



HENRY STREET SETTLEMENT/SEEDCO

NEW YORK, NEW YORK

A Case Study





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1. Key Program Distinctions

Henry Street Settlement (HSS) is a community-based agency in New York City that works closely with Seedco, a national nonprofit and intermediary organization. This pairing was selected as an example of a successful intermediary model, in which HSS partners with Seedco as part of a network of faith-based and community organizations that work together to secure funding from and collaborate with New York City government agencies. The intermediary partnership functions as a streamlining strategy for HSS, as it provides the agency with the ability to apply for and receive government grants that might otherwise be out of reach, due to the performance-based nature of the contracts (which in their cost-reimbursement design can pose too great a financial risk for a single, relatively small, organization). Through this intermediary partnership, HSS receives not only funding, channeled from New York City through Seedco, but also technical assistance and support. The partnership is strong and it is unique, in that it not only benefits HSS but also assists with carrying out the goals of New York City agencies. These agencies are able to reach a larger number and a more diverse group of people in need, by partnering with smaller organizations in local neighborhoods. The success this particular model has brought to the city reflects impact that HSS and other network partners have had on TANF clients. Henry Street's relationship with the local TANF program in New York City reflects its intermediary partnership, in that Seedco helps to coordinate the TANF priorities as well as the city's workforce system. A list of site visit participants consulted in developing this report is included as an appendix.

2. New York Demographics

HSS is a community-based organization serving individuals and families on the lower east side of Manhattan and throughout New York City. As of 2007, New York City had a population of 8,246,310, of which 857,485 families had children younger than age 18.

Exhibit 1: Demographic Information for New York City^a	
Population	
2007	8,246,310
Ethnicity (2007)	
White	44.1%
African-American	25.2%
Asian or Pacific Islander	11.6%
Hispanic or Latino origin ^b	27.4%
Age Composition (2007)	
0-19	2,127,332
20-24	572,392
25-44	2,588,352
45-64	1,954,467
65 +	1,003,767
Median Age	36.0
Gender Composition (2007)	
Male	3,931,318
Female	4,314,992
Median Income (2007)	
per household	\$ 47,581
Unemployment Rate	
2007	4.9%
New York TANF Indicators (FY 2008)	
Recipients (average)	257,575
Families (average)	117,034
Children (average)	195,073

^a Source: U.S. Census Bureau. (2007). *American Community Survey 2005-2007*. Retrieved September 2009 from http://factfinder.census.gov/servlet/DatasetMainPageServlet?_program=ACS&_submenuid=&_lang=en&_ts=

U.S. Department of Health and Human Services, Administration for Children and Families. (2008). *TANF Caseload Data*. Retrieved September 2009, from http://www.acf.hhs.gov/programs/ofa/data-reports/caseload/caseload_recent.html#2008

^b Hispanics may be of any race, so also are included in applicable race categories.



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As the largest regional economy in the United States, New York City serves as the headquarters for the leading global financial services companies. These financial service companies, along with the insurance and real estate industries, form the basis of New York City's economy. Additional economic industries with a strong presence in New York City include media, advertising, fashion, design, and architecture. In 2007, New York City had a median income of \$47,581 and an unemployment rate of 4.9 percent.

In 2008, an average of 257,575 recipients—including 117,034 families and 195,073 children—were receiving TANF benefits in the State of New York. More information regarding New York City's demographics is presented in Exhibit 1.

3. HSS Historical Background and Development

Founded in 1893 by social work pioneer Lillian Wald, HSS originated as a settlement house with the purpose of caring for the poor on New York's Lower East Side. The settlement movement was strong in the United States in the late 19th and early 20th centuries, when hundreds of settlement houses were established in urban areas throughout the country.¹ The movement emerged in response to the rapidly growing immigrant population, industrialization, and in particular the general problems associated with urban slums. Leaders of the movement, like Lillian Wald, planned to overcome these urban issues and restore order to American society. Settlement houses were established within the specific communities and neighborhoods whose residents they aimed to serve. Key services focused on the individual needs of the community and included programs to address social ills, as well as support for nurseries and kindergartens, courses in child care and domestic science, recreational/educational groups, and cultural activities, such as art, music, theater, and folk festivals.²

¹ Koerin, Beverly. (2003, June). The Settlement House Tradition: Current Trends and Future Concerns. *Journal of Sociology & Social Welfare*, 30 (2), 53–68.

