Dear Colleagues and Friends:

At the Philadelphia Youth Network (PYN), collaboration is the cornerstone of our work. In fact, it’s the very nature of our organizational identity. No one entity alone can effectively prepare young people to successfully compete in a knowledge economy. It takes many stakeholders across all sectors working together to build systems and create opportunities that allow the future of our city—our young people—to thrive.

For the last 14 years, PYN has worked side-by-side with committed partners from all levels of government, the business sector, local and national philanthropies, postsecondary education institutions, youth-serving organizations, and public-care systems. The common thread is our belief that young people can and will succeed when we invest in them. It is only when we harness our collective passion, vision, and knowledge that we are able to support our city’s young people so they can assume their rightful places as the leaders of tomorrow.

Our organization’s past has equipped us to carry out this work with excellence. I am energized by the prospect of continuing a legacy of collective impact that not only puts youth at the center but also acknowledges that, when young people succeed, we all win. As you’ll see in this report, a great deal has been accomplished, yet there is still much to be done. We look forward to deepening our efforts and moving forward on the next leg of our journey.

In service,

[Signature]

Chekemma J. Fulmore-Townsend
President and CEO
Philadelphia Youth Network
In 1999, the Philadelphia Youth Network (PYN) was established in response to the need for more coordination among the many organizations providing career-preparation activities for youth and a desire to sustain partnerships formed under Philadelphia’s School-to-Career system, the local component of the national School-to-Work Opportunities Act. From the beginning, we were designed to make critical connections between public and private resources with the goal of expanding career-connected opportunities for young people.
Why an intermediary?

When Philadelphia’s young people flourish, our entire city benefits. In order for youth to compete in the future workforce, we must support their social, educational, and professional development and do so in conjunction with the places where they spend their time – in school and in their communities. This holistic approach to empowering youth and removing the barriers that prevent them from realizing their full potential is far too big to be the responsibility of any single institution or organization.

As an intermediary, PYN works to:

**Convene** the necessary stakeholders—government, philanthropies, the school district, social-service agencies, youth-serving organizations, the business community, and young people themselves—to ensure that the right systems, programs, and activities are in place to position Philadelphia’s young people for educational and economic success.

**Connect** the appropriate systems and stakeholders within the community so that they work together to effectively and efficiently address needs.

**Measure** the effectiveness of efforts by collecting and analyzing data, promoting continuous improvement, and implementing changes to practices based on what data tell us.

**Sustain** efforts through influencing policy, building public awareness, and promoting career-connected education as pivotal to the long-term success of Philadelphia.

Two ways that we do this are through:

- **WorkReady Philadelphia**, the city’s cross-sector campaign dedicated to improving the economic outcomes of the region’s youth by attracting, aligning, and investing resources in youth-workforce-development strategies.

- **Project U-Turn**, Philadelphia’s citywide campaign to understand, focus public attention on and, most importantly, resolve Philadelphia’s dropout crisis.
What has this collective impact approach yielded?

- Better alignment across sectors seeking to serve Philadelphia’s youth
- Greater coordination of youth-workforce programming
- Increased focus on the needs of youth facing life challenges, such as poverty, involvement with the public-care systems, and disengagement from school
- Heightened capacity among the organizations and business partners that actually deliver the services and provide work experiences to young people
- Enhanced data sharing across organizations and systems, allowing for a comprehensive snapshot of the youth that are served and the success of the city’s youth-workforce-development efforts
What have been the results since 1999?

- **126,000+ youth** were provided critically-needed experiences via educational and career-connected programs.
- **9,800+ out-of-school youth** were reconnected to education and training programs.
- **$413+ million** were raised from the public and private sectors in support of this work, including a **$12M+ investment from the business sector** for youth work experiences.
- **8 industry pipeline programs** were launched to enhance education in high-growth and high-earning careers.
- **150+ youth-serving organizations** partnered in delivering high-quality youth programming.
Our Reach

During fiscal year 2013, we have achieved the following through our five, priority areas:

Managing public and private investments in Philadelphia’s youth-workforce-development efforts

$26.5+ in public and private investments were secured for youth education and workforce development in the Philadelphia region.

