



# 2023–2024

## ANNUAL REPORT



## OUR MISSION:

To empower children and families to achieve productive, self-reliant lives.

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## LETTER FROM THE CEO



To our community of partners, friends, and supporters,

Fiscal year 2023–2024 was a year of impact and evolution—for Reading and Beyond and the families we serve.

When I stepped into the role of CEO in September 2022, I did so with deep respect for the organization's history and an even deeper commitment to its future. This Annual Report reflects my second year in the role, and what I've witnessed only reaffirmed what I already knew: our families are resourceful, resilient, and ready to move forward—when given the chance.

That belief shaped everything we did in 2023–2024. Across every life stage—from pregnancy and early childhood to job readiness and career growth—our team showed up with care, consistency, and culturally rooted support.

Ahead, you'll read about a parent who earned her nursing credential while raising two children, and a teen whose leadership transformed his neighborhood—and his self-image. You'll also see the data behind our impact and the model that drives it: two-generational, empowerment-based, and grounded in the real lives of families across Fresno, Kings, and Madera Counties.

In 2024, we also celebrated our 25th anniversary—a moment to reflect on how far we've come and to look ahead with purpose. The gathering reminded us of our roots and our responsibility: to evolve with our community, to listen closely, and to keep showing up where we're needed most.

As we look to the future, we do so with clarity and resolve. In the midst of shifting safety nets and evolving funding landscapes, our work remains steady — rooted in care, strengthened by collaboration, and guided by a long view of what families truly need to thrive.

Thank you for standing with us—for your belief in our mission, your partnership in our work, and your trust in our team. Together, we are building something that lasts—and preparing the next generation for lasting success.

With gratitude,

A handwritten signature in blue ink that reads "Sandra R. Flores".

Sandra R. Flores  
Chief Executive Officer  
Reading and Beyond

# BOARD OF DIRECTORS

## OFFICERS



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 West Hills Community  
 College District



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 Berg Mill Supply, USA

# TIMELINE: 2023–2024 MILESTONES

## EARLY 2023

### Launch of the Youth and Family Navigator Program

Three Youth and Family Navigators (YFNs) were hired to deliver individualized case management, mentorship, and life-skills workshops for male-identifying youth ages 14–18. Topics included job readiness, community leadership, post-secondary planning, and financial literacy.



**"They showed me how to be professional—how to greet someone properly and use the right words in different situations."**

— Anthony, participant

## JULY 14, 2023

### 1st Annual Open House

262 community members attended the inaugural open house at Mosqueda Community Center. The event featured cultural performances, program showcases, and health screenings in partnership with UCSF. Attendees came from 19 ZIP codes and included many first-time visitors.



## BY THE NUMBERS: PROGRAM IMPACT SNAPSHOT

### School Success

- **30 K–6 grade students** participated in the After School Program; 20 completed the year
- **110 students** attended the Science Squad Summer Camp; **101** completed

### Youth & Family Strong

- **42 youth** served in total
- **26** completed the Noble Youth curriculum
- **12** completed the full-year YFS program
- **4 graduates** finished high school; **3** secured employment
- **77%** of **participants** were never suspended or expelled

### Family Success

#### California Bridge Academies

- **669 families** served across all CBA programs
- **106 families** received Prosperity Coaching
- **418 families** engaged in CalFresh Employment & Training
- **86 families** enrolled in Upward Mobility Pathways; **38** gained employment
- **46 families** re-enrolled in education through the James Irvine Upskilling program
- **13 immigrant families** served through Common Spirit; **7** entered education



#### AUGUST 2023

##### Launch of Community Wide Survey 2.0

Reading and Beyond initiated its second community-wide survey to better understand local needs, inform programming, and strengthen neighborhood ties. 594 surveys were collected between August 2023 and May 2024.

#### NOVEMBER 17, 2023

##### "Giving Thanks" Block Party

292 attendees participated in a festive day of gratitude and connection. UCSF administered 40 vaccines, and RaB distributed 314 books and 182 COVID-19 test kits. Raffle donations included turkeys and gift cards from local partners.

#### MARCH 2024

##### 25th Anniversary Gala

Reading and Beyond celebrated 25 years of service with a community gala at Roger Rocka's Dinner Theater in Fresno. The event honored the organization's legacy and raised funds to support continued work in education, health, and economic mobility.

