Anna Richter
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To: Matthew L. Nelson/WHO/EOP@EOP, Julie T. Bosland/OPD/EOP@EOP

cc:

Subject: STATEMENT BY THE PRESIDENT: Identifying Exemplary Partnerships Between Federal Agencies and Private Nonprofit Organizations

--------------------- Forwarded by Anna Richter/OPD/EOP on 12/05/2000 02:10 PM ---------------------------

Oliver D. Pangborn
12/05/2000 01:52:43 PM

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To:

cc:

Subject: STATEMENT BY THE PRESIDENT: Identifying Exemplary Partnerships Between Federal Agencies and Private Nonprofit Organizations

THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release **December 5, 2000**

STATEMENT BY THE PRESIDENT

Today I am pleased to announce the release of a report by the Interagency Task Force on Nonprofits and Government identifying exemplary partnerships between federal agencies and private nonprofit organizations, highlighting best practices, and providing recommendations for further federal efforts to support and expand these partnerships.

When Vice President Gore and I were elected eight years ago, one of our key priorities was to shape a new model for the federal government, one that neither made government responsible for meeting all of society's needs, nor took a hands-off approach, leaving charitable organizations alone to address the challenges faced in so many communities. Instead, we sought a third way -- a smaller government, committed to giving people the tools they need to make the most of their lives, while working in partnership with its citizens and living within its means.

For this kind of government to work, we must have a strong civil society, with a thriving network of national and community-based nonprofit organizations that can marshal the resources of the American people to meet the challenges before us. We had this in mind when the First Lady and I hosted the first-ever White House Conference on Philanthropy in October 1999. There I named an interagency task force made up of my White House staff and representatives of 19 federal agencies to examine one important facet of the third way: partnerships between the federal government and nonprofit organizations. I directed members of the task force to identify the best examples of these private-public partnerships and evaluate the ways in which they could be improved and replicated.

In thousands of instances large and small, government agencies are working with national, state, community and faith-based nonprofit organizations, and in the process, are redefining the role of government in the 21st century. From AmeriCorps to the Welfare-to-Work Partnership, from environmental protection to national immunization programs, nonprofit partnerships are improving the lives of citizens from Florida to Alaska, Hawaii to Maine.

The role that nonprofit-government partnerships play cannot be overstated: they make government work better and, in turn, nonprofits are strengthened by these relationships. As a result, they are an essential part of our safety net for citizens in need, and when all else fails, nourish and protect the youngest and most vulnerable among us. These partnerships help ensure that the arts and humanities flourish, work to protect our environment and other national treasures, and help foster a community where neighbors can gather and support one another. In these ways, and many more, they strengthen and sustain our civil society.

30-30-30

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
CENTER FOR COMMUNITY AND INTERFAITH PARTNERSHIPS

FACSIMILE TRANSMITTAL SHEET

TO: Matthew Nelson	FROM: Corryne Deliberto
COMPANY: Office of the First Lady	DATE: December 5, 2000
FAX NUMBER: 202-456-6244	TOTAL NO. OF PAGES INCLUDING COVER: 2
PHONE NUMBER:	SENDER'S REFERENCE NUMBER:
RE:	YOUR REFERENCE NUMBER:

☐ URGENT ☐ FOR REVIEW ☐ PLEASE COMMENT ☐ PLEASE REPLY ☐ PLEASE RECYCLE

NOTES/COMMENTS:

Matthew,
Attached is a few paragraphs that address HUD's main reforms as they pertain to "reinventing government". It's more than you probably need, so feel free to cut and paste. Please give me a call if you need anything else. I can be reached at 708-0614, ext. 2166.

Best regards,
Corryne

Secretary Cuomo has moved HUD in a new and different direction through a creative rethinking of community reinvestment and economic empowerment. The new approach that HUD encourages enables communities to address problems through a coordinated, comprehensive strategy. HUD's Consolidated Plan and Community 2020 mapping software folded 12 separate planning, application and reporting requirements into one - for the first time allowing communities to address their problems comprehensively.

In addition, HUD has worked to improve access to capital and technological expertise to tap into the enormous potential in America's low-income urban and rural communities. Helping to close this capital gap drove HUD's economic development reforms and became the hallmark of the President's New Markets Initiative for inner cities and distressed rural communities.

Although many of HUD's programs help *communities* with economic revitalization initiatives, others focus on helping individuals participate in the economic mainstream. HUD's efforts in this area became especially important after Congress enacted comprehensive welfare reform legislation in 1996. As millions of people moved from welfare to work, HUD retooled many of its programs to help them access skills, housing and other resources needed to secure good jobs.

Treasury Department Model Partnerships and Approaches to Working with the Non-Profit Sector

While the Treasury Department interacts with non-profits organizations through a variety of ways some of special note have been identified in the following examples (1) The CDFI Fund, which provides loans , grants, investments and deposits to community development financial institutions and microenterprises; (2) the North American Development Bank, which provides loans and grants to communities impacted by NAFTA, (3) the National Partnership for Financial Literacy, which is a partnership created by Secretary Summers between private, governmental and non-profit organizations to foster financial literacy in America, (4) a public education campaign conducted with community based organizations to implement the mandates of the Debt Collection Improvement Act, (5) BusinessLINC, an initiative recommended by Vice President Gore and implemented by Treasury and the SBA which fosters alliances between big businesses and small businesses, especially minority owned and those in distressed communities; after a launch by the Administration, BusinessLINC operates today through a national coalition and local chapters via community based organizations, and in conjunction with faith-based organizations and non-governmental organizations: (6) the Heavily Indebted Poor Country debt relief initiative, and (7) the President's Millennium Vaccine Initiative.

1. THE COMMUNITY DEVELOPMENT FINANCIAL INSTITUTIONS FUND

Categories: I. Providing better services
IV. Leveraging resources

The Community Development Financial Institutions (CDFI) Fund is a wholly owned government corporation within the US Department of the Treasury. The mission of the Fund is to promote access to capital and local economic growth by directly investing in community development financial institutions (CDFIs) and providing incentives to traditional banks and thrifts to increase their lending, investment and services to CDFIs and within underserved markets. The Fund's investments work toward building private markets, creating healthy local tax revenues, and empowering community residents all over America.

CDFIs are specialized financial institutions that work in market niches that have not been adequately served by traditional financial institutions. CDFIs provide a wide range of financial products and services, including mortgage loans for first-time homebuyers, loans and investments to start or expand small businesses and microenterprises, loans to rehabilitate single family and multi-family housing or construct community facilities, and savings and checking accounts for low-income households. In addition, CDFIs provide development services that help ensure that credit is used effectively, such as market analysis to small businesses, credit counseling to consumers, and technical assistance to first time homebuyers.

CDFIs include community development banks, credit unions, loan funds, venture capital funds, and multi-bank community development corporations. Over 80% of all CDFIs are non-profit institutions.

The CDFI Fund partners with these mostly non-profit institutions in a number of ways. First, the Fund designates these organizations as CDFIs. Such a designation means that the Fund has determined that the organization possesses the following six characteristics:

1. The organization and its affiliates collectively have a primary mission of promoting community development;
2. The organization is a financing entity (either an insured depository institution or an institution that principally provides loans or equity investments);
3. The organization principally serves a target market consisting of distressed neighborhoods, low-income people, or other underserved populations;
4. The organization provides training or technical assistance in conjunction with its financing activities;
5. The organization maintains accountability to its identified target market; and
6. The organization is a non-governmental entity.

With this designation, an organization becomes eligible to compete for funds from the CDFI Fund and is greatly assisted in its efforts to raise funds from other sources such as banks, philanthropic organizations, corporations, state governments, etc.

The Fund directly supports CDFIs and emerging CDFIs through a funding program, the CDFI Program, that has three competitive components: the Core Component, the Intermediary Component, and the Technical Assistance Component.

The ***Core Component*** builds the financial capacity of CDFIs by providing equity investments, grants, loans or deposits to enhance the capital base -- the underlying financial strength -- of CDFIs so that they can better address the unmet community development needs of their target markets. The Fund selects awardees that clearly demonstrate private sector market discipline and the capacity to positively impact underserved communities. The Core Component leverages additional private and public sector investments into these same organizations through the Fund's application requirements, particularly the one-to-one non-Federal matching funds requirement. Since inception, the Fund has made approximately 200 Core Awards totaling over $193 million, for an average award amount of roughly $1 million per Awardee.

The ***Intermediary Component*** allows the Fund to invest in CDFIs indirectly, through intermediary organizations that support CDFIs and emerging CDFIs. These intermediary entities, which are also CDFIs and, for the most part, non-profit institutions, generally provide intensive financial and technical assistance to small and growing CDFIs, thereby strengthening the industry's financial and institutional capacity. Like Core awardees, Intermediary awardees are required to obtain matching funds in comparable form and value to the financial assistance they receive from the Fund. Since inception, the Fund has made Intermediary Awards totaling over $15 million to five different institutions.

The ***Technical Assistance (TA) Component*** builds the capacity of "start-up", young and small financial institutions. The TA Component allows the Fund to direct relatively small amounts of funds -- generally $50,000 or less -- to CDFIs that demonstrate significant potential for generating community development impact, but whose institutional capacity needs to be strengthened before they can fully realize this potential. Some typical uses of our TA grants include: achieving operating efficiencies through computer system upgrades and software acquisition; producing internal policies and procedures; evaluating current loan products and developing new ones; and training staff in operations essential to the success of the organization. Since inception, the Fund has made 159 Technical Assistance Awards totaling over $7 million.

These three funding components are the principal means by which the Fund provides direct financial support to CDFIs. However, other Fund initiatives play an integral role in supporting CDFIs and distressed communities throughout the country. The ***Bank Enterprise Award (BEA) Program*** provides financial incentives for regulated banks and thrifts to increase their investments in CDFIs and to increase their lending and provision of financial services in distressed communities. Between 1997 and 1999, in exchange for grants from the CDFI Fund, regulated banks and thrifts participating in the BEA Program provided over $430 million in financial and technical assistance directly to CDFIs. The Fund's ***Training Program, under which it has awarded $1.5 million in contracts this fiscal year,*** provides funds to support the development and delivery of training products to CDFIs and other financial services organizations engaged in community development finance. And the Fund's ***Policy and Research Initiatives*** strengthen the field of CDFIs and emerging CDFIs by reporting on the outcome of Fund investments and CDFI activities and by promoting industry-wide research and development activities.

2. United States Community Adjustment and Investment Program

Categories: I. Providing better services
IV. Leveraging resources

The Community Adjustment and Investment Program (the CAIP) is a valuable part of the commitment that this Administration made during our negotiations on the North American Free Trade Agreement (NAFTA).

In connection with NAFTA, the Governments of the United States and Mexico entered into an agreement that, among other things, established a North American Development Bank (NADB). The agreement authorizes the NADB to provide financing endorsed by the U.S. Government for community adjustment and investment in support of the purposes of NAFTA. The CAIP is a partnership between the U.S. Government and the NADB for carrying out community adjustment and investment in the United States in support of the purposes of NAFTA.

Endorsements of CAIP financings on behalf of the U.S. Government are made by a federal inter-agency committee (the Finance Committee) established by President Clinton in Executive Order 12916 dated May 13, 1994. The CAIP Finance Committee is composed of representatives from the Departments of the Treasury, Agriculture, Labor, Commerce, and Housing and Urban Development and the Small Business Administration, and is chaired by the representative of the Treasury Department.

The CAIP provides financial assistance to non-profit (as well as for-profit) organizations to assist in the creation or preservation of private-sector jobs in U.S. communities that need assistance to adjust to significant job losses directly or indirectly attributable to changes in trade patterns with Canada or Mexico associated with NAFTA. Specifically, the CAIP provides grants and direct loans to non-profit and public entities to assist them in creating and preserving private-sector jobs.

CAIP financing in the form of grants has been approved for non-profit entities to assist the following trade adjustment projects or programs:

- The implementation of a mentor based job-training program to help graduates start their own businesses and create approximately 150 local jobs.
- Establishment of a regional economic development center to provide education and workplace skills in coordination with state and local economic development and strategic planning efforts.
- Job training for workers who are unemployed and underemployed by providing trades training that will lead to higher paying jobs for an estimated 164 workers.
- A start-up plastic injection training and production business for a high demand occupation that will re-employ 150 dislocated garment workers.
- A textile arts home and neighborhood based business to provide instruction for women to produce artistic clothing and designs for large retail stores that have national distribution. Will result in the re-employment of 70 dislocated workers.
- Increased resources for micro-enterprise business development to support training, access to capital through peer lending and professional services such as legal and accounting activities. Will result in creation of approximately 100 jobs.
- Recruiting and placing 80 dislocated workers. Training them in the construction trades associated with the development of affordable housing.
- A workforce collaborative and charitable foundation project that constructed a workforce development center.

The CAIP also provides financial assistance in the form of loan guarantees to for-profit businesses through federal credit programs administered by the Department of Agriculture and the Small Business Administration. As of August 1, 2000, the CAIP has facilitated guarantees for 402 loans with an aggregate principal amount of approximately $280 million. The 402 loan guarantees helped to create or retain approximately 9,956 full-time jobs in 26 states across the country. Direct loans to for-profit businesses are also available under the CAIP.

3. National Partners for Financial Empowerment (NPFE)

Categories: IV. Leveraging resources
II. Developing research partnerships
V. Sharing information

In April 2000, Treasury Secretary Lawrence Summers launched the National Partners for Financial Empowerment (NPFE) at the American Savings Education Council's "Choose to Save" conference. The NPFE is a growing coalition of consumer and community organizations, corporations, business organizations, federal, state and local governments, and non-profit groups dedicated to helping improve personal finance skills for all Americans, including money management, saving, investing and credit. The key objective of NPFE is to bolster and support the work of its partners. More specifically, NPFE acts primarily through its partners, drawing on their considerable expertise and bringing added visibility to their efforts.

By working collaboratively with the NPFE partners, Treasury has developed a website, produced public service announcements and conducted outreach events to promote financial literacy. The NPFE website, www.npfe.org, serves as a source for financial planning and saving resources for individuals and families as well as for information to organizations interested in financial literacy. One of the NPFE partners, the American Financial Services Association Education Foundation, provided the labor and resources in assisting Treasury to develop the NPFE website; thus allowing the site to be a "one-stop" portal by providing links to each of our partners' websites.

Secretary Summers announced the first portion of the NPFE media campaign at the Department of Labor's 5th anniversary celebration of the Retirement Savings Education Campaign. Four television public service announcements on retirement saving were contributed to the NPFE by the American Savings Education Council (ASEC), the Social Security Administration and Treasury's Savings Bonds Marketing Office. Through the support of ASEC, the public service announcements were edited to include NPFE's website address, packaged and distributed nationally with a letter from Secretary Summers to over 1000 television stations.

The efforts of NPFE will continue to focus on community outreach events. To date, the Treasury has participated in several community events sponsored by our NPFE partners. As previously mentioned, the Secretary Summers participated in celebrating the Department of Labor's 5th anniversary of the Retirement Savings Education Campaign with Secretary of Labor Alexis Herman. More recently, Secretary Summers and Chairman Arthur Leavitt of the Securities and Exchange Commission participated in a Town Hall Meeting in Cleveland, Ohio in support of NPFE partner Consumer Federation of America's *Cleveland Saves* campaign. Over 700 business and community participants in the Town Hall had the opportunity to ask financial literacy questions to Secretary Summers and Chairman Leavitt. Future NPFE community outreach activities include creating task forces for financial education of youth and employees, establishing a Leadership Council of private sector CEOs, and developing a "Best Practices" report on financial education.

The strength of the NPFE is its ever-increasing number of strategic partners working together to make financial literacy a fundamental life skill for every American. Treasury has succeeded by not creating another organization competing for the same resources as its partners, but rather organizing and supporting individual efforts into a national coalition.

