IMPACT*

115 | Engaged Partners
223 | Young Adults Served
42 | Policy Wins
1,711 | People Engaged in Convenings
71 | Employers Engaged
42 | New Initiatives Launched
105 | Technical Assistance to Partnerships
32 | Learning Communities/Design Labs
2 | New Initiatives Launched

PARTNERSHIP IMPACT*

223 | Jobs
159 | Certificates
141 | College Enrollments
2,237 | Young Adults Served

*COVID-19 impacted outcomes
Table of Contents

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If we have learned anything from the Great Recession and its accompanying recovery efforts just a decade ago, it’s that young adult generations that enter the labor market in an economic downturn are at a serious disadvantage, ultimately facing more difficulties in achieving financial security and self-sufficiency like the generations before them. For example, the millennial generation, which came of age during the Great Recession, has a net wealth that’s half as much as its baby boomer parents and earns 20% less in wages.

What is most concerning about the economic downturn is that prior to the COVID-19 pandemic, the economy was not working for everyone; this means that any efforts led by policymakers in a post-COVID-19 recovery should be careful not to focus on preserving the status quo, as this may drive greater inequality across the United States. As Annie Lowery, a young adult reporter at The Atlantic, points out in her sobering article “The Great Affordability Crisis Breaking America,” the costs associated with college, housing, childcare, and healthcare are rising significantly faster than wages, further hardening inequality across the country, especially in places with higher costs of living, such as New York City.

Nine of the ten most-held jobs in the state—collectively held by 1.7 million New Yorkers—pay less than $32,000 a year, leaving many state residents vulnerable to the immediate and long-term economic fallout from a post-COVID-19 economy. Homeownership rates in the state have also steadily declined, raising questions about the financial well-being of families, particularly younger families that represent the future of our state. Furthermore, New Yorkers largely lack the skills that could attract industries with good jobs, as a whopping 42% of New Yorkers have only a high school diploma (or less). More than two million New Yorkers have some college credits but not a degree, likely leaving them with debt and nothing to show for it. These realities are worrisome considering that by 2027, 70% of jobs are estimated to require some type of postsecondary education or training—and we know that the more education and training you have, the higher your earning potential is and the greater your economic security.

For young adults in New York City, nearly all employment gains since the Great Recession have been in part-time employment in lower-wage sectors. Currently, about 16% of 18- to 30-year-olds are out of school and out of work. What’s more, younger New Yorkers are leaving in droves, while the population continues to grow older.

All of these realities provide us with a baseline understanding of the deep inequalities that existed prior to the unraveling economic crisis brought on by the COVID-19 pandemic. In short, the cost of living has continued to significantly outpace young adult wages and income, and nearly all of the employment gains made since the Great Recession have been in low-wage, part-time jobs. What does this mean for today’s young adults who are yet again entering the labor force with limited access to economic mobility? How do we begin to rebuild the American Compact for rising generations?

Unfortunately, New York City systems to support young adults are ill equipped to answer this urgent call for change. Today, we still do not have workforce and postsecondary education goals to meet current and potential demand; we do not have a basic data infrastructure to help connect labor supply with labor demand and to leverage or drive market opportunities; we do not have a shared definition of success against which we can measure ourselves; and we have steadily eroded and suffocated the very institutions (such as community-based nonprofits and public colleges) that are the vehicles of change, further weakening their ability to respond to the growing complexities of an unknown future. Intermediaries working across education, youth development, and workforce and economic development do not have a shared strategy or organizing infrastructure. Private funders lack a cohesive approach to realizing and sustaining innovation and systems change, and research institutions lack a coordinated research agenda. Finally, and perhaps most importantly, young adults are left out of the decision-making table.

Taken together, this pandemic creates the perfect storm for leaving another generation of young adults behind.

Sincerely,

All of these realities provide us with a baseline understanding of the deep inequalities that existed prior to the unraveling economic crisis brought on by the COVID-19 pandemic.
What does this mean for today’s young adults who are yet again entering the labor force with limited access to economic mobility?

