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MEMORANDUM

THE WHITE HOUSE
WASHINGTON

March 29, 1982

file
PSI

TO: JIM JOHNSON

FROM: JAY MOORHEAD *Jy Moorhead*

SUBJECT: Dr. Robert Schuyler

Bill Verity called me on Friday to say that Dr. Robert Schuyler wants to work into his weekly sermons good PSI examples.

Please pull together some and recommend a procedure to put something together on a weekly basis.

Finally, either the President or Vice President will attend a Schulyer Service on May 30 in Garden Grove, California.

cc: Morton Blackwell

THE WHITE HOUSE

WASHINGTON

March 22, 1982

MEMORANDUM TO: WHOM IT MAY CONCERN *Morton*

FROM: JAY MOORHEAD, SPECIAL ASSISTANT TO THE PRESIDENT FOR PRIVATE SECTOR INITIATIVES *JM*

SUBJECT: PRIVATE SECTOR INITIATIVES.) _____

THE FOLLOWING IS AN AGENDA OF FUTURE EVENTS RELATING TO THE PRESIDENT'S PROGRAM ON PRIVATE SECTOR INITIATIVES.

- March 24, 1982 National organizations briefing/luncheon. East Room and State Dining Room, The White House. Participation by the President, Vice President, Elizabeth Dole, Jay Moorhead, C. William Verity, John Filer, Chairman of the Board, National Association of Business, and approximately 100 chief executive officers of national "umbrella" organizations (NAM, NAB, Chamber of Commerce, etc.)
- March 29-31 U.S. Conference of Mayors/ARCO Partnerships: Private Initiatives Conference - Philadelphia, Pennsylvania. Participation by Secretary Donovan, Richard Williamson, J. Steven Rhodes, Jay Moorhead, Michael Castine, C. William Verity.
- April 2 Private Sector Initiatives briefing for White House Staff and Agency and Department Public Affairs Directors. The White House - Jay Moorhead.
- April 13 National Religious Leaders briefing/luncheon. Same format as March 24 meeting.
- April 15 National Volunteer ACTION Awards Luncheon. President will present 15 winners with medals for outstanding voluntary achievements. Co-sponsored by the White House, VOLUNTEER, The National Center for Citizen Involvement and ACTION.
- April 15 National Volunteer ACTION Awards Dinner. Vice President and Mrs. Bush will host the dinner, honoring award winners.

April 18-24 National Volunteer Week
Various activities planned - more information
to follow.

April 22 Senator Denton will hold hearings
on voluntarism.

April 27 National Service Organizations Briefing/
Luncheon. Same format as March 24 meeting
with representatives of Lions, Rotarians,
Elks, etc.

May President's Task Force on Private Sector
Initiatives will hold its third meeting.

PSI
T. H. Harris

NATIONAL ORGANIZATIONS TO BE CONSIDERED
FOR WHITE HOUSE MEETING

March 24th

Business

1. Business Roundtable - Wallace Bates, President - (212) 682-6370
2. National Chamber of Commerce - Richard Leshner, President
(202) 659-6207
3. National Association of Manufacturers - Alexander Trowbridge,
President 1-800-424-5040 or (202) 626-3800
4. American Business Conference - Jack Albertine, President
(202) 822-9300
5. National Federation of Independent Business - Wilson S. Johnson,
President (415) 341-7441
6. Conference Board - James T. Mills, President (212) 759-0900
7. National Alliance of Business - William H. Kolberg, President
1-800-424-5404 or (202) 457-0400
8. Committee on Economic Development - Robert Holland, President
(202) 296-5746
9. American Bankers Association - Willis W. Alexander, Executive
Vice President (202) 467-4000
10. American Council on Life Insurance/Health Insurances Association
of America, Robert F. Froehlke, President (202) 862-4000
11. National Federation of Business and Professional Women's Clubs
Irma Finn Brosseau, Executive Director (202) 293-1100
12. American Society of Association Executives - ~~James P. Low~~, *Wm. Taylor*
President (202) 626-2723
13. National Business League - Theodore R. Hagans, Jr. (202) 829-5900
14. *U.S. Industrial Council - Tony Harris*

Farm Organizations

1. American Farm Bureau (Federation) - Robert B. Delano, President
(312) 399-5700
2. National Grange - Edward Anderson, Master (202) 628-3507 *ck*
3. National Farmers Union (official name is Farmers' Educational and Cooperative Union of America - Reuben Johnson, President
(303) 371-1760 *ck*
4. National Council on Farmer Cooperatives - Ken Naden *ck*

Labor Organizations

1. AFL-CIO - Lane Kirkland, President (202) 637-5189
2. UAW - Douglas Fraser, President (313) 926-5000 *ck*
3. Teamsters

4. *Fraternel Order of Police*

Communications

1. American Newspaper Publishers Association - Jerry W. Friedham, Executive Vice President and General Manager (703) 620-9500
2. American Society of Newspaper Editors - Gene Giancarlo, Executive Director (215) 252-5502
3. National Association of Broadcasters - Vincent T. Wasilewski, President (202) 293-3500
4. Advertising Council, Robert P. Keim, President, (212) 758-0400
5. National Radio Broadcasters Association, Abe Voron (202) 466-2030
Ms. S. Kaplan (704) 392-6191
6. *Direct Mail Marketing Association*

Educational Organizations

1. National School Boards Association - Thomas A. Shannon, Executive Director (202) 337-7666
2. National Congress of Parents and Teachers - Mary Ann Leveridge, President (312) 787-0977
3. American Council on Education - J. W. Peltason, President
(202) 833-4700
4. National School Volunteer Program - Dr. Sandra Gray, Executive Director (703) 836-4880
5. *Nat. Pro-Famil. Coalition*

Service Clubs

1. Kiwanis (International) - R. P. Merridew, Secretary (312) 943-2300
2. Lions Clubs (International) - Roy Schaetzel, Executive Administrator (312) 986-1700
3. Rotary (International) - Herbert A. Pigman, General Secretary (312) 328-0100
4. Jaycees (International) - Dan Raskow, Secretary General (305) 446-7608
5. Junior League (Association of Junior Leagues) Deborah L. Seidel, Executive Director (212) 355-4380
6. General Federation of Women's Clubs - Mildred Baptista, Executive Secretary (202) 347-3168 (Jeri Winger, First VP is on Task Force)

7. *EIK*
Religious 8. *Masonic* 9. *Nat. Club Assn.*

Catholic

1. Catholic Charities - (National Conference of Catholic Charities) Msgr. Lawrence J. Corcoran, Executive Director (202) 785-2757
2. *Knights of Columbus*
~~Conference of Bishops (National Conference of Bishops)~~
Bishop Thomas C. Kelly, General Secretary (202) 659-6600
3. U. S. Catholic Conference, Family Life Division - Fr. Thomas Lynch, Rep. (202) 659-6672

Protestant

1. National Council of Churches - Claire Randall, General Secretary (212) 870-2200

Other

1. The Mormon Church - Elder Thomas S. Monson (Task Force member) (801) 531-2531
2. Association of Evangelicals
3. National Religious Broadcasters Association

Jewish

1. Council of Jewish Federations - Robert I. Hiller, Ex. VP. 212-751-1311
2. Rabbinical Council of America - Benjamin Walfish, Ex. V.P. 212-594-378

Health, Social Welfare, Community Organizations

1. United Way - William Aramony, National Executive (703) 836-7100
2. National Health Council - Edward H. Van Ness, Executive Vice President, (212) 869-8100
3. National Assembly of Voluntary and Social Welfare Organization
Vernon M. Geotcheus, Ph.D. (212) 267-1700
4. National Council for Negro Women - Dorothy I. Height, National President (202) 293-3902
5. National Urban League - John Jacobs, President (212) 644-6500
6. Urban Coalition - M. Carl Holman, President (202) 331-2400
7. NAACP - Benjamin Hooks, President (212) 245-2100, Ext. 250
8. ~~Center for Community Change - Pablo Eisenberg (202) 667-8970~~
9. National Association of Neighborhoods - Stephen Glaude, Executive Director (202) 332-7766
10. Puerto Rican Coalition (Forum) ?
11. ~~League of Women Voters - Ruth J. Hinerfeld, President (202) 296-1770~~
12. National Council of LaRaza (202) 293-4680 *Red says*
13. Forum of National of Hispanic Organizations
14. National Council of Senior Citizens - William R. Hutton, Executive Director (202) 347-8800
15. *Nat. Alliance of Senior Citizens*
Salvation Army - Commissioner John Needham (201) 239-0606
16. American Association of Retired Persons - Cyril F. Brickfield, Executive Director (202) 872-4700
17. Volunteer: National Center for Citizen Involvement - Dorothy Denny, Executive Vice President (303) 447-0492
18. National Center for Urban Ethnic Affairs (202) 232-3600

The President's Task Force on Private Sector Initiatives

Page Five

Health, Social, Welfare, Community Organizations (continued)

