

Withdrawal/Redaction Sheet

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DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	Attendees Interagency Task Force on Nonprofits re: SSNs and DOBs [partial] (1 page)	08/02	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 24343

FOLDER TITLE:

Nonprofit Task Force Background Report [1]

2013-0124-S

rc1161

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

- P1 National Security Classified Information [(a)(1) of the PRA]
- P2 Relating to the appointment to Federal office [(a)(2) of the PRA]
- P3 Release would violate a Federal statute [(a)(3) of the PRA]
- P4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
- P5 Release would disclose confidential advice between the President and his advisors, or between such advisors [(a)(5) of the PRA]
- P6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

PRM. Personal record misfile defined in accordance with 44 U.S.C. 2201(3).

RR. Document will be reviewed upon request.

Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
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Barriers to working closely with nonprofit partners (from agency submissions)

Government Performance and Results Act puts excessive focus on quick and quantifiable results
Increased competitiveness among nonprofits creates disincentives
Conflict of interest rules, ethical and legal restrictions
Limited FTEs make labor-intensive partnerships difficult to sustain
Lack of clarity about legal limits
OMB circular A-122 rules relating to fundraising as an unallowable cost
Need to improve use of internet/need to improve links to the nonprofit gateway
Federal Advisory Committee Act limits collaboration
Communication barriers
Limited appropriated travel funds/legal inability to accept travel funds from partners
Restrictions on ability to solicit/accept donations
No agency wide policy, direction or training regarding working with nonprofits
Internal bureaucratic process

Categories for Model Partnerships and Approaches to Working with the Non-Profit Sector

I. Providing better services.

- examples:
- Coordinating provision of services at the local level
 - Innovative approaches to grantmaking and monitoring
 - Joint development of service delivery strategies
 - Technical assistance or training to improve service provision
 - Innovative approaches to evaluation
 - Participation in advisory bodies

II. Developing research partnerships.

- examples:
- Sharing data
 - Collaborating on a research agenda
 - Cooperative research and development
 - Creating partnerships to disseminate findings

III. Allowing input into the policymaking process.

- examples:
- Innovative approaches to rulemaking
 - Joint development of strategic approaches
 - Soliciting advice in the development of negotiating positions, regulations, budget proposals
 - Effective use of advisory committees/ focus groups
 - Innovative strategies to solicit input into policy development

IV. Leveraging resources.

- examples:
- Joint sponsorship of events or project
 - Relationships with "Friends of" and other nonprofit agency partners
 - Partnerships with private sector funders
 - Use of nonprofit networks to promote policies, services, fund availability

V. Sharing information.

- examples:
- Participation in coalitions, conferences, professional organizations and meetings
 - Innovative uses of the internet
 - Strategies to disseminate information through nonprofit partners
 - Promotion of formal or informal communication channels

V. Improving government operations.

- examples:
- Employee volunteer programs and sabbatical opportunities
 - Innovative employee recruitment
 - Nonprofit provision of technical assistance or training to government employees

Streamlining fund application processes
Creating channels for feedback from nonprofit organizations
Structural changes to improve relationships with nonprofit organizations
Designating a “nonprofit liaison”

VI. Improving the effectiveness of nonprofit organizations.

examples: Technical assistance or training to improve nonprofit capacity,
 management, cost-effectiveness
 Promoting collaboration among nonprofits or among the sectors
 Providing a brokering function with other agencies
 Helping nonprofits to comply with government rules

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The Future is Not What It Used to Be

Mark Rosenman

7/14/00 3:28 PM (Words=3476)

The emergence of the technology-fueled new economy is transforming business and bringing it into new relationships with government. It also is creating both envy and a fear in the nonprofit sector that it may even now be too late to catch this accelerating train. Along with this economy's wondrous benefits, however, come some troubling trends.

Major modifications to industrial and occupational structures, breakthroughs in communications and technology, shifts in the geography of economic activity, and the globalization of production and distribution systems as well as financial markets, all have exacerbated and compounded many of the problems nonprofits and philanthropy are expected to address and resolve. In the face of these changes the powers of governments themselves are transcended by a global economy subject to no adequate regulatory mechanisms nor to the full exercise of democratic control.

Even the casual observer cannot doubt that the charitable sector, too, is changing. There ought to be doubts, however, about the direction of those changes and about who and what is driving them. Neither nonprofit leaders nor those served by charitable organizations seem to be exercising much control. Yet, little is being done to help nonprofits and philanthropy shape the future of this critical sector.

Most notable among recent changes is the oft-referenced "blurring of the boundaries" with commercial enterprise. Beginning with the Reagan budget cuts, nonprofits were told that they needed to become more businesslike, more efficient in their operation, and less dependent on government and philanthropic funding. They were advised to seek opportunities for strategic collaborations, mergers and acquisitions – paralleling the corporate world – in order to cut their costs and make better use of scarce resources.

Then along came the newly e-wealthy, promoting venture philanthropy with implicit demands that nonprofits accommodate lessons learned in capital markets. They and their disciples have raised social entrepreneurship to the level of mantra, reinforcing commercial thinking, operating styles, and profit-seeking imperatives. Nonprofits are encouraged to fashion partnerships with businesses in order to create opportunities for both to do well while doing good.

Although some nonprofit organizations have had to rely increasingly on fee-for-service income, there is a new and rising chorus of voices calling for them to exploit their operation for its full commercial potential. In the schema of some advisors it is no longer a question of how little can be charged, but rather of how much. Is there a market for the service where people can afford to buy it? Then why not go for-profit, or at least spin off programs that can generate a reasonable return? Nonprofit services morph into consumer commodities. Altruism dwindles and conversions multiply. Charitable purpose may well be crowded out by margin calculations.

Most organizations can improve performance by adapting the best practices of others, and many nonprofits have benefited from the experience and wisdom of business. Increasing the financial well being of nonprofits through diversified income-generating schemes can be very significant both to those organizations and to the constituencies served. However, it is important to recognize that social and

economic arenas reflect different values and dynamics from one another. As commendable as these developments may be in part, they hold unexamined implications that can be highly corrosive of the fundamental purposes of charity.

All of this occurs in an economy where corporations now find it profitable to compete with nonprofits, particularly as government functions, programs and funding streams (which account for about a third of nonprofits' revenues) are disaggregated, devolved and privatized. In retrospect, charities can be seen as having functioned as low-risk social venture efforts that helped create, test and legitimize new service industries for post-manufacturing capital. Corporations diversify and new "nonprofit-like" enterprises are created to gain handsome returns from the provision of human and other services.

Difficult questions arise with the growing commercialization of the nonprofit sector and the increasing entry of business enterprises into previously nonprofit program areas. If there is a blurring of sectors, what ought to be preserved or developed as the distinguishing characteristics of charity? What exactly is the role of the nonprofit sector?

One set of answers is being provided to nonprofit and philanthropic leaders, but it is coming principally from those outside the sector and creates its own troublesome issues going well beyond commercialization. Some politicians (including, at the time of this writing, presumptive presidential nominees) and their supporters frame discussion of the nonprofit sector, and put forth policy proposals regarding it, principally in terms of the palliative relief of the conditions of poverty. Their vision of the nonprofit sector eschews a broader definition of charitable purpose since a narrower view is required to advance their political agenda – to delegitimize and shrink government, nonprofits need to be substituted as the mechanism to care for the neediest among us.

Groups working on environmental issues, consumer rights, drunk driving, historic preservation, sports and recreation, disease prevention and cure, arts and culture, education, animal protection, youth development, municipal improvement and beautification, occupational safety, battered women, substance abuse, good government, civil rights, and on and on, are cast as outside the vital center of charity to the degree that they do other than directly serve poor people. Furthermore, faith-based organizations are seen as worthier of support because they attend to moral development more so than do secular organizations focused on a myriad of problems. Those who would shrink government prefer this approach since it casts problems principally as the bad behavior of (morally-deficient) individuals rather than as, at least in good part, a result of structural issues or institutional inadequacies. They seek to obviate or make voluntary public responsibility for what they characterize as private problems.

This strong bias toward charity as a poverty palliative – particularly individualized and individuating direct services provided from a faith-based perspective – would reframe the sector by steering contributions, grants and contracts to such "deserving" kinds of nonprofit groups. Thus, this school of thought suggests that the distinguishing characteristics of the sector must be found in a return to an alms-like mission, a vision that fails to offer safe harbor to most nonprofit organizations.

Certainly some direct service agencies use sophisticated approaches to the problems they address and to their clients themselves. They go beyond the provision of individual service to help develop, organize, and animate those with whom they work. They set individuals in the context of community and help empower people to be active agents in the democratic processes that shape governments and its public institutions.

However, such change-promoting nonprofits are not the norm.

The narrowing of "deserving charity" also serves an allied political agenda of helping to free markets from government regulation and nonprofit competition. By excluding broad categories of nonprofit organizations from operant definitions of charity, or by assigning them to an inferior and less deserving status, support and legitimacy are denied groups that might oppose the conservative ideological agenda being advanced, that might otherwise advocate an agenda of their own seen as contrary to dominant interests, or that might compete with businesses seeking to profit from new services and markets.

This analysis is affirmed by the fact that the main proponents of these narrowed charitable definitions also have been explicit in their efforts to curtail or ban nonprofit advocacy, public education and policy efforts even when such activities are focused explicitly on poverty. Their proposals would deny funding for programs that fought, for instance, for public health care or affordable housing for poor single parents, that represented poor people in seeking decent public schools for their children, or that opposed a toxic waste dump being located in an already trouble-ridden community. Similarly, program expenditures to educate people about the percentage of our population living in poverty, about the numbers of children going to bed hungry or about the widening income gap, or which spoke against tax cuts for the wealthy in the face of funding cuts for the needy, would not count in qualifying for charitable supports under these schemes, nor would other critical work aimed at building popular support to address structural problems and improve failing institutions.

In further defiance of logic, when nonprofits seek government support to provide direct services to poor people in a businesslike and a professional fashion, their leaders sometimes are maliciously accused of being "poverty pimps" whose only concern is for their own careers. Some of the very same proponents of private support for "deserving charities" say it is illegitimate, a pernicious self-serving and self-interested promotion for nonprofits to push for more government funding to address these same problems. Yet, they seem to have no objection to privatizing government by seeing it allocate funds and award contracts to businesses which enrich themselves while providing for public functions, e.g., for-profit prisons.

And there are related challenges that go still further for nonprofits not providing direct services for poor people. Again, some of the very same forces promoting restricted definitions of "deserving charities" also have been involved in efforts to turn government functions into private commerce. For instance, a number of the main promoters of charity-narrowing tax-credits also were leaders in welfare reform efforts that devolved government programs to major defense and other corporate contractors. Similarly, business representatives and others working with policy-makers at the state level have sought to narrow definitions of legitimate nonprofit activity and to restrict what they contend to be unfair competition with business for government contracts. They have worked to deny the conferral of tax-exemption to charitable organizations and programs they believe compete with commercial enterprises even when affected nonprofit groups might receive no government funds, and at the extreme, they have said that no tax-exempt nonprofit organizations ought be allowed to provide any good or service offered by a business in the same local community.

To recapitulate, nonprofits are pressed to be more businesslike and to rely increasingly on revenue-generating activities. While new philanthropy turns to a venture investment model, nonprofits are urged toward social entrepreneurship. They take on the language, thinking and practices of the market. Concurrently, there are efforts to deny nonprofits tax-exemption because they are accused of acting like

businesses in competing with business. It is suggested that their legitimate role is to provide for the direct palliative relief of individuals' poverty, preferably through faith-based approaches, and that that is best done without government programs involving the increased allocation of public resources. Further, policies are pushed that would steer funding away from – or otherwise discourage or disallow – public interest advocacy, including public education to strengthen democratic processes and political participation.

While these trends impact the sector as a whole, not all organizations are affected negatively. Certainly some nonprofits are able to maintain mission and purpose while developing business enterprises and diversified funding streams. They and others may increase the efficiency of their operation and develop solid outcome accountability without straying from essential operating values or forsaking an ambitious mission. Yet, it is difficult to imagine a sector that can merge with the market while also maintaining its historic role of protecting those left behind by corporate imperatives or abused by institutions. If nonprofits become a full partner and participant in the new economy, who will be the advocate for the by-passed, the forgotten and those suffering collateral damage? What organizations will work for fundamental change in systems which operate to their own immense advantage? What groups will take on intransigent problems or public problems with no possibility of economic return? Who will champion unpopular causes that might alienate their best customers?

It is important to understand that the dynamics confronting the nonprofit sector are not the result of isolated, discrete and unrelated events. Rather, in great part they are outcomes of an explicit ideological campaign – helped along by conservative nonprofits and philanthropies – with the clear agenda of: (1) shrinking the powers and functions of government, especially to minimize its regulatory authority in moderating market forces; (2) decreasing the tax obligations of individuals and corporations; and (3) extending the areas of social, cultural and political life subject to market forces, in great part by privatizing government functions.

Nonprofit organizations have worked to respond honorably to the changing circumstances in which they find themselves and to the growing pressures under which they operate. Yet, in seeking to maintain their programs and to fund their operation, organizations are making incremental accommodations that slowly erode the sector's essential value-driven mission. Those who populate the nonprofit sector – as staff, volunteers and donors – need to remember and reclaim who they are and what brought them to charity in the first place. They and others need to ask: What do we as a society truly expect of the nonprofit sector? What is it we want? What should we protect?

These questions would present little in the way of a fundamental dilemma if the sector's exclusive or principal purpose was considered to be no more than the delivery of services to individuals. With such a model, nonprofits' could be seen as producing consumer commodities, and serving no social or collective purpose truly distinct from market entities. The principal question then would be how and by whom those commodities should be financed. If some people could not afford such services, and/or if there was a public purpose in making those services more broadly available, then government or philanthropy might fund their delivery. Next, a choice would need to be made about providing cash/vouchers to the service consumers or about subsidizing service producers (be they nonprofit or for-profit) through grants and contracts. But is not the nonprofit sector's purpose broader than that?

See sidebar statement.

In recent decades, prevailing concepts of the nonprofit sector generally were framed as “market failure.” To oversimplify, the notion was that nonprofit organizations were formed to address needs that were unmet by the market because of inadequate return on capital (due to peoples’ inability to pay for products/services, the “free-rider” problem, etc.). Some add that the nonprofit sector also compensates for “government failure” – the insufficiency of important public goods and services brought about by the absence of the political will to pay the price necessary to their provision.

What is less clearly articulated, but implicit in many visions of the sector, is that corrections to the functioning of the market or of government (beyond simply trying to compensate for continuing shortfalls in both) are in society’s collective interest. From this perspective, the role of the sector should go well beyond the palliative, beyond just providing consumable services to individuals in need. It is the nonprofit sector’s purpose, in this view, to make things better for all of us, to serve the larger society. This implies working for change in the ways institutions and systems operate from the global to the local level. What seems likely to distinguish the nonprofit sector from the market is that charity’s principal function goes beyond the provision of individual goods and on to collective benefits and to the public good.

The terribly hard question then becomes one of defining what ought to be the sector’s “collective benefits.” While it is easy to assume that, like pornography, we all know the “public good” when we see it, the reality is that the nonprofit/philanthropic sector has trouble even in describing and recognizing itself. Yet, unless it takes on these questions and becomes clear about what it stands for, what it represents, what it wishes to advance, the sector will continue to morph into the market. And these questions cannot be addressed without an inquiry into values which – with the exception of the faith-based community and the more “political” (conservative and progressive) nonprofit organizations – the majority of those in the sector have had no encouragement or support to engage.

