

YOUTH SHIFT

**Action Team 5: Intermediary Support
Final Recommendations
September 2016**

Intermediary Action Team's Strategic Objectives

Identify an organization (or organizations) that can provide staffing, technical assistance, resources and expertise to youth-focused programs.

- Identify best practices of intermediary organizations and outline the functions for supporting organizations:
 - Provide technical assistance and training for youth workers and program staff to improve program quality.
 - Collect and disseminate data on children and youth.
 - Convene and ensure the coordination of collaborative networks and organizations.
 - Develop communications strategies to keep youth serving organizations aware of opportunities for alignment and coordination.
 - Mobilize resources for organizations that work with and on behalf of youth.
- Seek and vet commitments from a local organization(s) that can provide critical backbone functions to support success.

Objectives for Inclusion and Engagement

- Engage diverse voices from across the community in the action team process.
- Ensure recommendations reflect the insights, needs, and values of youth-serving organizations across budget and staff size, length of existence, and nonprofit status.
- Ensure commitment to authentic engagement of young people now and in the future.

Action Team Contributors

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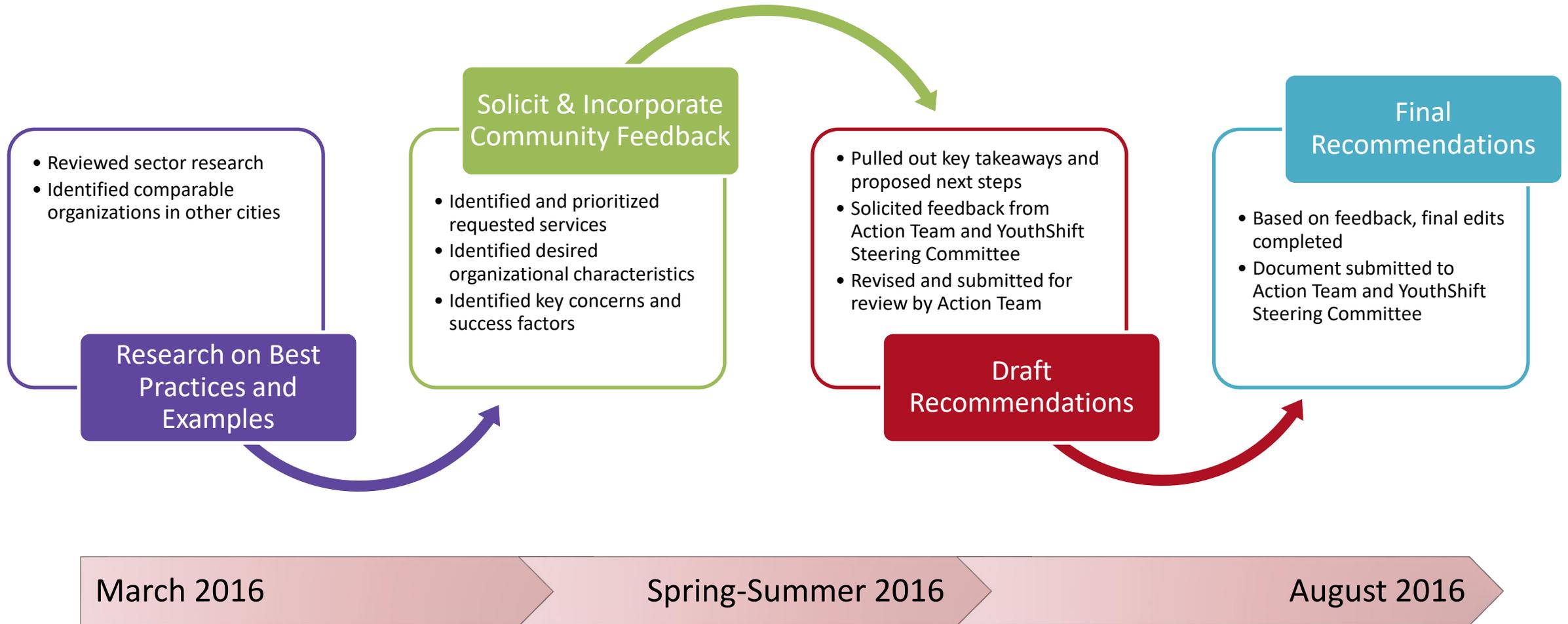
Action Team Activities

