



LIAISON WITH NATIONAL ORGANIZATIONS COMMITTEE

Chaired by: John H. Filer

Members: William R. Bricker
Walter G. Davis
John Gardner
Andrew C. Sigler
Alexander B. Trowbridge

MISSION STATEMENT

To encourage a broad range of national organizations to support private sector initiatives and public/private cooperative efforts in their national policy agendas through the activities of their local affiliates.

STRATEGY

The committee sponsored five meetings at the White House, at which President Reagan acquainted various national organizations with the missions and objectives of the Task Force on Private Sector Initiatives, and solicited assistance in carrying out these objectives. The meetings were conducted with:

National Community, Service, Religious Organizations	March 24
Religious Leaders, Organizations	April 13
National Civic Organizations	April 27
Broadcasting Organizations	May 5
Trade Associations	September 14

RESULTS

Five hundred and fifty leaders of national organizations attended one or more of the five meetings at the White House. One hundred forty-four responded to a followup inquiry regarding activities undertaken as a result of the work of the committee. Activities undertaken by national organizations were:

- 23 adopted board resolutions supporting the Task Force in general and committing resources to achieving the activities advocated by the committee;
- 17 held conferences, meetings or workshops to familiarize their membership with private sector initiatives;
- 6 established clearinghouses or data banks to assist members and affiliates in their private sector initiative activities;
- 5 initiated private sector initiative awards or recognition programs; and
- 44 highlighted private sector initiatives in their newsletters and publications.

In addition to this activity, several business organizations including the American Bankers Association, American Bar Association, American Business Conference, Business Roundtable, National Association of Broadcasters, National Association of Manufacturers, National Federation of Individual Businesses, and the U.S. Chamber of Commerce are examining ways of institutionalizing their ongoing programs for keeping private sector initiatives before their members and affiliates.

RECOMMENDATIONS

The National Organizations Committee, realizing that the work of national organizations is essential to the effective perpetuation of the work of the Task Force, recommends the following:

- A Presidential commendation for national organizations which undertake activities resulting in private sector initiative activity by their members and affiliates. This commendation should simultaneously recognize a national organization and one or more of its local affiliates or members.
- The White House Office of Private Sector Initiatives should be continued as the principle link between the White House and national organizations.
- The leaders of national organizations that have been active in the work and activities of the Task Force

should collectively examine the feasibility and value of creating an inter-organization committee to assist national organizations to continue and expand on the activities begun as a result of the work of the Task Force.

- Governors and major national organizations should establish awards to honor local organizations which support the development and activities of local partnerships.



LIAISON WITH GOVERNMENT OFFICES COMMITTEE

Chaired by: Jean L. Harris

Members: William R. Bricker
Senator Dave Durenberger
Dee Jepsen
Robert Mosbacher, Jr.
Thomas W. Pauken

MISSION STATEMENT

To coordinate the work of the Task Force with private initiative programs conducted by federal departments and agencies, and to serve as liaison in presenting Task Force recommendations on incentives, impediments and other policy proposals to appropriate government officials.

STRATEGY

Working with the White House Office of Private Sector Initiatives, to undertake a Cabinet Program on Private Sector Initiatives. The President informed the Cabinet of his personal interest in the program and asked the agencies to review programs and procedures with a view toward stimulating private initiative and to establish a senior-level point of contact for private initiative activities.

RESULTS

More than 40 departments and agencies provided information on some 480 programs or projects with private sector implications. Some examples:

Creating a mechanism for private sector initiatives:

- The Secretary of the Department of Health and Human Services established a Working Group on Private Sector Initiatives with representatives from all the major agency components and chaired by the Undersecretary. The objective was to expand public/private partnerships which address health and human service needs and involve the regional offices of the department in promoting public/private collaboration.
- The Department of Education has a 16-member working group to coordinate private sector initiative activity, with established contacts in departmental and regional offices.
- The United States Information Agency uses the Office of Private Sector Programs to coordinate 14 committee efforts, and Peace Corps has established an Office of Private Sector Development. The Office of Volunteer Liaison -- Public/Private Partnership has the mission of promotion of private initiatives for ACTION.

The following are some specific techniques which agencies are using to promote private sector initiatives.

"Seed money" and "pump priming" grants: The use of grants to leverage increased private sector involvement is evident in some agencies.

