Texas Nonprofit Council

Report & Legislative Recommendations to the 84th Texas Legislature

Prepared by

Texas Nonprofit Council

Submitted to

House Committee on Human Services
House Committee on Public Health
Senate Health and Human Services Committee

February 2015

ACKNOWLEDGEMENTS

The Texas Nonprofit Council expresses its appreciation to the Texas Health and Human Services Commission's Office of Community Access and One Star Foundation, the State's Commission on National and Community Service.

This report reflects the work of Nonprofit Council members in collaboration with the Interagency Coordinating Group, its sub-committees, and other state agencies' representatives. The recommendations it contains reflect the views of Texas Nonprofit Council members alone, and do not imply the participation or affirmation of any state agency or its employees.

MEMBERS OF THE TEXAS NONPROFIT COUNCIL 2013-2016

Bee Moorhead, Chair – Texas Impact
Vicki Niedermayer, Co-Vice-Chair – Helping Restore Ability
Celia Cole, Co-Vice-Chair – Feeding Texas
Donna Chatham – Association of Rural Communities in Texas
Froswa' Booker-Drew – US Programs, World Vision
Tod Marvin – Easter Seals of Texas
Lidya Osadchey – ESCAPE Family Resource Center
Laurie Paarlberg – Bush School of Government and Public Service, Texas A&M University
Amy Ledbetter Parham – Habitat for Humanity Texas
Gabriela Saenz – CHRISTUS Health
Adrianna Cuellar-Rojas — United Ways of Texas
Marolyn Stubblefield – University of the Incarnate Word

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EXECUTIVE SUMMARY

Texas has long been a leader in reducing the obstacles that faith-based and community groups face in collaborating with each other and with state and federal government. As a large state with a diverse population, Texas depends on nonprofit, community-based organizations to implement many of the social policies and programs lawmakers establish.

The Texas Nonprofit Council (TNC) exists to build a culture of collaboration between state agencies and the non-profit sector in Texas.

- Currently, state policies and programs are developed and managed at the state level by state lawmakers and agencies. However, many of the needs that policies and programs are intended to address exist locally, and successful implementation requires robust local participation.
- Faith- and community-based organizations often are the appropriate implementers, but they may not know the opportunity exists or they may not have the resources to be effective. TNC's role is to help state agencies identify implementation needs that local faith- and community-based groups could meet, and to make agencies aware of faith- and community-based resources they could be leveraging.

Because the TNC was brought into being to strengthen the critical intersection between public and nonprofit partners, it was surprising that in the fall of 2014, members of the Texas Sunset Commission recommended eliminating the Texas Nonprofit Council and the Interagency Coordinating Group as part of a sweeping reorganization of the Texas Health and Human Services Commission. TNC members filed comments, provided oral and written testimony, and issued a joint statement protesting the recommendation. The testimony and statement are included as an appendix to this report.

Public/Nonprofit Collaboration: a Win-Win for Texas

In 2009, the Texas Legislature passed and the Governor signed H.B. 492. This ground-breaking legislation—authored by Rep. John Zerwas and Rep. Lois Kolkhorst, and sponsored by Sen. Bob Deuell and Sen. Dan Patrick—made Texas the first state in the country to actively create a collaborative and cooperative environment between state agencies and faith-based and community organizations (FBCO).

The law required an Interagency Coordinating Group (ICG) of representatives from 15 state agencies to collaborate on partnership opportunities between state agencies and faith- and community-based organizations. In 2011, the Legislature passed HB 1965 (Kolkhorst/Deuell) during the 82nd Regular Session, which added an additional 10 agencies to the Interagency Coordinating Group, with 25 state agencies total, and named OneStar Foundation (Texas' National Service Commission) as the chair. The legislation is especially innovative in that it brings together agencies from a broad spectrum of disciplines, including health and human services, criminal justice, law enforcement, public utility regulation, veterans' affairs, and workforce development, among others.

The Texas Nonprofit Council (TNC) was established to help direct the interagency coordinating group (ICG) in carrying out the group's duties. The council, in coordination with the interagency coordinating group, is required to:

(1) make recommendations for improving contracting relationships between state agencies

and faith- and community-based organizations;

(2) develop best practices for cooperating and collaborating with faith- and community-based organizations;

(3) identify and address duplication of services provided by the state and faith- and community-based organizations; and

(4) identify and address gaps in state services that faith- and community-based organizations could fill.

Nonprofit Council Teams: Making the Vision Concrete

TNC members are divided among three Teams, each of which includes TNC members as well as members of the ICG. These teams meet throughout the year in person, via conference call, and through email communications. Each team has one team co-leader from the ICG and one co-leader from TNC.

TNC works with members of the Interagency Coordinating Group (ICG) to analyze state agency contracting and related processes as they pertain to nonprofits, and together with the ICG to develop strategies to address inefficiencies or other identified issues. To the extent that the strategies would require legislation, TNC will be responsible for recommending legislation and seeking legislative sponsors.

Best Practices Team

TNC works with members of the ICG to identify and analyze successful existing agency/nonprofit partnerships and to develop best-practice models that other agencies can use, including developing materials that agencies could use to establish new collaborations or improve ones that aren't working optimally. TNC also identifies policies and programs that would benefit from nonprofit partnerships but don't yet have them.

Education Team

TNC works with members of the ICG, legislators, and the public to clarify the role of the nonprofit sector in Texas and the importance of agency/nonprofit partnerships in implementing state policies and programs.

This team is leading TNC in a "Nonprofit Day" during the 84th legislative session to educate lawmakers and others on the services nonprofits provide to local communities throughout Texas, the role nonprofits play in implementing legislation, and the needs of the nonprofit sector if it is to play its vital part in serving Texas communities. Nonprofit Day is scheduled for April 21, 2015.

All three teams produced research reports that contain valuable information for lawmakers and the nonprofit community. Two of these reports are the work of university students researching under the direction of TNC members; the third is a survey of ICG representatives compiled by TNC team members. All three reports are included as appendices to this report.

Legislative Recommendations

One of TNC's statutory duties is to provide lawmakers with recommendations for legislative strategies to strengthen nonprofit partnerships with state agencies. The following are recommendations for the 84th Legislature:

1. The Legislature should remove TNC and the ICG from the list of "advisory committees" proposed to be abolished in the Texas Health and Human Services' sunset legislation.
2. The Legislature should appropriate funding to the Renewing Our Communities Account.
3. The Legislature should direct the Comptroller to make the nonprofit procurement and application processes for state grants and contracts more efficient and transparent by creating an electronic repository or "document vault" to house all commonly required documents from nonprofits relevant to bids for government contracts and grants.
4. The Legislature should direct the Comptroller to promulgate rules to ensure the consistent application of federal regulations applicable to state grants and federal sub-awards across all state agencies.
5. The Legislature should direct the Comptroller to create an online portal for grants that is distinct from the portal for state agency procurement.
6. The Legislature should direct the ICG and TNC to work with the Comptroller's office to implement the above recommendations.

TEXAS' FAITH AND COMMUNITY-BASED INITIATIVE

Texas has long been a leader in reducing the obstacles that faith-based and community groups face in collaborating with each other and with state and federal government. As a large state with a diverse population, Texas depends on nonprofit, community-based organizations to implement many of the social policies and programs lawmakers establish.

OneStar Foundation was created in 2004 by Executive Order RP30 to provide "technical assistance, education, information, and other support to Texas' extensive volunteer community, and (to) improve and strengthen the state's volunteerism and community service infrastructure. In this role OneStar promotes the nonprofit sector and innovative public-private partnerships; convenes statewide nonprofit networks; and connects faith- and community-based organizations, businesses, government, and foundations with information and resources to strengthen the nonprofit sector.

In recognition of OneStar Foundation's unique position at the nexus of government, nonprofits, and foundations, the Texas legislature passed H.B. 1965 (82R) naming OneStar as chair of an Interagency Coordinating Group of 24 state agencies with a directive to:

• Improve contracting relationships between state agencies and faith- and community-based organizations;
• Develop best practices for cooperating and collaborating with faith- and community-based organizations;
• Identify and address duplication of services provided by the state and faith- and community-based organizations; and
• Identify and address gaps in state services that faith- and community-based organizations could fill.

To implement this legislation, the legislature created the Texas Nonprofit Council SB993 (83R) to assist the Interagency Coordinating Group with the duties listed above. The Interagency Coordinating Group consists of appointees from 24 state agencies ranging from health and human service agencies to DPS, the Secretary of State and the Public Utility Commission. The Nonprofit Council consists of 12 representatives from a broad cross-section of the nonprofit sector that assists the Interagency Coordinating Group in its work.

TEXAS NONPROFIT COUNCIL BACKGROUND

The Texas Nonprofit Council (TNC) was established to help direct the interagency coordinating group (ICG) in carrying out the group's duties. The council, in coordination with the interagency coordinating group, is required to:

(1) make recommendations for improving contracting relationships between state agencies and faith- and community-based organizations;
(2) develop best practices for cooperating and collaborating with faith- and community-based organizations;
(3) identify and address duplication of services provided by the state and faith- and community-based organizations; and
(4) identify and address gaps in state services that faith- and community-based organizations could fill.

TNC is required to prepare a biennial report detailing the council's work, including in the report any recommendations relating to legislation necessary to address an issue identified under this section. TNC is required to present the report to the House Committee on Human Services or its successor, the House Committee on Public Health or its successor, and the Senate Health and Human Services Committee or its successor not later than December 1 of each even-numbered year.

Mission and Strategies

TNC’s primary mission is to foster the development of strong partnerships between faith and community-based organizations and state agencies and programs. TNC accomplishes this mission by facilitating partnerships where structures are already in place to support them, and by recommending legislation to support new partnerships that meet identified needs. Prior pieces of legislation establishing the ICG and the task forces that preceded TNC have targeted small and medium-size nonprofits.

TNC exists to help build a culture of collaboration between state agencies and the non-profit sector in Texas. Currently, state policies and programs are developed and managed at the state level by state lawmakers and agencies. However, many of the needs that policies and programs are intended to address exist locally, and successful implementation requires robust local participation. Faith- and community-based organizations often are the appropriate implementors, but they may not know the opportunity exists or they may not have the resources to be effective. TNC’s role is to help state agencies identify implementation needs that local faith- and community-based groups could meet, and to make agencies aware of faith- and community-based resources they could be leveraging.

Legislative History

In 2009, the Texas Legislature passed and the Governor signed H.B. 492. This ground-breaking legislation—authored by Rep. John Zerwas and Rep. Lois Kolkhorst, and sponsored by Sen. Bob Deuell and Sen. Dan Patrick—made Texas the first state in the country to actively create a collaborative and cooperative environment between state agencies and faith-based and community organizations (FBCO).

The law required an Interagency Coordinating Group (ICG) of representatives from 15 state agencies to collaborate on partnership opportunities between state agencies and faith- and community-based organizations. In 2011, the Legislature passed HB 1965 (Kolkhorst/Deuell) during the 82nd Regular Session, which added an additional 10 agencies to the Interagency Coordinating Group, with 25 state agencies total, and named OneStar Foundation (Texas' National Service Commission) as the chair. The legislation is especially innovative in that it brings together agencies from a broad spectrum of disciplines, including health and human services, criminal justice, law enforcement, public utility regulation, veterans' affairs, and workforce development, among others.

H.B. 1965 also created a citizen Task Force on Improving Relations with Nonprofits. The 8-member Task Force, representing a wide range of nonprofit services, was established to assist the ICG in performing its stated duties. In 2013, the Governor signed S.B. 993, which replaced the Task Force with the permanent Texas Nonprofit Council to help direct the Interagency Coordinating Group in carrying out the group's duties.

Recent Accomplishments

The Faith- and Community-Based Initiative's accomplishments range from implementation of model programs, to process changes, to the development of educational resources. Here are a few examples:

Educational Materials

Members of the ICG collaborated to produce an "equal treatment" training curriculum for state employees and faith-based organizations, called "Engaging the Whole Community," available at:

Http://OneStarfoundation.org/wp-content/uploads/2012/06/Equal-Treatment-PP1.pdf3.

Improving Processes

- Addressing gaps and duplication in services for the reentry population

ICG authorizing legislation directs state agencies to more actively pursue strategies to identify duplication of services as well as gaps in service that could be addressed through faith- and community-based organizations. One innovative example is in the partnership between OneStar Foundation's Texas Connector and TDCJ.

TDCJ has been working in partnership with OneStar to plan several "Train-the-Trainer" hands-on trainings for probation and re-entry staff supervisors. In-depth, in-person trainings will be conducted regionally for staff from each of the 68 regional offices, in addition to a special training that will be for TDCJ administration.

The TDCJ large scale subscription includes access to Texas Connector for 500 concurrent users (with up to 1,700 total potential users across the agency), as well as in-person orientation trainings and a robust customer support plan, with a dedicated telephone line and email address, live refresher-type webinar trainings and online resources such as a user forum and video tutorials. TDCJ leadership has decided that this subscription will initially focus on their Probation Department (including 1,400 officers), selected Re-entry Department staff and administration leadership.

- Improving Contracting Practices

The ICG also is charged with improving contracting relationships between state agencies and nonprofits. A team made up of members of the ICG and members of the TNC meets year-round on this issue. The group has developed faqs and other educational materials, and currently is developing a curriculum based on Texas' successful curriculum on state contracting for Historically Underutilized Businesses (hubs) that should be ready in 2015.

Model Programs

- Summer Food Service Program

The Texas Department of Agriculture and Texas Hunger Initiative through Baylor University's School of Social Work partnered to ensure effective distribution of outreach materials in Texas related to the Summer Food Service Program and Seamless Summer Option. THI provided materials to ensure children in high need areas were aware of the summer programs and were able to find access to meals during the summer months.

Using data analysis, TDA identified free and reduced populations in Texas compared to average daily participation in the Summer Food Service Program and Seamless Summer Option. Based on analysis, 108 zip codes representing high need area were identified. TDA engaged in coordinated efforts with the Texas Hunger Initiative and their 12 regional offices to support summer operations in the identified zip codes. Outreach materials including posters, postcards and door hangers were distributed by THI staff using a grassroots approach in communities to create awareness of the programs in areas of high need. Over 60,000 printed outreach materials, funded by TDA, were provided to THI to ensure effective distribution of materials.

The Texas Department of Agriculture and Texas Hunger Initiative will evaluate the project's success and incorporate lessons learned into future outreach strategies pursued by the organizations. The organizations are planning a similar partnership for summer 2015.

- Helping Electric Choice Work

Sharyland Utilities' opened their area to electric choice on May 1, 2014. Since the majority of the utility's customers are new to electric choice, Sharyland Utilities' hosted five informative town meetings. The Public Utility Commission of Texas (PUCT), a member agency of the ICG, participated in these events as part of their Power to Choose customer education outreach.

Many customers accustomed to one utility company didn't want to deal with choosing a retail electric provider (REP) because they felt nervous or overwhelmed by the many offers and various fees and charges. PUCT staff as well as Sharyland Utilities' staff were available to answer questions and concerns many of these customers had regarding electric choice, during these town events. The PUCT staff further reached out to community organizations, libraries, Veterans of Foreign Wars posts, and VA hospitals.

The PUCT staff felt they were only touching a small percentage of Sharyland Utilities' customer base; therefore, after the events, staff contacted three community organizations (West Texas Opportunities, Central Texas Opportunities, and Community Services Inc.) And 24 libraries in West and North Texas who helped distribute information regarding customer electric choice.

Fifty copies of each publication that were distributed at the events were subsequently mailed to the three community organizations. For the libraries, staff determined that customers go to the libraries to use the Internet. Ten copies of "How to Shop for an Electric Provider," were provided as a guide on how to navigate the powertochoose.org website. An additional ten copies of the LITE-UP Texas application were also provided. Staff also contacted five Veterans of Foreign Wars (vfws) posts and the VA hospital in Midland to help disseminate the informational material provided at the town events.

- Disaster Response

Texas DPS' Division of Emergency Management (TDEM) is responsible for developing a Donations and Volunteer Management Plan for the State of Texas, and has done this with the help and assistance of the Texas Voluntary Organizations Active in Disaster (Texas VOAD) and OneStar Foundation. The Adventist Community Services (Seventh Day Adventist) and the Salvation Army help with managing donations as they come in. After the April 2013 fertilizer plant explosion that devastated the town of West, Texas, TDEM— with the help of faith-and community based partners— was able to efficiently process over 20 tons of unsolicited donated items within 6 days.

Team Rubicon, a Texas VOAD Partner, and One Star Foundation who mobilized the Texas Conservation Corps within 24 hours, managed over 7000 volunteers within those same 6 days. By partnering with these organizations a second disaster of unmanaged donations and unsolicited volunteers was averted.

Subsequently, a video was produced between TDEM and the Texas Food Bank Network (TFBN is a member of the Texas Nonprofit Council) to be used in the TDEM Donations Management class illustrating how to set up a warehouse and manage volunteers in a disaster; and to assist the TFBN in developing a video that could be used by their organization to assist with their mission.

- Community Partner Program (CPP)

CPP is a statewide network of faith and community-based organizations helping Texans to apply for and manage their HHSC benefits—including Medicaid, CHIP, SNAP, and TANF—online through the state's self-service portal, yourtexasbenefits.com.

HB 2610, 82nd Regular Session, directed HHSC to train and certify volunteers and staff of faith and community-based organizations to assist individuals applying for public benefits through the new online system. With this direction, HHSC created the Community Partner Program in January 2012 with the mission to increase awareness and utilization of yourtexasbenefits.com and to leverage the existing relationships that CBOs have in their communities to create better outcomes for people applying for or receiving HHSC benefits.

The CPP provides free training, certification, and support for organizations that participate in the program. Community Partners (CPs) may provide only a computer with Internet access for individuals to use yourtexasbenefits.com or may certify their staff or volunteers to provide assistance. To date there are more than 1,000 Community Partner organizations throughout the state.

Agency Liaisons

Name	Organization	Agency
Bee Moorhead	Texas Impact	Texas Workforce Commission Office of State-Federal Relations
Vicki Niedermayer	Helping Restore Ability	Department of Aging and Disability Services Department of Assistive and Rehabilitative Services
Donna Chatham	Association of Rural Communities in Texas	Office of the Governor Office of Secretary of State
Celia Cole	Texas Food Bank Network	Department of Agriculture Health and Human Services Commission
Froswa' Booker-Drew	US Programs, World Vision	Texas Department of Criminal Justice Texas State Commission on National and Community Service
Tod Marvin	Easter Seals of Texas	Texas Commission on Environmental Quality Texas Veterans Commission
Lidya Osadchey	ESCAPE Family Resource Center	Office of the Attorney General Office of State-Federal Relations
Laurie Paarlberg, Ph.D.	Bush School, A&M University	Institution of Higher Education Texas Department of Public Safety
Amy Ledbetter Parham	Habitat for Humanity Texas	Texas Department of Housing and Community Affairs Texas Department of Insurance
Gabriela Saenz	CHRISTUS Health	Department of State Health Services Office of the Comptroller
Adrianna Cuellar Rojas	United Ways of Texas	Department of Family and Protective Services Texas Juvenile Justice Department /Juv. Probation
Marolyn Stubblefield	University of the Incarnate Word	Department of Information Resources Public Utility Commission of Texas

Each TNC member is assigned to serve as liaison to the ICG representatives from 2-4 agencies. TNC liaisons are expected to meet their assigned ICG representatives and work with the representative to identify strategies to strengthen collaboration between that agency and the nonprofit sector.

TEAMS

TNC members are divided among three teams, each of which includes TNC members as well as members of the ICG. These teams meet throughout the year in person, via conference call, and through email communications. Each team has one team co-leader from the ICG and one co-leader from TNC.

Contracting Processes Team

TNC works with members of the Interagency Coordinating Group (ICG) to analyze state agency contracting and related processes as they pertain to nonprofits, and together with the ICG to develop strategies to address inefficiencies or other identified issues. To the extent that the strategies would require legislation, TNC will be responsible for recommending legislation and seeking legislative sponsors.