Would the vast majority of nonprofit organizations and philanthropic foundations, for instance, ascribe to the notion that social, economic, political and environmental justice were values to be reflected earnestly throughout their own operation and somehow addressed in their programs? Would most nonprofits eagerly embrace the values and operational/programmatic implications of commonweal, of democracy and of empowering political participation? If not characterized by these values, what would they substitute as concepts and practices to distinguish themselves and the sector? Put another way, what should the difference be between nonprofit childcare and for-profit childcare? What values should be reflected and advanced in the former that are not associated with the latter? What about nonprofit/for-profit healthcare? Education? Culture? Recreation? Employment training? Housing? Donor-advised funds? Management consulting? And on and on.

There are a couple of initial efforts to engage local nonprofit leaders in considering these questions (e.g., The Union Institute’s Changing Charity Project and an initiative of the National Council of Nonprofit Associations). Excitingly, questions about the sector’s “identity” are raised with increasing frequency when front-line charity leaders gather. Nothing, however, begins to approach the conscious efforts made in promoting the conservative market-oriented ideology that has propelled these changes (as reported by the National Committee for Responsive Philanthropy). Thus, unless sufficient attention, intention and resources are directed to these questions, current market dynamic will quite likely prevail.

A different future will require the ongoing work of the nonprofit/philanthropic sector’s infrastructure

groups, academics and others. Experts' analyses and the genius of various authorities are important. Policy specialists' recommendations and legislative advocates' work are critical. Public education and solid research, too, are essential, as is an enhanced organizational and communications infrastructure. Most vitally, the organizations and people who constitute this sector – while being brought closer together as a sector – need themselves to draw on their own considerable wisdom to engage these questions. Nonprofit and philanthropic leadership needs to be enabled both to “think its way to new action and to act its way to new thinking.”

The sector needs to find its full passion and to unabashedly declare its mission. Charity needs to again feel legitimate, authentic and correct when it claims the high ground, asserts shared responsibility for the public good, and claims a right to public resources and funding in support of its work for the commonweal.

SIDEBAR TEXT FOLLOWS (461 words -- counted in total)

Nonprofit and philanthropic leaders have explored this point in conversations with one another at various events organized by The Union Institute and others. The statement which follows was prepared by Mark Rosenman based on what these nonprofit practitioners, leaders and others have argued.

We expect the nonprofit sector to help us take care of one another, particularly in times of crisis. We expect it to be a wellspring of compassion when our own lives, or the lives of others, require it. We expect it to augment our conscience, at times troublesome but usually pointing to the better path. We expect it to help us remember and to teach our children what is best about us as Americans – a caring, compassionate, fair and just people. We expect it to help us celebrate what we hold to be sacred and to honor the best of the secular. We expect it to enrich our lives, to preserve and have ready for us the cultural and other opportunities which we sometimes want but could never fully support.

We expect it to bring us together in common purpose when our neighborhoods and communities, when our nation and our planet, need such action. We expect it to protect the underdog, to make sure that there is someone to speak for the voiceless, or for us when we might be weak or vastly outnumbered. We expect it to help us understand and represent our common interests, particularly when we are faced by overwhelmingly powerful institutions and forces. We expect it to help us challenge problems at their source and to change the way things work. We expect it to enable us to develop ourselves and our own power so that all of us might speak effectively for ourselves and for the common good.

We expect it to promote justice and equity as essential elements in all of our social systems and institutions. We expect it to help us learn the skills of democracy and to improve upon our political processes. We expect it to help us protect our rights and to honor our responsibilities in service to democratic and humane values. We expect it to help assure that each of us has a fair and reasonable chance for economic success, and that none of us suffers terribly and hopelessly because of failure. We expect it to help us preserve our uniqueness, to cherish our diversity, and to be one civil nation of many peoples.

We expect it to do this in the public interest rather than for private gain. And, while no organization can do each and every one of these things, the nonprofit and philanthropic sector must do all of them. © Copyright, The Union Institute, 1998, 2000

Mark Rosenman is a vice president of The Union Institute, a Cincinnati-based university. He oversees its

Office for Social Responsibility in Washington, DC.

October 22, 1999

MEMORANDUM FOR THE HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

SUBJECT: Supporting the Role of Nonprofit Organizations

The United States is the most generous nation on Earth. In 1998, an estimated \$175 billion was given by American individuals, communities, foundations, corporations and other private philanthropies to a wide variety of causes and organizations. Individuals accounted for 85 percent of all contributions in 1998 and their giving has increased by almost one third since 1995. And over the next 20 years, approximately \$12 trillion in wealth is expected to be transferred from one generation to the next – more than one trillion of which will flow to nonprofit organizations through charitable giving.

In many cases it is nonprofit organizations that convert philanthropy into results -- helping people in need, providing health care and educating our nation's youth. The nonprofit sector is an integral component of our nation's life, embracing more than one and half million organizations with operating expenditures in excess of \$600 billion. But more telling than the dollar figures is the new spirit of service and civic activism that nonprofits of every kind are now exhibiting. We are today in the midst of a nonprofit boom, a time when the activities of this sector are becoming ever more creative and entrepreneurial.

Nonprofits are uniquely able to identify problems, mobilize fresh thinking and energy, care for those in need on a human scale, and promote social change at the community level. As this sector grows in size and importance, there is a growing opportunity to forge partnerships that include government, nonprofit groups, businesses and citizens to address pressing public problems. There are already many ways that nonprofits work closely with the Federal government. For example, Federal grant programs from the National Science Foundation and the National Institutes of Health assist nonprofit research institutions that search for cures to cancer. And the Corporation for National Service partners with nonprofits throughout the nation to provide after-school and tutoring programs. Our challenge in this time of burgeoning social entrepreneurship is to encourage government, nonprofits and others to work together more meaningfully.

Therefore, today I am asking the Directors of the Domestic Policy Council and the National Economic Council, and the Chief of Staff to the First Lady, to convene an Interagency Task Force on Nonprofits and Government (hereinafter, the "Task Force"). The purpose of this Task Force will be twofold: first, to identify current forms of collaboration between the Federal Government and nonprofits; and second, to evaluate ways this collaboration can be improved.

Structure of the Task Force

The Assistant to the President for Domestic Policy, the Assistant to the President for Economic Policy, and the Assistant to the President and Chief of Staff to the First Lady will jointly Chair the Task Force. The Office of the Vice President, the Office of Management and Budget and the Council of Economic Advisers will be regular participants.

The Task Force shall be composed of the:

- (1) Secretary of Treasury
- (2) Attorney General
- (3) Secretary of Agriculture
- (4) Secretary of Commerce
- (5) Secretary of Education
- (6) Secretary of Labor
- (7) Secretary of Health and Human Services
- (8) Secretary of Housing and Urban Development
- (9) Secretary of Education
- (10) Secretary of Transportation
- (11) Administrator of the Small Business Administration
- (12) Chief Executive Officer of the Corporation for National Service

The Chairs of the Task Force may call upon these, other officials, and independent agencies as they deem appropriate to further the purposes of this effort or to participate in specific aspects of it. For example, matters relating to nonprofit management could involve the Small Business Administration. Matters relating to the economic impact of nonprofits could involve the Council of Economic Advisers. The Chairs, after consultation with Task Force members, will appoint staff members to coordinate the Task Force's efforts. The Chairs may call upon the participating agencies for logistical support to the Task Force, as necessary. Members of the Task Force may delegate their responsibilities under this order to subordinates. During its work the Task Force will consult regularly with the nonprofit sector.

Objectives of the Task Force

Among its objectives, the Task Force will:

1. Develop a public inventory of "best practices" in existing collaborations between federal agency programs and nonprofit organizations. The Task Force, in cooperation with nonprofits, will work to apply these leading models to other governmental efforts. For example, cross-agency initiatives that reflect the community-wide focus of many nonprofits could be highlighted and replicated. The Task Force will also examine ways that Federal agencies can better draw upon the experience and innovations of nonprofits in the development of public policy.
2. Evaluate data and research on trends on nonprofits and philanthropy. Understanding the significance of the relationship between the nonprofit and government sector requires an understanding of the presence that the nonprofit sector has on the economy and in its role in

public service. For example, the Council of Economic Advisers should undertake an analysis of existing data from the private and nonprofits sectors concerning the role of philanthropy in the economy, including an examination of the factors that affect giving and an investigation of trends that are likely to affect giving in the future. This analysis could lead to further research and inquiry by the nonprofit sector on these issues. The Task Force will also coordinate agency efforts to identify the contributions made by the nonprofit sector and information regarding philanthropic activity.

3. Develop further policy responses. The Task Force will meet to discuss new findings and to consider new or modified Administration responses on coordinating efforts between the Federal Government and the nonprofit sector. For example, the Task Force will work with the nonprofit sector and others to explore ways to encourage philanthropy and service, efforts to help nonprofits develop and grow (including "venture philanthropy"), opportunities for closer collaboration on research and in meeting local needs, and ways to reduce governmental barriers to innovative nonprofit enterprises. From time to time, the Task Force will report to me on the results of its efforts.

General Provisions

This order is intended only for internal management of the executive branch. This order is not intended, and should not be construed to create, any right, benefit, or trust responsibility, substantive or procedural, enforceable at law or equity by a party against the United States, its agencies, its officers, or its employees. This order shall not be construed to create any right to judicial review involving the compliance or noncompliance with this order by the United States, its agencies, its officers, or any other person.

Withdrawal/Redaction Marker

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**Attendees Interagency Task Force on Nonprofits and Government Meeting,
Aug. 2 at 10:00am**

Interior

✓ Anne Shields, Chief of Staff to Secretary Babbitt (cleared)

Suzy Hubbell, Office of External Affairs

SS# - [REDACTED] 20013
DOB [REDACTED]

HUD

✓ Fr. Joseph Hacala

DOE [REDACTED]
SS# [REDACTED]

Jennifer Quinn (Staff)

DOB [REDACTED]
SS# [REDACTED]

DOT

Ms. Norma M. Krayem, Deputy Chief of Staff

SS#: [REDACTED]
DOB: [REDACTED]

Patricia Tate Jackson

SS#: [REDACTED]
DOB: [REDACTED]

CNS

X Melody Scales

SS#: [REDACTED]
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Treasury

Lisa Andrews (Deputy Ass Sec)

SS#: [REDACTED]
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DOJ

Daphene McFerren

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Mary Breen
SS#: [REDACTED]
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Deborah Smolover
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Charles Simon
SS#: [REDACTED]
DOB: [REDACTED]

USDA

✓ Julie Paradis, Deputy Undersecretary (720-7711)

[REDACTED]

DOC

Hunter Biden (Exec Dir e-commerce policy co ord.)

SS#: [REDACTED]
DOB: [REDACTED]

1 Linda Bilnes, Asst Secy for Management and Organization

[REDACTED]

Maxie Hollingsworth

[REDACTED]

HHS

Tim Wu (White House Fellow)

DOB: [REDACTED]
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1 Elizabeth Summy (Deputy Chief of Staff)

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DOL

Account Termed

1 Lynn Jennings (Staff)

DOB:

SS#:

P6/(b)(6)

Education

Stephanie Stern (staff)

DOB:

SS#:

P6/(b)(6)

1 Leo Coco (Deputy Assistant Secretary)

DOB:

SS#:

P6/(b)(6)

SBA

Bernetta J Hayes (Acting ass. Admin.)

DOB:

SS#:

P6/(b)(6)

OMB

X Anil Kakani

(Cleared)

CEA

Kathryn Shaw (deputy)

(Cleared)

Charles Stone or Matthew Wilson

(Cleared)

NEA - Not attending

NEH

EPA

(deputy is filling in was going to phone Mary Ellen to see if it is necessary he attends)

DOE

X Maya Seiden

DOB:

SS#:

P6/(b)(6)

State

X Annette Aulton

Do

SS:

P6/(b)(6)

FEMA - Not attending

OPM

Marjorie Tarmey

DOB:

SS#:



Lillian Fernandez

DOB:

SS#:



Julie T. Bosland
08/01/2000 01:09:01 PM

Record Type: Record

To: Shirley S. Sagawa/WHO/EOP@EOP

cc: ellen m. lovell/who/eop@eop, MaryEllen C. McGuire/WHO/EOP@EOP, Andrea Kane/OPD/EOP@EOP

Subject: Re: latest drafts

Looks really good. A couple small things -- when Bruce first references the Philanthropy Conf, we should put in the date that took place. Also, we should work in somewhere in the first segment that when we refer to the nonprofit we are including faith-based organizations. In the section reviewing the categories and agency examples, should we try to have someone other than HUD do either number 2 or 3, since not everyone can contribute as it is?

In the recommendations and/or Next Steps section, we should talk about how much we want to address policy recommendations (part 3 of the Exec. Memo). What might we want to go in the recommendations for future administrations section vs. what would we highlight in the meeting in terms of current budget proposals (tax incentives, initiatives that specifically go to community or faith-based orgs, such as Second Chance Homes or fatherhood grants, etc.)? Also, is there an appropriate place to mention the meeting with the nonprofits, and if so, are there particular recommendations/issues/affirmations that came out of that that would be useful in discussion of the report (particularly the last section).

Andrea also identified some additional examples that we may or may not be able to work in at this point, but we should at least consider whether we should try to add them either now or after the task force meeting --

- 1) under reaching out to faith based partners, ACF/HHS held a conference to highlight the possible roles for faith-based organizations in welfare reform; ✓
- 2) in partnerships with private sector funders, the Ford Foundation was instrumental in helping with the Partnership for Fragile Families, released by HHS in May, which allows child support to be used for a broader range of activities and provides waivers to allow foundation money to be used as match; ✓ *ok*
- 3) catalyzing private sector action -- in addition to the Welfare to Work Partnership, could mention the VP's Coalition to Sustain Success (specifically working with nonprofits/faith-based orgs on supporting welfare reform); ✓
- 4) the President apparently instructed agencies to have nonprofit liaisons back in '94 and they have a website -- I can try to track more info on this, but it should at least be mentioned in broad overview of how fed gov't interacts with nonprofits; *rec*
- 5) National Campaign to Prevent Teen Pregnancy ✓

Also, a couple of small edits to the list of program examples: the Jobs Plus example, although submitted by DOL, is a consortium of federal agencies (DOL, HUD and HHS) and private foundations (as it mentions in the second line) and shouldn't be listed as a Dept of Labor program. Under the description of HUD's Center for Community and Interfaith Partnerships, top of second page of description: "While the Center is not a funding source, it (*not but*) fulfills..." We should also add a line at the end of the Partnership for Family Involvement in Education (PFIE) description to note their special focus on engaging fathers in their children's education. I can get you something on that.

Finally, do we want to raise the question of whether the Task Force feels there are other appropriate actions to fulfill the Exec. Memo? We can discuss at 2:30.

Thanks for doing all of this -- it is really coming along well. See you shortly.



Manu Bhardwaj
07/31/2000 12:08:33 PM

Record Type: Record

To: Shirley S. Sagawa/WHO/EOP@EOP

cc:

Subject: Promising Effective Practices update 

The Promising Effective Practices Network is a very impressive partnership. Not only does the Dept. of Labor give the nonprofit a critical amount of money through a grant but the Department has aided the project in many other ways highlighted below.

- 1) DOL employees were on the original working group when the program was just getting started.
- 2) The DOL housed the program's website onto their system when the organization was just getting started because they at that time couldn't afford a website of their own. (www.nyec.org)
- 3) The DOL helps staff their annual Recognition of Awardees. The Department also serves as a Liason to the Media, in the hopes of attracting more press coverage to the event.
- 4) A Deputy Assistant Secretary of Labor is always in consistent communication with the organization.

In analyzing the projects that were discussed at the Task Force Meeting, this project stood out because of the high level of commitment from the DOL.