19. Independent Sector - Brian O'Connell, President (202) 659-4007
20. National ^{Council} Coalition on Aging (National Council on Aging)
Jack Ossofsky, Executive Director (202) 479-1200
21. ~~Gray Panthers - Margaret Kuhn, National Convener (215) 382-3300~~
22. OIC - Leon Sullivan, Founder (215) 223-5460
23. OIC-SER (SER Jobs for Progress) Pedro Ruiz Garza, National
Director (214) 631-3999
24. LIISC - Robert D. Lilley, Chairman (212) 949-8560
25. Call for Action - Janet T. Kelley, Executive Director
(212) 355-5965
26. National Tribal Chairmen's Association - ~~Elmer Savilla,~~
~~Executive Director~~; Phillip Martin, President (202) 737-7011
27. American Red Cross
28. Chamber Executives

Philanthropy

1. Council on Foundations - Charles S. Rooks, Executive Vice
President (202) 466-6512
2. Conference Board Contributions Council -
3. Public Affairs Council - Richard Armstrong, President
(202) 872-1790
4. National Society of Fundraising Executives - J. Richard Wilson,
Executive Vice President (202) 638-1393
5. American Association of Fundraising Counsel - John J. Schwartz,
President (212) 354-5799

Public Interest Groups

1. U. S. Conference of Mayors - John J. Gunther, Executive Director
(202) 293-6796
2. National League of Cities - Alan Beals, Executive Director
(202) 626-3000

Public Interest Groups (continued)

3. National Governors' Association - Stephen B. Farber,
Executive Director (202) 624-5320
4. National Association of Counties - Bernard Hillenbrand,
Executive Director (202) 783-5113
5. National Conference of State Legislatures - Earl S. Mackey,
Executive Director (202) 624-5402
6. National Association of Regional Councils - Richard C. Hartman,
Executive Director (202) 457-0710
7. National Association of Towns and Townships - Barton D. Russell,
Executive Director (202) 737-5200

THE WHITE HOUSE

WASHINGTON

April 28, 1982

File
PS!

MEMORANDUM FOR MICHAEL K. DEEVER
JAMES ROSEBUSH

FROM: JAY MOORHEAD 

I am putting together suggested themes of examples for the President's Private Sector Initiative speech to the Chicago YMCA on May 10.

As you know, this will be the President's third major address on the subject (the first was October 5 to the NAB, the second was January 14 to the New York Partnership).

I feel that the speech should recognize the "state of the art" on P.S.I. and should highlight major new initiatives undertaken as a result of the President's call. The speech should center around the concept of building new partnerships.

Since the speech is in Chicago, and since the YMCA's project is the largest single private sector social agency in the United States, an excellent opportunity exists to include a Presidential announcement about jobs, new employment incentives, small or minority business efforts, summer job programs, etc.

Dana Rohrabacher is writing the speech and has asked that he have all comments by the end of this week so he can write a draft over the weekend.

bcc: Morton Blackwell



SUMMARY OF MISSION, MEMBERS AND GOALS

The President's Task Force on Private Sector Initiatives was established in December of 1981. It is a bi-partisan 44-member group commissioned by the President to help encourage increased private contributions of both human and financial resources to the development of America's communities.

The Task Force is working to join the strength and ingenuity of private America with the power of government in the service of the American people. It shares the President's view that while much good work is already being done at the local, state and national levels by private institutions -- families, corporations, philanthropic, religious, and voluntary organizations, labor unions, and civic groups -- greater goals can be accomplished through better organization and coordination.

As a catalyst in the attainment of this higher level of partnership and voluntarism, the Task Force seeks to:

- Encourage the private sector to take a more active role in solving community problems.
- Establish community partnerships between the private sector and local government to meet community needs.
- Give national and official recognition to models of successful private initiative and community partnership, and promote their adoption in communities facing similar challenges.
- Identify and eliminate impediments to private sector initiative.
- Improve incentives to encourage private sector initiative.
- Recommend strategies for more effective contributions of time, talent and money for community enterprise by private sector groups and individuals.
- Create a computerized project bank to collect and share information on private initiatives, partnerships, and creative solutions devised by private sector groups.
- Encourage programs that stimulate the utilization of volunteers to address community needs.

President's Task Force on Private Sector Initiatives

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President's Task Force on Private Sector Initiatives

LIAISON — NATIONAL ORGANIZATIONS

John H. Filer, Chairman

Andrew C. Sigler
Walter G. Davis
Alexander B. Trowbridge

William R. Bricker
John W. Gardner

Mission Statement

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

Action Plan

1. Identify national organizations which can play an active role in the work of the Task Force.
2. Secure from as many as possible a commitment to:
 - participate in the formation of community partnerships and in the promotion of private sector involvement in general.
 - include the work of the Task Force as a primary item on their 1982 agendas, and
 - strengthen their capacity to work toward these objectives on a long-term basis.
3. Organize a meeting at the White House at which these organizations will be asked by the President to become active partners of the Task Force in working toward these objectives.
4. Solicit from these organizations creative and resourceful examples of these activities already underway.

President's Task Force on Private Sector Initiatives

MODELS

William J. Baroody, Chairman

John W. Gardner
Senator David Durenberger
James W. Rouse

Dr. Henry Lucas, Jr.
Edward V. Hill
Max M. Fisher

Mission Statement

The responsibility of the Models Committee is to identify, describe and analyze selected exemplary models of private sector initiatives in the country, to determine their distinctive characteristics, and to develop case studies for utilization by the other Task Force Committees, as well as other governmental and private institutions.

Action Plan

1. The Committee will establish exemplary models in specified systems and categories.
2. To the maximum extent possible the Committee will utilize the resources of existing institutions and structures rather than establishing parallel or redundant systems.
3. The Committee generally will rely on existing institutions to authenticate the models.
4. The Committee will encourage existing institutions to develop their own internal system of identifying and disseminating examples of exemplary models in their own sectors.
5. The Committee will cooperate with government agencies, departments and institutions in establishing a system of model identification.

President's Task Force on Private Sector Initiatives

COMMUNITY PARTNERSHIPS

Jeri J. Winger, Chairman

Edward J. Kiernan
J. Richard Conder
Helen G. Boosalis

Robert D. Lilley
William Aramony
Robert Mosbacher, Jr.

Mission Statement

The Community Partnerships Committee will identify existing community partnerships at the local level and promote the establishment of similar partnerships throughout the nation.

The Committee will work with groups and organizations to facilitate the development of private sector leadership networks at the community level so that communities, large and small, may become better organized to meet local needs with local and private resources.

Action Plan

1. Compile an inventory of existing community partnerships, in cooperation with the Governor's Committee, and recommend to the Task Force Chairman key cities which should be targeted for the development of partnerships.
2. Promote the establishment of community partnerships by identifying the kinds of processes and organizational structures which are to be recommended for adaptation by local community partnerships

President's Task Force on Private Sector Initiatives

RECOGNITION AND AWARDS

Thomas H. Wyman, Chairman

Thomas W. Pauken
George W. Romney
Reverend Leon Sullivan

Max M. Fisher
Dr. Daniel Gilbert

Mission Statement

To help gain local, state and national recognition of outstanding examples of private initiative and public/private partnership, and to serve as Task Force coordinator in proposing Presidential involvement in the granting of awards for such outstanding achievement.

Action Plan

1. Assemble a "tool kit" to help Governors, Mayors and other sponsoring organizations institute successful recognition programs.
2. Arrange for appropriate Presidential participation in awards events honoring volunteers, community partnerships and special achievements by private organizations. This participation may include White House ceremonies in coordination with April volunteer awards presented by ACTION and October awards for groups and partnerships, sponsored by the National Municipal League or other such organizations.
3. Devise some form of recognition — appreciation letter, certificate, flag, etc. — which will signify Presidential appreciation of private effort on a broad scale.

President's Task Force on Private Sector Initiatives

IMPEDIMENTS

Honorable Barber B. Conable, Jr.

Kenneth N. Dayton
Edward V. Hill

Michael S. Joyce

Mission Statement

Identify existing policies and practices which inhibit private sector initiatives, and develop recommendations to remove these impediments.

Action Plan

1. Solicit from appropriate private sector organizations and government agencies examples of legislative or administrative impediments which limit their efforts to solve community problems.
2. From an inventory of such examples, determine the most prevalent and chronic impediments to private initiative.
3. Recommend appropriate legislative and administrative means of eliminating these impediments.

President's Task Force on Private Sector Initiatives

CONTRIBUTIONS STRATEGY

Arthur Levitt, Jr., Chairman

Cornell C. Maier
Richard W. Lyman
Terence Cardinal Cooke
John W. Gardner

Elder Thomas S. Monson
Dee Jepsen
Kenneth N. Dayton

Mission Statement

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

Action Plan

1. Identify and encourage corporate public involvement programs which are responsive to current problems. These might include the loan of employees to non-profit organizations as well as efforts to stimulate corporate and employee contributions of time, talent and money.
2. The Committee will aggressively disseminate information regarding these efforts to organizations that solicit funds from individuals and to the country's corporate and foundation communities. The Committee will assist and encourage all such organizations in improved patterns of giving.
3. Devise ways, in conjunction with the Communications Committee, of promoting the role of private involvement in community service as a unique patriotic contribution to the social and economic development of America.

President's Task Force on Private Sector Initiatives

INCENTIVES

William C. Norris, Chairman

William S. White
Leslie L. Luttgens

James S. Henry

Mission Statement

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

Action Plan

1. Develop priorities and identify examples.
2. Select examples for replication potential.
3. Develop implementation strategies.

