

ENCOURAGED  
TO BE YOUR

# Best

2021

ANNUAL

REPORT



# Greetings Friends

2021, the twin of 2020, both taught us a lot about how far we can go when our back is against the wall. They forced us to let go of preconceived notions regarding what it would take to do things differently and how long it would take to master new skills, gain new knowledge, and flex our collective strengths harder than we ever had before.

Was 2021 offering us free-doom or freedom? I guess it's all about perspective. Through one vantage point it looked like everything was falling apart and a piece of our collective hope was being torn away constantly. The other vantage point said; build, prototype, risk in the name of what is right and needed by our community.

I think 2020 and 2021 forced us to let go and bring on the new while never abandoning who we are and what we stand for. They made us walk out onto that bridge between what we had but can't have again and what we want but must build and imagine from scratch together.

So here we are... taking that ride to that city on our mind, and baby it's alright =-)

OPPORTUNITYISNOWHERE

Perspective is everything,



**Adrian Ruiz**  
Executive Director, YDN



“

AND WE KNOW WHAT WE WANT  
AND THE FUTURE IS CERTAIN  
GIVE US TIME TO WORK IT OUT  
WE'RE ON A ROAD TO NOWHERE  
COME ON INSIDE  
TAKING THAT RIDE TO NOWHERE  
WE'LL TAKE THAT RIDE  
THERE'S A CITY ON MY MIND  
COME ALONG AND TAKE THAT RIDE  
AND IT'S ALRIGHT  
BABY, IT'S ALRIGHT...

ROAD TO NOWHERE, By THE TALKING HEADS



# From the Vice Chair

It is a privilege to serve as Vice Chair of the YDN board. The year 2020 brought much uncertainty to the world. Instead of folding to the challenges of the uncertainty, YDN masterfully navigated the art of balancing innovation and consistency. As 2020 transitioned to 2021 our staff continued to embrace new modalities without compromising our commitment to our mission and providing quality service.

The Board looks forward to ongoing strategic planning and visioning with the knowledge that through dialogue we are able to reach desired outcomes. We are thankful for our staff and all of our partners, clients and funders who made it possible for the YDN team to serve with excellence.



**Addie Ellis**  
Vice Chair, YDN

“

**“THIS IS MY SECOND TIME WORKING WITH YDN ON MY STRENGTHS AND IT’S STILL THE MOST VALUABLE LEADERSHIP WORK I HAVE EXPERIENCED.”**

Western Placer Unified School District Strengths in Leadership Session, August 4th 2021

# 2021 ACCOMPLISHMENTS

## HIGHLIGHTS

1500  
INDIVIDUALS

40  
UNIQUE  
ENTITIES

OVER  
750  
HOURS OF  
FACILITATION

240  
VIRTUAL  
SESSIONS

25  
IN-PERSON  
SESSIONS

In working to improve the community, YDN lives and breathes the same core principles we inspire others to bring to their work.

This past year was challenging, with the continued effects of COVID-19 and the safety measures that continue to be a major factor in the way we engage throughout, each and every element of our lives.

We continue to experience both challenging effects and elements of reward as we look back at the YDN success stories for 2021. We held true to our values and our mission and dedicated our support to building environments and cultures where people are valued for who they are and encouraged to become their best.

We remain aware of the impacts the current state of our environment and circumstance is having on the individuals and teams we serve. We remained flexible and provided them with opportunities to interact and learn in safe, meaningful, and engaging ways.

In 2021 YDNs existing community relationships and partnerships remained strong as new relationships and partnerships developed. In-person services increased over the year while other partnerships and programs continued to be provided virtually.

The YDN team dedicated support to 40 unique organizations, schools, and businesses. Providing learning communities to 1500 individuals over the facilitation of 25 in-person and 240 virtual sessions (over 750 hours of facilitation).

These sessions ranged from full day in-person sessions to 60-minute virtual energy boost focusing on content that included: Youth Philanthropy; Student Leadership; Cultural Relevancy, Diversity, & Inclusion; Building Dynamic Team—Through a Strengths Based Lens; Managing—Through a Strengths Based lens; Creating Safe and Engaging Virtual Gatherings; Youth Development Essentials; and the two cohorts graduating from the Nueva Epoca Program.

