

Withdrawal/Redaction Sheet

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	re: SSNs and DOBs [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 24336

FOLDER TITLE:

Nonprofit Task Force Working Group B [Binder]

2013-0124-S

rc1087

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

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

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

NonProfit Task Force Working Group B
reviewing Education, Commerce, HHS, Interior, SBA & Transportation

Ellen Lovell

Deputy Assistant to the President and
Advisor to the First Lady on the Millennium
The White House Millennium Council
708 Jackson Place
Washington, DC 20503
456-2000

MaryEllen McGuire

Assistant to the Deputy Chief of Staff and
Assistant Director of Research
Office of the First Lady
OEOB 101
Washington, DC 20500
456-2016
456-6244 fax
MaryEllen_C. McGuire@who.eop.gov

Joel Berg

USDA Coordinator of Community Food
Security
U. S. Department of Agriculture
Room 536-A, USDA
14th and Independence, SW
Washington, DC 20250
720-5746
720-7489 fax
Joel.Berg@usda.gov

Felipe M. Floresca

U.S. Department of Labor
200 Constitution Avenue, NW
Room N-4459
Washington, DC 20210
219-6236 x149
FFLORESCA@doleta.gov

Jennifer Quinn

Special Assistant to the Secretary
U.S. Department of Housing and Urban
Development
451 7th Street SW, Room 10286
Washington, DC 20410
708-0614 x5161
708-1160fax
Jennifer_M._Quinn@hud.gov

NonProfit Task Force Working Group

White House Partners

Eric Gould

Associate Director
Domestic Policy Council
The White House
OEOB 210
Washington, DC 20502
456-7871
J. Eric Gould@opd.eop.gov

Ellen Lovell

Deputy Assistant to the President and
Advisor to the First Lady on the Millennium
The White House Millennium Council
708 Jackson Place
Washington, DC 20503
456-2000

MaryEllen McGuire

Assistant to the Deputy Chief of Staff and
Assistant Director of Research
Office of the First Lady
OEOB 101
Washington, DC 20500
456-2016
456-6244 fax
MaryEllen_C._McGuire@who.eop.gov

Malcolm Richardson

Agency Representative,
National Endowment for the Humanities
The White House Millennium Council
708 Jackson Place
Washington, DC 20503
456-2000
Malcolm_Richardson@who.eop.gov

Shirley Sagawa

Deputy Assistant to the President and
Deputy Chief of Staff to the First Lady
Office of the First Lady
OEOB 101

Withdrawal/Redaction Marker

Clinton Library

DOCUMENT NO. AND TYPE	SUBJECT/TITLE	DATE	RESTRICTION
001. list	re: SSNs and DOBs [partial] (1 page)	n.d.	P6/b(6)

COLLECTION:

Clinton Presidential Records
First Lady's Office
Shirley Sagawa
OA/Box Number: 24336

FOLDER TITLE:

Nonprofit Task Force Working Group B [Binder]

2013-0124-S
rc1087

RESTRICTION CODES

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

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

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

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

RR. Document will be reviewed upon request.

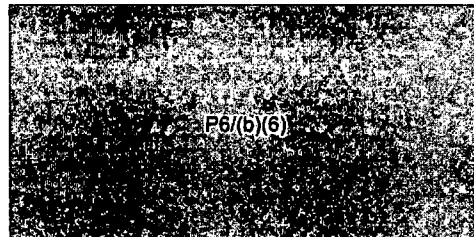
Freedom of Information Act - [5 U.S.C. 552(b)]

- b(1) National security classified information [(b)(1) of the FOIA]
- b(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- b(3) Release would violate a Federal statute [(b)(3) of the FOIA]
- b(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
- b(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- b(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- b(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- b(9) Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

Washington, DC 20500
456-6626
456-6244 fax
Shirley_S._Sagawa@who.eop.gov

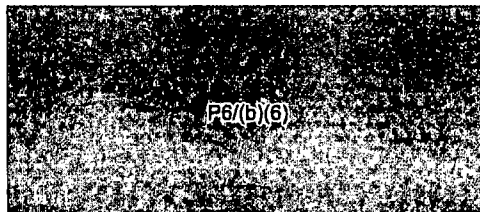
Agency Partners

Joel Berg
USDA Coordinator of Community Food Security
U. S. Department of Agriculture
Room 536-A, USDA
14th and Independence, SW
Washington, DC 20250
720-5746
720-7489 fax
Joel.Berg@usda.gov



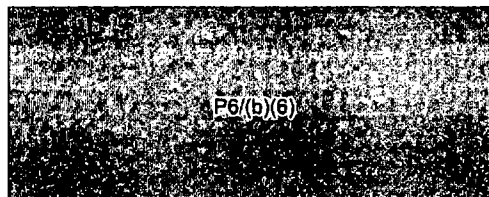
0001]

Felipe M. Floresca
U.S. Department of Labor
200 Constitution Avenue, NW
Room N-4459
Washington, DC 20210
219-6236 x149
FFLORESCA@doleta.gov

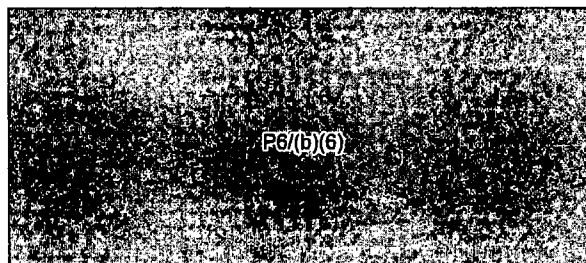


Bernetta Hayes
Associate Administrator
Office of Communications and Public Liasion
U.S. Small Business Administration
205-6444
Bernetta.Hayes@sba.gov

Patricia Tate-Jackson
U.S. Department of Transportation
407 7th Street, SW Room 10200
Washington, DC 20590
366-0251
Pat.Jackson@ost.dot.gov



Stephanie Stern
Confidential Assistant
U.S. Department of Education
Room 5E319



400 Maryland Avenue, SW
Washington, DC 20202
260-5548

Jennifer Quinn

Special Assistant to the Secretary
U.S. Department of Housing and Urban Development
451 7th Street SW, Room 10286
Washington, DC 20410
708-0614 x5161
708-1160fax
Jennifer_M._Quinn@hud.gov

SIGN IN SHEET

MEETING: Non profits
DATE: 5/3)

[illegible]

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

I. Providing better services.

examples:

HUD continuum of care
HUD NCDI
EPA TAG?
Jobs Plus

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

State - BEC

* Ed Mott Foundation

Commerce - Manufacturing Extension Partnership

* HHS - NHI Immunization Program

* Interior - Conservation Leadership Network

II. Developing research partnerships.

examples:

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

+ Interior - USGS

III. Allowing input into the policymaking process.

examples:

EPA Chempeak Bay?
EPA TAG?
* HUD center?

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

IV. Leveraging resources.

examples:

FEMA
You + opp

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

State - BEC Commerce - Goodwill

Commerce - ACCION Texas

* HHS - NHI Immunization Program

* Interior - Conservation Leadership Network HHS - smoke free kids + soccer

V. Sharing information.

examples:

EPA TAG?

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

* Interior - Conservation Leadership Network

* Interior - SAT

* Ed - Mott Foundation

Interior - USGS

State - BEC

Ed - Partnership

for Family

Involvement

* HHS - NHI Immunization Program

HHS - smoke free kids + soccer

VI. Improving government operations.

examples:

HUD center?
HUD Sign NCEA

Employee volunteer programs and sabbatical opportunities
Innovative employee recruitment, ask OPM
Nonprofit provision of technical assistance or training to government employees
Streamlining fund application processes
Creating channels for feedback from nonprofit organizations

Interior - USGS

Structural changes to improve relationships with nonprofit organizations
Designating a "nonprofit liaison"

VII. Improving the effectiveness of nonprofit organizations.

examples: Technical assistance or training to improve nonprofit capacity, management, cost-effectiveness

EPA Region 5 - Chicago

FEMA

USDA

Promoting collaboration among nonprofits or among the sectors

Providing a brokering function with other agencies

Helping nonprofits to comply with government rules

* HHS - NE
Immunization Program

* Interior -
Conservation Leadership
Network

* Interior - USGS

State - BEC

State
SBA

TO: NonProfit Task Force Working Group
FROM: MaryEllen McGuire
RE: **Submissions for Model Partnerships Report**

Enclosed is a packet of agency submissions for inclusion in the NonProfit/Federal Agency Model Partnerships report. As we have discussed earlier, this report will detail 10-12 model partnerships and approaches for working with nonprofits. These models should suggest best practices for agency involvement with these types of organizations. As you look at these submissions, please select your final candidates based on the following criteria:

- Is this particular model replicable?
- Is this particular model innovative? If so, how?
- What impact does this partnership or approach have in delivering services to the community at large, on strengthening ties between nonprofits and federal agencies, and in furthering a particular agency's mission?

We ask that you go through each submission and place them in one of three categories:

- Submissions that you support for inclusion in the report,
- Submissions that you do not recommend for inclusion in the report,
- Submissions that you consider "maybes" based on the sum quality of other submissions, and
- Submissions that you need more information on before making a decision.

On **Tuesday, July 11th** we will meet in Room 100 of the Old Executive Office Building from **10:00am to noon** to select our first round of submissions. Submissions that require more information will be assigned for research, redistributed to panel members upon further research, and considered at the next work group meeting. At all meetings, agency members will be asked to abstain in consideration of their own submissions.

On **Tuesday, July 18th** we will meet in Room 100 of the Old Executive Office Building from **10:00am to noon** to review submissions that required more information, review previously accepted submissions and make our final selections in a way that ensures they represent a variety of partnership types (see categories of inclusion document). Alternates will also be selected in case a selected model later proves to be inappropriate for inclusion.

After July 18th, submissions will go to our writer/researcher for the actual writing of the report. The first draft of this report will be circulated among the task force workgroup. A final report is expected in August.

On a final note, we have divided the work load into two groups. Group A will review EPA, FEMA, HUD, Labor and USDA. Group B will review Education, Commerce, HHS, Interior, SBA & Transportation. Call with any questions (456-2016).

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

I. Providing better services.

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

II. Developing research partnerships.

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

III. Allowing input into the policymaking process.

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

IV. Leveraging resources.

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

V. Sharing information.

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

VI. Improving government operations.

examples: Employee volunteer programs and sabbatical opportunities
 Innovative employee recruitment
 Nonprofit provision of technical assistance or training to government employees
 Streamlining fund application processes
 Creating channels for feedback from nonprofit organizations

Structural changes to improve relationships with nonprofit organizations
Designating a “nonprofit liaison”

VII. Improving the effectiveness of nonprofit organizations.

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

7/21/00

**Nonprofit Task Force Submissions
(by agency)**

✓ **HUD**

- ✓ HUD Center*
- ✓ HUD Supernofa*
- ✓ Continuum of Care
- ✓ NCDI

✓ **EPA**

- ✓ Tag
- ✓ Chesapeake Bay
- ✓ Region 5- Chicago*

✓ **FEMA**

- ✓ National Donations Management*

USDA

- Food Recovery*

Labor

- Jobs Plus
- Youth Opportunity Movement*

✓ **Education**

- ✓ Mott Foundation/Afterschool* ✓
- ✓ Partnership for Family Involvement

✓ **Commerce**

- ✓ Goodwill Industries, Miami, FL* ✓
- ✓ Accion Texas ✓

✓ **HHS**

- ✓ National Immunization Program* ✓

✓ **Interior**

- ✓ Conservation Leadership Network* ✓
- ✓ US Geological Survey* ✓
- ✓ Save America's Treasures* ✓

✓ **Transportation**

- ✓ US Coast Guard Auxiliary* ✓

State - resubmitting
Bureau of Educational & Cultural Affairs]

✓ **White House**

- ✓ White House Conference on Philanthropy*
[Vital Voices] ?

DOJ

- [5 Goals 4 Kids]
- ✓ [Weed & Seed] ✓
- [Community Safety] ?
- [CEVI] ✓

✓ **NEH**

- ✓ Edsitement*

CNS

OPM

✓ **SBA**

- ✓ Women Business Centers* ✓
- ✓ SCORE ✓

*preferred candidate

Nonprofit Task Force Submissions (by category)

I. Providing Better Services

Continuum of Care	HUD
NCDI	HUD
TAG	EPA
JOBS Plus	Labor
Mott Foundation/Afterschool	ED
The National Immunization Program	HHS
Conservation Leadership Network	Interior
Women Business Centers	SBA
SCORE	SBA
[Weed & Seed	DOJ]
[Edsitement	NEH]
[Vital Voices	White House]

III. Allowing Input in the Policy Making Process

Chesapeake Bay	EPA
TAG	EPA
HUD Center	HUD
[White House Conference on Philanthropy	White House]
[Community Safety	DOJ]

IV. Leverage Resources

Youth Opportunity Movement	Labor
National Donations Management	FEMA
Mott Foundation/Afterschool	Ed
Econ Develop Admin/ACCION Texas	Commerce
Goodwill Industries, Miami, FL	Commerce
Ntl Immunization Program	HHS
Conservation Leadership Network	Interior
Save America's Treasures	Interior
US Coast Guard Auxillary	Transportation
Bureau of Educational and Cultural Affairs	State
Women Business Centers	SBA
SCORE	SBA
[5 Goals for Kids	DOJ]
[CEVI	DOJ]
[Community Safety	DOJ]
[Edsitement	NEH]

V. Sharing Information

TAG	EPA
Partnership for Family Involvement	ED
National Immunization Program	HHS

Conservation Leadership Network	Interior
USGS	Interior
Bureau of Educational & Cultural Affairs	State
Women Business Centers	SBA
SCORE	SBA
[5 Goals for Kids	DOJ]
[Edsitement	NEH]

VI. Improving Government Operations

HUD Center	HUD
HUD Super NOFA	HUD
US Geological Survey	Interior

VI. Improving the Effectiveness of Nonprofits

EPA Region 5- Chicago	EPA
National Donations Management	FEMA
Food Recovery	USDA
National Immunization Program	HHS
Conservation Leadership Network	Interior
US Geological Survey	Interior
Bureau of Educational & Cultural Affairs	State

Nonprofit Task Force Submissions (by agency)

HUD

Continuum of Care
NCDI

poss

EPA

Tag

~~Jobs Plus~~

Chesapeake Bay

Region 5- Chicago

HUD

HUD Center

HUD Supernova

FEMA

National Donations Management

USDA

Food Recovery

Labor

Jobs Plus

Youth Opportunity Movement

Education

Mott Foundation/Afterschool

Partnership for Family Involvement

Commerce

~~Manufacturing Extension Partnership~~

Goodwill Industries, Miami, FL

Accion Texas

HHS

National Immunization Program
~~Smoke Free Kids and Soccer~~

Interior

Conservation Leadership Network

US Geological Survey

Save America's Treasures

Transportation

US Coast Guard Auxiliary

State

Bureau of Educational & Cultural Affairs

White House

[White House Conference on Philanthropy]

[Vital Voices]

DOJ

[5 Goals 4 Kids]

[Weed & Seed]

[Community Safety]

[CEVI]

NEH

[Edsitement]

CNS

OPM

SBA

Women Bus. Center

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

SCORE

Intro Stats

Faith Based Part
Women Point
Volunteer (Ester Org.)

Underused Agri most sig partnership
here sig go fed
assistance - resources
- makes a big diff of
interagency coalition
- partnerships bring
something value added

- hold
as
highlight
deliverables
more
- sep. more
conf us.
ongoing

feel employees
- CFC
- volunteer oppo
- u.s. reading
- in schools

faith
based

- is not
any collab.
process
not just sum
of parts

**Nonprofit Task Force Submissions
(by category)**

I. Providing Better Services

Continuum of Care	HUD
NCDI	HUD
TAG	EPA
Jobs Plus	Labor
Mott Foundation/Afterschool	ED
Manufacturing Extension Partnership	Commerce ✓
The National Immunization Program	HHS
Conservation Leadership Network	Interior
[Weed & Seed	DOJ]
[Edsitement	NEH] ✓
[Vital Voices	White House]

III. Allowing Input in the Policy Making Process

Chesapeake Bay	EPA
TAG	EPA
HUD Center	HUD
[White House Conference on Philanthropy	White House]
[Community Safety	DOJ]

IV. Leverage Resources

Youth Opportunity Movement	Labor
National Donations Management	FEMA
Mott Foundation/Afterschool	Ed
Econ Develop Admin/ACCION Texas	Commerce ✓
Goodwill Industries, Miami, FL	Commerce ✓
Ntl Immunization Program	HHS
Smoke Free Kids	HHS
Conservation Leadership Network	Interior
Save America's Treasures	Interior
US Coast Guard Auxillary	Transportation
Bureau of Educational and Cultural Affairs	State
[5 Goals for Kids	DOJ]
[CEVI	DOJ]
[Community Safety	DOJ]
[Edsitement	NEH] ✓

V. Sharing Information

TAG	EPA
Partnership for Family Involvement	ED
National Immunization Program	HHS
Mott Foundation/Afterschool	HHS
Conservation Leadership Network	Interior

USGS	Interior
Bureau of Educational & Cultural Affairs	State
[5 Goals for Kids	DOJ]
[Edsitement	NEH]

VI. Improving Government Operations

HUD Center	HUD
HUD Super NOFA	HUD
US Geological Survey	Interior

VI. Improving the Effectiveness of Nonprofits

EPA Region 5- Chicago	EPA
National Donations Management	FEMA
Food Recovery	USDA
National Immunization Program	HHS
Conservation Leadership Network	Interior
US Geological Survey	Interior
Bureau of Educational & Cultural Affairs	State

- keep in mind
faith based
univ

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Education

Nominated Programs:

(Please circle one category per nominee)

~~Mott Foundation~~ *I better serve*

Yes	No	Maybe	Need Info
///			

~~The Robert Wood Johnson Foundation~~

Yes	No	Maybe	Need Info
	1	///	

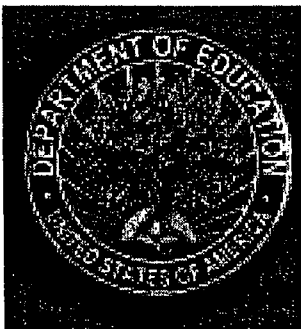
Partnership for Family Involvement *share info*

Yes	No	Maybe	Need Info
	1	///	

~~Need Info~~

~~Education Trust~~

Yes	No	Maybe	Need Info
	11	11	



Stephanie

1 yes 1 need info

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Commerce

Nominated Programs:

Goodwill Industries of Miami, Florida

(Please circle one category per nominee)

Yes No Maybe

Need Info

leverage
- well known
- but still needs
got help

one of top 10 we are to work
/ *Good things are*

** really a grant least impes*

The Economic Development Administration and ACCION Texas

Yes No Maybe

Need Info

II *II* *Maybe*
- been around a while

- have a sep. grant section

Manufacturing Extension Partnership

Yes No Maybe

Need Info

II *I*

Malcolm Baldrige National Quality Program

Yes No Maybe

Need Info

I *I*

are very interesting
anullans not
mentioned here
- look at two
aspects stories



3 need info

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Health and Human Services

Nominated Programs:

The National Immunization Program

Rotary Foundation Blane Community Immunization Grant Program

Girl Power!

