Dear friends and colleagues,

Opportunity – quite a simple word, yet its meaning is limitless. Those 11 letters represent immeasurable hope and possibility — the spirit driving our organizational identity. I am ever-grateful for the opportunity to lead an organization that strives to help young people who are just like I was years ago. Young people whose potential is limitless. Young people who the Philadelphia Youth Network (PYN) seeks to equip for academic achievement, economic opportunity and personal success.

At PYN, we believe that when potential meets opportunity, young people succeed. We all play a role in, and are responsible for, creating that opportunity. When I consider the future of Philadelphia and our region, I am not discouraged by the challenges that lie before us. Rather, I am inspired by the potential and power of the collective action our partners, investors and providers exude.

I am personally motivated and encouraged to conquer these challenges and create opportunities that will allow all of us to see young people succeed. I invite you to join me in the coming year and beyond as we generate greater opportunity for our youth.

In service,

Chekemma J. Fulmore-Townsend, President and CEO
To achieve a future filled with economic growth and opportunity, young people need access to high-quality experiences that prepare them to meet the needs of employers, both regionally and nationally. At the Philadelphia Youth Network (PYN), that means implementing what we like to call “The Opportunity Equation.”

Our approach to creating opportunity for youth is built on a collective impact model maintained by committed partnerships, working in tandem on behalf of young people. As a convener, we make it easier for systems to impact Philadelphia’s youth by connecting policy to practice, elevating local and national research and aligning promising approaches that prepare youth for future success. Alongside partners, we work to identify institutional barriers facing young people and build scalable solutions for youth that benefit the entire community.

We believe there are plenty of good reasons to be optimistic about our city’s efforts to prepare young people for successful futures. These reasons and more are outlined in the 2014 Annual Report: Opportunity for All. We thank you for your commitment to PYN as we pursue our mission to connect systems and leverage resources to equip young people for academic achievement, economic opportunity and personal success.
A strong backbone and partner is key to any collective impact effort. PYN serves as the backbone for two of the city’s most comprehensive campaigns, which are driven by cross-sector collaboratives:

- **Project U-Turn** – a campaign to resolve the city’s dropout crisis
- **WorkReady Philadelphia** – a campaign to promote career-connected education

Both are led by cross-sector partnerships and aligned with the **Philadelphia Council for College and Career Success (Council)**. The Council is a mayor-appointed group of leading employers, government leaders, foundations, youth-serving organizations and young people. With experience as a strong backbone, PYN’s role is to convene the Council, leverage funding and align campaigns and initiatives. Alongside our partners, we work to advance these campaigns and improve outcomes for Philadelphia’s youth. Collectively, we have worked to:

- Surpass funding predictions for the 2014 Summer Jobs Challenge
- Maintain the number of Multiple Pathways to Graduation seats
- Establish a community of practice for Accelerated High Schools
- Advocate on critical education and workforce development policies

**PARTNERS CONTRIBUTE TO THE EQUATION BY:**

1. **Convening cross-sector partnerships**
2. **Connecting resources**
3. **Influencing policy and building public awareness**

“We must open the doors of opportunity. But we must also equip our people to walk through those doors.”

— Lyndon B. Johnson
Former U.S. President
When I think about successful Collective Impact initiatives, the biggest key to success is a strong backbone organization. The Philadelphia Youth Network thrives in this capacity, and it has been an honor to work alongside such a promising organization that is excelling in leveraging resources, creating sustainable solutions and helping direct-service organizations like ours increase our capacity.

Our provider network is such a critical ingredient to the success we have achieved in Philadelphia, and for that we are grateful. PYN contracts annually with nearly 70 organizations that are rooted in the communities they serve, allowing for natural and grassroots mentoring, coaching and teaching. This community foundation leads to greater outcomes for those who need it most.

For a list of current providers, please visit pyninc.org/providers.

- Diane Cornman-Levy, Executive Director at Federation of Neighborhood Centers

**OPPORTUNITY FOR PROVIDERS**

The past 15 years have taught us a lot, but perhaps the most important lesson is that we cannot do this work alone. So much of our success is due to solid partnerships and the inherent belief that when we work together, we can achieve more. At the very core of this foundation is PYN’s provider network – youth-serving community-based organizations that directly manage programs and provide opportunities for our city’s youth.

PROVIDERS CONTRIBUTE TO THE EQUATION BY:

1. Connecting resources
2. Measuring impact and evaluating progress by promoting continuous improvement
3. Sustaining impact

| **2,329 practitioners received professional development** |
| Of those... |
| **530 were reached through e-learning** |
| **$260,000 invested to further education and build capacity in four organizations** |
| **165 attended Engage 2014, PYN’s annual provider learning conference** |
In each day, there are 1,440 minutes – 1,440 minutes to make a difference. Throughout this year, our investors lived that statement. We are honored that our investors trust us with their resources to promote long-standing, scalable change in communities throughout Philadelphia.