Best Practices Team

TNC works with members of the ICG to identify and analyze successful existing agency/nonprofit partnerships and to develop best-practice models that other agencies can use, including developing materials that agencies could use to establish new collaborations or improve ones that aren't working optimally. TNC also identifies policies and programs that would benefit from nonprofit partnerships but don't yet have them.

TNC identifies existing models and needed partnerships through communication with ICG members. TNC may recommend legislation to establish new initiatives modeled on existing partnerships.

Education Team

TNC works with members of the ICG, legislators, and the public to clarify the role of the nonprofit sector in Texas and the importance of agency/nonprofit partnerships in implementing state policies and programs.

This team provides information to ICG agencies on posting volunteer and funding opportunities on the OneStar Foundation website, as well as suggestions for potential online trainings and additional FAQs. Also included in the charge to this group is educating state agencies about what nonprofits do in Texas, the size of the sector, and the opportunities and challenges nonprofits in Texas face.

This team will lead TNC in a "Nonprofit Day" during the 84th legislative session to educate lawmakers and others on the services nonprofits provide to local communities throughout Texas, the role nonprofits play in implementing legislation, and the needs of the nonprofit sector if it is to play its vital part in serving Texas communities. Nonprofit Day is scheduled for April 21, 2015.

Progress

All three teams produced reports that contain valuable information for lawmakers and the nonprofit community. Two of these reports were completed by university students working under the direction of TNC members; the third is a survey of ICG representatives compiled by TNC team members. All three reports are included as appendices to this report.

TNC members were dismayed when, in the fall of 2014, members of the Texas Sunset Commission recommended eliminating the Texas Nonprofit Council and the Interagency Coordinating Group as part of a sweeping reorganization of the Texas Health and Human Services Commission. TNC members filed comments, provided oral and written testimony, and issued a joint statement protesting the recommendation. The testimony and statement are included as an appendix to this report.

CONTRACTING TEAM PROGRESS REPORT

At the February 19, 2014 meeting of the Interagency Coordinating Group, it was determined that the chairmanship of the Committee on Improving Contracting Relations should be passed from HHSC to the Comptroller of Public Accounts (CPA). Cpas government-wide perspective was considered to be an advantage when identifying opportunities to bring greater clarity to state contracting, grant, and procurements processes as directed in H.B. 1965 (82R).

ICG liaisons from HHSC, CPA, and OneStar Foundation (Chair of the ICG) met on February 21st and March 4th to exchange information on past history of the Improving Contracting Relations Committee, progress to date as outlined in the "Plan for Improving Contracting Relationships between State Agencies & Faith and Community-based Organizations" (as of November 2013), and proposed next steps for integrating the new Texas Nonprofit Council (SB 993 83R) into the work of this group. Each Texas Nonprofit Council member as assigned a group of ICG agencies in an effort to learn more about agency services and partnerships.

The Improving Contracting Relations Committee and their assigned Texas Nonprofit Council (TNC) members met June 18, 2014. A majority of those present were new to the Committee, which required additional time to recap the purpose and goals as well as accomplishments and suggested next steps. In follow up to this meeting the first working meeting was held on August 5, 2014. In attendance were subject matter experts from HHSC, DARS, DADS, DFPS, TDCJ, TJJD, CPA and TDHCA. OneStar Foundation was also present to ensure a seamless transition from HHSC to CPA. Discussion among the various representatives indicated a clear need for state agencies to reach agreement on terms, definitions, and state and federal processes before moving forward on any new plans. Agencies were asked to take an inventory of their agency's useful tools, trainings, and faqs, used to inform the public about opportunities around contracting, reporting, and other matters related to the lifecycle of a contract (or grant).

OneStar Foundation hosted a call with Texas Nonprofit Council members assigned to the Improving Contracting Relations Committee on August 8, 2014 to discuss and explain the history of this Committee and its potential next steps in alignment with the "Plan for Improving Contracting Relationships between State Agencies & Faith and Community-based Organizations."

Subject matter experts met again on September 2, 2014. It was determined that there is a useful curriculum originally designed to train prospective HUB vendors that could be easily repurposed for use with faith and community based organizations. Each agency present was assigned between 1-3 “units” to review and make suggested changes. The Committee agreed to meet monthly hereafter to keep the work of the Committee on track. After the Committee completes its restructuring of the curriculum, Texas Nonprofit Council members will be engaged in the review process to ensure relevance and clarity from the perspective of a nonprofit new to working with state agencies.

TNC Members of the Contracting Team:

Celia Cole
Lidya Osadchey
Donna Chatham

EDUCATION TEAM PROGRESS REPORT

OVERVIEW:

The TNC has divided into three targeted committees to ensure focus on three areas (education, contracting, and best practices). The “Education Team” will focus on developing information for legislators and agencies about what nonprofits do in Texas, the size of the sector, the opportunities and challenges nonprofits in Texas face, etc.

OBJECTIVE

- Advance a pro-active advocacy campaign in collaboration with state and nonprofit partners, including:
  - Statewide nonprofit organizations, rather than a statewide nonprofit organization;
  - Local governments;
  - Faith-based groups;
  - Community-based groups;
  - Consultants to nonprofit corporations; and
  - Statewide associations of nonprofit organizations.

STRATEGY & TIMELINE

Phase I (June- November 2014)

- Nonprofit audit of existing entities across the state of Texas
- Development of a heat map to create a baseline understanding of geographic and nonprofit capacity across the state
- Utilize the Bush school of Government and Public Service to research and update the existing report
- “Contracting” and “Best Practices” sub committees report findings to Education committee

Phase II (November- January)

- Development of the campaign that will serve several purposes and objectives:

1. Elevate the existence and importance of TNC;
2. Educate key stakeholders and policy makers on the existence of nonprofits as an economic engine and partner in the state; and
3. Influence policy makers and stakeholders to adopt two best practices.

Phase III (January- May)

- Implement public affairs campaign during legislative session

ADVOCACY/PUBLIC AFFAIRS CAMPAIGN

Through the use of traditional and new media, the campaign will build a dynamic messaging approach that establishes connectivity to those who influence contracting and partnerships with nonprofit sector in Austin, Texas.

TNC will track and measure engagement with a set of key performance indicators to understand movement among stakeholders and target audiences. These measurements will focus on the following areas:

- Advocacy Day: Host and coordinate a “Nonprofit Day” at the Capitol next spring to showcase the work of the nonprofit sector and the Nonprofit Council.
- Testimony: Utilize the agency oversight and legislative hearings to update policy makers on the existence of the TNC and its purpose.
  - Sunset hearings
  - Related legislative hearings during session
- Public Affairs Campaign: Utilize each partner’s communications department to ensure the following public affairs engagement is coordinated and launched with the timed release of the following:
  - News Releases
  - Op-Ed Articles
  - Social Media

MESSAGE

Texas nonprofits are leaders, partners and advocates in providing alternatives to government programs through privatization of state solutions that improve the lives of the people of the state of Texas. In addition to our commitment to the state, we are an economic engine for the economy. We are a major employer, with over X nonprofits, equating to X employees in the state of Texas.

- TNC’s goal this year is to make this a widely known fact among policy makers and stakeholders.

TNC Members of the Education Team:

- Amy Ledbetter Parham
- Tod Marvin
- Gabriela Saenz
- Laurie Paarlberg
- Bee Moorhead

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BEST PRACTICES TEAM PROGRESS REPORT

The Best Practices Team surveyed ICG agencies about current model programs and strategies. In 2015 the team will work to cross-pollinate best practices across agencies and disciplines.

The results of the survey are included in Appedix A. Surveys gathered the following information:

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:
   - Was it the result of legislative or management directive? If so, please reference the session and legislation
   - Did the project begin as a pilot? Limited target area? Geographic boundaries?
   - Source of funding-agency budget? Grant? Partnership?

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

3) What is the communication strategy? How do you use social media?

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

TNC Members of the Best Practices Team:

Vicki Niedermayer
Marolyn Stubblefield
Froswa' Booker-Drew
Adrianna Cuellar-Rojas

LEGISLATIVE RECOMMENDATIONS

1. The Legislature should remove the Texas Nonprofit Council (TNC) and the Interagency Coordinating Group (ICG) from the list of “advisory committees” proposed to be abolished in the Texas Health and Human Services’ (HHSC) sunset legislation. The TNC and the ICG are not advisory committees and they relate to more than two-dozen state agencies, not just HHSC.
2. The Legislature should appropriate funding to the Renewing Our Communities Account (ROC). The ROC is an account in the general revenue. Funds are appropriated to HHSC, which contracts with OneStar to administer the Renewing Our Communities grant program. The grants are intended to increase the capacity of faith- and community-based organizations to provide charitable services and to manage human resources and funds; assist local governmental entities in establishing local offices to promote faith- and community-based initiatives; and foster better partnerships between state government and faith- and community-based organizations.
3. The Legislature should direct the Comptroller to make the nonprofit procurement and application processes for state grants and contracts more efficient and transparent by creating an electronic repository or “document vault” to house all commonly required documents from nonprofits relevant to bids for government contracts and grants.
4. The Legislature should direct the Comptroller to promulgate rules to ensure the consistent application of federal regulations applicable to state grants and federal sub-awards across all state agencies.
5. The Legislature should direct the Comptroller to create an online portal for grants that is distinct from the portal for state agency procurement. The current practice of posting all grants and procurements for both goods and services on one unfiltered website does not meet the State of Texas Contract Management Guide’s directive that “grant opportunities should be open and accessible to the public.
6. The Legislature should direct the Interagency Coordinating Group and the Texas Nonprofit Council to work with the Comptroller’s office to implement the above recommendations.

APPENDIX A: SENATE BILL 993 (2013) ESTABLISHING THE TEXAS NONPROFIT COUNCIL

S.B. No. 993

AN ACT

Relating to the creation of the Texas Nonprofit Council to assist with faith-based and community-based initiatives.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. Section 535.055, Government Code, is amended to read as follows:

Sec. 535.055. TEXAS NONPROFIT COUNCIL [~~TASK FORCE ON IMPROVING RELATIONS WITH NONPROFITS~~]. (a) The Texas Nonprofit Council [~~interagency coordinating group task force~~] is established to help direct the interagency coordinating group in carrying out the group's duties under this section. The commission shall provide administrative support to the council [~~task force~~].

(b) The executive commissioner, in consultation with the presiding officer of the interagency coordinating group, shall appoint as members of the council two representatives [~~task force one representative~~] from each of the following groups and entities:

(1) [~~a~~] statewide nonprofit organizations [~~organization~~];

(2) local governments;

(3) faith-based groups;

(4) community-based groups;

(5) consultants to nonprofit corporations; and

(6) [~~experts in grant writing; and~~

[~~(7) a~~] statewide associations [~~association~~] of nonprofit organizations.

(c) The council [~~In addition to the interagency coordinating group's other duties, the interagency coordinating group~~], in coordination with the interagency coordinating group [~~task force~~], shall:

(1) make recommendations [~~develop and implement a plan~~] for improving contracting relationships between state agencies and faith- and community-based organizations;

(2) develop best practices for cooperating and collaborating with faith- and community-based organizations;

(3) identify and address duplication of services provided by the state and faith- and community-based organizations; and

(4) identify and address gaps in state services that faith- and community-based organizations could fill.

(c-1) The council shall elect a chair or chairs and secretary from among its members and shall assist the executive commissioner in identifying individuals to fill vacant council positions that arise.

(c-2) Council members serve three-year terms. The terms expire on October 1 of every third year. A council member shall serve a maximum of two consecutive terms.

(d) The council [~~task force~~] shall prepare a biennial report detailing the council's work, including [~~describing actions taken or not taken by the interagency coordinating group under this section and include~~] in the report any recommendations relating to legislation necessary to address an issue identified [~~by the group~~] under this section. The council [~~task force~~] shall present the report to the House Committee on Human Services or its successor, the House Committee on Public Health or its successor, and the Senate Health and Human Services Committee or its successor not later than December 1 of each even-numbered year [~~September 1, 2012~~].

(e) Chapter 2110 does not apply to the Texas Nonprofit Council.

(f) The Texas Nonprofit Council is subject to Chapter 325 (Texas Sunset Act). Unless continued in existence as provided by that chapter, the council is abolished and this section expires September 1, 2019. [~~This section expires September 1, 2013.~~]

SECTION 2. Not later than October 1, 2013, and by October 1 every three years thereafter, the executive commissioner of the Health and Human Services Commission shall appoint members to the Texas Nonprofit Council in accordance with Section 535.055, Government Code, as amended by this Act.

SECTION 3. This Act takes effect immediately if it receives a vote of two-thirds of all the members elected to each house, as provided by Section 39, Article III, Texas Constitution. If this Act does not receive the vote necessary for immediate effect, this Act takes effect August 31, 2013.

President of the Senate Speaker of the House

I hereby certify that S.B. No. 993 passed the Senate on April 18, 2013, by the following vote: Yeas 31, Nays 0; and that the Senate concurred in House amendment on May 25, 2013, by the following vote: Yeas 30, Nays 0.

Secretary of the Senate

I hereby certify that S.B. No. 993 passed the House, with amendment, on May 22, 2013, by the following vote: Yeas 144, Nays 2, one present not voting.

Chief Clerk of the House

Approved:

Date

Governor

APPENDIX B: HOUSE BILL 492 (2011) ESTABLISHING THE INTERAGENCY COORDINATING GROUP

H.B. No. 492

AN ACT

Relating to the expansion of faith- and community-based health and human services and social services initiatives.

BE IT ENACTED BY THE LEGISLATURE OF THE STATE OF TEXAS:

SECTION 1. (a) Subtitle I, Title 4, Government Code, is amended by adding Chapter 535 to read as follows:

CHAPTER 535. PROVISION OF HUMAN SERVICES AND OTHER SOCIAL SERVICES THROUGH FAITH- AND COMMUNITY-BASED ORGANIZATIONS

SUBCHAPTER A. GENERAL PROVISIONS

Sec. 535.001. DEFINITIONS. In this chapter:

(1) "Community-based initiative" includes a social, health, human services, or volunteer income tax assistance initiative operated by a community-based organization.

(2) "Community-based organization" means a nonprofit corporation or association that is located in close proximity to the population the organization serves.

(3) "Faith-based initiative" means a social, health, or human services initiative operated by a faith-based organization.

(4) "Faith-based organization" means a nonprofit corporation or association that:

(A) is operated through a religious or denominational organization, including an organization that is operated for religious, educational, or charitable purposes and that is operated, supervised, or controlled, wholly or partly, by or in connection with a religious organization; or

(B) clearly demonstrates through the organization's mission statement, policies, or practices that the organization is guided or motivated by religion.

(5) "State Commission on National and Community Service" means the entity used as authorized by 42 U.S.C. Section 12638(a) to carry out the duties of a state commission under the National and Community Service Act of 1990 (42 U.S.C. Section 12501 et seq.).

Sec. 535.002. PURPOSE. The purpose of this chapter is to strengthen the capacity of faith- and community-based organizations and to forge stronger partnerships between those organizations and state government for the legitimate public purpose of providing charitable and social services to persons in this state.

Sec. 535.003. CONSTRUCTION. This chapter may not be construed to:

(1) exempt a faith- or community-based organization from any applicable state or federal law; or

(2) be an endorsement or sponsorship by this state of the religious character, expression, beliefs, doctrines, or practices of a faith-based organization.

Sec. 535.004. APPLICABILITY OF CERTAIN FEDERAL LAW. A power authorized or duty imposed under this chapter must be performed in a manner that is consistent with 42 U.S.C.

Section 604a.

[Sections 535.005-535.050 reserved for expansion]

SUBCHAPTER B. GOVERNMENTAL LIAISONS FOR FAITH- AND COMMUNITY-BASED ORGANIZATIONS

Sec. 535.051. DESIGNATION OF FAITH- AND COMMUNITY-BASED LIAISONS. (a) The executive commissioner, in consultation with the governor, shall designate one employee from the commission and from each health and human services agency to serve as a liaison for faith- and community-based organizations.

(b) The chief administrative officer of each of the following state agencies, in consultation with the governor, shall designate one employee from the agency to serve as a liaison for faith- and community-based organizations:

(1) the Office of Rural Community Affairs;

(2) the Texas Commission on Environmental Quality;

(3) the Texas Department of Criminal Justice;

(4) the Texas Department of Housing and Community Affairs;

(5) the Texas Education Agency;

(6) the Texas Juvenile Probation Commission;

(7) the Texas Veterans Commission;

(8) the Texas Workforce Commission;

(9) the Texas Youth Commission; and

(10) other state agencies as determined by the governor.

Sec. 535.052. GENERAL DUTIES OF LIAISONS. (a) A faith- and community-based liaison designated under Section 535.051 shall:

(1) identify and remove unnecessary barriers to partnerships between the state agency the liaison represents and faith- and community-based organizations;

(2) provide information and training, if necessary, for employees of the state agency the liaison represents regarding equal opportunity standards for faith- and community-based organizations seeking to partner with state government;

(3) facilitate the identification of practices with demonstrated effectiveness for faith- and community-based organizations that partner with the state agency the liaison represents;

(4) work with the appropriate departments and programs of the state agency the liaison represents to conduct outreach efforts to inform and welcome faith- and community-based organizations that have not traditionally formed partnerships with the agency;

(5) coordinate all efforts with the governor's office of faith-based and community initiatives and provide information, support, and assistance to that office as requested to the extent permitted by law and as feasible; and

(6) attend conferences sponsored by federal agencies and offices and other relevant entities to become and remain informed of issues and developments regarding faith- and community-based initiatives.

(b) A faith- and community-based liaison designated under Section 535.051 may coordinate and interact with statewide organizations that represent faith- or community-based organizations as necessary to accomplish the purposes of this chapter.

Sec. 535.053. INTERAGENCY COORDINATING GROUP. (a) The interagency coordinating group for faith- and community-based initiatives is composed of each faith- and community-based liaison designated under Section 535.051 and a liaison from the State Commission on National and Community Service.

(b) The commission employee designated as a liaison under Section 535.051 is the presiding officer of the interagency coordinating group.

(c) The interagency coordinating group shall:

(1) meet periodically at the call of the presiding officer;

(2) work across state agencies and with the State Commission on National and Community Service to facilitate the removal of unnecessary interagency barriers to partnerships between state agencies and faith- and community-based organizations; and

(3) operate in a manner that promotes effective partnerships between those agencies and organizations to serve residents of this state who need assistance.

Sec. 535.054. REPORTS. (a) A liaison designated under Section 535.051 shall:

(1) provide periodic reports to the executive commissioner or other chief executive officer who designated the liaison, as applicable, on a schedule determined by the person who designated the liaison; and

(2) report annually to the governor's office of faith- and community-based initiatives and as necessary to the State Commission on National and Community Service regarding the liaison's efforts to comply with the duties imposed under Sections 535.052 and 535.053.

(b) Each report made under Subsection (a)(2) must be made available to the public through posting on the office of the governor's Internet website, and the reports may be aggregated into a single report for that purpose.

[Sections 535.055-535.100 reserved for expansion]

SUBCHAPTER C. RENEWING OUR COMMUNITIES ACCOUNT

Sec. 535.101. DEFINITION. In this subchapter, "account" means the renewing our communities account.

Sec. 535.102. PURPOSES OF SUBCHAPTER. Recognizing that faith- and community-based organizations provide a range of vital charitable services to persons in this state, the purposes of this subchapter are to:

(1) increase the impact and effectiveness of those organizations;

(2) forge stronger partnerships between those organizations and state government so that communities are empowered to serve persons in need and community capacity for providing services is strengthened; and

(3) create a funding mechanism that builds on the established efforts of those organizations and operates to create new partnerships in local communities for the benefit of this state.