Smoke Free Kids and Soccer

(Please circle one category per nominee)

Yes

No

Maybe

Need Info

11

can they measure an increase in immunization based on this

Yes

No

Maybe

Need Info

11

1

Yes

No

Maybe

Need Info

1

11

Yes

No

Maybe

Need Info

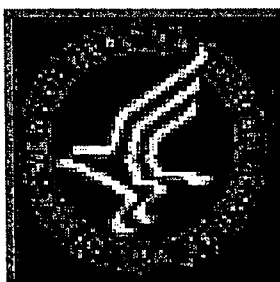
111

measurable outcomes, deliverable, is it broad enough, not prescriptive

2 need info

political leaning no

leverage + some



Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of the Interior

Nominated Programs:

(Please circle one category per nominee)

X The Conservation Leadership Network

Yes <i>///</i>	No	Maybe	Need Info
-------------------	----	-------	-----------

X Save America's Treasures Grants
average

Yes <i>///</i>	No	Maybe	Need Info
-------------------	----	-------	-----------

USGS-Nonprofit Interactions

Yes	No	Maybe <i>///</i>	Need Info
-----	----	---------------------	-----------

exactly what is it?

X Wildlife Management Institute

Yes	No <i>/</i>	Maybe <i>///</i>	Need Info
-----	----------------	---------------------	-----------

ongoing, not new + innovative



2 yrs 1 need

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Small Business Administration

Nominated Programs:

(Please circle one category per nominee)

Small Business Development Centers

Yes No Maybe

Need Info

1

Women Business Centers

Yes No Maybe

Need Info

Service Corps of Retired Executives

Yes No Maybe

Need Info

Business Information Centers

Yes No Maybe

Need Info

tech assistance
to 501c 3's
sm bus
HUB Zones

for
DAVID Ashby
20 481-0975



A

2 need info

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Transportation

Nominated Programs:

(Please circle one category per nominee)

~~FAA and the National Association
of State Aviation Officials~~

Yes No Maybe Need Info

~~✓~~

||

~~1/1~~

→ really an I&A function

~~Prevention through People Programs~~

Yes No Maybe Need Info

|||

Need Info

working w/ trade
associations is
that really the assign?

~~US Coast Guard Auxiliary~~

Yes No Maybe Need Info

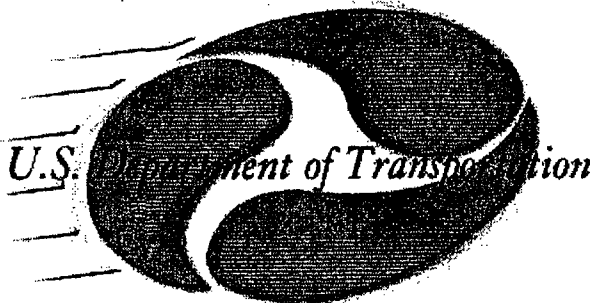
✓

No

||

Need Info

seems strict
volunteerism



X

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of State

Ranking Nominated Programs:

(Please circle one category per nominee)

Bureau of Educational and Cultural Affairs

Yes

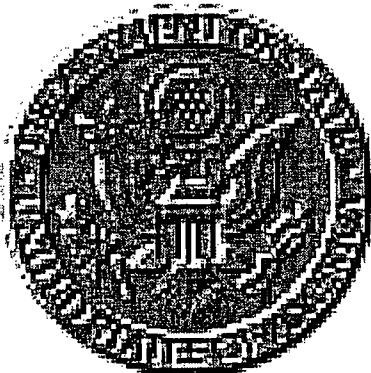
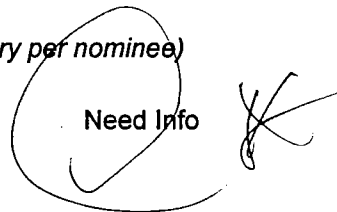
No

Maybe

Need Info

|

||



Ellen

need info

**Non Profit Task Force
Group B Submission Follow Ups**

Education

Mott Foundation/Afterschool- no further information needed, definite yes.

Partnership for Family Involvement- need more information on what it is.

- Brings together partners across sectors- families, community groups, schools, religious communities and employers- to rally around families and local schools in support of children learning to high standards. Over 250 national, regional and local orgs are involved. Partners participate in children's learning through a variety of activities including student and family friendly policies in the workplace, before and afterschool programs, tutoring and mentoring initiatives and donation of facilities and technology. The partnership wants organizations to connect with each other, pool resources and ideas, share best practices and be recognized for their participation.
- Local Program: Male Youth Enhancement Project at Shiloh Baptist Church in Washington DC. The Project aims to stimulate healthy lifestyles in AfricanAmerican males 8-15 by providing positive role models, socialization activities and educational enrichment.
- Regional Program: Tulsa Children's Coalition. The Tulsa Children's Coalition (TCC) was incorporated as a nonprofit organization in November 1995. Its mission is to provide quality childcare, including preschool and other health and social services to disadvantaged kids through school linked services. It works with seven major community orgs including the Oklahoma Dept of Human Services and the Tulsa United Way.
- One partnership national activity is America Goes Back to School. Goes Back to School runs August to October and brings people together through grassroots events in marking and preparing for the beginning of the school year.
- The Partnership puts out several publications via its website directed towards community/nonprofit orgs including: *An Action Handbook for Family-School-Community Partnerships* and *Faith Communities: Joining with Local Communities to Support Children's Learning*.

Commerce

Goodwill Industries of Miami- need more information on its relationship with feds.

- The South Florida Goodwill is leading the charge to help underemployed members of our community embark on new careers. In 1999, they placed 1,518 individuals in competitive jobs. Of these, 515 were welfare recipients and 1,003 were people with disabilities.
- According to the Director of the Program there are four basic ways Goodwill interacts with the federal government:
 - (1) they receive \$2.4 of their \$27 million budget in the government grants;
 - (2) Goodwill has several business partnerships with the federal government providing agencies like DOD with services (ie janitorial) and goods (ie uniforms) [In so doing, people with disabilities are taught marketable job skills]
 - (3) Goodwill has used these government contracts/partnerships as stepping stones to other

entrepreneurial ventures (ie a contract assembling the advertising section of the Herald);
(4)Through its government contracts and other entrepreneurial ventures, Goodwill puts the unemployed/unattainable to work and in so doing, stimulates local economies, takes people off welfare and generates new taxes.

- Excerpt from a Welfare to Work interview w/ Fred Grandy:

-Q: Mr. Grandy, I hear again and again about the importance of partnering with a quality service provider. What specifically can a service provider do to help me hire and retain former welfare recipients?

-A: A business can work with a service provider in a variety of ways. If your business is in need of qualified, trained and work-ready candidates, a service provider is the best place to find them. Community-based employment and training programs are critical in helping people with special needs acquire the skills to enter the workforce. These organizations can help with training, job readiness, child care, transportation and mentoring. You need to find the service provider that best meets your needs. And they are out there. Service providers, such as Goodwill Industries International, provide workers to large and small companies across the country. Goodwill graduates emerge as skilled, reliable workers that continue to receive support and guidance even after entering the workforce with follow-up services for both employee and employer.

Manufacturing Extension Partnership- need more info on what they are, how they work with nonprofits.

- MEP is a nationwide network that funds not for profit centers in over 400 location nationwide whose sole purpose is to provide small and medium sized manufactures with the help they need to succeed. MEP's give access to specialists offering hands on approaches to helping solve business problems. Each Center has the ability to assess where a company stands, help them create successful partnerships, provide technical assistance and business solutions and to help businesses on the cutting through seminars and training programs.
- These not for profit centers DO NOT serve nonprofits, they serve businesses only. It would appear they were chosen solely for their own own not for profit/ 501c3 status.

HHS

National Immunization Program - Can they measure and increase in immunization since start of program?

- Per HHS:

The National Immunization Program is considered a highlight for purposes of replication. It is one of the best examples we have of partnership both on an external basis with non-profit organizations, as well as internally within the various departments of HHS and other government agencies.

Unfortunately, the structure of the program does not allow for hard statistical quantification. NIP is one program within the overall rubric of the Secretary's Childhood Immunization Initiative. And in turn, NIP itself is composed of multiple local partnerships described in our original proposal. As such, it is difficult to measure specific outcomes for each program, as there is substantial overlap and linkages between them. We do, however, have strong

statistics for the overall immunization trends in the country since the Childhood Immunization Initiative was started in 1993.

When launched in 1993, the goals set forth were to:

- 1) Ensure that at least 90 % of all two-year olds receive each of the initial and most critical doses of vaccines, and to eliminate or reduce vaccine preventable childhood diseases.
- 2) By 2000, ensure that at least 90 % of all two-year olds receive the recommended series of vaccinations, and that a system is in place to sustain high immunization coverage.

At the time of this writing, all of these goals have been achieved, and President Clinton has recently announced new goals to eliminate racial and ethnic health disparities in childhood immunization by 2010.

Smoke Free Kids and Soccer - measurable outcomes? deliverables?

- This is no longer a stand alone program, it was rolled into Girl Power which our committee previously rejected. This specific part of Girl Power works through the US Women's Soccer Team and Soccer Federation which are nonprofits. In terms of deliverables, the US Women's Soccer National Team has pledged to remain smoke free and is making itself available for press appearances. On March 14th 1996 the Soccer Team unveiled a national TV spot promoting a smoke free lifestyle as part of its' commitment to Smoke Free Kids. This PSA has since run several times.

Interior

The Conservation Leadership Network - no future information needed, definite yes.

Save America's Treasures - no further information needed, definite yes.

USGS/Federal Geographic Data Committee - need it explained in laymen's terms.

- The USGS provides ongoing staff and funding support to the data coordination activities of the FGDC which is encouraging organizations including nonprofits to cooperate with development of the National Spatial Data Infrastructure (NSDI). NSDI cooperative activities include promotion of USGS approved standards in collecting and analyzing data; USGS review of data; coordinated data collection among government, businesses and nonprofits; and creation of a clearing house of information to be used by organizations.
- What is the NSDI? a stock pile of geographic information that can be used to better plan cities, dams, parks, routes of transportation, etc.
- Why an NSDI? Over the past few decades the computer has made geographic information about the natural world much more useful to governments, businesses, and communities for making critical decisions. Once confined to paper, geographic information is increasingly migrating to digital form. Geographic information systems (GIS) allow users to integrate, analyze, and manage information about locations in ways never before possible. Improvements in software, increased storage capacity, and plummeting hardware costs have put geographic information systems and associated technologies on desktops everywhere.

Government organizations of all kinds-from towns and cities to federal agencies routinely use GIS as a tool to coordinate disaster relief, manage land, and understand and solve environmental and social issues. Private companies use GIS for facilities management, resource location, and marketing. Farmers use data about their land to improve their crop yield while practicing soil conservation. Citizens' groups interested in sustainable development map their watersheds electronically with mobile global positioning units.

In the United States, geographic data collection is a multibillion-dollar business. In many cases, however, data are duplicated. For a given piece of geography, such as a state or watershed, there may be many organizations and individuals collecting the same data. Networked telecommunications technologies, in theory, permit data to be shared, but sharing data is difficult. Data created for one application may not be easily translated into another application. The problems are not just technical-institutions are not accustomed to working together. The best data may be collected on the local level, but they are unavailable to state and federal government planners. State governments and federal agencies may not be willing to share data with one another or with local governments. If sharing data among organizations were easier, millions could be saved annually, and governments and businesses could become more efficient and effective. Public access to data is also a concern. Many government agencies have public access mandates. While geographic data have been successfully provided to the public through the Internet, current approaches suffer from invisibility. Once found, digital data may be incomplete or incompatible, but the user may not know this because many data sets are poorly documented. If finding and sharing geographic data were easier and more widespread, the economic benefits to the nation could be enormous.

Greater sharing and better access to high quality geographic data could also improve the well being of our communities. Quality of life in a free society is determined by the collective decisions of its individual citizens. Collective decisions cannot be arrived at in a vacuum. Responsible stewardship of our natural resources for sustainable development depends on making sound scientific information available to local decision makers.

Transportation

US Coast Guard Auxiliary -worried about it being strict volunteerism, is registered as a 501c3.

State

Bureau of Educational & Cultural Affairs- Ellen reworking submission

Small Business Administration- see reworked submissions

Women Business Centers

Service Corps of Retired Executives

NEH- new submission

EDSITEment

White House- new submission

White House Conference on Philanthropy

Non-Profit Task Force

Original Proposal Follow-ups

Department of Labor

JOBS-PLUS

- How does this program relate to HUD's work, particularly the Continuum of Care?
The Rockefeller Foundation and the U.S. Department of Housing and Urban Development started JOBS-PLUS in 1994 when it invited MDRC to develop a new kind of employment program for poor communities. The U.S. Department of Labor has provided for site operations and the U.S. Department of Health and Human Services for research.
- Is there any demonstration research/evaluations of JOBS-PLUS's effectiveness?
A review of JOBS-PLUS's performance is just beginning.

NEW COMMUNITY COOPERATION

- What is Labor's role beyond funding?
A 1996 Cornell University study of NCC, there does not appear to be a federal role beyond funding. In the 1980s Labor funds helped NCC to expand its Center for Employment Training. According to Labor, it has worked with NCC to build local partnerships and as a part of the Department's local workforce investments in Newark. HHS has also given significant amount of money to support NCC.

Department of Housing and Urban Development

CONTINUUM OF CARE

- What information is there to show that this program is a success?
A 1996 Columbia University study of the Continuum of Care program found that "the policies implemented by HUD have had a positive impact on communities across the nation. The additional resources and changes in how funds are distributed have given localities and states new tools for addressing the problem of homelessness."
- What are they doing?
The Continuum of Care consists of two key elements: (a) a coordinated community-based process of identifying needs and building a system to address those needs, and (b) a doubling of the HUD homelessness assistance budget to provide communities with resources to carry out these tasks.

SUPER NOFA

- Would like to hear the nonprofit sector's perspective.
Awaiting collection of that information.

NATIONAL COMMUNITY DEVELOPMENT INITIATIVE

- How is this program structured?
The National Community Development Initiative is expected to bring at least \$660 million from other sources to blend with the initial investment. NCDI is part of a larger multi-year commitment to promote community investment by providing low-interest loans and grants to

CDCs. The Local Initiatives Support Corporation (LISC) and the Enterprise Foundation serve as intermediaries for NCDI. They will manage the investments and contributions and provide assistance to the CDCs.

Environmental Protection Agency

CHEESAPEAKE BAY PROGRAM

- General need for more information.

The Chesapeake Bay Program was formed to provide coordination and support to the overall Chesapeake Bay Program since the signing of the historic Chesapeake Bay Agreement of 1983. The office is located in Annapolis, Maryland. The CBP partners include the states of Maryland, Pennsylvania and Virginia; the District of Columbia; the Chesapeake Bay Commission, a tri-state legislative body; the US Environmental Protection Agency (EPA), which represents the federal government; and participating citizen advisory groups. The CBP is a unique regional partnership leading and directing restoration of the Chesapeake Bay. The Chesapeake Bay Program Office has initiatives in a range of program areas such as sustainable development.

(Web site still under construction, limited amount of information available.)

EDUCATION

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Education

Nominated Programs:

(Please circle one category per nominee)

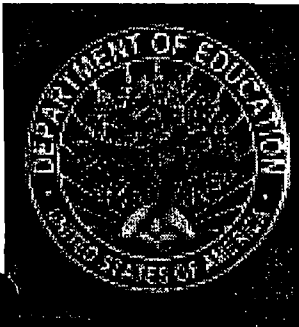
Mott Foundation	(I) better service	Yes ⁺⁺	No	Maybe	Need Info	innovative partnership mission replicable huge impact
The Robert Wood Johnson Foundation	(II+III) research + input policy	Yes	No	Maybe ^{fair}	Need Info	
Partnership for Family Involvement	(V) share info	Yes	No	Maybe ^{look at web, doesn't monitor partnerships}	Need Info	
Education Trust	(IV) leverage resources	Yes	No	Maybe	Need Info	

Replicable?