How do we begin to rebuild the American Compact for rising generations?
JobsFirstNYC is a nonprofit intermediary with a nearly fifteen-year track record of creating and advancing solutions that break down barriers and transform the systems supporting young adults and their communities in the pursuit of economic mobility.

In 2019, JobsFirstNYC’s leadership and Board of Directors engaged Friday, a multidisciplinary consulting firm working at the intersection of education, economic opportunity, and community development, to help us undergo a strategic inquiry process and refresh our brand. Through this work, we engaged JobsFirstNYC stakeholders to reflect on the organization’s impact to date, understand existing and future challenges facing young adults, and refine and clarify our work ahead. This process affirmed JobsFirstNYC’s commitment to build transformative solutions focused on identifying challenges, incubating ideas, and advancing what works.

As an intermediary, we embrace deep engagement and collaboration. The core values that guide our work are: (1) people first, (2) bold ideas, (3) collective genius; and (4) informed objectivity. Our approach to realizing change is based on a five-step process:

1. **INVESTIGATE**
   - Considering diverse perspectives across communities and systems, we identify and define existing challenges and deepen our understanding through research and analysis.

2. **IMAGINE**
   - Knowing that transformative change is sparked by bold ideas and that the most promising ideas come from groups with diverse experiences, we bring communities and stakeholders together to imagine new and improved solutions.

3. **INCUBATE**
   - Developing new solutions requires collective effort, so we work together to evolve ideas into a tangible plan that advances our change process.

4. **IMPLEMENT**
   - With a plan in place, we support the implementation of new practices, programs, and partnerships. Along the way, we assess and adjust our strategy, with a focus on results.

5. **INTEGRATE**
   - After our action plan is complete, we evaluate the broader impacts of the model we’ve built and document and share insights with the field to inform future solutions.
Our impact begins with partners committing to an inclusive change process; continues with the development of new solutions that lead to tangible outcomes for young adults, their communities, and our partners who serve them; and multiplies through the implementation of proven practices and policies. For each of our solutions, we track and measure the impact of our work across four levels, as outlined in the following figure:

## JOBSFIRSTNYC’S IMPACT FRAMEWORK

<table>
<thead>
<tr>
<th>YOUNG ADULT OUTCOMES</th>
<th>INSTITUTIONAL CHANGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are more people accessing economic opportunity and achieving economic mobility through education, training, and employment?</td>
<td>How have individual institutions—such as community-based organizations, community colleges, and employers—evolved their own thinking and practice?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PARTNERSHIP OUTCOMES</th>
<th>SYSTEMIC SHIFTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>How has our collective infrastructure strengthened to increase the number and quality of economic opportunities for young adults and their communities?</td>
<td>How have systemic conditions—such as public policy and funder investment—changed to better leverage public and private resources to connect labor supply with labor demand?</td>
</tr>
</tbody>
</table>

Through our values-driven innovation process, we create and advance bold solutions that break down barriers between systems serving young adults; build workforce development capacity and infrastructure supporting individual communities; improve leaky educational pipelines to increase college access and retention; increase young adult employment by improving retention and advancement practices for employers; and raise awareness about the youth employment crisis and increase public, private and corporate investment. JobsFirstNYC’s supported partnerships engage more than 160 organizations and institutions across the five boroughs and New York State.

Our new brand, impact framework, process, and focus areas can be found on our new website ([www.jobsfirstnyc.org](http://www.jobsfirstnyc.org)), which was launched in early 2020 with a renewed call to action from JobsFirstNYC President and CEO Marjorie D. Parker entitled “New Solutions for An Evolving Economy.” Since the launch, we’ve had 4,800 visitors, 7,500 site visits, and 18,000 page views, with nearly 15% of visitors returning to our website more than once.
While young adults’ economic success is determined by numerous factors, we believe that solutions should be sourced from diverse perspectives and experiences. Given the complexity of the structural challenges facing young adults and the communities they live in, JobsFirstNYC’s time-tested change process—which guides all of our projects—uses research and evidence to inform learning and insights in order to develop a strategy that can strengthen our ability to realize systemic change. Our initiatives challenge the status quo, develop new models and partnerships, increase and leverage resources, and drive a larger discourse that can implicitly and explicitly transform entire systems. JobsFirstNYC is focused on three critical areas: community, education, and work.

