



2024

ANNUAL REPORT



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LETTER FROM YOUTH INC EXECUTIVE DIRECTOR



Dear Friends and Partners,

As I reflect on my time leading Youth INC, I am filled with gratitude for the extraordinary community we have built together. This year marks a significant transition for our organization, and while change can be bittersweet, I am confident that Youth INC is stronger than ever.

In 2024, we celebrated our 30th anniversary, three decades of empowering youth development nonprofits across New York City. What began as a bold vision has grown into a powerful movement, with over 220 organizations strengthened and more than 350,000 young people impacted annually through our Partner Network.

This year, we continued to deepen our commitment to our Nonprofit Partners through expanded coaching programs, meaningful connections, and strategic capital investments. Our Rise Academy for Leaders of Color graduated another cohort of extraordinary emerging leaders. Our Partner Network Town Hall brought together nonprofit leaders to align on our vision for the future. And our 30th Annual Celebration Gala honored Mike Arougheti for his exceptional civic and philanthropic contributions.

As I pass the torch to Lauren Elicks McCort, I do so with tremendous excitement for what lies ahead. Lauren's deep expertise, passion for youth development, and years of leadership at Youth INC make her the ideal person to guide this organization into its next chapter. I am confident that under her leadership, Youth INC will continue to thrive and reach even greater heights.

Thank you for your partnership, your trust, and your unwavering commitment to New York City's young people. It has been the honor of my career to serve alongside you.

With deep gratitude,

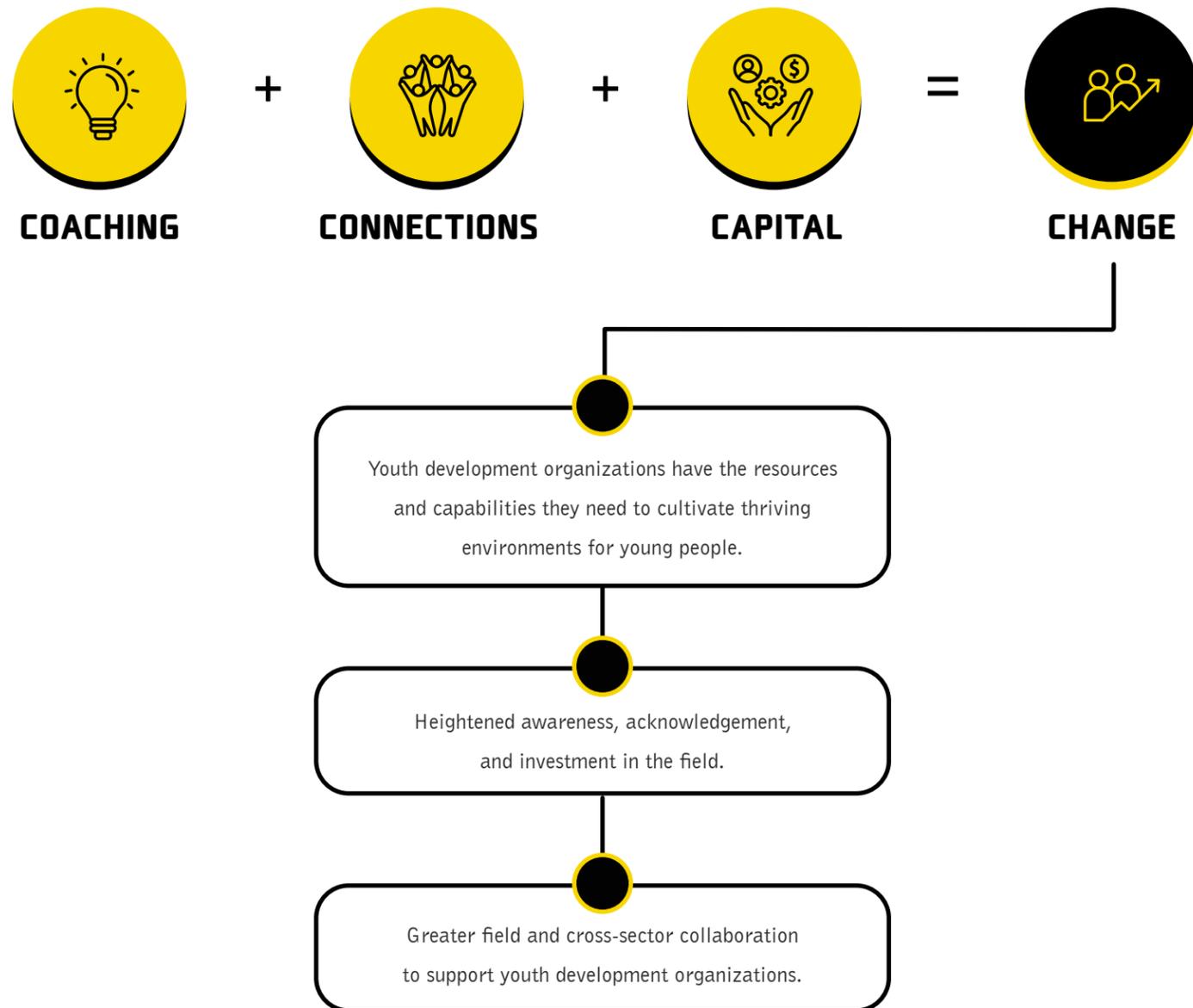
A handwritten signature in cursive script that reads "Rehana Farrell". The ink is dark and the signature is fluid and personal.

