



A Manual for Sharing
a Community Engagement Coordinator
Between Two Organizations

Northeast Hawley Development Association (NEHDA) and
Syracuse Northeast Community Center (SNCC)
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1. Executive Summary

This manual describes how the Northeast Hawley Development Association (NEHDA) and the Syracuse Northeast Community Center (SNCC) share a Community Engagement Coordinator (CEC) staff position. The linchpin of the partnership is that the two organizations have overlapping service areas and complementary missions. The CEC supports the combined activities of both organizations as well as supports the unique activities of each organization. NEHDA and SNCC's goals for sharing their community engagement activities are to: capitalize on each organization's strengths, tackle each organization's community engagement challenges, and share personnel expense.

In 2015 NEHDA and SNCC developed a job description, job qualifications and hired a Volunteer and Community Engagement Coordinator. With support from the CNY Community Foundation in 2016, Apter & O'Connor Associates assisted the organizations to refine the job description, complete a memorandum of understanding to formalize the partnership, and capture the results in this manual.

The two most significant outcomes of the project relate to the principle of reciprocity. Reciprocity in this context is an exchange of services that can empower people who have received services by providing them with a mechanism to provide services to others. A new program partnership, *Together We're Better*, will be managed by the CEC. Within NEHDA and SNCC's service area, this program will offer training and mentoring to adults living in poverty so that they can provide paid or unpaid services matched to the needs of small businesses or organizations in their neighborhood. The program acknowledges that before people who are living in poverty can consider career training, they need to have a healthy self-image and to overcome hopelessness by engaging in their community.

Reciprocity viewed through a different lens will capitalize on the CEC's community connections; businesses, agencies, neighborhood groups and individuals who directly and indirectly benefit from NEHDA and SNCC's neighborhood programs will be invited to reciprocate with in-kind and financial support of the organizations.

This manual describes the process (with supporting documents) used to refine the CEC job description and create a Memorandum of Understanding that can enable replication of a shared community engagement position between other organizations.

2. COMMUNITY ENGAGEMENT POSITION DESCRIPTION

2.1 Introduction

It was critical to the success of this partnership that NEHDA and SNCC have overlapping service areas and complimentary missions.

NEHDA was founded in 1974 with the mission to lead revitalization and stabilization of the northeast sector of Syracuse. NEHDA facilitates community development that promotes strong and safe neighborhoods, thriving businesses, and active civic engagement. This is achieved under three pillars of activity:

- 1) Community Development -NEHDA organizes neighborhood engagement to develop and advocate for a shared community vision.
- 2) Real Estate Development-NEHDA is a liaison and connector between developers, residents, and resources to create opportunities for improving the neighborhood.
- 3) Economic and Business Development - NEDHA aligns the needs of residents, businesses and community groups to resources in order to support a strong economic environment.

SNCC grew out of the need to build a new school to serve the northeast quadrant of Syracuse. In exchange for disrupting the neighborhood, city and neighborhood leaders came together to build a community center alongside the new school in 1978. This resulted in the unique situation of having the Community Center directly connected to what is now Dr. Weeks Elementary School. SNCC's mission is to work with area residents to provide services and programs that address the changing needs and interests of the north/northeast neighborhoods. Current programming revolves around five core areas:

- 1) Senior Support
- 2) Youth Development
- 3) Family Stability and Basic Needs
- 4) Healthcare Education and Access
- 5) Community Connections and Collaborations.

Both organizations' service area, the north/northeast geographic area of Syracuse, has one of the highest concentrations of poverty in the city, including an "extreme poverty" census tract where more than 40% of households live in poverty. Twelve percent (12%) of all families have annual incomes of less than \$10,000. Also, the area is extremely diverse: 14% of census tract residents were born in a foreign country and 17% of households speak a language other than English at home (2010 American Community Survey's 5-Year Estimates). The shared staff person brings cultural competency as well as general experience to community engagement activities.

Perhaps most important to hiring the right person for the CEC position is that NEHDA and SNCC share an organizational culture that values entrepreneurial thinking to solve problems and meet challenges. This is evident both in the qualifications required for the CEC and in the revised position description.

2.2 The Starting Point

In 2015 the original title for the CEC was “Volunteer and Community Engagement Coordinator,” reflecting both organizations’ interest in attracting new and managing existing volunteers (Appendix A). Approximately 80% of the activities in that iteration of the job description related to volunteer recruitment, training, records management and retention. The defined “community engagement” activities included encouraging neighborhood residents and businesses to participate in programs and events that provide social and economic networking opportunities for both.

At the start of this project each organization was positioned differently related to volunteers and community engagement. NEHDA had a small number of existing volunteers involved in day-to-day operations (one of whom is effectively a FTE). At NEHDA, the CEC developed a robust publicity program including social media, and was responsible for managing special events, in one case doubling participation over past performance.

