



An Invitation to the Big Picture: Implementing a Local Collaboration for Youth (LCY) in Your Community

*A Resource Guide for Local Child- and Youth-Serving Organizations
to Ensure That Youth Are Ready for College, Work and Life*

JUNE 2011

Introduction

How are the children and youth in your community doing? What's their high school graduation rate? How about the number of adolescent pregnancies, rate of childhood obesity and the level of juvenile crime? Are they ready by the age of 21 to go to college, get a job, be a parent? If these questions highlight concerns for the youth in your community, read on...

This is a no-nonsense guide to forming and sustaining a Local Collaboration for Youth (LCY). An LCY is a means for local child- and youth-serving agencies to pool their collective expertise, resources, and voice in 'whole-community' efforts to improve outcomes for children and youth. It's a chance to lift your eyes from the pressure of your agency's own measurable outcomes and take a look at the Big Picture of child and youth well-being in your community. It's about identifying gaps, aligning efforts, and improving impact.

At this writing, there is an ominous wind blowing. Ninety percent of state budgets are in crisis, national politicians are at loggerheads over the Federal budget and

draconian cuts to domestic spending seem certain. *The Chronicle of Philanthropy* reports that there is "donor fatigue," and foundations have gotten much more "strategic" in their funding. It is critical that the needs of children and youth not be on the financial chopping block. Mobilizing a **collective approach** locally can protect children and their services.

An LCY can be a powerful collaborative voice to:

- > Influence local conditions and improve youth outcomes, and
- > Be a vehicle to connect with national efforts to do the same

You are leaders of important child, youth and human services agencies. We assume that you are already sophisticated at working with one another and that you know how to work in coalitions or partnerships to get things done.¹ While you've been busy serving children and youth locally, national child and youth development agencies have been working together for fifty years to advance

No one is born a good citizen; no nation is born a democracy. Rather, both are processes that continue to evolve over a lifetime. Young people must be included from birth.

—Kofi Annan, winner of the Nobel Peace Prize, 2001

We don't accomplish anything in this world alone...and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads from one to another that creates something.

—Sandra Day O'Connor

research, practice and policy through the National Collaboration for Youth, a part of the National Human Services Assembly.

We think it's time to link what you do so well locally—at the grassroots level—with best practice efforts that are happening nationally—at the grass tops. This guide is a first step toward a multi-level effort to produce better outcomes for greater numbers of American youth. You and your colleagues in child and youth development are **the** essential link in the process!

BUT FIRST...WE KNOW YOU, THOUGH YOU MAY NOT KNOW US...

The **National Collaboration for Youth (NCY)** is a 50-year old affinity group of National Human Services Assembly member organizations that have a significant interest in youth development. Members of NCY include national, non-profit, youth development organizations with local chapters or affiliates that will be familiar to you. NCY's mission is to provide a united voice as advocates for youth to improve the conditions of young people in America, and to help young people reach their full potential. NCY members provide research, support, and information for service providers about best practices in youth development. Collectively, its 50 member organizations:

- > Serve more than 40 million young people
- > Employ over 100,000 paid staff
- > Utilize more than six million volunteers
- > Have a physical presence in virtually every community in America

The Forum for Youth Investment, a member of NCY, is a nonprofit, non-partisan "action tank" dedicated to helping communities and the nation make sure all young people are "ready by 21"—ready for college, work and life. The Forum provides youth and adult

leaders with the information, technical assistance, training, network support and partnership opportunities needed to increase the quality and quantity of—and ultimately the return on—youth investments and youth involvement. Its mission, in short, is to change the odds for children and youth by helping change-makers move ideas to impact.

Ready by 21 is a set of innovative strategies developed by the Forum for Youth Investment that helps communities make a measurable difference in young people's lives. In communities around the country, Ready by 21 (Rb21) is helping leaders to build broader partnerships, set bigger goals, collect and use better data, and implement bolder strategies. The following national organizations comprise the Ready by 21 National Partnership, have endorsed Ready by 21 principles, and are helping to bring it to their members/affiliates around the country:

- > United Way Worldwide
- > Corporate Voices for Working Families
- > American Association of School Administrators
- > National Collaboration for Youth
- > America's Promise Alliance
- > National Conference of State Legislatures
- > Search Institute
- > Children's Cabinet Network

GETTING STARTED...WHAT'S A LOCAL COLLABORATION FOR YOUTH?

