PHILADELPHIA YOUTH NETWORK
ANNUAL REPORT 2002

MAKING CONNECTIONS

MAKING INVESTMENTS

PHILADELPHIA YOUTH NETWORK
ANNUAL REPORT 2002

MAKING CONNECTIONS

MAKING INVESTMENTS

PHILADELPHIA YOUTH NETWORK
ANNUAL REPORT 2002

MAKING CONNECTIONS

MAKING INVESTMENTS
PHILADELPHIA YOUTH NETWORK  CONNECTING ALL THE DOTS.
My name is Chanel Taylor. I’m a full-time student at Community College of Philadelphia. I intend to work in the field of Allied Health. Right now, I also work in the Human Resources Department at Sovereign Bank....

“The Philadelphia Youth Network has made a big difference in my life. PYaN’s Rewarding Youth Achievement program is designed to help students who have good grades and good attendance get experience in the work world. It helps keep students focused on school and not unproductive activities, such as drugs and violence.

“I started the program in the summer before my senior year at Overbrook High School. The workshops helped us to see that we need to think about what our goals are in the future, and how we can accomplish them.

“The PYaN program introduced me to Ms. Phyllis Caruso, the area recruiting manager for all Pennsylvania retail divisions at Sovereign Bank. Ms. Caruso is great! She is a nice, cheerful person who always keeps me smiling. She is my supervisor, my mentor, and most of all, my friend.

“When I first joined the Sovereign Team, I was a 16-year-old student with no clue as to how banking worked. Ms. Caruso taught me a lot of things that I didn’t know as far as banking, computer skills and the recruitment process.

“Eventually, I learned about the different types of loans—from mortgage loans to auto loans. I continue to work with Ms. Caruso and the rest of the Human Resources Department while attending college.

“The Philadelphia Youth Network and Sovereign Bank took a chance on me. Employers that participate help to build a better future for the next generation. You are also improving the success rate of today’s dreamers—to help them become tomorrow’s achievers.”
To our colleagues, supporters and friends:

When it comes to finding that first good job, we all know that connections matter. And in the world of youth workforce development, connections matter even more: That's because even the most successful employers, educators, students and community organizations often need a helping hand to make the most of what each has to offer the other.

Since 1999, we at PYN have dedicated ourselves to creating connections among young people, the institutions that serve them and the world of work. Through this collaborative process, in which many of you have been active and valued partners, we have also tried to strengthen other connections: between what students learn in classrooms and the skills they need to succeed in the workplace; between willing employers and prepared applicants; between expectations and results.

This venture in partnership has produced the outline of a youth workforce development system with several defining characteristics:

- Joint planning and program delivery by key stakeholders;
- Convenient access to programs and services for youth and their families through schools and neighborhood-based centers;
- Research-based programming that incorporates academic enrichment, career and college exposure, and work readiness, leading to a recognized credential;
- A commitment to positive youth development, including mentoring, leadership development and long-term support;
- Coordinated employer engagement that focuses on high-growth sectors of the regional economy;
- Ongoing system improvement through research, evaluation and measures of customer satisfaction, tied to efforts that strengthen and build capacity within youth-serving organizations; and
- Focusing new and existing resources on shared priorities that drive the system.

We look forward to working with our partners in the months and years to come to design, build and nurture this new system.

Looking back over the last four years, we have been the beneficiary of extraordinary support from so many of you. We are deeply grateful. Together, I believe that we have made real progress in creating opportunities for Philadelphia’s next generation, helping them to build bridges between their dreams and their futures. It is our purpose and our privilege to help young people make these essential connections.

In this, our first annual report, we are re-introducing ourselves to you—our colleagues, friends and supporters. Along the way, we will also present some of the many people we have met who make this work so uniquely satisfying.

This is our journey and our story. But because we travel this road together, in a very real sense, our story is also your story.

We thank you for your support, your dedication and for your commitment to making a difference in the lives of our city’s youth.

Laura Shubilla
President
Philadelphia Youth Network, Inc.
What if employers, educators, funders and students had to connect with one another on their own?

>> Employers and labor organizations would have to find the time and expertise to locate, recruit and prepare qualified young applicants for the workplace.

>> Teachers would struggle in isolation to find ways to extend the classroom into the community and the workplace into the classroom.

>> Governmental and private funders would face greater hurdles to investing in youth, monitoring quality and measuring results.

>> Most importantly, young people would have far fewer opportunities to gain the knowledge and skills critical for success in college and careers.

Fortunately, Philadelphia’s stakeholders in youth workforce development don’t have to fend for themselves.

Serving as a key youth workforce intermediary for Philadelphia

From the outset, PYN has served the city as a key youth workforce intermediary. Our primary goal has been to promote systems that prepare Philadelphia youth for educational achievement, effective citizenship and career success. Initially created as a vehicle to sustain and drive Philadelphia’s nationally recognized school-to-career system, PYN has become a trusted partner for public and private investment initiatives directed at youth workforce development.