Rehana Farrell



OUR THEORY OF CHANGE

Youth INC drives sector-wide change through long-term, high-touch partnerships with nonprofit leaders, staff, and board members. We work alongside our Nonprofit Partners, complementing their expertise with proven strategies and targeted support that strengthen their programmatic, operational, financial, and organizational capacity. Our theory of change centers on the belief that when we provide Coaching, Connections, and Capital, we generate a powerful ripple effect, enabling youth development organizations to deepen, expand, and sustain their impact on young people.

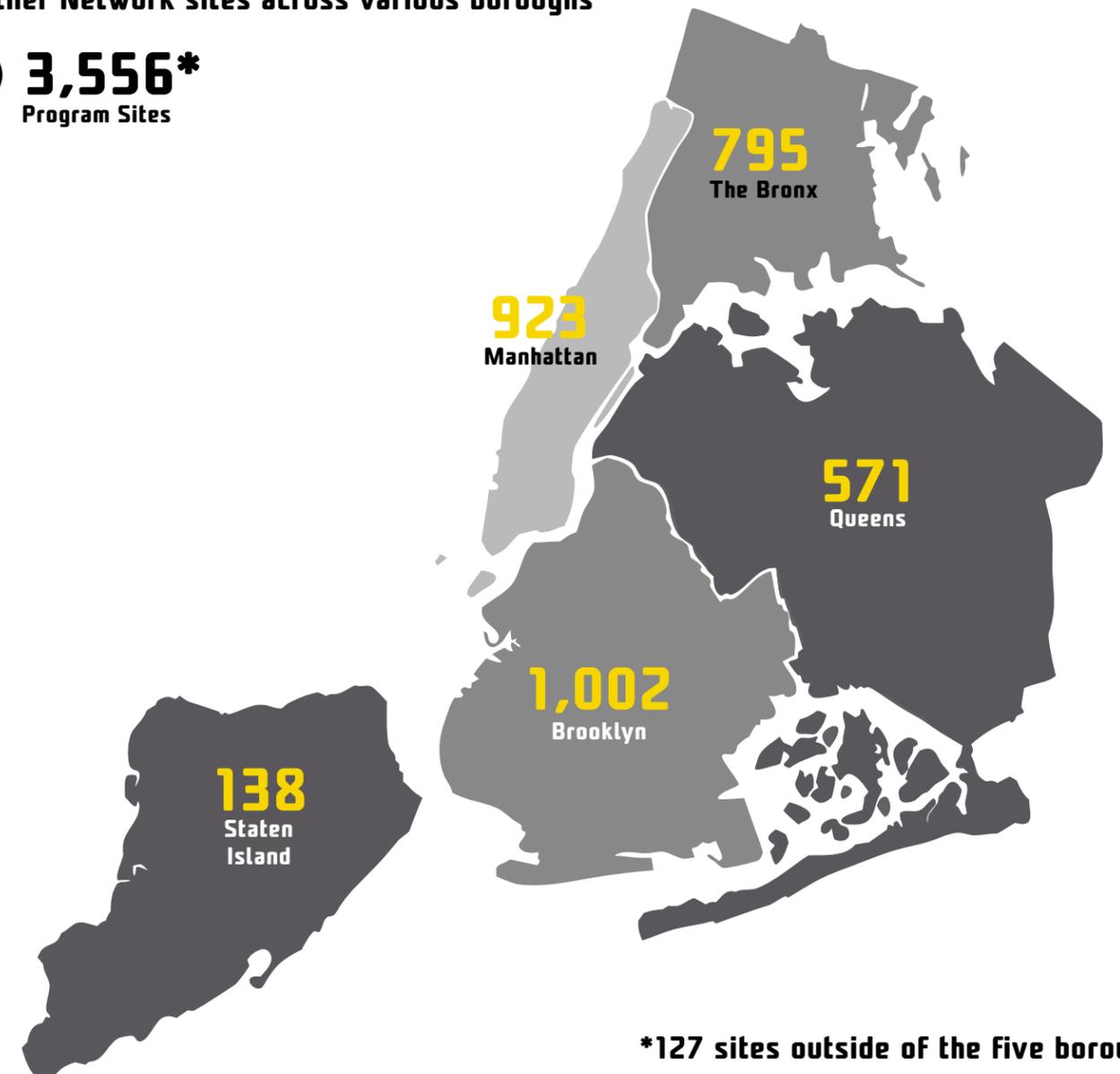


2024 NONPROFIT PARTNER NETWORK

Youth INC partners with small and mid-sized youth development nonprofits dedicated to creating a significant impact on the lives of New York City youth. With a presence in all five boroughs, our Partner Network operates over 3,500 program sites, transforming the lives of over **350,000 young people**. Our network of Nonprofit Partners addresses a variety of focus areas, including arts, college and career readiness, education, health and sports, kinship, and leadership.

Partner Network sites across various boroughs*

3,556*
Program Sites



OUR NONPROFIT PARTNERS



IMPACT



Over 200+
Nonprofits empowered
since 1995



350,000+
Nonprofit Partner
youth annually

Youth INC provides comprehensive support to small and mid-sized youth development organizations through three key avenues: Coaching, Connections, and Capital. Our coaching programs meet nonprofits where they are, focusing on building organizational sustainability and impact. Through connections, Youth INC fosters networks between nonprofits, the broader youth development field, and cross-sector partners. Capital support offers funding for growth and infrastructure. By combining professional development, strategic partnerships, and financial resources, this multi-faceted approach strengthens these organizations, enabling them to drive transformative growth in young people, foster collaboration, and elevate awareness and investment in youth development.

Since 2020, Nonprofit Partners have experienced an average

63% increase in budget grow

6% increase in board size