# VISION MISSION & PURPOSE

**YOUTH DEVELOPMENT NETWORK (YDN) WAS FORMED AS A CALIFORNIA PUBLIC BENEFIT NONPROFIT CORPORATION IN 2007. YDN'S PURPOSE AND MISSION IS TO CREATE ENVIRONMENTS AND CULTURES WHERE PEOPLE ARE VALUED FOR WHO THEY ARE AND ENCOURAGED TO BECOME THEIR BEST.**

YDN believes that training, networking, and professional development for all is a critical component of achieving its vision. YDN's training programs, networking, resources, and public policy efforts all work together to improve the quality of services and offers customized developmental solutions across a broad range of communities, youth serving organizations, education, faith groups, juvenile justice agencies, and businesses. YDN facilitates sustainable organizational change, while working toward the common goal of strengthening individual and teams by recognizing and applying their talents and highlighting the power of positive relationships and role models.

YDN's vision is to have communities filled with people who know how to achieve personal and academic success; who know how to connect to youth, adults and to their community; who have a positive vision of their future; and who strive to be healthy, productive, and civic-minded adults.

# YDN CORE VALUES

**IN WORKING TO IMPROVE THE COMMUNITY, YDN LIVES AND BREATHES THE SAME CORE PRINCIPLES WE INSPIRE OTHERS TO BRING TO THEIR WORK. YDN HIRES AND GROWS HIGHLY TALENTED PEOPLE WHO ARE COMMITTED TO SUCCESS AND THE FOLLOWING CORE VALUES, WHICH ARE THE HEART OF ITS SUCCESS.**

## RELATIONSHIPS



We build open and honest relationships that foster knowledge and trust. In this way everyone's unique ideas are brought to bear, and the results are awesome.

## CHANGE



We embrace and drive change. To do this, we must be more curious than certain. Continuous improvement often means doing things differently.

## SOCIAL JUSTICE



To promote inclusion, our work honors diversity, equal voice and equal choice for all.

## FUN



We bring a positive team and family spirit to our work. We create ways to enjoy the work and engage the heart and soul.

# PROGRAM DESCRIPTIONS

YDN offers customized development solutions to Education, Business, Government entities, and Organizations so that they can create environments and cultures where people are valued for who they are and encouraged to become their best. YDN customized services and programs motivate participants, help them implement change, and develop buy-in from key staff and managers.



**Core services include:**

training workshops, customized coaching and technical assistance, direct youth programs and services, networking events, and a new program that rolled out in 2021 the Nueva Epoca Program.



# TRAINING WORKSHOPS

YDN’s dynamic and customized trainings cultivate a mindset for asset based development within those who attend. These trainings light fires in the belly. They focus laser beams on quality. We challenge participants and support their work as they make it happen. We feel confident that participants will come away from YDN trainings with “a-hah!” moments, concrete tools, and a renewed sense of energy and purpose in their work and team engagement.

**THE STAFF AT YDN WORKS CLOSELY WITH OUR CLIENTS TO DESIGN TRAINING SPECIALLY TAILORED TO THE NEEDS OF EACH ORGANIZATION.**



## Areas of Expertise Include:

### Strength-Based Development // Group Dynamics:

Creating a common language and approach through a strengths-based lens: Building a Well-Rounded Team; Leading with Your Strengths; and Strengths Development-Maximizing Youth Potential.



### Youth Development // Youth Engagement // Organizational Development // Cultural Relevancy & Inclusion:

**Youth development approach**, which focuses on 1) The critical experiences all youth in your program need for their successful, healthy development. 2) How to make these experiences happen within a program as much, and as often as possible.



**Group facilitation** and the tools and skills that facilitators need for working with groups, whether they are young people or adults, in a way that is engaging, empowering, and harmonious



**Youth engagement** practices and creating optimal environments for youth to step up and take on responsibility and leadership in a variety of ways, from youth as part of your board, to peer tutors and mentors. Trainings focus on the skills and tools that adults and youth need for a successful experience together.



