



RAISING OUR CITY



2019-2021

# IMPACT REPORT

COVID-19 PANDEMIC EDITION

# ON BEHALF OF THE YOUTH INC BOARD OF DIRECTORS, WE ARE PROUD AND HUMBLLED TO SHARE OUR 2019-2021 ANNUAL IMPACT REPORT.

In a time marked by catastrophic loss and unprecedented disruption, the mission and impact of Youth INC have never been more vital. Young people living in under-resourced communities were already facing myriad challenges, from housing instability and food insecurity to being systematically denied opportunities to thrive before the pandemic. Combined with the unrest after the murder of George Floyd, the pandemic exposed and worsened the massive social inequities that have existed for far too long and underscored the importance of helping young people thrive.

Our team mobilized to understand the implications of the emerging and converging crises and deployed programs and initiatives to help our partners weather the storm. One partner shared, “Other funders call to ‘check-in,’ but Youth INC is doing something to help us in our moment of need.” You will see this play out time and again throughout this report.

Standing alongside our nonprofit partners has always been an honor. Helping them navigate the unprecedented challenges of the past two years as we directly and openly wrestled with our racial equity journey across the organization was a crucial learning experience. We have emerged from the pandemic stronger, more informed, and more unified than ever before. We are grateful for the unrelenting dedication and innovation demonstrated by our powerful network of 80+ nonprofit partners and our team at Youth INC.



**DHANANJAY M. PAI**  
President & COO  
P. Schoenfeld Asset  
Management LP



**WRAY T. THORN**  
Founder & CEO  
Clear Heights Capital

Our accomplishments are made possible through the generous support of our donors. Thank you for being a part of our community that is actively working to change the outcomes for young people and how we engage in philanthropy to make that happen. We are on the cusp of change and wouldn't be here without your support.

Sincerely,

**DHAN PAI & WRAY THORN**  
Youth INC Board Co-Chairs

**Pictured on cover:** Hasson Harris,  
former program participant and current  
Assistant Teaching Artist at Drama Club,  
a Youth INC nonprofit partner.



## LESSONS LEARNED AND POSSIBILITIES REIMAGINED.

### A MESSAGE FROM REHANA FARRELL

Dear Youth INC Community,

The last few years were unlike any other. The COVID-19 pandemic laid bare the inequities in our community in an inescapable way. The national reckoning with racial injustice following the murder of George Floyd was long overdue, but still exhausting for everyone to confront daily on top of the challenges of the pandemic. It was a time of unfathomable loss and tragedy, but also one of innovation and resilience, forcing us to find new ways of thinking, learning, working, and living.

#### What did our nonprofit partners do in this time of crisis?

They not only stayed the course, they leaned in. Our powerful network of 75+ nonprofit partners pivoted to virtual, made every effort to stay connected to their youth to provide the support needed to manage through this stressful and uncertain time. Our partners were the anchor in the storm for more than 200,000 young people. Our partners were not going to let a global health crisis threaten the hard-earned Social Emotional Learning gains they worked so hard to build with each of their young people. They not only provided support for young people, but also their families, delivering food and assisting with access to technology and community support. They wrapped their virtual arms around their young people to let them know that someone cared and that they mattered.

#### What did we do to help?

We came together as a community in a way that we never had before and:

- **mobilized \$2 million in unrestricted COVID-19 Response & Recovery Grants**, proudly shifting to a trust-based philanthropy approach in our grantmaking practices to foster greater transparency, collaboration and trust with our nonprofit partners.
- **created a comprehensive array of online training modules** in crisis communications, digital fundraising, virtual programming, youth protection, employment law, and much more, including critical support with the 7aPPP loan process.
- **launched a Financial Analysis & Contingency Planning Program** with over 150 volunteers from our corporate partners helping our nonprofits analyze and mitigate the impact of COVID-19 on their organizations.

- **reimagined our signature events** to continue building community in a virtual setting.

- **initiated our DEIB journey** questioning past practices, eschewing old assumptions and committing to a more diverse and equitable organization focused on inclusion and belonging for staff, Board and our nonprofit partners.

These are just a few of the highlights featured in our Annual Impact Report. We are proud of our pandemic response, but even more excited about our future ability to drive real and lasting change across our sector.

While the needs of our partner network and the youth they serve have never been greater, neither has their potential. Every day we have the privilege of seeing the impact of our donors' investment, generosity, and belief in our work. The lasting change we want to see will not happen in short order. We know it will take time. That's why Youth INC invests in our partners for the long term. We are able to do this thanks to supporters like you who believe in our mission and enable us to invest, innovate, explore and impact. Your legacy will continue to shape future generations to come.

As the team at Youth INC prepares for what comes next, we are redoubling our commitment to advance racial justice and build a more equitable New York City by using our programs, new initiatives, influence, and voice to help combat racial disparities. We don't aim to go back to the way things were, but instead to build a new normal where everyone has an equal opportunity to thrive.

Our ability to drive positive social change starts with YOU. Thank you for being a part of our community and making this all possible.

In Partnership,

**REHANA FARRELL**  
Executive Director

# COVID-19: Meeting Disaster with Resilience

This moment in history testifies to the importance of Youth INC's work with grassroots organizations operating in the most under-resourced neighborhoods in our city. Thanks to your support and engagement with us, we were in a position of strength when the pandemic hit.

With seed capital from Blackstone Charitable Foundation, Nuveen and PJT Partners, and a \$750K donation from Jack Dorsey's #StartSmall initiative, we launched our COVID-19 Response & Recovery Fund to issue **\$2M in cash grants** to help our partners remain open to continue to serve their young people. Beyond access to capital, we took an expansive and holistic approach to address the myriad challenges nonprofits are facing due to the pandemic. We created a vast array of online training modules in crisis communications, digital fundraising, virtual programming, employment law, human resources, employee wellness, and much more. We also launched a Financial Analysis & Contingency Planning Program with over 150 volunteers from our corporate partners helping our nonprofits analyze and mitigate the impact of COVID-19 on their organizations.

MANY FUNDERS HAD  
CALLED TO 'CHECK-IN,' BUT  
YOUTH INC WAS THE ONLY  
ORGANIZATION PROVIDING  
THE SUPPORT WE NEEDED  
DURING THIS CRISIS.

YOUTH INC PARTNER NETWORK  
Executive Director

## ANCHOR FUNDERS FOR YOUTH INC'S \$2M COVID-19 RESPONSE AND RECOVERY FUND



### Start Small (750K donation)

Neeti and Maheshwar  
(200K over 2 years)

### Blackstone (125K)

Nuveen (125K)  
PJT (100K)

### Stratton (100K over 2 years)

Barbara (100K over 2 years)

Apollo Global Management, LLC

Jeb Bent

Canaccord Genuity

Capital Group Companies Charitable  
Foundation

Antares

Sanford A. Cockrell III

Cornerstone Land Abstract

CVC Capital Partners

Robert Daly

Hilary Dengel

Amy & Peter Desmond

Lauren and Sam Dillard

Stephanie & Mark DiMilia

Eurazeo

Roger Ferguson & Annette Nazareth

GCM Grosvenor

Goldman Sachs & Co.

Eric Goodison

Jeffrey Greenip

Christian Hoyos

Kathleen McCabe & Dana LaForge

Emmett McCann

Robert H. McCooley, Jr.

