

Standouts among the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Selected Department/Agency partnerships that seem to standout among the responses to the Interagency Task Force on Nonprofits and Government survey. Noted are the categories that appear to apply to each particular program.

The Farm Services Administration (FSA) and the Rural Coalition
Department of Agriculture
Justin Paschal
(202) 720-3631

- Technical assistance or training to improve service provision
- Use of nonprofit networks to promote policies, services, fund availability
- Strategies to disseminate information through nonprofit partners
- Technical assistance or training to improve nonprofit capacity

The Community Food Security Initiative
Department of Agriculture
Justin Paschal
(202) 720-3631

- Coordinating provision of services at the local level
- Joint development of service delivery strategies
- Partnership in coalitions
- Promoting collaboration among nonprofits or among other sectors

The Federal TRIO Program
Department of Education
Leo Coco
(202) 401-3049

- Technical assistance or training to improve service provision
- Innovative approaches to evaluation
- Simplifying fund application processes
- Technical assistance or training to improve nonprofit capacity

Clean Water Act's National Estuary Program (NEP)
Environmental Protection Agency
Margaret Morgan-Hubbard
(202) 260-4710

- Participation in coalitions
- Promoting collaboration among nonprofits or among the sectors

FEMA's Emergency Food and Shelter Program (EFS)

Federal Emergency Management Agency

George Haddow

(202) 646-3291

- Participation in coalitions
- Providing assistance to help with compliance with government rules
- Strategies to disseminate information through nonprofit partners
- Joint sponsorship of events or projects
- Use of nonprofit networks to promote policies, services, fund availability

The Best Practices Program

Department of Housing and Urban Development

Jennifer Quinn

(202) 708-2404

- Creating channels for feedback from nonprofit organizations
- Technical assistance or training to improve service provision
- Promoting collaboration among nonprofits or among the sectors

The Center for Community and Interfaith Partnerships (Center)

Department of Housing and Urban Development

Jennifer Quinn

(202) 708-2404

- Technical assistance or training to improve service provision
- Use of nonprofit networks to promote policies, services, fund availability
- Joint development of service delivery strategies
- Technical assistance or training to improve nonprofit capacity

I Am Your Child Foundation

Department of Justice

Ann Harkin

(202) 514-3892

- Use of nonprofit networks to promote policies, services, fund availability
- Nonprofit provision of technical assistance or training to government employees
- Joint development of strategic approaches
- Joint sponsorship of events or projects
- Participation in coalitions

Support East European Democracy (SEED)

Department of State

Olive Sampson

(202) 647-7926

- Joint sponsorship of events or projects
- Use of nonprofit networks to promote policies, services, fund availability
- Strategies to disseminate information through nonprofit partners

Bureau of Near Eastern Affairs (NEA) and the 1999 Iraq Liberation Act
Department of State
Olive Sampson
(202) 647-7926

- Technical assistance or training to improve nonprofit capacity
- Use of nonprofit networks to promote policies, services, fund availability

Millennium Trails
Department of Transportation
Pat Jackson
(202) 366-0251

- Joint sponsorship of events or projects
- Creating channels for feedback from nonprofit organizations
- Partnerships with private sector funders

Barriers to the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Selected barriers, problems and suggestions noted by departments and agencies to dealing with nonprofit organizations in their responses to the Interagency Task Force on Nonprofits and Government survey

Department of Agriculture

- Statutory prohibitions to entering into agreements with nonprofits
- Burdensome regulations and red tape that impair flexibility
- Nonprofits should be included early in the formulation of public policy
- Limited budgets, lack of authority, minimal staff
- Use of the Internet to maintain communication

Department of Commerce

- Lack of sufficient funding needed to provide technical assistance
- Lack of knowledge and familiarity of federal acquisition regulations
- Conflict of interest issues
- Need for continuous and ongoing communication to improve relations

Department of Education

- Need more workshops on how to apply for and write a grant proposal to ensure the quality of grant applications received annually
- Funds are needed for site visits by Department observers
- Nonprofit involvement in evaluations and monitoring
- Lack of information sharing across the Department and other agencies
- Lack of adequate research about effective ways to work with nonprofits, limited staff resources and expertise on the subject
- Area most in need of improvement is communication
- Comprehensive list of nonprofits and foundations would be indispensable
- Lack of infrastructure in place for sharing information on work with foundations

