Blueprint for Success
BUILDING SOLUTIONS TO EDUCATE AND EMPLOY
ANNUAL REPORT 2016-2017
Dear Friends,

When it comes to solving large scale problems that truly remove barriers for young people, innovative solutions can only be built on a solid foundation through collaboration and a well-established plan. Blueprint for Success is a big picture of our current work and future dreams to alleviate poverty and inequity through education and employment, proven factors in being prepared for a career. Understanding the changing landscape of education and employment for young people allows us to forge the necessary partnerships to design, implement and evaluate services to ensure that young people have access to opportunity. Beyond the service-level interventions, PYN seeks to establish partnerships with youth serving systems in order to address systemic disconnection and achieve long-term results.

The real and complex issues of poverty and inequity pushed us toward defining three roles that PYN serves in our communities and accompanying goals that we are striving toward achieving by 2020. Through our planning process emerged our strategic plan, 2020 Vision, which was released in January 2017 and implemented July 1, 2017.

PYN has strengthened our foundation to scale up and meet our systems builder goal of creating 20,000 opportunities for young people by 2020. In 2016-2017, PYN’s work yielded 15,801 high quality opportunities for our young people. Our innovation incubation work has been a large focus, and we have developed and implemented three pilot programs to improve post-secondary planning and connections to employment: the Hub at PA CareerLink® West, Pathways to Justice Careers and Post-Secondary Bridging. Our pilots offer new and distinct ways to grow opportunities for young people. The pilots also provide the space to grow and improve as we evaluate success and discover ways to scale and sustain promising practices. PYN continues to seek resources to address inequity and create new on-ramps to high-growth careers. In 2018, PYN will launch three new pilots: Entrepreneurship, Pre-Apprenticeship and a Youth Connectivity strategy designed to close the digital divide. By sharing best practices, we create greater impact. As a strategic consultant, we can help other cities build and improve systems to help more young people. In fact, PYN’s work with the City of Detroit through Grow Detroit’s Young Talent (GDYT), has increased the number of summer employment opportunities by 128%, to serve 8,000 youth after three years of capacity building. We are #PYNproud of our partners in Detroit, and even more proud to extend the Philadelphia “love” to benefit more youth.

I am inspired by the progress that we have made toward our goals in just six months. In this report, you will find a recap of another successful year. We know that there is much more work to be done, but we are making strides toward our goals. We see the potential and talent in our young people and are committed to addressing the many barriers that impede their progress. When education and employment are well-coordinated and connected, young people have tools to build pathways out of poverty. When individuals thrive and transcend poverty, ultimately communities prosper. Now that we’ve shared our Blueprint for Success, please join us as we continue to build solutions to educate and employ.

In service,

Chekemma J. Fulmore-Townsend

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The Philadelphia Youth Network (PYN) is a solutions-builder forging together significant players to alleviate a root cause of poverty by preparing 12-24 year-olds to become productive working adults. Our work is grounded in the understanding that young people need access to both education and employment, proven factors in being prepared for a career. With a track record of increasing impact, PYN funds and brokers action with the right partners to collectively address barriers. PYN constructs systems to create change, while innovating to meet evolving needs. Together with our partners, PYN dramatically changes the trajectory of individuals’ lives by giving voice to underserved youth, and ultimately creating a pipeline for an educated, engaged workforce.
ASSESSING THE NEED
PYN recognizes that Philadelphia has alarmingly high rates of poverty and inequity among large U.S. cities, and seeks out opportunities to address these needs. Driven by data, PYN identifies gaps in services and barriers young people face, and the planning begins.

PARTNERING TO ESTABLISH THE FOUNDATION
With a clear need in mind, PYN unites the right partners around a common goal. Since 1999, PYN has built strategic partnerships with diverse stakeholders in government, education, business and non-profit sectors in order to affect change collectively and systemically. These partnerships enable PYN to build and manage large scale programs and strategies to solve systemic problems. PYN has served as a backbone that leverages resources to fund and broker action to influence education and employment outcomes for young people on a greater scale.

PLANNING THE BLUEPRINT
Imagining what’s possible, PYN custom designs solutions to meet the needs, whether they be programmatic interventions or tables for collaboration. PYN’s premise of transformation relies on the belief that systems achieve greater impact when services and resources are aligned around a common goal. Relying heavily on data and proven best practices, PYN harnesses diverse thinking and puts ink to paper and crafts a plan to implement real change.

IMPLEMENTING THE SOLUTION
As a system builder, PYN brings education and employment solutions to life to alleviate poverty and inequity. Programs built by PYN rise like the structural buildings within our city, designed to provide intentional experiences that support youth and young adults through career awareness, preparation, placement and advancement. Collaborative partnerships move the work even further, supporting the framework and creating change on an even larger scale.

EVALUATING WHAT’S BEEN BUILT
Research and evaluation are critical to not only measuring success, but also identifying growth opportunities. If a solution is not working, or outcomes are not as expected, PYN investigates that cause, detecting refinements, adjustments and course corrections whenever needed to achieve the best possible result.

