



YOUTH LEADERSHIP DEVELOPMENT IN THE EASTERN COACHELLA VALLEY

The Power of Youth Organizing



APRIL 2021

ACKNOWLEDGEMENTS

Advancement Project California would like to thank Alianza Coachella Valley's youth leaders who openly shared their experiences in our focus group and surveys. Their partnership, as well as collaboration from Alianza Coachella Valley staff, helped form the core purpose and design of this case study. We would also like to acknowledge The California Endowment for their generous support of Alianza, which allowed us to help advance a more equitable Coachella Valley.

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WITH GREATEST THANKS TO OUR PARTNERS FOR THEIR COLLABORATION THROUGHOUT THIS PROJECT:

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INTRODUCTION

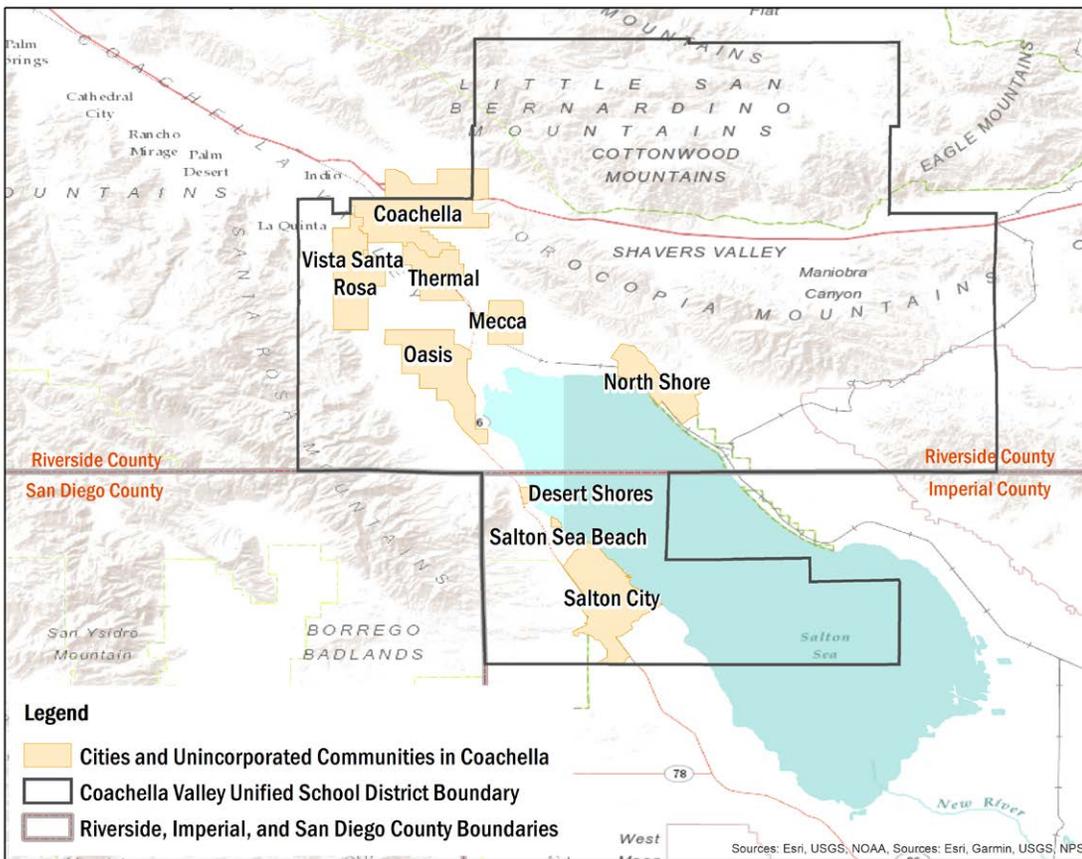
This case study documents the impact of Alianza's Youth Organizing Council! (YO-C) on youth leaders in the Eastern Coachella Valley (ECV). YO-C is part of Alianza's broader mission to transform the socio-economic conditions of communities of color in the Coachella Valley. The California Endowment chose the Eastern Coachella Valley as part of their 10-year Building Healthy Communities (BHC) initiative out of a recognition of the health inequities among residents living in the unincorporated communities of Riverside County.¹ From that initiative, Alianza of Eastern Coachella Valley formed as an organization ready and willing to unite the people and organizations of the region to counter decades of disinvestment and transform the socio-economic conditions for communities of color to prosper.

Alianza envisions one vibrant, healthy, and thriving Coachella Valley where people have a seat at the table for decisions that affect their daily lives.

One of the only youth organizing and leadership development programs in the region, YO-C prepares young people to be the Eastern Coachella Valley's future leaders by helping them put their values into words and their words into actions. Through group discussions and personal reflections on race, class, gender, and immigration status, young people understand systemic problems, root causes, and how to affect community-led systems change.

Alianza's Youth Organizing Council (YO-C) prepares young people to be the Eastern Coachella Valley's future leaders by helping them put their values into words and their words into actions.

**FIGURE 1:
THE EASTERN COACHELLA VALLEY**



YOUTH IN THE EASTERN COACHELLA VALLEY

The Eastern Coachella Valley is a rich, culturally diverse region in Riverside County. Still, it is riddled with inequities due to the discrimination and disinvestment that shape the conditions young people must navigate in order to thrive. ECV residents are primarily Latinx and immigrants compared to the broader County. In Riverside County, Latinx residents are more likely to experience higher rates of poverty, be paid lower wages, live in proximity to hazardous land uses, and are more rent-burdened compared to White and Asian residents in the county. Additionally, Latinx residents are less represented in elected offices and among officials and managers in their place of employment.²

These disparities and inequities affect the everyday experience of young people. For example, 88 percent of 11th grade high school students at Coachella Valley Unified School District (CVUSD) are eligible for free and or reduced-price meals, 18 percent report lack of access to parks and recreation is a problem in their neighborhood, 26 percent report individuals selling drugs is a problem in their neighborhood, and 40 percent rarely or never receive counseling to deal with problems like stress, sadness, family issues, and/or alcohol and drug use.³

Because of these challenges, youth in the ECV are willing and motivated to make a difference in their communities by changing the inequitable conditions they have been witness to or experience in their schools and communities. By using practices grounded in youth organizing and employing staff reflective of youth experiences, YO-C helps grow ECV youths' passion for their community and capacity for community-led change.

