

The Access Project

A Final Word

A Final Word

We both started out as community-based activists over 25 years ago. We've learned a lot about how to address the obvious and visible injustices visited upon too many residents living and working in our communities.

We've worked inside governments as public policy managers. We've worked outside governments as public policy movers. We've worked alongside governments as public policy partners.

It's hard work, with long hours that most often results in an incremental improvement in the lives of fewer people than we had hoped to help. And after 25 years, we can't help but notice there are still too many in our communities who are poor, sick, underserved, undernourished, unsheltered, and uneducated.

Sometimes when we're especially tired, or a family member asks us when we're going to get a real job, we can't help but wonder if we've been in this social and economic justice business for too long.

We have to remind ourselves about how much we have accomplished: how many times we celebrated the initiation of a new government program or policy that brought real, measurable, positive change to a community or population that probably didn't even know we existed. We have to remind ourselves how many other community activists are out there working inside and outside government for better public health policies.

Producing *Real Clout* has been an opportunity for us to gather and document some of the best practices used by other activists winning better health policies and programs in their communities.

Just hearing the stories has recharged our batteries, renewed our optimism and refocused our energy into getting the good news out: Community health activists can enter the public policy arena with confidence, using timeless techniques tested by colleagues from all over the country, and make a difference.

We hope *Real Clout* serves to both inspire newcomers to engage in the formation of more and better public health policies and lift the spirit and energy of veteran community health activists as we all march, one day at a time, toward the goal of universal health care.

Appendix A

Si se Puede! Yes We Can!

Or

Obligations of Nonprofit Organizations Engaged in Influencing Public Policy

We all pay taxes. Individual citizens pay taxes. Corporate citizens, pay taxes—unless they are organized as a charitable nonprofit 501(c)(3).

Advantages of Being a Not-For-Profit Tax-Exempt Organization

Presumably, in an effort to encourage citizens to organize and support private charitable activities, our Founding Fathers, as a matter of policy, passed laws to permit the establishment of tax-exempt charities.

Today organizations that wish to be considered as a nonprofit, tax-exempt, “charitable, educational or scientific organization” apply to the Internal Revenue Service to become incorporated under Section 501(c)(3) of the Tax Code. (Examples of typical charitable organizations incorporated as 501(c)(3)s are fine arts museums, symphony orchestras, teaching hospitals, neighborhood health centers, social service providers, colleges and universities, social and fraternal organizations, consumer protection organizations, civic associations, community development corporations, environmental and conservation groups, and neighborhood improvement associations.)

Organizations approved by the IRS as nonprofit, charitable organizations have no federal income tax obligation.

Tax-exempt nonprofits can also use lower bulk rates at the post office and, in most states, are also exempt from state and local sales and property taxes.

Aside from the tax and bulk mail implications, the chief reason organizations choose to be incorporated as nonprofits is because of the fundraising implications—any contributions to them will be tax deductible, allowing individual donors to reduce their taxable income by the amount of their contribution. Even more important to most nonprofits, most foundations and many other private, corporate, and public funders limit their grant-making to 501(c)(3) organizations.

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In return for the favorable tax treatment of nonprofits, Congress has set some obligations and restrictions on 501(c)(3) tax-exempt organizations. They include limitations on their participation in elections, limitations on the amount of organizational resources that can be devoted to lobbying to influence legislation, and limitations on engaging in voter registration activities.

Elections—Limitations on participation

501(c)(3) organizations may not engage in activities supporting or opposing a candidate for public office.

Advocacy organizations who are 501(c)(3) and who wish to engage in electoral activities are advised to find an experienced lawyer to help them incorporate an independent 501(c)(4) organization. That entity can then establish a connected Political Action Committee (or Separate Segregated Fund) to communicate their organizational electoral positions to the general public and contribute to candidates.

RESOURCE MATERIALS

Playing by the Rules and Power, Politics and Non-profits from the Independent Sector, 1200 18th Street, NW, 2nd Floor, Washington, DC, 20036, (202) 223-8100

Rules of the Game: An Election Year Guide for Non-Profit Organizations, written by Gregory Colvin and Lowell Finley for the Alliance for Justice, 2000 P Street, NW, Suite 712, Washington, DC 20036, (202) 822-6070.

