

# TANF/FBCO Partnerships

## The Intermediary-Led Model

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# Agenda

- ❑ **Introductions**
- ❑ **Overview - Seedco**
- ❑ **Overview - Henry Street Settlement**
  - Workforce Development Center
  - Work First/Back to Work
- ❑ **Intermediary Model**
  - Background
  - Advantages
  - Challenges
- ❑ **Lessons Learned**

# About Seedco

**Vision:** Advance economic opportunity for people, businesses, and communities in need

**Mission:** To impact vibrant community economic development by designing innovative programs, partnerships, and services for workers, families, and businesses

**How we work:** Manage networks of community organizations to deliver services at scale in the areas of **workforce development, work and family supports, and community finance and small business support**

Consulting/Technical Assistance, Research, and Policy + Seedco Financial provides affordable financing and technical assistance to small businesses and nonprofits

**Where we work:**



★ Seedco Office

● Technical Assistance Locations



# Primary Strategies

## PROVIDE DIRECT SERVICES

- Workforce 1 Career Centers
- NYC Business Solutions Centers
- Seedco Financial Services
- TN Families First

## ACT AS INTERMEDIARY

- Back to Work
- National Housing Counseling Network
- TN Families First
- Workforce 1 Career Centers
- *EarnBenefits*

## DESIGN & IMPLEMENT PROGRAMS

- *EarnBenefits*
- Opportunity NYC
- Dads at Work
- Housing Help
- Community Retrofit NYC

## INFLUENCE POLICY & PROVIDE TECHNICAL ASSISTANCE

- Produce reports, toolkits, and guides
- Testify at public hearings
- Consult with foundations, government agencies, and nonprofits

# About Henry Street Settlement



Founded in 1893 by social work pioneer Lillian Wald

Originated as a settlement house with the purpose of caring for the poor on New York's Lower East Side

The settlement movement of the late 19<sup>th</sup> and early 20<sup>th</sup> centuries was in response to the rapidly growing immigrant population, industrialization, and the problems associated with urban slums. 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 violence, recreational/educational groups, and cultural activities.

## Today:

- Health and Wellness
- Transitional and Supportive Housing
- Arts
- Workforce Development and Youth Programs

# Henry Street's Workforce Development Center

- Established in 2001 when Henry Street wanted to integrate current workforce offerings into a single delivery vehicle
- Partnered with Seedco who was looking to expand its network of FBCO partners
- Today collaborates with various partners and funders (including Seedco, largest funder) and has a staff of 25
- Primary goal is to help clients connect to employment opportunities while becoming self sufficient
- WDC is the only part of Henry Street that works with Seedco, through the **Back to Work** program
- Outcomes from 2008-2009
  - 589 job placements, including 290 TANF recipients
  - 441 retained at least 90 days
  - 359 retained at least 180 days
  - 964 TANF pre-employment case plans
  - 2,082 referrals to other supportive services



# Back to Work

**What: Back to Work**

Large employment initiative targeted at cash assistance applicants or recipients. WDC operates this program through a contract with NYC Human Resources Administration (HRA) via an intermediary-led model with Seedco.

**Who:** In 2008, an average of **257,575** recipients – including 117,034 families and 195,073 children – were receiving TANF benefits in New York State

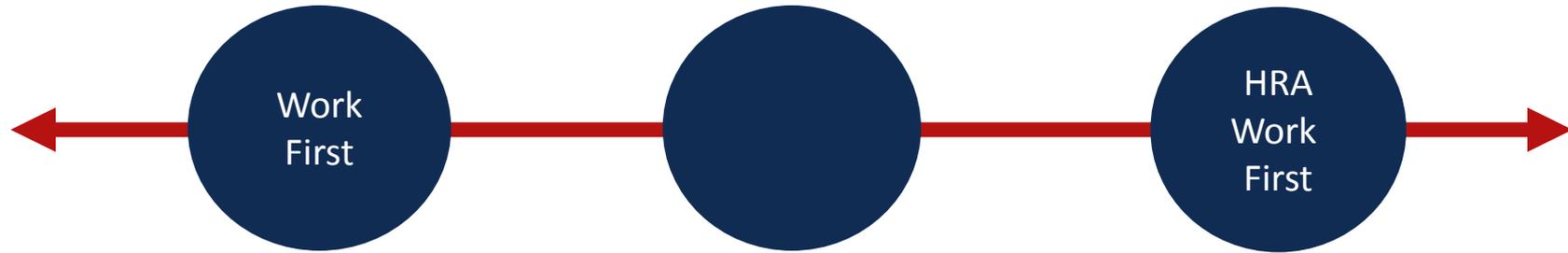
**How:** HRA runs four job centers in the city. Each center refers clients to one of two nearby vendors that can provide onsite services to clients.