- 3 Action Team meetings
 - Discussions included: research about intermediary practices, lessons learned from previous local intermediaries, types of intermediary functions, and characteristics for an effective intermediary
 - A total of 32 participants attended one or more meetings with average attendance of 17 people per meeting.
- 2 Focus Groups for Leaders of Small Youth-Serving Non-Profits
 - Discussions included: services and supports needed to improve services, challenges specific to new and small organizations, characteristics for effective support.
 - A total of 15 non-profit leaders participated.
- Online Survey Distributed to 322 individuals
 - 77 responses received from a diverse range of organizations by budget, staff size, and focus areas.
 - Survey asked about needs for organizational and programmatic supports and technical assistance and preferred qualities for a support organization.

Action Team Strategies to Meet Engagement and Inclusion Objectives

- Original YouthShift Action Team invitation sent to 300+ individuals via email, social media outlets and website.
- Engagement and Inclusion Action Team and Policy Action Team facilitators consulted on strategies to reach smaller organizations and community members.
- Additional activities (e.g., focus groups and survey) added to reach a more diverse and representative audience.

How Were Recommendations Developed?



Summary of Action Team, Focus Group and Survey Feedback

Organizations need and want additional supports to help them meet their goals.

Local organizations recognize the lack of such supports for New Orleans youth-serving organizations.

Participants identified a number of value-added functions belonging within the scope of an intermediary. These are consistent with national studies on intermediary structures.

Smaller organizations identified additional priorities for intermediary support, including meeting and activity space, assistance securing non-profit status, and volunteer recruitment and management.

Summary of Action Team, Focus Group, and Survey Feedback (continued)

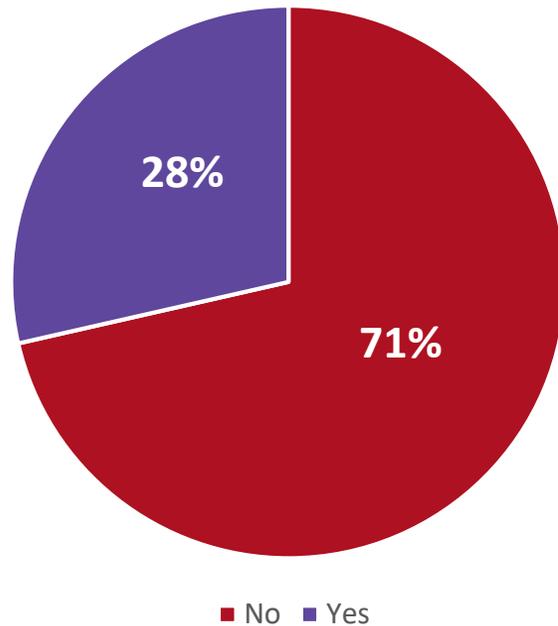
There is growing consensus around the values, qualities, diversity and capacity necessary for a New Orleans-based organization to be most effective in providing these supports.

It is improbable that any one organization will be able to deliver all the supports identified across the gamut of youth-serving organizations.

Key Takeaways from Community Survey

Survey participants were largely in agreement that they did NOT have the support they needed to achieve their organizational goals.

Do you have the organizational, programmatic, or financial resources that you need to meet your organizational goals?