#### MAY 31, 2024

##### 2nd Annual Open House

257 attendees, including 158 adults and 99 children, joined this community celebration at Mosqueda Community Center. UCSF provided health services, and over half of the attendees were new to RaB programs.



## Health & Wellness

- **Over 1,000** wellness touchpoints recorded through Wellness Wednesdays, Family Health Days, and Community Health Worker outreach. Topics included nutrition, chronic illness, reproductive health, mental health, and access to care
- **1,401 participants** attended Wellness Wednesday workshops
- **211 clients** served via the Health Disparities Intervention Program
- **10,441 health materials** distributed
- **827 clients** supported through Family Advocacy Services
- **18 expectant mothers** participated in GLOW! Group Prenatal Care; **14** had healthy births
- **134 individuals** vaccinated through the COVID-19 Equity Project
- **1,024** COVID-19 tests distributed

# OUR APPROACH

## Two Generations. One Path Forward.

Reading and Beyond began with a simple, urgent question: *What would it take for every child—regardless of background—to have a real chance to succeed?*

### Supporting the Whole Family, Not Just the Student

Academic support is essential, but progress means more than grades. Behind each child is a family navigating barriers tied to employment, health, trauma, and access to opportunity. To truly support the next generation, families need to move forward together.

### A Comprehensive, Two-Generational Model

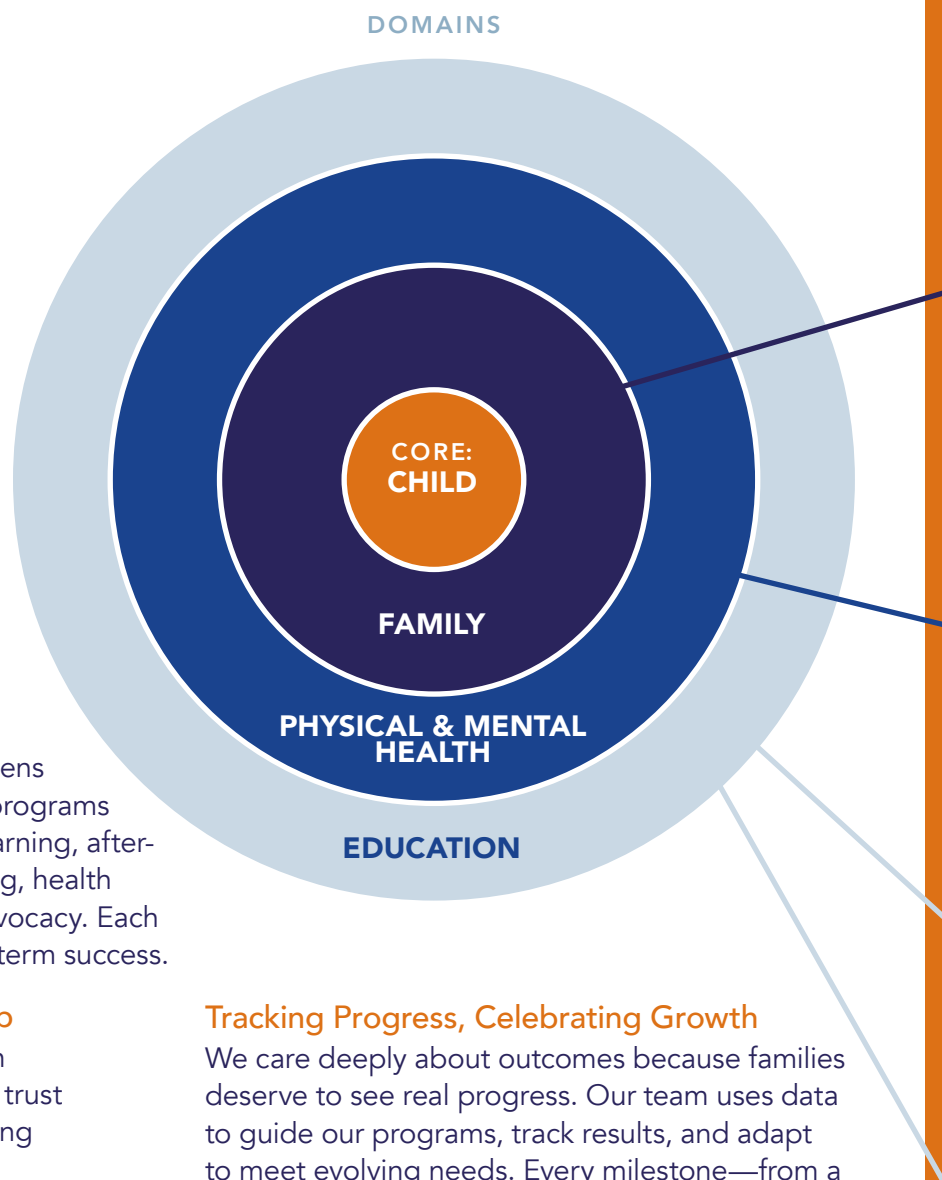
We use a two-generational model that strengthens both children and the adults in their lives. Our programs meet families where they are—offering early learning, after-school enrichment, youth leadership, job training, health and wellness, mental health care, and family advocacy. Each piece builds toward stability, healing, and long-term success.