Conversely, SNCC had a robust volunteer program at the start of this project, needing only some management expertise. Its publicity practices needed consistency; however with programs functioning at near capacity, publicity needed to be directed to potential partners and funders. Finally, both NEHDA and SNCC identified the need to make the Volunteer and Community Engagement Coordinator financially sustainable.

2.3 Gathering and Analyzing Stakeholder Input

One of the first activities in this project was to gather perceptions about the job responsibilities (not job performance) of the Volunteer and Community Engagement Coordinator. This process of gathering stakeholder input often precedes creation of the job description, however in this instance it was beneficial to have a model to compare with responses.

Input was gathered through:

- individual interviews with key staff to gather their vision and concerns,
- a meeting of stakeholders of both organizations (board members, staff, volunteers) focusing on volunteerism and community engagement,

- a survey of the Board and staff of both organizations on the strengths, weaknesses, opportunities and threats (SWOT) of current community engagement activities,
- a baseline satisfaction survey of the staff of both organizations related to volunteers (SNCC specific) and community engagement (NEHDA specific).

The tools used above appear as Appendices B, C, and D.

An analysis of the responses yielded themes that are captured in the following quotes:

*Both agencies think outside the box in developing solutions **to creatively fill gaps/address trends in the community** (grassroots minded, sharing resources, and strategic visioning).*

*Strong commitment to building programs and services that not only **meet the needs of those in the neighborhood, but are (will be) driven by the neighborhood as well.***

*The complexion of the north side is continuously changing due to an influx of refugees; **it could become a threat to future success if cultural competency, language skills, etc. are not built into strategic thinking about future programming.***

*Create a **“single point of entry”** to a continuum of services and programs offered by both.*

*Absent the current staff, **documentation of the shared CEC position** needs to be such that the position can continue seamlessly or be replicated.*

*[A threat is] Rising poverty rates and higher need with no match for **funding and resources.***

2.4 Acting on Input

The combined experience and expertise of the staffs of both organizations resulted in development of a community engagement endeavor called *Together We're Better* that represents the themes above: a creative solution to the problem of social isolation that benefits and is driven by neighborhood individuals and businesses/organizations, and has the potential to be sustainable. This new program builds on the success of NEHDA and SNCC's shared community engagement staff position; the program collaboration looks to address a community trend, rather than purely to answer an organizational capacity need. As such, the

financial sustainability of the CEC is enhanced by its role in the delivery of the new program, rather than purely supporting organizational infrastructure needs such as publicity, volunteer coordination and fund development. NEHDA and SNCC have applied to VISTA, the United Way and foundations for program support. This leaves solicitation of private donations from businesses and individuals available for unrestricted support.

NEHDA and SNCC's new community engagement program, *Together We're Better*, will partner individuals with neighborhood businesses and community groups. It will provide coaching and training in soft and hard skills, like telephone etiquette and basic computers, which people will use to help out their neighborhood's small, start-up or immigrant-owned businesses. The program acknowledges that before people who are living in poverty can consider career training, they need a healthy self-image and to overcome hopelessness. It exemplifies the principle of reciprocity - empowering people who have received services by providing them with a mechanism to provide services to others.

Fundamental in the construction of *Together We're Better* are measurable outputs and outcomes for program participants. Not only does program evaluation provide a mechanism for program improvement, but also the ability to demonstrate that when successful the program changes the lives of participants in measurable ways. Both are critical in making a case for grant funding in particular (Appendix E).

2.5 The Revised Position Description

Early in this project, NEHDA and SNCC acknowledged that volunteer coordination is part of their practice of community engagement and therefore "volunteer" was eliminated from the title of the position description. Also, the revised job functions of the "Community Engagement Coordinator" now recognize that the CEC is uniquely positioned to participate in fund development activities. Only minor changes were made to the Qualifications for the position (see below and Appendix F).

COMMUNITY ENGAGEMENT COORDINATOR - Position Description

JOB SUMMARY: The Community Engagement Coordinator (CEC) creates and deepens relationships between individuals and NEHDA/SNCC for the purpose of fulfilling each organization's mission as it relates to community engagement.

ESSENTIAL JOB FUNCTIONS AND (% OF TIME DEDICATED TO THAT FUNCTION)

1. Publicizes both NEHDA and SNCC' s programs in person and via media. (30 %)
2. Coordinates with NEHDA and SNCC leadership the pursuit of fund raising goals for each organization. (25 %)
3. Identifies volunteer/employment opportunities within NEHDA/SNCC and with neighborhood businesses and organizations and partners them with low-income clients and neighborhood residents. (10 %)
4. Supervises the *Together We're Better* staff to confirm: client/organization pairings, skills class delivery, mentoring activities, and program evaluation activities. (10 %)
5. Coordinates with staff and volunteers their activities related to community engagement, including providing quality control. (10 %)
6. Identifies needs for professional and skilled services among businesses and organizations in NEHDA/SNCC's service area and pairs them with appropriate resources. (5 %)
7. Supports other staff in pursuing grant funding. (5 %)
8. Coordinates with other staff output and outcome evaluations of community engagement activities. (5 %)