DRAFT

Interagency Task Force on Governments and Nonprofits Agency Submissions by Category

I. Providing Better Services

Most of the interesting partnerships reviewed by staff involved an agency working with one or more nonprofits to address a common goal. While the role of the federal agency usually involved providing funding, in most cases it went beyond a simple grantor-grantee relationship: The agency might work with the nonprofits to jointly develop a strategy; might use its funds as leverage to promote collaboration among nonprofits; or look to nonprofit organizations to monitor the quality or impact of its programs. Some of the most interesting partnerships were multifaceted, involving the agency in providing program-related technical assistance, bringing together several different organizations (including for-profit businesses and nonprofit agencies), and utilizing nonprofit networks to reach deeply into communities.

Multifaceted Strategies

Fighting hunger in the United States requires multiple partners. The USDA's **Food Recovery and Gleaning Initiative** demonstrates how the government can work through nonprofits to achieve common goals. In November of 1996, President Clinton signed an Executive Memorandum that directed the Department of Agriculture to lead a government wide effort in conjunction with nonprofit anti-hunger groups to increase the recovery and gleaning of excess food for distribution. Under the leadership of Secretary Glickman, the USDA has made the Food Recovery and Gleaning Initiative a top priority, encouraging, energizing and providing technical assistance to nonprofit food recovery and gleaning efforts.

Through the Initiative the Department has aided grassroots food recovery projects distribute over 10 million pounds of excess food to nonprofit anti-hunger groups nationwide, distribute 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 safely donate excess food to nonprofits and, brokered a partnership between Hewlett Packard and America's Second Harvest to create a Web site to efficiently link food producers with the America's Second Harvest food bank network.

Based on the success of the Gleaning and Food Recovery Initiative, the Clinton/Gore Administration launched a broader **Community Food Security Initiative** in 1999 to help grassroots nonprofits fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency.

Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages chefs to volunteer to teach hands-on nutrition education classes; and working with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" highlighting effective grassroots hunger and poverty programs in the U.S. 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.

Established in 1994, **JOBS PLUS** is working in public housing developments to assist residents get and keep jobs. A national consortium of federal agencies [Labor, HUD and HHS] and private foundations, JOBS PLUS focuses on employment services, financial incentives to work and community support for work network.

The program itself is carried out through the Manpower Demonstration Research Corporation (MDRC), a national nonprofit responsible for establishing demonstrations in each of the program's seven cities and following up with technical assistance and program evaluation. Demonstrations are improving the effectiveness of Housing Authorities to serve their residents, leveraging resources with local partners, developing research partnerships between Federal and foundation partners and providing better services for public housing communities.

Coordination of services at the local level

The **Continuum of Care** is an example of identifying needs in a community and building community wide systems to address those needs with federal government resources. In the 1980s and 1990s, it became apparent to the government and nonprofits that no single solution could resolve the issue of homelessness. As a solution to breaking the cycle of homelessness, HUD created the Continuum of Care in 1994. The Continuum of Care is a community-based process designed to encourage localities to develop comprehensive, long-term approaches to homelessness. The primary goal of the Continuum of Care approach is to assist the homeless to move to self-sufficiency and permanent housing. The impact of the program has been dramatic. Five years ago, America's national strategy on homelessness was characterized by no unified approach, no national partners, no coordinated planning and little money being leveraged. Today, 78 percent of the U.S. population resides in communities with Continuum strategies, and the program is helping as many as 14 times more people move from the streets and shelters to self-sufficiency.

Operation Weed and Seed is an example of providing better services because it demonstrates how public-private partnerships can make neighborhoods safer places to live and work. **Operation Weed and Seed** is one of the Department of Justice's most extensive community-based programs. Weed and Seed communities "weed out" violent crime and drug abuse and "seed" neighborhood improvements by bringing housing, social services, youth programs, substance abuse treatment and economic development to neighborhoods. Before identified communities receive any funding they are required to bring a coalition of partners together to develop a community wide to address crime and revitalize. Once a community is "officially recognized" as a Weed and Seed site, the Department provides funding and technical assistance for the coalition, while working with the local neighborhood to assist in implementing their plans.

Joint development and execution of strategies

The **National Immunization Program** (NIP) at the Centers for Disease Control and Prevention (CDC) is a successful example of improved service delivery because its comprehensive efforts are unified by a clear, common goal—improving the immunization rates of children— and because

of the depth and breadth in its partnership and outreach activities. The NIP works closely with partners in the nonprofit sector to promote infant and childhood immunizations. These partnerships build awareness of the importance of childhood immunizations, educate parents about the benefits and risks associated with immunization, and facilitate access to health care providers.

One example of NIP's work with the nonprofit sector is the Colorado Children's Immunization Coalition, established in 1991. The Colorado Children's Immunization Coalition (CCIC) is a statewide public/private partnership dedicated to fully immunizing Colorado children two years of age and younger. Through its work with the NIP, CCIC's member organizations have sponsored dozens of free immunization clinics, worked with the Colorado Department of Public Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign through seven funding partners to encourage "Five Visits Before Age Two."

The Chesapeake Bay Program is a regional partnership directing and conducting the restoration of the Chesapeake Bay. Its partners include the states of Maryland, Pennsylvania and Virginia; the District of Columbia; the Chesapeake Bay Commission; the Environmental Protection Agency, and participating advisory groups. EPA provides leadership, administrative, technical, financial and information support to regional committees, subcommittees, and work groups. In conjunction with the National Fish and Wildlife Foundation, they also awarded over \$1.3 million in small grants 56 community groups and local governments working in the Chesapeake Program in the year 2000.

Projects funded by the 1999-2000 grants include: working to educate citizens on flood control and streambank erosion and training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. This partnership involves all levels of government, the private sector, scientists, landowners and citizens in a collective effort to preserve a precious environmental landmark.

The Department of Justice's 5 Goals 4 Kids: A Coalition to Prevent Youth Violence builds partnerships between federal agencies and the nonprofits by sharing information and leveraging resources to ensure that children and teens become healthy, law-abiding members of their communities. The initiative's goals are: to develop programs to teach gun owners about responsible gun ownership; to stop unauthorized, unsupervised access of children to guns; to reduce truancy; to create engaging after-school opportunities; and to ensure that at least 100,000 more children will participate in effective programs to prevent and discourage drug and alcohol use.

5 Goals 4 Kids is also working to enroll at least 500,000 uninsured state children in state children's health insurance programs (SCHIP). This campaign has inspired national organizations and the federal government to work together with community-based organizations to disseminate information on SCHIP to hundreds of thousands of families of uninsured children. Due to the success of this national partnership, local United Ways have pledged to enroll more than 750,000 children in the SCHIP and made a significant contribution to SCHIP awareness and

SCHIP strategy for enrollment. Nationwide, more than 2 million of the 10 million uninsured children in the United States have been enrolled in SCHIP.

II. Reaching Out to a Broader Spectrum of Nonprofits

The second category is related to the first, and addresses the ways that agencies are attempting to work with nonprofit organizations that have been harder to reach. These efforts involve strategies to forge relationships with faith-based organizations; small, grassroots groups; and organizations that serve underrepresented communities. In some cases, efforts to streamline or simplify the grantmaking process were intended to make it easier for nonprofits to access resources; in others, the development of a single point of entry, provision of technical assistance, or better targeted resources increased involvement of certain types of nonprofit organizations.

Working with faith-based organizations

The **Center for Community and Interfaith Partnerships** (Center) is a strong example of giving community and faith-based nonprofits a meaningful seat at the Federal government's table. The Center was established in 1997, to focus, integrate and intensify HUD's involvement with community and faith-based organizations to maximize the use and impact of our mutual resources in building strong communities. While the Center is not a funding source, it fulfills its mission in several ways. First, the Center 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 nonprofits in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns. Third, the Center serves as a policy advocate for community and faith-based groups within the department by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and by ensuring that community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

The Center's approach has been so successful that the proposed FY 2001 budget includes \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas.

The **Strategic Approaches to Community Safety Initiative** (Strategic Approaches) is a partnership among United States Attorneys and local law enforcement to reduce targeted crime by partnering with community and faith-based organizations. Two examples of strategic approaches are the Middle District of North Carolina and Operation Reach. The Middle District of North Carolina works with community leaders, including clergy, to allow input into the criminal justice policy process. *Operation Reach* involves face to face meetings between law enforcement, community leaders and community offenders in which offenders are reminded of

the consequences of future actions while being offered community services. Evidence suggests that both approaches reduce crime while building public trust and confidence in the criminal justice system.

Outreach to small grassroots organizations

The **National Community Development Initiative (NCDI)** provides financial and technical support to nonprofit community development corporations engaged in locally driven efforts to improve distressed inner city neighborhoods. NCDI combines resources from 15 major national corporations and foundations, HUD, and local public and private organizations to offer grants and low interest loans to local development. In turn, community-based 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. Approximately 57 percent of funding is in low-interest loans, the balance is provided in grants. This core funding is expected to generate more than \$2 billion in total funding for community revitalization when it is coupled with financial resources committed by over 250 local partners, including state and local governments, local foundations, banks and corporations. This initiative assists community development groups to improve the quality of life in their neighborhoods.

The EPA's **Technical Assistance Grants (TAGs)** program is effective because it empowers nonprofits, organizations and coalitions to determine the future of their community. 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 clean up process, EPA makes available to local, qualified nonprofits TAGs. Most TAG funds are used to hire independent technical advisors (TA) 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, participate in public meetings to clarify information about conditions and visit site locations during cleanup to observe and provide technical updates to the community.

Outreach to underrepresented communities

Women Business Centers are nonprofit organizations that provide extensive training to small business owners while helping the SBA achieve its mission of promoting entrepreneurship and reaching out to historically underrepresented segments of the business community. Each Center provides 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. WBC's 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. WBC's empower women and assist them to break into the world of entrepreneurship.

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 the grant will build will support the statewide headquarters of ACCION, a storefront microenterprise lending office and a regional center for economic development. In its new location, this facility will deliver micro-loans and ongoing technical assistance to entrepreneurs in the heart of impoverished communities. ACCION Texas not only helps micro-entrepreneurs 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.

Streamlining the grantmaking process

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 website 24 hours a day. SuperNOFA has not only simplified the grant process, it has increased access to federal funds.

III. Involving Nonprofits in the Policymaking Process

There was strong support among the nonprofits that participated in our outreach meetings for increased opportunities to contribute to the development of policies. Of course, there are legal and fairness issues that must be considered. However, even informal opportunities for interaction were welcomed by the group we surveyed, and they stressed that their top recommendation to future administrations was to establish relationships early on.

Innovative approaches to rulemaking/policy development

Several years ago the President and First Lady began talking about the need to focus national attention on the importance of honoring, sustaining, and expanding the American tradition of giving. To do so, the President and Mrs. Clinton convened the **White House Conference on Philanthropy: Gifts to the Future**, on October 22, 1999. Planning for the Conference was a result of extensive consultation with a variety of organizations, most notably, nonprofits. As a direct result of nonprofit consultation, the White House working group decided to define philanthropy as individual giving, developed an agenda focusing around specified themes and developed a number of deliverables, many specifically geared towards working with, or on behalf of, nonprofits. The White House Conference on Philanthropy involved meaningful consultation and input from nonprofits to create and achieve administration positions. By bringing nonprofits to the table for conference and deliverable development, nonprofits were allowed a significant and meaningful degree of input into the administration's agenda.

IV. **Leveraging resources**

This administration has broken new ground in finding ways to work with outside funders toward a common goal through partnerships that often involve business, nonprofit organizations, and foundations. These partnerships may involve funding, but may also include joint sponsorship of events or projects, the encouragement of volunteer efforts, or social marketing.

Joint sponsorship of events or projects

Save America's Treasures, administered by the National Park Service, is a grant component of President and Mrs. Clinton's Millennium Initiative focusing public attention on "saving" national historic, natural and cultural sites for future generations. To be recognized as a Treasures project, each grant must 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, federal monies allow them enough funds 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 commit to match grants, but instead works to raise public awareness of, and commitment to, our nation's urgent preservation needs.

The Justice Department's Children Exposed to Violence Initiative (CEVI) uses multiple partners and a variety of resources to address the serious ramifications of children exposure to violence. Children exposed to violence carry the violence with them throughout their lives and CEVI has responded to this with much-needed solutions. CEVI has five objectives: justice system reform; legislative reform; program support; public awareness; and a parenting initiative. To achieve these objectives, CEVI is committed to developing prevention strategies supporting intervention programs and improving offender accountability. Specifically, the Initiative supports multi-disciplinary violence prevention efforts that unite law enforcement, mental health, social services, schools, and communities; supports the National Center on Children Exposed to Violence at the Yale Child Study Center to serve as an information clearinghouse of the effects of violence on children; and supports and promotes the expansion of prosecutor training, victim assistance programs, children's advocacy centers, crimes against children units, and Safe Kids/Safe Streets Programs.

As part of the Initiative, the Department of Justice also convened *Safe from the Start: The National Summit on Children Exposed to Violence* in June 1999. This summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses.

Relationships with "friends of" and other nonprofit partners

The U.S. Coast Guard Auxiliary is the civilian volunteer arm of the United States Coast Guard.

Its 35,000 volunteers perform vessel safety checks on millions of boats, ensure compliance with Federal safety regulations, give direct assistance to Coast Guard rescue missions and spend thousands of hours educating the public about possible waterway dangers and threats to life. A recent study, showed that each dollar invested in the auxiliary returns about four dollars in prevention and response service. In addition to the economic value, the Auxiliary gives the boating community a sense of purpose and pride in "self-regulating."

Partnerships with private sector funders

For the last two years, the Mott Foundation and the Department of Education have worked together on the President's 21st Century Community Learning Centers Program which funds hundreds (thousands?) of community based afterschool 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 and outreach of the program and grant process. 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 over \$95 million to provide technical assistance in every state, track national attitudes on afterschool through surveys and polling data, and conduct a public relations campaign as part of the Afterschool Alliance. Due to the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

Catalyzing private sector action

In 1998, Labor Secretary Herman created the Youth Opportunity (YO) Movement to build on Department funds for "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's role is to bring the issue to the public arena and generate leadership in working with these youth. The Movement's cohesiveness is based on the commitment of members to local communities.

V. Sharing Information

Nonprofit organizations say that access to information is a priority for them in working with the government, from data that is available on the nonprofit sector itself to information on best practices. At the same time, many federal agencies report that they are dependent on nonprofit networks to disseminate information to specific constituency groups.

Innovative uses of the Internet

EDSITEment is a portal site on the Internet created by the National Endowment for the Humanities in partnership with education 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 a powerful and user-friendly instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public. 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 to do so.

Vital Voices is another example of using the Internet to allow nonprofits to provide better services. Vital Voices was launched by the U.S. Government in 1997 to amplify and support the voices of emerging women leaders. In the three years since its launch, Vital Voices has helped women run for elected office and start and grow small businesses by working with the private and nonprofit sectors to provide emerging women leaders with media and leadership training, consulting services and program grants. Vital Voices is also engaged in creating a live global community for women on the Web. In partnership with American Online and others, the Web site will help raise awareness of training and business opportunities available to women, connect Vital Voices program participants around the world, offer follow up online training courses and track the progress and success of women assisted by the initiative. The main objective of this Web site is to expand the network of women leaders around the world from 10,000 to 100,000.

Strategies to disseminate information through nonprofit networks

The **Partnership for Family Involvement in Education** (PFIE) uses a diverse network of nonprofits to increase community involvement in children's education. PFIE was created in 1994 by Secretary 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 children's education. To encourage such support to bring groups together, the Partnership has convened meetings, directed research, developed partnership guides, hosted teleconferences, 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.