Sec. 535.103. RENEWING OUR COMMUNITIES ACCOUNT. (a) The renewing our communities account is an account in the general revenue fund that may be appropriated only to the commission for the purposes and activities authorized by this subchapter and for reasonable administrative expenses under this subchapter.

(b) The account consists of:

(1) all money appropriated for the purposes of this subchapter;

(2) any gifts, grants, or donations received for the purposes of this subchapter; and

(3) interest earned on money in the account.

(c) The account is exempt from the application of Section 403.095.

(d) The purposes of the account are to:

(1) increase the capacity of faith- and community-based organizations to provide charitable services and to manage human resources and funds;

(2) assist local governmental entities in establishing local offices to promote faith- and community-based initiatives; and

(3) foster better partnerships between state government and faith- and community-based organizations.

Sec. 535.104. POWERS AND DUTIES REGARDING ACCOUNT. (a) The commission shall:

(1) contract with the State Commission on National and Community Service to administer funds appropriated from the account in a manner that:

(A) consolidates the capacity of and strengthens national service and community and faith- and community-based initiatives; and

(B) leverages public and private funds to benefit this state;

(2) develop a competitive process to be used in awarding grants from account funds that is consistent with state law and includes objective selection criteria;

(3) oversee the delivery of training and other assistance activities under this subchapter;

(4) develop criteria limiting awards of grants under Section 535.105(1)(A) to small and medium-sized faith- and community-based organizations that provide charitable services to persons in this state;

(5) establish general state priorities for the account;

(6) establish and monitor performance and outcome measures for persons to whom grants are awarded under this subchapter; and

(7) establish policies and procedures to ensure that any money appropriated from the account to the commission that is allocated to build the capacity of a faith-based organization or for a faith-based initiative, including money allocated for the establishment of the advisory committee under Section 535.108, is not used to advance a sectarian purpose or to engage in any form of proselytization.

(b) Instead of contracting with the State Commission on National and Community Service under Subsection (a)(1), the commission may award account funds appropriated to the commission to the State Commission on National and Community Service in the form of a grant.

(c) Any funds awarded to the State Commission on National and Community Service under a contract or through a grant under this section must be administered in the manner required by this subchapter, including Subsection (a)(1).

(d) The commission or the State Commission on National and Community Service, in accordance with the terms of the contract or grant, as applicable, may:

(1) directly, or through agreements with one or more entities that serve faith- and community-based organizations that provide charitable services to persons in this state:

(A) assist faith- and community-based organizations with:

(i) writing or managing grants through workshops or other forms of guidance;

(ii) obtaining legal assistance related to forming a corporation or obtaining an exemption from taxation under the Internal Revenue Code; and

(iii) obtaining information about or referrals to entities that provide expertise in accounting, legal, or tax issues, program development matters, or other organizational topics;

(B) provide information or assistance to faith- and community-based organizations related to building the organizations' capacity for providing services;

(C) facilitate the formation of networks, the coordination of services, and the sharing of resources among faith- and community-based organizations;

(D) in cooperation with existing efforts, if possible, conduct needs assessments to identify gaps in services in a community that present a need for developing or expanding services;

(E) work with faith- and community-based organizations to identify the organizations' needs for improvements in their internal capacity for providing services;

(F) provide faith- and community-based organizations with information on and assistance in identifying or using practices with demonstrated effectiveness for delivering charitable services to persons, families, and communities and in replicating charitable services programs that have demonstrated effectiveness; and

(G) encourage research into the impact of organizational capacity on program delivery for faith- and community-based organizations;

(2) assist a local governmental entity in creating a better partnership between government and faith- and community-based organizations to provide charitable services to persons in this state; and

(3) use funds appropriated from the account to provide matching money for federal or private grant programs that further the purposes of the account as described by Section 535.103(d).

(e) The commission shall monitor the use of the funds administered by the State Commission on National and Community Service under a contract or through a grant under this section to ensure that the funds are used in a manner consistent with the requirements of this subchapter. Records relating to the award of a contract or grant to the State Commission on National and Community Service, or to grants awarded by that entity, and records relating to other uses of the funds are public information subject to Chapter 552.

(f) If the commission contracts with or awards a grant to the State Commission on National and Community Service under this section, this subchapter may not be construed to:

(1) release that entity from any regulations or reporting or other requirements applicable to a contractor or grantee of the commission;

(2) impose regulations or reporting or other requirements on that entity that do not apply to other contractors or grantees of the commission solely because of the entity's status;

(3) alter the nonprofit status of that entity or the requirements for maintaining that status; or

(4) convert that entity into a governmental entity because of the receipt of account funds through the contract or grant.

Sec. 535.105. ADMINISTRATION OF ACCOUNT FUNDS. If under Section 535.104 the commission contracts with or awards a grant to the State Commission on National and Community Service, that entity:

(1) may award grants from funds appropriated from the account to:

(A) faith- and community-based organizations that provide charitable services to persons in this state for capacity-building purposes; and

(B) local governmental entities to provide seed money for local offices for faith- and community-based initiatives; and

(2) shall monitor performance and outcome measures for persons to whom that entity awards grants using the measures established by the commission under Section 535.104(a)(6).

Sec. 535.106. REPORTS AND PUBLIC INFORMATION. (a) The commission shall provide a link on the commission's Internet website to the Internet website of the State Commission on National and Community Service if the commission contracts with or awards a grant to that entity under Section 535.104. The entity's Internet website must provide:

(1) a list of the names of each person to whom the entity awarded a grant from money appropriated from the account and the amount and purpose of the grant; and

(2) information regarding the methods by which the public may request information about those grants.

(b) If awarded a contract or grant under Section 535.104, the State Commission on National and Community Service must provide to the commission periodic reports on a schedule determined by the executive commissioner. The schedule of periodic reports must include an annual report that includes:

(1) a specific accounting with respect to the use by that entity of money appropriated from the account, including the names of persons to whom grants have been awarded and the purposes of those grants; and

(2) a summary of the efforts of the faith- and community-based liaisons designated under Section 535.051 to comply with the duties imposed by and the purposes of Sections 535.052 and

535.053.

(c) The commission shall post the annual report made under Subsection (b) on the commission's Internet website and shall provide copies of the report to the governor, the lieutenant governor, and the members of the legislature.

Sec. 535.107. TASK FORCE ON STRENGTHENING NONPROFIT CAPACITY. (a) The executive commissioner, in consultation with the governor, shall establish a task force to make recommendations for strengthening the capacity of faith- and community-based organizations for managing human resources and funds and providing services. The members of the task force must include:

(1) representatives from state agencies, nonprofit organizations, the academic community, and the foundation community; and

(2) other individuals who have expertise that would be valuable to the task force.

(b) Using money appropriated from the account, the task force shall hold at least three public hearings in various geographic areas of this state, at least one of which must be outside of Central Texas. The task force shall hear testimony at the hearings regarding strengthening the capacity of faith- and community-based organizations to manage human resources and funds and provide services.

(c) The task force is not required to hold a public hearing if the remaining money appropriated from the account to the commission for the state fiscal biennium is insufficient for the performance of the duties or activities under this subchapter.

(d) The task force shall present a report and legislative recommendations to the House Committee on Human Services or its successor, the House Committee on Public Health or its successor, and the Senate Health and Human Services Committee or its successor not later than September 1, 2010, regarding its recommendations.

(e) This section expires September 1, 2011.

Sec. 535.108. RENEWING OUR COMMUNITIES ACCOUNT ADVISORY COMMITTEE. (a) The executive commissioner shall appoint leaders of faith- and community-based organizations in this state to serve on the renewing our communities account advisory committee. The advisory committee members must be representative of the religious, cultural, and geographic diversity of this state and the diversity of organization types and sizes in this state.

(b) The advisory committee shall make recommendations to the executive commissioner regarding the powers and duties with respect to the account as described by Section 535.104.

(c) Except as otherwise provided by this subsection, the advisory committee shall meet at least twice each calendar year. The advisory committee is not required to meet if the remaining amount appropriated from the account to the commission for the state fiscal biennium is insufficient for the performance of any duties or activities under this subchapter.

(d) Chapter 2110 does not apply to the advisory committee.

(e) The advisory committee is subject to Chapter 551.

(b) The executive commissioner of the Health and Human Services Commission and the chief executive officers of the Office of Rural Community Affairs, the Texas Commission on Environmental Quality, the Texas Department of Criminal Justice, the Texas Department of Housing and Community Affairs, the Texas Education Agency, the Texas Juvenile Probation Commission, the Texas Veterans Commission, the Texas Workforce Commission, the Texas Youth Commission, and any other state agency as determined by the governor shall designate the liaisons for faith- and community-based initiatives as required under Section 535.051, Government Code, as added by this section, not later than December 1, 2009.

(c) The interagency coordinating group established under Section 535.053, Government Code, as added by this section, shall hold its first meeting not later than February 1, 2010.

SECTION 2. This Act does not make an appropriation. A provision in this Act that creates a new governmental program, creates a new entitlement, or imposes a new duty on a governmental entity is not mandatory during a fiscal period for which the legislature has not made a specific appropriation to implement the provision.

SECTION 3. If before implementing any provision of this Act a state agency determines that a waiver or authorization from a federal agency is necessary for implementation of that provision, the agency affected by the provision shall request the waiver or authorization and may delay implementing that provision until the waiver or authorization is granted.

SECTION 4. This Act takes effect immediately if it receives a vote of two-thirds of all the members elected to each house, as provided by Section 39, Article III, Texas Constitution. If this Act does not receive the vote necessary for immediate effect, this Act takes effect September 1, 2009.

______________________________ ______________________________
President of the Senate Speaker of the House

I certify that H.B. No. 492 was passed by the House on April 24, 2009, by the following vote: Yeas 119, Nays 15, 1 present, not voting; and that the House concurred in Senate amendments to H.B. No. 492 on May 18, 2009, by the following vote: Yeas 139, Nays 2, 2 present, not voting.

____
Chief Clerk of the House

I certify that H.B. No. 492 was passed by the Senate, with amendments, on May 14, 2009, by the following vote: Yeas 31, Nays 0.

____
Secretary of the Senate

APPROVED: __________________
Date

____
Governor

Evaluation of the Early Childhood Education Nonprofit Sector in the State of Texas
A Report for the Texas Nonprofit Council

Prepared by: Cindy Alvarado, Breanna Irvin, and Patrick Patterson
Bush School of Government and Public Service
PSAA 643: Foundations of the Nonprofit Sector

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EXECUTIVE SUMMARY

Providing an analysis of the Early Childhood Education (ECE) sector in the state of Texas, this paper addresses three main questions: (1) What is the size of the ECE field in Texas?; (2) How much funding is going to ECE organizations?; and (3) Are ECE organizations providing value above and beyond government funding?. The purpose of these questions is to identify if and where there are existing funding gaps in the ECE field in the state of Texas. This study gathered data on the size, age, and location of 515 ECE organizations in Texas using the National Center for Charitable Statistics (NCCS), Guidestar, and Texas Connector databases. Financial information was gathered from 2012 government 990 forms, the Texas Comptroller's website, as well as the 2012 Core File from NCCS. County demographic information on poverty was collected from the 2012 Census and kidscount data provided by the Annie E. Casey Foundation. Analysis of this data was conducted in Stata and arcgis.

Key findings from this report include the following:

- ECE nonprofits are thinly concentrated throughout the state of Texas, with most counties reporting 1-4 ECE nonprofits. About 60% of counties reported having zero ECE nonprofits;
- ECE nonprofit total revenue per child in need is low, with most counties in Texas reporting $0 to $28 in revenue;
- While all government funding, comprising of federal, state, and local grants, makes up 67% of total revenue among ECE nonprofits, only 28 counties reported a total revenue above $0 and only 14 counties, mostly metropolitan, reported receiving government grants;
- Although not many ECE nonprofits receive government or state funding, these grants appear to make a big impact on the resources available in their respective counties—most of these ECE nonprofits have low revenue density;
- While there is high level of need among children throughout the state of Texas, ECE nonprofits are concentrated in counties with mid-high poverty rates as opposed to the counties with the highest level of need. Additionally, government funding is targeted to a greater extent towards counties with mid-high child poverty than it is towards the counties with the highest percentages of child poverty.

Given the importance of early childhood education and the alarming rates of child poverty, it is concerning that ECE nonprofits are concentrated in less than half of the state. While further research is needed due to the limitations of this study, our findings suggest that state grants are provided to few nonprofits. Additionally, government funding and ECE nonprofit resources are not reaching the regions with the greatest need. Therefore, this research suggests that there are significant, unmet needs in the ECE field in Texas. Future research should continue to learn more about the state of the ECE field and need in Texas.

INTRODUCTION

Early childhood education (ECE) has become increasingly important due to national push to improve academic outcomes for all students. ECE programs have been shown to largely benefit all students, especially disadvantaged students.[i] This holds important implications for educational equity, seeing as how pre-kindergarten education is linked to future outcomes, including increased high school graduation rates, increased earnings, and less delinquency and crime.[ii] Additionally, various cost-benefit analyses have been done that find that every dollar invested in ECE produces $7 in benefits, although some studies have found higher estimates.[iii] The benefits of ECE are thus numerous and benefit society at large.

ECE programs are carried out through various sectors, including the government, private, and nonprofit sectors. The Texas Nonprofit Council was created in 2013 to identify and address duplication and gaps in services between the government and faith- and community-based organizations.[1] Our team was tasked with analyzing the field of early childhood education organizations in order to address three main research questions: (1) What is the size of the early childhood education field?; (2) How much funding is going to early childhood education organizations?; and (3) Are they providing value above and beyond of government funding?.

Given the importance of early childhood education for students and the state, this paper will provide an evaluation of the early childhood education field in Texas. Specifically, this paper will examine the size of the ECE field, where the funding comes from, and if there are any gaps. This paper will provide a(n): (1) overview of methodology and sources of data, (2) mapping and statistical results, (3) discussion of findings and implications for policy-makers, and (3) recommendations for future areas of research.

METHODOLOGY

For the purposes of this paper, we defined early childhood education to include all education for children prior to first grade. To identify the number of ECE nonprofits in the state of Texas, two main data sources-the National Center for Charitable Statistics (NCCS) and Texas Connector-were utilized to identify as many ECE organizations as possible. The NTEE code, B21, which comprehensively covers kindergartens, nursery schools, preschools, and early admissions, was used to search for organizations in NCCS. The specific NCCS dataset utilized was the 2012 Business Master File (BMF), and data from Texas Connector came from the 2-1-1 database system. To search for organizations within the Texas Connector dataset, key word searches and corresponding AIRS codes, summarized in

Table *1*, were collected to draw a complete list of ECE organizations in that dataset.

Table 1: Texas Connector Search Codes

Keyword Search	AIRS Code(s)
Early childhood education	HD-1800
Montessori elementary schools	HD-6500.5500
Early literacy development programs	HH-4500.1800
Early head start	HD-1800.1800
Head start	HD-1800.3000
Preschools	HD-1800.6500
Public preschools	HD-1800.6500-700
Special preschools	HD-1800.6500.870
School readiness programs	HD-1800.8000
Kindergartens	HD-8000.1800-400

[1] See: http://OneStarfoundation.org/texas-nonprofit-council-2/.

Only the 151 organizations from NCCS came with employer identification numbers (eins). The eins were used to search for the 2012 990 forms for each organization in Guidestar and NCCS. For all organizations reporting government grants, the amount was recorded in our dataset. Organizations reporting government grants were then looked up on the Texas Comptroller's Website to report if these organizations received funding from the state of Texas, how much this funding amounted to, and what agency provided the funding.[2] Additional financial data was gathered at the organizational level from the NCCS 2012 Core file and merged into the dataset by EIN. After carefully analyzing the data based on organization name and EIN number to remove duplicates and fundraising organizations, the data was then aggregated to the county level using the organizations' FIPS code (unique county identifier) in Stata. Once the data was aggregated at the county level, population data, poverty rates, and poverty percentages from the 2012 Census were gathered and also included at the county level. Child poverty numbers and percentages at the county level were also collected from kidscount data, which was provided by the Annie E. Casey Foundation.[3] Each county's urban-rural classification was also noted based on the urban rural continuum classification for each county provided by the Census. The final dataset provided information on the need at the county level, as well as the number, size, and funding of ECE nonprofits, including information on government and state grants, and total revenue, expenses, and assets, within each county.

Esri arcmap, the GIS software used for the project, allowed us to display and spatially analyze the ECE nonprofit organizations in the data set. A system of symbols and color gradients were established to represent ECE nonprofits and the characteristics that were analyzed. Once this system was established, it was overlaid on a map and other elements that were downloaded from the Texas Natural Resource Information System. The maps within this document are a product of this combination.

It is important to note that there are limitations within this dataset. While this dataset captures the number of ECE organizations in Texas, the organizations may include multiple ECE programs that operate in multiple counties that are not captured. Additionally, since NCCS gathers its data from the Internal Revenue Service (IRS), small ECE organizations that have revenues less than $5,000 are left out because they are not required to register with the IRS. While 151 organizations were collected from NCCS, the remaining 400 were collected from Texas Connector. However, since these organizations did not have EIN numbers, no financial information, including the amount of government or state grants, was able to be associated with them. Regardless, including the organizations from Texas Connector is important for this analysis because it sheds light on how many ECE organizations there are in the state of Texas and where these organizations are located.

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[2] See: http://www.texastransparency.org

[3] See: http://datacenter.kidscount.org/

FINDINGS

Part 1: Size of Early Childhood Education Field in Texas

551 Early Childhood Education (ECE) organizations in Texas are provided in this dataset. As mentioned in the methodology section, 151 of these organizations came from the NCCS database, for which there is extensive financial information available, and 400 organizations came from Texas Connector's 2-1-1 database, which lacks the ability to merge financial information due to missing eins. When evaluating the size of the sector, median age and financial information was analyzed so that the analysis was not skewed by outliers in the data. Of the 551 ECE organizations in Texas, the median age for ECE organizations was 23.43 years. When specifically looking at the ECE organizations that reported receiving government grants on their 2012 990 forms, the average age was 27.1 years. Of these organizations that then reported specifically receiving state grants in 2012, the average age was 27.81 years. While this difference is slightly higher, due to the small number of organizations that reported receiving state grants, it is not considered to be significant.

When looking at the frequency of ECE nonprofits within each county in Texas, it was surprising to find that 149 counties, accounting for 59% of the counties in Texas, did not have reported ECE organizations or programs in them. While 80 counties reported having 1 to 4 organizations, two counties-Dallas and Harris County-reported having 70 and 78 organizations respectively. Table 2 below shows the number of organizations on the top row and the frequency of counties that reported having that many organizations in the bottom row. The main finding from Table 2 is that the majority of counties have no ECE nonprofits located in them and the second largest majority of counties have only 1 to 4. While Dallas and Harris County have over 70 organizations, this is not true for the rest of Texas.

Table 2: Frequency of ECE Nonprofit Organizations in Texas

Number of ECE Orgs		o	o	0t o1 4	5t o1 9	0t o2 4	5t o2 9	0t o3 4	5t o3 9	0t o4 4	5t o4 9	0t o5 4	5t o5 9	0t o6 4	5t o6 9	0t o7 9
County Frequency	19	0	4													

While it makes sense that the majority of ECE organizations would be concentrated in heavily populated urban areas, such as Dallas County and Harris County, the mapping analysis below specifically examines the density of nonprofit concentration, as well as this density compared to where the need is in the state of Texas.

