

---

UNDERSTANDING THE INTERMEDIARY  
INFRASTRUCTURE IN ST. LOUIS:  
WHO THEY ARE, WHAT THEY DO, AND COMMON MISCONCEPTIONS

---

# UNDERSTANDING THE INTERMEDIARY INFRASTRUCTURE IN ST. LOUIS: WHO THEY ARE, WHAT THEY DO, AND COMMON MISCONCEPTIONS

## EXECUTIVE SUMMARY

The infrastructure of nonprofit intermediaries in St. Louis is largely unknown and misunderstood due to the lack of available information about intermediaries in our region.

For the purposes of this report, the Gateway Center for Giving (Center in subsequent citations) offers the following definition of a nonprofit intermediary agency or organization: It is the Center's sense that local intermediaries are an approach to efficiently and effectively connecting and delivering a range of support services. Typically local intermediary organizations engage in one or more of the following tasks:

- Engaging, convening, and supporting critical constituencies;
- Promoting quality standards and accountability;
- Brokering and leveraging resources (including fiscal responsibilities)
- Promoting effective policies<sup>1</sup>.

For the purposes of this report, an intermediary agency works on the organizational, systems, or policy level. While certainly there are those that represent the needs and concerns of individual donors and constituents, this report examines those whose immediate constituency is the agencies they serve. In many cases one of the main functions of an intermediary is to strengthen nonprofits and the sector. There is no one single definition of nonprofit intermediary that exists and there is much debate over the exact definition of an intermediary. The Center chose this definition because we understand intermediaries' main purpose to be supporting their sector through special services such as capacity building, collaborations, administrative duties, and advocacy.

The Center has identified 30 intermediaries working within the St. Louis region<sup>2</sup> with a specific focus on the areas of the arts, culture, and health. The key findings of this report include different perspectives about intermediary work from both funders and direct service providers. The report finds that in general the St. Louis community is divided regarding the value of intermediary work. Much of this skepticism is on the part of direct service providers. This report identifies the value of intermediaries in St. Louis to solve problems at a broader level and the power of bringing together entities working toward the similar over-arching goals. The Center's research also finds that the success rate of an intermediary is highly dependent upon its ability to draw in funds, establish strong organization structure, and show added value. In general, larger intermediaries were able to secure more funds and establish their presence within the St. Louis non-profit community.

## TABLE OF CONTENTS

Pg 2	About the Study
Pg 3	Acknowledgements
Pg 4	Identified Intermediaries in St. Louis
Pg 5	Type of Intermediaries in St. Louis
Pg 6	The Role of Intermediaries in St. Louis
Pg 7	How Intermediaries are Funded
Pg 7	Intermediaries: Supporting and Engaging Collaborations
Pg 8	Effective Intermediaries in St. Louis
Pg 9	What Would the Community Look Like without Intermediaries?
Pg 10	Appendices: Glossary of Terms, Intermediaries Directory and Detail, Resources on Intermediaries

<sup>1</sup>From: Local Intermediary Organizations: Connecting the Dots for Children, Youth, and Families: Institute for Educational Leadership.

<sup>2</sup>The 16 county region that spans both Missouri and Illinois (www.stlrcga.com).

## ABOUT THIS STUDY

The Gateway Center for Giving through funding from the Missouri Foundation for Health commissioned this study to identify and learn about nonprofit intermediaries working in the St. Louis region. The goal of this report is to address common questions about the nonprofit intermediary system in hopes of figuring out how philanthropic funders can better support these organizations in the future.

## DATA CONSIDERATIONS

When reading and using the data in this report it is important to note that while the research team tried to be as comprehensive as possible in gathering information to determine who are the intermediaries in St. Louis and how they are perceived by funders and direct service providers it is possible that some intermediaries were left out of the study. Focus was directed primarily toward Arts, Culture, Social Service and Health sectors. Additionally, there are several different definitions for nonprofit intermediaries and it is possible that some organizations identify themselves as intermediaries but do not fit the Center's definition used for the purposes of this report.

## METHODOLOGY

The data for this report was gathered over the course of eight weeks by interviewing and surveying funders, intermediaries, and nonprofits in the region. In instances where information could not be gathered via an interview or a survey it was pulled off the organization's website.

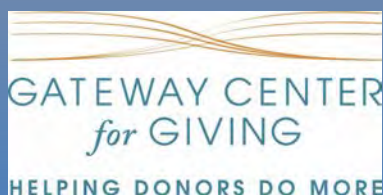
## DATA ANALYSIS AND PRESENTATION

Amber Yun, Graduate Research Assistant  
Masters of Public Health, St. Louis University School of Public Health

## UNDER THE SUPERVISION OF

Mary McMurtrey, President  
Gateway Center for Giving

Lindsey Greenberg, Program and Information Manager  
Gateway Center for Giving



## ABOUT THE GATEWAY CENTER FOR GIVING

Founded in 1970 as the Metropolitan Association for Philanthropy (MAP), the Gateway Center for Giving (the Center) is an association of grantmakers serving the St. Louis region. Our members include corporations, donor-advised funds, foundations, trusts and professional advisors actively involved in philanthropy, which we define as "the giving of time, wisdom, and wealth by groups and individuals for the common good."