Intermediaries make connections

Intermediaries stand at the crossroads of opportunities. By connecting schools, employers and communities, we make it easier for adults to impact the lives of young people, and for young people to benefit from the many learning and employment opportunities in their schools and communities. We help ensure that all stakeholders realize the best possible return on their investments of time, energy and resources.

At PYN, we also work to understand the unique challenges faced by organizations that serve and employ youth. As a listener and advocate, we have helped foster an active dialogue within and across sectors—from employees and teachers to policy leaders and youth-serving organizations.
We’re part of a national Intermediary Network

PYN has also actively built bridges to other intermediaries in other regions of the country that experience challenges similar to ours. PYN is a founding member of the Intermediary Network, a national association of more than 30 leading education and workforce development organizations working in local communities to ensure the success of youth. Network members connect schools, communities and employers to improve education and build a future workforce.

The Intermediary Network brings organizations together to share effective practices, learn from each other and strengthen intermediary work across the country. The Network has established standards of quality for intermediaries and their professionals.

While PYN’s work as a youth workforce development intermediary is broad and varied in scope, we organize it along four major strategic functions:

>> Convene local leadership
>> Leveraging resources and promoting effective policies
>> Brokering and providing services
>> Measuring the quality and sustaining the impact of local efforts

Each of the next four sections describes PYN’s major activities in relation to each of these functions.
Sovereign Bank really believes in giving back to the community it serves. We're not just here to open up branches and take in checking accounts. Sovereign stands behind all I do with the youth of Philadelphia...

My recruiting team hires all positions to support community banking in the state. Over the past three years, I have been very involved with the Philadelphia Youth Network and the School District of Philadelphia.

I think young people bring fresh perspective, energy and a knowledge of what the world is like. We get stuck in our positions and lose touch with reality out there. It rejuvenates the staff to mentor someone on the job and be able to give something back.

In our office in Villanova, we have hired student interns and educators in the workplace. We help teachers and principals understand what it takes to successfully transition from school to work. How can you adapt your curriculum to give students what they will need as soon as they walk into the job? Behavior, attitudes, attendance, punctuality and dress are all important. Kids need to know basic office software inside out. They need to communicate effectively.

These students are our future team members and customers. I love being able to help them succeed in life. It is very personally rewarding. The PYN staff members I've dealt with are dedicated to helping youth succeed in school work and life. They understand the importance of our roles in students' lives. Our office is here to support their transition from school to work. We help students and principals understand what it takes to successfully transition from school to work. How can you adapt your curriculum to give students what they will need as soon as they walk into the job? Behavior, attitudes, attendance, punctuality and dress are all important. Kids need to know basic office software inside out. They need to communicate effectively.

These students are our future team members and customers. I love being able to help them succeed in life. It is very personally rewarding. The PYN staff members I've dealt with are dedicated to helping youth succeed in school work and life. They understand the importance of our roles in students' lives. Our office is here to support their transition from school to work. We help students and principals understand what it takes to successfully transition from school to work. How can you adapt your curriculum to give students what they will need as soon as they walk into the job? Behavior, attitudes, attendance, punctuality and dress are all important. Kids need to know basic office software inside out. They need to communicate effectively.

The PYN staff members I've dealt with are dedicated to helping youth succeed in school work and life. They understand the importance of our roles in students' lives. Our office is here to support their transition from school to work. We help students and principals understand what it takes to successfully transition from school to work. How can you adapt your curriculum to give students what they will need as soon as they walk into the job? Behavior, attitudes, attendance, punctuality and dress are all important. Kids need to know basic office software inside out. They need to communicate effectively.
Youth workforce development: A shared endeavor

Elected officials, corporate executives, foundation leaders, school administrators and leaders of community and youth-serving organizations can accomplish much on their own—but effective youth workforce development is a shared endeavor. Helping each young person realize his or her full potential takes a concerted effort that goes beyond any one organization.

By keeping current with new ideas and staying connected to key stakeholders, the Philadelphia Youth Network helps to create a climate for dialogue and decision-making, enabling local leaders to align their common goals for youth development, academic achievement and workforce development. Together, we work to improve young people’s pathways to college and careers.

Staffing the Youth Council

One of PYN’s primary roles is to staff the Youth Council of the Philadelphia Workforce Investment Board (WIB). As part of the 1998 Federal Workforce Investment Act (WIA), every local workforce area created a “WIB” and a Youth Council—a committee devoted to youth workforce development.

With PYN’s staffing and policy support, the Philadelphia Youth Council became one of the first in the nation to take advantage of this new legislation. In the process, the Youth Council has examined the city’s resources devoted to youth workforce development and built systems that better reflect the increased capacity and the need for alignment of services citywide.

The Philadelphia Youth Council oversees youth funds and activities authorized by the Workforce Investment Act. The Council works to align diverse investments in ways that reflect a broad consensus on effective youth practice and programming.