Innovative?

Impact on delivery?

Impact on mission?



Mott Foundation

Category I: Providing better service

The Mott Foundation's partnership with the Department of Education is particularly significant. For the last two years, the Foundation provided for eight regional training workshops for new grantees of the 21st Century Community Learning Centers Program which funds communities to create safe and stimulating afterschool programs. During these hours millions of kids have no place to go, and juvenile crime rates soar. Studies show that students in afterschool programs have better academic performance, behavior and school attendance, and greater expectations for the future.

} fits mission

The 21st CCLC initiative's success can be linked to a philosophy of collaboration. The program is implemented nationally through a unique public-private partnership between the Department and the Charles Stewart Mott Foundation. The partnership was an outgrowth of the 1997 White House Childcare Conference. The Department administers the program and supplies funds to local communities for afterschool programs through a competitive proposal process. The Mott Foundation underwrites training and technical assistance, program evaluation, access and equity analysis and public awareness and outreach. The Foundation actually funds the National Center for Community Education (NCCE) and the National Community Education Association (NCEA), also nonprofit organizations, to train and assist all projects funded by the Department of Education. These technical assistance conferences/workshops are free of charge and help applicants plan and implement high-quality after-school programs.

Mott's sponsorship is particularly helpful because the communities and organizations that most need support from this afterschool program are typically the least prepared to develop the proposals requesting such Federal funds. By providing technical assistance on how to complete applications for federal funding, the Foundation has broadened the pool of recipients to include well-qualified organizations that have never been successful in receiving Federal funds. Mott funding leverages federal funds and works toward the long-term sustainability of local projects. Over the next six years, Mott will be providing approximately \$96 million to continue these efforts by provide technical assistance in every state, tracking national attitudes through surveys and polling data, and conducting a public relations campaign as part of the Afterschool Alliance.

innovative

The Afterschool Alliance is an emerging alliance of public, private and nonprofit groups committed to raising awareness and expanding resources for afterschool programs. The Alliance grew out of the partnership between the Foundation and the U.S. Department of Education. Initial partners of the alliance are the Mott Foundation, U.S. Department of Education, JCPenney, The Entertainment Industry Foundation, *People Magazine*, Creative Artists Agency Foundation and the Advertising Council.

Building public support and promoting increased investment is one sustainability strategy of the Alliance to benefit CLC programs. The Alliance has secured millions of dollars in direct and in-kind contributions, including a JCPenney-funded project to award \$10,000 stipends to outstanding CLC practitioners.

The 21stCCLC initiative has also been used as a model for Department programs, especially because of its collaborative emphasis. Due to the initiative's success, most new education legislation passed last year included requirements for local or state level partnership or collaboration.

In addition, it has been a model for other private-public partnerships with foundations. For example, the Ford Foundation provides training and technical assistance for the GEAR UP initiative, a program aimed at making middle school students aware of what it takes to go to college.

Using Mott resources, the initiative was the first Department project to conduct bidders' conferences to help communities develop quality proposals. The effectiveness of those conferences has led eleven other Education programs to hold bidders' conferences. Some are funded by private entities.

Because the initiative may become a state-administered program as the program expands, concerns over replication have been considered. Transferable aspects of the initiative include: the grant proposal review process; guidelines for quality afterschool program proposals, e.g., mandated collaboration with community groups; and the practitioner training series. In fact, the training of program practitioners would be easier to facilitate at the state level.

There are also some challenges in replicating the program on the state or local level. In some areas, particularly rural regions, finding community partners to work with in meaningful ways is difficult. However, this has led to some innovative and close relationships with groups like faith communities and caused other federal, state, or local agencies to tackle new territory.

Contacts

U.S. Department of Education:

Adriana de Kanter, 401-0272, (adriana_dekanter@ed.gov)

C.S. Mott Foundation:

Marianne Kugler, (810) 238-5651

The Robert Wood Johnson Foundation

Categories II and III: Developing research partnerships and allowing input into the policymaking process.

The Office of Special Education and Rehabilitative Services (OSERS) of the U.S. Department of Education involves foundations in the policy and planning actions of its National Institute on Disability and Rehabilitation Research (NIDRR). NIDRR works extensively with nonprofit organizations both as part of its continuous participatory planning process and in the implementation of its programs.

Steering Committee for Long-Range Plan

NIDRR constituted a "blue ribbon" Steering Committee (SC) for their Long-Range Plan. Well aware of the limitations of the Federal Advisory Committee Act (FACA), NIDRR was careful not to set up an advisory committee, but rather used the Steering Committee as a set of individuals who provided important representation of and linkages to various constituent communities. This was an ad hoc, time-limited group that was set up for the specific purpose of receiving inputs to the process and content of NIDRR's Long-Range Plan. NIDRR did not seek consensus, nor did the Steering Committee take votes or present group opinions to NIDRR. Perhaps most important, NIDRR made a distinction between input (telling us what the problems are) and advice (telling us what to do about them). NIDRR made it clear that they sought input.

The majority of the Steering Committee members were individuals with disabilities, and all members represented either academia, community organizations, foundations such as the Johnson Foundation and the Pew Charitable Trust, or State and Federal agencies. Members included foundation directors, university presidents and deans, and representatives of advocacy organizations. The Steering Committee members suggested experts and authors, publications and resources, potential reviewers of the plan, and served individually as members of the constituent forums that considered the draft chapters of the plan. These members were valued for their ability to coordinate research priorities between the public and private sectors.

Coalition of Foundations

The utilization of the foundations in the planning process opened dialogue between NIDRR and the major foundations about exchanging research priorities on an ongoing basis and making this knowledge available to the entire Federal rehabilitation research community through NIDRR's statutory Interagency Committee on Disability Research.

In addition, the Dole Foundation was instrumental in bringing NIDRR into a coalition of foundations that shared a common interest in disability research and activities. The group met to share future plans, opinions of key issues, and to explore opportunities for collaboration. The foundations and NIDRR felt the meetings were successful in both determining needs for funding in disability research, but also suggesting mechanisms that would foster Public-Private partnerships.

In terms of research, the Robert Wood Johnson Foundation funds studies and demonstrations in areas related to disability. NIDRR and the Johnson Foundation have an ongoing planning relationship, and the awareness of their objectives and findings in a major project on independent living enabled NIDRR to tailor a number of further studies around these issues.

NIDRR also has established working relationships with nonprofit foundations that represent particular industries, such as the Electronic Industries Foundation and foundations representing the telecommunications and information technology fields. These relationships have helped NIDRR to understand the needs of the private sector foundation members for information, training, and capacity-building and to incorporate these needs into its funding priorities.

With respect to collaborative programming, NIDRR and the Dole Foundation co-sponsored a New Scholars program for disabled undergraduates, providing them with both work opportunities at disability research centers and leadership development experiences through meetings in Washington. Although the Dole Foundation is no longer active, NIDRR has continued the program. This year, 15 disabled undergraduate scholars visited Washington and met with the Administration disability appointees, toured the White House with a disabled staffer who is an alumnus of the program, met Congressional representatives and staff, and interacted with experienced disability scholars.

NIDRR attributes three things in particular that facilitate successful collaborations with foundations and other nonprofits. First, NIDRR's cites a general and historical commitment to constituency input and participation. Second, NIDRR's has many shared goals with the foundations with which it works. Finally, the breadth of NIDRR's roles and the diversity of its constituency encourage, and even require, a range of sources of input and collaboration thus creating active partnership opportunities.

Contacts

Department of Education:

Betty Jo Berland, 202-205-9739, Betty_jo_berland@ed.gov

Robert Wood Johnson Foundation:

Dr. James Knickman, (609) 452-8701

Partnership for Family Involvement

Category V: Sharing information

With over 6,000 members, 1,200 of which are community nonprofits, no discussion of the Department's interaction with nonprofit organizations would be complete without mentioning the Partnership for Family Involvement in Education (PFIE). PFIE's mission is to promote and foster more partnerships and better communication among schools and parent organizations, faith-based groups, community non-profits, and employers. PFIE does not offer grants or funds per se but rather seeks to network and bring all types of groups with a stake in education together.

Secretary of Education Richard W. Riley established the Partnership for Family Involvement in Education in September, 1994. The Department has taken care to spread the message that entire communities should be involved in education and that groups including community nonprofits and religious organizations can make valuable contributions to help increase family involvement in our children's education. To encourage such support, the Department of Education administers the Partnership and has convened meetings, directed research, developed partnership guides, hosted teleconferences, provided a newsletter and website and extended technical assistance. These meetings focus on partners' needs and help to strengthen local efforts.

Essentially, the Department of Education's role in the Partnership is to provide a network of support for the companies and organizations around the country working to make education a community effort. The goal is to have partners connect with each other, pool resources and ideas, share their best practices and be recognized for their efforts. To this end, PFIE creates and disseminates materials describing best practices in education programs and partnerships which local partners can then use to pursue their specific interests and goals.

While quite unique to the issue of education, this Partnership might be a useful model to other agencies seeking to initiate or assist a grassroots movement. It is important to note that neither PFIE nor the Department monitors partners' activities. Rather, PFIE facilitates communication among groups that previously did not have the resources or expertise to take action. In this particular case, the Partnership provides a successful means to increase family and community involvement in education, which in the end benefits the children.

Contact

U.S. Department of Education, PFIE:
Menahem Herman, 202-401-0960, Menahem_Herman@ed.gov

Partnership for Family Involvement

Category V: Sharing information

With over 6,000 members, 1,200 of which are community nonprofits, no discussion of the Department's interaction with nonprofit organizations would be complete without mentioning the Partnership for Family Involvement in Education (PFIE). PFIE's mission is to promote and foster more partnerships and better communication among schools and parent organizations, faith-based groups, community non-profits, and employers. PFIE does not offer grants or funds per se but rather encourages organizations to submit proposals to programs such as the 21st Century Community Learning Centers and GEAR UP. PFIE also promotes networking among partners and encourages the building of local partnerships that support family involvement in education.

Secretary of Education Richard W. Riley launched the Partnership for Family Involvement in Education in September, 1994. The Department has spread the message that entire communities should be involved in education and that groups including community nonprofits and religious organizations can make valuable contributions to help increase family involvement in our children's education. To encourage such support, the Department of Education has established the Educational Partnership and Family Involvement Unit within the Office of Intergovernmental and Interagency Affairs (OIIA) to include PFIE and has convened meetings, directed research, developed partnership guides, hosted teleconferences, provided a newsletter and website and extended technical assistance. These meetings focus on partners' needs and help to strengthen local efforts.

Essentially, the Department of Education's role in the Partnership is to provide a network of support for the companies and organizations around the country working to make education a community effort. The goal is to have partners connect with each other, pool resources and ideas, share their best practices and be recognized for their efforts. To this end, PFIE creates and disseminates materials describing best practices in education programs and partnerships which local partners can then use to pursue their specific interests and goals.

While quite unique to the issue of education, the Partnership might be a useful model for other agencies seeking to initiate or assist a grassroots movement. Some states and cities, active in the Partnership, have begun developing their own efforts modeled after PFIE. It is important to note that neither PFIE nor the Department monitors partners' activities. Rather, PFIE facilitates communication among groups that previously did not have the resources or expertise to take action. In this particular case, the Partnership provides a successful means to increase family and community involvement in education, which in the end benefits the children.

There are several examples that illustrate PFIE's impact on its partners and the community at large. Specifically:

- The number of requests for publications shows one measure of accomplishment. Seventy-two percent of the 6,500,000 top ten requested departmental publications in 1998-1999 focused on a parent audience.
- PFIE also responds to member concerns. For example, partners in the Baltimore area expressed a need for more focus on fathers' involvement in education. The Partnership subsequently presented a national teleconference entitled "Fathers Matter!" and created an effective practices guide. With a full studio audience and over 300 downlink sites, the teleconference demonstrated the topic's broad national appeal.
- More than 500 Partners attended the PFIE meeting in New York City on May 2, 2000, where Secretary Riley was the keynote speaker. Attendees included the Chancellor of New York City Public Schools, educators, heads of nonprofits, business leaders, and representation of community and religious groups.
- Religious leaders representing seventy-five percent of religiously affiliated Americans helped develop the effective practices guide, "Faith Communities Joining to Support Children's Learning: Good Ideas."
- In the Fall of 2000, America's Promise will be collaborating with PFIE in the Partnership's new regional conferences on Day 3 of the Improving America's Schools (IAS) conferences. This will enable thousands of IAS attendees, PFIE members and America's Promise Communities of Promise leaders to come together, share best practices, and take back lessons learned to their local communities.
- 620 McDonald's restaurants in New York, New Jersey, and Connecticut will feature tray liners on PFIE's message of reading, after-school, and college this summer and fall. Nearly 2 million tray liners on reading have already been produced.

Contact

U.S. Department of Education, PFIE:

Menahem Herman, 202-401-0960, Menahem_Herman@ed.gov

Education Trust

Category IV: Leveraging Resources

The Department of Education's discretionary grant program, Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP), partnered with Education Trust to host a conference for GEAR UP State Directors. GEAR UP targets low-income students in particular and seeks to build awareness of the preparations necessary to go to college. This program works with entire grades of students beginning no later than the seventh grade and provides among other things, guidance on what academic courses students should take as well as information on how to prepare financially.

The American Association for Higher Education (AAHE) originally established Education Trust in 1990 as a special project to encourage colleges and universities to support K-12 reform efforts. Education Trust is now an independent non-profit whose mission is to promote high academic achievement for all students as well as mechanisms that help more students, especially low-income youth, to attend college.

The GEAR UP program collaboration with the Education Trust was initially the result of a working relationship developed with an Education Trust associate who agreed to analyze the state reports. GEAR UP was interested in holding a national institute for State Directors in order to help improve their respective programs through data analysis yet the office lacked the financial resources to pay for conference space. Given the similar goals of the Education Trust and the Department, Education Trust offered to provide GEAR UP space at their conference at a minimal cost. In addition, they presented state by state data on school achievement. Given their expertise in analyzing such data, Education Trust assisted the Department's representatives in effectively communicating the fundamental building blocks of data collection and analysis necessary to operate a GEAR UP program successfully. The collaboration was such a success that the GEAR UP office expects to be a fixture at future National Education Trust Conferences.

Contacts

U.S. Department of Education

James Davis, 202-502-7802, james_davis@ed.gov

Education Trust

Janis Sommerville, (202) 887-0614, jsomerville@edtrust.org

COMMERCE

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Commerce

Nominated Programs:

(Please circle one category per nominee)

Goodwill Industries of Miami, Florida

I. better service
IV. improve
Yes ☒ No ☐

Maybe

Need Info

The Economic Development Administration
and ACCION Texas

Yes ☐ No ☐

Maybe

Need Info

mission ✓
impact ✓

Manufacturing Extension Partnership

I. better service
Yes ☒ No ☐

Maybe

Need Info

knowledge
need products
services
more info on nonprofit role

Malcolm Baldrige National Quality Program

Yes ☐ No ☐

Maybe

Need Info

IV share info
V improve gov relations



NonProfit Task Force

Agency: **National Institute of Standards and Technology**
Technology Administration
Department of Commerce

Activity: **Malcolm Baldrige National Quality Program**

Contact: Harry Hertz, Director
Baldrige National Quality Program
(301) 975-2360
harry.hertz@nist.gov

Category: IV, V

Background

Signed into law in 1988, the Malcolm Baldrige National Quality Award was established to promote quality awareness, to recognize quality and business achievements of U.S. organizations, and to publicize these organizations' successful performance strategies. Now considered America's highest honor for excellence in organizational performance, the Baldrige Award is presented annually to U.S. organizations by the President of the United States. Awards are given in manufacturing, service, small business, education and health care.

Partnership Approach

While the award program is managed by the U.S. Department of Commerce's National Institute of Standards and Technology, it has proven to be a remarkably successful government and private-sector team effort that relies heavily on the active involvement of non-profit organizations.

The annual government investment of about \$5 million is leveraged by a contribution of over \$100 million from private sector and state and local organizations. This amount includes more than \$20 million raised by the private Foundation for the Malcolm Baldrige National Quality Award to help launch and maintain the program. The Foundation is comprised of more than 125 companies and non-profit organizations.

The cooperative nature of this joint government/private-sector team is highlighted by the award's Board of Examiners. Each year, more than 400 experts from industry, government, education and health care volunteer hundreds of hours reviewing applications for the award, conducting site visits, and providing award applicants with written feedback. In addition, board members have given thousands of presentations on performance excellence and the Baldrige Award program.

The 37 award recipients also have taken seriously their charge to be advocates for quality and performance excellence. Their efforts to educate and inform other organizations on the benefits of using the Baldrige Award framework and criteria have far exceeded expectations. To date, the recipients have given more than 30,000 presentations reaching thousands of organizations.

Although the Baldrige National Quality Program for education and health care is still very new -- 1999 was the first year organizations in these sectors could apply -- many organizations in these two sectors are supporting the program and urging widespread adoption of the Baldrige performance excellence principles. For example, the non-profit National Education Goals Panel (NEGP) recently held a nationwide teleconference, "Creating a Framework for High Achieving Schools," to focus on the Baldrige criteria in education.

Gov. Tommy G. Thompson of Wisconsin and 2000 chair for the NEGP, said the Baldrige Criteria for education "...can provide educators with a framework and strategies for improving their schools and helping all children to reach high standards." At the teleconference, Bob Chase, president of the National Education Association, said, "The Baldrige process and what I call 'new unionism' are a quality match. Most crucially, NEA's new unionism and the Baldrige process share the same bottom line, improving student achievement."