² Koerin, Beverly. (2003, June). The Settlement House Tradition: Current Trends and Future Concerns. *Journal of Sociology & Social Welfare*, 30 (2), 53–68.

Today, more than 115 years after its inception, HSS is striving to remain true to its settlement house roots, by serving families, children, and the poor in its Lower East Side neighborhood. It serves as a community center for those that live nearby, and a beacon of hope for other New York City dwellers in need of its services.

Since its inception, HSS has grown in size and scope, opening one of New York City's first playgrounds in 1902. It subsequently began boys' and girls' day camps in 1908, opened the Henry Street Music School in 1927, and founded a Mental Hygiene Clinic (Community Consultation Center) in 1946. Furthermore, HSS established its Housing Service in 1969, and has since established four transitional housing shelters for disadvantaged populations. As a result of the terrorist attacks on the World Trade Center on September 11, 2001 (just a few blocks from Henry Street), HSS also established a Neighborhood Resource Center, which continues to serve clients in crisis situations by providing services such as housing assistance, counseling, and advocacy. In 2003, HSS opened its Workforce Development Center (WDC), which provides a one-stop location for employment services and adult basic education.

Today, more than 115 years after its inception, HSS is striving to remain true to its settlement house roots by serving families, children, and the poor in its Lower East Side neighborhood. It serves as a community center for those who live nearby, and as a beacon of hope for other New York City dwellers in need of its services. With a \$38 million annual operating budget, HSS employs 323 full-time and 465 part-time staff members, and coordinates the efforts of several hundred volunteers.

4. Programmatic Information

Serving approximately 60,000 individuals a year, the programs offered by HSS have been developed to serve both TANF and



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non-TANF clients. The organization provides a comprehensive range of services including workforce development, shelter, homecare, and mental health to low-income individuals and families living on the Lower East Side of Manhattan and throughout New York City.

The HSS \$38 million budget comes from government agencies, foundations, corporations, and individual donors. In fiscal year 2009, the Workforce Development Center, which operates the agency's TANF programs, had a budget of \$2.42 million, of which 70 percent was government funding, 20 percent foundation-based, 5 percent from corporations, and 5 percent from individuals. Some of the WDC's funders include the New York City Human Resource Administration, New York City Department of Youth and Community Development, New York City Council, New York State Department of Labor, the Robin Hood Foundation, the Tiger Foundation, and the Clark Foundation.

Today HSS serves low-income individuals and families residing on the Lower East Side of Manhattan and throughout New York City. The majority of its participants are of Chinese descent due to HSS' close proximity to New York's Chinatown. Its workforce development program specifically targets four populations: individuals enrolled in Welfare-to-Work, individuals with limited English proficiency, out-of-school youth ages 18–24, and walk-ins from the local community. HSS' service model allows TANF recipients as well as anyone else from the community to access its wide range of employment services.

HSS provides the TANF component of its workforce services in partnership with Seedco, a national nonprofit organization that works with local partners to create economic opportunity for disadvantaged job seekers, workers, and neighborhood entrepreneurs.

Henry Street Settlement's programs are organized into four clusters to ensure efficient and effective service delivery:

1) Health and Wellness programs serve about 8,200 individuals annually, including 2,000 people empowered to manage mental and physical health challenges and

find suitable jobs. Housekeeping services allow 1,750 ill or homebound individuals to live with dignity in their own homes. Senior Services supports 2,100 low-income elderly individuals in living healthier, less isolated lives and provides about 325,000 nutritious meals to seniors annually.

