldrige National Quality Award was established as America's highest honor for excellence in organizational performance. Managed by the Department of Commerce's National Institute of Standards and Technology, it has proven to be a remarkably successful government and private sector collaboration. Each year, more than 400 experts from industry, government, education and health care volunteer hundreds of hours reviewing applications, conducting site visits, and providing award applicants with written feedback. In addition, board members have given thousands of presentations on performance excellence.

Organizations across sectors are supporting the Baldrige program by urging widespread adoption of its performance excellence principles. For example, the National Alliance of Business and the American Productivity and Quality Center have formed the Baldrige in Education Initiative, a partnership of 26 business and education organizations dedicated to reforming the education system based on quality principles. Today, the Baldrige program, the Baldrige criteria for performance excellence, and the Baldrige award recipients are imitated and admired worldwide. *when? new?*

The Conservation Leadership Network is a strategic alliance of governmental and non-governmental organizations dedicated to building the capacity of professionals committed to natural resource conservation. The goal of the Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund, 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. Through the National Conservation Training Center, located in Sheperdstown, WV, the Network offers educational and relationship-building opportunities for governmental and non-governmental professionals with the desired outcome of creating conservation professionals who: possess core skills relating to organizational management and leadership; are aware of new conservation theories, approaches and technological applications; can apply theory and practice to current conservation issues; and can work across disciplinary and sector boundaries to build consensus among stakeholders. Through *when? Clinton aspects?*

*Mayors' Conf. on Design - 1 NEA + US Conf. of Mayors
is a good example.*

PREFACE I. INTRODUCTION

by Melanne Verveer, Bruce Reed, and Gene Sperling

Nonprofit organizations transform philanthropy – turning cash into food, clothing, health care, education and other forms of help for those in need. 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 501c3 organizations increased from 575,000 to more than 730,000, and giving and volunteering is at an all-time high. [Make font size 14 pt for first part of this paragraph] Government is 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 \$XX in direct tax exemptions for nonprofits, donations from individuals taking advantage of personal income tax deductions for charitable giving, \$XX 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 numbers-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 surprising, therefore, that federal agencies would increasingly choose to work in partnership with nonprofit organizations as they ~~worked toward~~ strive to accomplish common goals.

The Executive Memorandum that created the Task Force 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 three was addressed by the introduction of several tax initiatives in the President's budget (see Appendix C) and by the recommendations in this report.~~ Objective two was met by the Council of Economic Advisors' Report: "Philanthropy in the American Economy."

¹ A 1999 paper issued by the Nonprofit Sector Research Fund

which included an examination of the factors that affect giving and an investigation of trends that are likely to affect future giving. (The full text of the CEA report can be found at Appendix DC.) Moreover, several tax policy initiatives to foster philanthropic giving were included in the President's budget, helping to achieve Objective 3; these proposals can be found at 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 area of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked each representative to submit the agency's top four non-profit 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. ~~Submissions were then placed into one of six categories for final review: partnerships that provide better services to the public; partnerships that allow input into the policy-making process; partnerships that effectively leverage resources;~~

partnerships that result in meaningful exchanges of information across sectors and with the general public; approaches that improve government operations; and initiatives that improve the effectiveness of nonprofit organizations. ~~From these~~ 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.

Meanwhile, staff from the President's Domestic Policy Council, Office of the First Lady, and the Millennium Council met with representatives of the nonprofit community in order 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 the Task Force had taken. 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~~ White House staff requested that the organizations survey their members for additional feedback; this request resulted in a survey by Independent Sector of its membership, as well as responses by the Council on Foundations and **[one more -- need to check]**.

Finally, in early August, the members of the Task Force met ~~once~~
~~again~~ [Aug. was first official meeting of the Task Force] to hear the details
of the best submissions, ~~to discuss the nominations~~ and to explore other
examples to include. 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
[need to explain why this is significant], or 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 agency principals
described their partnerships, other participants began to ask questions and
while taking 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 ~~these programs operated as if in~~
~~a vacuum, in most cases, known only to the administrators and nonprofits~~
involved agencies were hungry [or eager?] for more information about new
ways to partner with nonprofits.

~~As we heard more and more efforts to encourage and facilitate such partnerships, we began to appreciate how deeply this approach had penetrated federal agencies. In the days that followed, each of our offices was blanketed in emails from agency participants with even more ideas.~~

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. This information can be used by government or nonprofit employees to improve existing partnerships, and we hope will encourage the development of new and innovative activities. ~~The material is divided into categories, including Chapter 2 discussions provides models of how to provide better services federal agencies have joined federal leadership with local networks to mobilize around shared goals; Chapter 3 looks at ways that federal agencies have been able to access new populations and new perspectives by reaching out to a broader spectrum of nonprofits; Chapter 4 involve nonprofits in the policy making process; looks at ways federal agencies have been able to leverage resources through partnerships with nonprofits; Chapter 5 discusses approaches to utilizing nonprofit partnerships to share information; The final section of the report, Chapter 6, includes the findings of the Task Force on ways to improve the~~

effectiveness of non-profit organizations and the responsiveness of government.

The work of the Task Force makes clear that during the last eight years, have seen federal agencies have increasingly developed innovative and effective reach out to partnerships with nonprofit organizations as partners in addressing that have helped them address their most pressing challenges. We hope that this report will assist future administrations in forging these relationships and continuing to improve the way that agencies work with diverse and vital nonprofit sector organizations.

II if into is I.

1

Draft 4

I.

SHARED GOALS: FEDERAL LEADERSHIP AND LOCAL
MOBILIZATION PROVIDING BETTER SERVICES

From immunizing our children to protecting our environment, one way for the federal government to ~~do a better job of providing services~~ achieve its goals is to reach out and forge stronger and more efficient working relationships with the growing nonprofit sector. By developing mutually beneficial relationships with nonprofit groups, ~~—with including~~ shared decisionmaking and shared goals, ~~—with nonprofit groups~~, 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 ~~such collaborative~~ relationships, agencies have taken their joint endeavors with corporations and nonprofit groups, [other agencies, NOT SURE THIS FITS IF THE SENTENCE IS ON MOVING BEYOND GRANTOR-GRANTEE] and state and local governments beyond the traditional grantor-grantee paradigm. In such cases, the government does more than define a program and write 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.

~~Historically, government policies have affected the activities of nonprofits in a variety of direct and indirect ways, a fact not always well understood by the public. Federal interactions with the nonprofit sector include:~~

- ~~□ Tax policy, including the deductibility of contributions and the designation of tax-exempt status, which can make a significant difference in a nonprofit's bottom line and the activities it is permitted to undertake;~~
- ~~□ Collection of statistics by the IRS, the Census, the Department of Labor, and others, which contributes to our understanding of the nonprofit sector and provides data of critical importance to some nonprofit organizations;~~

- ~~□ The Combined Federal Campaign¹ and federal employee volunteer programs, which channel the resources of federal workers to the non-profit sector;~~
- ~~□ The billions of dollars flow that through federal grants and contracts to nonprofit organizations;~~
- ~~□ Research undertaken by government agencies in partnership with institutions of higher education and other private sector researchers; and~~
- ~~□ Direct federal payments that flow to hospitals through Medicaid and Medicare, together with policies that have a profound impact on the health care field.~~

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. Some of these The examples of such partnerships that are described in this section demonstrate how federal leadership and

¹ The Combined Federal Campaign has served as a model for the development of workplace giving campaigns in the corporate sector and for state and local government campaigns. For information about the history of the CFC and volunteering policies and practices, lists of participating organizations, criteria for participation, campaign trends and general questions and answers about the CFC, you can visit their web site at www.opm.gov/cfc. The CFC also offers brochures on participating charities; communications kits for marketing purposes; a 2000 CFC video; sample partnership agreements with non-profit campaign partners; lists of top-performing campaigns in the country; and a Q&A.

resources, combined with the local ability to mobilize grassroots action, can lead to better outcomes than either the government or nonprofits could achieve alone.

Childhood Immunization

• The National Immunization Program

Vaccines are one of the greatest achievements of biomedical science and public health. Yet, despite remarkable progress, several challenges face the US vaccine-delivery system, which must be capable of implementing increasingly complex vaccination schedules. An estimated 11,000 children are born in this country each day – each child requiring 15-19 doses of vaccine by the age of 18 months in order to be protected against 11 diseases.

In 1993, the Clinton administration launched the National Immunization Program (NIP) 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 as in this case, series of partnerships. These were the NIP's goals for the year 2000: 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; vaccine-

preventable childhood diseases would be eliminated or reduced; and, 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 aimed at eliminating racial and ethnic health disparities linked to childhood immunization.

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 corporate and foundation partners and 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. Stepping out of the old grantor-grantee model, NIP has provided initial training and technical assistance to CCIC, whose member organizations have sponsored dozens of free immunization clinics. 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

PHOTOCOPY
PRESERVATION

6

Before Age Two" – working closely with seven 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 programs across the country, spreading the word and encouraging the creation of similar projects in other parts of the country.

Food Recovery

• The Food Recovery and Gleaning Initiative and Community Food Security Initiative

Community Food Security Initiative

While the federal government doesn't manufacture, grow and distribute food to our nation's hungry, it does have an important role to play in eliminating hunger in the United States. In November of 1996, President Clinton signed an Executive Memorandum directing the US Department of Agriculture (USDA) to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. Following up, Vice President Gore convened the

first-ever National Summit on Food Recovery and Gleaning in September of 1997 – 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 leadership of Secretary Dan Glickman, for whom the Food Recovery and Gleaning Initiative is a top priority, offers a significant example of the importance of active and engaged support and leadership from the top. Through this Initiative, the Department USDA has helped grassroots food recovery projects distribute over 10 million pounds [CHECK – I THINK THIS IS NOW 13 MILLION POUNDS] of excess food to nonprofit anti-hunger groups nationwide. [It would be helpful here to know specifically how the Department helped the organizations – what did it do that the organizations couldn't do on their own]~~

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 Web site 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 1991 ~~[1991??? that predates the Administration and the Gleaning Initiative]~~ Secretary ~~Glickman~~ 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, ~~Agriculture Department~~ USDA employees reached out to ~~[dozens?]~~ of anti-hunger organizations and ~~[did what?]~~. Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs to teach hands-on nutrition education classes **[specifically, what did the Department do to help SOS expand its program?]**, and a partnership with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" highlighting effective grassroots hunger and anti-poverty programs in the United States. **[were these federal publications?]** 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.