Lobbying—Limitations on Expenditures

IMPORTANT NOTE: Lobbying is defined in considerable detail in almost 100 pages of federal regulations in almost plain English, including the definition of what is and what is not “grassroots” lobbying. The most important thing to remember in the definition is that *lobbying* is defined as influencing the legislative branch’s process of producing legislation. *Influencing or participating in the administrative branch’s process of producing administrative policy doesn’t count as lobbying to the IRS.*

IRS gives 501(c)(3) organizations the choice of two standards by which their compliance will be measured.

One standard is called the *insubstantial part test*, and it requires that no substantial part of a charity’s activities be devoted to influencing legislation. (Again we mean legislation—meaning influencing legislators who are considering passing a law.)

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The other standard is known as the *Section 501(h) expenditure test*, which sets specific dollar limits on a charity's activities devoted to influencing legislation. This is calculated as a percentage of a charity's total exempt purpose expenditure — for example, 20% of the first \$500,000 and 15% of the next \$500,000 and so on. (Again, we mean *legislation*—meaning influencing *legislators* who are considering passing a law.)

The experts in the non-profit world recommend that non-profits choose to elect the Section 501(h) expenditure test, because of the ease and unambiguity of the recordkeeping and reporting. The two publications listed below are extremely helpful in helping nonlawyer managers understand how to set up and keep a bookkeeping system to record official lobbying expenditures.

You do not forfeit your rights as an individual citizen to write or contact your representatives to express your opinions. You don't lose your access to free speech when you take a job with a nonprofit. You must, however, not associate yourself with your organization when conveying those opinions.

RESOURCE MATERIALS:

The Nonprofit Lobbying Guide prepared by Bob Smucker for the Independent sector, 1200 18th Street, NW, 2nd Floor, Washington, DC 20036, (202) 223-8100.

Being a Player, A Guide to the IRS Lobbying Regulations for Advocacy Charities prepared by Gail Harmon, Jessica Ladd and Eleanor Evans for the alliance for Justice, 2000 P Street, NW, Suite 712, Washington, DC 20036, (202) 822-6070.

Fundraising and Private Foundations

There is a general IRS rule that private foundations may not spend a dime on lobbying, and if they do, they will be subject to a penalty tax on their existing donated trust funds. This would not only diminish their trust funds but also certainly discourage any additional donors.

Private foundations have understandably always been cautious about giving to charities with a history of advocacy, never mind lobbying. A major education effort during a 1995 debate in Congress on lobbying by nonprofits and new IRS regulations have loosened things up a bit.

The new IRS regulations make it clear that private foundations may make a general support grant to a "lobbying" nonprofit charity as long as it is not earmarked for lobbying. They may also make a specific project grant when the grantee provides the foundation with projections of both the lobbying and nonlobbying budgets with regard to the specific project.

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RESOURCE MATERIALS:

Being a Player, A Guide to the IRS Lobbying Regulations for Advocacy Charities prepared by The Alliance for Justice

Supporting and Conducting Lobbying: An Overview for Foundations prepared by Thomas Asher for the Advocacy Forum, a project of the Alliance for Justice

Foundations and Lobbying: Safe Ways to Affect Public Policy prepared by John Edie for the Council on Foundations, 1828 L Street NW, Suite 300, Washington, DC 20036, (202)466-6512

Federal Grantees—Limitations and Prohibitions

Federal grantees may not use their federal funds for either electioneering or for lobbying federal, state, or local legislative bodies.

Nonprofit charities applying for federal grants will certainly be advised of the restrictions and reporting requirements by the Office of Management and Budget, who will most certainly give them OMB Circular A-122.

RESOURCE MATERIALS:

Lobbying and Political Activity Restrictions for Federal Grantees and Contractors prepared by Janne Gallagher for the Let America Spriak Coalition c/o the Independent Sector, 1200 18th Street, NW, 2nd Floor, Washington, DC 20036 (202) 223-8100

Ballot Measures

Statutory Initiatives, Initiative Constitutional Amendments, Referenda Bond Measures and Policy Declarations

The IRS treats ballot measure advocacy as “influencing legislation,” and those rules apply for all 501(c)(3) organizations.

Federal grantees should note that the Office of Management and Budget treats ballot measures as electioneering, in effect prohibiting the use of federal funds to support or oppose a ballot measure.

RESOURCE MATERIALS:

Seize the Initiative, prepared by Gregory Colvin and Lowell Finley for the Alliance for Justice, 2000 P Street, NW, Suite 712, Washington, DC 20026, (202) 822-6070.

