



# Annual

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# Report

2017 and 2018



# IMPACT BY THE NUMBERS

**161**  
Organizations  
Engaged/  
Partnerships



**\$175**  
MILLION  
Secured  
in State resources for  
the workforce  
development field



**1,672**  
People Engaged  
in Convenings

**92**   
Technical  
Assistance to  
Partnerships

**213**  
Employers  
Engaged



**34**   
Learning  
Communities/  
Design Labs

 **6**  
New Initiatives  
Launched

- 1 Demonstration Project**  
Transfer to Career Collaborative (T2C)
- 2 Employer Practice**
  - CareerLift (employment advancement and retention)
  - Seasonal Talent Exchange pilot expanded

Place-Base Partnerships

- 1 Implemented Service**  
(Staten Island—Youth WINS)
- 2 Partnerships**  
Undergoing discovery, planning, and design  
(Bronx and Brooklyn)

**942**   
Jobs

 **582** Certifications

**440**  College  
Enrollments

 **1,861** Young  
Adults Served

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# A Message from JobsFirstNYC

Dear Friends and Colleagues:

**In July 2017, JobsFirstNYC appointed its third leader of the organization. At that time, we renewed our commitment to the young people who are out of work and out of school and to the communities in which they live. We reaffirmed that as many of our initiatives continue to mature and as their return on investment becomes clearer, our capacity to transform—through systems change—the opportunity pipeline for young adults and their communities continues to evolve as well.**

## **Today, there are 118,000 young adults aged 18–24 who are out of school and out of work across New York City.**

While this number is far below the 172,000 at the time of JobsFirstNYC's founding, we still have much to do. Today's out-of-school, out-of-work young adults face more challenging barriers that will require doubling down on multisector alignment and integration to develop innovative, actionable solutions to connect them to economic opportunities.

Since we began our work to structurally change the disconnected systems serving young people who are out of work and out of school, we have developed a disciplined multisector process aimed at changing minds, building relations and connections, aligning stakeholders with varying levels of interest and power, and building and leveraging practices, policies, and resources to achieve better and more sustainable outcomes for young people. It is the outcome of this process, if done right, that we believe is core to structural systems change. Currently, we are engaged with 161 partners across various sectors and settings in order to secure this change.

Over the past decade, the country has seen a significant shift away from full-time employment. We have become familiar with discussions about the growing "gig economy," where workers are contracted temporarily for work and where technological efficiencies reduce and/or reimagine the need for manpower. However, there is another, more significant trend: an increase in permanent part-time employment. In New York City, up to 40 percent of the general population describes itself as working

part time—and 54 percent of young people aged 18–24 report working part time. These figures are significant enough to raise the question whether permanent part-time employment is the new reality and to what extent it will affect sustainable economic opportunities and the quality of life for young adults. These are just a few of the pressing issues that we are responding to at JobsFirstNYC.

Over the last two years, we have launched several initiatives to reduce the number of young adults who are out of school and out of work including the rollout and expansion of partnership networks. This includes the launch of policy advocacy efforts aimed at encouraging greater public investments in skills, and collaborating with employers.

- **Partnership networks** address the lack of coordinated workforce development services across the city and in under-resourced communities by bringing together a range of community stakeholders to align workforce and economic development efforts and connect young adults to jobs, education, training, and post-secondary opportunities. Through a systems-change approach, these partnerships align and strengthen relationships among stakeholders, leverage resources to increase workforce development capacity, improve talent development infrastructure, and build a collective voice to influence policies and economic change. In 2017–2018, we began developing place-based partnerships in Bedford Stuyvesant in Brooklyn and Jerome Avenue Corridor in the Bronx. In 2018, as a part of our strategy to stem the flow of young adults entering the out-of-work, out-of-school population, in partnership with New Visions for Public School, we launched the Transfer to Career Collaborative, which aims to transform career and post-secondary readiness for students at risk of falling out of school.