• Chesapeake Bay Cleanup

[Note – this example needs to be clearer regarding what happened during this administration that was new or different than the existing partnership or perhaps we should drop – It is actually a pretty good example of the federal leadership/local mobilization theme, though is not new to Clinton Admin. If we keep it, suggest the following changes. If not, let's replace with DOJ's Weed and Seed and put one line about this in the conclusion – Also note: EPA has a blurb in another chapter so cutting isn't a problem on that front.]

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 With the signing in 1983 of the first Chesapeake Bay Agreement, the

OR CEVI FROM LEVERAGING
RESOURCES
(IF CLARIFIED)

Environmental Protection Agency's launched 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 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.

The Bay Program continues to operate under subsequent Agreements, the latest of which was signed in the summer of 2000 **[Did the latest agreement include any interesting innovations?]**. 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 the restoration effort.

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. Nonprofit partners play different roles – using their outreach capacity, volunteer networks, and [what else?] 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 is also an important role. 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.

Conclusion

Scores of other examples of successful partnerships ~~are working~~ in show the benefit of federal agencies across the government to provide better services for their constituents providing national leadership in concert with local mobilization to accomplish shared goals. The Department of Justice's Operation Weed and Seed ~~encourages~~ has created a network of local groups to devise strategies to "weed out" violent crime and drug abuse

and "seed" neighborhood improvements. HUD's Continuum of Care initiative supports [MORE ABOUT FEDERAL ROLE] local groups working to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. HUD is also part of ~~JOBS PLUS, a national consortium of private foundations and federal agencies, including the Department of Labor {and who else}.~~ Established in 1994, ~~JOBS PLUS works in public housing developments to help residents get and keep jobs.~~ And, the Department of Justice's 5 Goals 4 Kids is working, with the assistance of nonprofit partners like the United Way, to enroll at least 500,000 uninsured children in the state-run children's health insurance programs called 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 brought funding to 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 with an eye to stretching resources further, meeting common goals and solving common problems. As the nonprofit sector grows in size and importance, there will be even greater opportunity to forge

partnerships that marry the mighty power 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.

Actually if we do
into as chapter 1, this
will be III.

II.

REACHING OUT TO A BROADER SPECTRUM OF NONPROFITS

While some nonprofits – particularly larger, well-established organizations that receive significant federal funding – have traditionally worked closely with federal agencies, others, because of their lack of connections, limited resources, size, and other barriers, do not. Nonetheless, these less well-connected organizations are important partners to federal agencies and important advocates for their constituencies. For this reason, the Clinton administration has made it a priority to reach out to a broader spectrum of nonprofits through a variety of mechanisms.

Working with faith-based organizations (Increase font to 14 pt)

Historically, federal agencies have approached partnerships with
~~Working with~~ faith-based organizations ~~sometimes presents particular~~
~~challenges cautiously, due to the constitutional separation of church and~~
~~State, requirements and the perception that federal agencies should have~~
~~only a limited relationship with faith-based organizations.~~ However,
because of the importance of faith-based organizations to many communities
across America, the Clinton Administration has explored new ways to build

close working relationships with religious organizations, while respecting Constitutional requirements. For example, today there are more than [____] AmeriCorps members serving with faith-based organizations; [thousands? ASK USDA] of religious organizations help get emergency food to the hungry through food banks and hot meals programs; and 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. ~~[need two more examples that will not be discussed in depth here].~~

we should set off examples under headings

• **The Center for Community and Interfaith Partnerships**

One particularly visible and successful example of a federal agency reaching out to faith-based organizations is the Center for Community and Interfaith Partnerships. Established in 1997 by HUD Secretary Andrew Cuomo, it is ~~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 did not begin as a source of funding for nonprofits, its approach is so successful that the FY 2001 budget includes a “Community and Interfaith Partnerships Initiative” amounting to \$20 million in competitive grants and targeted technical assistance. **[was the money included in approps? If not, I would cut this paragraph – AGREED, I’ll check with Steve Redburn in OMB and let you know Monday (if he knows)]**

• **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. 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 that [NEED INFORMATION ON EXACTLY WHAT THE PARTNERSHIP DOES – WHAT WAS HERE SEEMED LIKE IT WAS MEANT TO SHOW US THAT THIS FIT SEVERAL OF OUR CATEGORIES] 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 targeted neighborhoods. 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."

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 populations, can help ensure services reach those who need them most, and are able to represent the interests of low-income communities to policy makers. For this reason, federal agencies deploy a variety of strategies to reach grassroots groups, including working with intermediary organizations, and providing technical assistance targeted to local organizations.

• The National Community Development Initiative

The National Community Development Initiative (NCDI), for example, 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 for local

development. With these resources, 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 a large federal agency can ~~affect~~ improve the quality of life ~~in the smallest at the~~ neighborhood level by establishing relationships with local community- and faith-based organizations.

• Technical Assistance Grants

Another 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 technical assistance. To assure that local residents can participate in the cleanup process, EPA makes Technical Assistance Grants (TAGs) 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, the EPA's program gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods.

Outreach to underrepresented communities

Federal agencies have found that new partnerships with nonprofit organizations have also expanded their ability to reach previously underserved communities. As the examples below demonstrate, nonprofit organizations can be strong partners when it comes to reaching women and communities of color.

• Women Business Centers

~~In a similar vein, nonprofit organizations can be strong partners when it comes to reaching women and communities of color. For example,~~

Recognizing that women have historically been underrepresented in the business community, the Small Business Administration funded nonprofit organizations to serve as Women Business Centers (WBCs), are nonprofit organizations funded by the Small Business Administration that providing extensive training to women who own small business owners while helping the agency achieve its mission of and 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

Similarly, ACCION Texas is a nonprofit [community?] development program serving that offers small loans – sometimes known as “microcredit”

~~to economically depressed communities, by offering small loans~~
~~sometimes known as "microcredit."~~ 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. Sixty percent of ACCION Texas
 borrowers are women and [X% are Hispanic? I thought this was addressing
reaching out to communities of color as well as 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. By working closely with
 intermediary organizations ~~including and~~ coalitions of small grassroots organizations,
 streamlining the grant-making process, creating an office or designating an individual to

*increase
font size*

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 are all approaches that can be effective at can deepening the reach of federal agencies into previously under-served communities.

IV. (if intro is I.)
III. 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 the federal government or nonprofit, such as marketing expertise and media access. In others cases, private sector funders may find that their resources go further if they work closely with agency program staff to create synergies between 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 joined forces with the nonprofit Points of Light Foundation, ~~created during the Bush Administration,~~ to organized 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**

no changes
p.2

date, the over-600 SAT projects have received \$45 million in grants and have raised nearly [\$_____].

• **The Children Exposed to Violence Initiative**

[This example needs to be reworked to explain how the agency contributes and how nonprofits were specifically involved – what they contributed and why – how were resources leveraged? It's not clear. Need to fix or drop] – If we fix, may fit better in Federal Leadership, Local Mobilization section

When speaking of leveraging resources, many might assume that money is involved. But the concept of resources goes beyond budgets as is the case with the Justice Department's Children Exposed to Violence Initiative (CEVI).

Since its launch in 1998, CEVI has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child maltreatment across America. CEVI coordinates and expands upon the Justice Department's policies and programs relating to children exposed to violence in order to improve the justice system's approach and the communities' responses to child crime victims and witnesses. CEVI focuses attention on the abuse and violence that affects the lives of too many children, and challenges federal, state and local law enforcement – in partnership with families, communities, social service agencies, child protective services, mental and physical health care providers, schools, courts, the private sector, and federal, state and local government leaders – to improve prevention, intervention, and accountability efforts aimed to help children exposed to violence. **[Not clear what this means]**

As part of the Initiative, the Department of Justice, in June of 1999, convened *Safe from the Start: The National Summit on Children Exposed to Violence*. This summit brought together experts in law enforcement, child development, medicine, mental health,

domestic violence, education, and the media. By working together, these experts were better able to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses

• **Vital Voices**

In the foreign policy arena, the Vital Voices program [NEED EARLY EXPLANATION OF WHAT THIS IS AND WHO RUNS IT] 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, Vital Voices built on the promise of the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the Secretary of State, Madeleine Albright other leaders in the Administration [TRYING TO KEEP THIS NEUTRAL ON CABINET MEMBERS UNLESS WE CAN WORK THEM ALL IN SOMEWHERE], 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 non-profit organizations, and has leveraged corporate support from a host of national and international businesses. These partnerships have allowed Vital Voices to host technology-training sessions, fund Web site development, coordinate research symposiums, and engage additional private and public sector partners. [It is not clear through this description if and how nonprofit organizations are involved. — FIRST LINE OF THIS PARAGRAPH INDICATES INVOLVEMENT IN GEN TERMS]

In the three years since the launch of Vital Voices, women around the world have seen their lives changed. Vital Voices [AGAIN – WHO RUNS THIS? Is it a nonprofit or federal agency?] has helped them run for elected office, start and grow small businesses and craft new legislation. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

Relationships With “Friends Of” And Other Nonprofit Partners

A growing number of federal agencies and programs are able to point to “Friends of” or partner organizations whose main mission is related to the work of the agency. Most of these groups are 501(c)3 organizations that raise private sector funds for purposes complementary to the mission of the agency. ~~For example, t~~

• National Peace Corps Association

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

Auxiliary, the civilian volunteer arm of the United States Coast Guard, has assisted in promoting boating safety awareness, and protecting boaters on the water. Volunteer Auxiliary members spend thousands of hours educating the public about possible waterway dangers and threats to life. Its 35,000 volunteers perform vessel safety checks on millions of boats, ensure compliance with Federal safety regulations and give direct assistance to Coast Guard rescue missions. 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. 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."

~~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.~~ [can we clarify two things: what the Auxiliary

FAX for Shirley Sagawa, 703 548-6374 (39 pgs)

From: Julie Bosland (Home number if you have questions: 703-751-8965)

(Note - I may not be in tomorrow to get Conclusion - can I look at it Monday morning and give you comments? Thanks!)

Shirley:

So glad you wrote the first three segments - helps enormously to set the tone and put context of this Administration's efforts. A few thoughts and some track changes pages follow.