## ACKNOWLEDGEMENTS

This project was funded by Missouri Foundation for Health. The Gateway Center for Giving would also like to thank Deaconess Foundation, The Whitaker Foundation, and Maternal, Child, and Family Health Coalition for their support. Additionally, the Center acknowledges and thanks the following organizations and individuals for their important contributions to this report:

### Supporters:

Deaconess Foundation, Elizabeth George  
Maternal, Child, & Family Health Coalition, Kendra Copanas  
Missouri Foundation for Health, Sally Haywood  
Whitaker Foundation, Christy Gray

### Interview Respondents:

ARCHS, Steve Brawley  
COCA: Interchange Program, Mark Cross  
Confluence Project (Trailnet), Laura Cohen  
Health Literacy Missouri, Dr. Arthur Culbert  
IFF, Kirby Burkholder  
Maternal, Child & Family Health Coalition, Jill Thompson  
Missouri Foundation for Health, Sally Haywood  
Missouri Votes Conservation, Liz Forrestal  
Nonprofit Management & Leadership Program UMSL, Dr. John McClusky  
Nonprofit Services Center, Deborah Cooper  
Regional Arts Commission, Roseann Weiss  
Regional Center for Education and Work, James Duane  
Regional Health Commission, Robert Freund  
Springboard, Sheroo Mukhtiar  
Teen Pregnancy and Prevention Partnership, Allison Hile  
United Way of Greater Saint Louis, Kathy Gardner  
Vision for Children at Risk, Richard Patton  
Volunteer Lawyers and Accountants for the Arts, Sue Greenberg

### Survey Respondents:

100 Black Men of Metro St. Louis, William Luster  
America SCORES St. Louis, Serena Muhammad  
Art Saint Louis, Christine Malinee  
Asthma & Allergy Foundation of America, St. Louis Chapter, Joy Krieger  
Better Business Bureau, Jim Judge  
Brown School of Social Work, Barbara Levin  
Center for Hearing & Speech, Rita Tintera  
Child Care Aware, Carol Scott  
Child Day Care Association, Pam Mitchell  
Committed Caring Faith Communities, Issac C. McCullough  
Community Council of St. Charles, Denise Liebel  
Community Health Charities, Jan Baron  
Connections to Success, Brad Lambert  
Deaconess Foundation, Jane Donahue  
Development on Demand, Amy Cole Buehler  
Earth Day St. Louis, Cassie Phillips  
East Central Missouri Area Health Education Center, Alfreda Brown  
Emerson Family YMCA, Shelly Butler  
Family Support Network, Jama Dodson  
Focus-St. Louis, Christine Chadwick  
Focus-St. Louis Board, Dr. John May  
Gateway Greening, Gwenne Hayes-Stewart & Mara Higdon  
Greater St. Louis Area Council, Boy Scouts of America, Joe Mueller  
Handicapped Services, Inc., Lovie Oelkias  
Health Literacy Missouri, David Weber  
Healthy Youth Partnership, Jessica Johnston  
Herbert Hoover Boys and Girls Club, Flint W. Fowler



International Institute of St. Louis, Anna Crosslin  
Incarnate Word Foundation, Bridget Flood  
Institute for Family Medicine, Hannah G. McClellan  
Interfaith Partnership/Faith  
Beyond Walls, Mary Pedersen  
Jewish Federation of St. Louis, Judy Abrams  
LCMS Lutheran Housing Support Corporation Campaign for College Hill,  
Don Strohmeier  
Mercy Conference & Retreat Center, Jezn Hartman  
Mental Health America- Eastern Missouri, Mark Utterback  
Minds Eye Information Service, Marjorie Williams  
Missouri Alliance for Arts Education, Deborah Fisher  
Missouri Arts Council, Beverly Strohmeier  
National Council Jewish Women-St. Louis, Ellen Alper  
Near Southside Employment Coalition Warren County, James Moore  
Nonprofit Services Center, Lawrence Ditto  
Nurses for Newborns Foundation, Rich Hennie & Mary Lou Suter  
Our Little Haven, Ann Julien  
Places for People Inc., Joe Yancey  
Provident, Inc., Jack Kerber  
Regional Arts Commission, Dan Tierney  
Regional Housing and Community Development, Stephen Acree  
Ranken Technical College, Kent Homberger  
Rohan Business Group, Mike Rohan  
Room at the Inn, Gil Weyhaupt  
Safe Connections, Susan Kidder  
Safety Council of Greater St. Louis, William Jaggi  
SLACO, Tom Rhodenbaugh  
Springboard, Earl Shreckengast  
St. John's Community Care, Nancy Berry  
St. Louis Artworks, Priscilla Block  
St. Louis Better Business Health Coalition, Mary Jo Condon  
St. Louis County Government: Weinman Shelter, Angela Schultz  
St. Louis for Kids, Rose Anderson-Rice  
St. Louis Healthy Families, Bridget Brennan  
St. Louis Learning Disabilities Association, Inc., Pam Kortum  
St. Louis Lead Prevention Coalition, Judith Riehl  
St. Louis Mental Health Board, Jan Ashbrook & Dan Cuvo  
St. Louis Non Profit Consulting Group, John R. Brightman  
St. Louis Public Library, Kimberley Parks  
St. Vincent Home for Children, Lee Ann Taylor  
Sts. Teresa & Bridget Church, Sister Pat Bober, CSJ  
University of Missouri-St. Louis, Nancy Kinney  
Veterans Business Resource Center, Darcella Craven  
Washington University Nonprofit Management Program, Donna McGinnis  
Woman's Place, Mary Burns  
Worldwide Inventory Network, Travis Laws

## IDENTIFIED INTERMEDIARIES IN ST. LOUIS

In the St. Louis region the below listed intermediaries have been identified. This list may not be all-inclusive. The report findings were based on the intermediaries that participated in a survey, an interview, or were identified by other organizations in the community as being an intermediary.