4. EFT Public Education Campaign

Categories: IV- Leveraging Resources
V – Sharing Information

The Debt Collection Act of 1996 (DCIA) requires most Federal payments, except tax refunds, o be made by electronic funds transfer (EFT) after January 1,1999. On September 25, 1998, the Department of the Treasury (Treasury) issued the EFT rule, which implements the requirements of the DCIA. The EFT rule includes circumstances under which waivers are available to individuals.

Treasury designed the Electronic Transfer Account to ensure that individuals who are required to receive Federal payments electronically have access to an account at a reasonable cost and with the same consumer protection available to other account holders at the same financial institution. The EFT rule provides that any individual receiving a federal benefit, wage, salary or retirement payment is eligible to open an ETA.

As a result of the EFT rule, federal check recipients have three choices for receiving their payments – Direct Deposit, the ETA, or continue to receive their check if electronic payments present a hardship. In some southern states there is a fourth choice called the Benefit Security Card.

Treasury, in partnership with the Social Security Administration, Veterans Administration, Office of Personnel Management, and the Railroad Retirement Bureau, is conducting a grass roots public education campaign that informs all federal payment recipients about their options for receiving their payment. While coordinating with community based organizations, faith-based groups, local government agencies, and national organization networks, the EFT public education campaign targets persons receiving monthly federal benefit payments.

Treasury's Office of Public Education began the campaign with a national meeting at the White House Conference Center with community based and national organizations, financial institutions, trade associations, and government agencies to develop strategies connect with their networks. One important result: a database of more than 1,300 organizations. These organizations, and the database continues to grow, ultimately became EFT campaign partners. Among them: American Bankers Association, National Consumers League, Federal Reserve Board, National Community Reinvestment Coalition, USDA Extension Service, Organization for New Equality, National Association of Community Action Agencies, Consumer Action, and the National Council of LaRaza.

One of the most important actions that resulted from the conference was the group consensus that organizations needed a comprehensive tool to improve the financial literacy of the target population. Several national organizations, consumer groups, financial trade associations, and government agencies formed the Financial Services Education Coalition and published a comprehensive guide for community educators called, "Helping People in Your Community Understand Basic Financial Services."

Campaign Objectives:

- Maximize conversion of current check recipients to EFT
- Maximize acceptance of the ETA as a viable alternative
- Minimize negative reaction (complaints, confusion, concern) among all target audiences; and
- Increase financial literacy, in an effort to empower individuals to make the right choice.

Community Outreach

The community outreach component of the campaign is designed to get in front of check recipients or the individuals and organizations that are in touch with them. Regional managers conduct train-the-trainer sessions in strategic locations of the country where there remains a high volume of check recipients. Persons that attend these sessions have access to check recipients through their organization or support networks, whether social workers or community activists.

In the western and southwestern regions of the country, subcontractors with well established relationships in the community conduct in-touch sessions with groups of the target population to deliver the choices message.

In the northeast, midwest, and southeast regions, Treasury issues mini-grants to community-based organizations, faith-based groups, and non-profit social services agencies to conduct in-touch sessions. This fee-for-service program provides funds to cover expenses for meeting facilitation. Agencies are identified via the partner database, through the efforts of the regional managers, and referrals from other organizations. Implementation kits with materials, an agenda, a video taped presentation and evaluation forms are distributed to each organization that agrees to conduct the in-touch sessions. Groups must conduct a specific number of sessions and document the number of attendees, in order to receive payment.

The campaign also coordinates strategic alliance meetings by bringing financial institutions and community organizations together. Efforts such as these meetings encourage a dialogue between the service providers of the "unbanked" or "underbanked" check recipient and the local financial institutions.

National Partnerships:

Treasury is also working with national organizations that provide access to grassroots constituencies through affiliates and/or contacts with community-based organizations. They have the capability to disseminate campaign information and support local train-the-trainer programs. They also play a significant role in building campaign awareness. Among these are AARP, League of United Latin American Citizens, National Urban League, National Asian Pacific Center on Aging, Catholic Charities, National Coalition of the Homelessness, American Association of People with Disabilities, Disabled American Veterans, and Consumer Federation of America.

National partners also provide many opportunities to exhibit at conferences and conduct seminars and workshops as a part of the conference program. With these groups, Treasury has had an opportunity to use conference room space to conduct meetings, obtain placement of articles in newsletters, magazines, web links, membership fax links, and other publications.

Materials:

A toll-free number and website has been developed in English and Spanish for the general public to visit. These features are also compliant with the American for Disabilities Act.

Treasury has produced and published at no charge to organizations: brochures, fact sheets, fliers, pamphlets, take-one cards, videotapes, audio PSAs, posters, placemats, and more.

All of the materials are translated into Spanish, and written brochures and fact sheets are available in several other languages.

5. BusinessLINC

Categories:
- I. Providing better services
- II. Developing research partnerships
- IV. Leveraging resources
- V. Sharing information

BusinessLINC is a model public, private, and non-profit partnership focused on encouraging larger businesses to work with smaller businesses and entrepreneurs, especially in America's inner cities and rural areas. BusinessLINC – which stands for Learning, Investment, Networking and Collaboration – was created by the Treasury Department and the Small Business Administration (SBA) at the request of the Vice President in 1998 as a national initiative to match small firms with large companies.

As was originally envisioned, BusinessLINC evolved into a partnership with the Treasury Department, SBA, the Business Roundtable and host of non-profit organizations and private firms across the country to help smaller firms grow and succeed by increasing their access to large companies and the technical skills, business advice, market knowledge, and business connections that come from such relationships. BusinessLINCs are also beneficial to large firms by improving supplier performance, expanding market opportunities, and creating stronger communities.

BusinessLINC operates at the national level through the BusinessLINC National Coalition, and at the local level, through coalitions in Boston, Chicago, Dallas, New York City, Washington, DC, Houston, and the Mississippi Delta. The BusinessLINC National Coalition, which is housed at and chaired by the Business Roundtable, serves as a national resource, advisory committee, and clearinghouse of BusinessLINC best practices for local BusinessLINC coalitions. Members of the National Coalition include the National Minority Supplier Development Council, the National Black Chamber of Commerce, the U.S. Hispanic Chamber of Commerce, the National Association of Women Business Owners, the Women's Business Enterprise National Council, and the National Congress of Community Economic Development.

Local BusinessLINC coalitions – composed of intermediary organizations, including specialized non-profits and business membership organizations – recruit local firms to foster BusinessLINC partnerships between large and small companies. Local coalitions include the Boston Business Collaborative, the Dallas/Fort Worth Minority Business Development Council, the Enterprise Corporation of the Delta, Silicon Valley Community Ventures, the Houston Minority Business

Development Council, and the Houston Women's Business Development Council. Future coalitions are getting underway in Atlanta, Cleveland, Houston, San Francisco/Silicon Valley, Richmond, Flint, Milwaukee, Detroit, and Kansas City.

Due to the partnerships engendered by the local BusinessLINC coalitions, hundreds of small businesses have grown and expanded through their alliances with large businesses. These small businesses are often minority or women-owned and have helped generates hundreds, if not thousands, of new jobs in distressed communities around the Nation. Among the benefits to large businesses partnering with the small businesses are expanded markets and new supplier sources. BusinessLINC has proven to be a win-win for businesses of all sizes, the communities in which they operate, and the Nation for the economic growth BusinessLINC has fostered.

6. The Heavily Indebted Poor Country Initiative and other international development programs

Categories: III. Allowing input into the policymaking process
V. Sharing information

In an effort to improve the effectiveness of the international financial institutions (IFIs) in fighting poverty, the Treasury Department has increased high-level engagement with religious groups, humanitarian aid agencies and other non-governmental organizations (NGOs) active in poor countries. Through regular consultations, these organizations have valuable input into the decision-making of the United States in our oversight over these institutions. For example, last year Secretary Summers hosted a day-long seminar with two dozen religious groups, non-profit humanitarian aid agencies, environmental groups, and think tanks – including several developing country affiliates -- to solicit their views on improving the effectiveness of the IFIs in addressing poverty through debt relief and ongoing lending programs. The recommendations provided by the participants helped to shape the design of the Heavily Indebted Poor Country (HIPC) Initiative which provides debt relief to countries committed to economic reform, good governance, and poverty reduction. These included greater emphasis on transparency in national-level budget processes and civil society participation in the design of economic and social policies supported by the IFIs, as well as stronger information disclosure policies at these institutions. More recently, the Secretary and Under Secretary for International Affairs hosted a meeting with over 20 NGOs in the run-up to the World Bank-IMF Spring Meetings to discuss the agenda. A similar meeting is planned for the Annual Meetings coming up in September.

Because many of these groups have on-the-ground operations in poor countries, they are able to provide Treasury officials with timely, independent information about progress and challenges to the effective implementation of debt relief and other IFI operations that is not available through other sources. On trips to Africa and Latin America in the last year, Secretary Summers has visited a number of non-profit social service agencies. Such tours give the Secretary an opportunity to learn about innovative programs and highlight the invaluable role non-profits play in the fight against global poverty.

In addition to collaboration with NGOs on debt relief, environmental organizations have played a key role in the design of efforts such as US debt-for-nature swaps and safeguards now used by the IFIs to screen proposed projects for potential negative environmental impacts. These groups have also provided independent information about potential environmental and social impacts of proposed IFI projects that have led us to secure changes in project design, a recent example of which is the construction of large oil pipeline in Western Africa.

Given growing public interest in the HIPC initiative and other Treasury development assistance efforts, in February the Treasury Department hired a Special Advisor with a decade of NGO experience; this has enabled us to intensify our NGO outreach.

7. President's Millennium Vaccine Initiative

Categories: II. Developing research partnerships
III. Allowing input into the policymaking process
IV. Leveraging resources
V. Sharing information

Under the leadership of Secretary Summers, the Treasury Department has reached out to foundations and organizations within the faith-based community on the President's Millennium Vaccine Initiative (Initiative). The Initiative is intended to promote the delivery of existing vaccines in developing countries and accelerate development of new vaccines to combat infectious diseases. These diseases cause almost half of all deaths worldwide of people under the age of 45, killing over eight million children each year and orphaning millions more. Secretary Summers, NEC Director Sperling, Secretary Shalala, USAID Director Anderson and other leading Administration officials met with members of foundations (February 25) and leaders of the religious and development-focused NGOs (April 14). These discussions provided a valuable forum for sharing information and exchanging perspectives. The Government officials described the components of the Initiative while the NGO representatives offered their recommendations and their support of this important endeavor.

OPM's Nonprofit Sector Partnership Programs

The Office of Personnel Management (OPM) is a Federal leader in developing and sustaining government/nonprofit sector partnerships. For nearly 40 years it has worked directly with charitable organizations of all kinds through the Combined Federal Campaign (CFC). CFC is the largest workplace-giving program in the world. In 1999 approximately 1.3 million federal workers, including postal workers and employees from the Executive Branch and the military, gave $218 million (largely through payroll deduction) to over 40,000 nonprofit organizations, worldwide.

But, CFC's involvement with the nonprofit sector is not limited to direct financial support. The program is structured as a series of partnerships with 385 local and international nonprofit organizations. The charities supported through this effort range from nascent community groups to the largest public charities with which most Americans are familiar. Each campaign is run by a volunteer group of Federal employees who work with experienced nonprofit executives in their communities to generate contributions and distribute them to eligible charities. This partnership helps emphasize the importance of Federal workers as members of the community and strengthens the ties between the local Federal presence and the community's nonprofit service providers.

CFC's structure helps forge partnerships by:

Allowing input into the policymaking process – Nonprofit leaders have been effectively integrated into the Federal decision-making process for CFC initiatives. For example, when OPM was considering extending CFC participation to the Federal annuitant community it asked for proposals outlining how such an expansion could be handled at minimal cost to the government. The nonprofit community responded by devising a pilot project, to be implemented through a partnership of nonprofit organizations working with OPM and a for-profit technology partner. This initiative, led by a partnership of federated charities including Earth Share, Christian Service Charities, Community Health Charities, Human Service Charities of America and Medical Research Agencies of America, was devised and implemented within a 6-month period. These nonprofit organizations are so committed to this initiative that they agreed to absorb start-up costs and share in the risk associated with any pilot program. In this instance, the effective use of an advisory committee (comprising both Federal and nonprofit executives) assured the use of innovative approaches to evaluation and the joint development of service delivery strategies necessary to devise this program.

Leveraging resources - Federal volunteers and resources comprise only part of the support for the annual campaign. Federal workers partner with community leaders and nonprofit executives to sponsor fundraising events and generate campaign support. Vigorous support of this Federal initiative by nonprofit leadership at both the local and federal levels has been a cornerstone of the program's development and management since it's inception. CFC was first developed through a partnership with The American Red Cross and The United Way of America. Both these organizations continue their support by sponsoring monthly meetings of CFC stakeholders. In addition, under the leadership of the United Way, CFC federated charities have worked together to fund an annual film for CFC donors and collaborate on other communications devices, such as pamphlets and a website. None of these initiatives are Federally-funded. They are undertaken as only one of the many informal collaborative partnerships that exemplify the best kind of working relationship between the governmental and nonprofit sectors.

Improving government operations – CFC provides an unparalleled opportunity for Federal workers to become involved in their communities and to have their giving and volunteering efforts viewed as a direct extension of their commitment to public service. Campaigns routinely encompass out-reach events in which Federal workers are encouraged to meet and get-to-know nonprofit community service providers. The local CFC Chairperson is usually viewed as the local Federal "nonprofit liaison." "Days of caring" offer time off (typically the employee takes an hour of annual leave for every administrative hour offered) to those Federal workers who are interested in volunteering for a local nonprofit. OPM can also act in support of a particular disaster or emergency. For example, wildfires in New Mexico recently devastated the workplaces and neighborhoods of employees of the Department of Energy. CFC officials assisted the Energy Secretary in his efforts to partner with a national nonprofit, The Federal Employee Education & Assistance Fund, to coordinate relief efforts with contributions by Federal workers.

Since CFC is a Federal program, assessing the financial practices and governance structure of participating charities has always been a central operating objective. Charities that want to receive funds generated by the campaign are required to submit to a substantial review of their financial and governance practices prior to acceptance. This eligibility review is in line with community norms, but it also helps set standards for participation in giving initiatives that transcend the campaign. In this way, CFC's eligibility guidelines for nonprofits are part of the development of acceptable operating standards for the nonprofit community as a whole. Nonprofit accountability leadership organizations such as Independent Sector, the National Center for Nonprofit Boards and the Philanthropic Advisory Service are routinely consulted when CFC standards are developed or revised.

Providing better services - Campaigns are developed and managed at the local level. This decentralized structure and the local partnerships it engenders promote direct employee ownership and involvement. Federal employees are afforded an opportunity to participate in joint government/nonprofit advisory bodies that develop and manage their campaigns. Federal workers get an opportunity to observe management techniques and structures that work effectively in the "other" nonprofit sector and evaluate them for Federal use. Since CFC funding is dependent upon payroll deduction, Federal payroll offices also have an opportunity to work with nonprofit organizations in the area of electronic funds transfer and reporting – an area central to Federal financial management in the 21st century.

Sharing information – CFC is committed to developing internet-based services to provide, compile and process information on every aspect of this national/international program. Tremendous efficiencies can be achieved by both disseminating and processing information electronically. Communication mechanisms that integrate CFC into existing nonprofit communication structures, such as conferences, professional societies and meetings are already in place. But, the annuitant pilot program has an important internet services component that provides an opportunity for government to lead in a nonprofit environment still relying heavily upon expensive mail and telephone solicitations. The electronic communications component of the Retiree Access Initiative has an additional objective – to provide new opportunities to tap into the vast volunteer resources of annuitants. Electronic initiatives developed as part of this pilot will also be tailored to capture the imagination of younger, technology-savvy donors and volunteers.