QUALIFICATIONS

- Demonstrated entrepreneurial spirit and resourcefulness.
- Understanding of and dedication to the principles in the organizational missions of both SNCC and NEHDA.
- Ability to establish priorities, plan, coordinate, and monitor the work of multiple, projects while maintaining meticulous attention to detail; provide quality control.
- Proven ability to work well with diverse groups of people; cultural competency.
- Ability to function independently and in concert with other staff, board members, volunteers, community partners, and neighborhood residents.
- Excellent computer skills, especially in Microsoft Office.
- Experience in public speaking and facilitating meetings.
- Excellent oral and written communication skills.
- Ability to motivate a team.

- One to three (1-3) years of volunteer or staff management experience, preferably for non-profit organizations.
- Willingness to work outside of regular business hours as needed; some evening, weekend and holiday work required.
- Associate's degree from an accredited college required; Bachelors-level training in management, business, social services, organizational development or other related field preferred.

The final step of this project is to present and discuss the revised position description with the stakeholders originally engaged in the project. The purpose of returning to the stakeholders is to demonstrate the value of their early input in the development of the community engagement program. Additionally, it begins the process of disseminating information about how organizations can share community engagement activities as well as to promote *Together We're Better*.

3. MEMORANDUM OF UNDERSTANDING

3.1 Introduction

The agreement between NEHDA and SNCC is codified in a Memorandum of Understanding (MOU). An MOU is unlike a contract in that it is not intended to be legally binding; rather it serves as a written memorial to the agreement made by the two organizations. As with the revised CEC position description, NEHDA and SNCC sought: “absent the current staff, documentation of the shared CEC position . . . such that the position can continue seamlessly or be replicated.”

The narrative content of the MOU between NEHDA and SNCC follows below and appears in its entirety as Appendix G. The position description of the CEC appears as Schedule A of the MOU. It contains the essential job functions of the CEC, plus reporting and cost sharing agreements.

Memorandum of Understanding

This Memorandum of Understanding (MOU) sets forth the agreement between the Northeast Hawley Development Association, Inc. (NEHDA) and the Syracuse Northeast Community Center, Inc. (SNCC) to share the staff position Community Engagement Coordinator.

Background

For many years NEHDA and SNCC have complemented one another’s programs by serving different needs among the diverse population of Syracuse’s north side residents and businesses. NEHDA and SNCC collaboratively designed the job description for a shared, Community Engagement Coordinator to be funded by both organizations.

Purpose

This MOU will define the job responsibilities of the Community Engagement Coordinator and the division of the work schedule and personnel expense of the Community Engagement Coordinator. **(Schedule A)**

Reporting

NEHDA and SNCC will designate individuals who will communicate monthly in order to assess the effectiveness of this partnership and to identify actions necessary to fulfill the purpose of this agreement. The Community Engagement Coordinator’s supervisor(s) will evaluate and report the job performance of the Community Engagement Coordinator to the individuals identified above annually.

Funding

This agreement does not create a contractual obligation of funds between NEHDA and SNCC, nor does it create an obligation of funds among NEHDA, SNCC and an individual employed as Community Engagement Coordinator. However, both organizations agree to an equitable sharing of the Community Engagement Coordinator 's direct personnel expenses.

Terms

- a) Initial **Term**. This agreement will be for twelve (12) months beginning on _____, 201_ and ending on _____, 201_, inclusive (the "Initial Term").
- b) Automatic **Renewal**. This agreement will be renewed automatically for successive, additional twelve (12) month terms. Each additional twelve-month period is a "Renewal Period."
- c) Non-**Renewal**. Either party may elect not to renew this agreement by giving the other party written notice of its intent not to renew sixty (60) days in advance of the expiration of a Renewal Period.

This agreement may be modified in writing by mutual consent of NEHDA and SNCC.

Schedule A

COMMUNITY ENGAGEMENT COORDINATOR – Position Description

JOB SUMMARY: The Community Engagement Coordinator (CEC) creates and deepens relationships between individuals and NEHDA/SNCC for the purpose of fulfilling each organization’s mission as it relates to community engagement.