Also, the National Alliance of Business and the American Productivity & Quality Center have formed the Baldrige in Education Initiative, a partnership of 26 business and education organizations dedicated to reforming the education system based on quality principles.

Many activities also are taking place in the health care sector to raise the Award's visibility and prominence. For example, the Mayo Clinic is sponsoring a Baldrige in Health Care Summit this summer, and special sessions on the Baldrige Award are being planned for the Institute for Healthcare Improvement Conference this winter.

Program Impact

Since the first awards were presented in 1988, the Baldrige National Quality Program has grown in stature and impact. Today, the Baldrige program, the Baldrige criteria for performance excellence, and the Baldrige award recipients are imitated and admired worldwide. "The Baldrige public/private partnership has accomplished more than any other program in revitalizing the American economy," said Barry Rogstad, president of the American Business Conference.

Following are some of the program's highlights:

- More than 2 million copies of the Baldrige criteria for performance excellence have been distributed since 1988, and wide-scale reproduction by organizations and electronic access add to that number significantly.
- For the sixth year in a row, a hypothetical stock index, made up of publicly traded companies that have received the award, has outperformed the Standard & Poor's 500. This year, the "Baldrige Index" has outperformed the S&P 500 by 4.8 to 1.
- State and local programs, most modeled after the Baldrige program, have grown from fewer than 10 in 1991 to 51 programs in 44 states. NIST works closely with these state programs providing information and holding an annual meeting to share best practices.
- Internationally, nearly 60 quality programs are operating. Most are modeled after the Baldrige, including the Japanese program.

The White House Non-Profit Task Force

The Economic Development Administration and ACCION Texas

In May, 2000, the Economic Development Administration awarded a \$500,000 grant to ACCION Texas, a non-profit micro-enterprise development program, to purchase and rehabilitate a building. This building will support the statewide headquarters of ACCION Texas; a store-front micro-enterprise lending office in the impoverished East Side neighborhood of San Antonio; and a regional center for economic development, offering comprehensive technical assistance to promote successful micro-entrepreneurial development.

The site of the future ACCION Texas Center for Economic Development is a 5,670 square-foot building located in a distressed community within a city undergoing economic adjustment for military base and manufacturing plant closures. According to the 1990 census, the per capita income in this area is \$7,860, 55 percent of the national average. Fifty-five percent of the San Antonio's total population lives within this target area and 62 percent of this population is in distress, compared to 38 percent of the remaining San Antonio metro area.

Unemployed, underemployed and dislocated workers will benefit directly from this project as ACCION Texas targets its lending program to the marginalized self-employed – those struggling to meet basic needs of housing, food, and education through small entrepreneurial initiatives. Special outreach already is made to disenfranchised, low-income and minority entrepreneurs. This facility, in its new location, will facilitate both the delivery of micro-loans as well as the provision of critical technical assistance that can make the difference in helping a micro-entrepreneur achieve economic independence.

ACCION Texas is a nonprofit micro-enterprise development program dedicated to increasing incomes and creating jobs in low-income communities by providing micro-entrepreneurs with loans and business support services not available from the commercial banking sector. ACCION Texas helps micro-entrepreneurs strengthen their businesses, stabilize their incomes, create additional employment, and contribute to the economic revitalization of their communities. Typical borrowers include small family-owned storefronts and home-based businesses. Sixty percent of ACCION Texas borrowers are women.

ACCION Texas is the flagship member of the ACCION U.S. Network, winning the 1997 Presidential Award for Excellence in Micro-enterprise Development. Launched in San Antonio in 1994, ACCION Texas is now the largest micro-lending agency in the State of Texas.

In 1998, ACCION Texas developed and began to implement an innovative "blueprint" for delivering micro-lending programs to new areas around the state at a much lower cost. The first satellite operation opened in the spring of 1998 in the Rio Grande Valley, one of the poorest regions of the country. Additional satellite offices have since opened in Houston, Dallas/Ft. Worth, and Austin, and the operations of ACCION El Paso have also been brought under the umbrella of ACCION Texas.

The San Antonio office serves as the centralized loan-processing center for the satellite operations, using electronic networking technologies to achieve its results. The new building will make this process easier to facilitate.

ACCION Texas has a strong board of directors working closely with the ACCION management team to increase program visibility, raise funds, encourage community support, and network with local governments and private agencies. Each branch community is represented on the ACCION Board of Directors and is supported by a local Micro-credit Support Council providing leadership, credibility, and oversight. ACCION Texas has developed an organizational structure with the capacity to steadily and significantly increase the number of communities and micro-businesses the program can reach through loans and other business services.

As of June 30, 1999, ACCION Texas had disbursed a total of \$3,866,286 in 1304 loans to 683 micro-business owners. After three small loans each, clients in San Antonio increase business assets by 51 percent, they bring in 37 percent more in monthly business revenue and they increase their take-home pay by 40 percent or an average of \$5,300 per year.

The ACCION Texas Center for Economic Development will provide a permanent home for ACCION Texas and its innovative satellite operations, which are fast becoming a national model for the low-cost delivery of micro-loans in rural and urban regions spanning thousands of miles. The proposed project also will establish the first center in San Antonio to provide comprehensive technical assistance in support of micro-entrepreneurial development – and it will be located in the heart of a distressed community where the people who need its services reside.

NonProfit Task Force

Agency: **National Institute of Standards and Technology**
Technology Administration
Department of Commerce

Activity: **Manufacturing Extension Partnership**

Contact: Mr. Roger Kilmer
Deputy Director, MEP
(301) 975-4676
roger.kilmer@nist.gov

Category: I

The NIST Manufacturing Extension Partnership is a nationwide network of locally managed, non-profit organizations, offering technical assistance and the latest business practices to help smaller manufacturers improve their competitiveness. At the heart of the Manufacturing Extension Partnership is a network of more than 400 manufacturing extension centers and field offices located throughout the country. Started in 1988, today's network delivers services to manufacturers in all 50 states and Puerto Rico. The success of the program lies in leveraging the knowledge of a national system to meet the needs of local markets.

Smaller Manufacturers: Critical to the U.S. Economy

More than 385,000 small and mid-sized manufacturers make vital contributions to the economy. Over 98 percent of the nation's manufacturers are small to medium-sized, defined as having fewer than 500 employees. They supply more than 50 percent of the value added in U.S. manufacturing and employ over 12 million people. That accounts for 65 percent of the all U.S. manufacturing workers with high-skilled, high-wage jobs, paying an average 12 percent more than the average service industry.

Manufacturing Extension Partnership (MEP) centers are local resources serving their local markets. They exist as the result of a partnership among the federal government, state/local governments and industry to help local manufacturers. They are created through a competitive, merit based process where funding is contingent upon successful annual reviews of each center. MEP centers are supported by contributions from public and private organizations that match federal funding. For fiscal year 1999, the network of MEP centers served close to 25,000 manufacturers. The annualized return on the federal investment yielded \$1.7 billion in increased sales and \$250 million in savings for small and mid-sized manufacturers. This partnership also created or saved thousands of jobs.

While part of a national network, MEP centers are independent, non-profit organizations. They offer products and services that meet the specific needs of the region's local manufacturers. Each center works directly with area firms to provide expertise and services tailored to their most

critical needs, ranging from productivity improvements to business practices, from eCommerce applications to environmental management. Solutions are offered through a combination of direct assistance from center staff and work with outside consultants. MEP centers are staffed by knowledgeable manufacturing engineers and business specialists who typically have years of practical experience gained from working on the manufacturing floor and/or managing plant operations. MEP center staff also know the local business community, the available local resources and can access national resources throughout the MEP network.

If NIST solely worked with MEP centers as independent service providers, the national impacts would not be as great. If MEP centers operated in isolation of their peers, the variety and effectiveness of services would not be as great. Most MEP centers are modest in size and operate with tight budgets. The knowledge of the marketplace, ability to develop or acquire current market solutions for small manufacturers are curtailed if each center operates independently. By fostering collaboration, by opening up the system to encourage resource sharing, the MEP program sees synergies emerging. MEP centers have started sharing subject matter experts creating regional coverage. MEP centers are adopting common products that can be marketed nationally. Recognizing the benefits of building an interdependent system, NIST has worked for the past decade to build the infrastructure to realize a national system. These investments are bearing fruit based on the growth in customers served annually, impacts reported by customers, and name recognition of the program.

While most federal programs take no active role in the development of local service programs, NIST is unique in taking an active partnership role. NIST actively brokers opportunities between centers, i.e., convening product development groups to identify new offerings to improving manufacturing productivity. Also, unique among federally funded assistance programs, NIST is willing to divest from programs that do not perform according to its expectations.

NIST is using the Internet to create a knowledge-sharing forum. Over 1,000 field staff from across MEP centers participate in a technical discussion group. Any member can post technical challenges to a listserve. These postings and the subsequent responses are archived on MEP's extranet. This knowledge base is fully searchable, so the issues and responses have a useful life span beyond the current issue faced by an individual. To date over 6,000 posting and responses have occurred.

NIST has also built a virtual university -- training and mentoring opportunities are posted to the system's extranet where MEP center staff can find opportunities to further their professional development. By conferring with NIST on the content of the University offerings, the system is building a baseline of core competencies across the nation.

How Does the Manufacturing Extension Partnership Improve Efficiency and Effectiveness of the Parties Involved?

Providing Better Services

NIST enters into partnership with local nonprofit organizations through a competitive process. Seeking out current service providers, NIST works with state and local government authorities to

identify where government funds can have the greatest impact. Once NIST enters into a partnership with a local non-profit organization, the effectiveness of the partnership is evaluated regularly using criteria derived from the Malcolm Baldrige National Quality Award. This evaluation process is unique among federal sponsorship programs. Also not typically seen in partnership programs is NIST MEP's commitment to a national advisory board. This board is unique in that local non-profit partners nominate the candidates. The national advisory board provides direct guidance and feedback to the NIST program.

But MEP is more than a series of agreements with local technical service providers. MEP is also a national system. Local programs contribute to the development of nationally sponsored products and services. While most federal programs develop a one-way relationship with local partners, MEP respects and listens to its partners synthesizing approaches that work for both parties. Input from working groups guides investment decisions for the types of products the program will feature nationally. Redundancies in product development, marketing, core competencies, and service delivery are minimized as local programs can collaborate in these areas. Through its active partnership with these local non-profit organizations, NIST has moved the national system from delivering short-term point solutions to providing enterprise-transforming strategies. Previous to this partnership, most of the non-profit organizations delivered technology information, training, and isolated point solutions. The partnership based on NIST's investment and the non-profits commitment to common strategic goals has evolved services to be more enterprise oriented and delivering real improvements to productivity and competitiveness.

— what
remains
of products
services
(web??)

Transferring Practices to Other Programs

The lessons learned from the partnership established between NIST and the MEP centers can be duplicated in other settings. The Manufacturing Extension Partnership is one of the first federal programs to fully invest its success in a partnership with local service providers. Going beyond simply passing out money, MEP is about creating a common vision, seeking a single path to success, and learning from each other. This program shows that national impacts can be achieved by investing in local capabilities. Federal involvement has been best served as a facilitator and mentor. Balancing local identity with national name recognition opens the doors to many whom otherwise may be leery of federal assistance programs. Federal programs can be active partners in extension programs.

\$1,500,000

E-Mail: denal@ix.netcom.com)

The result has been the dramatic expansion of Goodwill's training and manufacturing operation. Through vocational training, Goodwill moves a steady stream of skilled workers into local garment industry employment where a documented labor shortage exists. Because of the project's vocational rehabilitation component, the grant funds did more than create 300 jobs. New earning power is fostering local economic growth.

① funding

② relationship supply and demand

rel

workshop
supply us
use as step stone
to other

no
interpersonal
relationships
put unbearable
strain on jobs

random
- jobs
training
capacity

Miami Herald
-print
-ads
-assembly

27 mill budget
 23.6 mil corporate
 2.4 mil fees & grants fed
 1500 people
 2 mill savings
 1.3 mil

grant
to a non profit
to serve
people
secured
DD contracts
functional
garment
put

deal w/ to work

The chart below demonstrates data on employment, placement, earning power and Federal taxes resulting from the grant.

GOODWILL INDUSTRIES OF SOUTH FLORIDA, INC.
Project Economic Impact/Benefit Projection

PEOPLE BENEFITTED				NEW EARNINGS CREATED		NEW FEDERAL TAXES	
Year	Annual Employment	Cumulative Placements	Total	Annual Earnings \$1,000	Total Earnings \$1,000	Tax Rate	Total \$1,000
1st	150	--	150	\$ 950	\$ 950	15%	\$ 140
2nd	300	--	300	1,900	2,650	15%	427
2rd	300	150	450	1,900	6,700	15%	855
4th	300	300	600	1,900	8,000	15%	1,282
5th	300	450	750	1,900	11,400	15%	1,710
6th	300	600	900	1,900	14,250	15%	2,137
7th	300	750	1,050	1,900	17,100	15%	2,868
8th	300	900	1,200	1,900	19,950	15%	2,892

Several years prior to Hurricane Andrew, Goodwill pursued the opportunity to manufacture commodities for the Federal Government and was awarded a contract to produce military garrison caps. After the hurricane, the Department of Commerce grant jump-started expansion of the agency's capabilities in this field and helped revitalize Goodwill.

Goodwill has the building capacity at its main facility to accommodate additional manufacturing contracts and working capital to support increased production. They, however, did not have the financial resources to purchase production equipment or to make necessary building adaptations. The grant was Goodwill's stepping stone to pursuing additional manufacturing contracts, ensuring continued growth of that program.

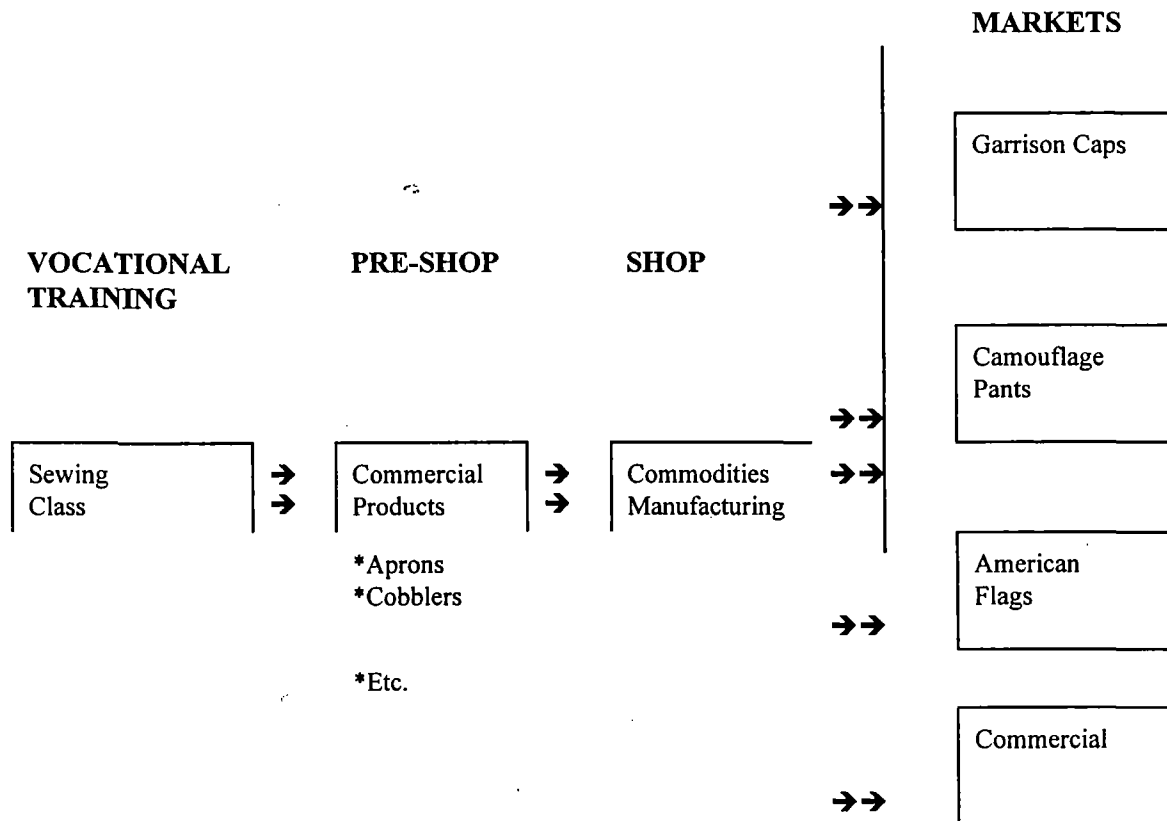
In addition to production area renovation, other building additions and renovations to increase capacity and efficiency were also provided by the grant. The parking lot was improved to expand capacity, traffic flow and to enhance safety and security. New ramps and steps were built to improve access to the building. The entrance was redesigned to consolidate receptionist, personnel and medical areas for improved entrance control and security. Bathrooms throughout the building were expanded and modernized. Additional classrooms, office space and conference rooms were built or renovated to accommodate increased activities in Evaluation, Training,

Counseling, Job Readiness and Placement.

Now that the renovation is complete, Goodwill is on schedule with its two year phase in plan to employ 300 people and place 150 in the local garment industry annually. To accomplish this, the building was adapted to serve approximately 600 additional clients each year through the rehabilitation and employment components of Goodwill.