- Health and Human Services makes child welfare services grants to those states providing for the use of volunteers as program components. The Transportation Department is also looking at ways for the Urban Mass Transportation Administration to encourage grant recipients to engage in ventures with the private sector.
- The Department of Energy is making planning grants available to foster collaboration between industry and minority universities to facilitate entry of minorities into the energy industry.
- In the area of contracting, the Departments of Transportation and of Defense are considering "profit-sharing" arrangements with contractors who finish work ahead of schedule or other similar improvements.
- ACTION selected a few key areas in which the private sector initiative approach is especially effective, and is concentrating its demonstration grants, Older American Volunteer Programs and other programs in those areas. They include: refugee resettlement and assimilation; the Vietnam Veterans Leadership Project,

which encourages veterans to assist those with problems: literacy; drug abuse; particularly the "parents' movement"; runaway youth; citizen crime prevention; and community development on the "enterprise zone" model.

Recognition Programs: Several agencies reported on awards and recognition programs ranging from individual to program-wide commendation.

- In particular, the Department of Housing and Urban Development established a new National Recognition Program for partnerships utilizing Community Development Block Grant (CDBG) funds.
- ACTION administers the annual President's Awards for Voluntary Action. Health and Human Services and the U.S. Department of Agriculture sponsor annual awards to recognize service by volunteers. The Small Business Administration annually honors business councils. The director of the Federal Bureau of Investigation has a more aggressive program which recognizes 20 citizens each month for outstanding contributions to law enforcement.

Procurement and privatization: Procurement of goods and services is a constant interaction between government and the private sector. Operations must be reviewed constantly to ensure that government is not producing items at a greater expense than for which they could be purchased, and/or that the purchase process is yielding the best goods and services for the money spent.

- In its effort to strengthen Defense programs, DOD is seeking wider private sector participation and competition in its buying activities. Action is underway to streamline the procurement process and help local communities and economically disadvantaged groups achieve a larger share of defense business.
- The Small Business Administration, Energy and Housing and Urban Development have initiatives to ensure and encourage small and minority business participation in procurement activity.
- Many agencies are looking toward spinning off programs to the private sector where it can be demonstrated that those programs can be run more efficiently and effectively. For example, at the Department of Commerce:

-- The National Technical Information Service example is being considered for privatizing. The

center is the central source for the public sale of government information needed by business for innovation and decision-making.

- The Secretary of Commerce and the National Oceanic and Atmospheric Administration have as a major objective the turnover of the Landsat earth satellite program to the private sector.
- The Department is also considering spinning off to the private sector selected specialized weather forecasting programs such as fruit frost prediction. In addition, the National Advisory Committee on Oceans and Atmosphere is studying user-fee and private sector takeover options for the National Weather Service.

- Limited privatization is occurring within other agencies. For example, the National Credit Union Association and Federal Emergency Management Agency are exploring ways to allow private insurance to replace government insurance in several cases. The General Services Administration is planning to lease unused space. Interior is looking at private operation of camp grounds, and the Veterans Administration wants to increase private participation in caring for its 106 national cemeteries.

Volunteers: One of the most successful techniques for increasing service delivery while limiting expense is the utilization of volunteers. Throughout the federal government, many volunteers are being utilized in the delivery of human services.

- Medicaid screening, counseling, transportation, readers for grant processing, aging and nutrition services, phone answering, babysitting, childhood immunization programs, VD hotlines, surrogate mothers, runaway youth aid, and daycare are just a few of the ways in which the Department of Health and Human Services has been able to utilize volunteers. In their report Health and Human Services, in conjunction with ACTION, identified over 760,000 volunteers involved in their programs.
- The Department of Justice encourages volunteers in crime watch programs and in working with troubled youth. Several bureaus of Interior have volunteers cleaning and maintaining trails, working on campsites, and supervising recreational activities. The Small Business Administration uses volunteers to assess damages at disaster areas and as technical advisors, helping small businesses. Treasury uses some volunteers to help the elderly file tax returns and to help sell savings bonds.

Legislative and regulatory relief: Many federal agencies and departments identified legislative and regulatory impediments to private sector initiatives. While some steps are being taken within the agencies to remove some impediments, others are common to several agencies and deserve Executive Branch consideration.

- State and federal laws which prohibit the use of volunteers.
- The unavailability of Workmen's Compensation to cover volunteer workers.
- The question of tort liability relating to the actions of the volunteers.
- Health and Human Services and General Services Administration are evaluating the potential for legislation which would revise the Public Benefit allowance authority to permit donations of surplus federal property to a broader spectrum of nonprofit and profit organizations involved in volunteer activity.
- The use of voluntary approaches to regulatory compliance, such as compliance bubbles which allow plants to exceed Environmental Protection Agency emission standards for less control in other plant operations.
- The revision of regulations to permit the use of federal buildings and facilities for other purposes by voluntary organizations during their nonuse.
- The amendment of Title II of the Federal Credit Union Act to allow private sector insurance companies to serve as an alternative to the Federal Insurance Program for credit unions.