President's Task Force on Private Sector Initiatives

GOVERNORS

Honorable Pierre S. du Pont, Chairman

Luis A. Ferre
George W. Romney
Robert D. Lilley

Robert Mosbacher, Jr.
Alexander B. Trowbridge
Thomas H. Wyman

Mission Statement

To enlist the Governors of each state and American territory to play an important leadership role in encouraging greater involvement by private citizens and institutions in the solution of public problems.

Action Plan

1. Encourage and assist all U.S. state and territorial governors in establishing private sector initiative task forces at the state or territorial level. These task forces would promote the formation of community partnerships, eliminate impediments and create incentives, and create an awards program in their respective states or territories.
2. Recommend to all Governors methods of recognition of private sector initiatives, community partnerships, or individual efforts within their states or territories, such as Governor's certificates, dinners, publicity for creative private sector initiatives, corporate conferences hosted by the Governor, etc.

President's Task Force on Private Sector Initiatives

MARSHALLING HUMAN RESOURCES

Frank Pace, Jr. Chairman

William Aramony
Dr. Daniel Gilbert

Leon Sullivan
Alexander B. Trowbridge

Mission Statement

To encourage increased recruitment, placement, commitment and management of volunteers in community service.

Action Plan

1. Identify and promote programs and their key components which provide management and technical assistance to voluntary organizations.
2. Identify and promote community efforts to match volunteers with volunteer opportunities.
3. Encourage greater participation by and use of volunteers through existing volunteer organizations, religious institutions, and other identifiable resources.

President's Task Force on Private Sector Initiatives

LIAISON WITH GOVERNMENT OFFICES

Dr. Jean L. Harris, Chairman

Dee Jepsen
Honorable David Durenberger
Thomas W. Pauken

William R. Bricker
Robert Mosbacher, Jr.

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.

Action Plan

1. Ensure that Cabinet departments and other relevant federal agencies establish a senior level point of contact for private initiatives activities.
2. Establish and maintain a working relationship with those offices to ensure appropriate coordination between the Task Force and departments.
3. Survey current government programs involving private sector initiatives and partnerships.
4. Solicit recommendations from government officials on further means of improving and expanding public/private partnerships.
5. Recommend administrative or legislative initiatives to appropriate departments and agencies that would further the mission of the Task Force.

President's Task Force on Private Sector Initiatives

COMMUNICATIONS

Ellen Sulzberger Straus, Chairman

John W. Gardner
Dr. Franklin D. Murphy

C. William Verity, Jr.
Thomas H. Wyman

Mission Statement

To serve as communications advisors to the Task Force, with responsibility for formulating the most effective means of communicating the work of the Task Force to the press and public, and to implement Task Force communications strategy.

Action Plan

1. Determine the basic message that the Task Force should communicate, concentrating on worthy projects and partnerships which illustrate the mission of the Task Force and create a positive atmosphere for more locally-based collaborative efforts.
2. Lay the foundation for news coverage and editorial commentary on the mission of the Task Force by arranging appropriate briefings for editors, publishers, broadcast executives, major columnists and other opinion leaders.
3. Serve as Task Force representative to the Advertising Council and other such organizations which may help advance the Task Force missions through public communications.



A CHECKLIST FOR ACTION BY CIVIC ORGANIZATIONS

Community Partnerships: Encourage your members and affiliates to participate in the formation of local community partnerships and in the promotion of private sector involvement.

Task Force staff contact
Michael Robison 202/395-7362

Contributions Strategies: Encourage programs that stimulate increased amounts and improved patterns of giving by your members. Encourage the adoption of and support for the Task Force recommendations on giving.

Task Force staff contact
Burt Knauft 202/395-7363

Exemplary Private Sector Initiatives: Find models within your organization of creative and innovative solutions for meeting public needs. Make these models available throughout your membership and to the Task Force for inclusion in the Project Bank.

Task Force staff contact
Gordon Cooper 202/395-7364

Communications: Utilize your communications vehicles (i.e. tabloids, newsletters, workshops, conferences, speeches, etc.) to keep your membership apprised of Private Sector Initiatives. The Task Force will provide news/editorial material regularly.

Task Force staff contact
Carolyn Tieger 202/395-7365

Speakers Bureau: Task Force members and staff are available to speak, when appropriate, at conferences and workshops.

Task Force staff contact
Mary White 202/395-7365

"Building Partnerships" Advocate: Designate a point of contact in your organization to monitor and report to the Task Force new initiatives undertaken by your organization.

Task Force staff contact
T. Wendell Butler 202/395-7366



BUILDING PARTNERSHIPS FOR AMERICA'S FUTURE

We're asking you . . . to encourage greater contributions of voluntary effort and personal involvement to form a partnership between the private and public sector for the good of America. We want you to seek out models for private sector initiatives, schools, churches, civic groups, businesses, unions, the foundations, and give them the recognition they deserve.

-- President Ronald Reagan

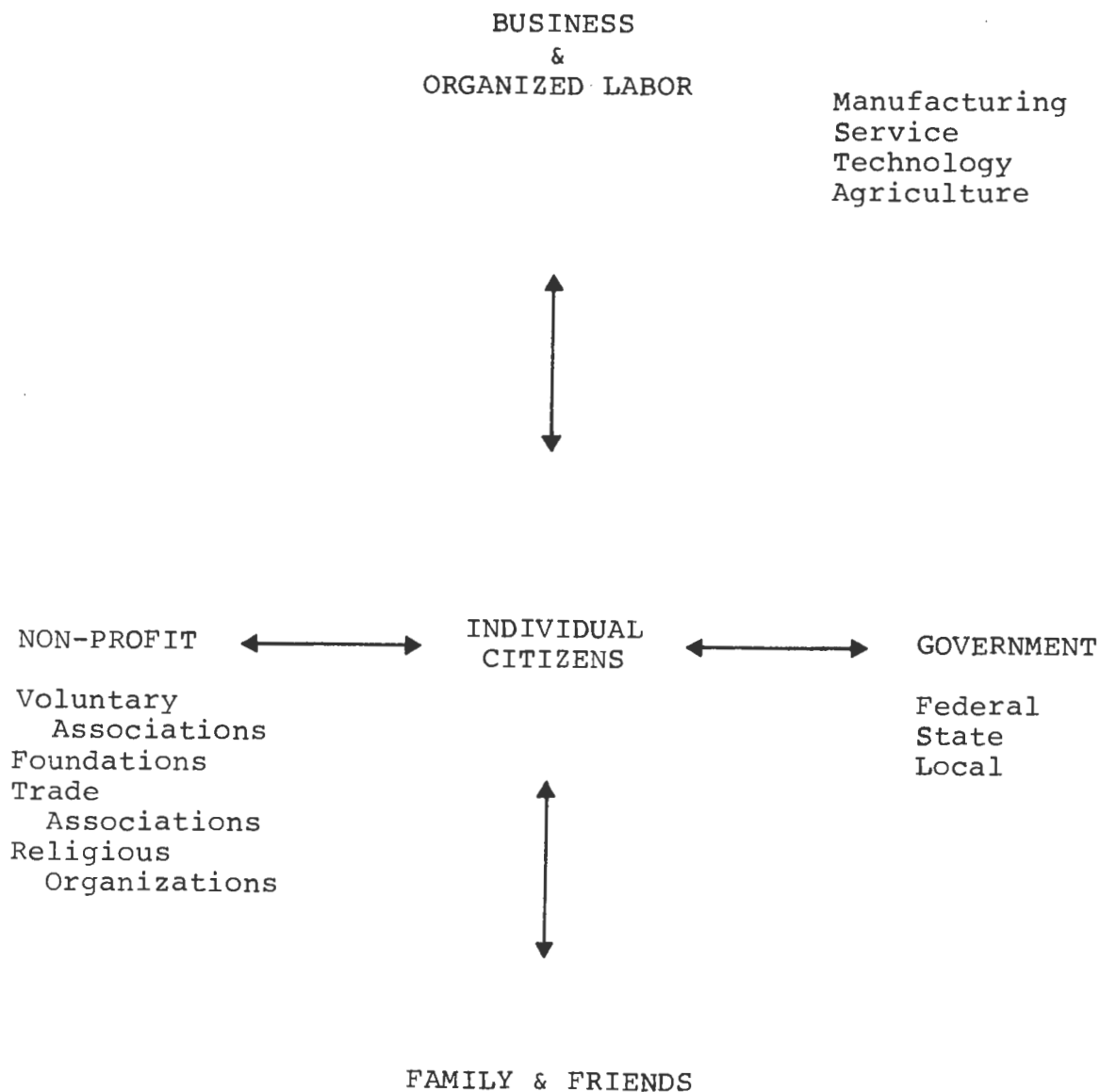
A primary mission of the President's Task Force on Private Sector Initiatives is to respond to the President's call for more effective collaboration between the private and the public sectors by fostering the creation of new community partnerships and by recognizing and supporting those that now exist.