Goodwill's rehabilitation program is playing a significant role in achieving the project goal. Disabled/disadvantaged individuals who need help to enter productive employment are recruited. The agency's Evaluation Department determines their aptitudes and potential for training. They receive rehabilitation services, and enter an Industrial Sewing Vocational Training Program. Subsequently, they work manufacturing aprons and other similar commodities which Goodwill produces. Thus, they gain production line experience in areas where mistakes are not costly. As their skills improve, Goodwill employs them in manufacturing Federal Government commodities.

A Goodwill job coach assists them until they become efficient producers. Being trained in performing a variety of sewing tasks, they receive job readiness training and are assisted in securing employment in the local garment industry through Goodwill's Job Placement Department.



HHS

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of Health and Human Services

Nominated Programs:

(Please circle one category per nominee)

the best
I better service
III improving NP effectiveness
IV resources
V share info
① The National Immunization Program

☒ Yes No Maybe Need Info

Rotary Foundation Blane Community Immunization Grant Program

☒ Yes No Maybe Need Info

Girl Power! *IV leverage*

Yes No ☒ Maybe Need Info

Smoke Free Kids and Soccer

Yes No ☒ Maybe Need Info

*simple replicable mission impact **

look a pso/info em. paper



U.S. Department of Health and Human Services
Examples of Model Partnerships and Approaches to Working with the Nonprofit Sector
June 2000

Introduction:

The following four partnerships have been selected as examples of model HHS partnerships with the non-profit sector for several reasons, including:

- 1) Broad applicability across the full spectrum of the seven categories identified by the Nonprofit Task Force at its last meeting. The projects described below have particular relevance to areas I (Providing better services); III (Allowing input into the policy making process); IV (Leveraging resources); V (Sharing Information); and VII (Improving the effectiveness of nonprofit organizations).
- 2) The ease through which the structure of these types of partnerships can be replicated outside of the HHS substantive environment. We chose those projects which we felt had an organizational model which could be easily transferred to different governmental contexts and agencies.
- 3) A focus on enabling each partner to participate in a manner which best utilized their inherent organizational strengths, so that the total package leveraged resources to the maximum extent. The projects below are ones in which the federal government created the overall master plan and maximized its ability to develop and implement national goals; the local non-profit organizations contributed their understanding of individual community and indigenous geographic needs; private corporate and foundation funders contributed resources which were more elastic and less constrained (and therefore sometimes more able to absorb potential risk) than federal or state resources; and "celebrity" partners like national sports franchises brought in media attention, credibility, and interest from the target populations.

Example One:

**Successful Nonprofit Sector Partnerships for Childhood Immunization:
The National Immunization Program**

The National Immunization Program (NIP) at the Centers for Disease Control and Prevention (CDC) works closely with partners in the nonprofit sector to promote infant and childhood immunizations. These partnerships have many purposes, including building awareness of the importance of childhood immunizations, educating parents about the benefits and risks associated with immunization, and facilitating access to health care providers. Described below are two examples which highlight NIP's work with the nonprofit sector.

Colorado Children's Immunization Coalition

Established in 1991 and incorporated as a non-profit organization in 1998, the Colorado Children's Immunization Coalition (CCIC) is a statewide public/private partnership dedicated to fully immunizing Colorado children two years of age and younger. Each year, there are more than 16,000 Colorado children who do not receive the immunizations they need to protect them from the ten serious diseases for which there is a safe and effective vaccine. The CDC's National Immunization Program's Community Outreach and Planning Branch initially provided the CCIC with training and technical assistance, and now works with CCIC to promote its efforts and strategies to other states and communities. Materials and "lessons learned" from CCIC's many activities are shared with other childhood immunization programs across the nation. The CCIC successful projects include:

- CCIC has developed a strategic plan that addresses public awareness and support for developing childhood immunization strategies in five Colorado communities;

- CCIC's member organizations have sponsored dozens of free clinics which have immunized thousands of children statewide.
- CCIC is working closely with the Colorado Department of Public Health and Environment to aid in developing an immunization registry throughout Colorado.
- Working in conjunction with seven Denver Fund Partners of the Robert R. McCormick Tribune Foundation, the CCIC launched a statewide public awareness campaign to encourage "Five Visits Before Age Two." The seven partners included Colorado's four professional sports franchises (i.e., the Colorado Avalanche, Colorado Rockies, Denver Broncos, and Denver Nuggets). Each fund partner provides in-kind support, including production and airing of public service announcements on radio and television, community events, print ads, and free shot clinics.

There are at least two keys to CCIC's success. One, CCIC's comprehensive strategy and collaborative efforts are unified by a clear, common goal—improving the immunization rate of Colorado's children. And two, CCIC's seeks both depth and breadth in its partnership and outreach activities. CCIC members encompass a wide variety of public, private, community, and individuals. Today, the Colorado Children's Immunization Coalition currently has more than 50 participating organizations and individual members, including the Robert R. McCormick Tribune Foundation, the Centers for Disease Control and Prevention, the Colorado Chapter of the American Academy of Pediatrics, and many county health departments.

Contact address and phone numbers:

HHS: Ellen Dahl, Office of the Assistant Secretary for Public Affairs, 202-690-7578
 Local: Colorado Children's Immunization Coalition
 1800 Emerson, B281
 Denver, CO 80218
 Phone: 303-864-5340
 Fax: 303-764-8049

Example Two:

Rotary Foundation Blane Community Immunization Grant Program

Since 1985, Rotary Clubs have been actively involved in infant and childhood immunization programs, both domestically and internationally. In 1985, Rotary International launched its PolioPlus program, an effort that involves extensive collaboration with the Centers for Disease Control and Prevention, the World Health Organization, the Task Force for Child Survival, and UNICEF. This program has been a central component of the international effort to eradicate polio from the world and support immunization of the world's children against preventable childhood diseases.

In 1999, Rotary Foundation announced a new program designed to improve childhood immunization rates in U.S. communities. The new program, the Rotary Foundation Blane Community Immunization Grant Program, provides up to \$1,000 in matching funds to U.S. Rotary clubs for new projects designed to address the immunization needs of underserved populations. The project considers applications throughout the year. Participation in a coalition within the Rotary club's community is a prerequisite for receiving a Blane Community Immunization grant.

Among Rotary's previous successes in fostering childhood immunization are:

* The first Rotary-sponsored U.S. immunization project— “Be Wise— Immunize,” initiated by the Rotary Club of Southside Tulsa, Oklahoma, in 1989. This project now involves a broad-based community coalition of more than 90 members, and from 1989 to 1999, the immunization rate for preschool children in Tulsa has doubled, from 40 percent to 80 percent.

* Rotary Clubs in New York State began the “Shots for Tots” program in the early 1990s to boost immunization levels of preschool children. Working in a coalition that now numbers 50-75 partners, have performed diverse tasks, including designing and launching a public education campaign and promoting immunization clinics.

The new grant program is designed to extend Rotary’s initial success by utilizing three elements that appear to be at the core of effective programs. Specifically, the Blane Community Grant program seeks to achieve success by: 1) providing a financial incentive for local Rotary clubs to undertake immunization promotion projects, 2) stimulating the creation and use of broad-based community coalitions, and 3) focusing community immunization efforts on areas of greatest need, such as children in inner cities or rural areas who are not getting immunizations on time.

Contact information:

HHS: Ellen Dahl, Office of the Assistant Secretary for Public Affairs, 202-690-7578

Local: Blane Community Immunization Project
The Rotary Foundation of Rotary International
One Rotary Center
1560 Sherman Avenue
Evanston, IL 60201
(847) 866-8736

Example Three:

Girl Power! partnership with Girl Scouts

Girl Power! is a national public education campaign sponsored by the Department of Health and Human Services (HHS) to help encourage and motivate 9- to 14-year-old girls to make the most of their lives. Studies show that girls often tend to lose self-confidence and self worth during this pivotal age, becoming less physically active, performing less well in school, and neglecting their own interests and aspirations. It’s during these years that girls become more vulnerable to negative outside influences and to mixed messages about risky behaviors.

The Girl Power! campaign has teamed up with many organizations, including the Girl-Scouts of the U.S.A. to reach out to girls. The Girl Scouts is the world’s preeminent organization dedicated solely to girls where, in an accepting and nurturing environment, girls build character and skills for success in the real world. In partnership with committed adult volunteers, girls develop qualities that will serve them all their lives, such as leadership, strong values, social conscience, and conviction about their own potential and self-worth. As the Girl Scouts say, “Girl Scouts. Where Girls Grow Strong.”

The success of the Girl Power!/Girl Scouts partnership is based on its common goals. Both organizations reach out to girls and want them to say no to negative influences in their lives and encourage and support them in positive activities and skill-building experiences.

This partnership has been strong both at the national and local levels. In the past three years, Girl Power! and the Girl Scouts teamed up to develop activity guides for two age groups: ages 9-11 and ages 12-14. Filled with useful information and fun activities, these two guides form the basis of the Girl Power! patch program awarded after activities have been completed. Geared towards younger girls, *Girl Power! How to Get It* covers such topics as positive self-image, fitness, good nutrition, and communication. It provides younger girls with fun exercises to help strengthen their Girl Power! and build the skills they need to realize their full potential. Geared for older girls, *Girl Power! Keep It Going* helps older girls develop skills in problem solving, critical thinking, communication, and resisting peer pressure.

Girl Power! has also teamed up with the Girl Scouts to participate in several other Administration efforts and events including the Office of National Drug Control Policy (ONDCP) media campaign to prevent substance abuse, the HHS/USDA National Nutrition Summit, and the Milk Matters Campaign.

Many of local Girl Scout troops are also actively involved with Girl Power! For example the Tongass Alaska Girl Scout Council hosts an annual weekend "transition retreat" for approximately 50 girls who are entering middle school and high school. Because teenage alcohol use rates in Alaska are high, the retreat focuses on prevention of alcohol abuse. The girls discuss their feelings about starting new schools, learn skills for developing positive peer relationships, and write reflections in their Girl Power! diaries. Additionally, Girl Power! continuously receives requests from troops for products to support existing activities.

Contact Information:

Vicki Rivas-Vasquez

Office of the Assistant Secretary of Public Affairs, HHS

Room 647D

200 Independence Ave, SW

Washington, DC 20201

202-690-7850

Example Four:

Smoke Free Kids and Soccer

"Smoke-Free Kids and Soccer" is an innovative collaboration between the Department of Health and Human Services (DHHS), the U.S. Women's National Team, and US Soccer, the governing body of American soccer. Participating DHHS agencies include the National Cancer Institute (NCI), the Centers for Disease Control and Prevention (CDC) and the President's Council on Physical-Fitness and Sports. The program models the "Smoke-Free" lifestyle of the National Team members and encourages adolescent girls to participate in soccer to maintain physical fitness and resist pressures to smoke.

Members of the U.S. National Team have agreed to bring the "Smoke-Free Message" to millions of their young fans. They are committed to encouraging more girls to take up soccer and put down cigarettes.

In explaining the importance of the "Smoke-Free" campaign, U.S. Co-Captain Julie Foudy challenged parents, teachers and coaches to join the "Smoke-Free Kids and Soccer" campaign and "to set an example for these kids and show them what a Smoke-Free life is all about." Foudy added, "It is a lifestyle to be learned when you are young and a lifestyle that will buy you years of healthy living." Foudy, 25, an internationally recognized midfielder, summed up the attitude of the fiercely competitive US players: "We'd much rather smoke a defender than a cigarette."

Women's soccer was selected to highlight the "Smoke-Free" campaign because of the game's growing popularity among young girls. In 1996 Women's Soccer appeared as a medal event at the 1996 Atlanta Olympic games. The U.S. was awarded the Gold Medal in a tough 2-1 victory over the team from China. In 1999, the 3rd Women's World Cup will be hosted by the U.S. Soccer represents one of the most popular sports for American girls with more than 7 million participants. Its growing popularity suggests a bright future for the sport in helping to curtail the growing prevalence of smoking among teenage girls.

Components of "Smoke-Free Kids" Program: A 30 second television ad, 60 second radio commercial, two motivational posters and a "Fact Sheet" on tobacco and soccer performance were developed by DHHS in partnership with the U.S. National Team and the Massachusetts Department of Public Health. Dissemination of the materials has taken place around the National Team's schedule of international matches within the U.S.

Current Status of Program The NCI and CDC are now disseminating "Smoke-Free Kids and Soccer" posters and related materials to youth soccer associations, local PTAs, and

State/local health departments.

Contact Information

Damon Thompson, Communications Director, OPHS
200 Independence Ave, SW
Washington, DC 20201
(202) 205-1842
DThompson@osophs.dhhs.gov

Local examples:

The Silver Sage Girl Scout Council in Boise, Idaho and Boise State University co-host an event to celebrate National Girls and Women in Sports Day. Three hundred girls in grades K-8 participate in a variety of athletic activities and receive Girl Power! sports posters, diaries, and pins.

The Mississippi Valley Girl Scout Council in Cedar Rapids, Iowa hosts a 1-day "Teaming for Tomorrow" conference for 150 girls between the ages of 12 and 14. The program specifically targets girls from low socioeconomic communities. Girls spend the morning attending leadership workshops, then have the opportunity to shadow local businesswomen to learn about their careers. Each girl who participates receives a Girl Power! diary.

The Heritage Trail Girl Scout Council in Mansfield, Ohio conducts an annual sports day for girls in grades 4 to 6. Activities include double-dutch jump roping, golf lessons, and aerobics. Girls also participate in discussion about healthy eating habits led by local nutritionists. All of the activities stress the need for girls to have a positive self-image. Each girl who attends receives a gym bag containing Girl Power! posters, bookmarks, and pins.

The Girl Scouts of Utah and the University of Utah co-sponsor a sports event for 200 12- to 18-year-old girls. The girls participate in basketball, volleyball, soccer, softball, and football clinics run by university women athletes and alumni. Each participant receives a Girl Power! diary, sports poster, and tickets to a University of Utah women's basketball game.

INTERIOR

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

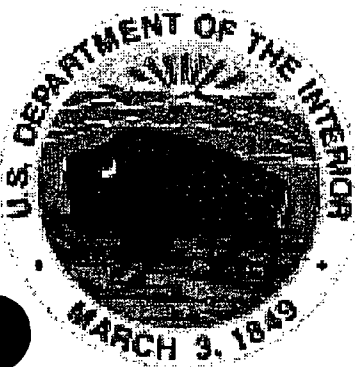
Department/Agency:

Department of the Interior

Nominated Programs:

(Please circle one category per nominee)

(I) service (VII) improve NP's				
The Conservation Leadership Network	(IV) bridge (V) share info	☒ Yes	☐ No	☐ Maybe ☐ Need Info
Save America's Treasures Grants	(IV) leverage	☒ Yes	☐ No	☐ Maybe ☐ Need Info
USGS-Nonprofit Interactions	(I) research partnerships (VI) improve gov't	☐ Yes	☐ No	☒ Maybe ☐ Need Info
Wildlife Management Institute	(I) service (I) research (V) share info	☐ Yes	☐ No	☒ Maybe ☐ Need Info



The Conservation Leadership Network

A Model Partnership Between Governmental and Non-Governmental Organizations Dedicated to Building the Capacity of America's Conservation Professionals

The Conservation Leadership Network is a strategic alliance of governmental and non-governmental organizations dedicated to building the capacity of professionals committed to natural resource conservation.

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

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

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

The goal of the Conservation Leadership Curriculum is to provide high-quality, affordable and accessible courses to meet the needs of today's conservation professionals. The curriculum's objectives are to give the conservation community access to diverse learning opportunities and offer a variety of collaborative learning experiences involving participants from the nonprofit, private and public sectors. Since the opening of the National Conservation Training Center, the partnership between the Fund and the Service has resulted in the following new courses: "Balancing Nature and Commerce in Gateway Communities", jointly developed by the Fund, the NCTC Division of Education Outreach, the National Park Service and the Sonoran Institute; "Conserving Endangered Species on Non-Federal Lands", jointly developed by the NCTC Environmental Conservation Branch, the Fund and other training partners "GIS Design for Regional Conservation Planning", jointly developed by the Fund, the NCTC Technical Training Branch and the University of Florida; and "GIS Overview for Community-Based Natural Resource Conservation", jointly developed by the Fund, the NCTC Technical Training Branch and the Canaan Valley Institute; "

Other courses developed through Conservation Leadership Network partnerships include:

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

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

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

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

- *Provided better services*, by offering a diversity of educational and relationship-building opportunities for governmental and non-governmental conservation professionals;
- *Leveraged resources*, by combining direct funding and indirect in-kind professional support for

designing, piloting and delivering educational services;

- *Improved the effectiveness of nonprofit organizations*, by designing new courses specifically geared toward building organizational as well as professional capacity for today's conservation nonprofits;
- *Shared information*, by jointly gathering, compiling and distributing best practices, case studies and other course "content" directly applicable to the day-to-day work of conservation professionals; and
- *Developed research partnerships*, by collecting new data and information to support the Network's educational offerings.

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

For Additional Information on the Conservation Leadership Network:

Dr. Mark A. Benedict, The Conservation Fund
Director, Conservation Leadership Network and NCTC-NGO Liaison
National Conservation Training Center
Route 1, Box 166, Shepherd Grade Road
Shepherdstown, WV 25443
Phone: 304/876-7461, Fax: 304/876-7751, Email: mark_benedict@fws.gov
Website: <http://www.conservationfund.org/conservation/leadership/index.html>

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

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

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

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

Contacts:

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

The program contact is:

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

Private sector information is available from:
Save America's Treasures
National Trust for Historic Preservation
1785 Massachusetts Avenue, N.W.
Washington, D.C. 20036
202-588-6202 or 877-873-2787

June 15, 2000

June 19, 2000

Non-Profit / USGS Interactions: Best Practices

WILDLIFE MANAGEMENT INSTITUTE

Categories:

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

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

The contributions of the State, Universities and USGS to the Coop Units are obvious. Universities provide infrastructure, facilities, maintenance, scientific guidance to the program. The States provide base operational funding, vehicles and labor. USGS provides scientific guidance, salaries, benefits and general support. Although the significance of the role WMI contributes to this partnership may not be immediately evident, it is critical to the success of the Coop Unit program. The WMI provides Coop Unit oversight, coordination, communication, direction and outreach at the national level.