176% have received 100% board giving

“ By collaborating with peers, we aim to share best practices, gain insights, and leverage the collective expertise of the network to propel our work forward.

Nonprofit Partner Executive Director





COACHING

At Youth INC, we utilize a variety of capacity-building programs specifically designed to strengthen the sustainability and impact of our Nonprofit Partners. These programs are tailored to address the unique needs and challenges faced by each organization, ensuring they are equipped with the tools, knowledge, and resources necessary to thrive.

PROGRAMS

Youth INC’s research-based programs utilize data to evaluate the needs of our Nonprofit Partners. Our core programs are designed to enhance operational practices, skills, and behaviors, prioritizing organizational sustainability and success. With this approach, we are able to provide the support and resources necessary for our Nonprofit Partners to expand their capacity as they continue to transform the lives of NYC youth.

Programs results graphic:

3,000+ Hours of coaching and training support.

665 Nonprofit staff and board members received coaching or training.

LEADERSHIP DEVELOPMENT

LEGACY LEADERSHIP

The Legacy Leadership program enhances senior leadership capacity by focusing on development, team dynamics, inclusivity, and organizational culture and structure. Additionally, it helps establish effective succession plans. Throughout this program, we collaborate with the executive director and a senior leader to create tools and strategies, developing a continuity plan to set and achieve goals.



RISE ACADEMY FOR LEADERS OF COLOR

Rise Academy for Leaders of Color is an award-winning program created in collaboration with the Center for Nonprofit Leadership at Adelphi University’s Leading in Community. This program offers an immersive experience for emerging leaders of color, integrating individual leadership development, organizational and community leadership, executive coaching by AIIR Consulting, mental

and emotional health management, capital investment, and a mentorship program. resulting in emerging leaders receiving a certificate in Nonprofit and Community Leadership from Adelphi University.