Those of us at the national level need you, our local counterparts, to achieve significant change in the odds for all children and youth. You possess critical assets and responsibilities that are required to ensure that all children and youth are prepared academically and vocationally, connected socially and civically, and are healthy and safe. Most important,

A full list of NCY member organizations can be found on the back cover page.

you have intimate knowledge of and contact with the children and families in your communities.

NCY, the National Human Services Assembly, the Forum for Youth Investment, and the Ready by 21 National Partnership are pleased to provide child- and youth-serving agencies with this resource guide proposing a flexible model for ramping up a Local Collaboration for Youth (LCY) to leverage your considerable assets in local whole-community child and youth development efforts and to address challenges *in collaboration* that cannot be addressed

trusting relationships around a shared vision that is larger than any one agency. Think of a collaboration as a coalition with more ‘juice’ in terms of energy, investment and accountability. There is less turf-guarding in the interest of coalescing around a broad common outcome.

Many communities have a wide range of issue-specific coalitions, like a juvenile justice or child abuse coalition. But not so many have a group that addresses child and youth development broadly—from birth to young adulthood—a “Big Picture” whole-community agenda, in which all

An LCY is a means for local child- and youth-serving agencies to pool their collective expertise, resources, and voice in ‘whole-community’ efforts to improve outcomes for children and youth.

or changed as effectively by one organization. An LCY can feed into a parallel national effort. NCY and the national Ready by 21 partners are eager to help identify and foster the development of local collaborations for youth and establish on-going links with them.

**DISTINGUISHING
BETWEEN COLLABORATION
AND COALITION**

A **coalition** is a loose association of individuals and organizations that come together to address a particular issue or cause. You may already be part of one or more coalitions. A collaborative or a **collaboration** is an arrangement in which two or more individuals or organizations agree to work jointly to achieve something. The two terms are not mutually exclusive; however, a collaboration in our thinking is a step beyond a coalition. It requires more investment from its members. It is a multi-organizational body in which members commit to work together on an ongoing basis to achieve collectively what they cannot do individually. The groups at the table have a vested interest in the collaboration and will develop

youth development sectors take a chunk of responsibility for assuring the best possible *overall* outcomes for children. This is what’s different about an LCY. It may include everyone from early childhood providers to afterschool programs to juvenile justice facilities to vocational programs—all working together collaboratively for the successful transition to adulthood of a community’s children.

We hope your community has or is establishing a Ready by 21 partnership, a cross-sector, cradle-to-career leadership body to mobilize all forces—public sector, government, business, nonprofit sector—on behalf of children and youth. Even while more and more communities are forming these bodies, too often the sector that is least organized and systematically represented is the youth-serving sector. An LCY should be a crucial subset of this partnership—an association of the child and youth development industry that leverages the unique expertise and reach of its members.

The Big Picture approach being proposed—with a Ready by 21 focus—is catching fire around the country. We invite you to ignite a similar effort among your child-

and youth-serving colleagues. *Together*, child and youth development agencies will bring critical expertise to even broader efforts at the municipal and policy-making levels, as Ready by 21 is learning in its Southeast initiative. The Southeast Cities

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Challenge has been implemented to develop core leadership capacities that are critical if child and youth outcomes are to improve. The Challenge is built around Ready by 21 Standards in four areas: building broader partnerships, setting bigger goals, using better data and planning, and implementing bolder strategies to improve the quality and reach of child and youth supports. The participating communities are Atlanta, Chattanooga, Louisville, Nashville, Northern Kentucky and Richmond.