Nasdaq

Heena & Dhananjay M. Pai

Mike Perry

Daniel Pine & Lindsey Acree

Jennifer D. & Richard P. Schifter

Nancy & Alan Schwartz

Scotiabank

SDC Capital Partners

Adrianne Shapira

Elizabeth Styron

David & Karen Tayeh

Wray T. Thorn & Melissa Francis

Van Cleef & Arpels

Ted & Dani Virtue

William Blair & Company

# TRUST-BASED PHILANTHROPY

Youth INC has spent the last 25 years working with hundreds of nonprofit partners pursuing impact and results for over one million New York City youth. Unsurprisingly, our work in recent years has been deeply influenced by the intersecting crises. The need to enhance equity has never been greater.

By shifting our grant-making process, Youth INC was able to award unrestricted grants to each of its nonprofit partners. This funding allowed leaders to have flexibility and autonomy to directly address their communities' most urgent needs. Youth INC is proud to be at the forefront of trust-based philanthropy.

## 1 GIVE UNRESTRICTED FUNDING

The work with our network is long-term. Youth INC provides unrestricted funding that gives our partners the flexibility to assess and determine where grant dollars are most needed, and allows for innovation, emergent action, and sustainability. As we continue to grow our financial support, Youth INC will look at providing multi-year, unrestricted funding.

## 2 DO THE HOMEWORK (Funnel Model, Due Diligence, Selection Process)

Trust-based philanthropy makes it the funder's responsibility to get to know prospective grantees, saving nonprofits time in the early stages of the vetting process.

## 3 SIMPLIFY & STREAMLINE PAPERWORK (10 min Application)

Nonprofits spend an inordinate amount of time on funder-driven applications and reports, which can distract them from their mission-critical work. Our streamlined approach focuses on dialogue and learning that can pave the way for deeper relationships and mutual accountability.

## 4 BE TRANSPARENT & RESPONSIVE

Open communication helps build relationships rooted in trust and mutual accountability. When funders model transparency, power awareness, and vulnerability, it signals to grantees that they can show up more fully.

## 5 SOLICIT & ACT ON FEEDBACK (ED Roundtables)

Our work will be inherently more successful if it is informed by the expertise and lived experiences of our partners.

## 6 OFFER SUPPORT BEYOND THE CHECK (Programs)

Core to Youth INC's mission for over 25 years, our responsive, adaptive, non-monetary support bolsters leadership, capacity, and the organizational health of our **entire** network. This is especially critical for organizations that have historically gone without the same access to networks or level of support than their more established peers.

“ We continue to be humbled by Youth INC's support of our organization. The success of Only Make Believe is due in large part to Youth INC's commitment to supporting diverse experiences for the youth of New York City and its investment into the professional development of nonprofit organizations! Youth INC has been such a guiding force in our staff and program development and a reassuring partner during this unprecedented time. ”

**TAMELA ALDRIDGE**

Executive Director, Only Make Believe

Adapted from **Trust-Based Philanthropy, Six Practices of Trust-Based Grantmaking**. It's time to address power and build equity in philanthropy. Visit [trustbasedphilanthropy.org](https://trustbasedphilanthropy.org) to help advance equity, shift power, and build mutually accountable relationships between funders and grantees.



“We are extremely grateful to staff of Youth INC for their continuous support of our work with youth and their families and serving as a resource to Ifetayo beyond just the dollars. We are all witness to a rare moment in history: a dual convergence of life changing global issues that have rocked society, but especially black people to the core. Ifetayo’s authentic values allow us to be singularly positioned to help guide and reassure through this

moment, building stronger bonds based on truth and a uniquely African centered perspective. We consider Youth INC to be a #superpartner and look forward to continuing to partner and collaborate as we create a lasting and impactful change in our shared world!”

NAIMA OYO  
Executive Director, Ifetayo Cultural Arts Academy, Inc.



“It's because of supporters like Youth INC that our organization can give students the opportunity to learn and grow in a positive, nurturing environment. Thank you for providing so much support via coaching and virtual learning opportunities over the past few months. All of these things have really helped the Fiver Children’s Foundation to be sustainable at this difficult time!”

CHRISTIE KO  
Executive Director, Fiver Children’s Foundation

“We are so grateful for Youth INC’s consistent support over the years. We value your advocacy and partnership. It is particularly during these unparalleled times that our families rely heavily on the power of an extended community to come through in meaningful ways. Thank you. Thank you. Thank you! Literacy has never been more critical. I'm so thankful you are one of our key partners in this mission.”

SHARI LEVINE  
Executive Director, Literacy INC

# IMPACT


## SINCE INCEPTION

 **180+**  
nonprofits  
empowered


 **1M**  
youth  
served


 **\$110M**  
raised in support of our  
partners and programs

## 2021 DATA

 **83%**  
of youth surveyed  
experienced  
statistical growth  
in SEL

 **200,000+**  
youth served  
annually

 **42%**  
average increase in  
partner board sizes

 **190%**  
average growth  
in youth served  
by nonprofit  
partners

 **157%**  
average growth in  
partner revenue

# OUR MODEL

Youth INC's venture philanthropy model uses a rigorous screening and due diligence process to find the city's top, grassroots, youth-development nonprofits. Once they become partners, we invest through a long-term partnership of coaching, capital, and connections they need to help them accomplish their goals

 **1,500** NONPROFIT  
ORGANIZATIONS

## CANVAS

**75-100 organizations** annually in a universe  
of 1,500 NYC youth-serving nonprofits

## SELECT

**the best practitioners** who are ready to deepen impact after a  
rigorous financial and organizational due diligence process

## INVEST

in the most deserving nonprofits with **\$1 million each year**  
in service grants and cash grants each year

## ACCELERATE

the nonprofits with the **greatest potential** for  
impact by providing customized support

 **75+** NONPROFIT PARTNERS  
OVER 200,000 NYC YOUTH!

# OUR CORE PROGRAMS

Youth INC puts organizations on a pathway to sustainability, growth, and impact at no cost at all to our nonprofit partners.

## FUNDRAISING

For over 25 years, Celebration has equipped nonprofits with the tools to raise unrestricted funding and diversify their individual and corporate donor bases, helping 124 organizations raise almost \$23 million to accomplish their missions.

## NONPROFIT ROUNDTABLES

Youth INC provides opportunities for our nonprofits to connect with Rehana Farrell, Executive Director, and other Executive Directors throughout the Partner Network to brainstorm ideas and tackle tough issues.

## GRANT MAKING

**Bridge Fund** Capital investments for infrastructure needs which are key to further growth and development.

## GOVERNANCE

**Board Advancement and Board Dynamics** programs strengthen nonprofit board performance through customized assessments and hands-on consulting from board development professionals.

## PRO BONO SERVICE OPPORTUNITIES

Pro bono strategic insight, organizational improvement, financial analysis and marketing strategy are provided to our nonprofit partners through our corporate partnerships.

## GET ON BOARD

Get on Board offer introductions to offer introductions to to board prospects from the corporate sector through our matching process, board fairs, seminars, and networking events.

## AGILE STRATEGY LAB

An intensive 10-week process designed to address some of the most common problems of a traditional strategic planning process. The Lab consists of small, cohort-based learning and action, allowing for a balance of invaluable co-learning and individualized attention.

