



2016 Report & 2017 Plan

February 15th, 2017

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Organizational Overview

Youth Passageways (YPW) is a network of individuals, organizations, and communities supporting the healthy passage of today's young people into mature adulthood during a time of global transition. This cross-cultural network includes a broad and diverse range of rites of passage, education, youth and community development efforts. We join together for mutual support, collaborative learning, resource development, and cross-pollination, in order to gain wider visibility and influence, and ultimately, to foster the development of whole, healthy human beings who will bring healing to our human and earth communities.

Mission: *We help regenerate healthy passages into mature adulthood for today's youth.*

We do this by:

- Establishing an intergenerational and cross-cultural **community of practice**, growing rites of passage and related practices as meaningful, recognizable, and necessary aspects of youth development, with implications for the social service, mental health, and education sectors.
- Weaving a globally-interconnected **network**, creating a platform for widespread access to information and education to ensure that each young person has the opportunity to make the transition into adulthood in healthy, community-supported, and uniquely relevant ways.
- Building a **social movement** with the power to transform society on a large scale, by sharing the collective story of the essential role of rites of passage in healthy human development throughout the lifespan and building strong communities

Each of these three strategies feed our underlying goal of fostering the creation and support of healthy rites of passage in all communities. They create a sense of wholeness, meaning, and renewal, providing a powerful means of passing values and responsibilities from generation to generation. Rites of passage, empowered youth, and resilient communities build on one another in a positive feedback loop, we call an **ecology of initiation**.



Our Vision

As we confront our unparalleled global crisis -- what many are calling a time of collective initiation -- there is a growing recognition that the revitalization of rites of passage has the potential to play a leading role in the renewal of our communities and the human family. We come together, strengthened by our diversity, in service to this shared vision:

Our communities are imbued with the elements of healthy, life-affirming, and meaningful culture, and access to basic resources including clean air, clean water, fresh food, meaningful work, healthy ecosystems, and rights to self-determination.

Our youth have access to initiated family & community members, and elders to mentor them.

The unique gifts and vital energies of adolescents are nurtured in support of the whole of community; youth feel a sense of voice and efficacy in shaping the communities they will inherit.

Our elders are valued, deeply integrated into community life, with abundant opportunities to share their wisdom.

Individuals across the lifespan have access to meaningful experiences, integrated within the fabric of their community, that nurture their development as a whole human being (mental, physical, emotional, spiritual) and help them navigate critical initiatory moments.

Authentic, meaningful cross-cultural exchange occurs within the context of community sovereignty, respect for cultural protocols, and honoring requests for privacy.

Parents are surrounded by circles of support as they navigate their own, and their children's changing needs.

Partners engage in a rich exchange of mentorship, resources, and training with peers and elders in communities around the world.

Initiation and rites of passage are a central and integrated part of education and youth development practice. Values of responsibility to the Earth and future generations are shared as a foundation that can sustain us.

Whom We Serve....

Audiences Served by
YOUTH PASSAGEWAYS
now and in the Future



1 WORKING DIRECTLY WITH YOUTH INITIATION

Individuals, Organizations, & Communities specifically engaged in initiatory practices for youth. Including:

- Rite of Passage Facilitators, Mentors, & Guides
- Rite of Passage Organizations
- Aspiring Practitioners
- Cultural and/or faith-based Communities

2 WORKING WITH YOUTH

Individuals, Organizations, & Communities who are currently working with Youth in some capacity. Including:

- Community & Gang Interventionists
- Schools & Educators
- Counselors & Mental Health Professionals
- Youth Programs

3 YOUTH, PARENTS, RESEARCHERS & POLICY MAKERS

Those who are interested in YPW as a resource. Including:

- Young People
- Families with Youth
- Researchers
- Policy Makers

4 INVOLVED IN SOCIAL & CULTURAL CHANGE

Those who are interested in YPW as a resource. Including:

- Changemakers
- Artists
- Storytellers
- Social Entrepreneurs
- Collectives, Co-ops, Ecovillages, & Communities