Learn more about the Challenge at www.readyby21.org

A MODEL FOR YOUR CONSIDERATION

The National Collaboration for Youth (NCY) has earned its stripes as a sustainable vehicle for collective voice and action among national youth-serving agencies. Rather than needing to create a new wheel, we recommend NCY as a general model for an LCY. However, the precise nature of your collaboration will be determined collectively by the local participating organizations that come to the table. The NCY model consists of the following core elements:

- > A steering committee that directs and coordinates the work of the collaboration and its various parts
- > An organizational home (the National Human Services Assembly)
- > Staff support, provided by the National Assembly and the Forum for Youth Investment collaboratively, with resources they generate on behalf of NCY

- > Three areas of on-going collaborative action—research, practice, and policy—each with a working group that defines and executes its work
- > An annual all-stakeholders meeting to set direction and provide accountability

The work of NCY—the Collab—is achieved primarily through the voluntary efforts of members, facilitated by staff support from the Assembly and Forum. **We are not suggesting the birth of another organization, but rather aligning shared goals and responsibilities across organizations.** For example, when a group of youth agency executives founded NCY, they determined it should be a part of an organization in which most of them were already participating—the National Assembly. In another example, the P-20 Council in Tulsa, OK went from an earlier initiative to an ongoing collaboration around children’s issues.

The NCY has practices and procedures but no bylaws, articles of incorporation, or separate 501(c)(3). An LCY ought not to be another burden on top of the work an agency is currently doing. It is another way to accomplish the mission of improving children’s lives in the community. Through well-structured voluntary and collaborative effort, an LCY can provide mutual support and an effective means to get to the Big Picture for youth.

Voices for America’s Children deserves special mention. Their state and local affiliates are robust collaborations of child- and youth-serving agencies. Voices groups are multi-issue, multi-organization advocacy collaborations focused on these topics:

- > School Success
- > Early Care and Education
- > Children’s Health
- > Child Welfare
- > Equity and Diversity
- > Economic Success
- > Children and the Federal Budget

You can find out more about how these issues are being addressed at www.voices.org. You will notice they closely parallel the outcomes that Ready by 21 envisions for children and youth. Local Voices affiliates are or can be the foundation for the kind of collaboration for youth we encourage you to establish.

This Local Collaboration for Youth (LCY) Resource Guide is divided into six sections:

- 1 | Mobilizing Prospective Collaboration Partners
- 2 | Clarifying the LCY's Purpose
- 3 | Deciding on Structure
- 4 | Solidifying Operations
- 5 | Mapping Out a Strategy
- 6 | Connecting to Close the Loop Between Local and National Level Effort

1. Mobilizing Prospective Collaboration Partners

Anyone in a child- and youth-serving community can mobilize an LCY. Local counterparts of NCY (*see members, back cover*) are strongly encouraged to step up, call on one another, and decide who among them can take what responsibility for getting the ball rolling. This suggested collaboration is a community of and for the field of child and youth development, so it should be leaders of those organizations who do the organizing.

Who to involve? NCY differentiates itself from other coalitions/collaborations by being a vehicle strictly for professionals in the child and youth development business and the allies that support them. The unique expertise and reach of community-based child and youth organizations merit a collective voice for action on a bigger stage in order to obtain better overall youth outcomes.

Because of its 50-year history, there is common ground among NCY's national, nonprofit, child and youth development-focused organizations. They are mutually committed to an asset-based approach to child and youth development, which has led the field by providing best practice expertise, guidance and support for its member agencies. Their local members may be the logical candidates for an LCY or you may find that others belong at the table. That's a local collaborative decision, though the Ready by 21 dashboard provides a useful way for you to define "the field" while at the same time assessing how your community is doing by its children across a range of developmental supports. The dashboard identifies three aspects of readiness in healthy child and youth development. Youth need to be Ready for college, Ready for work and Ready for life. (Rb21's aspiration for all youth to be "Ready for college" means appropriate post-secondary education or training). Within this three-pronged Readiness equation are the following five broad aspects of child development:

- > Learning (academic development)
- > Working (vocational development)
- > Thriving (physical and emotional development)
- > Connecting (social and emotional well-being)
- > Leading (civic and community engagement)

The Ready by 21 dashboard can be found on page 10.

Organizations that foster development and provide help to children and families in these five areas are the ones to involve in a local collaboration for youth. NCY and the Ready by 21 partners recommend the full continuum, even pre-birth to entering post-secondary education or young adulthood. An LCY that takes on only certain ages and/or aspects of child development defeats the purpose of the Big Picture, may promote further fragmentation of effort, and will look more like a coalition than a collaboration.

