

Greyston's **PathMaking Programs** address some of the fundamental issues of poverty in our community. Through job-readiness and life skills training, and employment services, we empower individuals to pursue a path toward self-sufficiency and offer opportunities for advancement.

Each year, Greyston serves approximately 5,400 individuals who hail from all racial, ethnic, and religious backgrounds; generally range in age from 17 to 65; and are, primarily, residents of Southwest Yonkers.

Our efforts are fueled partially by our for-profit enterprise, Greyston Bakery, where we practice Open Hiring® – anyone seeking a job is hired, with no questions asked, negating significant barriers to employment. Greyston's nonprofit programming focuses on workforce development and community wellness.



## **WORKFORCE DEVELOPMENT**

Greyston Workforce Development provides comprehensive employment services and skills training, allowing those facing the most difficult barriers to gain access to the workforce.

## **COMMUNITY WELLNESS**

With a focus on meeting the most basic essentials for personal and professional success – food, education, housing, and mental health – Greyston Community Wellness offers support services to address physical and emotional health needs of the community.

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**21 -23 Park Avenue**  
**Yonkers, NY 10703**  
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[greyston.org](http://greyston.org)

Greyston views employment as the first and most critical piece in someone's path out of poverty. We provide individuals aged 17 through 65 no-cost job skills training, one-on-one coaching, and job placement assistance to facilitate engagement in the workforce and increase employability.

Clients access services directly, or in connection with the [Greyston Youth and Rangers Programs](#), to earn nationally recognized industry certifications and develop knowledge necessary to be top-performing entry level employees. Support also is available for walk-in clients and past graduates, including job development coaching, resume and cover letter reviews, and interview skills practice.

## PATHS FORWARD

Last year, Greyston program graduates earned approximately 24% above minimum wage after job placement.

## ECONOMIC GROWTH

Trainees placed in employment in 2020 will generate \$2.2 million in public savings.



## SKILLS TRAINING AND EMPLOYMENT SERVICES

Our free skills trainings increase employability and prepare participants for entry-level positions in various growth industries. Graduates earn nationally recognized credentials/certifications that allow for better career advancement and higher wages, and benefit from career counseling, job placement, and job retention services.

## YOUTH PROGRAM

Young adult clients receive education support, job skills training, paid and unpaid work experience, and other workforce preparation services such as job placement assistance. Participants engage in work-readiness activities to strengthen soft skills, learn about "world of work" issues, prepare resumes, and engage in mock interviews to help them build independent, productive futures.

## RANGERS PROGRAM

People facing barriers to employment are offered paid transitional work through Greyston, job readiness training, and placement assistance. Rangers, who often are community members recently released from prison, contribute to the community by improving the streets of downtown Yonkers and supporting local economic development.

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**Greyston Workforce Development** provides skills training and employment services to assist Southwest Yonkers residents in gaining an array of skills and certifications, and becoming financially independent. We also facilitate local job placement and continually improve trainings to align with local demand, while maintaining focus on each individual client's needs and goals to assure success.

Participants gain access to:

## TECHNICAL TRAINING

Through practical technical education in industries such as building and construction trades, building maintenance, security/loss prevention, and environmental tech, clients earn nationally recognized credentials that allow for better career advancement and higher wages. Greyston alumni hold OSHA, ServSafe, and National Retail Federation Service certifications, and New York State Security Guard licenses. Those who do not have a high school diploma or its equivalent are offered basic education and tutoring to prepare for the GED, higher education, or vocational training.

## SOFT SKILLS TRAINING

Program participants benefit from training to develop interpersonal and life skills, and improve work readiness, covering topics such as personal finance, ethics, communication, conflict resolution, timeliness, interview skills, and developing cover letters and resumes.

## SUPPORT SERVICES

During and after program completion, Greyston provides clients with long-term case management and advocacy to address obstacles to professional, academic, and/or personal success, including issues pertaining to child care, housing, government benefits, and records of arrest/prosecution.

## JOB PLACEMENT

After graduation, we facilitate placement to employment opportunities that offer career advancement, wage growth, and upward mobility. Through regular engagement with local, partner employers, Greyston is able to identify suitable roles and refer newly trained, skilled individuals for permanent employment.



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Greyston's Youth Program consists of free community programming for at-risk youth, aged 17 through 24, who are seeking employment or need educational support.

Participants have access to paid and unpaid work experience and internships, training, and other workforce preparation services including college prep classes, occupational skills training, and job placement services. They also can expect to receive soft skills and job readiness training that includes individual mock interviews and resume preparation.

Clients also can learn practical life skills through sessions on financial literacy, entrepreneurship, and leadership development, and benefit from comprehensive support services, counseling, and adult mentoring.



## **LIFECHANGING IMPACT**

### **OPPORTUNITY**

248 individuals have been served since the program's inception in 2012.

### **TRAINING**

187 participants have received nationally accredited job skills training.

### **EMPLOYMENT**

136 graduates have secured full-time positions.