- **Employer collaboration** focuses on strengthening the employer engagement practices of our workforce development partners and cultivating employer-led partnerships aimed at strengthening employers' ability to improve outcomes for their companies and their employees alike. In 2017–2018, we rolled out Benchmarking for the Young Adult Sectoral Employment Program, a partnership of workforce development organizations that seeks to test and strengthen their capacity to engage employers; CareerLift, an initiative to increase job retention and advancement; and the Seasonal Talent Exchange, an initiative to strengthen part-time and seasonal work experiences.
- **Shaping policy** focuses on promoting investment and policy solutions to improve economic outcomes for young adults and the communities in which they live. In 2018, we partnered with the New York Association of Training and Employment Professionals and Young Invincibles to launch the Invest in Skills NY coalition, which worked with policymakers to secure a commitment by Governor Cuomo and the state legislature to invest \$175 million in state resources toward workforce development. In 2017, we worked with the City Council of New York to pass legislation creating a task force for out-of-work and out-of-school young adults, the first of its kind in New York City.

Today's out-of-school and out-of-work young adults face barriers beyond the traditional challenges of insufficient skills and under-education. Unlike their predecessors, they face the prospects of permanent low-wage, part-time employment in sectors with little pathways to more and better economic opportunities. Our focus in the coming years will continue to be the identification, sharing, and implementation of effective strategies to improve the lives of young adults.

With gratitude,



**Marjorie Parker**  
President  
and CEO



**Alan Momeyer**  
Board  
Chair



# About JobsFirstNYC and Our Approach to Change

In early 2006, the Clark and Tiger Foundations and the New York City Workforce Funders laid the groundwork for an organization designed to focus attention and resources on the seemingly intractable crisis of disengaged young adults aged 18–24. At the time, New York City contained no neutral, independent organizing mechanism to bridge the public-private divide, promote more effective investment, foster employer involvement, improve provider quality, identify and spread best practices, and drive out underperforming programs. No “market maker” existed to rationalize what is an irrational, disjointed, and too often mediocre system. JobsFirstNYC thus emerged as a nonprofit intermediary with a specific mission to help bring together—effectively and efficiently—all available community, corporate, human, organizational, private, and public resources to connect out-of-school and out-of-work young adults with the economic life of New York City.

## Our Three Core Strategies

Over the last 13 years, JobsFirstNYC has been at the forefront of testing big ideas and building innovative partnerships with leaders across the field. As outlined in our last strategic plan, JobsFirstNYC has three core strategies:



### **1. ADVANCING PRACTICE:** Building capacity and improving practice for the young adult workforce development field.

Advancing practice requires a set of activities that directly improve services (the programs and products of agencies that serve the out-of-work and out-of-school young adult population) and resources (agencies, staff, and money) for out-of-work and out-of-school young adults. This includes the development and continuation of workforce partnerships that focus on communities where greater concentrations of such young adults live or where fewer resources to potentially serve them currently exist.



### **2. EMPLOYER ENGAGEMENT:** Creating more and better employment opportunities for young adults.

Engaging employers involves activities with a range of individuals who play key roles in hiring and employment decisions in the business, commercial, nonprofit, and government sectors of the economy.



### **3. RAISING CONSCIOUSNESS:** Increasing urgency and awareness concerning the out-of-work and out-of-school young adult challenge.

Raising consciousness demands activities and tactics that clearly and measurably highlight the challenges, opportunities, and returns associated with out-of-work and out-of-school young adults and the young adult workforce field.

## Measuring Our Impact

What does success mean to an intermediary organization such as ours? How do we measure our impact? When do we evaluate ourselves? To answer these questions, JobsFirstNYC developed a results framework that articulates how we aim to better track the work we are doing, to share with others what we are learning along the way, and to hold ourselves accountable to our promises. In 2014, the Urban Institute identified this results framework as a model for how intermediary organizations can successfully measure and track their outcomes. The major elements of our impact measurement approach are as follows:

- 1. Employer-specific results:** These include results such as employers’ recruit-to-hire ratios, which translate into economic (and other) value to employers. Employer-specific results vary by partnership in light of the nuanced and customized approach that each partnership takes to its respective sector or industry.
- 2. Job seeker (transactional) results:** These include results related to job placement, wages, duration, and retention.
- 3. Partnership-based (collaborative) results:** These include results concerning the quality, duration, and strength of inter-organizational partnerships (i.e., collaboration among training providers, community-based organizations, employer intermediaries, and employers). They measure the overall efficacy of the partnerships and the quality of the results they collectively achieve.
- 4. Systemic results:** These include any impact on job quality and any impact that results in a change in employer behavior that, in turn, directly affects job seekers.