Community

Create localized solutions that respond to the unique needs of neighborhood communities with high numbers of young adults who are out of school and out of work.

Brownsville Mobility LABs

A part of Robin Hood’s national Mobility Learning and Action Bets (LABs) initiative, Brownsville Mobility LABs is a partnership with Community Board 16, the Youth Design Center, Brownsville Community Justice Center, and the Central Brooklyn Economic Development Corporation that addresses barriers to economic mobility in Brownsville, Brooklyn. Over the past year, JobsFirstNYC hosted seven community meetings to support the design and rollout of this community-driven and community-owned partnership. Through meetings and surveys, over 500 community residents have provided feedback as part of the investigation and imagine phases. JobsFirstNYC also led more than twenty leadership calls and two in-person strategy meetings (January and March 2020).

JARC

The Jerome Avenue Revitalization Collaborative (JARC) was designed in 2018 in response to the largest rezoning in the history of New York City, approved in March 2018 and spanning 93 blocks in the Bronx. JARC’s fifteen member Steering Committee consists of housing and economic development organizations, the Chamber of Commerce, workforce development providers, community colleges, merchants’ associations, and residents. In February 2020, JobsFirstNYC joined Governor Cuomo and Bronx leaders to announce JARC’s inclusion in the Empire State Poverty Reduction Initiative (“Governor Cuomo Announces Project Funded through Poverty Reduction Initiative Launching in the Bronx”). In April, we published “Jerome Avenue Revitalization Collaborative: A Demand-Driven, Community-Led Approach to Aligning Workforce and Economic Development,” which shares the partnership’s early response to the economic impacts of the COVID-19 pandemic. This response includes the creation of three working groups (strategy; workforce training and employment; and economic development and business) that meet on a biweekly basis to respond to the immediate needs affecting the community and to continue developing the partnership’s three-year plan.
Established in 2007 under JobsFirstNYC's leadership, the Lower East Side Employment Network (LESEN) is a collaborative of eight community-based organizations and Manhattan Community Board 3 in the Lower East Side that seeks 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, it 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. To date, the LESEN has achieved significant results, including 211 employers engaged, 2,690+ interviews facilitated, 917+ hires, and a 3:1 interview-to-hire ratio. The average hourly wage for LESEN participants is $17.20 per hour, higher than New York City's minimum wage.

Youth Empowerment Services (YES) Bed Stuy began JobsFirstNYC's five-step process to develop a partnership in 2017 and is scheduled to officially launch in the fall of 2020. The partnership, consisting of thirteen workforce training, education, and social service organizations, will offer a set of coordinated services—including skills training, wraparound support, and college access—to connect young adults in the Bedford-Stuyvesant neighborhood in Brooklyn to economic opportunities. The Steering Committee, which was formed in September 2019, hosted a community-wide stakeholder meeting in December 2019 and elected its leadership in February 2020. To support the planning, design, and development of this partnership, JobsFirstNYC hosted a Design Lab meeting for partners (2019), seven Steering Committee planning meetings (2019), and the first official Steering Committee meeting (September 2019). Since then, the partnership has held six additional Steering Committee meetings (September, October, and November 2019 and January, March, May, and June 2020).