Information from The Office of Management and Budget on Circular A-122, (202) 395-7584

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States and Their Legislatures

STATE	STATE HOME PAGE	LEGISLATURE HOME PAGE
Alabama	.alaweb.asc.edu	.www.legislature.state.al.us
Alaska	.www.state.ak.us	.www.legis.state.ak.us
Arizona	.www.state.az.us	.www.azleg.state.az.us
Arkansas	.www.state.ar.us	.www.arkleg.state.ar.us
California	.www.state.ca.us/s	.www.leginfo.ca.gov
Colorado	.www.state.co.us	.www.state.co.us/gov_dir/stateleg.html
Connecticut	.www.state.ct.us	.www.cga.state.ct.us
Delaware	.www.state.de.us	.www.state.de.us/research/assembly.htm
Florida	.fcn.state.fl.us	.www.leg.state.fl.us
Georgia	.www.state.ga.us	.www2.state.ga.us/Legis
Hawaii	.www.hawaii.gov	.www.state.hi.us/icsd/leg/leg.html
Idaho	.www2.state.id.us	.www2.state.id.us/legislat/legislat.html
Illinois	.www.state.il.us	.www.state.il.us/legis
Indiana	.www.state.in.us	.www.state.in.us/legislative
Iowa	.www.state.ia.us	.www.legis.state.ia.us
Kansas	.www.ink.org	.www.ink.org/public/legislative
Kentucky	.www.state.ky.us	.www.lrc.state.ky.us/home.htm
Louisiana	.www.state.la.us	.www.legis.state.la.us
Maine	.www.state.me.us	.www.state.me.us/legis
Maryland	.www.mec.state.md.us/mec	.mlis.state.md.us
Massachusetts	.www.magnet.state.ma.us	.www.magnet.state.ma.us/legis
Michigan	.www.migov.state.mi.us	.www.migov.state.mi.us/legislature.html
Minnesota	.www.state.mn.us	.www.leg.state.mn.us
Mississippi	.www.state.ms.us	.www.ls.state.ms.us
Missouri	.www.state.mo.us	.www.moga.state.mo.us
Montana	.www.mt.gov	.www.mt.gov/leg/branch/branch.htm
Nebraska	.www.state.ne.us	.www.unicam.state.ne.us
Nevada	.www.state.nv.us	.www.leg.state.nv.us
New Hampshire	.www.state.nh.us	.www.state.nh.us/gencourt/gencourt.htm
New Jersey	.www.state.nj.us	.www.njleg.state.nj.us
New Mexico	.www.state.nm.us	.www.state.nm.us
New York	.www.state.ny.us	.assembly.state.ny.us OR .www.senate.state.ny.us
North Carolina	.www.sips.state.nc.us	.www.ncga.state.nc.us
North Dakota	.www.state.nd.us	.www.state.nd.us/lr

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Ohio	www.ohio.gov	www.ohio.gov/ohio/legislat.htm
Oklahoma	www.oklaosf.state.ok.us	www.lsb.state.ok.us
Oregon	www.state.or.us	www.leg.state.or.us
Pennsylvania	www.state.pa.us	www.state.pa.us/mainrep.html OR www.pasen.gov
Rhode Island	www.athena.state.ri.us/info	www.rilin.state.ri.us
South Carolina	www.state.sc.us	www.leginfo.state.sc.us OR www.lpittr.state.sc.us
South Dakota	www.state.sd.us	www.state.sd.us/state/legis/lrc.htm
Tennessee	www.state.tn.us	www.legislature.state.tn.us
Texas	www.texas.gov	www.capitol.state.tx.us
Utah	www.state.ut.us	www.le.state.ut.us
Vermont	www.cit.state.vt.us	www.leg.state.vt.us
Virginia	www.state.va.us	legis.state.va.us
Washington	www.wa.gov	www.leg.wa.gov
West Virginia	www.state.wv.us	www.legis.state.wv.us
Wisconsin	www.state.wi.us	www.legis.state.wi.us
Wyoming	www.state.wy.us	legisweb.state.wy.us