“Hearing [our organizer’s] stories from when they were growing up... seeing how [they] and other adults in the community grew up with the same problems...It showed me that some things don’t change with time and we need to do something to make them better.”

—Youth Leader

METHODOLOGY AND LIMITATIONS

Advancement Project California collaborated with Alianza's youth organizing staff and youth leaders to define this study's methods and scope. In August 2020, we conducted one virtual focus group with 10 youth leaders who were currently in high school or graduated in the past year. Between August and November 2020, we distributed an online survey to current youth members and alumni. The survey was developed based on prior research and scales, including the Search Institute's youth civic and character measures toolkit and the Rosenberg self-esteem scale.⁴ A total of 11 youth responded to the survey. Data collection took place during the COVID-19 pandemic which affected YO-C's traditional programming and the number of responses collected. Based on the survey responses received, we believe the results are representative of YO-C's most active youth leaders rather than its broader membership base, whose participation in the program proved more challenging during the pandemic.

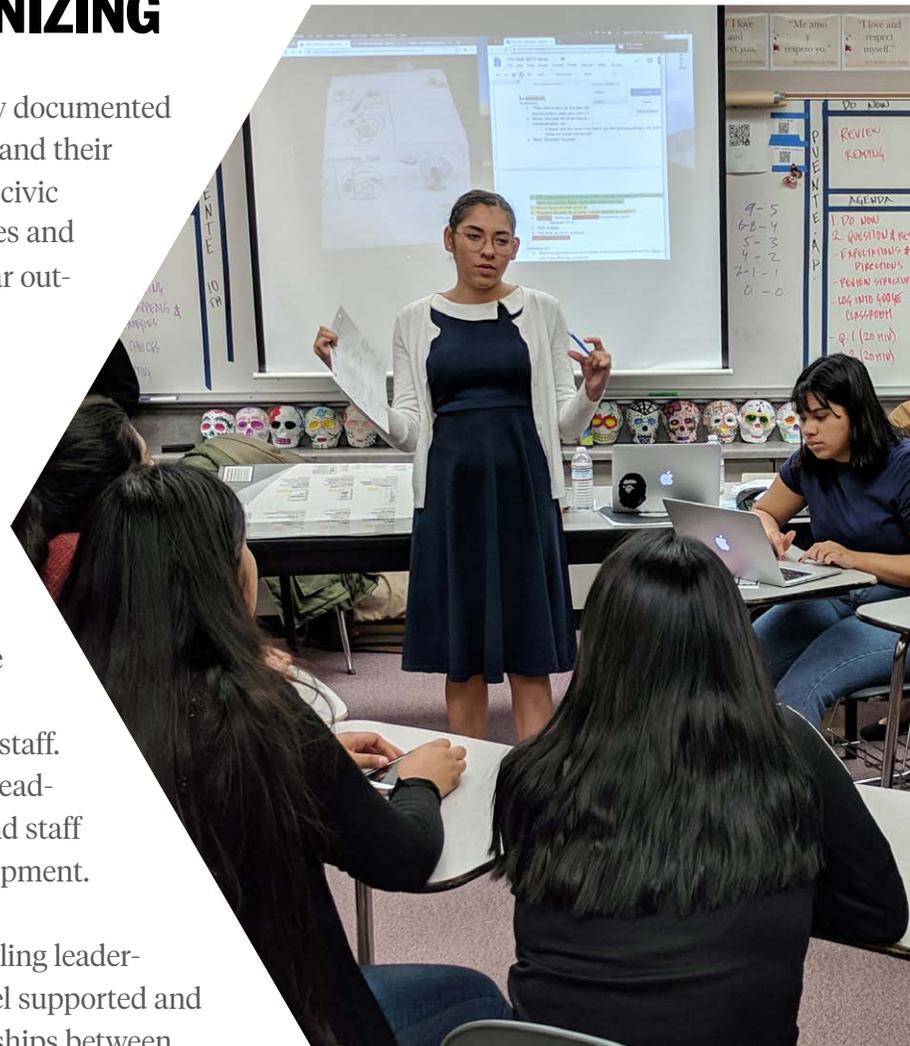


THE EVIDENCE FOR THE IMPACT OF YOUTH ORGANIZING

Research in the past two decades has increasingly documented common practices in youth organizing programs and their wide-ranging benefits to youth development and civic engagement. YO-C reflects many of these practices and our findings suggest the program produces similar outcomes.

Youth organizing practices can broadly be divided into four areas: opportunities for youth to practice leadership skills; a focus on positive, affirming relationships; issue analysis and campaign development; and academic and emotional supports.⁵ Youth organizing constantly engages youth in a cycle of learning where they practice leadership skills in meetings and receive feedback from their peers and organizing staff. Central to youth organizing is a shared model of leadership, where youth and staff share leadership, and staff provide youth guidance in their leadership development.

Relationships with staff serve a dual role of modeling leadership while also creating a climate where youth feel supported and affirmed. The non-hierarchical, inclusive relationships between staff and youth, combined with staff that are reflective of youth identities, help create a safe space for youth.⁶ Youth organizing helps to affirm youths' social identities and create a space where they feel comfortable sharing their personal experiences and engaging in dialogue about community issues.