The Youth Workforce Initiative Network of Staten Island (Youth WINS) was established in 2016 to respond to the high numbers of out-of-school, out-of-work young adults in Staten Island, particularly along the North Shore, by offering educational bridges, customized training, and wraparound supports. Since the launch of its services in 2017, Youth WINS has recruited 688 young adults. Of these, 315 have completed training, 155 have received credentials, 146 have been placed into employment, and 47 have transitioned into college or a more advanced certification. Over the past year, Youth WINS elected a new co-chair, hired a full-time coordinator, hosted two young adult "Town Halls" to discuss pandemic-related challenges with participants, added two new partners, and opened up meetings to engage more deeply with Staten Island's broader workforce and youth development community. To support the continued evolution of this partnership, JobsFirstNYC attended six partnership-led Steering Committee meetings (May, July, October, and December 2019 and January and April 2020).
Established in 2008 with support from JobsFirstNYC, the Bronx Opportunity Network (BON) is a collaborative of seven nonprofits that helps low-income young adults enroll in and succeed at Bronx Community College, Hostos Community College, and Borough of Manhattan Community College. In late 2019, the BON underwent a strategic planning process to refine its approach, during which member organizations adopted a new mission statement: to work as a collaborative to address the systemic and individual challenges that can limit college enrollment, college graduation, and employment prospects among low-income Bronx students. The BON’s new strategic objectives include: (1) Investing in postsecondary education success through remediation and support services; (2) Improving university systems to improve student outcomes; and (3) Promoting career success by offering services that focus on students’ job readiness, soft skills, and connections to employment opportunities. In light of the COVID-19 pandemic, BON organizations are currently focusing on student engagement and momentum through summer bridge programs, peer networks, and virtual workshops to prepare students for remote and asynchronous learning.

Launched in 2018, the Transfer 2 Career (T2C) Collaborative is a pilot project being conducted in partnership with New Visions for Public Schools to improve career readiness and postsecondary and employment outcomes among overage, under-credited students. To do this, JobsFirstNYC and New Visions have built structural partnerships between 12 transfer high schools, 11 workforce development organizations and community colleges, and 7 Learning to Work CBOs that, together, will increase career readiness and improve postsecondary and employment outcomes for these students. In November 2019, JobsFirstNYC delivered a presentation at the Northeast Opportunity Youth Conference (Hartford, CT)—a conference that we co-sponsored—as part of a session entitled “Transfer to Career Collaborative: A Partnership to Reimagine the School to Career Transition for Transfer High School Students.” In March 2020, we published “A Closer Look at the Transfer 2 Career Collaborative Change Process,” which explores how JobsFirstNYC’s five-step process is being used to build new career development models focused on improving outcomes for these students.

In addition, JobsFirstNYC and New Visions for Public Schools hosted five Learning Community sessions during the 2019–2020 school year, which focused on increasing student impact and partnership teaming capacity, designing engaging work-based learning and career development opportunities, and collaboratively uncovering bright spots and lessons learned (September, 2019, October 2019, December 2019, January 2020 and May 2020). Following the COVID-19 pause, T2C’s work-based learning, career development and occupational studies, and career training coursework shifted to a remote learning platform.
Benchmarks for YASEP

The next phase of our sectoral employment work, building on our Young Adult Sectoral Employment Project’s (YASEP) efforts to strengthen employer engagement practices among young adult workforce development providers, JobsFirstNYC partnered with the Workforce Professionals Training Institute’s The Hub to launch a comprehensive technical assistance initiative focused on five YASEP partnerships and one CareerLift partner. This initiative seeks to help organizations strengthen their employer engagement capacity through the adoption of evidence-based practices using the field-tested Success Drivers framework developed through the Workforce Benchmarking Network. During the past year, JobsFirstNYC and the Workforce Professionals Training Institute hosted two Learning Community meetings, twelve tailored on-site technical assistance sessions (two per partner), twelve check-in meetings (two per partner), and six employer interviews.

NYC Department of Youth and Community Development Advance & Earn

In the fall of 2019, JobsFirstNYC, the Workforce Professionals Training Institute, and the Literacy Assistance Center formed a capacity-building team to support the Department of Youth and Community Development’s new Advance & Earn program. Together, we delivered a series of Learning Community sessions and individual technical assistance aimed at building strong sector pathways, strengthening partnerships between training providers and employers, and informing the integration of workforce development into academic curricula. Over the past year, we hosted one “leadership day,” three in-person Learning Community sessions, and one virtual Learning Community session; we also provided one-on-one technical assistance to all six organizations running Advance & Earn programming.