In addition to providing all administrative support for meetings of the Youth Council and its subcommittees, PYN designs, administers and oversees the Youth Council’s program offerings, augmenting them with other government funding and private resources and integrating both summer and year-round programming.
...Committees are only likely to take off and accomplish their tasks if they are adequately staffed by skilled professionals who make sure work gets done between meetings. Among the communities studied, Philadelphia has perhaps the most impressive combination of committees and staff work.

FROM JOBS FOR THE FUTURE ISSUE BRIEF, MAY 2001, “YOUTH COUNCILS AND COMPREHENSIVE YOUTH PLANNING: A REPORT FROM EIGHT COMMUNITIES”

Coordinating with city agencies that serve youth

PYN works closely with city agencies to help ensure access to employment and training programs for the youth who need them most.

For example, young people leaving Family Court and the foster care system face significant challenges as they seek to become self-sufficient adults. To begin to address the needs of these young people, PYN has worked with representatives from Philadelphia’s Family Court and Department of Human Services to align systems and services so that youth are properly assessed and systematically referred to high-quality providers, consistent with their needs and assets.

This collaboration has yielded a model that provides a range of educational, career and personal development services through a system of one-stop centers where young people can access services that reflect their interests and circumstances.
“They come in with a higher maturity level and it increases a hundredfold. They consider themselves young adults. We run three Twilight Programs here, with some support from PYN. Work-based learning programs have increased our attendance in those programs. The students come directly from work to the school for their Twilight program at 3:30 pm.”

One particularly exciting new career option for Kensington students is the Lockheed Martin Registered Apprenticeship Program. PYN helped create the program, the first registered apprenticeship in IT in the country. Math teacher and Small Learning Community Coordinator Al Ozer serves as a mentor to students and as a liaison with the company. “The students value the program,” he says. “It’s given them a career avenue.”

The benefits are endless, says Ozer. “Working with adults in a technology setting, having courses at the college level, having a mentor within the company who takes care of you, getting recognition from all your peers and being able to work as a team on projects. Several kids are developing their own websites. They’re involved in professional situations that our school couldn’t offer.” “I’ve seen a maturity among students going there,” Ozer notes. “They’ve grown more independent.”

“I’ve worked at Kensington High School as a teacher and administrator. Work experiences allow our kids to use what they learn in school. It gives them a sense of pride...”
Resourcing & Policies: Conditions for Success

System-building requires major investments. Therefore, leveraging resources has been an essential component of PYN’s work. But dollars must be invested wisely. So PYN also strives to promote effective policies that influence the shape and substance of the City’s youth workforce development programming.

Working in collaboration with and in support of city organizations and institutions, PYN has succeeded in leveraging new resources and identifying research-based policies that strengthen the quality of youth programs throughout the City.

Leveraging public and private resources for youth

The primary source of youth workforce development programming for the city of Philadelphia is the Workforce Investment Act. These funds, operationalized as Philadelphia “YouthWorks” and overseen by the Workforce Investment Board and its Youth Council, have provided significant support for research-based programs and effective practices for young people in the city since July 2000. (See pp. 27-28 for more information on YouthWorks.)

However, WIA dollars are able to serve only a small fraction of eligible youth. Therefore, as staff to the Youth Council, PYN has undertaken a variety of efforts to identify and leverage additional financial support for City youth.

In particular:

> Philadelphia Housing Authority - Skills for Life

Under YouthWorks, hundreds of youth living in public housing participate in the “Skills for Life” program, operated through the Greater Philadelphia Federation of Settlements and the Boy Scouts Career Explorers Program. PHA has dedicated $1.5 million over three years to support this program, which provides six weeks of work experience during the summer and 42 weeks of tutoring, career exploration, mentoring, and counseling during the school year.

> Philadelphia Department of Human Services - Freedom Schools

The City of Philadelphia’s Department of Human Services provided nearly $1 million over the past three years to support YouthWorks participants in “Freedom Schools.” This initiative, a youth leadership and empowerment strategy founded by the Children’s Defense Fund and overseen locally by Communities in Schools, engages youth in activities to promote community improvement.
PA Department of Public Welfare - Enriched Summer Programs

The Pennsylvania Department of Public Welfare (DPW) has provided more than $8 million in state funding for low-income youth over the past three years. DPW has used the flexibility inherent in the Temporary Assistance for Needy Families (TANF) program to augment and expand youth workforce development funds and activities supported by the Workforce Investment Act in the city. These funds provided thousands of young people with enriched summer experiences through YouthWorks programs.