Core Values



DIVERSITY & UNITY

- » Welcoming & inclusive, actively embracing and exploring differences & similarities
- » Honoring traditional and modern ways
- » Ambassador/translator role - operating in multiple worlds simultaneously, fostering bridge-building
- » Balancing the masculine, feminine, genderqueer, & transgendered perspectives



HOLISTIC

- » Attentive to all aspects of the human being: soul, mind, heart, body and spirit
- » Rites of passage, in their fullest manifestation, require grounding in community



HEALING THE WEB OF LIFE

- » Listening for marginalized voices
- » Challenging assumptions
- » Social justice
- » Environmental stewardship
- » Respect for cultural protocols



VISIONARY LEADERSHIP

- » Evolving, fluid roles
- » Individual and collective responsiveness to changing needs
- » Collaborative decision-making while empowering forward movement
- » Attentive to process: the way we do things is as important as what we do
- » Transparent flow of communication between center and periphery
- » Cultivating inspiration



HEALTHY FAMILY

- » Recognition of our essential humanity
- » Staying in relationship even through challenges
- » Open and honest dialogue
- » Forgiveness
- » Intergenerational



RELATIONSHIP W/TIME & PLACE

- » Awareness of the relationship between local and global communities
- » Attentive to what arises out of the specific time and place
- » Responsive to historical context
- » Bridging the past and the future

Business Strategy

As a new 501c3 organization, we strive to operate effectively and efficiently within existing systems while challenging the blind spots of those systems. We strive to model healing with regard to money and wealth in a culture severely divided into haves and have-nots. To this end:

- » We focus on operating within our means and the means of the planet, and
- » We acknowledge social currency, deepening our relationships with one another, as our greatest wealth to make great and rapid change in the world.

Currently, our funding has been generated through a combination of individual donors, foundations, and in-kind contributions from our partners. Though this has proved sufficient up to this point, moving into the end of 2016 and into 2017 and beyond we will need to diversify and increase our revenue sources.

Some of the ways we have started to do this and some new ways slotted for 2017 are as follows:

- » Individual contributions, Partnership dues, Direct mail fundraising, Contract services, Program fees, & Grants.

Governance & Structure

The Youth Passageways Governance spiral is dynamic, alive, and ever-evolving. In a spiral, concentric circles of responsibility and stewardship for Youth Passageways are open to change. At the same time, seats of responsibility and authority are clear, and individuals holding those seats are empowered and accountable to make decisions and keep moving forward in a timely way. The spiral form allows communication to flow between these circles freely and clearly. Everyone has the opportunity for input, and the voices in the outer circles have a way to be heard.



1 VALUES & MISSION

The impetus and guiding force for all activity within every circle of the Youth Passageways community.

2 STAFF & LEADERSHIP CIRCLE

Staff includes 2 Coordinators who implement day-to-day operations. They are supported directly by the Leadership Circle in month-to-month operations, making emergent decisions, & ensuring the flow of info.

3 STEWARDSHIP CIRCLE

Similar to a Board of Directors, and holding the same legal and fiduciary responsibility. This circle consists of a small but diverse gathering of partners dedicated to steering the decisions & direction of YPW as a living network.

4 ADVISORS

Includes people of varied influence, expertise, & perspective. They do not have a formal decision making role, but their spiritual & practical influence helps to shape the overall development and direction of YPW.

5 YPW PARTNERS

Our Partners, and the experiences they offer, make up the bulk of what Youth Passageways is. They hail from a widely diverse body of practitioners and communities spanning cultural, national & generational borders.

6 WORKING GROUPS

Coarsening the creative force of the wider network, working groups are small self-organized bodies of diverse participants from all our circles dedicated to working through specific topics and offering solutions to YPW and wider community as a whole. Working groups are the way that YPW catalyzes action.