PARTNERS:
- Cypress Hills Local Development Corporation
- Green City Force
- The Knowledge House
- Roundabout Theatre Company
- Seedco (participated through CareerLift in years 1 & 2)
- Stanley M. Isaacs Neighborhood Center
- WPTI

PARTNERS:
- Commonpoint Queens
- The Door
- LAC
- Mosholu Montefiore Community Center
- NYSARC
- Opportunities for a Better Tomorrow
- Stanley M. Isaacs Neighborhood Center
- WPTI

While young adults’ economic success is determined by numerous factors, we believe that solutions should be sourced from diverse perspectives and experiences.
Policy

**Invest in Skills NY State**

In partnership with the New York Association for Training and Employment Professionals, JobsFirstNYC is co-chairing Invest in Skills NY, a statewide advocacy coalition focused on making workforce development a priority. To continue advancing the recommendations outlined in *Meeting Demand. Leveraging Opportunity: A Blueprint to Build New York State Workforce Development System*, Invest in Skills NY hosted a “well day” in March 2020 at the New York State Capitol, where nearly 100 workforce development leaders across the state exhibited their programs on the main floor of the Legislative Office Building and conducted legislative visits.

**Invest in Skills NYC’s “Bridges to Better Jobs” Campaign**

In partnership with the New York Association of Training and Employment Professionals and the New York City Employment and Training Coalition, JobsFirstNYC launched a New York City-focused campaign in early 2019 entitled the “Bridges to Better Jobs Campaign,” which calls for $70 million in annual spending for bridge programs in response to the mayor’s budget. As part of this effort, JobsFirstNYC participated in a panel discussion entitled “Workforce Development Policy and Advocacy” in September 2019 at the New York City Employment and Training Coalition’s annual fall conference. Other panelists included City Council Members Antonio Reynoso, Carlina Rivera, and Mark Treyger. This campaign helped secure funding for the Department of Youth and Community Development’s new Advance & Earn program (see page 8).

**New York State Consolidated Funding Application**

Through the New York State CFA, which JobsFirstNYC pushed for as part of the Invest in Skills New York coalition, 42 New York City-based workforce development projects received over $9 million.

**Out of School, Out of Work: New York City Disconnected Youth Task Force**

JobsFirstNYC has been participating in the Disconnected Youth Task Force since its official launch in 2019. Prior to that, in 2017, JobsFirstNYC helped pass a resolution through the New York City Council that called on the mayor to launch the Disconnected Youth Task Force. The Task Force was rolled out in February 2019, and JobsFirstNYC has been serving as a member of both the prevention subcommittee and the re-engagement subcommittee to provide insights from our nearly fifteen years of experience working to advance solutions that effectively connect young adults to economic opportunities. The task force was supposed to release its report in the summer of 2019 but has not yet done so. To keep a spotlight on this issue, the Gotham Gazette has been providing updates on the task force’s progress; it cited JobsFirstNYC in a July 2018 article entitled “City Task Force to Help ‘Most Vulnerable Young New Yorkers’ Is Well Behind Schedule.”

**New York City Council Testimonies**

In June 2020, JobsFirstNYC testified before the New York City Council’s Youth Service, Aging and Contracts Committee to outline the top challenges and recommendations from JobsFirstNYC’s working paper on the impact of the COVID-19 pandemic on the young adult workforce development system. Also in June, JobsFirstNYC testified before the council’s Economic Development Committee to call on the council to invest in young adults, place-based solutions, and small businesses. Both of these testimonies also called on council members to renew their commitment to out-of-school, out-of-work young adults, initially made by passing the resolution that established the Disconnected Youth Task Force, which is years behind schedule.
Learning

Adapting to the Future of Work: A JobsFirstNYC Public Forum Series:

For five years, JobsFirstNYC has been hosting an annual Adapting to the Future of Work public forum series for young adults and working leaders in the young adult workforce development field. This year, we organized two events:

**4th Annual Conference: Raising Youth Voices:** In July 2019, we hosted more than 200 young adults for a discussion of topics such as entrepreneurship, turning vision into action, and public service. The conference also featured a spoken word performance and a closing session that gave young adults the opportunity to discuss the topics that they were most interested in. Insights, videos, and stories from the event are captured in "Adapting to the Future of Work: Raising Youth Voices Summary and Highlights."