As a broader question, could we make the President's piece the preface and the First Lady's the Foreword, so that the Intro from Melanne, Bruce and Gene could be the Introduction/first chapter? I tried to meld a little of what was in the first part of the Better Services chapter into this and set up the second to last paragraph as a list of chapter topics.

In the President's section:

- Page 2, paragraph 1, Line 4 - should we say: "There I named an **interagency Task Force on Nonprofits and Government.**"
- Page 2, paragraph 2, Line 4 - "... with nonprofit organizations, **and in the process,** redefining the role of government in the 21st century."
- Page 2, paragraph 3, line 2 - 'better, and are **in turn** strengthened...'
- Page 3, paragraph 1 - should we say youngest instead of smallest?
- Page 3, paragraph 2 - should we include NEC? Staff weren't really involved, but Gene co-chaired

First Lady's section:

- Page 4, end of paragraph 1 - "... contribution **to the broader good.**"
- Page 6: CEA report has total giving at "over \$190 billion"
- Page 6, paragraph 3 - should it be "public-nonprofit partnerships" rather than "public-private philanthropic"?

Sharing Information Chapter:

- Page 2, 2nd line. add second dash after the name of the site
- Page 3, last three lines; NSDI "is an excellent example of a ~~multiple~~ **multiple** partnership that includes **multiple** nonprofits working in concert **with government and industry** to build..."
- Page 4, paragraph 2, last sentence: "it fosters increased **communication and** collaboration..."
- Suggest changing last line of chpt to: "These types of Web sites 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."

Other chapter comments done in track changes (attached).

To Carol

From Shirley

Here is the draft w/ mine + Ellen's
Comments. I'm afraid it will be
hard to read - I'm lazy to do
type-in if I had the original
electronically -

Give me a call + we can decide
what to do.

In general I think we need more
transitions, analysis + roadmaps as to
why examples are included + what
readers should take away from them -
Charles

II. Reaching Out to a Broader Spectrum of Nonprofits

A. Introduction

^{Some} Certain nonprofit groups, including faith-based organizations, small grassroots

^{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

^{stet} 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

Nonetheless, these organizations are important partners and advocates for their efforts to encourage partnering across the spectrum of groups, agencies are working hard

For this reason, the Clinton administration has made it a priority to establish relationships with these harder-to-reach groups. In order to succeed though,

^{model} the paradigm described in the first chapter needs some modification. For example,

^{streamline, involve} streamlining or simplifying the grant-making process can make it easier or at least more

attractive for these groups to gain access to funding.¹ Other strategies include developing

^{personal contact as a?} 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.

B. Working with faith-based organizations

^{The President has been reaching out to faith-based orgs.} The President has been reaching out to faith-based orgs.

^{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.}

we use "community" +
faith-based orgs.
a lot - so we
need to define?

RE: While some nonprofits - particularly large well-established orgs - have traditionally worked closely with fed. agencies, others - because of their lack of connections, limited resources, size, and other barriers - do not.

Working with coalitions that have a deep reach in the community is an effective way to set up aside resources for underserved groups.

Put in separate or work with in-house

the Clinton administration has been working closely with religious variety org in a variety of ways.

for example, more for AmeriCorps members serving with faith-based orgs. (other ex.) move up law enforcement stuff

skipped this be a footnote or in text?

One visible + successful example of a federal agency reach out to faith-based organizations

2

The Center for Community and Interfaith Partnerships, Established in 1997 by

HUD Secretary Andrew Cuomo, ^{it is} 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 ^{is not} ~~has never been~~ a source of funding for nonprofits, its approach ^{is} ~~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.

did it pass?

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 ^{participation in} their input into the criminal justice policy process. Operation Reach involves ~~face-to-face~~ ^{meetings between} law enforcement – including the US attorneys – ^{and} community leaders ⁱⁿ ~~face to face~~ ^{meetings with} and offenders, during which they listen to a stern message about what will happen if they break the law again, ^{also} 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 ^{not} ~~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~~ ^{and} 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:

cut back
more up

face to face

"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."

*Other examples
+ a little analysis needed*

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 ^{for} 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 ^{out} ~~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 ^(TAG) 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

where intermediary organizations are that are the grassroots is to provide technical assistance to targeted community groups.

Need transition like faith-based organizations, grassroots groups have not always found it easy to access federal resources and information. However, these small community-based organizations often enjoy the trust of low-income populations and are able to represent their interests to policymakers. Intermediary organizations can play a useful role in bridging the gap between grassroots groups and federal agencies.

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

Trans. h.
In a similar nonprofit vein, the federal government has been taking steps to reach women and communities of color. For example,

(WBCs)
 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.*

Similarly,
 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

need to say what microent. is

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.

*repayment rate?
that's usually
part of the
story*

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 ^{the} 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 ~~not to find critical shortages 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

*not
sure I
like this
idea in the
conclusion
of this
section -
maybe
better at
beginning or end
of the report*

21,1993. This legislation created the Corporation for National Service², which was charged with administering three public service initiatives: AmeriCorps, Learn and Serve America, and the Senior Corps.

² 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.

SS - you know best in this one!

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 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

A. Introduction

~~In meetings with~~ Nonprofit organizations, ~~their~~ representatives ~~have~~ expressed strong support for the chance not only to receive funding and other support, but to have agencies ^{also} ~~(build in the opportunity to contribute)~~ ^{seek their participation in} to the development of policies. ~~In other words,~~ They believe they can become more effective partners – and more effective in carrying out their own 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.

1
 WH Conf was an event
 down 2 explain
 what the policy
 emerged from
 it

meanings who is
 included?

B. Innovative Approaches to Rulemaking and Policy Development

^{7 this year first} 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 Conferences. Generally held in the majestic East Room, the largest room in the house, with its capacity to seat more than 200 guests, the Clintons have ^{conferences} ~~also~~ embraced the vast potential of the cybercast, a technique that was first used in the White House in February of 1998 for the first 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 the People's House as possible. And thanks to cyberspace, tens of thousands of

need one more
 example

do we need
 to say
 it shows
 the proceeding
 over the
 www?

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 their 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 every citizen in more than toasts and fireworks on December 31.

Among the values that the President and the First Lady were determined to highlight, was a long 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. *organized with & by the FL office.*

Since when? other conference? *As with other WH conferences, the planner of the Phil conf developed the program, invitation list, and policy announcements in conference with after*
~~For the first time, planning for the conference was based on the results of~~
 extensive consultation with nonprofits, corporations, researchers and individuals in a series of *discussion or consultation sessions* focus groups over several months. The nonprofits that were consulted represented a cross-section of national and local organizations, served a wide variety of constituencies, and concerned ~~themselves~~ *foundations, religious org, advocacy groups,* with a large number of issues.

We did this w/ early + child care too
~~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 nonprofits themselves.~~ *these representatives*
 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 *events* Conferences).

mention the Treasury mtg?

C. Conclusion

*This chapter
needs more
content +
examples - 3
for the conclusion
will flow
better*

*without knowing of
each other's
purpose
resources*

Too often in the past, government planners and nonprofit leaders have 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 ^{for the fed agency} 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 dated, and ^{collaborations have} as was evident at the August meeting of the Task Force, the new ~~paradigm~~ ^{paradigm has} injected a level of energy, excitement and enthusiasm heretofore unfamiliar in this process.

*Why discuss
these
again?
here?*

~~the~~ 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 ^{of} ~~in which~~ ^{that} 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 demonstrated by statistics like this one: In High Point alone, the murder rate has dropped 69 percent.

IV. LEVERAGING RESOURCES

A. Introduction

The Clinton Administration has broken new ground by helping to broker partnerships that often involve ^{engage} not just the federal agency, ^{with} but also business, nonprofit organizations and foundations. These partnerships may involve funding, ^{or} but may also include joint sponsorship of events or projects, the encouragement of volunteer efforts, or even marketing efforts or strategies.

B. Joint Sponsorship of Events or Projects

Save America's Treasures

One of the centerpieces of the administration's Millennium Initiative is a program called Save America's Treasures. Administered by the National Park Service, SAT is devoted to saving our deteriorating national treasures, preserving them as gifts for the future. Kicking off the program in July of 1998, the President and Mrs. Clinton stood in front of the Star-Spangled Banner, which was about to be lifted from its site in the Smithsonian's Museum of American History, and ^{conserved} ~~restored~~ - all the while remaining in plain view for the public to watch. Standing with the first couple that day was Richard Moe, chairman of the National Trust for Historic Preservation and Ralph Lauren, who had donated a total of \$13 million to the project - representing the nonprofit partner and the corporate partner on the project to restore the flag. After the ceremony, Mrs. Clinton boarded a bus for a swing up the east coast where she focused attention on other deteriorating sites that hold our history and our stories in their walls - sites like Thomas

need to make points up front:
- resources may be needed that aren't available through fed alone
- media
- nonIT orgs are able to broker these partnerships w/ businesses
- fed agencies of legal authority to take for donations
- foundations - other funders beginning to see advantages in working together closely
- program w/ gov't staff to create synergy w/ funding

Alva Edison's Invention Factory, George Washington's Revolutionary War

Edith Wharton's

Headquarters, and Harriet Tubman's home, a stop along the Underground Railroad.

In order to be recognized as an official Save America's Treasure site, the project

and each site's supporters must take the grant money and leverage an equivalent or

greater amount of money and resources from the non-federal sector. (In doing so,

localities not only take responsibility for, and gain ownership of their projects, but federal

funds allow them enough money to start and complete their restorations.) The National

Trust for Historic Preservation, a nonprofit historic preservation organization, is the

Council's primary private sector partner in Save America's Treasures. Although it has

been successful in identifying donors for several Save America's Treasures grants, the

National Trust does not match grants itself. Rather, it works to raise public awareness of,

and commitment to, our nation's urgent preservation needs. To date, the over-600 SAT

and projects have received \$ 45 M in grants and have raised nearly \$ 0.11 check

The Children Exposed to Violence Initiative

When speaking of leveraging resources, ~~many might assume~~ ^{does not mean only} that resources mean

money. ~~But~~ ^{mis} the concept of resources goes beyond budgets, as is the case with the

Children Exposed to Violence Initiative. Since its launch in 1998, CEVI has expanded

into a full multi-agency, multi-disciplinary effort designed to reduce child ~~maltreatment~~ ^{the treatment of}

across America.

