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.

OUR MISSION
Youth Passageways unleashes the creative energy, leadership capacity, and collective impact of a dynamic network of partners toward the healthy passage of today’s young people into mature adulthood. We strive to:

NOURISH connections and collaborations among ever widening circles in an active community of learning, healing, self-reflection, respect, sharing, and resource development, fostering traditional cultural preservation as well as emerging cultural innovation.
CULTIVATE broad public awareness of the impact of healthy initiation on the resiliency and vitality of our youth and communities, and increase access to tools, practices, and resources.

HARVEST the collective wisdom, learning from one another how to effectively meet the changing needs of youth in our communities, and sharing these seeds widely in ways that are accessible, useful, and relevant to different communities.

GROW the capacity to influence educational, institutional, and governmental policy and funding priorities in order to integrate healthy youth initiation into our communities on a broad scale.

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.
COMMUNITY 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
WHO WE SERVE: Individuals, Organizations & Communities...

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, Ecowillages, & Communities

BUSINESS MODEL & STRATEGY

As a fiscally sponsored project intending to become a 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. We will continue to develop and expand these relationships and establish a community culture of mutual support from for our network.

Fundamental to our long-term funding vision is diversifying our revenue sources which includes:

- Fee-for-service from organizational, community-based, and governmental partners for consulting and training services,
- Conference fees,
- Publications,
- A system of partnership dues which maintain our commitment to inclusivity.
ORGANIZATIONAL OVERVIEW
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.

YOUTH PASSAGEWAYS STAFF
Darcy Ottey
Coordinator

Since her own wilderness-based coming of age experience through Rite of Passage Journeys at age 13, Darcy Ottey has been passionate about the importance of creating intentional rite of passage experiences to help young people mature into healthy, capable adults.

The entirety of Darcy Ottey’s professional career has been dedicated to the physical, emotional, social, and spiritual growth of young people through rites of passage. She served as the Executive Director of Rite of Passage Journeys from 2006-2011. During her tenure, she successfully supported the organization through 300% growth, building a solid infrastructure, and leaving the organization with a clear strategic plan for the future. She served as Rite of Passage Supervisor for Pacific Quest, as well as Interim Adolescent Program Director. In addition to her role at Youth Passageways, she continues to support and guide rites of passage at Pacific Quest on an ongoing consulting capacity. Darcy holds an M.A. in Environment and Community from Antioch University Seattle.

As an initiated European-American woman (British/Ukrainian descent) and practitioner of rites of passage, Darcy is honored to support the emergence of this network, and carries a strong commitment to
building deep and honest partnerships for the good of the whole. She finds this work challenging, humbling, and inspiring, and feels grateful for the teachers and guides that help her to navigate through her mistakes.

Dane Zahorsky  
Assistant Coordinator

Like many called to this work, Dane never had proper initiation, and at 15 left home to seek one. After a long and sordid journey he found himself in a small lake town in Guatemala, taken in by a family of Highland Maya. It was here, living and working among humble and joy filled people who knew exactly who and what they were that he fell into a passionate kinship with initiation, indigenous wisdom, and the nature of simple graces.

Since his return nearly fifteen years ago he has sought to offer his gifts at the axis of art and heartened education. In 2006 Dane created MOTUV (Movement of the Unified Voice) with dear colleagues in Beijing and San Francisco, rooted in re-enlivening face to face community interaction free of alcohol or screens while fostering intercultural skill sharing and dialog. This was the portal that lead him into transformative work, from teaching to creating and implementing comprehensive programing and curricula from the ground up for institutions and organizations such as The Kansas City Academy, Warrior Films, and Pacific Quest (where his path intersected with Darcy’s, which led him to Youth Passageways at the Summit in Ojai), among others.

In 2013 Dane was called back to the Midwest. He has since founded the Make Trybe School of Transformative Design in Kansas City, that guides seekers of all ages through collaboratively designed transformations in the form of workshops, courses, and wilderness vision fasts as they relate to developing that sense of deep community, or of trybe, that he bore witness to and was a part of in San Lucas Tolimán, all those years ago.

**LEADERSHIP CIRCLE**

- **Joshua Gorman**  
  Generation Waking UP  
  *Oakland, CA*

- **Sobey Wing**  
  Teen Journey/Evolver  
  *Vancouver, BC*

- **Darcy Ottey**  
  Youth Passageways  
  *Methow Valley, WA*

- **Dane Zahorsky**  
  Youth Passageways  
  *Kansas City, MO*

**STEWARDSHIP COUNCIL**

- **Joshua Gorman**  
  Council Chair  
  Generation Waking UP  
  *Oakland, CA*

- **Sobey Wing**  
  Council Secretary  
  Teen Journey/Evolver  
  *Vancouver, BC*

- **Ramon Parish**  
  Surfing the Creative  
  *Boulder, CO*

- **Grant Abert**  
  Kailo Fund  
  *Madison, Wisconsin*

- **Fidel Rodriguez**  
  Spreading Seeds Wellness Center  
  Los Angeles County Human Relations Commission  
  *Los Angeles, CA*

- **Sharon Bearcomesout**  
  Community Elder  
  *Northern Cheyenne Reservation, MT*
STRATEGY FOR 2015

In 2015, we will continue to focus on building the organizational infrastructure needed to support our efforts. At the same time, we are now ready to turn toward fostering deeper collaboration between those engaged in rites of passage, and providing support and resources to partners. Learning from our work in 2014, this year we will expand and strengthen our ability to be in relationship and build a movement, with technology as our primary way of staying connected on an ongoing basis.