LEADERSHIP CIRCLE

Darcy Ottey
SC Chair
Methow Valley, WA

Ramon Parish
Naropa/Golden
Bridge
Boulder, CO

Dane Zahorsky
Director /Broom Pusher
Youth Passageways
Kansas City, MO

STAFF

Dane Zahorsky
Director /Broom Pusher
Youth Passageways
Kansas City, MO

Amanda Canty
Network Mapper
Youth Passageways
Ojai, CA

STEWARDSHIP COUNCIL

Darcy Ottey
Chair
Methow Valley, WA

Kruti Parekh
Vice-Chair
Community Organizer
Los Angeles, CA

Clementine Wilson
Treasurer
Pacific Quest
Naalehu, HI

Sobey Wing
Secretary
Teen Journey/Evolver
Vancouver, BC

Ashanti Branch
Ever Forward Club
Oakland, CA

Sharon
Bearcomesout
Community Elder
*Northern Cheyenne
Reservation, MT*

Grant Abert
Kailo Fund
Madison, WI

Ramon Parish
Naropa/Golden Bridge
Boulder, CO

ADVISORS

Gigi Coye
Big Pine, CA, USA

Orland Bishop
Los Angeles, CA, USA

Kalani Souza
Naalehu, HI, USA

Melissa Michaels
Boulder, CO, USA

Sam Bull
Sonoma, CA, USA

Luis Rodriguez
Los Angeles, CA, USA

Fidel Rodriguez
Los Angeles, CA, USA

David Blumenkrantz
Glastonbury, CN, USA

Frederick Marx
Oakland, CA, USA

Joshua Gorman
Oakland, CA, USA

Paul Hill
Cleveland, OH, USA

Arne Rubinstein
*Mullumbimby, New South
Wales, Australia*

Bill Plotkin
Durango, CO, USA

Meredith Little
Big Pine, CA, USA

Where We've Been and Are:

In 2016 Youth Passageways had a highly successful year. We set the goal of raising 147,000 dollars with nearly equivalent expenses. Our strategies were equally internal as external:

to begin to move at the pace of real relationships; achieve Clarity of Story; empower the Right Person in the Right Role; and being of Actual Use.

From there we hosted the 2017 Gathering in Los Angeles, officially incorporated and come into compliance as a 501c3, transitioned from contractor to employee operated, launched the first publicly accessible offerings including Confluence Journal and the 2016 Webinars Series, and begun to standardize the way our Stewardship Council and staff engage in the annual work plan through our teams. Yet we've also struggled greatly with changing roles, financial dependence on a small number of large donations and more importantly trying to figure out what is the scale at which we want and are meant to operate.

What we seemed to *hear* in our network was simultaneously the expressed need and urgency of what we're trying to do and a continued confusion on what exactly that is. If we have hope of keeping ourselves in line with the plan for expansion, the gap between what we offer our partners and what we offer the public must really take center stage, featuring the voices of youth both in the ways they are supported and transformed by our partner programs but also in what they need from us and how we can meet those needs as a network.

Key Accomplishments

- Hosted the YPW 2016 Gathering in Los Angeles, bringing together approximately 80 practitioners (including 10 youth) and leaders from around the world to advance the collaboration, knowledge and work on behalf of youth programs in Los Angeles and the larger network of Youth Passageways.
- Launched the inaugural issue of Confluence Journal, a digital offering featuring 11 articles ranging from academic papers to freeform poetry by 16 authors, exploring the theme: "Pressing Issues in Contemporary Rites of Passage."
- Launched the 2016 fall webinar series of three resource-rich offerings including: anti oppression training; strategic storytelling; and funding and rites of passage; averaging 20 participants each. One of the registrants shared this about our Liberating Wealth webinar: "Healing my relationship to money is a daunting undertaking and one I feel ready & prepared to take on now. I've been experimenting, but haven't fully committed out of fear. Having these tools now and the framework, support & further reading are super helpful. I couldn't be more grateful that these formats are available and accessible wherever I am."
- Hosted Blessings & Beauty, the first-ever YPW public event in collaboration with multiple Los Angeles-based organizations. This evening event brought over 200 people together to take part in an intergenerational Chumash welcome, sharing from youth participants at the gathering, performances by LA partners, and the

story of why rites of passage are needed in our times and in our communities.