Now that our most recent strategic plan has come to a close, we are reflecting on more than a decade of work and are preparing to release the organization’s next strategic approach. In the coming months, we will share important information about the impact of our work over the last few years, as well as our strategic vision for the next phase of our work.

# Advancing Practice and Employer Engagement: Emerging and Standing Practice

Through partnerships networks, pilot projects, and other collaborative initiatives, we made significant progress in 2017–2018 in promoting best practices and strengthening providers' capacities to connect out-of-school and out-of-work young adults to economic opportunities in New York City.

## Emerging Employer Practice



**Seasonal Talent Exchange (2017):** JobsFirstNYC launched the Seasonal Talent Exchange, an innovative employer-led labor exchange that seeks to strengthen seasonal and part-time job experiences for young workers and help them transition to year-round jobs across a network of

employers (18 businesses). As of 2018, 152 individuals had enrolled in the Seasonal Talent Exchange and 40 percent had gained employment with another employer.

► **PARTNERS:** Alliance for Coney Island, Modell's, Swiss Post Solutions, UncommonGoods, and Wildlife Conservation Society.

**CareerLift (2018):** JobsFirstNYC launched the CareerLift initiative in collaboration with Social Finance and the NYC Center for Youth Employment. The initiative works with private-sector employers to reduce turnover rates and improve productivity among young adult employees. It will also be part of a pay-for-success feasibility study that aims to determine the best pricing structure to charge employers who benefit from the services. If successful, it will result in a first-of-its-kind funding model in the United States for employment retention services in which employers assume the cost of job retention services only if employee turnover rates are reduced and productivity improves. The initiative's public launch was covered by *Business Insider* in the article "[Mayor de Blasio, Rockefeller Foundation, JobsFirstNYC, Center for Youth Employment and Social Finance Launch 'CareerLift'.](#)"

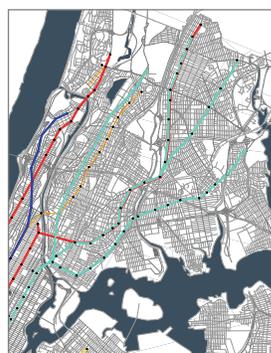
► **PARTNERS:** Madison Strategies Group and Seedco.

## Emerging Place-Based Practice



**Brooklyn, New York: Bedford Stuyvesant Young Adult Workforce Partnership (2017):** JobsFirstNYC began working with more than 40 stakeholders in Bedford Stuyvesant to create a community-led, demand-driven workforce partnership to build stronger pathways for young adults to access economic

opportunity through education and employment services. In late 2018, we concluded the design phase of the initiative and expect to launch the partnership in mid-2019.



**Bronx, New York: Jerome Avenue Workforce Partnership (2018):** In support of three community districts in the Bronx that are preparing for one of the most significant rezoning efforts in New York City, JobsFirstNYC began working with more than 50 stakeholders to develop the Jerome Avenue Workforce

Partnership. This partnership, implemented in collaboration with Children's Aid Society, represents our largest place-based workforce initiative to date and aims to align workforce and economic development. By working with employers to strengthen access to new jobs, this initiative will ensure that the area's incoming economic development translates into meaningful access to employment for local residents. In late 2018, we concluded the discovery and planning phases of the partnership's development process. We expect to launch the partnership in late 2019.

## Emerging In-School Practice

**Transfer 2 Career Collaborative (2018):** After nearly a year of planning, JobsFirstNYC and New Visions for Public Schools launched the Transfer 2 Career Collaborative in the fall of 2018 as part of an effort to build partnerships between transfer high schools and leading workforce

development organizations with a track record of connecting out-of-school, out-of-work young adults to employment and post-secondary opportunities. Consisting of 12 transfer high schools and 11 workforce development organizations, the initiative aims to universalize career exploration and awareness; embed advanced career development into school design; and build bridge programs to sector-specific post-secondary opportunities.

➤ **PARTNERS:** Bronx Community College, Community Development Inc., East Side House Settlement, The HOPE Program, Knowledge House, Laguardia Community College, NPower, Opportunities for a Better Tomorrow, Phipps Neighborhoods, Queens Community House, and St. Nicks Alliance.