**Organizational development** support and assistance in program development, program improvement, strategic planning, best practices, mission alignment, and even retreats. These sessions and series offering are designed to take an organization from good to great, from “getting by” to high functioning, from a place where youth hang out to a place where youth come to thrive and succeed.



**Human development** by adapting the youth development principles and approach into a training that focuses on a process and an approach that creates an optimal working environment throughout an organization for the administration, management and staff. A process of human growth through which people move from being taken care of to taking care of others and themselves. An approach in which people are supported as they build their capacities and strengths to meet their personal social needs and those of the organization.



**Cultural Relevancy, Inclusion & Diversity** designed to help professionals, schools, businesses and organizations demystify the many components of culture to improve their climates. Sessions are focused to create a shift in thinking that are the foundation to systems change. YDN encourages workshop participants to focus on providing the basic supports and opportunities needed to promote optimal development of employees.



## COACHING, CONSULTING & TECHNICAL ASSISTANCE

YDN provides coaching to help implement new content or strategies across communities, schools, businesses, government entities, and organization. From line staff to management-making these new ideas a part of the policies and procedures that will sustain them. The staff pride themselves on their ability to meet people and organizations where they are, and to customize its coaching and consulting to meet the needs of the organization.

## DIRECT YOUTH LEADERSHIP PROGRAMS:

**Providing youth engagement, youth voice and choice:**

In its mission to change the lives of youth, they facilitate amazing high-impact, engaging programs directly with youth. The staff are proud of these youth leadership programs, which are a model of a quality setting that offers dynamic opportunities for youth.



**Youth Leadership Camp Program** with a curriculum designed to build the capacity of youth, community youth-work leaders, organizations and other interested groups with a goal of engaging youth in meaningful ways and to see youth as resources. YLP engages youth (from ages 12-24) typically tagged “at-risk” by our culture. Youth are typically tagged “at-risk” by our society for various reasons such as being impoverished, pre gang or gang affiliated, adjudicated youth, homelessness and other exhibiting risky behaviors such as truancy, academic failure, drug use, or poor social skills. Through proven asset-based youth development programming the youth who participate begin to see themselves not as “at risk” youth but more as youth who are “at promise.” This shift in thinking means they are filled with hope for their future, are engaged in academic and mentorship opportunities provided for them and are less likely to participate in behaviors and situations that will negatively affect their well-being.

**Youth Engagement Youth Listening**

**Circles:** A means of creating effective dialogue forums for youth to share their experiences, thoughts and ideas around the topic of climate. The primary facilitation method YDN uses is commonly known as “student fishbowls” or “listening circles”. The listening circle format optimizes the listening of key stakeholders as they pay close attention to the experiences, feelings and perspectives of a targeted group of young people. YDN strives to create a sense of equality and positive direction by asking effective questions that capture the reality of the current school climate as well as the dominant ideas youth have to strengthen the climates of tomorrow. Using the data learned from this process, the focus and action plans generated have proven to be effective in making the desired changes within classrooms and programs.



**School Site - Student Leadership Programs:**

designed and facilitated programs that build comfort for students at the beginning of the school year and help young people from connections with other students and staff. These programs focus on building emotionally safe, caring, and consistent relationships for students.



**Peer Conflict Mediation and Peer Mentoring:**

Participants learn practical skills that reduce and mediate conflicts within the classroom, school or program (active listening, paraphrasing, I-messages, triggers, etc.), and examine conflict mediation models, including peer conflict mediation programs.



**Student Leadership 21st Century Youth Skill Building program:**

goals of the program includes: improving the student leadership structures so that youth are more engaged in true positions of responsibility and decision making; expanding youth and adults’ vision for student leadership at school to include a focus on school climate; and improving the student experience at their school by increasing the amount of authentic youth voice provided by student leaders. Additionally, the program provides adult leaders with the core skills to facilitate an authentic leadership process with their students.