- Added 4 members to the Cross Cultural Protocols Working Group and established a successful process for asking for permission from and engaging with the indigenous peoples on whose land YPW gathers.
- Fully established our advisor circle which includes 14 thought leaders in areas spanning rites of passage and other related fields.
- Launched the the Network Ambassador project, establishing 4 [2 international] changemakers to date from around the world who carry the story of our movement with them wherever they go and help to advance YPW's mission of connecting our partners with others like them and bringing our shared work to the larger world.
- Created and adopted a YPW ethics statement, incorporating a local and network wide perspective, to inform our shared work and guide our partners in what it means to be part of this network

Key Challenges

- Faced rapid staff and Stewardship Council transitions early in the year that put an increased workload on less people that we expected to manage it.
- Although we met and expanded our donor base in 2016 we still fell short of our overall goal and are primarily funded by several large donations as opposed to many smaller ones.
- While we originally planned on hosting the next large gathering in Boulder in 2017, we quickly realized that given the current demographics of our partners in Boulder, more groundwork needs to be laid. We ended up postponing a full-network, in person gathering to tentatively 2018.
- Still dealt with the challenges of being a mostly cyber-connected community in which the majority of enthusiasm often comes from the face to face [or really heart to heart] interaction.

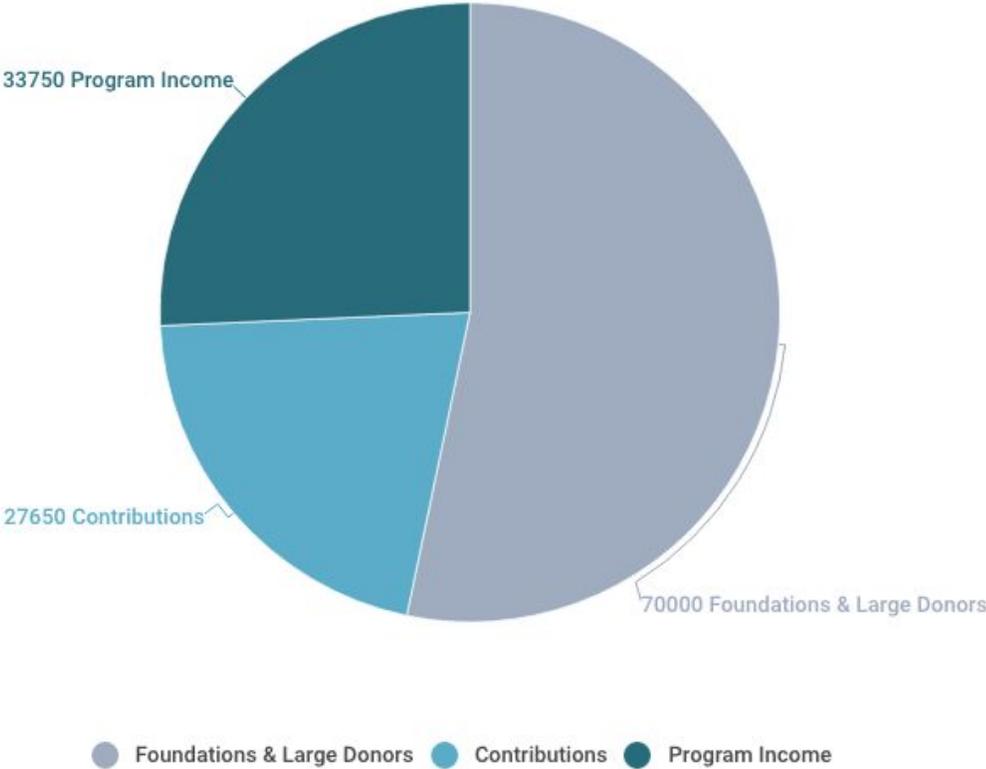
Questions Going Forward:

- How to engage partners deeply?
- How are folks engaging we don't even know?
- How are our Stewardship Council teams working?
- What's been happening in LA post gathering?
- How well have we been functioning as an SC and in our individual roles?
- Are we dedicated to having an elder and younger wisdom keeper?
- Colorado gathering in 2018?
- How do contractors & YPW interact? What are the expectations in representing YPW to the wider world?