INNOVATING
As an innovation incubator, PYN develops, imports and replicates new approaches to expand and integrate into the original structures, like additions that enhance our skyline. Continuing to build, replicate and expand allows our system and city to grow and new needs to be met. If PYN identifies a new need, this endless cycle repeats as additional solutions are built to help prepare our youth for the workforce of the future.
PYN has built solutions for education and employment that include both programs designed for young people, and collective impact efforts like, Project U-Turn and WorkReady, that change the landscape for maximum results. To accomplish this, PYN operates in three roles identified in 2020 Vision. Learn more: pyninc.org/2020vision
Building solutions to educate and employ

PYN works with the City of Detroit’s summer jobs program, Grow Detroit’s Young Talent, leveraging technology and infrastructure to help their program grow to scale.
Collaborating to build a talent pipeline

CURRENT SITUATION
Nationally, and particularly in Philadelphia, too many young people are out of work, making it harder for them to get ahead. This has severe implications for not only our young people and their futures, but for our city overall. Youth employment is critical because when youth have access to employment at a young age, they are gaining the skills and tools that are necessary for long-term success. This experience is critical to building a pipeline of talent within our cities and communities and giving our economy and local families an economic boost.

OUR SOLUTION
WorkReady is a citywide effort to address the skills gap by convening partners, employers, leaders of youth-serving systems, and youth to build a coordinated approach to building skills for future employment. WorkReady stakeholders seek to give young people ages 12-24 access to a meaningful paid work experience that promotes self-efficacy, connects youth to caring adults, and offers the opportunity to build the transferable skills required to secure and sustain employment. When young people have access to early employment opportunities, they are:

- applying essential skills such as communication, time management, accountability and more,
- infusing wages back into the local economy, and
- generating a professional network to build social capital, navigate complex systems and climb career ladders.

WorkReady works with community-based organizations to harness the enormous potential for impact. With an aligned mission and coordinated service delivery systems, PYN partners on behalf of WorkReady with youth serving agencies to implement programmatic solutions. PYN’s portfolio of programs relies on the expertise of service providers to ensure all activities are skill-driven and developmentally appropriate. PYN works to align, unite and support these services that improve academic and employment outcomes. In doing so, we connect a broad network of:

- providers, youth-serving organizations that offer high-quality work experiences,
- investors who financially support our work through unique funding opportunities,
- employers who create meaningful experiences for young people, while shaping the future workforce of our city, and
- youth, who, through programming, are preparing to be our city’s future workforce.

"The City of Philadelphia is committed to expanding opportunities for all Philadelphians to achieve economic security, and empowering our city’s youth is a vital part of those efforts. They are our future talent pipeline."

- Harold T. Epps, Director of Commerce, City of Philadelphia
GOALS

BY 2020, TO INCREASE ACCESS TO HIGH QUALITY WORK EXPERIENCES PROVIDED ANNUALLY BY 45%.

Youth Employment Opportunities

* Spike due to American Recovery and Reinvestment Act of 2009 (ARRA) funding

OUTCOMES

SINCE INCEPTION IN 1999:

Total dollars invested in the system
$150M+

More than
500
employers partnered

More than
1,000
worksites

PYN and partners have created more than
200,000
high quality education and employment opportunities

More than
$80,000,000
in youth wages infused back into the local economy

18 industries represented

• Agriculture and Environmental Services
• Architecture, Construction and Engineering
• Arts, Entertainment and Recreation
• Automotive Technology
• Communications and Media

• Community Development and Support
• Educational Services
• Finance and Insurance
• Healthcare, Life Sciences and Social Assistance
• Hospitality
• Information Technology
• Manufacturing
• Municipal Services
• Professional and Technical Services
• Real Estate
• Retail Trade
• Transportation and Logistics
• Utilities

PARTNERS

WorkReady’s citywide effort is made possible by cross-sector partners including:

• City of Philadelphia
  » Department of Commerce
  » Department of Human Services
  » Workforce Steering Committee
• Federal Reserve Bank of Philadelphia
• Generation Work powered by
  » Job Opportunity Investment Network (JOIN)
  » Philadelphia Youth Network
  » District 1199C Training & Upgrading Fund
  » YouthBuild Philadelphia Charter School
• Philadelphia Citizens for Children and Youth

• Philadelphia Family Court
• Philadelphia Mayor’s Office of Education
• Philadelphia Youth Network*
• Philadelphia Works, Inc.
• School District of Philadelphia
• UAC Summer Jobs Champion Cabinet
• WorkReady Supporters
  » Employers
  » Investors
  » Providers

*Managing Partner
Building bridges through year-round programming

Based on Program Year 2016-2017

YEAR-ROUND EMPLOYMENT is important for both in-school and out-of-school youth. Being employed throughout the year allows young people to continue to build the skills and connections necessary for future success toward a viable career pathway.

OUR SOLUTION
Expanding year-round employment opportunities for young people increases the number of early employment experiences for youth in Philadelphia. By aligning different funding streams, we create a diverse portfolio of programs for young people who may or may not be engaged in traditional education. This maximizes our ability to meet participants where they are and work toward finding their passion and accomplishing their professional goals. PYN offers a variety of pathways to various populations.