**380+**  
BOARD PLACEMENTS  
SINCE 2008



## LEADERSHIP

The **Legacy Leadership Program** works with the Executive Director/CEO, board, and staff to develop succession policies for both emergencies and long-term planning for organizational sustainability.

Rise Academy for Leaders of Color shifts the landscape for emerging BIPOC nonprofit leaders of youth development organizations. This program was developed in partnership with the **Center for Nonprofit Leadership at Adelphi University** in New York, participants will earn a comprehensive certificate in Organizational and Community Leadership. The 15-month immersive experience integrates personal leadership development, nonprofit management, community leadership, executive coaching led by **AIIR Consulting**, capital investment, organizational development, and a mentor program.

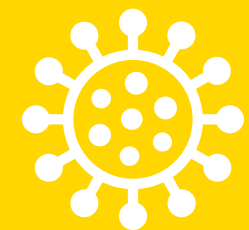
## IMPACT EVALUATION

The **Metrics Program** helps nonprofit partners to quantify program measures and qualify their impact using a Social and Emotional Learning tool. Partners measure a core set of outcomes and build continuous enhancements into their program design, gradually improving outcomes for the young people served.

## REVENUE GENERATION: PROSPERITY COLLECTIVE

Prosperity Collective, a Youth INC and RevJen Group partnership, provides specialized resources and tools, training and learning opportunities, and customized coaching to youth development nonprofits and their leaders. Through this partnership, **RevJen Group** brings its tested expertise and training to Youth INC's Partner Network by providing revenue capacity-building training, ongoing peer support, and targeted board engagement. Matched with Youth INC's holistic, responsive coaching model and authority in change management, Prosperity Collective aims to help organizations, their leaders, and ultimately, New York City youth thrive.

OVER  
**50 HOURS**  
OF VIRTUAL COACHING  
AND TRAINING TO  
NAVIGATE THE  
COVID-19 CRISIS



12



OVER  
**\$2M**  
IN UNRESTRICTED  
CAPITAL GRANTED  
IN 2020 AND 2021

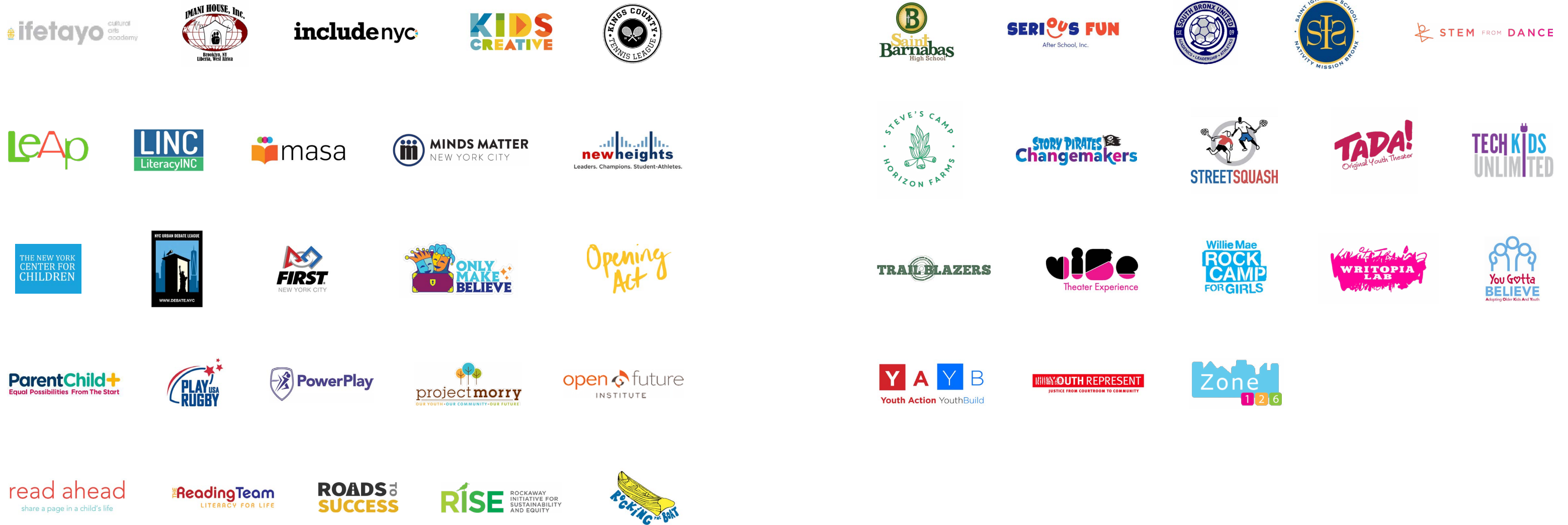
13

# PARTNER NETWORK





# PARTNER NETWORK (cont.)

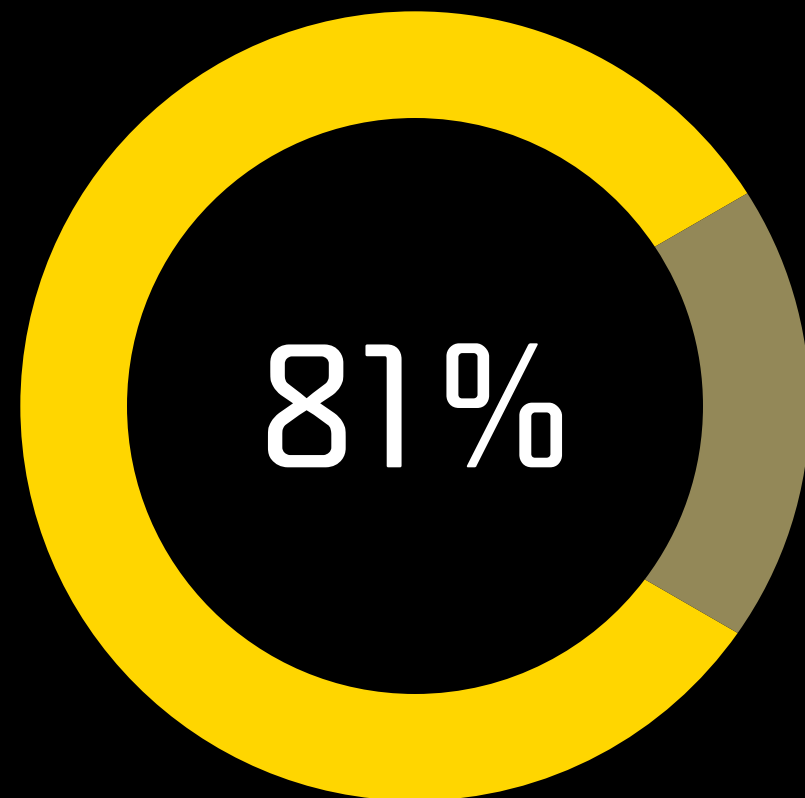


# HELPING YOUNG PEOPLE THRIVE

Investments in SEL produce an 11x return for every \$1 invested. This means that Youth INC's \$110M+ raised since its inception has produced over \$1B in impact.

For 27 years, Youth INC's nonprofit partners have created access to opportunity to develop the critical skills required for success in life. All the leading research shows that Social and Emotional Learning ('SEL') is the most predictive factor in a young person's success.