ESSENTIAL JOB FUNCTIONS AND (% OF TIME DEDICATED TO FUNCTION)

- 1. Publicizes both NEHDA’s and SNCC’s programs in person and via media. (30 %)
- 2. Coordinates with NEHDA and SNCC leadership the pursuit of fund raising goals for each organization. (25 %)
- 3. Identifies volunteer/employment opportunities within NEHDA/SNCC and with neighborhood businesses and organizations and partners them with low-income clients and neighborhood residents. (10 %)
- 4. Supervises the *Together We’re Better* teacher to confirm: client/organization pairings, skills class delivery, mentoring

- activities, and program evaluation activities. (10 %)
- 5. Coordinates with staff and volunteers their activities related to community engagement including providing quality control. (10 %)
- 6. Identifies needs for professional and skilled services among businesses and organizations in NEHDA/SNCC's service area and pairs them with resources. (5 %)
- 7. Supports other staff in pursuing grant funding. (5 %)
- 8. Coordinates with other staff output and outcome evaluations of community engagement activities. (5 %)

REPORTING

The Community Engagement Coordinator reports to the Executive Director for NEHDA and the Associate Executive Director for SNCC. The Community Engagement Coordinator works for NEHDA 50% and works for SNCC 50%. Both parties may agree upon specific days and times that the Community Engagement Coordinator will be engaged in activities supporting each party. Further, both parties may agree upon the physical work locations to be occupied by the Community Engagement Coordinator.

COST SHARING

Both parties agree that the direct personnel expense (salary, taxes, benefits) for the Community Engagement Coordinator will be shared 50% by NEHDA and 50% by SNCC. The Community Engagement Coordinator is carried on SNCC's payroll, is eligible for SNCC benefits and is accountable to SNCC Human Resources policies. Non-personnel expenses such as supplies and direct program expenses are shared 50% by NEHDA and 50% by SNCC.

Appendix A Original Job Description of *Volunteer and Community Engagement Coordinator*



VOLUNTEER & COMMUNITY ENGAGEMENT COORDINATOR

GENERAL DESCRIPTION

Syracuse Northeast Community Center (SNCC) and **Northeast Hawley Development Association (NEHDA)** are excited to partner for the shared position of *Volunteer and Community Engagement Coordinator*. SNCC's mission is to work with area residents to provide services and programs that address the changing needs and interests of the city's north/northeast neighborhoods. NEHDA is committed to improving the quality of life of the residents and stakeholders in the northeast community of Syracuse by promoting neighborhood stabilization through quality housing, advocacy and support, community-enhancing economic development, and community-building activities.

Reporting to SNCC's Deputy Director of Operations and NEHDA's Executive Director, the Volunteer and Community Engagement Coordinator is responsible for promoting community engagement through volunteerism, building community support, and creating energy, interest, and increased awareness around the opportunities and challenges facing the North/Northeast side of Syracuse. The full-time position will be shared between SNCC and NEHDA with office and working space available at both locations (0.4 miles apart).

QUALIFICATIONS

- Entrepreneurial spirit, resourcefulness, dedication to the organizational mission of both SNCC and NEHDA;
- Ability to establish priorities, plan, coordinate, and monitor work of multiple projects while maintaining meticulous attention to detail;
- Proven ability to work well with diverse groups of people;
- Ability to function independently and in concert with other staff, board members, volunteers, community partners, and neighborhood residents;
- Excellent computer skills, especially in Microsoft Office.
- Experience in public speaking and facilitation;

- Excellent oral and written communication skills;
- Ability to motivate a team;
- 1-3 years of volunteer or staff management experience, preferably for non-profit organizations;
- Willingness to work outside of regular business hours as needed; some evening, weekend and holiday work required;
- Associate's degree from an accredited college required; Bachelors-level training in management, business, social services, organizational development or other related field preferred.

MAJOR FUNCTIONS

Volunteer Recruitment

- Screens and interviews volunteers in accordance with SNCC/NEHDA standards;
- Maintains and processes volunteer paperwork for each volunteer, to include background and reference checks;
- Conducts public speaking engagements with community groups on the mission and current needs for volunteers at SNCC/NEHDA;
- Utilizes social media and other community online tools to engage possible volunteer networks;
- Provides a regularly scheduled volunteer orientation;
- Develops and implements volunteer recruitment strategies, including recruitment strategic plan;
- Provides tours to interested volunteers and follow up with interested volunteers;
- Announces new volunteers to the SNCC/NEHDA teams;
- Works with departments in the agency to assess the need for volunteers and volunteer projects.

Volunteer Retention

- Creatively thanking volunteers for their service;
- Identifies outstanding volunteers through recognition in a newsletter or any other Social Media resources;
- Develops a quarterly volunteer newsletter;
- Meets with a Volunteers Professional Group on a monthly basis to network and learn about best retention strategies;
- Manages email and phone lists to announce new and upcoming volunteer opportunities;
- Organizes a volunteer appreciation party for Volunteer Appreciation Month;
- Schedules and conducts exit interviews for volunteers no longer volunteering at SNCC/NEHDA;
- Sends out volunteer surveys to new volunteers, and analyzes results.