Throughout the past 15 years, we have seen that if the public and private sectors work together, we can increase the scale needed to serve Philadelphia’s youth. This idea of leveraging support is only successful with engaged and dedicated local business and philanthropic communities – and in Philadelphia, we certainly have that. PYN’s role as an intermediary is to magnify impact – ensuring that investments go further, serve more youth and ultimately increase scale.

At the Aspen Forum for Community Solutions, we see every day the power of collective impact efforts. It is exciting to invest in and work alongside such an innovative organization as the Philadelphia Youth Network, who is truly implementing collective impact strategies on the ground level, creating opportunity and making a difference in the lives of youth.

-Monique Miles
Deputy Director, Aspen Forum for Community Solutions Opportunity Youth Incentive Fund

120 investors supported PYN initiatives
27 new investors joined us in our mission
1,750 slots created by the local business and philanthropic for WorkReady summer — highest level of commitment since WorkReady’s inception.
72% of funding from the public sector
28% of funding from the private sector

INVESTORS CONTRIBUTE TO THE EQUATION BY:

1. Convening cross-sector partnerships
2. Connecting resources and investments
3. Sustaining impact

For our FY14 Financial Statement and a complete list of our investors, please see pages 10 and 11.
When it comes to opportunity for youth in Philadelphia, we know there is no one-size-fits-all approach. Through the help of our investors, providers and partners, we are able to identify barriers to youth success, and align pathways and services that promote academic achievement and workforce preparation. We work together so youth in Philadelphia have the opportunity to reach new heights, both personally and professionally.

► Academic support and re-engagement
► 21st century skill reinforcement
► Real-world work experiences
► Post-secondary preparation

-2014 Career Exposure Participant

9,953 youth served in WorkReady year-round and summer programs (unduplicated count)
8,195 youth served in WorkReady summer programs
1,932 youth served in WorkReady year-round programs
586 credentials earned (including GEDs, high school diplomas and industry-recognized credentials)
OPPORTUNITY FOR THE FUTURE

Through this report, it is easy to see the tremendous work we have accomplished together. However, our work is not done. We will continue this work, on behalf of young people, until all of our region’s youth are prepared to succeed.

The next year, and beyond, present many challenges, but even more opportunities.

Let’s work together by:

INCREASING OPPORTUNITY FOR DISCONNECTED YOUTH,

FOCUSING ON POST-SECONDARY ALIGNMENT,

CREATING DEMAND-DRIVEN EMPLOYMENT PATHWAYS,

REMOVING BARRIERS TO YOUTH SUCCESS,

AND ENSURING OPPORTUNITIES ARE EXTENDED TO ALL.
2014 was a big year for the Philadelphia Youth Network. In addition to celebrating 15 years of connecting systems and leveraging resources to equip young people for academic achievement, economic opportunity and personal success, a strategic transition took place that brought new leaders and created more opportunity for both our Executive Leadership Team and our Board of Directors.

Investing in youth today is critical for the health of our democracy tomorrow.

-Chekemma J. Fulmore-Townsend
## STATEMENTS OF FINANCIAL POSITION

### ASSETS

**Current Assets**
- Cash: 782,272
- Grants and contracts receivable: 7,696,484
- Prepaid expenses: 49,205
- Security deposits: 33,668
- Other current assets: 103,218

**Total Current Assets**: 8,664,847

- Property and equipment - Net: 210,456

**Total Assets**: $8,875,303

### LIABILITIES AND NET ASSETS

**Current Liabilities**
- Accounts payable, subcontractors: 3,738,581
- Accounts payable, other: 605,777
- Accrued expenses: 225,932
- Deferred revenue: 3,756,850

**Total Current Liabilities**: 8,327,140

**Net Assets**
- Unrestricted: 435,679
- Temporary restricted: 112,484

**Total Net Assets**: $548,163

**Total Liabilities and Net Assets**: $8,875,303

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## STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

### SUPPORT AND REVENUES

- Grants and contracts: 22,293,732
- Contributions: 128,033
- Other fees: 873,562
- Interest income: 58

**Total Support and Revenues**: $23,295,385

### OPERATING EXPENSES

- Program services
  - Contracted providers services: 8,944,144
  - Youth wages, stipends and fringe benefits: 6,889,006
  - Direct Services: 6,301,678

**Total Program Services**: 22,134,828

- Management and general: 1,566,586
- Fundraising: 182,623

**Total Expenses**: $23,884,037

**Changes in net assets**: (588,652)

**Net assets, beginning of year**: 1,136,815

**Net assets, end of year**: $548,163

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*Complete copies of the Independent Auditors’ Reports and Financial Statements are available upon request: info@pyninc.org.*
Integral to our ability to move this work is a strong network of investors across both the public and private sectors. At PYN, we know that when we leverage funds we can create more opportunity. In our role as the contracted YouthWorks Administrator, PYN administers WIA and TANF funding for youth programming, on behalf of Philadelphia Work’s and the Philadelphia Council for College and Career Success. Our experience as intermediary allows PYN to blend public dollars with funding secured through our generous investor network. The end result – as you can see in this report – is sustainable, scalable solutions to preparing youth for success.

