

# 2022 annual report



# Letter from President

**2022 Yearly Report:  
Embracing Rest,  
Radicalism, and  
Range**

## **Dear friends and Valued Partners,**

We are thrilled to present to you our annual report for the year 2022, a transformative period marked by our unwavering commitment to three guiding principles born out of navigating the covid years: Rest, Radicalism, and Range. In this report, we share with you the remarkable journey of our organization as we navigated through challenges, celebrated successes, and embraced the essence of growth through these profound principles.

## **Rest: Be Unapologetic About Recharging and Playing Along the Way**

We firmly believe that a well-rested mind is the bedrock of creativity, innovation, and resilience. In 2022, we made a conscious effort to prioritize the well-being of our employees and partners. We encouraged a culture of rest and self-care, recognizing that sustainable success is only achievable when individuals are allowed time to recharge. We implemented flexible work arrangements and pursued opportunities for personal development. As a result, staff brought their A-game to our work by flexing their strengths at every project they took on.

## **Be Rad!: Fearlessly Doing What Is Right and Necessary**

In a rapidly changing world, progress requires courage and the willingness to challenge the status quo. In 2022, we took bold and radical steps to align our operations with our core values. We tackled complex societal issues, embracing inclusivity, diversity, and true belonging. We forged meaningful partnerships with organizations dedicated to equity and social justice. Embracing innovation, we invested in cutting-edge technologies, pushing the boundaries of what was previously thought possible. Much of this technology is new to us and we know there will be hiccups along the way but “not trying” is something you will never find in the YDN DNA. Our commitment to radical action propelled us to make a tangible impact, inspiring positive change beyond the confines of our organization.



## **Range: Embrace Diverse Experiences and Perspectives**

Our success in 2022 was founded on the belief that embracing diverse experiences and perspectives fuels growth and fosters understanding. We celebrated the unique talents and backgrounds of our team members, encouraging an environment where creativity thrived. By valuing inclusivity and actively seeking out fresh viewpoints, we transcended conventional boundaries and arrived at new solutions to age-old challenges. Our commitment to range broadened our horizons, enabling us to connect with a larger audience and deepen our impact on communities throughout California.

## **Closing: Shaping the Future Together**

As we conclude this report, we extend our gratitude to all our partners for their unwavering support throughout the transformative year of 2022. The guiding principles of Rest, Radicalism, and Range have become ingrained in the very fabric of our organization. We remain steadfast in our pursuit of excellence, emboldened by the knowledge that our collective efforts shape a future that is equitable, innovative, and sustainable.

Looking ahead, we are excited about the possibilities that lie before us. Armed with the lessons learned from 2022, we will continue to be rad, extend our range by having an open mind, and rest and play along the way, while building a brighter tomorrow alongside all of you.

Thank you for joining us on this incredible journey.

In community,



**Co-Authored by**  
*Adrian Ruiz, Executive Director and  
Addie Ellis, Board Vice Chair YDN*



# 2022 Hours & Sessions

## Total Number of Hours Facilitated

(Partners: 608 | GABY: 26 | Nueva: 89)

723

## Virtual Hours

(Partners: 76 | GABY: 26 | Nueva: 89)

191

## In-Person Hours

(Partners: 532 | GABY: 0 | Nueva: 0)

532

## Total Number of Sessions Facilitated

(Partners: 150 | GABY: 22 | Nueva: 28)

200

## Stand-Alone Sessions

20

## Multi-Session Series

(Total sessions: 180)

24

## Total Number of Attendees

(Partnerships | Events | Series)

2605

## Unique Participants

1927

## Unique Organizations

(Partners: 40 | Nueva: 15)

55

# 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.

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This year we partnered with lots of organizations that work towards very similar goals to YDN's values. We helped folks engage more young people, create equitable economic development, and build stronger relationships and deeper connections.

TRAO THAO, YDN PROGRAM  
DEVELOPMENT SPECIALIST



# Core Values

In working to improve the community, YDN lives and breathes the same core principles we inspire others to bring to their work with youth. YDN hires and grows highly talented people who are committed to youth success and the following core values, which are the hearts 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, and Government entities and organizations. They provide tailored services and programs that motivate participants, facilitate change implementation, and garner support from key staff and managers.