CEVI is designed to coordinate and expand upon the Justice Department's

policies and programs ~~relating to~~ ^{for} children exposed to violence, ~~in order to~~ ^{It seeks} improve the

justice system's approach and the communities' responses to child crime victims and

witnesses. CEVI focuses attention on the abuse and violence that affects the lives of too

ok but
didn't set any grants

There is also
a recognition
(no \$)
through the
Nat'l Trust

not
specific -
all matching
grants pro-
gram do this

This is
the key
point -
need to pay
more about
what the
Trust does &

Organized the
Nat'l Committee
to Save Am's
Treas -

200 SAT sites have
been recognized!

What
the Fed.
agencies
do -
also, this
was submitted
by DOJ -
they must
be highlighted

This example
needs to
be reworked
to explain
how the
agency
contributed &
how non IT
we
specifically
involved -
what they
contributed
& why -
how were
resources
leveraged?
not clear

many children, and challenges federal, state and local law enforcement – in partnership with families, communities, social service agencies, child protective services, mental and physical health care providers, schools, courts, the private sector, and federal, state and local government leaders – to improve prevention, intervention, and accountability efforts aimed to help children exposed to violence. As part of the Initiative, the Department of Justice, in June of 1999, convened *Safe from the Start: The National Summit on Children Exposed to Violence*. This summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media. Their job, ^{was} to: (1) identify model prevention, intervention, and accountability practices; and (2) develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses.

answer
long list
2 sentences?

Vital Voices

In the foreign policy arena, the Vital Voices program 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, Vital Voices built on the promise of the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the Secretary of State, Madeleine Albright, women's rights have taken their place as part of the mainstream of American foreign policy.

In the three years since the launch of Vital Voices, women around the world have seen their lives changed. Vital Voices has helped them run for elected office, start and grow small businesses and craft new legislation. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and

leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

In the category of leveraging resources, Vital Voices ^{relies} ~~has relied~~ heavily on ~~the~~ ^{provided by} ~~receipt of~~ in-kind training, support and expertise from governmental and non-governmental experts, as well as leveraged corporate support from a host of national and international corporate partners. These partnerships ~~have~~ allowed Vital Voices to host technology training sessions, fund Web site development, coordinate research symposiums, and engage additional private and public sector partners.

How were these relationships developed?

Could use some specifics

Web or web?

Vital Voices is working toward creating the premiere live global community for women on the web. In partnership with America Online and a group of other telecommunications and technology companies, the Web site will ^{bring} ~~help~~ raise awareness of training and business opportunities ~~available~~ to women. It will connect participants of Vital Voices programs around the world, offer follow-up online training courses and track the progress and success of women assisted by Vital Voices programs. One of the main objectives of the Web site is to expand the network of women leaders ^{connected} ~~around~~ the world from 10,000 to 100,000. Through engaging women around the world, Vital Voices pictures the spirit and ideas of this program ^{will} ~~global network~~ driving the Web site. Being ^{into global} ~~plugged into this network~~ ^{which} will give the Web site more original, ^{international} ~~cutting edge~~, global content than ~~any~~ other women's Web sites.

? not clear return

C. Relationships With "Friends Of" And Other Nonprofit Partners

Because safety is President Clinton and Vice President Gore's highest transportation priority, the US Coast Guard Auxiliary, the civilian volunteer arm of the

Need info transfer
What do we mean by relationships w/ friends?
Need to explain other like Nat'l Park Service
Return copy (don't know name)
FAPE

~~United States Coast Guard that assists in promoting boating safety awareness~~, is

~~positioned to fit into a Gore administration.~~ Volunteer Auxiliary members spend thousands of hours ^{promoting boating safety and} educating the public about possible waterway dangers and threats to life. Its 35,000 volunteers perform vessel safety checks on millions of 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 "self-regulating."^{ed}

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.

D/C. Partnerships with Private Sector Funders

For the last two years, the Department of Education and the Mott Foundation have worked together on the President's 21st Century Community Learning Centers Program,

^{to create} funding community-based after-school programs. The Department administers the program and supplies funds to local communities through a competitive grant process.

The Mott Foundation underwrites training and technical assistance, program evaluation, and public awareness. Simply by providing technical assistance on how to complete applications for federal funding, the Foundation has broadened the pool of recipients.

Over the next six years, Mott will provide more than \$95 million to provide technical assistance in every state, track national attitudes on after-school programs

add text

5 what is it that the Auxiliary provides that the Coast Guard can't or doesn't do itself + relate to the category

anything recent or Clintonian about this example?

intro / transition explaining why it makes sense for federal funding to write together

we can't say this!

through surveys ^{research} and ~~polling data~~, and conduct a public ^{education} ~~relations~~ campaign as part of the After-school Alliance. In a validation of the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

E. Catalyzing Private Sector Action

In 1998, Labor Secretary Alexis Herman created the Youth Opportunity (YO)

Movement to build on \$1 billion in Department funds for "out-of-school youth." YO is a

^{need better word} catalyst, not a government program. ^{The Dept of Labor} Labor's role is to create a ground swell of support

for the employment and social needs of out-of-school youth. Through the YO, 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. Labor brings the issue to the public arena and generates leadership among corporations, foundations and celebrities.

— this needs more on how hard to grasp how this works to leverage resources.

F. Conclusion

America's Promise

In April of 1997, President Clinton launched a remarkable ^{idea? program?} ~~catalyst~~ called America's Promise. 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

How are these examples a conclusion?

opportunities to serve. The Five Promises became the guiding force of America's Promise, which today continues to engage new organizations and communities by encouraging the use of the pledge as a common framework. Here are some examples of organizations working with America's Promise: The Corporation for National Service and its AmeriCorps Promise Fellows program, which provides hundreds of workers for nonprofit groups that fulfill the Five Promises; USDA, which has committed through its 4-H programs and clubs to start 50 new Communities of Promise and work with existing ones throughout America; Job Corps, which has at least 50 percent of its more than 17,000 students participate in Community service projects; the Department of Energy, which adopted 28 schools that then became Schools of Promise. Finally, the Department of Education will be encouraging grantees under this program to become involved in Communities of Promise.

*Think we
have to
mention
Colin Powell,
no?*

do they have an am promise grants program?

The Welfare to Work Partnership

When President Clinton signed the Personal Responsibility and Work 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. Eli Segal, who had already led the successful launch of AmeriCorps, responded. ^{by ~~creating~~ the} The Welfare to Work Partnership ~~began~~ in 1997 with five founding companies. In the ensuing three years, more than ^{more businesses} 20,000 have signed on, employing an estimated 1.1 million former assistance recipients.

The Partnership is a coalition of employers, known as Business Partners, who pledge 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.

The WTW Partnership sent a report to the President in August of 2000 outlining the progress it has made over the last three years. Information gleaned from ^{surveys} ~~polls~~ and conferences enabled the Partnership to develop its own list of "best practices," which ^{to} ~~for~~ Business Partners and service providers could consider when developing or improving their welfare to work programs. ~~Perhaps~~ ^{to} more importantly, ~~though~~, the Partnership has translated its findings into specific policy proposals that the Congress, this administration and President Clinton's successor will be able to consider in the future.

The Responsible Fatherhood Initiative

2. President Clinton has already unveiled a major new initiative — the crucial next step in welfare reform — to promote work, child support and responsible fatherhood. The Responsible Fatherhood Initiative ^{will} ~~would~~ 1) collect ⁵ child support from parents who can afford to pay; 2) ensure ⁵ that more child support goes directly to families; and 3) provide ^{support} ~~funds~~ ^{employ} to help more "dead broke" fathers who owe child support ~~go to work~~.

Along with AmeriCorps, the Welfare to Work Partnership and the Responsible Fatherhood Initiative is one of the seminal partnership programs of the Clinton Presidency. These are programs that others will build on for years to come, ensuring that generations ^{later} ~~out~~, Americans will cherish the ethic of service and be rewarded for hard work.

V. SHARING INFORMATION

A. Introduction

Nonprofit organizations 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 pertinent links.[?] At the same time, many federal agencies report that they are dependent on nonprofit networks to disseminate information to specific constituency groups.

B. Innovative uses of the Internet

EDSITEment

more...
Transition - relate to people more clearly
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 educational organizations, city school systems, and the MCI-Worldcom Foundation. EDSITEment links teachers and students to humanities-based Web sites 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.

In addition to using the Internet's full potential to share information, the EDSITEment project has also leveraged significant private resources, including \$1 million from the MCI WorldCom Foundation. *Encouraged* ~~Satisfied~~ by the success of EDSITEment, the MCI Worldcom Foundation has used it as a model for creating six additional portal 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 (EconomicsEducation), mathematics (National Council of Teachers of Mathematics), and the arts (the Kennedy Center).

EDSITEment's online lessons, which are adaptable for students of different skill levels, are designed to help teachers integrate Internet humanities resources into their curricula. EDSITEment offers instructors, students and anyone else who is interested access to sources once beyond their reach. EDSITEment offers a glimpse into the future of education, a wonderful time when any primary source will be no farther away than the click of a mouse.

Vital Voices

repetitive - where do we want this?

Vital Voices, as discussed in the previous chapter, is an example of a collaborative effort between a federal office and a private nonprofit using the Internet to provide better services. In partnership with America Online and a group of other telecommunications and technology companies, Vital Voices is working to create the premiere live global community for women on the Web. The potential of the site is unlimited: helping to raise awareness of training and business opportunities available to women; connecting participants of Vital Voices programs around the world; offering follow-up online training courses; and, tracking the progress and success of women assisted by Vital Voices programs. One of the main objectives of the Web site is to expand the network of women leaders around the world from 10,000 to 100,000. Being plugged into this network will give the Web site more original, cutting edge, global content than any other women's Web site currently in existence.

C. Strategies To Disseminate Information Through Nonprofit Networks

Partnership for Family Involvement in Education

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 has convened meetings, directed research, developed partnership guides, hosted teleconferences, and provided a newsletter and Web site 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.

another
list

results?
any way to
bring this to
life more

D. Sharing Data/Participating in Data Collection

National Spatial Data Infrastructure

The National Spatial Data Infrastructure is designed to bring together all the national geographic databases on the Web. NSDI is an excellent example of a multiple partnership that includes non-profits working in concert to build an electronic infrastructure. The United States Geological Survey provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee. The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (environmental data, population, and social statistics are

are there
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collect

examples of geospatial data). One of FGDC's primary goals is to develop an easily accessible 'national' resource of this information – the NSDI.