List of Identified Intermediaries in St. Louis<sup>3</sup>:

1. ARCHS
2. Arts and Education Council
3. Child Care Aware
4. Child Day Care Association
5. Community Council of St. Charles
6. Confluence Partnership
7. Earth Day St. Louis
8. Healthy Youth Partnership
9. IFF
10. Jewish Federation of St. Louis
11. Maternal, Child, and Family Health Coalition
12. Missouri Alliance for Arts Education
13. Missouri Arts Council
14. Missouri Citizens for the Arts
15. Nonprofit Services Center
16. Regional Arts Commission
17. Regional Center for Education & Work
18. Regional Housing and Community Development Association
19. Safe Kids St. Louis
20. Safety Council of Greater St. Louis
21. St. Louis Area Business Health Coalition
22. St. Louis for Kids
23. St. Louis Healthy Families
24. St. Louis Lead Prevention Coalition
25. St. Louis Regional Asthma Consortium
26. St. Louis Regional Health Commission
27. Teen Pregnancy and Prevention
28. United Way of Greater St. Louis
29. Vision for Children at Risk
30. Volunteer Lawyers and Accountants for the Arts

---

<sup>3</sup>See Appendices 2 and 3 for more information about these organizations.

## TYPES OF INTERMEDIARIES IN ST. LOUIS

There are many different types of intermediaries in the St. Louis region. The Center categorized local intermediaries as collaborative, advocacy, resource brokering/ fiscal, and capacity building. Many intermediaries fall within multiple categories.<sup>4</sup>

### Collaborative:

All intermediaries participate in collaboration or engage in a partnership with funders and beneficiaries within their sector. However, there are particular intermediaries that specialize in facilitating collaborations. For example, the Maternal, Child and Family Health Coalition brings together key players in addressing the issue of high infant mortality. Through this effort, the state's first Fetal and Infant Mortality Review program was formed resulting in targeted actions to improve services and systems for pregnant women and newborns.

### Advocacy:

An advocacy intermediary works to raise awareness or change legislation on the local, state or federal level. An example of this would be the Healthy Youth Partnership and its campaign to address childhood obesity partly through policy at all levels of the government. Another example is Teen Pregnancy and Prevention Partnership that advocates against abstinence-only sex education in public schools.<sup>5</sup>

### Resource Brokering/Fiscal:

Intermediaries that focus on brokering and leveraging resources may take on a financial role. These agencies typically do so by applying for and receiving state and federal funds on behalf of a specific service sector. On occasion, the intermediary may serve as a fiscal agent, or pass-through for public or private funds, overseeing the selection of recipients, transmittal of grants, and monitoring compliance and effectiveness of support. A local example of this is the partnership struck between the Kresge Foundation in Detroit which identified three cities in which it wished to make grants and the local Arts and Education Council which oversaw the grant process and convened a local board of arts grantmakers and community constituents to assist in the review. This partnership was symbiotic. The Kresge Foundation was able to call upon local expertise and the Arts and Education Council was able to increase grant support to the local community. A third benefit, was that a group of local funders were able to share information as they reviewed applicants, and even take unfunded but interesting programs back to their own board tables for consideration.

### Capacity Building:

A capacity building intermediary improves an organization's effectiveness through training, consulting, and technical assistance. The Nonprofit Services Center (NSC) is an example of a capacity building intermediary serving the greater St. Louis and Metro East region and the State of Missouri. NSC's primary focus is to strengthen the nonprofit sector through leadership programs such as the Academy of Women Executive Directors, Nonprofit Presidents Council, and Executive Director Roundtables; trainings, webinars and seminars; funder services such as capacity building grants management and funder requested initiatives; and, consulting services. NSC connects nonprofits to national trends, and resources through their website, which includes a Consultant Connection, Community Training Calendar, and State-wide Nonprofit Job Bank. NSC convenings include national and local thought leaders, such as the annual Missouri Budget Forum. Another example is St. Louis Volunteer Lawyers and Accountants for the Arts (VLAA), which offers pro bono professional services and affordable educational programs specifically for arts nonprofits. VLAA's caseload most often includes obtaining nonprofit and tax-exempt status, setting up bookkeeping systems, reviewing leases, answering employment law questions, and drafting policies. VLAA's Accidental Arts Administrator provides a regular, low-cost opportunity for those running small and emerging arts organizations to obtain basic training in arts management. Other workshops for arts organizations include annual hands-on training in Quickbooks, which includes access to highly discounted software.

<sup>4</sup>Refer to Appendix 2 for intermediary directory for background information, categorizations, and geographic regions served.

<sup>5</sup>In 2007, Title HCS HB 1055 was passed to revise sexual education laws. Prior to the revision, "the law assert [ed] that students must be presented with the latest medically factual information regarding side effects, health benefits, and failure rates for methods of prevention of pregnancy and sexually transmitted diseases. This revision altered the provision, presenting students with information on contraceptives and pregnancy in a manner consistent with federal abstinence laws."

(from [http://www.senate.mo.gov/07info/bts\\_web/Bill.aspx?SessionType=R&BillID=302711](http://www.senate.mo.gov/07info/bts_web/Bill.aspx?SessionType=R&BillID=302711))



### THE ROLE OF INTERMEDIARIES IN ST. LOUIS

Intermediaries' role is to provide essential services that benefit a specific sector on a system level. In doing so they reduce duplication and fragmentation of the sector's efforts at achieving mutual goals. Funders and direct service providers differ in their perceptions of the role of intermediaries. Most of these perceptions are based on the individual entity's relationship or prior experience with an intermediary. Table 1 displays the positively and negatively perceived roles of intermediaries in St. Louis from a funder and a direct service provider perspective.

