

YOUTHSHIFT ACTION TEAM ON INTERMEDIARY SUPPORT
MONDAY, July 11, 2016

The second meeting of the Action Team on Intermediary Support focused on gathering information about the needs of youth serving organizations for organizational and programmatic support. The observations and experiences of those in attendance will be combined with other data collection efforts (e.g., focus groups with small organizations, survey) to inform recommendations for meeting those needs. These recommendations will be initially be made to BCM, the primary funder for the Action Team, in early August. As additional information is collected through interviews, small group discussions, and review of literature on best intermediary practices, the initial recommendations and document will be revised as needed.

The first part of the meeting identified critical areas for organizational effectiveness and meeting the needs of people served. Participants responded to questions about a vision for a fully functioning organization, what they needed to have a strong, effective organization that meets its goals towards positive child and youth outcomes, and where they currently receive support to do this.

Organizational needs for youth serving organizations started to coalesce around several areas (see chart below for specific examples)

- A. Organizational infrastructure
 - Leadership and board development
 - Financial, administrative, and human resources systems
 - Strategic planning, vision and mission
 - Succession planning
- B. Financing and fund development
 - Need for multi-year grants, fewer fee for service contracts, general operating support
- C. People development
 - Leadership training and pipelines
 - People of color in positions of leadership throughout the organization
 - Professional development
 - Support for staff e.g., mentoring, supervision, career ladders
- D. Driven by people impacted
 - Inclusive of youth and parent/family voices in all phases of the work
 - Ability of young people to move into staff positions
 - Leadership, staff and board reflective of the community
- E. Focus on Outcomes and data to inform operations and programs
- F. Supporting growth for Healthy Organizations-tailored to organizational needs and development

Specific examples given by participants:

Alumni become the staff	Board is representative of the community
Zero debt	Open another pathway/line of service
Resources for HR, legal, taxes, legislation/policy	Succession planning
Access to policy makers	Demonstrated outcomes for participants

Data/evaluation capacity	Multi-year funding
Consistent access to professional development	“creative capital” for staff
Internal leadership development	Transparence in strategy
Develop a long term vision	\$\$ for administrative costs
Qualified staff that is diverse	Build relationships with families (people served)
Advisory committee with parents	No more fee for service models
Culture is inclusive	Unrestricted funding
Data and outcomes set by organizations (not funders)	Support for emerging leadership
Youth centered and reflected in org structure	Youth voice
Continuous feedback	Time for staff reflection and healing
Physical space for organizations	Coordination across the city
Education about city and state budgeting process	Transportation for families and youth
Livable wages, benefits, career ladders, compensation, child care	Consistent adults/staff
Looks like the community	Engagement and buy-in from local businesses
Platform for “one voice” around issues representative of community	Stronger university partnerships (e.g., college credits for training)
Racial dynamics, implicit bias addressed	Reputation-workplace, place for investment
Funders value culturally based, asset-based work	Trauma informed practice
Support for girls	Clear trajectory for outcomes
Clear about what trying to do and what not	Strong community support
Leaders of color in nonprofits	Capacity building for organizations

Reponses to the question about existing resources to meet organizational needs are listed below. Participants acknowledged the limitations of many of these resources – they may be difficult to access, not meet the needs of some orgs, have limited reach, or not be of high quality.

- YPQI
- Center for Restorative Approaches (PD)
- Funding Seed (PD)
- Local funders, e.g. GNOF
 - o Policy
 - o Professional development, e.g., emerging leaders, supervisory training
- United Way-, e.g., board training
- Loyola Inst. for Quality – eval (education)
- UNO
- Youth-led orgs, e.g. Rethink’s youth engagement training
- Consultants and consulting firms
- LPHI – outcomes and evaluation
- YEP as example of bringing capacity in-house
- LANO
- Jr. League – board training program
- Charter School Association-board training

The second part of the discussion considered different ways to support the range of organizational needs though intermediary support. Strong views were expressed about an intermediary’s ability to add value; not to provide direct services; and learning from other intermediaries about effective practices.

Often described as “functions,” intermediary organizations can provide support through:

- Professional Development – skill and knowledge building for staff, managers and leadership
- Workforce needs-- Youth Development pipeline for adults and for youth
- Information clearinghouse--“211” for nonprofits, YELP-like to include reviews of services
 - Issues: access, endorsement process and pitfalls
- Fundraising—raise funds for existing work and meeting new needs; identifying/influencing funders to support work
- Supporting networks across common needs/interests, which may include convening across sectors or specific subgroups
- Landscape knowledge and assessment
- Broker/matchmaking—identifying different types of resources and enabling organizations to tap those resources
- Advocacy and policy at various levels (local, state, regional, national/federal)
- TA/capacity building (e.g., writing grants) that change processes that create barriers for some organizations
- Identify and communicate issues facing children and youth and youth-serving organizations

In addition, the discussion identified values and qualities necessary for intermediaries:

Reflective of the community	Good youth development practices
Cultural competency	Youth centered, inclusive of youth voice
Understands the ranges of experiences of organizations	Competency (reflected in staff)—quality of work
Creativity, adaptability	
Clear about outcomes and expectations	Value leadership-empower others/shared accountability
Collaborative, not competition	Neutrality (e.g., not a service provider)
“stay in lane”	Sustainability
Links to existing organizations	Listening/responsive leadership
Connect the dots/understand the landscape	Global mindset and attentive to local needs/priorities at the same time

Activities planned for July:

- **Rashida, April and Pam are holding two focus groups in July to hear from smaller youth serving organizations about their needs for support. Additional small group discussions may be held in August as needed.**
- **A survey will be distributed to the mailing list of youth-serving organizations developed over the YouthShift work. The survey is expected to go out in late July.**
- **Pam is drafting a document and will distribute to the action team and YouthShift steering committee for comment in late July.**