Department of Energy

- Funding limitations
- Shortages of time, personnel and funding
- Require nonprofit participation in delivery of services

Environmental Protection Agency

- Additional training and technical assistance is needed
- Nonprofits would benefit from case study-based training and ongoing education about risk
- Nonprofits need more knowledge about the regulatory process
- Limited budgets prevent EPA staff from working as closely with nonprofits as they would like
- A central clearinghouse for technical assistance would be useful

- Lack of statutory authority to accept funds from foundations and ethical restrictions

Federal Emergency Management Agency

- Staff and funding limitations
- Need to involve State and local agencies at key national conferences
- Government and Nonprofit committee structures need to match each other
- More research is necessary in the field, esp. with the expanding role of States
- Inclusion of voluntary agencies in FEMA media events
- Outreach to minority groups on preparedness

Department of Health and Human Services

- Lack of technical assistance among marginalized populations
- Insufficient human and financial resources, limited time
- The tension between political and scientific decisions (e.g. needle exchanges)
- Fear of associating with the Federal government

Department of Housing and Urban Development

- Nonprofits need all types of technical assistance
- Need to clarify the line that separates church and state in order to partner with more faith-based organizations
- More understanding from the Federal government to the fragile nature of nonprofit life (i.e. high turnover, difference in mission and culture)
- Nonprofits need help navigating the Federal procurement system
- Partnerships often fall to the back burner because of more immediate issues and priorities
- Need to designate staff to strengthen and develop those partnerships

Department of the Interior

- Bureaucratic policies, regulations, and ethical standards are major barriers
- Limited fiscal and human resources
- Government must demonstrate a willingness to change priorities to align with stakeholders
- Need clearer guidelines for laws that govern interactions with nonprofits
- Flexible and creative approaches to public outreach are necessary
- Improve communication links with nonprofits
- Lack of clarity as it relates to the Department's legal authority
- More effective ways to identify and secure private sector funding
- Need regularly scheduled meetings with nonprofits, greater involvement by top management, better direction regarding the use of resources

Department of Justice

- Need to expand technical assistance programs that address sustainable leadership skills, accessing resources at the various levels of government, strategic planning, evaluating the impact of partnerships
- Ethical and legal restrictions that may limit U.S. Attorneys Offices involvement in certain activities

- Federal regulations generally limit DOJ's ability to collaborate with nonprofits
- Need to identify best practices and research what works
- Need continued outreach

Department of Labor

- Nonprofits need assistance and training to operate more like business ventures
- Government must learn from "venture philanthropy" approaches
- Government regulations and administrative guidelines stymie innovation and creative partnerships with nonprofits
- Need more White House initiatives on this topic (i.e. follow-ups)
- Bridge the digital divide since not all organizations have access to the Internet

Small Business Administration

- Keeping informed and monitoring office actions that may be of interest to nonprofits
- Coordinating better outreach to industry groups
- Determining quantifiable ways to assess the impact of nonprofit organizations on public policy
- Communicating to the nonprofits the benefits of working with the SBA
- Streamlining the agreement process
- Communication could be improved if the SBA hosted a series of conferences/seminars tailored for nonprofits

Department of State

- Legal prohibitions against seeking private sector assistance
- Maintain openness
- Less conservative interpretation of applicable legal standards
- Often challenging to bridge competing interests which create tensions
- Regular training on how to better prepare grant proposals, track results, report success, follow-up activities, more outreach
- Barriers to nonprofit involvement are communication, federal rules and regulations, and internal bureaucratic processes (instructions conflict with regulations)
- Improve communications with nonprofits (trade shows, conferences)
- Additional funds for travel and support staff
- Time consuming nature of work with nonprofits

Department of Transportation

- Need for nonprofit organizational development and management training or consulting
- Lack of sufficient funding to provide necessary training and support
- Inherent indifference between large, bureaucratic organizational and small nonprofits
- Critical need for nonprofits to take the lead in partnership development
- There is a gap between available philanthropy and the need for funding
- Setup means to identify possible partners
- Software and training tools that can operate across the diverse information systems that are used by partners

Responses to the Model Partnerships and Approaches to Working with the Non-Profit Sector Survey

Department of Agriculture

Justin Paschal

720-3631

Model Partnerships:

The Farm Services Administration (FSA) and The Rural Coalition

- FSA provides outreach training to increase minority and women participation in the nomination and election process of the County Committee
- The Rural Coalition is composed of one hundred non-profit organizations throughout the United States dedicated to increasing the economic viability of underserved farmers and ranchers who look to the Federal government for assistance
- FSA provides training to Rural Coalition leaders on government programs
- Effort has resulted in increasing the numbers of committees to a historical high
- Often these partnerships have been productive without financial assistance from FSA

Food and Nutrition Service (FNS) and the National Association of Women, Infants and Children (WIC) Directors

- Productive working relationship with WIC Directors has improved FNS' ability to carry out strong research and analysis important to improving the program
- Gives WIC Directors a "seat at the table" when policy options are developed
- Convenes WIC conferences to provide training and technical assistance to nonprofit organizations involving the administration and operation of WIC programs

The USDA Community Food Security Initiative

- Catalyzing or enhancing local infrastructures to reduce hunger and food insecurity
- Bolstering supplemental food provided by nonprofit groups by aiding food recovery, gleaning, and food donation programs
- In partnership with several non-profit organizations, USDA is working to launching a national program to "convert" school cafeterias into Community Kitchens

Rural Development Service (RHS) and the Maddock Business Technology Center

- USDA, the city of Maddock, North Dakota, and the Maddock Economic Development Corporation developed a rural business and technology center to meet a multitude of challenges faced in a small, rural community
- The center is designed to deliver business development, health care, childcare, training, and education to the region and stem migration and job loss

USDA Forest Service and the Challenge Cost-Share Act

- Work with large national organizations and smaller local groups to fund on-the-ground projects
 - USDA can obtain outside funding for Forest Service projects by combining federal dollars with private funds raised by nonprofits
 - In FY 1999, \$2.1 million of federal funds were combined with private funds raised by the National Fish and Wildlife Foundation to provide \$7.5 million worth of wildlife enhancement and restoration work on the national forests
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Model Partnerships:**The Baldrige National Quality Program**

- Private sector volunteers serving as Examiners and sharing performance improvement information
 - The Malcom Baldrige National Quality Award foundation sponsors many of the Baldrige Program activities and documents
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Model Partnerships:**Partnership for Family Involvement in Education**

- Over 1400 non-profits are members of this partnership
- Working to connect non-profits with schools and employers to better form strategic alliances that will benefit education and local communities

GEAR-UP

- A college preparation program that works in partnership with the national Center for Urban Partnerships and the National Council for Community and Education Partnerships to provide technical assistance
- The Ford Foundation paid for the technical assistance workshops
- Collaborated with Lucent Technologies to disseminate information to their grantees about the GEAR UP program

The Federal TRIO Programs

- Grants to some non-profit organizations for the implementation of programs such as Upward Bound, Talent Search, Equal Opportunity Centers
 - Offers technical assistance to non-profit organization in the form of project administration and evaluation
 - Worked with grantees to survey the status of technology and the need to improve technology in communities
 - Reduced the number of pages required for a grant application
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Model Partnerships:**Office of Science (SC)**

- Plans, constructs and operates major scientific user facilities to serve researchers
- Sponsors thousands of research projects at hundreds of institutions as investments in education to ensure the next generation of scientists and engineers
- Grant awards to non-profit organizations to conduct research and sponsor R&D conferences and workshops
- SC partners with scientific professional organizations, groups that encourage the participation of women and minorities in science and technology, and universities.

Model Partnerships:**Clean Water Act's National Estuary Program (NEP)**

- Several nonprofit organizations participate in implementing the NEP, which helps protect and restore 28 of the nation's coastal watersheds
- For example, the Center for the Inland Bays (CIB) is a new state-chartered nonprofit that focuses on education, research and restoration activities for the watershed

National Center for Small Communities

- The EPA's Office of Ground Water and Drinking Water works with the National Center for Small Communities to provide a series of "how to guides for local officials on drinking water protection issues

National Association of Home Builders (NAHB)

- Working with the EPA, NAHB hosted workshops and seminars to educate constituents on urban storm water and nonpoint source pollution controls

American Fisheries Society (AFS)

- The EPA's Water Office provides financial support to the AFS to hold a series of national forums on contaminants in fish
- The forums bring States, Tribes and other stakeholders to exchange ideas and identify actions needed to reduce public health risks

American Lung Association (ALA)

- Cooperative agreement with the ALA to develop a guide for community organizations on "how to " conduct public outreach programs on secondhand smoke and children's exposure to tobacco

Model Partnerships:**National Voluntary Organizations Active in Disaster (NOVAD)**