Major Counties

COUNTY	HOME PAGE
Alameda Co., CA	www.co.alameda.ca.us
Allegheny Co., PA	info.co.allegheny.pa.us
Baltimore Co., MD	www.co.ba.md.us
Bergen Co., NJ	www.bergen.org/bergen
Bexar Co., TX	www.co.bexar.tx.us
Broward Co., FL	www.co.broward.fl.us
Clark Co., NV	www.co.clark.nv.us
Contra Costa Co., CA	www.co.contra-costa.ca.us
Cook Co., IL	www.co.cook.il.us
Cuyahoga Co., OH	clclaw.lib.oh.us/public/homepgs/cohome.htm
Dade Co., FL	www.metro.co.dade.fl.us
Dallas Co., TX	.No home page
DuPage Co., IL	www.co.dupage.il.us
Erie Co., NY	www.erie.gov
Essex Co., NJ	www.localsource.com/esssexty

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Fairfax Co., VA	.www.co.fairfax.va.us
Franklin Co., OH	.www.co.franklin.oh.us
Fresno Co., CA	.www.fresno.ca.gov
Fulton Co., GA	.www.co.fulton.ga.us
Hamilton Co., OH	.No home page
Harris Co., TX	.www.co.harris.tx.us
Hennepin Co., MN	.www.co.hennepin.mn.us
Hillsborough Co., FL	.www.hillsboroughcounty.org
King Co., WA	.www.metrokc.gov
Los Angeles Co., CA	.www.co.la.ca.us
Macomb Co., MI	.www.macomb.lib.mi.us/macomb
Maricopa Co., AZ	.www.maricopa.gov
Milwaukee Co., WI	.www.co.milwaukee.wi.us
Montgomery Co., MD	.www.co.mo.md.us
Nassau Co., NY	.www.co.nassau.ny.us
Oakland Co., MI	.www.co.oakland.mi.us
Orange Co., CA	.www.oc.ca.gov
Orange Co., FL	.www.citizens-first.co.orange.fl.us
Palm Beach Co., FL	.www.co.palm-beach.fl.us
Pima Co., AZ	.www.co.pima.az.us
Pinellas Co., FL	.www.co.pinellas.fl.us/bcc
Prince George's Co., MD	.www.co.pg.md.us
Riverside Co., CA	.www.riverside.ca.us
Sacramento Co., CA	.www.co.sacramento.ca.us
St. Louis Co., MO	.www.co.st-louis.mo.us
Salt Lake Co., UT	.www.co.slc.ut.us
San Bernardino Co., CA	.www.co.san-bernardino.ca.us
San Diego Co., CA	.www.co.san-diego.ca.us
Santa Clara Co., CA	.claraweb.co.santa-clara.ca.us
Shelby Co., TN	.www.co.shelby.tn.us
Suffolk Co., NY	.www.co.suffolk.ny.us
Tarrant Co., TX	.www.tarrantcounty.com
Ventura Co., CA	.www.ventura.org/vencnty.htm
Wayne Co., MI	.www.waynecounty.com
Westchester Co., NY	.www.co.westchester.ny.us

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Major Cities

COUNTY	HOME PAGE
Oakland, CA	oaklandnet.com/government/government.html
Oklahoma City, OK	www.okc-cityhall.org
Omaha, NB	www.ci.omaha.ne.us
Philadelphia, PA	www.phila.gov
Phoenix, AZ	www.ci.phoenix.az.us
Pittsburgh, PA	www.city.pittsburgh.pa.us
Portland, ME	www.ci.portland.me.us
Portland, OR	www.teleport.com/community/cities/Portland
Providence, RI	www.providenceri.com/home.html
Sacramento, CA	www.sacto.org
St. Louis, MO	st-louis.missouri.org
Salt Lake City, UT	www.ci.slc.ut.us
San Antonio, TX	www.ci.sat.tx.us
San Diego, CA	www.sannet.gov
San Francisco, CA	www.ci.sf.ca.us
San Jose, CA	www.ci.san-jose.ca.us
Seattle, WA	www.pa.nci.seattle.wa.us
Sioux Falls, SD	www.sioux-falls.org
Toledo, OH	www.ci.toledo.oh.us
Tucson, AZ	www.ci.tucson.az.us
Tulsa, OK	www.tulsacouncil.org
Virginia Beach, VA	www.virginia-beach.va.us
Washington, DC	www.ci.washington.dc.us
Wichita, KS	www.ci.wichita.ks.us
Wilmington, DE	www.ci.wilmington.de.us