CONTACT: Mara Patermaster Director, Office of CFC Operations
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DRAFT - 11/22/00

FROM INTERIOR added

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

--Alexis de Tocqueville

--Alexis de Tocqueville--Alexis de Tocqueville

***PREFACE** [SUGGEST IDENTIFYING THIS AS WRITTEN BY THE POTUS)*

PREFACEPREFACE

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

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

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

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

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

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

I want to thank the First Lady and her staff, as well as the staff of the Council of Economic Advisors, the Domestic Policy Council, and the National Economic Council who have worked so hard on this project. Together with representatives of 12 federal women around the world. These and other partnerships were examined by the Interagency Task Force on Nonprofits and Government, and are discussed in this report. I want to thank all the individuals and groups who worked so hard to make the first White House Conference on Philanthropy such a success, as well as the Task Force members who have helped us shape the inventory of effective practices and the recommendations that will be a guide for future generations of government workers and non-profit advocates looking for creative and practical ways to work together. I especially want to thank Ellen Lovell, Malcolm Richardson, and the staff of the White House Millennium Council; Melanne Verveer, Shirley Sagawa, Mary Ellen McGuire, Carol Beach, and Matthew Nelson from the Office of the First Lady; Bruce Reed, Eric Gould, and Julie Bosland from the White House Domestic Policy Council; Gene Sperling from the National Eocnomic Council; and Kathryn Shaw, Kathleen McGarry, Chad Stone, Andrew Feldman and Audrey Choi **[NOTE B four others from CEA B Terry Lumish, Matthew Wilson, Vivian Wu and Nathaniel Stankard B Aput in a lot of work but were not lead authors@ B should we include?]I say include—why not?** from the Council of Economic Advisors. They have certainly made their gifts to the future.

questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked representatives from each agency to submit four non-profit relationships or new approaches for working with nonprofit organizations for inclusion in a report. Once nominations were submitted, White House and agency staff met to judge each submission on the following criteria: innovation, ease of replication, and impact. Through this process, staff members were able to glean a set of Aeffective practices,@ develop a list of recommendations for other groups, and uncover some of the barriers to successful partnering.

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

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Finally, in early August, the members of the Task Force met to hear the details of the best submissions and to explore other examples to include. Quickly, though, the discussion took an unexpected turn: As we called on the agency representatives to discuss their

0*The National Immunization Program*

The National Immunization Program*7200*The National Immunization Program

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

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

While the NIP had the expertise and a national mandate to improve immunization rates, those at the helm recognized that grassroots children=s health organizations and nonprofit coalitions would be more efficient at building awareness of the [important] importanceof childhood immunizations, educating parents about the benefits and risks in partnership with nonprofit anti-hunger groups to increase the Arecovery and gleaning@ of excess food for distribution to the hungry. [Following up,] In September of 1997, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning [in September of 1997], [the goal of which was] striving to generate national attention for the issue, catalyze new public-private partnerships, and announce new federal projects. In the years since the summit, significant progress has been made toward creating a structure that, with the help of nonprofit groups, will continue to distribute food to hungry Americans.

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

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

Based on the success of the Gleaning and Food Recovery Initiative, in 1999 USDA launched a broader Community Food Security Initiative, which works on several fronts to help grassroots nonprofit groups fight hunger, improve nutrition, strengthen local food systems, and help families move from poverty to self-sufficiency. Through this initiative,

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USDA employees (is this employee based volunteerism or a USDA program?)reached out to help anti-hunger organizations develop relationships with potential funders (both governmental and nongovernmental); create a Aone-stop shop@ to improve coordination between existing USDA programs and nonprofit groups; expand technical assistance to build long-term local infrastructure; and educate the public about food insecurity and innovative community and nonprofit approaches.

ectdefaultcl Through the Community Food Security Initiative, for instance, USDA has built a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs to teach hands-on nutrition education classes, in which USDA provides thousands of cookbooks for program graduates, as well as technical assistance for the program on accessing appropriate federal and state funding. USDA has also worked successfully with World Hunger Year (WHY), a nonprofit organization focused on fighting international and domestic hunger, to publicize and distribute WHY=s AReplication Manuals@ highlighting effective grassroots hunger and anti-poverty programs in the United States. In addition, WHY and USDA have co-sponsored regional technical assistance workshops throughout the country to connect nonprofit hunger and poverty groups with the resources and expertise of federal agencies. By working closely with nonprofit organizations in a variety of ways, the Agriculture Department used its expertise, broad reach, access to food producers, and other Aassets@ to improve its effectiveness in an area central to its purpose. **[Were these partnerships all initiated at the national level, or did any get started at the local/regional level? All initiated by USDA or were any initiated by nonprofits?]**

Chesapeake Bay Cleanup

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and stream-bank erosion and teaching innovative monitoring procedures. Training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing fencing to keep livestock out of critical sites is also an important role. There is success on several fronts, but an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, means that much more remains to be done.

d*The Children Exposed to Violence Initiative*

***The Children Exposed to Violence InitiativeThe Children Exposed to Violence Initiative*[This example needs to be reworked to explain how the agency contributes and how nonprofits were specifically involved B what they contributed and why B how were resources leveraged? It=s not clear. Need to fix or drop]**

Leveraging resources does not mean only money is involved. But the concept of resources goes beyond budgets as is the case with the Justice Department=s Children Exposed to Violence Initiative (CEVI).Incomplete sentence

Leveraging resources does not mean only money is involved. But the concept of resources goes beyond budgets as is the case with the Justice Department=s Children Exposed to Violence Initiative (CEVI). Leveraging resources does not mean only money is involved. But the concept of resources goes beyond budgets as is the case with the Justice Department=s Children Exposed to Violence Initiative (CEVI). Since its launch in 1998, CEVI has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child

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community workers standing together at their door, so it tells them right away that something different is going on.@

x5760**Outreach to Small Grassroots Organizations**

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

Technical Assistance Grants

Technical Assistance GrantsTechnical Assistance Grants Another approach taken by federal agencies is to provide technical assistance to targeted community groups. Cleanup of hazardous waste sites is a complicated process in which few local people can participate without the aid of experts. To assure that local residents can participate in the cleanup process, EPA makes Technical Assistance Grants (TAGs) available to qualified local nonprofits. Most TAG funds are used to hire independent technical advisors to help communities interpret, understand, and comment on site-related decisions. The types of support an advisor can provide include helping groups review site assessment/investigation data, participating in public meetings to clarify information about conditions, and visiting site locations during cleanup to observe and provide technical updates to the community. In this way, the EPA=s program gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods. **[any results to report?]**

lt1*Financial Services Education Coalition*
*Financial Services Education Coalition*9072*Financial Services Education Coalition*

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

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

The campaign also coordinates meetings to bring banks and credit unions together with community organizations to encourage dialogue and strategic partnerships between service providers for the Aunderbanked@ check recipients and local financial institutions.

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IV   LEVERAGING RESOURCES

IVA LEVERAGING RESOURCES*IVA* LEVERAGING RESOURCES

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

640Leveraging resources Leveraging resources

Joint Sponsorship of Events or Projects

60**Joint Sponsorship of Events or ProjectsJoint Sponsorship of Events or Projects** An increasingly common form of partnership is joint sponsorship of events or projects. In 1997, for example, the Corporation for National Service joined forces with the nonprofit Points of Light Foundation, created during the Bush Administration, to organized the Presidents= Summit for America=s Future. All the living Presidents, with Nancy Reagan shouldn't she be referred to as Mrs. Reagan?representing her husband, gathered in Philadelphia to urge every American to increase the nation=s commitment to its young people B a commitment that has since been captured in AFive Promises@ for youth -- caring adults, safe places, healthy start, marketable skills, and opportunities to serve B now promoted by the new nonprofit, America=s Promise.

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80***Save America=s Treasures***

Save America=s TreasuresSave America=s Treasures One of the centerpieces of the Administration=s Millennium program is a collaborative project called Save America=s Treasures (SAT). Administered by the National Park Service in the Department of Interior, 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] as it was about to be lifted from its site in the

Smithsonian=s Museum of American History, and restored B all the while remaining in plain view for the public to watch. Standing with the first couple that day [was] were Richard Moe, chairman of the National Trust for Historic Preservation and Ralph Lauren, who had donated [a total of] $13 million to the project B 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 B 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.

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National Spatial Data Infrastructure Sharing data/participating in data collection

tx3600***Sharing data/participating in data collection***

Federal agencies can also play an important role in consolidating information from a variety of federal and nonfederal sources to make it easier for users to access. The National Spatial Data Infrastructure (NSDI) is an excellent example of a partnership that includes multiple non-profits working in concert with government and industry to build an electronic infrastructure bringing together all the national geographic databases on the Web. The United States Geological Survey provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee. 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 B the NSDI. **[why is this important to do?] Governments at all levels, businesses, and other public and private sector institutions are universally recognizing**

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the value of place-based information in managing complex natural and social environments. Geographic information is part of almost all government and business processes, but in the past has been collected to serve narrow interests and has not been shared or integrated across organizational boundaries. No one agency or organization can or should build all of its geographic data or decision support needs alone. The NSDI is providing the ability for users to find, get and use geographic information they need to address issues of concern to their community.

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

National Campaign to Prevent Teen Pregnancy

National Campaign to Prevent Teen PregnancyNational Campaign to Prevent Teen PregnancyIn President Clinton=s 1995 State of the Union, he challenged parents and leaders

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through the Conservation Leadership Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund. The Network=s goal is to expand the knowledge and skills of conservation professionals; enhance relationships among the nonprofit, corporate and governmental segments of the conservation community; and [to[broaden the American conservation movement=s base. Through the National Conservation Training Center, located in Sheperdstown, West Virginia, the Network offers educational and relationship-building opportunities for governmental and non-governmental professionals [with the desired outcome of creating] to flourish (or become or mature or develop) as 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]] strives to increase the capacity of nonprofits through training and outreach.

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Using government contracting authority to build capacity

South Florida Goodwill

Federal agencies may also use their authority to contract with nonprofit service providers as a way to help these organizations establish a track record or new capacity that will enable them to expand their client base. For example, while 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 Currently, the South Florida Goodwill. From these experiences, Goodwill has been able to leverage additional

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awareness, offer federal funding for preservation projects, and manage [the national parks,] our national park system, where many Atreasures@ are located.

The agency dedicated staff resources to building and sustaining the partnership.ar 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 B the office of the agency head, the public liaison, or program leaders seem to be the most common initiators of a relationship. Senior staff, with the authority to commit the agency, must approve the partnership concept, as well as the specifics of the partnership arrangement once it has been negotiated. The 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, the Office of Public Liaison in the Treasury Department serves as a central point of contact for nonprofit organizations, programmatic offices work with nonprofit organizations within their issue area, such as community development.

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

Given the staff resources required to maintain strong relationships, agencies should limit the number of major partners it expects to work with intensively. Where there is a desire on the part of agencies to engage small, grassroots organizations in an effort, the agencies should consider seeking out umbrella organizations or coalitions as principal partners. For example, the Centers for Disease Control found that working with coalitions such as the Colorado Children=s Immunization Coalition (CCIC) enabled it to reach many more grassroots groups than it would have on its own.

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

20Partnerships can often leverage or catalyze private sector activity, or make government grants go further. [But] However, they are not an effective strategy for shifting responsibility for functions once supported by government funds to the nonprofit sector, without the provision of additional resources. In the partnerships we reviewed, the nonprofit organizations involved generally either received government dollars to carry out their responsibilities or had funding from another source. Only in the case of nonprofit organizations formed specifically to provide support for a federal program or agency (such as the National Park Foundation or Welfare to Work Partnership) did agencies expect the nonprofit to raise the funds to support the partnership.

In general, nonprofit organizations must see some benefit from the relationship in order to participate fully in a government partnership. This benefit need not always be financial. In fact, some of the most successful partnerships we reviewed did not involve a transfer of federal funds. Rather, nonprofit organizations benefited from the technical expertise of an agency (as in the case of EPA=s Chesapeake Bay Program), improved

Administration, in addition to billions available through government-backed loans, to support the health of American small businesses.

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

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

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

Added

Fax

U.S. Environmental Protection Agency/OCEMR

Office of Communications, Education, and Media Relations
1200 Pennsylvania Ave., NW
Washington, DC 20460
Mail Stop 1702A
202-564-4455

To: Matthew Nelson

Organization: Office of the First Lady

Fax Number: 456-6244

Phone Number: 456-2016

From: Margaret Morgan-Hubbard via Mary Hoplen

Organization: EPA

Fax Number: 501-1751

Phone Number: 564-7817

Pages (including cover sheet):

Comments: (1) Confirms you already have TAG additions -- see pages 25 and 26.

(2) Chesapeake Bay - pages 18, 19 and 20 - added information appears on pages (A) and (B) that follow. Will forward this info to you electronically.

(3) American Hospital Association - pages 46 and 47 - one addition and a few suggested word changes - page (C) and (D) that follows.

People involved in this process are eager to see finished product, which we will distribute widely. Also eager to know if their contributions will be mentioned in President's radio address

DRAFT - 11/21/00

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

The Bay Program continues to operate under subsequent Agreements, ~~the latest of which was signed in the summer of 2000~~ [Did the latest agreement include any interesting innovations?]. Among the partners' most important activities are nutrient reduction from agricultural lands and wastewater facilities; toxic chemicals reduction from industry and other sources; management of fisheries, including crabs and oysters; habit restoration; and water quality improvement. Also, along the way, partners have engaged local governments and community watershed groups in the restoration effort.

In this multi-party alliance, the role of the federal agency – the EPA – is to provide leadership, through its Chesapeake Bay Program Office in Annapolis, Maryland, along with administrative, technical, financial and other information assistance. The nonprofit partners [clarify who they are] B play different roles – using their outreach capacity, volunteer networks, and [what else?] C to advance the shared goal of cleaning up the Bay. They are involved in a range of restoration-related efforts, including educating citizens on flood control and stream-bank erosion and teaching innovative monitoring procedures. Training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing fencing to keep livestock out of critical sites is also an important role. D There is success on

A

Insert A
On June 28, 2000, amid national media attention and in front of 600 citizens on the shores of the Chesapeake Bay in Rose Haven, Maryland, Administrator Carol M. Browner, MD Governor Parris N. Glendening, DC Mayor Anthony A. Williams and representatives from PA and VA unveiled the newly signed *Chesapeake 2000* agreement. The momentous day culminated an intensive year and a half long process by the Chesapeake Bay Program to develop a blueprint to take the Program into the 21st Century. The process included a public outreach and participation component spread out over the course of a year which garnered input from over 2,000 stakeholders and members of the public. The intensive and extensive outreach led to strong public support for a comprehensive agreement that will indeed guide the Bay Program for the next decade and beyond.

Chesapeake 2000 contains very real and measurable numerical goals that are outcome based. And the reason for so much national media attention (print, TV and radio) at and after the signing ceremony was because the agreement contained many groundbreaking areas. For example, *Chesapeake 2000* directly addresses sprawl and livability that has become a national issue. There are commitments by the Bay Program partners to reduce the rate of sprawl development of forests and farms by 30% by 2012 and to permanently preserve 20% of the Bay watershed by 2010. These are real commitments that have not been made anywhere else in the nation. Some other groundbreaking commitments include:

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

Insert B
such as the Chesapeake Bay Foundation and the Chesapeake Bay Alliance

Insert C
extensive education programs

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

B

DRAFT - 11/21/00

HUD Super NOFA

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

Providing training and technical assistance

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

EPA and the American Hospital Association

In 1998, the EPA negotiated a Memorandum of Understanding with the American Hospital Association (AHA) to reduce the use of mercury in hospitals. Hospitals are America's fourth largest producers of mercury waste and produce about 1 percent of the nation's solid waste stream. The MOU assists AHA's member hospitals, including nonprofits, to go beyond basic compliance with waste management regulations, calling for the elimination of mercury use in the healthcare field ~~industry~~ where possible and a 50 percent reduction in waste

1

~~as~~ or health care

DRAFT - 11/21/00

volume by the year 2010. To help the AHA implement the memorandum, an Environmental Leadership Council, including stakeholders in the healthcare ~~industry~~ sector and a coalition of more than 100 grassroots nonprofits, was established to assist and advise in implementation. Vital to the implementation component of the agreement has been creation of a comprehensive "how to" model -- a plan available through AHA's website -- that provides hospitals with technical information on how to accomplish the reductions envisioned in the MOU.