### Rooted in Trust and Community Partnership

Our work is grounded in relationships. We listen closely, walk alongside families, and build deep trust across neighborhoods and systems. By partnering with schools, community centers, government, and other local allies, we offer coordinated, accessible support to children and families.

### Three Domains, One Child-Centered Framework

To guide this work—always keeping the child at the core—we organize our services into three domains: family, health and wellness, and education. Each domain contains one or more pathways: targeted routes of support that reflect real-life needs and goals. Within each pathway are specific programs designed to meet children and families where they are and move with them as they grow, heal, and thrive. Children and families may engage with multiple pathways at once; that layered, flexible design is what makes the model work.



### Tracking Progress, Celebrating Growth

We care deeply about outcomes because families deserve to see real progress. Our team uses data to guide our programs, track results, and adapt to meet evolving needs. Every milestone—from a child's first library card to a parent's professional certification—marks a step toward greater confidence, resilience, and shared growth.

### A Legacy of Impact and Commitment

For over 25 years, we have strengthened families, enhanced children's learning, and built connected communities through opportunity and collaboration. Our commitment to serve our community continues to guide every program we offer and every partnership we establish. We are dedicated to helping families achieve meaningful progress: lasting stability, economic mobility, and brighter futures for the next generation.

## PATHWAYS

## PROGRAMS

### FAMILY SUCCESS

Provides career navigation, postsecondary, and job readiness support for long-term economic mobility.

- California Bridge Academies
- Prosperity Coaching
- Upward Mobility Pathways
- Common Spirit Partnership
- James Irvine Upskilling

### HEALTH & WELLNESS

Embeds physical, emotional, and mental health support across all life stages

- Care Management System
- Health Disparities Program
- GLOW! Group Prenatal Care
- Family Advocacy Services
- Wellness Wednesday
- Family Health Days

### SCHOOL READINESS

Supports young children, ages 3–5, and their caregivers through early learning and family engagement

- Early Childhood Education Programming
- Parent Engagement

### SCHOOL SUCCESS

Nurtures K-12 youth, ages 6–18, through academic support, leadership development, and enrichment

- After School Program
- STEAM Activities
- Youth and Family Strong

## Framework: Domains, Pathways, and Programs

At the center of our model is the child—the reason every program, partnership, and decision exists. Surrounding each child are three domains of support: family, physical & mental health, and education.

Within each domain is one or more pathway, and within each pathway are targeted programs that evolve with each family's needs.

## SCHOOL READINESS

### Where Futures Begin

At the earliest stage of childhood, our work is focused on preparing children for lifelong learning by supporting both early cognitive development and family engagement.

We offer enriching, accessible environments that ignite curiosity and readiness from the start.

This work is delivered through the School Readiness Pathway, part of Reading and Beyond's Education Domain. The pathway focuses on early childhood development and caregiver engagement to build a foundation for lifelong success.

#### PROGRAMS

- Early Childhood Education Programming
- Parent Engagement

#### HIGHLIGHT

Reading and Beyond's **preschool and early learning programs** began in just two classrooms in 2012. Today, they serve nearly **100 families annually.**

The School Readiness Pathway focuses on **kindergarten readiness, early literacy,** and **building foundational skills** that support long-term learning and success.



### Early Learning. Lifelong Impact.

Every child deserves a strong start. But too often, children from under-resourced families enter school already behind—through no fault of their own. Reading and Beyond's School Readiness Pathway helps level that playing field.