Youth INC helps democratize access to data and evidenced-based best practices to inform program design to maximize SEL gains. Over 81% of youth surveyed reported gains in at least three areas of SEL.



In a rapidly changing world, young people must be engaged in the deep learning that will allow them to exert agency over their lives. Investment in SEL has proven to be one of the most efficacious and cost-effective interventions in youth development. At Youth INC, we work with our 75+ nonprofit partners to foster these foundational abilities in the 200,000+ youth they serve.



## CONTRIBUTION

A young person's desire to engage with and contribute to family, community, and society.



## SOCIAL SKILLS

The ability of a young person to take others' perspective into account, and to develop a sense of empathy and caring.



## SOCIAL CAPITAL

The web of relationships that young people can mobilize to help them improve their lives and achieve their goals.



## POSITIVE IDENTITY

A young person's internal sense of who they are and confidence to explore the multiple facets of their identities.



## ACADEMIC SELF-EFFICACY

A young person's motivation and perceived mastery over their own learning, school performance, and potential to attain academic success.

“

I HAD A PLACE WHERE  
PEOPLE CARED ABOUT ME,  
BELIEVED IN ME, AND SAW  
SOMETHING IN ME

”



“The skills I honed at Row New York help me every day,” she said. “**I had a place where people cared about me, believed in me, and saw something in me** that I couldn’t even imagine at the time... I am proof that Youth INC’s model works.”

**NICOLE DOYLE**  
Former Youth INC intern



“We always say we couldn't do this work without our caring community of supporters, which was essential to our success this year. We were thrilled to count so many new and increased donors this year. The neighborhoods in which our nonprofit partners operate will feel the ramifications of the pandemic long after the immediate crisis ends, and we are committed to help for the long haul.”

**KATHLEEN MCCABE**  
Youth INC Board Co-President  
Partner, Strategic Advisory Group, PJT Partners

“This is the most important year in our history, and there has never been a greater need for Youth INC’s services. “We stepped up to help our partners by raising \$1M and issuing general operating support grants as fast as we could to help our partners keep their virtual doors open.”

**TED VIRTUE**  
Youth INC National Advisory Board member  
CEO, MidOcean Partners



“The impact of COVID-19 has been particularly pronounced in the social impact sector. Nonprofits have struggled to pivot fundraising online and support communities that are disproportionately vulnerable to the virus. An investment in Youth INC is one of the surest ways to address these challenges. The organization has demonstrated time and again an ability to evolve its programs and collaborate with its nonprofit partners to build a stronger youth development field.”

**JOHN WALDRON**  
Youth INC National Advisory Board Member  
President and COO of Goldman Sachs



“There has never been a more critical time to support our communities in need. The Blackstone Charitable Foundation is humbled to be a part of the solution and proud to invest in Youth INC as they work to provide essential support to youth-centered nonprofit organizations across New York City”.

**C. C. MELVIN IKE**  
Youth INC Board Member and Principal of the  
Tactical Opportunities Group at Blackstone



# 2019 CORPORATE PARTNER HIGHLIGHT: American Express

American Express is a big believer in investing in community and building leaders in the nonprofit sector.

American Express was the inaugural investor to build out Youth INC's leadership development offering in 2015 when we launched our Succession Planning Program, now called the **Legacy Leadership Program**.

With their support, we developed a curriculum to educate our nonprofit partners and their Boards on the key elements for success to ensure that these organizations live beyond the founder.

**To date, we have helped 31 organizations plan for and execute successful founder transitions.**



At American Express, we know that visionary nonprofits are always there for the community. And we are always there for them and we are proud to help contribute to their critical work. So, when Youth INC approached us to build an innovative, new program designed to help founders transition and their organizations thrive beyond their tenure, it was an easy decision. Our leadership giving focuses on developing the current and next generation of social purpose leaders in Youth INC's powerful network. We admire how well Youth INC gets to know its nonprofit partners and how that informs their program design. We see nonprofit legacy leadership planning as a critical process that can build organizational morale, save financial resources, and build a nonprofit's bench strength. **We look forward to many years of continued partnership!**

**RICHARD BROWN**  
Former Vice President of Philanthropy,  
American Express

# 2020 CORPORATE PARTNER HIGHLIGHT: T. Rowe Price

Since 2018, T. Rowe Price has generated over \$660,000 in impact for New York City Youth.

T. Rowe Price's Technology Development Center created a college and career readiness curriculum for students at St. Barnabas High School, a member of Youth INC's Partner Network. The workshops focus on everything from resume writing to coding to leveraging social media during the job-seeking process. The partnership began in 2018 with a Mentor Day and has successfully continued in a virtual setting.

The virtual workshop with T. Rowe Price was very informative and fun. I had a lot of enjoyment learning about data science. I also enjoyed breaking up into groups to work on the activities, it was very interactive and fun because I was able to analyze a type of graph used in data science. This was a very fun, informative, and hands-on experience that I would be more than happy to do again.

**STUDENT**  
Saint Barnabas High School

Youth INC has been an essential partner in enabling us to bring our innovation not just to our technology work but in the way our software engineers and data scientists can bring those skills to bear for the youth of NYC.

**JORDAN VINARUB**  
Head of NYC Technology Development Center  
T. Rowe Price





# 2021 CORPORATE PARTNER OF THE YEAR: **Goldman Sachs**

From our founding by Steve Orr, a former Goldman Sachs investment banker and whose mentor was John C. Whitehead a former Chairman of the firm, Goldman Sachs has played a historical role in advancing Youth INC's mission of expanding access to opportunity so that all young people can thrive.

Drawing from its Fund for Racial Equity, Goldman Sachs continued its legacy of corporate citizenship through its recent investment in Youth INC's Rise Academy for Leaders of Color. Rise Academy champions equitable organizations and representative leadership in the nonprofit sector by overcoming barriers that limit the advancement of people of color.



Goldman Sachs' investment in Youth INC's Rise Academy for Leaders of Color aligns strongly with our values and commitment to support organizations working to dismantle structural inequities. We are honored to join Youth INC in its mission to lift emerging leaders of color and help provide them with the skills needed to take on executive roles at youth development organizations across New York City.

## **ASAHI POMPEY**

GLOBAL HEAD OF CORPORATE ENGAGEMENT  
AT GOLDMAN SACHS AND PRESIDENT OF THE  
GOLDMAN SACHS FOUNDATION

# 2019 SIGNATURE EVENTS



JAN  
29

Partner Network Kickoff



APRIL  
26

Young Professionals  
Board Chips for Change



MAY  
14

State of the Market



Nasdaq Opening Bell

SEP  
21



RBC Race for the Kids

NOV  
07



State of the Field Conference  
on Youth Participation .

