



Annual Report

2016

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A Message from JobsFirstNYC

Dear Friends and Colleagues,

One of the joys of preparing an annual report is that it gives us the opportunity to look back and be thankful for all that has been accomplished. The past fiscal year was filled with wonderful opportunity and many challenges.

JobsFirstNYC's mission is to leverage all available community, corporate, human, organization, private and public resources to bring out-of-school and out-of-work young adults into the economic life of New York City. Our mission statement is also an impact statement, and as an organization, we are committed to systemic solutions for a seemingly intractable challenge: In New York City, over 172,000 young adults between 18 and 24 are neither working nor in school. Add to that the number of young people that cannot sustain themselves financially in high-turnover, low-wage, limited-benefit jobs, and 1 in 3 young New Yorkers are substantially disconnected from the economic life of New York City. In our 2012 strategic plan, we set a goal to change that. We endeavor to reduce the number of people in these circumstances by 5 percent in five years. And we are well on our way to accomplishing that, as this report will show.

In pursuit of our mission, we have accomplished several important things this year. Among these:

- We expanded our Young Adult Sectoral Employment Project (YASEP)—the first of its kind in the nation—to include 11 industry/sector-focused partnerships engaging in growth areas of the economy to ensure that young people have the opportunity to connect to in-demand jobs (this single effort has reconnected over 1,000 young adults to date);
- We helped to conceive, design, and launch a multi-organizational partnership in Staten Island that has crafted a systemic goal of reducing the number of young people who are out of school and out of work by 3 percent in three years. This equates to 550 young Staten Islanders;
- We designed a professional development Career Con for young adults—also a first of its kind—that engaged 250 young leaders that also served as a platform for a high level policy discussion about the systems that negatively impact young people and their families.

We are very pleased to have accomplished so much, but our work is far from done. We look forward to continuing to partnering with you to ensure a better future for all New Yorkers, but most especially our young people.

Sincerely,



Alan Momeyer

Alan Momeyer
Board Chair



Lou Miceli

Lou Miceli
Executive Director



JobsFirstNYC Strategic Plan and Impact

In 2012, the JobsFirstNYC Board of Directors released a strategic plan to guide the next five years of the organization's work and growth. Central to that plan was the unprecedented goal of reducing the number of young adults between the ages of 16 and 24 that are out of school and out of work. At the time, very few organizations were lifting up systemic goals for their work, and to our knowledge, we were the first intermediary organization in the workforce field nationally to posit such a goal, which, in order to be achieved, would require us to not only track our own results, but also the results that others would achieve through our direct and indirect influence.

The 5 percent goal translated to **8,640** reconnections for this group, which was derived from data on this group that we baselined in our 2012 *Barriers to Entry* publication. This is based on the total number of out-of-school, out-of-work young adults that were measured at that time.

Our current strategic plan sunsets in December 2017, and we are presently hard at work conducting a full-scale analysis of our collective direct and indirect results—those directly achieved through JobsFirstNYC programs and partnerships, as well as those achieved through our policy work and the nature of our influence with respect to young adult workforce, training, and educational programming in New York City.

We are pleased to report that thus far, we have successfully reconnected **3,350** young adults to employment, training, and educational programming, and more importantly, of these, **80** percent of those have remained in programming and moved on to jobs, further training, and further education for at least **one year** after being successfully reconnected to services. While this progress represents 39 percent of our total goal, we are confident that with both our direct results and those we have helped others to achieve, we will meet and possibly exceed our strategic goal in the coming months.

We look forward to sharing our wider results with the field in the coming year.



New Initiatives: Partnering for Impact

This has been a year of innovation for the organization, and for the broader field in which we operate. When we develop new ideas that may become a formal part of our work, we invariably ask ourselves seven questions:

1. Is the idea innovative?
2. Can the idea affect systems change/improvements?
3. Is the idea practitioner-informed or influenced?
4. Is there sufficient data to take action? Or, conversely, is the lack of data/evidence a justifier for action?
5. Is the idea demand-oriented or focused?
6. What are the financial risks and benefits, both shorter-term and longer-term?
7. Will the idea result in efforts that will improve how workforce organizations serve young jobseekers and employers, and can more young people ultimately benefit?