Seedco operates the East End Job Center, located in an HRA office, on Manhattan's Upper East Side. Clients are referred to WDC to receive case management, job development, and job skills training.

Half of the clients served at WDC come through the Back to Work program and while the remaining 50% may be TANF-eligible, most are walk-ins and/or referred from other FBCOs.



# Intermediary Model – NYC Background

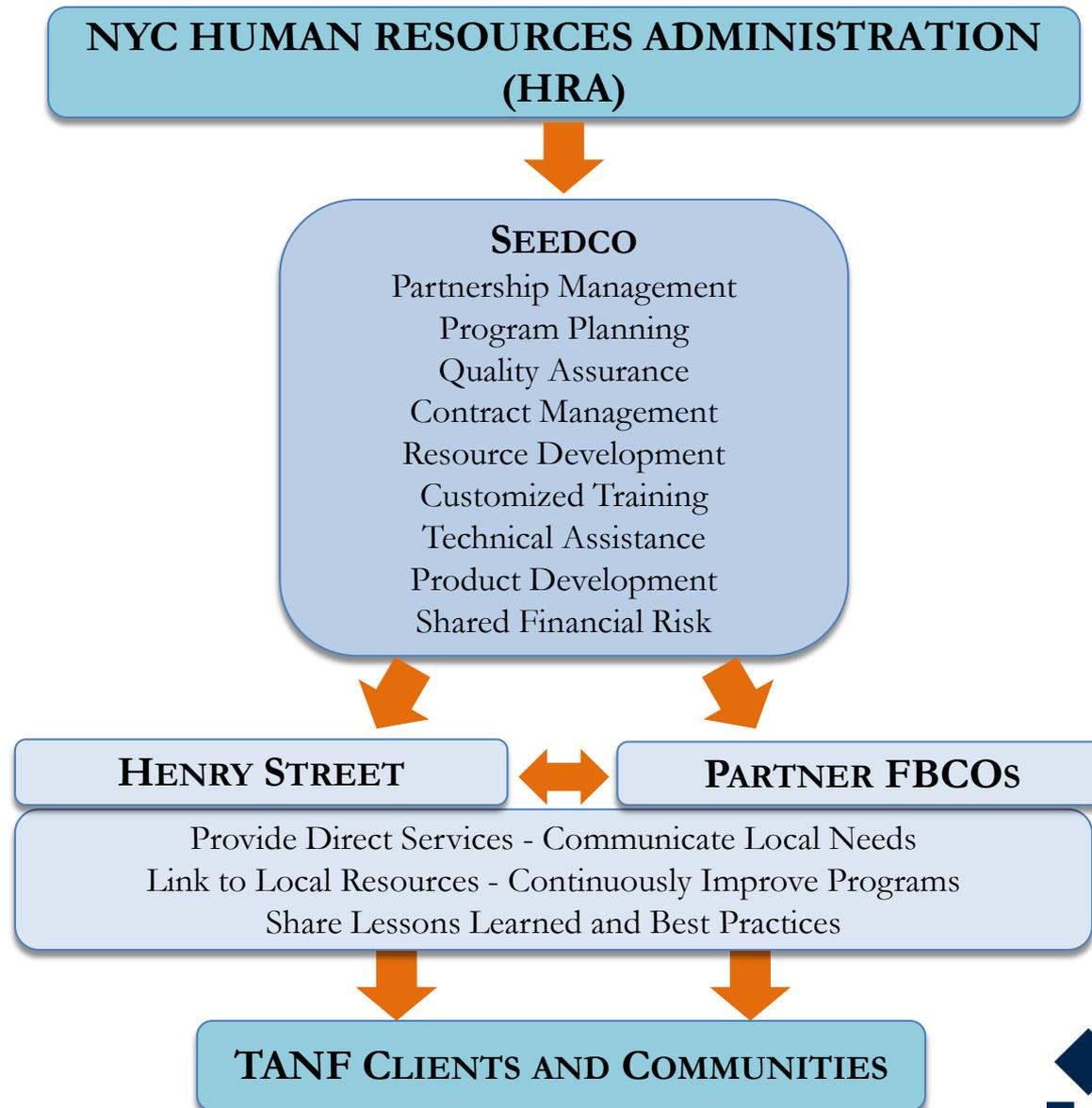


- ❑ Federal government begins implementing Work First Programming
- ❑ City-wide focus on performance-based contracting