Figure 1. Early Childhood Education Nonprofit Density

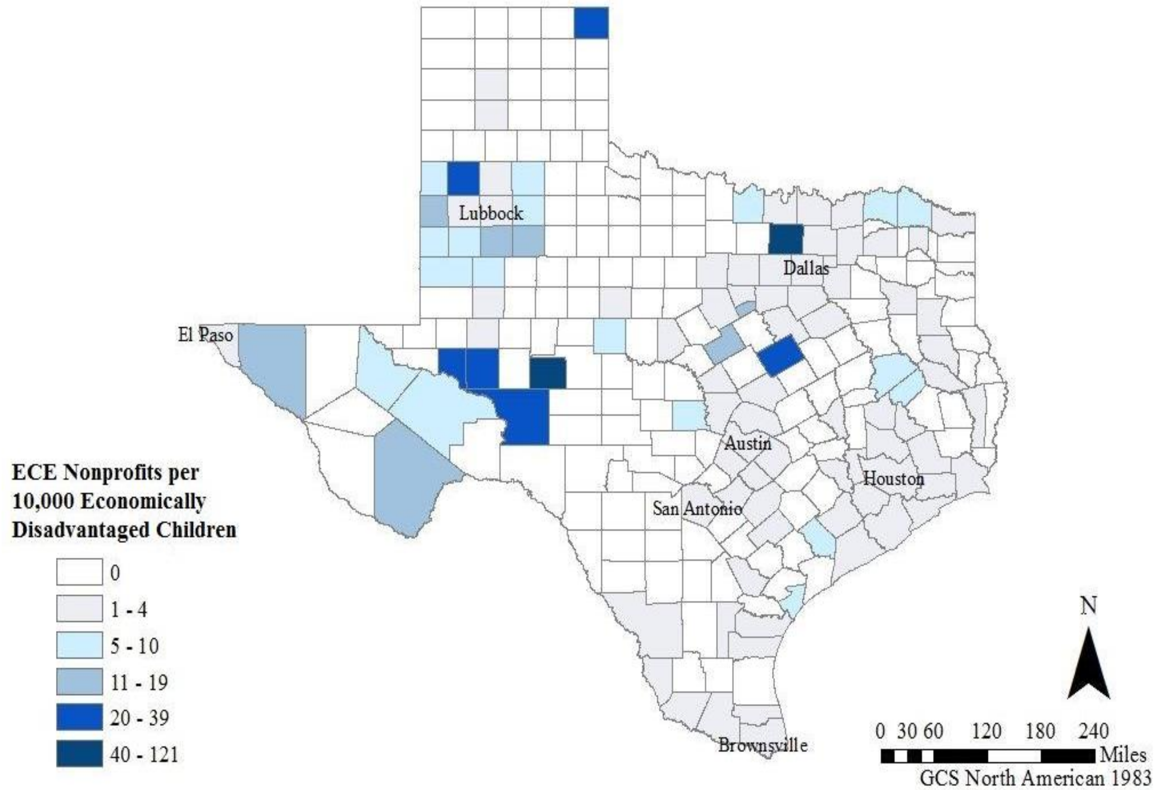


Figure 1 displays a map with early childhood education nonprofit density in Texas. Nonprofit density was calculated by dividing the total number of ECE nonprofits in a county by the number of economically disadvantaged children in the corresponding county. This result was then multiplied by 10,000 to give meaningful results that were above 0.

According to Figure 1, the majority of counties have zero reported ECE nonprofits. The main metropolitan areas had about 1-4 nonprofits per 10,000 economically disadvantaged children, which is expected since these heavily populated areas are likely to have higher poverty rates. Additionally, parts of rural west Texas, especially Lubbock, have a high nonprofit density, with most counties having 5-10 ECE nonprofits per 10,000 economically disadvantaged children. This may be due to population numbers being lower, resulting in a higher ratio. Also, there is higher nonprofit density of 20-39 ECE nonprofits per 10,000 economically disadvantaged children around the Midland area, which is an interesting finding.

Overall, there may be reporting issues that contribute to an undercounting of the number of ECE nonprofits, but it seems that there is widespread low ECE nonprofit density overall with some areas having higher ECE nonprofit density.

Figure 2. Size of Early Childhood Education Nonprofits by Rural-Urban Classification

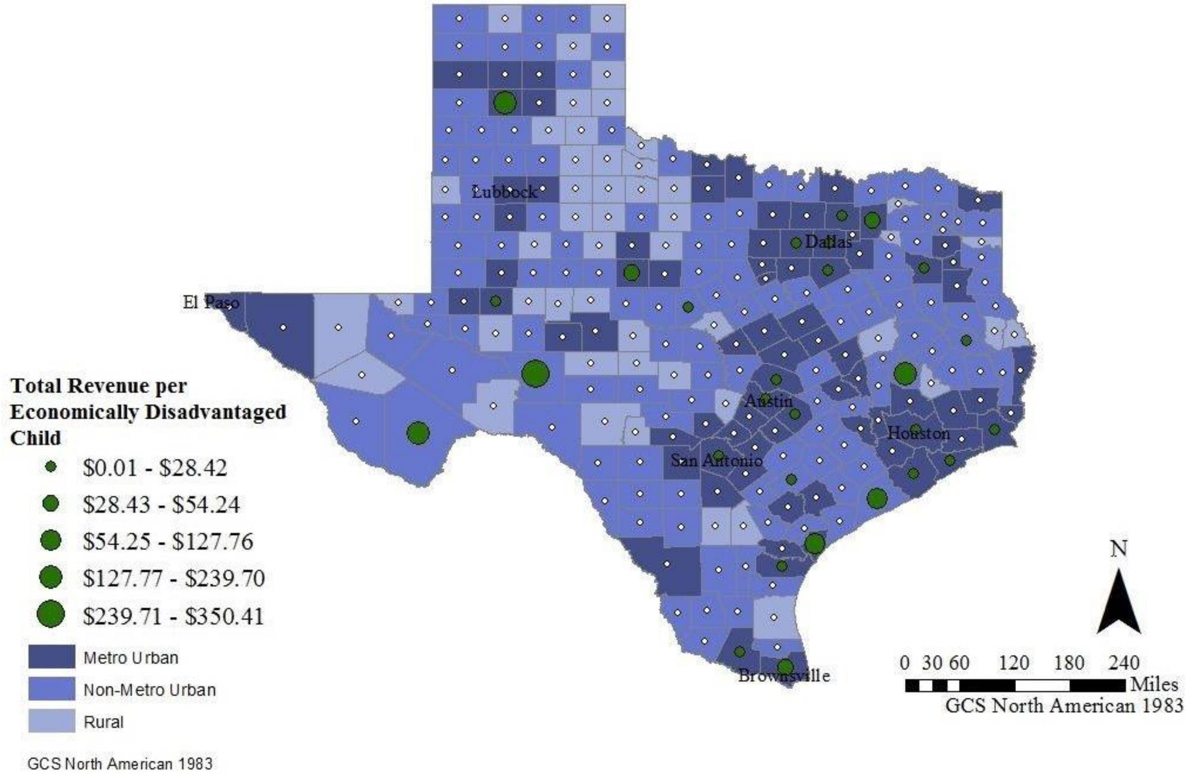


Figure 2 displays the size and resources of ECE nonprofits, as indicated by total revenue, by where they are located along the rural-urban classification, with darker purple areas representing more metropolitan, urban areas. The displayed variable, "Total Revenue per Economically Disadvantaged Child," was calculated by dividing total revenue of ECE nonprofits in each county by the number of economically disadvantaged children in the corresponding county. Figure 2 is useful in looking past ECE nonprofit count and assessing the level of resources ECE nonprofits have.

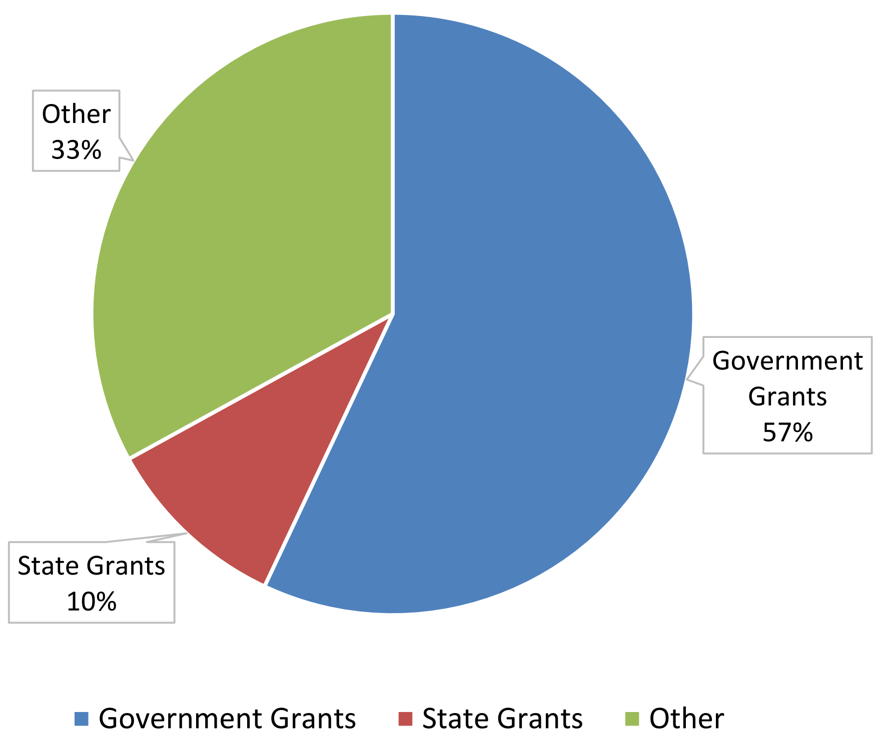
White dots represent both counties where there were zero ECE nonprofits reported and counties where there were ECE nonprofits, but they reported zero revenue. As Figure 2 shows, the vast majority of counties have zero total revenue per economically disadvantaged child, which may indicate a need for nonprofits and a need for money. Green dots are prevalent in all urban areas and non-metro urban areas, especially in the eastern half of Texas. Most counties that reported revenue had $0.01-$28.42 per child in need. In general, the map indicates that most urban areas have lower total revenue per child in need than their non-metro counterparts. An interesting outlier was Crockett County, which had the highest total revenue per economically disadvantaged child and is classified as a non-metro urban county.

Overall, most counties had zero reported revenue, due to a lack of nonprofits or a lack of money. Additionally, most metropolitan areas had low revenue density, with $0.01-$28.42 total revenue per child in need in respective counties.

Part 2: Funding of Early Childhood Education Field in Texas

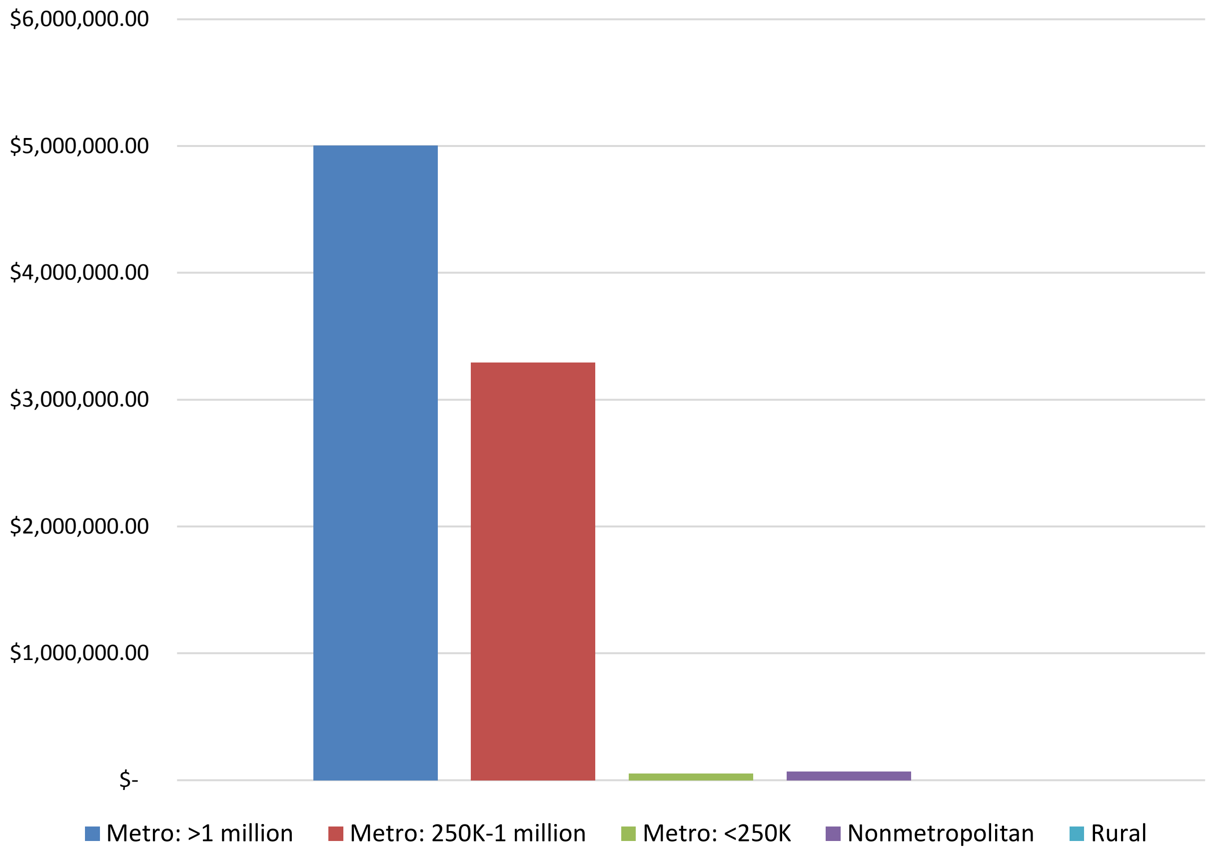
In terms of the financial size of the sector, the median total revenue for all 551 organizations is $0. However, since information on total revenue is not available for the organizations from the 2-1-1 database, when analyzing total revenue for organizations in the 28 counties that reported a total revenue above $0, the median is $984,394.50. Additionally, the median government grant that organizations received was $0. However, when only considering the 14 counties in Texas that reported receiving a government grant, the median is $95,171.

Figure 3. Breakdown of Total Revenue Sources



The total revenue of all the ECE organizations in Texas, for which data was available, was $140.6 million. As Figure 3 demonstrates, 57% total revenue was from government grants. This amount excludes state grants, meaning the source of the funding is from the federal or local level. 10% of government funding specifically came from grants provided by the state of Texas. However, this percentage could be higher in reality due to reporting requirements within the state. Analysis revealed that the majority of state grants were provided by the Department of Agriculture. 33% of revenue for ECE in Texas came from other sources outside of government and state grants, such as fee-for-service, earned income, and donor contributions.

Figure 4. Government and State Grants by Urban-Rural Classification



Taking into consideration the large portion of government and state grants that make up total revenue, Figure 4 analyzes where that funding is allocated based on counties' rural and urban classification. The finding of this graph reveals that the vast majority of government and state funding is going mainly towards the metropolitan areas where there are larger populations. The implication drawn from this is that there is either a higher level of need in the urban areas, which explains the higher amounts of government and state funding, or that the funding is not being equally distributed to all the neediest parts of the state, which may necessitate a reallocation of funding.

Figure 5. Type of Funding of Early Childhood Education Nonprofits

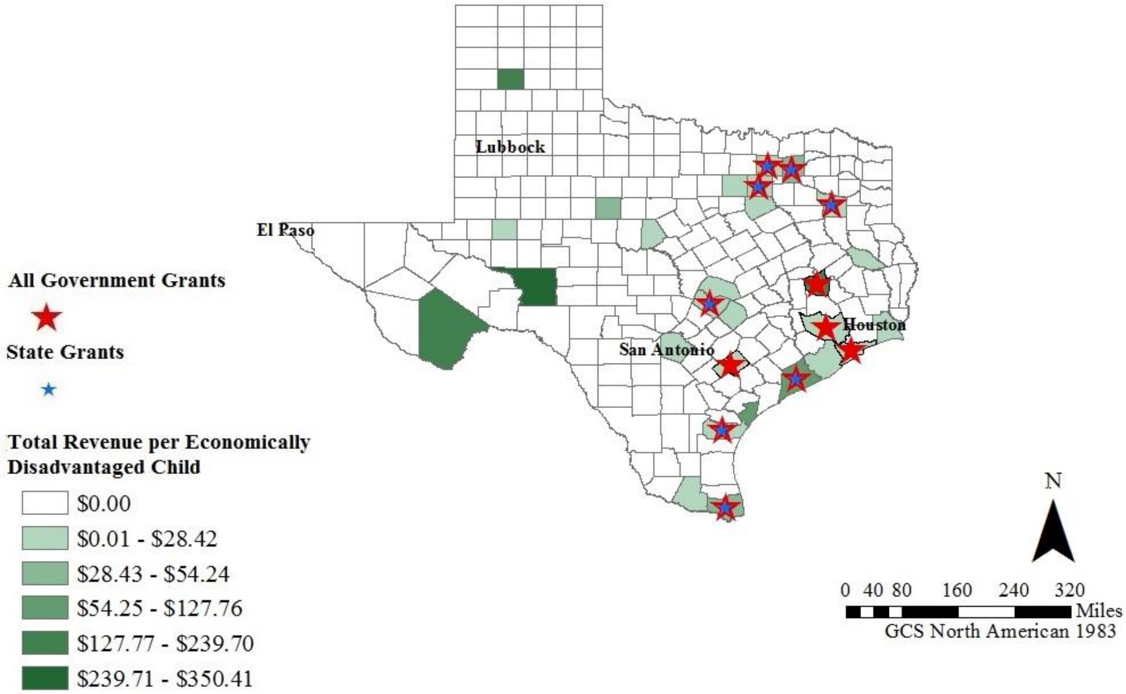


Figure 5 displays the type of funding ECE nonprofits are receiving relative to their total revenue per economically disadvantaged child. It features red stars to represent all government grants and blue stars to represent state grants. These stars are overlaid because a county receiving state grants is thus also receiving a government grant. Several counties reported receiving government grants but not state grants. This may be due to reporting requirements on behalf of the state or because the ECE nonprofits are receiving funding from non-state government sources, such as local or federal.

Figure 5 indicates that all government grants are situated in the eastern portion of the state. Of all the counties that received both a state and government grant, two were within the major metropolitan areas of Austin and Dallas. The counties that contain Houston, Harris County, and San Antonio, Bexar County, did not receive such grants. Another notable finding is that counties with high revenue density are not actually relying on government or state funding. Instead, the smaller nonprofits that lack resources, with a total revenue per child in need of $0.01-$28.42, are receiving government and/or state funding. This supports the argument for the importance of state and/or government funding in order for nonprofits to continue serving the population in need. Crockett County again is an outlier and has the highest revenue density. Further analysis of the county reveals that they only have one reported ECE nonprofit-the Ozona Community Center-that has high program revenue and contributions.

Overall, although we see that not many nonprofits receive government or state funding, it seems that these grants may make a big impact on the resources available in the concentrated counties in east Texas.