The HSS Neighborhood Resource Center is an easily accessible, walk-in gateway to other HSS programs. Each year, the Neighborhood Resource Center enables approximately 2,400 low-income clients to get needed healthcare by enrolling them in free or low-cost health care programs, and empowers 250 low-income households to achieve financial stability by helping them secure benefits.

2) Transitional and Supportive Housing serves about 2,300 homeless individuals annually, including homeless families, single women, and survivors of domestic violence and their children. Four shelters provide a temporary home, safe refuge, support, and permanent housing placement.

3) Arts programs serve approximately 39,000 annually. The Arts Center provides visual arts, dance, theater, and music instruction and pre-professional training to 1,500 individuals. Arts-in-education programs at public schools enhance the academic and literacy skills of 5,500 youth and engage students with the city's community and cultural resources. The lives of approximately 32,000 people are enriched by free and low-cost performances and exhibitions, artist residencies, and teacher trainings.

4) Workforce Development and Youth Programs serves more than 5,200 individuals annually. The HSS Workforce Development Center provides more than 1,700 adults and out-of-school youth with the opportunity to attain or move toward employment. Additionally, youth programs serve about 3,500 young people ages 2–24, resulting in enhanced life skills, greater academic success, their first job experiences, and admission to college.

HSS acknowledges the importance of documentation and administration when working with government contracts. Additionally, it finds this level of accountability important



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in helping it reach its grant and programmatic goals. To facilitate documentation, data tracking, and performance management, HSS employs an internal, Web-based database that includes electronic case notes for its programs.

Intermediary Background and Design

The HSS Workforce Development Center currently collaborates with New York City's Human Resources Administration (HRA) through a unique partnership with an intermediary, Seedco. Seedco is a national nonprofit organization that helps low-income people and communities move toward economic prosperity. Seedco secured a Work First grant from the City of New York that enables HSS to serve an additional group of low-income men and women. The partnership between the HSS WDC and Seedco began 11 years ago, shortly after Seedco began working with faith-based and community organizations following the welfare reform of the mid- to late-1990s. At that time, the Federal government sought to begin implementing Work First programming, and New York City was leading the nation in an innovative practice, performance-based contracting.

With this citywide focus on performance-based contracting, organizations that applied for funding had to be prepared to take on a large-scale initiative and fund programming up front, since HRA would only reimburse those programs that had successfully demonstrated job placement and retention. With this requirement in mind, three community-based organizations in New York approached Seedco as a potential partner. Drawing on some supplemental funding from the New York Community Trust, Seedco collaboratively launched the Neighborhood Strategies Program Initiative, in which Seedco acted as a consultant by leading the organizations through an RFP announcement. Seedco and the other three organizations applied for Welfare-to-Work grants through the New York Department of Labor—and subsequently won the grants, and performed at a high level. Soon thereafter, Seedco was granted

a promising practices award from the Department of Labor, establishing Seedco as a reputable intermediary in New York.

In the months that followed, HRA made plans to launch its first Work First RFP, which was considerably larger in scope. Seedco knew that its partnership with the three community organizations would be too small for such a large grant opportunity, so Seedco's leaders reached out to garner interest

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from other potential partners, and brought on seven more organizations, including HSS. Their collective award was a 3-year, \$3.5 million contract to a total of 10 organizations—and entirely performance-based. Seedco asked each partner for a full commitment in terms of program design, outcomes, and transparency of data. (The data-collection commitment included both the use of a common information system and a promise to allow Seedco to hold and share project data with colleagues that had traditionally been competitors.)

The main reason for this high level of commitment was the financial commitment Seedco had to extend for receipt of the contract, which was 100 percent performance-based. Because of Seedco's scale and financial situation, it could serve as the intermediary between the community organizations and HRA, providing funding to the community organizations up front, and getting reimbursed by HRA when the organizations met their key performance benchmarks. In addition to serving as a financial intermediary, Seedco would provide training and



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technical assistance to its organizations, as well as oversee and manage the requisite contracting responsibilities with the City of New York and its local HRA office.