Finally, an LCY will, hopefully, help drive a larger community-wide, all-sector investment in better youth outcomes. The broader an LCY's representation across the field of child and youth development, the more powerful its voice and clout in a larger, community gathering. To launch an exploratory meeting to form an LCY, the child and youth development agencies with influence, respect and connections can be very helpful—even essential—in achieving goals.

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THE ROLE OF SPECIAL ISSUE COALITIONS

Issue-specific groups are an important asset and should be represented in the LCY. Those that work closely with juvenile justice or runaway and homeless youth or any of the challenges that youth face have in-depth knowledge of their specific field and its current issues as well as solutions that can inform everyone else.

2. Clarifying the LCY's Purpose

The purpose(s) of a local youth collaboration, as envisioned in this guide, is to:

- > Mobilize and engage child- and youth-serving agencies (and whatever allies they deem appropriate) that subscribe to asset based child and youth development;
- > Give voice to and leverage the unique expertise and reach of this community of agencies in local whole-community Ready by 21 efforts;
- > Develop and advance a common agenda, based on participants' shared vision and challenges;
- > Advance national youth development advocacy and field building efforts; and
- > Accomplish more together than members can accomplish individually.

Begin with a small group—perhaps local counterparts of NCY member agencies or the core members of an existing youth development agency collaborative—and take an initial pass at wrestling with a purpose statement. Hopefully, this guide provides a starting point.

3. Deciding on Structure

It is important to decide early in the process whether or not there will be a home base and staff support for your local youth collaboration. A study of America's Promise's Communities of Promise several years ago found that the collaborations having an organizational home and an

entity that provided staff support tended to fare better than those that were totally voluntary and unanchored.

Having capable staff support can ensure that there is continuity and follow through. Both can occur in a totally voluntary effort but the level of collaboration suggested in this guide is more intensive than that of informal voluntary associations and coalitions. Nevertheless, there are many examples of agencies convening with rotating voluntary and other shared leadership models. Here's a checklist of some key structural considerations:

Formal or informal. To formalize a collaboration by incorporating requires a compelling reason, not to mention adequate will and sufficient resources on the part of all parties. In general, the more informal, the better. Not only is that less complicated but there is less need to secure funding, hire and pay staff, maintain infrastructure and a greater likelihood of sustainable ownership by all the members.

Staffed or totally voluntary. An entity like an LCY needs to be member-driven but it is most efficient if there is a coordinator who keeps herding the cats, providing reminders, preparing agendas, etc. Several organizations may be interested in this responsibility, so here are coordination criteria to consider. Which agencies have the following:

- > Capability of supporting multi-organizational collaboration, *i.e.*, actual expertise and experience facilitating such groups
- > Acceptance and respect of the community of providers
- > Ability and interest not to lead but to facilitate, *i.e.*, who recognizes that achieving the collaboration's goals depends on the community of agencies acting in concert without one agency's agenda eclipsing that of the collaboration

Governance. NCY has found that a small steering committee—roughly a dozen people—can get together regularly and oversee the moving parts of a collaboration. An annual gathering of all stakeholders can elect a steering committee and a couple of officers, provided that care is taken to select a range of people who represent:

- > Some of the more influential and/or larger agencies (power matters and influence boosts credibility)
- > Bona fide expertise in positive child and youth development and holistic efforts such as Ready by 21
- > Diverse kinds of agencies (large ones (definitely!), small ones, faith-based, school-based)
- > Demographic diversity that reflects your community, and especially those with the greatest need to improve youth outcomes

A physical base. Having a host agency may accompany the staffing decision. It is not necessary to have a home location, but a convenient, regular place to meet can build a sense of importance and continuity. A stable adoptive home, as it were.

Committee or working group structure. Once the purpose is identified, there may be clues to how the LCY needs to be structured. Even with the best of intentions it is difficult to sustain a large number of work groups and projects with chiefly voluntary and in-kind resources. Ultimately, less is more. What two or three big categories of work can the LCY feasibly tackle that would be relevant and have potential for significant impact on outcomes for youth in the community? The NCY three-pronged structure of research, practice and policy

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work groups may be a useful model for avenues of collaborative work.