## Standing Practice

### EDUCATION



#### **Bronx Opportunity Network (BON):**

Established in 2008 under JobsFirstNYC’s leadership, the BON is a collaborative of

seven nonprofits that helps low-income young adults enroll in and succeed at Bronx Community and Hostos Community Colleges, which are part of the City University of New York. In 2017, 160 BON students successfully completed a summer bridge program, and in 2018 this number grew to 210. Furthermore, BON participants’ overall college persistence rate was 65 percent in 2017 and 71 percent in 2018. To date, the BON has reconnected 1,500 students to college, of whom nearly 35 percent have earned an associate’s degree.

➤ **PARTNERS:** BronxWorks, CUNY Prep, The Door, East Side House Settlement, Good Shepherd Services, Grace Outreach, and Settlement Housing Fund.

### SECTOR EMPLOYMENT



#### **Young Adult Sectoral Employment Project (YASEP):**

Established in 2013, the YASEP is a first-of-its-kind effort

to test whether sector strategies—which have been shown to directly benefit adult job seekers—can be applied to organizations serving out-of-school, out-of-work young



adults and to the employers that may hire them. Since then, 11 partnerships between workforce development organizations and employers have been established under YASEP's framework. Each partnership is focused on a specific sector (such as healthcare, technology, or transportation) and carries out employer-driven programs for unemployed and underemployed young adults. To date, initiative wide, 2,104 have been reconnected to education, training, workforce, and other career services; 1,538 young adults have completed training programs (138 are still in training at this time); 890 have acquired industry credentials; and 1,144 have been placed in jobs.

► **PARTNERS:** Comprehensive Development Inc., Cypress Hills Local Development Corporation, Green City Force, The Knowledge House, Paraprofessional Healthcare Institute, Per Scholas, Phipps Neighborhoods, Queens Community House, Roundabout Theatre Company, Stanley M. Isaacs Neighborhood Center, and Wildlife Conservation Society.



► **MEDIA:** *"Local Students Get Unprecedented Training for Backstage Jobs in Theater"*.

**Benchmarking for YASEP:** In collaboration with the Workforce Field Building Hub, we kicked off a project in 2017 that works with five YASEP partners and one CareerLift partner to develop a cohesive, evidence-based employer engagement strategy for young adult workforce organizations and to embed these practices within their institutional culture. We have already begun to see the potential impact of this effort. For example, agencies have reported shorter onboarding time for new staff; more clarity around staff roles; new shared internal data systems; and more consistent methods for collecting and addressing employer feedback. Overall, the documentation and data collection from this effort has served to decrease new hires' learning curve.

**PLACE-BASED**



**Lower East Side Employment Network (LESEN):** Established in

2007 under JobsFirstNYC's leadership, the LESEN brings together the resources of eight community agencies and the Manhattan Community Board 3 in the Lower East Side to maximize access to good-quality jobs in high-demand industries. The LESEN improves workforce

development practices, reduces operational costs for employers and agencies, and streamlines the hiring process while effectively connecting job seekers to employment. In particular, the LESEN works closely with the hospitality sector—which has a significant and growing presence in the neighborhood—to design customized training programs and streamline recruiting processes for hotels and related businesses. To date, the LESEN has achieved significant results, including 185 employers engaged, 1,800+ interviews facilitated, 630+ hires, and a 3:1 interview-to-hire ratio.

► **PARTNERS:** CMP, CPC, The Door, Educational Alliance, Good Old Lower East Side, Grand Street Settlement, Henry Street Settlement, and University Settlement.



**Youth Workforce Initiative of Staten Island (Youth WINS):**

Established in 2016, Youth WINS is a collaborative of local organizations with experience delivering social, educational,

and career services to young adults. The collaborative's aim is to address the out-of-school, out-of-work crisis among young adults on Staten Island. Since its launch in 2017, Youth WINS has recruited 626 young adults. Of these, 258 have received training, 106 have received industry credentials, 114 have been placed into employment, and 36 have transitioned into college or advanced certification. The average employment retention rate is 76 percent.

► **PARTNERS:** African Refuge, College of Staten Island, Empowerment Zone, Historic Tappen Park Community Partnership Youth B.U.I.L.D SI, New York Center for Interpersonal Development, Parent to Parent, Project Hospitality, Salvation Army, Staten Island Chamber of Commerce, Staten Island Education and Employment Consortium, Staten Island Mental Health Society, Staten Island Partnership for Community Wellness, United Activities Unlimited, and Workforce1.