Table 1: Funder and Direct Service Provider Views on Intermediaries

	Positively Perceived Roles of Intermediaries	Negatively Perceived Roles of Intermediaries
Funders	<ul style="list-style-type: none"> <li>• Provide field-specific and/or general information on best practices</li> <li>• Provide basic knowledge and training to agencies before they seek funding and after they are awarded grants</li> <li>• Serve as a connection to larger population of direct service providers</li> <li>• Provide services to reduce administrative duties and duplication of work</li> <li>• Free of direct service, focus on and planning for future needs and trends for which agencies cannot afford time or dedicated staff</li> <li>• Provide evaluation for funders so that grants may be greater in reach and more specific in assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Serve as an unnecessary in-between</li> <li>• Do not produce measurable outcomes like direct service providers</li> </ul>
Nonprofit Beneficiaries	<ul style="list-style-type: none"> <li>• Attract funds that individual agencies might not be able to by creating scale and sharing established contacts</li> <li>• Provide services nonprofits do not have the capacity to fulfill</li> <li>• Serve as a neutral liaison to solve problems between funder and direct service provider</li> <li>• Leverage larger pool of resources to make a significant impact on the community for a specific agenda</li> <li>• Provide basic training and education funders would otherwise have to provide</li> <li>• Study and disseminate best practices and field information for both agencies and funders</li> </ul>	<ul style="list-style-type: none"> <li>• Charge a large overhead cost for basic services*</li> <li>• Overstep administrative boundaries*</li> <li>• Are inconsistent with how funding is awarded or managing grant relationships</li> <li>• Require paperwork and documentation not in sync with other record keeping styles*</li> <li>• Weaken the grassroots connection with funders</li> <li>• Compete for same source of funds</li> </ul>

\*These comments were directed at a few specific fiscal intermediaries and were not found to be characteristics of the majority of intermediaries.

### HOW INTERMEDIARIES IN ST. LOUIS ARE FUNDED

Intermediaries in St. Louis are funded through a variety sources. Federal, state, private grants, and tax dollars make up the majority of funding; however, some intermediaries also charge membership fees. Intermediaries generally have a hard time securing funding for general operating support. Private donors and grants are usually targeted toward a specific agenda or to sponsor a particular event.

### INTERMEDIARIES: SUPPORTING AND ENGAGING COLLABORATIONS

Intermediaries play a critical role in sustaining communication between agencies and at the community level. It is important for these intermediaries to think about collaborations in two ways. One, their role in being able to bring organizations together who have different missions but shared goals and two, the importance of the intermediary community to engage more actively in collaborations.

To the first point, nonprofits are often so cash strapped that they are not able to pause from their daily activities to talk with other agencies that are operating in the same space.

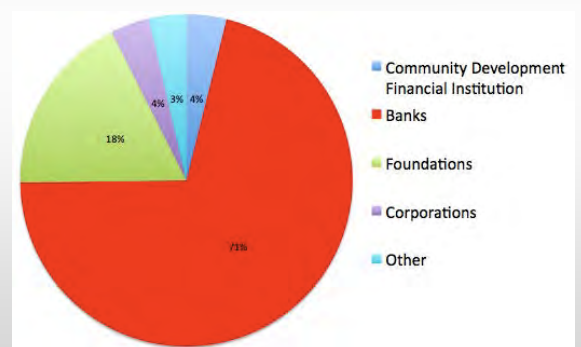
This lack of communication further perpetuates a resource poor sector that finds itself divided rather than united. Intermediaries have a responsibility to help be the unifying force for the agencies and the sector as a whole. This role is made more important by the need for intermediaries themselves to collaborate with each other. While this may not be apparent at face value, studies in other parts of the country show that cross sector collaborations have the ability to attract national dollars and better leverage local relationships. These types of higher level working partnerships are critical to strengthening our region.

Several respondents stressed the importance of intermediary collaborative work, citing in particular the extensive administrative work necessary to identify and convene members. Robert Freund of the St. Louis Regional Health Commission noted three attributes of successful collaborations:

1. Occur when involved parties that have a greater chance of success together than apart;
2. Occur when involved parties can leverage their collaboration for additional resources;
3. Occur when involved parties have complimentary skills and different areas of expertise.

#### Spotlight: IFF

IFF has multiple sources of funding. The pie chart below represents the aggregate capital of investment sources since its inception in 1988 from all geographic regions served (Missouri, Illinois, Indiana, Iowa, Kansas, and Wisconsin).



#### Spotlight: Confluence Partnership

The Confluence Partnership facilitated a successful collaboration between the Missouri Department of Conservation and the Illinois Department of Natural Resources to create Eagle Days. The Eagle Days program allows visitors to watch eagles free of charge at the Old Chain of Rocks Bridge. It draws in thousands of tourists each year. Eagle Days is also the first time the Missouri Department of Conservation and the Illinois Department of Natural Resources collaborated together.