Youth organizing makes activities directly relevant to youth life experiences. Youth apply organizing and advocacy strategies to real issues in their communities. They research issues, analyze relevant legislation, complete power analyses, and brainstorm effective tactics to change conditions through a systems lens.⁷ Through these activities, youth deepen their analysis of issues and develop a sense of agency over change in their community.⁸

Lastly, many youth organizing programs informally or formally address youth leaders' academic and emotional needs. Informally, organizing staff, who importantly reflect similar backgrounds to the youth they serve, act as mentors in the college application process.⁹ Formally, some programs provide tutoring, college counseling, and other services. Youth organizing informally supports youth leaders' emotional needs by embedding awareness of diversity in program culture, thereby affirming the racial and social identities of youth.¹⁰ Formally, some programs directly partner with organizations to provide mental health support and counseling.

Through these practices, youth organizing has a wide range of effects on youth development, from academic and social-emotional gains to increased leadership and capacity for transformational change.

Alumni of youth organizing programs are:

- **Engaged in their communities and committed to activism.** Studies show youth organizing alumni are more likely to work on an issue affecting their community, register to vote, engage in political or civic action, and volunteer.¹¹ The majority of alumni also express a desire to stay involved in social change efforts.¹²

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- **Confident they can affect change in their community.** Youth organizing alumni have increased civic efficacy and capacity for community action. They are more likely to feel they can make a difference and influence decisions affecting their community.¹³
- **Aware of the systemic nature of issues in their community.** Through youth organizing, youth develop a greater understanding of the historical context and root causes of challenges in their community.¹⁴ They learn to analyze the political and social structures affecting their lives and identify systemic solutions.¹⁵
- **Motivated to complete high school and attend college.** Compared to youth of similar backgrounds, youth organizing alumni are more likely to attend a four-year college, and a higher share expect to pursue a post-graduate degree.¹⁶ The majority of youth report that their involvement in youth organizing directly motivated them to finish high school and improved their grades.¹⁷
- **Confident and able to manage their emotions.** Interviews with youth organizing alumni show they have confidence in their ability to speak up and talk about issues. They are also able to manage their emotions and transform their emotions and personal experiences into action.¹⁸ The interpersonal nature of campaigns also helps their ability to communicate and work with others.

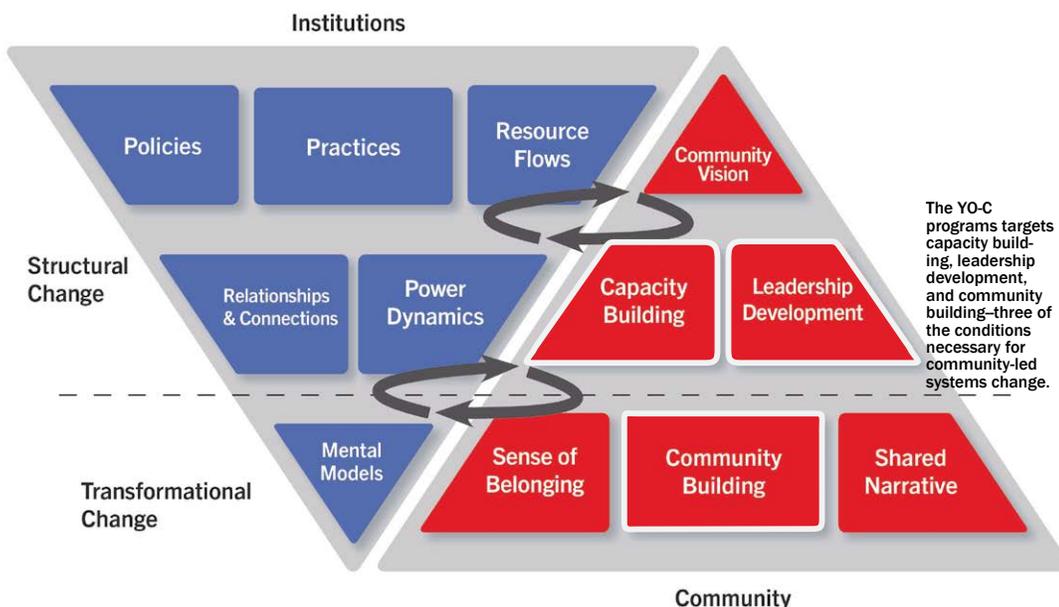
THE YOUTH ORGANIZING COUNCIL! BUILDING YOUTH LEADERSHIP AND ACTION

Alianza incorporates many of youth organizing’s common practices into YO-C and introduces its own framework for understanding community-led systems change. Adapted from FSG, a mission-driven consulting firm, Alianza’s organizing approach is grounded in the understanding that systems change requires investment and engagement of the impacted communities in order to transform the systems held by institutions. YO-C specifically targets youth leadership development, capacity building, and community building as strategies to toward structural and transformational change.

“Every time we had a meeting or we would meet up for canvassing events...whatever we would do, I would learn something new.”

—Youth Leader

**FIGURE 2:
ALIANZA’S COMMUNITY-LED, SYSTEMS CHANGE FRAMEWORK**



FSG’s framework identifies 6 conditions changemakers should be aware of affecting systems change work. Alianza expands this framework by identifying equally important conditions foundational to community-led systems change work.