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**“IN 2021 WE HAD THE OPPORTUNITY TO LEAN HEAVILY INTO OUR CORE VALUES AND BRING OTHERS ALONG WITH US. SO MANY ORGANIZATIONS AND INDIVIDUALS GRASPED THE IMPORTANCE OF RELATIONSHIPS, CHANGE, JUSTICE, AND FUN AND WANTED TO WORK IN WAYS THAT ENRICHED THEIR COMMUNITIES WITH THESE THINGS IN MIND. 2021 WAS THE YEAR OF IMPACTFUL COMMUNITY BUILDING.”**

**Meg Birmingham**  
Youth Development Specialist/Trainer



# NETWORKING EVENTS

## Promoting Best Practices and Connecting Resources

### Convenings:

YDN knows that the more people learn about each other, the more they feel connected. These connections lead to increased collaboration and a tighter community that is more effective at supporting our youth. YDN facilitates convening's that bring people together to find areas of common language and approach and ultimately help them find new ways to work together. YDN shapes community events that highlight key issues, promote collaboration around a topic, and incorporates basic networking opportunities.

### Keynote presentations and Conferences:

The YDN message is to inspire and motivate change that improves peoples' lives. For this reason, they provide inspirational presentations that crystallize ideas, build momentum among staff, and raise awareness. YDN customizable keynote presentations spark ideas, provoke thoughtful dialogue, and help staff feel emotionally connected to important concepts for improving the quality of programs and environments.

# A PROGRAM WHOSE TIME HAS COME—NUEVA EPOCA PROGRAM:

**Nueva Epoca is a new program** designed for members of the Latinx Community and those who recognize the importance of this demographic to the future of the Sacramento Region. The goal of the Program is to build leadership capacity within the Community to prepare and empower the next generation of Latino/Hispanic/Latinx leaders to influence business and civic policy decisions as we enter a Nueva Epoca—New Era—following the pandemic.



The Sacramento Region is home to a population of 39% Latinx people, yet the percentage of nonprofit board members is only 7%. The statistics in government and the executive and management levels of companies are similar. This results in far too few Latinx people having a voice or influence in economic, political or social policy decisions. It is a situation that needs to change.

The Nueva Epoca Program is an exciting effort designed to build leadership capacity within the Community and create a strong cohort of engaged Latinx leaders to influence business and public policy in the Sacramento Region community for the post-pandemic era. The six-month program focuses on 3 core areas of focus which include:



**The Toolbox**—Participants learn a set of skills to improve their self-awareness, know and use their leadership strengths, build, and work with teams, understand differences, be able to have difficult conversations successfully, practice effective public speaking, give and receive feedback and a host of other tools that will enhance their success and confidence. The Toolbox programming is facilitated by the Nueva Epoca Leadership Team and subject matter experts as well as Latinx members of the Program Advisory Committee and other leaders from the region.

**Community Awareness**—Part of the program includes an opportunity to hear from representatives from government, business, social service, health and the justice system and other fields. Through site visits (when and where possible), speakers, panels and dialogues, participants will learn how these systems work and what particular issues of the Latinx community they want to engage in as an active community member. These are organized and facilitated by teams of program participants.



**Latinx Leadership Challenges**—Through this dynamic program, participants have the opportunity to learn about the particular issues of the Latinx community and get connected to influential leaders who can help them grow in their professional and civic careers. They engage in small group dialogues and hear from speakers and panels about issues related to the Latinx experience in the Sacramento region. Themes include – generational experiences and how they differ or are the same, how Latinx business, appointed or elected leaders use power and influence and how they collaborate to get their goals accomplished, or what challenges they have experienced as a result of their ethnicity.



**Apoyado “Mentor” Power Triads**—This element of the program matches each participant in the program with an Apoyado who will help guide them in their professional and civic career development during their time in Nueva Epoca and beyond. Participants meet in pairs once a month with their Apoyado in Power Triads for personal coaching/mentoring.



**Core Objective**—Each graduating Fellow will be expected to join a nonprofit board or public commission as a key element for program completion.