Designing, overseeing, and replicating program models that prepare youth for higher education and the workforce

67 organizations were contracted to operate 11 program models.

17,009 youth were served through our network of partner organizations in programs focused on postsecondary preparation, career readiness, and dropout recovery/prevention.

Convening and supporting cross-sector partnerships that create opportunities for Philadelphia youth

100+ cross-sector partners were convened to enhance opportunities available to Philadelphia youth.

Developing and managing a coordinated, service-delivery system to provide career-connected programming to youth

1,133 worksites across the region hosted on-the-job experiences for youth.
Building the capacity of youth-serving, provider organizations

1,209 individuals, including youth-workforce-development practitioners and staff at worksites that host young people, received professional development

25 provider organizations received grants to support self-identified projects designed to increase their capacity
Having citywide efforts featured in the media is about much more than getting 15 minutes of fame. It generates public awareness of important issues and communicates the impact of the work, often translating into additional resources and support that allows our network to serve more young people.

Visit pyninc.org/news.php to read more.
And the winner is...

When members of our PYN family achieve big things, we take great pleasure in celebrating them.

- Former Vice President of Program Services and current President and CEO, Chekemma Fulmore-Townsend, was honored with the Philadelphia Business Journal’s 40 Under 40 Award

- Michael Pompey, Chief Information Officer, was named a Top IT Innovator by the Philadelphia Business Journal
Major Appearances

2012 Opportunity Nation Summit
Adult and youth representatives were featured panelists, where more than 1,200 thought leaders gathered in Washington, D.C. to support public- and private-sector efforts to create new pathways for young adults to succeed in high school, postsecondary education, and careers. PYN’s youth representative spoke as an appointed member of the newly-formed National Council of Young Leaders, a permanent body that will advise the White House, Congress, philanthropists, business leaders, and other policymakers on issues affecting low-income youth and their communities.

America’s Promise Alliance
PYN staff and Project U-Turn Collaborative members presented to the America’s Promise Alliance Board of Directors during their visit to Philadelphia on how multiple stakeholders in the city collaborate to address the high-school dropout crisis. Project U-Turn has been cited as a “Promising Practice” by the Alliance.

Clinton Global Initiative America Conference
PYN was invited to present an overview and history of Project U-Turn in Chicago. Hosted by former President Bill Clinton, this annual event was focused on finding solutions that promote economic recovery in the U.S.

The White House Blog
Following a national call to action by President Barack Obama surrounding youth employment, Philadelphia was recognized as a leader in this effort through WorkReady. A blog post, authored by PYN’s Executive Vice President Stephanie Gambone, shared some best practices for youth employment programs.

Social Innovation in the Marketplace
PYN was invited to lead a workshop at this Philadelphia-based event, hosted by the Philadelphia Social Innovations Journal (PSIJ) and the London-based Social Innovation Exchange (SIX). For three days, businesses, nonprofit specialists and leading social-innovation practitioners came together to share best practices as well as regional and global innovations for getting young people back into work. Connected to the event, PYN wrote an article in the summer edition of the Journal.
The Digital Media and Learning Conference
PYN presented the Youth Digital Storyteller Badge system (YDSB) in Chicago at the annual event supported by the MacArthur Foundation. YDSB, a collaborative project in partnership with Big Picture Alliance, The School District of Philadelphia, WHYY, and Youtopia, introduced high-school students to digital filmmaking. Students gained digital badges when they mastered a particular skill set. The badges are generally defined by a combination of academic (Common Core Standards aligned), technical, and 21st-century skills. Participating students were eligible to earn English Language Arts (ELA) credit for work completed through this project.
Together, with our many partners, a lot has been accomplished to enable young people to succeed. Still, there is much to be done. Our collective work as a city isn’t complete until we build systems that enable every young person in Philadelphia to access meaningful, career-readiness programming, achieve a secondary credential, and succeed in their postsecondary choice.

