



Partnering for Impact: Government-Nonprofit Contracting Reform Task Forces Produce Results for Taxpayers

Policymakers who want to reduce the cost of government, improve services provided to constituents, and return greater value to taxpayers should consider creating a government-nonprofit task force to develop and implement recommendations to reform contracting practices and procedures. That is the key finding of [Partnering for Impact: Government-Nonprofit Contracting Reform Task Forces Produce Results for Taxpayers](#). The report analyzes and highlights lessons learned from the work of task forces in nine states charged with rooting out waste while maintaining and even enhancing accountability.

Solutions, Not Politics: Elected officials in red, blue, and purple states have created government-nonprofit task forces because they recognized that (a) contracting systems are broken to varying degrees in every state, and (b) solutions that lower costs to taxpayers and increase services to constituents are critical to all voters. As this report demonstrates, policymakers are finding that good ideas can be found throughout the country and that nonprofit contractors often have the on-the-ground expertise and the commitment to community-based outcomes to help solve long-standing problems within government.

How-To Guide to Collaboration: The joint task forces begin the process of building a partnership between government and nonprofits to develop reform efforts that are mutually beneficial when implemented. The analysis of these task forces provides insights for others to use when replicating them in other jurisdictions. For example, most of the task forces were created through legislation or by a state executive leader, which automatically gave them the standing needed to ensure support. Each task force had a clear set of goals defining what they wanted to accomplish. Additionally, there was recognition that collaboration means more than cooperation and is a process, not an event. It entails exchanging information, altering activities, sharing resources, and enhancing the capacity of another for the mutual benefit of achieving a common purpose. Collectively, each task force understood the need for reform and that the successful implementation of any plan will require a shifting of organizational cultures.

Real-World Solutions: The task force reports analyzed for Partnering for Impact identified twenty-three recurring solutions designed to improve the contracting process for the benefit of taxpayers, government, nonprofits, and those served by programs. The following received nearly universal support from all task forces:

- **Standardization of contracts** in order to reduce administrative time, streamline training, and improve efficiencies (recommended by all 9 task forces)
- **Promoting contractor/provider input early in the contracting process** when that input can save money and time, rather than at the end when it is often too late (recommended by all 9 task forces)
- **Document vaults** or electronic repositories into which nonprofits submit commonly required documents (recommended by 8 task forces)
- **Creation/continuation of government-nonprofit contracting task forces** to identify and advocate for implementation of additional cost-saving recommendations (recommended by 8 task forces)
- **Single audit requirements/standardization of audits** to reduce unnecessary duplication across government agencies while reducing diversion of nonprofit resources away from mission and services (recommended by 8 task forces)

While each task force report varies to some degree in terms of ways to implement the recommendations developed, the themes are quite consistent. Each highlights the need for ongoing collaborative efforts between government and nonprofits to create more effective, efficient, and accountable contracting systems through the coordination and standardization of practices across agencies. Each focuses on the elimination of redundant application and reporting processes and procedures, and all encourage utilization of technology as a necessary step in order to do so.

Government-Nonprofit Task Force Recommendations

	Connecticut	Hawai'i	Illinois	Maine	Maryland	New Jersey	New York	North Carolina	Texas
General Management, Oversight, and Streamlining									
Nonprofit Liaison	✓						✓	✓	
Government-Nonprofit Task Force	✓	✓	✓	✓	✓	✓	✓		✓
Contractor Capacity Building	✓			✓		✓			✓
Centralized Contracting and Monitoring			✓			✓	✓		
Coordination Between Agencies	✓	✓			✓				✓

Governments Pay Full Cost of Contracted Service

Reimbursement of Full Costs	✓					✓		✓	✓
Clear Consistent Definitions		✓	✓	✓				✓	
No Fee Electronic Fund Transfers		✓			✓	✓			

Governments Pay Timely

Prompt Payment	✓	✓			✓	✓	✓	✓	✓
----------------	---	---	--	--	---	---	---	---	---

Simplified Application and Reporting Processes

Integrated Electronic Procurement System	✓	✓	✓		✓	✓	✓		
Prompt Contracting	✓				✓	✓	✓	✓	
Accreditation/Deemed Status	✓		✓	✓	✓	✓	✓	✓	✓
Standardization of Contracts	✓	✓	✓	✓	✓	✓	✓	✓	✓
Document Vault	✓	✓	✓	✓	✓	✓	✓	✓	
Single Audit Requirements / Standardization of Audits	✓	✓	✓	✓	✓	✓	✓		✓
Lead Audit Agency			✓	✓		✓	✓		
Standardization of Monitoring	✓	✓	✓	✓	✓	✓	✓	✓	

Other Contracting Issues

Multi-Year Contracts	✓		✓			✓	✓		✓
Selection is Transparent and Competency-Based	✓			✓	✓	✓	✓	✓	
Shared Trainings	✓	✓		✓	✓				
Allow Capital Reserves	✓					✓			
Partnership Principles	✓		✓			✓			
Provider Input	✓	✓	✓	✓	✓	✓	✓	✓	✓