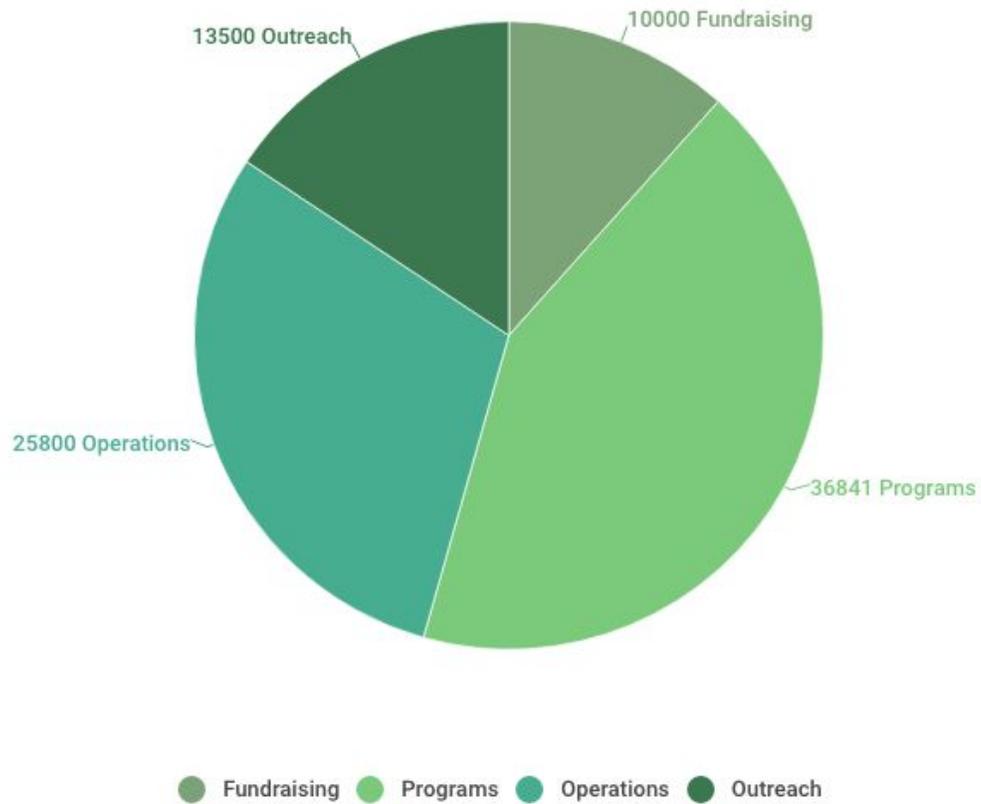
Finances

In 2016 we raised a total of \$112,000 from 3 Foundation supporters, and additional funding from over 67 partners and individual supporters \$6000 shy of our annual goal but with a net profit of \$2,270.