- Federal interaction with thirty-two voluntary agencies
- Technical guidance is provided to the national coalition of voluntary agencies
- Sets an example for State governments to consider when working with voluntary agencies

FEMA's Emergency Food and Shelter Program (EFS)

- FEMA chairs this board of six national nonprofit organizations
- Provides the board with policy guidance, oversight and Federal coordination
- Provides supplemental financial assistance to more than 11,000 nonprofit organizations annually
- Significant information sharing and technical assistance to ensure compliance with Federal requirements

FEMA's Project Impact

- Community-based program focusing on working in public-private partnerships to avoid/withstand disasters

Health and Human Services

Tim Wu

690-5469

Model Partnerships:

No specific information was provided

Housing and Urban Development

Jennifer Quinn

708-2404

Model Partnerships:

The Best Practices Program

- Program that highlights model relationships with HUD partners, including nonprofits
- Solicits feedback about HUD programs from nonprofits and other partners identified as best practices
- Convenes conferences and focus groups to improve HUD's quality of service and also identify opportunities for technical assistance

The National Partners in Homeownership

- An unprecedented public-private partnership working to increase dramatically homeownership opportunity in America
- The Partnership consists of 66 members representing 66 national organizations that care about homeownership, including nonprofits

The Center for Community and Interfaith Partnerships (Center)

- Developed strong working relationships with national intermediaries and foundations
 - Created initiatives specifically targeted to funding and providing technical assistance to faith-based organizations
 - This partnership has enabled the Center to convey a "big picture" view of the many different types of funding sources, public and private, available to community groups
 - Organized the Appalachian Summit that provided nonprofits with comprehensive information about government resources and partnership opportunities available
 - Developed relationship with the Congress of National Black Churches to explore ways to make Section 8 vouchers more effective
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Department of the Interior

Susan Hubbel

208-1923

Model Partnerships:

The National Fish and Wildlife Fund (NFWF)

- DOI's Fish and Wildlife Service (FWS) sits on the NFWF Council with other private and nonprofit entities

- This seat has allowed the FWS to closely coordinate its own grant programs for tiger, rhino and elephant conservation with that of the NFWF and its financial partner, Exxon-Mobil

National Park Foundation (NPF)

- DOI's National Park Service partners with NPF staff to combine expertise and perspectives in order to bring flexible and creative solutions to problems and to accomplishing goals
- NPF and other smaller nonprofits raise money for park programs such as the Parks as Classrooms program. The NPF has contributed \$42 million in direct financial support to the National Park Service
- Nonprofits operate bookstore in national parks and thereby provide information and education
- Nonprofits also provide "living history" events

Department of Justice

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Model Partnerships:

Community Justice Resource Center / Center for Court Innovation

- Provides technical assistance to jurisdictions working on community justice programs
- Assists jurisdictions and nonprofit organizations to develop comprehensive, community-based strategies and initiatives
- Develop publications, issues a newsletter, maintains a database of community justice projects, and prepares reports to document emerging opportunities and issues in community justice

Professional Development in Effective Classroom and Conflict Management

- In concert with the University of North Carolina and the North Carolina State Board of Education, the Department is working to improve classroom management and create a safe learning environment
- Pilot program seeks to increase the ability of teachers and administrators to model and use sound conflict resolution practices

I Am Your Child Foundation

- DOJ's Children Exposed to Violence Initiative (CEVI) partners with nonprofits to improve prevention, intervention and accountability efforts addressing children exposed to violence
 - The I Am Your Child Foundation offers parenting videos and materials for distribution throughout the Federal government
 - DOJ is seeking to work with nonprofits to form local "host committees" that will plan a series of twelve summits around the country in 2000
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Model Partnerships:**Youth Opportunity (YO)**

- An initiative to address the needs of America's youth through public awareness, partnerships, and programs
- Secretary Herman convened a roundtable of twenty foundations in November 1999 in support of YO

National Welfare-to-Work Partnership

- Drawn thousands of corporations and small businesses to train and hire former welfare recipients
 - The Department is mandated by the Workforce Investment Act (WIA) to work with States to ensure that the Ed i t community is a core components of the welfare reform movement
-