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The **Greyston Rangers Program** is a transitional workforce initiative and urban beautification project that serves the Southwest Yonkers community.

Individuals facing barriers to employment have the opportunity to gain immediate transitional work as Greyston Rangers on an apprenticeship basis for one month. Apprentices are paired with mentors, offered job preparedness and life skills training, and work with Greyston's job developer to find a permanent placement following a successful apprenticeship. New Greyston Ranger apprentices are enrolled on a monthly basis.

This unique program is sponsored by the City of Yonkers, the Workforce Development Institute, the Yonker's Proud Fund, and the Yonkers Industrial Development Agency.



## LIFECHANGING IMPACT

### REDUCED RECIDIVISM

The recidivism rate for Greyston Rangers is 4.2%, compared to a national rate of 44%.

### OPPORTUNITY

Since 2017, we've provided training to 152 returning citizens via the Greyston Ranger program.

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Greyston's Community Wellness Program is based on the idea that a healthy individuals and families are critical to on-the-job success. Through this initiative, we provide supportive wraparound services to address the physical and emotional health needs of both our workers and neighbors. The services are targeted to address the most common needs of underserved populations: education, food, housing, and mental health.



## **EMPLOYMENT PATHMAKER**

Greyston's Employment PathMaker offers critical wraparound services to assist employees in overcoming obstacles that may prevent success on the job and/or at home. Working with each individual, this staff member provides practical plans to balance competing demands, and attain professional and personal goals.

## **COMMUNITY GARDENS AND ENVIRONMENTAL EDUCATION**

Greyston's Community Gardens and Environmental Education Program addresses the food security and nutrition challenges faced by residents of Southwest Yonkers. We help create a robust, healthy local food system through a network of community gardens, as well as school and community-based environmental education programs.

## **HOUSING SOLUTIONS**

Greyston's Issan House is a 35-unit supportive care housing facility for formerly homeless individuals living with HIV/AIDS, 95% of whom suffer with mental illness and chemical dependency. Through the program, we provide safe housing, medical case management services, job training and placement assistance, and support with daily living.

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At Greyston, we understand that gaining employment is just the first step in building a successful future. After hiring individuals through our Open Hiring® model, we offer them wraparound services and counseling that are essential in retaining employment, and improving their lives and the lives of their family members.

**Greyston's Employment PathMaker** works with staff members to identify professional and personal challenges, and create practical plans to improve their work/life balance, family functioning, and ability to achieve success. The role is critical in addressing a variety of needs, including 1) mental health conditions, such as depression, anxiety, psychosis, and bipolar disorder; 2) basic and financial concerns, like housing and day care; and 3) additional support for women involved in the criminal justice system who require assistance due to lack of work experience, education, and/or mental illness.

This initiative is essential in empowering men and women in the workplace, offering financial security to families, and creating positive role models for youth in the community – all of which contribute to breaking the cycle of poverty. It's available to all Greyston employees, enhances company culture and wellness, and has yielded measurable results at our bakery, such as:

- Increased worker productivity, team cohesion, and worker attitude.
- Improved employee retention rate, with nearly half of new hires promoted after 90 days.
- Decreased need for disciplinary action, particularly related to attendance.

Greyston's Community Gardens and Environmental Education Program is a cornerstone of our Community Wellness initiative. It's a collaborative effort allowing individuals and families to share in maintaining and benefitting from public garden spaces, and offering ready access to fresh, free produce.

The program yields and delivers thousands of pounds of fruit and vegetables annually, and provides meaningful environmental education to participants; we think of it as a community center without walls.

Greyston provides 12 gardens in Southwest Yonkers that foster connections among neighbors, improve health through improved food security and nutrition education, encourage physical activity, and emphasize the importance of sustainability and conservation.



Our work extends beyond the gardens to offer unique collaborative learning experiences through a greenhouse project at Montessori School 27; environmental education at Hostos Elementary School; the Enviro EARTH Club, which cultivates local environmental leaders by educating youth about gardening and the environment; and a partnership with Her Honor Mentoring. Greyston also partners with the Yonkers Department of Public Works and Yonkers Department of Social Services to maximize our impact in the community.

## LIFECHANGING IMPACT

### FOOD SECURITY

3,400 individuals have access to free, freshly harvested organic produce.

### EDUCATION

600 children participate in nutrition and environmental education programs.

### SUSTAINABILITY

12 gardens, with over 400 individual plots, yield tons of organic produce annually.

### THRIVING COMMUNITIES

Over 5,000 people access safe green spaces and participate in over 35 local events/activities.

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Located in Southwest Yonkers, **Issan House** offers permanent, supportive housing for formerly homeless individuals living with HIV/AIDS, most of whom also suffer with severe and persistent mental illness and drug/alcohol addiction.

In a community with the second-highest rate of HIV cases in New York State, Issan House provides safe housing and medical case management services, as well as counseling, nutritional support, medication management, job training and placement, and assistance with daily living. With Greyston's help, tenants learn to thrive in their environment, secure a plan to maintain stable housing, engage with case managers and care providers, and take steps to lead a healthier life.