**Transforming Systems to Advance Young Adult Economic Mobility:** In May 2020, JobsFirstNYC held the first virtual Adapting to the Future of Work conference, which was attended by more than 650 people. We presented new and existing methods for rebuilding and bridging the gaps in the young adult workforce development and education systems, examined previous successful workforce development solutions, and explored new ideas for advancing young adults’ economic mobility. Insights, videos, and stories from the day are captured in "Summary and Highlights from Adapting to the Future of Work: Transforming Systems to Advance Young Adult Economic Mobility."

Advancing Economic Justice and Shaping Investment

**Responding to More Than the Moment**

Alongside the challenges brought on by the pandemic, the United States’ racial awakening has prompted renewed and important conversations about racial inequity. In "The Time Is Now," published in June 2020, JobsFirstNYC affirmed our commitment to improve economic outcomes for young adults in historically disenfranchised communities. We have also made a new set of commitments that include investing in community health and wellness and in community safety and security.

**Shaping Investment**

JobsFirstNYC is uniquely positioned to work closely with investors to share insights and lessons from the work of our innovative partnerships. In July 2019, JobsFirstNYC and New Visions for Public Schools participated in an invite-only consultancy hosted by the Annie E. Casey Foundation in Baltimore, MD, entitled "High School Competencies Consultancy" to share insights gained from the T2C Collaborative. In September 2019, we presented with the New York Association of Training and Employment Professionals before the New York City Workforce Funders collaborative to update the funding community on Invest in Skills NY and the state of advocacy in New York. Finally, in March 2020, we presented and participated in a working session in New Orleans, LA, for the Youth Transition Funders Group. This presentation was part of a session entitled "Insights from Leaders of Youth-Serving Public Systems and Organizations," aimed at exploring how the well-being of young adults plays out within youth-serving systems and where critical points of connection with other systems can be found.
In May 2020, we published a working paper entitled “The Early Impact of COVID on Young Adult Workforce Development: Insights from the Field,” which captures the voices of nearly 70 leading practitioners to offer early insights, outline immediate and long-term recommendations, and identify emerging questions that the field is grappling with. Recognizing the devastating impact that the pandemic was having on our nonprofit partners, JobsFirstNYC raised awareness through an original piece entitled “Many Nonprofit Workers Are Providing Essential Services during COVID-19 and Deserve Federal Support and Protection,” published in June 2020.

In early March 2020, JobsFirstNYC sprang into action to develop an understanding of the evolving challenges that young adults and the institutions that serve them face as a result of the COVID-19 pandemic. We published an opinion piece in the Gotham Gazette entitled “Coronavirus Threatens to Perpetuate Generational Inequality, Leaving Young People Behind Yet Again,” drawing parallels between the impact of the Great Recession and the economic fallout from the global pandemic.

JobsFirstNYC is uniquely positioned to work closely with investors to share insights and lessons from the work of our innovative partnerships.
## STATEMENT OF FINANCIAL POSITION FOR YEAR ENDED JUNE 30

### ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
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</tr>
<tr>
<td>Cash</td>
<td>$1,234,442</td>
<td>777,443</td>
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<td>Contributions receivable, net</td>
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<td>775,070</td>
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<tr>
<td>Accounts receivable</td>
<td>58,062</td>
<td>8,900</td>
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<td>Prepaid expenses</td>
<td>14,345</td>
<td>17,486</td>
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<td><strong>Total current assets</strong></td>
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<td><strong>1,578,899</strong></td>
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<tr>
<td>Contributions receivable, net of current portion</td>
<td>180,000</td>
<td>255,000</td>
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<tr>
<td>Restricted cash-letter of credit/security deposit</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
<td>Net leasehold improvements, furniture, and equipment</td>
<td>120,029</td>
<td>120,029</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>2,201,878</strong></td>
<td><strong>2,033,928</strong></td>
</tr>
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</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th>Description</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>93,506</td>
<td>149,625</td>
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<tr>
<td>SBA's PPP loan</td>
<td>145,090</td>
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<tr>
<td>Deferred rent liability</td>
<td>45,366</td>
<td>27,078</td>
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<tr>
<td><strong>Total liabilities</strong></td>
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<td><strong>176,703</strong></td>
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<tr>
<td>Net assets</td>
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<td></td>
</tr>
<tr>
<td>Without donor restrictions</td>
<td>559,916</td>
<td>658,051</td>
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<tr>
<td>With donor restrictions</td>
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<td>1,199,174</td>
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<td><strong>Total net assets</strong></td>
<td><strong>1,917,916</strong></td>
<td><strong>1,857,225</strong></td>
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<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$ 2,201,878</strong></td>
<td><strong>2,033,928</strong></td>
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</table>
# Financials