Volunteer Records & Training

- Maintains up to date volunteer files for each volunteer;
- Maintains up to date volunteer information to include number of active volunteers, volunteer hours, and inactive volunteer status;
- Notifies appropriate departments of volunteers that are or are no longer active;
- Oversees new volunteer training to include notifying volunteers;
- Develops and maintains volunteer handbook and volunteer webpage;
- Develops and prepares educational material for additional volunteer training;
- Oversees compliance of volunteers with agency policy and procedures;
- Maintains regular contact with volunteers;
- Maintains a balance with office hours and providing hours to supervise volunteers;
- Communicates with and assures that volunteer needs are being met;
- Immediately reports to supervisor or if necessary on call supervisor any concerns regarding volunteers.

Community Engagement & Other

- Works in close collaboration with SNCC and NEHDA to identify volunteer opportunities among low-income clients and neighborhood residents;
- Engages community partners and neighborhood residents to partake in social and economic networking opportunities;
- Coordinates volunteers to take lead on community engagement events and activities;
- Studies data to look for trends, areas of opportunity, and concern;
- Tracks and maintains compliance in all appropriate areas;
- Abides by a strict code of confidentiality in all matters related to the program and volunteers;
- Prepares and provides written reports or oral presentations to funders, donors, Board members, etc. to demonstrate full understanding of program goals, needs, and accomplishments;
- Attend all meetings, workshops, and trainings as directed;
- Perform all other duties as assigned.

Application Details

This full-time position offers a competitive salary and benefits. Preference will go to a candidate that can commit at least two years, in order to build and sustain the Volunteer and Community Engagement Program for SNCC and NEHDA.

Appendix B SWOT Analysis Request

Sent to Stakeholders via Email

Greetings Everybody!

I hope that you are planning to attend the SNCC and NEHDA meeting on Tuesday, September 6, 2016 starting at 9:00 a.m. at SNCC. As the prior email from SNCC/NEHDA explained, I am helping them to fine tune how they can best interact with the community through their shared staff position of Volunteer and Community Engagement Coordinator.

Whether or not you are able to be with us on 9/6, please take a moment to send me a "Reply" email with your thoughts on the following four questions. You may recognize that the questions are a classic SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

Your answers will have the most value if they are specific. For example, I could be tempted to answer each question below with the single word "funding," which is not particularly helpful! However, being specific in each case IS helpful, e.g. S="funding comes from a broad community base," W="more funding is needed to increase refugee programs," O="funding can grow by involving businesses in our service area," T= "funding for historic preservation is shrinking." See what I mean? It should take you about 15 minutes to do - often the first thought that comes to you is most relevant.

Thank you for taking a few minutes to answer these questions and **"Reply" by Wednesday, August 31.** If you have any questions, feel free to call me 315-247-2735.

(Please indicate whether your opinion is based upon knowledge of SNCC, NEHDA or both organizations).

1. What are SNCC or NEHDA's **STRENGTHS** in the way they interact with the community?
2. What are SNCC or NEHDA's **WEAKNESSES** in the way they interact with the community?
3. What **OPPORTUNITIES** are open to SNCC or NEHDA that they could better utilize in their community?
4. What **THREATS** do SNCC or NEHDA face as they interact with their community?



**Your opinion is needed on the staff position:
Volunteer and Community Engagement Coordinator –“CEC”**

Most of you can remember the time before the position of Volunteer and Community Engagement Coordinator (“CEC”) was created one year ago. I am helping the staff of NEHDA and SNCC to determine what should stay the same and what may need to change about the CEC position. **What follows is an eight question survey that will take you less than 15 minutes to complete.** It will help us to answer these broad questions:

1. BEFORE the CEC was hired, how satisfied were you with how NEHDA engaged with its community, and
2. NOW that there has been a CEC for a year, how satisfied are you with how NEHDA engages with its community NOW.

Please keep in mind that:

- *Your answers are confidential and only I will see your responses,*
- *Your answers will relate to the CEC's actual job responsibilities - you are not assessing how well the CEC does her job.*

This is a Word document, so type in your answers, Save it and email it back to me as an Attachment.

BEFORE the Volunteer and Community Engagement Coordinator (CEC) was hired:

1. BEFORE there was a CEC, do you know how community engagement activities such as events, newsletters, fund development, press releases, etc. were generated? (Check all that apply).

- No, I don't know how activities were initiated and implemented
- Most activities existed from prior years and were repeated
- Anyone could initiate an activity and then took responsibility for leading it
- A particular staff person did most activities (name or title):
- Other, please explain:

2. BEFORE the CEC was hired, did you work directly on community engagement activities? ___ Yes ___ No

3. If you DID work on community engagement activities BEFORE the CEC was hired, what were they? (Check all that apply)

___ Events, specifically:

___ Newsletter

___ Fund development

___ Press releases

___ Other, please explain:

4. BEFORE the CEC was hired, what do you feel was EFFECTIVE and what do you feel NEEDED IMPROVEMENT regarding NEHDA's community engagement activities? Please write a paragraph or two with your thoughts.