Rise Academy delivered 7 training workshops. Covering topics, such as: Leadership assessment, how to facilitate planning, working with board members, managing multi-cultural organizations, and building community partnerships.

“

I would recommend Rise Academy to future emerging leaders of color because the outcome is understanding your value and your right to feeling and being well. That is invaluable.

ANMARIE PAUL
Rise Leader alum and Executive Director
Behind the Book

IMPACT EVALUATION

METRICS

The Metrics program trains organizational leaders to use data to measure success, influence program design, and implement organizational change. The program applies positive youth development (PYD) theory and practice to help organizations cultivate a culture that supports staff in implementing impactful programs and a sustainable data collection process for continual learning. Organizations are able to evaluate how their programs effectively incorporate research-based practices to influence youth development. A commitment to positive youth development has been proven to impact the promotion of social-emotional learning (SEL) in young people and is essential for successful programs.

In 2024, the Impact Evaluation team focused on supporting Metrics Program alumni in expanding their use of the Hello Insight tools to measure and maximize impact. The team also broadened its reach to support program development and evaluation efforts across the entire Partner Network through monthly workshops, program director roundtables, asynchronous digital offerings, webinars, and 1:1 coaching.



73%

In using evidence-backed positive youth development approaches that drive SEL growth with youth.



66%

Of staff who feel they have received strong support from their organizations to apply these practices.

Support delivered:



31

Training workshops covering topics such as:

Incorporating data into impact stories and grants; communicating impact to boards



110

Individualized coaching sessions covering topics such as:

Logic model development, survey administration planning, and making meaning of data



12

Asynchronous digital training courses including:

Effective Practices in Professional Youth Development, Building Social Capital for Staff and Youth, Intro to PYD & SEL



I have so much more language to describe our programming and policies, and more confidence surrounding the materials when discussing with colleagues. The Youth INC team and their resources are unparalleled.

Nonprofit Partner Staff and Hello Insight User

STRATEGY AND OPERATIONAL EFFECTIVENESS

Our Strategy and Operational Effectiveness programs strengthen nonprofit organizations by enhancing internal systems, leadership, and operations. Through initiatives like the Pulse Series and The Operations Collective, we build the capacity of emerging leaders and improve organizational culture, tools, and resources.

In 2024, the team led three Operations Collectives to help partners develop cohesive strategies across key operational areas. The Leading Transformational Change pre-boarding cohort introduced executive leaders to Youth INC's capacity-building framework and approach to leading change. The Marketing & Communications cohort supported partners in refining brand strategy and adopting an equitable, PYD- and SEL-informed marketing approach, while the Revenue Bootcamp aligned cross-functional teams around fundraising, operations, and impact, equipping leaders with tools to build resilient, stakeholder-driven revenue strategies.



Beyond the concrete gains we saw from participating, this experience was a bright spot in a dark time. The collective spirit and the power of the group were immeasurable.

CATHERINE SHUGRE DOS SANTOS

Executive Director
of Fresh Youth Initiatives

43%

Nonprofit Partners engaged

89

Staff and board members served

665

Hours of training and support

AGILE STRATEGY PLANNING LAB

The Agile Strategy Planning Lab is an intensive program designed to streamline the strategic planning process by focusing on its most crucial elements: establishing direction; detailing action, accountability, and feasibility; and ensuring implementation. The Agile Strategy Planning Lab features small, cohort-based learning sessions that balance collaborative learning with individualized attention. In 2024, five organizations participated in our 14-week Lab, designed to streamline strategic planning and deliver faster results.



I was most proud of our teamwork in this process – we were considerate of each other’s perspectives and really partnered well to get our strategic plan completed. Another highlight was connecting with other executive directors in this process. We now connect on issues offline that impact our organizations.

QUENTIN BALL

Executive Director
I Challenge Myself



81%

Participants are more confident in their ability to implement their strategic plan



100%

Of participants satisfied with experience in the lab



92%

Participants gained the skills needed to design future strategic plans for their organization

BOARD GOVERNANCE

This program collaborates with the executive director, board chair, and committee chairs to improve board outcomes through a customized experience for each organization. By identifying and incorporating relevant practices, our strategic process advances board impact to bolster the organization.

In 2024, we completed an 18-month Board Dynamics cohort with three Nonprofit Partners. Each organization selected a project aimed at strengthening strategic governance practices. By the end of the program, participants reported meaningful progress, including hosting their first board retreat, implementing goal-setting and tracking,

expanding their donor base, and bringing on new board members, clear signs of growing board engagement and effectiveness.