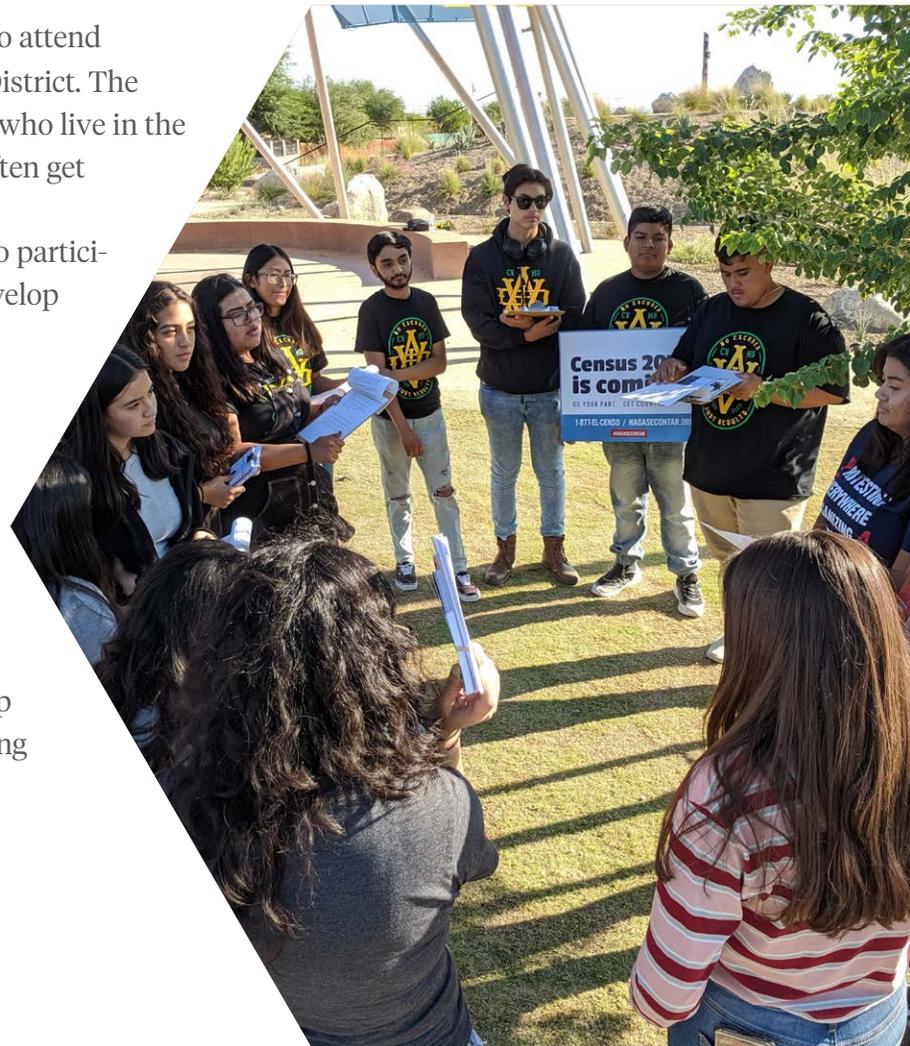
Model adapted from FSG’s systems change framework.

WHO YO-C SERVES

YO-C primarily serves high school age youth who attend schools within Coachella Valley Unified School District. The majority of their youth leaders are Latinx youth who live in the Eastern Coachella Valley region. Youth leaders often get connected to the program through friends, but also decide to participate in the program to make a difference and develop their leadership.¹⁹

WHAT YO-C DOES

YO-C's activities can be divided into two major categories: community building and youth leadership development. Embedded within these activities are practices common to youth organizing programs, including a continual process of practicing leadership skills, relationship building among staff and members, and developing relevant community campaigns.



Through community-building activities, youth serve their community, outreach to the community about important issues, build community consciousness, and participate in cultural identities activities. Each of these activities additionally provides youth the opportunity to practice leadership skills and gain confidence. The integration of community service projects that directly address basic community needs distinguishes YO-C from other youth organizing programs. Youth connect community members to basic resources, organize community hikes, and organize events with food or resources for the community. For example, youth organized an event called La Semilla where youth gathered for a food justice project and community members were provided seeds to grow their own plants at home.

Youth also conduct community outreach to raise awareness about pressing community issues. These activities and annual youth-led events also help to increase community awareness and consciousness. For example, youth have worked on issues like the 2020 Census, public assistance for undocumented workers, air quality, water quality, Get-Out-the-Vote, and food justice. During events like The Hue and Kermes, youth bring together local artists and vendors and prepare speeches about issues important to them. Community members and decision makers are invited to enjoy the event and can hear the youths' critical analysis of issues affecting the ECV.

YO-C's other practices fall broadly into leadership development. Activities like the Hue and weekly YO-C meetings present opportunities for skill-building practice. Organizers model and youth practice skills, like public speaking and event planning. Organizers help create a welcoming and safe meeting space where youth feel comfortable giving and receiving feedback on their leadership progress. YO-C meetings and events also serve to build relationships between youth and organizers and develop youths' interpersonal skills. They work collaboratively on planning events and meetings, learn how to be open-minded to the opinions of others, and become like family.

SPOTLIGHT: THE HUE AND KERMES

The Hue and Kermes are two events youth leaders organize each year. For each event, organizing staff support youth in identifying a local issue to highlight to the community, planning logistics, and inviting local artists and vendors to participate. Youth come up with event materials to invite community members and decision makers and distribute them through local businesses. At the events, decision makers and the community hear about what the youth have been working on throughout their year. Youth prepare speeches, called Soap Box speeches, that showcase their analysis of local issues and share information with the community.