## Strength-Based Development—Group Dynamics:

YDN fosters positive engagement, collaboration, and personal growth within businesses, organizations, and youth programs. They focus on building well-rounded teams, leading with strengths, and maximizing youth potential.

In their approach to strength-based development and group dynamics, the organization aims to establish a strong foundation of positive engagement, collaboration, and personal growth within businesses, organizations, and youth programs. By fostering a strengths-based mindset, they enable individuals and teams to flourish and accomplish their objectives. Through their dedication to a strength-based approach, the organization actively supports the growth and success of individuals and teams across various sectors, emphasizing collaboration, effective leadership, and the realization of potential.

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

YDN focuses on critical experiences for youth, group facilitation skills, youth engagement practices, optimal environments for youth leadership, organizational development support, and promoting cultural relevancy, inclusion, and diversity.

They provide critical experiences for youth, creating optimal environments for their growth and development. Their facilitators work effectively with groups, fostering engagement and collaboration. They also encourage youth to take on responsibility and leadership roles, offering training and support for successful collaboration. In addition, they provide organizational development support to elevate organizations to high functioning levels, with a focus on creating environments where youth thrive and succeed. The organization emphasizes human development by integrating youth development principles into their programs and fostering a transition from being seen as recipients of services to resources. They also offer workshops and sessions to promote cultural relevancy, inclusion, and diversity, encouraging a shift in thinking and the provision of supports for optimal development for all employees.

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YDN has fantastic and energetic instructors. Their authentic and vulnerable sharing helped me see how I can better understand my strengths and the strengths of others.

**STRENGTHS BASED INSTITUTE  
PARTICIPANT, CALIFORNIA STATE  
ASSOCIATION OF COUNTIES**





# Core Services

01

**Training Workshops:**

YDN's dynamic workshops cultivate an asset-based development mindset in participants. They provide practical tools and renewed energy and purpose in their work and team engagement.

02

**Coaching, Consulting & Technical Assistance:**

YDN offers customized coaching and consulting services to support the implementation of new strategies across various

03

**Networking Events—Promoting Best Practices and Connecting Resources:**

YDN organizes events that promote collaboration, share best practices, and facilitate

04

**Direct Youth Leadership Programs:**

YDN facilitates high impact programs directly with youth, including leadership camps, youth engagement circles, student leadership programs, peer conflict

05

mediation, and 21st-century skill-building programs.

**Nueva Epoca Career Development Program:**

YDN is a dedicated partner in this transformative initiative designed to empower members of the Latino/Hispanic/Latinx community. The program focuses on leadership development, community awareness, and addressing unique challenges faced by the Latinx community. Participants engage in a comprehensive curriculum, learn from representatives in various sectors, and have access to influential mentors. The Nueva Epoca program aims to empower Latinx leaders, foster community engagement, and drive positive change within the Sacramento Region.

# Services Offerings

01

**Training Workshops:**

YDN's dynamic and customized training workshops cultivate an asset-based development mindset in participants. These workshops ignite passion and focus on excellence, challenging participants while providing support to help them achieve their goals. Participants can expect "a-ha!" moments, practical tools, and renewed energy and purpose in their work and team engagement. YDN collaborates closely with clients to design training programs that meet their specific organizational needs.

02

**Coaching, Consulting & Technical Assistance:**

YDN offers coaching and consulting services to support the implementation of new strategies and content across various sectors, including communities, schools, businesses, government entities, and organizations. The YDN staff excels in meeting clients where they are and customizing coaching and consulting approaches to address specific organizational needs.

03

**Networking Events—Promoting Best Practices and Connecting Resources:**

YDN organizes events that promote collaboration, share best practices, and facilitate connections within the community.

**Convenings:**

YDN facilitates convenings that bring people together, fostering collaboration and a stronger community capable of supporting youth effectively. These events focus on common language and approaches, providing networking opportunities.

**Keynote Presentations and Conferences:**

YDN delivers inspirational presentations to inspire change, foster staff momentum, and raise awareness. The customizable keynote presentations stimulate ideas, encourage meaningful dialogue, and establish emotional connections to important concepts for program and environment improvement.





