Founded in 1999, the Philadelphia Youth Network (PYN) was among the first organizations in the country to systematically increase connections between formal education and employment preparation. Since then, PYN has become a leader in innovating service delivery, leveraging funding, aligning partners and enhancing systems to support better outcomes in education and employment for youth in Philadelphia. Using a collective impact approach, PYN unites leaders and resources to create new solutions to complex, large-scale social problems. Since its inception, PYN has secured more than $500M dollars from public and private sources and managed over 200 plus contracts with community-based organizations to create a coordinated youth service system, and high-quality opportunities for more than 160,000 young people between the ages of 12 and 24.

PYN’s work is grounded in our core values of collaboration, respect, responsibility, innovation and excellence. We COLLABORATE with our partners, RESPECT the expertise and perspectives of stakeholders, honor the RESPONSIBILITY we have been given, and continue to INNOVATE our strategies as we pursue EXCELLENCE in all we do.
The value and impact of our efforts is most evident through WorkReady and Project U-Turn, created to improve education and employment outcomes. This work has transformed progress in the city by bringing together previously siloed systems and work, creating new opportunities for collaboration and resource alignment, and increasing access to education and employment opportunities.
Engaging and re-engaging young people in education

High school graduation rate rose from 52% to 65% over 10 years, representing a 25% increase

29,000+ re-engagement opportunities provided

$230M leveraged from public and private sectors

Addressing the skills gap for vulnerable young people

Thousands of work experiences provided annually in 18 industries at 1,000+ worksites across Philadelphia

$70M+ earned by youth via wages and incentives

$312M leveraged from public and private sectors
Philadelphia struggles with continued poverty and inequity, which has serious implications for not only our young people, but also the economic growth in our city overall.

- Of the 10 largest US cities, Philadelphia has the highest rate of deep poverty, households with income below half of the poverty line.¹

- Philadelphia is one of the most unequal cities in the country, with high levels of disparity in key indicators including income, housing value, and education level.²

¹Bureau of Labor Statistics
²Urban Institute: http://apps.urban.org/features/ncdb/top-bottom/index.html#12/39.9620/-75.1851
The Need for Equity in Education and Employment

Access to education and employment opportunities leads to greater earning potential. This builds pathways out of poverty and inequity, creating greater economic stability and more stable communities.

- Over the last 10 years, with the help of Project U-Turn, Philadelphia’s on-time graduation rate has risen 13 percentage points (65%), representing valuable progress, but still falling behind state (85%) and national averages (82%).³
- In Philadelphia, 26% of adults graduate with a college degree, while 17% do not graduate from high school.⁴
- Data shows that having a high school diploma or less places individuals behind the average adult in the labor force, and above the average in unemployment.⁵

We know that labor force participation increases greatly with educational attainment. Early introductions to the world of work, high school success and post-secondary access are more critical than ever to ensure the skills gap is addressed with sustainable talent pipelines.

<table>
<thead>
<tr>
<th>Education Attainment</th>
<th>Participation</th>
<th>Unemployment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than High School</td>
<td>47.8%</td>
<td>12.4%</td>
</tr>
<tr>
<td>High School or Equivalency</td>
<td>68.6%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Some College</td>
<td>76.7%</td>
<td>11.6%</td>
</tr>
<tr>
<td>Bachelors Degree+</td>
<td>87.1%</td>
<td>5.1%</td>
</tr>
</tbody>
</table>

Source: 2014 American Community Survey

³Based on 4-year graduation rate of 9th grade cohort 2011-2012
⁵2010-2012 American Community Survey
Overview

Through an internal strategic planning process and in response to changes in the local and national landscape, PYN recognized the need to evolve our strategies to meet the new challenges we face. PYN has been working for nearly two decades with communities to create coordinated systems for education and employment, maximizing limited resources to accelerate progress towards common goals. We strive to create solutions that help individuals and communities build pathways out of poverty and transform systems to address inequity. While our work has always been toward this goal, our strategic planning process made it clear that we have to build upon our assets, enhance our strategies, and take bold action to address the very real and complex issues that threaten progress in Philadelphia and beyond.

Our Strategic Plan will guide our work for the next three years, 2017–2020.
To alleviate poverty and inequity through education and employment.

To create coordinated systems which promote the attainment of academic achievement, economic opportunity and personal success.

**Our Plan**

To refine our actions by playing three critical roles to fuel change within communities:

**ROLE**

- **SYSTEM BUILDER**
  Creator of a unified system of services and resources.