Place-Based Young Adult Workforce Initiative – Over the past two years, JobsFirstNYC has begun to build out new demand-led, place-based workforce partnerships as part of our Place-Based Young Adult Workforce Initiative. The partnerships will be established in communities identified in our report [Barriers to Entry: The Increasing Challenges Faced by Young Adults in the New York City Labor Market](#), and will be influenced by our existing, successful workforce partnerships including the Young Adult Sectoral Employment Project (YASEP) and the Lower East Side Employment Network (LESEN). The new partnerships will identify specific problems facing young people in the labor market, and bring together multiple organizations to provide coordinated training, educational, and supportive services for entry-level jobs in growth areas of the local economy.

The first partnership, known as Youth WINS, launched in November 2016. The partnership is a collaborative structure with ten organizations driving the work through a steering committee. (For full details about how this partnership formed, developed and launched, please read [Developing a Young Adult Workforce Partnership on Staten Island—A Paper for The Staten Island Foundation](#)). Young adult participants will receive a coordinated set of services including bridge, occupational and skills training—leading to industry-recognized credentials, job placement, post-placement support and ongoing wraparound support.

We are also working on the discovery, planning and design phases for a second partnership.

The Leadership Academy (Swiss Post Solutions/JobsFirstNYC) – JobsFirstNYC has developed an unprecedented employer-driven program in partnership with Swiss Post Solutions (SPS), a leading provider of solutions for the strategic outsourcing of business processes, document processing and document management services worldwide. This employer-led training structure has been crafted specifically to address the needs of out-of-school, out-of-work young adults and is part of a broader talent acquisition strategy and SPS' interest in professional development of its workers. In particular, discussions with SPS are focused on expanding access to this highly-successful YAIP-affiliated Leadership Academy with local philanthropic support. JobsFirstNYC will



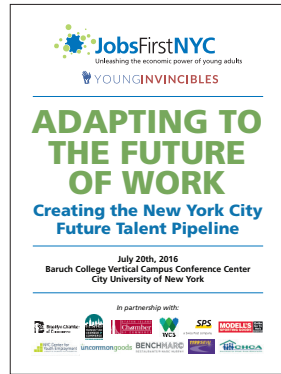
re-grant funds to support specific workforce provider organizations that have established referral programs with SPS's Leadership Academy in order to increase training capacity, slightly lowering the standard of entry and allowing more young adults to benefit from the impressive placement and retention results SPS regularly achieves. JobsFirstNYC can thus ensure that more students benefit from these efforts.

Seasonal Talent Exchange Program – Leadership from JobsFirstNYC's Employer Leadership Council members: Swiss Post Solutions, UncommonGoods, Modell's Sporting Goods and Wildlife Conservation Society, began the initial planning stages for a seasonal employee sharing initiative—the Seasonal Talent Exchange Program—to strengthen year-round employment opportunities for seasonal workers. This initiative will create a year-round collaborative employment mechanism by aligning two or more complimentary seasonal positions—positions requiring similar skills but with different high need seasons. Wrap-around social and other support services will be provided to ensure optimal employee customer service performance.



Employer/Strategic Engagement

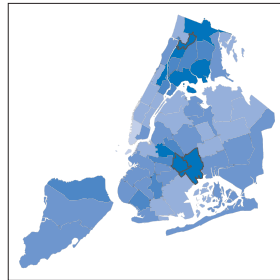
Working to bring together critical actors in the field to advance our agenda by engaging employers, increasing awareness, and advancing practice.