YPW 2016 Revenue



YPW 2016 Expenses

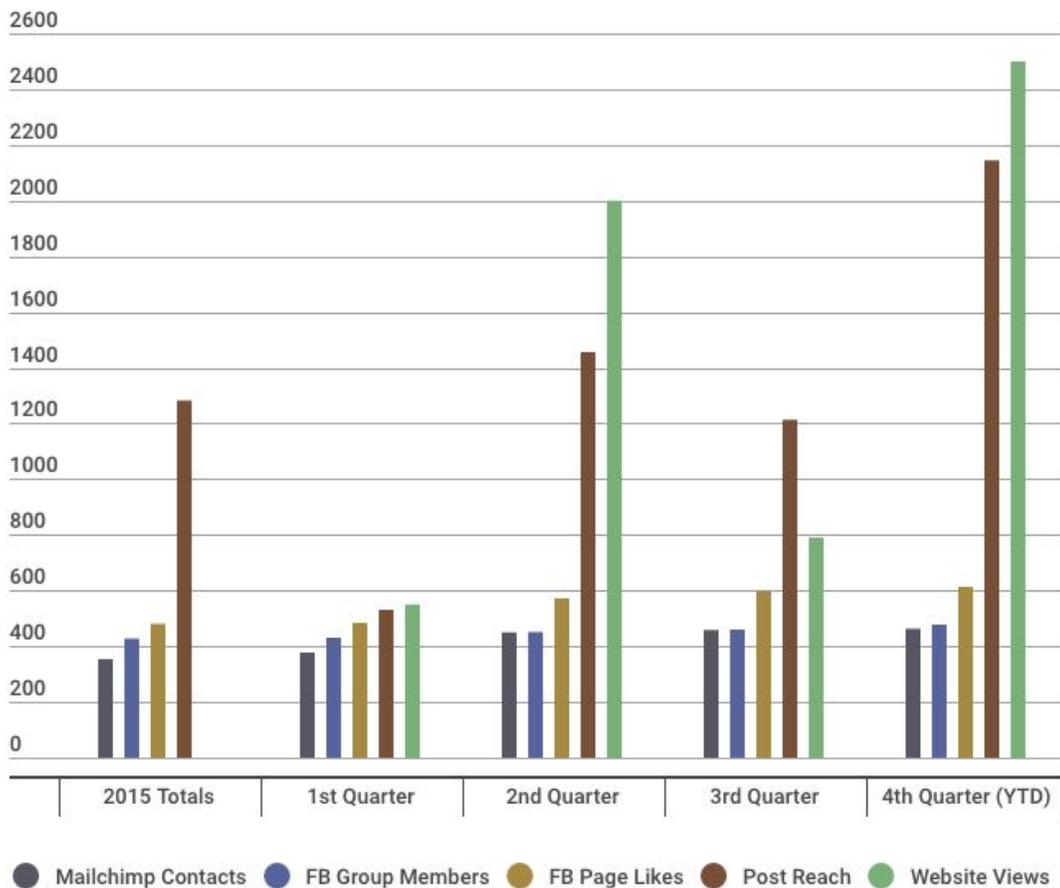


As of the last January 1st, 2017 we had approximately \$33,000 in the bank ending our year with a net profit of \$2,270.

Outreach

As of December 31st, we had increased our FB Official Page numbers by 133 to a total of 613 individuals. We increased our FB Group members by 49 to 478 individuals. Both our FB post reach and website views per month have both doubled or more. Whereas the maximum reach in 2015 was 906, with both our Gathering Report and Journal we were able to reach 2,500 people both through FB and as unique views on our page. Finally our mailing has added over 100 new recipients, now reaching 463 individuals and organizations. See the chart below or view our [Analytics Tracking](#).

2016 Outreach Metrics



2017 Budget For Adoption

<u>Income:</u>		
Foundation Grants	\$55,000	1 \$25,000 Grant and 3 \$10,000 Grants
Contributions	\$53,000	Includes: direct mail, gathering funds, campaign for general public/partner base as well as 1 to 1 major donor.
Program Income	\$1,000	\$500 in outside contract services, \$500 in webinar fees
Partnership Fees	\$5,000	3 Patrons at \$500, 10 Practitioners at \$200, 20 Supporters at \$50, and another 20 Supporters at \$25.
Total Income	\$114,000	