The review of agency and departmental efforts in the area of private sector initiatives reveals a substantial amount of effort. However, much more needs to be done to ensure that federal agencies develop policies aimed at encouraging public/private collaboration.

The review also shows that the efforts are fragmented and uneven among the Cabinet agencies and departments. Moreover, no mechanism exists to replicate the successful agency activities, nor to exchange such information among them.

RECOMMENDATIONS

- The President should be encouraged to establish a Cabinet Council Group on Private Sector Initiatives to provide policy guidance to an Interagency Working

Group on Private Sector Initiatives. Both organizations should be supported by the White House Office on Private Sector Initiatives. Membership should come from the relevant agencies and departments.

- Departments and agencies should identify opportunities for the increased use of volunteers in their programs using the model of Health and Human Services, the Veterans Administration and ACTION.
- Departments and agencies should use discretionary funds both at the programmatic and Secretary's level to encourage private sector initiatives. Small "seed money" and "pump priming" grants demonstrate a commitment to private sector initiatives that goes beyond conferences and technical assistance. This does not require increased overall funding, but merely a reallocation of a portion of already appropriated funds. Ongoing categorical programs that were not redrafted legislatively because they were scheduled for elimination, e.g., the Labor Department's Title V program, should now be managed with greater attention toward their private sector initiative potential.
- Discretionary and program funds should also be made available for interagency and cooperative agreements in support of private sector initiatives. Discretionary funds should be used to enable strong nonprofit programs to replicate their activities, not merely to demonstrate the possibility of such replication. "Seed money" grants can be used both to defray some operating expenses and to encourage a program's private sector initiative components, e.g., an expanded use of volunteers.
- Categorical programs should be examined to see if their legislative authorization can be reoriented toward the private sector, in the manner of the increased role of PICs (Private Industry Councils) in the new employment and training legislation.
- Each agency and department may wish to establish an awards and recognition program for its employees involved in exemplary volunteer work or private sector initiative activity.
- Departments and agencies should identify programs that could be more efficiently and productively run by a private sector entity.
- Each major department and agency may wish to establish an intra-agency working group or office of Private Sector Initiatives along the lines of Health and Human Services and Department of Education models.



INCENTIVES COMMITTEE

Chaired by: William C. Norris

Members: James F. Henry
Leslie L. Luttgens
William S. White

MISSION STATEMENT

To identify incentives for increased initiatives by private sector organizations, from the largest corporations to the smallest businesses, foundations and nonprofit agencies. In addition, identify incentives for individuals, as employees, shareholders, or private citizens, which will increase personal participation in voluntarism, and provide examples of such activities.

STRATEGY

Expanding employment was the primary mission adopted by the Incentives Committee. Every community needs a means by which to assure the continuing process of creating new jobs. This can best be accomplished by combining voluntarism, contributing, and investing in a focused approach through local public/private partnerships.

FINDINGS

1. Expanding employment requires that new jobs be created, and that people be made job-ready through counseling, education and training, and supported by necessary social services. Due to limited time and resources, it is not feasible to devise a program embracing all aspects of expanding employment. Therefore, the Incentives Committee concluded that it should concentrate on a limited program whereby

public/private partnerships stimulated new job creation by focusing on assisting small businesses, since studies show that they create most of the new jobs.

2. Local assistance needed most by small businesses is investment in programs supporting their startup and growth. Investments in small businesses can take a variety of forms, such as seed capital, debt, or equity; by providing technology or management assistance.
3. To encourage such investments in small business, local public/private partnerships should consider setting targets and having their achievements recognized -- very much as that now given for contribution by "membership" in the Two Percent and Five Percent Clubs.

Local investment standards should take into account the size and character of both the community and investing organizations.

4. To provide further stimulus for contributing, volunteering, and investing in job creation programs, the Committee is also recommending a variety of potential incentives. The following suggests types of incentives that can be considered at the federal, state, and local levels.

Together, local targets and incentives are intended to aid local partnerships to undertake a commitment to a continuing program of job creation.

POTENTIAL INCENTIVES

1. Job Creation. To focus investments in job creation, the following incentives could be applied:
 - Tax credit for contribution to community-based organizations engaged in activities that expand employment.
 - Double tax credits for volunteers for volunteering time to community organizations such as cooperation offices assisting small businesses.
 - Tax credits for investments in "incubators" for small businesses.
 - Tax credits for investments in small companies in designated areas.
 - Tax credits for making technology available to small companies in designated areas.
 - Special investment tax credits for large companies that locate branch plants in poverty areas.

2. Employment Preparation/Education and Training. It is critical that education and training be linked to jobs. Tax incentives such as the following could induce the needed investments in training and subsequent hiring:
- Tax credits for linking education and work experience for disadvantaged youth and disabled in skills in acutely short supply.
3. Community Revitalization: Incentives should be extended not only to corporations for investments, but to encourage individuals to assist the needy and participate in community development affairs.

