



JOBS *for* **LIFE**

Restoring dignity. Changing lives. Transforming communities.

20 Years Of
**Transforming
Communities**
Through The
Dignity of Work

JfL 2016 ANNUAL REPORT



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Who We Are

Unemployment is a global problem that requires a local solution.

At Jobs for Life (JfL), we believe the solution is found within the local Church.



By training, equipping, and connecting churches, ministries, and businesses in communities all over the world, JfL is helping the local Church prepare men and women for meaningful work through honest relationships, mentoring, Biblically-based training, and an ongoing community of support.

It all happens in the JfL class, where leaders and volunteers within local churches and community organizations (which we call "JfL sites") help individuals discover their identity in Christ and overcome roadblocks to employment. The JfL class is about far more than just a job—it's a platform with the potential to connect people from different cultural, ethnic, and socio-economic backgrounds, helping them experience the Gospel in a shared community comprised of the employed, unemployed and underemployed.

Mission

Jobs for Life engages and equips the Church to prepare individuals for meaningful work.

Vision

All people are flourishing in their work and relationships

Values

Humility, Excellence, Long-Suffering, Prayer, Relationships, Rest

Primary Areas of Focus



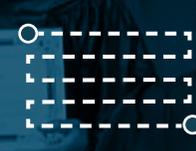
TRAINING



EQUIPPING



CONNECTING



SUSTAINING

Learn more by visiting:
www.jobsforlife.org

Letter from the CEO

Greetings!

We're grateful to have you on this journey with us! I can't believe it's been over 20 years since the first Jobs for Life (JfL) class. Who would have thought back in 1996 when a group of pastors and business leaders got together to help 6 people get jobs that we would be where we are today?

Compelled by Jesus' prayer in **John 17**, "*I brought you glory on earth, Father, by completing the work you gave me to do,*" we experienced another year of God's power and provision.

Here are some of the highlights from 2016:

- 1. We held City Celebrations in 4 cities to acknowledge and award the outstanding accomplishments of students, churches, and businesses engaged with JfL. At these celebrations, we gave out the McCoy-Mangum Award to the individual or group who embodied the values and heartbeat of JfL begun by our founders, Pastor Donald McCoy and Chris Mangum.**
- 2. We launched JfL CORE, a training to equip men and women to lead JfL classes.**
- 3. Midea Walker, a JfL employee, was highlighted in the cover story of Christianity Today's September issue focused on incarceration and the Church's response.**
- 4. Groups in 23 cities, including over 150 people in Kampala, Uganda, gathered for our Global Breakfast of Champions, a livestreamed event in September to cast vision in current JfL cities and plant seeds for future JfL City Networks.**
- 5. 491 individuals, families, churches, businesses and foundations invested financially in JfL, a 50% increase from the number of investors in 2015.**

In addition, we hired The Sagamore Institute to do an extensive study of our work so that we could understand more fully the impact churches, organizations, and businesses are having through JfL. In this annual report, you will see Sagamore's findings that show JfL's current strengths, what led to our positive outcomes, and ways we can improve.



Studying our sites with strong outcomes has helped us identify key success factors we hope to replicate across our network. Most of those that reported high job placement rates, for example, have led JfL classes for three years or more, have an experienced businessperson on their leadership team, and have mobilized a strong pool of committed mentors.

Sagamore's work has also exposed some of our challenges—namely our need to offer better training for our leaders and volunteers, improve our data collection, and deepen our sites' connection to the business community.

Along with these challenges, we experienced a financial loss in 2016 as our fundraising efforts did not meet expectations. While this was unexpected, it has been an opportunity for us to refine what we do, cut costs in various areas, and make sure we are focused on our mission going forward.

Upon recent approval of our strategic plan, we have simplified our mission and vision and identified four key strategic areas of focus—training, equipping, connecting, and sustaining—to help us achieve the following goals by 2020:

- 1. JfL City Networks in 20 cities**
- 2. 75% of site leaders trained by 2020**
- 3. 70% of sites with over 50% job placement rates and positive relationship outcomes**

Pursuing these goals is only possible because of thousands of people, like yourself, who own this mission with us. We praise God for your partnership and the way He is leveraging all of us to transform lives through the dignity of work.



For His glory,

David Spickard
President & CEO

Measuring Impact

In 2016 we embarked on a journey to improve our data collection methods and to determine the most authentic and accurate way to measure true transformational change in a JfL class. While numbers alone are insufficient to measure fruitfulness; we do believe numbers can be leveraged to beautifully represent the value of people and their unique stories.



