



Testimony Before the Task Force on Community Based Human Services

To keep a lamp burning, we have to keep putting oil in it – Mother Teresa

I get asked frequently how the nonprofit community is doing and how it is responding to the economy and difficult fundraising environment. Of course, some individual organizations are faring better than others. Yet, the sector is doing what it has always done. We will change and adapt to continue to provide the services our constituents need to strengthen and transform their communities. Strong and focused leadership is needed now more than ever as we lean into this economic storm, to increase efficiency and uncover new opportunities to keep up with our communities' growing needs.

Nonprofits in this state and across the country continue to do more with less. They continue to suck it up for our communities and continue to deliver services as Connecticut's real lifeline. Yet there is a limit to the largesse and capacity of the Nonprofit sector. For years we have asked Connecticut State Government to regard nonprofits as genuine partners and extend fair and adequately funded contracts to us in return for our assistance in helping the State of Connecticut meet the needs of its citizens and our local communities.

Collaboration and partnerships are important vehicles through which nonprofits work to meet increasing needs with declining resources. These relationships help organizations to better leverage and to preserve resources, to re-energize a collective mission and help us to connect to our communities in new ways. It has always been the nonprofit sector's creativity, innovation, resiliency and resourcefulness that stand out. We will encourage all of us to explore new and renewed partnerships so that we can work together to transform Connecticut. (See attached)

Regional Municipal Cooperation. The Governor has proposed an incentive grant fund to foster further collaboration among municipalities. Recently, House Democrats announced the formation of the Blue Ribbon Commission on Municipal Opportunities and Regional Efficiencies (MORE), which will bring together members of the Democratic caucus with municipal officials, regional planning groups, nonprofits, labor unions and business leaders to help local governments "do more with less."

Similarly, this past legislative session Connecticut Association of Nonprofits requested that the Legislature establish a **Nonprofit Collaboration Incentive Grant** program to encourage nonprofit organizations to collaborate leading to consolidation of programs and services. The Finance Committee included in its Bond Package \$5 million for this purpose and it was approved by the General Assembly and Governor in HB 7004 (Sec. 25). The Office of Policy & Management is authorized to develop operating guidelines for the program with input from the nonprofit sector.

The bill establishes a nonprofit collaboration incentive grant program and authorizes \$5 million in General Obligation bonding to fund it. It requires the Office of Policy and Management

(OPM) Secretary to use the funds to provide grants to nonprofit organizations for infrastructure costs arising from any collaboration between two or more organizations

“(c)(1) There is established the nonprofit collaboration incentive grant program to provide grants to nonprofit organizations for infrastructure costs related to the consolidation of programs and services resulting from the collaborative efforts of two or more such organizations. Grant funds may be used for: (A) The purchase of and improvements to facilities; (B) the refinancing of facility loans; (C) equipment purchases; (D) energy conservation, transportation and technology projects; (E) planning and administrative costs related to such purchases, improvements, refinancing or projects; and (F) any other purpose authorized in guidelines established under subdivision (2) of this subsection.”

(2) Not later than February 1, 2010, the Secretary of the Office of Policy and Management shall, in consultation with the chairpersons of the joint standing committee of the General Assembly having cognizance of matters relating to human services, and with representatives of nonprofit organizations that receive state funding, develop guidelines for (A) administration of the nonprofit collaboration incentive grant program, (B) eligibility criteria for participation by nonprofit organizations, and for the expenditure of grant funds, and (C) prioritization for the awarding of grants pursuant to this section.

(3) Not later than March 1, 2010, and annually thereafter, the Secretary of the Office of Policy and Management shall publish a notice of grant availability and solicit proposals for funding under the nonprofit collaboration incentive grant program. Nonprofit organizations eligible for such funding pursuant to the guidelines developed under subdivision (2) of this subsection may file applications for such funding at such times and in such manner as the secretary prescribes. The secretary shall review all grant applications and make determinations as to which projects to fund and the amount of grants to be awarded in accordance with the guidelines developed under subdivision (2) of this subsection.

There is no one solution. There are many solutions. Reasonable and appropriate privatization; additional revenues; an infusion of funds as an investment and incentive to spur greater creativity, innovation and effectiveness are all part of a long term solution. While we were not asked to submit other solutions as part of this testimony, we have developed an array of possible solutions and would be happy to make them available to the Human Services Committee.

Ron Cretaro
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Connecticut Association of Nonprofits



COLLABORATION MODELS

Backroom/Administrative

1. Communicare, Inc. – Birmingham Group, Harbor Health, Bridges
2. United Way of Danbury

Fiscal Agent/Hosting

1. Regional Youth Substance Abuse Program (RYSAP)
 - a. Conn. Juvenile Justice Alliance
 - b. Public Allies
2. Nonprofit Cabinet - Connecticut Association of Nonprofits

Co-Location of Office – nonprofit owned (common reception or meeting space, etc.) rent to other nonprofits

1. St. Luke's LifeWorks
2. Partnership For Strong Communities
3. Burroughs Community Center
4. Community Foundation of Greater New Haven
5. Connection (48 Howe Street, New Haven)

Joint Fundraising Corporation – SARAH Endowment, Inc.

1. SARAH, Inc.
2. SARAH Tuxis
3. SARAH Seneca

Management Corporation

1. Partners For Community
2. Residential Management Services (RMS) manages/operates others residential program

Joint Fundraising Collaborations

Joint Grant Application Collaborations/Shared Grants (too numerous)

Joint Group Purchasing Initiatives

Joint Training/Conference Collaborations

Joint Grant Administration/Lead Agency – multiple grantees

1. Conn. Coalition Against Domestic Violence (CCADV)
2. South Central Area Agency on Aging
3. Conn. Sexual Assault Crisis Services (CONNSACS)

Joint Office Location – for profit owned (3 or more nonprofits at same site)

1. 110 Bartholomew – Hartford
2. 205 Whitney Avenue – New Haven
3. 30 Jordan Lane – Wethersfield
4. One Park Street - Norwalk

Contracting of Backroom/Administration to For-Profit Business or Other Nonprofit

e.g. Human Resources, Financial, Technology, Development

1. HARC financial services for Jewish Assoc. For Community Living (JCL)

Mergers

1. Girl Scout Councils (five CT Councils)
2. United Ways - 3 separate Stamford, Litchfield,
3. Connecticut Fund For the Environment (Save the Sound)
4. Fairfield County Community Foundation (Bridgeport Area Foundation)
5. Easter Seals of CT – (other Easter Seals organizations)
6. Community Renewal Team (Community Action of Greater Middletown, Asian Community Services)
7. New Opportunities (Meriden Community Action Agency)
8. Birmingham Group & Domestic Violence Services of Greater New Haven
9. Red Cross

Behavioral Health Mergers

1. Community Mental Health Affiliates (Central Conn. Family Services, Central Conn. Substance Abuse Council, Reid Treatment Center, Northwest Family & Children's)
2. Sound Community Services (First Step & Integrated Behavioral Health, Inc.)
3. Gilead Community Services (Shoreline Counseling)
4. Liberation Programs (Meridian, Guenster Rehab)
5. United Services (Quinebaug Family & Youth Agency)
6. ALSO-Cornerstone
7. Morris Foundation (Lower Naugatuck Alcohol Services)
8. St. Francis Hospital (ADRC)
9. Rushford Center (Curtis Home For Children)
10. Hartford Hospital (Natchaug, Rushford, Midstate Behavioral Health, Elmcrest)
11. Community Health Resources (Genesis Center)
12. Birmingham Group (Lower Naugatuck Regional Action Council)

Developmental Disability Mergers

1. Network, Inc. (ChurchCo)