Seedco's FBCO Network

Today, Seedco's network has grown considerably: it is made up of 21 partnering organizations, including HSS, and it operates more than 20 unique contracts. The Back to Work contract is the intermediary network's largest, and is funded entirely by HRA. The program's official purpose is "to prepare employable individuals to successfully transition from welfare to work, and remain self-sufficient." The program targets applicants and recipients of public assistance, and involves seven vendors—one of which is the HSS Workforce Development Center. Each vendor is paid by HRA to administer the Back to Work Program by providing workforce and wrap-around services to recipients of public assistance or applicants referred by HRA. As in the past intermediary agreements, the contract is 100 percent performance-based—a key reason HSS chose to work with a larger, experienced, organization like Seedco.

By partnering with Seedco, community organizations gain an informed liaison to help manage their relationship with HRA. Seedco brings a central infrastructure, including a working MIS data-tracking system, and other common program designs and tools.

Strengths of Intermediary Model

The intermediary model benefits HSS not only because Seedco mitigates the initiative's financial risk, but also because the partnership provides both organizations with additional capacity to compete with larger workforce development agencies. By partnering with Seedco, community organizations gain an informed liaison to help manage their relationship with HRA. Seedco brings a central infrastructure, including

a working MIS data-tracking system, and other common program designs and tools. Since the Back to Work contract includes Seedco staff members at HRA Job Centers, partnering organizations such as HSS have access to employment liaisons at the Job Centers. This gives each partner direct access to HRA, to advocate on behalf of its clients.

The partnership also links Seedco's network of organizations with future opportunities. For example, one HSS staff member explained that for his department, "Seedco helps us connect to other initiatives. Not only do we have the Welfare to Work contract (which is \$600,000 of our \$2 million budget), Seedco also helped us access dislocated worker dollars, through ARRA funds totaling another \$600,000. So, Seedco relationships speak to about \$1.2 million, or half of our budget." For HSS, the partnership has been valuable in supporting current work and also begetting future work.

Moreover, the network model promotes sharing of best practices and resources, which benefits all parties involved. Rather than competing with similar workforce development

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agencies for the same resources, HSS is able to collaborate with past competitors in that some of them are also Seedco intermediary participants. As one staff member explained, "the forum is created ...and we have relationships with other providers. If there is an area where we are struggling and another is doing well, it's easy to talk to another director and see how they are doing it." This enables network members to learn promising practices from others working in the field, and improve their service delivery.



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Seedco also views its collaborating FBCO network as a strength, since it enables a large, national organization like Seedco to take a more culturally competent, neighborhood-based approach to serving those in need. By working with locally based organizations, Seedco is reminded that individual communities have unique needs, and a local approach to service delivery benefits clients. The network has also had a positive effect on New York City in that outcomes associated with network programs have demonstrated higher wages and better retention rates than previous local programs

Challenges of Intermediary Model

While the network-based model employed by Seedco and HSS has generally been beneficial to all parties involved, some challenges within the intermediary model also exist. First, although a network-based model enables FBCOs to participate in performance-based workforce contracts, it also tends to be more costly and more time-intensive to run a network-based model than a centralized model. Coordination, reimbursement, and data analysis take considerable staff time. Furthermore, programmatic changes generally require more time to implement in a network-based environment—across organizations—than in a single program. The model requires extensive resources and commitment, both for Seedco and its partners. Additionally, the large number of partners means that quality assurance controls can be difficult for Seedco to monitor or enforce.

From the FBCO perspective, the intermediary model entails secondary reporting requirements, which can be challenging or frustrating at times. The tools and technical assistance (TA) provided by Seedco make the extra paper work, data collection and reporting easier, but the burden exists. Nonetheless, in HSS' experience, staff members generally recognize that this challenge “comes with the territory” and that this type of partnership entails necessary paperwork and follow-up. Though the continual changes and management of new tools is not always easy, the organizations within the network benefit from Seedco's creativity, technical assistance, and organizing ability.