<table>
<thead>
<tr>
<th>Population served</th>
<th>Pathway offers</th>
<th>Providers</th>
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| Out-of-school youth without a credential 16 - 24       | Connection to educational support (GED, diploma attainment) and into a career pathway | • District 1199C Training & Upgrading Fund  
• JEVS Human Services  
• YouthBuild Philadelphia Charter School |
| Out-of-school youth with a credential 16 - 24          | Support in obtaining industry-recognized credentials or post-secondary acceptance into their career pathway choice | • Congreso de Latinos Unidos  
• District 1199C Training & Upgrading Fund  
• Temple University CSPCD |
| In-school youth 16 - 21                               | Assistance applying to college, identifying a career path and support through after school programs | • Congreso de Latinos Unidos  
• Federation of Neighborhood Centers  
• JEVS Human Services |
| Out-of-school youth or youth involved in the juvenile justice system 16-24 | E³ Power Centers are neighborhood-based drop-in centers throughout Philadelphia, designed to offer a holistic approach to preparing disconnected young people for success through education, employment and empowerment. Upon completion of the E³ Power Centers program, graduates should begin their journey with sustained employment, earning a living wage. | • Center for Literacy (low-level educational support)  
• Communities in Schools of Philadelphia  
• Congreso de Latinos Unidos  
• JEVS Human Services  
• Therapeutic Center at Fox Chase - The Bridge |

“Our young people need access to opportunity, and caring adults to help them navigate. Early employment can provide youth and young adults with both, to help them build successful futures.”

- Cynthia F. Figueroa, Commissioner, Philadelphia Department of Human Services
OUTCOMES

1,658 youth served
Of 1,085 participants working toward a high school diploma, equivalency, or industry-recognized credentials, 251 earned credentials this year.

Of 1,442 participants seeking placement in post-secondary education or employment, 232 achieved placement this year.

POST-SECONDARY BRIDGING PILOT

Data shows that labor force participation increases greatly with educational attainment. In an effort to make college accessible to disconnected young people, the Post-Secondary Bridging Pilot was initially offered within the E3 Power Centers and later brought to the Project U-Turn alliance as best practices to bring to scale. This pilot was designed and integrated to dramatically enhance post-secondary success for Philadelphia’s opportunity youth, by re-engaging those who are disconnected from high school to be successful in dual enrollment. During this pilot, students were matched with college and career success coaches, worked on college knowledge and success strategies and received support while bridging to their first college course. This pilot program is powered by the Social Innovation Fund in partnership with Jobs for the Future and the Aspen Institute Forum for Community Solutions. Lessons learned from implementing the pilot will help inform Project U-Turn’s agenda for creating and scaling more post-secondary opportunities for disconnected young people throughout Philadelphia.

149 Total young people enrolled
62 Re-engaged students successfully dual-enrolled

“When young people are introduced to the world of work early, businesses can begin to address their own skills gap, develop a pipeline of future talent, increase workforce diversity and remain competitive by driving new and innovative ideas. Investing in our region’s youth isn’t just philanthropy, it’s smart business.”

- Claire M. Greenwood, Executive Director, CEO Council for Growth and Vice President, Leadership Engagement, Chamber of Commerce for Greater Philadelphia
SUMMER is a critical entry point for youth employment, as many young people can dedicate time during the summer to learn important skills while earning a paycheck. For many young people, their summer work experience is their first job. WorkReady summer has four models that offer educationally-enriched work opportunities for participants ages 12-21. This continuum meets participants where they are in their journey to becoming career-ready.

OUR SOLUTION
Experience is best way to learn about the world of work. Summer employment programs create experiences that teach youth transferrable workplace skills and etiquette. While there are many types of experiences, we are able to meet young people where they are and offer programming that addresses the skills gap in a way that meets their interests.