A significant incentive has to be a new spirit which legitimizes volunteer work and defines it as the desirable behavior. Financial incentives could include:

- Up-front government funding to get redevelopment stimulated. Higher levels of funding to communities with comprehensive revitalization and employment expansion plans in place.
- Tax exemptions for banks on interest paid to provide loans for stimulating housing and commercial development in inner cities.
- Federal insurance and tax exemptions on interest income for insurance companies, pension funds and other similar sources for large commercial and housing projects.
- Credits for volunteers for car mileage and a percent of donated time. (Double credit for time to efforts focused on expanding employment.)
- Tax credits to corporations that provide reimbursement of employees for percent of time spent on priority volunteer activities.
- Tax credits to corporations that grant additional increases in retirement pay for seniors who are volunteering.



CONTRIBUTIONS STRATEGIES COMMITTEE

Chaired by: Arthur Levitt, Jr.

Members: Terence Cardinal Cooke
Kenneth N. Dayton
John Gardner
Dee Jepsen
Richard W. Lyman
Cornell C. Maier
Elder Thomas S. Monson

MISSION STATEMENT

To identify and encourage programs that offer the potential for stimulating improvements in the amount and patterns of giving by corporations, foundations and individuals.

ACTIVITIES AND RESULTS

The committee has developed and the Task Force has approved statements concerning contribution strategies for corporations, individuals and foundations. These statements have been widely disseminated through the general press and to the specific constituencies involved. For example, the statement on corporate public involvement has been distributed to individual corporations, general business organizations such as the National Association of Manufacturers, the Business Roundtable and the American Business Conference, as well as to a wide range of industry trade organizations. Similarly, the statement on foundations has been distributed through the Council on Foundations and Independent Sector to memberships of each, and to the newsletters of many national membership organizations.

RECOMMENDATIONS

The committee's specific recommendations concerning corporate, individual and foundation involvement as approved by the Task Force are:

The Task Force believes that while the private sector is already making a major contribution to the social and economic progress of America through a variety of contributions of time, talent and money, more can be done to make the private sector a strong partner with government in meeting the needs of American communities.

The private sector includes business, organized labor, religious and civic groups, educational and philanthropic institutions, service and neighborhood organizations, trade and professional associations, individuals and families; the broadest possible cross-section of American life. Each part of the private sector has an important role to play in shaping the future of our nation.

CORPORATIONS

The Task Force recommends that corporations:

1. Within four years, double the level of cash contributions to nonprofit organizations engaged in public service, with a goal of tax-deductible contributions equaling at least two percent of pre-tax net income.
2. Within four years, double the overall level of their involvement in community service activities, both in financial contributions and in the mobilization of their human resources in volunteer capacities.
3. Reassess the pattern and direction of both their cash contributions and other forms of public involvement to insure that the most pressing human, social and economic needs in their communities are being addressed effectively.
4. Commit themselves to active involvement in the development and enhancement of partnerships between the private and public sectors in their communities.

In recent years, corporations have gone far beyond cash contributions in their involvement in the community; to job creation and training for the unemployed, targeted urban investments, loaned technical expertise to local and state governments and support for employee volunteer programs. Their total cash contributions of approximately \$3 billion have been matched by a variety of in-kind contributions of goods, services, and loaned personnel. These contributions are a vital resource in communities nationwide.

Individual corporations vary widely in the extent and nature of their current involvement and in their potential for increased involvement over time. Thus, the Task Force recommendations address the overall commitment that must be made by the business community in the years immediately ahead. Likewise, the Task Force recognizes that the most active and lasting commitment will come as the product of each company's own recognition that the condition of the communities in which they operate is as much a part of their business as the products they make and the services they offer.

INDIVIDUALS

The Task Force recommends a goal of doubling individual giving in the next four years.

Almost 90 percent of private giving is by individuals. In 1981, the total of individual contributions exceeded \$44 billion. In addition, individuals contribute an enormous amount of personal volunteer time, equivalent in 1981 to an estimated \$64.5 billion.

When individuals give money and time, our society benefits in three ways:

- specific people and causes are assisted;
- there is a greater awareness of community needs and issues;
- the givers gain an important sense of service.

Since its beginnings, this country has benefited from an extraordinary willingness on the part of individuals to participate in addressing communities' needs and aspirations. It is important to our nation, and to its givers and receivers that we strengthen that voluntary impulse. A doubling of individual giving in four years will raise personal donations to a level of approximately \$100 billion.

The present average of personal contributions is about two percent of annual income, with many individuals and groups contributing the traditional ten percent "tithe." The Task Force proposes that Americans work toward an average contribution of five percent of personal income.