- ❑ Through NY Community Trust, Seedco launches Neighborhood Strategies Program Initiative
- ❑ Seedco successfully leads 3 organizations through USDOL Welfare-to-Work RFP
- ❑ Seedco receives promising practice award from USDOL

- ❑ HRA launches Work First RFP
- ❑ Seedco recruits 7 additional FBCO partners, including Henry Street
- ❑ Collective award for the 10 organizations was a 3-year, \$3.5 million contract
- ❑ Seedco serves as intermediary for the 100% performance-based contract

# Intermediary Model – NYC Background



# Intermediary Model - Advantages

## **I. Financial Risk and Resources**

- ❑ Mitigates financial risk for the smaller FBCO
- ❑ Access to additional financial resources

## **II. Central Infrastructure and Resources**

- ❑ Data management and analysis
- ❑ Technical assistance and continuous performance analysis tools
- ❑ Common program design and tools to share resources across FBCOs
- ❑ Personnel resources and additional FBCO resources

## **III. Improve Service and Competitive Advantage**

- ❑ A culturally competent, neighborhood-based approach to serving individual communities with diverse and unique needs
- ❑ An informed liaison to help manage FBCO relationships with large funders
- ❑ Additional capacity to compete with larger workforce agencies

## **IV. Partnership Development**

- ❑ Transparent forum for the sharing of knowledge, best practices, and resources
- ❑ Collaboration with past competitors that are also intermediary participants

## **V. Advocacy**

- ❑ A stronger voice to policy makers on behalf of FBCOs and the clients they serve

# Intermediary Model - Challenges

## I. Financial Risk

- 100% performance-based contracting
- Balance aggressive performance expectations with varying capacities of FBCOs

## II. Administrative Burdens

- Additional administrative burdens can be overwhelming for FBCOs
- Cost- and time-intensive (for both parties), particularly in the following areas:
  - Resources
  - Data analysis
  - Coordination and programmatic changes
  - Reimbursement processes and secondary reporting requirements

## III. Unity and Diversity

- Reconciling differences across partner organizations while respecting unique and specialized approaches of FBCOs can be difficult
- Balance implementing common program model and individuality of FBCOs

## IV. Outside Policies

- Outside policies can inflict limitations on work

# Henry Street - Lessons Learned

Although there are distinct challenges associated with an intermediary model, this unique model benefits all parties involved – funder, intermediary, FBCO, and TANF and workforce clients.

## ❑ **Insight to Best Practices**

While Henry Street provides comprehensive services to its clients, being a part of Seedco's network allows the agency to more effectively partner with others, improving services and generating optimal outcomes.

## ❑ **Increased Access to Resources**

When FBCOs are smaller or in a large city such as NYC, they can easily go unnoticed by critical partners. Forming a large network provides the opportunity to work closer with these large-scale agencies.

## ❑ **Business Partnerships**

Working with for-profit businesses emboldens FBCOs to focus on performance, fiscal management, and public relations while simultaneously focusing on client needs.



# Henry Street - Lessons Learned

- ❑ **Ongoing Support**

Seedco's continuous technical assistance has brought significant value to Henry Street – developing organizational habits, informing programs, providing additional resources, and improving overall service delivery to clients.

- ❑ **Mitigate Financial Risk**

Working with Seedco allows Henry Street to apply for funding that might otherwise be unattainable, providing up-front costs and allowing them to participate in larger initiatives.

- ❑ **Leverage Resources**

Specific TANF and other government funding streams often require FBCOs to leverage other resources. Collaboration with Seedco has allowed Henry Street to access these funding streams through partnering with Seedco or directly with other organizations accessed through the partnership model.

# Thank You!

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