## EFFECTIVE INTERMEDIARIES IN ST. LOUIS

The effective intermediaries in St. Louis all share these common qualities

1. Stable source of funding
2. Accountability and transparency
3. A clear mission and niche
4. Service valued by both funders and nonprofits that neither group could provide on its own

A stable source of funding is a key to any effectively functioning intermediary. It is very hard to secure funds for smaller intermediaries. Larger intermediaries such as the Regional Arts Commission, Regional Health Commission, and United Way of Greater St. Louis all have very stable sources of funding. The Regional Arts Commission receives its funding from a steady stream of hotel/motel tax dollars. The Regional Health Commission is covered under the federal funds of the Demonstration Project. The United Way of Greater St. Louis is able to raise a majority of its funds through its Annual Campaign. Smaller intermediaries have more difficulty securing funds and are often reliant on state and federal grants and private funders. This is usually because smaller intermediaries have a harder time establishing a foothold in St. Louis's competitive funding market. However, there are exceptions to this generalized statement.

The second attribute is to make sure intermediaries are accountable and transparent to their funders and their members. It is also important that intermediaries hold their beneficiaries accountable without overstepping the intermediary duties. Accountable intermediaries in St. Louis have advisory boards that have an influential member within the sector it serves. For example, the Regional Health Commission has board members from competing organizations (Sisters of St. Mary Healthcare System and BJC Healthcare) to ensure it is accountable to the whole sector. Many intermediaries in the St. Louis region are also held accountable through sunshine laws.<sup>6</sup>

The third attribute is to ensure that intermediaries have a clearly defined mission and specific niche within the market. Intermediaries, especially in times of decreased funding, tend to chase available funds. This can lead to mission drift and an expansion of services outside of their expertise.

An intermediary must also be able to provide services valued by both funders and nonprofits but that neither group could provide on its own. This is one of the main ways by which an intermediary strengthens the sector.

Intermediaries should be able to increase the efficiency and effectiveness of funders and nonprofit direct service providers through services outside of the funder's and direct service provider's capacity or scope. For example, Nonprofit Services Center provides training, capacity building grants, and a speaker series' specifically for grantees of the Missouri Foundation for Health, as well as other constituents.

---

<sup>6</sup>Sunshine Law: "It is the public policy of this state that meetings, records, votes, actions, and deliberations of public governmental bodies be open to the public unless otherwise provided by law. Sections 610.010 to 610.200 shall be liberally construed and their exceptions strictly construed to promote this public policy." (from the attorney general: <http://ago.mo.gov/sunshinelaw>)

## WHAT WOULD THE COMMUNITY LOOK LIKE WITHOUT INTERMEDIARIES?

There are a number of implications for the St. Louis community if intermediaries were not funded including:

1. **Void in Collective Action**  
An intermediary has critical value in providing strategic focus and effectiveness centered on a specific issue. If intermediaries were lost, “attempts to address problems would become more fragmented and diffuse” resulting in unmet needs of the sector.<sup>7</sup>
2. **Loss of a systematic-level approach**  
The result of this approach results in an increase in overlapping services, duplication of training, disjointed advocacy, lack of networking, loss of coordination, and less familiarity with evidence based practices.
3. **Reduced Impact**  
The dollars spent towards an issue would have less of an impact in the community without intermediaries. While philanthropic dollars for programs are critical to helping improve the lives and circumstances of whatever target population is being served, it is important to note that if it weren't for the systemic work done by intermediaries those direct service dollars would potentially have less impact. When donors say they prefer to fund direct services they are often forgetting that the training and technical support and other community needs that allow them to serve clients comes from the intermediaries in their community.
4. **Diminished ability to draw in more federal dollars**  
Intermediaries by nature have the ability to provide much needed scale to smaller nonprofits. This often helps when an organization is trying to go after federal dollars. For example, Maternal, Child and Family Health Coalition played a major role in securing \$7 million in federal Healthy Start funds that was only eligible to communities with existence of a coalition working on infant mortality.



### Spotlight: Vision for Children at Risk:

VCR has a strong impact within the St. Louis nonprofit community. The organization has helped launch and start other intermediaries such as Maternal, Child, and Family Health Coalition and Healthy Youth Partnership. VCR has also had a number of successful child related initiatives such as securing grants, partnering with key organizations, and sponsoring events. There would be a large void in solving children related issues in the St. Louis region without its presence.

The St. Louis nonprofit sector capacity and its impact would appear very different if it were not for intermediaries and their successful initiatives.

<sup>7</sup>Richard Patton, Vision for Children at Risk

## APPENDIX 1- GLOSSARY OF TERMS

Capacity Building: actions that improve an organization’s effectiveness through technical assistance, general operating support, training, consulting, partnerships, and other services.

(from *Investing in Capacity Building* by Barbara Blumenthal, published by The Foundation Center; *Working with Intermediaries Global Grant Making through Partner Organizations*, published by Grant Craft.)

Collaborative Intermediaries: an intermediary that facilitates the convening of two or more entities working together to pursue a common goal. They serve as the “lead organization for the collaborative partnership, leading the development of work plans, creating and managing collaborative performance measurement systems and tools.” Intermediaries are one form of collaboration.

(from *Intermediary-Funder Partnerships: Benefits, Service, and Results* by Dare Mighty Things, Inc)

Leveraging and Brokering Intermediaries: an intermediary that draws in and increases resources to service the sector. This typically involves a fiscal role; however, resources also include volunteers and other categories besides finances.

Fiscal Intermediary: an intermediary that take on financial duties on behalf of their foundation partners. Fiscal intermediary “distribute funds to beneficiary organizations and conduct appropriate oversight of those funds. “

(from *Intermediary-Funder Partnerships: Benefits, Service, and Results* by Dare Mighty Things, Inc; *Working with Intermediaries Global Grant Making through Partner Organizations*, published by Grant Craft)

Intermediary: local intermediaries are a promising approach to efficiently and effectively connecting and delivering a range of support services. Typically local intermediary organizations engage in one or more of the following tasks:

- Engaging, convening, and supporting critical constituencies;
- Promoting quality standards and accountability;
- Brokering and leveraging resources (including fiscal responsibilities)'
- Promoting effective policies.