Figure 6. Type and Amount of Funding of Early Childhood Education Nonprofits

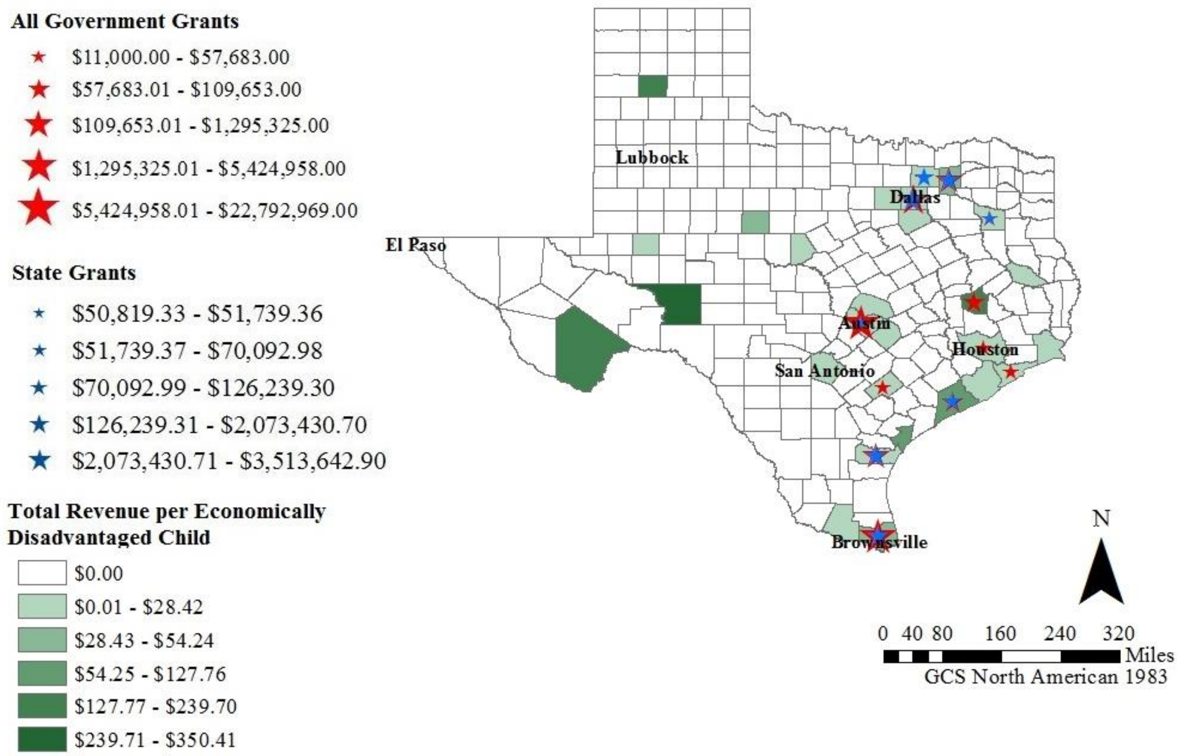


Figure 6 expands upon Figure 5 by showing the amount of funding per child in each county relative to the total revenue per economically disadvantaged child. It features red scaled stars to represent the amount of all government grants and blue scaled stars to represent the amount of state grants.

On the whole, most government grants are going to metropolitan areas, namely Austin and Dallas. There is a concentration of government funding in the eastern portion of the state; again, this may be due to the concentration of population there. The map indicates that the counties with low total revenue per economically disadvantaged child are the ones receiving government funding, so these grants may be aiding these counties in terms of their resources and capabilities of serving the population in need. An interesting finding is Cameron County (Brownsville) due to the high poverty rates found in the Rio Grande Valley; there is substantial government funding there which helps ECE nonprofits meet the need in the region. Areas with high revenue density are not relying on government funding. There are three notable counties: Crockett, which is in the west of Austin; Brewster County, which is along the border; and Randall County, which is north of Lubbock.

Overall, this map confirms the assumption made in the previous map. Government funding, largely concentrated in east Texas and metropolitan areas, is going toward counties with ECE nonprofits that have low revenue density, which highlights the impact that government funding is making in increasing the resources in areas of high need.

Part 3: Existing Gaps and Areas of Need in the Early Childhood Education Field in Texas

Figure 7. Concentration of Child Poverty by County

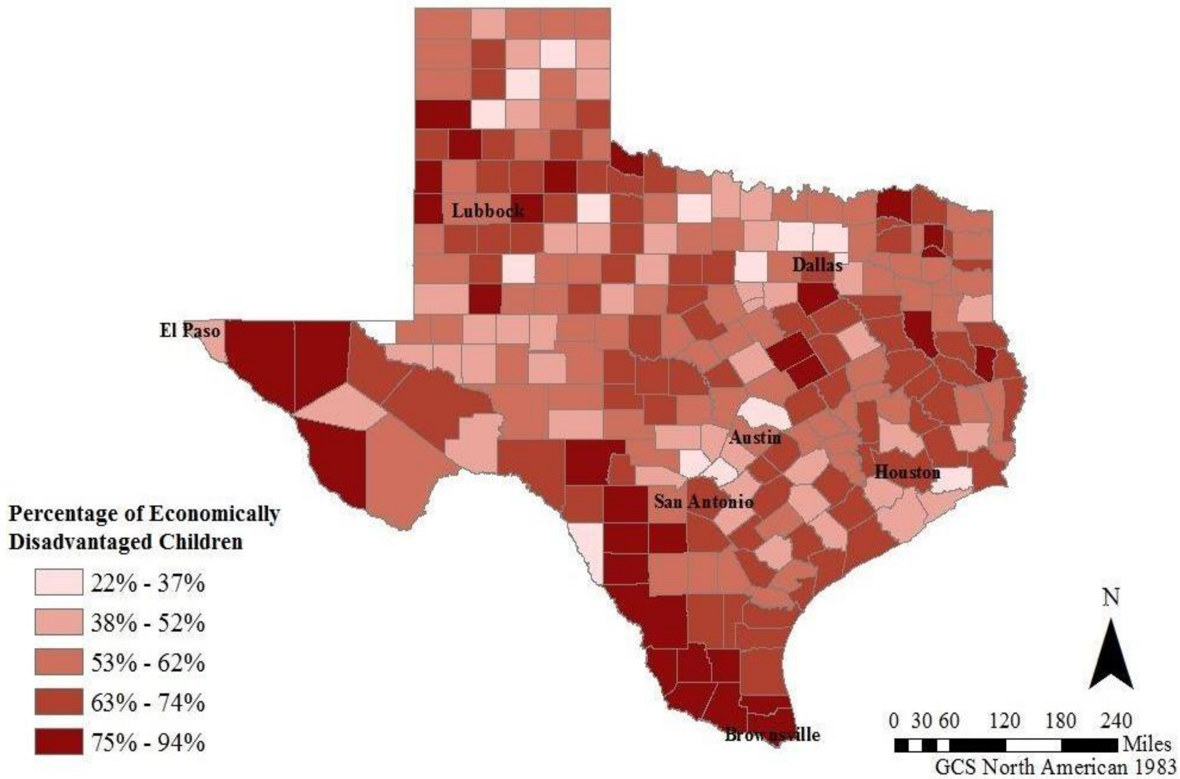


Figure 7 displays the percentage of economically disadvantaged children--children who would qualify for free/reduced lunch--by county, with the darker red areas representing higher percentages of poverty. The highest levels of poverty can be found along the southern region of Texas, near the Rio Grande Valley, in addition to west Texas. Major metropolitan areas possess medium-high percentages of economically disadvantaged children, ranging between 53% and 74%.

Overall, there are high levels of need in Texas, and this provides a strong argument for nonprofits focused on early childhood education to combat poverty and help these students succeed.

Figure 8. Child Poverty and Early Childhood Education Nonprofit Density

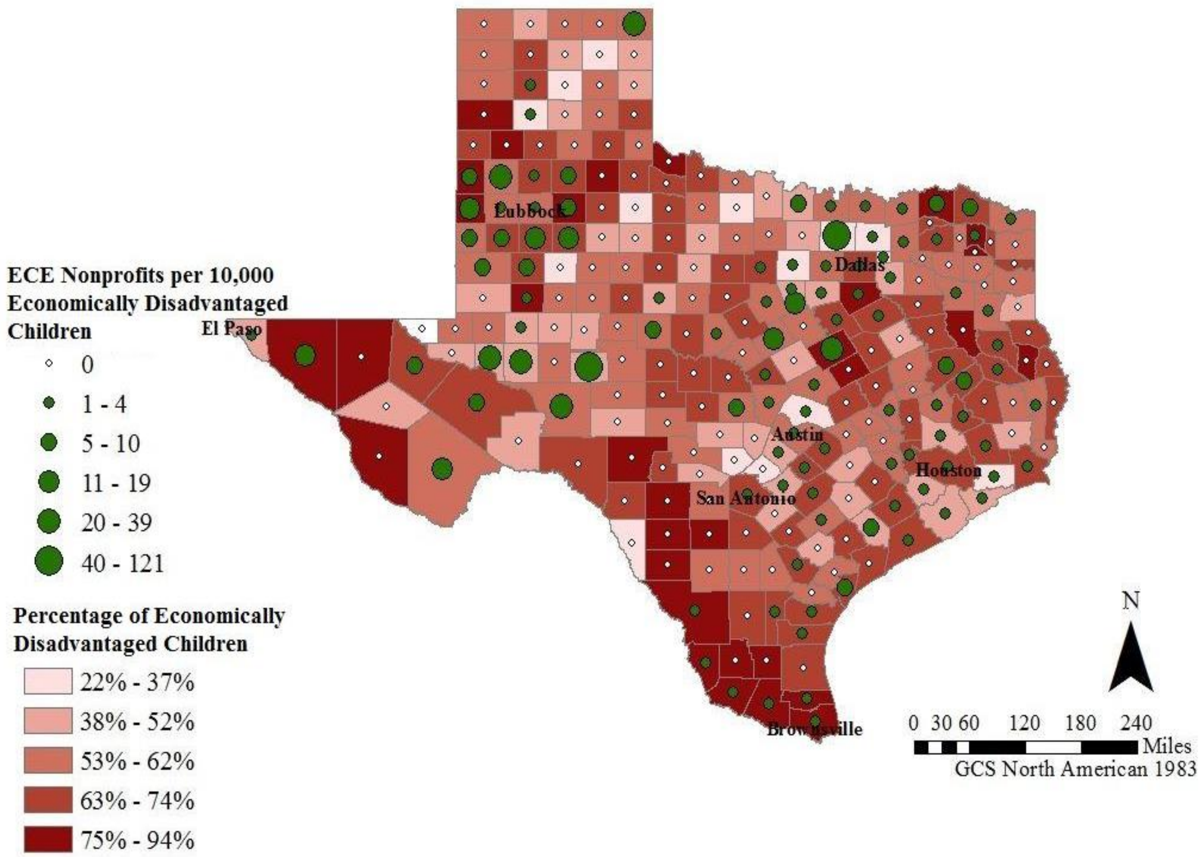


Figure 8 displays child poverty percentages, as indicated by the red color continuum, and ECE nonprofit density to better understand how ECE nonprofits are meeting levels of need. Most of the ECE nonprofits seem to be concentrated in counties with mid-high poverty rates (50% to 60%), especially around the Dallas, Lubbock, and Midland areas. Notably, in high poverty areas, such as the southern region of Texas and rural west Texas, there are high levels of need but not high levels of nonprofit density. This may be due to overwhelming need beyond what the current number of nonprofits can meet or provide in terms of resources. This may also be due to a lack of ECE nonprofits in the area: some counties in the darker hues of red along the border do not have any ECE nonprofits, as shown by the white dots within counties. An interesting finding is Hudspeth County in west Texas: it has high poverty rates and high nonprofit density, which may be indicative of a county where ECE nonprofits can better meet the need of its population.

Overall, ECE nonprofits seem to be concentrated in counties with mid-high poverty rates as opposed to counties with the highest level of need. This may have implications for addressing the full need in Texas, and more support for ECE nonprofits may be needed there.

Figure 9. Child Poverty and Early Childhood Education Nonprofit Resources

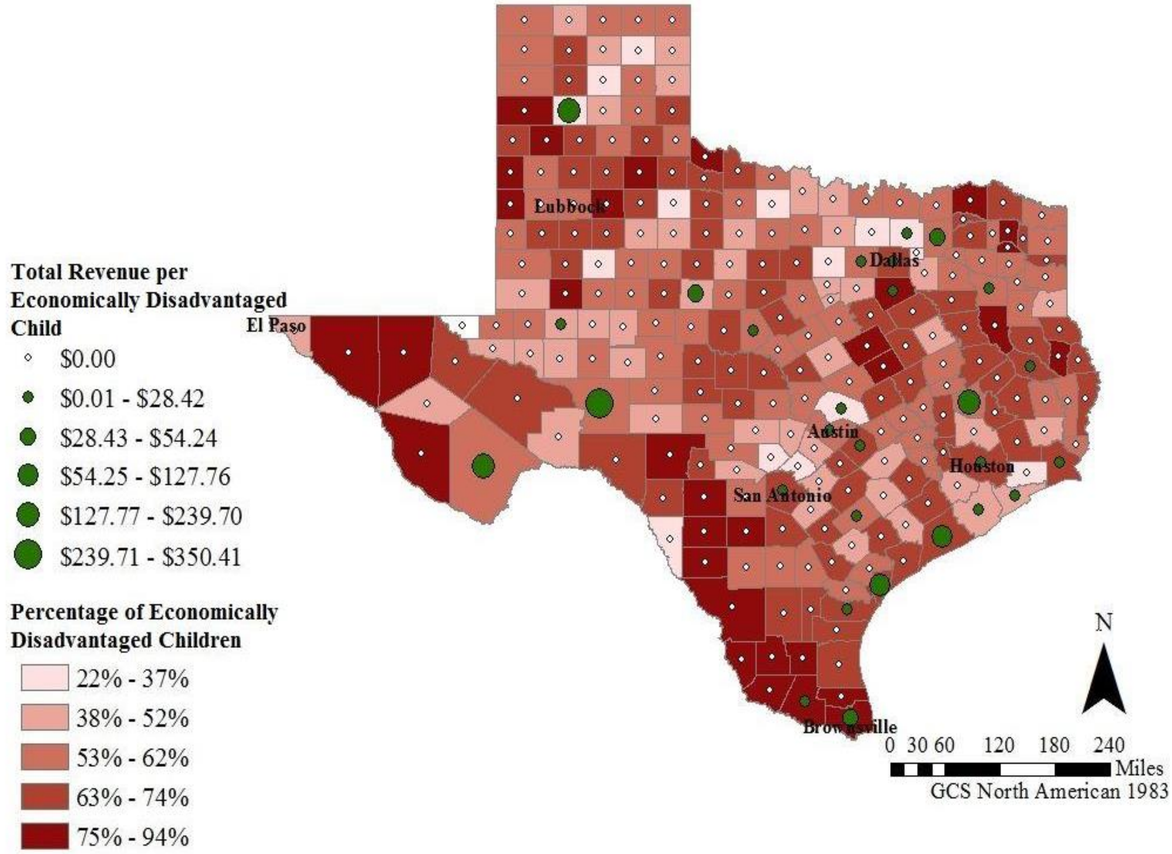


Figure 9 expands upon ECE nonprofit density by displaying the ECE nonprofit resources available in counties. Total revenue is higher in counties with mid-high child poverty (60-75%), but this is not the case in high child poverty counties. A similar trend emerges when looking at the amount of government and state funding.

Despite the size of funds available per child in need, there is still need as percentages of economically disadvantaged children are still high in these counties. The exception to this is the green dot north of Lubbock, where the lowest range of economically disadvantaged children is displayed. Major metropolitan areas such as San Antonio, Houston, and Dallas display much meager apportions of revenue per child given the size of their dots and darkness of their counties. According to the map, there appears to be gaps and high levels of need in counties where there are high poverty percentages and zero ECE revenue. This can be especially seen along the southern-most counties. This is also seen in counties in the panhandle, west, and near the northeastern border.

Overall, government and state funds, which are counted as part of total revenue, do not seem to be targeting the counties with the highest level of need, as shown by the percentages of child poverty.

Figure 10: Total Revenue by Percentage of Economically Disadvantaged Students

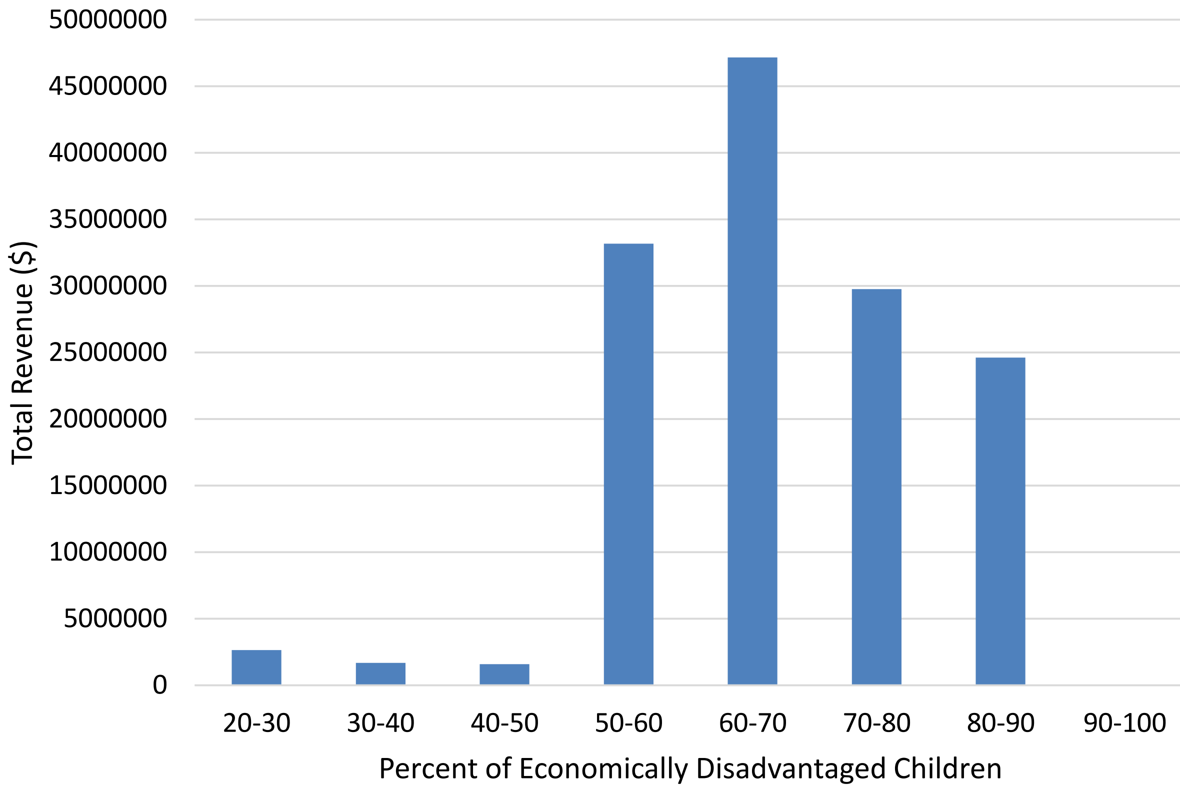


Figure 10 shows the amount of ECE total revenue-including government and state funding-that goes toward addressing each percentage classification of economically disadvantaged children. As evidenced in the chart, the data suggests that total revenue is highest in counties with mid to high level child poverty. While it is encouraging to see the majority of total revenue going where the child poverty rates are high, the data implies that government and state funds are not targeting the counties with the highest percentage of child poverty. This is an important finding because these counties also struggle with lower revenue and nonprofit density. This lack of funding to meet the highest needs suggests a shortage of resources among ECE organizations needed to equitably serve the neediest population of children.

DISCUSSION

The figures presented in this report provide an interesting overview of the size and funding of ECE nonprofits and the gaps still present in the early childhood education field. Overall, it seems that nonprofits are spread thin across the state, with approximately 60% of counties reporting zero ECE nonprofits. More research is needed that can adequately capture the full size of the ECE sector. In terms of size and resources, most nonprofits reported zero revenue and even metro areas had low revenue density, with $0.01-28.42 total revenue per child in need. In summary, the size of the ECE field, which may be underreported, appears to be small and under-resourced; this has serious implications given the high level of need in all areas of the state, as shown by child poverty rates.

ECE nonprofits seem to rely on government funding substantially, but not state funding, although this may be due to reporting requirements. Even so, it seems that these grants are going to smaller sized nonprofits and are enabling them to have higher revenue to dedicate to their communities; bigger nonprofits are not the ones receiving government funding. Additionally, government funding is going toward the most populous areas, namely the metropolitan areas in the eastern half of Texas. This may leave out areas in high need in the western half of Texas, especially rural areas.