Educational Improvement Tax Credit

As a state-approved Educational Improvement Organization, PYN receives cash and service donations from businesses to support innovative educational programming that qualifies the businesses for state tax credits. PYN capitalized on this initiative, administered by the PA Department of Community and Economic Development, to raise over $1 million in cash and in-kind donations towards programs to improve and benefit city schools. Through this initiative, business contributions support:

- Work-based learning for students
- City Year teams in schools
- Field-based summer activities connected to classroom learning
- Employer efforts to connect classroom instruction to industry standards

Lockheed Martin Registered Apprenticeship Program

Last year, Lockheed Martin Management and Data Systems, with state government and PYN support, initiated the planning of the country’s first Registered Apprenticeship program in the Information Technology field. In January 2002, 18 juniors from two Philadelphia public high schools, Kensington and Mastbaum, began their apprenticeships. A second cohort of 22 students began in January 2003, including students from Overbrook and William Penn High Schools. PYN has served several key intermediary functions for this initiative:

- Secured funding for transporting and training students
- Provided ongoing mentor training
- Served as a liaison between the schools and Lockheed Martin
- Fulfilled State grant and subcontracting obligations.

Promoting effective youth workforce development policies

PYN demonstrates its ongoing commitment to improve academic performance and career prospects for young people in Philadelphia by informing public policies related to youth workforce development. We reinforce this commitment through our support of the Philadelphia Youth Council and our active partnership with other key policymaking organizations and institutions in the city. Our efforts have led to positive changes in the policy climate surrounding the planning and delivery of youth workforce development programs and services.

Introducing academic rigor into youth programming

When PYN was asked to take on the administration of the city’s summer jobs program in 1999, we quickly focused on the opportunity to infuse career preparation and academic achievement into these six-week work experiences. Realizing that provisions of the federal Workforce Investment Act would soon go into effect that mandated a comprehensive, research-based approach, PYN worked with key partners to redesign the summer program.

Among key changes, subcontracting organizations were trained to deliver project-based instruction aligned with School District of Philadelphia standards, and the work of all students was evaluated by certified teachers hired by PYN to serve as academic advisors. This approach has continued through three years of Youth Council-funded programming, and has yielded academic credit for more than 13,000 students since summer 2000. This sea-change in youth policy is unparalleled in any major city, and represents one of Philadelphia’s most significant accomplishments in youth workforce development.

PYN-administered summer programs have yielded academic credit for more than 13,000 students since the summer of 2000

LEVERAGING RESOURCES AND PROMOTING EFFECTIVE POLICIES
Including youth-serving organizations as essential partners for positive change

As welcome as WIA’s research-based requirements were as catalysts for positive change in youth programming, many youth-serving organizations were not fully prepared to deliver these requirements in the comprehensive fashion envisioned by the Act. At the direction of the Youth Council, PYN worked collaboratively with a dozen of Philadelphia’s best youth-serving organizations to address this issue, developing standards that would indicate program quality, and identifying training and capacity-building needs of the organizations that were responsible for delivering the WIA elements. (See pp. 35-36 for more information on standards.)

In essence, the Council’s policy, implemented by PYN, was that youth-serving organizations, as the frontline service delivery network, must become active partners in design, delivery and evaluation of the required programs and services. This win-win policy framework has yielded and will continue to promote high-quality youth programs and system-building.

Fostering a systematic approach to services for out-of-school youth

Helping bring out-of-school youth back to the classroom and into career preparation opportunities can be a tough challenge. Fortunately, Philadelphia boasts a number of providers that deliver high-quality services for out-of-school youth. For example, Philadelphia YouthBuild and the Metropolitan Career Center have been recognized as exemplary programs through the National Youth Employment Coalition’s PEPNet process.

Still, there has been little citywide attention to coordinated policies and delivery systems for the thousands of young people who have left school without a diploma or GED. Working with the Youth Council, the Department of Human Services, Family Court and out-of-school program providers, PYN has begun to establish a policy framework for the delivery of services for these challenged youngsters.

Focusing primarily on Youth Opportunity Centers, CareerLink one-stop centers, and the DHS Achieving Independence Center, PYN has begun to establish and knit together a set of sites where out-of-school youth can find and access the services they need to move toward self-sufficiency and productive citizenship. With support from the Charles Stewart Mott Foundation, PYN is also assisting the School District to improve and promote national replication of its system of Twilight Schools, which offer an alternative pathway to a high school diploma for youth who have dropped out of school.
My friends at Kensington High School told me about the American Street Youth Opportunity Center. Through contacts I made here and in the community, I was able to get a job with the Post Office.

Youth Opportunity Centers provide educational and vocational support to youth living in Philadelphia’s three Empowerment Zone areas. They are funded by the U.S. Department of Labor and managed by the Philadelphia Youth Network.

“I got involved in the Temple Voices program,” says Orlando. Initiated in 1999, Youth Voices in Policy is a 10-week, community-based research course that pairs participants from the American Street and North Central Youth Opportunity Centers with Temple University students to create projects that advocate for change in their communities.