Conservation Leadership Network

Although the federal government does a great deal to assist for-profit businesses through the Small Business Administration, the Department of Commerce and other agencies, there have traditionally been fewer resource available to help nonprofits become more effective organizations, outside of specific issue-oriented or compliance-oriented training. Several agencies do provide supports that further the overall capacity or effectiveness of specific types of nonprofit organizations. For example, leadership training that goes beyond field-specific knowledge is offered to Head Start Fellows, Corporation for National Service Grantees, and conservation professionals. Conservation professionals receive this training through the Conservation Leadership Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund. The Network's goal is to expand the knowledge and skills of conservation professionals; enhance relationships among the nonprofit, corporate and governmental segments of the conservation community; and to broaden the American conservation movement's base. Through the National Conservation Training Center, located in Sheperdstown, West Virginia, the Network offers educational and

U.S ENVIRONMENTAL PROTECTION AGENCY
1200 Pennsylvania Avenue, N.W.
Washington, D.C. 20460

added

FACSIMILE COVER SHEET

OFFICE OF EMERGENCY AND REMEDIAL RESPONSE

COMMUNITY INVOLVEMENT AND OUTREACH CENTER (CIOC)

FAX NUMBER 703-603-9100

DATE: 11·21·00 **Page 1 of** 2

TO: MATTHEW NELSON

OFFICE/REGION:

FAX ~~**PHONE**~~ **NUMBER:** 202 456 6244

FROM: LOIS GARTNER

PHONE NUMBER: 703·603·8889

COMMENTS: TAG PROGRAM RESULTS LANGUAGE

INSERT: [any results to report]

To date, EPA has awarded approximately 235 grants valued at more than $18 million. Numerical information only speaks to part of the program's results, however. Without question the most important results are those the program generates within communities. The following quote, from a TAG organization associated with the Aberdeen Proving Ground sites in Maryland, provides a qualitative description of how one nonprofit organization views the benefits the TAG program has garnered for its community: "The funding awarded to Aberdeen Proving Ground Superfund Citizens Coalition (APGSCC) through the US EPA TAG program has enabled our group to effectively serve as a resource in the community through which citizens can take part in and learn about many human health and environmental issues related to the hazardous chemicals present at Aberdeen Proving Ground."

Added

Julie T. Bosland
11/21/2000 04:46:35 PM

Record Type: Record

To: Matthew L. Nelson/WHO/EOP@EOP
cc:
Subject: RE: NONPROFIT TASK FORCE REPORT -- URGENT

Here's info I think you were looking for on 21st Century Learning Centers.
---------------------- Forwarded by Julie T. Bosland/OPD/EOP on 11/21/2000 04:46 PM ---------------------------

"Honeysett, Adam" <Adam_Honeysett@ed.gov>
11/21/2000 04:27:02 PM

Record Type: Record

To: Julie T. Bosland/OPD/EOP
cc:
Subject: RE: NONPROFIT TASK FORCE REPORT -- URGENT

Julie -- I am not sure if any one from the 21st Century Community Learning Center Program is available to review their entry. I have yet to receive a response to my inquiry earlier this afternoon. However, I think I have found some answers to the bolded questions on my own. Please let me know if these responses fulfill your needs. (Of course, I will be sure to forward you any response I might receive from them later today or in the morning tomorrow.)

(answers extracted from "21st Century Community Learning Centers: Providing Quality Afterschool Learning Opportunities for America's Families," September 2000, http://www.ed.gov/pubs/Providing_Quality_Afterschool_Learning/index.html)

Adam Honeysett
Office of Intergovernmental Affairs
U.S. Department of Education
Adam_Honeysett@ed.gov

CONCRETE GOALS
The 21st Century Community Learning Center program, authorized under Title X, Part I, of the Elementary and Secondary Education Act, is a key component of the Clinton-Gore administration's commitment to help families and communities keep their children safe and smart. The 21st Century Community

Learning Centers, supported by grants from the U.S. Department of Education, enable school districts to fund public schools as community education centers keeping children safe in the after-school hours. They also provide students with access to homework centers and tutors and to cultural enrichment, recreational, and nutritional opportunities. In addition, life-long learning activities are available for community members in a local school setting.

The Charles Stewart Mott Foundation-U.S. Department of Education partnership has led to the creation of the Afterschool Alliance. The Afterschool Alliance is a coalition devoted to raising awareness and expanding resources for afterschool programs. It includes the U.S. Department of Education and the C.S. Mott Foundation, as well as JCPenney, the Advertising Council, Entertainment Industry Foundation, and Creative Artists Agency Foundation. The Afterschool Alliance's vision is to see that every child in America has access to quality afterschool programs by 2010. Toward this end, the Afterschool Alliance has secured millions of dollars in direct and in-kind contributions for programs.

POOL OF RECIPIENTS

To ensure that all school districts can prepare high-quality applications, the U.S. Department of Education has worked for the past three years with the Charles Stewart Mott Foundation, the National Center for Community Education, the National Community Education Association, the National Association for Bilingual Education and other regional and local organizations to provide numerous technical assistance opportunities for communities interested in applying. Workshop attendance over the past two years has been remarkable. Some 13,000 representatives from families, schools, community and civic organizations, local governments, foundations, faith-based organizations, and businesses came together to find out what quality, extended learning is, how to collaborate, and what are some models of best practice. For this year's competition, at least one workshop was provided in every state.

The investment in assisting local communities to plan afterschool and community education programs seems to be working. Because of the extensive training provided to potential applicants, the quality of 21st Century Community Learning Centers applications has significantly improved over the past three years. The average standardized score has gone from 72 (in 1998) to 75 (in 1999) to almost 80 (in 2000). This year, over 1,300 applications (of the 2,253 received) earned an average rating of 75 or above.

Note: Unfortunately, in the last grant competition administered by the U.S. Department of Education, there was sufficient funding for only 310 of the 2,253 applications (of the $1.34 billion in funding requested by schools across the nation to start afterschool programming this year, only $185.7 million was available for this fiscal year, with an additional $267 million committed to continue programs in communities which had previously received grants.) More than 1,000 high-quality applications were unfunded. With more fiscal support, more afterschool programs could be awarded 21st Century Community Learning Center grants.

-----Original Message-----
From: Honeysett, Adam

Sent: Tuesday, November 21, 2000 1:31 PM
To: 'Julie_T._Bosland@opd.eop.gov'
Subject: RE: NONPROFIT TASK FORCE REPORT -- URGENT

Julie -- I am reviewing for ED (two components: 21st Century Community Learning Centers and the Partnership for Family Involvement). I have already asked one of our program officers to review the 21st CCLC paragraph, since it has a couple of bolded questions.

Adam Honeysett
Office of Intergovernmental Affairs
U.S. Department of Education
Adam_Honeysett@ed.gov

-----Original Message-----
From: Julie_T._Bosland@opd.eop.gov [mailto:Julie_T._Bosland@opd.eop.gov]
Sent: Tuesday, November 21, 2000 12:00 PM
To: Daphene.McFerren@usdoj.gov; floresca-felipe@dol.gov; Pat.Jackson@ost.dot.gov; Thuy.Cooper@ost.dot.gov; amit.ronen@ost.dot.gov; Leo_Coco@ed.gov; Morgan-Hubbard.Margaret@epamail.epa.gov; Maya.Seiden@hq.doe.gov; stephanie_stern@ed.gov; george.haddow@fema.gov; Jennifer_M._Quinn@hud.gov; Bernetta.Hayes@sba.gov; jana.Carter@do.treas.gov; joel.berg@usda.gov; jgompert@cns.gov; mscales@cns.gov; sampsonob@state.gov; suzy_hubbell@ios.doi.gov; MCTARMEY@opm.gov; David.Ashley@sba.gov; Lisa.Andrews@do.treas.gov; AultonAY@state.gov; MTPaterm@opm.gov; Catherine.T.Bennett@usdoj.gov; acohen@cns.gov; Joseph_Hacala@HUD.GOV; LAWALLER@opm.gov; Adam_Honeysett@ed.gov; adam_ezring@ed.gov; kallen@os.dhhs.gov; Maxie Hollingsworth; David Sobelman; George Haddow; John Sepulveda; Lillian Fernandez; Eric Dodds; Barry.Scanlon@fema.gov; Joel.Berg@usda.gov; mctarmey@opm.gov
Cc: Shirley_S._Sagawa@who.eop.gov; Ellen_M._Lovell@who.eop.gov; Malcolm_Richardson@who.eop.gov; carolmast@aol.com; Matthew_L._Nelson@who.eop.gov
Subject: NONPROFIT TASK FORCE REPORT -- URGENT

We learned this morning that the President will be announcing the Nonprofit Task Force Report, the CEA Philanthropy report and some other related items during Saturday's radio address. This is a wonderful opportunity to highlight the work of this Task Force; however, it does mean that it significantly cuts down the time we had planned for agency review and comment. We have a nearly completed draft (it may have a few bolded questions remaining when it reaches you). We will have the report out to you for comment no later than 1 pm today and will need comments back by noon tomorrow. PLEASE LET ME KNOW WITH A RETURN EMAIL IF YOU WILL BE ABLE TO REVIEW THIS REPORT. With the upcoming holiday, I know many people may be out and want to make sure that at least one person from each agency will have a chance to read and comment.

I apologize for the short turnaround, but we have been asked to get everything in tomorrow night due to the holiday and need time tomorrow afternoon to make sure that your comments are fully included. I will be available to talk with anyone who has questions or concerns all of today and tomorrow --- my phone number is 456-2948 or you can have me paged through the White House signal operator at 757-5000. Thanks for your patience and we look forward to getting your reactions and comments.

A similar heads up has gone out to your COS from Cabinet Affairs to let them know that we are requesting this from you.

added

Carolmast@aol.com
11/21/2000 05:23:38 PM

Record Type: Record

To: Matthew L. Nelson/WHO/EOP

cc:
Subject: CEVI

Here is the replacement version of CEVI. Shirley, I couldn't find any reason to put it in leveraging resources. It does no more of that than any other group, and it's not part of the program, as far as I can tell.

It seems to me to belong in the Working Toward Shared Goals -- probably before the Immunization Program.

Here's my rewrite:

In December of 1998, President Clinton unveiled the Children Exposed to Violence Initiative, funded primarily by direct grants from the Department of Justice, and directed by Deputy Attorney General Eric Holder. Under DAG Holder's leadership, the Initiative has expanded into a full multi-agency, multi-disciplinary effort designed to reduce child maltreatment across the country.

The success of CEVI is an excellent example of the importance of a commitment on the part of the head of an agency, (or deputy as is the case here), and the premise that working toward shared goals works. In this case at least, it has led to proliferation of dramatically successful prevention and intervention on behalf of abused children.

CEVI is designed to coordinate and expand upon the Justice Department's policies and programs that are aimed at helping children who are victims of or witnesses to violence. Among the many projects funded by the CEVI is a monograph called "Breaking the Cycle of Violence: Recommendations to Improve the Criminal Justice Response to Child Victims and Witnesses." The monograph describes in detail many of the strategies that communities can adopt to protect child victims of violence and witnesses.

In addition, in June of 1999, the DOJ convened a National Summit on Children Exposed to Violence. Called "Safe from the Start," the summit brought together experts in law enforcement, child development, medicine, mental health, domestic violence, education, and the media. The goal of the meeting was to identify model prevention, intervention and accountability practices, as well as develop a National Action Plan to address the needs of child crime victims and witnesses.

After the success of the National Summit, DAG Holder challenged state and local leaders to convene state-wide summits to address the issue of children exposed to violence from a regional perspective. A dozen states, including Massachusetts, Illinois, New York, Oregon, Connecticut and California staged successful regional summits.

CEVI has five objectives: 1)developing justice system reform; 2)legislation reform; 3) program support; 4)public awareness 5) and, a parenting initiative for 8th graders. The Justice Department offers direct grants to promising local programs such as New Haven's Child Development - Community Policing project. An extraordinary example of a multidisciplinary intervention program that delivers results, the Yale Child Study Center, the New Haven Police Department, area schools, and state child protective services designed to provide immediate mental health services to the child crime victims and witnesses. In New Haven, experts in treating traumatized children and families respond with law enforcement officers at every crime scene where children are involved and in need. Police officers train the child development specialists; the mental health providers train the law enforcement; and children are the winners.

While CEVI focuses on children outside of court, other promising intervention programs focus on children once they enter the justice system. In over 350 communities, Children's Advocacy Centers train law students to work with children outside, making sure that the very system designed to protect them, does not victimize them yet again.

- att1.htm

Added

EDSITEment

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

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

(New #)

changed verb - important

DRAFT - 11/21/00

I. INTRODUCTION

by Melanne Verveer, Bruce Reed, and Gene Sperling

Nonprofit organizations transform cash into food, clothing, health care, and other forms of help for those in need; protect the environmental protection; advance education and the arts; art; and provide other activities, goods, and services that improve the lives of all Americans. The nonprofit sector is an integral component of our national life, encompassing more than one and a half million organizations with operating expenditures in excess of $600 billion. From 1993 to 1998, the number of 501(c)(3) organizations increased from 575,000 to more than 730,000, and giving and volunteering is at an all-time high. Government is an important source of funding for these groups, with one study[1] estimating that, in 1997, "more than 30 percent of all federal spending in areas of concern to nonprofits was channeled through nonprofits for delivery of services." That translates to some $554 million in government money flowing to education, health, social welfare, income assistance, culture and the environment. In addition, nonprofits benefit from ~~[insert number] in direct tax exemptions for nonprofits~~, $143.7 billion in donations from individuals taking advantage of tax deductions for charitable giving, including $217 million in giving from federal workers through the Combined Federal Campaign, and access to the federal government's significant resources of information and technical assistance.

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

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

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

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

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

I want to thank the First Lady and her staff, as well as the staff of the Council of Economic Advisors, the Domestic Policy Council, and the National Economic Council who have worked so hard on this project. Together with representatives of 12 federal agencies, they have identified exemplary partnerships as well as the best practices that we hope will lead others anxious to follow their example. Their work is a gift to the future.

recently, the National Endowment for the Humanities (~~need to get nam~~e – **Ann Orr is now running this**). – the National Trust for the Humanities.

US Coast Guard Auxiliary

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

Move from below

Julie T. Bosland
11/22/2000 03:26:36 PM

Record Type: Record

To: MHolling@doc.gov
cc: Matthew L. Nelson/WHO/EOP@EOP
bcc:
Subject: Re: NONPROFIT TASK FORCE REPORT -- URGENT

Thanks so much for your help on this. We are trying to catch all of those typos you mentioned - hopefully we'll get them all! We'll see you Monday (and I'm sending a note momentarily with updated status on meeting place and report release).
Maxie Hollingsworth <MHolling@doc.gov>

Maxie Hollingsworth <MHolling@doc.gov>
11/22/2000 03:04:05 PM

Please respond to MHolling@doc.gov

Record Type: Record

To: Julie T. Bosland/OPD/EOP, Matthew L. Nelson/WHO/EOP
cc:
Subject: Re: NONPROFIT TASK FORCE REPORT -- URGENT

Julie/Matthew: our offices have looked at the report & have offered only the following given the time constraints:

Section 28 seems fine, except the word "get" should be taken out of the first line because it's not necessary. Otherwise, the ACCION, Texas project writeup looks good and it's nice to see EDA/Commerce get some credit. Unfortunately, there is not much to say about the results of the grant yet. It is a construction project and the grant was just awarded last fiscal year. Therefore, the construction is not completed (and may not even be underway yet given the need to finish designs, put the job out for bid, select contractors, etc.). Other than the minor edit above the section, the report is fine.

We saw nothing else on which we would have comment. (There are a number of typos, where "form" is used instead of "from" and which the spellcheck would not catch--see, e.g., pg. 28, line 5 and line 7.); however, given that this is a draft document, I'm sure these will be caught upon further review.

Please let me know if you have any further questions, etc. I'm here for the remainder of the day & I'll be in the office Friday I can be of any help.