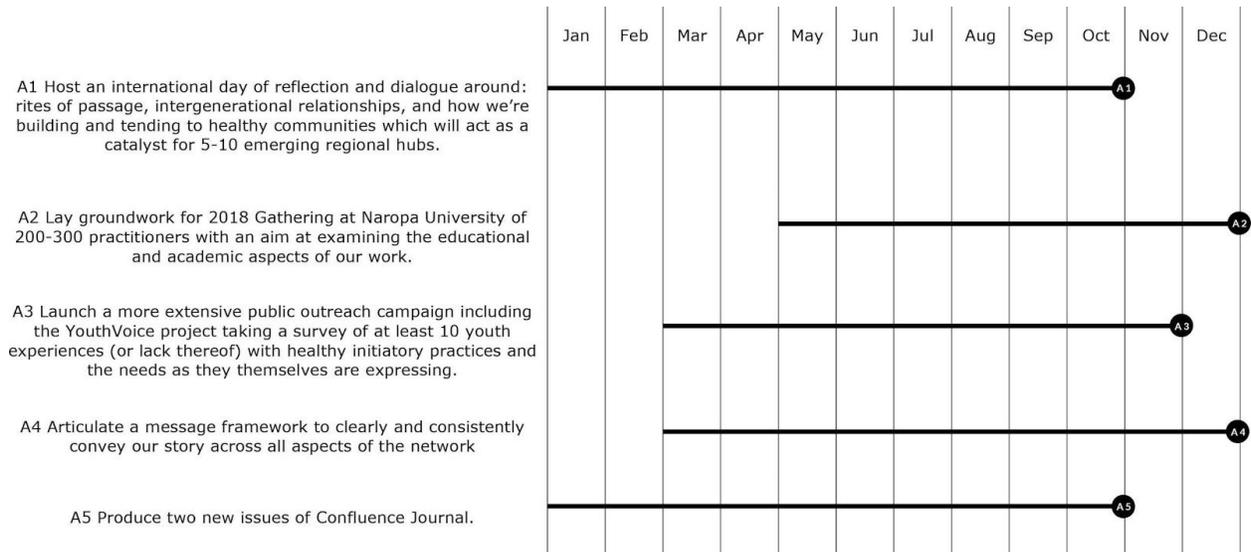
<u>Expenses:</u>		
Staffing	\$50,229	1 FTE @ \$25 hrly, 40 hrs weekly 1 PTE @ \$20 hrly, 20 hrs weekly [starting Feb 1st]
Payroll Taxes	\$18,911	
Professional Services	\$18,600	Emily @ \$300 per month, \$150 per month CCP group stipend, \$300 SC Chair stipend, Accountant \$500 for 990 [May], \$500 in Legal Advice [June], \$500 in Treasurer Development [March], & \$1000 in Board Development [August] \$5000 for website updates and features
Insurance/Bank, Paypal & other fees	\$4,360	\$3,360 in Bank Fees, \$570 in D/O and \$430 in Event Insurance
Gathering Expenses	\$5,000	10 locations given \$500 each to host a community conversation on Saturday, September 14th, 2017 [or date TBD]
YPW Meetings	\$4,000	1,500 CCP/Boulder Talks in May \$2,500 and Fall in KC
Travel	\$3,000	\$1,500 each in May and November for SC Meet, \$2000 for staff travel

Marketing	\$4,000	\$2000 in Materials/Advertising, \$2000 in Conference/Gathering Presence [4 instances of \$500]
Other Expenses: printing, postage, web hosting, phone conferencing service, licenses/ fees, etc	\$600	\$600 Video Conference/Webinar [Zoom]
Licenses/Fees	\$1200	\$300 QB Online, \$200 Misc Fees for Nonprofit Compliance [May, September] \$100 Hootsuite annual membership, \$600 Gusto payroll services
Other Costs	\$1710	General expenses
Total Expenses	\$111,610	
NET REVENUE	\$2,390	