We will continue to do this work, because:

- studies show that youth who miss out on an early work experience are more likely to experience unemployment in the future and are less likely to achieve higher levels of career attainment

- despite significant increases in the on-time graduation rate, Philadelphia still lags significantly behind state and national averages which are 83% and 78%, respectively

- to achieve a future filled with economic growth and opportunity, young people must have access to high-quality experiences that will prepare them to meet the needs of the region’s employers

As we continue the critical work of improving the educational and economic outcomes of Philadelphia’s youth, we will move forward honoring our core values:

We acknowledge that we are only successful when we work in collaboration with our cross-sector partners from across the city. We pledge to do so with respect for the expertise and perspectives of our stakeholders, including the young people that are served. We honor the responsibility that we have been given and understand how important it is to the future of the city that we love. We are determined to incorporate innovation in our strategies to advance the work. Finally, we will relentlessly pursue excellence in all that we do.
COLLABORATING
with our partners

RESPECTING
the expertise and perspectives of stakeholders

Honoring the RESPONSIBILITY we have been given

Continuing to INNOVATE our strategies

Pursuing EXCELLENCE in all we do

Future Workforce Skills

Young People

Virtual collaboration
Cognitive Load Management
Computational Thinking
Cross-Cultural Competency
Design Mindset
New-Media Literacy
Novel-Thinking
Adaptive Sense-Making
Trendspotting
Innovation
Social Intelligence
Sense-Making
Computational Thinking
Cross-Cultural Competency
Design Mindset
New-Media Literacy
Novel-Thinking
Adaptive Sense-Making
Trendspotting
Innovation
Social Intelligence
Sense-Making

COLLABORATING
RESPECTING
Honoring the RESPONSIBILITY
Continuing to INNOVATE
Pursuing EXCELLENCE
Leadership

PYN’S LEADERSHIP TEAM
The following list represents our leadership team during fiscal year 2013. For a current leadership team list, visit: pyninc.org/aboutpyn/leadership.php

Stacy E. Holland
President and CEO

Jenny Bogoni
Vice President, Leadership and Learning

Harvey Chism
Vice President, Educational Innovation

Chekemma J. Fulmore-Townsend
Vice President, Program Services

Stephanie Gambone
Vice President, External Relations

Joshua Kisver
Vice President, Finance

Susan Lowry, Ph.D.
Vice President, Development

Michael Pompey
Chief Information Officer

BOARD OF DIRECTORS
The following list represents those Board members active during fiscal year 2013. For a current board member list, visit: pyninc.org/aboutpyn/boardofdirectors.php

David Brown

Jeffrey N. Brown (Vice Chair)
President & CEO, Brown’s Super Store, Inc.

Howard A. Cutler
Regional Vice President, Managed Care Tenet Healthcare Corporation

Gregory G. Doyle.
Partner. Ernst & Young LLP

Pamela A. Gallimore (Chair)
Manager of Student Affairs Services, Community College of Philadelphia

Jovan Goldstein
Principal, JTGoldstein LLC

Samuel Silvers (Secretary and Treasurer)
Principal, Deloitte Consulting LLP

Margie Tolen

Stephanie Wall
Community Development Manager - NE Region, Wells Fargo Government & Community Relations Group

BOARD OF DIRECTORS

The following are funders of initiatives, programs and capacity-building efforts whose investments were reflected in fiscal year 2013 activities, except those whose investments were directed exclusively toward work experiences in the WorkReady Philadelphia 2012 Summer Program (see next page).

Bank of America
Carnegie Corporation of New York
City of Philadelphia Department of Human Services
Charles Stewart Mott Foundation
Corporation for National and Community Service (Americorps VISTA)
Ford Foundation
Public Health Management Corporation
Philadelphia Works
Stoneleigh Foundation
Sun Life Financial
School District of Philadelphia
TD Charitable Foundation
The Philadelphia Foundation - GlaxoSmithKline Inspiring Youth Endowment Fund
United Way of Greater Philadelphia and Southern New Jersey
William Penn Foundation

Note that federally-and state-derived funds utilized during FY 2013 originated via the U.S. Departments of Labor, Education, Health & Human Services, and Transportation as well as the Pennsylvania Departments of Education and Public Welfare.
The following underwrote additional costs specifically associated with work experiences offered to young people in Philadelphia via WorkReady Summer 2012