One grandparent shared the story of her grandson, who began preschool at age two and a half with delayed speech, limited socialization, and difficulty listening. "We had significant concerns about his behavior," she explained. "But knowing his sister had graduated from Reading and Beyond, we trusted the care and education he would receive."

Though his start was challenging, the school's welcoming environment and positive, structured curriculum made all the difference. His teachers fostered self-control, respect, and communication—skills that will serve him for years to come. "We've seen remarkable improvements in his speech," his grandmother noted, "thanks to the dedicated and caring teachers at Reading and Beyond."

That combination of nurturing care and professional excellence is what sets our early learning work apart. We prepare children not just to start school, but to thrive in it. And we walk alongside families every step of the way.

It is clear that school readiness is not just a milestone; it is a critical foundation for a child's lifelong learning and success.



## SCHOOL SUCCESS

### Guiding Youth Toward What's Next

During the school years, students need more than academic skills—they need encouragement, mentorship, and real-world preparation. Our programs nurture leadership, strengthen identity, and create a bridge between school and opportunity.

This work is delivered through the School Success Pathway, part of Reading and Beyond's Education Domain. It provides academic support, mentorship, and enrichment for students in grades K–12, helping them stay engaged and plan for what comes next.

#### PROGRAMS

- After School Program
- STEAM Activities
- Youth and Family Strong

#### Highlight

The **School Success Pathway** focuses on **academic enrichment, literacy support, and leadership development.**

Students gain **practical tools** and **mentorship** that lead to **stronger engagement, improved graduation outcomes, and greater job readiness.**

### More Than Grades: Growth, Grit, and Goals

The path through adolescence is never simple—especially for young people navigating generational poverty, trauma, or systemic barriers. Reading and Beyond's School Success Pathway offers more than homework help; it creates space for youth to explore their potential, develop leadership, and take their next step with confidence.

In our After School Program, students receive support across three key components: homework assistance, literacy intervention, and enrichment engagement. Together, these elements strengthen academic skills and expand learning beyond the school day.

One parent shared the impact of the program on her son, who had struggled with speech and communication. "I was looking for a program that would help him improve his language," she said. "Since he started, he talks more—in both English and Spanish—and he's become more independent."

Gerardo came to us with questions about his future. Through Youth and Family Strong, he found a team who listened, encouraged, and helped him prepare for the workforce. "They always helped me with what I needed... things I had no idea about," he said. "Thanks to their help, I got a job. Not just one—I had to choose between three."

For Anthony, the shift was just as profound. "I was shy and quiet," he shared. "Now I'm not afraid to speak. I even want to help others." In a peer-led circle, he found not only his voice, but a purpose—and the self-assurance to lead.

Behind stories like theirs is a team of professionals trained to support the whole person: emotionally, academically, and socially. What students need most at this life stage is a sense of direction and someone who believes in them. That's what our team brings—every day, and with every student.



## FAMILY SUCCESS

### Helping Families Move Forward—Together

Families are the engine of long-term change. We walk with adults as they pursue their goals, providing the structure, tools, and encouragement they need to gain stability, build careers, and shape generational progress.

This work is delivered through the Family Success Pathway, part of Reading and Beyond's Family Domain. It supports the significant adult in the child's life through career navigation, education access, postsecondary support, and case management to promote long-term family stability and upward mobility.

#### PROGRAMS

- California Bridge Academies
- Prosperity Coaching
- Upward Mobility Pathways
- Common Spirit Partnership
- James Irvine Upskilling

#### HIGHLIGHT

# 627 families

are currently enrolled in

**California Bridge Academies,**  
a cornerstone program in the  
Family Success Pathway.

These families receive **comprehensive career support, personalized guidance for navigating postsecondary education options, and tailored case management** that promotes **long-term stability** and **economic mobility**.



### Courage, Coaching, and the Power of a Plan

Behind every determined parent is a story of resilience. Reading and Beyond's Family Success Pathway supports adults who are rebuilding, reimagining, and reaching for something more—for themselves and for their families.

Heidi had always wanted to be a nurse. But the daily demands of parenting and bills made it hard to imagine going back to school. "It was hard—school, kids, bills," she said. "But they kept showing up. I didn't feel alone." With the support of a Career and Family Navigator, she earned her nursing degree and secured a job in healthcare.