Our dedicated staff serves approximately 40 to 50 Issan House tenants annually, developing individual treatment plans that serve as roadmaps for care while maintaining realistic expectations for progress. We also work with a variety of partner service providers to address the needs of tenants with physical, behavioral, psychosocial, or sensory impairments; and collaborate with local organizations, such as St. John's Riverside Hospital, The Sharing Community, and Grace Church, to ensure our programs effectively meet tenants' needs.



Photo by A. Jesse Jiryu Davis

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## **A REVOLUTIONARY APPROACH**

In 1982, Greyston launched a world-changing, revolutionary approach to help people facing barriers to employment called Open Hiring®. It's not charity; it's a business model that invests in people and our collective future.

Greyston opens its doors to those who ordinarily face rejection, giving individuals and communities struggling to prosper an opportunity to thrive. When people say they want to work, we give them a chance – with no questions asked, no resumes, no interviews, no background checks. We replace scrutiny with trust, transforming lives and communities, and breaking the cycles of poverty in the process.

## **MEET HIRING NEEDS QUICKLY**

It takes an average of 42 days to fill an open position.

## **REDUCE HIRING COSTS**

Companies spend over \$4,100 per hire.

## **BUILD A BUSINESS WITH PURPOSE**

63% of consumers prefer to purchase from purpose-driven brands.



## **WHY OPEN HIRING?**

Most companies spend a lot of time and money screening people out. Right now, there are millions of people who can't find work because of a criminal history, limited education or qualifications, lack of work experience, and/or low or no job skills.

Open Hiring shifts investment and human resources into training, learning and development, benefits, and employee support. Greyston Bakery is proof that it works. It produces millions of pounds of world-class baked goods every year for companies like Ben & Jerry's and Whole Foods Market, and retail customers through the bakery's online store.

Open Hiring is good for business. It allows companies to save on recruitment costs and access a broader pool of talent to meet their hiring needs. It creates value in your organization while fostering equality, respect, and growth in your community.

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## **THE CENTER FOR OPEN HIRING**

Greyston's **Center for Open Hiring**, guide companies in successfully implementing staffing programs that acknowledge human potential and fuel bottom-line success. We continually evaluate and refine best practices, and assist management teams across sectors to adopt Open Hiring in their organizations.

The center is a collaborative learning space dedicated to sharing and improving Open Hiring policies and procedures, and offer business leaders opportunities to see the model first-hand, gain practical knowledge, and support in developing their own programs. Greyston also assists companies in all aspects of implementation, from readiness assessments and stakeholder engagement, to pilot program design and operations.

## **RESOURCES**

**Training and Implementation.** We share decades of experience in Open Hiring with business leaders through training, leadership forums, published resources, and personal consultation.

**Research and Thought Leadership.** Through impact assessment, and academic and research partnerships, we communicate learnings, advance best practices, and support innovative programs to promote a more inclusive economy.

**Regional Replication.** To scale Open Hiring, we're creating regional networks of employers looking to implement the model in their organizations. Currently we have a presence in Yonkers, NY; Rochester, NY; and the Netherlands.

## **LET'S GET TO WORK**

Greyston is seeking visionary partners to become Open Hiring employers. The ideal candidates are organizations that offer entry-level work with paths to living-wage jobs, possess an inclusive, supportive culture, and wish to support Open Hiring as a means to build strong local economies.

We invite you to join a world-changing revolution.

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## SOCIAL IMPACT

- 65 million people in the U.S. (25% of the population) have a criminal record and 700,000 return to our communities annually.
- A criminal record reduces the likelihood of a callback or job offer by 50%, and the negative impact of a criminal record is twice as large for African American applicants.
- Statewide rates of recidivism range from about 31% to 71%, but recidivism rates for formerly incarcerated people who find employment shortly after their release is less than 9%.

## COST SAVINGS

- The U.S. economy loses about \$87 billion annually due to practices and policies that create barriers to employment.
- Companies spend \$124 billion on talent acquisition and \$72 billion on recruitment annually.
- The average cost per hire is \$4,129.
- Turnover rate of employees with criminal records is about 13% lower than those without.

## UNTAPPED RESOURCES

- Businesses may claim a \$2,400 Work Opportunity Tax Credit for each employment opportunity created.
- Managers have access to \$250,000 per year in workforce development grant funding per company, and \$1 to \$12 million in apprenticeship program grant funding annually per company.
- Free federal "bonding insurance" providing peace of mind in the unlikely event of covered employee misconduct, is available, ranging from \$5,000 to \$15,000.

## CONSUMER DEMAND

- 63% of consumers state they prefer to purchase products from purpose-driven brands.
- 78% support purchasing goods and services from businesses that employ people with non-violent criminal records.
- 75% feel comfortable buying goods and services from a business that offers individuals with criminal records employment opportunities.

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*Sources: Accenture, Charles Koch Foundation, Department of Labor, Forbes, HRO Today, Kellogg School of Management/Northwestern University, NAACP Real Clear Politics, SHRM*