54%

Staff and board members served



99

Nonprofit Partners Engaged



255

Hours of coaching and training support



This governance program has really helped move the needle for Teachers & Writers

ASARI BEALE

Executive Director of Teachers
& Writers Collaborative

CONNECTIONS

We build social capital and networks between nonprofit organizations, the field, and the cross-sector partners that support our Nonprofit Partners, increasing their ability to achieve their missions and drive change in their communities.

GET ON BOARD

Our Get on Board program offers informational sessions on board leadership to corporate partners and facilitates connections with professionals eager to serve on the boards and associate boards of our Nonprofit Partners. Both our nonprofit and corporate partners view us as trusted collaborators, engaging corporate professionals in governance and junior board service while strengthening employee engagement and enhancing community impact, placing 50 corporate professionals on nonprofit boards.



With the help and guidance that Youth INC provided, I was placed on the Associate Board of Court Appointed Special Advocates of NYC. I’m deeply grateful to Youth INC for the wonderful resources they provide professionals and their impact on the community.

SOPHIE BAKER

Blackstone

MS INC

Youth INC's Morgan Stanley Institutional Non-Profit Collaborative (MS INC) program pairs Morgan Stanley's junior professionals with youth development professionals from our Partner Network seeking specialized support for organizational or operational challenges. Each participating Partner works with a Morgan Stanley team as they strengthen their community efforts and collaborate on actionable solutions. These solutions may include financial advisory, marketing and fundraising analytics, strategic insight, and organizational improvement.



11

Morgan Stanley Professionals Engaged



4

Projects to Support our Nonprofit Partners

CORPORATE VOLUNTEER ENGAGEMENT OPPORTUNITIES

Corporate professionals volunteer through skills-based and hands-on projects, contributing in various ways to strengthen organizations and the communities they serve. These professionals help enhance nonprofit capacity, management, and strategy by leveraging their expertise. Their involvement drives meaningful change and growth in the communities they support to encourage sustainable development and increased effectiveness in the nonprofit sector.



YOUTH INC OFFERS PARTNER NETWORK IDEA EXCHANGE

Beyond our cohort-based programs, Youth INC offered a wide range of opportunities to engage and support our Partner Network. Throughout the year, we facilitated peer huddles, roundtables, and interactive workshops, creating spaces for collaboration, knowledge-sharing, and skill-building. Our Partner Network convenings brought together nonprofit leaders to connect, exchange ideas, and strengthen cross-organizational partnerships. Through these initiatives, Youth INC reinforced a culture of continuous learning and collective growth across the youth development sector.



Our partnership with Youth INC is crucial in helping us connect with relevant organizations, schools, and industry leaders, expanding our reach and creating collaborative opportunities.

Nonprofit Partner Executive Director

75

Partner Staff and board members attended Peer Huddles/Roundtables

183

Attended network-wide workshops

75

Partners Staff Attended our Partner Network Convenings

70

Partners staff received Partner Advocate Check-ins

EVENTS

ANNUAL SUMMER BOARD FAIR



Youth INC’s Annual Summer Board Fair helps facilitate meaningful connections between our corporate and Nonprofit Partners, giving attendees the opportunity to explore board service and its impact on youth development organizations across New York City. By strengthening support for nonprofit boards, we help build leadership capacity and reinforce community-driven efforts.

Nonprofit board service is essential to an organization’s success, bringing together diverse perspectives and expertise to guide strategic decisions and ensure strong governance. Board members play a key role in shaping the mission and vision, providing oversight, and securing the resources needed for long-term sustainability.



130

Corporate and nonprofit professionals attended



25%

Moved Forward with our Get on Board matching process

RISE ACADEMY CLOSING CEREMONY



Youth INC’s partners, board members, supporters, program mentors, and alumni gathered to celebrate the newest graduates of the Rise Academy for Leaders of Color. The event recognized participants who completed an in-depth leadership development program focused on professional growth, mental well-being, community building, and a capstone project designed to address organizational needs. The event honored the achievements and growth of these dynamic leaders.



30TH ANNUAL CELEBRATION GALA

At our 30th Anniversary Gala, supporters and Nonprofit Partners came together to raise unrestricted funds to fuel nonprofit leadership and sustainable growth. Mike Arougheti of Ares Management Corporation was honored with Youth INC’s John C. Whitehead Leadership Award for his exceptional civic and philanthropic contributions. The night showcased the transformative power of our Coaching, Connections and Capital approach across the youth development sector.

