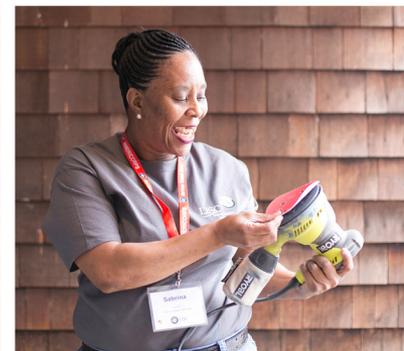




Developing Intermediary Program Models for Impact

America's Service Commissions



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Agenda

- Welcome
- What Do You Hope to Gain
- Defining Intermediary
- Program Model Sharing
- Small Group Discussions

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Your Facilitators

- Renee Bade, Executive Director, Serve Idaho
- Rachel Bruns, Deputy Director, America's Service Commissions
- Kristin Honz, Deputy Director, Volunteer Iowa
- Brent Kossick, Director of Advancement, South Carolina Service Commission
- Alexis Matthews, Program Officer, Serve Wisconsin
- Kate Scheuritzel, Director of Programs, Serve Connecticut
- Jim Snell, Executive Director, Volunteer Tennessee



Pictured: Baby Cheetahs



What Do You Hope To Gain?

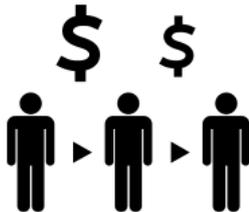
- Briefly introduce yourself and share what you would like to take away from this session

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Defining Intermediary



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Pictured: Various pictures visualizing the term intermediary.



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Program Model Sharing

- United Way and Community Foundation (SC)
- State Government (ID)
- HandsOn Affilitate (TN)
- Boys and Girls Club (WI)
- Colleges/Universities and Local Government (IA)
- Community Health Center (CT)

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United Way Association of South Carolina



*Logo: United Way Association of South
Carolina*

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United Way

Economic Opportunity



United Way
of Greenville County



Trident United Way



United Way
of the Piedmont

Education



Black River United Way



United Way of the Lowcountry, Inc.



United Way
of Sumter, Clarendon
and Lee Counties

Disaster Services



United Way Anderson Co

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United Way

Additional Pros

- Can capitalize on United Way brand awareness
- Ability to provide national service support to small organizations
- Job opportunities for alumni
- Access to multiple school districts
- Pulse on high-performing organizations



Cons

- Brand confusion
- Must closely monitor fundraising and public policy
- Staff transition (opportunities and pressure)

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Pictured: Images of the AmeriCorps logo.



United Way

Strategies for Success

- United Way State Association as point of entry and potential statewide intermediary
- Planning grants
- Well developed recruitment plan
 - Service site participating is essential
 - Word-of-mouth marketing
 - Member selection
 - Outline clear expectations for both the program and host site within placement site MOU
 - Reduce unnecessary competition between placement sites
 - Consider tying:
 - placement site selection to Member recruitment
 - applicant referral to placement site milestones
 - Provide a placements sites with a “recruitment launch kit”

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United Way

Program Models

- Financial Stability Navigators placed in both schools and with community partners to help put families on the path to financial stability
 - Addressing basic needs such as childcare
 - Financial literacy services/classes
 - Referrals
 - Free tax preparation
- Tutors serving in multiple school districts



Pictured: Smiling people with the AmeriCorps logo.

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Community Foundations

- Typically highly involved in disaster recovery and rebuilding
- Significant experience with grant making and conducting risk assessments
- Integrate AmeriCorps Member placements into a Community Foundation's grant competition
 - *Member cost share can oftentimes be provided by the foundation



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serve
IDAHO

*The Governor's Commission on
Service and Volunteerism*

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State Agency Intermediary Model



Logos: Idaho State University Institute of Rural Health, Idaho Department of Labor, AmeriCorps Boise State, AmeriCorps LC Service Corps, University of Idaho Extension

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Development

- Bidders Workshops
- Planning Grant
- Commissioner Connections



Pictured: Kids with AmeriCorps member.

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Pros

- **Statewide Reach**
- **Support Small Rural Nonprofits**
- **Broad Focus –Flexibility in Placing Members**
- **Strong Support Structures**
 - Human Resources
 - Fiscal
 - Familiarity with Federal Grants
 - Performance Measures/Evaluation

Cons

- **CNCS Formula Funding Condition**
 - 60% Funding for Non-State Agencies
- **Increased Lead Time**
 - Institutional Bureaucracy
- **Training/Management of Members**



Strategies for Success

- **Early Communication and Training with Partners**
 - Human Resources
 - Fiscal
 - Contracting
- **Planning Grants**
- **Provide Templates/Examples**
- **Specific Training & Technical Assistance**
 - Remote member management
 - Remote member training



Pictured: People holding AmeriCorps banner.