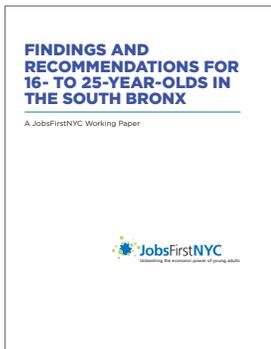


► **MEDIA:** *"Youth WINS' Initiative to Help Young Adults Get Jobs on Staten Island"* and *Youth WINS Promotional Video*.

# Raising Consciousness

In 2017–2018, we authored several publications—from research reports to policy strategies—and convened a variety of events to increase stakeholders’ awareness of the out-of-work and out-of-school young adult challenge.

## Shaping the Discourse



**Findings and Recommendations for 16- to 25-Year-Olds in the South Bronx (2017)**: Commissioned by the James and Judith K. Dimon Family Foundation, this paper provides a situational analysis of young adults in the South Bronx and an overview of the business conditions, economic development, and K–12 and

post-secondary education and training opportunities in the community. It offers a series of recommendations for better connecting young adults in the South Bronx to training, employment, and well-paying in-demand jobs.

**Adapting to the Future of Work: Skills for Tomorrow’s Workforce (2017) and From the Ground Up (2018)**: Over the last several years, more than 200 leaders from the field have joined us annually for this one-day discussion regarding the future of the workforce development system. Last year’s event also highlighted the work of JobsFirstNYC-led partnerships and culminated with a celebration of JobsFirstNYC’s 12 years of service to improve practice and policies around economic opportunities for young adults.

**“Sanctioned Legitimacy: A Secret Ingredient of Community Change” (2018)**: Authored by JobsFirstNYC President and CEO Marjorie Parker published in New York Non-Profit Media this opinion piece highlights how collaboration works and the value of community input for successful engagement with stakeholders.

## Learning from and Empowering Young Adults

**Young Adult Impact Fellowship (2018)**: In partnership with Young Invincibles, JobsFirstNYC launched a three-month leadership and policy fellowship program for young adults who successfully completed workforce development training with our leading partners. The program trained fellows to become policy experts able to connect their lived experiences to the structural policy issues facing young adults as they access economic opportunities in New York City. (Participants: Cypress Hills Local Development Corporation, Opportunities for a Better Tomorrow, Per Scholas, and United Activities Unlimited)



**Adapting to the Future of Work: Skills for Tomorrow’s Workforce (2017) and From the Ground Up (2018) (Young Adults)**: This annual convening—organized

in collaboration with the New York City Department of Youth and Community Development and Young Invincibles—brings together approximately 220 young adults for a full day of professional development, networking, and big-think conversations. Our 2017 and 2018 events included a series of workshops and panel discussions featuring activists, entrepreneurs, journalists, social media influencers, comedians, and many others—all under the age of 30.

## Influencing Employer Practice

**Beyond the Double Bottom Line: Creating Value through Innovative Employer-Facing Networks (2017)**: This invite-only executive session co-hosted by JPMorgan Chase explored innovative network models that expand our definition of employer engagement. Panelists included leaders from Henry Street Settlement, the Lower East Side Employment Network (LESEN), the Boston Private Industry Council, WorkLife Partnership, the City of Los Angeles, and the Philadelphia Youth Network.



### **Online but Disconnected: Young Adults' Experiences with Online Job Applications (2017):**

This original research report focuses on the challenges that young people face in navigating online job applications. Key findings include the following:

1. Fewer young adults under the age of 21 are being hired for entry-level retail and hospitality jobs in New York City.
2. Many job applications for entry-level retail and hospitality positions include difficult personality assessments that are inappropriate for young adults.
3. Personality assessments are unreliable screening tools.
4. Personality assessments used by many New York City retailers and hospitality companies may violate the civil rights of job applicants.
5. Fairer and more effective screening mechanisms exist.

#### ***Dialogue with employers and the employment professionals:***

Shortly after the report's launch, JobsFirstNYC hosted a public forum with leading employers—including Gap, Chipotle Mexican Grill, and JPMorgan Chase—to discuss the findings and to begin a dialogue on how companies can rethink their hiring practices to find talent without discriminating against young adults.

***Job Developers Networking Breakfast:*** In partnership with Workforce Professional Training Institute, we shared the findings with more than 200 job developers who work directly with employers and train young adults.