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| 12-14, rising 8th graders | Career Exposure explores soft skills and transferable experiences that careers require. | • ASPIRA  
• Congreso de Latinos Unidos, Inc.  
• District 119PC Training & Upgrading Fund  
• Foundations, Inc. | • New Foundations Charter School  
• Sunrise of Philadelphia  
• United Communities Southeast Philadelphia  
• University of Pennsylvania - Netter Center for Community Partnership  
• Urban Affairs Coalition |
| 14-21, no work experience | Service Learning participants collectively address real-work issues, problems, and needs in local to global communities. | • Allegheny West Foundation  
• Asian Americans United  
• Catholic Social Services  
• Congreso de Latinos Unidos, Inc.  
• Cora Services, Inc.  
• Education Works  
• Federation of Neighborhood Centers  
• Jewish Family and Children’s Service  
• LULAC National Educational Services Center | • Mural Arts Philadelphia  
• Norris Square Neighborhood  
• People’s Emergency Center  
• Philadelphia Wooden Boat Factory  
• School District of Philadelphia  
• SEAMAAC, Inc.  
• Temple University - UCC  
• Temple University - ITSOG  
• The Attic Youth Center  
• The Boys & Girls Clubs of Philadelphia  
• The Philadelphia Education Fund  
• United Communities Southeast Philadelphia  
• University of Pennsylvania - Netter Center for Community Partnership  
• Urban Affairs Coalition  
• Valley Youth House  
• VieLead  
• Workshop School  
• Youth Advocate Programs, Inc.  
• Youth Empowerment Services, Inc. |
| 14-21, limited work experience | Work Experience participants have opportunities to experience and further explore a desired career path. | • Allegheny West Foundation  
• De La Salle Vocational  
• District 119PC Training & Upgrading Fund  
• Educators 4 Education  
• ELECT - Pregnant and Parenting Teens  
• Episcopal Community Services  
• Foundations, Inc.  
• Free Library of Philadelphia Foundation  
• Management and Environmental | • Technologies, Inc. (MET)  
• New Foundations Charter School  
• Pennsylvania School for the Deaf Philadelphia  
• Department of Parks and Recreation  
• Project Home  
• Public Health Management Corporation (PHMC)  
• Resources for Human Development, Inc.  
• Sunrise of Philadelphia  
• Temple University - Center for Social Policy and Community Development  
• The Trustees of the University of Pennsylvania - AgastoN Urban Nutrition Initiative  
• United Communities Southeast Philadelphia  
• Up2Us Sports  
• Urban Affairs Coalition  
• Valley Youth House  
• Workshop School |
| 14-21, prior work experience | Internship participants are exposed to careers otherwise not accessible to the teenage population, as well as professional development workshops. | • ASPIRA  
• The City of Chester  
• Congreso de Latinos Unidos, Inc.  
• Federation of Neighborhood Centers  
• New Foundations Charter School  
• North Light Community Center  
• People for People, Inc.  
• Philadelphia Academy Inc.  
• Philadelphia Youth Network  
• Temple University - ITSOG  
• University of Pennsylvania - Netter Center for Community Partnership  
• Urban Affairs Coalition  
• Valley Youth House  
• VieLead  
• WesGold Fellows  
• Summer Internship |
“We support youth employment because we firmly believe in experiential learning and know that summer jobs are critical to helping students prepare for a changing world.”
- John Fry, President, Drexel University

OUTCOMES

9,316
youth served

704,558
hours worked*

QUALITATIVE DATA*

93.7%
demonstrated critical WorkReady skills

81.3%
expressed an interest in further education

82.1%
developed a relationship with a caring adult

86.5%
were satisfied with their WorkReady experience

“We when young people work for us in the summer, they earn so much more than a paycheck. They learn the soft skills that are foundational for their future.”
- Terri Kerwawich, Program Director, Philadelphia Parks and Recreation

“I had the best experience at my summer job. I learned about life skills, work ethic, and social skills. It was also great to tutor and help the younger kids that came into the library. I was able to teach them some of the things I learned. I can’t wait for the program to start again next year, it feels good to earn my own money. Thanks WorkReady!”
- Teonni R., Service Learning participant, Free Library of Philadelphia

*Based on PYN-managed programs
CURRENT SITUATION
In 2014, the federal government designated West Philadelphia zip codes 19104, 19131 and 19139 as a Promise Zone. These areas have some of the highest concentrated poverty rates in Philadelphia. Zip code 19104 alone has more than half of its population living in poverty. This ten-year designation was created to address the challenges faced by people living in deep and persistent poverty. We recognize the severe implications that intergenerational poverty has for the West Philadelphia Promise Zone’s young residents. Data additionally shows that the West Philadelphia Promise Zone has some of the highest rates of disconnection for young people, with nearly 4,000 18-24 year-olds who are neither working nor in school, approximately 2,793 of whom are in the 19104 zip code alone.

OUR SOLUTION
In response, the Hub at PA CareerLink® West brings together community resources to connect youth and young adults in the West Philadelphia Promise Zone with employment and education opportunities, while also providing the individualized supports needed to succeed. Made possible by the Summer Jobs and Beyond Grant from the U.S. Department of Labor, the Hub opened its doors in 2016 and aims to serve 250 participants over two years.

Through a young person’s journey at the Hub, they may:
- Get personalized support from a youth navigator to help them succeed and join a service-learning experience that gauges their skill level.
- Receive a 4-6 week college/career readiness training (CCRT) to work on college access, resume building, interview skills and preparation for job and education placements within their desired career pathway.
- Gain subsidized work experience within the Hub’s continuum of models to learn valuable workplace experience and skills.
- Get connected to an education or employment opportunity within their desired career pathway. This can include a post-secondary organization, military branch, national service and job training program or competitive, entry-level, wage-bearing employment.
PROGRAM PARTNERS

- City of Philadelphia
- Drexel University
- The Chamber of Commerce for Greater Philadelphia
- Philadelphia Works, Inc.
- The School District of Philadelphia

OUTCOMES

The Hub, operated by PYN, opened in 2016 thanks to the Summer Jobs and Beyond grant from the U.S. Department of Labor, awarded to Philadelphia Works, Inc.

SINCE ITS INCEPTION THROUGH DECEMBER 1, 2017

- 102 young people had a work experience
- 52 participants received college/career readiness training
- 20 young people were connected to an education or unsubsidized work opportunity

“With the support and guidance of the Youth Navigators at the Hub, I found my strengths, honed my skills, and discovered a career path that I never even knew was possible.”

- Keionna H., program participant

“The Hub represents a seamless integration of services, uniting the youth and adult public workforce systems. We hope that this new individualized approach to youth employment will help the community and its young residents.”