Adapting to the Future of Work, where we delivered two distinct events: The first day brought together employers, policy makers, practitioners, and funders in a large convening for our field to consider how New York City businesses can adapt to advances in technology, changing economic trends, and demographic shifts by creating cost-effective talent development pipelines. We hosted a full day of panels with a morning Business Breakfast and an afternoon Executive Session.

The second day brought more than 250 young adults together for a unique professional development conference to discuss the changing economy, future workforce trends, and economic equity.

This conference for the future talent of New York City was framed in three tiers, “Me, My Community, and My City.” Throughout the day, the program of panels, presentations and workshops were designed to build upon earlier lessons learned, thereby expanding the dialogue beyond merely what the future of work might look like into how to shape what it could and should be.



Borough-Based Employer Engagement – JobsFirstNYC began to focus more of our employer-engagement efforts within each borough. We commenced this work in Staten Island, in collaboration with the Staten Island Chamber of Commerce and The Staten Island Foundation, by convening 14 employers to assess their experience hiring young adults and engaging with the public workforce system, and to understand their pain points and how the Staten Island Young Adult Workforce Partnership could help address these issues. We are continuing this effort in the Bronx, Brooklyn and Queens, as we seek

to raise awareness about young adult unemployment and gain industry support for addressing this crisis.

Business Industry Forum – In February 2016, we organized and facilitated a panel on helping young people prepare for careers in the transportation sector for a group of 25 delegates from the Transport Education and Training Authority (TETA) in South Africa. The delegates, part of an executive leadership training and development program with the Gordon Institute of Business Science in Johannesburg, wanted to learn more about the role of the transportation sector in addressing youth unemployment in large urban areas, such as New York City.



Community-Based, Demand Driven: Strategies for Building Next Generation Programs—The Public and Nonprofit Sectors as Employers – This February 2016 event highlighted demand-driven and community-based employment strategies, specifically the role of government and nonprofits as employers, government and nonprofit labor market information and trends, and strategies to increase and sustain talent pipelines within government and nonprofit organizations. The discussion highlighted practices from other cities. Over 120 guests attended this event. The morning was broken down into three distinct panels: (1) *Government and Young Worker Talent Development—National Perspectives*; (2) *Organized Labor and Young Worker Talent Development—Local Union Perspectives*; and (3) *Nonprofit and Younger Worker Talent Development—Sector and Young Adult Perspectives*.

Employer Leadership Council (ELC) – June of 2016 marked two years since JobsFirstNYC inaugurated our ELC, bringing together a total of 14 business leaders and business intermediary representatives across multiple sectors. We are thankful to the ELC members who have answered our call for support, mentorship and ambassadorship. This collaboration enables us to leverage our business engagement strategies through a group of high-profile business leaders who can champion and advance our broader agenda, resulting in better services to both employers and young adults. Over the past year, the ELC held quarterly meetings, which covered a variety of topics such as: planning for *Community-Based, Demand-Driven: Strategies for Building Next Generation Programs* convenings; Job Developer Networking Breakfast events; borough-based employer convenings with Chambers and BIDS; city-wide employer events; developing working groups of the ELC by sector/borough/other; the Seasonal Talent Exchange initiative; 100,000 Opportunities Initiative; recruiting new members; and, priorities for the coming year.



Job Developers' Networking Breakfast – JobsFirstNYC and Workforce Professionals Training Institute held two events to recognize New York City's job developers. The first, in November of 2015, included a presentation and facilitated discussion with leadership from LeadersUp, a young adult talent pipeline initiative established by Starbucks that connects young jobseekers to employment opportunities within Starbucks' supply chain network using best practices within the workforce development field. The second, held in May of 2016, focused on labor trends and job quality as they relate to the Workforce Innovation and Opportunity Act, career pathways, and sector-based initiatives.