Droua's journey followed a similar path. A young mother with big goals, she needed someone who could help her balance parenting and school. "They didn't tell me what to do," she said. "They asked what I needed—and stayed with me until I got there."

Angelique, too, transformed her future with support from the California Bridge Academies. "I didn't think I could do it," she shared. "But they helped me believe in myself. And now my daughter sees what's possible."

Diana and Nina—both graduates of healthcare training programs—spoke about the power of someone walking with them through every step: finding classes, buying textbooks, preparing for interviews. Diana, now a respiratory therapist, put it simply: "Reading and Beyond helped me get my dream job. I wouldn't have been able to achieve my goals without them."

When families are strong, communities thrive. We're here to walk alongside them—to listen, to support, and to help every step forward become the foundation for what comes next.





## HEALTH & WELLNESS

### The Heartbeat of Every Family Journey

Health is at the core of everything we do. Whether families are seeking healthcare navigation, social services, mental health support, education, or spaces to connect and recover, we make health and wellness a shared priority across all stages of life.

This work is delivered through the Health & Wellness Pathway, part of Reading and Beyond's Health & Wellness Domain. It focuses on overall health and well-being — recognizing that wellness is essential to growth at every life stage.

#### PROGRAMS

- Care Management System
- Health Disparities Program
- GLOW! Group Prenatal Care
- Family Advocacy Services
- Wellness Wednesday
- Family Health Days

#### HIGHLIGHT

From 2023–2024,

**211 families** received  
**individualized care management**  
through the Health & Wellness Pathway.

Services include **healthcare navigation, health education, mental health support,** and **social services**—especially for seniors and parents managing trauma or stress.

These supports help families **access early assessments, build health confidence,** and **move toward long-term self-sufficiency.**

### Wellness Makes Progress Possible

Whether it's a preschooler adjusting to a classroom or a parent navigating job loss, emotional health shapes how families move through challenges—and how they heal. That's why health and wellness are embedded across every program at Reading and Beyond.

For Rita Rios, our Wellness Wednesdays became a lifeline. A senior living alone, she found in those weekly sessions both practical information and a renewed sense of purpose. "Reading and Beyond became a second home," she said. "I didn't feel alone anymore. I felt part of something bigger."

That sense of belonging is intentional. "We've always seen wellness as central," said Luis Santana, our founder. "When you support the whole person, everything else becomes possible."

From youth like Anthony, who found emotional safety and self-expression in group discussions, to young mothers like Droua, who juggled healing and ambition, mental health and connection have been essential to their growth.

And while the work is deeply personal, it's also strategic. "We're not here to feel good," said Eric, a founding board member. "We're here to get results." Supporting wellness helps families show up to school, succeed at work, and engage in community—outcomes that funders and families care about alike.