The increased support should go to the causes of one's choice. That, too, is an important part of our democracy and the pluralism that strengthens it.

Individual giving and volunteering go hand in hand. If, within the next four years we can double the levels of contributed time and money, we will have multiplied all of the benefits of

this country's unique pattern of private initiative for the public good.

FOUNDATIONS

Foundations are independent nonprofit organizations that have been funded from private sources, managed by their own trustees and established to serve the public interest by addressing social, educational, cultural and other charitable needs. The majority of foundations are known as independent foundations originally established and funded by individuals or families. A second important category is community foundations. They are a flexible vehicle through which individuals and corporations can make gifts or bequests of any size for the benefit of a community or a region and are governed by a publicly appointed board of trustees. A third category, corporate foundations, receive their funding from a corporation and their activities are included in the foregoing statement about corporate public involvement.

The first two categories of foundations account for about five percent of all private sector giving in the United States. Their share of the total has gradually declined over the past decade due to such factors as inflation, government regulation, the impact of tax laws and the effect of the securities markets on foundation assets. The net result has been a continued slow decline in foundation giving in real dollars over recent years.

At the same time, foundations occupy a unique position in the private sector and have the potential for playing a more important role in helping to address the social and economic needs facing the country. Foundations are unique in their flexibility to respond to needs, in their ability to take risks and in their freedom to explore problems. The diversity among the nation's 22,000 foundations is a classic example of the pluralism in America's private sector and provides an opportunity for a rich and creative response to those issues and needs which are within the resources of the foundation community.

The Task Force recommends that:

1. Foundations reassess the pattern and direction of their giving to insure that the most pressing human, social and economic needs are being addressed effectively.
2. Foundations commit themselves, where appropriate, to active involvement in the development and enhancement of partnerships between the private and public sectors in their communities, and to the nurturing of community-based organizations that play so important a role in such partnerships.
3. Foundations voluntarily recognize their continuing accountability to the public as nonprofit organizations and follow

the example of many foundations in openly communicating the amount and nature of grants made and their grantmaking objectives and priorities..

4. Every effort should be made to reverse the declining birth rate of foundations by aggressively promoting the formation of new foundations.

COMMUNITY FOUNDATIONS

Community foundations have an especially vital role to play in community partnerships because of their staffs' broad knowledge of the geographic area they serve, and their ability to pool gifts from many sources to meet community needs. These foundations often are in a position to provide expert grantmaking assistance to local corporations who desire to increase the level of their giving. They also make excellent partners with national corporations and foundations desiring to make contributions in cities or regions where they lack information about local needs. As a bridge between the donors and the local nonprofit sector, community foundations are natural partners to work with local governments to address community problems.

The Task Force recommends that:

1. The cities and regions without community foundations take steps to form such foundations. The key persons in such a process are community leaders, heads of nonprofit organizations and bank trust officers, and attorneys and estate planners working with individual donors to establish a pooled community trust committed to addressing local needs and concerns. In addition, independent foundations and corporate foundations can play an important role in providing technical and financial resources for the formation of new community foundations.
2. Localities with community foundations mobilize resources to obtain additional gifts, bequests and corporate contributions to provide a substantial asset base from which grants can be made.
3. Existing community foundations place a high priority on providing technical and financial assistance in the formation or enhancement of public/private partnerships in their communities.

The Economic Recovery Tax Act of 1981 includes a feature which establishes the annual payout requirement for foundations at five percent of assets. This change from prior law increases the ability of foundations to preserve their assets at a level which should insure a steady payout of grant dollars in future years. At the same time, there may be other legislative and regulatory changes which will further enhance the responsive ability of foundations and facilitate the creation of new foundations.



COMMITTEE ON MARSHALLING HUMAN RESOURCES

Chaired by: Frank Pace, Jr.

Members: William Aramony
Terence Cardinal Cooke
Walter G. Davis
Daniel Gilbert
George Romney
The Reverend Leon Sullivan
Alexander Trowbridge

MISSION STATEMENT

To encourage increased commitment, recruitment, placement and management to volunteers in community service and to enhance the atmosphere for volunteering.

STRATEGY

To pursue its mission, a decision was made to directly involve the volunteer community and other related groups. Thus, a first major activity was to form an advisory group of persons from major national volunteer organizations. (See Appendix Information.)