“I learned about the housing dilemma in the community,” says Orlando. “I worked with Temple students to do a survey. We looked at which houses were getting renovated and the prices of property. It seems like they’re trying to stretch Center City outward. Many people have been living here for 20 or 30 years and it’s getting so expensive, they have to move out. A lot of people are painfully unaware of what is going on.”

“I want to create greater awareness. If we can teach people to use the resources around them, that would be pretty cool.”

“I deliver mail right in this community. Every mail carrier has a story about his own route! I plan to continue my education at Community College of Philadelphia this summer. I am thinking about a career in computer animation.”
Opening doors to learning, growth and careers

Something exciting happens when young people have the opportunity to be part of a professional workplace. Students make more immediate connections with their studies and learn valuable lessons from their contributions in real-world settings. Employers see benefits in enhanced employee morale, positive community perceptions and maybe even an improved bottom line.

The Philadelphia Youth Network has served as a catalyst for connecting youth, educators and employers. Through a range of programs we support, students can make crucial contacts with employers, learn about career options, gain valuable on-the-job experience and strengthen academic achievement and the likelihood of continuing post-secondary academic success.

Programs we broker and provide

YouthWorks

With the guidance of the Youth Council and under contract to the Philadelphia Workforce Development Corporation, PYN is responsible for the design, administration and oversight of YouthWorks. This citywide youth workforce development initiative serves more than 6,000 youth annually, ages 14 to 21, in summer and year-round programming. PYN contracts federal and state funding to support this array of programs through more than 24 youth-serving agencies and ensures that they are aligned with academic standards and local labor market trends.

PYN also hires and trains certified teachers to review participant work and build the capacity of the agencies to provide academically rigorous project-based experiences. As a result, each year 70% of the participants earn academic credit for their participation in YouthWorks programs.

BOB GOSSER
PROGRAM DIRECTOR ¥ GREATER PHILADELPHIA HOTEL ASSOCIATION

PYN does a great job, including follow-up. That’s important. A big reason why hotels hesitate getting involved is they don’t know how to deal with someone of that age. We attended a PYN-sponsored business mentoring program. It taught me some basics on how to deal with youth. They help you before you even get the student. Before we had our student come in, I sat down and discussed it with my staff and explained that we were going to be a role model for this person—even to the basics of answering the phone. The business has to be involved too—not just PYN. I’ve learned from students and they’ve learned from me. It’s a 50-50 thing.
YouthWorks components include:

>> Summer Youth Service Corps
Youth work in teams to research local needs and to complete service learning projects through activities within their communities.

>> Summer Work Experience
Youth participate at various job sites as interns, mentored by trained professionals in the workplace, for six weeks during the summer.

>> Year-Round YouthWorks
This array of comprehensive year-round activities offered during non-school hours is designed to promote positive youth development, career readiness and academic achievement through innovative field-based experiences connected to classroom learning.

>> Experience-Based College-Bound Program
This subset of Year-round YouthWorks programs places participating youth at nine area college and university campuses in residential and day programs involving project-based learning, college awareness, and career exposure.

Regardless of the activity in which they participate, all youth work with staff to develop a learning plan and complete a project that is fully aligned with School District of Philadelphia Standards and Competencies. PYN hires a team of 45 “Academic Advisors” (all certified teachers of the School District of Philadelphia) to aid youth-serving organizations with the important task of implementing and assessing individual learning plans for all participating youth.

These teachers receive 10 hours of training in project-based learning and evaluation at the beginning of the program, and meet weekly for two hours for ongoing reporting and professional development. Academic Advisors review the work of participating students and make recommendations regarding the awarding of credit for students who demonstrated mastery of School District standards.

Operation of three Youth Opportunity Centers—YO! Philadelphia
YO! Philadelphia serves more than 1,000 at-risk students and out-of-school youth residing in the city’s three Empowerment Zone neighborhoods. The main goal of this outcomes-driven program is to reconnect youth to education, training, and employment. PYN has provided employment services to the program since its inception in 2000, and assumed full operation of the centers in Summer 2002. In the short time that it has been operating the centers, PYN has connected hundreds of youth with educational and training opportunities.

Youth Opportunity Center placements since July 2002
727 Reading/math remediation
416 GED prep
235 Job readiness training
186 College/SAT Prep
75 Short-term occupational skills training
49 Short- and long-term unsubsidized employment
12 Alternate education for out-of-school youth
6 Post-secondary education
Youth Opportunity Centers
Re-connecting at-risk youth with academic and career opportunities

Here are a few of the many young people we serve in three YO! Philadelphia centers, which assist Empowerment Zone residents, ages 14-21, who have either dropped out of school or are at risk of dropping out, and open doors to renewing education and career goals.

Fatina
Formerly unemployed and out-of-school 20-year-old who is now a full-time student at Community College of Philadelphia — in the process of applying for a transfer to Temple University in order to pursue a bachelor’s degree.

Giovanni
A former high-school drop-out who became involved in the center’s College Bound initiative — Now employed full-time at a restaurant and pursuing admission at Community College of Philadelphia.