## Statement of Financial Position for Year Ended June 30

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restriction</th>
<th>With Donor Restriction</th>
<th>Total</th>
<th>Without Donor Restriction</th>
<th>With Donor Restriction</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Support and Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants: foundations and corporations</td>
<td>$</td>
<td>—</td>
<td>2,179,500</td>
<td>—</td>
<td>1,255,000</td>
<td>1,255,000</td>
</tr>
<tr>
<td>Contract services</td>
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<td>—</td>
<td>15,250</td>
<td>200,168</td>
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<td>Individuals</td>
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<td>37,686</td>
<td>25,748</td>
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<td>Interest</td>
<td>636</td>
<td>—</td>
<td>636</td>
<td>504</td>
<td>—</td>
<td>504</td>
</tr>
<tr>
<td>Other</td>
<td>55,000</td>
<td>—</td>
<td>55,000</td>
<td>—</td>
<td>—</td>
<td>—</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>2,020,674</td>
<td>(2,020,674)</td>
<td>—</td>
<td>2,117,927</td>
<td>(2,117,927)</td>
<td>—</td>
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<tr>
<td><strong>Total support and revenue</strong></td>
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<td>158,826</td>
<td>2,288,072</td>
<td>2,344,347</td>
<td>(862,927)</td>
<td>1,481,420</td>
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<tr>
<td><strong>Expenses</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Program services</td>
<td>1,988,022</td>
<td>—</td>
<td>1,988,022</td>
<td>1,838,296</td>
<td>—</td>
<td>1,838,296</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundraising</td>
<td>73,078</td>
<td>—</td>
<td>73,078</td>
<td>47,946</td>
<td>—</td>
<td>47,946</td>
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<td>Management and general</td>
<td>166,281</td>
<td>—</td>
<td>166,281</td>
<td>149,489</td>
<td>—</td>
<td>149,489</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>239,359</td>
<td>—</td>
<td>239,359</td>
<td>197,435</td>
<td>—</td>
<td>197,435</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>2,227,135</td>
<td>—</td>
<td>2,227,381</td>
<td>2,035,731</td>
<td>—</td>
<td>2,035,731</td>
</tr>
<tr>
<td>Increase (decrease) in net assets</td>
<td>(98,135)</td>
<td>158,826</td>
<td>60,691</td>
<td>308,616</td>
<td>(554,311)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets, Beginning of Year</strong></td>
<td>658,051</td>
<td>1,199,174</td>
<td>1,857,225</td>
<td>349,435</td>
<td>2,062,101</td>
<td>2,411,536</td>
</tr>
<tr>
<td><strong>Net Assets, End of Year</strong></td>
<td>$ 558,916</td>
<td>1,358,000</td>
<td>1,917,916</td>
<td>658,051</td>
<td>1,199,174</td>
<td>1,857,225</td>
</tr>
</tbody>
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Institutional Investors

Achelis and Bodman Foundation  
Altman Foundation  
Andrus Family Fund  
Annie E. Casey Foundation  
The Aspen Institute  
Booth Ferris Foundation  
Carle C. Conway Scholarship Foundation  
Carnegie Corporation of New York  
Carroll and Milton Petrie Foundation  
Frances L. and Edwin L. Cummings Memorial Fund  
Harry and Jeanette Weinberg Foundation  
Hyde and Watson Foundation  
Ira W. DeCamp Foundation

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Development Executive of Corporate Talent and Development  
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