-Maxie Hollingsworth
Special Assistant for Policy & Strategic Planning
Office of the Secretary
US Department of Commerce
(202)482-1270 ph
(202)482-4636 fax
mholling@doc.gov

---------- Original Text ----------

From: <Matthew_L._Nelson@who.eop.gov>, on 11/21/2000 1:06 PM:
To: ISMTP@OSECServer20@servers[<Julie_T._Bosland@opd.eop.gov>]
Cc:
ISMTP@OSECServer20@servers[<daphene.mcferren@usdoj.gov>],ISMTP@OSECServer20@servers[<floresca-felipe@dol.gov>],ISMTP@OSECServer20@servers[<pat.jackson@ost.dot.gov>],ISMTP@OSECServer20@servers[<thuy.cooper@ost.dot.gov>],ISMTP@OSECServer20@servers[<amit.ronen@ost.dot.gov>],ISMTP@OSECServer20@servers[<leo_coco@ed.gov>],ISMTP@OSECServer20@servers[<morgan-hubbard.margaret@epamail.epa.gov>],ISMTP@OSECServer20@servers[<maya.seiden@hq.doe.gov>],ISMTP@OSECServer20@servers[<stephanie_stern@ed.gov>],ISMTP@OSECServer20@servers[<george.haddow@fema.gov>],ISMTP@OSECServer20@servers[<jennifer_m._quinn@hud.gov>],ISMTP@OSECServer20@servers[<bernetta.hayes@sba.gov>],ISMTP@OSECServer20@servers[<jana.carter@do.treas.gov>],
ISMTP@OSECServer20@servers[<joel.berg@usda.gov>],ISMTP@OSECServer20@servers[<jgompert@cns.gov>],ISMTP@OSECServer20@servers[<mscales@cns.gov>],ISMTP@OSECServer20@servers[<sampsonob@state.gov>],ISMTP@OSECServer20@servers[<suzy_hubbell@ios.doi.gov>]

Per our promise in the message below, we are forwarding to you, for your immediate review, the draft of the Non Profit Task Force Report. We look forward to you review and remarks, and again, apologize for the short turn around required for this project.

As always, feel free to contact Julie Bosland at 202-456-2948 or me at 202-456-2016. Thanks for your patience and understanding.

Matthew

(See attached file: Draft_Full NPTF Report.doc)

Julie T. Bosland
11/21/2000 11:59:52 AM

Record Type: Record

To: See the distribution list at the bottom of this message

cc: See the distribution list at the bottom of this message
Subject: NONPROFIT TASK FORCE REPORT -- URGENT

We learned this morning that the President will be announcing the Nonprofit Task Force Report, the CEA Philanthropy report and some other related items during Saturday's radio address. This is a wonderful opportunity to highlight the work of this Task Force; however, it does mean that it significantly cuts down the time we had planned for agency review and comment. We have a nearly completed draft (it may have a few bolded questions remaining when it reaches you). We will have the report out to you for comment no later than 1 pm today and will need comments back by noon tomorrow. PLEASE LET ME KNOW WITH A RETURN EMAIL IF YOU WILL BE ABLE TO REVIEW THIS REPORT. With the upcoming holiday, I know many people may be out and want to make sure that at least one person from each agency will have a chance to read and comment.

I apologize for the short turnaround, but we have been asked to get everything in tomorrow night due to the holiday and need time tomorrow afternoon to make sure that your comments are fully included. I will be available to talk with anyone who has questions or concerns all of today and tomorrow --- my phone number is 456-2948 or you can have me paged through the White House signal operator at 757-5000. Thanks for your patience and we look forward to getting your reactions and comments.

Nonprofit Task Force Meeting
November 27, 2000
suggested talking points

I. Welcome – Bruce Reed

- Introduce co-chairs Melanne Verveer and Gene Sperling

- Ask participants to introduce themselves

- Remind participants how the task force came to be:

    - The President and First Lady sought to promote charitable giving and a vibrant nonprofit sector by hosting the **White House Conference on Philanthropy in October 1999**. This conference focused on individual giving, particularly relating to new givers. In a moment we will have **updates on two initiatives** that grew out of the Philanthropy Conference in addition to this task force:
        - The **e-philanthropy conference** in San Jose; and
        - A **Council of Economic Advisers report** on charitable giving.

    - As most of you know, the executive memorandum creating this task force on nonprofits and the government was also announced at that conference. **This Task Force builds on the Administration's strong record of reaching out to nonprofits** and working in creative and collaborative ways, through White House leadership, the work of NPR and special efforts throughout the agencies.

    - We have been charged with:
        - **examining current partnerships** between the Federal Government and the nonprofit sector – including faith-based organizations;
        - developing a public **inventory of "best practices"** in existing collaborations between Federal government agencies; and
        - **evaluating ways that these partnerships can be improved** to help both government and nonprofits better fulfill their missions.

    - During our last meeting in August we heard from many of the agencies around the table about exciting models of collaboration that are now being captured in a Task Force Report that is nearing completion.

    - Based on this information, today we will **identify barriers to collaboration and highlight ways the government could be even more responsive to nonprofits**. But first we'll get an update on the E-Philanthropy conference from Shirley Sagawa of the First Lady's Office, followed by a review of the CEA philanthropy report by Gene Sperling.

II. E-Philanthropy – Shirley Sagawa

- The "E-Philanthropy, Expanding Philanthropy Through the Internet Conference" was held September 25 and 26th in San Jose, California. An official project of the White House Millennium Council in partnership with Independent Sector and many other national non-profits and foundations, this conference was a **follow-up to the** first e-philanthropy forum held in October 1999 as part of the **White House Conference on Philanthropy**.

  (Cosponsors: AOL Foundation, Charitableway, Fidelity Charitable Gift Fund, Forum of Regional Associations of Grantmakers, Independent Sector, National Charities Information Bureau and the United Way of America. Associate Conference Partners were: CharityWave.com, MissionFish.com and the National Endowment for the Humanities.)

- The goal of the conference was to work toward **resolving difficult issues** (barriers) in ways that are inclusive of all practitioners in philanthropy **so the conversations result in increased philanthropy using the internet**, to support America's nonprofit organizations.

- "Expanding Philanthropy" considered several key issues:
  - What makes for successful partnerships between nonprofits and dot.coms?
  - How can donors be persuaded to increase their giving through the internet?
  - What issues inhibit giving? Security? Privacy? Lack of information about the nonprofit?
  - How will online giving alter donor-grantee relationships?

- The audience was comprised of participants from foundations, nonprofit organizations, donor advisors, as well as dot.com and corporate executives responsible for philanthropy.

- In conclusion, the conference heard that:
  - There is no one single best way of doing philanthropy over the internet and many different models exist;
  - There is still a cultural divide between the nonprofit and forprofit sectors, but it can be overcome by partnerships built on trust and mutual understanding;
  - The potential for the medium is only just beginning to be understood;
  - The individual donor/end user has to be kept in mind by all parties concerned.

III. CEA Report on Philanthropy – Gene Sperling

As a follow up to the 1999 White House Conference on Philanthropy, the Council of this weekend by the President Economic Advisers has prepared a report, which ~~has not been~~ was released ~~yet,~~ that provides an economic analysis of philanthropic behavior in the United States and discusses possible future directions for philanthropy, including ways to encourage greater giving. This report ~~will~~ shows ~~that:~~ that:

- **Charitable giving reached a record high in 1999.** In 1999 Americans donated over $190 billion, up 41 percent since 1995. Giving has also increased sharply as a fraction of the Gross Domestic Product, rising from 1.7 percent of GDP in 1995 to a forecasted 2.1 percent in 1999.

- **Growth in the wealth of the population explains much of this trend.** Average net worth for American families grew by more than a quarter between 1992 and 1998. This increase accounts for 60 percent of the increase in the probability of making a charitable contribution and 30 percent of the increase in the average amount given among those who choose to give.

The report also finds that:

- **Individual giving accounts for the largest fraction of all philanthropic giving.** In 1998, 70 percent of American households made a charitable contribution and individual giving accounted for 85 percent of all philanthropy. The Conference also focused attention on under-recognized giving by minorities and women, as well as the need develop youth philanthropy.

- **The new economy has also introduced changes in the methods of giving.** Internet sites now provide information about charitable organizations, help match donors with causes, and provide a convenient way to make contributions. This new **e-philanthropy** was emphasized at the White House Conference on Philanthropy as well as the follow up conference that Shirley Sagawa discussed. Lessons learned from the venture capital sector are also being applied to philanthropy. Although still in their infancy, **venture philanthropy** has the potential to increase the amount of giving and to improve the efficiency with which grants are used by the recipients.

In terms of the future of philanthropy:

- **The aging of the baby boom provides good news for philanthropy.** Because both older Americans and those with greater wealth give more, the aging of the baby boom and the wealth of that cohort point to the likelihood of dramatic growth in giving. Speculation is that charitable giving will increase by several hundred percent over the next couple of decades.

- **Nonprofit organizations expand outreach for charitable donations to previously underutilized groups.** The report shows that minorities are more likely to give when asked, but are asked for donations much less frequently than whites. Further, innovative efforts to involve youth in philanthropy, promise not only to increase giving immediately, but also to instill philanthropic values in young people that will increase giving for a lifetime.

- **The Administrations tax policies would likely also lead to increases in giving.** Both economic theory and empirical studies indicate that Americans respond to financial incentives to give, and the tax deductibility charitable contributions encourages greater giving. Although it looks unlikely that the Administration's tax proposals to extend the deductibility of donations to those who do not itemize on their income tax returns, and to simplify other aspects of the tax code, will get passed this session, such policies would likely result in further increases in giving.

IV. Discussion of Nonprofit Report

Overview of the Report – Melanne Verveer

- As many of you know, 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 met to develop a framework for analyzing model partnerships, practices, and approaches for working with the nonprofit sector, and to identify examples. In addition, staff held several 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.

- Based on the examples that agencies shared, both ~~in~~ prior to the last meeting and during our August discussion, five issues seemed to deserve further exploration: working with nonprofits to provide better services, reaching out to the full spectrum of nonprofits, involving nonprofits in the policy-making process, leveraging resources, and sharing information. Our writer, Carol Beach, has been tackling this enormous task of synthesizing the array of examples we received and putting them into a larger framework that will help others learn from our efforts and reflections. I hope that many of you have had a chance to look through this report during the past week.

- I'd like to quickly walk through the report and then we can get into a discussion of the overall themes, as well as the barriers and conclusions that are currently highlighted.

Discussion of Themes – Melanne Verveer to introduce; discussion jointly moderated

- [ADD FROM CAROL.] Checking in docs

Discussion of Barriers/Conclusions — Gene Sperling to introduce; discussion jointly moderated

- Through our consultation with representatives of the federal agencies and a variety of nonprofits, we identified several successful practices as well as barriers to effective partnerships between government and the nonprofit sector. We'd like your feedback to let us know how we can further develop these sections of the report.

Elements of strong partnerships

Among successful partnerships we found that:

- 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.

What have your experiences been with fostering these elements of successful partnerships?

Are there other critical elements that were not on this list?

[General discussion]

Barriers

What are the barriers to successful government-nonprofit partnerships? Some that we've heard to date have been:

- Staffing limitations.
- Legal restriction.

What other barriers have you faced?

In what cases have you encountered any of these barriers? Were you able to overcome them? How?

[General discussion]

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 early involvement in policy development.
- Need to continue reinventing government effort.

How have you already started to tackle these problems? Could other agencies use your approach?

How can we institutionalize better communication and access to information for nonprofits dealing with federal agencies?

[General discussion]

Future Policy Directions

Some conclusions that we've heard so far in conversations about future policy directions include:

- Greater attention is needed to the overall health of the nonprofit 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 should 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 "digital divide" leaves behind many nonprofit organizations.

Which of these topics resonate with you? What else would you add to this list? How would you suggest accomplishing these?

[General discussion]

V. Next Steps – Bruce Reed

- I want to **thank you** for sharing your thoughts with us today and throughout this process. It will certainly improve the report and help us make this an even stronger resource for others.

- I also wanted to say, for those of you who may be moving on **during this time of transition**, I would strongly **encourage you to pass along your enthusiasm and knowledge in this area**, and where it is possible, to build these partnerships with nonprofits into your Department's routine operations. We have made great strides in the Clinton-Gore Administration, and it is important that those efforts continue and grow.

added

Joel Berg <Joel.Berg@usda.gov>
11/21/2000 06:59:00 PM

Record Type: Record

To: Matthew L. Nelson/WHO/EOP

cc:
Subject: Re: NONPROFIT TASK FORCE REPORT -- URGENT

Some comments and suggestions:

Page 2: Suggest changing from "leaving charitable organizations to address" to "leaving charitable organizations ALONE to address"

Page 3:: Suggest making it clearer up-front that many of the nonprofits with whom Federal agencies are working are faith-based organizations

Page 11- The write ups on up on USDA Gleaning and Community Food Security Initiatives look great. In answer to the question: In addition to partnerships forged at the local level, many more were formed at the state and local level. See attached report that POTUS will be announcing tomorrow at the food bank event.

Page 13 - Suggest changing from "food banks and hot meal programs" to "food banks, food pantries, and hot meals programs" since food pantries are different (and equally important to) food banks

--- Joel Berg, USDA

- CFSIREPORTFINAL.wpd

- Joel Berg.vcf

November 22, 2000

Interagency Task Force on Nonprofits & Government Meeting

TO: Bruce Reed, Gene Sperling, Melanne Verveer
CC: Shirley Sagawa, Andrea Kane
DATE: Monday, November 27, 2000
TIME: 2:00 pm – 3:30 pm
LOCATION: Roosevelt Room
FROM: Julie Bosland, Matthew Nelson

I. PURPOSE

To convene the second meeting of the President's Interagency Task Force on Nonprofits & Government to discuss the barriers to successful collaboration with nonprofits, as well as conclusions/recommendations about what best practices and how to overcome barriers.

II. BACKGROUND

On October 22, 1999, the President and First Lady hosted members of the philanthropic community from all walks of life at the first ever White House Conference on Philanthropy: Gifts to the Future (*See Report of the WH Philanthropy Conference*). This conference highlighted the unique American tradition of giving, discussed the diverse and changing face of philanthropy, and emphasized the responsibility all Americans have to teach and sustain this tradition.

At the Conference, President Clinton announced an Executive Memorandum creating the Interagency Task Force on Nonprofits and the Government (*See Executive Memorandum*). The purpose of this Task Force is to identify current forms of collaboration between the federal government and ways that this collaboration can be improved. Chaired by senior White House staff and consisting of Cabinet Secretaries or their designees, the Task Force was charged with three tasks: (1) to develop a public inventory of "best practices" in existing collaborations between the Federal agency programs and nonprofit organizations; (2) to evaluate data and research trends on nonprofits and philanthropy; and (3) to develop further policy responses.

Several activities have been undertaken to achieve these goals, including:

- The President's budget included several tax proposals to promote philanthropic giving, which was one approach to meeting the third objective. Unfortunately it does not appear that Congress will enact legislation addressing these proposals this year.
- Staff from the Millennium Council and the First Lady's Office encouraged and were supportive of a follow up to the White House Conference focusing on e-philanthropy that was held in San Diego in September 2000 (*See E-Philanthropy*). This allowed people to discuss best practices (objective 1).

- CEA has prepared a report entitled "Philanthropy in the American Economy", which is in final form but is being held for a possible Presidential event (*See CEA Philanthropy Report*). The findings of this report will be shared with agency representatives at this Task Force meeting.. This report meets objective 2.
- A Nonprofit Task Force report (*See Nonprofit Report*) is being prepared, covering best practices and conclusions about policy/administrative actions that can foster closer government-nonprofit partnerships. Through staff work with agency liaisons and the discussion of best practices at the first Task Force Meeting (August 2, 2000), writer Carol Beach has begun drafting this report. The primary discussion of this second meeting of the Task Force will focus on eliciting responses from the Departments on barriers to successful partnerships with nonprofits and strategies for strengthening and institutionalizing these relationships (*See Barriers and Conclusions*).