Michael
17-year-old high school student who found the center an engaging way to stay motivated — Learned video and multimedia production from professionals at the center — Developed leadership and teamwork skills that translated into a job offer as a peer instructor for video classes at the center.

Juanita
20 years old — Working diligently to find a viable way to provide for herself and her child — Recently hired to work at a clothing store in Center City and began classes at Community College of Philadelphia in January.

Severiano
Learned video production at the center — Wrote, directed and produced a short documentary on his experience of becoming a father and his dedication to his son and fiancée — Hired by PYN as a full-time employee — Pursuing higher education goals.

Rodney
21 years old — Responsible father to a 2-year-old daughter — Excited about his new job at a new upscale movie complex in University City — Feels that he has potential to grow within the company — Recently started classes at The Art Institute of Philadelphia.

Rewarding Youth Achievement Grant
Rewarding Youth Achievement provides 450 promising juniors and seniors in the six high schools located near the Empowerment Zones with additional services and incentives to ensure they stay in school, graduate, and enroll in post-secondary education. PYN provides all administrative support for this program, which includes summer courses on college campuses and “work-based learning”, an intensive field-based instructional approach using work experience connected to classroom-based instruction. To date, 92 participants have already graduated from school and are enrolled in college, in the military or attending technical training school.

City-wide Career Development Initiatives
PYN staff work closely with the School District, the Greater Philadelphia Chamber of Commerce and the United Way of Southeastern Pennsylvania to plan and implement large-scale initiatives which provide career awareness and training opportunities for thousands of students. For each of these programs, PYN staff assist with key coordination and implementation functions including: school recruitment, teacher orientation, student preparation, mentor training, and job-readiness training for students.

>> Shadowing Day: a one-day career exposure event, linked to classroom-based preparation and follow-up activities which serves 3,000 ninth grade students and 400 participating businesses annually.
>> Take Our Daughters and Sons to Work: a program similar to Shadowing Day; serving 1,000 tenth grade students matched with 200 businesses.
>> Business Mentoring Youth: places 100 tenth grade students with business mentors for two to four hours per week throughout the school year.
Kids are always changing. But some fundamentals have not changed. Young people need to be both respected and respectful - and to do that, they need to have self-esteem...
Evaluating and measuring the impact and quality of PYN’s efforts and those of its key stakeholders are essential parts of our work. As an intermediary, we regularly review program performance, promote continuous improvement, and encourage adjustments in strategies and activities based on performance assessments.

We encourage programs grounded in a positive youth development framework. That means program design should take into account how young people learn, think and feel as they mature. We also encourage providers to design programs that focus on the many assets and strengths young people bring to the table, rather than their deficits.

Assuring youth programming aligned with high standards

In summer 2000, the Philadelphia Youth Council—aided by PYN staffing of its Standards Subcommittee—adopted a set of program standards and effective practices for local WIA-funded youth service providers. Building on national research-based effective practices, including the Sar Levitan Institute for Social Policy Studies at Johns Hopkins, the National Youth Employment Coalition, and the American Youth Policy Forum, and with significant contributions and participation of local youth service providers, the Youth Council approved 13 priority standards for WIA-funded youth programs.

These Youth Council standards quickly became a powerful force for program reform, injecting new rigor and attention to effective practices into all WIA- and TANF-funded youth services and activities.

Adopting Core Standards

In 2001, the Youth Council aligned its work with the efforts of the Mayor’s Office of Children’s Policy and the United Way’s Center for Youth Development, which were developing standards for City-funded after-school programs. After a series of coordination meetings, the work and interests of these groups came together in the creation of a Philadelphia Joint Standards Committee. The experience and expertise of the Joint Standards Committee members, aided by their commitment to collaboration, yielded a comprehensive set of Core Standards for youth programs throughout the city.

These Core Standards for Philadelphia’s Youth Programs describe best practices for youth, and provide a firm foundation for program quality and benchmarks for professionalism in the delivery of services. Specifically, the Core Standards are designed to align Philadelphia’s youth programs with a common set of principles and program elements that promote positive youth outcomes; to improve the capacity and quality of Philadelphia’s after-school, out-of-school, and youth workforce development programs; and to promote a citywide understanding of and expectation for quality in the programs and services delivered to Philadelphia children and youth.
Until now, we have had nothing of this scope in Philadelphia. It is an excellent document. We’re learning to incorporate the standards throughout our programs. And the diversity of the document ensures that there is something important for every program to incorporate.

BUILDING CAPACITY TO PROMOTE THE DELIVERY OF STANDARDS-BASED YOUTH PROGRAMMING

The Council’s technical assistance and capacity-building efforts, designed and delivered by the Philadelphia Youth Network (PYN), address key areas that youth-serving providers themselves identify as needing improvement. This capacity-building effort takes several key forms:

- Providing coaches to youth-serving organizations in the form of Academic Advisors—certified teachers who work with their staff to infuse project-based instruction techniques and academic rigor in programs.
- Training for practitioners on how to provide work-readiness skill development for the youth they serve.
- Cultivating and disseminating labor market and economic research so that providers can align programs with the region’s growth sectors.