Page

The WMI organizes and orchestrates cooperators providing the mechanism for additional appropriations to reach the States and Universities. WMI provides the balance between federal and State programs, resource needs, and political issues. WMI stabilizes and sustains the program through large investments of time and personnel directed toward monitoring Congressional activity and communicating the successes of the Coop Unit Program. They are advocates who promote the prestige of the Program as well as enhance the effectiveness and relevance to resource and public needs.

This model of partnership has limitation as far as applicability to future programs. The relationship between the Coop Unit and the WMI was legislated and has a longstanding formal tradition. However, with foresight, similar nonprofit/governmental liaisons can be established. For example, the North American Bird Conservancy program would be an excellent nonprofit, nongovernmental organization to partner with State and federal agencies to coordinate national land conservation and management planning on broad scale issues. With the potential infusion of funding support to State via the CARA initiative, nonprofit organizations such as the North American Bird Conservancy can play a critical role in shaping the strategic vision of governmental agencies, coordinating efforts, and leveraging financial resources in ways that can strongly influence the way government accomplishes it numerous missions, assist in shaping those missions and in this way, better serves the resource.

June 16, 2000

Non-Profit / USGS Interactions: Best Practices

NSDI STAKEHOLDERS

Categories: All

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

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

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

- Promote the use of FGDC-endorsed standards for geospatial data transfer, content, collection, and quality control among cooperating organizations.
- Participate in standards development, review and implementation.
- Coordinate data collection and sharing for geospatial data categories of interest to the cooperating organization.

- Participate in the National Geospatial Data Clearinghouse.
- Participate in the development of a National Geospatial Data Framework.
- Represent the FGDC at meetings as appropriate and mutually beneficial.
- Participate in FGDC meetings and activities, including an annual meeting with the FGDC Steering Committee.

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

- Conducts technical workshops to explain the purpose of and strategies for implementing FGDC-endorsed geospatial data standards.
- Assists cooperators in using the National Geospatial Data Clearinghouse to locate additional sources of data, training and expertise.
- Links cooperating groups' World Wide Web Home pages to the FGDC NSDI Internet World Wide Web Homepage.
- Offers qualified NSDI stakeholders the opportunity to participate on working groups and subcommittees, as appropriate.
- Keeps cooperating group members informed of upcoming FGDC-sponsored activities and initiatives.

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

Points of Contact:

John Moeller

Staff Director, FGDC Secretariat

Phone: (703) 648-5752

E-mail: jmoeller@usgs.gov

Sheryl G. Oliver

President, NSGIC

Phone: (217) 785-8586

E-mail: soliver@dnrmail.state.il.us

SBA

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Small Business Administration

Nominated Programs:

(Please circle one category per nominee)

Small Business Development Centers

Yes No Maybe

Need Info

Women Business Centers

Yes No Maybe

Need Info

Service Corps of Retired Executives

Yes No Maybe

Need Info

Business Information Centers

Yes No Maybe

Need Info

*Explain
further
direct
link to
nonprofits*





Small Business Administration

Fax Transmission Cover Sheet

To: Mary Ellen McGuire

Organization: Office of the First Lady

Telephone: _____ Fax: 202-456-6244

Date: 07/18/00 Time: 8:59 AM

Number of Pages (including this page): 5

From: David Ashley

Office: Marketing - david.ashley@sba.gov

Phone: 202-205-6868 Fax: 202-481-0975

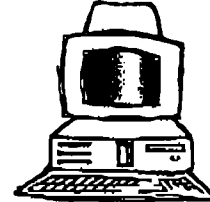
Message:

OK,

Here it is. Many thanks!

David

On January 1, 2000, some computer-based systems will begin processing information as if it were January 1, 1900. This is called the Year 2000 problem or the "Y2K bug." It may cause problems for your small business unless you act now. This is not just a computer problem. It could affect any equipment that uses a computer chip as well as the suppliers and business partners you rely on.



Are You Y2K OK?

For more information, contact SBA at
1-800-U-ASK-SBA
Y2K Fax-Back: 1-877-RU-Y2K-OK
<http://www.sba.gov/y2k/>

NOTE: Be aware fax machines using thermal paper produce an unstable image which will deteriorate. Copy messages onto plain paper prior to filing as a record!

CONFIDENTIALITY NOTE: The information contained in this facsimile transmittal sheet and the document(s) that follow are for the exclusive use of the addressee and may contain information protected by the Privacy Act, 5 U.S.C. 552a, or otherwise confidential, privileged, or non-disclosable information. If the recipient of this facsimile is not the addressee or is not the person responsible for delivering this facsimile to the addressee, the recipient may violate the law by reading, photocopying, distributing or otherwise using this facsimile transmission or its contents in any way. If the recipient has received this facsimile transmission in error, the recipient should notify the sending office immediately.



Non Profit Partnership Models – SBA's Response

Women Bushiness Centers

Category I – Providing Better Service

In keeping with reaching out to a historically underrepresented segment on the business community, Women Business Centers are key delivery systems for SBA's technical assistance and training. These non-profit organizations provide extensive training to small business owners across the United States. Many entrepreneurs get their first exposure to business through assistance from these centers. Were it not for these centers, many people would not be in a position to enter the business arena. Often these people are left without the resources others have. With wholehearted dedication and an indefatigable drive, the expert staff at these centers work to ensure all clients have the best resources to realize their dream. These organizations help the SBA achieve its mission of promoting entrepreneurship. As a result of these organizations, many small business owners will be able to grow their businesses thus contributing to their community and to the U.S. Economy.

This is an exciting time to be a woman business owner. Women are starting businesses at twice the rate of men and are staying in business longer. Based on current calculations using the latest data from the Census Bureau, SBA's Office of Advocacy estimates that there are 9.1 million women-owned firms today, employing 27.5 million people and contributing \$3.6 trillion in sales and revenue to the U.S. economy.

There are 93 Women Business Centers throughout the United States. Each women's business center provides assistance and/or training in finance, management, marketing, procurement and the Internet, as well addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. All provide individual business counseling and access to the SBA's programs and services; a number are also intermediaries for the SBA's MicroLoan and Loan Prequalification programs. Each WBC tailors its programs to the needs of its constituency; many offer programs and counseling in two or more languages.

WBCs work cooperative with SBA's Office of Women's Ownership in delivering services. Also serving as a feeder to SBA, many WBC clients might apply for an SBA guaranteed loan. These clients will be better prepared for the process if they work with the WBCs in laying the foundation for a successful business.

WBCs work cooperative with the SBA and have offices within the SBA. For two major reasons many of their clientele would not have access to small business counseling were it not for these organizations. First, some of these entrepreneurs are in more rural area where business counseling is not readily available, and second, many of the entrepreneurs are just starting and do not have the budget to pay private business counselors.

Additionally to Improve Service and Reach in the Community:

- They work extensively with chambers of commerce, civic organizations, and economic development groups to offer services nationwide – especially to those in rural and economically depressed areas.
- They have an elaborate network of service centers target to a growing, and traditionally underrepresented, segment of the business community.
- They offer business workshops and seminars
- These centers might have advisory boards consisting of community and business leaders. These boards can help in developing better ways to provide service
- Often chambers of commerce, civic groups, and associations will work with these centers on business development endeavours such as community economic meetings, workshops, outreach, and data sharing.
- Members of these centers often serve voluntarily on various boards and committees. These meetings often involve strategic planning for the host organization. Additionally, many of these centers are at host university institutions thus involving these centers in the strategic planning of the host institution while simultaneously fostering a symbiotic relationship.
- Lending institutions are a key partner of these centers. Many clients are seeking financial assistance for their business. Providing a link between the business owner and the lending institution is an invaluable role these centers play. Many people would not get their businesses started for lack of funding. These centers often make the difference between obtaining financing thus enabling the entrepreneur to state his business.
- These centers often co-host or sponsor community outreach and economic development events. Often sponsored by the local chamber or civic groups, these events greatly benefit the community. These centers play an active role in bringing services to the public through community events.
- Increased cooperation between the host institution and these centers continues to increase efficiency and effectiveness of center operation. By working together the various these centers and their respective host institutions (such as a university or chamber office), maximize their resources and contact with the public.

Relationship with SBA:

- Five year grants awarded by SBA for up to \$150,000 per WBC
- Center budget contingent on center proposal, needs, market, etc.
- WBC must match \$1 private sector moneys for every \$2 in federal moneys
 - This ratio will change to one to one
- Can compete to renew grant after fifth year
- Grant awarded at the federal level (by SBA) and monitored/administered at the SBA district office level
- WBCs are non profit organizations who hire their own staff
- WBCs are required to have a board of directors to provide WBC and SBA with insight, recommendations, and guidance
- Success at these centers assists SBA with meeting its goal of increased women entrepreneurship

Non Profit Partnership Models – SBA's Response

SCORE (Service Corps of Retired Executives)

Category I – Providing Better Service

In the spirit of voluntarism, SCORE representatives are in the forefront of business development. SCORE is an invaluable outlet for SBA's technical assistance and training. These non-profit organizations provide extensive training to small business owners across the United States. Many entrepreneurs get their first exposure to business through assistance from these centers. Each day thousands of people enter these centers nationwide with a common goal – to get a chance at their piece of the American dream. Were it not for these centers, many people would not be in a position to enter the business arena. Often these people are left without the resources others have. With wholehearted dedication and an indefatigable drive, the expert staff at these centers work to ensure all clients have the best resources to realize their dream. These organizations help the SBA achieve its mission of promoting entrepreneurship. As a result of these organizations, many small business owners will be able to grow their businesses thus contributing to their community and to the U.S. Economy.

SCORE provides free business counseling services to the public through 11,500 volunteers, 389 chapters, and 68 district and 10 regional offices. SCORE counselors are retired executives who donate their time to assist entrepreneurs. Their wealth of experience and dedication make this organization an invaluable non-profit partner with SBA. Their services include one-on-one counseling as well as training workshops. Just last month, SCORE launched its innovative interactive Web site – www.score.org. This state of the art site offers clients a vast array of options geared towards developing and promoting entrepreneurship. Some of these services include online counseling, assistance with creating and launching a business Web site, business preparedness tests, a library of resource materials, and resource linkages.

SCORE's impact on America's entrepreneurs cannot be overstated.

During FY 99:

- Nearly 60,000 email cases were done
- 750 counselors provided online counseling
- 187,000 new cases
- 5,925 workshops offered
- 118,000 workshop attendees
- *All on a tight budget and with a volunteer counselors.*

SCORE works cooperative with the SBA in delivering services. Also serving as a feeder to SBA, many SCORE clients might apply for an SBA guaranteed loan. These clients will be better prepared for the process if they work with SCORE in laying the foundation for a successful business.

JULY 2000

SCORE works cooperative with the SBA and have offices within the SBA. For two major reasons many of their clientele would not have access to small business counseling were it not for these organizations. First, some of these entrepreneurs are in more rural area where business counseling is not readily available, and second, many of the entrepreneurs are just starting and do not have the budget to pay private business counselors.

Additionally to Improve Service and Reach in the Community:

- SCORE has an elaborate network of service centers to meet clients' needs
- SCORE works extensively with chambers of commerce, civic organizations, and economic development groups to offer services nationwide – especially to those in rural and economically depressed areas. They also offer business related workshops. Training, from experience entrepreneurs, to those who might not otherwise have access to business training.
- SCORE members often serve voluntarily on various boards and committees. These meetings often involve strategic planning for the host organization.
- Lending institutions are a key partner of SCORE. Many clients are seeking financial assistance for their business. Providing a link between the business owner and the lending institution is an invaluable role SCORE plays. Many people would not get their businesses started for lack of funding. SCORE can make the difference in obtaining business financing.
- Using the Internet for online business counseling.

Relationship with SBA

- Center staff are voluntary
- SBA district office services as contact point for SCORE district offices
- \$3.5 million in grant moneys were awarded for FY 2000 and are administered through the SBA. Moneys are doled-out to the SCORE regions and are then in-turn allocated to the local SCORE district office
- Grant awarded yearly
- Local SCORE budget is used to reimburse expenses of SCORE volunteers, for facility rent, and for center operation (other than salary)
- Thirteen SBA SCORE headquarter staff work, and are paid, to administer the program nationally
- SCORE, on an extremely limited budget, add greatly to the success of entrepreneurs in the United States and thus are an integral part of SBA's meeting its mission

Non Profit Partnership Models – SBA's Response

Women Bushiness Centers

Category I – Providing Better Service

In keeping with reaching out to a historically underrepresented segment on the business community, Women Business Centers are key delivery systems for SBA's technical assistance and training. These non-profit organizations provide extensive training to small business owners across the United States. Many entrepreneurs get their first exposure to business through assistance from these centers. Were it not for these centers, many people would not be in a position to enter the business arena. Often these people are left without the resources others have. With wholehearted dedication and an indefatigable drive, the expert staff at these centers work to ensure all clients have the best resources to realize their dream. These organizations help the SBA achieve its mission of promoting entrepreneurship. As a result of these organizations, many small business owners will be able to grow their businesses thus contributing to their community and to the U.S. Economy.

This is an exciting time to be a woman business owner. Women are starting businesses at twice the rate of men and are staying in business longer. Based on current calculations using the latest data from the Census Bureau, SBA's Office of Advocacy estimates that there are 9.1 million women-owned firms today, employing 27.5 million people and contributing \$3.6 trillion in sales and revenue to the U.S. economy.

There are 93 Women Business Centers throughout the United States. Each women's business center provides assistance and/or training in finance, management, marketing, procurement and the Internet, as well addressing specialized topics such as home-based businesses, corporate executive downsizing and welfare-to-work. All provide individual business counseling and access to the SBA's programs and services; a number are also intermediaries for the SBA's MicroLoan and Loan Prequalification programs. Each WBC tailors its programs to the needs of its constituency; many offer programs and counseling in two or more languages.

WBCs work cooperative with SBA's Office of Women's Ownership in delivering services. Also serving as a feeder to SBA, many WBC clients might apply for an SBA guaranteed loan. These clients will be better prepared for the process if they work with the WBCs in laying the foundation for a successful business.

WBCs work cooperative with the SBA and have offices within the SBA. For two major reasons many of their clientele would not have access to small business counseling were it not for these organizations. First, some of these entrepreneurs are in more rural area where business counseling is not readily available, and second, many of the entrepreneurs are just starting and do not have the budget to pay private business counselors.

JULY 2000

Additionally to Improve Service and Reach in the Community:

- They work extensively with chambers of commerce, civic organizations, and economic development groups to offer services nationwide – especially to those in rural and economically depressed areas.
- They have an elaborate network of service centers target to a growing, and traditionally underrepresented, segment of the business community.
- They offer business workshops and seminars
- These centers might have advisory boards consisting of community and business leaders. These boards can help in developing better ways to provide service
- Often chambers of commerce, civic groups, and associations will work with these centers on business development endeavours such as community economic meetings, workshops, outreach, and data sharing.
- Members of these centers often serve voluntarily on various boards and committees. These meetings often involve strategic planning for the host organization. Additionally, many of these centers are at host university institutions thus involving these centers in the strategic planning of the host institution while simultaneously fostering a symbiotic relationship.
- Lending institutions are a key partner of these centers. Many clients are seeking financial assistance for their business. Providing a link between the business owner and the lending institution is an invaluable role these centers play. Many people would not get their businesses started for lack of funding. These centers often make the difference between obtaining financing thus enabling the entrepreneur to state his business.
- These centers often co-host or sponsor community outreach and economic development events. Often sponsored by the local chamber or civic groups, these events greatly benefit the community. These centers play an active role in bringing services to the public through community events.
- Increased cooperation between the host institution and these centers continues to increase efficiency and effectiveness of center operation. By working together the various these centers and their respective host institutions (such as a university or chamber office), maximize their resources and contact with the public.

Relationship with SBA:

- Five year grants awarded by SBA for up to \$150,000 per WBC
- Center budget contingent on center proposal, needs, market, etc.
- WBC must match \$1 private sector moneys for every \$2 in federal moneys
 - This ratio will change to one to one
- Can compete to renew grant after fifth year
 - Grant awarded at the federal level (by SBA) and monitored/administered at the SBA district office level
- WBCs are non profit organizations who hire their own staff

- WBCs are required to have a board of directors to provide WBC and SBA with insight, recommendations, and guidance
- Success at these centers assists SBA with meeting its goal of increased women entrepreneurship

Non Profit Partnership Models – SBA's Response

SCORE (Service Corps of Retired Executives)

Category I – Providing Better Service

In the spirit of voluntarism, SCORE representatives are in the forefront of business development. SCORE is an invaluable outlet for SBA's technical assistance and training. These non-profit organizations provide extensive training to small business owners across the United States. Many entrepreneurs get their first exposure to business through assistance from these centers. Each day thousands of people enter these centers nationwide with a common goal – to get a chance at their piece of the American dream. Were it not for these centers, many people would not be in a position to enter the business arena. Often these people are left without the resources others have. With wholehearted dedication and an indefatigable drive, the expert staff at these centers work to ensure all clients have the best resources to realize their dream. These organizations help the SBA achieve its mission of promoting entrepreneurship. As a result of these organizations, many small business owners will be able to grow their businesses thus contributing to their community and to the U.S. Economy.