In 2016, we shifted how we measure and report data by focusing on outcomes that dig deeper, speaking more to the quality of our impact rather than quantity alone.

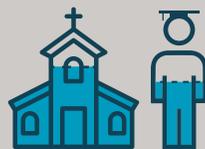
With that in mind we engaged an independent research firm, The Sagamore Institute for Policy Research, to externally evaluate the impact of our job preparedness training course and how well we equip churches and ministries through training. This project involved a mixed-methods approach with both quantitative and qualitative empirical analyses, seeking to answer the following questions:

1. How well is JfL equipping the Church to facilitate a job-readiness ministry?
2. What are the outcomes of a well-equipped site?
3. How effective is the JfL ministry?

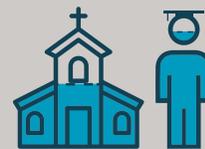
Evaluation Project Results

(from a national survey of JfL sites conducted by The Sagamore Institute for Policy Research)

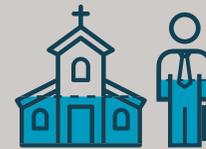
GRADUATION AND EMPLOYMENT



79% of sites graduated over 50% of students



54% of sites graduated 75-100% of students



48% of sites reported job placement rates over 50%



58% reported students keep jobs for about 1+ years

OVERALL STRENGTHS OF JfL



Businesses Engagement

The majority of JfL sites (60%) have a strong business presence on the leadership team.



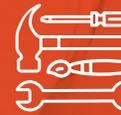
The Extra Mile

2/3 of JfL sites have "Champions" (mentors) that are willing to go the "extra mile" with their students.



Heart for Ministry

Churches reported an increased amount of concern for the poor.



Best Practices in Work Development

The JfL platform aligned strongly with key best practices among similar job readiness programs.

AREAS FOR IMPROVEMENT

- **Offer More Training:**
Required training can help to better support our sites.
- **Improve Data Collection System:**
Simplify, refine and communicate our measurement process.
- **Strengthen Business Connections:**
Continue to increase business involvement and site connectivity through the City Network model.

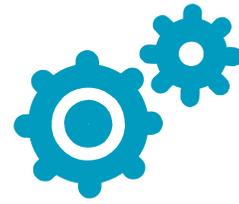


MOVING FORWARD

As an indirect service organization, directly measuring student outcomes can be challenging. In the past we have placed a lot of energy toward determining numbers that communicate volume, (example: the number of students served or the number of graduates) to articulate the breadth of our impact. **Moving forward, you can expect for us to report data that goes deeper and provides a better picture of our impact.**

For more information on our work with The Sagamore Institute, including key details about the evaluation project purpose, process, and findings, please visit www.jobsforlife.org/Evaluation2016.

Training At The Core



In 2016, we launched a new training called “**JfL CORE**” that focused on teaching the key steps necessary to prepare, start and sustain a Jobs for Life ministry. Throughout the training, JfL leadership teams were lead through biblical principles, proven strategies, and logistics that would help them in preparing men and women for meaningful work in their cities.

CORE

100+ leaders participated in the inaugural JfL CORE training in 2016. Here are a few of the participants' responses:

“I am so excited and have learned so much! One of the most important lessons I learned from the training was understanding more about helping others rather than trying to fix them. This is a journey not a race, and trust takes time. ”

“JfL CORE helped me see the need to enter the classes with humility, recognizing that I must depend on God for all of it...I must be willing to do the work and allow God to perform the miracles. ”

“This training allowed me to gain a great insight and sense of clarity to the power and potential of the JfL class—for both me and the students. ”

“I have been the Champion Team Leader for three JfL classes. It was very helpful for me to get an overview of the purpose and structure of JfL as a whole. I knew the basics and we have had great classes, but this helped me appreciate JfL even more! ”

Moving forward, JfL CORE Training will focus on the four following areas of strengthening JfL classes:



Building Relationships

After two decades of Jobs for Life, we have found that building strong and lasting relationships is the difference in helping someone gain and advance in the search for meaningful employment. Moving forward, the training will demonstrate even more unique techniques for building genuine relationships within the JfL class.



Recruiting Businesses

Getting back to the very roots that started Jobs for Life, JfL CORE will train and equip JfL sites and their teams with the necessary tools and plans to partner with local and national businesses. Our studies have shown that this partnership with businesses both accelerates and increases the success of getting graduates into more sustainable, meaningful employment. The Church must be equipped to boldly partner with other stakeholders on behalf of their community.