"Building Partnerships for America's Future" is a first resource for people seeking to promote and develop community partnerships. It answers these key questions:

● What is the context for community partnerships?	<u>PAGE</u>
See: CONTEXT FOR COMMUNITY PARTNERSHIPS	1
● What is the definition of community partnerships?	
See: DEFINING COMMUNITY PARTNERSHIPS	2
● What is the process of forming community partnerships?	
See: BUILDING BLOCKS	2
● What are the benefits of community partnerships?	
See: CIVIC BENEFITS	3
● How is potential determined?	
See: OPPORTUNITIES FOR CIVIC BETTERMENT	6
● Who is involved in forming community partnerships?	
See: CIVIC LEADERSHIP ROLES	7
● Specifically, what can be done?	
See: CIVIC LEADERSHIP ACTION	9



BUILDING PARTNERSHIPS
FOR AMERICA'S FUTURE



Achieving community partnerships relies on finding the overlap between self and civic interest, and applying this drive to fashion the future of the community.

THE CONTEXT FOR COMMUNITY PARTNERSHIPS

America is a nation of diverse communities. These communities are shaped by numerous forces. Among the most significant are size, density, location, climate, economic base, and age. No force, however, is more powerful than a community's citizens. Whether working alone or joining with other individuals or groups, informally organized or formally structured, operating on volunteer time, on a shoestring budget, or generating or receiving funds, these people share a vision that civic initiative can make a difference for a community. They have proven their case in numerous communities across the nation.

- Jubilee Housing, Inc. now owns 6 apartment buildings in Washington, D.C., serving over 850 residents. Begun by a church less than a decade ago, Jubilee provides fit and liveable housing for low income people in their existing neighborhoods and helps to create an appropriate forum of resident ownership.
- Local units of the National Association of Letter Carriers mobilize their members to monitor mail boxes of the elderly and handicapped. If their mail is not picked up, the carrier starts a procedure that notifies a relative or other person listed on the program sign-up form, alerting them to possible problems.
- Voluntary Action Centers in over 300 communities nationwide help to match volunteer resources with jobs that need to be done. Visible advocates for volunteering, VACs demonstrate innovative ways to recruit, place, manage and recognize America's greatest natural resource, its volunteers.

What these activities have in common are people who are willing to commit resources to solving community problems. The processes they set in motion require cooperation, and as such are partnerships for community betterment. There is no "one best way" to stimulate or nourish these community partnerships. Indeed there are "many good ways" to create and sustain them. This document describes the various processes that are part of community partnerships. It seeks to communicate a message that community partnerships are "do-able" and that civic initiative does make a difference. Most importantly, it is an acknowledgment of individuals and groups embracing civic activities, and an invitation to civic leaders -- present and future -- to do more.

DEFINING COMMUNITY PARTNERSHIPS

There is no simple definition of a community partnership. It is neither a particular structure nor a particular project.

Rather, "community partnerships" describe a set of processes which are created by individuals or groups, acting alone or together, and are designed to benefit the community. To begin, they require vision; to be nourished they require cooperation; to achieve their goals they require leadership and expertise. The results of these efforts range from development of focused short-term projects to the creation of an attitude that problems can be solved to the formation of civic networks to put that attitude into practice.

Community partnerships have two key stages: the VISION stage, in which the capacity for change is perceived, and the ACTION stage where the process of change is implemented. Achieving community partnerships rely on finding where self and civic interest overlap, and applying this drive to fashion the assets of a community.

BUILDING BLOCKS

Specific approaches to building community partnerships need to be shaped in each local community. The basic steps are discussed below. The examples emphasize the practicality and diversity of existing partnerships.

- VISION - Community partnerships begin with a vision that a situation can be improved. This discovery stage has three steps:
- Perceiving a need: Recognition that a problem exists, or that an opportunity can be encouraged is the first step of the process. Although this may result because of a local crisis, the numerous projects that have been created without this catalyst demonstrate that communities can act to address emerging problems.
 - In Jefferson County, Oregon local government realized the importance of including community citizens in the development of an energy management plan for the county.

CIVIC BENEFITS

A reasonable question to ask is why should we get involved in building community partnerships. Here are some of the answers:

Private Sector: For-Profit

- Business firms are interested in highly skilled labor and recognize that effective education programs are vital for their work force.
- Business firms require adequate roads, transportation, water, and waste removal in order to carry out business functions.
- Business firms are interested in good housing, quality education and stable neighborhoods to attract and retain their employees.
- Business firms are interested in the quality of life in the community for their employees, embodied in cultural events, recreation and civic associations.

Private Sector: Non-Profit

- Non-profits are interested in contributing their talent and knowledge to achieving a high quality of life for all a community's residents.
- Non-profits share the same concerns as business about the need for housing, education and other aspects of community life.
- Non-profits are interested in the most efficient and effective use of resources in providing services.
- Non-profits are interested in building working coalitions to respond to community needs.

Public Sector:

- Government, at all levels, seeks to limit the tax burden on its citizens.
- Government, at all levels, seeks alternative uses of resources to solve community needs and to take advantage of opportunities.
- Government, at all levels, is interested in stimulating local interaction to promote improved relationships between the private and public sectors.
- Government, at all levels, seeks to prevent unnecessary dependency; and, instead provide opportunities for personal and civic growth.

Sponsored by Pacific Power and Light, this "Partnership for Progress" program assesses existing conservation efforts, identifies renewable and affordable energy savings approaches, evaluates the findings and makes recommendations, and promotes energy and conservation fairs.

- Communicating an Idea: Needs will persist unless ideas for change are conceived and communicated. The ideas may be bold and innovative, or may draw upon already successful community partnerships. For these ideas to gain momentum, there must be effective and committed messengers.
 - For over 20 years, John Gardner has been focusing public attention on critical national needs. Now chairman of the Independent Sector, a coalition of national voluntary organizations, corporations and foundations, Mr. Gardner was founder of Common Cause, chairman of the Urban Coalition and Secretary of Health, Education and Welfare.

- Initiating an idea: Initiative can come from individuals or groups or the public or the private sectors. An initiator who has a proven track record is essential for this step to be successful. This person will know how to define the problem and create an attitude that it can be solved.
 - James Rouse is both a successful developer and a neighborhood activist. His Enterprise Foundation wholly owns a for-profit commercial real estate firm designed to generate capital for innovative approaches to housing problems faced by people with low and fixed incomes.

ACTION - For the community partnership process to continue beyond the VISION stage, momentum must be created and sustained.

- Creating a structure: The structure of partnerships varies with communities from ad hoc coalitions around specific problems to highly-structured institutions. In the most effective partnerships, the structure facilitates the effective involvement of all partners.
 - The Chicago Rehab Network has grown from 8 neighborhood groups in 1977 to over 20

members drawing on each other's skills and experiences for housing rehabilitation projects. Mutual assistance services include financial counseling, legal assistance and consultation on property management.

-- The New York City Partnership is an association of more than 100 business and civic leaders who utilize their expertise and experience of the organized private sector in trying to improve the economic and social climate in New York City. Organized in late 1979, the Partnership seeks to strengthen and unify the voice of business in mobilizing the resources of the private and public sectors to solve major problems confronting the five boroughs of New York. In 1981, the Partnership's summer youth employment program found nearly 10,000 jobs for disadvantaged youths. Now the Partnership is working on the city's transportation, crime and housing problems.

- Developing a management plan: The problem must be defined and common goals articulated. Strategies then need to be outlined. Since diverse input is often part of the partnership process, management plans need to use strategies that help keep lines of communication open.
 - Negotiated Investment Strategy is a unique program of negotiation and mediation which brings together representatives of all levels of government and of the private sector to develop a coordinated local investment plan. The project was originated by the Kettering Foundation.
 - The Volunteer Urban Consulting Group annually matches volunteers from corporations to over 350 non-profit clients seeking management assistance. VUCG develops a management plan for each participating non-profit, allowing it to match volunteer resources with specific needs.
- Identifying Resources: Resources of people, technical expertise, funds, equipment, facilities, etc. can be found in both the public and private sectors.

- Major insurance, banking and industrial firms have joined with private foundations to support the Local Initiatives Support Corporation (LISC). To date it has provided loans, grants and technical assistance to over 80 community-based organizations nationwide.
- The Neighborhood Housing Service grew from a grass-roots effort in Pittsburgh to a federally-supported program in over 100 cities. By creating working partnerships of community residents, lenders and local government, NHS helps facilitate rehabilitation projects.
- Employees of ACTION and other federal agencies in Washington, D.C. volunteer their time to help elementary school students with reading and math as part of the local "Operation Rescue." A continent away, employees of Atlantic Richfield participate in the Joint Education Project (JEP) in several inner-city public schools.
- Building a network: Building support should be done systematically and continuously. The network also should be diverse. Key staff and volunteer leaders should be identified to perform this function.
- The Citizens League of Minneapolis-St. Paul has been exploring alternative systems for the delivery of public services since the early 1970s. Focused originally on government's purchase of services, they now examine a wide variety of alternatives to traditional delivery systems, utilizing both profit-making and non-profit partners.

OPPORTUNITIES FOR CIVIC BETTERMENT

Both the private and public sectors face enormous challenges as we seek to address our critical human, social and environmental problems. One strategy for potential partners is to wait until the stakes are so high that survival depends on change. Alternatively, potential partners can start now, avoiding the wasteful effects of crisis.