National Organizations

COUNTY	HOME PAGE
Alliance for Redesigning Government	www.alliance.napawash.org/alliance/index.html
American Association of Community Colleges	www.aacc.nche.edu
American Association of Motor Vehicle Administrators	www.aamva.net
American Association of Port Authorities	www.aapa-ports.org
American Association of School Administrators	www.aasa.org
American Association of State Colleges & Universities	www.aascu.nche.edu
American Association of State Highway & Transportation Officials	www.aashto.org
American Correctional Association	www.corrections.com/aca

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American Federation of State, County & Municipal Employees	.www.afscme.org
American Federation of Teachers	.www.aft.org/index.html
American Legislative Exchange Council	.www.alec.org
American Planning Association	.www.planning.org
American Probation & Parole Association	.www.csg.org/appa
American Public Human Services Association	.www.apwa.org
American Public Transit Association	.www.apta.com
American Public Works Association	.www.pubworks.org
American Society for Public Administration	.www.aspanet.org
American Water Works Association	.www.awwa.org/asp/default.asp
Association for Information & Image Management	.www.aiim.org
Association of Government Accountants	.www.rutgers.edu/accounting/raw/aga
Association of Metropolitan Planning Organizations	.www.narc.org/ampo/index.html
Association of Metropolitan Sewerage Agencies	.www.amsa-cleanwater.org
Association of State & Territorial Health Officials	.www.astho.org
Association of State Drinking Water Administrators	.www.asdwa.org
Building Officials & Code Administrators International	.www.bocai.org
Center for Technology In Government	.www.ctg.albany.edu
Community Transportation Association Of America	.www.ctaa.org
Council for Excellence in Government	.www.excelgov.org
Council for Urban Economic Development	.cued.org/cued
Council of Chief State School Officers	.www.ccsso.org
Council of Development Finance Agencies	.www.history.rochester.edu/cdfa
Council of State Governments	.www.statesnews.org
Council of the Great City Schools	.www.cgcs.org
Council of Governmental Ethics Laws	.www.cogel.org/home.asp
Council on Licensure, Enforcement & Regulation	.www.csg.org/clear.html
Education Commission of the States	.www.ecs.org/ecs/ecsweb.nsf
Environmental Council of the States	.www.sso.org/ecos
Federation of Tax Administrators	.www.taxadmin.org
Government Finance Officers Association	.www.gfoa.org
Government Management Information Sciences	.www.gmis.org/gmis/main.html
Governmental Accounting Standards Board	.www.rutgers.edu/accounting/raw/gasb/gasbhome.html
Institute of Transportation Engineers	.www.ite.org
International Association of Assessing Officers	.www.iaao.org
International Association of Chiefs of Police	.www.amdahl.com/ext/iacp
International Association of Fire Chiefs	.www.iafc.org

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International Association of Law Enforcement Planners	.www.dps.state.ak.us/ialep/index.html
International City/County Management Association	.www.icma.org
International Council for Local Environmental Initiatives	.www.iclei.org
International Downtown Association	.ida-downtown.org
International Institute of Municipal Clerks	.www.financenet.gov/financenet/state/iimc/iimc.htm
International Personnel Management Association	.www.ipma-hr.org
Interstate Council on Water Policy	.water.dnr.state.sc.us/water/icwp
Multistate Tax Commission	.www.mtc.gov
National Academy for State Health Policy	.www.nashp.org
National Academy of Public Administration	.www.napawash.org
National Association for Family-Based Services	.www.nafos.org
National Association of Attorneys General	.www.issinet.com/haag
National Association of Counties	.www.naco.org
National Association of County Administrators	.members.aol.com/nacaexec/naca.html
National Association of County & City Health Officials	.www.naccho.org
National Association of Development Organizations	.www.nado.org
National Association of Government Archives & Records Administrators	.www.nagara.org
National Association of Housing & Redevelopment Officials	.www.nahro.org
National Association of Local Government Auditors	.www.nalga.org
National Association of Local Government Environmental Professionals	.www.nalgep.org
National Association of Public Hospitals & Health Systems	.www.naph.org
National Association of Purchasing Management	.www.napm.org
National Association of Regional Councils	.www.narc.org
National Association of Regulatory Utility Commissioners	.www.naruc.org
National Association of State Auditors, Comptrollers & Treasurers	.www.sso.org/nasact/nasact.htm
National Association of State Budget Officers	.www.nasbo.org
National Association of State Chief Administrators	.www.nasdays.org
National Association of State Departments of Agriculture	.www.nasda-hq.org
National Association of State Development Agencies	.www.nasda.com
National Association of State Election Directors	.www.nased.org
National Association of State Facilities Administrators	.www.csg.org/nasfa.html
National Association of State Fleet Administrators	.www.ncsfa.org
National Association of State Information Resource Executives	.www.nasire.org
National Association of State Medicaid Directors	.medicaid.apwa.org
National Association of State Personnel Executives	.www.csg.org/naspe.html
National Association of State Procurement Officials	.www.naspo.org
National Association of State Telecommunications Directors	.www.csg.org/nastd
National Association of State Treasurers	.www.csg.org/nast