NOW that the CEC has been hired:

5. NOW that there is a CEC, do you know how community engagement activities such as events, newsletters, fund development, press releases, etc. are generated? (Check all that apply).

___ No, I still don't know how activities are initiated and implemented

___ Most activities existed from prior years and are repeated

___ Anyone can initiate an activity and then take responsibility for leading it

___ The CEC initiates and implements most activities (any comments?):

___ Other, please explain:

6. NOW that there is a CEC, do you work directly on community engagement activities? ___ Yes ___ No

7. If you do work on community engagement activities NOW that there is a CEC, what are they? (Check all that apply)

___ Events, specifically:

___ Newsletter

___ Fund development

___ Press releases

___ Other, please explain:

8. NOW that there is a CEC, what do you feel is EFFECTIVE and what do you feel NEEDED IMPROVEMENT regarding NEHDA's community engagement activities? Please write a paragraph or two with your thoughts.

Thank You So Much!

Appendix D SNCC Survey



Your opinion is needed on the staff position: Volunteer and Community Engagement Coordinator – “VC”

Most of you can remember the time before the position of Volunteer and Community Engagement Coordinator (“VC”) was created one year ago. I am helping the staff of NEHDA and SNCC to determine what should stay the same and what may need to change about the VC position. **What follows is a brief survey that will take you less than 15 minutes to complete.** It will help us to answer these broad questions:

1. BEFORE the VC was hired, how satisfied were you with how SNCC engaged with its volunteers, and
2. NOW that there has been a VC for a year, how satisfied are you with how SNCC engages with its volunteers NOW.

Please keep in mind that:

- *Your answers are confidential and only I will see your responses,*
- *Your answers will relate to the VC’s actual job responsibilities - you are not assessing how well the VC does her job.*

This is a Word document, so type in your answers, Save it and email it back to me as an Attachment.

BEFORE the Volunteer Coordinator (VC) was hired:

1. BEFORE there was a VC, do you know how volunteers were recruited for SNCC? (Check all that apply).

- No, I don’t know how volunteers were recruited
- I had to find volunteers myself
- People just showed up offering to help
- Current volunteers bring their friends
- I could tell a co-worker that I wanted help and he/she would find someone
- SNCC put ads in newspapers, newsletters, used social media to get them
- At our events we asked attendees to sign up to volunteer
- At other community events someone from SNCC recruited volunteers

___ Other, please explain:

2. BEFORE the VC was hired, did you work directly with volunteers to help to get your work done? ___ Yes ___ No

2.a. If you DID NOT work with a volunteer BEFORE the VC was hired, please explain:

___ I didn't need volunteer help

___ I needed help but I didn't know how to get a volunteer

___ I needed help but didn't know how to manage a volunteer

Comments:

2.b. If you DID work with a volunteer(s) BEFORE the VC was hired, did you have to train and keep track of the volunteers who helped you? ___ Yes ___ No, someone else did. Please explain:

2.c. If you used a volunteer(s), what did the volunteer help you to get done?

3. BEFORE the VC was hired, do you think that volunteers felt appreciated by SNCC? (Check all that apply)

___ No, I don't think volunteers felt appreciated (Please explain in comments below).

___ Yes, we were good about saying "thank you" in person to volunteers.

___ Yes, we had recognition awards, gifts, events and other things to thank them.

Comments?

NOW that the Volunteer Coordinator (VC) has been hired:

4. NOW that there is a VC, do you know how volunteers are recruited? (Check all that apply)

___ No, I still don't know how volunteers are recruited

___ I still have to find them myself

___ People just show up offering to help

___ Current volunteers bring their friends

___ I tell the VC that I want help and she tries to find a volunteer for me

___ SNCC puts ads in newspapers, newsletters, used social media to get them

___ At our events the VC asks attendees to sign up to volunteer

___ At other community events the VC recruits for us

___ Other, please explain:

5. NOW that the VC has been hired, do you work directly with volunteers to help to get your work done? ___ Yes ___ No

5.a. If you answered NO, would you like volunteer help with getting your work done, and if so how could a volunteer help you?

5.b. If you answered Yes, NOW that the VC has been hired, do you have to train and keep track of the volunteers who help you? Yes No, the VC does this.

5.c. If you use a volunteer(s), what do the volunteer(s) help you to get done?

6. NOW that the VC has been hired, do you think that volunteers feel appreciated by SNCC? (Check all that apply)

No, I don't think volunteers felt appreciated (please explain in Comments below)

Yes, we are good about saying "thank you" in person to volunteers

Yes, we have recognition awards, gifts, events and other things to thank them
Comments?

7. What suggestions do you have that would enhance your experience with volunteers AND/OR what would enhance volunteers' experiences with SNCC?

Thank You So Much!