- H. Patrick Clancy, President and CEO, Philadelphia Works, Inc.
CURRENT SITUATION
Philadelphia’s high poverty rates are also correlated with high crime rates. Only 36% of students involved with the juvenile justice system graduate high school on time, as compared to Philadelphia’s overall high school graduation rate, 67%. Furthermore, these young people enroll in post-secondary programs at a rate of 9% compared to 38% for all students, making it harder for them to advance out of poverty. In a landscape of tension between law enforcement and communities, there is a need to break down this barrier, unite communities and support opportunity.

OUR SOLUTION
Pathways to Justice Careers connects young people who are in-school, ages 16-21 with mentors and advisors who provide supports needed to graduate high school and enter a career in the criminal justice or emergency services fields. By positively and intentionally building bridges between communities and law enforcement, Pathways to Justice Careers addresses systemic challenges. The program is made possible by a grant from the U.S. Department of Labor secured in 2016 with a goal to enroll 250 students over two years.

When young people enroll, they receive:
- Mentors who provide support and guidance in the community and the workplace.
- Advisors who direct participants to supports needed to complete the program.
- Career exploration with workshops, lectures and more to discover a variety of careers within the criminal justice and emergency services fields.
- Summer work experience of 120 hours working with professionals in criminal justice or emergency service fields.
OUTCOMES
Made possible from the U.S. Department of Labor grant secured in 2016.
SINCE IT LAUNCHED, THROUGH DECEMBER 1, 2017

Pathways to Justice Careers enrolled 133 young people

43% of participants were exposed to careers in emergency services or criminal justice fields

PROGAM PARTNERS
- City of Philadelphia
- JEVS Human Services
- Philadelphia Housing Authority
- Philadelphia Works, Inc.
- Police Athletic League
- The School District of Philadelphia
- Work Force Institute, a PHMC affiliate

“Many of our students have expressed an interest in criminal justice fields, so they love the Pathways the Justice Careers program. It not only meets their needs and interests, it has also added so much value to what we can offer this community.”
- Marcus A. Delgado, One Bright Ray Community High School

“The young people who have worked in our court through this program have demonstrated so much growth and potential. Their professionalism and eagerness to learn has been invaluable.”
- Joseph Evers, Administrator, First Judicial District Court
Building an alliance for success in education

CURRENT SITUATION
In 2006, despite slight increases over the years, Philadelphia’s high school graduation rate was among the lowest in the nation at 52 percent. Project U-Turn was launched to address the dropout crisis in Philadelphia by raising awareness, implementing specific solutions, monitoring accountability and evaluating impact. Since Project U-Turn’s inception, the graduation rate rose to 67 percent in 2017. While the rate has dramatically increased, Project U-Turn renewed its commitment in June 2017 to work towards achieving greater impact.

OUR SOLUTION
Project U-Turn is an alliance that unifies partners to increase the graduation rate and prepare young people for future opportunities. By 2020, Project U-Turn looks to accomplish two goals:

GOAL #1: RE-ENGAGEMENT
To increase the number of young people who re-engage to 70% and ensure 50% of re-engaged young people earn their high school degree/eqivalency through high-quality programs

GOAL #2: DROPOUT PREVENTION
To reduce the number of students who disconnect from high school to 20%

Project U-Turn is led by an executive committee with top-level officials who convene annually to influence goals and strategies and leverage their positions to advance Project U-Turn’s goals and strategies. The steering committee consists of system leaders who meet quarterly to advance the collaborative’s agenda by ensuring goals and strategies drive work forward, develop collective activities, gain insight and buy-in from the executive committee and work with partners to identify primary stakeholders. The action teams, led by a steering committee member, are groups of direct service practitioners and administrators who work on teams aligned with strategies to implement the action plan.

“Since Project U-Turn was created in 2006, the graduation rate has increased by nearly 30 percent, but there is still more work to be done. We must maintain our commitment to boosting the high school graduation rate together through both prevention and re-engagement strategies.”
- Dr. William Hite, Superintendent, School District of Philadelphia
**OUTCOMES**

**SINCE PROJECT U-TURN WAS FOUNDED:**

Our city’s graduation rate has increased by nearly **30%**.

Though this gain is significant, the alliance continues striving to move the needle further.

In 2016-2017, **4,500** Opportunity Network seats were made possible by Project U-Turn.

- **Graduation Rate** -

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<th>Year</th>
<th>4-year rates</th>
<th>6-year rates</th>
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<tbody>
<tr>
<td>2006</td>
<td>59%</td>
<td>52%</td>
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<tr>
<td>2007</td>
<td>59%</td>
<td>52%</td>
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<td>2008</td>
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<tr>
<td>2018</td>
<td>76%</td>
<td>76%</td>
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Based on rates as reported by the School District of Philadelphia