A similar challenge exists in maintaining “unity and diversity” across the initiative. On the one hand, Seedco recognizes the value in the uniqueness and specialized approaches of community organizations; on the other, reconciling some of these differences across partnering organizations can be difficult. Seedco's network strives to strike a balance between implementing a common program model and leveraging the uniqueness and individuality of each FBCO involved.

Finally, though the burden of 100 percent performance-based contracting is lessened by Seedco's network-based model and up-front financial support, it is not entirely lifted. Despite mitigated financial risks, the risks still exist—particularly for Seedco. After all, if any organization within the network does not perform its requisite tasks, the consequences are immediate: Seedco will not be reimbursed, despite having fronted monetary support to the underperforming party. For obvious reasons, balancing aggressive performance expectations with varying capacities at the FBCO level can be challenging.

5. Workforce Development Center and the Back to Work Program

Henry Street has 32 employees who work in its Workforce Development Center, which was established in 2001. The Workforce Development Center was created when HSS was already providing modest workforce services throughout the settlement house—in the shelters, through youth employment programs, and in several other informal ways. With the receipt of a timely and substantial gift from a founding benefactor, the decision was made to integrate these workforce offerings—and

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to create a vehicle to deliver services to the City and across populations. The HSS executive director decided to partner with Seedco, which was focused on wide-ranging workforce services through performance-based contracts—conveniently, at the same time that Seedco was looking to expand its workforce alliance partners.

Today, HSS' Workforce Development Center is operated in partnership with a number of funders and partners, of which Seedco is only one (albeit the largest). The Workforce program is also the only part of HSS that works with Seedco, and—as described above—it does so in partnership with TANF through the New York City HRA, with Seedco serving as the intermediary. Through its local employment partnerships, HSS provides workforce development services to individuals enrolled in Welfare-to-Work, as well as to other displaced and unemployed adults, including WIA-eligible men and women who are not receiving public assistance.

The results have been evident. In the 2008–2009 fiscal year, the HSS Workforce Development Center made 589 job placements, including 290 individuals who were receiving TANF benefits. Of these, 441 were retained for at least 90 days, and 359 were retained for at least 180 days. HSS also conducted 964 TANF pre-employment case plans and made 2,802 referrals to other support services.

The Workforce Development Center program provides a continuum of services using a unique asset-based model:

During **Stage 1** of the program, individuals engage in a comprehensive intake, orientation, and assessment, during which time they complete a bio-psycho-social review. The intake and assessment process examines the needs of individual job seekers, as well as the needs of their family.

Stage 2 of the workforce development program involves soft-skills training, with ongoing assessment in an instructional environment. The soft-skills training includes

goal-setting, planning, resume and reference preparation, interviewing, job searches, and other employment readiness skills.

During **Stage 3**, participants receive hard-skills training, if required, for their desired employment or direct job placement assistance. Employment opportunities are identified through HSS' relationships with a range of employers throughout the city. In cases where hard-skills training is needed, most individuals attend outside training programs while receiving ongoing support from HSS. The primary internal hard-skills training programs include training in housekeeping and customer service. Ideally, this phase results in job placement in an unsubsidized position.

During **Stage 4** of the workforce development program, participants receive post-placement and retention services. Recognizing that entry-level work often does not provide a living wage, program participants are offered ongoing support services, for up to 2 years, in support of their career advancement and ongoing stability in the workforce.

The Workforce Development Center runs the Back to Work program, an HRA contract funneled to HSS through Seedco. The Back to Work program is a large employment initiative targeted at cash assistance applicants or recipients. To operate the Back to Work program, New York City's HRA runs four job centers in the city. Each center refers clients to one of two nearby vendors that can provide onsite services to clients.

The East End Job Center, located in an HRA office on Manhattan's Upper East Side, is operated by Seedco staff. In that setting, staff refer Back to Work clients to the HSS Workforce Development Center, where they receive case management, job development, and job skills training. Back to Work is a mandated program, and clients are expected to be at HSS for 35 hours per week, simulating a job setting. Half of



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the clients served at the Workforce Development Center come through the Back to Work program and, while the remaining 50 percent may be TANF-eligible, most are walk-ins and/or people referred to the Center from other community-based organizations.