- > A local research effort might involve using the Rb21 dashboard to map child and youth development resources and identify strengths and weaknesses, or developing a geographic information system (GIS) of data on children and youth.
- > A practice-focused effort might establish a means of tracking the assets of individual youth across service systems or launching an effort to promote standards and measurement of program quality.
- > A policy group could provide information and tools to help policymakers appreciate how juvenile justice, child welfare, and education systems interact—or fail to—for the benefit of youth, or identify and pursue solutions to the two or three greatest challenges jeopardizing children and youth in the local community.

4. Solidifying Operations

A decision to meet on an *ad hoc* basis—when we need to or when there is an issue—is not a strategy. Clarity, simplicity and *regularity* are essential for a collaboration of this kind to build momentum, continue relationship building and to form a cohesive working group.

Clarity, simplicity and regularity are essential for a collaboration of this kind to build momentum.

The NCY has evolved to having specific agendas for each of the research, practice and policy work groups. Their agendas align with one another and come together in one major plan of work with desired outcomes. We don't mean big fancy, complicated documents, but a handful of deliverables with each work group clearly accountable for one or more. Here are three examples from NCY:

- > Engage at least 8 NCY members to mobilize their affiliates in the Southeast

- > Produce/disseminate a toolkit on building and sustaining a local collaboration for youth
- > Educate and keep all members informed about Ready by 21

A schedule of when and how meetings are conducted needs to be efficient and focused, which means some upfront thoughtful planning and coordination. For instance, if you have a broad group of stakeholders, a steering committee, and two or three working groups, how much interaction is necessary and feasible? Again, the NCY may serve as a model. Here's how it works:

- > All stakeholders meet once a year (you may not find this sufficient if you are just starting as greater frequency can help build momentum initially)
- > A steering committee meets 3 to 4 times a year (1–1.5 hours maximum)
- > A policy group meets very regularly since the intent is to move specific policy actions
- > Research and practice groups vary with the nature of their work, though typically there will be less immediacy than for a policy group.

5. Mapping Out a Strategy

An LCY taking a key role in all-community Rb21 efforts is an awesome responsibility. It includes taking the lead in mapping your community's child and youth developmental assets and bringing to bear knowledge from experience, research, best practices, and evaluations. All of these elements are essential to shape realistic community strategies. A mobilized LCY can best deploy this collective expertise to influence community leaders to think and act in a Big Picture way, rather than in silos or fragments, in order to create the most impact on youth outcomes.

The strategy you choose influences operations and even structure. If policy is a priority, whether advocacy for funding or better child welfare legislation, then an active policy working group is necessary. If the policy work of the LCY is going to have major impact on children and youth, the entire LCY will need to identify a small set of strategic issues to pursue over the long-term as opposed to a given year's hot button priorities.

If building upon or guiding the direction of whole-community child and youth development planning and strategy emerges as a collaborative goal, the first step may be mapping your community assets. We believe that will lead to two essential points of emphasis that child- and youth-serving organizations have a responsibility to bring to the table:

1. Communities need to be able to track resources and outcomes associated with individual children, and then share that data across organizations. There are now technologies and interagency solutions that exist to address this barrier, which can keep children from receiving the supports they may need. A case in point is Louisville, KY, which is participating in Ready by 21's Southeast Challenge. The community is improving information sharing through its use of nFocus KidTrax software to document the city's youth OST program participation and link it to data on youths' school performance.

2. Communities need to keep a critical eye on program quality. The availability of well-researched and tested youth program quality models needs to be integrated into local planning and solutions for youth. The Youth Program Quality Assessment from the David P. Weikart Center for Youth Program Quality is one example. (http://www.cypq.org/products_and_services/assessment_tools). Camp Fire USA undertook a Program Quality Assessment in 2010, after which the Weikart Center provided a data-driven

report that is helping guide a nationwide process to prepare every local Camp Fire Council to meet national program standards in service delivery.

Finally, if the child- and youth-serving sector is not sufficiently represented in your community's cross-sector Big Picture leadership body, a mobilized and well-respected LCY can remedy the oversight.