Sharing data/participating in data collection

The **National Spatial Data Infrastructure** (NSDI) is an excellent example of a multiple partnership, including non-profits, to build an electronic infrastructure that will bring together national geographic databases. The United States Geological Survey (USGS) provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee (FGDC). The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (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, which is the NSDI.

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.

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.

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.

Barriers to Working Closely with Nonprofit Partners (from agency submissions)

- Government Performance and Results Act ^{may create a knee beam} puts excessive focus on quick and quantifiable results + long term part
- Increased competitiveness among nonprofits creates disincentives
- ~~Conflict of interest rules, ethical and legal restrictions~~ ^{But clarity}
- Limited FTEs make labor-intensive partnerships difficult to sustain
- Lack of clarity about legal limits
- OMB circular A-122 rules relating to fundraising as an unallowable cost
- Need to improve use of internet/need to improve links to the nonprofit gateway ^{maximize use of tech}
- Federal Advisory Committee Act limits collaboration
- Communication barriers ^{communication cart line type 7}
- Limited appropriated travel funds/legal inability ^{rule referring} to accept travel funds from partners
- Restrictions on ability to solicit/accept donations ^{government to}
- No agency wide policy, direction or training regarding working with nonprofits
- Internal bureaucratic process

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Nonprofit Task Force Meeting
[annotated agenda]

I. Welcome – Bruce Reed

Introduce co-chairs Melanne Verveer and Gene Sperling

Ask participants to introduce themselves

Explain how the task force came to be

President and First Lady's interest in civil society and philanthropy's role in promoting it

White House Conference on Philanthropy, which focused on individual giving, particularly relating to new givers: ^{0x 22} venture philanthropists/high tech; youth; communities of color (which have philanthropic traditions that may be different from the kind of giving that is counted in reports of charitable giving)

Additional initiatives flowing out of the conference have focused on other important related topics – ie simultaneous e-philanthropy conference, with follow-up planned for September in San Jose; youth summit in Orlando cosponsored by the Corporation for National Service; soon to be released CEA report; charitable tax proposals included in the President's budget; and the Nonprofit Task Force

Purpose of the Nonprofit Task Force

The executive memorandum creating the Task Force provided that it would examine current partnerships between the Federal Government and the nonprofit sector and evaluate ways that these partnerships can be improved to help both government and nonprofits better fulfill their missions.

Specifically, the Task Force is charged with developing a public inventory of "best practices" in existing collaborations between Federal government agencies and work to apply these models to other government efforts.

Based on this information, we will also make recommendations for ways the government could be even more responsive to nonprofits and examine ways government can draw on the experience and innovations of nonprofits in the development of new ideas.

II. The Nonprofit-Federal Government Relationship – Gene or Melanne

[talking points by Ellen to come describing the breadth of interaction between the federal government and nonprofits]

NPR

Note that there is a great deal of interaction and it takes many forms: tax policy – including deductibility of contributions, tax-exempt status recognition, etc.; the Combined Federal Campaign and employee volunteer programs involve federal government workers contributing to the nonprofit sector; billions of dollars flow through grants and contracts to nonprofit organizations; government research agencies routinely work with higher education institutions and other private sector researchers; direct payments to hospitals through Medicaid/Medicare, etc.

III. Model Partnerships, Practices, and Approaches – Melanne

In preparation for the first meeting of the Task Force, staff from the First Lady's Office, White House Millennium Council, Domestic Policy Council, and agencies represented on the Task Force have been meeting to develop a framework for analyzing model partnerships, practices, and approaches for working with the nonprofit sector, and to identify examples.

Initially, staff surveyed the agencies for examples of interaction in a broad range of areas (excluding tax policy and government transfer payments). Then, based on these examples, they developed six categories that deserved further exploration. Agencies were then asked to submit their top partnerships or approaches in these categories. An interagency committee reviewed these submissions using the criteria of innovativeness, replicability, and impact. This process, which took place over several weeks, yielded more than a dozen excellent examples of how this administration has broken new ground in the area of partnerships with the nonprofit sector.

In addition, staff held ~~two~~^{three} meetings with individuals from the nonprofit sector to hear their views about partnerships that have been effective from their point of view, as well as ideas for recommendations that the task force might consider.

We have asked the Millennium Council for help in engaging a writer who will assist in the preparation of the Task Force's report. [introduce Carol Beach]

Now we will walk briefly through the categories and I will ask some of the agency representatives here today to provide examples.

VV
Save Am
Treas.

1. Providing better services. Most of the interesting partnerships reviewed by staff involved an agency working with one or more nonprofits to address a common goal. The role of the federal agency usually involved providing funding, but went beyond a simple grantor-grantee relationship. The agency might work with the nonprofits to jointly develop a strategy; might use its funds as leverage to promote collaboration among nonprofits; or look to nonprofit organizations to monitor the quality or impact of its programs. Some of the most interesting partnerships were multifaceted, involving the agency in providing program-related technical assistance, bringing

together several different organizations (including for-profit businesses and nonprofit agencies), and utilized nonprofit networks to reach deeply into communities.

[call on USDA?] [HHS]

2. Reaching out to a broader spectrum of nonprofits. The second category is related to the first, and addresses the ways that agencies are attempting to work with nonprofit organizations that have been harder to reach. These efforts involve strategies to forge relationships with faith-based organizations; small, grassroots groups; and organizations that serve underrepresented communities. In some cases, efforts to streamline or simplify the grantmaking process were intended to make it easier for nonprofits to access resources; in others, the development of a single point of entry, provision of technical assistance, or better targeted resources increased involvement of certain types of nonprofit organizations.

[call on ^{DOC}~~HUD~~?]

3. Involving nonprofits in the policymaking process. There was strong support among the nonprofits that participated in our outreach meetings for increased opportunities to contribute to the development of policies. Of course, there are legal and fairness issues that must be considered. However, even informal opportunities for interaction were welcomed by the group we surveyed, and they stressed that their top recommendation to future administrations was to establish relationships early on.

[call on HUD?]

4. Leveraging resources. This administration has broken new ground in finding way to work with outside funders toward a common goal through partnerships that often involve business, nonprofit organizations, and foundations. These partnerships may involve funding, but may also include joint sponsorship of events or projects, the encouragement of volunteer efforts, or social marketing.

[call on Labor?]

5. Sharing information. Nonprofit organizations say that access to information is a priority for them in working with the government, from data that is available on the nonprofit sector itself to information on best practices. At the same time, many federal agencies report that they are dependent on nonprofit networks to disseminate information to specific constituency groups.

[call on Education?]

6. 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. There are several examples that are worth considering –

~~call on CNS? EPA~~
DOI

[Ask for comment on the categories, note that these and other examples that were submitted (which are in the memo we are passing out) will be further researched and developed in the draft report being prepared for the Task Force's consideration.]

IV. Barriers – Melaine?

Through this process, we identified several barriers to working with the nonprofit sector. These included:

[insert from list compiled earlier]

[Ask for comment on the barriers, and note that they will also be included in the draft report]

V. Recommendations – Bruce?

The staff has been developing possible recommendations that the Task Force might make to future administrations for inclusion in the report. Areas that might be appropriate for consideration are:

- The value of working in partnership with the nonprofit sector, and the value of building stronger relationships from the beginning of the administration
- Importance of approaching partnership as each side contributing and to acknowledge the strengths of each sector
- How to make it easier for nonprofit organizations to work with agencies, *understand, sh liaison for*
- The appropriate roles of each sector and the need for resources for nonprofit partners in certain types of partnerships [can't just turn over functions to nonprofits as a replacement for government without providing resources]
- ~~Importance of NPR effort and~~ need to continue the streamlining of government as it relates to nonprofit organizations, including paperwork and access to information, *esp. gov't data*
- How the federal government can strengthen the nonprofit organizations it works with and the sector as a whole

[open for discussion]

VI. Next Steps – Bruce?

The staff will work with writer Carol Beach to develop a draft report for consideration by the Task Force in September.



The President's Interagency Council on Women

First Lady Hillary Rodham Clinton
Honorary ChairSecretary of State Madeleine K. Albright
ChairSecretary of Health and Human Services
Donna Shalala, Immediate Past ChairDATE: 7/17/00TO: Melanne & ShirleyORGANIZATION: WHPHONE: 456-6266 FAX: 456-6244FROM: TheresaPHONE: (202) 647-⁵⁴⁴⁰~~5400~~ FAX: (202) 647-5337

MESSAGE:

NUMBER OF PAGES (INCLUDING COVER SHEET): (3)

Examples of UV Partnerships

Ireland Leadership Program at American University As a follow up to the Vital Voices Northern Ireland conference in September 1998, the Ireland leadership program brought a group of women legislators and political party leaders to US for leadership training. The US government hosted a reception for this group at the State Department and facilitated a series foreign policy briefings

The Irish Institute at Boston College brought over a group of women legislators and women in political parties from Ireland and Northern Ireland as a follow up to the Vital Voices Northern Ireland conference in September 1998 for meeting in Washington and Boston with elected officials at state and federal level. This included receptions and meetings hosted at the State Department.

Street Law Inc. of Washington DC hosted a group of young community leaders and civil rights advocates from Northern Ireland as a follow up to the Vital Voices Northern Ireland conference in September 1998.

Women's Campaign International Vital Voices Latin America did a series of political trade and craft skills training involving a number of Vital Voices conference participants.

The New Community Corporation of Newark New Jersey expanded its community-training program to include women community leaders from Northern Ireland

The Stanley foundation from Muscadine Iowa To better understand the Global impact of Vital Voices and to strategize next steps, the Stanley Foundation hosted a three day retreat for 15 Vital Voices alumnae from all around the world in Airlie, VA. The retreat resulted in the Vital Voices mission statement, an affirmation of support from the Open Society Institute in Moscow and a strengthening of the Vital Voices network. US government officials responsible for developing Vital Voices within the US government joined the 15 Stanley Foundation retreat participants and developed a US government program for them.

AFL/CIO funded and sponsored participants of several grass roots labor leaders in the Vital Voices Latin American conference in Uruguay in October 1998, thereby providing expertise to the other conference participants and providing wide exposure and networking opportunities for the grass root labor women themselves.

Turkey US Chamber of Commerce hosted a meeting and dinner for Central Asian women participants of the Vital Voices Roundtable held in Istanbul, Turkey in November 1999.

Counterpart International conducted a roundtable discussion and workshop on Microcredit programs for Vital Voices Exchange participants from the Baltic States and Russia.

The National Democratic Institute hosted a day long training session on democracy and political leadership for the Vital Voices Exchange participants from the Baltic States and Russia.

The National Commission on Working Women hosted a lunch and business discussion with businesses from Latin America as a follow up to the Vital Voices Latin American conference.

The American Association of University Women provided a free workshop and training for Vital Voices participants of the Baltic States and Russia dealing with issue advocacy and promoting a women's agenda for effective government action.

Discovery Communications Foundation funded and executed a public service announcement promoting Vital V as a global democracy network and aired the PSA on Discovery channels world wide.

International Foundation for Election Systems partnered with Vital Voices Democracy Initiative to host a workshop at the UN in June 2000 on the impact of women's political participation.

The Global Fund for Women in Palo Alto Ca partnered with the USG to provide grants for grass roots women to attend the Vital Voices conference in LA and to provide grants for follow up activities

Nonprofit Partners Meeting
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TO: Interagency Task Force on Nonprofits and Government

FROM: Shirley Sagawa, MaryEllen McGuire
Office of the First Lady

DATE: July 27, 2000

RE: Tentative Best Practice Program Selections

Providing Better Services

Multifaceted strategies

In November of 1996, President Clinton signed an Executive Memorandum that directed the Department of Agriculture to lead a government wide effort in conjunction with nonprofit anti-hunger groups to increase the recovery and gleaning of excess food for distribution. Under the leadership of Secretary Glickman, the USDA has made the **Food Recovery and Gleaning Initiative** a top priority, encouraging, energizing and providing technical assistance to nonprofit food recovery and gleaning efforts.

Through the Initiative the Department has aided grassroots food recovery projects distribute over 10 million pounds of excess food to nonprofit anti-hunger groups nationwide, distribute 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 safely donate excess food to nonprofits and, brokered a partnership between Hewlett Packard and America's Second Harvest to create a Web site to efficiently link food producers with the America's Second Harvest food bank network. Together these efforts demonstrate how the government can work through nonprofits to achieve their goals.

Based on the success of the Gleaning and Food Recovery Initiative, the Clinton/Gore Administration launched a broader **Community Food Security Initiative** in 1999 to help grassroots nonprofits fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency.

Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages chefs to volunteer to teach hands-on nutrition education classes; and working with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" highlighting effective grassroots hunger and poverty programs in the U.S. 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.

Established in 1994, the Department of Labor's **JOBS PLUS** is working in public housing developments to assist residents get and keep jobs. A national consortium of federal agencies

and private foundations, JOBS PLUS focuses on employment services, financial incentives to work and community support for work network.

The program itself is carried out through the Manpower Demonstration Research Corporation (MDRC), a national nonprofit responsible for establishing demonstrations in each of the program's seven cities and following up with technical assistance and program evaluation. Demonstrations are improving the effectiveness of Housing Authorities to serve their residents, leveraging resources with local partners, developing research partnerships between Federal and foundation partners and providing better services for public housing communities.

Coordinating provision of services at the local level

In the 1980s and 1990s, it became apparent to the government and nonprofits that no single solution could resolve the issue of homelessness. As a solution to breaking the cycle of homelessness, HUD created the **Continuum of Care** in 1994. The Continuum of Care is a community-based process designed to encourage localities to develop comprehensive, long-term approaches to homelessness. The primary goal of the Continuum of Care approach is to assist the homeless to move to self-sufficiency and permanent housing. The impact of the program has been dramatic. Five years ago, America's national strategy on homelessness was characterized by no unified approach, no national partners, no coordinated planning and little money being leveraged. Today, 78 percent of the U.S. population resides in communities with Continuum strategies, and the program is helping as many as 14 times more people move from the streets and shelters to self-sufficiency. The Continuum of Care is an example of identifying needs in community and building a community wide system to address those needs with federal government resources.

One of the Department of Justice's most extensive community-based programs is **Operation Weed and Seed**. Weed and Seed communities "weed out" violent crime and drug abuse and "seed" neighborhood improvements by bringing housing, social services, youth programs, substance abuse treatment and economic development to neighborhoods. Before identified communities receive any funding they are required to bring a coalition of partners together to develop a community wide to address crime and revitalize. Once a community is "officially recognized" as a Weed and Seed site, the Department provides funding and technical assistance for the coalition, while working with the local neighborhood to assist in implementing their plans. Operation Weed & Seed is an example of providing better services because demonstrates how public-private partnerships can make neighborhoods safer places to live and work.

Joint development and execution of strategies

The **National Immunization Program** (NIP) at the Centers for Disease Control and Prevention (CDC) works closely with partners in the nonprofit sector to promote infant and childhood immunizations. These partnerships build awareness of the importance of childhood immunizations, educate parents about the benefits and risks associated with immunization, and facilitate access to health care providers.

One example of NIP's work with the nonprofit sector is the Colorado Children's Immunization Coalition, established in 1991. The Colorado Children's Immunization Coalition (CCIC) is a statewide public/private partnership dedicated to fully immunizing Colorado children two years of age and younger. Through its work with the NIP, CCIC's member organizations have sponsored dozens of free immunization clinics, worked with the Colorado Department of Public Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign through seven funding partners to encourage "Five Visits Before Age Two." The NIP is a successful example of improved service delivery because its comprehensive efforts are unified by a clear, common goal—improving the immunization rates of children- and because of the depth and breadth in its partnership and outreach activities.