SPOTLIGHT: 2020 CENSUS AND THE FUND OUTREACH

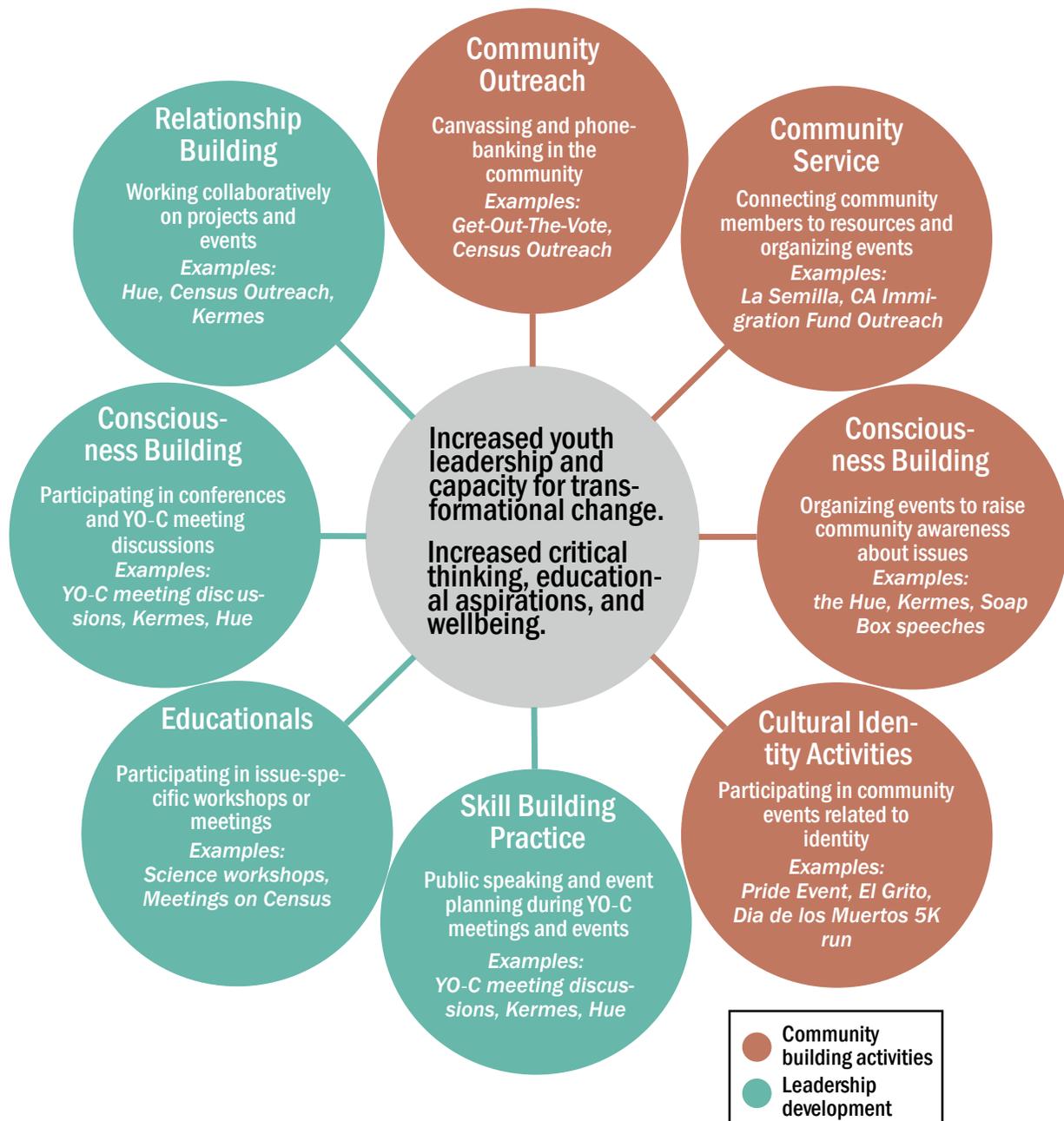
In 2020, YO-C youth leaders responded to local contexts and filled important roles during the COVID-19 pandemic. Throughout 2020, youth leaders conducted outreach for the 2020 Census to guarantee communities of color were counted. This local outreach is imperative in a community like the Eastern Coachella Valley, where areas with a large percentage of Latinx or undocumented residents often mean census undercounts, impacting funding and

representation in years to come. Early in the Census, youth set up their own Census 2020 tent at a local event where they distributed Census information to the community and stressed the importance of filling out their Census forms. With the advent of the COVID-19 pandemic, youth quickly pivoted to virtual meetings to coordinate their outreach and phonebank the community. On top of their Census 2020 outreach, youth decided to fill another gap in

the community—outreach for the State’s disaster relief assistance for immigrants (the Fund). The Fund was one-time assistance for undocumented adults who were ineligible for other relief funds. Youth outreach to community members to make sure they were aware of the program and applied. These are just two examples of how YO-C’s youth leaders build power in their community and contribute to transformational change.

Lastly, youth build their consciousness through conferences and camps, youth-led events, workshops, and weekly YO-C meetings. New topics are brought to nearly every YO-C meeting where youth can discuss and critically analyze the issue together. As youth plan events and their speeches for events like the Kermes, youth also develop the ability to think critically about issues and the systems impacting them.

**FIGURE 3:
COMPONENTS OF ALIANZA’S YOUTH ORGANIZING COUNCIL!**



THE IMPACT ON YOUTH LEADERS

From developing leadership skills to increasing youth educational motivations, YO-C has had a visible impact on its current youth leaders.

YOUTH LEADERSHIP

In the focus group, current youth leaders frequently described how they were able to develop their leadership skills through their work with YO-C. They mentioned developing many different aspects of leadership, including planning and organizing, developing collaborations across the community, love for their community, and passion for creating change, but the most frequent leadership skill was the confidence to speak up and express their opinions in public. The youth emphasized that YO-C improved their confidence in public speaking by providing spaces for them to speak up: the welcoming space of YO-C meetings where they had the opportunity to lead meetings; and public spaces through events such as The Hue or Soap Box, where the youth were able to deliver speeches on topics that are important to them. This sentiment was echoed in the survey, where the majority (82%, or nine out of eleven) of survey participants said that YO-C provided a space for youth to express their views. Additionally, the majority (82%) of participants reported that YO-C has had a major or moderate effect on their ability to express their views to decision makers, people in power, and their peers.

As part of their leadership development, youth also reported that YO-C helped them improve their ability to engage with their community and learn how to work with other people. YO-C provided opportunities for the youth to collaborate with their peers and community members through community outreach activities like Census out-reach canvassing and phone banking, or through planning community events such as The Hue. Through outreach activities, the youth

“[Organizing staff] would have a plan and we would follow it. And, we would bring our ideas and share them...with the other members to get any feedback...and [see] if they think it’s a good idea for the topic we are talking about for that specific week. I believe the way the meetings are structured are really unique from other spaces that I have been to. It makes you want to be there and go to every meeting.”

—Youth Leader

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leaders described how they developed their ability to engage the community on important issues like the 2020 Census, or environmental justice issues, in linguistically and culturally relevant ways. Most of the youth (82%) who participated in the survey agreed, stating that their participation in YO-C had a major or moderate effect on their ability to get other people to care about a problem. Moving from engagement to action, many of the youth (73%, or eight of eleven survey participants) strongly agreed or agreed that they are good at leading others in their community to reach a goal.