# 04

## Direct Youth Leadership Programs:

YDN facilitates high impact, engaging programs directly with youth, aiming to transform their lives. These programs serve as models of quality settings that provide dynamic opportunities for youth.

### Youth Leadership Camp Program:

Empowers and engages youth (ages 12-24) who are often considered “at-risk” by society, helping them shift their self-perception to “at promise” individuals. The program focuses on building hope for the future, academic engagement, mentorship opportunities, and positive behaviors.

### Youth Engagement Youth Listening Circles:

Establishes effective dialogue forums for youth to share their experiences and perspectives on climate-related topics. Through a listening circle format, key stakeholders gain insights into the realities of the current school climate and collaborate on action plans to improve it.

### School Site—Student Leadership Programs:

Designs and facilitates programs that foster connections among students and staff, creating emotionally safe and caring relationships.

### Peer Conflict Mediation and Peer Mentoring:

Equips participants with conflict resolution skills and mediation models to reduce conflicts within classrooms, schools, or programs. Emphasizes peer conflict mediation programs.

### Student Leadership 21st Century Youth Skill Building Program:

Enhances student leadership structures, amplifies authentic youth voices, and improves the overall student experience at school. Provides adult leaders with essential skills to facilitate an authentic leadership process with students.

# 05

## DRIVE Initiative (Fresno)—County wide strengths-based initiative in Fresno

Fresno's DRIVE initiative, short for: Developing the Region's Inclusive and Vibrant Economy, is a 10-year investment plan designed to develop an inclusive, and sustainable economy for the residents in the Greater Fresno Region. The Central Valley Community Foundation, a local origination located in the heart of Fresno, serves as the backbone organization for Fresno DRIVE, providing support for collaboration, strategic planning, fundraising, and the evaluation of results. DRIVE was established as a response to the region's growing economic challenges and disparities, aiming to create opportunities and foster growth for individuals and businesses alike. DRIVE brings together a diverse coalition of stakeholders, including government agencies, private enterprises, educational institutions, and community organizations, working collaboratively to implement a multifaceted approach that encompasses workforce development, entrepreneurship, and investments in local economic development. Its origins lie in the recognition of the need for a comprehensive strategy to address economic issues and build a more resilient and vibrant regional economy, thereby creating a stronger and more inclusive future for Fresno and its residents.

In 2022, the YDN team was invited to facilitate DRIVE's Retreat, gathering executive members from the Economic Development, Human Capital, and Neighborhood Development portfolios. This two-day event focused on collectively shaping DRIVE's future. The YDN team played a crucial role in guiding this transformative process, fostering a shared vision for the organization. Employing the CliftonStrengths tool, YDN provided a tool for executive members of DRIVE to gain deeper insights into each other's strengths and work collaboratively. With a strong framework in place, the three portfolios embarked on an Appreciative Inquiry process, celebrating the past successes in Fresno, outlining their aspirations, and setting definitive goals and action plans for a 10-year investment journey.

In the forthcoming months, the spotlight will remain focused on the executive committees as they progress toward the realization of their goals through the thoughtful implementation of the action steps that they've diligently crafted. These executive committees will navigate the path toward their shared vision for DRIVE through collaborative efforts, aligning their energies and resources with the defined goals to bring about significant change and progress in Fresno's economic landscape.

We invite you to listen to our in-our-tribe podcast, which features Artie & Julie from CVCF, where they speak about their roles as the Initiative Director & Program Officer for Racial Equity and Inclusion. They enlighten the listener about the potential that Fresno has for growth in various areas of the city, what their goals are/how to get there, and how the DRIVE Initiative helps the City of Fresno reach its fullest potential.

<https://inourtribe.libsyn.com/season-6-episode-56-artie-padilla-julie-vue-discuss-the-work-done-by-the-fresno-drive-initiative>

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We were not being very intentional about how we support all of our community... DRIVE is all about adding the intentionality, to have a positive impact on the very people that did not benefit whenever Fresno's economy did improve.