CIVIC LEADERSHIP ROLES

In the community partnership process there are many leadership roles to be undertaken. The people who tackle these roles can come from the private or public sector. Some of the leadership roles for those interested in promoting the process of building community partnerships are:

SEER	This person/organization recognizes the need.
VISIONARY	This person/organization has the idea that promises to remedy the problem -- or -- capture an opportunity.
INITIATOR	This person/organization communicates the idea and readies the process for taking momentum.
SELLER	This person/organization markets the idea.
CONVENOR	This person/organization offers neutrality to increase the likelihood of cooperation.
FACILITATOR	This person/organization insures that the lines of communication remain open.
BRIDGE BUILDER	This person/organization constructs relationships with other groups to stimulate interest and gain support.
SUSTAINER	This person/organization seeks to construct the building blocks of community partnerships, so that they are self-sustaining.

8.

No one would disagree that there are unmet needs in our nation. Where we confront conflict is in allocating limited resources and setting priorities. The process of building community partnerships is not free of this conflict, nor are there sure guarantees of success. To increase the likelihood of success potential partners can:

- Promote the importance of the idea of community partners.
- Communicate to their constituencies and to the total community that community partnerships are achievable, with potential benefits for all partners.
- Create an atmosphere of discussion about civic betterment through community partnerships.
- Clearly identify problems to be addressed and thoroughly inventory the human and financial resources that will be required.
- Recognize, respect and celebrate existing partnerships, building on the foundation of their leadership.

CIVIC LEADERSHIP ACTION

Specific actions that can be undertaken to start community partnerships in your community include:

- Promoting the importance of the idea
 - Either you and/or a designated senior-level staff person has this placed on their agenda.
 - Time is specifically allocated to planning how to get the message out, e.g. a newsletter.
 - Seek the assistance of key groups and individuals, e.g. civic associations, labor groups, religious groups, the media and business groups.
 - Consider establishing a partnership group composed of key senior level people from the involved sectors.

- Recognizing existing partnerships in your community
 - Develop a data bank of examples of partnerships.
 - Generate a list of leaders and contacts.
 - Establish a clearinghouse for this information, e.g. publicize a telephone number to call in partnership information.
 - Plan a question and answer series to talk about community partnerships, what they are, their benefits and costs, and how they are packaged.
 - Share information about existing local partnerships with the media and in public forums; ask civic leaders to publicly acknowledge their accomplishments.

- Identifying the problems and the potential remedies
 - Assess your own resources.
 - Ask others to assess what they can contribute.
 - Develop problem-solving seminars.
 - Identify a neutral forum where problem-solving can be carried out, such as a community foundation, community-wide forum or planning body.
 - Train people and provide technical assistance.
 - Identify people with expertise willing to give time to specific projects.
 - Establish volunteer technical assistance specialist groups.

ACKNOWLEDGEMENTS

"Building Partnerships for America's Future" was prepared for the President's Task Force on Private Sector Initiatives by Renee Berger and Michael Robison.

For additional information about developing community partnerships or about the examples cited, contact:

Michael Robison
Community Partnership Coordinator
President's Task Force on Private Sector Initiatives
734 Jackson Place, N.W.
Washington, D.C. 20500
telephone: (202) 395-7362

BUILDING PARTNERSHIPS



March 24, 1982

TASK FORCE RECOMMENDATIONS ON CONTRIBUTIONS STRATEGIES

The President's Task Force on Private Sector Initiatives 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.

This statement is the first of several that the Task Force will issue during its 13-month life about how we can most appropriately strengthen the private sector. It focuses specifically on the contributions made by corporations and individuals. Subsequent statements will address the work of private and community foundations, religious organizations, volunteer-involving organizations and other non-profit groups.

CORPORATIONS

The Task Force recommends that corporations:

- 1) Double within four years the level of cash contributions to non-profit organizations engaged in public service, with a goal of tax-deductible contributions equalling at least two percent of pre-tax net income.

- 2) Double within four years 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 involvements in the community -- to job creation and training for the unemployed, targeted urban investments, loaned technical expertise to local and state government 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 1980, the total of individual contributions exceeded \$43 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.



THE PROJECT BANK

One of the most important tasks of the President's Task Force on Private Sector Initiatives is to identify examples of successful private sector problem-solving activities and existing partnerships between the private and the public sectors. Through these examples, the Task Force can call the attention of the American public to the unique contribution of the private sector to our public life.

The Project Bank is one of the primary tools for the collection and sharing of this information. It serves the Task Force and its committees and staff, policy-makers in both the public and private sectors and those organizations seeking new ways to address public problems through innovative private sector action and public-private partnerships. The attached examples illustrate how information on successful projects can be shared.

There are four ways in which national organizations can assist in the development of the Project Bank:

- Provide the Task Force with information about your organization's existing information and technical assistance services, so that we can refer others directly to you.

- Distribute the Project Bank Information Form to your network of local constituents and encourage them to share with us information about their most successful projects.

- Select 20-25 projects that your national staff believes to be particularly outstanding and insure that survey forms are completed about them and submitted to the Project Bank.

- Select 3-5 exemplary projects and develop a brief "case study" about their operation, using supplementary questions developed by the Task Force's Models Committee.

For further information about the Project Bank and how you can assist, please contact Gordon Cooper, Project Bank Manager at (202) 395-7364.

PROJECT SUMMARY

CATEGORY(S): 042200

ID NUMBER: 000003

PROJECT TITLE: JOINT EDUCATION PROJECT (JEP)

ORGANIZATION: ATLANTIC RICHFIELD CO.
515 SOUTH FLOWER STREET
LOS ANGELES 90071

CONTACT: MS. JUDY JOHNSON
VOLUNTEER COORDINATOR
515 SOUTH FLOWER STREET
LOS ANGELES CA 90071

TELEPHONE: 213-486-1220

PROJECT BEGUN: 02/78

PURPOSE: TO IMPROVE THE QUALITY OF EDUCATION FOR YOUNG PEOPLE
AND ADULTS, AND TO ASSIST IN OVERALL COMMUNITY
DEVELOPMENT THROUGH THE EDUCATION SYSTEM.

DIMENSIONS OF PROJECT

AREA(S) OF CONCENTRATION: EDUCATION
OTHER SERVICES

TARGET AUDIENCE: YOUTH
LOW-INCOME
MINORITIES

GEOGRAPHIC SCOPE OF PROJECT: OTHER

GEOGRAPHIC POPULATION: 25,000 - 100,000

TARGET POPULATION: 1,000 - 5,000

ANNUAL COST OF PROJECT: \$50,000 - \$100,000

SOURCE OF PROJECT FUNDS:

30 % FROM BASIC OPERATING BUDGET
1 % FROM CORPORATE CONTRIBUTIONS
69 % FROM IN-KIND CONTRIBUTIONS (GOODS & SERVICES)

HUMAN RESOURCE REQUIREMENTS

PAID STAFF: FULL TIME 1 PART TIME
VOLUNTEERS: 200

PROJECT SUMMARY

VOLUNTEER SUPERVISION DONE BY: PAID STAFF
VOLUNTEERS IN LEADERSHIP POSITIONS

TYPE OF ORGANIZATION:
PRIVATE FOUNDATION

OTHER ORGANIZATIONS INVOLVED IN THE PROJECT:
NEIGHBORHOOD GROUPS
CHURCHES
LOCAL VOLUNTARY ORGANIZATIONS

OUTSTANDING FEATURES:
COMMUNITY NEEDS ASSESSMENT OR ISSUE IDENTIFICATION
PROJECT PLANNING AND DESIGN
CREATION OF COALITIONS WITH OTHER ORGANIZATIONS
VOLUNTEER/PAID STAFF RELATIONS
PUBLIC COMMUNICATION AND INFORMATION EXCHANGE
VOLUNTEERS INVOLVED IN LEADERSHIP/MANAGEMENT
EVALUATION/RESEARCH OF PROJECT RESULTS
OTHER

SUMMARY: THE NEIGHBORHOOD FOOT PATROL (NFP) WAS DEVELOPED FROM A COMMUNITY NEEDS ASSESSMENT. COMMUNITY REPRESENTATIVES FROM EVERY DISTRICT IDENTIFIED 14 TARGET NEIGHBORHOODS HAVING HIGH SECURITY NEEDS FOR ELDERLY, WOMEN AND CHILDREN. OBJECTIVES ARE:

- A. DECREASE ACTUAL OR PERCEIVED CRIME
- B. INCREASE CITIZEN'S PERCEPTION OF SAFETY
- C. DELIVER LAW ENFORCEMENT SERVICE CONSISTENT WITH COMMUNITY NEEDS
- D. CREATE AWARENESS OF CRIME PROBLEMS AND METHODS TO DEAL WITH CRIMINAL ACTIVITY, SWIFTLY AND EFFECTIVELY
- E. DEVELOP CITIZEN VOLUNTEER ACTION IN CONJUNCTION WITH THE POLICE DEPARTMENT
- F. ELIMINATE CITIZEN APATHY ABOUT CRIME REPORTING

NFP WALK VARYING ROUTES DAILY THROUGH NEIGHBORHOODS WITH CALLS ON CHURCHES, BUSINESSES AND ORGANIZATIONS. THEY ATTEND NEIGHBORHOOD MEETINGS ENCOURAGING CITIZENS TO VOLUNTEER IN ACTIVITIES CONTRIBUTING TO NEIGHBORHOOD SAFETY SUCH AS:

PROPERTY IDENTIFICATION - NEIGHBORHOOD WATCHES - SAFE BLOCK HOUSE FOR CHILDREN.