(from: *Local Intermediary Organizations: Connecting the Dots for Children, Youth, and Families*: Institute for Educational Leadership)

## APPENDIX 2- ST. LOUIS NONPROFIT INTERMEDIARIES DIRECTORY

Organization name	Years in Operation	Staff Size FTE	Annual Budget (Operating Budget)	Type of Operations				Geographic Region Served			
				Fiscal	Collaborative	Training/ Capacity Building/ Consulting	Advocacy	St. Louis City	St. Louis County	St. Louis Region	Missouri
ARCHS	14	34	\$3.7 million <sup>1</sup>	X	X	X		X	X	X	X
Arts and Education Council	48	9	\$1.3 million <sup>2</sup>	X		X		X	X	X	
Child Care Aware	13	11	\$5 million		X	X	X	X	X	X	X
Child Day Care Association*	42	47	\$2 million		X	X		X	X	X	
Community Council of St. Charles	57	7	<\$500,000	X	X	X				X	
Confluence Partnership	13	1	\$470,000		X		X	X	X	X	X
Earth Day St. Louis	21	2	\$204,295		X		X	X			
Healthy Youth Partnership	5	2.5	\$125,000	X	X	X	X	X	X	X	
IFF		3									
Jewish Federation of St. Louis	109	45	\$5.6 million <sup>3</sup>	X	X	X		X	X		
Maternal, Child, and Family Health Coalition	11	6	\$850,000		X	X	X	X	X	X	
Missouri Alliance for Arts Education	7	1	\$115,000		X		X	X	X	X	X
Missouri Arts Council*	18	12	\$9.6 million	X		X	X	X	X	X	X
Missouri Citizens for the Arts	21	1	<\$120,000				X	X	X	X	X
Nonprofit Services Center	12	9	<\$1 million			X		X	X	X	X
Regional Arts Commission	25	9	\$1.4 million <sup>4</sup>	X		X		X	X		
Regional Center for Education & Work	10	3	\$200,000			X		X	X	X	X
Regional Housing and Community Development Association	Unknown	13	\$1.6 million	X		X		X	X	X	
Safe Kids St. Louis*	20	1	Unknown		X	X	X	X	X	X	
Safety Council of Greater St. Louis*	90	7	\$780,998		X	X		X	X	X	
St. Louis Area Business Health Coalition	28	10	\$1.5 million	X	X	X	X	X	X	X	
St. Louis Lead Prevention Coalition	12	2	\$193,766		X		X	X	X	X	
St. Louis Healthy Families	5	4	\$1.1 million	X	X	X	X	X	X		
St. Louis Regional Asthma Consortium*	11	1.5	\$93,377		X	X	X	X	X	X	
St. Louis Regional Health Commission	11	4	\$1.8 million	X	X	X		X	X	X	
St. Louis for Kids	7	5	\$555,000		X	X	X	X			
Teen Pregnancy and Prevention	14	0.5	\$53,780		X		X	X	X	X	X
United Way of Greater St. Louis	89	100	\$11.7 million <sup>5</sup>	X	X	X	X	X	X	X	X
Vision for Children at Risk	22	4.2	\$486,616		X			X	X	X	X
Volunteer Lawyers and Accountants for the Arts	29	1	\$82,025			X		X	X	X	

**Total budget including grants given out: <sup>1</sup>\$8.6 million, <sup>2</sup>\$2.2 million, <sup>3</sup>\$17.8 million, <sup>4</sup>\$4.8 million, <sup>5</sup>68.3 million**

\*Indication that these organizations were not reached by survey or interviews.

### APPENDIX 3- DIRECTORY DETAIL

Organization	Overview	Executive Director	Website
ARCHS	Leverages private and federal funds to provide strategic management oversight and technical services.	Wendell E. Kimbrough	<a href="http://www.stlarchs.org/">http://www.stlarchs.org/</a>
Arts and Education Council	Enriches St. Louis art community through investing in art organizations and increasing the number of local art supporters.	Cynthia Prost	<a href="http://www.KeepArtsHappening.org/">http://www.KeepArtsHappening.org/</a>
Child Care Aware	To connect families to child care; improve child care programs; collaborate with leaders across sectors to make child care safe.	Dr. L Carol Scott	<a href="http://mo.childcareaware.org/">http://mo.childcareaware.org/</a>
Child Day Care Association	Promote quality child care in the community.	John Daley	<a href="http://www.childcarestl.org/">http://www.childcarestl.org/</a>
Community Council of St. Charles County	Promote collaborations through private and public foundations to support building the community of St. Charles County. Serves as a fiscal agent.	Denise Liebel	<a href="http://www.communitycouncilstc.org/">http://www.communitycouncilstc.org/</a>
Confluence Partnership	The Confluence Project is a long term investment in land conservation, facilities and public programs for this regional initiative. Since 1997, the Project has been led by a working partnership of non-profit organizations, brought together with encouragement and seed support from The McKnight Foundation.	Laura Cohen	<a href="http://www.confluencegreenway.org/">http://www.confluencegreenway.org/</a>
Earth Day St. Louis	Acts as an educational catalyst, forming strategic alliances and providing credible environmental information to the region.	Cassie Phillips	<a href="http://www.stlouiseearthday.org/">http://www.stlouiseearthday.org/</a>
Healthy Youth Partnership	Act as a catalyst for partner collaboration and promoting change at a boarder level to fight against childhood obesity.	Jennifer Porto	<a href="http://www.healthyouthpartnership.org">http://www.healthyouthpartnership.org</a>
IFF	IFF is a nonprofit financial institution which assists nonprofits through loans, facilities planning and facilities development. IFF acts as a catalyst across key stakeholder groups to improve knowledge and support for the nonprofit sector.	Kirby Burkholder	<a href="http://www.iff.org">http://www.iff.org</a>
Jewish Federation of St. Louis	Help organizations with financial investments to build a vibrant Jewish community.	Barry Rosenberg	<a href="http://www.jewishinstlouis.org/">http://www.jewishinstlouis.org/</a>