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Impact

- **Statewide Presence**
- **Ability to Provide Members to Small Rural Nonprofits**
 - 49% of Members Serve in Nonprofits
- **Supportive of Local Needs**



Pictured: AmeriCorps members in the outdoors near mountains and water.

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Recommendations



Pictured: Commissioners wearing festive attire.

- Utilize Commissioner Network
- Research Other State Models
- Develop Relationships with Universities
 - Service Learning Departments
 - 4-H Extensions
 - Previously Funded Programs

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Appalachia CARES



- Overview

- CARES (Community, Action, Reflection, Education, & Service)
- Hosted by Clinch-Powell Resource Conservation & Development Council
- Located in rural Appalachia, but places members across Tennessee
- Part of Volunteer TN portfolio since 1996
- Places over 100 AmeriCorps members in 23 (mostly rural) counties
- Addresses community needs in housing services, environmental stewardship/conservation, and not for profit capacity building

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Appalachia CARES

- How was it developed?
 - Early Years:
 - Partnered exclusively w/ K-12 schools on service-learning
 - Not so long ago:
 - Began partnering w/ CBOs in addition to schools – still on SL
 - Most Recent:
 - Continues SL connection
 - Partners w/ wide range of agencies on variety of conservation & development issues

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Pictured: AmeriCorps members with Boys and Girls Club banner.



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Appalachia CARES

- Pros:
 - Able to meet local needs determined by partner agencies
 - Long-term staff with wealth of experience (and AC Alum!)
 - Variety of positions for recruitment opportunities
 - Creates strong partnerships
- Cons:
 - Variety of activities difficult to condense into a few performance measures
 - Far-flung placements are a challenge to member identity/esprit de corps
 - Requires significant program staff travel



Pictured: AmeriCorps member doing demo work on a house.



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Appalachia CARES

- Impact
 - AmeriCorps members provide
 - 2,500 economically disadvantaged individuals with housing services
 - providing
 - 3,000 individuals with education and/or training in energy efficient and environmentally-conscious practices
 - Capacity-building activities and volunteer mobilization for 32 not-for-profit and state agencies



Pictured: AmeriCorps members outside by a tree.

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Appalachia CARES

- Recommendations:
 - Take time to develop relationships with potential partners
 - Be open to moving in new directions
 - Provide quality training to site supervisors



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Pictured: AmeriCorps member next to a water heater.



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WISCONSIN**

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Boys & Girls Clubs of Greater Milwaukee

- Overview of BGCGM
 - One of the largest Boys & Girls Clubs in the country
 - 800 employees; serve 5,000 youth daily; 41,000 youth annually
 - Has been in the Serve Wisconsin portfolio since 2006
 - Has consistently had 2-3 programs operating each year, most with many initiatives



Pictured: AmeriCorps member smiling and sitting next to a smiling kid.

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Boys & Girls Clubs of Greater Milwaukee

In 2017-2018...

- Kinder Academy, Summer Slide Prevention, and Graduation Plus
 - Kinder Academy
 - Summer Slide
 - Graduation Plus
- Education through Art, Reading and Nature (EARN)
 - *SPARK*: Spheres of Proud Achievement in Reading for Kids
 - *Camp Whitcomb/Mason*: year-round camp where youth experience learning in nature
 - *Arts Initiative*: visual and performing arts in after school club facilities

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Boys & Girls Clubs of Greater Milwaukee

- How was it developed?
 - 2006-07:
 - Education through Art, Reading and Nature (EARN) started
 - 2014-15:
 - Added Kinder Academy initiative
 - 2019-20:
 - Dropped Kinder Academy
 - Added Academic & Career Planning initiative
 - Added Inspire HOPE initiative



Pictured: AmeriCorps members sorting food and beverages.

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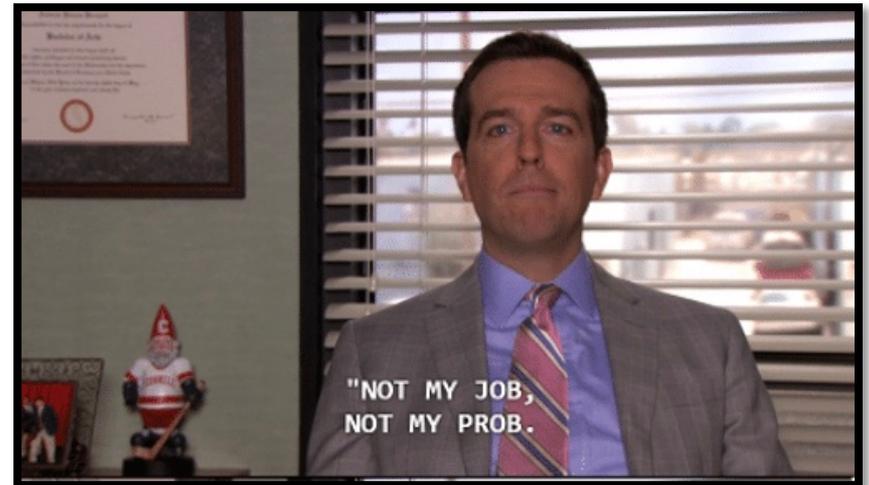
Boys & Girls Clubs of Greater Milwaukee