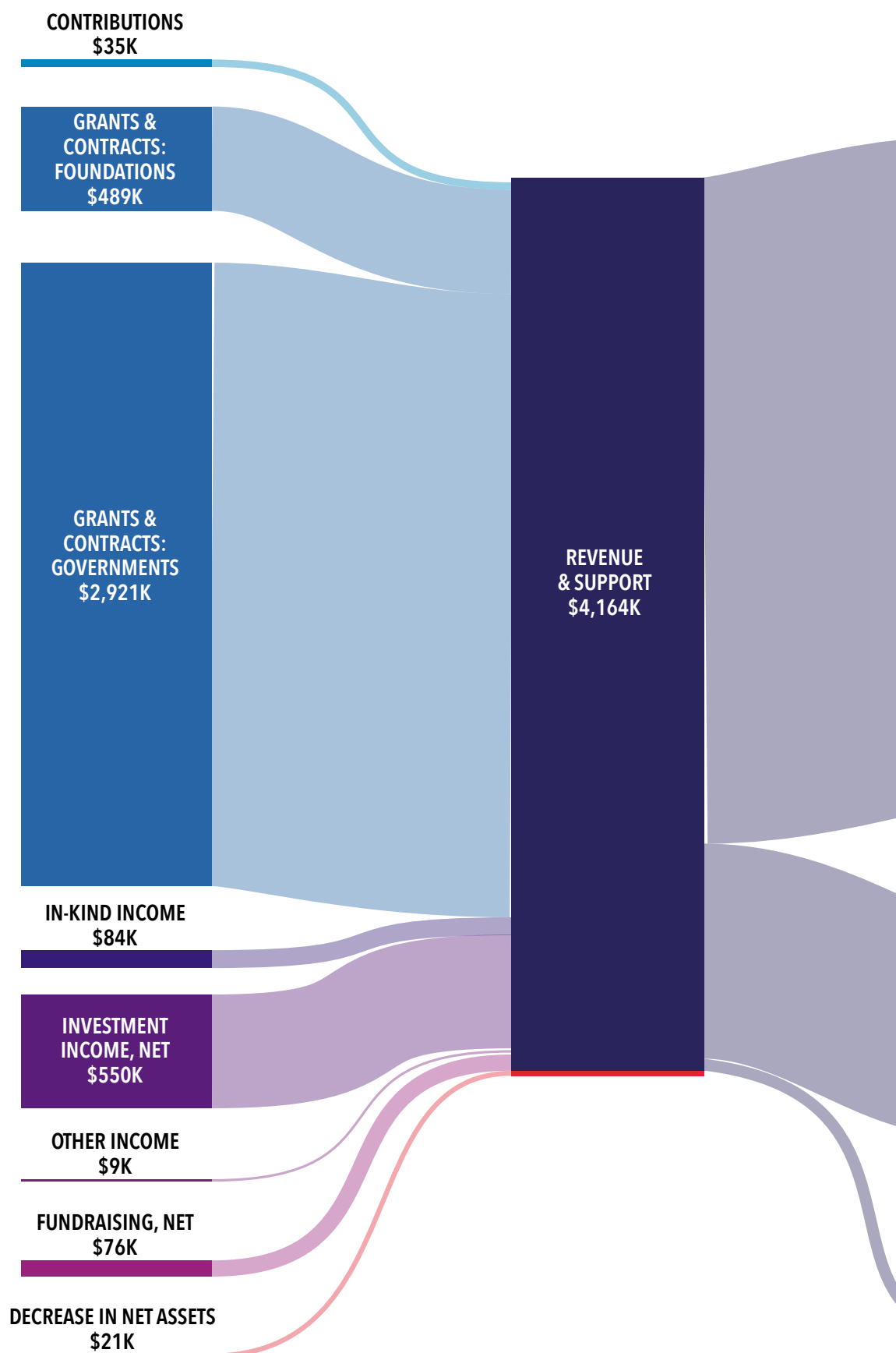
One participant in the Health Disparities Project shared: "It helped me to know that I could be encouraged... that there are people out there to help you."