The **Chesapeake Bay Program** is a regional partnership directing and conducting the restoration of the Chesapeake Bay. Its partners include the states of Maryland, Pennsylvania and Virginia; the District of Columbia; the Chesapeake Bay Commission; the Environmental Protection Agency, and participating advisory groups. EPA provides leadership, administrative, technical, financial and information support to regional committees, subcommittees, and work groups. In conjunction with the National Fish and Wildlife Foundation, they also awarded over \$1.3 million in small grants 56 community groups and local governments working in the Chesapeake Program in the year 2000.

Projects funded by the 1999-2000 grants include: working to educate citizens on flood control and streambank erosion and training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. This partnership involves all levels of government, the private sector, scientists, landowners and citizens in a collective effort to preserve a precious environmental landmark.

The Department of Justice's **5 Goals 4 Kids: A Coalition to Prevent Youth Violence** builds partnerships between federal agencies and the nonprofits by sharing information and leveraging resources to ensure that children and teens become healthy, law-abiding members of their communities. The initiative's goals are: to develop programs to teach gun owners about responsible gun ownership; to stop unauthorized, unsupervised access of children to guns; to reduce truancy; to create engaging after-school opportunities; and to ensure that at least 100,000 more children will participate in effective programs to prevent and discourage drug and alcohol use.

5 Goals 4 Kids is also working to enroll at least 500,000 uninsured state children in state children's health insurance programs (SCHIP). This campaign has inspired national organizations and the federal government to work together with community-based organizations to disseminate information on SCHIP to hundreds of thousands of families of uninsured children. Due to the success of this national partnership, local United Ways have pledged to enroll more than 750,000 children in the SCHIP and made a significant contribution to SCHIP awareness and SCHIP strategy for enrollment. Nationwide, more than 2 million of the 10 million uninsured children in the United States have been enrolled in SCHIP.

Reaching Out to a Broader Spectrum of Nonprofits

Working with faith-based organizations

The **Center for Community and Interfaith Partnerships** (Center) was established in 1997, to focus, integrate and intensify HUD's involvement with community and faith-based organizations to maximize the use and impact of our mutual resources in building strong communities. While the Center is not a funding source but fulfills its mission in several ways. First, the Center 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 nonprofits in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns. Third, the Center serves as a policy advocate for community and faith-based groups within the department by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and by ensuring that community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

The Center's approach has been so successful that the proposed FY 2001 budget includes \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas. The Center is a strong example of giving community and faith-based nonprofits a meaningful seat at the table.

The **Strategic Approaches to Community Safety Initiative** (Strategic Approaches) is a partnership among United States Attorneys and local law enforcement to reduce targeted crime by partnering with community and faith-based organizations. Two examples of strategic approaches are the Middle District of North Carolina and Operation Reach. The Middle District of North Carolina works with community leaders, including clergy, to allow input into the criminal justice policy process. *Operation Reach* involves face to face meetings between law enforcement, community leaders and community offenders in which offenders are reminded of the consequences of future actions while being offered community services. Evidence suggests that both approaches reduce crime while building public trust and confidence in the criminal justice system.

Reaching small grassroots organization

The **National Community Development Initiative** (NCDI) provides financial and technical support to nonprofit community development corporations engaged in locally driven efforts to improve distressed inner city neighborhoods. NCDI combines resources from 15 major national corporations and foundations, HUD, and local public and private organizations to offer grants and low interest loans to local development. In turn, Community-based 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. Approximately 57 percent of funding is in low-interest loans, the balance is provided in grants. This core funding is expected to generate more than \$2 billion in total funding for community revitalization when it is coupled with financial resources committed by over 250 local partners, including state and local governments, local foundations, banks and corporations. This initiative assists community development groups to improve the quality of life in their 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 clean up process, EPA makes **Technical Assistance Grants** (TAGs) available to local, qualified nonprofits. Most TAG funds are used to hire independent technical advisors (TA) 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, participate in public meetings to clarify information about conditions and visit site locations during cleanup to observe and provide technical updates to the community. The TAG program is effective because it empowers nonprofits, organizations and coalitions to determine the future of their community.

Reaching underrepresented communities

Women Business Centers are nonprofit organizations that provide extensive training to small business owners while helping the SBA achieve its mission of promoting entrepreneurship and reaching out to historically underrepresented segments of the business community. Each Center provides 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. WBC's 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. WBC's empower women and assist them to break into the world of entrepreneurship.

In May 2000, the Economic Development Administration awarded a \$500,000 grant to **ACCION Texas** to purchase and rehabilitate a building. ACCION Texas is a nonprofit micro-enterprise development program serving economically depressed communities. The building the grant will build will support the statewide headquarters of ACCION, a storefront microenterprise lending office and a regional center for economic development. In its new location, this facility will deliver micro-loans and ongoing technical assistance to entrepreneurs in the heart of impoverished communities. ACCION Texas not only helps micro-entrepreneurs 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.

Streamline the grantmaking process

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 website 24 hours a day. SuperNOFA has not only simplified the grant process, it has increased access to federal funds.

Involving Nonprofits in the Policymaking Process

Innovative approaches to rulemaking/policy development

Several years ago the President and First Lady began talking about the need to focus national attention on the importance of honoring, sustaining, and expanding the American tradition of giving. To do so, the President and Mrs. Clinton convened the **White House Conference on Philanthropy: Gifts to the Future**, on October 22, 1999. Planning for the Conference was a result of extensive consultation with a variety of organizations, most notably, nonprofits. As a direct result of nonprofit consultation, the White House working group decided to define philanthropy as individual giving, developed an agenda focusing around specified themes and developed a number of deliverables, many specifically geared towards working with, or on behalf of, nonprofits. The White House Conference on Philanthropy involved meaningful consultation and input from nonprofits to create and achieve administration positions. By bringing nonprofits to the table for conference and deliverable development, nonprofits were allowed meaningful a significant degree of input into the administration's agenda.

Leveraging resources

Joint sponsorship of events or projects

Save America's Treasures is a grant component of President and Mrs. Clinton's Millennium Initiative focusing public attention on "saving" national historic, natural and cultural sites for future generations. To be recognized as a Treasures project, each grant must 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, federal monies allow them enough funds 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 commit to match grants, but instead works to raise public awareness of, and commitment to, our nation's urgent preservation needs.

Children exposed to violence carry the violence with them throughout their lives. The Justice Department's **Children Exposed to Violence Initiative** (CEVI) has responded to this with much-needed solutions. CEVI has five objectives: justice system reform; legislative reform;

program support; public awareness; and a parenting initiative. To achieve these objectives, CEVI is committed to developing prevention strategies supporting intervention programs and improving offender accountability. Specifically, the Initiative supports multi-disciplinary violence prevention efforts that unite law enforcement, mental health, social services, schools, and communities; supports the National Center on Children Exposed to Violence at the Yale Child Study Center to serve as an information clearinghouse of the effects of violence on children; and supports and promotes the expansion of prosecutor training, victim assistance programs, children's advocacy centers, crimes against children units, and Safe Kids/Safe Streets Programs.

As part of the Initiative, the Department of Justice also convened *Safe from the Start: The National Summit on Children Exposed to Violence* in June 1999. This summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses. This partnership uses multiple partners and a variety of resources to address the serious ramifications of children exposure to violence.

Relationships with "friends of" and other nonprofit partners

The **U.S. Coast Guard Auxiliary** is the civilian volunteer arm of the United States Coast Guard. Its 35,000 volunteers perform vessel safety checks on millions of boats, ensure compliance with Federal safety regulations, give direct assistance to Coast Guard rescue missions and spend thousands of hours educating the public about possible waterway dangers and threats to life. A recent study, showed that each dollar invested in the auxiliary returns about four dollars in prevention and response service. In addition to the economic value, the Auxiliary gives the boating community a sense of purpose and pride in "self-regulating."

Partnership with private sector funders

For the last two years, the **Mott Foundation** and the Department of Education have worked together on the President's 21st Century Community Learning Centers Program which funds hundreds (thousands?) of community based afterschool 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 and outreach of the program and grant process. 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 over \$95 million to provide technical assistance in every state, track national attitudes on afterschool through surveys and polling data, and conduct a public relations campaign as part of the Afterschool Alliance. Due to the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

Catalyzing private sector action

In 1998, Labor Secretary Alexis Herman created the **Youth Opportunity (YO) Movement** to build on Department funds for "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's role is to bring the issue to the public arena and generate leadership in working with these youth. The Movement's cohesiveness is based on the commitment of members to local communities.

Sharing Information

Innovative uses of the Internet

EDSITEment is a portal site on the Internet created by the National Endowment for the Humanities in partnership with education 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 a powerful and user-friendly instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public. 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 to do so.

Vital Voices was launched by the U.S. Government in 1997 to amplify and support the voices of emerging women leaders. In the three years since its launch, Vital Voices has helped women run for elected office and start and grow small businesses by working with the private and nonprofit sectors to provide emerging women leaders with media and leadership training, consulting services and program grants. Vital Voices is also engaged in creating a live global community for women on the Web. In partnership with American Online and others, the Web site will help raise awareness of training and business opportunities available to women, connect Vital Voices program participants around the world, offer follow up online training courses and track the progress and success of women assisted by the initiative. The main objective of this Web site is to expand the network of women leaders around the world from 10,000 to 100,000.

Strategies to disseminate information through nonprofit networks

The **Partnership for Family Involvement in Education** (PFIE) was created in 1994 by Secretary 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 children's education. To encourage such support to bring groups together, the Partnership has convened meetings, directed research, developed partnership guides, hosted teleconferences, 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.

Sharing data/participating in data collection

The United States Geological Survey (USGS) provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee (FGDC). The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (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 called the **National Spatial Data Infrastructure** (NSDI).

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 FGDC 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.

Improving the Effectiveness of Nonprofit Organizations

Technical assistance or training to improve nonprofit capacity

The **Service Corps of Retired Executives** (SCORE) is a non-profit 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 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, 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

Hospitals are America's fourth largest producers of mercury waste and produce about 1 percent of the nation's solid waste stream. In 1998, a Memorandum of Understanding between the EPA and the **American Hospital Association** (AHA) was signed which 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. The AHA memorandum 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.

Using government contracting authority

The **South Florida Goodwill** is leading the charge to help unemployed or underemployed members of our community, 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.

TO: Interagency Task Force on Nonprofits and Government

FROM: Shirley Sagawa, MaryEllen McGuire
Office of the First Lady

DATE: July 27, 2000

RE: Tentative Best Practice Program Selections

The Department of Agriculture's Food Recovery and Gleaning Initiative

On November 23, 1996, President Clinton signed an Executive Memorandum that directed the USDA to lead a Federal government wide effort with nonprofit anti-hunger groups to increase the recovery and gleaning of excess food for distribution. Under the leadership of Secretary Dan Glickman, the USDA has made the Food Recovery and Gleaning Initiative a top priority, encouraging, energizing and providing technical assistance, along with some limited seed money, to nonprofit food recovery and gleaning initiatives.

Among the Recovery Initiatives many efforts, the Department has: created and/or aided grassroots food recovery projects in over 40 states resulting in the distribution of over 10 million pounds of excess food to nonprofit anti-hunger groups nationwide; distributed over 20,000 copies of a *Citizens' Guide to Food Recovery and Gleaning*, an easy "how to manual" on how to start/expand nonprofit recovery efforts; worked with the National Restaurant Association to produce a guide for its members on how to safely donate excess food to nonprofits; and, brokered a partnership between Hewlett Packard and America's Second Harvest to create a web site, *Resourcelink*, to efficiently link food producers with the America's Second Harvest food bank network. These efforts and others combined, clearly demonstrate how the federal government can work through nonprofits to better coordinate the provision of local services.

Community Food Security Initiative

Based on the success of the Gleaning and Food Recovery Initiative, the Clinton/Gore Administration launched a broader Community Food Security Initiative in 1999, which is working on a wide range of methods to help grass-roots 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 between USDA and Foodchain's national community kitchen initiative, DC Central Kitchen, and the American School Food Service Association, to start a national program to convert school cafeteria's into 'Community Kitchens'; partnering with Share Our Strength (SOS) to expand Operation Frontline, a program that engages chefs to volunteer to teach hands-on nutrition education classes; and working with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" for seven of the most effective grassroots hunger and poverty programs in the U.S. WHY and USDA have also co-sponsored regional technical assistance workshops throughout the country to connect nonprofit hunger and poverty groups with the resources and expertise of a wide variety of Federal agencies. The Community Food Service Initiative has

generated 87 new commitments to fight hunger and strengthen local food systems most to be carried out in conjunction with nonprofits. The Community Food Security Initiative is a good example of a multifaceted strategy to provide better services because the diversity of partners involved and the variety of methods used to address hunger in the United States.

JOBS-PLUS

The Department of Labor's JOBS PLUS program seeks to transform public housing developments into working communities by working with residents to get and keep jobs. JOBS PLUS is a national consortium of federal agencies and private foundations established in 1994 to focus on employment-related activities and services; enhancing financial incentives to work; and community support for work network.

The program itself is carried out through a national collaboration with the Manpower Demonstration Research Corporation (MDRC), a national nonprofit that serves as the management agent. MDRC is responsible for establishing demonstrations in each of the program's seven cities, providing technical assistance and evaluating programs. Demonstrations stress providing better services for public housing communities; leveraging resources with local partners; improving the effectiveness of Housing Authorities to serve its residents; and developing research partnerships between Federal and foundation partners.

HUD's Continuum of Care

In the 1980s and 1990s, many government and nonprofit agencies provided emergency shelter and food. However, it soon became apparent that a single solution would not resolve the multifaceted homelessness issue, and that government services lacked the cohesion and coordination necessary to tackle it. As a solution to breaking the cycle of homelessness, HUD created the Continuum of Care in 1994. The Continuum of Care consists of two key elements: a coordinated community-based process of identifying needs and building a system to address those needs, and a doubling of the HUD homelessness assistance budget to provide communities with resources to carry out these tasks.

The Continuum of Care is designed to encourage localities to develop a comprehensive, long-term approach to addressing homelessness. The primary goal of the Continuum of Care approach is to assist homeless individuals and families to move to self-sufficiency, to the extent possible, and to permanent housing. The impact of the program has been dramatic. Five years ago, America's national strategy on homelessness was characterized by no unified approach, no national partners, no coordinated planning and little money being leveraged. Today, 78 percent of the U.S. population resides in communities with Continuum strategies, and the program is helping as many as 14 times more people move from the streets and shelters to self-sufficiency with just twice the federal resources. The Continuum of Care is an example of providing better services because of its collaboration with community partners to coordinate services at the local level.

Operation Weed and Seed

One of Department of Justice's most extensive community-based programs is Operation Weed and Seed. Each Weed and Seed community works in partnership to "weed out" violent crime and drug abuse and to "seed" improvements by bringing housing, social services, youth programs, substance abuse treatment and economic development to a neighborhood. Long before these communities receive any funding for the project, they must bring partners to the table to develop a strategy that aimed at addressing crime and revitalizing the neighborhood. Once they are "officially recognized" as a Weed and Seed site, the Department provides funding and technical assistance for the coalition, and works with the local neighborhoods to assist them in the implementation of their strategic plans. Operation Weed & Seed is an example of providing better services because demonstrates how public-private partnerships can make neighborhoods safer places to live and work.

The National Immunization Program

The National Immunization Program (NIP) at the Centers for Disease Control and Prevention (CDC) works closely with partners in the nonprofit sector to promote infant and childhood immunizations. These partnerships build awareness of the importance of childhood immunizations, educate parents about the benefits and risks associated with immunization, and facilitate access to health care providers.