While there are high levels of need across Texas, ECE nonprofits and funding seem to be concentrated in counties with mid-high poverty rates as opposed to counties with the highest level of need. This may have implications for addressing the full need in Texas, and more support may be needed there. Future research should investigate these disparities. Specifically, research could address why there are so few ECE nonprofits in rural Texas, what makes Midland an ECE nonprofit and resource-rich area, and why there is a lack of ECE nonprofits in the Rio Grande Valley area, where child poverty is highest. Results from this research can better enable practitioners and policy-makers to effectively address child poverty in Texas and enable students to succeed academically with future positive outcomes for the state.

CONCLUSION

This report has provided an analysis of early childhood education nonprofits in Texas to better understand: (1) the size of the ECE field, (2) how much funding is going to ECE nonprofits, and (3) whether the need is being met. Although ECE nonprofits are small in size and spread thin across Texas, we know that they rely on government funding significantly, suggesting that the funds they receive are vital to providing at least a basic level of service to address child poverty needs in their respective counties. Additionally, most of the ECE nonprofits are concentrated in the eastern half of Texas and are seemingly not located in the counties with the highest need. Our research thus suggests that although government funding to small ECE nonprofits is a great first step in addressing the need, there are still significant, unmet needs in the ECE field in Texas.

This study suffers from various data limitations regarding organization count and government funding data. There is a need for better data collection and access that can facilitate quality future research and help others understand where government funds are being received. In that way, we can ensure accountability and recognize positive efforts when made. Much remains to be learned about the ECE field in Texas, but there is great potential for these organizations to more effectively meet the need of an important population. We hope that this report has provided an informative preliminary insight into what ECE nonprofits are achieving in providing all children with the opportunity to succeed.

APPENDIX D: NONPROFIT AND GOVERNMENT CONTRACTING IN TEXAS: ISSUES AND PROPOSALS (WORKING PAPER)

To: Texas Impact
Created By: University of Texas School of Law Legislative Lawyering Clinic
Date: 17 May 2014

Contracting in Texas

Contracting between state agencies and non-profit groups in Texas is currently heavily dependent on the agency. Each agency is subject to its own regulations and statutes to contract with non-profit groups.[1] This paper will discuss contracting in the state of Texas as well as contracting in a different state. First, we will review the process for contracting with an agency in Texas. Then, we will discuss this process in another state. Fi9856nally, we will make a recommendation for improvements to be made in Texas agency contracting.

OneStar Foundation

First, it is important to note that an organization in Texas exists to assist nonprofit groups and government agencies in connecting with each other. The OneStar Foundation is designed to improve relations between nonprofit groups and government agencies. The OneStar Foundation accomplishes this purpose through various tools such as the Texas Connector, the Interagency Coordinating Group, and the Nonprofit Management Alliance of Texas. The Texas Connector helps nonprofit groups identify needs using government databases.[2] The Interagency Coordinating Group is a statutory body consisting of the heads of designated agencies who meet to improve the working relationship between faith-based and community organizations and state government.[3] The Nonprofit Management Alliance of Texas was formed to "increase coordination and communication across the nonprofit sector."[4] Finally, the OneStar Foundation maintains a website with information for nonprofits, from which much of the information in this first section comes.[5]

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1 http://OneStarfoundation.org/contracting-with-the-state-faqs/

2 http://OneStarfoundation.org/texas-connector/what-is-the-texas-connector/

3 http://OneStarfoundation.org/OneStar-networks/state-agency-faith-community-liaisons/

4 http://OneStarfoundation.org/OneStar-networks/nonprofit-management-alliance-of-texas/

5 http://OneStarfoundation.org/

The Process

Step 1: Identify Opportunities

The first step for a nonprofit to contract with a government agency is for the nonprofit to identify contracting opportunities. This is accomplished in various ways. The nonprofit can use the Texas Connector, mentioned above. It can also look for agency postings on the Electronic State Business Daily, the Texas Register, the Centralized Master Bidders list, State Agency Electronic Mailing Lists, or local newspapers.[6] The Electronic State Business Daily allows state agencies and local governments to advertise solicitations for purchases exceeding $25,000. The Texas Register is used to advertise procurements such as professional and consulting contracts ad some building construction contracts. The Centralized Master Bidders List sends email notices of new solicitations that cover goods and services the entity has specified it is able to provide. There is a $70 annual fee to use the service. The State Agency Electronic Mailing Lists can be found at govdelivery.com and is used by some agencies to announce business opportunities. Finally, sometimes state agencies will post opportunities in local newspapers.

Step 2: Submit A Proposal

Once an opportunity is located, the nonprofit must apply or submit a proposal. This process differs across state agencies. Each state agency has fundamental requirements it must meet according to its rules and regulations.[7] There is no statewide process to submit opportunities or to submit proposals.

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[6] http://OneStarfoundation.org/contracting-with-the-state-faqs/#2

[7] http://OneStarfoundation.org/contracting-with-the-state-faqs/#6

Nonprofit Responses to the Texas Contracting Process

A report filed by the National Council of Nonprofits provides state-specific statistics from nonprofits reacting to the application process for contracts with government agencies.[8] This report shows that in 2012, 69 percent of nonprofits felt that the complexity of the application process in Texas was a problem.[9] This was slightly below the national average of 71 percent.[10]

When asked about problems with government contracting with the state of Texas, complexity of the application was the most commonly identified problem.[11]

Comparison: The Contracting Process in Mississippi

The above mentioned National Council of Nonprofits study ranked Mississippi as having the lowest number of nonprofit organizations finding a problem with the application process complexity.[12] (It is worth noting, however, that although Mississippi was the lowest, almost half of nonprofits believed complexity was a problem.)[13] The hallmarks of the Mississippi process are simplicity and efficiency. The entire process is centralized through the Mississippi Contract Procurement Center.[14] Their bidding is done through an online Agency Bid Bank.[15] The most unique feature is the Mississippi Procurement Technical Assistance Program. It is part of the Mississippi Development Authority, which is the chief economic development agency for the State of Mississippi.[16] It provides services to nonprofit and for-profit businesses, all free of charge. These services include electronic bid notification, outreach events, targeted contractor assistance, solicitation development, and referrals. The regional centers offer specific courses on government contracting. Trained counselors advise clients on which contracts the client may be a competitive applicant. The program receives federal, state, and local funding, and its goal is to create and maintain jobs in Mississippi.[17]

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[8] URBAN INSTITUTE, CENTER ON NONPROFITS AND PHILANTHROPY, NATIONAL STUDY OF NONPROFIT-GOVERNMENT CONTRACTS AND GRANTS 2013: STATE PROFILES, 2014

[9] *Id.* at 99.

[10] *Id.* at 11.

[11] *Id.* at 99.

[12] *Id.* at 120.

[13] *Id.*

[14] www.mscpc.com

[15] agencybidbank.mississippi.org

[16] http://mscpc.com/about-us/

[17] http://mscpc.com/faq/

Proposals

While it would likely be difficult to create a truly standard contracting process across all agencies, the Urban Institutes' report on nonprofit contracting offers some areas with which to start.[18] One area addresses the complex nature of applications themselves.[19] Drawing from survey results, the report states the following major problems:

(1) Unduly complex applications: these require information that is unrelated to whether the nonprofit is the best organization for the job;

(2) Dysfunctional electronic submission processes: nonprofits reported problems such as poorly functioning websites and lack of technical support;

(3) Duplication and redundancy: reapplying for the same contract requires reattachment of documents that are already filed with the agency;

(4) Fluctuating application requirements: at times, Requests for Proposals would be reissued with changed requirements after the nonprofit had already submitted its application;

(5) Excessive formatting requirements: such requirements may be as detailed as character count or where the application should be stapled; or the formatting requirements are difficult to meet while using an online application process.

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[18] NATIONAL COUNCIL OF NONPROFITS, TOWARD COMMON SENSE: WHAT TAXPAYERS DESERVE, 2014.

[19] *Id.* at 14-19.

Each of these problems can be addressed while allowing different state agencies to meet their legal requirements. For example, to reduce unnecessary information, a requirement could be put in place for each agency to review its application process and account for why requested information is necessary. It need not be a constant process. Agencies could be required to simply create a separate document that lists the reason for the required information. Creating the document could be enough to overcome bureaucratic inertia and promote change.

The second and third problems listed (dysfunctional electronic submissions and duplication/redundency) could be at least partially solved by creating digital document vaults. The National Council of Nonprofits report discusses this, using several states as examples.[20]

First, by creating a document vault, especially one that works across all state agencies, a more effective online system could be created. Costs would be reduced since only one website and portal would need to be maintained. Security and separation of data could still be maintained by creating different access level priorities within the document vault. With this system, standard documents could be maintained by nonprofits, as shown by New York's efforts. Illinois, through a similar process, has obtained a 93 percent participation rate by nonprofits, indicating the popularity of the idea.[22]

Reducing changes during the application process is trickier, since some of the problems are created by ethics and contract laws which limit the influence of nonprofits on RFPs. This can be overcome, however, by something such as an anonymous suggestion process to improve the application.

Finally, excessive formatting requirements can be overcome by creating a uniform government standard. This can be associated with the digital document vault. With digital submissions, some of the formatting is less important, such as stapling and paper color. For page length, font size, and other relevant formatting, however, the creation of the digital document vault could also involve a standard template, with a uniform font, font size, font color, margins, etc.

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20 *Id.* at 48-49.

21 *Id.* at 48.

22 *Id.* at 49.

APPENDIX E: BEST PRACTICE TEAM SURVEY RESULTS

Interagency Coordinating Group (ICG)
Best Practices Committee Survey
October 9, 2014

Committee co-chairs:
Betsey Bishop, DADS
Vicki Neidermayer, Texas Nonprofit Council (TNC)

Please complete the survey below and return to Liz@OneStarfoundation.org by October 22nd. Your responses may be used to highlight agency best practices in ICG and TNC annual reports to the legislature. Questions were developed so that we might learn more about your projects, funding, outreach, etc. Lessons learned are equally important in identifying barriers to success. Thank you in advance for taking the time to choose the project(s) you wish to highlight.

Your Name: Amanda Flores
Agency: Department of State Health Services
Telephone: 512-776-2136
Email: Amanda.flores@dshs.state.tx.us

Opening paragraph – Summary of the project:

The Texas Family Delegate: The Texas Family Delegate to Association of Maternal and Child Health Programs (AMCHP) works with non-profits who are focused on family support to gather and report on current family issues for Title V-funded projects. Currently, this work centers around Children with Special Health Care Needs Program, but plans have been drafted to include family input from all Title V-funded populations.

6) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

In Texas, the Family Delegate component of Title V began in 2006 as a result of AMCHP recommendations and accommodations to encourage states to identify family leaders in their projects for family input into decision-making. The field had shown that family input improved outcomes and was a beneficial component of program planning.

The Family Delegate position is not a mandate either at the state level or federal level, but the accommodations provided allow states additional resources if a Family Delegate is identified.

This did not begin with a pilot, but has limitations for the identified person. Currently, that person must be a family member/care giver of an individual with special needs.

Texas chose to incorporate these responsibilities into an existing Title V-held position; currently, with the State Adolescent Health Coordinator position.

7) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The Family Delegate role has evolved as new projects/ideas have been identified as possible areas of need for family input.

8) What is the communication strategy? How do you use social media?

Communication from the Family Delegate includes monthly reporting to the Title V

Director and the Medical Director for the conference as well as receiving email updates to obtain the most current information on Title V directives and activities as well as potential strategies that could be used in current programming.

9) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

The Family Delegate position is useful to current programs, but may need more specific guidelines to enhance the position. A barrier currently being addressed is the need to access family input from Title V-funded projects that don't focus on children with special health care needs.

10) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

Currently, there are no evaluation components to the project.

Opening paragraph – Summary of the project:

Rape Prevention and Education Grant- In Texas, Rape Prevention and Education (RPE) funds from the Center for Disease Control and Prevention (CDC) are awarded to DSHS who then contracts and collaborates with the Office of the Attorney General (OAG) to administer the program. The OAG awards most of these funds to sexual assault programs to implement comprehensive primary prevention programs to address Texas specific risk and protection factors for sexual violence as identified in the Texas state sexual assault primary prevention plan entitled Preventing Sexual Violence in Texas, A Primary Prevention Approach (Plan) as well as to the state coalition against sexual violence, the Texas Association Against Sexual Assault (TAASA).

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

The federal Violence Against Women Act (VAWA) identified the need for federal funding to promote primary prevention activities in each state and includes directives to the CDC to provide funding to health departments in each state to focus on primary prevention of sexual assault.

RPE did not begin as a pilot and funds under 50 programs to date. There are specific guidelines for use of funds (educational seminars, professional trainings, training preparation, and a small amount for administration). The geographic boundaries are Texas.

DSHS is the sole recipient in Texas of funds from CDC, but then contracts most of the grant to OAG who then funds TAASA and rape crisis centers.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The project was driven by the state sexual assault coalition seeking funding to do primary prevention. Texas set up the grant to include community input/consultation through a Primary Prevention Planning Committee (PPPC) comprised of state representation (both DSHS and OAG), state coalition representation (TAASA), some RPE-funded community grantees, and interested stakeholders.

3) What is the communication strategy? How do you use social media?

Communication to PPPC and grantees is through OAG and TAASA. No social media is used at the state level though grantees may choose this form for their outreach activities.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

Fiscal year 2015 is a transitional year for RPE. VAWA was re-authorized in 2013 and included a different funding formula for states. This resulted in a reduction in Texas' portion of CDC funds. Additionally, the industry as a whole has found that, in order to effectively make change, grantees need to commit to at least 1 FTE focused on primary prevention, provide sufficient dosage in their trainings, and develop state-level evaluation benchmarks to track change. DSHS and OAG are working with the PPPC to determine how these changes will affect programming.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

DSHS will hire (in February of 2015) an external evaluator to work with DSHS, OAG, TAASA and the PPPC to develop benchmarks and tools to evaluate change and accountability.

Opening paragraph – Summary of the project:

Texas Healthy Adolescent Initiative (THAI) Texas Healthy Adolescent Initiative (THAI) – Title V-funded community grant-based programming to improve the overall health and well-being of Texas adolescents by increasing their protective factors, preparing them with a strong foundation for adult life, and supporting positive life choices. This is done through nine community grants using a Positive Youth Development model to address at least one of eight potential risk factors (chosen by the community-based agency) and to facilitate a Youth-Adult Council to guide programming.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

THAI began in 2010 because of a vision by the Title V State Adolescent Health Coordinator to approach youth programming from a positive, strengths-based initiative.

THAI did not have a "pilot," but is competitive due to limited funding. Title V has strived to ensure statewide coverage where possible.

THAI is within the Title V budget and funding is dispersed through competitive four year grants.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

Fiscal year 2015 is the beginning of the second competitive grant cycle of THAI. Grants were not limited to specific players other than the requirement that an agency have youth-serving background. For Fiscal year 2015, there were nine community grantees – three of whom are universities, one school district, two non-profits, one health clinic, and two city health departments. Within the grant, there are some required community partners for the Youth-Adult Councils (youth with experience in the risk factor(s) chosen, agency representatives focused on the risk factor(s) chosen, and parents of youth experiencing the risk factor(s) chosen. Additionally, this cycle has added an external evaluator (a university with experience in evaluation) of the program. Outreach/recruitment was done through DSHS' RFP process.

3) What is the communication strategy? How do you use social media?

Title V does not utilize social media, but is requiring grantees to develop a media campaign targeted to youth at risk of unhealthy experimentation in the risk factor(s) chosen so there may be social media involved.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

This grant cycle is a result of lessons learned from the last cycle – include an external evaluation component at the beginning of the cycle, include youth in decision-making activities, have data collection requirements, and include a risk factor focus. This cycle continued the Positive Youth Development model because a strengths-based approach to youth change was found to work best.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

DSHS/Title V and Office of Program Decision Support are working with an external evaluator to determine best practice in measuring youth connectedness, youth opportunity, positive youth development implementation, and reduction indicators for the risk factor(s) chosen.

Opening paragraph – Summary of the project:

Texas Health Start Alliance- DSHS has traditionally worked closely with the Texas Healthy Start Alliance (TXHSA), the non-profit cooperative that represents the five Healthy Start sites in Texas, in multiple ways. The agency supports each site's annual application for federal funding to the Health Resources and Services Administration through technical assistance, fulfillment of data requests, and letters of support. The Office of Title V & Family Health specifically offer support to TXHSA for their annual conference by offering funding and serving as reviewers on committees for practice award selection.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

This is not a specific project – health departments are traditional supporters of Healthy Start sites in states where the program is active, as both have similar populations and missions.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

DSHS staff work closely with the board of directors of TXHSA and with individual sites. Several sites were funded through the Healthy Texas Babies Local Coalitions grant from 2011-2013, which further enhanced the information-sharing between DSHS and TXHSA.

3) What is the communication strategy? How do you use social media?

Communication is done through regular calls and emails.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

To be effective, open lines of communication and transparency about each entity's needs in the partnership should be established.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

Opening paragraph – Summary of the project:

The Statewide Association of Regional Medical Home Advancement (STARMHAC) - STARMHAC is a Health Resources and Services Administration (HRSA) D-70 Systems of Services for Children and Youth with Special Health Care Needs grant awarded to build a statewide infrastructure for maternal and child health in the six critical systems outcomes. The project has developed a medical home learning collaborative and recruited regional teams to use continuous quality improvement techniques to increase medical homes. In addition a statewide transition program was developed and the group has worked on specific transition quality improvement projects.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

The project was created and funded through HRSA and is a partnership between Texas Children's Health Plan, Texas Parent to Parent, Texas Pediatric Society, and Title V/Children with Special Health Care Needs (CSHCN) Services Program. The project addresses Title V National Performance Measures related to medical home and transition.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The project was developed in a collaborative manner through existing partnerships within the state. Our program worked to identify key players within the state who had expressed interest in applying for this grant and brought the appropriate partners together. The partners listed above include statewide organizations.

3) What is the communication strategy? How do you use social media?

The communication strategy includes emails, webinars, utilization of the CSHCN Services Program Medical Home Workgroup, and dedicated web pages.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

The collaboration, now in its third and final year, has worked well and been successful due to strong leadership, the commitment and ongoing participation of each of the key partners. Regarding challenges, initial communication included parties that did not have direct involvement in the initiative. Communication was streamlined to focus on key participants. The desired outcome to increase medical homes for all CSHCN is an ongoing effort and barriers are multiple, including, geography, funding, awareness, and availability.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

A conference is planned for the Spring of 2015 to focus on outcome measures and sustainability.

Opening paragraph – Summary of the project:

Texas Hands and Voices, Guide By Your Side - Parent pilot project to establish relationships with various providers and Texas Early Hearing Detection and Intervention (TEHDI) stakeholders involved in the hearing screening process. This project offers technical assistance, education, and outreach to improve loss to follow-up (LTF) and loss to documentation (LTD). The project also promotes use of the TEHDI Management Information System (MIS) to report and track hearing records of children that fail a newborn hearing screen.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

The project was developed to address Texas' high rate of LTF and LTD. The Texas Deaf and Hard of Hearing leadership council composed of interagency stakeholders and hearing stakeholders have recognized a longstanding problem that parents were unaware of and uneducated about the critical need for follow-up and intervention for possible hearing loss and providers did not understand the importance of documentation. It is effective to have a parent of a deaf child explain the importance of follow-up and submitting documentation to a health-care provider. The project began as a pilot project, limited to Health Service Region 7 and was funded by grants from the Center for Disease Control and Prevention (CDC) and the Health Resources and Services Administration (HRSA).

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The Texas Deaf and Hard of Hearing Leadership Council and stakeholders identified two parent support groups of deaf and hard of hearing children to engage and partner with the TEHDI Program. Hands and Voices was recruited through a request for proposal (RFP) process. Hands and Voices is a national organization with a Texas Chapter. The Hands and Voices organization is working with hearing service providers to educate them on the importance of follow-up and documenting data in the TEHDI system. Preliminary findings indicate parents are not scheduling follow up appointments. In response, the Hands and Voices organization developed "parent perspective scripts" for use with families to encourage them to follow-up with scheduled appointments.