“YO-C is a program that allows young people to get a voice and be able to give valuable information to the community and also have them engaged in what we do.”

—Youth Leader

SOCIAL AND EMOTIONAL WELLNESS

Focus group participants emphasized that their social and emotional wellbeing benefited from the relationships they developed through YO-C, both with each other and with YO-C staff. However, while most youth who participated in the survey said they take a positive attitude towards themselves, and many of the youth who participated in the focus group agreed that YO-C helped them become more confident, less than half (four out of eleven) of the youth surveyed agreed that they have high self-esteem. Similarly, less than half (five out of eleven) of youth surveyed agree that their peers consider them to be a leader. This may point to an opportunity for Alianza to provide emotional and self-esteem supports, in addition to a greater emphasis on relationship building, in the future.

COMMITMENT TO CHANGE AND THEIR COMMUNITY

Youth leaders reported strong beliefs about their responsibility to their community and a passion to create community change because of YO-C. All youth who participated in the survey shared the belief that they have a responsibility to improve their community, and most (ten out of eleven) agreed as well that YO-C inspired more youth to make a positive difference in their community. Many de-

scribed how YO-C staff especially motivated them to create change when they learned that many of the issues that affected the ECV in the past still existed today. Some also noted that their shared background with staff, and the open, non-hierarchical atmosphere of YO-C meetings enabled them to develop relationships with each other and YO-C staff, creating a nurturing community and sense of belonging. YO-C provided them with a new family, relationships, and network of people. In this way, YO-C also deepened their love for the ECV community.

CRITICAL THINKING AND ACADEMIC ATTAINMENT

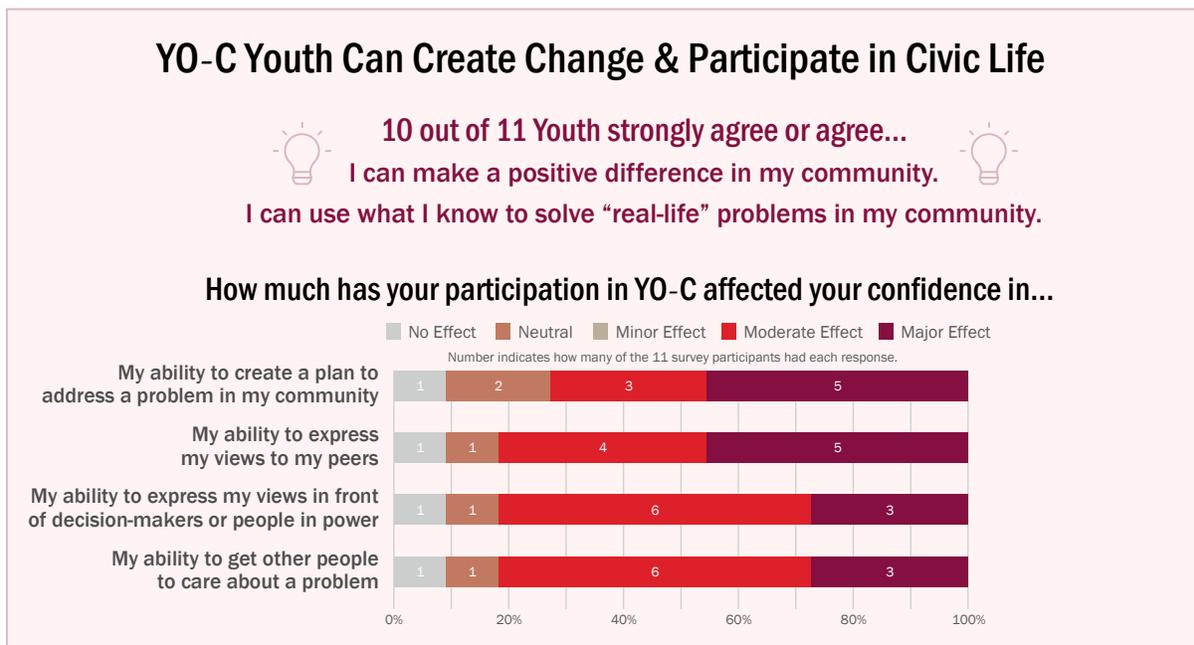
Part of the greater responsibility the youth felt towards their community stemmed from developing greater knowledge and critical thinking skills about issues. Most noted that YO-C broadened their perspectives, helped to open their minds, and taught them to think critically especially regarding systemic issues that affect their community. The knowledge they acquired led to greater feelings of responsibility and the confidence to speak up and lead once they had the knowledge to back up their opinions.

Lastly, some youth talked about how YO-C affected their aspirations for higher education. Several youth described how YO-C gave them greater confidence in their academic abilities and their ability to pursue higher education. Of the current YO-C members surveyed, 71% (five out of seven) reported that their participation in YO-C has increased their college aspirations, and 57% (four out of seven) said that YO-C has increased their knowledge about their college or career options. All current members (7) who were surveyed plan to enroll in higher education after they graduate from high school, and near half (3) plan to get a graduate degree or higher. All alumni (4) who were surveyed reported enrolling in a 4-year college or university.

“YO-C affects me in a personal way because it has shaped me not only into a leader but a critical thinker. It has shown me to always question things and advocate when something is not fair or wrong.”

—Youth Leader

FIGURE 4: WHAT RECENT YOUTH LEADERS SAID ABOUT YO-C



Source: YO-C Youth Leadership Survey (August 2020), Alianza & Advancement Project California. Survey includes youth who are current members of the Youth Organizing Council (YO-C) or alumni. Eleven youth participated in the survey.