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National Association of Telecommunications Officers & Advisors	.www.natoa.org
National Association of Towns & Townships	.www.natat.org
National Center for State Courts	.www.ncsc.dni.us
National Civic League	.www.ncl.org
National Conference of State Legislatures	.www.ncsl.org
National Conference of States on Building Codes & Standards	.www.ncsbc.org
National Council for Public-Private Partnerships	.www.ncppp.org
National Drinking Water Clearinghouse	.www.estd.wvu.edu/ndwc/ndwc_homepage.html
National Education Association	.www.nea.org
National Emergency Management Association	.nemaweb.media3.net/./index.cfm
National Emergency Number Association	.www.nena9-1-1.org
National Environmental Health Association	.www.neha.org
National Fire Protection Association	.www.nfpa.org
National Forum for Black Public Administrators	.www.nfopa.org
National Governors' Association	.www.nga.org
National Institute of Governmental Purchasing	.www.nigp.org
National League of Cities	.www.nlc.org
National Organization of Black County Officials	.www.nobco.org
National Public Employer Labor Relations Association	.www.npelra.org
National Purchasing Institution	.npi.purchasing.co.harris.tx.us
National Recreation & Park Association	.www.nrpa.org
National Rural Development Partnership	.www.rurdev.usda.gov/nrdp
National Rural Health Association	.www.nrharrural.org
National School Boards Association	.www.nsba.org
National Sheriffs' Association	.www.sheriffs.org
Partners for Livable Communities	.www.livable.com
Public Housing Authorities Directors Association	.www.phada.org
Public Technology Inc.	.www.pti.org
Service Employees International Union	.www.seiu.org
Society of Travel Agents in Government	.www.government-travel.org
Southern Governors Association	.www.southerngovernors.org
State & Territorial Air Pollution Program Administrators	.www.4cleanair.org
U.S. Conference of Mayors	.www.usmayors.org
Urban & Regional Information Systems Association	.www.urisa.org
Urban Land Institute	.www.uli.org
Western Governors' Association	.www.westgov.org
Women Executives in State Government	.www.wesg.org

ABOUT THE AUTHORS

Judith C. Meredith, President of Meredith and Hall, Inc., founded her own company in 1980 after 10 years of political activity that started as a volunteer lobbyist for her adoptive and foster parent group. Meredith and Hall is a political consulting firm specializing in state legislative advocacy and government relations for low-income people. Her clients include groups of public and private-sector clients, legal services, health and human service advocacy associations, and the City of Boston.

Judy has been a policy advisor, parent organizer, and lobbyist for children's issues in and out of government. She has also served as a national consultant to the Service Employees International Union, the AFL-CIO, and the Public Affairs Division of the United Way of America. In addition, she has served as National Director for a Coalition of Community Foundations for Children and Youth, a national network of local partnerships between United Ways, Community Foundations, and children's advocacy organizations.

Judy has a B.S.Ed. in Home Economics from Framingham State Teacher's College in Massachusetts. *Real Clout* is her second book. She is also the author of *Lobbying on a Shoestring* (1984), now in its second edition. This widely used handbook shares an insider's view of lobbying in Massachusetts.

Catherine M. Dunham, Ed.D., is currently a national program director for the Robert Wood Johnson Foundation in collaboration with the Heller Graduate School at Brandeis University. She launched The Access Project, a new initiative of the Foundation to assist community coalitions across the country who are working to improve access to care and coverage for people without health insurance. She also directs the Community Health Leadership Program supported by the Foundation.

From 1984–1991, she was the chief health and human services policy advisor to Governor Michael S. Dukakis of Massachusetts. Prior to that, Cathy was the Executive Director of the Massachusetts Council of Human Service Providers.

She received her Masters in Education and her Doctorate in Social Analysis in Education from Clark University in Worcester, Massachusetts. She has faculty appointments at the University of Massachusetts Medical Center and Brandeis University.

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