Appendix E *Together We're Better* Summary

Together We're Better **Summary**

Overview

Together We're Better is a collaboration between the Northeast Hawley Development Association (NEHDA) and the Syracuse Northeast Community Center (SNCC). The program will address “social exclusion” by linking neighborhood residents living in poverty with businesses and community groups on the Northside. *Together We're Better* will provide coaching and training for neighbors in business and volunteer-related soft and hard skills such as telephone etiquette and computer software which they will use working for neighborhood businesses who need help.

The Problem

Together We're Better meets the needs of important segments of each agency's constituents. NEHDA's service area includes many small, start-up, or immigrant owned businesses and community groups. These vulnerable organizations suffer from the common problem of lacking the resources to hire the help they need or lacking the community connections to find volunteer or inexpensive assistance. SNCC's service area includes many residents who live in poverty. Before people can consider job training or completing their education to improve their financial position, they need the opportunity belong to a community and find and express their self worth. The collaboration of *Together We're Better* brings partner organizations needing human capital together with people needing to engage with their community in an empowering and nurturing system.

The Difference

The *Together We're Better* program is unique in that NEHDA and SNCC will directly connect businesses' needs for workers with highly motivated potential employees, all of whom are stakeholders in Syracuse's north side community. Other programs in the city offer isolated and generalized employment training for mainstream job seekers, not the specialized audience that this program targets: adults living in extreme poverty, often entering the workforce for the first time. The program is different from Jobs Plus and the Greater Syracuse Works. Both have barriers to participation including a HS diploma or GED, a valid drivers license and health screening, for example. Also, successful participants often must travel distances to secure employment.

The Program

In Year 1 the existing Community Engagement Coordinator will recruit residents and businesses/community groups and teach the skills classes beginning in Spring 2018. In Years 2 and 3 it is intended that a new staff person will take responsibility for program delivery under the supervision of the Community Engagement Coordinator.

The program includes:

- 10 adult participants per session (2x's/year spring and summer - 20 adults total)
- 15 skills classes per session (2x's/year spring and summer totaling 30 classes)
- 40 Businesses/Opportunities identified as partners per year, year-round

We expect to achieve the following results:

- 100% of participants report feeling more included in their community than before the program
- 75% of participants report that they feel they can make a substantial difference in their community
- 100% of participants report being more knowledgeable about a civic issue in their community
- 50% of participants feel ready to pursue or increase paid employment in the near future
- 10% of participants secure paid employment
- 100% of partner organizations understand their role and opportunities for supporting social inclusion.

Appendix F Revised Job Description of *Community Engagement Coordinator*

COMMUNITY ENGAGEMENT COORDINATOR – Position Description

JOB SUMMARY: The Community Engagement Coordinator (CEC) creates and deepens relationships between individuals and NEHDA/SNCC for the purpose of fulfilling each organization’s mission as it relates to community engagement.

ESSENTIAL JOB FUNCTIONS AND (% OF TIME DEDICATED TO THAT FUNCTION)

1. Publicizes both NEHDA’s and SNCC’s programs in person and via media. (30 %)
2. Coordinates with NEHDA and SNCC leadership the pursuit of fund raising goals for each organization. (25 %)
3. Identifies volunteer/employment opportunities within NEHDA/SNCC and with neighborhood businesses and organizations and partners them with low-income clients and neighborhood residents. (10 %)
4. Supervises the *Together We’re Better* teacher to confirm: client/organization pairings, skills class delivery, mentoring activities, program evaluation activities. (10 %)
5. Coordinates with staff and volunteers their activities related to community engagement including providing quality control. (10 %)
6. Identifies needs for professional and skilled services among businesses and organizations in NEHDA/SNCC’s service area and pairs them with resources. (5 %)
7. Supports other staff in pursuing grant funding. (5 %)
8. Coordinates with other staff output and outcome evaluations of community engagement activities. (5 %)

QUALIFICATIONS

- Demonstrated entrepreneurial spirit and resourcefulness.
- Understanding of and dedication to the principles in the organizational missions of both SNCC and NEHDA.
- Ability to establish priorities, plan, coordinate, and monitor work of multiple, projects while maintaining meticulous attention to detail; provide quality control.

- Proven ability to work well with diverse groups of people; cultural competency.
- Ability to function independently and in concert with other staff, board members, volunteers, community partners, and neighborhood residents.
- Excellent computer skills, especially in Microsoft Office.
- Experience in public speaking and facilitating meetings.
- Excellent oral and written communication skills.
- Ability to motivate a team.
- One to three (1-3) years of volunteer or staff management experience, preferably for non-profit organizations.
- Willingness to work outside of regular business hours as needed; some evening, weekend and holiday work required.
- Associate's degree from an accredited college required; Bachelors-level training in management, business, social services, organizational development or other related field preferred.

Appendix G Memorandum of Understanding

Memorandum of Understanding

Between

Northeast Hawley Development Association, Inc.

and

Syracuse Northeast Community Center, Inc.