MEASURING QUALITY AND SUSTAINING THE IMPACT OF LOCAL EFFORTS

**Highlights of YouthWorks Summer Program 1999-2002**
- 18,810 Youth served
- 70% Youth completed projects recommended for school credit
- 78% Youth reached their work-readiness goal
- 92% Worksites rated as “Good” or “Excellent”
- 71% Participants satisfied with their respective program experiences

**Highlights of YouthWorks Year-round Program 2000-2002**
- 4,626 Youth served
- Younger Youth (14-18 at entry to program)
  - 95.5% Received a high school diploma or GED
  - 68.5% Achieved basic, work-readiness or occupational skills
- Older Youth (19-21 at entry to program)
  - 81.4% Retained job six months after exit from program
  - $2,699 Average increase in six month earnings (before entry vs. after exit)
It was fun traveling to different sites. I liked the responsibility of the job and knowing that what I did was important... Knowing that the Youth Council will look at problems and change them, and that the Youth Council valued our work, mattered a lot.

SHENAY WRIGHT, 17
CUSTOMER SATISFACTION SURVEY PEER ADMINISTRATOR

Empowering youth to drive effective practices

The best-intentioned programs will falter if they fail to engage youth in activities that have value to them. Yet, rarely are youth themselves asked to help determine what constitutes effective and engaging practice.

Understanding the importance of a clear youth perspective to program success, PYN has helped the Philadelphia Youth Council devise highly effective strategies to incorporate the views and ideas of youth directly into the programs it supports.

An annual Customer Satisfaction Survey—by and about youth

A youth-led Advisory Committee to the Youth Council has designed a Customer Satisfaction Survey, administered annually, to measure youth perceptions of the quality of services they receive through the various programs and providers funded under YouthWorks. A team of 20 youth researchers conducted a survey of 1,096 participants, representing approximately 18.3% of the total summer enrollment in YouthWorks 2002. This effort yielded valuable data regarding perceptions of program performance and service, and served to pinpoint areas of concern and assist organizations in changing and improving their services.

Youth Customer Satisfaction Survey responses:

Students tell us what they learned and what they liked in their work settings and mentors.

- “I’ve learned how to interact and communicate with different people and have more confidence in myself.”
- “They don’t look at teens as a lost cause, but as having potential to do great.”
- “I think it’s a great way to show your leadership and creativity.”
- “They are willing to accept opinions and suggestions.”
- “Getting up in front of everyone. Overcoming shyness.”
- “You need to work together in order to get something done and have everyone’s participation.”
- “I would recommend this program to my friends. It keeps you motivated and you meet new people.”
- “Computer skill is very essential in our life. This program teaches a lot about computer and other applications.”
- “This program is educational, yet fun.”
I came to the US from Cambodia when I was four years old.

My family speaks Cambodian at home...

I went to Olney High School, but I messed up. My friends told me about Twilight School at the Indochinese American Center. I wanted something better out of my life. I wanted to finish school, to go to college.

I had a lot of help. Some of my friends are in college. They showed me the way.

I like math. At the Twilight School, I take basic classes. Some day I would like to work in an office, maybe in sales, or own my own company.

For now, Lyna works for a market research firm, doing telephone surveys. One of his three teachers at the Indochinese American Council is Matthew Kastelberg.

"We have an enrollment of 60 students in our Twilight Programs at the IAC," Kastelberg says, "from places like the West Indies, Jamaica, Haiti, Cambodia, Vietnam."

"Many of these students have outside issues that have forced them to leave school, either because of pregnancy or discipline problems. The challenge is to be patient, understanding and open-minded about what they are going through, while keeping them focused and enthusiastic.

"In general, most students can do the work. Teaching is the easy part. You have to strike a balance between being sensitive to what is going on in their lives, but not too easy on them. Because these students want someone to take them by the hand and be strict. To keep them on track.

"Like any teacher, seeing a student reach their goal, getting a high school diploma, that really makes me feel good — when I see a student pat themselves on the back, it’s a big thing for me."
Through its administration of Youth Council programming and related systems-building efforts, PYN has effectively managed a substantial portfolio of resources in support of youth workforce development for the City of Philadelphia. The following figures, for 1999 through 2002, give a sense of the scope and impact of this work:

- 131: Number of contracts administered to youth-serving organizations
- $835: Average cost/participant for summer programs
- $2,677: Average cost/participant for year-round programs
- 23,436: Number of 14-21 year olds served through YouthWorks
- $13.8 million: Leveraged funds to augment WIA youth formula allocations
- $18.7 million: Contracted to youth-serving organizations through competitive RFPs

Philadelphia Youth Network, Inc.