[30th Annual Celebration Gala Honoree Roundtable](#)

[Building a Vibrant and Sustainable Youth Development Sector](#)



PARTNER NETWORK TOWN HALL

Youth INC hosted a virtual Partner Network Town Hall to share our bold vision for the future of the Partner Network. Executive directors, staff, and board members joined us for a dynamic, conference-style experience featuring mini-sessions led by field experts.

The Town Hall highlighted our strategic direction for the next five years, with focused discussions on centering youth voice and leadership, navigating funding volatility

with confidence, and strengthening advocacy and lobbying efforts across the network.

This gathering offered partners valuable insights and a shared space to align on priorities as we chart a powerful path forward together.



STAFF PARTNERS

- **GLORIA BENTON**
Associate, Digital Marketing
- **KRYSTAL CASON**
Director, Strategy & Operational Effectiveness
- **LAMARR COLES III**
Senior Associate Director, Strategy & Operational Effectiveness
- **VANESSA CREWS**
Chief Development Officer
- **HANNAH D'ARCY**
Associate Director, Development
- **ALEXIS DUKE**
Coordinator, Operations
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Chief Programs Officer
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Executive Director
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Director, Impact Evaluation
- **TRACIE GILSTRAP MARSHALL**
Director, Partner Network Engagement
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Senior Associate Director, Strategy & Operational Effectiveness
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Director, Technology & Operational Effectiveness
- **ERIKA JOHNSTON**
Coordinator, Get on Board & Special Programs
- **ALLYSON LEYENBERGER**
Senior Associate Director, Grants & Institutional Partnerships*
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Director, Finance, Administration & Operations
- **KRISTIAN MOTON**
Associate Director, Governance & Leadership
- **JEFF PAQUETTE**
Chief Operating Officer & Chief Financial Officer
- **ELLIE REITER**
Director, Governance & Leadership
- **EMMA RIPPEE**
Director, Philanthropic Strategy & Engagement**
- **MARIANA RIVERO**
Associate Director, Operations**
- **TROY RUNGE**
Associate, Development
- **KRYSTALLE SHOY**
Director, Marketing & Communications
- **JAYNELLEN STOKES-WALTERS**
Senior Associate Director, Research & Strategic Initiatives
- **TAYLOR TANNER**
Coordinator, Partner Network Engagement
- **PAUL VERGARA**
Senior Associate Director, Impact Evaluation
- **TAYLOR WRIGHT**
Director, Corporate & Institutional Partnerships