SCORE provides free business counseling services to the public through 11,500 volunteers, 389 chapters, and 68 district and 10 regional offices. SCORE counselors are retired executives who donate their time to assist entrepreneurs. Their wealth of experience and dedication make this organization an invaluable non-profit partner with SBA. Their services include one-on-one counseling as well as training workshops. Just last month, SCORE launched its innovative interactive Web site – www.score.org. This state of the art site offers clients a vast array of options geared towards developing and promoting entrepreneurship. Some of these services include online counseling, assistance with creating and launching a business Web site, business preparedness tests, a library of resource materials, and resource linkages.

SCORE's impact on America's entrepreneurs cannot be overstated.

During FY 99:

- Nearly 60,000 email cases were done
- 750 counselors provided online counseling
- 187,000 new cases
- 5,925 workshops offered
- 118,000 workshop attendees

JULY 2000

- *All on a tight budget and with a volunteer counselors.*

SCORE works cooperative with the SBA in delivering services. Also serving as a feeder to SBA, many SCORE clients might apply for an SBA guaranteed loan. These clients will be better prepared for the process if they work with SCORE in laying the foundation for a successful business.

SCORE works cooperative with the SBA and have offices within the SBA. For two major reasons many of their clientele would not have access to small business counseling were it not for these organizations. First, some of these entrepreneurs are in more rural area where business counseling is not readily available, and second, many of the entrepreneurs are just starting and do not have the budget to pay private business counselors.

Additionally to Improve Service and Reach in the Community:

- SCORE has an elaborate network of service centers to meet clients' needs
 - SCORE works extensively with chambers of commerce, civic organizations, and economic development groups to offer services nationwide – especially to those in rural and economically depressed areas. They also offer business related workshops. Training, from experience entrepreneurs, to those who might not otherwise have access to business training.
 - SCORE members often serve voluntarily on various boards and committees. These meetings often involve strategic planning for the host organization.
 - Lending institutions are a key partner of SCORE. Many clients are seeking financial assistance for their business. Providing a link between the business owner and the lending institution is an invaluable role SCORE plays. Many people would not get their businesses started for lack of funding. SCORE can make the difference in obtaining business financing.
 - Using the Internet for online business counseling.

Relationship with SBA

- | | |
|---|------------------|
| • | Center staff are |
| • | SBA district of |
| • | \$3.5 million in |
| through the SBA. Moneys are doled-out to the SCORE regions and are then in- | |
| turn allocated to the local SCORE district office | |
| • | Grant awarded |
| • | Local SCORE |
| facility rent, and for center operation (other than salary) | |
| • | Thirteen SBA |
| program nationally | |

• SCORE, on a
entrepreneurs in the United States and thus are an integral part of SBA's meeting
its mission

Supplemental Women Business Center Information

K The SBA issues a request for proposals from non-profit organizations to run women's business centers. Many of those who submit proposals are existing entities that want to expand their services. Centers that have graduated from SBA funding may also compete for sustaining funding.

Grants of up to \$150,000 per year (this year we were only able to give them \$140,000) are provided over a 5-year grant period. Federal funds must be matched by funds or in-kind donations from other sources (ex., use of space, computer equipment, services, etc.)

Portfolio managers in the Office of Women's Business Ownership manage the grants, with actual oversight and monitoring at the district office level (done by district office technical representatives). Grant recipients must submit quarterly financial and data reports, and semiannual narrative and data reports to OWBO, which must, in turn, submit an annual report to Congress.

Each WBC must have a board of directors, which has fiduciary responsibility for the grant and which selects an executive director (with OWBO concurrence).

Immediately after the grants are made, OWBO conducts its annual Post-Award Training Conference. Each funded center must be represented by at least one person. Women's business ownership representatives and district office technical representatives also attend, as do personnel from many graduated centers (at their own expense). Additional training may be done as needed via computer or CD. Monthly telephone conferences provide opportunities to share best practices, exchange information and receive occasional training.

WBC Program funding history (appropriated)

1989	\$2 million
1990	\$2 million
1991	\$2 million
1992	\$1.5 million
1993	\$1.5 million
1994	\$2 million*
1995	\$4 million
1996	\$4 million
1997	\$4 million

1998	\$4 million
1999	\$8 million
2000	\$9 million

From the 1999 annual report to Congress:

The resulting Women's Business Ownership Act of 1988 mandated that the SBA's Office of Women's Business Ownership create and run what was then called the Women's Business Owner Demonstration Program. The program provided funds for private-sector organizations to establish business-training centers for women. The goal was to remove the barriers to creating and developing small businesses owned and controlled by women.

These centers provide long-term counseling and training to women, including — and often focusing on — those who are socially and economically disadvantaged. The women's business centers are financed by the SBA funds and matching grants from the private sector.

Typically, these private, nonprofit organizations are very small operations with an average staff of three. Some centers, sponsored by or part of larger, business-development organizations, can also tap the services of larger numbers of staff not specifically dedicated to the women's program.

Initial authorization for the Demonstration Program was for fiscal 1989 through fiscal 1991. In response to recommendations made by the National Academy of Public Administration, the legislation was modified in the Women's Business Development Act of 1991 and in 1994. Each of these bills extended authorization for funding for an additional three years, adjusted the funding match requirements, authorized multiyear funding of sites after one-year funding proved to be counterproductive, and changed the original prohibition against advance payments. The Small Business Reauthorization Act of 1997 made the program permanent, and the name was changed to the Women's Business Center Program.

The program has quickly grown from four funded centers in 1989 to a nationwide program with funded and graduated centers in nearly every state, Puerto Rico and the District of Columbia by the end of the 1998-1999 reporting period (in 2000, we added a center in American Samoa). Of these centers, 37 received grants. The SBA's goal is to have at least one women's business center in every state, U.S. territory and the District of Columbia.

Pub. Law	Legislation	Date	Purpose	Grant	Match
100 -533	Women's Business Ownership Act of 1988	10/25/88	Provided financial assistance to private organizations to aid and encourage the development and growth of small businesses owned and controlled by women through long-term training and counseling.	One year grant, competed annually, up to three years. Cash-only match.	fed\$ 1 match\$ 1
102-191	Women's Business Development Act of 1991	12/5/91	Reauthorized the program for an additional four years through fiscal 1995; allowed three-year funding per site; allowed the disbursement of up to 25 percent of each year's federal grant after notice of the award had been issued and before the non-federal matching funds were obtained; allowed for up to half of the non-federal matching assistance to be in the form of in-kind contributions which were budget-line items only.	Projects funded before fiscal 1993 Funded in fiscal 1993 and later Year 1 Year 2 Year 3	fed\$ 1 match\$ 1 2 1 1 1 1 2
103-403	Small Business Reauthorization Act of 1994	10-22-94			fed\$ 2 match\$ 1 1 1 1 2
105-135	Small Business Reauthorization Act of 1997	12/02/97		Year 1 Year 2 Year 3	fed\$ 2 match\$ 1 1 1 1 2
106-17	Women's Business Center Amendments Act of 1999	4/6/99	Changed legislation to extend authorization for funding for the program through fiscal 1997.	Years 1 & 2 Years 3& 4 Year 5	fed\$ 2 match\$ 1 1 1 1 1
			Made the program permanent. Allowed funding through a five-year period without re-competition; required annual programmatic and financial review of all WBCs.	Years 1 & 2 Years 3& 4 Year 5	
			Changed program authorization to \$11 million for FY 2000 and changed matching fund requirement in the fifth year from 1/2 to 1/1.		

TRANSPORTATION

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

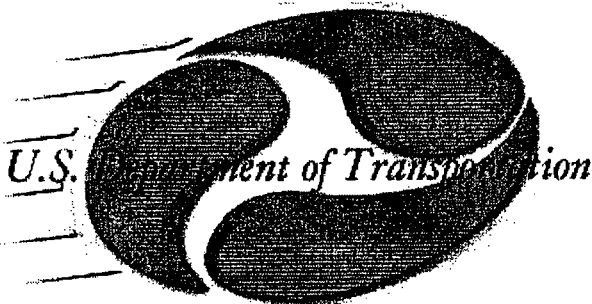
Department of Transportation

Nominated Programs:

(Please circle one category per nominee)

FAA and the National Association of State Aviation Officials	☒ Yes	No	☒ Maybe	Need Info	use a friend y"
Prevention through People Programs	☒ Yes	No	☒ Maybe	Need Info	
US Coast Guard Auxiliary	☒ Yes	No	☐ Maybe	Need Info	use a friend y"

Handwritten notes:
- Above first row: (V) share info
- Next to first row: (I) improved, (II) improved, (III) improved, (IV) improved
- Next to second row: (I) used, (II) used, (III) used, (IV) used
- Next to third row: (IV) leverage



U. S. Department of Transportation
Nominations for "Best Practices" for Non-profit Partnerships

Nomination #1: U. S. Coast Guard Auxiliary

Criteria: Leveraging resources and Improving Government Operations

The U.S. Coast Guard Auxiliary is the civilian volunteer arm of the United States Coast Guard, which is comprised of 35,000 men and women who donate their time and expertise to support the Coast Guard and improve boating safety. The Auxiliary marked its sixty-first anniversary of its founding on June 23, 2000.

Safety is President Clinton and Vice President Gore's highest transportation priority and the Coast Guard Auxiliary assists in promoting boating safety awareness. The volunteers spend thousands of hours educating the public about possible waterway dangers and threats to life. The Auxiliary vessel examiners have performed vessel safety checks on millions of boats, ensuring that the vessels are in compliance with Federal safety regulations. Auxiliary members have also offered their boats for use on Coast Guard missions, logging thousands of patrol hours to assist disabled boaters. Over the course of 61 years of service, the Auxiliary members have saved thousands of lives. With the passage of the Coast Guard Authorization Act of 1996, the Auxiliary's role in non-traditional missions, such as marine environmental protection, recruiting, and public affairs, has grown substantially.

Auxiliary membership, activity, and contribution toward meeting Coast Guard performance goals are on the rise. The Auxiliary has set a goal to conduct 200,000 vessel safety checks during year 2000, and presently has reached 12% of this goal after examining 21,000 recreational vessels, 14,000 personal watercraft, 500 commercial fishing vessels, and 100 uninspected passenger vessels. Not only is the Auxiliary activity increasing at the boat ramps, but also more Auxiliarists are serving aboard Coast Guard cutters as crew and interpreters and are qualifying as observers aboard Coast Guard C-130 aircraft.

VOLUNTARY SAFETY EXAMS OF COMMERCIAL FISHING VESSELS. The inordinately high accident and fatality rate in the commercial fishing industry is a serious concern for the Department of Transportation. The Coast Guard's program of voluntary dockside safety examinations of commercial fishing vessels has helped to reduce fatalities. Coast Guard Auxiliary volunteers comprise 23% of the examiners. Over 5,500 voluntary safety exams are done each year, with the Auxiliary performing 20% of the exams.

RECREATIONAL BOATING SAFETY. The Coast Guard's total intervention in recreational boating safety takes place in three distinct efforts:

The Coast Guard responds to about 40,000 search and rescue incidents each year.

The Coast Guard enforces boating safety laws by boarding about 50,000 boats each year.

The largest intervention comes through the efforts of Auxiliary volunteers, who give about 80,000 hours of classroom instruction and conduct about 150,000 voluntary safety checks of recreational boats annually.

VESSEL SAFETY CHECK PROGRAM. This partnership is expected to significantly expand the "reach" of the traditional Auxiliary safety program. This year the Coast Guard Auxiliary is implementing the Vessel Safety Check program, supported in part by a grant from the Aquatic Resources (Wallop-Breaux) Trust fund. This grant "re-engineered" the 50- year-old Courtesy Marine Examination program to bring in external partners in a total effort at voluntary public outreach in the interest of recreational boating safety. In cooperation with the National Association of State Boating Law Administrators, the Army Corps of Engineers, and the United States Power Squadrons (a private, no-profit boating organization), members of these organizations are trained by the Auxiliary to perform voluntary vessel safety checks.

STUDY RESULTS. A recent study, "The Value of the United States Coast Guard Auxiliary," showed that the Auxiliary provides a 4:1 return on investment. Each dollar invested in the volunteer, non-profit Auxiliary returns about four dollars in prevention and response service. In addition to the economic value, the 35,000 members of the Auxiliary help bridge the gap between government and its clients, making people feel a sense of purpose and pride in "self-regulating" the recreational boating community.

Contact: CDR Robert Thomson, 202-267-1012

Nominations for "Best Practices" for Non-profit Partnerships

Federal Aviation Administration and the National Association of State Aviation Officials – Information Sharing

The Federal Aviation Administration (FAA) of the U. S. Department of Transportation has developed a memorandum of understanding (MOU) with the National Association of State Aviation Officials (NASAO). Each year since 1996 a few initiatives are chosen to focus on. Eighteen initiatives have been undertaken since the inception of this MOU. The foci of these initiatives has been wide ranging and inclusive of the following areas of interest:

- GPS navigation implementation
- Obstruction evaluation
- Cooperative aviation safety education programs including the sharing of solutions and strategies for the runway incursion safety program
- Opening access to FAA training courses to state personnel
- Cooperative partnerships to resolve airport noise problems and ensure compatible land use development near airports
- Coordinated data collection and report formats for airport development funding, pavement management, and basic airport facility information (FAA Form 5010)
- Coordination and collaboration of aviation education by federal, state, and private agencies
- Review and comment on FAA plans for aviation weather information planning, facilities and equipment navaid project proposals, inclusion of state and local review authority for obstruction evaluations on FAA Form 7460-1
- Acceptance or use by the FAA of state information, standards, services, or procedures for GPS surveys, pavement standards, air transportation
- Sharing or use of advanced electronic software technology for information on obstructions and airport facilities

This MOU had fostered the sharing of data, procedures, training, solutions; the coordination and inclusion of comments and prioritization of customer needs by state aviation officials, the joint sponsorships of events, the use of advanced technology to disseminate information. In short the web of connections between the states and the federal government in the service of the aviation community has been multiplied and strengthened. The FAA contact person is Robert Samis, 202-267-9449.

Founded in 1931, the National Association of State Aviation Officials (NASAO) is one of the most senior aviation organizations in the United States, predating even the Federal Aviation Administration's predecessor, the Civil Aeronautics Authority. The states first established NASAO to ensure uniformity of safety measures, to standardize airport regulations and develop a truly national air transportation system responsive to local, state, and regional needs. Since 1931, NASAO has been unique among aviation advocates. Unlike special interest groups, which speak for a single type of aeronautical activity or a narrow band of the rich spectrum of the American aviation community, NASAO represents the men and women, in state government aviation agencies, who serve the public interest in all 50 states, Guam and Puerto Rico. These highly skilled professionals are full partners with the federal government in the development and maintenance of the safest and most efficient aviation system in the world.

Contact information: NATIONAL ASSOCIATION OF STATE AVIATION OFFICIALS

8401 Colesville Road - Suite 505

Silver Spring, MD 20910

(301) 588-0587

Fax: (301) 585-1803

Nomination for "Best Practice" for Non-profit Partnerships (Continued)

Criteria: Provide better services/develop research partnerships/leverage resources/share information/improve government operations and improve effectiveness of non-profits.

Prevention through People Programs (8 Partnerships) - Teamwork - Partnering for a Stronger America, United States Coast Guard aims to engage the human element in the elimination of accidents and incidents using the Prevention Through People (PTP) initiative. Currently eight PTP partnerships are active and one is being planned. American Waterways Operators, Passenger Vessel Association, Chamber of Shipping of America, International Council of Cruise Lines, Spill Control Association of America & Association of Petroleum Industry Cooperative Managers (INTERTANKO), Baltic and International Maritime Council, and American Pilots Association.

Through the Safe Decks program (in partnership with the American Waterways Operators), fatalities within the tug and barge industry have been reduced. The Coast Guard is conducting research using crew and vessels coordinated through the Chamber of Shipping of America and the American Waterways Operators. The research focuses on increasing mariner alertness and reducing fatigue.

Under the Alternative Compliance effort under the Prevention through People Program (PTP) is an innovative approach to ensuring regulatory compliance. The US Coast Guard delegates to authorized classification societies its authority to conduct reviews and inspections of tank, passenger, cargo, miscellaneous vessels and mobile offshore drilling units. The program is a non-regulatory option for owners.

The PTP program established a near-miss reporting system with Chamber of Shipping of America, INTERTANKO, and Baltic and International Maritime Council. Since its inception, outcome achieved through partnership arrangements with non-profits have included a voluntary towing vessel boarding program; a Streamlined Inspection Program for passenger vessels; a passenger vessel risk management guide; and improved spill response effectiveness.

These partnerships furthered sound risk management and communication between private and government organizations that made them more effective in helping to ensure safe operations.

Contact name/number: CDR Timothy Close, 202-267-0177

Stark

Department Nominees from the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department/Agency:

Department of State

Ranking Nominated Programs:

(Please circle one category per nominee)

Bureau of Educational and Cultural Affairs

Yes

No

Maybe⁺⁺

Need Info

(14) leverage

(7) better services



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

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS

Category I. Providing Better Services

ECA nonprofit partners provide a variety of expert services related to international educational exchange in the role of promoting mutual understanding, democracy, and economic prosperity and other U.S. foreign policy objectives. These services include facilitative assistance for exchanges, production of materials for professional development and English language teaching, training of institutions and individuals, institutional support, and generating cost sharing.