3) What is the communication strategy? How do you use social media?

The Hands and Voices organization conducts Tuesday night Facebook (FB) chats with Parent-to-Parent Q&A. When a parent "likes" the FB page, they're given access to the account to see questions, answers and participate in discussions with other parents.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

Parents are working with providers to identify the challenges and problems with LTF and LTD and the parents report back to DSHS in weekly logs. Weekly telephone conferences are conducted with program staff to discuss these issues and come up with solutions and training. Miscommunication between providers as to who is responsible for reporting screening outcomes in the TEHDI System has been observed. This appears to be related to current rule interpretation, which may be resolved when the new rules are adopted in 2015.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

Contract requirements, deliverables and performance measures will determine the effectiveness of the project including the change in rates for LTF and LTD.

Opening paragraph – Summary of the project:

Sickle Cell Trait Notification- Sickle Cell Disease (SCD) is the most common inherited blood disorder in America. About 80,000 Americans have the disease, and another two million have Sickle Cell Trait (SCT). While individuals with the SCT do not usually get sick, they can pass the trait on to their offspring. When both parents have SCT, there is a 25% chance that each baby will have SCD. HHSC authorized the use of community-based sickle cell associations to provide direct notification to families by sending this information via certified mail.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- o Was it the result of legislative or management directive? If so, please reference the session and legislation
- o Did the project begin as a pilot? Limited target area? Geographic boundaries?
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81st Legislative Session (R) HB 1672 included sickle cell trait in the detection and notification in Chapter 33 of the Health and Safety Code. Funding was provided from HHSC Medicaid to begin this initiative. An Open Enrollment period was posted open to any and all viable sickle cell associations in Texas. Initially three associations enrolled covering the Dallas, Austin and Ft. Worth areas. In a report by the Sickle Association of Dallas (1983 – 2002) it was noted that African American families had no prior knowledge of their genetic risk for sickle cell disease and did not receive prenatal testing or any other services to enable them to make informed reproductive choices with respect to sickle cell disease. The target area was limited to the three associations' respective metropolitan areas with the other areas of Texas covered by the Newborn Screening Clinical Care Coordination program.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The Newborn Screening program worked with the sickle cell associations to develop a notification process. Notification to families includes the certified letter, a bilingual Sickle Cell Trait Brochure, and a list of resources.

3) What is the communication strategy? How do you use social media?

Certified letter with resource telephone numbers for contact with NBS program and the sickle cell association (including web links). Social media is not utilized for this project.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

Currently, one sickle cell association remains in contract with the department to provide notification.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

The project is evaluated through performance measures specified in the contract.

Opening paragraph – Summary of the project:

Texas Ten Step Star Achiever Initiative - The Texas Ten Step Star Achiever Initiative (SA) is designed to accelerate uptake of an evidence-based bundle of maternity practices in infant nutrition and care and to support continuity of care from the hospital to the community. The bundle of practices, known as the Ten Steps to Successful Breastfeeding (Ten Steps), are demonstrated to increase exclusivity and duration of breastfeeding and to reduce disparities in infant feeding outcomes.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

Project funded through the Supplemental Nutrition Program for Women, Infant and Children Program and Title V funds. SA is grounded in the DSHS Infant Feeding Workgroup's comprehensive framework for breastfeeding support and is implemented through cross-program collaboration using a regionalized statewide quality improvement approach which leverages and links existing resources to support systems change.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

SA was developed through cross-program collaboration to address a need identified using the DSHS Infant Feeding Workgroup's (IFW) model of breastfeeding support, which integrates state and national public health priorities for health care, worksite, community, and public health domains. The model is based on work done between NICHQ to develop the New York State Breastfeeding Quality Improvement in Hospitals Collaborative and was successful at the state level. The primary audience is health care professionals; the secondary audience is mothers and their families, WIC local agency staff, and community service providers. Outreach is ongoing.

3) What is the communication strategy? How do you use social media?

Live, in-person meetings/trainings, webinars, email, phone, letters, and web platforms overseen by NICHQ (Yammer/ ilab) are utilized for communication.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

DSHS has a solid foundation of efforts including successes with assessment, planning, partnerships, capacity building, synergistic cross-program collaboration, and implementation of large-scale population-based breastfeeding support initiatives across multiple domains. Many community members had awareness of, and relationships with, DSHS as a partner for breastfeeding support. Recruitment barriers include (1) readiness for quality improvement and (2) buy-in from upper-level administration. Experiences encountered during the recruitment periods reinforce the utility of implementing a continuum of Ten Step initiatives aimed at facilities with differing levels of readiness for improvement.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

Progress in quality measures for each of the Ten Steps and breastfeeding outcomes are assessed through quality improvement metrics; facilities' movement through phases in the Ten Steps continuum and relevant state and national data systems, and qualitative data are also used to evaluate process, impact, and outcomes.

Opening paragraph – Summary of the project:

Farm to Work Program- The Farm to Work program makes fresh, locally-grown fruits and vegetable available to employees at their worksites. Employees order a "basket" of produce by Monday of each week for delivery on Thursday of each week. This collaboration was created in 2007 and began with an initial round of funding by DSHS to the Sustainable Foods Center, who in turn sub-contracted with Web Chronic LLC to develop the website used for ordering and communicating with program participants. The Sustainable Foods Center plays the crucial role of matching farmers to worksites, based on the demand at the worksite and the capacity of participating farmers.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

The Farm to Work Program was created by the Health Promotion and Chronic Disease Prevention Section of DSHS as part of a focus on increasing programs and resources for worksite wellness. This program addresses the CDC recommended evidence-based strategy of "increasing availability of fruits and vegetables at the worksite." The project began as a pilot and was initially implemented at DSHS Main Campus. Based on success here, it was expanded to over 40 additional worksites in the central Texas area. The Farm to Work Program was initially funded partially by a grant from the U.S. Centers for Disease Control and Prevention (CDC) and partially through state General Revenue funds allocated to DSHS. After the initial two years of funding from DSHS, the program now generates enough revenue to sustain itself.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The project began as a shared vision of both DSHS and Sustainable Foods Center (SFC) as each organization has a mission to make fresh locally-grown produce more available to Texans. The SFC was a key partner due to their relationships with local farmers and their understanding of current marketing and retail practices for local produce. The SFC matches farmers to worksites based on the worksite's demand, and the farmer's volume capacity. Web Chronic LLC was brought into the project based on the need to establish an interactive ordering website to allow two-way communication between SFC and program participants.

3) What is the communication strategy? How do you use social media?

There has not been an organized media campaign to promote Farm to Work. Program coordinators at each site communicate the program to employees through e-mail and other organizational infrastructure. The communication strategy is specific to each worksite.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

One of the key lessons learned is replicating the role the SFC plays in this initiative (matching farmers to worksites). Based on an identified need, the SFC developed a replication training program in which they will assist other organizations in linking farmers to worksites. Another considerable challenge has been a result of the ongoing drought in Texas, which can affect quality of produce and create drastic variation in participating farmers' capacities. This issue required some worksites to suspend Farm to Work activities until additional produce was available, or another farmer could be identified.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

A formal evaluation of Farm to Work was conducted in 2013. The evaluation looked at the program from 2007 – 2012. Evaluators used survey questionnaires, and key informant interviews, as well as sales data and participant satisfaction surveys. Results of the evaluation are as follows:

- From 2007 – 2012, over 38,340 baskets were delivered, generating just over $850,000 for central Texas farmers.
- 41 unique worksites have participated in Farm to Work, and the program is still being implemented in around 25 worksites.
- Surveys and interviews with staff at DSHS, SFC and Web Chronic revealed that all partners felt the project was worthwhile and contributed to the mission of their organization.

Interagency Coordinating Group (ICG)
Best Practices Committee Survey
October 9, 2014

Committee co-chairs:
Betsey Bishop, DADS
Vicki Neidermayer, Texas Nonprofit Council (TNC)

Please complete the survey below and return to Liz@OneStarfoundation.org by October 22nd. Your responses may be used to highlight agency best practices in ICG and TNC annual reports to the legislature. Questions were developed so that we might learn more about your projects, funding, outreach, etc. Lessons learned are equally important in identifying barriers to success. Thank you in advance for taking the time to choose the project(s) you wish to highlight.

Your Name: Phyllis Coombes
Agency: Texas Workforce Commission (TWC)
Telephone: (512) 936 9357
Email: phyllis.coombes@twc.state.tx.us

Opening paragraph--Summary of the project:

Veterans' Workforce Outreach Project. The project's purposes are to (1) outreach hard-to-serve veterans who are not currently being served through the Texas Workforce Centers; (2) address employment barriers faced by the hard-to-serve veterans; and (3) reintegrate the target population into meaningful employment. TWC recognizes that there are such veterans who may not use the traditional workforce center system. Funding is intended to support the outreach and engagement of these veterans in activities designed to assist them in accessing both public and community-based services that address their needs and help them with job placement and retention.

11) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation.
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

The project is a statewide initiative using budgeted federal Workforce Investment Act (WIA) funds. Grants are competitive procurements and awards using a Request for Proposal (RFP) process. Providers, or grantees, are Texas community-based organizations. The Office of the Governor (OOG) originally began the project. When OOG funding was no longer available, TWC was able to initiate a competitive procurement contingent on the availability of federal funding.

12) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

TWC structured the project as a workforce development intervention to serve a WIA-targeted priority population—veterans, and in this case, hard-to-serve veterans. The strategy was to develop an RFP based on the target population, TWC's research, and the OOG experience. The RFP requires deliverables, which become part of any contract, derived from the research and the state's desired workforce development outcomes. TWC relies on eligible offerors to self-identify and evaluates and scores their offers. Resulting grantees have included non-profit organizations that serve a statewide population using multiple sites and city or region-specific organizations.

13) What is the communication strategy? How do you use social media?

TWC communicates with grantees using telephone, e-mail and on-site visits. The Agency posts rfps on the State Comptroller's Electronic State Business Daily (ESBD) website and sends notices of RFP availability to a master distribution list. There is no use of "social media."

14) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

- Use of an RFP provision that allows optional year-to-year continuation funding, contingent on performance and funding availability, permits continued project activity without a break in service. The possible year-to-year approach to funding may permit services up to two to three years thereby avoiding discontinuations of services and the resulting negative effects on the hard-to-serve veteran population.

- On-site visits, especially for contract orientations and technical assistance visits, and frequent outcomes/deliverables queries, conversation, and review work well.

- The primary barriers are the ability of providers to sustain services with state funding, due to insufficient funding to serve the needs of this population. There are a small number of service providers for this specialized population, and there is difficulty integrating the project into the workforce development system due to the transient and multiple service needs of the target population.

15) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

TWC tracks achievement of contract deliverables, including outcomes such as entered employment for participants, using regular reporting and staff reviews. The Agency tracks federal and state compliance with grant requirements using planned monitoring visits and reviews of audits. Contracts may include required outcomes such as job placement and average wage at placement.

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Your Name: ____

_

Agency:

Telephone:

Email: ____

_

Opening paragraph--Summary of the project:

The Texas Department of Agriculture and Texas Hunger Initiative partnered to ensure effective distribution of outreach materials in Texas related to the Summer Food Service Program and Seamless Summer Option. Materials distributed were used to create awareness of the programs in areas of high need.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

TDA and THI recognized the need to ensure outreach materials distributed during the summer months were strategically distributed across Texas. Using data analysis, TDA identified free and reduced populations in Texas compared to average daily participation in the Summer Food Service Program and Seamless Summer Option. Based on analysis, 108 zip codes representing high need area were identified. TDA engaged in coordinated efforts with the Texas Hunger Initiative and their 12 regional offices to support summer operations in the identified zip codes. Over 60,000 printed outreach materials, funded by TDA, were provided to THI to ensure effective distribution of materials. THI used provided materials to ensure children in high need areas were aware of the summer programs and were able to find access to meals during the summer months.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The Texas Department of Agriculture identified the Texas Hunger Initiative as an organization that had the capacity to effectively distribute materials.

3) What is the communication strategy? How do you use social media?

Outreach materials used included posters, postcards and door hangers. These materials were disturbed by THI staff using a grassroots approach in communities.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

The Texas Department of Agriculture and Texas Hunger Initiative will evaluate the project's success and incorporate lessons learned into to future outreach strategies pursued by the organizations. The organizations are planning a similar partnership for summer 2015.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

The Texas Department of Agriculture and Texas Hunger Initiative will solicit feedback from program participants to determine the effectiveness of materials distributed.

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Your Name: Marvin Dunbar
Agency: TDCJ
Telephone: 936-437-6267
Email: marvin.dunbar@tdcj.texas.gov

Opening paragraph--Summary of the project:

In 2013 the TDCJ partnered with govdelivery. Govdelivery enables public sector organizations to connect with more people and to get those people to act. They are the number one referrer of traffic to hundreds of government websites, including IRS.gov, SBA.gov, FEMA.gov, IN.gov, and BART.gov. The govdelivery Communications Cloud is an enterprise-class, cloud-based platform that allows government organizations to create and send billions of messages to more than 70 million people around the world.

Additional govdelivery solutions allow public sector organizations to deliver emergency notifications, enhance online transactions, build online collaborative communities, and track customer requests. Govdelivery serves more than 1,000 government organizations worldwide.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?

o Source of funding-agency budget? Grant? Partnership?

The partnership is the result of a management directive to improve communications with agency volunteers and faith based/community based organizations. The project began June 2013 with 7,061 email and cell phone contacts. Statewide volunteers and faith-based/community-based organizations are our target audience. The project is agency funded.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

The development of the volunteer mass communication project included identifying and researching various mass communication companies. The research was a collaborative effort by the TDCJ Volunteer Services and the TDCJ Information Technology Division to identify various options offered by each company to decide which company would best serve the needs of the agency. Research entailed the company's privacy policy regarding the clients (volunteers) information, the cost for the service, the company's customer services practices, and the successful delivery of the emails to the clients as well as the user-friendliness of the product. In the field of mass communications, one of the main objectives is to ensure the company monitors the delivery of the communications to clients email boxes or cell phones to ensure the emails are not tagged as spam.

Govdelivery was able to meet all of these components and was already servicing other government agencies. A feature that was only offered by govdelivery was a network of other Texas State government agencies. The network feature allows other government clients to join the TDCJ Volunteer Services communication system. This feature has gained more than 5,901 new email contacts wishing to learn more about how to volunteer with the TDCJ.

3) What is the communication strategy? How do you use social media?

The communication strategy includes keeping volunteers up-to-date through the TDCJ Volunteer Services monthly electronic newsletter. The newsletter features new policy updates and program highlights. The newsletter also features needs that are specific to the offender population. The system allows for the agency to notify clients with unit specific information such as program cancelations, unit volunteer needs and training information. TDCJ does not utilize social media.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

The TDCJ Volunteer Services mass communication system grew from 7,061 to 18,606 clients in just over a year. We are still discovering what works and what doesn't. So far there have been no negative issues to resolve. The notifications that are specific to the client regarding the specific area they serve seem to be most effective. The clients further enjoy learning about what other volunteers are doing around the state. It is a system of like-minded individuals with common interests and the agency utilizes it to inform, recognize and inspire them in their service efforts.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

The project continues to be evaluated by agency staff utilizing the reports gathered and provided by govdelivery such as auto response reports, wireless message reports, bulletin links reports, bulletin analytics report, subscriber activity reports and network reports. The agency has received positive feedback from numerous participants.

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Your Name: Anna Tangredi

Agency: Texas Dept. Of Public Safety-Texas Division of Emergency Management

Telephone: 512-424-2588

Email: Anna.Tangredi@dps.texas.gov

Opening paragraph--Summary of the project:

A Video was produced between TDEM and the Texas Food Bank Network to 1. Develop a video to be used in the TDEM donations Management class illustrating how to set up a warehouse and manage volunteers in a disaster and 2. To assist the TFBN to develop a video to be used by their organization to assist with their mission. The TFBN was unable to develop the video on their own due to cost, and TDEM had just hired two experienced videographers. A match was made. The project was presented to TFBN and TDEM and a date and video was made. Both organizations benefited from this match.

TDEM is responsible for developing a Donations and Volunteer Management Plan for the State of Texas and has done this with the help and assistance of the Texas Voluntary Organizations Active in Disaster (Texas VOAD) and the One Star Foundation. The Adventist Community Services (Seventh Day Adventist) and the Salvation Army help with managing the

Donations as they come in. And in West, April 2013, that was over 20 tons of 'stuff' that was unsolicited but was managed within 6 days. Team Rubicon, a Texas VOAD Partner, and One Star Foundation, who mobilized the Texas Conservation Corps within 24 hours, managed over 7000 volunteers within 6 days. By partnering with these organizations a Second Disaster of unmanaged donations and unsolicited volunteers was averted.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

3) What is the communication strategy? How do you use social media?

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

Interagency Coordinating Group (ICG)
Best Practices Committee Survey
October 9, 2014

Committee co-chairs:
Betsey Bishop, DADS
Vicki Neidermayer, Texas Nonprofit Council (TNC)

Please complete the survey below and return to Liz@OneStarfoundation.org by October 22nd. Your responses may be used to highlight agency best practices in ICG and TNC annual reports to the legislature. Questions were developed so that we might learn more about your projects, funding, outreach, etc. Lessons learned are equally important in identifying barriers to success. Thank you in advance for taking the time to choose the project(s) you wish to highlight.

Your Name: Michelle Harper
Agency: Texas Health and Human Services Commission
Telephone: 512-206-4607
Email: michelle.harper@hhsc.state.tx.us

Opening paragraph--Summary of the project:

The Texas Health and Human Services Commission (HHSC) Community Partner Program (CPP) is a statewide network of community-based organizations (CBOs) helping Texans to apply for and manage their HHSC benefits, including Medicaid, CHIP, SNAP, and TANF, online through the state's self-service portal, yourtexasbenefits.com. The CPP provides free training, certification, and support for organizations who participate in the program. Community Partners (CPs) may provide only a computer with internet access for individuals to use yourtexasbenefits.com (Self-Service sites) or may certify their staff or volunteers to provide assistance (Assistance sites). Cps may also choose to serve the general public or their current client population.

16) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

HB 2610, 82nd Regular Session, directed HHSC to train and certify volunteers and staff of faith and community-based organizations to assist individuals applying for public benefits through the new online system. With this direction, HHSC created the Community Partner Program in January 2012 with the mission to increase awareness and utilization of yourtexasbenefits.com and to leverage the existing relationships that CBOs have in their communities to create better outcomes for people applying for or receiving HHSC benefits.

The CPP began as a three-phase pilot. Each pilot phase lasted approximately six-weeks and included between 8-12 organizations from central Texas (Austin-area) and the other major metropolitan areas of Texas (Dallas, Houston, etc.), for a total of 36 organizations. Various HHSC stakeholders were included as advisory members throughout the pilot to provide guidance and feedback to HHSC on program structure, outreach strategies, etc.

The CPP is a non-financial agreement between HHSC and CBOs and HHSC's administrative costs are funded by the agency budget.

17) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

During the CPP pilot, HHSC engaged various key internal and external stakeholder groups to assist with the recruitment of pilot organizations and the development of an outreach strategy for program expansion. Stakeholders included those with connections to statewide networks of non-profit organizations that were identified as potential Partners (i.e. Texas Association of Community Health Centers, Texas Food Bank Network) as well as those that could advise on overall strategy and program structure (i.e. Center for Public Policy Priorities, HHSC Office of Communications, etc.).