ARTIE PADILLA, DRIVE INITIATIVE DIRECTOR CVCF



06

Nueva Epoca  
Career Development  
Program

YDN is a dedicated partner in this transformative initiative designed to empower members of the Latino/Hispanic/Latinx community and those who recognize the significance of this demographic in shaping the future of the Sacramento Region. With the aim of preparing the next generation of Latinx leaders to influence business and civic policy decisions during the post-pandemic era, the program focuses on building leadership capacity within the community.

The program encompasses three key areas that contribute to the participants' growth and development:

**The Toolbox:**

Participants engage in skill-building sessions that cover a wide range of topics, including self-awareness, leadership strengths, team building, effective communication, navigating differences, successful difficult conversations, public speaking, and feedback. The Toolbox programming is facilitated by the experienced Nueva Epoca Leadership Team, subject matter experts, influential Latinx leaders, and other professionals who provide valuable insights and guidance.

**Community Awareness:**

Through a series of engaging activities, participants gain a deeper understanding of how various systems, such as government, business, social services, health, and the justice system, operate and impact the Latinx community. Speakers, panels, and dialogues are organized by the participants themselves, enabling them to actively explore specific issues within the Latinx community that they are passionate about addressing.

**Latinx Issues Discussions:**

Program participants and their Apoyados gather for morning sessions dedicated to discussing topics related to the Latinx experience in the Sacramento region. These sessions involve small group dialogues, guest speakers, and panel discussions, focusing on themes such as the diversity of the Latinx population, immigration experiences, the use of power and influence by Latinx business and community leaders, and collaboration strategies for achieving goals. This unique monthly program provides participants with valuable insights into the experiences of the Latinx community and connects them with influential leaders who can contribute to their professional and civic growth.

Unique to the program, participating fellows are paired with dedicated Apoyados-Mentors who provides personal coaching and mentoring. These mentorship triads meet monthly to support participants' professional and civic career development throughout their time in Nueva Epoca and beyond. Graduating fellows are expected to join a nonprofit board or public commission as a key element of program completion.

**The Toolbox:**

Participants engage in skill-building sessions that cover a wide range of topics, including self-awareness, leadership strengths, team building, effective communication, navigating differences, successful difficult conversations, public speaking, and feedback. The Toolbox programming is facilitated by the experienced Nueva Epoca Leadership Team, subject matter experts, influential Latinx leaders, and other professionals who provide valuable insights and guidance.





# 07

## Woodland Action Plan

During 2022 the YDN team also helped finalize the “Woodland Community Call to Action: Our united aspirations for youth”. To scaffold this call to action, YND facilitated a gathering of community leaders to learn a common language and approach, collected data through the Youth Voice Survey and ran a series of listening circles so the call to action included Youth Voice, helped to create aspirations and guiding principles for the communities work together, and developed specific area indicators for all children and youth in Woodland ages 0 through 25.

To establish a common language and approach YDN utilized the Youth Development Framework for Practice, a framework that many organizations involved in the call to action already use because of previous partnerships with YDN, and key facilitation skills like active listening, intentionally creating fun and impactful meetings, and high-level youth engagement.

Through the Youth Voice Survey YDN reached approximately 3,250 young people within the community of Woodland to hear about their experience with the Supports and Opportunities while they are involved in school, community or job readiness programs, playing sports, engaging with religious organizations, or otherwise involved



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This is the responsibilities of all adults in partnership with youth. Infusing the Youth Development Framework into all aspects of our work is just the start of the journey.  
ROGELIO VILLAGRANA,  
BOARD PRESIDENT WJUSD

in the community. After collecting quantitative data through the survey, YDN also performed listening circles to understand what the experiences of young people in Woodland look like and their hopes and dreams for the future. A total of four listening circles were performed and included Middle and High school students, their parents and guardians, and the parents and guardians of youth who are elementary age.

To create aspirations and guiding principles that are specific to the community, YDN utilized the LEGO Serious Play method where, starting from a place of strengths, leaders began to design what they would like to see more of in their community based on the input of their young people, plan the pathways to achieve their goals, and play emergence with any roadblocks that they already anticipate.