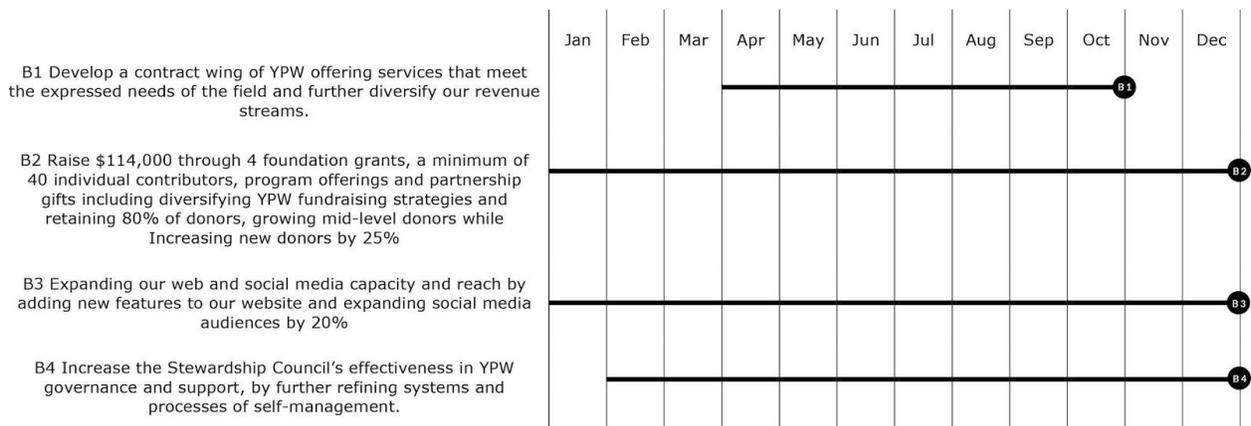
2017 Strategic Goals

In 2017, Youth Passageways will take large steps to achieve new inroads to communities that have been missing from the conversation and in expanding the scope of the initiatory conversation by hosting an international day of reflection & dialog that will serve as the launching platform for further development of regional hubs. To support this work, we will work to raise less money from a larger and more resilient donor base while simultaneously evolving the way we have operated through a small number of volunteers.

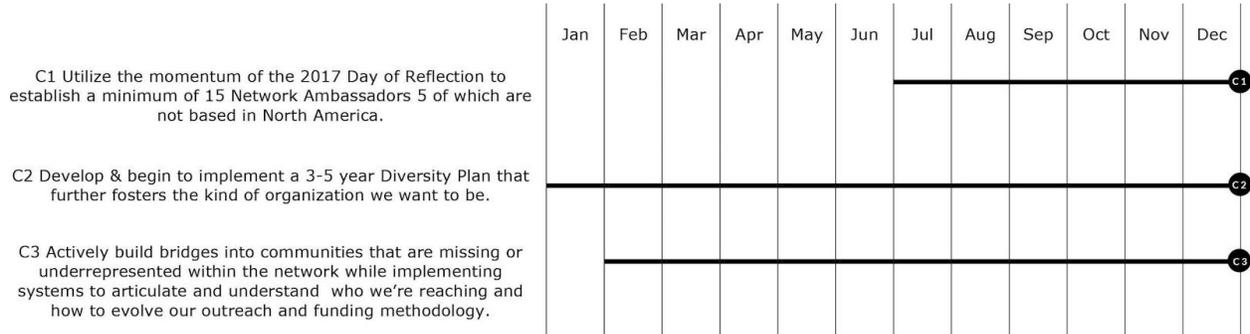
Foster Dialogue & Inclusive Collaboration Across Our Network:



Further Strengthen All Parts of the Whole:



Bring Those Missing Into the Conversation:



Strategies For 2018 & Beyond

Youth Passageways will move increasingly towards mapping the 'universe' of youth initiation and mentorship as well as beginning to think about education and policy in foundational ways.

- Begin mapping the 'universe' of initiatory work by Increasing Youth Passageways partnership base from 195 partners to 500 partners, making our ability to engage the 'field' as a diverse body across metrics infinitely more impactful and helpful to our existing partners and the public as a whole.
- Establish a significant Public Education campaign including: partner involved community conversations, a video/podcast series, visually engaging toolkits.
- In tandem with the public education campaign, launch a rites of passage road tour featuring well known and yet undiscovered practitioners and communities navigating initiatory practices in these times.
- Fully flesh out a body to hold a professional peer review process for Confluence Journal including academic, working practitioner, youth, and arts based professionals.
- Host a gathering of 200-300 youth development workers, professionals, etc in partnership with Naropa University.
- Further establishing 5-10 regional hubs (existing YPW partners with sufficient infrastructure) to build collective energy and knowledge at the community level including the expansion of the network ambassador program.
- Conduct an audit of rite of passage-related research, and issue a report indicating the research gaps and developing a comprehensive vision to address research gaps
- Simultaneously, support and initiate new research to help articulate the impact of youth initiation, including the development of meaningful tools for measuring the real needs of youth and communities.