In October 2012, when the CPP was expanded statewide, HHSC contracted with Baylor's Texas Hunger Initiative (THI) to help recruit and support new Community Partners throughout the state. THI subcontracted with the Texas Association of Community Health Centers (TACHC) and Texas Impact (TI) and established a regional support team of 12 offices and over 30 staff throughout the state known as the Community Partner Recruitment Initiative (CPRI). CPRI's recruitment efforts include both general and targeted outreach to specific types of organizations (i.e. Health centers, faith-communities, etc.) To find potential CPs. They also support organizations through the CPP enrollment process to insure that interested groups complete the process to become fully enrolled and certified (if applicable) CPs.

18) What is the communication strategy? How do you use social media?

The team that administers the CPP utilizes a wide-range of both regular and ad hoc communication methods to share information and connect with CPs. Regular CPP communication methods include: monthly statistical reports and updates, monthly webinars, and seasonal newsletters. The CPP also has a website, texascommunitypartnerprogram.com, where the CPP team posts information for CPs and organizations interested in joining the program and maintain a public Community Partner search feature. The CPP team also utilizes a shared mailbox, OCA_Community_Partners@hhsc.state.tx and phone calls for ad hoc communications. CPRI also communicates with current and potential CPs using similar methods. At this time, HHSC does not utilize social media to communicate with CPs.

19) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

Cbos are widely diverse in mission, service delivery model, clients, size, and capacity, which has made a one-size-fits-all approach to supporting the CPP network a challenge. Some CBOs require a considerable amount of technical support, while others may require in-depth policy support. The CPP responds to this challenge by connecting CBOs to appropriate HHSC resources, where available, working with the regional support team, or developing new resources to address unmet needs.

Additionally, HHSC has limitations when it comes to the type of support and resources that can be made available to CPs. For example, HHSC does provide organizations with funding or equipment when they join the CPP. HHSC works to overcome this barrier by providing non-financial support and other incentives (e.g., free promotional materials, reports on the assistance provided) and utilizing the resources of contractors when possible (i.e. To provide technological equipment or support).

As the CPP expands, the scalability of the program becomes increasingly important. As a statewide program, there are limits to the direct-contact HHSC staff are able to have with CPs. Also, the volume of organizations moving through the enrollment process at any given time has created various challenges that have caused the CPP team to have to adapt processes over time to become more efficient while still meeting the needs of CPs. In addition to adapting processes, the CPP team has engaged CPRI, asking them to facilitate certain pieces of the enrollment process.

These three challenges are ongoing, but the CPP team is constantly developing new ways to address them and to meet the needs of CPs, HHSC, and the mutual clients we serve.

20) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

HHSC surveyed CPP pilot participants regularly throughout all three phases to evaluate program structure and overall satisfaction with the program. Modifications to CPP program structure and processes continue to be informed by both formal and informal feedback received from CPs and CPRI. The CPP team consistently reports to agency leadership on this feedback and the growth and status of the program. Specifically, the CPP tracks and regularly reports on the number of CBOs in the Community Partner Program and the number of transaction that CPs help their clients perform using yourtexasbenefits.com (e.g., applications submitted, documents uploaded, changes reported, online accounts created, and renewal application submitted).

Interagency Coordinating Group (ICG)
Best Practices Committee Survey
October 9, 2014

Committee co-chairs:
Betsey Bishop, DADS
Vicki Neidermayer, Texas Nonprofit Council (TNC)

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Your Name: Betsey Bishop
Agency: Texas Dept. Of Aging & Disability Services (DADS)
Telephone: 512-438-2255
Email: betsey.bishop@dads.state.tx.us

Summary of the project:

The Texas Department of Aging and Disability Services (DADS) developed the Age Well Live Well campaign to help Texans "age well." Through regional Age Well Live Well (AWLW) collaboratives, DADS and local organizations (public, private, nonprofit, academic and faith-based) work together to provide Texans with information and programs to help meet the challenges of aging.

AWLW focuses on:

- Improving the physical health of older adults, people with disabilities, their families, and the community,
- Providing opportunities for residents to stay engaged in the community through volunteer activities, and
- Creating awareness of aging issues and resources offered through AWLW collaboratives and the aging and disability network.

AWLW communities assess the programming and resources available in the three focus areas, develop an Operational Plan to guide their efforts, and assist with creating programming to fill identified gaps. DADS programs (Texercise, Aging Texas Well, Ombudsman, Volunteer You'll be Amazed) and state level partner programs (A Matter of Balance, Walk Across Texas, Master Memory) are available to help local collaboratives meet identified gaps.

History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- o Was it the result of legislative or management directive? If so, please reference the session and legislation
- o Did the project begin as a pilot? Limited target area? Geographic boundaries?
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The concept for AWLW began in Abilene when DADS staff where presenting three Volunteer and Community Engagement (VCE) programs to area partners. Discussions between the staff and partners identified strong links between the VCE programs. All the programs had components of wellness and ways to help Texans prepare for aging. From this, DADS VCE created AWLW as a way to package and promote health and wellness, volunteerism, community engagement, resource-sharing and collaboration building.

Funding for the initial pilot of five AWLW community collaboratives was provided through the DADS Access and Intake division. Federal funds were used to create mini-grants that would create community awareness and outreach, build and sustain a collaborative and fund staff support for the collaborative. Grant communities were awarded a total of $25,000 between FY 2013 and FY 2014. The funds were distributed though Area Agencies on Aging (AAA) which, in order to receive the funds, were required to be part of the collaborative. During the two years, communities developed a plan to expand and retain partner involvement and methods to develop their own ongoing funding.

The five grant communities that began AWLW included Bexar (San Antonio), Denton, Harris county (Houston), Tarrant (Ft. Worth) and West Central (Abilene). During FY 2014, other communities developed unfunded collaboratives, including Dallas, East Austin and Fort Bend. Expansions for FY2015 include the communities of Beaumont, Tyler, Garland, mcallen and Sherman.

21) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

Each local community develops its own collaborative. DADS created state-level partnerships with organizations that have statewide outreach and programming (Area Agencies on Aging (AAA), Texas A&M agrilife Extension, Sam's Club and Cigna Health Springs) and encourage the local collaboratives to connect with these state partners to form a "foundation." Other key organizations that local AWLW collaboratives are encouraged to invite include DADS state and local offices, aging and disability service providers, city parks and recreation departments, academic institutions, civic and social organizations, networking groups, volunteer programs, hospital groups, local and statewide media organizations. As the collaboratives share their message, information, resources and host activities, more organizations become involved.

22) What is the communication strategy? How do you use social media?

Each collaborative develops its own marketing and media strategies. Each member organizations promote the initiative and its resources and activities using websites, social media, print articles and ads.

Some collaboratives have Facebook pages, others have websites and some use local radio. Media strategies in large part depend on what resources are available to the collaborative, the time needed to support the strategy and the cost.

23) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

The most successful collaboratives are those that involve all members by giving defined roles and responsibilities. When all members see a value in their time and efforts, the benefit of their participation is quickly realized. Having co-chairs is also working well, along with developing ground rules and committee structure through the implementation of by-laws of operation.

Barriers include:

- A collaborative growing too quickly and members losing sight of the purpose, vision and mission of the group.
- Very limited funding to help collaborations form and develop and
- Having only one key partner in each group who steps up to coordinate the communications, collect the notes and communicate the needs.

24) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

DADS hosts monthly conference calls with developed collaboratives to provide support and a platform for communities to ask questions from their counterparts across the state. These calls have helped local collaboratives identify resources and solutions as well as form a state-level partnership.

DADS VCE staff contacts all the collaboratives and often travels to local meetings to lend support, help troubleshoot and develop new members and resources.

Interagency Coordinating Group (ICG)
Best Practices Committee Survey
October 9, 2014

Committee co-chairs:
Betsey Bishop, DADS
Vicki Neidermayer, Texas Nonprofit Council (TNC)

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Your Name: Heather Reynolds, President/CEO
Agency: Catholic Charities Fort Worth
Telephone: 817-413-3930
Email: hreynolds@ccdofw.org

Opening paragraph--Summary of the project:

Catholic Charities Fort Worth (CCFW) is partnering with Tarrant County College to offer the Stay the Course program on campus. Stay the Course provides comprehensive support services to low-income students with the goal of helping them persist in school and obtain their degrees. These services are targeted at helping eligible students overcome obstacles outside of the classroom which might otherwise result in the student having to drop out of college.

As part of Stay the Course, a team of professionals works with students to create a personalized path to graduation. Stay the Course staff is particularly focused on helping students deal with the life obstacles, such as loss of housing, drop in income, or family emergencies, that create roadblocks along the path to graduation. Navigators help students become familiar with the college system and manage situations outside of school which affect their ability to stay enrolled.

Stay the Course also has limited financial assistance available to help students overcome short-term financial hardships that threaten their ability to stay enrolled in school.

1) History-how project was created. Was it the result of identified problem? Suggestion from community? Please be as specific as possible. For example:

- Was it the result of legislative or management directive? If so, please reference the session and legislation
- Did the project begin as a pilot? Limited target area? Geographic boundaries?
- Source of funding-agency budget? Grant? Partnership?

Community colleges provide a low-cost education with high private rates of return. In light of this, it is troubling that persistence and completion rates are so low in this sector. Six years after enrolling for the first time, nearly 50% of students have dropped out. Research has demonstrated that personal, non-academic obstacles, such as events associated with work or family life, often cause students to drop out.

Stay the Course is a pilot program whose aim is to increase persistence and degree-attainment among low-income students by reducing the chance that events outside of school derail a college education. This is achieved through two distinct mechanisms: holistic, personalized case management and emergency financial assistance. These services are being offered to a group of randomly-selected students enrolled at Tarrant County College's Trinity River Campus.

The goal of this pilot is to use our lessons learned to design a large-scale program that can be implemented at other Tarrant County College campuses and at community colleges throughout the U.S.

Stay the Course is completely funded by private donation.

2) How was the project developed? How did you identify key players that should be involved (ex. Higher education, local governments, non-profits)? How were they recruited? Local or statewide organizations? What type of outreach was done/continuing?

Stay the Course was developed and is carried out in partnership with the University of Notre Dame's Lab for Economic Opportunities (LEO), a research center in the Department of Economics. Through rigorous impact evaluations, LEO aims to identify the innovative, effective, and scalable programs that help people move out of poverty. LEO works closely with CCFW to improve Stay the Course program design and evaluate whether providing support services, such as emergency financial assistance and personalized case management, can help low-income college students persist in school and complete their intended degree.

Tarrant County College is the largest community college system in the Fort Worth area. College staff had often observed student academic performance impacted by obstacles outside of the classrooms, but the college had no coordinated system for offering non-academic supportive services to students. A partnership between the college and CCFW – experts in social service design and provision – was a natural and welcome solution.

3) What is the communication strategy? How do you use social media?

Communication with the public about Stay the Course is done formally by CCFW's Public Relations Department, as part of the agency's overall PR efforts. This includes information shared via Facebook, Twitter, linkedin, CCFW's website, periodic newsletters, and email communications.

4) Lessons learned. What worked? What didn't work? How did you resolve the problem(s)? What remains a barrier to enhance the desired outcomes?

Stay the Course was launched in the Fall of 2013. Since then, the pilot has helped students in numerous ways. Navigators have provided assistance to students on both academic and life matters. They have helped students register for their courses, obtain part-time jobs, and even gotten homeless students into stable housing. Emergency financial assistance has helped students secure food, clothing, childcare, housing, and other life essentials that they could not otherwise have afforded.

Preliminary results after one school year (Fall 2013 through Spring 2014) show that Stay the Course has a positive impact on re-enrollment, with those participating in the pilot 9 percentage points more likely to re-enroll in classes than those in the control group. Pilot participants also completed an average of 5.08 more credit hours (about two classes) over this time period than students in the control group.

When the pilot was initially designed, it contained a second treatment arm of students who only received financial assistance. Preliminary results showed no difference between outcomes for this group and the control group. As a result, this treatment arm was phased out, leaving only Stay the Course participants receiving case management and financial assistance, and a control group receiving no services.

One overarching barrier to service provision is the complexity of obstacles faced by the low-income community college population. Services must be highly-tailored for each student, who could be facing any number of issues such as grief, homelessness, family pressure to pursue employment rather than education, hunger, abusive relationships, lack of transportation, and others. The community college system itself also poses barriers. Academic advisors are overwhelmed with large numbers of students; class availability is limited, especially for students with work or family commitments; and different departments (such as the registrar's office and financial aid) have disparate and often complicated procedures that can be difficult for first-time, first-generation college students to navigate.

5) How is the project being evaluated or held accountable? Survey participants? Outcome metrics?

This pilot tracks academic and employment outcomes for students receiving support services and a control group of students. Credit hours and re-enrollment rates are tracked through administrative records provided by the college. Additionally, LEO will look at graduation outcomes, transfer rates to four-year colleges, and long-term employment and earnings outcomes. By comparing outcomes for these groups, the evaluation will quantify the impact of these supportive services on academic performance, educational attainment, employment, and earnings.

APPENDIX F: TEXAS NONPROFIT COUNCIL COMMENTS
TEXAS SUNSET STAFF REPORT
TEXAS HEALTH AND HUMAN SERVICES COMMISSION

The Texas Nonprofit Council appreciates the opportunity to comment on the Sunset Commission staff's recommendations regarding the Sunset review of the Texas Health and Human Services Commission (HHSC). Our comments are pursuant to Recommendation #13, which concerns advisory committees.

We respectfully request that the Sunset Commission remove the Texas Nonprofit Council (TNC) and the Interagency Coordinating Group (ICG) from Recommendation 13.1, which would take the two entities out of statute. We further request that the Sunset Commission revise recommendations 25 and 26 in Appendix E, which currently would eliminate statutory reports by the TNC and the ICG. We request that the reporting requirements for the TNC and the ICG be continued.

The Staff report states: "To obtain stakeholder input related to rules and policies for its programs, the Health and Human Services Commission (HHSC) oversees 41 advisory committees, 35 of which are in statute and briefly described in Appendix D. Advisory committees are designed for stakeholders and members of the public, either through membership on a committee or during the public input period of a meeting, to advise or provide certain perspectives or expertise to the agency on its responsibilities."

Appendix D identifies the Texas Nonprofit Council and its counterpart, the Interagency Coordinating Group, as statutory advisory committees to HHSC. However, neither of these bodies actually is an advisory committee to HHSC.

The Texas Nonprofit Council (TNC) is composed of 12 representatives of statutorily designated nonprofit disciplines. The TNC was established by SB 993, 83rd Regular Session, to assist the Interagency Coordinating Group (ICG) in improving contracting relationships, communications and collaboration between state agencies and the nonprofit sector. The ICG is convened by the Texas National Service Commission (OneStar Foundation) and consists of representatives of 24 state agencies, each appointed by their respective agency head.

According to the enrolled bill summary for SB 993, TNC is not subject to Chapter 2110, Texas Government Code, governing state agency advisory committees. TNC is subject to Sunset review in 2019 and every 12th year after 2019 but cannot be abolished under the Sunset Act.

Texas has tens of thousands of 501(c)(3) nonprofits, and they are crucial to the successful implementation of many state programs. The work of the TNC, in collaboration with the ICG, allows state agencies and the nonprofit community to continue to work together to make government more efficient and more responsive, enhancing the effectiveness of both parties. The tough economic times experienced by families, nonprofits and state agencies require greater cooperation between the nonprofit sector and state services to meet the needs of vulnerable residents. By helping to boost the effectiveness of nonprofits, the TNC may be able to assist the state in redesigning programs and services in the future that could be provided more efficiently and effectively by nonprofits.

Respectfully submitted by the Texas Nonprofit Council:

____

Bee Moorhead, Chair
Texas Impact

Celia Cole, Co-Vice Chair
Feeding Texas

Vicki Neidermeyer, Co-Vice Chair
Helping Restore Ability

Adrianna Cuellar-Rojas
United Ways of Texas

Donna Chatham
Assoc. Rural Communities in TX

Froswa' Booker-Drew
World Vision

Tod Marvin
Easter Seals of Texas

Gabriela Saenz
Christus Hospital System

Amy Ledbetter Parham
Habitat for Humanity

Lidya Osadchey
Learn to Parent

Laurie Paarlberg

Marolyn Stubblefield

Liz Darling
OneStar Foundation

Texas Nonprofit Council:
Sunset Commission Votes to Gut Texas Faith and Community-Based Initiative

Austin—The Texas Sunset Commission today voted unanimously to eliminate Texas' Faith and Community-Based Initiative, a national model program that represents more than a decade of collaboration on the part of legislators, state agencies, nonprofits and foundations. The Commission took its action in the context of a sweeping recommendation that, if adopted by the Legislature, would abolish more than forty advisory committees and other public participation bodies associated with the Texas Health and Human Services Commission. The Commission's intent is to eliminate unnecessary and inactive advisory committees within HHSC, but the Faith and Community-Based Initiative does not meet any of those criteria.

The Commission articulated the expectation that HHSC's executive commissioner could reconstitute any or all of the abolished public participation bodies by rule. Because of the unique statutory configuration of the Faith and Community-Based Initiative, however, it would not be possible for the executive commissioner to reconstitute it by rule. Thus, the recommendation would have the unintended consequence of eliminating the Initiative with no path to reconstitute it other than starting over with new legislation.

While most of the bodies proposed for elimination relate directly to the Health and Human Services Commission, the Faith and Community-Based Initiative is a unique, cross-agency collaboration coordinated by OneStar Foundation. OneStar is Texas' designated Office of Faith and Community-Based Initiatives.

Although the Faith and Community-Based Initiative is statutorily located in HHSC's area of the code, the Initiative is in no way advisory to HHSC. The Initiative includes annual reports and legislative recommendations that are neither drafted nor reviewed by HHSC.

The Faith and Community-Based Initiative consists of two parallel working groups: the Interagency Coordination Group and the Texas Nonprofit Council. The Interagency Coordinating Group consists of appointees from 24 state agencies ranging from health and human service agencies to DPS, the Secretary of State and the Public Utility Commission. The Nonprofit Council consists of representatives from a broad cross-section of the nonprofit sector that assists the Interagency Coordinating Group in its work.

Together, the two entities are charged with strengthening contracting relationships between state agencies and the nonprofit sector; addressing gaps and duplication in state agency-nonprofit partnerships; and identifying best practices in state agency-nonprofit partnerships and developing strategies to replicate them throughout state government. Ironically, the Sunset Commission's recommendation threatens to undo years of work that have improved efficiency in communication and collaboration between state agencies and the nonprofit sector. The effort has proved so successful that other states have contacted Texas to learn how to replicate the model.

The Commission's decision could be amended as the recommendation is drafted into bill language, but today's action sets a poor starting point. Nonprofit sector leaders expect to work quickly to educate all lawmakers about the importance of the Faith and Community-Based Initiative and the harmful, if unintended, consequences today's decision would have for the future of public-nonprofit partnerships in Texas if the current Sunset recommendations become law.

Members of the Texas Nonprofit Council:

Bee Moorhead, Chair
Texas Impact

Celia Cole, Co-Vice Chair
Feeding Texas

Vicki Neidermeyer, Co-Vice Chair
Helping Restore Ability

Adrianna Cuellar-Rojas
United Ways of Texas

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Easter Seals of Texas

Gabriela Saenz
Christus Hospital System

Amy Ledbetter Parham
Habitat for Humanity

Lidya Osadchey
Learn to Parent

Laurie Paarlberg
Marolyn Stubblefield

For more information about the Faith and Community-Based Initiative, visit:

Http://OneStarfoundation.org/texas-faith-based-community-initiative/what-is-the-texas-faith-based-community-initiative/

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ENDNOTES

[i] Barnett, W. S. (2008). Preschool education and its lasting effects: Research and policy implications. Boulder and Tempe: Education and Public Interest Center & Education Policy Research Unit.
[ii] Schulman, K. (2005). Overlooked benefits of prekindergarten. New Brunswick, NJ: National Institute for Early Education Research.
[iii] Barnett, W. S. (2013). Getting the facts right on pre-K and the president's pre-K proposal. *New Brunswick, NJ: National Institute for Early Education Research.*