THEY ORGANIZE BLOCK CLUBS WITH NEIGHBORHOOD VOLUNTEERS AND YOUTH ACTIVITIES LIKE POLICE ATHLETIC LEAGUE TO DIVERT ADOLESCENTS FROM VANDALISM AND CRIME. THEY FOLLOW UP ON COMPLAINTS AND REFER PERSONS TO APPROPRIATE SERVICES. PATROLMEN AND NEIGHBORS PUBLISH A NEIGHBORHOOD NEWSLETTER INCLUDING SAFETY TIPS. THE PATROLMEN HAVE A CLOSE PERSONAL COMMUNICATION WITH THE RESIDENTS. THE PROGRAM, STARTED IN 1978 SHOWED THE FOLLOWING RESULTS:

CRIME IN ALL CATEGORIES DECLINED IN THE SECOND PROGRAM YEAR AN AVERAGE OF 27% IN 1980-81 VS. 1979-80. CRIME REDUCED IN 12 OF THE 14 TARGET NEIGHBORHOODS. PERSONAL SAFETY OF WOMEN, ELDERLY AND CHILDREN WAS IMPROVED.

PROJECT SUMMARY

CATEGORY(S): 041200 041400 041510

ID NUMBER: 000056

PROJECT TITLE: JOBS FOR DELAWARE GRADUATES, INCORPORATED

ORGANIZATION: JOBS FOR DELAWARE GRADUATES, INCORPORATED
1623 TELEGRAPH ROAD
STANTON, DE 19804

CONTACT: MR. RALPH BARROW
PRESIDENT
1623 TELEGRAPH ROAD
STANTON, DE 19804

TELEPHONE: 302-995-7175

PROJECT BEGUN: 09/78

PURPOSE: AN IN-SCHOOL PROGRAM FOR PUBLIC HIGH SCHOOL SENIORS,
DESIGNED TO DEVELOP MOTIVATION, JOB PREPARATION AND SKILLS
IN AN EFFORT TO CURB YOUTH UNEMPLOYMENT.

DIMENSIONS OF PROJECT

AREA(S) OF CONCENTRATION: EMPLOYMENT AND TRAINING
EDUCATION

TARGET AUDIENCE: YOUTH

GEOGRAPHIC SCOPE OF PROJECT: STATE

GEOGRAPHIC POPULATION: 500,000 - 1,000,000

TARGET POPULATION: 25,000 - 100,000

ANNUAL COST OF PROJECT: \$100,000 - \$500,000

SOURCE OF PROJECT FUNDS:

- 4.6 % FROM CORPORATE CONTRIBUTIONS
- 17 % FROM IN-KIND CONTRIBUTIONS (GOODS & SERVICES)
- 17 % FROM FOUNDATION GRANTS
- 23 % FROM STATE GOVERNMENT
- 56 % FROM FEDERAL GOVERNMENT

HUMAN RESOURCE REQUIREMENTS

PAID STAFF: FULL TIME 52 PART TIME
VOLUNTEERS: 350

PROJECT SUMMARY

VOLUNTEER ACTIVITIES:

35 VOLUNTEER(S) INVOLVED IN GOVERNANCE
10 VOLUNTEER(S) INVOLVED IN FUND-RAISING
300 VOLUNTEER(S) INVOLVED IN OTHER ACTIVITIES

VOLUNTEER SUPERVISION DONE BY: PAID STAFF

TYPE OF ORGANIZATION:

EDUCATIONAL INSTITUTION
PRIVATE FOUNDATION
BUSINESS OR CORPORATION

OTHER ORGANIZATIONS INVOLVED IN THE PROJECT:

EDUCATIONAL INSTITUTIONS

OUTSTANDING FEATURES:

COMMUNITY NEEDS ASSESSMENT OR ISSUE IDENTIFICATION
PROJECT PLANNING AND DESIGN
CREATION OF COALITIONS WITH OTHER ORGANIZATIONS
DEMONSTRATED COST EFFECTIVENESS
VOLUNTEER MANAGEMENT
EVALUATION/RESEARCH OF PROJECT RESULTS

SUMMARY:

LAUNCHED IN 1978, JOBS FOR DELAWARE GRADUATES (JDG) IS A COMPREHENSIVE STATEWIDE PROGRAM DESIGNED TO COMBAT YOUTH UNEMPLOYMENT IN DELAWARE. CLOSE TO HALF THE STATE BUDGET WAS ALLOCATED TO EDUCATION AND ALMOST HALF OF THE REMAINDER ALLOCATED TO SOCIAL PROGRAMS FOR THE UNEMPLOYED. THESE STARTLING STATISTICS PROMPTED GOVERNOR DU PONT TO CALL UPON THE LEADERS OF THE STATE TO FORM THEM INTO FIVE TASK FORCES ACCORDING TO THEIR RESPECTIVE INTERESTS. VOLUNTEER REPRESENTATIVES WERE DRAWN FROM LABOR, EDUCATION, BUSINESS, GOVERNMENT AND THE COMMUNITY AT LARGE. THE RESULT WAS A PROGRAM BASED ON THE FOLLOWING KEY FEATURES.

- CREATION OF A PUBLIC SERVICE AGENCY ON WHOSE BOARD SERVE THE KEY LEADERS OF THE GROUPS IDENTIFIED ABOVE.
- IDENTIFICATION OF POTENTIALLY UNEMPLOYABLE YOUTH IN THE SENIOR YEAR OF HIGH SCHOOL.
- ASSIGNMENT OF THESE YOUNG PEOPLE AT A RATIO OF THIRTY/FIFTY TO ONE STAFF PERSON RESPONSIBLE TO THE NEWLY CREATED NON GOVERNMENT AGENCY.
- MOTIVATION OF THESE YOUTH THROUGH PARTICIPATION IN A NEWLY FORMED VOCATIONALLY-ORIENTED MOTIVATIONAL STUDENT ORGANIZATION, INCLUDES PREPARATION IN BASIC "EMPLOYMENT SKILLS" IDENTIFIED BY EMPLOYER'S ORIENTATION TO THE REAL WORLD OF WORK.
- INTENSIVE IDENTIFICATION OF KNOWN JOB OPPORTUNITIES IN THE LABOR MARKET.
- PLACEMENT OF THESE YOUTH IN A PRIVATE SECTOR JOB WITH A NINE-MONTH FOLLOW-UP.
- OBTAINMENT OF A SIGNIFICANT CHANGE IN THE STATUS OF THESE YOUTH ON THE JOB (A PROMOTION OR RAISE) DURING THE NINE-MONTH PERIOD.

DURING THE FIRST YEAR JDG WAS RUN IN EIGHT OF THE STATEWIDE TOTAL OF TWENTY-FIVE HIGH SCHOOLS. NOW IN ITS THIRD YEAR, THE PROGRAM IS UNDERWAY IN TWENTY-FOUR HIGH SCHOOLS. IN THE FIRST YEAR, AN 85% "SUCCESS" RATE WAS ACHIEVED AND THAT RATE HAS CONTINUED THROUGH THE SECOND YEAR OF EXPERIENCE. JDG STUDENTS HAVE PROVEN THEMSELVES IN THE BUSINESS COMMUNITY AND ARE CURRENTLY EMPLOYED IN MORE THAN 35 DIVERSE OCCUPATIONS FOR MORE THAN 400 EMPLOYERS STATEWIDE.

PROJECT SUMMARY

CATEGORY(S): 071400 074000

ID NUMBER: 000037

PROJECT TITLE: COMMUNITY-WIDE HUMAN SERVICES

ORGANIZATION: CITY OF LINCOLN, COUNTY AND UNITED WAY
555 SOUTH 10TH STREET
LINCOLN, NE 68508

CONTACT: MR. ROBERT L. CLARK
HUMAN SVCS ADMINSTR
555 SOUTH 10TH STREET
LINCOLN, NE 68508

TELEPHONE: 402-471-7447

PROJECT BEGUN: 08/78

PURPOSE: ORGANIZING A JOINT PUBLIC AND PRIVATE-SECTOR, COMMUNITY-WIDE
HUMAN SERVICES PLANNING STRUCTURE PROVIDING THE COMMUNITY
WITH ONE LONG-RANGE AND COMPREHENSIVE HUMAN SERVICES PLAN.