- **Graduation Year** -

*Includes high school diploma and equivalency

**PROJECT U-TURN MEMBER ORGANIZATIONS**

- Brown’s Super Stores, Inc.
- Center for Literacy
- Community College of Philadelphia*
- Congreso de Latinos Unidos*
- Department of Human Services*
  - Education Support Center
- District 1199C Training and Upgrading Fund
- JEVS Human Services*
- Mayor’s Office of Education*
- National League of Cities
- Office of Adult Education
- Philadelphia District Attorney’s Office
- Philadelphia Education Fund
- Philadelphia Housing Authority
- Philadelphia Water Department
- Philadelphia Works, Inc.
- Public Citizens for Children and Youth*
- Philadelphia Youth Network (managing partner)*
- School District of Philadelphia
  - Opportunity Network*
  - Office of Early Childhood Education
  - Office of Strategic Analytics
  - Office of Truancy
- United Way of Greater Philadelphia and Southern New Jersey
- William Penn Foundation*
- YESPhilly
- YouthBuild Philadelphia Charter School
- Youth Commission
- Youth United for Change
- Youth/Young Adult Representative*

As of January 2018

*Project U-Turn Steering Committee

“The Project U-Turn alliance has made great strides in increasing Philadelphia’s high school graduation rate, helping to coordinate high school re-engagement services for students, expand initiatives to prevent students from leaving without a high school diploma, and forge career connections to ensure that graduates are ready for post-secondary opportunities. It has been a national model for collective impact because of the progress we have seen, and the goals and strategies we continue to hold ourselves accountable to.”

- Elliot Weinbaum, Program Director, William Penn Foundation

**SINCE PROJECT U-TURN WAS FOUNDED:**

Our city’s graduation rate has increased by nearly **30%**.

Though this gain is significant, the alliance continues striving to move the needle further.

In 2016-2017, **4,500** Opportunity Network seats were made possible by Project U-Turn.

- **Graduation Rate** -

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<tr>
<th>Year</th>
<th>4-year rates</th>
<th>6-year rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>2007</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>2008</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>2009</td>
<td>59%</td>
<td>52%</td>
</tr>
<tr>
<td>2010</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>2011</td>
<td>70%</td>
<td>70%</td>
</tr>
<tr>
<td>2012</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>2013</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>2014</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>2015</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>2016</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>2017</td>
<td>76%</td>
<td>76%</td>
</tr>
<tr>
<td>2018</td>
<td>76%</td>
<td>76%</td>
</tr>
</tbody>
</table>

Based on rates as reported by the School District of Philadelphia

- **Graduation Year** -

*Includes high school diploma and equivalency

**PROJECT U-TURN MEMBER ORGANIZATIONS**

- Brown’s Super Stores, Inc.
- Center for Literacy
- Community College of Philadelphia*
- Congreso de Latinos Unidos*
- Department of Human Services*
  - Education Support Center
- District 1199C Training and Upgrading Fund
- JEVS Human Services*
- Mayor’s Office of Education*
- National League of Cities
- Office of Adult Education
- Philadelphia District Attorney’s Office
- Philadelphia Education Fund
- Philadelphia Housing Authority
- Philadelphia Water Department
- Philadelphia Works, Inc.
- Public Citizens for Children and Youth*
- Philadelphia Youth Network (managing partner)*
- School District of Philadelphia
  - Opportunity Network*
  - Office of Early Childhood Education
  - Office of Strategic Analytics
  - Office of Truancy
- United Way of Greater Philadelphia and Southern New Jersey
- William Penn Foundation*
- YESPhilly
- YouthBuild Philadelphia Charter School
- Youth Commission
- Youth United for Change
- Youth/Young Adult Representative*

As of January 2018

*Project U-Turn Steering Committee

“The Project U-Turn alliance has made great strides in increasing Philadelphia’s high school graduation rate, helping to coordinate high school re-engagement services for students, expand initiatives to prevent students from leaving without a high school diploma, and forge career connections to ensure that graduates are ready for post-secondary opportunities. It has been a national model for collective impact because of the progress we have seen, and the goals and strategies we continue to hold ourselves accountable to.”

- Elliot Weinbaum, Program Director, William Penn Foundation
Reimagine Retail

Reinforcing a stronger foundation for the retail sector

CURRENT SITUATION
In Philadelphia, the retail sector is the fifth largest local employment sector, offering more than 50,000 jobs in 2017. Workforce development organizations, retail businesses and other partners have the potential to collaborate to improve the quality of jobs for workers in entry-level positions, create pathways for advancement in retail and affiliated sectors, and increase employee engagement, productivity, and retention.

OUR SOLUTION
In 2017, PYN was awarded a grant from the Aspen Institute. Reimagine Retail was awarded on behalf of Generation Work Philadelphia, an Annie E. Casey initiative to achieve a shared vision and common goals to transform local workplace development systems and practices that will create a higher connection to high-quality career pathways within the service industry for young people ages 18-24. Service industries include, but are not limited to healthcare, customer service, information technology and retail. With this grant the partnership will investigate approaches to improve job quality, create pathways for worker advancement opportunities, and increase employee engagement, productivity, and retention in retail and related sectors.

GOALS
Specifically, the partnership will work with sector employers to:
- Identify ways to support retail and affiliated sector jobs that ensure sufficient hours, predictable work schedules, and training and mentoring opportunities.
- Identify career pathways within the sector, as well as those that start in and then transition out through other sectors.
- Explore strategies for lowering turnover, which may result in increased productivity and sales.