ACE Group
AECOM
AmeriHealth Caritas
Aqua America, Inc.
Aramark
Aria Health
Asociación Puertorriqueños en Marcha, Inc.
Aspen Forum for Community Solutions
Automobile Dealers Association of Greater Philadelphia
Ballard Spahr LLP
Bank of America
BAYADA Home Health Care
Beneficial Bank
Blank Rome LLP
Diversified Search
Dolfin/McMahon Foundation
Drexel University
Eckert, Seamans Cherin & Mellott LLC
Ernst & Young LLP
ESM Productions
Federal Reserve Bank of Philadelphia
Firstrust Bank
FMC Corporation
Fox Rothschild LLP
Fresh Grocer Holdings, LLC
Grant Thornton LLP
Greater Philadelphia Alliance for Capital and Technologies
Greater Philadelphia Chamber of Commerce
Philadelphia College of Osteopathic Medicine
Philadelphia Council AFL-CIO
Philadelphia Federation of Teachers Health and Welfare Fund
Philadelphia Gas Works
Philadelphia International Airport
Philadelphia Works
Progress Physical Therapy
Public Health Management Corporation
Radian
Reed Smith
Samuel S. Fels Fund
Schnader Harrison Segal & Lewis LLP
The School District of Philadelphia

Brandywine Realty Trust
Brown’s Superstores, Inc.
Burns Engineering, Inc.
Cancer Treatment Centers of America
Cardone Industries
CB Richard Ellis, Inc.
CBS 3 & The CW Philly
CBS Radio Philadelphia
Charles Stewart Mott Foundation
The Children’s Hospital of Philadelphia
CIGNA Foundation
Citizens Bank Foundation
City of Chester
City of Philadelphia
City of Philadelphia – Department of Human Services
Comcast
Community College of Philadelphia
Concordis Real Estate Advisors, LLC
Cozen O’Connor
CVS Health
Day & Zimmermann
Delaware Investments
Deloitte Employee Contributions to the Deloitte Education Collaborative
Deloitte LLP
DeVry University
District 1199C Training & Upgrading Fund
Greater Philadelphia Cultural Alliance
Hahnemann University Hospital
Holy Family University
Independence Blue Cross
Kennedy House
Kimpton Hotel & Restaurant Group, LLC
KIPP Administrative Services
KPMG LLP
La Salle University
Lankenau Medical Center
The Lenfest Foundation
Liberty Property Trust
Lincoln Financial Foundation
Magee Rehabilitation Hospital
Mark Group, Inc.
Marketplace Philadelphia Management
Mercy Philadelphia Hospital
Morgan Lewis & Bockius
NHS Human Services, Inc.
Northeast Building Products Corporation
The Patricia Kind Family Foundation
PECO
Peirce College
Pennoni Associates Inc.
Pennsylvania Convention Center
PeopleShare
Philadelphia Academies, Inc
Philadelphia Gas Works
Philadelphia International Airport
Philadelphia Works
Progress Physical Therapy
Public Health Management Corporation
Radian
Reed Smith
Samuel S. Fels Fund
Schnader Harrison Segal & Lewis LLP
The School District of Philadelphia

Southeast Regional Workforce Development Partnership
Spike’s Trophies, Ltd.
STARR Restaurants - Support Our Schools Campaign
Stockwell Elastomers, Inc.
Stoneleigh Foundation
Stradley, Ronon, Stevens & Young, LLP
Sugarhouse Casino
Sunoco, Inc.
TD Bank
Thomas Jefferson University and Hospitals
Tierney Communications
Towers Watson
United Way of Greater Philadelphia and Southern New Jersey
University City Science Center
The University of the Arts
UPS
Verizon Foundation
Visit Philadelphia
The Wawa Foundation
Wells Fargo Foundation
WES Health System
Wescott Financial Advisory Group, LLC
William Penn Foundation
Wills Eye Institute
Young Professionals Network
Joining our national network of partners and champions is easier than you think. We work with organizations from all across the country, both from the public and private sector. If you believe Philadelphia’s future workforce should be strong, prepared and capable of tackling tough challenges as part of an economically competitive and flourishing city – connect with us! We are always looking for new ways to enhance and create more opportunities for youth, and we would love to work with you and explore what those opportunities could be.

Be part of something extraordinary today. Contact info@pyninc.org to discover your next opportunity with the Philadelphia Youth Network.