Where the initials are confusing!

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 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 fosters increased collaboration among public and private sector organizations within the geospatial data community.

What groups? What do the partners do. This one's hard to grasp.

F. CONCLUSION

Even a small period of time spent surfing the Web will open the most entrenched

few people will get this

Luddite's eyes to the potential of this new medium for public-private partnerships.

Whether it's raw data, a portal, or a previously unknown group crying out for collaboration, the Web provides a wealth of information and potential activities unknown even 10 years ago. The use of Web sites by both nonprofits and government agencies during recent disasters – both natural and man-made – are illustrative: The nonprofit American Council for Voluntary International Action maintains a comprehensive Web site at www.interaction.org where those wishing to contribute to refugee relief or other humanitarian causes around the world can find a list of nonprofits accepting donations. A similar site maintained by FEMA, the Federal Emergency

don't we want to include pts about gov't - nonprofit ~~into~~ into dissemination + wrap it back to "Sharing Information?"

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need to
talk about the
nonprofit.gov
site

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The President's 21st Century Community Learning Centers Program

*Speaks about
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Over the next six years, Mott will provide more than \$95 million to provide

technical assistance in every state, track national attitudes on after-school programs through surveys and polling data, and conduct a public relations campaign as part of the After-school Alliance. In a validation of the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

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explain
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*fix +
make
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*Put where
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VI. Improving the Effectiveness of Nonprofit Organizations

Improving the effectiveness of nonprofit organizations. Although the federal government does a great deal to assist for-profit businesses through the SBA and Commerce and other agencies, there is very limited assistance available to help nonprofit organizations become more effective.

Transit

Technical assistance or training to improve nonprofit capacity

The Service Corps of Retired Executives (SCORE) is a nonprofit that provides free business counseling services to business entrepreneurs. Staffed by retired executives who provide one on one counseling and training workshops, the program is an invaluable resource to the entrepreneurial community for two major reasons: many SCORE offices are in rural areas where business counseling is not otherwise available and, many of the entrepreneurs do not yet have the budget to pay for private business counselors. On an extremely limited budget, SCORE adds to the success of entrepreneurs through training, evaluation and assessment of businesses and ideas and thus is an invaluable partner to SBA's. While SCORE is business oriented it could easily serve as model for providing technical assistance or training to nonprofits and thereby improve their capacity.

Signed into law in 1988, the Malcolm Baldrige National Quality Award was established as America's highest honor for excellence in organizational performance. Managed by the Department of Commerce's National Institute of Standards and Technology, it has proven to be a remarkably successful government and private sector collaboration. Each year, more than 400 experts from industry, government, education and health care volunteer hundreds of hours reviewing applications, conducting site visits, and providing award applicants with written feedback. In addition, board members have given thousands of presentations on performance excellence.

Organizations across sectors are supporting the Baldrige program by urging widespread adoption of its performance excellence principles. For example, the National Alliance of Business and the American Productivity and Quality Center have formed the Baldrige in Education Initiative, a partnership of 26 business and education organizations dedicated to reforming the education system based on quality principles. Today, the Baldrige program, the Baldrige criteria for performance excellence, and the Baldrige award recipients are imitated and admired worldwide.

The Conservation Leadership Network is a strategic alliance of governmental and non-governmental organizations dedicated to building the capacity of professionals committed to natural resource conservation. The goal of the Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund, 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. Through the National Conservation Training Center, located in Sheperdstown, WV, the Network offers educational and relationship-building opportunities for governmental and non-governmental professionals with the desired outcome of creating conservation professionals who: possess core skills relating to organizational management and leadership; are aware of new conservation theories, approaches and technological applications; can apply theory and practice to current conservation issues; and can 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.

Providing assistance to improve compliance with government rules

The EPA's Memorandum of Understanding with the American Hospital Association (AHA) demonstrates how outreach to nonprofits can lead to cooperation on resolution of public/private problems, and how enlightened-self-interest can lead a variety of sectors to work together to safeguard the public's health.

Hospitals are America's fourth largest producers of mercury waste and produce about 1 percent of the nation's solid waste stream. The 1998 MOU assists AHA's member hospitals, including nonprofits, to go beyond compliance in improving waste management by calling for the elimination of mercury use in the industry 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 was established to assist and advise in implementation. This Council includes stakeholders in the healthcare industry and a coalition of more than 100 grassroots nonprofits.

Vital to the implementation component of the agreement has been creation of a comprehensive "how to" model that provides hospitals with technical information on how to accomplish the reductions envisioned in the MOU.

Using government contract authority

The **South Florida Goodwill** is a prime example of using government contracts as a means to increase its capacity and further assist its clients. Goodwill is leading the charge to help unemployed or underemployed members 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. While Goodwill interacts with the federal government in several ways, one way in which they directly benefit from government intervention is in the use of the government's contract authority. Currently, the South Florida Goodwill 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 Herald). Through its work with the federal government, Goodwill has been able to prove that they have a qualified, trained and work-ready workforce. In turn, Goodwill graduates emerge as skilled, reliable workers who continue to receive support and guidance even after entering the workforce with follow-up services for both employee and employer.

Helping nonprofits work together more effectively

In 1993, 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 the preferred donation, 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.

II. Reaching Out to a Broader Spectrum of Nonprofits

A. Introduction

Some nonprofit groups, including community and faith-based organizations, small grassroots ^{organization} groups, and associations that serve underrepresented communities, are, in general, harder to reach than national ^{nonprofits} groups like the American Red Cross or ^{state} community-wide ^{organization} groups like the Colorado Children's Immunization Coalition (CCIC), a successful partnership that was discussed in the last chapter. While some nonprofits, particularly larger, well-established organizations that receive significant funding from the federal government, have traditionally worked closely with federal agencies, others, because of their lack of connection⁵, limited resources, size, and other barriers, do not. Nonetheless, these organizations are important partners to federal agencies and advocates for their less well-connected constituencies. For this reason, the Clinton administration has made it a priority to reach out to a broader spectrum of nonprofits through a variety of mechanisms, ^{including} as well as ^{to} working with coalitions that have a deep reach into their communities. Some strategies may involve streamlining or simplifying the grant-making process to make it easier or at least more attractive for these groups to gain access to funding.¹ Other strategies may include creating an office or designating an individual to serve as a

¹ 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.

By

the SuperNOFA

expand into sub or more

maybe deserves to be in text

nonprofit liaison, providing technical assistance, or setting aside resources for underserved groups.

B. Working with faith-based organizations

Many believe – or assume – that federal agencies have, or should have, only a limited relationship with faith-based organizations. To the contrary, the Clinton Administration has sought close working relationships with religious organizations in a variety of ways. For example, today, there are more than ____ AmeriCorps members are serving with faith-based organizations, and ????.

check
~~One agency that has been particularly~~

The Center for Community and Interfaith Partnerships

One visible and successful example of a federal agency reaching out to faith-based *organization is* (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 is not a source of funding for nonprofits, its approach is so successful that the FY 2001 budget includes 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.

The Strategic Approaches to Community Safety Initiative

Another ^{Put in faith-based in here?} ~~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 ^{meaning?} [targeted] crime. The Middle District of North Carolina, which includes Winston-Salem and High Point, N.C., has established a particularly promising relationship with community leaders 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 targeted neighborhoods. 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.”

C. 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 populations and are able to

represent ^{the} ~~their~~ ^{of low-income communities} interests to policy makers. Intermediary organizations can play a useful

~~and providing technical assistance targeted to local~~ role in bridging the gap between grassroots groups and federal agencies ~~organizations~~

can help ensure services reach those who need them most, a variety of strategies to reach grassroots groups, including working with

The National Community Development Initiative

The National Community Development Initiative (NCDI), for example, 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 for local development. ^{with these resources} ~~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 ^a ~~the largest~~ federal agency can ~~reach out and~~ affect the quality of life in the smallest neighborhood by establishing relationships with local community- and faith-based organizations.

Technical Assistance Grants

Another approach taken by federal agencies is to provide ^{targeted help} ~~technical assistance~~ to ~~targeted~~ community groups. The EPA's Technical Assistance Grants (TAG) 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. *In this way* ←

D. Outreach to underrepresented communities

Women Business Centers

In a similar vein, nonprofit organizations can be strong partners when it comes to reaching women and communities of color. For example, Women Business Centers (WBC) are nonprofit organizations funded by the Small Business Administration that provide extensive training to small business owners while helping the agency 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

Similarly, ACCION Texas is a nonprofit development program serving economically depressed communities by offering small loans – ^{Sometimes known as} ~~or~~ "microcredit." 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. Sixty percent of ACCION Texas borrowers are women.

~~D. Conclusion~~

AmeriCorps

When faced with challenges such as illiteracy, poverty, crime, and environmental problems, our nation has always relied on the dedication and action of its citizens. The partnerships described above are taking organizational, financial and technological

Move

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 Service², 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

² 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.

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 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.

Cut section 7.

III. INVOLVING NONPROFITS IN THE POLICY-MAKING PROCESS

A. Introduction

Representatives of nonprofit organizations express strong support for the chance not only to receive funding and other support, but also to have agencies seek their participation in the development of policies. They believe they can become more effective partners – and more effective in carrying out their own 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

White House Conferences

Since 1993, the Clintons have hosted more than a dozen [?] White House Conferences, a unique showcase for issues, vehicle for dissemination of information, and opportunity for dialogue and input. Generally held in the majestic East Room, the largest room in the house, with its capacity to seat more than 200 guests, the Clinton conferences have also embraced the vast potential of the cybercast, a technique that was first used in the White House in February of 1998 to broadcast the inaugural Millennium Evening at the White House over the World Wide Web. 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

Doesn't work if the only example

into 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 their 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 every citizen in more than toasts and fireworks on December 31.

Among the values that the President and the First Lady were determined to highlight, was a long 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.

As with other White House conferences, the organizers of the Philanthropy Conference – all members of the First Lady's staff – developed the program, invitation list and policy announcements after extensive consultation with nonprofits, corporations, researchers and individuals invited to participate in a series of discussion sessions over several months. The nonprofits that were consulted represented a cross-section of national and local foundations, religious groups and advocacy groups serving a wide variety of constituencies, and concerned with a large number of issues. Many of these representatives

reported that they had never before been contacted prior to such a meeting.