DEC  
10



NOV  
13-25

Annual Celebration Gala



# 2020 VIRTUAL STATE OF THE MARKET EVENTS

AUG  
13

ESG INVESTING – WHY IT MATTERS MORE NOW:  
A CONVERSATION WITH GEORGE WALKER AND BETTY M. HUBER



GEORGE WALKER  
Chairman and CEO  
Neuberger Berman



BETTY M. HUBER  
ESG Co-Head  
Davis Polk & Wardwell LLP

OCT  
07

A CONVERSATION WITH VIRGINIE MORGON AND JOHN WALDRON



VIRGINIE MORGON  
CEO  
Eurazeo



JOHN WALDRON  
President and COO  
Goldman Sachs

OCT  
21

THE COLOR OF CORPORATE AMERICA:  
AN HONEST CONVERSATION WITH FUTURE LEADERS  
CURATED BY MEL IKE



C. C. Melvin Ike  
Blackstone Group



Sinead Bovell  
Waye Talks



Ndu Okereke  
D.E. Shaw



Meagan Speight  
Jennison Associates

OCT  
30

PROTECTING ASSETS IN A HEIGHTENED  
CYBER RISK ENVIRONMENT:

*The Evolving Nature of Cyber Threats and Cyber-Security*



PETER BESHAR  
Executive Vice President &  
General Counsel  
MMC



ANDRZEJ CETNARSKI  
Founder & CEO  
Cyber Nation Central



EMILY MOSSBURG  
Global Cyber Leader  
Deloitte



AMIT YORAN  
Chairman & CEO  
Tenable

NOV  
05

JULIE SWEET IN CONVERSATION  
WITH DAVID M. RUBENSTEIN



JULIE SWEET  
CEO  
Accenture



DAVID M. RUBENSTEIN  
Co-Founder and Co-Executive Chairman  
The Carlyle Group

DEC  
01

THE FUTURE OF NEW YORK CITY:  
DANIEL DOCTOROFF IN CONVERSATION  
WITH RICHARD FLORIDA AND NNENNA LYNCH



DANIEL DOCTOROFF  
CEO  
Sidewalk Labs



RICHARD FLORIDA  
Professor  
University of Toronto



NNENNA LYNCH  
CEO  
Xylem Projects

2021 SIGNATURE EVENTS

STATE OF THE MARKET: 5 BLIND SPOTS IN YOUR CYBER RISK MANAGEMENT STRATEGY



**RICH ITTRI**  
Senior Vice President,  
Professional Services  
(CIO Advisory), Eze Castle  
Integration (ECI)



**SARAH STEPHENS**  
Head of Cyber, International  
& Cyber Divisional Leader,  
FINPRO UK, Marsh Specialty



**DEAN WEBER**  
Senior Vice President,  
Cybersecurity and Data  
Privacy, AlixPartners

OCT  
27

ANNUAL  
CELEBRATION GALA



**SISTER TESA FITZGERALD**  
Founder & Executive  
Director Emeritus,  
Hour Children



**ADENA FRIEDMAN**  
President & CEO,  
Nasdaq



**JOHN WALDRON**  
President & COO,  
Goldman Sachs

NOV  
8



SB HS students visit Nasdaq



Adena Friedman and John Waldron during a fireside chat.



Rehana Farrell, Executive  
Director, Youth INC, presents  
Adena Friedman with the John C.  
Whitehead Leadership Award.

STATE OF THE MARKET:  
THE FUTURE OF TRAVEL

NOV  
18



**MARK FIELDS**  
Interim Chief Executive  
Officer, Hertz



**GREG O'HARA**  
Founder and Senior  
Managing Director,  
Certares



**J.D. O'HARA**  
Chief Executive Officer,  
Internova Travel Group



**THOMAS WAGNER**  
Co-Founder, Knighthead  
Capital Management,  
LLC



**MICHAEL QUALANTONE**  
Chief Revenue Officer,  
American Express  
Global Business Travel



# OUR SUPPORTERS

DONORS \$50K AND UP

#StartSmall



AlixPartners

Alphabet

Stratton &  
Rhonda Heath

JPMORGAN CHASE & CO.

KIRKLAND & ELLIS LLP



LEK™

alphaserve



AMERICAN  
EXPRESS



APOLLO

Barbara  
Marcin



Neeti Methukunta &  
Maheshwar Saireddy

Morgan  
Stanley

Barbara Asch &  
Jonathan Weiss



Blackstone Charitable  
Foundation

Todd  
Boehly

Brookfield

Morgan Stanley  
Foundation



News Corp

nuveen  
A TIAA Company

Heena &  
Dhananjay M. Pai

CANACCORD Genuity



CVC CAPITAL  
PARTNERS

CVC  
Foundation

Paul | Weiss



Michael  
Peterson

PJT  
Partners



Davis Polk

Deloitte.

EURAZEO



ECI

ROPES & GRAY

Jennifer D. &  
Richard P. Schifter

Nancy &  
Alan Schwartz

SPECTRUM  
EQUITY



Roger Ferguson &  
Annette Nazareth



Jeanette  
Gorgas

VERAFIN

Tom  
Wagner

Amanda &  
John Waldron

Weil



Jon  
Winkelried

FOUNDATIONS

Capital Group Companies Charitable Foundation  
The Clarissa and Edgar Bronfman, Jr. Foundation  
Cohen Family Foundation  
Dimon Foundation  
Gray Foundation  
Hutchins Family Foundation  
Neuberger Berman Foundation  
The New York Mets Foundation  
Overdeck Family Foundation  
Verizon Foundation

CORPORATE AND INDIVIDUAL

\$50K - \$25K

AARP  
Anu Aiyengar  
Alcentra  
American Airlines  
Bank of America  
Joseph Baratta  
Karen Beldy Torborg  
CCMP Capital Advisors LLC  
City National Bank  
Stephanie Cohen  
Cornell Capital  
Cravath, Swaine & Moore LLP  
Hana & Kelvin Davis  
FX and Natasha de Mallmann William Q. Derrough  
Judy & Jamie Dimon  
Jamie Dinan  
Dow Inc.  
Daniel S. Evans  
Freshfields  
Fried, Frank, Harris, Shriver, & Jacobson LLP  
Mark Gallogly and Lise Strickler  
Gibson, Dunn & Crutcher LLP  
Guggenheim Partners  
Jeffrey & Mary Helen Holzschuh  
Christine Hommes  
Investcorp  
Paul and Karen Isaac  
Douglas M. Kaden  
KPMG LLP  
Ken Langone  
Latham & Watkins LLP  
Brian & Beth Levine  
The Madison Square Garden Company  
Kathleen McCabe & Dana LaForge  
Emmett McCann  
Carolyn and Jim Millstein  
Morgan Stanley Foundation  
Fares Noujaim  
Scott & Amie Nuttall  
Stephen & Carol Orr  
P. Schoenfeld Asset Management LP  
Perella Weinberg Partners  
Mike Perry  
Daniel Pine & Lindsey Acree  
PricewaterhouseCoopers  
Reed Smith  
Refinitiv  
Stancel Riley  
Scotiabank  
Silver Lake Partners  
Simpson Thacher & Bartlett LLP Chris & Loretta Stadler  
Stifel Nicolaus Inc.  
Sullivan & Cromwell LLP  
Summit Partners

T. Rowe Price  
Paul J. Taubman  
David & Karen Tayeh  
Ted & Dani Virtue  
Wray T. Thorn & Melissa Francis  
Toppan Vintage  
United Airlines  
Mark Van Lith  
Vinson & Elkins LLP  
Timothy & Mary Walsh  
White & Case  
Amy & Evan Wildstein