***Webinar on employment practices:*** JobsFirstNYC co-hosted a solutions-oriented webinar with the Commonwealth Corporation of Massachusetts to promote progressive and inclusive employer practices, with specific attention to the findings in *Online but Disconnected*. The webinar, entitled "Employer Solutions to Recruitment and Retention Challenges in a Tight Labor Market," drew nearly 100 participants consisting of employers and workforce providers.



- **MEDIA:** *MarketWatch* covered the release of the report in an article entitled "*What's Keeping Teenagers Unemployed? Online Personality Tests.*" In addition, Marjorie Parker, JobsFirstNYC President and CEO, was interviewed on CBS News on September 21, 2017.

### **Building Talent Pipelines (2017 and 2018):**

JobsFirstNYC held several employer convenings to understand employer needs, including a business breakfast held in partnership with South Bronx Rising Together and Montefiore Medical Center entitled "Building Talent," two borough-based convenings in partnership with the Brooklyn Chamber of Commerce and Staten Chamber of Commerce, and two borough-based employer-engagement programs in collaboration with the Workforce Professionals Training Institute. More than 100 employers participated in these convenings.

## **Advancing New York City Policy and Discourse**



### **Working Policy Strategy (2017):**

Building from the recommendations we made to New York City in our 2014 policy paper *Unleashing the Economic Power of the 35 Percent*, we released

a high-level policy strategy in 2017 to address the needs of out-of-school, out-of-work young adults. This strategy outlines a three-pronged approach:

1. Create a citywide "Business for Young New Yorkers" campaign to encourage employers from all sectors to commit to developing local talent.
2. Reconnect out-of-school, out-of-work young adults by investing in training and employment opportunities that pay livable wages.
3. Stem the flow of young adults entering the out-of-school, out-of-work population.

### **New York City Disconnected Youth Task Force**

**(2017):** JobsFirstNYC helped shape a resolution passed by the New York City Council to establish the New York City Disconnected Youth Task Force. Led by Deputy Mayor Phil Thompson and launched in 2019, the task force is charged with developing a citywide strategy to address the needs of today's out-of-school, out-of-work young adults. JobsFirstNYC is a member of the task force.

**New York City Career Pathways (2017):** The New York City Council held an oversight hearing to monitor progress in the city’s Career Pathways strategy, where JobsFirstNYC’s delivered testimony calling for the city to ramp up its spending on bridge programming.



► **MEDIA:** *Gotham Gazette* cited JobsFirstNYC’s Kevin Stump in its article “City Council, Outside Experts Push De Blasio Administration on ‘Career Pathways.’”

**A Call for LESEN-Like Networks (2017):** The New York City Comptroller’s Office published *The New Geography of Jobs: A Blueprint for Strengthening NYC Neighborhoods*, which recommends scaling up local talent development networks. The report makes explicit reference to JobsFirstNYC’s Lower East Side Employment Network.

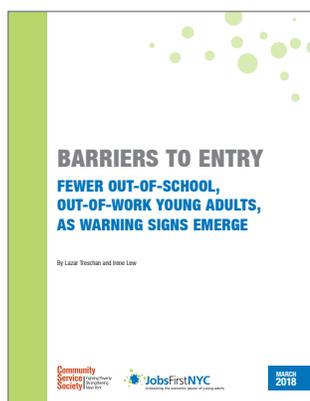


► **MEDIA:** *City Limits* covered the report and the LESEN in its article “Workforce Referral Networks: The Hot New Approach to Local Hiring.”

Thanks to JobsFirstNYC’s efforts to ensure that networks like the LESEN are considered when new communities are targeted for economic development, we were invited by the New York City Economic Development Corporation to testify at the City Council hearing on the Jerome Avenue economic development and rezoning initiative in the Bronx.

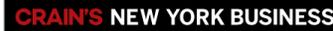


► **MEDIA:** *City Limits* covered the hearing and mentioned JobsFirstNYC in its article “Most Impoverished Rezoning Neighborhood Speaks Out at Hearing.”