1. **ACTIVATE & ENGAGE** Youth Passageways circles of participation:
   » Draft & publish benefits & responsibilities for Youth Passageways partners
   » 200 partner profiles listed on the website
   » Organizing toward convene a gathering of 75-100 practitioners in Spring 2016
   » Establish initial advisory circle with 12 members
   » Fill remaining 5 seats on Stewardship Council
   » Conduct 3 remote Stewardship Council meetings and one in-person retreat with 80% participation

2. **DEFINE & CREATE** the financial structure of the organization as a fiscally viable entity:
   » Complete a 5-year financial strategy & strategic plan
   » Raise $80,000 in contributions and apply for 5 foundation grants
   » Incorporate as a not-for-profit and apply for 501c3 status

3. **OUTREACH** for YPW; creating opportunities for our partner’s voices to be shared:
   » Complete website platform
   » Recruit social media intern
   » Develop & implement social media plan w/ clear objectives
   » Publish 4 quarterly content-rich e-newsletter and 8 updates

4. **GROW** Youth Passageways as a Learning Community, for the purposes of community capacity building, harvesting experience, and communicate the value of ROP beyond existing networks:
   » Recruit research intern
   » Develop interactive system for ongoing dialogue around topics
   » Form an informal, cyber-connected working group of 5-10 leaders in the field to flesh out key questions, issues, and definitions
   » Publish living Guiding Questions and Principles for Cross-Cultural Protocols
   » Conduct & publish research on 3 partner organizations: model, influencers, efficacy

STRATEGY FOR 2016

Once the organizational structure and strategic vision have been established, the website is fully operational, and we have effectively engaged our core partners and supporters, we will turn our attention toward widening and expanding the network, and move toward wider exposure.

Primary Objectives/Goals May Include:
» Road tour with elders, youth, practitioners, artists, ceremony, concerts
» Strong outreach presence at key gatherings & conferences
» Invest in customized database system
» Continue to synthesize & publish guiding principles as living, evolving documents
» Build new connections through supporting the convening of 5 regional gatherings, based through existing org/programs that serve as “hubs” for building wider engagement nationally and perhaps internationally.
» Convene conversations at the local level regarding healthy youth development for youth, parents, educators, youth workers, and communities.
» Identify key allies with some level of exposure to widen public awareness through their networks
» Facilitate exchange program between communities/programs

STRATEGY FOR 2017
We will continue to focus on widening and expanding the network, still setting the necessary groundwork to be prepared for wider exposure for the field.

Primary Objectives/Goals May Include:

» Convene a larger conference: 200-300 individuals
» Convene training institute wing of YPW, focusing on advanced topics for those already knowledgeable about basics, bringing together teams of multiple practitioners for collaboration
» Develop & disseminate communications strategy for talking about ROP to partners, increasing their effectiveness in fundraising & recruitment efforts as well as providing a unified message.
» Begin to look toward accreditation/standard building as a possible offering of YPW.
» Fellowships, e.g. offering assistance to young practitioners to receive mentoring from another more experienced partner practitioner.

BEYOND 2017
Primary Objectives/Goals May Include:

» Engage in a large-scale public awareness campaign,
» 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.
» Lobby education and political leaders as appropriate.
» Convene a “super-panel” of ROP advisors/experts to meet with key influencers who together can bring clout and direction to the field (influencers like George Lucas, Michelle Obama, Winona LaDuke…).
» Commission a “white paper” on how to transform U.S. public schools away from “No Child Left Behind” to “Every Child Transformed and on Purpose” through rites of passage and mentorship curricula and programs.
<table>
<thead>
<tr>
<th><strong>Income:</strong></th>
<th></th>
<th><strong>Expenses:</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$100,000</td>
<td>Staffing at 1 FTE</td>
<td>$43,000</td>
</tr>
<tr>
<td>Minus +5% fiscal</td>
<td>$5,000</td>
<td>Stewardship Council in-person meeting</td>
<td>$5,000</td>
</tr>
<tr>
<td>sponsorship fee to</td>
<td></td>
<td>Website, upkeep &amp; phase two</td>
<td>$13,500</td>
</tr>
<tr>
<td>Warrior Films</td>
<td></td>
<td>Consulting/subcontracting:</td>
<td>$8,750</td>
</tr>
<tr>
<td></td>
<td></td>
<td>cultural competence, nonprofit filing, fundraising</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>graphic design</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2016 Gathering Planning &amp; Prepaid Expenses</td>
<td>$8,200</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Production of Promotional Video</td>
<td>$2,900</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Paypal &amp; other credit card processing fees</td>
<td>$1,450</td>
</tr>
<tr>
<td>Total Income</td>
<td>$95,000</td>
<td>Additional expenses: printing, postage, web hosting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>, phone conferencing service, licenses &amp; fees, etc</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Total Expense</strong></td>
<td>$89,300</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>NET REVENUE</strong></td>
<td>$5,700</td>
</tr>
</tbody>
</table>