Organization	Overview	Executive Director	Website
Maternal, Child, & Family Health Coalition	To improve birth outcomes, promote healthy families, and build a healthy community by mobilization the region through education and advocacy.	Kendra Copanas	<a href="http://www.stl-mcfhc.org">www.stl-mcfhc.org</a>
Missouri Alliance for Arts Education	The Mission is to develop and implement a statewide comprehensive arts education plan with a goal of making the arts a basic part of education for all Missourians. The MAAE is a consortium of arts education associations that represent dance, drama/theatre, music and visual art.	Deborah Fisher	<a href="http://www.moaae.org">http://www.moaae.org</a>
Missouri Arts Council	A state agency and division of the Department of Economic Development, provides over \$6.5 million a year to nonprofit organizations through grants that meet our strategic goals (increase participation in the arts, grow Missouri's economy using the arts, strengthen Missouri education through the arts).	Beverly Strohmeyer	<a href="https://www.missouriartscouncil.org/">https://www.missouriartscouncil.org/</a>
Missouri Citizens for the Arts	Missouri Citizens for the Arts addresses, through grassroots advocacy, public issues that affect the arts industry at the local, state, and national levels. MCA-Education Fund educates the public-at-large and private business on the contributions the arts make to the economic climate and to our quality of life.	Cristina Garcia	<a href="http://www.missouricitizensforthearts.org">http://www.missouricitizensforthearts.org</a>
Nonprofit Services Center	"NSC's mission is to strengthen our region's nonprofit organizations and the nonprofit sector as a whole by providing programs, services, and resources that inform, promote, and connect nonprofits as they work to improve people's lives. "	Deborah Cooper	<a href="http://www.nonprofitservices.org/">http://www.nonprofitservices.org/</a>
Regional Arts Commission	RAC is the largest annual funder of the arts in the St. Louis. Through granting opportunities, innovative programs/seminars and community development initiatives, RAC has been a leader in supporting and expanding the impact of arts and culture in the region.	Jill McGuire	<a href="http://art-stl.com">http://art-stl.com</a>
Regional Center for Education and Work	Initiate, promote, and support programs that foster cooperation and information sharing among business, labor, social service, and education to create a healthy work-force in St. Louis.	Thomas Schnell	<a href="http://www.umsl.edu/~rcew/">http://www.umsl.edu/~rcew/</a>



Organization	Overview	Executive Director	Website
Regional Housing and Community Development Association	RHCDA is a nonprofit organization that provides capacity building technical assistance and financial resources to nonprofit community-based development organizations to help them revitalize St. Louis area urban core neighborhoods.	Stephen Acree	<a href="http://www.rhcda.com/joomla/">http://www.rhcda.com/joomla/</a>
Safe Kids St. Louis	Promote changes in attitudes, behaviors, laws and the environment to prevent accidental injury to children.	Cathy Hogan	<a href="http://safekidsstl.org/">http://safekidsstl.org/</a>
Safety Council of Greater St. Louis	Committed to making Metropolitan St. Louis a safer place in which to live, work, and play. This goal is being reached through the active participation of our members and the community in a variety of safety related educational programs and activities.	William Jaggi	<a href="http://www.stlsafety.org/">http://www.stlsafety.org/</a>
St. Louis Area Business Health Coalition	The BHC's more than 40 leading employer members aim to improve the health of their employees and enhance the overall quality and value of their investments in health benefits. The BHC supports these efforts with advocacy, purchasing solutions and valuable opportunities for members to connect and share experiences.	Mary Jo Condon	<a href="http://www.stlbhc.org/">http://www.stlbhc.org/</a>
St. Louis for Kids	Provide leadership, coordination, technical assistance, and advocacy to youth serving organizations that focus on improving quality, accessibility, and sustainability of non-school hour programs.	Rose Anderson-Rice	<a href="http://www.stlouis4kids.org/">http://www.stlouis4kids.org/</a>
St. Louis Healthy Families	To support, establish, and sustain healthy families and relationships in the greater St. Louis area through education, information, and outreach.	Bridget Brennan	<a href="http://www.stlhealthyfamilies.org/">http://www.stlhealthyfamilies.org/</a>
St. Louis Lead Prevention Coalition	The coalition is a diverse group of individual and public and private organizations working together to reduce and eliminate lead exposure in the St. Louis metro area, especially among children. Our focus is on outreach, education, advocacy and environmental interventions. We work to create sustainable public/private partnerships to address lead hazards and create healthy home environments.	Judith Riehl	<a href="http://www.leadprevention.org/">http://www.leadprevention.org/</a>