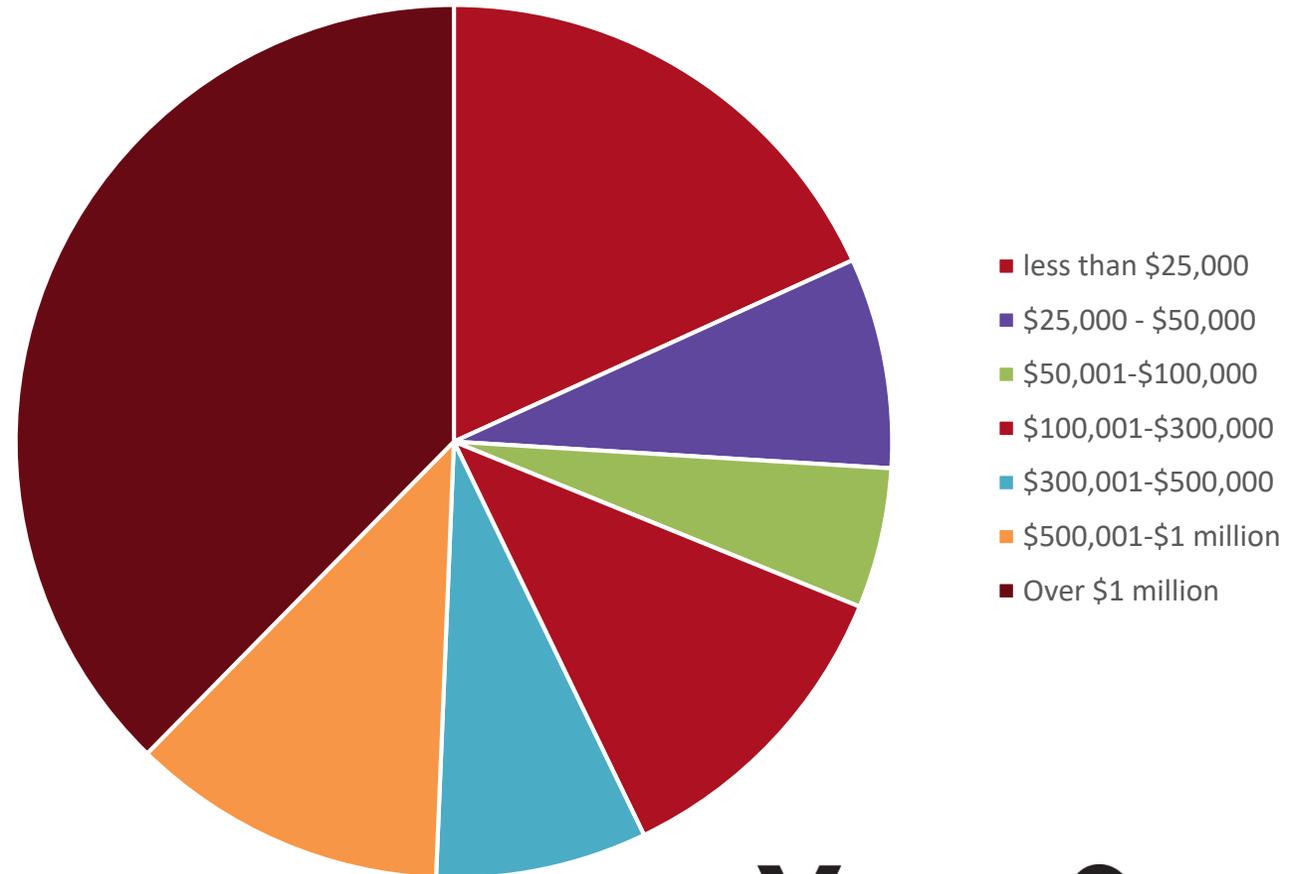


As a follow up, respondents were asked to identify and prioritize their organizational needs and the characteristics they would want to see in an organization providing support and technical assistance.

Key Takeaways from Community Survey (cont.)

What is your organization's annual budget?

Survey participants were diverse in terms of budget size with about one-third having an annual budget of \$100K or less.



Key Takeaways from Community Survey (cont.)

“What resources would be helpful to your organization?”

Of the 25 options offered, the 10 most popular were:

- Fundraising or fund development
- Transportation for youth
- Strategic planning or business planning
- Leadership development
- Data collection
- Program evaluation
- Staff training
- Board recruitment and development
- Marketing strategies
- Community outreach

Respondents could select all that applied.

“Of those resources and supports checked, please list your top three priorities.”