Model Relationships:**Historically Black Colleges and Universities (HBCUs)**

- Seeks to make HBCUs conduits for SBA services
 - Provides marketing and outreach to the HBCU communities
 - The initiative's objectives and goals are
 - Increase HBCU participation in federal research and development
 - Broaden the base of service providers for high technology
 - Stimulate commercialization of technologies resulting from federal R&D requirements
 - Increase opportunities for HBCUs to secure federal R&D awards individually or in a teaming arrangement
-

Model Partnerships:**United States Telecommunications Institute (USTTI)**

- USTTI is a nonprofit that provides highly specialized telecommunications training for foreign officials and businessmen
- USTTI has greatly assisted government efforts to promote telecommunications expertise and reform in foreign countries

The Future Leaders Exchange Program (FLEX)

- Partnering with the Educational and Cultural Affairs office, nonprofit exchange organizations to bring over 1,000 youth from Russia and the New Independent States to the United States for one year

NAFSA

- Promote the exchange of students and scholars to and from the United States
- Provides education and training that strengthen institutional progress and services related to international educational exchange
- Creates a forum for discussion of issues and a network for sharing information as it seeks to increase awareness of and support for international education

Support for East European Democracy (SEED)

- Provides funding to nonprofits enabling them to carry out assistance projects in eastern Europe
- SEED funding work primarily in the areas of economic restructuring, political and legal reform, development of independent media and fostering civil society
- Best example: support for the Serbian independent radio and TV network, co-funded with the Open Society Institute

Bureau of Near Eastern Affairs (NEA) and the 1999 Iraq Liberation Act

- NEA is working with largely inexperienced nonprofits with infrastructure building and support in accessing and maintaining financial support
- Nonprofit groups go on to do a number of activities: fostering economic development, modernization, supporting women's rights, publicizing Iraq's abusive human rights record

U.S. Agency for International Development (USAID)

- Partnership with Rotary International and other NGOs in a common effort to eradicate polio
- Institutionalization of 59 family planning activities in 32 countries with CARE International

Department of Transportation

Pat Jackson

366-0251

Model Partnerships:

National Center for Missing and Exploited Children

- Identifies and implements initiatives to maximize the transportation sector's involvement in the effort to relocate missing children

Office of Hazardous Materials Safety

- Worked with industry nonprofits and other related parties to improve compliance with emergency discharge control requirements for cargo tank motor vehicles used to transport liquefied compressed gases
- Resulted in HM-255A published in the Federal Register on May 24, 1999

Mitre Center for Advanced Aviation System Development (CAAS)

- CAAS supports FAA's advanced research, technology integration, and evaluation for the development of the future air traffic control environment
- CAAS carries out essential engineering and operational analysis, system development, and system specification activities for the FAA

Millennium Trails

- Public-private partnership led by the White House Millennium Council, USDOT, Rail-to-Trails Conservancy and other organizations and agencies

- “Green Ribbon” panel of national leaders meet each month to provide input on the program and creates a good working model with nonprofits
- Partnership has raised more than \$1 million in private/foundation contributions

Coast Guard

Mr. Marmo

Unknown

Model Relationships:

National Association of State Boating Law Administrators

- Partnership has been effective in carrying out the National Recreational Boating Safety Program
- Coordination and disseminating the National Safe Boating Campaign messages on safe and enjoyable recreational boating

Coast Guard Auxiliary National Board, Inc. (NBI)

- Relationship has enabled the NBI to contribute over two million hours of volunteer support to the Coast Guard each year

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

1. 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

2. Developing research partnerships.

Examples: Sharing data
Collaborating research and development
Creating partnerships to disseminate findings

3. Allowing input into the policymaking process.

Examples: Innovative approaches to rulemaking
Joint development of strategic approaches
Soliciting advice in the development of negotiating positions
Effective use of advisory committees
Innovative strategies to solicit input into policy development

4. 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

5. Sharing information.

Examples: Participation in coalitions
Innovative uses of the Internet
Strategies to disseminate information through nonprofit partners
Promotion of formal or informal communication channels

6. Improving government operations.

Examples: Employee volunteer programs and sabbatical opportunities
Innovative employee recruitment
Nonprofit provision of technical assistance or training to government employees
Simplifying fund application processes
Creating channels for feedback from nonprofit organization
Structural changes to improve relationships with nonprofit organization
Designating a “nonprofit liaison”

7. Improving the effectiveness of nonprofit organizations.

Example: Technical assistance or training to improve nonprofit capacity
 Promoting collaboration among nonprofits or among the sectors
 Providing a brokering function with other agencies
 Providing assistance to help with compliance with government rules