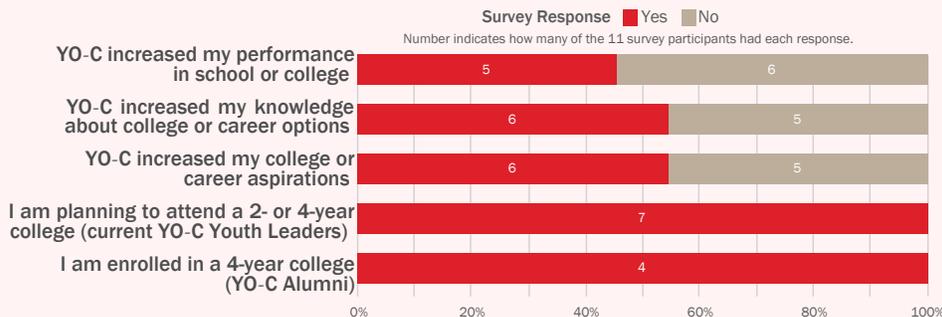
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YO-C Youth Are Passionate About Improving their Community



YO-C Youth Are High Academic Achievers



YO-C Youth Leaders Are Proud of their Community

9 out of 11 Youth Leaders Report...

YO-C has increased my pride in being from the ECV community.

YO-C has improved perceptions of ECV youth as leaders in the Coachella Valley.

Source: YO-C Youth Leadership Survey (August 2020), Alianza & Advancement Project California. Survey includes youth who are current members of the Youth Organizing Council (YO-C) or alumni. Eleven youth participated in the survey.

AREAS FOR GROWTH

The youth leaders who participated in the focus group overwhelmingly agreed that YO-C has contributed positively to their wellbeing and expressed enthusiasm for expanding YO-C to more high schools in the future. However, several youth leaders also noted that accessing the program can be challenging. Since YO-C meetings are held in one place, arranging transportation to meetings is crucial for youth without a dedicated source of transportation, especially for those who live further across the Valley. As possible solutions, several youth suggested rotating the YO-C meeting space around to different locations, or establishing an Alianza minibus service to provide transportation.

Youth leaders also expressed a desire for more financial support, specifically for the program to provide scholarships and internships to fund youth to do the work, such as the Census internship. Participants also noted that scholarships to high school seniors starting college could be a huge support to their families. One participant also noted that YO-C's material assistance with technology for Zoom calls was crucial once school and work went virtual at the start of the COVID-19 pandemic.

Focus group participants widely agreed that YO-C helped improve their self-confidence, confidence in their public speaking, leadership skills, and ability to engage with their community on important issues. Similarly, most youth who participated in the survey reported confidence in their ability to make a difference in their community. However, less than half of the surveyed youth leaders agreed when they were asked if they have high self-esteem, or if their peers consider them to be a leader. Furthermore, while focus group participants described in detail their leadership skills and abilities, most did not use the explicit term 'leader'. Some youth may need more support in improving their beliefs about their self-esteem and leadership among their peers, and recognizing their tremendous leadership.

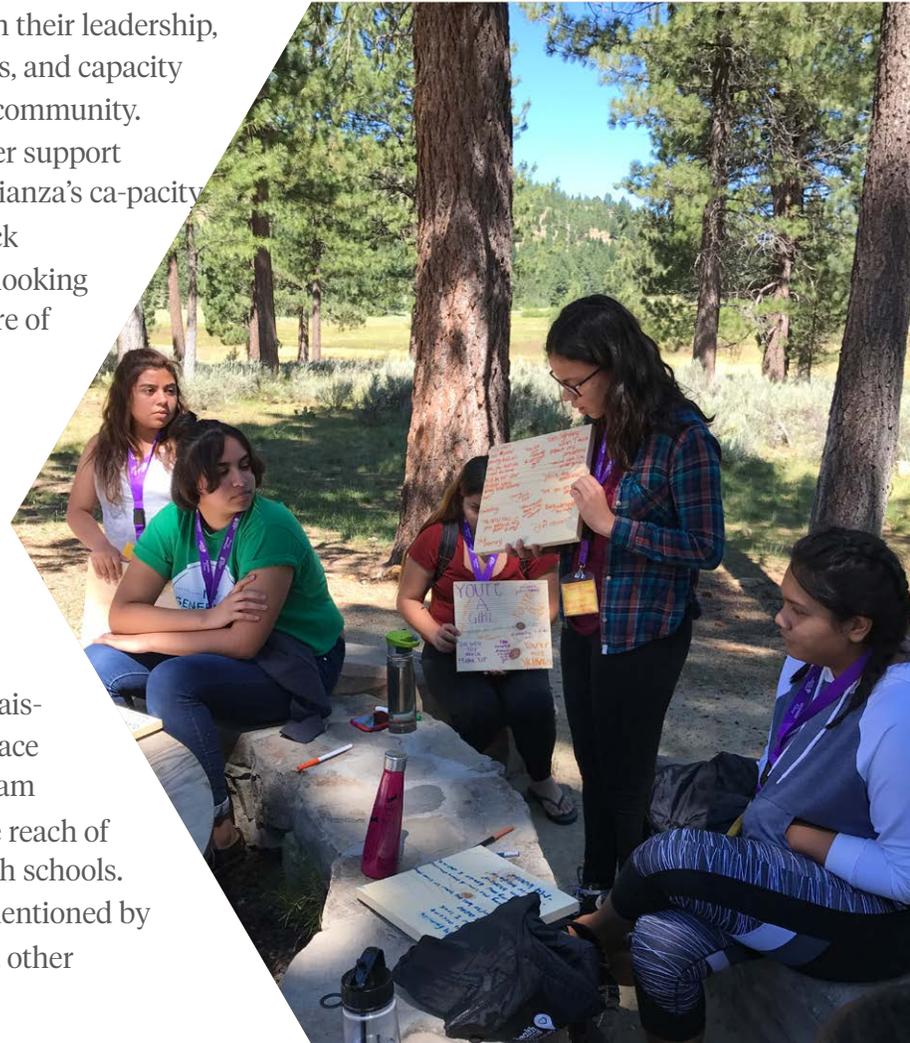
"I could imagine YO-C establishing scholarships for seniors in high school that are embarking with college, because from a personal experience I know that one scholarship could mean a lot to your family...and could provide that support that you need in college."