6. Connecting: Closing the Loop Between Local and National Level Efforts

Ready by 21 is not the only approach for communities thinking and acting holistically on behalf of children and youth. However, it is an approach around which the national youth-serving community, the United Way system, and various representatives of the business and public sectors have already collectively joined forces. Consequently, the vision of the whole-community collaboration table includes the local counterparts of Corporate Voices for Working Families, the American Association of School Administrators, United Way Worldwide, and other national partners. Among child- and youth-serving agencies, at least two dozen national brands that have a Ready by 21 "champion" at their national headquarters could be represented at your local table.

If your agency is part of a national network, we hope the national office will contact you soon about Ready by 21, and encourage you to establish an LCY. Ideally, you will be reporting to your national office about the on-the-ground experiences and successes of the work that is or will be launched in your community. If your organization is not part of a national network, we nevertheless want to hear what you are doing and to assist you when needed.

A list of the Champions can be found on page 11.

The National Collaboration for Youth wants to join forces with hundreds of Local Collaborations for Youth to increase the collective knowledge and impact for millions of America’s children and youth. NCY will define what the nature of a local–national connection will be—in partnership with LCYs.

IN CONCLUSION...

Robert Putnam put it well in one of his books commenting on the state of civic life in America and the re-emergence of community-based solutions. He uses the phrase, “better together.” By linking local and national efforts, by engaging leaders from diverse sectors in knowledge-driven strategies, by addressing the developmental needs of youth as a whole, we expect not just ‘better together,’ but ‘better together for better outcomes’ for millions of American children.²

Please send an email to Judy Leaver (jleaver@nassembly.org) or Irv Katz (irv@nassembly.org) and tell us what you’re doing.

As a beginning, if you have an LCY or you are starting one, please let us know and we will put you in our developing database of local collaborations—a resource that you can feel free to tap.

Appendix A: Ready by 21 Dashboard

		Pre-K 0–5	School-Age 6–10	Middle School 11–14	High School 15–18	Young Adults 19–21+
<i>Ready for College</i>	Learning					
<i>Ready for Work</i>	Working					
<i>Ready for Life</i>	Thriving					
	Connecting					
	Leading					

This Ready by 21 dashboard may be used as a framework to assess the degree to which each outcome is currently being achieved. The vertical axis reflects the three “Ready” outcomes we want for all children, and the five core competencies needed to achieve them. The horizontal axis delineates age and stage in life. For example, we want a pre-school child to achieve the highest level of learning he is capable of, a middle school student to master work-readiness skills appropriate for her age, etc.

After filling in the cells to reflect competencies being addressed, the gaps will become clear and can point the way to community-wide goals or outcomes for youth. You can then further assess the adequacy of achievement relative to each competency and age group. You might also use the dashboard as a template to identify the kinds of child- and youth-serving organizations that may be appropriate for your Local Collaboration for Youth—everything from early child education programs in the upper left to service learning and civic engagement programs for young adults at the lower right.

Consider the dashboard a prompt to see if you are missing any sector. This can amount to quite a number of organizations if you include everyone in every category of service. We suggest that your LCY consider representative groups rather than every individual provider, e.g., a school-age child care/child development association rather than every school-age child care provider. The important thing is to include key groups with expertise and reach (to children, youth and families) leading to the five competencies.

Appendix B: Ready by 21 Champions

United Neighborhood Centers of America

Ian Bautista | ibautista@unca.org | 414-359-6528

Youth Advocate Programs, Inc.

Carla Benway | cbenway@yapinc.org | 717-514-6965

American Camp Association

Deb Bialeschki | dbialeschki@acacamps.org | 765-342-8456 x 318

Afterschool Alliance

Alexis Steines | asteines@afterschoolalliance.org | 202-347-2030

Camp Fire USA

Geri Anne Elsen | gerianne.elsen@campfireusa.org | 888-240-5163

The Y

Roz Hamby | roz.hamby@ymca.net | 312-419-8385

Girl Scouts of the USA

Andrea Bastiani-Archibald | AbastianiArchibald@girlscouts.org | 212-852-6553

Girls, Inc.