Raising Consciousness

Publications/Reports



Optimizing Talent: The Promise and the Perils of Adapting Sectoral Strategies for Young Workers – This publication, released in early February by JobsFirstNYC and the Aspen Institute Economic Opportunities Program (EOP), explores the question: How can sector strategies be most effectively applied to young adult workforce development programming? Building on years of research at the Aspen Institute and considering the implications of *Tuning In to Local Labor Markets: Findings From the Sectoral Employment Impact Study* report issued by Public/Private Ventures in 2010, *Optimizing Talent* also lifts up early lessons learned from the Young Adult Sectoral Employment Project (YASEP)—a pilot project specific to this work that JobsFirstNYC

launched in 2013. We hosted a release event in March 2016 and panelists for this session included: Sheila Maguire (Author); Maureen Conway (The Aspen Institute); Laurie Dien (The Pinkerton Foundation); Martin Newell (Cypress Hill Local Development Corporation); and Michael Roberts (Comprehensive Development, Inc.).

Policy Recommendations

JobsFirstNYC responded throughout the year to local and state policy issues through a series of blog publications including the following:

- *Response to Governor Cuomo's 2016 State of the State and Executive Budget Address (February 2016)*
- *From Community Colleges to Careers—Strategic Engagement with Post-Secondary Institutions (April 2016)*
- *Place Matters: Why Policy and Program Strategies for Young Adults Must Include Community-Based Investments (May 2016)*

JobsFirstNYC Testified at New York City Council Hearings – JobsFirstNYC Deputy Executive Director Marjorie Parker, Director of Strategic Partnerships and Programs Keri Faulhaber, and Policy and Program Associate Chantella Mitchell presented testimonies at the following City Council/Committee hearings:

- New York City Council Committees on Economic Development & Small Business Preliminary Budget Hearing (January 2016)
- New York City Council Youth Committee Executive Budget Hearing (March 2016)
- New York City Council Committees on Youth, Finance, and Immigration Executive Budget Hearing (May 2016)
- New York City Council Committee on Youth Services Oversight Hearing on Out-of-School, Out-of-Work Young Adults (November 2016)



Advancing Practice

Advancing practice through partnerships—community-based, employer-centered initiatives and other resources that move every young adult in New York City into career-track jobs:

In 2016, **153** BON students successfully completed a summer bridge program. BON participant’s overall college persistence rate was **66%** in 2015. To date the BON has reconnected **490** students.

Bronx Opportunity Network (BON) – Established in 2008, the BON is a collaborative of seven leading nonprofit organizations in the Bronx that believes impacting the success of young people within the community college system is critical to ensuring their economic mobility. Over the past year, we have worked together with the BON to develop a broader collective impact strategy that can implement effective pathways to education and career attainment for young adults in the Bronx. Each cohort has seen three-year graduation rates that are higher than their control group counterparts, thanks to the increased

accessibility of support. Since its formal launch, BON has run five cohorts, serving a total of 490 students. Of these students, 223 have graduated or remained enrolled in college, which compares favorably to both the City University of New York’s (CUNY) overall figures and the rate of a comparison group of demographically and academically similar students at the same CUNY colleges.

Partners: BronxWorks, CUNY PREP, The Door, East Side House, Good Shepherd Services, Grace Outreach, and Settlement Housing Fund

	2016	To Date
Employers Engaged	40	123
Interviews Facilitated	311	1,025
Hires	95	325
Interview to Ratio Hire	3:1	3:1
Average Wage	\$13.76	\$13.76

Lower East Side Employment Network (LESEN) – Established in 2007, the LESEN brings together the resources of eight community agencies including Manhattan Community Board 3 in the Lower East Side to maximize access to 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 jobseekers to high-demand jobs. In particular, the LESEN works closely with the hospitality sector, which has a significant and growing presence in the area, to design customized training programs and streamline recruiting processes for hotels and related businesses.