\$24K - \$10K

AEA Investors LP  
AIG  
John Amato  
Sylvia & Paul Aversano  
Avista Capital Partners  
Blake, Cassels and Graydon  
David Blitzer  
BNP Paribas  
Boston Consulting Group  
David Burgstahler  
Caesars Entertainment  
CIBC World Markets Inc.  
CIFC Asset Management  
Cigna  
Sanford A. Cockrell III  
Rodney and Caryn Cohen  
John & Stephanie Connaughton  
Romy and David Coquillette  
Paige Costigan & Matthew DeFusco  
Credit Suisse  
CVS Health  
Debevoise & Plimpton LLP  
Stephanie & Mark DiMilia Evercore Partners Inc.  
Finsbury Glover Hering  
Lawton Fitt  
FTI Consulting  
Michael Graziano  
Hamwee Family  
Lauren Hanrahan  
Hellman & Friedman LLC  
Hilton  
Alan & Carrie Holtz  
Sandra Horbach  
Jean Hynes  
C.C. Melvin Ike  
Robert King  
Kohl’s  
Lowenstein Sandler LLP  
Howard Marks  
Alison Mass  
Robert H. McCooey, Jr.  
McKinsey & Co.  
Milbank LLP

Milbank, Tweed, Hadley & McCloy LLP  
Amy Miller  
MUFG  
Nest Fragrances  
Neuberger Berman  
New Mountain Capital LLC  
Notch Partners LLC  
Notified  
Oaktree Capital Group  
Oliv Partners  
Steve Orr, Jr.  
John A. Overdeck  
Paul Hastings LLP  
Mark Pedretti  
Ports America  
Ken Prince  
Michael Psaros  
RelPro  
Fernando Rivas  
Rockefeller Capital Management  
Joshua Rosenbaum  
Goldman Sachs  
Marc and Stacey Saiontz  
Susan Salice  
Savills  
Schulte Roth & Zabel LLP  
SDC Capital Partners  
Adrienne Shapira  
Mai Shiver  
Skadden, Arps, Slate, Meagher & Flom LLP  
Charles Smith  
David Solomon  
Georgia & George P. Stamas  
Stancil & Co.  
Sarah Stasny  
Matthew Stopnik  
Elizabeth Styron & Carl Daucher  
TP ICAP  
Two Sigma  
Valuation Research Corporation  
Willkie Farr & Gallagher  
Jim and Rose Wolfe Charitable Fund  
Zurich Insurance

\$9K - \$5K

Allen & Overy, LLP  
Anchorage Capital Group, LLC  
Annaly Capital Management, Inc.  
Apax Partners  
Steven Barnes  
Cliff Bayer  
BC Partners Inc  
Jonathan Bilzin  
Blackstone Group  
Bloomberg L.P.  
Peter Boneparth

Brandon W. Lower  
Broadridge  
Toni Bush  
The Carlyle Group  
CDR Group  
Sarah & James Christopoulos  
Churchill Asset Management  
CI Capital Partners  
Cinven  
CIT Healthcare  
Citizens Capital Markets  
Cleary Gottlieb Steen & Hamilton LLP  
Crestview Partners  
Crunch Fitness  
Crystal Financial Institution, a division of Alliant  
Robert Daly  
H. Andrew Decker  
Dee and Kevin Conway  
Dixon Hughes Goodman LLP  
Daniel Doctoroff  
Steven Eisenstadt  
David Eisman  
Fengate  
James A. Ferency  
Fiserv  
Franklin Templeton  
Avram Friedman  
Daniel Gardella  
Gary Farro  
GCM Grosvenor  
Peter Georgescu  
Golub Capital  
Marc Harris  
Harvest Partners  
Haynes and Boone, LLP  
HIG Capital LLC  
Kenneth Hirsch  
Houlihan Lokey  
Susan Huang  
The Human Being Store  
ICR Capital LLC  
IEX Group, Inc.  
Indus Valley Partners Corp  
Institute for Advanced Study  
Jefferies LLC  
Jenesis Group Foundation  
The Jordan Company LP  
Ahmed Kachenoura  
Kohlberg & Company, LLC  
Lawyers Alliance For New York  
Lazard  
Gregg Lemkau  
Elizabeth and Martin Lempres  
Liberty Mutual  
David Ludwig  
Eugene Ludwig

LVMH  
MacAndrews & Forbes Holdings Inc.  
Eric Mandl  
Marathon Asset Management  
Mardal Investments  
Metalmark Management LLP  
Kathleen L. Metinko & Jan Rogers Kniffen  
MetLife Foundation  
Michael Gallo  
Allison Mignone  
Modern Luxury  
Moelis & Co.  
Morrison & Foerster  
Donald Mullen  
Liz Myers  
Thomas Nakashian  
David & Kathy Nissenbaum  
Northwestern Mutual  
Oak Hill Advisors, L.P  
Odyssey Investment Partners, LLC  
Omi Management  
Owl Rock Capital Partners  
Permira  
PJ Clarke’s  
Quinn Emanuel Urquhart & Sullivan, LLP  
RBC Wealth Management  
Sawaya Partners  
Searchlight Capital Partners  
Sia Partners  
Sidley Austin LLP  
Siris Capital Group  
Johnny Skumpija  
SL Green Realty Corp.  
Vito Sperduto  
Spring Lake Equity Partners  
Starwood Capital  
SVB Capital  
Tailwind Capital  
TD Securities  
Thoma Bravo  
TriVista  
Harold Varah  
Wachtell, Lipton, Rosen & Katz  
Mark Whaling  
Amy Wu  
Anne & Larry Zimmerman

# FINANCIAL RESULTS

## 2019-2021

STATEMENT OF ACTIVITIES			
	2019	2020	2021
REVENUE (UNRESTRICTED)			
Grants, Contributions, and Special Events	6,668,775	5,609,095	6,294,380
In-kind contributions	2271531	1,907,563	1,079,747
TOTAL REVENUE	8,940,306	7,516,658	7,374,127
EXPENSES			
Program Services			
Capacity-Building Programs	4,194,939	3,845,591	3,816,803
Grants	2,269,479	1,671,273	1,236,530
TOTAL PROGRAM SERVICES	6,464,418	5,516,864	5,053,333
Management and General	1,583,834	918,209	1,152,281
Fundraising	705,976	1,023,927	572,372
TOTAL EXPENSES	8,754,228	7,459,000	6,777,986
SURPLUS / DEFICIT	186,078	57,658	596,141
ORGANIZATIONAL OVERHEAD	26.2%	26.0%	25.4%
STATEMENT OF FINANCIAL POSITION			
	2019	2020	2021
ASSETS			
Cash and Investments	4,040,443	3,608,564	4,273,796
Accounts Receivable & Other Assets	1,090,873	811,814	1,600,108
TOTAL ASSETS	5,131,316	4,420,378	5,873,904
LIABILITIES			
Accounts Payable and Other Liabilities	589,902	535,041	1,017,155
Grants Payable	1,211,776	460,291	8,000
TOTAL LIABILITIES	1,801,678	995,332	1,025,155
NET ASSETS			
Unrestricted	3,329,638	3,387,296	3,983,436
Temporarily Restricted	-	37,750	1,047,934
TOTAL NET ASSETS	3,329,638	3,425,046	5,031,370
TOTAL LIABILITIES AND NET ASSETS	5,131,316	4,420,378	6,056,525
Total Direct Benefits to Donors (revenue & expense)	501,872	-	-