This advisory group then suggested that it be expanded to include representation from labor, the corporate community, and religious institutions. Small working groups were formed to help carry out the agreed-upon committee objective:

1. To reaffirm the fact that volunteering is an essential part of the fabric of American society.

- The Committee developed a publication for policy makers entitled Volunteers: A Valuable Resource which includes: "Volunteering: The Policy Maker's Role;" "The World of Volunteering: Questions and Answers;" "Who Volunteers? A Statistical Survey;" "What America's Leaders Say About Volunteering: Selected Quotations;" Suggested Remarks; and Acknowledgments. This will be distributed to the White House, Congress, Governors, Mayors, national volunteer organizations, and other interested national organizations.
 - The Committee, with the help of the Postmaster General, paved the way for a commemorative stamp on volunteering to be issued in 1983--the first of its kind.
 - The Committee participated in discussions with the Advertising Council on its campaign to promote voluntarism. In particular, on the film commissioned by the Independent Sector.
2. To recognize contributions made by young people as volunteers in community service and to encourage more young people to volunteer.
- Dr. Gilbert and Mr. Bricker prepared a paper for the Task Force on youth, emphasizing the need to challenge young people by offering opportunities for them to become involved, as well as the importance of working with youth rather than for youth.
 - The Committee organized a three-day event in Washington, attended by 47 young people representing 23 national volunteer organizations (see Appendix Information) which provide youth volunteer activities. Over thirty communities were represented. The highlight was a meeting with President Reagan, including opportunities to question the President, and having individual photos taken with the President.
 - These youth representatives also visited the Greater Washington Youth Fair. This event was coordinated by the Boys Club's Jelleff Branch, which worked collaboratively with over 25 other local volunteer organizations. The D.C. Fair was designed as an example of a local private sector initiative for involving youth in community service. These youth representatives plan to return to their communities and produce a similar local initiative during 1983. A goal of participation by many more communities annually was established.

3. To reconfirm the relationship of volunteer organizations with corporations and unions.
 - Material was gathered on the subject of existing corporate volunteer activity and is reflected in a Letter to Chief Executive Officers and a Corporate Community Involvement Action Guide. The letter and the guide will be disseminated through major business associations.
 - Representatives of volunteer organizations met with the AFL-CIO's Community Service Department, with the intent of preparing a paper on cooperation among unions and volunteer organizations on how better to work together. The AFL-CIO will host an educational meeting with volunteer organizations, and both the AFL-CIO and volunteer organizations would continue to address the subject of volunteering at conferences, meetings and other forums.
4. To stress the effectiveness of volunteer organizations.
 - The Committee worked with the Gannett Newspaper chain and the American Society of Newspaper Editors to encourage local newspapers to include a column on volunteer opportunities. Mr. Pace sent a letter to 1100 newspapers around the country, encouraging the use of such a column.
 - The Committee has developed plans for publication of a directory of available management development, education, and training for nonprofit organizations (paid personnel and volunteers) at universities, schools, and in nonprofit organizations.

RECOMMENDATIONS

The Committee acknowledges the fact that volunteers play an essential role in the fabric of American society and recommends that policy makers continue to find new ways to publicly recognize volunteers. The Committee clearly feels it has only begun an effort which needs to be sustained and built upon.

Therefore, the advisory group recommends that:

1. It continue its efforts through 1983 to complete these activities. Mr. Pace has agreed to coordinate them.

To that end, the advisory group will:

- Keep in touch with those youth who came to the three-day D.C. conference, and assist them with their local initiatives.

- Work with the advisory group to identify and remove impediments to volunteering.
- Through business organizations, catalogue and encourage non-cash involvement in community service.
- Proceed with the Postmaster General on the production of the commemorative stamp, to be issued in 1983.
- Continue to provide comments to the Advertising Council on its voluntarism campaign.
- Continue to work with the White House Office of Private Sector Initiatives.
- Continue discussions with organized labor.
- Continue to work with newspaper editors.
- Complete the resource directory.

2. And that an office within the White House:

- Be designated as the Administration locale for information about and contact with volunteers.
- Continue to work with organizations which provide youth volunteer activities and, more specifically, youth fairs.
- Provide resource information about volunteer organizations to the President and assist in the dissemination of materials produced by this Committee.



COMMUNICATIONS COMMITTEE

Co-chairs: Ellen Sulzberger Straus
Thomas H. Wyman

Members: John W. Gardner
C. William Verity, Jr.

MISSION STATEMENT

The Communications Committee was formed to serve as an advisory group to the Task Force as a whole and its individual committees in devising and implementing a communications program with the press and the public.

STRATEGY

The Committee, from the start, began to outline a communications strategy to assure that the Task Force secure a reputation of one that reports results rather than one that simply results in a report.

As the various Task Force committees began to reach out to hundreds of communities across the country, the private initiative story began to unfold. At the heart of this story were the classic examples of neighbor helping neighbor, and partnerships between local government and private sector leaders. It was determined that if these examples were emulated elsewhere, they would bring to life and to vivid definition the concepts underlying the Task Force's work.