**FY02 REVENUE SOURCES**

- 49.78% Workforce Investment Act – U.S. Dept. of Labor (DOL)
- 22.06% Temporary Assistance for Needy Families – PA Dept. of Public Welfare
- 16.42% Youth Opportunities Grant (DOL)
- 3.17% Philadelphia Housing Authority
- 2.72% Rewarding Youth Achievement (DOL)
- 2.40% Mott Foundation, Surdna Foundation and other private sources
- 2.23% Perkins Career and Technical Education – School District of Philadelphia
- 1.22% Other Federal - including School-to-Work Opportunities Act and 21st Century Community Learning Centers
**FUNCTIONAL STATEMENT OF ACTIVITIES**
July 1, 2001 to June 30, 2002

**Revenues:**
- Contracts $14,625,813
- Contributions 359,079
- In-Kind Contributions 303,925
- Interest 5,009
- Total Revenues 15,293,826

**Expenses:**
- Program: Contracted Provider Services $6,613,353
- Youth Wages and Stipends* 4,906,448
- Other 2,714,122
- Total Program Services 14,233,923
- Management and General 614,245
- Fundraising 42,803
- Changes in Net Assets 402,855
- Net assets, beginning of year as restated $310,504
- Net assets, end of year $713,359

*(includes Youth Incentives and Worker’s Compensation Insurance)

**STATEMENT OF FINANCIAL POSITION**
June 30, 2002

**ASSETS**

**CURRENT ASSETS**
- Cash and cash equivalents $3,929,211
- Contracts receivable 3,061,253
- Contributions receivable 387,515
- Prepaid expenses and deposits 22,495
- Total current assets 3,320,556

**FIXED ASSETS,** net of accumulated depreciation of $123,399 460,103

Total Assets $3,780,659

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**
- Accounts payable, contractors $2,540,431
- Accounts payable, other 300,760
- Accrued expenses 226,109
- Total liabilities 3,067,300

**COMMITMENTS**

**NET ASSETS**
- Unrestricted 395,690
- Temporarily restricted 317,669
- Total net assets 713,359

Total Liabilities and Net Assets $3,780,659
Philadelphia Youth Network, Inc.

STATEMENT OF CASH FLOWS
Year ended June 30, 2002

OPERATING ACTIVITIES
Changes in net assets $ 402,855
Adjustments to reconcile changes in net assets to net cash provided by operating activities:
Depreciation 90,434

Changes in:
Contracts receivable (1,098,971)
Contributions receivable (187,515)
Prepaid expenses and deposits (20,151)
Accounts payable, contractors 873,960
Accounts payable, other (9,214)
Accrued expenses 131,472
Net cash provided by operating activities 182,870

INVESTING ACTIVITIES
Purchase of property and equipment (451,262)
Net cash utilized by investing activities (451,262)

DECREASE IN CASH AND CASH EQUIVALENTS (268,392)
Cash and cash equivalents, beginning of year 107,683
Cash and cash equivalents, end of year $ 39,291

SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION:
Cash paid for interest during the year $ 1,544

A complete copy of the Independent Auditors' Report and Financial Statements, dated June 30, 2002 is available upon request. Please e-mail mjorner@pytninc.org.

Philadelphia Youth Network
Board of Directors

Mary Jane Clancy (since 2002)
Director, Youth Development
The Big Picture Company

Donna Cooper (since 1999)
Director, Governor's Policy Office
Commonwealth of Pennsylvania

Rosemarie Greco (1999-2002)
Director, Office of Health Care Reform
Commonwealth of Pennsylvania

President
Allegheny West Foundation

Alida Zweidler-Mckay
Senior Manager
The Center for Applied Research

Alba Martinez (since 2002)
Commissioner
Philadelphia Department of Human Services

Denise Ray (since 2003)
Deputy Chief of Juvenile Probation
Philadelphia Court of Common Pleas

Robert Schwartz, Esq. (since 2003)
(Interim chair)
Executive Director
Juvenile Law Center

Thomas Sheaffer (since 2003)
Deputy Director for Financial Policy
Social Services Division
City of Philadelphia

Matthew Lee Wiener, Esq. (since 2003)
Associate
Dechert LLP

Dr. Greg Williams (since 2003)
Deputy Chief Academic Officer
School District of Philadelphia

Ronald D. Wilson (since 2003)
President and Chief Operating Officer
The Philadelphia Coca-Cola Bottling Company

PYN Executive Officers

Laura Shubilla
President

Stacy Holland
Chief Operations Officer

Melissa Orner
Vice President

Gwen Gillettes
Chief Financial Officer

PYN Advisory Council

Rosemarie Greco
Director, Office of Health Care Reform
Commonwealth of Pennsylvania

Dr. Cassandra Jones
Chief Academic Officer
Baltimore City Public Schools

Neil Sullivan
President, Boston Private Industry Council