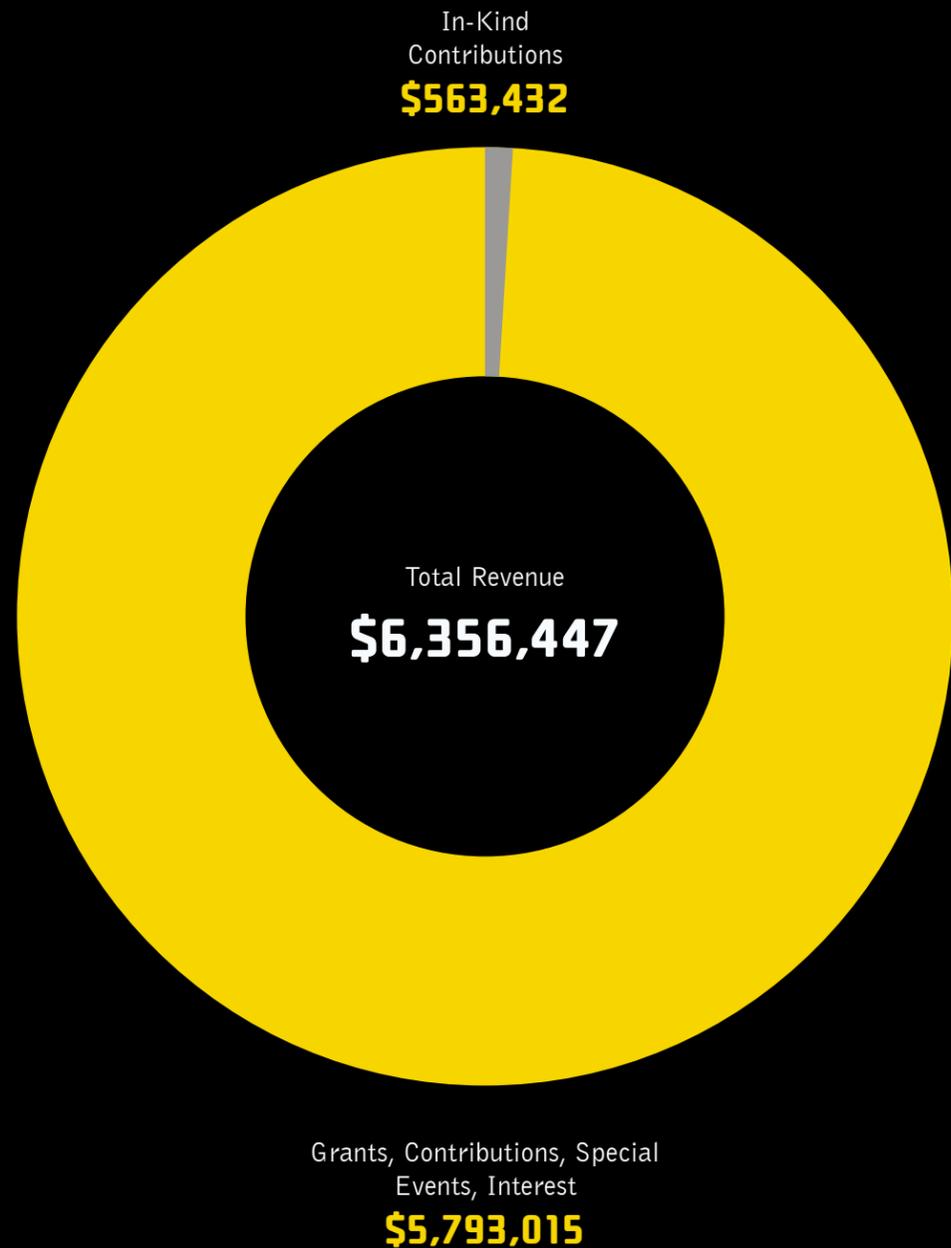
*Through December 2024

**Through August 2024

CAPITAL

We invest in the long-term strength of our Nonprofit Partners by providing funding that supports growth and organizational infrastructure, strengthening them as they expand their impact and better serve young people across our communities.

FINANCIAL RESULTS



2024 STATEMENT OF ACTIVITIES

REVENUE	\$ 6,356,447
EXPENSES	
Program Services	
Capacity-building programs	\$ 3,851,769
Grants	\$ 286,500
Total Program Services	\$ 4,138,269
Management & General	\$ 1,196,318
Fundraising	\$ 910,558
Total Expenses	\$ 6,245,145
SURPLUS/(DEFICIT)	\$ 111,302

2024 STATEMENT FINANCIAL POSITION

ASSETS	
Cash & Cash Equivalents	\$ 4,333,221
Accounts Receivable & Other Assets	\$ 662,751
Total Assets	\$ 4,995,972
LIABILITIES	
Accounts Payable & Other Liabilities	\$ 539,639
Grants Payable	\$ 7,500
Total Liabilities	\$ 547,139
NET ASSETS	
Without Restriction for Operations	\$ 1,889,833
Without Restriction for Board Designated Reserve	\$ 2,232,000
With Restrictions	\$ 327,000
Total Net Assets	\$ 4,448,833
TOTAL LIABILITIES & NET ASSETS	\$ 4,995,972

OUR SUPPORTERS

DONORS \$50k and over

Acorn Hill Foundation	Josh Easterly	Paul, Weiss, Rifkind, Wharton & Garrison LLP
Michael Arougheti	Stratton & Rhonda Heath	Proskauer Rose LLP
Barbara Asch & Jonathan Weiss	JPMorgan Chase & Co	RBC Foundation
Apollo Global Management, LLC	Douglas M. Kaden*	Ropes & Gray LLP
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The Blackstone Charitable Foundation	Kirkland & Ellis LLP	Van Cleef & Arpels
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	Morgan Stanley	

\$49K-\$25K

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\$24K-\$10K

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Capital Group Companies Charitable Foundation	Jeffrey & Mary Helen Holzschuh	Omega Advisors	EY
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FTI Consulting	Alison Mass		

\$9K-\$5K

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& Feld LLP

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