DIMENSIONS OF PROJECT

AREA(S) OF CONCENTRATION: OTHER SERVICES

TARGET AUDIENCE: GENERAL PUBLIC

GEOGRAPHIC SCOPE OF PROJECT: METROPOLITAN AREA

GEOGRAPHIC POPULATION: 100,000 - 250,000

TARGET POPULATION: MORE THAN 100,000

ANNUAL COST OF PROJECT: \$50,000 - \$100,000

SOURCE OF PROJECT FUNDS:

- 40 % FROM FEDERATED FUNDING
- 15 % FROM IN-KIND CONTRIBUTIONS (GOODS & SERVICES)
- 5 % FROM FOUNDATION GRANTS
- 40 % FROM LOCAL GOVERNMENT

HUMAN RESOURCE REQUIREMENTS

PAID STAFF: FULL TIME 2 PART TIME 4
VOLUNTEERS: 100

VOLUNTEER ACTIVITIES:

- 90 VOLUNTEER(S) INVOLVED IN GOVERNANCE
- 5 VOLUNTEER(S) INVOLVED IN PROJECT MANAGEMENT
- 2 VOLUNTEER(S) INVOLVED IN FUND-RAISING
- 1 VOLUNTEER(S) INVOLVED IN PUBLIC RELATIONS

PROJECT SUMMARY

VOLUNTEER SUPERVISION DONE BY: PAID STAFF
VOLUNTEERS IN LEADERSHIP POSITIONS

TYPE OF ORGANIZATION:
LOCAL VOLUNTARY ORGANIZATION
LOCAL GOVERNMENT UNIT

OTHER ORGANIZATIONS INVOLVED IN THE PROJECT:
PRIVATE FOUNDATIONS

OUTSTANDING FEATURES:
COMMUNITY NEEDS ASSESSMENT OR ISSUE IDENTIFICATION
PROJECT PLANNING AND DESIGN
CREATION OF COALITIONS WITH OTHER ORGANIZATIONS
DEMONSTRATED COST EFFECTIVENESS
VOLUNTEER MANAGEMENT
VOLUNTEER/PAID STAFF RELATIONS
VOLUNTEERS INVOLVED IN LEADERSHIP/MANAGEMENT

SUMMARY: OVER THE PAST SEVERAL YEARS, THE MAYOR AND CITY COUNCIL OF THE CITY OF LINCOLN, THE LANCASTER COUNTY BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS OF UNITED WAY OF LINCOLN AND LANCASTER COUNTY HAVE AUTHORIZED THE DEVELOPMENT AND IMPLEMENTATION OF LONG-RANGE HUMAN SERVICES PLANNING, PRIORITY-SETTING AND PROGRAM EVALUATION PROCESSES FOR THE LINCOLN-LANCASTER COUNTY COMMUNITY.

IN 1979 THE PLANNING PROCESS WAS SCRUTINIZED VERY INTENSELY BY STUDY COMMITTEES OF THE UNITED WAY PLANNING DIVISION AND AGENCY EXECUTIVES (THE LINCOLN-LANCASTER COUNTY HUMAN SERVICES FEDERATION) AND RESULTING PROPOSALS WERE PRESENTED FOR A NEEDS BASED APPROACH TO HUMAN SERVICE PLANNING AND PRIORITY SETTING.

IN APRIL 1980, THE CITY, COUNTY AND UNITED WAY FORMALLY RECOGNIZED THE UNITED WAY PLANNING DIVISION AS THEIR "SINGLE, VOLUNTEER HUMAN SERVICES PLANNING ADVISORY BODY". THROUGH THIS AGREEMENT, THE PLANNING DIVISION ASSUMED RESPONSIBILITY FOR CONDUCTING NEEDS ASSESSMENTS AND PROGRAM EVALUATIONS FOR ALL THREE PARTNERS.

THE PLANNING DIVISION, IN COOPERATION WITH THE LINCOLN-LANCASTER COUNTY HUMAN SERVICES FEDERATION, ESTABLISHED THE NEEDS ASSESSMENT COMMITTEE (NAC) AND TWO SUBCOMMITTEES FOR DATA ATTITUDE ASSESSMENT. THE SUBCOMMITTEES' EFFORTS ENABLED THE (NAC) TO CONSIDER BOTH COMMUNITY ATTITUDES AND SPECIFIC AGENCY SERVICE DATA IN ESTABLISHING A SERIES OF 26 CLIENT-NEED DEFINITIONS FOR PRIORITY COMPARISON.

FROM THIS INPUT PRIORITIES WERE GIVEN A RANKING AND SUCH WILL BE USED AS ONE SOURCE OF GUIDANCE TO POLICY-MAKERS AND BUDGET-SETTERS, IN THE PUBLIC AND PRIVATE SECTORS, OVER THE NEXT 24 MONTHS. A UNITED WAY COMMITTEE, INCLUDING PUBLIC OFFICIAL REPRESENTATION, DEVELOPED A SET OF GUIDELINES FOR THE APPLICATION OF THE PRIORITIES TO THE BUDGETING AND ALLOCATIONS PROCESS. IT IS EXPECTED THAT THESE GUIDELINES WILL BE USED BY ALL THREE BODIES--HOWEVER ARE SUBJECT TO LEARNING EXPERIENCE CHANGES.

PROJECT SUMMARY

VOLUNTEER ACTIVITIES:

8 VOLUNTEER(S) INVOLVED IN PROJECT MANAGEMENT
200 VOLUNTEER(S) INVOLVED IN DELIVERY OF PROJ SERVICES
1 VOLUNTEER(S) INVOLVED IN SELF-HELP
10 VOLUNTEER(S) INVOLVED IN OTHER ACTIVITIES

VOLUNTEER SUPERVISION DONE BY: PAID STAFF

TYPE OF ORGANIZATION:

BUSINESS OR CORPORATION

OTHER ORGANIZATIONS INVOLVED IN THE PROJECT:

NEIGHBORHOOD GROUPS
EDUCATIONAL INSTITUTIONS
BUSINESSES OR CORPORATIONS

OUTSTANDING FEATURES:

PROJECT PLANNING AND DESIGN
CREATION OF COALITIONS WITH OTHER ORGANIZATIONS
VOLUNTEER RECRUITMENT
VOLUNTEER/PAID STAFF RELATIONS

SUMMARY:

THE JOINT EDUCATIONAL PROJECT (JEP) PROVIDES ESSENTIAL SERVICES TO THE INNER-CITY COMMUNITY WHERE ARCO'S LOS ANGELES HEADQUARTERS IS LOCATED:
--THROUGH INVOLVEMENT OF EMPLOYEE VOLUNTEERS AS TUTORS/INSTRUCTORS IN LOCAL SCHOOLS, IT WORKS TO IMPROVE THE QUALITY OF EDUCATION
--THROUGH ITS PROJECTS WITH PARENTS, ADULTS AND OLDER YOUTH, JEP HELPS RESIDENTS TAKE CONTROL OF THESE PROGRAMS AND THEIR LIVES.
JEP BEGAN IN 1978 IN AN INNER-CITY ELEMENTARY SCHOOL, EXPANDED TO ANOTHER, TO A JUNIOR HIGH AND TO A HIGH SCHOOL IN THE SAME COMMUNITY, PROVIDING FOR A CONTINUING IMPACT ON THE STUDENTS AND THE FAMILIES AS THEY PROGRESS THROUGH THE EDUCATIONAL SYSTEM.
AS COMMUNITY DEVELOPMENT PROJECTS, JEP HAS THREE PHASES:
--EMPLOYEES PARTICIPATE AS MATH AND READING TUTORS/INSTRUCTORS IN SPECIAL MINI-COURSES INCLUDING ECONOMICS, ASTRONOMY, PHOTOGRAPHY OR URBAN PROBLEMS
--EMPLOYEE VOLUNTEERS WORK WITH ADULTS TO CREATE PARENTS CLUBS UNDERTAKING ACTIVITIES SUCH AS COMMUNITY GARDENS, JOB OPPORTUNITY FAIRS AND HEALTH EDUCATION CLASSES.
--IN DEVELOPMENT, VOLUNTEERS WILL ASSIST ADULTS TO DEVELOP AND IMPLEMENT THEIR OWN PLANS AS INDEPENDENT GROUPS.
KEY ELEMENTS IN ORGANIZING A JEP PROGRAM INCLUDE:
--PROVIDING VOLUNTEER OPPORTUNITIES COMPATIBLE WITH THE POTENTIAL VOLUNTEERS' SCHEDULES
--OBTAINING RELEASED TIME FROM THE COMPANY AND WORKING TO SUSTAIN SOLID COMPANY MANAGEMENT SUPPORT OF THE PROGRAM
--EMPLOYING A VOLUNTEER COORDINATOR HAVING THE UNDERSTANDING AND RAPPORT TO EFFECTIVELY MELD VOLUNTEERS AND SERVICE RECIPIENTS
--KEEPING THE PROGRAM "FRESH" BY ADDING NEW ASPECTS TO THE PROGRAM AND A VARIETY OF PROJECTS.

BUILDING PARTNERSHIPS



SAMPLE PROFILES OF NATIONAL RESOURCE ORGANIZATIONS

The Project Bank cannot and should not attempt to have complete information on all types of private sector initiatives. It must build on and support existing national resource organizations that offer information and technical assistance services to both their immediate constituents and the public. Acting as a "referral service" to link existing resources with potential consumers, the Project Bank will include information similar to that in the following profiles about a wide range of national resource organizations.

1. Foundation for Public Affairs

1220 16th Street, N.W.
Washington, D.C.
872-1750

Contact:

Leslie Rosenzweig, Research Associate

The non-profit foundation focuses on research and education in public policy. The foundation is funded by contributions of more than 60 corporations plus a grant from the Public Affairs Council. Their target audience includes corporate public affairs officers, trade associations, national interest groups, and members of the Public Affairs Council.