# OUR TEAM

## LEADERSHIP

**REHANA FARRELL**

Executive Director

**ANGELA DORN**

Chief Operating Officer & General Counsel

**LAUREN ELICKS MCCORT**

Chief Program Officer

**PAUL IRWIN-DUDEK**

Chief Development & Marketing Officer

## STAFF PARTNERS

**KRYSTAL CASON**

Director, Strategy & Operational Effectiveness

**LAMARR COLES III**

Senior Associate Director, Resource Generation

**ALEXIS DUKE**

Operations Coordinator

**MARC FERNANDES**

Director, Impact Evaluation

**TRACIE GILSTRAP**

Director, Partner Network Engagement

**JHANELLE GOPIE**

Senior Associate Director, Resource Generation

**MAYCI HICKS**

Program Associate, Partner Network Engagement

**PAUL HOOVER**

Senior Associate Director, Development

**RACHEL LIEBERMAN**

Director of Finance, Administration & Operations

**ELLIE REITER**

Director, Governance & Leadership

**EMMA RIPPEE**

Director of Development

**TROY RUNGE**

Development Assistant

**KRYSTALLE SHOY**

Director, Marketing & Communications

**AGNIESZKA (AGGIE) SIKORA**

Operations Associate

**VICTORIYA SONSON**

Program Associate, Governance & Leadership

**JAYNELLEN STOKES-WALTERS**

Program Associate, Research & Strategic Initiatives

**PAUL VERGARA**

Senior Associate Director, Impact Evaluation

**TAYLOR WRIGHT**

Director, Corporate & Institutional Partnerships

# Youth INC Leadership

## National Advisory Board

### Officers

- STEPHEN K. ORR**  
Orr Group
- RICHARD P. SCHIFTER**  
TPG Capital
- JOHN C. WHITEHEAD †**  
Founding Member

### Directors

- JAMES DUFFY †**  
ABC Television Network
- BLAIR FLEMING**  
ONEX
- RICHARD HENDRIX**  
Live Oak Merchant Partners
- JEFFREY HOLZSCHUH**  
Morgan Stanley
- MARC LASRY**  
Avenue Capital Group
- THOMAS LEE**  
Thomas H. Lee Capital
- BRYAN MARSAL**  
Alvarez & Marsal
- STEVE ORR**  
Orr Group
- BRUCE RICHARDS**  
Marathon Asset Management LP

- RICHARD SCHIFTER**  
TPG Capital
- ALAN SCHWARTZ**  
Guggenheim Partners
- STEPHEN SCHWARZMAN**  
The Blackstone Group
- GEORGE STAMAS**  
Gibson, Dunn & Crutcher LLP
- PAUL TAUBMAN**  
PJT Partners
- TED VIRTUE**  
MidOcean Partners
- TOM WAGNER**  
Knighthead Capital Management LLC
- JOHN WALDRON**  
Goldman Sachs
- JONATHAN WEISS**  
Wells Fargo

## Board of Directors

### Officers

- WILLIAM Q. DERROUGH**  
Board Vice President, Youth INC and  
Managing Director & Global Co-Head,  
Moelis & Company
- DANIEL EVANS**  
Board Secretary, Youth INC and Co-Head  
of the Private Equity Industry Group,  
Ropes & Gray
- ALAN HOLTZ**  
Board Treasurer, Youth INC, Managing  
Director, AlixPartners
- BARBARA MARCIN**  
Board Vice President, Youth INC
- KATHLEEN MCCABE**  
Board Co-President, Youth INC and  
Partner, Strategic Advisory Group,  
PJT Partners
- EMMETT MCCANN**  
Oaktree Capital Management
- DHANANJAY M. PAI**  
Board Co-Chair, Youth INC and  
President & COO, P. Schoenfeld Asset  
Management LP
- WRAY T. THORN**  
Board Co-Chair, Youth INC and Founder  
& CEO, Clear Heights Capital
- EVAN WILDSTEIN**  
Board Co-President, Youth INC and  
Partner, Kohlberg & Company, LLC

### Directors

- ANU AIYENGAR**  
JPMorgan Chase & Co.
- JOHN AMATO**  
Modern Luxury
- KAREN BELDY TORBORG**  
Marsh McLennan
- JOHN CAMPBELL**  
JCINTIME,IIc
- RODNEY COHEN**  
Black Diamond Capital Management
- MARK DIMILIA**  
Morgan Stanley
- REHANA FARRELL**  
Youth INC
- DIMIA FOGAM**  
CVC Capital Partners Advisory Co.  
Limited
- JEANETTE GORGAS**  
Board Director and C-Suite Executive
- STRATTON HEATH**  
Oak Hill Capital
- KATRINA HUFFMAN**  
Rapha Alliance Ministries
- C.C. MELVIN IKE**  
The Blackstone Group
- DOUGLAS KADEN**  
SDC Capital Partners
- STEVEN LIPIN**  
Gladstone Place Partners
- ROBERT MCCOOEY**  
Nasdaq
- AMY MILLER**  
Scotiabank
- THOMAS NAKASHIAN**  
TD Securities
- MICHAEL PERRY**  
Nuveen
- DANIEL PINE**  
CS Capital
- KENNETH PRINCE**  
Advent International Corporation
- STANCEL RILEY**  
Mizuho
- ADRIANNE SHAPIRA**  
Eurazeo
- MAI SHIVER**  
AIG
- HAROLD VARAH**  
RBC Capital Markets
- MARK WHALING**  
Canaccord Genuity



# YOUTH INC LEADERSHIP (cont.)

## SUSTAINING BOARD

**SIDHARTH ASSOMULL**

Bank of America

**DAVID BENSINGER**

Bensing Technology

**JEB BENT**

Capital Group

**ROBERT BERNER**

Bespoke Capital Partners LLC

**DANIEL BLOOD**

FBR Capital Markets

**JEFFREY BLUMIN**

Sumitomo Misui Trust (SuMi Trust)