Accenture
ACE Group
AECOM
Aetna
Agilence, Inc.
AmeriHealth Caritas
Aqua America, Inc.
Arcadia University
The Ballinger Company
Bank of America
BAYADA Home Health Care
BDO USA, LLP
Beneficial Bank
Binswanger
Blank Rome LLP
Boeing Company, The
Brandywine Realty Trust
Brown's Superstores, Inc.
Cancer Treatment Centers of America
CB Richard Ellis, Inc.
CBS 3 & The CW Philly
CH2M Hill
The Children's Hospital of Philadelphia
CIGNA Foundation
Citizens Bank Foundation
City of Philadelphia
City of Philadelphia Department of Recreation
Comcast
Contributors to the Save Summer Jobs Campaign
DeVry University
District 1199C Training & Upgrading Fund
Dolinger-McMahon Foundation
The Dow Chemical Company
Drexel University
Drinker Biddle & Reath
Eckert, Seamans Cherin & Mellott LLC
Ernst & Young LLP
ESM Productions
Family Planning Council
Federal Reserve Bank of Philadelphia
Firstrust Bank
Fox Chase Cancer Center
Fox Rothschild LLP
Grant Thornton LLP
Greater Philadelphia Alliance for Capital and Technologies
Greater Philadelphia Chamber of Commerce
Hahnemann University Hospital
Holy Family University
Hospital of the University of Pennsylvania
Independence Blue Cross
Jewish Federation of Greater Philadelphia
KPMG LLP
La Salle University
Lankenau Medical Center
Lincoln Financial Foundation
Macy's Marketplace Philadelphia Management LLC
McKissack & McKissack
Mercy Philadelphia Hospital Northeast Building Products Corporation
PECO
Peirce College
Penn Presbyterian Medical Center
Pennoni Associates Inc.
Pennsylvania Convention Center
Pennsylvania Lumbermens Mutual Insurance Company
Philadelphia Academies, Inc.
Philadelphia Business & Technology Center
Philadelphia College of Osteopathic Medicine
Philadelphia Convention and Visitors Bureau
Philadelphia Council AFL-CIO
Philadelphia Downtown Courtyard, The
Philadelphia Eagles
Philadelphia Federation of Teachers Health and Welfare Fund
The Philadelphia Foundation - Fund for Children
Philadelphia Gas Works
Philadelphia International Airport
Philadelphia Youth Network
Post Commercial Real Estate
PricewaterhouseCoopers LLP
PRWT Services, Inc.
Reed Smith
REIT Management & Research
RICOH USA
Rittenhouse Foundation
S. R. Wojdak & Associates
SAGE Scholars
Saint Joseph's University
School District of Philadelphia, The
SEPTA
Simpson House
Stoneleigh Foundation
Stradley, Ronon, Stevens & Young, LLP
Susquehanna Bank
TD Bank
Temple University
Temple University Hospital
Thomas Jefferson University & Hospitals
Tierney Communications
Turner Construction
U.S. Facilities, Inc.
United Healthcare
United Healthcare of Pennsylvania
United Way of Greater Philadelphia and Southern New Jersey
Universal Health Services of Delaware, Inc.
University City Science Center
University of the Arts, The
VILLA Join the Movement
Viridity Energy
Walmart Foundation
The Watermark at Logan Square
Wells Fargo Foundation
Wescott Financial Advisory Group LLC
WES Health System
Wills Eye Institute
Young Friends of PYN
Young Professionals Network

The following underwrote costs specifically associated with work experiences offered to young people in Chester, PA via WorkReady 2012

AmeriHealth Caritas
Arthur J. Gallagher Risk Management Services, Inc.
Chester Community Improvement Project
Chester Upland School District
Chester Water Authority
Chester Youth Collaborative
City of Chester
Compliance Management International
Greater Philadelphia Alliance for Capital and Technologies
Harrah's Philadelphia Casino and Racetrack
Holsten & Associates
Ovations Food Services
Pentec Health, Inc.
Philadelphia Union
Widener University
Young Professionals Network
The following organizations were contracted by PYN, on behalf of the Philadelphia Council for College and Career Success, a committee of the Philadelphia Works board, to operate youth programs in fiscal year 2013:

ACE Mentor Program of Eastern Pennsylvania
Allegheny West Foundation
ASPIRA, Inc. of Pennsylvania
Attic Youth Center
Boat People SOS, Inc.
Cambodian Association of Greater Philadelphia
Caring People Alliance
Catholic Social Services
Center for Literacy
Communities In Schools of Philadelphia
Community Action Agency of Delaware County
Congreso de Latinos Unidos
De La Salle Vocational
District 1199C Training and Upgrading Fund
Diversified Community Services
EducationWorks
Federation of Neighborhood Centers
Foundations, Inc.
Free Library of Philadelphia Foundation
Impact Services Corporation
Intercultural Family Services
JEVS Human Services
LULAC National Educational Service Centers
Lutheran Children and Family Service of Eastern Pennsylvania
Management and Environmental Technologies, Inc.
Methodist Services for Children and Families
Mural Arts Advocates
MYX: Multicultural Youth eXchange
New Foundations Charter School
Norris Square Neighborhood Project
North Light Community Center
Nu Sigma Youth Services
PathWays PA
Penn Medicine
People for People
Philadelphia Academies
Philadelphia Department of Parks and Recreation
Philadelphia Education Fund
Philadelphia Futures
Philadelphia Housing Authority
Philadelphia Outward Bound School
Philadelphia Physicians for Social Responsibility
Public Health Management Corporation
Resources for Human Development
Sankofa Freedom Academy Charter School
Say Yes to Education
SEAMAAC
Student Conservation Association
Sunrise of Philadelphia, Inc.
Temple University
Center for Social Policy and Community Development (CSPCD)
Temple University - The Information Technology and Society Research Group (ITSRG)
Temple University - University Community Collaborative of Philadelphia (UCCP)
The Bridge, an affiliate of PHMC
United Communities Southeast Philadelphia
University City District
University of Pennsylvania - Netter Center for Community Partnerships - Leaders of Change
University of Pennsylvania - Netter Center for Community Partnerships - Urban Nutrition Initiative
Urban Affairs Coalition
Urban Tree Connection
Valley Youth House Committee
Variety - The Children’s Charity of Greater Philadelphia
Welcome New Jersey
Women’s Christian Alliance
YESPhilly
YouthBuild Philadelphia Charter School
### STATEMENT OF FINANCIAL POSITION

**ASSETS**

- **Current Assets**
  - Cash: 1,517,928
  - Grants and contracts receivable: 6,414,472
  - Prepaid expenses, deposits, & other current assets: 241,424
  - Total: 8,173,824

- **Property and equipment - Net**: 197,504

- **TOTAL ASSETS**: $8,371,328

**LIABILITIES AND NET ASSETS**

- **Current Liabilities**
  - Accounts payable, subcontractors: 3,161,553
  - Accounts payable, other: 90,101
  - Accrued expenses: 171,021
  - Deferred revenue: 3,811,838
  - Total: 7,234,513

- **Net Assets**
  - Unrestricted: 618,078
  - Temporary restricted: 518,737
  - Total: 1,136,815

- **TOTAL LIABILITIES AND NET ASSETS**: $8,371,328

### STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

**SUPPORT AND REVENUE**

- Grants and contracts: 25,082,949
- Contributions: 670,807
- Other fees: 747,117
- In-kind contributions: 17,940
- Interest income: 269

- **TOTAL SUPPORT AND REVENUES**: $26,519,082

**EXPENSES**

- **Program Services**
  - Contracted provider services: 13,855,672
  - Youth wages, stipends, & fringe benefits: 6,391,725
  - In-kind expenses: 17,940
  - Direct services: 5,571,983
  - Total: 27,498,656

- **Management and General**: 1,459,183
- **Fundraising**: 202,153

- **TOTAL EXPENSES**: $27,498,656

- **Changes In Net Assets**: (979,574)

- **Net assets, beginning of year**: 2,116,389

- **Net assets, end of year**: 1,136,815

*Complete copies of the Independent Auditors’ Reports and Financial Statements are available upon request. Please e-mail info@pyninc.org.*

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**76%**  
Public Sector  
Federal, state, and city-derived funds

**24%**  
Private Sector  
Corporate and philanthropic funds as well investment and fee-for-service income