This planning and partnership model is fully replicable, and has been used since to plan other White House Conferences.

C. Conclusion

Too often in the past, government planners and nonprofit leaders have operated without the benefit of knowing each other's purposes and resources. 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 for the federal agency to consult face to face, to tour the facilities of the nonprofit, or to exchange expertise or advice. With new models like the White House Conference on Philanthropy, that pattern has already become dated, and, as was evident at the August meeting of the Task Force, new collaborations have injected a level of energy, excitement and enthusiasm heretofore unknown in this process.

IV. LEVERAGING RESOURCES

A. Introduction

for maximum effectiveness,
[The Clinton Administration has broken new ground by helping to broker] partnerships *may need to* that *often* involve not just the federal agency, but also business, *state + local government agencies* nonprofit *and nonprofit organizations* organizations, *or* and foundations. These partnerships may involve funding, but may also include joint sponsorship of events or projects, the encouragement of volunteer efforts, or even marketing.

B. Joint Sponsorship of Events or Projects

Save America's Treasures

One of the centerpieces of the administration's Millennium Initiative is a project called Save America's Treasures. Administered by the National Park Service, SAT is devoted to saving our deteriorating national treasures, preserving them as gifts for the future. Kicking off the program in July of 1998, the President and Mrs. Clinton stood in front of the Star-Spangled Banner, which was about to be lifted from its site in the Smithsonian's Museum of American History, and restored – all the while remaining in plain view for the public to watch. Standing with the first couple that day was Richard Moe, chairman of the National Trust for Historic Preservation and Ralph Lauren, who had donated a total of \$13 million to the project – representing the nonprofit partner and the corporate partner on the project to restore the flag. After the ceremony, Mrs. Clinton boarded a bus for a swing up the east coast where she focused

attention on other deteriorating sites that hold our history and our stories in their walls – sites like Thomas Alva Edison’s Invention Factory, George Washington’s Revolutionary War Headquarters, and Harriet Tubman’s home, a stop along the Underground Railroad.

In order to be recognized as an official Save America’s Treasure site, the project and each site’s supporters must take the grant money and leverage an equivalent or greater amount of money and resources from the non-Federal sector. In doing so, localities not only take responsibility for, and gain ownership of their projects, but federal funds allow them enough money to start and complete their restorations. The National Trust for Historic Preservation, a nonprofit historic preservation organization, is the Council’s primary private sector partner in Save America’s Treasures. Although it has been successful in identifying donors for several Save America’s Treasures grants, the National Trust does not match grants itself. Rather, it works to raise public awareness of, and commitment to, our nation’s urgent preservation needs. To date, the over-600 SAT projects have received \$_____. in grants and have raised nearly \$_____..

The Children Exposed to Violence Initiative

When speaking of leveraging resources, many might assume that ~~resources mean~~ money. ^{is involved} But the concept of resources goes beyond budgets as is the case with the ^{Justice Dept.} ^(CEVI) Children Exposed to Violence Initiative. Since its launch in 1998, CEVI has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child maltreatment across America.

CEVI ~~is designed to~~ coordinate and expand upon the Justice Department's policies and programs relating to children exposed to violence in order to improve the justice system's approach and the communities' responses to child crime victims and witnesses. CEVI focuses attention on the abuse and violence that affects the lives of too many children, and challenges federal, state and local law enforcement – in partnership with families, communities, social service agencies, child protective services, mental and physical health care providers, schools, courts, the private sector, and federal, state and local government leaders – to improve prevention, intervention, and accountability efforts aimed to help children exposed to violence. As part of the Initiative, the Department of Justice, in June of 1999, convened *Safe from the Start: The National Summit on Children Exposed to Violence*. This summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media . Their job, to: (1) identify model prevention, intervention, and accountability practices; and (2) develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses.

Vital Voices

In the foreign policy arena, the Vital Voices program 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, Vital Voices built on the promise of the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the Secretary of State, Madeleine Albright, women's rights have taken their place as

Who is
doing what?
How is
every
resource

part of the mainstream of American foreign policy.

In the three years since the launch of Vital Voices, women around the world have seen their lives changed. Vital Voices has helped them run for elected office, start and grow small businesses and craft new legislation. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

In the category of leveraging resources, Vital Voices has relied heavily on the receipt of in-kind training, support and expertise from governmental and non-governmental experts, as well as leveraged corporate support from a host of national and international corporate partners. These partnerships have allowed Vital Voices to host technology training sessions, fund Web site development, coordinate research symposiums, and engage additional private and public sector partners.

needs to go up to 15% or be explained in greater detail

C. Relationships With "Friends Of" And Other Nonprofit Partners

US Coast Guard Auxiliary

[Safety is President Clinton and Vice President Gore's highest transportation priority -- fitting for] the US Coast Guard Auxiliary, the civilian volunteer arm of the United States Coast Guard that assists in promoting boating safety awareness, and protecting boaters on the water. Volunteer Auxiliary members spend thousands of hours educating the public about possible

explain category

explain who they are

I. PROVIDING BETTER SERVICES

A. Introduction

From immunizing our children to protecting our environment, [those who serve at the highest level] of the Clinton administration's federal agencies know that [one way to do a better job of providing services] to their constituents [is to reach out and forge stronger and more efficient working relationships with the growing nonprofit sector. Partnerships [i.e., mutually beneficial relationships] with nonprofit groups can help a federal agency reach larger numbers of constituents and improve the quality of the services offered.

[Thanks in part to this administration's enthusiastic endorsement of such relationships] agencies have taken their joint endeavors with corporations and nonprofit groups, other agencies, and state and local governments beyond the traditional grantor-grantee paradigm. No longer does the government define a program and write a check, handing off the work and reporting obligations to the nonprofit. Rather, agencies are capitalizing on opportunities to collaborate with nonprofit groups, devising and carrying out strategies that help them work toward and achieve common

goals. ~~Nonprofits, for example, may be able to identify problems, mobilize~~
In this way, they can capitalize on nonprofits' capacity
 fresh thinking and energy, and promote social change at the community
 level, *or other unique capacities of such organizations*

There are many highly publicized activities that include nonprofits working closely with a federal agency:

- Federal grant programs from the National Science Foundation and the National Institutes of Health assist non-profit research groups looking for cancer cures.
- The Corporation for National Service works in communities across the nation to provide after-school and tutoring programs.
- AmeriCorps members work with organizations such as Habitat for Humanity and the Red Cross, building homes and providing disaster relief.

More generally, many government policies affect the activities of nonprofits – directly or indirectly, and in ways not always well-understood by the public:

- Tax policy, including the deductibility of contributions and the designation of tax-exempt status, can make a significant difference in a nonprofit's bottom line;

- Collection of statistics by the IRS, the Census, the Department of Labor, and others is also a financial boon;
- The Combined Federal Campaign¹ and other employee volunteer programs directly link federal government workers with the non-profit sector;
- Billions of dollars flow through grants and contracts to nonprofit organizations;
- Government research agencies routinely work with institutions of higher education and other private sector researchers;
- Direct payments flow to hospitals through Medicaid and Medicare.

Despite the fact that there is no comprehensive data tracking the flow of federal support to nonprofits, we do know that government has become an important source of funding for these groups. One study² estimates 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

¹ The Combined Federal Campaign has served as a model for the development of workplace giving campaigns in the corporate sector and for state and local government campaigns. For information about the history of the CFC and volunteering policies and practices, lists of participating organizations, criteria for participation, campaign trends and general questions and answers about the CFC, you can visit their web site at www.opm.gov/cfc. The CFC also offers brochures on participating charities; communications kits for marketing purposes; a 2000 CFC video; sample partnership agreements with non-profit campaign partners; lists of top-performing campaigns in the country; and a Q&A .

² A 1999 paper issued by the Nonprofit Sector Research Fund.

translates to some \$554 million in government money flowing to education, health, social welfare, income assistance, culture and the environment.

While federal government spending on health care, social services, educational research and foreign assistance has increased, in other areas – specifically higher education, arts and culture and the environment – spending is down. The quality and effectiveness of non-profit partnerships is more important than ever before, and the President was right to initiate this study. We need more analysis of the effect of government funding, tax policies and regulation. For, as this sector grows in size and importance, there will be even greater opportunity to forge partnerships that marry the mighty power 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.

B. Childhood Immunization The National Immunization Program

Vaccines are one of the greatest achievements of biomedical science and public health. Yet, despite remarkable progress, several challenges face

the US vaccine-delivery system, which must be capable of implementing increasingly complex vaccination schedules. An estimated 11,000 children are born in this country each day – each child requiring 15-19 doses of vaccine by the age of 18 months in order to be protected against 11 diseases.

In 1993, the Clinton administration launched the National Immunization Program (NIP) 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 as in this case, series of partnerships. These were the NIP's goals for the year 2000: 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; vaccine-preventable childhood diseases would be eliminated or reduced; and, 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 aimed at eliminating racial and ethnic health disparities linked to childhood immunization.

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 important of childhood immunizations, educating parents about the benefits and risks associated with immunization, facilitating access to health care providers, and engaging corporate and foundation partners and 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. Again, stepping out of the old grantor-grantee model, NIP has provided initial training and technical assistance to CCIC, whose member organizations have sponsored dozens of free immunization clinics. 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 seven 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.

C. Food Recovery

The Food Recovery and Gleaning Initiative

As is the case with the NIP, the federal government doesn't manufacture, grow and distribute food to our nation's hungry, but it does have an important role to play. In November of 1996, President Clinton signed an Executive Memorandum directing the US Department of Agriculture to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. Following up, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning in September of 1997 – 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 leadership of Secretary Dan Glickman, for whom the Food Recovery and Gleaning Initiative is a top priority, offers a significant example of the importance of active and engaged support and leadership

from the top. 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 the technology firm, Hewlett Packard, and America's Second Harvest to create a Web site that links food producers with the America's Second Harvest food bank network.

Community Food Security Initiative

Based on the success of the Gleaning and Food Recovery Initiative, in 1991 Secretary Glickman 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. Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs 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 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.

D. 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.

The Bay Program continues to operate under subsequent Agreements, the latest of which was signed in the summer of 2000. 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 the restoration effort.