**Barriers to Entry: Fewer Out-of-School and Out-of-Work Young Adults, as Warning Signs Emerge (2018):** This report, which JobsFirstNYC co-published with the Community Service Society of New York, is the second volume in a series launched in 2013. It offers an in-depth analysis

of supply- and demand-side labor market information data in New York City over the last five years. The report demonstrates that while the number of 18- to 24-year-olds who are out of school and out of work has declined, new jobs have been largely in low-paying, part-time employment, and there have been no net increases in full-time jobs for young adults.



► **MEDIA:** *Crain’s New York Business* covered the release of *Barriers to Entry* in its article “A Marked Drop in Idle Youth, but Housing Costs Are a Factor.” Additionally, Chalkbeat covered the report in “Five Graphs That Show Challenges Facing New York City’s ‘Disconnected’ Young Adults.”



► **New York Non-Profit Media:** Building on research from *Barriers to Entry*, JobsFirstNYC President and CEO Marjorie Parker co-authored an opinion piece with Liliana Polo-McKenna, CEO for Opportunities for Tomorrow, entitled “We Need the City’s Help to Connect Harder-to-Reach Youth to Economic Opportunities,” which was published in New York Non-Profit Media. Their article highlights the increased challenges faced by out-of-school, out-of-work young adults and the need for New York City to develop a comprehensive approach to address these challenges.

► **Public briefing:** Shortly after the report’s release, we worked with the Community Service Society of New York to brief key city officials on its findings and to organize a public convening entitled “School and Work: Addressing



the Barriers in the Young Adult Labor Market” to raise consciousness about the challenges and opportunities outlined in the report. The event included a panel of young adults who offered their views on the report’s findings, as well as a panel of scholars, practitioners, and funders. Lastly, in partnership with the Workforce Professionals Training Institute, we hosted a Job Developers’ Networking Breakfast in August 2018 to help frontline workforce development and community staff understand the report’s findings and explore solutions.

► **Advance and Earn (2018):** Commissioned by the New York City Department of Youth and Community Development (DYCD), the Workforce Professionals Training Institute and JobsFirstNYC facilitated a two-day convening



soliciting feedback and input on DYCD's Young Adult Literacy Program and Young Adult Internship Program. The first day brought together more than 100 professionals who work with young adults in both programs, and the second day included more than 75 young adults from the programs. We then submitted an analysis with recommendations to DYCD leadership, which informed DYCD's subsequent release of a concept paper for Advance and Learn, a new education and employment program for young adults who are out of school and out of work.

office of workforce development, build a 21st-century data infrastructure, and launch an online one-stop shop for employers and job seekers.



► **MEDIA:** As part of our advocacy around this campaign, we testified at the New York State Joint Legislative Budget Hearing on Workforce Development and briefed key officials in the state legislature and governor's office. We also published two opinion pieces in the Gotham Gazette: "*Governor Cuomo's Workforce Investment Plan Is a Promising Start*" and "*State Budget Includes Unprecedented \$175 Million to Invest in Skills—Now What?*" Finally, JobsFirstNYC was featured on Capital Tonight during a segment entitled "*Campaign Pushes State to Invest More in Workforce Development*" that included JobsFirstNYC's Kevin Stump and NYATEP's Executive Director, Melinda Mack, to unpack the new investment and what it means for New Yorkers.

## Advancing New York State Policy



### Invest In Skills NY (2018):

JobsFirstNYC partnered with

the New York Association of Training and Employment Professionals (NYATEP) and Young Invincibles to launch Invest In Skills NY, a campaign that successfully secured \$175 million for workforce development in the state's budget. This landmark investment also comes with a commitment from Governor Cuomo to establish a state



### Leveraging Opportunity, Meeting Demand: A Blueprint to Build New York State's Workforce Development System (2018):

This policy blueprint of Invest in Skills NY lays the foundation for how New York State should spend the recently allocated \$175 million in state revenue for workforce development.