# FINANCIALS



## OPERATING REVENUE & SUPPORT STATEMENT

January 1, 2021 to  
December 31, 2021



## OPERATING EXPENSES STATEMENT

January 1, 2021 to  
December 31, 2021

AT A GLANCE:		AMOUNT	PERCENTAGE OF TOTAL
Contributions-Donations	=	\$4,900	0.7%
Grants	=	\$30,000	4.1%
PPP Loan Forgiveness	=	\$136,662	18.6%
Fee for Service / School / Non Profit Programs	=	\$345,059	47.2%
Fee for Service / Business— Government Programs	=	\$33,425	4.6%
Nueva Epoca Program	=	\$149,500	20.5%
Interest / Dividends	=	\$513	0.1%
Inkind	=	\$31,223	4.2%
<b>TOTAL</b>	<b>=</b>	<b>\$731,282</b>	<b>100%</b>

AT A GLANCE:		AMOUNT	PERCENTAGE OF TOTAL
Program Services	=	\$484,590	79.7%
Fund Development	=	\$48,330	8%
Management & General Admin	=	\$75,282	12.3%
<b>TOTAL</b>	<b>=</b>	<b>\$608,553</b>	<b>100%</b>



## OPERATING EXPENSES STATEMENT

January 1, 2021 to  
December 31, 2021

OPERATING EXPENSES	AMOUNT	PERCENTAGE TO TOTAL
Salaries, taxes and benefits	\$367,564	60.4%
Consulting	\$85,526	14.1%
Professions Fees	\$35,033	5.8%
Facility Costs	\$29,722	4.9%
Supplies	\$23,692	3.9%
Marketing	\$12,796	2.1%
Dues & Subscriptions	\$9,528	1.6%
Travel	\$8,629	1.4%
Subgrant Expenses	\$8,330	1.4%
Insurance	\$6,807	1.1%
Equipment Lease	\$4,645	0.8%
Interest expense	\$4,204	0.7%
Meetings	\$3,471	0.6%
Copy & printing	\$3,444	0.6%
Telecommunications	\$2,930	0.5%
Bank charges	\$1,109	0.2%
Depreciation expense	\$809	0.1%
Staff development	\$255	0.04%
Postage	\$59	0.01%
<b>TOTAL EXPENSES</b>	<b>\$608,553</b>	<b>100%</b>

## STAFF & BOARD

### Youth Development Network (“YDN”) Board of Directors:

- **Jeffrey Jensen**, Board President, Crowe LLP
- **Adddie Ellis, EdD**, Board Vice President, Natomas Charter School, Student Services Director
- **Brent McClure**, Board CFO/ Treasurer, PNC Bank
- **Rob Chase**, MassMutual Northern California
- **Lilly Rankins**, California ISO
- **Keegan MacNichol**, Mach 1 Equity, LLC

### Youth Development Network (“YDN”) Team:

- **Adrian Ruiz**, Executive Director—Gallup Certified Strengths Coach
- **Vicki Stockbridge**, Board Secretary, YDN Assistant Director
- **Trao Thao**, YDN Trainer / Facilitator / Coach
- **Meg Birmingham**, YDN Trainer / Facilitator / Coach
- **Nicoda Adams**, YDN Program Associate
- **Helen Yee**, Gallup Certified Strength Coach

### Nueva Epoca Board of Directors | Also serve as Members of the PAC

- **Larry Garcia**, President & CEO Garcia Performance Solutions
- **Jesse Salinas**, Board Chair Yolo County Assessor/ Clerk-Recorder/Registrar of Voters
- **Lisa Cardoza**, Treasurer CSU Sacramento—University Advancement
- **Vanessa Cuevas-Romero**, Secretary City of Sacramento, Nueva Epoca Senior Fellow

### Nueva Epoca Program Advisory Council (PAC)

- **Jose Bodipo-Memba**, Sacramento Municipal Utility District (SMUD)
- **Caroline Cabias**, UC Davis
- **Maggie Carrillo-Mejia**, Educator/SCUSD Former Superintendent
- **Francisco Castillo**, Union Pacific Railroad Company
- **Rita Gallardo Good**, CSU Sacramento
- **Phil Garcia**, CSU Sacramento—Public Affairs & Advocacy, Retired
- **Melinda Guzman**, Attorney at Law
- **Juan Novello**, Sacramento Hispanic Chamber, Nueva Epoca Senior Fellow
- **Alice Perez**, AT&T
- **Sam Perez**, Rodrigues, Perez, Delgado & Co., LLP
- **Randall Reynoso**, Wells Fargo Bank, Retired
- **Marco Rodriguez**, Principal Financial Group



Engage  
to succeed.

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**VALUES**



Relationships  
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Change  
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