In general, different kinds of relationships exist between the Bureau and nonprofit organizations, varying in longevity, scale, and roles. Some, like the Institute of International Education, perform administrative work (payments of stipends, placements of scholars and travel arrangements) on behalf of the Fulbright Program and the International Visitors Program, while other nonprofits win small grants in Bureau competitions to carry out their own self-contained exchange programs. Programs range from exchanges of high school students to high level professionals to post-doctoral scholarly research -- both in the United States and abroad. The content of these exchanges ranges from a general exposure to American society and way of life, to practical business training, dialogue with American professional counterparts, lecturing and teaching in American academic institutions, to advanced scholarly research. Assistance includes grantee recruitment, selection, placement, orientation, enrichment and training, monitoring. Nonprofits also assist other NGOs to establish like-minded institutions overseas.

An important aspect the services rendered by nonprofits is their ability to generate significant cost sharing and facilitate movement of funds within the United States. In academic exchange programs, nonprofits help to secure tuition waivers. Through educational information and advising overseas, which promote U.S. education, ECA's partners have assisted in making U.S. higher education an 8 billion-dollar service.

A few examples of model relationships that ECA has with nonprofits include:

The International Visitor Program, which works with seven nonprofit program agencies, who in turn work with over 90 nonprofit, community-based organizations located nation-wide (Councils of International Visitors). This model has been in existence for nearly 60 years and continues to inspire immense dedication and loyalty on the part of local volunteers.

The Future Leaders Exchange Program (FLEX), which partners ECA with nonprofit exchange organizations and hundreds of high schools and local community host families throughout the

United States. The program brings over 1,000 youth from Russia and the New Independent States to the United States for one year.

The Institute of International Education, which produces a census of international students, scholars, and study abroad participants, that gives perspective to policy discussions regarding exchanges, gives the Department the ability to respond to congressional inquiries, provides the basic information needed to come up with trade statistics on education exports, and enables U.S. institutions of higher education to plan their internationalization strategies.

AMIDEAST, which produces "Advising Quarterly," consisting of a specialized web site, a complimentary periodical, and a research service, for the 450 Department of State-affiliated educational advising centers around the world.

NAFSA (a partnership of nearly 40 years), whose mission is to promote the exchange of students and scholars to and from the United States. The Association sets and upholds standards of good practice and provides professional education and training that strengthen institutional programs and services related to international educational exchange. NAFSA provides a forum for discussion of issues and a network for sharing information as it seeks to increase awareness of and support for international education in higher education, in government, and in the community. Since 1963, the Bureau of Educational and Cultural Affairs has awarded NAFSA a series of cooperative agreements to support the infrastructure for international exchange by providing professional training, student program enhancements and a series of region-specific scholarships. State Department personnel work closely with NAFSA to administer the programs covered by these agreements and to keep an open dialogue on a variety of relevant issues. NAFSA is a vital liaison between the State Department and the U.S. academic community, providing recommendations and feedback about specific needs in international education from regionally specific scholarships to J-visa regulations.

ECA has had a number of successful COOP grants that give international students the opportunity to better understand American life and institutions. For example: "Coat of Many Colors: Expressions of Faith in Southern Arizona" a yearlong program designed to encourage international students to become familiar with and knowledgeable about the role and influence of religious groups in the culture of Tucson and southern Arizona region.

Under the College and University Affiliation Program, post-secondary educational institutions administer academic exchanges on specified themes of mutual interest to the United States and eligible foreign institutions in fields such as education or educational administration, the social sciences, law, business and economics, and communications. Through these linkages, the partnerships pursue institutional or departmental objectives that strengthen, through teaching, scholarship, and professional outreach, mutual understanding and cooperation. The academic review process for grants is administered through the Academy for Educational Development, a non-profit organizations specializing in international educational and exchange programs.

The cooperating partner and universities under the Hubert H. Humphrey Fellowship, which brings accomplished professionals from designated countries in Africa, the Americas, Asia,

Europe, Eurasia, and the Middle East for a 10-month stay combining non-degree graduate study, leadership training, and professional development. Fellows are then placed in groups by professional field at selected U.S. universities offering specially designed programs for study and training.

The cost-sharing tuition waivers provided and/or obtained annually by our NGO cooperating agencies allow for significant leveraging of appropriated funds and result in the increase of participants in virtually all of our sponsored exchange programs.

Technical Assistance or Training To Improve Service Provision

ECA provides technical assistance and training to nonprofits in the United States and overseas in the forms of advice, administrative funding and training opportunities, and by facilitating interaction and networking between nonprofit organizations. Through these activities ECA promotes standards and replication of best practices.

Advice and guidance is provided through regular communication with grant recipient organizations and written instructions in the Bureau's grant application and contract documents. Occasionally, ECA staff is invited to conferences to provide information on grant management, program implementation, and services offered by ECA for grant recipients. Through grant funding, ECA has supported creation of web sites, purchases of equipment, and email connectivity to organizations that participate in international exchanges. This permits sharing of information on best practices among nonprofits. ECA offers various training opportunities to non-profit organizations, including workshops and conferences to develop organizations' managerial and programming competencies. Some examples include:

- ◆ The International Visitor Program which holds an annual conference. Topics at the conference include NGO management (e.g. fundraising, building and developing a Board, managing volunteers), key foreign policy topics and how to conduct exchange programming on those topics, other exchange opportunities. ECA provides not only the funding and many of the personnel resources for the conference, but also provides travel grants for a set number of participants from each community-based organization.
- ◆ In November of 1997, the Contract and Grants office conducted a full-day seminar/workshop for approximately 100 representatives of 501(c) organizations engaged in Bureau programs. Invitations were extended to all grant recipients in the office's database.
- ◆ In May 2000, the Office of Global Educational Programs will present a full-day workshop as part of the NAFSA: Association of International Educators Conference designed to help colleges, universities, and non-profits understand the ECA Bureau grants process and develop more competitive proposals for ECA funding.

Of special note is ECA's English Language Programs, which provide technical assistance to educational nonprofit organizations overseas through the Public Affairs Sections (PAS) of U.S. embassies. This technical assistance includes:

-- Teacher training at public and private high schools and universities, binational and cultural centers, Ministries of Education, professional associations of educators

- Consultations with administrators and Boards of Directors at the institutions mentioned above in all areas related to language teaching operations and their successful management (e.g. curriculum design, assessment, materials selection, faculty development, program evaluation)
- Donations to these institutions of educational materials published by ECA (e.g. books, cassettes, videos, and a quarterly journal on English teaching and civic education)
- Logistical support for international networking by key PAS contacts from educational nonprofits in the host country (e.g. participation in on-line workshops with colleagues from similar institutions in other countries).

Category IV. Leveraging Resources

The most significant example of ECA's relationship with other donors is exemplified by the Binational Fulbright Commissions, which assist in generating support and financial resources from other countries for various exchange programs. Other examples include:

- The Edmund S. Muskie Fellowship and Freedom Support Act Graduate Fellowship Programs. ECA worked with the Soros Foundations, which brought in over \$300,000 in cost-sharing from U.S. Law Schools in addition to its own financial and networking resources.
- Georgia State University has received grants both from the Bureau and from the Eurasia Foundation to assist partners in the Republic of Georgia to establish a business education program -- the Caucasus School of Business. Although the funding decisions were made separately and the grantee is responsible for fulfilling the requirements of both programs, program officers of the Department and the Eurasia Foundation in both Washington D.C. and Tblisi have compared notes regarding the grantees performance.
- In a few cases, the Department has negotiated with private funders to jointly fund projects with private funders for projects in the New Independent States. For example, the Department and the Soros Foundations are jointly funding a partnership between the University of California, Berkeley, and the St. Petersburg State University School of Management in Russia. Another example is a project in which the Department and the Soros Foundations are jointly supporting the American University in Kyrgyzstan-- the Department through a grant to Indiana University, and the Soros Foundations through other mechanisms. In both cases, the joint programs built upon previous successful department (USIA) programs. In both cases, the negotiations and decision to jointly fund were conducted by the NIS Assistance Coordinator's Unit.
- Some College and University Affiliation Program grantee organizations are recipients of additional outside project funding from foundations and other private donors. For example, in March 1999, the Center for Global Partnership of the Japan Foundation awarded a grant of \$165,000 to a CUAP project between the University of California at Berkeley; Waseda University, Tokyo; and Australian National University to examine corporate strategies in the Asia-Pacific.
- In the U.S., funding to support the Fulbright Visiting Student Program was solicited from the Citibank Foundation. In response, that foundation has provided funds (\$75,000) for three consecutive years to this program. The arrangement works to our advantage because: 1) it adds three grantees to the program; 2) the grantees are selected from the already approved (by peer review) list of candidates. Citibank requires no special quid pro quo. Similar arrangements overseas made between bilateral Fulbright Commissions are also valuable. They work best when the private donors provide the funding contributions with no conditions, i.e. the funds are used to support candidates who have come through an open competition and merit-based selection process. Ideally, the donors also allow administrative costs to be billed to the contribution.
- In youth exchange programs, ECA has partnered with the Ronald S. Lauder Foundation to support a youth exchange. ECA was a co-funder with the Lee Iacocca Institute of a participant to the LII's Global Village Program.

White House

NEA

Department Nominees from the Model Partnerships and Approaches to Working with the Nonprofit Sector Survey

Department/Agency:

National Endowment for the Humanities

Nominated Programs:

(Please circle one category per nominee)

EDSITEment

☒ Yes

☐ No

☐ Maybe

☐ Need Info

NATIONAL ENDOWMENT FOR THE HUMANITIES

MODEL PARTNERSHIP: EDSITEment: "The Best of the Humanities on the Internet" (Categories V, IV and VII).

EDSITEment is a portal site on the Internet created by the National Endowment for the Humanities in partnership with a wide range of national educational organizations, city school systems, and the MCI-Worldcom Foundation. EDSITEment links teachers and students to history, social studies, literature, and language Web sites that meet rigorous standards of excellence and educational utility. Customized learning guides demonstrate how to use the site as a powerful and user-friendly instructional tool. Primarily designed for teachers, it can also be used by students, parents, and the public.

web

When EDSITEment was conceived in 1997, there were already more than 66,000 "educational" sites on the Internet—a number that surely has grown exponentially since then. Education, government, and industry observers were just beginning to recognize the need for search engines and portals that would help users navigate through the morass toward materials that are accurate, substantive, and appropriate for use in the classroom. EDSITEment was one of the first sites of its kind, saving teachers time by offering one-stop shopping service to high-quality educational material on the Internet.

EDSITEment was created by the National Endowment for the Humanities in partnership with the Council of Great City Schools with funding from the MCI Foundation (now MCI-Worldcom Foundation, the nonprofit arm of Worldcom, the corporation created by the merger of MCI and WorldCom). The project also involves online educational materials created by over 100 universities, museums, libraries and other cultural institutions. The EDSITEment partnership marries NEH's expertise in high-quality humanities content with Worldcom's leadership in the telecommunications industry and the concern of the Council for the Great City Schools to provide the best possible content to the school systems and teachers it serves in 58 of the nation's largest cities. While parents, teachers, and students throughout the United States can access EDSITEment directly, participation by CGCS facilitates targeted outreach to audiences on the poorly-resourced side of the digital divide. EDSITEment's outreach plan was designed from the outset to help teachers and administrators in the urban school districts harness the power of the Internet for classroom use.

In addition to using the Internet's full potential to share information, the EDSITEment project has also leveraged significant private resources. (Category IV.) MCI WorldCom Foundation has invested \$1 million over four years to develop and grow EDSITEment. Satisfied by the success of EDSITEment, and committed to investing its funds strategically, the Foundation has used EDSITEment as a model for creating six additional portal sites in other areas of the curriculum, an effort that has enlisted several major nonprofit groups. [The other sites cover the fields of geography (The National Geographic Society), sciences (American Association for the Advancement of Science), economics (EconomicsEducation), mathematics (National Council of Teachers of Mathematics), and the arts (Kennedy Center).]

replic.

The EDSITEment project has four major components: (1) Site selection through rigorous merit review; (2) Links to sites selected and a search engine to find information on those sites; (3) Lesson plans that help teachers use EDSITEment materials in their classroom teaching; (4) Extensive outreach to schools and school districts, particularly in major urban areas, to encourage use in the classroom and to identify ways to improve the product.

1) **Site selection.** The "Best of the humanities" sites are selected using NEH's highly respected peer review process. Anyone may nominate a site for inclusion on EDSITEment. Once a year, EDSITEment and NEH staff review the nominations and convene a peer review panel to select the sites that meet EDSITEment's rigorous standards:

- Intellectual quality - rich, accurate content; access to authentic materials; credible authorship;
 - Web site design - user-friendly and engaging;
 - Web site impact - not overly specialized; suitable for multiple audiences; useful for teaching.
- **Links to sites.** EDSITEment offers links to humanities web sites guaranteed to have the richest content and to be most appropriate for use in a wide range of classrooms. For the novice Internet user, overwhelmed by the morass of material available, EDSITEment provides guidelines on searching, assessing, and citing online resources. EDSITEment went online in October 1997 with 25 sites selected through the merit review process. By the end of July 2000, EDSITEment will link teachers to more than 100 separate sites—many created by nonprofit educational and cultural institutions.

2) **Lesson plans.** Multi-layered lesson plans, adaptable for students with different levels of skills, integrate EDSITEment web resources into a rich and multi-disciplinary exploration of topics in the humanities. In addition, the lesson plans include national standards from relevant disciplines. Each lesson plan contains supplemental material for extending the lesson, and several lessons include "At-Home" activities for reinforcing and enhancing classroom online learning activities. These activities can be used by students with or without Internet access at home.

3) **Outreach.** EDSITEment, with its links to high-quality Web sites and its lesson plans, is of little value if teachers do not know about it. Outreach to teachers has always been a significant part of the EDSITEment project plan and involves collaborative work with NEH's network of state humanities councils and such nonprofit partners as the Council of the Great City Schools, National Council of Teachers of English, National Council on the Social Studies, and the American Council of Teachers of Foreign Languages. Through these efforts, EDSITEment registered over 500,000 visitor sessions in the past year.

EDSITEment's goal is to provide the best of the humanities on the web free to all who are interested. The online lesson plans are designed to help teachers integrate Internet humanities resources into their curricula. Sources that were once beyond the reach of so many instructors are now only a click away. The collection of participating web sites, tested and selected for outstanding intellectual quality, superior design, ease of use, and relevance for classroom use,

MISSOURI

makes EDSITEment useful for educators, students, and lifelong learners everywhere.

AGENCY CONTACT:

Ann Young-Orr
Chief of Staff
National Endowment for the Humanities
1100 Pennsylvania Avenue N.W.
Washington, D.C. 20506
202/606-8321

**Vital Voices
The White House**

Contact Information:

Theresa Loar
The President's Interagency Council on Women
United States Department of State
2201 C St., NW, Room 6936
Washington, DC 20520
(202) 647-5440

Background:

Vital Voices was launched by the U.S. Government in 1997 to amplify and support the voices of emerging women leaders. Building on the promise of the United Nations' Fourth World Conference on Women, and through the leadership of First Lady Hillary Rodham Clinton and Secretary of State Madeleine Albright, Vital Voices has placed issues concerning the lives of women in the mainstream of American foreign policy.

In the three years since the launch of Vital Voices, women around the world have been significantly impacted. The initiative has developed new government programs and policies to support the political and economic advancement of women worldwide. Vital Voices has helped women run for elected office, start and grow small businesses and craft new legislation. Additionally, 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.

Category I. Provide Better Services

There are numerous examples of Vital Voices partnering with nonprofit organizations to realize the common objective of amplifying and supporting the voices of emerging women leaders. With the assistance of nonprofits, Vital Voices has been able to enhance and extend the longevity of its programs

As a follow up to the September 1998 Vital Voices Northern Ireland conference, a number of nonprofits worked with Vital Voices to bring a group of women legislators and political party leaders from Ireland to the US for leadership training. With the assistance of the Ireland Leadership Program at American University, the US government hosted a reception for this group at the State Department and facilitated a series of foreign policy briefings. In partnership with the Irish Institute at Boston College, the Irish visitors were able to meet with state and federal level elected officials at a meeting in Boston hosted by the State Department. Street Law Inc. of Washington DC hosted community leaders and civil rights activists from Northern Ireland. Also, the New Community Corporation of Newark New Jersey expanded its

community-training program to include the women from Northern Ireland.

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

In another successful collaboration, the AFL/CIO funded and sponsored participants of several grass roots labor leaders in the Vital Voices Latin American conference in Uruguay in October 1998. The Union's assistance provided expertise to the other conference participants and wide exposure and networking opportunities for the grass root labor women themselves.

There are a number of other examples of nonprofit partnerships, all of which serve to strengthen and enhance the Vital Voices message around the world.

Category IV. Leveraging Resources

Vital Voices has relied heavily on receiving in-kind training, support, and expertise from government and non-governmental experts, as well leverage corporate support. Organizations such as Discovery Communications, McKinsey & Co., the World Bank and Georgetown University have partnered with Vital Voices to host technology training sessions, fund Web site development, coordinate research symposiums and engage additional private and public sector partners, among other things.

V. Sharing Information

Vital Voices is working toward creating the premiere live global community for women on the Web. In partnership with American Online and a group of other telecommunications and technology companies, the Web site would help raise awareness of training and business opportunities available to women. The Web site will connect participants of Vital Voices programs around the world, offer follow up online training courses and track the progress and success of women assisted by Vital Voices programs. A main objective of the Web site is to expand the network of women leaders around the world from 10,000 to 100,000. Through engaging women around the world, Vital Voices envisions the spirit and ideas of this program's global network will drive the Web site. Being plugged into this network will give the Web site more original, cutting edge, global content than any other women's Web site.