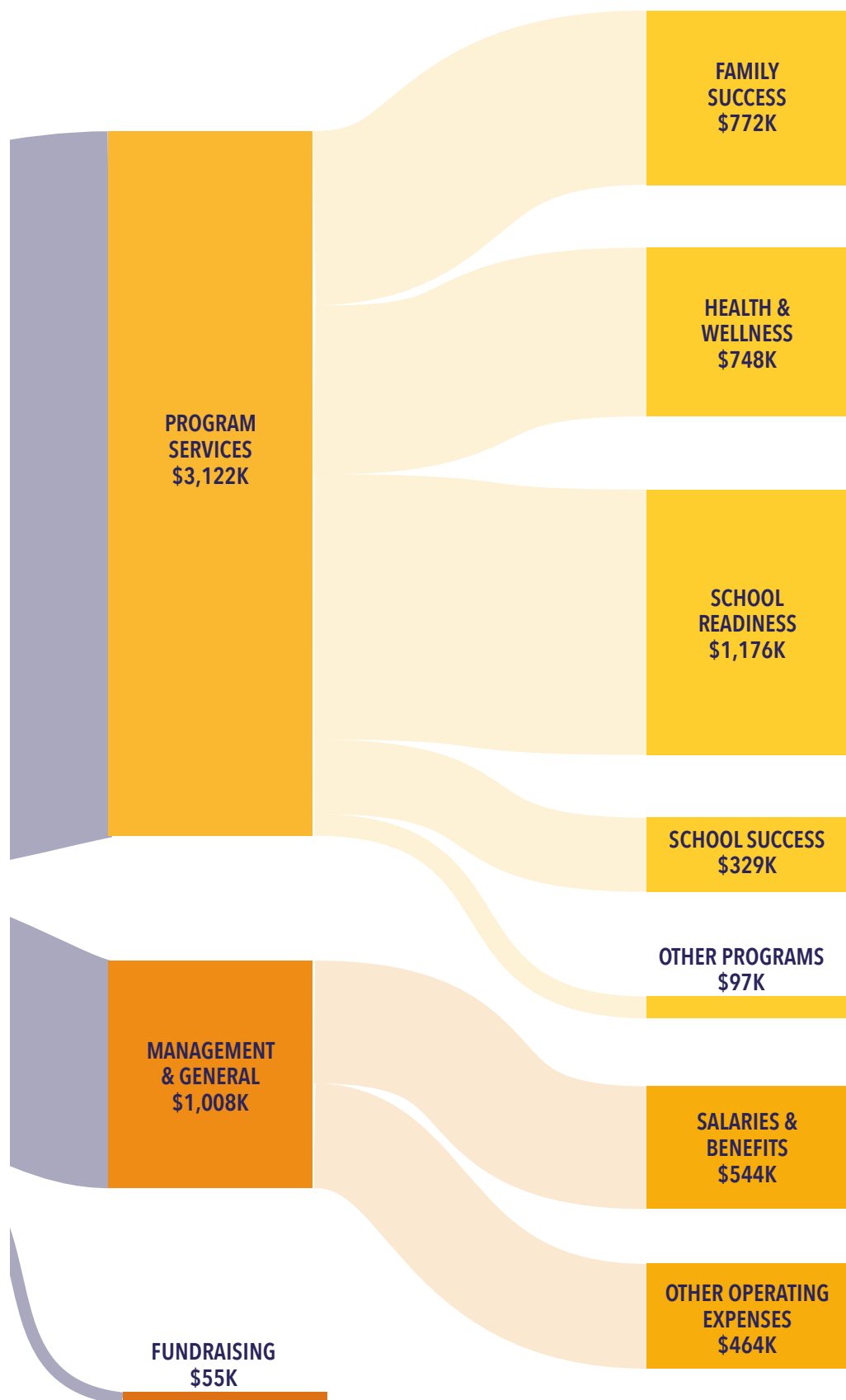


# FINANCIALS

At Reading and Beyond, we know that our people are essential to our mission. We value our team members not just as employees, but as partners in delivering meaningful, community-driven change. That commitment starts with strong systems. Our finance team ensures compliance with all federal and state requirements while building the confidence of donors and public agencies through transparency and accountability. These systems make it possible to attract and retain dedicated professionals across the organization, ultimately strengthening our capacity to create lasting impact.

76% of all spending goes directly to families and programs





## Stewarding Every Dollar to Maximize Impact

The diagram shows how resources move through our organization—from the funding we receive to the way those funds are spent. The width of each line is proportional to the amount it represents. On the left are our revenue sources, including government contracts, foundation support, and community contributions. These streams feed into the dark navy bar, which represents our total revenue for the year. The orange segments show how that revenue is allocated across our core expenses: program services, management and operations, and fundraising. The far right side of the chart breaks down those expenses further, highlighting how funds are used to support families and strengthen communities.

### Insights

- Government grants remain our largest funding source, contributing nearly 70% of total revenue.
- Approximately 75% of revenue is directed to program services—an investment in frontline work that delivers measurable outcomes for families and communities.
- Administrative costs account for about 24% of spending, reflecting a balanced investment in infrastructure and staff capacity. National benchmarks suggest nonprofit overhead typically ranges from 20–35%.
- Fundraising expenses remain minimal at just over 1%, allowing nearly every dollar raised to advance program delivery.





## INVEST IN WHAT MATTERS MOST

When a child starts school ready to learn, when a teen steps into leadership, when a parent finds a path to stability—our whole community moves forward. That's what happens when we invest in our future.

At Reading and Beyond, we put children at the center and surround them with the support their families need to thrive. From early learning and youth development to job training, wellness, and mental health care, our programs are built to strengthen both generations—because that's how change lasts.

As public funding shifts and need continues to rise, your support means more than ever. It helps us stay present, stay flexible, and stay focused on what matters: strong children, strong families, and stronger futures.

### Ways to support:

- Make a one-time or monthly donation
- Sponsor a program
- Offer in-kind gifts or professional services
- Volunteer your time
- Become a community partner



[readingandbeyond.org/donate](https://readingandbeyond.org/donate)












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