PROGRAM PARTNERS
Reimagine Retail is funded by The Aspen Institute Economic Opportunities Program and made possible by the Walmart Foundation.

It is managed by PYN on behalf of the Generation Work partnership and partners include:
- District 1199C Training & Upgrading Fund
- Job Opportunity Investment Network
- YouthBuild Philadelphia Charter School
- JEVS Human Services

“We are excited that PYN and partner organizations are working to build ladders and raise the floor for workers in Philadelphia’s vibrant retail sector. We believe their efforts can help not only businesses, but also individuals, thrive.”
- Amy Blair, Economic Opportunities, The Aspen Institute
PYN Leadership

As of January 1, 2018

Leadership Team

- Chekemma J. Fulmore-Townsend, MSW
  President & CEO
- Stephanie Gambone, MSA
  Executive Vice President
- Karin MacBride, CPA
  Vice President of Finance and Operations
- Michael Pompey
  Chief Information Officer
- Debra Lipenta Michael
  Director, Communications & Marketing
- Rob B. Marcus
  Manager, Information Systems
- Gloria Miranda
  Director, Human Resources
- Festo Okidi
  Director, Partnerships for Employment Pathway
- Harriet Nabatesa
  Senior Director, Finance
- Yolanda Allen
  Director, Program Management & Implementation
- Roxolana Barnebey
  Director, Education Policy & Strategy
- Michele DePoultier
  Director, Compliance & Operations
- Farrah Farnese
  Senior Director, External Relations
- Amy Levine
  Director, Development
- Jere Mahaffey
  Director, Executive Strategy
- Debra Lipenta Michael
  Director, Communications & Marketing
- Rob B. Marcus
  Manager, Information Systems
- Gloria Miranda
  Director, Human Resources
- Festo Okidi
  Director, Partnerships for Employment Pathway
- Harriet Nabatesa
  Senior Director, Finance

Board of Directors

- Jeffrey N. Brown (Board Chair)
  President & CEO, Brown’s Super Stores, Inc.
- Debra S. Friedman (Vice Chair)
  Member, Cozen O’Connor
- John F. Clayton Jr.
  Director, Diversity Inclusion & Workforce Initiatives
- Gregory G. Doyle
  Partner, Ernst & Young, LLP
- Jovan Goldstein
  Principal, JT Goldstein, LLC
- Michael Harmeson
  Managing Director, KPMG
- Tracee Hunt
  Founder/CEO, Total HR Solutions, LLC
- Angela Moultrie
  Regional President, Santander Bank
- Deborah Moses-Elton
  CEO, Verisalign
- Douglas Oliver
  Director of Communications, PECO
- Charles Stuart Rainwater
  Senior Director – State Government Affairs, Comcast
- Dr. Jane Shore
  Research Scientist, Educational Testing Service
- JoAnn Weinberger
  National Trainer, Leadership Excellence Academies
2016-17 Investors

PYN thanks its investors, organizations and individuals that fund opportunities and make our work possible.

$250,000+

- Bank of America
- Comcast
- Greater Philadelphia Cultural Alliance
- Santander Bank

$100,000 to $249,999

- Bank of America
- Comcast
- Greater Philadelphia Cultural Alliance
- Santander Bank
- Skillman Foundation
- The Food Trust
- The Walmart Foundation
- Wells Fargo Foundation

$10,000 to $99,999

- Accenture
- AmeriHealth Caritas
- The Barra Foundation
- Boys & Girls Club of Chester
- Cancer Treatment Centers of America
- The Children’s Hospital of Philadelphia
- Chubb
- Cigna Foundation
- Citizens Bank
- City of Chester
- Deloitte LLP
- Drexel University
- Independence Blue Cross
- JPMorgan Chase
- Lankenau Medical Center
- Lincoln Financial Foundation
- The Mayor’s Fund for Philadelphia, Inc.
- Nonprofit Repositioning Fund
- The Patricia Kind Family Foundation
- PECO Energy Company
- Philadelphia 2016 Host Committee for the Democratic National Convention
- Philadelphia Gas Works
- Philadelphia International Airport
- Stradley Ronon Stevens & Young LLP
- Tenet Healthcare Corporation
- Thomas Jefferson University Hospitals, Inc.
$1 to $9,999