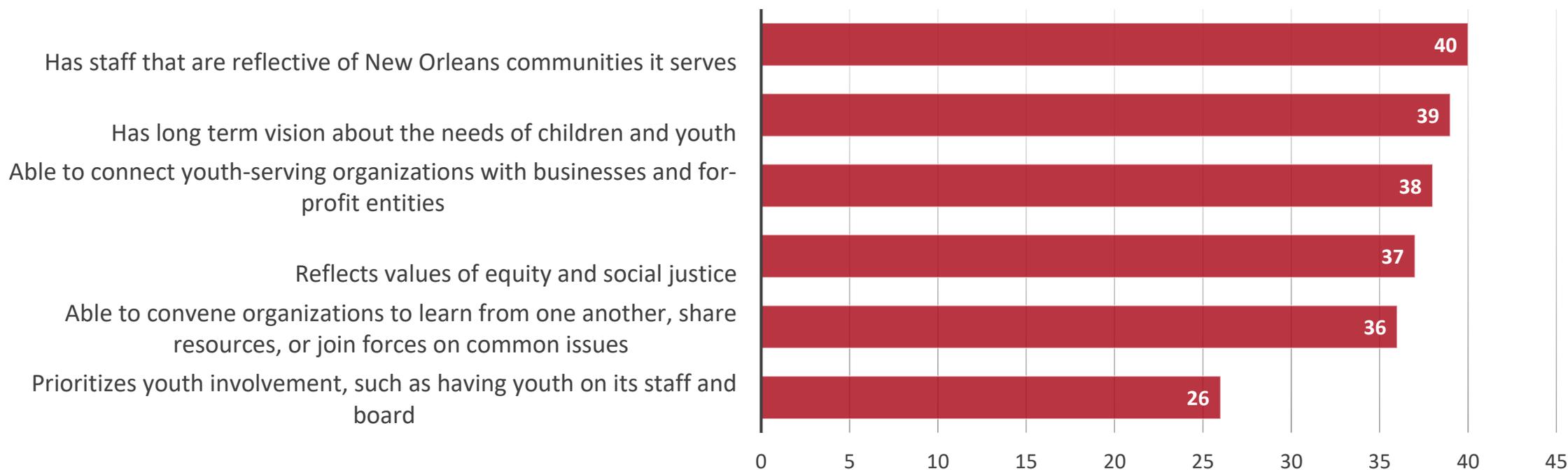
Top 10 resources and supports listed as a priority:

- Fund Development
- Data Collection/Program Evaluation
- Physical Space
- Community Outreach
- Staff Training
- Marketing
- Advocacy/Policy
- Transportation
- Board Recruitment
- Strategic Planning

Respondents could mark up to 3 priorities.

Key Takeaways from Community Survey (cont.)

When you are seeking services or support from an external organization, which of the following are important to you?



(Respondents could select all that applied)

■ Number of Responses



Summary of Best Practice Research

Local intermediary organizations typically have:

- Modest operating budgets and small numbers of staff.
- Private and public revenue streams. This includes foundations, corporations, and state and local governments, and in a few cases, membership dues.
- Been created as a result of community demands and identified gaps.

Typical work by local intermediaries includes:

- Funding and overseeing grant programs
- Conducting research and evaluation
- Convening providers and policymakers
- Disseminating knowledge
- Providing professional development
- Raising money; and
- Influencing policy

Recommendation from Action Team

Recommendation: Design a new intermediary support entity focused on the youth development sector.

Goal: Raise the quality of and increase access to youth development opportunities in New Orleans by supporting the capacity and growth of youth-serving programs and organizations.

Requirements:

An effective New Orleans youth development intermediary must:

- Have highly competent leadership, board and staff that are diverse, reflective of the community and culturally competent. The leadership must be able to build bridges to the public and private sectors, allied fields, and grassroots leadership.
- Work in partnership with organizations and stakeholders to develop a vision, understand the landscape, and connect/link to a wide range of resources.
- Prioritize ongoing and diverse input and communication with the breadth of youth-serving programs and organizations in New Orleans.
- Create strategic priorities to address gaps in intermediary support and clearly defines outcomes and accountability.
- Secure public and private funds to better ensure sustainability.

Implementing Recommendations: August – December 2016

- Identify an existing organization to incubate a new intermediary entity. Ensure that this incubating organization possesses the same qualities identified as important for the intermediary including a diverse, culturally competent staff that can reach across sectors.
- Support the transition of the learnings from Action Team research and discussions.
- Help the sponsoring organization identify potential funding, staff and board, and partners. Hold the sponsoring organization accountable for meeting expectations in terms of staff and board diversity, community-building skills, and competence.
- Connect the sponsoring organization to the YouthShift steering committee, Action Team participants, partner intermediaries, public and private champions and community stakeholders.

How to get/stay involved...

YouthShift will continue to post updates on the implementation of these recommendations on our website:

www.nolayouthshift.org