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

	2016	To Date
Number of Training Program Completers	351	819
Number of Industry Credentials Acquired	263	501
Number of Employment Placements	225	554
Total Reconnections	537	1,130

Young Adult Sectoral Employment Project (YASEP)

The YASEP is the first initiative of its kind nationally to create effective, employer-driven programs for unemployed/underemployed young adults using a sectoral approach. Five partnerships launched and are providing services in the healthcare, technology, and transportation and logistics sectors. YASEP’s results have exceeded our expectations to date. In early

2016, JobsFirstNYC selected a second cohort of four new partnerships to join the YASEP and become members of the Learning Community. These four partnerships have transitioned to the implementation phase and are launching programs training young adults in sustainable buildings as a subsector of sustainable/renewable energy, technology, technical theater, and hospitality and food service.

The YASEP partnerships are led by: 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, Inc., and Wildlife Conservation Society.



Building Our Own Capacity

No organization can prepare for long-term sustainability and ensure the full implementation of its mission without also addressing its own capacity and infrastructure. On our path from good to great, JobsFirstNYC is committed to ensuring continued strengthening of our capacity and infrastructure.

This year, we accomplished several important things in terms of strengthening our own organizational capacity.

Staff

To support the growing work of the organization, JobsFirstNYC added an additional staff member, bringing the organization to a total of six full-time staff members. John T. Falcone joined our team in February 2016 as our Partnerships and Programs Associate. He plays a critical role in bridging the relationship between the organization and its community-based partners; and by contributing to building the brand of the organization through strategic external engagement and communications. John graduated from Wesleyan University and previously served as a program analyst at America Works, working on development activities as well as supporting daily operations such as service delivery, online branding, and communications under their NYC Human Resources Administration's B2W contract.

Board of Directors

We are pleased to share that we elected three extraordinary people to our Board of Directors: 1) LeAnne Bennett, Ph.D., Development Executive, JPMorgan Chase & Co., Corporate Talent & Development; 2) Lauren B. Gates, Ph.D., Senior Research Scientist & Director, Workplace Center, Columbia School of Social Work; and 3) Katy Belot, Senior Manager, Markle Foundation (formerly Vice President, Education & Workforce of the Partnership for New York City).

Strategic Financial Plan

When we approved our organizational strategic plan in 2012, we also developed a corresponding strategic financial plan that chartered our financial plans and goals for the first three years. This plan sunsetted last year, so we updated this plan to ensure our thoughtful navigation during the remaining two years of the current strategic plan period. Key recommendations from this plan include:

- Consciously and intentionally making the increase of the unrestricted net asset balance a priority in the coming two years.
- Diversify our revenue structure.
- Support the board of directors in attaining and increasing the organization's annual fundraising target.
- Continue to pursue sources of general operating support and educate funders as to the necessity of this support for the health of nonprofits as philanthropic grantees.

JobsFirstNYC's Board of Directors will be working very closely with the leadership team to ensure the goals/targets in the plan are met. We are happy to share a copy of this plan for those that may be interested in reviewing it.

Building the Skills of Our Team

Investing in the capacity of our own staff is one of the most important ways we can ensure our continued organizational success. This year:

- **Keri Faulhaber**, Director of Strategic Partnerships and Programs, was selected to attend Columbia Business School Executive Education's Developing Leaders Program for Nonprofit Professionals, which equipped Keri with new ideas and tools to apply to JobsFirstNYC's work and in the greater workforce development field overall. In addition, Keri participated in a national cohort of the Aspen Institute's Sector Skills Academy, where she engaged with field leaders across the country regarding the implementation of effective sectoral programs.
- **Chantella Mitchell**, Policy and Program Associate, was accepted into the New York Association of Training & Employment Professionals' (NYATEP) Policy and Advocacy Academy 2016. The Academy included classes on local, state and national policies and advocacy strategies. Chantella worked with a group of youth workforce professionals in the Academy to create an advocacy strategy to support out-of-school, out-of-work young adults.