—Youth Leader

RECOMMENDATIONS FOR INVESTMENTS IN ECV YOUTH

Alianza's current youth leaders have progressed in their leadership, ability to critically analyze issues in systemic ways, and capacity to work toward transformational change in their community. Additional investments in the program can further support the future of YO-C and its leaders and open up Alianza's capacity to expand its scope and impact. Based on feedback from youth leaders, we recommend that funders looking to invest in YO-C and Alianza as it plans the future of YO-C consider the following:

- Expand program scope and capacity both in physical infrastructure and program reach.** As of the writing of this case study, Alianza had just finished a capital campaign project—moving to a larger building and dedicated space for its programming. In the future, Alianza can work toward raising capital funds for an even larger meeting space for YO-C and its youth. Additionally, the program could consider a multi-year plan to expand the reach of YO-C to other areas of the Valley and more high schools. This will need to include outreach strategies mentioned by youth to raise awareness about the program at other schools.



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- **Provide funding to address the concrete barriers to youth participation.** The main barrier to program participation cited by youth was transportation. Youth are encouraged to carpool to the program or take public transit, but youth mentioned the program was too far for many living in farther areas of the Valley. This is an important barrier to address should Alianza expand its program to other areas. Additionally, Alianza was able to provide youth with vital stipends for their Census 2020 outreach. Scholarships and internships provide an important source of income for youth leading this work. As funders consider investing in youth organizing, they should incorporate funding for youth stipends and scholarships.
- **Explore additional social and emotional supports for youth and fund them.** While Alianza staff provide informal social and emotional support to youth, youth responses to the survey suggest the program could better address youths' social and emotional wellbeing, specifically their self-esteem. Given the limited scope of this study, Alianza can further explore any gaps in programming and areas to better impact youth perceptions of their self-esteem and leadership. As funders invest in youth organizing work, they should consider the importance of funding social and emotional supports so that organizing programs can provide these supports directly or partner with local community-based organizations for assistance.
- **Invest in a long-term evaluation of YO-C's impact on youth leaders.** Due to constraints and programming changes from the pandemic, we could only focus on YO-C's most active leaders. A larger survey and study of the program could benefit Alianza in identifying additional areas for program improvement and provide greater evidence of the program's long-term benefits.

“Let’s expand Alianza in the Valley, get people from Indio, get people from different parts of the Valley, for them to experience what the people from the eastern side of Coachella Valley are doing...we need help to advance our Valley... we need the whole valley included so we can help each other out.”

—Youth Leader

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CONCLUSION

Alianza has already made strides in preparing the next generation of ECV youth to be the Coachella Valley’s leaders and decision makers. In this study, the youth leaders surveyed were remarkably engaged in their communities, confident in their leadership skills, and conscious of the systemic structures affecting their communities. The literature on youth organizing suggests that these youth will be more civically engaged in their communities, more likely to pursue higher education, and more likely to feel they have a sense of agency over the systems and policies affecting their communities. YO-C provides a vital opportunity for ECV youth to harness their natural leadership and transform their experiences and knowledge into a systematic and transformational change in the Coachella Valley.



*“Being a leader is tienes ganas por [having a desire for] a change... Knowledge is power, but applying that knowledge is far greater... What are you going to do with that knowledge? Speaking out in spaces like these is [helpful]...Being a leader is not coming first but listening to other people’s opinions and making connections”
—Youth Leader*

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To read more about Alianza's work in the Eastern Coachella Valley, see: *Advancement Project California, Restorative Justice & Parent Organizing in the Eastern Coachella Valley, A Case Study of the Successes and Challenges of a Parent-Led, Systems-Change Effort.*

Available at <https://www.advancementprojectca.org/tools-we-use/publications>.

ENDNOTES

- 1 The Building Healthy Communities (BHC) is a 10 year, \$1 billion comprehensive community initiative launched by The California Endowment in 2010 to advance statewide policy, change the narrative, and transform 14 of California's communities devastated by health inequities into places where all people and neighborhoods thrive.
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- 3 Coachella Valley Unified School District. *California Healthy Kids Survey, 2018-2019: Main Report*. San Francisco: WestEd Health and Justice Program for the California Department of Education. Retrieved from: https://data.calschls.org/resources/Coachella_Valley_Unified_1819_Sec_CHKS.pdf.
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- 5 Funders' Collaborative on Youth Organizing. (January 2018). Transforming Youth People and Communities: New Findings on the Impacts of Youth Organizing. <https://fco.org/resources/type/research>.

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- 7 Funders' Collaborative on Youth Organizing. (2003).
- 8 Funders' Collaborative on Youth Organizing. (January 2018).
- 9 Rogers, J., & Terriquez, V. (2013). Learning to Lead: The Impact of Youth Organizing on the Educational and Civic Trajectories of Low-Income Youth. Los Angeles, CA: Institute for Democracy, Education, and Access. <https://files.eric.ed.gov/fulltext/ED574627.pdf>.
- 10 Funders' Collaborative on Youth Organizing. (2011).
- 11 Rogers, J., & Terriquez, V. (2013).

Funders' Collaborative on Youth Organizing. (2011).
- 12 Funders' Collaborative on Youth Organizing. (2011).
- 13 Ibid.
- 14 Ibid.
- 15 Funders' Collaborative on Youth Organizing. (January 2018).
- 16 Funders' Collaborative on Youth Organizing. (2011).

Rogers, J., & Terriquez, V. (2013).
- 17 Funders' Collaborative on Youth Organizing. (2011).
- 18 Funders' Collaborative on Youth Organizing. (January 2018).
- 19 The majority of youth leaders and alumni who responded to our survey were invited to YO-C by a friend (91%). Their top reasons for getting involved were to make a difference in their community (100%) or develop their leadership, communication or other skills (82%).



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