- AECOM
- Lauren Albertson
- Alston-Beech Foundation
- AmazonSmile Foundation
- Stacy Andrews
- Aria Health
- Beneficial Bank
- Maria Bras
- Brandywine Realty Trust
- Jeffrey Brown
- Brown’s Super Stores, Inc.
- Regina Cannfield
- CB Richard Ellis, Inc.
- CBS 3 & The CW Philly
- CBS Radio - WPHT/ WOGL
- Chester Campaign 1997
- Chester Community Charter School
- Chester Downs and Marina, LLC
- Christian R. and Mary F. Lindback Foundation
- Christina Clark
- John Clayton
- Commerce Square Partners - Philadelphia
- CVS Health
- Delaware County Auto Rehab
- Dolinger-McMahon Foundation
- Dennis Donohue
- Gregory Doyle
- Dr. Warren E. Smith Health Centers
- Caroline Brayer Ebby
- Eckert Seamans Cherin & Melott, LLC
- Exelon Foundation Matching Gifts Program
- Federal Reserve Bank of Philadelphia
- Joanne Ferroni
- Mark Floyd
- FMC Corporation
- Debra Friedman
- Chekemma Fulmore-Townsend
- Pamela Gallimore
- Kareem Gardner
- Glenmede Trust Company
- Marcus Glenn
- Jovan Goldstein
- Carla Grasso
- Michael Harmeson
- Ann Marie Homer
- Andre Howard
- Tracee Hunt
- Iacona Collision Specialists, Inc.
- Maia Jachimowicz
- KPMG LLP
- Marci Leveillee
- Amy Levine
- Liberty Property Trust
- David MacBride
- Karin MacBride
- Rona Maxwell
- Misty McCloskey
- Kelli Nicole Sparrow Mckens
- Mark Edward Mills
- Monroe Energy
- Julie Morris
- Deborah Moses-Elton
- NHS Human Services
- Douglas Oliver
- Peirce College
- Pennoni Associates Inc.
- Pennsylvania Convention Center
- Pennsylvania Real Estate Investment Trust
- Philadelphia Academies Inc.
- Philadelphia Council AFL-CIO
- Philadelphia Federation of Teachers Health and Welfare Fund
- Philadelphia Mental Health Care Corporation, Inc.
- Public Health Management Corporation
- Radian
- Charles Stuart
- Rainwater
- Carol Ransom
- The Rittenhouse Foundation
- Alyssa Cherkin Rosenberg
- Senior Community Services
- Dr. Jane Shore
- Stoneleigh Foundation
- Tierney Communications
- Temple University Health System
- Natasha Truitt
- University City Science Center
- VeriVisalign
- Visit Philadelphia
- The Wawa Foundation
- JoAnn Weinberger
- Patricia Wilus
- Deborah Zateeny
- Richard Zimmerman
**STATEMENT OF FINANCIAL POSITION**

**ASSETS**

Current Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>2,640,007</td>
</tr>
<tr>
<td>Grants and contracts receivable</td>
<td>7,624,769</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>75,140</td>
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<tr>
<td>Security deposits</td>
<td>47,410</td>
</tr>
<tr>
<td>Other current assets</td>
<td>125,232</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>10,512,558</strong></td>
</tr>
</tbody>
</table>

Property and equipment - Net

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>456,537</td>
</tr>
</tbody>
</table>

**Total Assets**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,969,095</td>
</tr>
</tbody>
</table>

**LIABILITIES AND NET ASSETS**

Current Liabilities

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable, subcontractors</td>
<td>6,120,231</td>
</tr>
<tr>
<td>Accounts payable, other</td>
<td>357,070</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>418,366</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>1,613,280</td>
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<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>8,508,957</strong></td>
</tr>
</tbody>
</table>

Net Assets

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>1,688,947</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>771,191</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>2,460,138</strong></td>
</tr>
</tbody>
</table>

**Total Liabilities and Net Assets**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$10,969,095</td>
</tr>
</tbody>
</table>

**STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS**

**Support and Revenues**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants and contracts</td>
<td>24,361,996</td>
</tr>
<tr>
<td>Contributions</td>
<td>508,098</td>
</tr>
<tr>
<td>Other fees</td>
<td>1,238,047</td>
</tr>
<tr>
<td>Interest income</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total Support and Revenues</strong></td>
<td><strong>26,108,162</strong></td>
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**Operating Expenses**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Youth program services</td>
<td>22,430,247</td>
</tr>
<tr>
<td>Management and general</td>
<td>2,397,260</td>
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<tr>
<td>Fundraising</td>
<td>226,256</td>
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<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>25,055,763</strong></td>
</tr>
</tbody>
</table>

Changes in net assets

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,052,399</td>
</tr>
</tbody>
</table>

Net assets, beginning of year

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,407,739</td>
</tr>
</tbody>
</table>

**Net Assets, End of Year**

<table>
<thead>
<tr>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,460,138</td>
</tr>
</tbody>
</table>

*Complete copies of the Independent Auditors’ Reports and Financial Statements are available upon request. info@pyninc.org*
In Philadelphia, our work as a city is not complete until we have created coordinated systems so that all young people have access to quality employment and education opportunities. Together, we can create a brighter, more prosperous future for our city and its citizens.

**MAKE A DONATION**
You can help equip young people for academic achievement, economic opportunity and personal success. Donations can be made via check, credit card and United Way of Greater Philadelphia and Southern New Jersey’s Donor Choice Program.

[www.pyninc.org/donate](http://www.pyninc.org/donate)

**PARTNER WITH US**
There are several ways you can work with PYN to achieve its mission and vision. Learn more about PYN’s work.

Learn more about partnership opportunities by emailing Stephanie Gambone: sgambone@pyninc.org

Join our mailing list [PYNINC.ORG/NEWS](http://PYNINC.ORG/NEWS) to stay up to date on our work and events throughout the year.

**MAKE A CONNECTION**
If you know a young person who could benefit from PYN programs, an employer or direct-service provider that can support work experiences, please help us make that connection.

[info@pyninc.org](mailto:info@pyninc.org) | 267.502.3800

**FOLLOW US**
@PYNinc