III. PARTICIPANTS

<u>Co-Chairs</u>
Bruce Reed
Gene Sperling
Melanne Verveer

<u>Agencies Represented</u> (*See Attendees for individual participants*)
HUD
Justice
Labor
OPM
SBA
State
Treasury
USDA

<u>White House Offices Participating</u>
Domestic Policy Council
First Lady's Office
Millennium Council
CEA? NEC?

IV. SEQUENCE OF EVENTS

- Bruce welcomes Task Force members, introduces co-chairs, reminds participants of the purpose of the Task Force, and notes what will be covered during the meeting.

- Shirley Sagawa (Deputy Chief of Staff, Office of the First Lady) reports on the E-Philanthropy conference that was held in San Diego earlier this fall.

- Gene describes the main findings of the CEA report on philanthropy.

- Melanne provides an overview of the nonprofit report.

- Melanne introduces the discussion of the themes and main messages of the report; co-chairs jointly moderate.

- Gene introduces the discussion of the barriers to collaboration with nonprofits and the group's conclusions/recommendations; co-chairs jointly moderate.

- Bruce reviews next steps and closes the meeting.

V. PRESS

Closed Press.

VI. REMARKS

Attached 'Script' provides suggested talking points for co-chairing the meeting.

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

Vital Voices Democracy Initiative

In the foreign policy arena, the State Department's 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 around the world, Vital Voices built on the ~~resolutions~~ emerging from the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the ~~State Department~~ Secretary of State, women's rights have taken their place as part of the mainstream of American foreign policy.

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

*

In the three years since the launch of Vital Voices, women around the world have seen their lives changed. Vital Voices has helped them run for elected office, start and grow small businesses and craft new legislation **[how? May need to give example from**

one country to make this comprehensible]. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

Relationships With "Friends Of" And Other Nonprofit Partners

A growing number of federal agencies and programs are able to point to "Friends of" or partner organizations whose main mission is related to the work of the agency. Most of these groups are 501c3 organizations that raise private sector funds for purposes complementary to the mission of the agency.

National Peace Corps Association

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

"We know that we cannot build the kind of future we want without the contributions of women. And We know that around the world, women will only be able to contribute to our full potential if we have equal access, equal rights, equal protection and a fair chance at levers of economic and political power. Advancing the status of women is the right thing to do, and frankly, it is the smart thing to do."

U.S. Secretary of State, Madeleine Albright
Vital Voices for Central and Eastern Europe and the Former Soviet Union, Vienna, Austria, July 1997

"Being involved in the Vital Voices Initiative has been one of the most gratifying experiences that I 've ever had because we've been able to put a human face on the struggles of women, whether they are seeking political rights such as the right to vote and the right to hold office or weather they are in the midst of conflicts looking for ways to be effective peacemakers. Change is occurring. We can see it every-where. And it is not only change on behalf of women, it is change on behalf of democracy."

U.S. First Lady Hillary Rodham Clinton
Vital Voices Global Exchange
Washington, DC, February 2000

"We want ...all the women to live in a better world with better opportunities for themselves and for their daughters...we need to work collectively as Somali women in the country, but...we need all the support that we can get from our sisters all over the world through Vital Voices."

***Nasri Adam,* who worked in Somalia to convince young militias to turn over weapons in exchange in for education and training**

"Vital Voices is a global movement with a common goal to promote democracy by women exercising their full potential through equal access, equal rights, and equal, and a fair chance at the levers of economic political power."

***Dr. Lubna Al-kazi,* leading advocate in Kuwait for women's political participation**

"Many of the mothers, wives, and daughters of Northern Ireland have been tenacious voices for peace and it is fitting that this initiative is recognizing just how vital those voices can be in building a strong future in Northern Ireland."

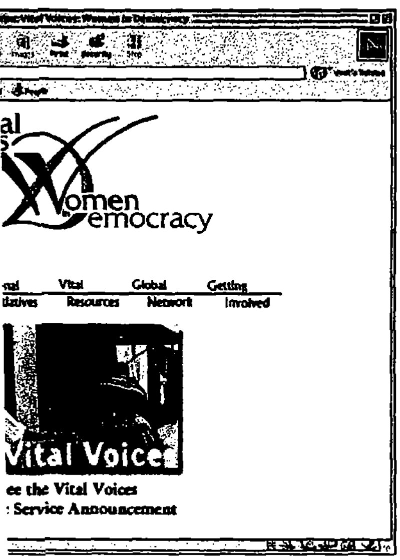
***Hon. David Trimble,* First Minister of the Northern Ireland Assembly, August 1998**

"We cannot do this work alone, solidarity is key to Democracy. Vital Voices has connected us with people around the world working towards the same goals and has given us the skills and information we need to obtain them."

***Maria Slavova,* Chairperson of the Bulgarian National Association of Vital Voices, the Vital Voices Global Exchange, February 2000**

VITAL

Global Democracy Initiative



about **Vital Voices Global**
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The Vital Voices Democracy Initiative has had significant impact:

Vital Voices has brought together over 3000 emerging women leaders from over 80 countries.

Vital Voices has created new US Government programs and policies to support the economic, social, and political advancement of women throughout the world.

Vital Voices has leveraged private sector support in the form of in-kind political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements.

Vital Voices has created unprecedented partnerships and has unleashed a growing global network of people and partners who support women building strong democracies.

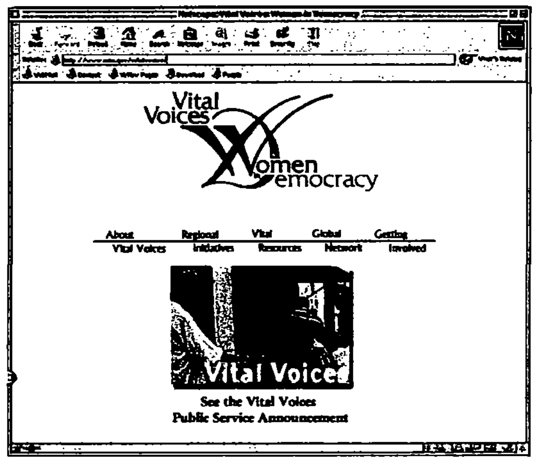
In July 2000 the Vital Voices Global Partnership, a non-profit organization was launched to build upon this work and develop private sector support for this new dynamic public-private collaboration. For more information about the Vital Voices Global Partnership visit their website at **v.vitalvoices.org.**

VITAL VOICES
Global Democracy Initiative

The Vital Voices Democracy Initiative was launched in 1997 to recognize and support the critical role women play around the world in building democracies, strengthening economies, and sustaining peace.

Vital Voices is an ongoing global initiative that implements U.S. Secretary of State Madeleine Albright's commitment to promote the advancement of women as a U.S. foreign policy objective. This initiative is an outgrowth of the U.N. Fourth World Conference on Women in Beijing and enjoys the active support and leadership of First Lady Hillary Rodham Clinton.

The U.S. Government, in partnership with the Inter-American Development Bank, the United Nations, the World Bank, the Nordic Council of Ministers, the European Union, and other governments coordinated Vital Voices Conferences throughout the world. These conferences launched regional initiatives to give women in emerging democracies and countries in transition, the skills, tools, and resources they need to empower themselves, their communities, and their countries.



For More information about Vital Voices Global Democracy Initiative join us on ~~the World~~ our web-site at: http://www.usinfo.state.gov/vitalvoices

Or contact us:

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Vital Voices Democracy Initiative
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Tel: (202) 647 –5337

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DRAFT - 11/21/00

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

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

FOREWARD by Hillary Rodham Clinton

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

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

McCarty spent a lifetime washing, starching and ironing other people's clothes. She lived simply and frugally, and four years ago, ~~she~~ decided to use her $150,000 life savings to endow a scholarship fund at a nearby university. "I'm giving it away so that the children won't have to work so hard like I did."

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

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

The White House Conference on Philanthropy was designed not only to honor and explore the phenomenon of giving in this country, but also to set in motion an examination of public-private philanthropic partnerships. Some of the most effective projects I have been involved with as First Lady have involved nonprofit partners, from the Millennium Council's Save America's Treasures initiative conducted with the National Trust for Historic Preservation, to Vital Voices, which enabled the State Department to leverage the resources of nongovernmental organizations in support of women around the world. These and other partnerships were examined by the Interagency Task Force on Nonprofits and Government, and are discussed in this report.

I want to thank all the individuals and groups who worked so hard to make the first White House Conference on Philanthropy such a success, as well as the Task Force members who have helped us shape the inventory of effective practices and the recommendations that will be a guide for future generations of government workers and non-profit advocates looking for creative and practical ways to work together. I especially want to thank Ellen Lovell, Malcolm Richardson, and the staff of the White House Millennium Council; Melanne Verveer, Shirley Sagawa, Mary Ellen McGuire, Carol Beach, and Matthew Nelson from the Office of the First Lady; Bruce Reed, Eric Gould, and Julie Bosland from the White House Domestic Policy Council; Gene Sperling from the National Eocnomic Council; and Kathryn Shaw, Kathleen McGarry, Chad Stone, Andrew Feldman and Audrey Choi **[NOTE – four others from CEA – Terry Lumish, Matthew Wilson, Vivian Wu and Nathaniel Stankard – "put in a lot of work but were not lead authors" – should we include?]** from the Council of Economic Advisors.

They have certainly made their gifts to the future.

can't end both POTUS + HRC letters the same way —

DRAFT - 11/21/00

TABLE OF CONTENTS

DRAFT - 11/21/00

I. INTRODUCTION

use titles

by Melanne Verveer, Bruce Reed, and Gene Sperling
Co-chairs, Interagency Task Force on government r Nonprofits

Nonprofit organizations transform cash into food, clothing, health care, and other forms of help for those in need; environmental protection; education; art; and other activities, goods, and services that improve the lives of all Americans. The nonprofit sector is an integral component of our national life, encompassing more than one and a half million organizations with operating expenditures in excess of $600 billion. From 1993 to 1998, the number of 501(c)(3) organizations increased from 575,000 to more than 730,000, and giving and volunteering is at an all-time high. Government is an important source of funding for these groups, with one study[1] estimating that, in 1997, "more than 30 percent of all federal spending in areas of concern to nonprofits was channeled through nonprofits for delivery of services." That translates to some $554 million in government money flowing to education, health, social welfare, income assistance, culture and the environment. In addition, nonprofits benefit from **[insert number]** in direct tax exemptions for nonprofits, **[insert number]** in donations from individuals taking advantage of tax deductions for charitable giving, **[insert number]** in giving from federal workers through the Combined Federal Campaign, and access to the federal government's significant resources of information and technical assistance.

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

[1] A 1999 paper issued by the Nonprofit Sector Research Fund.
need more complete citation

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

The Executive Memorandum that created the Task Force directed it to examine current partnerships between the federal government and the nonprofit sector and evaluate ways that these partnerships could be improved with an eye to helping both government and nonprofits better fulfill their missions. Specifically, the Task Force was charged with three tasks: (1) to develop a public inventory of "best practices" in existing collaborations between federal agency programs and nonprofit organizations; (2) to evaluate data and research trends pertaining to nonprofits and philanthropy; and, (3) to develop further policy responses. This document represents the culmination of this Task Force's efforts to achieve all three objectives. It includes a wealth of examples of successful public-nonprofit partnerships and policy recommendations (objectives 1 and 3). Objective two was met by the Council of Economic Advisors' Report: "Philanthropy in the American Economy," which included an examination of the factors that affect giving and an investigation of trends that are likely to affect future giving. ~~(The full text of the CEA report can be found at Appendix C.)~~ Moreover, several tax policy initiatives to foster philanthropic giving were included in the President's budget, helping to achieve objective 3; these proposals can be found at Appendix D.

In January, staff from the Domestic Policy Council, the Millennium Council and the Office of the First Lady surveyed federal agencies on the extent of, types of, and barriers impeding relationships with the nonprofit sector. The responses yielded dozens of examples of how this administration has broken new ground in the creation of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked representatives from each agency to submit four non-profit relationships or new approaches for working with nonprofit organizations for inclusion in a report. Once nominations were submitted, White House and agency staff met to judge each submission on the following criteria: innovation, ease of replication, and impact. Through this process, staff members were able to glean a set of "effective practices," develop a list of recommendations for other groups, and uncover some of the barriers to successful partnering.

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

Finally, in early August, the members of the Task Force met to hear the details of the best submissions and to explore other examples to include. Quickly, though, the discussion took an unexpected turn: As we called on the agency representatives to discuss their partnerships, there was a palpable shift in tone. It may have begun when Father Joseph Hacala from the Department of Housing and Urban Development explained that he was about to fly to South Dakota for the "ground blessing" of a new youth center on the Pine Ridge Reservation **[need to explain why this is significant]**, or when a White House Fellow in HHS described the contribution of nonprofit partners to the success of the National

Immunization Program. One by one, as the agency officials described their partnerships, other participants began to ask questions and to take extensive notes. We knew that virtually every agency represented in the room could boast of at least one successful partnership, but we had not foreseen the extent to which agencies operated in isolation and were eager for more information about new ways to partner with nonprofits.

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

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

II. WORKING TOWARD SHARED GOALS

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

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

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

Transitions?

The National Immunization Program

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

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

While the NIP had the expertise and a national mandate to improve immunization rates, those at the helm recognized that grassroots children's health organizations and nonprofit coalitions would be more efficient at building awareness of the important of childhood immunizations, educating parents about the benefits and risks associated with immunization, facilitating access to health care providers, and engaging corporate and foundation partners and support.

One such local group is the Colorado Children's Immunization Coalition (CCIC), a statewide public/private partnership itself, dedicated to fully immunizing Colorado children two years of age and younger. Stepping out of the old grantor-grantee model, NIP has provided initial training and technical assistance to CCIC, whose member organizations have sponsored dozens of free immunization clinics. In addition, NIP has worked with the Colorado Department of Public Health and Environment to develop an immunization registry throughout Colorado, and launched a statewide public awareness campaign – called "Five Visits Before Age Two" – working closely with seven funding partners, including Colorado's four professional sports franchises.

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

The Food Recovery and Gleaning Initiative and Community Food Security Initiative

In November of 1996, President Clinton signed an Executive Memorandum directing all federal agencies – with U.S. Department of Agriculture (USDA) taking the lead – to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. Following up, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning in September of 1997, the goal of which was to generate national attention for the issue, catalyze new public-private partnerships, and announce new federal projects. In the years since the summit, significant progress has been made toward creating a structure that, with the help of nonprofit groups, will continue to distribute food to hungry Americans.

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

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

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

Through the Community Food Security Initiative, for instance, USDA has built a partnership with Share Our Strength (SOS) to expand Operation Frontline, a program that engages volunteer chefs to teach hands-on nutrition education classes, in which USDA provides thousands of cookbooks for program graduates, as well as technical assistance for the program on accessing appropriate federal and state funding. USDA has also worked successfully with World Hunger Year (WHY), a nonprofit organization focused on fighting international and domestic hunger, to publicize and distribute WHY's "Replication Manuals" highlighting effective grassroots hunger and anti-poverty programs in the United States. In addition, WHY and USDA have co-sponsored regional technical assistance workshops throughout the country to connect nonprofit hunger and poverty groups with the resources and expertise of federal agencies. By working closely with nonprofit organizations in a variety of ways, the Agriculture Department used its expertise, broad reach, access to food producers, and other "assets" to improve its effectiveness in an area central to its purpose. **[Were these partnerships all initiated at the national level, or did any get started at the local/regional level? All initiated by USDA or were any initiated by nonprofits?]**

Chesapeake Bay Cleanup

[Note – this example needs to be clearer regarding what happened during this administration that was new or different that the existing partnership or perhaps we should drop]

With the signing in 1983 of the first Chesapeake Bay Agreement, the Environmental Protection Agency (EPA) launched the Chesapeake Bay Program – a unique regional partnership that has been directing and conducting the restoration of the Chesapeake Bay. Program partners include the Environmental Protection Agency, the states of Maryland, Pennsylvania and Virginia, as well as the District of Columbia, the Chesapeake Bay Commission (a tri-state legislative body) and several citizen advisory groups and nonprofits – primarily the Chesapeake Bay Foundation and the Alliance for the Chesapeake Bay.