Thus, the Task Force became the "mirror" for these examples of people helping people and began a nationwide awareness campaign to reflect them to communities around the country. This campaign was in no way intended to suggest a magic in partnerships, but to the extent that they brought disparate elements of a community together in common cause, they were viewed as powerful instruments to community social and economic progress.

To transmit these partnership examples, the Communications Committee focused on three vehicles for creating a national awareness: print media, broadcast media, and public speaking opportunities.

PRINT MEDIA

Editorial roundtables were arranged with major national publications to highlight community partnerships. These practical examples of private enterprise became the substance of scores of feature articles in hundreds of media outlets, as the press realized that the public was hungry for positive human interest stories.

Drawing from the Task Force data bank of some 2,500 examples, a weekly series of feature stories, called "The Brighter Side of Today's News," was inaugurated by the communications division. The stories were mailed each week to editors of 2,000 daily and weekly newspapers.

As the influence of the stories spread, the press began calling for other data bank examples which could be adapted in their communities.

Organizations with allied interests asked for examples they could use. For example, the American Advertising Federation, which had adopted voluntarism as its theme for 1982-1983, distributed the material to its 210 members for use in local advertising and public relations campaigns.

The Advertising Council also accepted the theme of voluntarism for one of its public service media campaigns, with Ogilvy & Mather, Inc., as the volunteer agency. Providing funds as well as counsel, the Task Force joined with the Independent Sector in sponsorship of the campaign, which will run in 1983 and 1984.

The National Municipal League is scheduling a booklet on the "Brighter Side" for distribution to thousands. More than a hundred trade association executives asked for stories to use in their trade publications.

The Task Force newsletter, "Building Partnerships NEWS," spread the spirit of voluntarism and private sector initiative across the country to more than 7,500 readers on a regular basis.

BROADCAST MEDIA

In the spirit of voluntarism, Pat Boone narrated a dozen radio and television spots on the "Brighter Side" stories and composed, arranged and sang an accompaniment called "Lend A Hand, America" for distribution by the Task Force to more than 5,000 radio stations.

It became apparent early on that the Task Force story was powerful visually and television was its earliest proponent. A broadcast advisory subcommittee was formed, with Charles S. Mechem, Chairman of Taft Broadcasting, as its head. This group provided advice to the Task Force for spreading the private initiatives story across the country through the electronic media.

Already in existence was the most powerful asset the Task Force had in the form of a news series produced by KAKE-TV, Wichita, which became the prototype for scores of individual TV stations across the country. To date, some 70 television stations have aired programs on private initiatives, job-a-thons, volunteering, or special community projects.

ALCOA used one private initiative story line and funded a public service television spot, which it distributed to 200 television stations.

Religious television networks were quick to see that the Task Force objectives paralleled theirs, and Mr. Verity and Mr. Guth appeared on four major religious networks.

The combination of efforts between local and religious stations, as well as a number of major Task Force announcements and meetings on private initiatives, turned the work of the Task Force into a national television story.

CBS News produced a 6-minute network story on private initiatives. ABC-TV relayed the news series of its own affiliate, KAKE-TV, to its 208 stations. The Public Broadcasting Service covered a Task Force meeting in Wichita on its "Nightly News Report." And two dozen on-camera interviews with Task Force members were done by national networks, local stations and McNeil-Lehrer.

SPEAKING OPPORTUNITIES

It was agreed by the Committee members that the media activities would be augmented by an active and effective speakers' bureau, enabling key spokespersons to appear often before national, regional, and local audiences to encourage voluntarism and private sector initiatives.

To that end, the Task Force speakers' bureau scheduled approximately 150 speeches and panel discussions for members and senior staff. These appearances ranged from Boston to Guam, and the staff members alone logged an estimated quarter of a million miles.

AWARDS AND RECOGNITION PROGRAM

An initial committee of the Task Force, the Awards and Recognition Committee, completed its work in late spring. Chaired by Mr. Wyman, the Committee prepared a guide book for governors and mayors to use in establishing recognition programs to honor individual efforts and community partnerships long after the national President's Task Force had expired.



COMMUNITY PARTNERSHIPS COMMITTEE

Chaired by: Jeri J. Winger

Members: William Aramony
Helen G. Boosalis
J. Richard Conder
Edward H. Kiernan
Robert D. Lilley
Robert Mosbacher, Jr.

MISSION STATEMENT

To identify existing community partnerships at the local level and promote the establishment of similar partnerships throughout the nation.

To facilitate the development of private sector leadership networks at the community level so that communities of all sizes may become better organized to meet local needs with local and private resources.

STRATEGY

To establish a framework for community partnerships which set boundaries and aid in the establishment of priorities for partnership activities.