Their Resource Center provides a manual clearinghouse and reference library including business publications, congressional information services, and magazine articles on public affairs issues and national interest groups. Publications include: Policy Networks - a monthly report on interest group activities (\$24 annually); Public Interest Profiles - a biannual compilation of indepth profiles on 100 issues and activities of interest groups (\$125, corporations, \$75 non-profit organizations). The foundation also has a computerized data retrieval system (fee) to augment its personal counselling services.

2. VOLUNTEER: The National Center for Citizen Involvement

111 North 19th, Suite 500
Arlington, Va. 22209
276-0542

Contact:

Shirley Keller

The national non-profit organization, committed to the development of citizen involvement, maintains offices in Boulder, Colorado and Washington, D.C. Working through associate organizations nationwide, VOLUNTEER provides leadership advocacy and service for the volunteer community.

The Citizen Involvement Information Network provides informational services to 1200 associate members, 225 voluntary action centers, and 60-75 corporations. The information system, started in 1981, includes over 1000 profiles of volunteer projects. It is expanded by a library of 15,000 documents (research available on a fee basis). VOLUNTEER also prepares Quick Reference Sheets on specific project areas, volunteer services, or project management issues. Regular publications: Voluntary Action Leadership - a quarterly publication (\$12 annually), Newsline - a bi-monthly newsletter (available to associate members), a free catalogue, listing available resources, services, and publications is available upon inquiry. VOLUNTEER also conducts national and regional conferences, technical consultation and training workshops (open to the public). In its advocacy function, VOLUNTEER also sponsors National Volunteer Week and conducted the President's Volunteer Action Awards Program.

3. National Alliance of Business

1015 15th Street, NW
Washington, DC 70005
457-0040

Contact:
Ellen Boyer

A private non-profit corporation which promotes employment opportunities in business for the disadvantaged. In cooperation with the U.S. Department of Labor, the NAB Clearinghouse is an information exchange program serving private businesses, non-profit organizations, private industry councils and managers of corporate training programs.

The computerized search/retrieval system, functioning since October 1979, includes 200 program models, with 356 references to employment training programs for the handicapped. Each model has been evaluated through personal contact, and must include a 70 percent placement rate, plus private sector involvement. In addition, the Clearinghouse has developed a leads file - a searchable index referral service to 300 programs, a documents bibliography library, and an audio visual center, with over 100 items. Publications: Showcase - a monthly newsletter including model profiles; Working - a quarterly catalogue and subject index of Clearinghouse publications plus a summary of 20 - 25 new update bulletins.

4. Employment and Training Administration Resource Network

ETA Resource Clearinghouse
601 D Street, N.W.
Room 8221
Washington, D.C. 20213

Contact:

Velma Brown

The ETA Resource Clearinghouse provides an information sharing service nationwide through a network of 8 Federal regional resource centers in Boston, New York, Philadelphia, Atlanta, Chicago, Denver, San Francisco, and Seattle.

The Clearinghouse has collected a computerized information library of primarily government documents, and research contracts, on technical assistance and job training programs, available to ETA staff, the 500 CETA prime sponsors, governmental and research organizations. The Clearinghouse holds over 2,000 documents, with 10,000 overall in the network. Publications: Index of documents by author, title and topic updated annually; Directory of Employment and Training Information Services - includes referral to other organizations and working programs. A 1981 moratorium on printing has eliminated funds for research and publication services.

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NATIONAL CONGRESS OF AMERICAN INDIANS

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Statement by Joseph B. DeLa Cruz, President
National Congress of American Indians
before the
President's Task Force on Private Sector Initiatives
Community Partnerships Committee Meeting
The White House - March 24, 1982

The National Congress of American Indians represents the oldest, largest, and most representative national Indian organization in America. We advocate the views of our collective membership reflecting the concerns of over 1.5 million American Indians and approximately 500 Federally-recognized Tribal governments and Alaskan native villages.

Whether the private sector initiatives task force or the community partnerships committee is an appropriate forum to express American Indians' views is possibly questionable. However, American Indian cultures have always embodied the spirit of local cooperation and support. Our contributions to American society from our government structures embodied by your Founding Fathers in the constitution to the transfer of land and natural resources of immeasurable wealth through our mutual treaties have helped make the United States a world power.

Our treaties established the government-to-government legal Federal-Tribal relationship. The current administration, in its efforts to reduce Federal involvement and support across the nation, unfortunately places a grossly disproportionate burden on Tribal governments. Block grant transfers to State governments places Tribal governments at a distinct disadvantage due to historical patterns of State-Tribal political/jurisdictional conflicts. And the expectation of private enterprise supporting and cooperatively aiding Tribal government development plans is unrealistic given our familiar experience of exploitation so prevalent in our development history.

Only within the last decade have Tribal governments been allowed to determine their own destinies and manage their own affairs. And yet, as our Tribal government operations and services are reduced to a subsistence level, we remain the most Federally-regulated Americans enduring the weight of enormous and complex bureaucracies. There is no known Indian policy group at the White House level forcing Tribal governments to respond to a multitude of conflicting and damaging policy/program directives by various agencies.

Our problem within the current structure of government is that Tribal governments fit no mold of standard relationships. Our Federal-Tribal government-to-government relation-

ship is so unique that policy makers are attempting to squeeze us into an assortment of streamlined administrative boxes rather than afford us the status and recognition we deserve.

Therefore, I appeal to this forum under the task force goal "to identify government obstacles to private initiatives and make recommendations for their removal, and to formulate new incentives to inspire and incite the private sector to undertake new initiatives."

President Reagan, prior to his election, made a number of American Indian policy statements supportive of the Federal-Tribal government-to-government relationship including the following related to economic development:

What is the plan to assist tribes in developing their own economic self-sufficiency?

REAGAN: Economic self-sufficiency will be the goal of my Administration, both in Indian affairs and in the nation at large. It would work to make available financial, technological and management assistance which will enable tribal enterprises to develop their own project for self-sufficiency. This will result in the reduction of income dependency and an increase in productive employment -- which are the desires of Indian people.

What is the plan to encourage economic development of individual Indian small business enterprise?

REAGAN: Although the systematic development of tribal enterprise is extremely important, the development of individual or small business enterprise is crucial to sound economic development on the reservations.

Ample opportunities now exist in the areas of agriculture, services, and light industry development throughout the rural Indian communities. As is the case throughout America, however, many Indian businesses fail for lack of adequate management and financing capital availability.

My administration will work to assist all small businesses in obtaining capital, managerial assistance, government procurement contracts and export opportunities.

Although Secretary of Interior Watt endorsed President Reagan's policy statements at his Senate confirmation hearings, American Indian people are learning only too quickly that rhetoric does not match reality. The mean-spirited policies across the agencies of this administration towards Tribal governments is unparalleled since the Tribal government termination days of the early 1950's.

The National Congress of American Indians Economic Development Committee, comprised of Indian experts in the financial fields, is developing comprehensive Indian economic development recommendations for Congressional consideration. We request that this task force help promote these concepts with the current administration policymakers.

. Support for a Tribal government-tax status act

In an effort to assume greater responsibility for financing their own governmental functions and services, Indian tribes have endeavored to

raise funds at the local level through the collection of tribal taxes. Efforts of Indian tribal governments to levy their own taxes, however, have been only partially successful because the Internal Revenue Code does not extend to Indian tribes the same treatment it accords other state and local governments. This difference in treatment undermines the tax initiatives of tribal governments and seriously interferes with their efforts to improve the conditions of life in Indian country.

Although tribal governments provide in many instances a full range of governmental services, they cannot be accorded the tax status of local governments under the Internal Revenue Code unless they incorporate pursuant to state law. Such incorporation, which would qualify a tribe as a municipal corporation eligible to receive tax-exempt status, would require a tribe to become, in effect, a political subdivision of the state -- a status totally inconsistent with the legal and political history of Indian tribes.

. Establish Tribally-oriented development financing institutions

Establish a development financing institution or institutions patterned after successful models serving comparable, economically under-developed societies and tailored to the unique situation in Indian Country. Although such an institution realistically cannot be created without federal assistance, it must operate independent of government and in a competitive marketplace mode by investing development capital in tribal and Indian owned business enterprises.

Authorize the use of tribal public financing mechanisms, (i.e., revenue and industrial development bonds) and development of a network of tribally owned commercial banks.

. Transitional support for human/physical infrastructure development

Concentrate a flexible program of assistance to Indian tribal governments in order to minimize adverse impacts of federal domestic assistance program reductions during transitional period of decentralization initiated by this Administration. (For example, the reauthorization bill for the Administration for Native Americans, S.1088, would authorize an additional \$50 million specifically for the purpose of strengthening tribal government efforts at social and economic development strategies). On an interim basis, continue and expand such economic development efforts as are represented in the proposed FY 1983 BIA stimulus grant program and the existing authority for federal financial inter-mediation (i.e., federal loan guarantees and interest payment subsidies).

These are a few of the economic development initiatives being considered for presentation to Congress regarding tribal development needs in an economy under the strains of revitalization and renewed industrial growth. We simply request that the current administration listen to our proposals and engage in meaningful dialogue with Tribal governments so that our developing economies will emerge as productive contributions to our nation's well-being and strength.