One example of NIP's work with the nonprofit sector is the Colorado Children's Immunization Coalition, established in 1991. The Colorado Children's Immunization Coalition (CCIC) is a statewide public/private partnership dedicated to fully immunizing Colorado children two years of age and younger. The CDC's National Immunization Program's Community Outreach and Planning Branch initially provided the CCIC with training and technical assistance, and now works with CCIC to promote its efforts and strategies to other states and communities. Through its work with the NIP, CCIC's member organizations have sponsored dozens of free immunization clinics, worked with the Colorado Department of Public Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign through seven funding partners to encourage "Five Visits Before Age Two." The NIP is successful example of improved service delivery because its comprehensive strategy and collaborative efforts are unified by a clear, common goal— improving the immunization rates of children. And two, because of the depth and breadth in its partnership and outreach activities. CCIC members encompass a wide variety of public, private, community, and individuals.

Chesapeake Bay Program

The Chesapeake Bay Program is a regional partnership directing and conducting the restoration of the Chesapeake Bay. Its partners include the states of Maryland, Pennsylvania and Virginia; the District of Columbia; the Chesapeake Bay Commission; the Environmental Protection Agency, and participating advisory groups. The program's commitments focus on: nutrient enrichment from all sources; population growth and development; habitat loss and degradation;

toxic substances; and interstate fishery management. EPA provides leadership, administrative, technical, financial and information support to a network of regional committees, subcommittees, and work groups. With and through the National Fish and Wildlife Foundation they awarded over \$1.3 million in small grants in April 2000 to 56 community groups and local governments through the Chesapeake Bay Small Watershed Grants Program.

Projects funded by the 1999-2000 grants include: working to educate citizens on flood control and streambank erosion; teaching innovative monitoring techniques in the Baltimore area; and training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. This is an example of unique regional partnership because it involves all levels of government, the private sector, scientists, landowners and citizens in a collective effort to preserve a precious environmental landmark.

5 Goals 4 Kids

The Department of Justice's Initiative "5 Goals 4 Kids: A Coalition to Prevent Youth Violence" was intended to build partnerships between federal agencies and the non-profit sector through sharing information and leveraging resources to ensure that children and teens become healthy, law-abiding members of their communities. The initiative's goals are: to develop new programs in at least 200 communities to teach gun owners about safe, responsible gun ownership; and to stop the unauthorized, unsupervised access of children to guns; to reduce truancy by at least one-third in 200 schools across the nation; to create engaging after-school opportunities for at least 100,000 more children; to ensure that at least 100,000 more children will participate in effective programs to prevent and discourage drug and alcohol use; and to help enroll at least 500,000 uninsured state children in state children's health insurance programs (SCHIP).

5 Goals for Kids launched a national back-to-school outreach campaign in the fall of 1998. This campaign inspired national organizations, including HHS, the Department of Education, the American Academy of Pediatrics, the American Hospital Association, and the Children's Defense Fund to work together with community-based organizations to disseminate information on SCHIP to hundreds of thousands of families of uninsured children. Due to the success of this national partnership, local United Ways have pledged to enroll more than 750,000 children in the SCHIP and there has been a dramatic increase in the number of local United Ways applying for, and receiving, grants from UWA to focus on children's health and SCHIP outreach. This has made a significant contribution to SCHIP awareness and the SCHIP strategy for enrollment. Nationwide, more than 2 million of the 10 million uninsured children in the United States have been enrolled in SCHIP. 5 Goals for Kids is an example of joint development and execution of strategies because of the manner in which government agencies partnered with private groups to define an objective and then satisfy it.

Center for Community and Interfaith Partnerships (Center)

The Center for Community and Interfaith Partnerships was established in 1997, to focus, integrate and intensify HUD's involvement with community and faith-based organizations, predominantly

nonprofits, to maximize the use and impact of our mutual resources in building strong communities. The Center is not a funding source but fulfills its mission by serving as:

An information clearinghouse. The Center provides information about HUD programs available to fund community building efforts of community and faith-based nonprofits, publicizes best practices in implementing HUD programs, and performs education and outreach particularly targeted at nonprofits that either have never received grant assistance or are interested in expanding their activities in under-served communities.

A troubleshooter. The Center assists nonprofits in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns.

A policy advocate. The Center serves as a policy advocate for community and faith-based groups within the department by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and by ensuring that community and faith-based groups are included in the initiatives, outreach and educational activities conducted by HUD and its specific program areas.

The Center's holistic approach to educating and serving community and faith-based nonprofits has been so successful that the proposed FY 2001 budget includes \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas. The Center is an example of reaching out to a broader spectrum nonprofits because it is designed to give community and faith-based nonprofits a seat at HUD's table.

Strategic Approaches to Community Safety Initiative

The Strategic Approaches to Community Safety Initiative (Strategic Approaches) is a partnership among United States Attorneys, local law enforcement, a research partner, and community and faith based organizations. The main goal of the Initiative is to reduce targeted crime by partnering with community and faith-based organizations.

Two examples of strategic approaches are the Middle District of North Carolina and Operation Reach. The Middle District of North Carolina works with community leaders, including clergy, to allow input into the criminal justice policy process and foster information sharing. *Operation Reach* involves face to face meetings in which the law enforcement community stands side-by-side with community leaders to deliver a stern message and offer services, to identified community offenders. Evidence suggests that both approaches reduce crime while building public trust and confidence in the criminal justice system. The Strategic Approaches initiative is being replicated in five sites in fiscal year 2000. It is an example of inclusive partnering because it acknowledges the role faith-based organizations can play in making communities safer for its citizens.

The National Community Development Initiative (NCDI)

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

Core funders of the initiative are providing a total of \$103 million. Funders include Bank of America, the Rockefeller Foundation, the Pew Charitable Trusts and the McKnight Foundation. About 57 percent of funding is in low-interest loans; the balance is grants. This core funding is expected to generate more than \$2 billion in total funding for community revitalization when it is coupled with financial resources committed by over 250 local partners, including state and local governments, local foundations, banks and other corporations. This is an example of reaching small grassroots organizations because it assists community development groups to improve the quality of life in their neighborhoods.

Technical Assistance Grants

Cleanup of hazardous waste sites is a complicated process that is accomplished over a period of years. Few local people can participate without technical assistance. EPA has designed an innovative approach using nonprofit groups to assure that local residents are integral to the process. Nonprofit groups, which have been incorporated to specifically address the interests of persons living in the vicinity of hazardous waste sites listed on the National Priorities List (NPL), are eligible to receive Technical Assistance Grants (TAGs). The purpose of the \$50,000 grants is to help communities participate in decision making at eligible Superfund sites.

Most of TAG funds are used to hire independent technical advisors (TA) who help communities interpret, understand and comment on site-related decisions. The types of support an advisor can provide to a TAG group include helping groups review preliminary site assessment/investigation data; Participating in public meetings to help clarify information about site conditions; and visiting site locations during cleanup to observe progress and provide technical updates to the community.

The TAG program is effective because it empowers nonprofits, organizations or coalitions to determine the future of their community. It is a model that can be adapted to a variety of applications. At any given time, about 120 TAGs are in affect in the U.S. and its territories.

Women Business Centers

In keeping with the Small Business Administration's attempts to reach out to historically underrepresented segment of the business community, Women Business Centers are key delivery

systems for SBA's technical assistance and training. These non-profit organizations provide extensive training to small business owners across the United States while helping the SBA achieve its mission of promoting entrepreneurship. Each provides assistance and/or training in finance, management, marketing, procurement and the Internet, as well addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. All provide individual business counseling and access to the SBA's programs and services. Many WBC clients apply for SBA guaranteed loans.

WBC's work extensively with chambers of commerce, civic organizations, and economic development groups to offer services nationwide – especially to those in rural and economically depressed areas. They have an elaborate network of service centers which often co-host or sponsor community outreach and economic development events. There are 93 WBC's throughout the United States. WBC's are an example of reaching underrepresented communities because they empower women and assist them to break into the world of entrepreneurship.

The Economic Development Administration and ACCION Texas

In May, 2000, the Economic Development Administration awarded a \$500,000 grant to ACCION Texas, a non-profit micro-enterprise development program, to purchase and rehabilitate a building. This building will support the statewide headquarters of ACCION Texas; a store-front micro-enterprise lending office in the impoverished East Side neighborhood of San Antonio; and a regional center for economic development. The building itself is located in a distressed community within a city undergoing economic adjustment for military base and manufacturing plant closures. This facility, in its new location, will facilitate both the delivery of micro-loans as well as the provision of critical technical assistance that can make the difference in helping a micro-entrepreneur achieve economic independence. ACCION Texas helps micro-entrepreneurs strengthen their businesses, stabilize their incomes, create additional employment, and contribute to the economic revitalization of their communities. Typical borrowers include small family-owned storefronts and home-based businesses. Sixty percent of ACCION Texas borrowers are women. It is an example of reaching underrepresented communities because of the diverse populations that ACCION Texas assists.

HUD's SuperNOFA

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.

Prior to its first SuperNOFA, HUD conducted up to 40 separate annual grant competitions a year—each with its own application deadline, requirements and selection criteria. Established in 1998, the SuperNOFA established 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 mix and match options. As part of the SuperNOFA process, HUD has also expanded how it communicates with potential applicants. Training is provided on HUD's Internet homepage and is available 24 hours a day. SuperNOFA is an example of streamlining the

grantmaking process because of the manner in which it has simplified and increased access to federal funds.

The White House Conference on Philanthropy

Several years ago the President and First Lady began talking about the need to focus national attention on the importance of honoring, sustaining, and expanding the American tradition of giving. As a means to address the importance of our philanthropic tradition, and to emphasize the responsibility all Americans have to teach and sustain this tradition, the President and Mrs. Clinton convened *The White House Conference on Philanthropy: Gifts to the Future*, on October 22, 1999. Participants in the conference, both at the White House and via satellite, were individuals who are engaged in philanthropy. Together they represented the wide range of racial, ethnic, economic, and religious groups involved in American philanthropy.

Planning for the Conference was a result of extensive consultation with nonprofits, corporations, researchers and individuals in a series of focus groups over several months. The nonprofits that were consulted represented a cross section of national and local organizations, served a wide variety of constituencies and concerned themselves with a large number of issues. As a direct result of these focus groups, the White House working group decided to define philanthropy as individual giving, developed an agenda focusing around several themes (youth, new giving, diversity) and developed a number of deliverables, many of which were specifically geared towards working with, or on behalf of, nonprofits. As a direct result of these efforts, the Administration has proposed several changes to the tax code in this year's tax package, which will spur future giving. In addition, the President's Interagency Task Force on Nonprofits is producing a report, which will document model partnerships between federal government agencies and nonprofits for widespread dissemination. The Conference working group also working with a number of foundations and nonprofits to produce a youth and philanthropy initiative which will teach the ethic of giving to the next generation of Americans.

The White House Conference on Philanthropy involved meaningful consultation and input from nonprofits to create and achieve administration positions. By bringing nonprofits to the table for conference and deliverable development, nonprofits were allowed meaningful a significant degree of input into the policymaking process.

Save America's Treasures

Save America's Treasures is a grant component of President and Mrs. Clinton's Millennium Initiative which focuses public attention on "saving" national historic, natural and cultural sites to preserve American resources for future generations. Each site grant leverages an equivalent or greater amount of money and resources from the non-Federal sector. States, localities, tribes, corporations, foundations and individuals contribute to match the grants through cash donations and in-kind services with each grantee responsible for raising its own match. The National Trust for Historic Preservation, the nation's largest non-profit historic preservation organization is the Council's primary private sector partner in Save America's Treasures. Although it has been successful in identifying donors for several Save America's Treasures grants, the National Trust does not commit to match every Federal grant. Instead it works to raise public awareness of and

commitment to our nation's significant cultural heritage and its urgent preservation needs. It is an example of leveraging resources because of its use of joint sponsorship to preserve America's historical treasures.

Children Exposed to Violence Initiative

Children exposed to violence carry the violence with them throughout their lives. Child victims and witnesses are more likely to suffer repeat victimization, and they are much more likely to become juvenile and adult offenders. A tragic cycle of violence plagues child crime victims and witnesses, by yielding repeat victimization and creating juvenile and adult offenders.

The Justice Department's Children Exposed to Violence Initiative has responded to this with some much-needed solutions. CEVI has five objectives: justice system reform; legislative reform; program support; public awareness; and a parenting initiative for 2000. To achieve these objectives, CEVI is committed to developing better prevention strategies supporting appropriate intervention programs and improving offender accountability. Specifically, the Initiative is: supporting multi-disciplinary violence prevention efforts that unite law enforcement, mental health, social services, schools, and communities; supporting the National Center on Children Exposed to Violence at the Yale Child Study Center to serve as an information clearinghouse of the effects of violence on children; bolstering training efforts to improve the handling of cases involving child victims and witnesses at every stage of the criminal justice system - by police, prosecutors, judges, victim specialists, child advocates, investigators, and court personnel; and supporting and promoting the expansion of, prosecutor training, victim assistance programs, children's advocacy centers, crimes against children units, and Safe Kids/Safe Streets Programs.

As part of the Children Exposed to Violence Initiative, the Department of Justice also convened *Safe from the Start: The National Summit on Children Exposed to Violence* in June 1999. The summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses. It is an example of leveraging resources ... because

Nonprofit Task Force Report Outline

Introduction:

- The White House Conference on Philanthropy
- The importance of the nonprofit sector to American democracy and civil society
 - facts from the CEA report
- The creation of the Task Force
- The breadth and volume of interaction between the nonprofit sector and the federal government [including statistics]
- Specific examples of ways the federal government interacts with nonprofits that will not be addressed in great depth
 - combined federal campaign
 - employee volunteer programs
 - research partnerships
- Typical relationships – grantor/grantee [elaborate on volume, etc.]
- Structure of the report

Providing better services:

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

Reaching out to a broader spectrum of nonprofits:

- Working with faith based organizations [catalog examples, including HUD Center, Community Safety, AmeriCorps]
- Reaching small, grassroots organizations [NCDI; EPA TAG]
- Reaching underrepresented communities [SBA Women Business Centers; ACCION Texas]
- Streamlining the grantmaking process [HUD SuperNOFA]

Involving nonprofits in the policymaking process:

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

Leveraging resources:

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

Sharing information:

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

Improving the effectiveness of nonprofit organizations.

- Work of NPR
- Technical assistance or training to improve nonprofit capacity [discuss what the government does to help for-profit businesses through SBA, including SCORE program, and Commerce, including Malcolm Baldrige Awards, and note limited examples of doing same for nonprofits – ie CNS AmeriCorps training includes fundraising, leadership, training in developing measurable outcomes, etc; Interior Dept Conservation Leadership Network]

- Providing assistance to improve compliance with government rules [discuss moving away from regulatory approach to closer collaboration, example is EPA – Region 5]
- Using government contracting authority [Goodwill]
- Helping nonprofits work together more effectively [FEMA]

Conclusions:

- Importance of NPR effort and need to continue
- Importance of approaching partnership as each side contributing
- Need for resources for nonprofits
- Weaknesses: only limited attention to assisting nonprofits as organizations (beyond program-specific technical assistance); room to improve nonprofits' access to information and involvement in policy development and ability to access funds for certain types of nonprofit organizations; lack of public recognition for the role that the federal government does play in supporting the nonprofit sector; legal restrictions make partnerships difficult
- Major shift in last eight years in federal government's approach to working with nonprofit sector based on the Administration's approach to civil society; many more partnerships; different view of philanthropy and volunteerism (not a replacement for government services, but important to encourage and to work collaboratively)

Nonprofit Task Force Report Outline

Introduction:

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

Providing better services:

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

Reaching out to a broader spectrum of nonprofits:

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

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

Involving nonprofits in the policymaking process:

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

Leveraging resources:

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

Sharing information:

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

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

- Work of NPR
- Technical assistance or training to improve nonprofit capacity [discuss what the government does to help for-profit businesses through SBA, including SCORE program,

and Commerce, including Malcolm Baldrige Awards, and note limited examples of doing same for nonprofits – ie CNS AmeriCorps training includes fundraising, leadership, training in developing measurable outcomes, etc; Interior Dept Conservation Leadership Network]

-- Providing assistance to improve compliance with government rules [discuss moving away from regulatory approach to closer collaboration, example is EPA – Region 5]

-- Using government contracting authority [Goodwill]

-- Helping nonprofits work together more effectively [FEMA]

-- Improving data collection efforts [IRS?]