- **INNOVATION INCUBATOR**
  Facilitator of processes to develop, import and replicate new approaches.

- **STRATEGIC CONSULTANT**
  Provider of resources and tools that grow capacity in communities.

**GOAL**

- **SYSTEM BUILDER**
  Expand the continuum of education and employment opportunities by 30%, creating 20,000 opportunities annually

- **INNOVATION INCUBATOR**
  Improve and scale three pilots for vulnerable populations with one or more barriers to education and employment, locally and nationally

- **STRATEGIC CONSULTANT**
  Share our best practices through replication in two states beyond Pennsylvania
SYSTEM BUILDER

2020 Goal:
Expand the continuum of education and employment opportunities by 30%, creating 20,000 opportunities annually

Creator of a unified system of services and resources
How?

PYN will continue to integrate workforce and education to create a coordinated system serving young people ages 12-24, convene new stakeholders to extend our pipeline of services, inform policies that most impact youth employment, and address the need for new employment strategies that are driven by labor market demand.

To scale and diversify services and opportunities in the system, PYN will sustain and enhance its efforts to:

- Procure and manage the implementation of youth services
- Convene and coordinate local partners, serving as the backbone and intermediary
- Engage and educate stakeholders in the policy development process
- Build the capacity of stakeholders to respond to changes in policy and systems
- Conduct and curate evaluation and research to improve service quality and increase outcomes
2020 Goal:

Improve and scale three pilots for vulnerable populations facing one or more barriers to education and employment, locally and nationally.

How?

PYN will dedicate resources to the development and incubation of innovative strategies, programs, and policies with the potential to help shape future work locally and nationally. Using systematic evaluation and empirical evidence to discover promising practices, PYN will document learning and success to advance innovation and lead system-wide implementation.

To drive innovation and accelerate change, PYN will:

- Develop strategies to secure flexible capital to create an Innovation Fund
- Create a plan for scalability, integrating technology and financial literacy into the continuum of services and programmatic model design
- Improve our infrastructure to better align and track resources and outcomes

Facilitator of processes to import and replicate new approaches
STRATEGIC CONSULTANT

2020 Goal:
Share our best practices through replication in two states beyond Pennsylvania

How?
Using the experiences gained as a systems-builder in Philadelphia, PYN will act as a national consultant and technical assistance provider to support communities seeking to replicate effective initiatives like Project U-Turn and WorkReady, as well as the PYN tools and solutions that support success.

To leverage experience to help other organizations and communities replicate and adapt strategies, PYN will:

- Build effective cross-functional systems
- Create networks of service-delivery providers
- Design and enhance program service models and implementation
- Enhance information systems capabilities
- Facilitate employer engagement strategies
- Provide support for necessary research and evaluation
PYN is committed to all of the goals in 2020 Vision that will help us to alleviate poverty and inequity through education and employment. In order to accomplish these goals, PYN has developed a number of tactics that will help organize our work and maximize our effort, including:

1. **Increasing quality at scale** for youth-serving providers and systems to achieve a sustainable system that responds to demand and need.

2. **Developing human capital and organizational capacity** to support PYN’s new roles and goals

3. **Refining branding and communication strategies** to clarify and expand PYN’s identity as a connector and solutions driver

Most importantly, PYN remains committed to the people that drive our work.
To our young people, we see your potential and talent, and we commit to addressing the many barriers, especially poverty and inequity that impede progress towards your goals. We never fail to be inspired by what a young person can do when simply given an opportunity to thrive. PYN will continue to create more of those opportunities because every young person deserves the chance to achieve their dreams.

To our partners, we are deeply grateful for the services, resources and dedication you provide to help achieve our vision together, locally and nationally. We have an unwavering commitment to collaboration and partnership to augment our knowledge, to generate better programmatic and systemic solutions that interrupt the cycle of poverty and address inequity.

To our investors, we hold your trust as one of our greatest assets. Stewardship and sustained commitment are critical to maintaining the momentum necessary to disrupt the impact poverty and inequity have on individuals and our community. Our accomplishments are not possible without the resources invested to address these critical challenges together. We will always seek more efficient ways to maximize our investments to achieve better results.

Individuals are better equipped to transcend poverty and inequity, and communities are poised to flourish when workforce and education activities are well-coordinated and connected. Tremendous progress is made when leaders work together across sectors to build solutions that meet common needs, maximize resources, and create the conditions for growth in opportunity.

PYN looks forward to working hard together to accomplish all that is outlined in 2020 Vision. To learn more about our work, visit pyninc.org.