The Bay Program continues to operate under subsequent Agreements, the latest of which was signed in the summer of 2000 **[Did the latest agreement include any interesting innovations?]**. Among the partners' most important activities are nutrient reduction from agricultural lands and wastewater facilities; toxic chemicals reduction from industry and other sources; management of fisheries, including crabs and oysters; habit restoration; and water quality improvement. Also, along the way, partners have engaged local governments and community watershed groups in the restoration effort.

In this multi-party alliance, the role of the federal agency – the EPA – is to provide leadership, through its Chesapeake Bay Program Office in Annapolis, Maryland, along with administrative, technical, financial and other information assistance. The nonprofit partners **[clarify who they are]** play different roles – using their outreach capacity, volunteer networks, and **[what else?]** to advance the shared goal of cleaning up the Bay. They are involved in a range of restoration-related efforts, including educating citizens on flood control and stream-bank erosion and teaching innovative monitoring procedures. Training a corps of citizens to provide physical assistance to farmers in planting riparian buffers and installing fencing to keep livestock out of critical sites is also an important role. There is success on several fronts, but an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, means that much more remains to be done.

The Children Exposed to Violence Initiative

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

Leveraging resources does not mean only money is involved. But the concept of resources goes beyond budgets as is the case with the Justice Department's Children Exposed to Violence Initiative (CEVI).

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

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

Conclusion

Scores of other examples of successful partnerships show the benefits of federal agencies providing national leadership in concert with local mobilization to accomplish shared goals. Operation Weed and Seed in the Department of Justice (DOJ) has created a network of local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements. The Continuum of Care initiative in the Department of Housing and Urban Development (HUD) creates incentives for local groups to work together to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. And, DOJ's 5 Goals 4 Kids is working, with the assistance of nonprofit partners like the United Way, to enroll at least 500,000 uninsured children in the state-run children's health insurance programs called SCHIP.

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

III. REACHING OUT TO A BROADER SPECTRUM OF NONPROFITS

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

Working with faith-based organizations

Historically, federal agencies have approached partnerships with faith-based organizations cautiously, due to the Constitutional separation of church and State. However, because of the importance of faith-based organizations to many communities across America, the Clinton Administration has explored new ways to build close working relationships with religious organizations, while respecting Constitutional requirements. For example, today there are more than [____] AmeriCorps members serving with faith-based organizations; thousands of religious organizations help get emergency food from USDA to the hungry through food banks and hot meals programs; and under the welfare reform law, states have the authority to provide welfare funding to faith-based organizations to provide mentoring and other supports as people move form welfare to work.

The Center for Community and Interfaith Partnerships

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

The Strategic Approaches to Community Safety Initiative

Another partnership that taps into faith-based and community-based groups is called the Strategic Approaches to Community Safety Initiative. Partners include United States Attorneys, local law enforcement, and community- and faith-based organizations whose goal is to reduce crime. The Middle District of North Carolina, which includes Winston-Salem and High Point, N.C., has established a particularly promising relationship with clergy and other community leaders that **[need information on exactly what the partnership does]**. As a result, crime is down in the targeted neighborhoods. In High Point, N.C., homicides fell 69 percent from 1997-1999, and assaults with firearms dropped 43 percent. Over the same period, citizen complaints fell by 45 percent. One corrections official had this reaction: "Youth and their families don't often see police officers, probation officers, clergy and community workers standing together at their door, so it tells them right away that something different is going on."

Outreach to Small Grassroots Organizations

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

Technical Assistance Grants

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

(TAGs) available to qualified local nonprofits. Most TAG funds are used to hire independent technical advisors to help communities interpret, understand, and comment on site-related decisions. The types of support an advisor can provide include helping groups review site assessment/investigation data, participating in public meetings to clarify information about conditions, and visiting site locations during cleanup to observe and provide technical updates to the community. In this way, the EPA's program gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods. **[any results to report?]**

Financial Services Education Coalition [illegible]

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

In addition, the coalition has ~~they have~~ developed a community outreach initiative to share information with individual recipients, either directly or through the organizations that are in touch with them. Regional managers provide train-the-trainer sessions around the country to ensure that people who work with recipients on a regular basis, whether social workers or community activists, understand the new electronic benefit systems. In many regions of the country, Treasury has issued mini-grants to community-based organizations, faith-based groups and nonprofit social service agencies to conduct these sessions.

The campaign also coordinates meetings to bring banks and credit unions together with community organizations to encourage dialogue and strategic partnerships between service providers for the "underbanked" check recipients and local financial institutions.

Women Business Centers

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

ACCION Texas

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

Conclusion

Without special efforts to reach beyond the well-funded organizations with Washington representatives and staff dedicated to grant-seeking, federal agencies might well neglect the communities that most need services. By working closely with intermediary organizations and coalitions of small grassroots organizations, streamlining the grant-making process, creating an office or designating an individual to serve as a nonprofit liaison, providing technical assistance to organizations that serve hard-to-reach constituencies, or setting aside resources for underserved groups, federal agencies can deepen their reach into previously under-served communities.

IV. LEVERAGING RESOURCES

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

Joint Sponsorship of Events or Projects

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

Save America's Treasures Transition

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

The National Trust for Historic Preservation, a nonprofit historic preservation organization, is the federal government's primary private sector partner in this program. Although it has been successful in identifying donors for several Save America's Treasures grants, the National Trust does not match grants itself. Rather, it works to raise public awareness of, and commitment to, our nation's urgent preservation needs.
Official Save America's Treasure sites must match grant money and leverage an equivalent or greater amount of money and resources from the non-federal sector. To date, the over-600 SAT projects have received $45 million in grants and have raised nearly **[$______]**.

Vital Voices

In the foreign policy arena, the State Department's 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 around the world, Vital Voices built on the resolutions emerging from the United Nations Fourth World Conference on Women. Thanks to the leadership of the First Lady and the State Department, women's rights have taken their place as part of the mainstream of American foreign policy.

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

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 **[how? May need to give example from one country to make this comprehensible]**. Vital Voices has engaged the private and nonprofit sectors to share their expertise with women by offering political, media and leadership training, exchanges, internships, consulting, grants, and public service announcements. Vital Voices is creating unprecedented partnerships and has unleashed a growing global movement of people who support women building strong democracies.

Relationships With "Friends Of" And Other Nonprofit Partners

A growing number of federal agencies and programs are able to point to "Friends of" or partner organizations whose main mission is related to the work of the agency. Most of these groups are 501c3 organizations that raise private sector funds for purposes complementary to the mission of the agency.

National Peace Corps Association

For example, the National Peace Corps Association (formerly the National Council of Returned Peace Corps Volunteers) was incorporated in 1983 as the national alumni association for the people who have served as volunteers and staff in the Peace Corps. It is a nonprofit 501(c)(3) organization with over 11,000 members and 130 affiliated groups, and it includes among its goals a mission to educate the public about other countries and cultures, support the network of Peace Corps alumni and groups, promote domestic and international community service, advance policies and programs consistent with the Peace Corps experience, and ensure the continued success of the Peace Corps. Other programs with similarly dedicated nonprofit partners include AmeriCorps (AmeriCorps Alums), the Park Service (the National Park Foundation), the Art in Embassies Program (Friends of Art and Preservation in Embassies), Head Start (the National Head Start Association), and most recently, the National Endowment for the Humanities (**need to get name – Ann Orr is now running this**).

US Coast Guard Auxiliary

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

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

Partnerships with Private Sector Funders

A small but growing number of foundations have found that their funds go further or have a greater impact if they work in tandem with other funders, including federal agencies. As Council on Foundations President and CEO Dorothy Ridings notes:

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

Ridings offered several current examples of foundation work with agencies, including the Packard Foundation's work with the Department of the Interior on land use issues and with the State Department on programs in developing countries; the Enterprise Foundation's partnership with the Department of Housing and Urban Development on community development and \housing issues; the Robert Wood Johnson Foundation's work with the Department o Health and Human Services on establishing immunization monitoring systems; and the W. K. Kellogg Foundation's coordination with the Corporation for National Service on service learning issues.

The President's 21st Century Community Learning Centers Program Transition

For the last two years, the Department of Education and the Mott Foundation have worked together on the President's 21st Century Community Learning Centers Program, to create community-based after-school programs. **[Any concrete goals to cite?]** The Department administers the program and supplies funds to local communities through a

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

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 by **[x percent]**.

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

The National Community Development Initiative

transition

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

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

Catalyzing Private Sector Action

need intro transition

Youth Opportunity Movement

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

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

The Welfare to Work Partnership

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

Conclusion

By working closely with nonprofit partners, federal agencies have been able to leverage additional resources and mobilize private sector actors towards a common goal. Although some federal agencies have the legal authority to solicit donations, some may accept but not solicit contributions, and some may do neither. Furthermore, many donors are unable or uninterested in making donations to taxpayer supported agencies. Nonprofit partners can therefore play an important role in raising private sector funding for initiatives, engaging volunteers, and reaching out to businesses and foundations.

V. SHARING INFORMATION

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

Uses of the Internet

More than a dozen federal agencies – from Education and Energy to SBA and the General Services Administration – offer funding, services, or information pertinent to nonprofit organizations. For nonprofits unfamiliar with the structure of the federal government, navigating these agencies to identify useful resources can be a challenge. The Nonprofit Gateway – www.nonprofit.gov – was built in 199_ to serve as a central starting point to help nonprofit organizations access online Federal information and services. Specialized, issue-specific sites have also been developed, such as www.afterschool.gov, to connect information-seekers to federal resources that support children and youth during out-of-school hours.

EDSITEment

Another issue-specific site, EDSITEment – "The Best of the Humanities on the Internet" -- is a portal site on the Internet created by the National Endowment for the Humanities in partnership with the nonprofit Council of the Great City Schools and the MCI-Worldcom Foundation. EDSITEment (found at EDSITEment.neh.gov) links teachers and students to humanities-based Web sites inside and outside of government that meet rigorous standards of excellence and educational utility. Customized learning guides demonstrate how to use the site as an instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public. **[any data on usage? How do we know it's successful?]**

In addition to using the Internet's full potential to share information, the EDSITEment project has also leveraged significant private resources, including $1 million from the MCI WorldCom Foundation. Energized by the success of EDSITEment, the MCI Worldcom Foundation has used it as a model for creating six additional portal sites in other areas of the curriculum, enlisting several major nonprofit groups in the process: geography (The National Geographic Society), sciences (American Association for the Advancement of Science), economics (Economics education), mathematics (National Council of Teachers of Mathematics), and the arts (the Kennedy Center).

Strategies To Disseminate Information Through Nonprofit Networks

Partnership for Family Involvement in Education

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

National Spatial Data Infrastructure

Federal agencies can also play an important role in consolidating information from a variety of federal and nonfederal sources to make it easier for users to access. The National Spatial Data Infrastructure (NSDI) is an excellent example of a partnership that includes multiple non-profits working in concert with government and industry to build an electronic infrastructure bringing together all the national geographic databases on the Web. The United States Geological Survey provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee. The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (environmental data, population, and social statistics are examples of geospatial data). One of FGDC's primary goals is to develop an easily accessible 'national' resource of this information – the NSDI. **[why is this important to do?]**

Recognizing that a variety of constituencies have a stake in building the NSDI, FGDC has established relationships with industry, local governments, and non-governmental organizations **[including who – give a couple examples]** to create and review the infrastructure. Among their activities, cooperating groups participate in several FDGC activities including: promotion of FGDC-endorsed standards for geospatial data transfer, content, collection, and quality control; standards development, review and implementation; and participation in the National Geospatial Data Clearinghouse and the National Geospatial Data Framework. Working with a large variety of groups not only provides access to an expanded geospatial data community, it fosters increased communication and collaboration among public and private sector organizations within the geospatial data community.

National Campaign to Prevent Teen Pregnancy

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

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

Conclusion

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

DRAFT

PARTNERSHIPS FOR A STRONGER CIVIL SOCIETY

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

November 2000

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

PREFACE

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

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

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

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

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

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

I want to thank the First Lady and her staff, as well as the staff of the Council of Economic Advisers, the Domestic Policy Council, and the National Economic Council who have worked so hard on this project. Together with representatives of 12 federal agencies, they have identified exemplary partnerships as well as the best practices that we hope will lead others anxious to follow their example. Their work is a gift to the future.

-- William Jefferson Clinton

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

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

FOREWORD by Hillary Rodham Clinton

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

Our democracy thrives because of people like Myrian Bodner, a Kentucky homemaker who raised a quarter of a million dollars in relief supplies to help her native Nicaragua recover from Hurricane Mitch. Our democracy thrives because of Rev. Ann Pearson, who used her small inheritance to give each of her parishioners $10 to donate to a worthy cause. She found that the money grew as enthusiastic donors brought new opportunities and ideas for community service into the church and requested support for additional giving. Our democracy thrives because of people like Osceola McCarty. Ms. McCarty spent a lifetime washing, starching and ironing other people's clothes. She lived simply and frugally, and four years ago, decided to use her $150,000 life savings to endow a scholarship fund at a nearby university. "I'm giving it away so that the children won't have to work so hard like I did," she says.

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

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

The White House Conference on Philanthropy was designed not only to honor and explore the phenomenon of giving in this country, but also to set in motion an examination of public-private philanthropic partnerships. Some of the most effective projects I have been involved with as First Lady have involved nonprofit partners, from the Millennium Council's Save America's Treasures initiative conducted with the National Trust for Historic Preservation, to Vital Voices, which enabled the State Department to leverage the resources of nongovernmental organizations in support of women around the world. These and other partnerships were examined by the Interagency Task Force on Nonprofits and Government, and are discussed in this report.

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

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I. INTRODUCTION

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

Nonprofit organizations transform contributions of money and time into food, clothing, health care, and other forms of help for those in need; environmental protection; education; art; and other activities, goods, and services that improve the lives of all Americans. The nonprofit sector is an integral component of our national life, encompassing more than one and a half million organizations with operating expenditures in excess of $600 billion. From 1993 to 1998, the number of 501(c)(3) organizations increased from 575,000 to more than 730,000. Although giving and volunteering are at an all-time high, government remains an important source of funding for these groups, with one study[1] estimating that, in 1997, "more than 30 percent of all federal spending in areas of concern to nonprofits was channeled through nonprofits for delivery of services." That translates to some $554 million in government money flowing to education, health, social welfare, income assistance, culture and the environment. In addition, nonprofits benefit from $143.7 billion in donations from individuals taking advantage of tax deductions for charitable giving, including $217 million in giving from federal workers through the Combined Federal Campaign, and access to the federal government's significant resources of information and technical assistance.

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

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

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

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

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

In January, staff from the Domestic Policy Council, the Millennium Council and the Office of the First Lady surveyed federal agencies on the extent of, types of, and barriers impeding relationships with the nonprofit sector. The responses yielded dozens of examples of how this administration has broken new ground in the creation of partnerships. (The questionnaire used by staff to survey agencies can be found at Appendix E.) The team asked representatives from each agency to submit four nonprofit relationships or new approaches for working with nonprofit organizations for inclusion in a report. Once nominations were submitted, White House and agency staff met to judge each submission on the following criteria: innovation, ease of replication, and impact. Through this process, staff members were able to glean a set of "effective practices," develop a list of recommendations for other groups, and uncover some of the barriers to successful partnering.

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

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

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

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

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

II. WORKING TOWARD SHARED GOALS

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

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

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

The National Immunization Program

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

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

While the NIP had the expertise and a national mandate to improve immunization rates, those at the helm recognized that grassroots children's health organizations and nonprofit coalitions would be more efficient at building awareness of the importance of childhood immunizations, educating parents about the benefits and risks associated with immunization, facilitating access to health care providers, and engaging private provider, corporate and foundation partners for support.