The framework noted three key elements:

1. Community leadership -- To encourage community leaders to help identify needs, and promote partnership processes between the public and private sectors to find solutions.

2. Entrepreneurship -- To generate entrepreneurial thinking about financial and non-financial dimensions of partnerships.
3. Community building -- To develop programs which become self-sustaining.

RESULTS

Education and training materials which were developed include:

1. "Building Partnerships for America's Future" -- provides definition, overview, and case examples of community partnerships.
2. "Corporate Community Involvement" -- An action guide on corporate community involvement in the generation and strengthening of community partnerships.

The first document ever produced which provides case examples of volunteers, contributions, and investment efforts of large, mid-range, and small businesses. The efforts catalogued describe programs with neighborhoods and governments, and encompass economic and residential development and human services. A resource list is included.

3. Investing in America -- The first book produced with chapters by major institutional investors in the United States -- banks, savings institutions, insurance companies, pension funds, credit unions, cooperatives, community development corporations, small businesses and venture capital firms, foundations (program related investment), corporations (non-financial), mutual funds, and religious organizations. There is also a chapter on investment partnership innovations. This book is a report by these organizations. The theme is investing in community partnerships and includes resource lists and hundreds of case examples.
4. "Partnerships in America" (video tape) -- A 23-minute training film with general information on community partnership formation and community investment. The tape includes footage from Task Force-sponsored meeting of chief executives, highlighting speakers from the public and private sectors and nonprofit groups.

WORKING MEETINGS

1. Corporate Community Involvement (July 26-27): A White House meeting with the President. This was the first meeting of chief executives ever convened to discuss their role as investors in community partnerships. Eighty-five

corporate leaders from 44 cities, representing 24 states, attended a program that included presentations by 17 civic leaders from corporations, local governments, foundations, community development organizations -- representing private profit, nonprofit, and public sector interests in community partnerships. Eight Task Force members participated in this working meeting as keynoters, panelists, and panel convenors. The focus of the working meeting was on community investment.

2. American Community College Trustees (August 24): Eleven trustees and their representatives from community colleges attended this meeting designed to provide information about partnerships and establish a follow-up program of forums in their communities. Four federal departments also sent representatives. Follow-up forums were scheduled in: Kansas City, Kansas; Chicago, Illinois; Omaha, Nebraska; Annandale, Virginia; Pittsburgh, Pennsylvania; Kirkwood, Iowa; Seattle, Washington; San Jacinto, Texas; Cumberland, Maryland; Jacksonville, Florida, and San Francisco, California.
3. Investment Institutions (September 14): Sixteen investment institution representatives attended a meeting to discuss their chapter contribution to the book, Investing in America. This was the first meeting to bring major institutional investors together to discuss the role of investment in community partnerships.
4. Religious Leaders Roundtable (October 5): An interdenominational meeting of religious leaders. Fifteen people participated in a roundtable discussion on the role of their national organizations in promoting partnerships. A planning committee was selected and is meeting periodically with the White House.

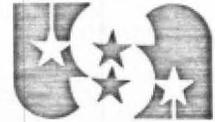
The White House Office of Private Sector Initiatives participated in each of these meetings.

RECOMMENDATIONS

1. That the Project Data Bank be continued in an independent non-governmental setting. The project bank information serves as a means for sharing ideas -- the utility of which shall be determined by prospective users. There should be a formalized system whereby the information could be made available to communities.
2. Emphasis on the establishment of community partnerships, and on active involvement of local officials with the private sector. Mayors should be made aware, by Governors' Task Forces, of the importance of community partnerships

and the need for them to play a key role in finding ways to join public and private resources to meet community needs. Particular attention should be given to the needs of smaller communities and should include consideration of their technical and financial needs.

3. Governors' Task Forces should be encouraged to have both public and private sector members. These Task Forces are in a strategic position to help maintain the momentum generated in numerous communities.
4. It is extremely important to publicize and spotlight successful examples of the private sector working with community enterprises.
5. The basic concept of partnership arrangements is valid and should be reinforced at every opportunity, with community-level dialogue on public issues and common problems. This dialogue should emphasize the strengths of joining public and private-sector resources.
6. A mechanism should be established to ensure that the work of the Task Force will be continued, with emphasis on community partnerships. To develop new partnerships and enhance existing programs, it is recommended that leadership at all levels, including corporate, government, and community, encompassing profit and nonprofit mechanisms, be nurtured so that partnerships become long-term, self-sustaining efforts.



APPENDIX INFORMATION -

All references to appendix material or publications mentioned, but not included, in this report are part of the permanent record of the Task Force and can be obtained by contacting the White House Office of Private Sector Initiatives, 202-456-6676.