Finally, to complete the scaffolding of the plan, more community members were brought in to establish specific area indicators for all children and youth in Woodland. For each age group, 0-5, 6-10, 11-13, 14-18, and 19-25, leaders identified how they could aim their work at preparing youth for College, Career, and Life, providing the Supports and Opportunities, and aligning with the shared aspirations for the community. Leaders began by celebrating the successes that are already taking place in Woodland, then planning for future work that they would like to see.

Youth and their families that had participated in the listening circles were then brought back to review the document, to give their feedback and confirm that YDN had successfully captured their thoughts and feelings, giving their approval to the final draft of the call to action.

As of the end of 2022, the plan is up for adoption and approval by Board of the Woodland Joint Unified School District and the City Council of Woodland.

A copy of the plan can be found at: <https://ydnetwork.org/wp-content/uploads/2023/10/Woodland-Community-Call-To-Action-Doc.pdf>



08

Grants Advisory Board for Youth (GABY) Program

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I’m very happy to see all the results of GABY’s funding to projects, I’m proud of all our grantees for really persevering through any challenges and finding solutions.

2022 GABY BOARD MEMBER ON THE IMPACT OF YOUTH-LED PROJECTS IN THE SACRAMENTO REGION.

The Grants Advisory Board for Youth (GABY) program, which the YDN team runs in partnership with Sacramento Region Community Foundation, completed their 6th and kicked off their 7th years with YDN during 2022. The 6th board maintained high attendance at their 16 meetings, gained experience in group facilitation through the grant review day, the grantee award day, the grantee convening, and year-end celebration.

GABY board members discussed the highlights of learning philanthropy skills through hands-on grant making, understanding community-based organization impact, and extended grantee impact. Additional highlights include a deeper understanding of individual strengths and increased opportunities for relationship building within meetings.

The 2021-2022 board distributed grants of up to \$500 to 5 youth-led projects with a total of \$2,475. All projects funded by the GABY board are designed to be youth led, during this program year projects funded included equitable youth literacy projects, food access, increase wellbeing through arts, physical/mental wellness through mentorship programs, and bettering community understanding of social justice issues. It was projected that these projects were be able to impact roughly around 700 people.

To close out 2022 the current board has created the following grant theme “Youth-led community programs, rooted in equity, which support the development and education of youth.” Our facilitation team is incredibly excited to see what the current board will accomplish next year as they continue to lean into their strengths, learn about leadership and philanthropy, and increase youth enjoyment in our region.



Financials



OPERATING REVENUE & SUPPORT STATEMENT

January 1, 2022 to December 31, 2022

AT A GLANCE:	AMOUNT
Contributions—Donations	\$7,125
Fee for Service/ Foundations	\$96,013
Fee for Service/ School/ Non Profit Programs	\$546,169
Fee fro Service / Business - Government Programs	\$14,000
Nueva Epoca Program	\$120,000
Interest/ Dividends	\$41
Misc Revenue	\$489
In-kind	\$27,300
TOTAL	\$811,137





## OPERATING EXPENSES STATEMENT

January 1, 2022 to  
December 31, 2022

AT A GLANCE:	AMOUNT
Program Services	\$618,170
Fund Development	\$57,601
Management & General Admin	\$87,800
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TOTAL	\$763,571



## OPERATING EXPENSES STATEMENT

January 1, 2022 to  
December 31, 2022

OPERATING EXPENSES	AMOUNT
Salaries, taxes and benefits	\$431,366
Consulting	\$114,247
Professions Fees	\$38,306
Facility Costs	\$26,300
Supplies	\$31,227
Marketing	\$11,951
Dues & Subscriptions	\$8,654
Travel	\$44,910
Subgrant Expenses	\$500
Insurance	\$8,434
Equipment Lease	\$5,526
Interest expense	\$4,323
Meetings	\$14,124
Copy & printing	\$12,607
Telecommunications	\$2,825
Bank charges	\$557
Depreciation expense	\$5,644
Staff development	\$2,070
Postage	
<hr/>	
TOTAL EXPENSES	\$763,571





Engage  
to succeed.

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**VALUES**



Relationships  
Social Justice  
Change  
Fun