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

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

The Food Recovery and Gleaning Initiative and Community Food Security Initiative

In November of 1996, President Clinton signed an Executive Memorandum directing all federal agencies – with U.S. Department of Agriculture (USDA) taking the lead – to work in partnership with nonprofit anti-hunger groups to increase the "recovery and gleaning" of excess food for distribution to the hungry. In September of 1997, Vice President Gore convened the first-ever National Summit on Food Recovery and Gleaning, the goal of which was to generate national attention for the issue, catalyze new public-private partnerships, and announce new federal projects. In the years since the summit, significant progress has been made toward creating a structure that, with the help of nonprofit groups, will continue to distribute food to hungry Americans.

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

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

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

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

Chesapeake Bay Cleanup

With the signing in 1983 of the first Chesapeake Bay Agreement, the Environmental Protection Agency (EPA) launched the Chesapeake Bay Program – a unique regional partnership that has been directing and conducting the restoration of the Chesapeake Bay. Program partners include the Environmental Protection Agency, the states of Maryland, Pennsylvania and Virginia, as well as the District of Columbia, the Chesapeake Bay Commission (a tri-state legislative body) and several citizen advisory groups and nonprofits – primarily the Chesapeake Bay Foundation and the Alliance for the Chesapeake Bay.

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

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

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

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

Other initiatives, such as Businesses for the Bay, have provided partnerships between the business community and the Chesapeake Bay Program to voluntarily reduce toxic waste being released to the water or the air. Larger companies who are members of Businesses for the Bay have mentoring programs for smaller businesses in how to decrease their waste stream. In 1999 alone, members of Businesses for the Bay reduced releases by 773 million pounds. There is success on several fronts, but an onrushing tide of population growth, landscape changes and increased vehicle travel within the Bay watershed, means that much more remains to be done.

The Children Exposed to Violence Initiative

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

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

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

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

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

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

Conclusion

Scores of other examples of successful partnerships show the benefits of federal agencies providing national leadership in concert with local mobilization to accomplish shared goals. DOJ's Operation Weed and Seed has created a network of local groups to devise strategies to "weed out" violent crime and drug abuse and "seed" neighborhood improvements. The Continuum of Care initiative in the Department of Housing and Urban Development (HUD) creates incentives for local groups to work together to develop comprehensive, long-term approaches to moving people who are homeless into permanent housing and self-sufficiency. And, through the 5 Goals 4 Kids program, HHS, DOJ, and the Department of Education (ED), with the assistance of nonprofit partners like the United Way, are working to enroll uninsured children in the State Children's Health Insurance Program (SCHIP).

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

III. REACHING OUT TO A BROADER SPECTRUM OF NONPROFITS

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

Working with faith-based organizations

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

The Center for Community and Interfaith Partnerships

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

The Strategic Approaches to Community Safety Initiative

Another partnership that taps into faith-based and community-based groups is called the Strategic Approaches to Community Safety Initiative (Strategic Approaches). Partners include United States Attorneys, local law enforcement, and community and faith-based organizations whose goal is to reduce crime. The Middle District of North Carolina, which includes Winston-Salem and High Point, N.C., has established a particularly promising relationship with clergy and other community leaders called Operation Reach.

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

Outreach to Small Grassroots Organizations

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

EPA's Technical Assistance Grants

One approach taken by federal agencies is to provide technical assistance to targeted community groups. Cleanup of hazardous waste sites is a complicated process in which few local people can participate without the aid of experts. To assure that local residents can participate in the cleanup process, EPA makes Technical Assistance Grants (TAG) available to qualified local nonprofits. Most TAG funds are used to hire independent technical advisors to help communities interpret, understand, and comment on site-related decisions. The types of support an advisor can provide include helping groups review site assessment/investigation data, participating in public meetings to clarify information about conditions, and visiting site locations during cleanup to observe and provide technical updates to the community. In this way, EPA's program gives nonprofit groups, organizations and coalitions the power to determine the future of their own neighborhoods. To date, EPA has awarded approximately 235 grants valued at more than $18 million. Numerical information only speaks to part of the program's results, however. Without question the most important results are those the program generates within communities. As one TAG organization put it:

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

Financial Services Education Coalition

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

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

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

Women Business Centers

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

ACCION Texas

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

Conclusion

Without special efforts to reach beyond the well-funded organizations with Washington representatives and staff dedicated to grant-seeking, federal agencies might well neglect the communities that most need services and can provide access to target communities. By working closely with intermediary organizations and coalitions of small grassroots organizations, streamlining the grant-making process, creating an office or designating an individual to serve as a nonprofit liaison, providing technical assistance to organizations that serve hard-to-reach constituencies, or setting aside resources for underserved groups, federal agencies can extend their role previously under-served communities and can benefit from the experience of grassroots organizations.

IV. LEVERAGING RESOURCES

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

Joint Sponsorship of Events or Projects

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

Save America's Treasures

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

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

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

To kick off this partnership program, President and Mrs. Clinton stood before the fragile Star-Spangled Banner at the National Museum of American History, before the flag went to its special conservation laboratory at the museum. Beside them stood Ralph Lauren, whose company Polo Ralph Lauren had donated $10 million to save the flag, and Rebecca Rimel, president of the Pew Charitable Trust, which gave $5 million. The flag also received a federal Save America's Treasures grant. This was the first of some 45 Treasures events for the Clintons, Vice President Gore and Richard Moe.

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

Vital Voices

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

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

One example of the way in which Vital Voices works is the Vital Voices conference held in Belfast, Northern Ireland on August 31 - September 2, 1998. The U.S. government co-sponsored this event with the Secretary of State for Northern Ireland, Dr. Marjorie Mowlam, and the First and Deputy Ministers of the Shadow Northern Ireland Assembly, David Trimble and Seamus Mallon. The Conference brought together 400 women from Northern Ireland, Ireland, Scotland, Wales, England, and the United States to establish new relationships, expand partnerships, and secure resources to strengthen the roles of women in democracy.

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

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

"Friends of" and Other Dedicated Nonprofit Organizations

Across the country, numerous nonprofit organizations provide services closely linked to the functions of government programs. For instance, the National Peace Corps Association (formerly the National Council of Returned Peace Corps Volunteers) was incorporated in 1983 as the national alumni association for the people who have served as volunteers and staff in the Peace Corps. It is a nonprofit 501(c)(3) organization with over 11,000 members and 130 affiliated groups, and it includes among its goals a mission to educate the public about other countries and cultures, support the network of Peace Corps alumni and groups, promote domestic and international community service, advance policies and programs consistent with the Peace Corps experience, and ensure the continued success of the Peace Corps. Other programs with similarly dedicated nonprofit partners include AmeriCorps (AmeriCorps Alums), the National Park Service (the National Park Foundation), the Art in Embassies Program (Friends of Art and Preservation in Embassies), Head Start (the National Head Start Association), and most recently, the National Endowment for the Humanities (the National Trust for the Humanities).

US Coast Guard Auxiliary

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

Partnerships with Private Sector Funders

A small but growing number of foundations have found that their funds go further or have a greater impact if they work in tandem with other funders, including federal agencies. As Council on Foundations President and CEO Dorothy Ridings notes:

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

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

The President's 21st Century Community Learning Centers Program

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

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

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

Over the next six years, the Charles Stewart Mott Foundation has committed more than $95 million to continue providing technical assistance in every state; to track national attitudes on after-school programs through surveys and research data; and to conduct a public education campaign as part of the Afterschool Alliance. In a validation of the initiative's success, most education legislation passed last year included requirements for local or state level partnerships or collaborations.

The National Community Development Initiative

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

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

Catalyzing Private Sector Action

Youth Opportunity Movement

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

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

The Welfare to Work Partnership

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

Conclusion

By working closely with nonprofit partners, federal agencies have been able to leverage additional resources and mobilize private sector actors towards a common goal. Although some federal agencies have the legal authority to solicit donations, some may accept but not solicit contributions, and some may do neither. Furthermore, many donors are unable or uninterested in making donations to taxpayer supported agencies. Nonprofit partners can therefore play an important role in raising funds for initiatives, engaging volunteers, and reaching out to businesses and foundations.

V. SHARING INFORMATION

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

Uses of the Internet

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

EDSITEment

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

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

Strategies To Disseminate Information Through Nonprofit Networks

Partnership for Family Involvement in Education

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

National Spatial Data Infrastructure

Federal agencies also can play an important role in consolidating information from a variety of federal and nonfederal sources to make it easier for users to access. The National Spatial Data Infrastructure (NSDI) is an excellent example of a partnership that includes multiple nonprofits working in concert with government and industry to build an electronic infrastructure bringing together all the national geographic databases on the Web. The United States Geological Survey provides ongoing staff and funding support to the data coordination activities of the Federal Geographic Data Committee (FGDC). The FGDC is an interagency committee that promotes the coordinated use, sharing, and dissemination of geospatial data (such as environmental, population, and social statistics). One of FGDC's primary goals is to develop an easily accessible 'national' resource of this information – the NSDI. Governments at all levels, businesses, and other public and private sector institutions are universally recognizing the value of mapping information in managing complex natural and social environments. Geographic information is part of almost all government and business processes, but in the past has been collected to serve restricted purposes and has not been shared or integrated across organizational boundaries. No one agency or organization can or should build all of its geographic data alone. The NSDI is providing the ability for users to find, get and use geographic information they need to address issues of concern to their communities.

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

National Campaign to Prevent Teen Pregnancy

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

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

Conclusion

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

VI. IMPROVING THE EFFECTIVENESS OF NONPROFIT ORGANIZATIONS

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

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

Simplifying government regulations and procedures

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

HUD Super NOFA

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

Providing training and technical assistance

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

EPA and the American Hospital Association

In 1998, the EPA negotiated a Memorandum of Understanding (MOU) with the American Hospital Association (AHA) to reduce the use of mercury in hospitals. Hospitals are America's fourth largest producers of mercury waste and produce about 1 percent of the nation's solid waste stream. The MOU assists AHA's member hospitals, including nonprofits, to go beyond basic compliance with waste management regulations, calling for the elimination of mercury use in the healthcare field where possible and a 50 percent reduction in waste volume by the year 2010. To help the AHA implement the memorandum, an Environmental Leadership Council, including representatives of the healthcare sector and a coalition of more than 100 grassroots nonprofits, was established to assist and advise in implementation. Vital to the implementation of the agreement has been the creation of a comprehensive "how to" model - available through AHA's Website - that provides hospitals with technical information on how to accomplish the reductions called for in the MOU.

Conservation Leadership Network

Although the federal government does a great deal to assist for-profit businesses through the Small Business Administration, the Department of Commerce and other agencies, traditionally there have been fewer resourcs available to help nonprofits become more effective organizations. Several agencies do provide supports that further the overall capacity or effectiveness of specific types of nonprofit organizations. For example, leadership training that goes beyond field-specific knowledge is offered to Head Start Fellows, Corporation for National Service Grantees, and conservation professionals. Conservation professionals receive this training through the Conservation Leadership Network, the result of a long-term partnership between the U.S. Fish and Wildlife Service and the Conservation Fund. The Network's goal is to expand the knowledge and skills of conservation professionals; enhance relationships among the nonprofit, corporate and governmental segments of the conservation community; and to broaden the American conservation movement's base. At the National Conservation Training Center, located in Sheperdstown, West Virginia, the Network offers educational and relationship-building opportunities for governmental and non-governmental professionals to train conservation professionals. Desired outcomes include: 1) possession of core skills relating to organizational management and leadership; 2) awareness of new conservation theories, approaches and technological applications; 3) application of theory and practice to current conservation issues; and 4) the ability to work across disciplinary and sector boundaries to build consensus among stakeholders. Through these outcomes, the Conservation Leadership Network is working to increase the capacity of nonprofits through training and outreach.

Using government contracting authority to build capacity

South Florida Goodwill

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

Helping nonprofits work together

National Donations Management Strategy

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

Financial and human resources for nonprofit organizations

The Combined Federal Campaign

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

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

The Community Development Financial Institutions Fund

Initiated under the Clinton-Gore Administration, the Community Development Financial Institutions (CDFI) Fund is a government corporation within the Department of Treasury that works to promote access to capital and foster local economic growth by directly investing in CDFIs and providing incentives to traditional banks to increase their lending, investment and services to CDFIs and within underserved markets. CDFIs typically work in low-income communities, providing a wide range of services and financial products, such as mortgage loans to first time homebuyers, loans and investments to start or expand small businesses and microenterprises, loans to rehabilitate single family and multi-family housing or build community centers, and savings and checking accounts for low-income households. Over 80 percent of CDFIs are nonprofit institutions that benefit from Treasury's CDFI Fund in three primary ways: 1) providing equity investments, grants, loans or deposits to enhance the financial strength of the CDFI and help them leverage additional resources; 2) funding intermediary organizations that pass the funding on to CDFIs with intensive financial and technical assistance; and 3) technical assistance to build the capacity of "start-up", young and small financial institutions, through computer system upgrades, streamlining policies and procedures, evaluating loan products and developing new ones, and training staff in operations essential to the success of the organization. Since its inception, the CDFI Fund has provided approximately $215 million through these three mechanisms to bolster the efforts of primarily nonprofit community development financial institutions nationwide.

AmeriCorps

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

AmeriCorps is often described as the domestic Peace Corps. In 1999, more than 40,000 members served in hundreds of organizations, including nonprofits, local and state government entities, Indian tribes, institutions of higher education, faith-based groups, and local school and police districts. These partnerships have led to the establishment of initiatives to tutor children, rehabilitate public schools, build homes, provide emergency assistance to disaster victims, and address other quality of life issues for low-income families.

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

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

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

Conclusion

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

VII. NONPROFIT TASK FORCE REPORT – RECOMMENDATIONS

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

Practices of successful partnerships

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

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

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

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

- **<u>Partnerships are an intentional way of doing business rather than an afterthought.</u>**

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

- **<u>The organization and agency had a shared goal</u>.**

Partnerships of all sorts require a shared goal to succeed, and the strongest federal–nonprofit relationships we examined included clear, focused, common goals, such as increasing childhood immunization rates or improving the environmental health of Chesapeake Bay. In many cases, agencies and nonprofit organizations had a wide variety of missions but shared a common purpose that cemented the partnership. Without this common purpose, partnerships may have limited impact, emphasize process over outcome, and consume resources of both partners that might have been better spent on other efforts. In fact, Independent Sector's survey of nonprofits identified "a common goal and vision" as the most important factor in a successful collaboration (cited by 63 percent of respondents).

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

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

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

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

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

Given the staff resources required to maintain strong relationships, agencies should limit the number of major partners they expect to work with intensively. Where there is a desire on the part of agencies to engage small, grassroots organizations in an effort, the agencies should consider seeking out umbrella organizations or coalitions as principal partners. For example, the Centers for Disease Control and Prevention (CDC) found that working with a coalition such as the Colorado Children's Immunization Coalition (CCIC) enabled it to reach many more grassroots groups than CDC would have on its own.

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

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

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

- mission issues (Gene Sperling)

Barriers

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

- **<u>Staffing limitations</u>**

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

- **<u>Legal issues</u>**

Many agencies raised concerns about legal limitations, including confusion about what was and was not permissible. While some legal rules have obvious implications for agencies' work with nonprofits (such as prohibitions against soliciting gifts), other rules are less obvious (such as conflict of interest and procurement rules). The need to comply with these requirements – and the fact that many partnerships break new ground not clearly covered by existing legal frameworks – demands that in some cases, legal staff must be brought in early on to help structure the partnership. In some cases, nonprofit organizations also raised concerns because federal agencies were unwilling or unable to sign contracts formalizing arrangements. And unless the agency had an entrepreneurial culture, staff believed they should not pursue partnerships unless specifically directed to do so. Future administrations should consider providing clearer guidance to agencies on these matters.

Last 7

- **Access to information**

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

- **Unclear points of entry**

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

Limited

- **<u>Opportunities for involvement in policy development</u>**

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

- complicated funding ~~processes~~ procedures
- Internal governmental processes

- **<u>Need to continue reinventing government effort</u>**

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

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

Future Policy Directions

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

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

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

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

Conclusion

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

APPENDIX A: Members of the Task Force

Co-Chairs:

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

Task Force Members:

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