This Memorandum of Understanding (MOU) sets forth the agreement between the Northeast Hawley Development Association, Inc. (NEHDA) and the Syracuse Northeast Community Center, Inc. (SNCC) to share the staff position Community Engagement Coordinator.

Background

For many years NEHDA and SNCC have complemented one another's programs by serving different needs among the diverse population of Syracuse's north side residents and businesses. NEHDA and SNCC collaboratively designed the job description for a shared, Community Engagement Coordinator to be funded by both organizations.

Purpose

This MOU will define the job responsibilities of the Community Engagement Coordinator and the division of the work schedule and personnel expense of the Community Engagement Coordinator. (Schedule A)

Reporting

NEHDA and SNCC will designate individuals who will communicate monthly in order to assess the effectiveness of this partnership and to identify actions necessary to fulfill the purpose of this agreement. The Community Engagement Coordinator's supervisor(s) will evaluate and report the job performance of the Community Engagement Coordinator to the individuals identified above annually.

Funding

This agreement does not create a contractual obligation of funds between NEHDA and SNCC, nor does it create an obligation of funds among NEHDA, SNCC and an individual employed as Community Engagement Coordinator. However, both organizations agree to an equitable sharing of the Community Engagement Coordinator's direct personnel expenses.

Terms

- a) **Initial Term.** This agreement will be for twelve (12) months beginning on _____, 201_ and ending on _____, 201_, inclusive (the "Initial Term").
- b) **Automatic Renewal.** This agreement will be renewed automatically for successive, additional twelve (12) month terms. Each additional twelve-month period is a "Renewal Period."
- c) **Non-Renewal.** Either party may elect not to renew this agreement by giving the other party written notice of its intent not to renew sixty (60) days in advance of the expiration of a Renewal Period.

This agreement may be modified in writing by mutual consent of NEHDA and SNCC.

Contact Information

Northeast Hawley Development Association, Inc.

Authorized Personnel: Michael La Flair
 Position: Executive Director
 Address: NEHDA, 201 Gertrude Street, Syracuse, NY 13203
 Telephone: 315-425-1032
 Fax: 315-425-1089
 E-mail: Nehda@nehda.org

Syracuse Northeast Community Center, Inc.

Authorized Personnel: Michael Collins
 Position: Executive Director
 Address: SNCC, 716 Hawley Avenue, Syracuse, NY 13203
 Telephone: 315-472-6343
 Fax: 315-472-8332
 E-mail: mcollins@snccsyr.org

_____ Date: _____

Michael La Flair
Northeast Hawley Development Association, Inc.

_____ Date: _____

Michael Collins
Syracuse Northeast Community Center, Inc.

Schedule A

COMMUNITY ENGAGEMENT COORDINATOR – Position Description

JOB SUMMARY: The Community Engagement Coordinator (CEC) creates and deepens relationships between individuals and NEHDA/SNCC for the purpose of fulfilling each organization’s mission as it relates to community engagement.

ESSENTIAL JOB FUNCTIONS AND (% OF TIME DEDICATED TO FUNCTION)

1. Publicizes both NEHDA’s and SNCC’ programs in person and via media. (30 %)
2. Coordinates with NEHDA and SNCC leadership the pursuit of fund raising goals for each organization. (25 %)
3. Identifies volunteer/employment opportunities within NEHDA/SNCC and with neighborhood businesses and organizations and partners them with low-income clients and neighborhood residents. (10 %)
4. Supervises the *Together We’re Better* teacher to confirm: client/organization pairings, skills class delivery, mentoring activities, program evaluation activities. (10 %)
5. Coordinates with staff and volunteers their activities related to community engagement including providing quality control. (10 %)
6. Identifies needs for professional and skilled services among businesses and organizations in NEHDA/SNCC’s service area and pairs them with resources. (5 %)
7. Supports other staff in pursuing grant funding. (5 %)
8. Coordinates with other staff output and outcome evaluations of community engagement activities. (5 %)

REPORTING

The Community Engagement Coordinator reports to the Executive Director for NEHDA and the Deputy Director of Operations and Programming for SNCC. The Community Engagement Coordinator works for NEHDA 50% and works for SNCC 50%. Both parties may agree upon specific days and times that the Community Engagement Coordinator will be engaged in activities supporting each party.

Further, both parties may agree upon the physical work locations to be occupied by the Community Engagement Coordinator.

COST SHARING

Both parties agree that the direct personnel expense (salary, taxes, benefits) for the Community Engagement Coordinator will be shared 50% by NEHDA and 50% by SNCC. The Community Engagement Coordinator is carried on SNCC's payroll, is eligible for SNCC benefits and is accountable to SNCC Human Resources policies. Non-personnel expenses such as supplies and direct program expenses are shared 50% by NEHDA and 50% by SNCC.