Organization	Overview	Executive Director	Website
St. Louis Regional Asthma Consortium	To promote collaboration of diverse agencies and individuals dedicated to reducing asthma morbidity and improving the quality of life for people with asthma in the St. Louis area.	-	<a href="http://www.asthma-stlouis.org/">http://www.asthma-stlouis.org/</a>
St. Louis Regional Health Commission	Collaborate effort to unite health providers and community members with locally and statewide to improve the health of the uninsured and underinsured.	Robert Freund	<a href="http://www.stlrhc.org/">http://www.stlrhc.org/</a>
Teen Pregnancy and Prevention Partnership	Bring individuals, private, and public organizations together to improve communication and education in youth so that Missouri makes a choice to decrease the incidence of sexually transmitted diseases and unplanned pregnancies.	Allison Hile	<a href="http://www.teenpregnancy-stl.org/">http://www.teenpregnancy-stl.org/</a>
United Way of Greater St. Louis	Unites people of different backgrounds and interests to work together to strengthen health and human services in Missouri and Illinois	Gary Dollar	<a href="http://www.stl.unitedway.org/home.aspx">http://www.stl.unitedway.org/home.aspx</a>
Vision for Children at Risk	Promote well-being of St. Louis children and youth, targeting those in low socio-economic status, by ensuring the community makes a more effective and systematic provision for meeting the needs of the child.	Richard Patton	<a href="http://visionforchildren.org/">http://visionforchildren.org/</a>
Volunteer, Lawyers and Accountants for the Arts	Contribute to cultural enrichment of St. Louis by providing low-income artists and art organizations with free legal and accounting assistance.	Sue Greenberg	<a href="http://vlaa.org/">http://vlaa.org/</a>

## APPENDIX 4- ADDITIONAL RESOURCES ON INTERMEDIARIES

Breakthrough Performances: Ten Emerging Practices of Leading Intermediaries

<http://www.hhs.gov/fbc/Tools%20&%20Resources/Pubs/breakthrough.pdf>

In February of 2008, eleven leading intermediaries gathered in the nation's capital for the Intermediary Summit to share practices that have led to breakthroughs in performance. This guidebook is the result of their efforts to deconstruct each practice and examine the elements that make it effective.

Effective Collaborations: Recommendations for a Connected Philanthropic Infrastructure

[http://www.wingsweb.org/download/2010%20Forum/Effective\\_Role\\_Grantmaker\\_Lindsey.pdf](http://www.wingsweb.org/download/2010%20Forum/Effective_Role_Grantmaker_Lindsey.pdf)

Assesses the extent to which philanthropic infrastructure groups currently collaborate and determines the ways to encourage more effective partnerships.

Funder- Intermediary Relationships- Promises and Pitfalls

[http://www.fieldstonealliance.org/client/Funder-Intermediary\\_Survey\\_Report.pdf](http://www.fieldstonealliance.org/client/Funder-Intermediary_Survey_Report.pdf)

Fieldstone Alliance hoped to learn more about critical success factors that lead to positive, mutually beneficial relationships between funders and intermediaries. An online survey was used to gather experiences from both funders and intermediaries. These success factors could then be used by both funders and intermediaries as a guide when developing contracts or grants, and as a tool to manage the ongoing work of the partnership.

Intermediary Development Series- Establishing Partnerships

[http://www.acf.hhs.gov/programs/ocs/ccf/about\\_ccf/qbk\\_pdf/ep\\_qbk.pdf](http://www.acf.hhs.gov/programs/ocs/ccf/about_ccf/qbk_pdf/ep_qbk.pdf)

A practical guide for intermediaries to help FBO/CBOs in a variety of tasks including securing more funding, providing services more effectively or on an increased scale and also helping them operate more efficiently.

The Intermediary Guidebook: Making and Managing Community Connections for Youth School-to-Work Intermediary Project

<http://www.intermediarynetwork.org/pdf/files/IntermGuide%202001.pdf>

This guidebook is designed for people and organizations that are engaging in partnerships designed to promote young people's self confidence about their abilities, increase their connections to adults and opportunities, and foster the academic and work-related competencies they need to succeed.

Local Intermediary Organizations: Connecting the Dots for Children, Youth, and Families

<http://www.aypf.org/publications/intermediaries.pdf>

Supporting systems and services that nurture children, youth, and families as they grow and develop is the common agenda for the six organizations that have contributed to this brief. Through numerous interactions, the authors have each come to realize how intermediary organizations are improving systems that support our youngest children, our school-age children, our youth transitioning to adulthood, and their families and communities. We believe that local intermediaries have the potential to help revitalize and reform the delivery of services to children, youth, and families.

The Role of Local Intermediary Organizations in the Youth Development Field

<http://www.chapinhall.org/sites/default/files/Intermediary.pdf>

This paper looks at the role of local youth development intermediaries in assisting organizations with programmatic and organizational challenges. The challenges include the importance of defining effective practice and clarifying their accountability and the outcomes for which they are responsible.

Toward More Effective Use of Intermediaries

[http://foundationcenter.org/gainknowledge/research/pdf/practicematters\\_01\\_paper.pdf](http://foundationcenter.org/gainknowledge/research/pdf/practicematters_01_paper.pdf)

This paper discusses the reasons funders' use IOs, the inherent benefits and difficulties, and the circumstances in which foundations might make this choice.

Working with Intermediaries- Global Grantmaking through Partner Organizations

<http://www.grantcraft.org/?pageid=1327>

Making grants through an intermediary is often the simplest way to fund internationally, and sometimes the most effective. GrantCraft asked a handful of experienced grantmakers and experts about the keys to finding, working with, and getting the most from international intermediaries. How does the relationship between donor and intermediary really work?