Financials

Statement of Financial Position as of June 30, 2016

ASSETS

Current assets

Cash	\$	441,049
Contribution receivable—current portion		575,000
Account receivable		1,679
Prepaid expenses		8,630

Total current assets **\$ 1,026,358**

Security deposit **\$ 24,564**

Leasehold improvements, furniture and equipment	\$	96,034
Less accumulated depreciation and amortization		80,447

Net leasehold improvements, furniture and equipment **\$ 15,587**

Total assets **\$ 1,066,509**

LIABILITIES AND NET ASSETS

Current liabilities

Accounts payable and accrued expenses	\$	53,055
Total Liabilities		929

Total Liabilities **\$ 53,984**

Net assets

Unrestricted	\$	120,907
Temporarily restricted		891,618

Total net assets **\$ 1,012,525**

Total Liabilities and net assets **\$ 1,066,509**

Financials

Statement of Activities for Year Ended June 30, 2016

	Unrestricted	Temporarily Restricted	Total
Support and revenue			
Grants	\$ —	\$ 1,120,000	\$ 1,120,000
Foundations and corporations	252,750		252,750
Individuals	31,488		31,488
Interested	598		598
Other	3,000		3,000
Net assets released from restrictions	1,383,892	(1,383,892)	—
Total support and revenue	\$ 1,671,728	\$ (263,892)	\$ 1,407,836
Expenses			
Program services	\$ 1,437,276		\$ 1,437,276
Supporting services			
Fundraising	90,123		90,123
Management and general	83,659		83,659
Total supporting services	173,782	—	173,782
Total expenses	\$ 1,611,058	—	\$ 1,611,058
Increase (decrease) in net assets	\$ 60,670	\$ (263,892)	\$ (203,222)
Net assets, beginning of year	\$ 60,237	\$ 1,155,510	\$ 1,215,747
Net assets, end of year	\$ 120,907	\$ 891,618	\$ 1,012,525

Organizational Information

Supporters

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

The Achelis and Bodman Foundations
Altman Foundation
The Andrus Family Fund
The Annie E. Casey Foundation
Booth Ferry Foundation
Capital One Foundation
The Clark Foundation
The James and Judith K. Dimon Foundation
Heckscher Foundation for Children
The Hyde and Watson Foundation
Ira W. DeCamp Foundation
JPMorgan Chase Foundation
Lone Pine Foundation
Mizuho USA Foundation
The New York Community Trust
The Pinkerton Foundation
The Staten Island Foundation
The Stavros Ntirachos Foundation

Past Supporters

Jeffery H. & Shari Aronson Family Foundation
The Enda McConnell Clark Foundation
Ford Foundation – Good Neighbor Committee
IBM
Leona M. and Harry B. Helmsley Charitable Trust Foundation
Seth Sprague Educational and Charitable
Skoll Foundation
Tiger Foundation
Trinity Wall Street Grants Program
Valentine Perry Snyder Fund
Viacom International, Inc.
William T. Grant Foundation

Board of Directors

As of June 30, 2016, JobsFirstNYC's Board included:

Alan Momeyer

Chairman

Former Vice President, Human Resources, Loews Corporation

Katy Belot Hamilton

Senior Manager, Markle Foundation

LeAnne Bennett, Ph.D.

Development Executive, JPMorgan Chase & Co. Corporate Talent & Development

Lauren B. Gates, Ph.D.

Senior Research Scientist & Director, Workplace Center, Columbia School of Social Work

Greg Hambric

Regional Recruiter, Modell's Sporting Goods

Dianne Morales

Executive Director and Chief Executive Officer, Phipps Neighborhoods

Angela Ortiz

Assistant General Counsel & Director of Human Resources, WHEDCo

Stanley Richards

Senior Vice President of Programs, The Fortune Society, Inc.

John Twomey

Consultant

Louis D. Miceli

Executive Director

Staff

J.T. Falcone

Partnerships and Programs Associate

Keri Faulhaber

Director of Strategic Partnerships & Programs

Evy Gonzalez

Administrative Coordinator

Chantella Mitchell

Policy and Program Associate

Marjorie D. Parker

Deputy Executive Director