Conclusions:

-- Major shift in last eight years in federal government's approach to working with nonprofit sector based on the Administration's approach to civil society; many more partnerships; different view of philanthropy and volunteerism (not a replacement for government services, but important to encourage and to work collaboratively)

-- Importance of building stronger relationships from the beginning of the administration [HUD meetings]; sustainability of efforts as personnel leave, administration turns over; need for a point of contact in agencies, possibly more like IGA function than public liaison, as well as access to program staff, particularly for funders [grantmaker forum?]

-- Importance of approaching partnership as each side contributing and to acknowledge the strengths of each sector

-- Need for resources for nonprofits; pay attention to appropriate roles of each sector; concern re: competing for resources with nonprofit sector by federal government

-- Importance of NPR effort and need to continue [include mention of electronic filing of 990s]

-- Weaknesses that should be addressed:

-- only limited attention to assisting nonprofits as organizations (beyond program-specific technical assistance);

-- room to improve nonprofits' access to information including what grants are available, when rules are published (better, interactive use of web and crossagency efforts), and data collected by federal agencies

-- need to continue to explore ways for nonprofits to have greater involvement in rulemaking and policy development, consistent with the law

-- legal restrictions make partnerships difficult; need for education on both sides to help understand what is legal, possible, and desirable

-- Importance of continuing to build and strengthen the relationship in future administrations

Providing Better Services

Multifaceted strategies

Fighting hunger in the United States requires multiple partners. The USDA's **Food Recovery and Gleaning Initiative** demonstrates how the government can work through nonprofits to achieve common goals. In November of 1996, President Clinton signed an Executive Memorandum that directed the Department of Agriculture to lead a government wide effort in conjunction with nonprofit anti-hunger groups to increase the recovery and gleaning of excess food for distribution. Under the leadership of Secretary Glickman, the USDA has made the Food Recovery and Gleaning Initiative a top priority, encouraging, energizing and providing technical assistance to nonprofit food recovery and gleaning efforts.

Through the Initiative the Department has aided grassroots food recovery projects distribute over 10 million pounds of excess food to nonprofit anti-hunger groups nationwide, distribute 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 safely donate excess food to nonprofits and, brokered a partnership between Hewlett Packard and America's Second Harvest to create a Web site to efficiently link food producers with the America's Second Harvest food bank network.

Based on the success of the Gleaning and Food Recovery Initiative, the Clinton/Gore Administration launched a broader **Community Food Security Initiative** in 1999 to help grassroots nonprofits fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency.

Among the Community Food Security Initiative's commitments are: a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages chefs to volunteer to teach hands-on nutrition education classes; and working with World Hunger Year (WHY) to publicize and distribute "Replication Manuals" highlighting effective grassroots hunger and poverty programs in the U.S. 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.

Established in 1994, the Department of Labor's **JOBS PLUS** is working in public housing developments to assist residents get and keep jobs. A national consortium of federal agencies and private foundations, JOBS PLUS focuses on employment services, financial incentives to work and community support for work network.

The program itself is carried out through the Manpower Demonstration Research Corporation (MDRC), a national nonprofit responsible for establishing demonstrations in each of the program's seven cities and following up with technical assistance and program evaluation. Demonstrations are improving the effectiveness of Housing Authorities to serve their residents, leveraging resources with local partners, developing research partnerships between Federal and foundation partners and providing better services for public housing communities.

Coordinating provision of services at the local level

The **Continuum of Care** is an example of identifying needs in a community and building community wide systems to address those needs with federal government resources. In the 1980s and 1990s, it became apparent to the government and nonprofits that no single solution could resolve the issue of homelessness. As a solution to breaking the cycle of homelessness, HUD created the Continuum of Care in 1994. The Continuum of Care is a community-based process designed to encourage localities to develop comprehensive, long-term approaches to homelessness. The primary goal of the Continuum of Care approach is to assist the homeless to move to self-sufficiency and permanent housing. The impact of the program has been dramatic. Five years ago, America's national strategy on homelessness was characterized by no unified approach, no national partners, no coordinated planning and little money being leveraged. Today, 78 percent of the U.S. population resides in communities with Continuum strategies, and the program is helping as many as 14 times more people move from the streets and shelters to self-sufficiency.

Operation Weed and Seed is an example of providing better services because it demonstrates how public-private partnerships can make neighborhoods safer places to live and work. **Operation Weed and Seed** is one of the Department of Justice's most extensive community-based programs. Weed and Seed communities "weed out" violent crime and drug abuse and "seed" neighborhood improvements by bringing housing, social services, youth programs, substance abuse treatment and economic development to neighborhoods. Before identified communities receive any funding they are required to bring a coalition of partners together to develop a community wide to address crime and revitalize. Once a community is "officially recognized" as a Weed and Seed site, the Department provides funding and technical assistance for the coalition, while working with the local neighborhood to assist in implementing their plans.

Joint development and execution of strategies

The **National Immunization Program** (NIP) at the Centers for Disease Control and Prevention (CDC) is a successful example of improved service delivery because its comprehensive efforts are unified by a clear, common goal—improving the immunization rates of children— and because of the depth and breadth in its partnership and outreach activities. The NIP works closely with partners in the nonprofit sector to promote infant and childhood immunizations. These partnerships build awareness of the importance of childhood immunizations, educate parents about the benefits and risks associated with immunization, and facilitate access to health care providers.

One example of NIP's work with the nonprofit sector is the Colorado Children's Immunization Coalition, established in 1991. The Colorado Children's Immunization Coalition (CCIC) is a statewide public/private partnership dedicated to fully immunizing Colorado children two years of age and younger. Through its work with the NIP, CCIC's member organizations have sponsored dozens of free immunization clinics, worked with the Colorado Department of Public

Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign through seven funding partners to encourage "Five Visits Before Age Two."

The **Chesapeake Bay Program** is a regional partnership directing and conducting the restoration of the Chesapeake Bay. Its partners include the states of Maryland, Pennsylvania and Virginia; the District of Columbia; the Chesapeake Bay Commission; the Environmental Protection Agency, and participating advisory groups. EPA provides leadership, administrative, technical, financial and information support to regional committees, subcommittees, and work groups. In conjunction with the National Fish and Wildlife Foundation, they also awarded over \$1.3 million in small grants 56 community groups and local governments working in the Chesapeake Program in the year 2000.

Projects funded by the 1999-2000 grants include: working to educate citizens on flood control and streambank erosion and training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing livestock exclusion fencing at critical sites in the Rapidan watershed in central Virginia. This partnership involves all levels of government, the private sector, scientists, landowners and citizens in a collective effort to preserve a precious environmental landmark.

The Department of Justice's **5 Goals 4 Kids: A Coalition to Prevent Youth Violence** builds partnerships between federal agencies and the nonprofits by sharing information and leveraging resources to ensure that children and teens become healthy, law-abiding members of their communities. The initiative's goals are: to develop programs to teach gun owners about responsible gun ownership; to stop unauthorized, unsupervised access of children to guns; to reduce truancy; to create engaging after-school opportunities; and to ensure that at least 100,000 more children will participate in effective programs to prevent and discourage drug and alcohol use.

5 Goals 4 Kids is also working to enroll at least 500,000 uninsured state children in state children's health insurance programs (SCHIP). This campaign has inspired national organizations and the federal government to work together with community-based organizations to disseminate information on SCHIP to hundreds of thousands of families of uninsured children. Due to the success of this national partnership, local United Ways have pledged to enroll more than 750,000 children in the SCHIP and made a significant contribution to SCHIP awareness and SCHIP strategy for enrollment. Nationwide, more than 2 million of the 10 million uninsured children in the United States have been enrolled in SCHIP.

Reaching Out to a Broader Spectrum of Nonprofits

Working with faith-based organizations

The **Center for Community and Interfaith Partnerships** (Center) is a strong example of giving community and faith-based nonprofits a meaningful seat at the Federal government's table. The Center was established in 1997, to focus, integrate and intensify HUD's involvement

with community and faith-based organizations to maximize the use and impact of our mutual resources in building strong communities. While the Center is not a funding source but fulfills its mission in several ways. First, the Center 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 nonprofits in navigating the HUD system, resolving problems, and responding to community and faith-based group inquiries and concerns. Third, the Center serves as a policy advocate for community and faith-based groups within the department by ensuring that the interests of community and faith-based nonprofits are considered in development of HUD policies and programs; and by ensuring that community and faith-based groups are included in initiatives, outreach and educational activities conducted by HUD and its specific program areas.

The Center's approach has been so successful that the proposed FY 2001 budget includes \$20 million in competitive grants and targeted technical assistance to increase the role of faith-based and community-based organizations in supplying and maintaining affordable housing, creating economic opportunity, providing assistance for families to become self sufficient, and participating in the wide range of HUD programs in high poverty areas.

The **Strategic Approaches to Community Safety Initiative** (Strategic Approaches) is a partnership among United States Attorneys and local law enforcement to reduce targeted crime by partnering with community and faith-based organizations. Two examples of strategic approaches are the Middle District of North Carolina and Operation Reach. The Middle District of North Carolina works with community leaders, including clergy, to allow input into the criminal justice policy process. *Operation Reach* involves face to face meetings between law enforcement, community leaders and community offenders in which offenders are reminded of the consequences of future actions while being offered community services. Evidence suggests that both approaches reduce crime while building public trust and confidence in the criminal justice system.

Reaching small grassroots organization

The **National Community Development Initiative** (NCDI) provides financial and technical support to nonprofit community development corporations engaged in locally driven efforts to improve distressed inner city neighborhoods. NCDI combines resources from 15 major national corporations and foundations, HUD, and local public and private organizations to offer grants and low interest loans to local development. In turn, community-based 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. Approximately 57 percent of funding is in low-interest loans, the balance is provided in grants. This core funding is expected to generate more than \$2 billion in total funding for community revitalization when it is coupled with financial resources committed by over 250 local partners, including state and local

governments, local foundations, banks and corporations. This initiative assists community development groups to improve the quality of life in their neighborhoods.

The EPA's **Technical Assistance Grants** (TAGs) program is effective because it empowers nonprofits, organizations and coalitions to determine the future of their community. 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 clean up process, EPA makes available to local, qualified nonprofits TAGs. Most TAG funds are used to hire independent technical advisors (TA) 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, participate in public meetings to clarify information about conditions and visit site locations during cleanup to observe and provide technical updates to the community.

Reaching underrepresented communities

Women Business Centers are nonprofit organizations that provide extensive training to small business owners while helping the SBA achieve its mission of promoting entrepreneurship and reaching out to historically underrepresented segments of the business community. Each Center provides 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. WBC's 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. WBC's empower women and assist them to break into the world of entrepreneurship.

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 the grant will build will support the statewide headquarters of ACCION, a storefront microenterprise lending office and a regional center for economic development. In its new location, this facility will deliver micro-loans and ongoing technical assistance to entrepreneurs in the heart of impoverished communities. ACCION Texas not only helps micro-entrepreneurs 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.

Streamline the grantmaking process

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 website 24 hours a day. SuperNOFA has not only simplified the grant process, it has increased access to federal funds.

Involving Nonprofits in the Policymaking Process

Innovative approaches to rulemaking/policy development

Several years ago the President and First Lady began talking about the need to focus national attention on the importance of honoring, sustaining, and expanding the American tradition of giving. To do so, the President and Mrs. Clinton convened the **White House Conference on Philanthropy: Gifts to the Future**, on October 22, 1999. Planning for the Conference was a result of extensive consultation with a variety of organizations, most notably, nonprofits. As a direct result of nonprofit consultation, the White House working group decided to define philanthropy as individual giving, developed an agenda focusing around specified themes and developed a number of deliverables, many specifically geared towards working with, or on behalf of, nonprofits. The White House Conference on Philanthropy involved meaningful consultation and input from nonprofits to create and achieve administration positions. By bringing nonprofits to the table for conference and deliverable development, nonprofits were allowed a significant and meaningful degree of input into the administration's agenda.

Leveraging resources

Joint sponsorship of events or projects

Save America's Treasures is a grant component of President and Mrs. Clinton's Millennium Initiative focusing public attention on "saving" national historic, natural and cultural sites for future generations. To be recognized as a Treasures project, each grant must 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, federal monies allow them enough funds 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 commit to match grants, but instead works to raise public awareness of, and commitment to, our nation's urgent preservation needs.

The Justice Department's **Children Exposed to Violence Initiative** (CEVI) uses multiple partners and a variety of resources to address the serious ramifications of children exposure to violence. Children exposed to violence carry the violence with them throughout their lives and CEVI has responded to this with much-needed solutions. CEVI has five objectives: justice system reform; legislative reform; program support; public awareness; and a parenting initiative.

To achieve these objectives, CEVI is committed to developing prevention strategies supporting intervention programs and improving offender accountability. Specifically, the Initiative supports multi-disciplinary violence prevention efforts that unite law enforcement, mental health, social services, schools, and communities; supports the National Center on Children Exposed to Violence at the Yale Child Study Center to serve as an information clearinghouse of the effects of violence on children; and supports and promotes the expansion of prosecutor training, victim assistance programs, children's advocacy centers, crimes against children units, and Safe Kids/Safe Streets Programs.

As part of the Initiative, the Department of Justice also convened *Safe from the Start: The National Summit on Children Exposed to Violence* in June 1999. This summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media to identify model prevention, intervention, and accountability practices and develop a *Safe from the Start: National Action Plan* to address the needs of child crime victims and witnesses.

Relationships with "friends of" and other nonprofit partners

The **U.S. Coast Guard Auxiliary** is the civilian volunteer arm of the United States Coast Guard. Its 35,000 volunteers perform vessel safety checks on millions of boats, ensure compliance with Federal safety regulations, give direct assistance to Coast Guard rescue missions and spend thousands of hours educating the public about possible waterway dangers and threats to life. A recent study, showed that each dollar invested in the auxiliary returns about four dollars in prevention and response service. In addition to the economic value, the Auxiliary gives the boating community a sense of purpose and pride in "self-regulating."

Partnership with private sector funders

For the last two years, the **Mott Foundation** and the Department of Education have worked together on the President's 21st Century Community Learning Centers Program which funds hundreds (thousands?) of community based afterschool 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 and outreach of the program and grant process. 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 over \$95 million to provide technical assistance in every state, track national attitudes on afterschool through surveys and polling data, and conduct a public relations campaign as part of the Afterschool Alliance. Due to the initiative's success, the majority of education legislation passed last year included requirements for local or state level partnership or collaboration.

Catalyzing private sector action

In 1998, Labor Secretary Herman created the **Youth Opportunity (YO) Movement** to build on Department funds for "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's role is to bring the issue to the public arena and generate leadership in working with these youth. The Movement's cohesiveness is based on the commitment of members to local communities.

Sharing Information

Innovative uses of the Internet

EDSITEment is a portal site on the Internet created by the National Endowment for the Humanities in partnership with education 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 a powerful and user-friendly instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public. 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 to do so.