The EPA, through its Chesapeake Bay Program Office in Annapolis, Md., provides leadership on the project, along with administrative, technical, financial and other information assistance. Other partners 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 is also an important role. 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.

E. Conclusion

There are scores of other examples of successful partnerships that are working in every federal agency to provide better services for their constituents. The Department of Justice's Operation Weed and Seed encourages local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements. HUD's Continuum of Care initiative supports local groups working to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. HUD is also part of a national consortium of agencies and private foundations called JOBS PLUS. Established in 1994, JOBS PLUS works in public housing developments to help residents get and keep jobs. And, the Department of Justice's 5 Goals 4 Kids is working, with the assistance of nonprofit partners like the United Way, to enroll at least 500,000 uninsured children in the state-run children's health insurance programs called SCHIP.

Federal agencies and nonprofit organizations that share goals and strategies and can coordinate services on a local level exemplify the power of partnership. In some cases, it's the federal agency that has brought funding to 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 with an eye to stretching resources further, meeting common goals and solving common problems.

THE WHITE HOUSE
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From: Shirley Sagawa
Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady

No. of pages (including cover):

Comments:

*Carol - I sent this to Ellen so
she could write up my comments
but I thought I should get this to
you so we don't lose too much
time - It's getting there!*

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

--Alexis de Tocqueville

Foreword

In January of 1993, Hillary and I arrived in Washington anxious to implement a new vision for America – a vision of our nation standing 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 vision was clear, but we knew that getting there wouldn't be easy.

The first and most immediate challenge was the economy. A decade of trickle-down economics and deficit spending had left far too many Americans behind. In 1993, the deficit was \$290 billion and rising. If we had continued along the same course, we would have seen the shortfall rise to \$450 billion by the end of the year 2000. Instead we are anticipating a surplus amounting to at least \$230 billion.

What exactly drove the engine of our economy into high gear? What led to the creation of 22 million new jobs and poverty rates that have dropped to historic lows? Fiscal discipline – enough to cut interest rates and

collapse into 1 #

spur growth; to invest in education and skills, science and technology, new markets for American products and American workers. But growing the economy was the easy part. If our children and grandchildren were to thrive in the 21st century, it was up to us to shape a new model for the federal government.

The history of our nation has been marked by this ongoing debate: Should government meet all of society's needs? Is it the proper role of government to fashion a program for every problem? Or should federal agencies take a hands-off approach, leaving the private sector to help those in need? Unfortunately, this is a false choice that succeeds only in dividing America as we see all too clearly every four years.

~~But~~ there is 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 – ~~a government that is neither the enemy nor the savior~~ a government that works in partnership with its citizens and lives within its means.

But even if we operate in a third way, with a streamlined government and a booming economy, we must always be able to answer these questions: How do we ensure that every willing and hard-working citizen enjoys the fruits of our success? As our prosperity carries us forward, how do we

cut -
add
transition
sentence

preserve our old and enduring values for future generations? And, perhaps the toughest question of all: How do we bring disparate voices together, meeting these challenges as one America? In other words, how do we strengthen our civil society?

For this kind of government to work, we must have a strong civil society...
Strengthening our civil society was high on our agenda in October

1999 when the First Lady and I hosted the first-ever White House Conference on Philanthropy. There I named an Interagency Task Force to examine one important facet of the third way: ~~successful~~ 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 replicated and improved.

Although I had championed this new way of working with the private sector, even I was surprised at the number & breadth of these partnerships.
~~What you will find in this report may surprise you.~~ In thousands of instances, large and small, government agencies are working with nonprofit organizations, redefining, in the process, 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 they play cannot be overstated: *As a result, they strengthen the* ~~They hold up a~~ safety net for citizens in need, *foster* ~~create~~ a community where neighbors can gather and depend on one another, ensure that the arts are sustained and nourished, and when all else fails, ~~they~~ nourish and protect the smallest and most vulnerable among us. In these ways, and many more, they strengthen and sustain our civil society.

They make government work better

and are strengthened through their relationships with federal agencies.
I want to thank the First Lady and her staff, as well as the staff of the Council of Economic Advisors and the Domestic Policy 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

not free
quote
works

"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

INTRODUCTION 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 non-profit organizations, and to determine how each one of us can make a contribution by doing more.

Our democracy thrives because of people like Myrian Bodner, a

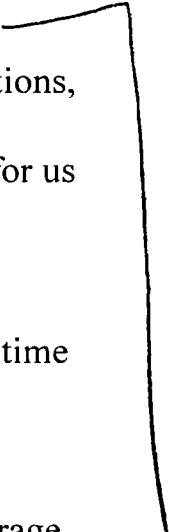
Kentucky homemaker who raised a quarter of a million dollars in relief supplies to help her native Nicaragua recover from Hurricane Mitch. Our democracy thrives because of Rev. Ann Pearson, who gave each of her parishioners \$10 out of a small inheritance to donate to a worthy cause. She found that the 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. McCarthy spent a lifetime washing, starching and ironing other people's clothes. She lived simply and frugally, and four years ago, she 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."

To honor heroes like these and highlight the American tradition of giving – a tradition that we hope to enhance as we begin a new millennium – the President and I hosted the first-ever White House Conference on Philanthropy in October of 1999. Giving always has been an important tradition in this country, and never has there been a better time to encourage and support this tradition. 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 \$12 trillion from the World War II generation. Last year, donations to charitable causes reached a new high, totaling nearly \$150 billion. Individuals accounted for 85 percent of that amount, up a third since 1995. As a percent of our gross national 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 beginning of the new millennium is a time for great celebrations, but it should also be a time for reflection and renewal, an opportunity for us as individuals and as a nation to examine who we are, what we have accomplished, and where we hope to go. Most important, it must be a time when we work together to ensure a bright future for our children. The President and I created the White House Millennium Council to encourage



cut

the participation of every American not only in the celebrations, but also in considering what is best in our society, what we hope to carry with us into the new millennium, and the gifts we can make to the future. In choosing as our theme this simple phrase, "Honor the Past – Imagine the Future," we hoped to convey the intention that our national celebration go beyond fireworks and champagne corks to an effort to preserve the cherished historic sites, artifacts, values and ideals that have shaped the American experience and that we want to hand down to future generations. One of the most important gifts we can leave our children is a strengthened philanthropic tradition.

The White House Conference on Philanthropy was designed not only to honor and explore the phenomenon of giving in this country, ~~and to highlight the importance of philanthropy in the new millennium,~~ but also to set in motion an examination of public-private philanthropic partnerships. That is why the President announced the creation of the Interagency Task Force on Nonprofits and Government.

When the President and I established the White House Millennium Council, we knew that we would have the excitement of helping to plan the fireworks, the speeches and the music. But more important was the chance

Insert info on a few of the partnerships she's been involved with - Save America's Treasures, Vital Voices, Prescriptions for Reading Partnerships

I don't think this works

- -

to celebrate America's grandest ideals and values. We asked our fellow citizens to ponder gifts they would carry into the next century -- whether restoring a once-grand old building or the Star-Spangled Banner; preserving a family history; planting a tree, designating a historic trail or creating a time capsule to be unearthed in a hundred years. But of all the gifts we have to leave for our children, the one I wish them the most is our tradition of philanthropy.

I want to thank all the individuals and groups who worked so hard to make 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 best practices and the recommendations that will be a guide for future generations of government workers and non-profit 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, ^{and Bruce Reed,} Mary Ellen McGuire ^{and Matthew Nelson} from the Office of the First Lady; and ^{+ Julie Bosland} Eric Gould from the President's Domestic Policy Council. They have certainly made their gifts to the future.

List of Appendices

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

B. Executive Memorandum

C. President's Tax Initiatives

D. CEA Report: Philanthropy in the American Economy

E. Agency Questionnaire

F. Descriptions of specific partnerships

I would cut this

G. Nonprofit Partners Meeting Attendance List

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PREFACE by Melanne Verveer, Bruce Reed, and Gene Sperling

Nonprofit organizations transform philanthropy – turning cash into food, clothing, health care, education and other forms of help for those in need. 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. But more telling than the numbers is a new spirit of service and civic activism ~~that are fast becoming the mark of the nonprofit sector.~~ *taking hold in communities across America*

note growth in # of orgs from 1993 to 1998 (575,690 to 733,790)

The Executive Memorandum that created the Task Force 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: to develop a public inventory of “best practices” in existing collaborations between federal agency programs and nonprofit organizations; to evaluate data and research trends pertaining to nonprofits and philanthropy; and, to develop further policy responses. Objective three was ~~accomplished~~ *addressed* by the introduction of several tax initiatives in the President’s budget (see Appendix C.). Objective two was met by the Council of Economic Advisors’ Report:

and by the memorandum in this 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 full text of the CEA report can be found at Appendix D.)

In January, staff from the DPC, 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 ~~more than a dozen~~^{5 of} ~~excellent~~ examples of how this administration has broken new ground in the area of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked each representative to submit the agency’s top four non-profit “relationships” ^{or new approaches} for ^{consideration for} inclusion in a “models” 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. Submissions were then placed into one of six categories for final review: partnerships that provide better services to the public; ~~partnerships~~^{approaches} that allow input into the policy making process; partnerships that effectively leverage resources; ~~partnerships~~^{approaches} that result in meaningful exchanges of information across sectors and with the general public; partnerships that improve government

operations; and partnerships that improve the effectiveness of nonprofit organizations. From those, staff members were able to glean a set of "~~best~~ *effective* practices," develop a list of recommendations for other groups, and uncover some of the barriers to successful partnering.

Meanwhile, staff from the President's Domestic Policy Council, ^{Office of the} and the Millennium Council met with representatives of the nonprofit community in order to solicit their input. While genuinely supportive of the direction the Task Force had taken, the representatives expressed concerns about issues related to excessive paperwork, conflicting regulations or processes, micromanagement of grants and contracts, and access to information. In addition, they worry that venture philanthropy and social entrepreneurship are pushing the non-profit sector down the wrong path (For a list of nonprofit representatives, go to Appendix G.)

Finally, in early August, the members of the Task Force met once again to hear the details of the best submissions, to discuss the nominations and to explore other models to include. Quickly, though, the discussion took an unexpected turn: As we called on the agency representatives sitting around the table, there was a palpable shift in tone. It may have begun when Father Joseph Hacala from the Department of Housing and Urban

Need more positive spin - they did comment several things - incl. A Corp, HUD, etc. We also asked NPHC to survey their members + get back excellent material from Indep sector

Allen is this too much detail?