# Financials

## Statement of Financial Position as of June 30, 2018

### ASSETS

#### Current assets

Cash	\$	997,737
Contribution receivable—current portion		1,133,587
Account receivable		566
Prepaid expenses		34,578
<b>Total current assets</b>	<b>\$</b>	<b>2,166,468</b>

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<b>Contributions receivable, net of current portion</b>	<b>\$</b>	<b>610,000</b>
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<b>Security deposit</b>	<b>\$</b>	<b>24,564</b>
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Leasehold improvements, furniture, and equipment	\$	97,554
Less accumulated depreciation and amortization		95,596

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<b>Net leasehold improvements, furniture, and equipment</b>	<b>\$</b>	<b>1,958</b>
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<b>Total assets</b>	<b>\$</b>	<b>2,802,990</b>
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### LIABILITIES AND NET ASSETS

#### Current liabilities

Accounts payable and accrued expenses	\$	106,454
Grants payable		285,000

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<b>Total liabilities</b>	<b>\$</b>	<b>391,454</b>
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#### Net assets

Unrestricted	\$	349,435
Temporarily restricted		2,062,101

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<b>Total net assets</b>	<b>\$</b>	<b>2,411,536</b>
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<b>Total liabilities and net assets</b>	<b>\$</b>	<b>2,802,990</b>
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Statement of Activities for Year Ending June 30, 2018

	Unrestricted	Temporarily Restricted	Total
<b>Support and revenue</b>			
Grants: foundations and corporations	\$ –	\$ 2,232,500	\$ 2,232,500
Contract services	101,437	–	101,437
Individuals	21,536	–	21,536
Interest	591	–	591
Net assets released from restrictions	1,961,399	(1,961,399)	–
<b>Total support and revenue</b>	<b>\$ 2,084,963</b>	<b>\$ 271,101</b>	<b>\$ 2,356,064</b>
<b>Expenses</b>			
Program services	\$ 1,795,345	–	\$ 1,795,345
Supporting services			–
Fundraising	43,198	–	43,198
Management and general	97,947	–	97,947
Total supporting services	141,145	–	141,145
<b>Total expenses</b>	<b>\$ 1,936,490</b>	<b>–</b>	<b>\$ 1,936,490</b>
<b>Increase (decrease) in net assets</b>	<b>\$ 148,473</b>	<b>\$ 271,101</b>	<b>\$ 419,574</b>
<b>Net assets, beginning of year</b>	<b>\$ 200,962</b>	<b>\$ 1,791,000</b>	<b>\$ 1,991,962</b>
<b>Net assets, end of year</b>	<b>\$ 349,435</b>	<b>\$ 2,062,101</b>	<b>\$ 2,411,536</b>

# Organizational Supporters

## Investors

We gratefully acknowledge the current and past support of the following philanthropic institutions:

Achelis and Bodman Foundation  
Altman Foundation  
Andrus Family Fund  
Aspen Institute  
Carle C. Conway Scholarship Foundation, Inc.  
Frances L. and Edwin L. Cummings Memorial Fund  
Harry and Jeanette Weinberg Foundation  
Heckscher Foundation for Children  
Hyde and Watson Foundation  
Ira W. DeCamp Foundation  
James and Judith K. Dimon Foundation  
JPMorganChase Foundation  
Mizuho USA Foundation  
MUFG Union Bank Foundation  
New York City Workforce Funders  
New York Community Trust  
Pinkerton Foundation  
Staten Island Foundation  
The Carroll and Milton Petrie Foundation  
Westchester Community Foundation

## PAST SUPPORTERS

Annie E. Casey Foundation  
Booth Ferris Foundation  
Capital One Foundation  
Clark Foundation  
Enda McConnell Clark Foundation  
Ford Foundation—Good Neighbor Committee  
IBM  
Jeffery H. and Shari Aronson Family Foundation  
Leona M. and Harry B. Helmsley Charitable Trust Foundation  
Lone Pine Foundation  
Seth Sprague Educational and Charitable Foundation  
Skoll Foundation  
Stavros Niarchos Foundation  
Tiger Foundation  
Trinity Wall Street Grants Program  
Valentine Perry Snyder Fund  
Viacom International, Inc.  
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*Attorney-at-Law*

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*Senior Research Scientist and Director, Workplace  
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**Greg Hambric**

*Regional Recruiter, Modell's Sporting Goods*

**Faiza S. Issa**

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*Community Leader*

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*Director of Corporate Engagement, JUST Capital*

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*Senior Vice President of Programs, Fortune Society*

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*Senior Manager, Accenture Public Services*

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**President and CEO**

## Staff

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*Vice President for Partnership and Community Engagement*

**Evy A. Gonzalez**

*Operations Director*

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*Director of In-School Practice*

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**Kevin Stump**

*Vice President of Policy, Communications, and In-School Practice*

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*Director of Economic Opportunities and Business Partnerships*