The Workforce Development Center provides an array of services to clients. When a low-income or unemployed person walks into the center, they are immediately assigned to a case manager, who performs an initial assessment to identify the person's barriers as well as strengths. If necessary, the case manager links the client with other services, such as child care or food stamps. Next, the case worker helps each client develop an individualized action plan and provides a checklist so that they know the precise requirements of each phase of the Back to Work program. With Seedco's support, these action plans are maintained electronically, so all Workforce Development Center staff can easily access and track participant data.

The case worker then works closely with each client. One staff member explains, "What all of our clients have, regardless of their phase, is a point person working with them to navigate HRA, and be in full compliance here." The case worker also fields any client questions and concerns.

Another distinctive strength of the Workforce Development Center is the comprehensive array of available services provided by its umbrella organization, HSS, which runs other programs not linked to Seedco or HRA. While clients may come to the center for workforce services, they can easily be referred to other centers within HSS. This may include shelter services (if a client is homeless or in a harmful living situation), or a referral to the Neighborhood Resource Center (if a client is in need of clinical case management). Conversely, HSS' Transitional and Supportive Housing program and its Neighborhood Resource Center may refer clients to the Workforce Development Center to provide employment assistance.

6. Partnerships and Community Engagement

While HSS' holistic service model allows for extensive interagency referrals, the organization has also had success in developing relationships with other service providers and outside employers. Part of this is due to HSS' long history in the community; in the words of one staff member, "since we have such a legacy on the Lower East Side, a lot of employers know us. We're lucky to draw on Henry Street's reputation." As a result, HSS partners not only with employers, but also city, State, and Federal agencies, as well as community partners such as the After-School Corporation, the Consortium for Worker Education, Safe Horizon, and the United Way of New York City.

From the job development perspective, the HSS Workforce

By gaining insight into for-profit strategies in the context of improving opportunity for its clients, HSS remains true to its settlement house roots, and simultaneously helps improve business operations.

Development Center has forged partnerships with employers from different sectors through partnering with large workforce centers. HSS works with the One-Stop Centers in Brooklyn, Queens, and Manhattan, and these partnerships provide HSS with access to large-scale employers. HSS Workforce Development Center staff refer clients to these One-Stops, attend their community meetings, and work to engage with partnering employers. Furthermore, the center's six employment specialists reach out regularly to new contacts, and maintain an active job bank at the Workforce Development Center. This requires both phone calls and field visits, and HSS staff members also invite employers to hold job fairs onsite.

One notable HSS partnership is with the United Parcel Service (UPS): HSS and UPS have been working together for more than 40 years on a Community Internship Program. This program



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brings UPS managers to New York City's Lower East Side to give them a greater sensitivity to poverty as well as to encourage creative thinking about how to build job opportunities for low-income community residents. UPS managers work in one of HSS' programs, such as the Workforce Development Center, and provide direct training and mentoring in the job skills necessary to attain and retain employment in a large, successful company. In this sense, UPS serves as a type of outside consultant to HSS' program; as one staff member explains, "UPS helps us think more like a for-profit organization ... They bring a lot of resources and ideas to the table for us, and it's a win-win partnership." By gaining insight into for-profit strategies in the context of improving opportunity for its clients, HSS remains true to its settlement house roots, and simultaneously helps improve business operations.

7. Lessons Learned

A wide range of strategies employed by HSS and Seedco to cultivate successful partnerships with the local HRA/TANF office (as well as other government entities, nonprofit agencies, and employers) can help inform the development of future partnerships that aim to help needy families attain self-sufficiency. Among HSS' most promising lessons are the following:

- **Building a network of partners through an intermediary helps local service agencies gain insight into other promising practices—and in turn to more holistically meet the needs of TANF recipients through local partnerships.** While HSS provides comprehensive services to its clients, being part of Seedco's network allows the agency to partner with others that might provide an unavailable or more effective service than HSS. This also allows for the sharing of promising practices—informed by on-the-ground experiences. As a result, through referrals or implementation of select practices from outside organizations, HSS is able to improve service delivery and better support TANF recipients.
- **The intermediary model gives community and faith-based organizations increased access to critical resources—and a stronger public voice.** When FBCOs are small or, as in New York, located in a large city, they easily go unrecognized as critical partners, especially by large government agencies or large foundations. But by forming a large network managed by a well-known organization, the partners can begin to work closely with these larger-scale agencies. Intermediary model "organizing" provides FBCOs with the opportunity to obtain resources, earn a place at the table, and ultimately influence local policy and practice.
- **Partnering with for-profit agencies improves agency operations by allowing the organization to "think like a business" and improve its overall infrastructure.** As noted above, the UPS partnership has been notable in HSS' job-training and operational success. By working with for-profit businesses, FBCOs can learn to focus on performance, manage funds more strategically, and improve public relations—while simultaneously focusing on client well-being and job-focused experiences.
- **Ongoing, experienced technical assistance is essential to the success of a "networked" intermediary model.** When technical assistance is integrated into organizational habits, programs can learn new practices, attain additional resources, and enhance overall service delivery. Additionally, funding agencies that provide experienced technical assistance bring significant value—especially when the partnering organization's leaders are open and receptive to integrating the new information.
- **Working with an intermediary partner mitigates financial risk.** When performance-based contracts are available, small or large organizations are often unable to apply for funding in good faith—because the risk of failure is so high. (Not meeting benchmarks a year into the grant could bring the program to a halt and generate layoffs.) Working with an intermediary that provides up-front resources helps



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smaller FBCOs to participate in larger initiatives. Moreover, intermediaries also provide and enforce strict transparency in reporting—and this also speaks to the importance of carefully selecting network members, and requiring strong commitments by partnering organizations.

- **Specific TANF/government funding streams often require FBCOs to leverage other resources in order to successfully provide holistic services.** Instead of giving up on specific funding streams that seem out of reach, HSS' collaboration with Seedco suggests that FBCOs can succeed by partnering with other organizations, or by joining an intermediary network, in order to gain access to funding streams, operate in concert with one another, and successfully implement programs.

8. Conclusion

For more than 100 years, HSS has made a profound, lasting impact on the lives of the TANF recipients it serves on New York City's Lower East Side. In its Workforce Development Center in particular, this impact is substantially enhanced through HSS' relationship with Seedco, an intermediary that supports the Workforce Development Center with a wide array of resources.

Seedco's intermediary support includes a network of other organizations with which to share knowledge and learn promising practices. It brings intensive technical assistance and training to HSS staff. With considerable reporting and communications tools, Seedco enhances HSS' ability to communicate effectively with government agencies, and it initially provided access to a funding stream that otherwise would have been unavailable.

A leading partner recognized the value this intermediary model brings to the table. "Every neighborhood has its own culture," he said. "People and their specific poverty issues will invariably differ throughout, and most of the neighborhoods with smaller FBCOs understand these dynamics and cultures. Those neighborhood groups provide local perspective into these communities in ways we have not even tapped [at the

government level]. That is the value that Seedco brings: helping us provide services in neighborhoods that might otherwise get overlooked."

Overall, local organizations suggest this unique intermediary model benefits all parties involved—from HRA to Seedco to HSS' own TANF and workforce clients.

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List of Site Visit Participants – Henry Street Settlement House

Francine Delgado, Vice President and Director of New York City Programs, Seedco

Verona Middleton-Jeter, Executive Director, Henry Street

David Garza, Executive Director, Workforce Development Programs, Henry Street

Focus Group – Case Managers and Lead TANF-affiliated staff, Henry Street

Becky Gray, Director of Workforce Programs, Seedco

Focus Group – Lead Staff, East End One-Stop Career Center

Ray Singleton, Assistant Commissioner, New York City Human Resource Agency

TANF FAITH-BASED AND COMMUNITY ORGANIZATIONS INITIATIVE