Vital Voices is another example of using the Internet to allow nonprofits to provide better services. Vital Voices was launched by the U.S. Government in 1997 to amplify and support the voices of emerging women leaders. In the three years since its launch, Vital Voices has helped women run for elected office and start and grow small businesses by working with the private and nonprofit sectors to provide emerging women leaders with media and leadership training, consulting services and program grants. Vital Voices is also engaged in creating a live global community for women on the Web. In partnership with American Online and others, the Web site will help raise awareness of training and business opportunities available to women, connect Vital Voices program participants around the world, offer follow up online training courses and track the progress and success of women assisted by the initiative. The main objective of this Web site is to expand the network of women leaders around the world from 10,000 to 100,000.

Strategies to disseminate information through nonprofit networks

The **Partnership for Family Involvement in Education** (PFIE) uses a diverse network of nonprofits to increase community involvement in children's education. PFIE was created in 1994 by Secretary 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 children's education. To encourage such support to bring groups together, the Partnership has convened meetings, directed research, developed partnership guides, hosted teleconferences, 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.

Sharing data/participating in data collection

The **National Spatial Data Infrastructure** (NSDI) is an excellent example of involving multiple partners, including nonprofits, to build the nation's premier geographic database. The United States Geological Survey (USGS) provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee (FGDC). The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (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, which is the NSDI.

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.

Improving the Effectiveness of Nonprofit Organizations

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 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, 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.

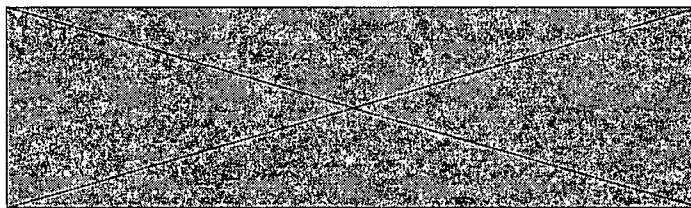
Using government contracting authority

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.



Campaign For Kids

- Nine in ten workers whose companies have a cause program feel proud of their companies' values versus 56% of those whose employers are not committed to a cause
- Two-thirds of Americans report having greater trust in those companies aligned with a social issue
- 94% of Influential Americans, those socially and politically active trendsetters among us have a more favorable image of companies who are committed to a cause, up 6% from 1993

*The 1999 Cone/Roper Cause Related Trends Report

The Givenation.com Campaign for Kids is the first Internet-based campaign that will tangibly benefit the lives of underprivileged kids in this country.

National Campaign For Kids:

Through the Givenation.com website, donors can make contributions for particular items that affect those specific cities. This nation-wide campaign will target relevant "cities in need" in every state. We will work with community leaders in each city to accurately select issues that are indigenous to that area, and to determine items that can help alleviate these issues. Examples of items for donors to purchase through Campaign For Kids include: Buying a book for Reach Out and Read program, sending a child to an SAT prep class (Kaplan, Princeton Review), and purchasing inhalers for inner city children with asthma.

An example of a state-wide campaign is outlined below using Massachusetts as a sample state. This model can easily be duplicated in other states across the United States. Each region of the country will have a coordinator designated to plan and implement the Campaign for Kids in each particular state.

Example of a State-Wide Campaign For Kids: Campaign for Mass Kids will serve as the model for the National Campaign. In Massachusetts, Givenation will target 9 cities and will address 5 issues in each market. Cities chosen include: Boston, Lawrence, New Bedford, Lowell, Fall River, Lynn, Springfield, Worcester, and Hyannis.

Logistically, each city will have a dedicated page on the Givenation.com web site that will display the items selected and each state will have a nonprofit organization(s) that we will be able to channel the funds through (see Virtual Experience below). The nonprofit organization will be determined based on items that are sold.

We will "kick-off" the campaign in Boston followed by press conferences in each city for

maximum exposure of the campaign, the first day will include a large-scale public event. We will work to maximize the media interest from many angles (eg: TV, radio, newspapers, etc.) for the benefit of the campaign and for the corporate sponsor. We would look to include representatives from the city, the corporate sponsor, Givenation.com, kids, parents and community leaders for the public event.

We will revisit the campaign on a regular basis and change the “tangible items” depending on the season or the issues in each city. As an example, if there was a crisis in a particular city, we will be able to change the item to be donated to react to that particular crisis.

Phase II: International Roll-out: Once a national campaign is established, we expect to extend our reach internationally to help kids in regions across the world. The format of the international campaign would follow the same format as the national campaign in the United States. This campaign would be able to respond to a crisis in a particular region of the world when necessary.

Celebrity Spokesperson

With our corporate partner we will recruit a celebrity to generate media exposure to the campaign in Massachusetts. We are interested in pursuing public figures that are readably identifiable in Massachusetts such as Nomar Garciaparra, Jay Leno, Geena Davis, Matt Damon, and Carly Simon.

Corporate Supporters

We will have national and local corporate supporters that will supply items for the Campaign for Kids. One example of an item is a computer. We will recruit a computer company to supply computers at a low price. In return we will mention the corporate supporter in press releases, mention the company on our corporate support page and visibly display their logo on the “city page”, next to the specific item (see Virtual Experience section below). We are interested in companies such as Scholastic Books, Inc. (to provide children’s books), Kaplan or Princeton Review (to provide SAT prep course), Apple or Compaq (to supply computers) and Spaulding (to provide basketballs) just to name a few.

The National Partner

What we will do for our corporate sponsor:

Visibility: This campaign will be named after our corporate partner and Givenation.

Technology: Givenation will provide all technology and web design to support this campaign.

Intangible benefits: The corporate sponsor will be included in all aspects of the campaign. Our sponsor’s logo will be prominently displayed on the Givenation.com’s Campaign for Kids web site, on all press releases and in all promotional materials distributed. We will include the logo on T-Shirts and banners. Givenation will also provide our chosen sponsor with a charitable portal, which will extend the sponsor’s philanthropic involvement in the Internet community.

What our corporate sponsor will do for Givenation.com:

Promotion: Highlight the Campaign for Kids on their website. Allow Givenation the use of their logo in all promotional materials relating to the Campaign for Kids.

Advertising: Include the Campaign for Kids in their marketing and advertising efforts

Cost: \$90,000 per state for the campaign

What we will do together:

- Cause related marketing plan that helps kids in need
- Nation-wide (and ultimately international-wide) community outreach
- Givenation coordinator and corporate coordinator will monitor progress and manage day to day operations of the campaign

The Virtual Experience from www.givenation.com

Once on the Givenation.com home page there will be a menu item titled Campaign For Kids as well as the Campaign for Kids logo flashing on the screen to get a web viewer's attention. The Campaign for Kids logo, Givenation.com logo and our corporate partners logo will prominently be displayed on the top of every page within the Campaign for Kids web site.

Campaign for Kids homepage

One click on the Campaign for Kids name from the Givenation.com home page will link the user to The Campaign For Kids home page. On this page there will be images of kids and quotes from children and celebrities. This page will have a link to the supporter page, link to information about Givenation, a link to the celebrity spokesperson's bio, a description of how to navigate through the rest of the site, as well as the logos of our national supporters on the bottom of the page. The middle of the page will have a national map where browsers will link to the individual state's Campaign for Kids page.

State Page

The next link will be to a "State page" which will have pictures of children and images indigenous to the area as well as a map of the state where people can link to a specific city. A description of the campaign in that particular state will be on the top of the page with links to contacts, cities and issues. Images from the press coverage from the launch will also be displayed.

City Page

A click on a city from the "State page" will link the donor to the "city page" which will have a detailed description of the items to purchase as well as information on the nonprofit that we will be channeling the funds through. Once a donor clicks on a particular item they are linked directly to the donation page, which is where they include their credit card information to purchase that item.

The Last/Effect Page

After an item is processed and the credit card is charged, a receipt of the donation as well as how their specific donation affected the total campaign will appear. Pie charts and bar graphs of the history of the campaign up to date will be updated, displayed, and will be able to be broken down even further by state, city and item. This will allow the donor to see how their contribution has made an impact on the campaign as a whole.



David Brown <db@nyec.org>
07/28/2000 09:59:16 AM

Record Type: Record

To:

cc: Shirley S. Sagawa/WHO/EOP
Subject: YO! Movement

Mr. Richardson,

Thank you for inviting the National Youth Employment Coalition to participate in the Nonprofit/Government Partnership Meeting on July 27. I have provided additional information about the Department of Labor's Youth Opportunity Movement.

The Department of Labor's Youth Opportunities (YO!) Movement represents a major new federal focus on and investment in youth employment and training. The Youth Opportunity Grants, authorized in the 1998 Workforce Investment Act (WIA), are intended to significantly impact concentrated poverty and youth unemployment in targeted communities. The initiative is designed to saturate targeted high-poverty urban and rural communities with sufficient resources to cause a significant drop in youth unemployment and idleness in these communities. On February 19, as part of President Clinton's Radio Address to the Nation, 36 sizable grants were announced to three dozen cities, rural areas and Native American tribal organizations. The Department is now helping these local communities build partnerships between government, community and faith-based organizations, business and civic leaders, and youth.

The YO! Movement is also uniquely characterized by the Department's efforts to reach-out to the philanthropic community at both the national and local levels to leverage additional support for the local communities awarded YO! grants. Most notably the Department has secured support from the Ford Foundation, and others, to support a national training institute for the staff of the YO!local sites. The institute, to be launched in October, will provide staff development opportunities for an estimated 1,500 YO site staff.

Similarly, DOL and local YO sites have reached out to regional, local, and community foundations to involve them in local the system building projects and to leverage additional support to ensure the sustainability of the projects. They federal grants last up to five years.

The National Youth Employment Coalition has been enthusiastic supporter of the YO! initiative since it was launched and I am confident that the initiative will profoundly impact the targeted communities and the youth that reside in those communities.

Let me know if you would like any additional information about the YO! Movement, NYEC or NYEC's PEPNet initiative.

David E. Brown
Executive Director
National Youth Employment Coalition
202/659-1064
db@nyec.org
www.nyec.org

Notes/interagency Task Force Discussion

Gary Bass/OMB Watch. First need to build an on-going consultative process. Currently have no sector-wide process. Mechanisms for consultation exist on specific issues, say health care, but not for issues that affect the entire nonprofit sector.

Point is to re-energize democracy.

Mark Roseman/Union Institute. Focus on the larger set of relationships. Can identify several areas where there needs to be a recurring mechanism. Two examples:

- 1) Collaboration on providing effective services. Definite barriers, disincentives
- 2) Federal Financial Assistance Act. Lessen burden on reporting requirements for nonprofits across the board; an example of a cross-cutting issue.

Key is to have a feedback loop; interaction between nonprofits and government.

Eric Gould: Need to identify 4-5 areas where it would be most productive to focus.

Elizabeth Boris: Some feedback mechanisms do exist and work. Urban Institute's NCCS project with IRS, for example, works but very slowly.

Rick Cohen, others: Need to focus on what a nonprofit is: not just service providers. Boris; includes arts groups, advocacy organizations, etc.

Cohen: Brian O'Connell's remarks at conference defined sector well; what these different types of organizations have in common is their role in providing citizens with voices, avenues of expression – vital to democracy.

Rick Cohen: Most useful thing task force could do would be to take broad look at sector's needs; don't just identify a few success stories but try to look at incentives; disincentives and above all, ask what do nonprofits need to build their capacity, their effectiveness? These are the real cross-cutting issues.

Gary Bass: Number of recent laws, measures have tilted the playing field against nonprofits. Nonprofits are at a disadvantage; in OSHA, environmental arena, laws create a pre-process that privileges small businesses. Nonprofits are not seen as equal partners to business, state and local governments – but nonprofits often represent broader public interest.

Eric Gould: But if we could identify "best practices" in these areas, they could serve as a counter-model – a better way to do business applicable to all other agencies.

Eisenberg: Sector needs investment to improve, build capacity. Almost every state has an association for nonprofits; little federal money could leverage a lot of change, help build more effective local organizations.

Alan Abramson: Federal government-nonprofit relationship largely centers on regulatory process; provision of services is largely done at state and local levels.

Eisenberg: issue is accountability. ISTEA example: putting low income people on transit advisory boards was resisted; nonprofits had to lobby. Reporting requirements is another example.

Boris: We could provide many examples. Cites;

- 990 simplification process. Make data available electronically
- annual audits often required by two or more federal agencies for same work;
- Grant reports vary from agency to agency. Why not a uniform grant report?

Key to building the relationship desired by the nonprofit sector is to conceive of the sector as a public service partnership (that is, avoid thinking in terms of the philanthropic/service provider model) and provide a respectful hearing with feedback process.

Phone: 301-951-9643 or 951-9648
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Pager: 202-757-5000 WHCA #4088

Carol M. Beach

Fax

*to: Shirley
Important!
Thanks*

To:

Shirley

From: Carol Beach

Fax:

Pages: Cover + 17

Phone:

Date:

Re:

CC:

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

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. 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

IV. LEVERAGING RESOURCES

A. Introduction

The Clinton Administration has broken new ground by helping to broker partnerships that often involve not just the federal agency, but also business, nonprofit organizations 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. But 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 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 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.

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 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 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's global network driving the Web site. Being plugged into this network will give the Web site more original, cutting edge, global content than any other women's Web site.

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

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

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 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."

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.

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, 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

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.

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 catalyst, not a government program. 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.

F. Conclusion

America's Promise

In April of 1997, President Clinton launched a remarkable 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

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.

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. The Welfare to Work Partnership began in 1997 with five founding companies. In the ensuing three years, more than 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 polls and conferences enabled the Partnership to develop its own list of "best practices," which Business Partners and service providers could consider when developing or improving their welfare to work programs. Perhaps 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

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 would 1) collect child support from parents who can afford to pay; 2) ensure that more child support goes directly to families; and 3) provide funds to help more "deadbroke" 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 out, Americans will cherish the ethic of service and be rewarded for hard work.

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 build in the opportunity to contribute to the development of policies. In other words, they believe they can become more effective partners – and more effective in carrying out their 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

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 ___?___ guests, the Clintons have 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

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.

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 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 with a large number of issues.

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

Nonprofit Task Force Report – Conclusions

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

Practices of successful partnerships

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

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

The organization and agency had a shared goal.

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

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

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

Barriers

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

Staffing limitations.

Legal framework.

Areas for improvement

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

Nonprofit access to information.

Unclear points of entry.

Opportunities for involvement in policy development.

Need to continue reinventing government effort.

Future Policy Directions

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

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

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

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

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

Edits from
Ellen

10/18

Nonprofit Task Force Report – Recommendations

*Most of these are observations,
not recommendations.*

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

Practices of successful partnerships

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

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

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

The organization and agency had a shared goal.

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

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

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

a base for
organizing
a new
committee
of support

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

Leadership of Sec. ?

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

- do we need to characterize them?

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

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

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

Partnerships can often leverage or ~~catalyze~~ ^{stimulate} private sector activity, or make government

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

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

Barriers

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

Staffing limitations.

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

Legal framework.

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

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

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

Access to information.

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

*recommendation
to computerize
faster? 990s*

Unclear points of entry.

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

*is there one now?
Is this another recommendation?*

Opportunities for involvement in policy development.

Some nonprofits that provided feedback to the Task Force were interested in greater opportunities to be involved in policy development. These organizations sought informal channels – such as roundtable discussions hosted by senior policy staff -- to share ideas and concerns with agencies, as well as more formal opportunities to make their views known. [need

to clarify what they want – this came up in the meeting]

Need to continue reinventing government effort.

*Shouldn't we also cite
our personal meetings w/
nonprofits?
we can save
Carol our note.*

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

The "One Application" idea came up here.

Future Policy Directions

only 1 stated as a recommendation.

*→ talk to Shirley,
Malcolm &
Ellen*

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