Pat Driscoll | pdriscoll@girlsinc.org | 978-771-6479

Volunteers of America

Beth Lovell | bethp@voa.org | 703-341-5060

Lutheran Services of America

Lisa Schiller | lschiller@lutheranservices.org | 724-865-3236

Child Welfare League of America

Jennifer Sharma | jsharma@cwla.org | 02-590-8750

Communities In Schools

Gary Chapman | chapmang@cisnet.org | 703-519-8999

National Mentoring Partnership

Linda Stewart | lstewart@mentoring.org | 703-224-2200 x 2220

Forum for Youth Investment

Nicole Yohalem | nicole@forumfyi.org | 202-207-3333

YMCA

Jennifer Neal | jennifer@bbjymca.org | 765-342-6688

GLSEN

Martha Langmuir | mlangmuir@glsen.org | 212-727-0135

Child Trends

Sharon Vandivere | svandivere@childtrends.org | 202-572-6000 x 6044

National Association of Planning Councils

Vanessa Sarria | vsarria@austinisd.org | 512-414-0325

Appendix C: Important Contacts

National Collaboration for Youth / National Human Services Assembly

Email for information on
toolkit, champions and local
collaborations for youth:
rb21@nassembly.org

www.nassembly.org and
www.collab4youth.org

Phone: 202-347-2080

Fax: 202-393-4517

The Forum for Youth Investment

www.ForumFyi.org

Phone: 202-207-3333

Fax: 202-207-3329

Ready by 21 National Partnership

www.forumfyi.org/readyby21

Phone: 202-207-3333

Fax: 202-207-3329

- > Corporate Voices
for Working Families
- > American Association
of School Administrators
- > National Collaboration
for Youth
- > America's Promise
Alliance
- > National Conference
of State Legislatures
- > Search Institute
- > Children's Cabinet
Network
- > America's Youth
Councils Network
- > United Way Worldwide

Members of the National Collaboration for Youth

A World Fit for Kids!	National 4-H Council
Afterschool Alliance	National Alliance for Hispanic Health
After-School All-Stars	National Campaign To Stop Violence
Alliance for Children and Families	National Fatherhood Initiative
American Camp Association	National FFA Organization
America's Promise Alliance	National Human Services Assembly
Association of Jewish Family and Children's Agencies	National Network for Youth
Association of Junior Leagues International, Inc.	National Parent Teachers Association (PTA)
Big Brothers Big Sisters of America	National Summer Learning Association
Boy Scouts of America	National Urban League
Boys & Girls Clubs of America	National Youth Employment Coalition
Camp Fire USA	National Youth Leadership Council
Child Trends	Nonprofit Leadership Alliance (formerly American Humanics)
Child Welfare League of America	Save the Children
Coalition for Juvenile Justice	Search Institute
Communities In Schools	The Corps Network
CORE: Coalition for Residential Education	The Dibble Institute
Gay, Lesbian and Straight Education Network (GLSEN)	The Forum for Youth Investment
Generations United	The National Center on Family Homelessness
Girl Scouts of the USA	Up2Us
Girls Incorporated	United Way Worldwide
Goodwill Industries International, Inc.	Voices for America's Children
Hostelling International – USA	Volunteers of America
Jewish Federations of North America	YMCA of the USA
Leadership and Renewal Outfitters	Youth Advocate Programs, Inc.
Lutheran Services in America	YouthBuild USA
MENTOR	YWCA USA

We have a powerful potential in our youth, and we must have the courage to change old ideas and practices so that we may direct their power toward good ends.

—Mary McLeod Bethune, African American civil rights leader and educator

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Kristen Argenio, *Principal Ideal Design Co. LLC*

1 | Collaboration is historically second nature to child- and youth-serving agencies. However, if you and your group are new to collaboration-building, you may want to check out the following helpful links:

The National Assembly and NCY have been espousing and practicing collaboration for decades. Until the late 1990s, the Assembly published *The New Community Collaboration Manual* (available online at <http://www.nassembly.org/Knowledge/documents/TheNewCommunityCollaborationManual.pdf>). It is still relevant today.

"Rural Capacity for Conservation and Job Creation" provides a succinct overview of collaboration. http://www.sustainablenorthwest.org/resources/rvcc-issue-papers/2011%20CBO%20Capacity%20Issue%20Paper_4c_web.pdf

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