- Pros:

- Opportunity to explore many ideas/programs under one established organization
- Same staff oversee all programs - consistency
- Ability to adapt to community's needs as they change
- Variety of positions for recruitment opportunities
- Steady match source

- Cons:

- Too many ideas can get to be too much
- Same staff oversee all programs – consistency in the ‘wrong’ way



Pictured: meme of the character Andy from tv show "The Office" saying "Not my job, not my prob".

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Boys & Girls Clubs of Greater Milwaukee

- Strategies for success & Recommendations:
 - Grow at a steady, attainable rate
 - Listen to the needs of the community
 - Assign clear staff duties
 - Branding for members



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Pictured: AmeriCorps member with kids from Boys and Girls Club.



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Boys & Girls Clubs of Greater Milwaukee

- Impact
 - Ability to meet the community's needs as they change
 - Ability to partner with an established, well-known, and community trusted organization



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Pictured: Kids and AmeriCorps members smiling with Serve Wisconsin banner.



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volunteer
IOWA

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Local Government / Universities



Pictured: Logos of City of Dubuque, Iowa Campus Compact, City of Davenport, Iowa Western Community College, and University of Northern Iowa

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Development

- Local County Extension Office
- Assistant City Administrator
- Governor/Mayor's Initiative
- State Funding Streams
- Private Funding Streams
- Planning Grants with Focus on State Priorities
- Increased Value to Members



Pictured: AmeriCorps member smiling with kids at lunch.

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Pros

- Strong financial management, HR, legal and other program supports
- Well-connected to other organizations for partnerships
- Financial resources, technology, in-kind support
- Good visibility
- Innovation

Cons

- Layers of approval can be a hinderance (OSPA)
- Communication between departments
- Staff transition that can destabilize program
- Reluctance to hire full-time staff, which limits capacity
- Implementing AmeriCorps requirements within structure



Impact

- Creating statewide impact (universities)
- Opportunities for rural programming
- City-wide impact (local government)
- Positive positioning for the city
- Flexibility to address wide range of community needs
- Ability to focus on state-specific needs



Pictured: Infographic of Davenport as #5 of top 10 AmeriCities

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Strategies for Success

- Engage your governor in reaching out to local government officials
- Take advantage of CNCS initiatives
- Build a support structure that makes it easier to implement
- Increase access to funding



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Pictured: Group photo of AmeriCorps members and commissioners.



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Serve Connecticut

Connecticut Commission on Community Service

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How it was developed:

- Arose from the closure of a national direct
- Commission invited existing Connecticut-based network of formerly national direct operating sites to submit a formula application

Program model:

- 23 AmeriCorps members
- Serve in Federally Qualified Health Centers (FQHC)
- Expand access to primary care and preventative health care for low-income communities



In its second year of funding (2018-2019), STICH is reporting the following progress on its AmeriCorps performance measures:

Health Education:

- Output: # served – **20%** toward target
- Outcome: # reporting better understanding – **26%** toward target

Health Insurance Education:

- Output: # served – **22%** toward target
- Outcome: # reporting better understanding – **36%** toward target



Some pros and cons from a Commission POV include:

- **Past as operating site of a national direct**

- **PRO:** AmeriCorps learning curve not as steep
- **CON:** Steep learning curve regarding grant administration

- **Pre-existing network**

- **PRO:** Relationship between sites already set; structure existed for implementing MOUs/Host Site Agreements
- **CON:** Political considerations; some pushback around cost and autonomy

- **Performance measures**

- **PRO:** Comprehensive data on their patients (beneficiaries and population)
- **CON:** Unable to translate evidence base supporting intervention into realistic targets; has resulted in high pressure on AmeriCorps members regarding meeting quotas and difficulty with retention.



Recommendations and pitfalls to avoid as a Commission helping to develop and intermediary program:

- **Recommendations:**

- Work closely with applicant on aligning their evidence base with their performance measurement to ensure realistic targets.
- Work closely with applicant to ensure that quality Host Site Agreements are developed; they must reflect buy-in among partners, not a top-down mandate.

- **Pitfalls to avoid:**

- Unengaged site staff who have no role in the program and application development process but are called upon to provide the bulk of AmeriCorps member supervision.



Small Group Discussions

- Briefly introduce yourself and share what you would like to take away from this session

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