**TARAH BORCHERT**

**JOANNA CARVER**

Grey New York

**JAMES CLAYTON**

GE Capital Corp

**THOMAS CONNOLLY**

Goldman Sachs

**JOSEPH COUGHLIN**

Corporate Risk Solutions

**DEREK DAVIDSON**

Morgan Stanley

**ROBERT DISCOLO**

River Partners Capital Management, LP

**DAVID FLANNERY**

Vista Equity Partners

**GEORGE FOUSSIANES**

Foros Group LLC

**DANIEL GARDELLA**

William Blair & Company

**SHAIA HOSSEINZADEH**

OnyxPoint Global Management

**JACK AND TARA HUSTON**

Colgate Palmolive Company

**NICOLAS KOEHLIN**

Donnelley Financial Institutions

**HOWARD LEVINE**

Second Horizon Capital

**JAMES MALONEY**

Tiger Hill Partners

**EDWARD MANHEIMER**

Morgan Stanley

**REED MILLER**

Hanover Real Estate Partners

**SUNDIP MURTHY**

Snow Phipps

**PRIYA RAGHAVAN**

Scotiabank

**JOSEPH SCHARFENBERGER**

CCMP Capital Advisors LLC

**RICHARD SCHNALL**

Clayton, Dubilier & Rice, LLC

**ANITA SONAWANE**

Bessemer Trust

**STEVE STUART**

Fortress Investment Group

**AMANDA UGARTE**

PJT Partners

**LAWRENCE WALSH**

Hawthorn Group

**JOE WATKINS**

MSNBC

## YOUNG PROFESSIONALS BOARD

**ASIF AHSAN**

RBC Capital Markets

**ZACHARY BAHOR**

Benefit Street Partners

**TARIQ BARMA**

Mariana’s Fund

**BROCK BELL**

Capstone Investment Advisors

**NIKHIL BODADE**

American Industrial Partners

**SAMEER BHARGVA**

Three Ocean Partners

**KEITH BRADNER**

Searchlight Capital Partners

**TYLER CHRISTIAN**

Morgan Stanley

**JENNIFER CHUNG**

Citibank

**TOBI COKER**

Morgan Stanley

**ADELE COLLIER**

Third Bridge

**MANUELA COOK**

Morgan Stanley

**ALYSSA DELLA VECCHIA**

Apollo Global Management

**MATTHEW DELCONTE**

Court Square Capital Partners

**DIANA DING**

Apax Partners

**ANDREW EHRLICKMAN**

Brookfield Asset Management

**ANDREW ELSAID**

GCM Grosvenor Private Markets

**OLIVIA FOSTER**

Citibank

**MADELEINE GEE**

APG Asset Management

**JENNA GREENSPAN**

Redesign Health

**RACHEL HARTE**

SunTrust Robinson Humphrey

**MARIA HENRY**

Blackstone

**CHRISTIAN HOYOS**

Eurazeo

**SUMESH JAGTANI**

Adobe Systems

**EMILY JONES**

Deloitte

**MAXIMILIAN JUNGREIS**

Stanford University

**DOMINICK KACZOR**

Morgan Stanley

**VANESSA KHACHANE**

Youtube

**EILEEN KUO**

Milbank LLP

**STINA LADD**

Hendrick & Struggles

**TIMOTHY LEAHEY**

Verition Fund Management

**XOCHITL LEDESMA**

Catalyst

**TONY LIN**

Gartner

**DAVID LIN**

Harvest Partners

**AJ LJUBICH**

Datadog

**MANUEL LORENZO**

Neuberger Berman

**HELEN LU**

Morgan Stanley

**PALOMA MAIN**

Deutsche Bank

**DAVID MARINO**

Manorhaven Partners

**SAMANTHA MESKIN**

The Carlyle Group

**ELLEN MO**

Morgan Stanley

**ALEXANDRA MURPH**

Wells Fargo

**JEREMY KNOX**

Schroder Adveq

**JULYANN MOON**

Columbia University

**JACK OSTOWSKI**

Marsh

**JUSTIN PAS**

University of Pennsylvania

**NESH PATEL**

Flexpoint Ford

**JENNIFER PEMA**

Citibank

**MARGARET PHILLIPS**

Goldman Sachs

**LINDSAY PICARD**

Stanford University

**EVA POON**

Goldman Sachs

**TYLER PREBOR**

Pine Island Capital Partners

**MUSTAFA QUTEISHAT**

Blackstone

**MATT RANDOLPH**

Morgan Stanley

**SAM RAVANI**

Morgan Stanley

**JESSE REICH**

Russell Reynolds Associates

**JILLIAN REIDY**

Seattle Mariners

**MICHAEL REICH**

Adveq

**LINDSAY ROSENSTEIN**

Crestview Partners

**BRITTANY SERAFINO**

L Catteron

**SEAN SPELLBERG**

Stonepeak Infrastructure Partners

**CHRISTOPHER SONZOGNI**

SmartAsset

**JARED SPERLING**

American Securities

**ROSE STELLA**

SANDOW

**EMILY STENWALL**

Scotiabank

**ABRAHAM TIAMIYU**

APG Asset Management

**ANKIT VAISH**

University of Pennsylvania

**WILLIAM VAN ULLEN**

KKR & Co.

**ZACHARY WATLING**

Morgan Stanley

**ADAM P. WILSON**

Rabobank

**JIM WITHERSPOON**

Eleven Capital Management

**NICOLE WRIGHT**

JP Morgan Chase & Co

**WILLIAM WHITLEY**

Bank of America

**DAVID WONG**

Citigroup

**DARA YUDD**

Neuberger Berman

# WE WILL CONTINUE TO REFLECT, LISTEN, AND LEARN.

Since inception, Youth INC has strived to provide access and opportunity to all NYC youth by supporting hundreds of nonprofit organizations dedicated to youth development. The talent and future leaders of New York City are our youth and they reflect both the promise and vulnerability of many of our communities. We are acutely aware of the systemic racism, uneven distribution of resources and inequities which result in the foreclosed opportunities and barriers our youth and families of color encounter daily.



## **Given these intractable challenges, Youth INC has to do more.**

We will reflect, listen, and learn to better understand and acknowledge the reality of the world in which we live.

We will prioritize our own organizational growth, which we believe is a first step to broader community impact and engagement.

We will strive to ensure that all stakeholders feel valued and their specific assets and needs are taken into account in order to support them authentically and equitably.

We will do more to eradicate the systems, policies, and behaviors that perpetuate and reinforce racism, inequities, and discriminatory practices that limit opportunity and the ability of all youth, especially youth of color, to reach their full potential.

We will examine our intentions to constantly understand and challenge our biases; evaluate how systemic inequities show up in our work and in the community, while gaining insights that will affect a greater, more informed impact on our nonprofit partners and the youth they serve.



WE WILL MOVE FROM  
GRANT-MAKING TO CHANGE-  
MAKING; POWER-AGNOSTIC  
TO POWER-AWARE; AND  
FROM CHARITY TO JUSTICE.



**Diversity, equity, inclusion and belonging (DEIB) is not a mere slogan or an empty statement for Youth INC. These are core values and represent our aspirations as an organization. Living our commitment to DEIB and serving as champions for change require effective, timely action and accountability. DEIB will be reflected in our programs and services, our board of directors, our staff, how our resources are allocated and deployed, the partners we choose, the plans we make, and the culture we will sustain.**

**Based on a critical imperative to best serve our community, we will embed diversity, equity, inclusion, and belonging into every facet of our organization.**

## **We envision these core values will manifest in many ways:**

Our work with our Nonprofit Partners is based on authentic trust-based relationships, where capacity-building originates with their definitions of assets and needs rather than those identified by an external funder; and upholds and ensures respect for the agency and expertise of professionals in the sector.

Our staff bring their full-selves and lived experience into practice; a culture of inclusion and belonging and psychological safety is valued and ever-present and encourages team members to share feedback across our organizational strata to advance DEIB goals.

Our board sees knowledge and ongoing education about the systemic inequities of our world and the alignment of their role with Youth INC's commitment to DEIB as key to their ability to govern our organization exemplarily, and thereby have the drive, tools, and ability to champion DEIB as a core part of their contribution to Youth INC.

Through integrating DEIB into the facets of our organization, we will serve as a model for trust-based philanthropy within our funding community; to push ourselves and other funders to understand that those closest to a problem are the best equipped to name it and to address it.



# TAKE ACTION

**YOU CAN MAKE A DIFFERENCE IN THE  
LIVES OF NEW YORK CITY YOUTH.**

We invite you to explore the many ways you and your organization  
can partner with us to make a difference.



To learn more, visit [www.youthinc-usa.org](http://www.youthinc-usa.org)