Development mentioned that he was about to fly to South Dakota for the

had to get
why this
is significant

“ground blessing” of a new youth center on the Pine Ridge Reservation, or

when a White House Fellow in HHS described the dramatic success of the

contribution of nonprofit partners to the

National Immunization Program. One by one, as the agency principals

described their model partnerships, other participants began to ask excited

questions and while taking ^{extensive} ~~furiously~~ note. ~~Members of the Task Force~~ had not

foreseen the extent to which these programs operated as if in a vacuum, ^e

^{in most cases} known only to the administrators + nonprofits involved

~~interacting in a small sphere with the nonprofit partner and a handful of~~

~~administrators.~~

represented
in the
room
could
boast
of at least
one successful
partnership,
but we

As the success of this administration’s direct efforts to encourage and facilitate such partnerships became clear, the room swelled with pride. Not only was every representative part of something bigger and more meaningful than they had suspected, the existence of all these other successful projects meant more sources of help and support. In the days that followed, each of our offices was blanketed in emails from agency participants with even more ideas.

This document is intended to ~~lay out not so much the process that~~
~~began on Oct. 22, but rather~~ to fulfill the President’s mandate as set out in the Executive Memorandum – to collect a public inventory of “best

practices,” develop a set of detailed recommendations, and identify barriers to successful collaboration. We believe that such an inventory and discussion can be used by government or nonprofit employees to improve the synergy in existing partnerships, and we hope, encourage the development of new and innovative activities. What you will not find in the body of the report are detailed descriptions of the “model” partnerships. [Those – or perhaps cites to where the information is available, can be found in Appendix F.][??] Rather, we felt a more useful organizational framework would be to present the material divided into categories. Thus you will find discussions of how to provide better services; reach out to a broader spectrum of nonprofits; involve nonprofits in the policy-making process; leverage resources; share information; improve the effectiveness of non-profit organizations and the responsiveness of government.

need conclusion

I. PROVIDING BETTER SERVICES

A. Introduction

From immunizing our children to protecting our environment, ~~those~~
~~who serve at the highest level of the Clinton administration's federal~~
~~agencies know that~~ ^{for the federal government} one way to do a better job of providing services ~~to their~~
~~constituents~~ is to reach out and forge stronger and more efficient working
relationships with the growing nonprofit sector. ~~Partnerships i.e.,~~
^{By developing} mutually beneficial relationships ~~with~~ ^{with} nonprofit groups ~~can help~~ 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
such relationships, agencies have taken their joint endeavors with
corporations and nonprofit groups, other agencies, and state and local
governments beyond the traditional grantor-grantee paradigm. No longer
does the government define a program and write a check, handing off the
work and reporting obligations to the nonprofit. Rather, agencies are
capitalizing on opportunities to collaborate with nonprofit groups, devising

and carrying out strategies that help them work toward and achieve common goals. Nonprofits, for example, may be able to identify problems, mobilize fresh thinking and energy, and promote social change at the community level.

② However, in the last eight years, ^{fed. agencies have developed} ~~new partnerships~~ ^{with} ~~There are many highly publicized activities that include nonprofits~~ ^{that are directed at achieving specific shared goals} ~~working closely with a federal agency:~~ ^{that could not be accomplished by either the agency or} ~~nonprofit organization on its own. Some of these are described~~ ^{in this section.}

~~Used~~
~~Other examples~~

~~the National Institutes of Health assist non-profit research groups~~
~~looking for cancer cures.~~

~~looked~~
~~on next~~
~~page~~

- ~~• The Corporation for National Service works in communities across~~
~~the nation to provide after-school and tutoring programs.~~
- ~~• AmeriCorps members work with organizations such as Habitat for~~
~~Humanity and the Red Cross, building homes and providing~~
~~disaster relief.~~

① ^{historically} ~~More generally, many government policies~~ ^{have} ~~affect the activities of~~
~~nonprofits~~ ^{in a variety of ways} ~~directly or indirectly, and in ways not always well-understood~~
~~by the public.~~ ^{as a fact} ~~These policies include:~~

- Tax policy, including the deductibility of contributions and

the designation of tax-exempt status, ^{which} can make a significant difference in a nonprofit's bottom line; ^{and the activities it is permitted to undertake.}

- Collection of statistics by the IRS, the Census, the Department of Labor, and ^{which contributes to our understanding of the nonprofit sector and} others, ~~is also a financial boon;~~ ^{provides data of critical importance to some nonprofit organizations}
- The Combined Federal Campaign and ^{Federal} other employee volunteer programs ^{that channel the resources of federal workers to} ~~directly link federal government workers with~~ the non-profit sector;
- ^{the} Billions of dollars ^{flow} through grants and contracts to nonprofit ^{Federal} organizations;
- ^{Research undertaken by} Government ~~research~~ agencies ^{in partnership} routinely ~~work~~ with institutions of higher education and other private sector researchers; ^{and}

- ← • Direct ^{federal} payments ^{that} flow to hospitals through Medicaid and Medicare, ^{together with policies that have a profound impact on the health care field.}

Despite the fact that there is no comprehensive data tracking the flow of federal support to nonprofits, we do know that government has become an important source of funding for these groups. One study estimates that, in

The Combined Federal Campaign has served as a model for the development of workplace giving campaigns in the corporate sector and for state and local government campaigns. For information about the history of the CFC and volunteering policies and practices, lists of participating organizations, criteria for participation, campaign trends and general questions and answers about the CFC, you can visit their web site at www.opm.gov/cfc. The CFC also offers brochures on participating charities; communications kits for marketing purposes; a 2000 CFC video; sample partnership agreements with non-profit campaign partners; lists of top-performing campaigns in the country; and a Q&A .

A 1999 paper issued by the Nonprofit Sector Research Fund.

Put
in
Melanie
Bruce
Gene
Letter

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.

While federal government spending on health care, social services, educational research and foreign assistance has increased, in other areas – specifically higher education, arts and culture and the environment – spending is down. The quality and effectiveness of non-profit partnerships is more important than ever before, and the President was right to initiate this study. We need more analysis of the effect of government funding, tax policies and regulation. ~~For~~ ^{The nonprofit} As this sector grows in size and importance,

there will be even greater opportunity to forge partnerships that marry the mighty power 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.

Put at the
conclusion
of section

B. Childhood Immunization

The National Immunization Program

Vaccines are one of the greatest achievements of biomedical science and public health. Yet, despite remarkable progress, several challenges face the US vaccine-delivery system, which must be capable of implementing increasingly complex vaccination schedules. An estimated 11,000 children are born in this country each day – each child requiring 15-19 doses of vaccine by the age of 18 months in order to be protected against 11 diseases.

In 1993, the Clinton administration launched the National Immunization Program (NIP) 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 as in this case, series of partnerships. These were the NIP's goals for the year 2000: 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; vaccine-preventable childhood diseases would be eliminated or reduced; and, 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 aimed at eliminating racial and ethnic health disparities linked to childhood immunization.

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 corporate and foundation partners and 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. ~~Again,~~ stepping out of the old grantor-grantee model, NIP has provided initial training and technical assistance to CCIC, whose member organizations have sponsored dozens of free immunization clinics. 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 seven 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.

great!

C. Food Recovery

The Food Recovery and Gleaning Initiative

~~As is the case with the NIP,~~ ^{While} the federal government doesn't manufacture, grow and distribute food to our nation's hungry, ~~but~~ ^{in eliminating hunger in the US} it does have an important role to play. In November of 1996, President Clinton signed an Executive Memorandum directing the US Department of Agriculture to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. Following up, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning in September of 1997 – 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 leadership of Secretary Dan Glickman, for whom the Food Recovery and Gleaning Initiative is a top priority, offers a significant example of the importance of active and engaged support and leadership from the top. 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 the technology firm, Hewlett Packard, and America's Second Harvest to create a Web site that links food producers with the America's Second Harvest food bank network.

Community Food Security Initiative

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

how?
wish we knew
more about
how the partnership
worked - what
did it do, what
did it not do, what
does that imply
about future
partnerships?

ex. using
its expertise
to assist
non-PT

example
of agency
brokerage
rel. w/
private
sector
company

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. Among the Community ^{Through this initiative, Agriculture Dept employees reached out to dozens of anti-hunger organizations and did what?}

Food Security Initiative's commitments are: a partnership with Share Our

Strength (SOS) to expand Operation Frontline, a program that engages

volunteer chefs 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 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.

Ellen - should we drop this one - not Clinton admin. ??

D. 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

I think this one should be more specific as to who did what that will help the reader understand what happened in the partnership, what is replicable etc.

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.

The Bay Program continues to operate under subsequent Agreements, the latest of which was signed in the summer of 2000. 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 the restoration effort.

Did the Clinton Admin do anything different? Take it to a new level? Otherwise I might put in the conclusion section instead

... The EPA ...

In this multi-party alliance, the role of the federal agency is to provide leadership,

~~The EPA~~, through its Chesapeake Bay Program Office in Annapolis, Md., ~~provides leadership on the project~~, along with administrative, technical, financial and other information assistance. ~~Other~~ *Nonprofit* partners are *play different roles - using their outreach efforts, volunteer networks, and [what else] to advance the shared goal of cleaning up the Bay.* 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 is also an important role. 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.

E. Conclusion

~~There are~~ scores of other examples of successful partnerships ~~that~~ are working in ~~every~~ federal agency ^{us across the government} to provide better services for their constituents. The Department of Justice's Operation Weed and Seed encourages local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements. HUD's Continuum of Care initiative supports local groups working to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. HUD is also part of a national consortium of ^{including DOE} agencies and private foundations called JOBS PLUS. Established in 1994, JOBS PLUS works in public housing developments to help residents get and

keep jobs. And, the Department of Justice's 5 Goals 4 Kids is working, with the assistance of nonprofit partners like the United Way, to enroll at least 500,000 uninsured children in the state-run children's health insurance programs called SCHIP.

Federal agencies and nonprofit organizations that share goals and strategies and can coordinate services on a local level exemplify the power of partnership. In some cases, it's the federal agency that has brought funding to 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 with an eye to stretching resources further, meeting common goals and solving common problems.