Building a Trained Leadership Team

In the evaluation conducted by The Sagamore Institute (pgs 6-7), we learned that sites with trained leaders achieved higher graduation and employment rates in their classes. Through our improved training, Site Leadership Teams will learn proactive ways to address common and unique roadblocks keeping students from completing the course and/or finding employment.



Implementing Advanced Facilitation Techniques

The JfL class connects individuals from different cultures, ethnic and socio-economic groups, as well as the employed, unemployed and underemployed. It's important for leaders to recognize the various methods of learning within these groups, so JfL CORE will focus on helpful strategies and techniques to deliver the material in ways everyone can understand.



To learn more about JfL CORE and register for one of our training events, visit: www.jobsforlife.org/JfLCORE

Going Deeper In Cities



To combat poverty and unemployment at the local level, Jobs for Life offers a deeper network model in strategic cities. Through this strategy, cities are transformed as the local Church is equipped to attack the impacts of poverty and joblessness in the community.

Already, we have seen amazing work and powerful results in the first five JfL City Networks centered in the following cities; Raleigh (NC), Nashville (TN), Tampa (FL), Atlanta (GA), and Charleston (SC). In these cities, churches, businesses, nonprofits, and government entities are banding together to tackle the issues of joblessness and relational brokenness they are encountering.

Through the City Network model, JfL partners with city leaders to create:



An active network of churches and organizations preparing men and women for work (sites are geographically dispersed, representative of community, addressing various populations)



A network of companies offering relationships, access, and opportunities for employment



Gatherings and events to build relationships and share resources



Trained JfL leaders using their skills and knowledge to transform their community and expand JfL's mission



Financial support from individuals, companies, churches, and foundations for JfL's local and global mission

Learn more about the JfL City Networks:
www.jobsforlife.org/City-Networks



2016 City Network Stats

TRIANGLE AREA (NC) *established 2011*

29 JfL Classes, 185 Graduates
 102 Gained Employment / Furthering Education

MIDDLE TENNESSEE AREA (TN) *established 2011*

28 JfL Classes, 140 Graduates
 55 Gained Employment / Furthering Education

GREATER ATLANTA AREA (GA) *established 2015*

17 JfL Classes, 124 Graduates
 66 Gained Employment / Furthering Education

TAMPA BAY AREA (FL) *established 2015*

10 JfL Classes, 78 Graduates
 47 Gained Employment / Furthering Education

GREATER CHARLESTON AREA (SC) *established 2016*

13 JfL Classes, 75 Graduates
 55 Gained Employment / Furthering Education

City CELEBRATIONS

In the Spring of 2016, we held City Celebrations in each of our strategic City Networks. At each of these events, we acknowledged and celebrated the local JfL sites, graduates, leadership teams, ministry partners, and business partners who had been involved with growing and strengthening the JfL Network in each city over the past several years.

In each city, we also recognized specific leaders and presented them with awards, including the "McCoy-Mangum Award." This award was given to the individual (or individuals) who, through their service to the community, embodied the founding principles and values of JfL. The award was named for the founding members of JfL—Pastor Donald McCoy and Chris Mangum.

2016 McCoy-Mangum Award Winners:



TAMPA, FL
Joan Hill
 JfL Site Leader



NASHVILLE, TN
Ronnie Mitchell & Kevin Riggs
 JfL Site Leaders



RALEIGH, NC
Casanova Womack
 JfL Site Leader



ATLANTA, GA
Dan Tanner & Hakeem Turner
 JfL Champion & JfL Graduate

“The amazing thing is that God loves helping people see who He created them to be—and He invites us to be a part of it. We all need these relationships. It's a journey.”

- Joan Hill, JfL Site Leader



Transforming a Community in Safety Harbor, FL

The first 2016 JfL class at Safety Harbor Community Church (Tampa, FL)—their third JfL class since 2014—graduated in March, 2016. They witnessed God working in powerful ways.

11 women from the Safe Harbor Center (a homeless shelter and jail diversion program) participated in the class as students. 8 out of the 11 students graduated, 6 found employment, 1 worked to complete her GED, and 2 enrolled in college.

This class was a great reminder of the power of community. 10 volunteers served in the class, with two other local churches helping out and many volunteers providing lunch and various other needs for the group. One Champion's dentist provided dental services and Goodwill provided a new outfit for each graduate.

God continues to work amidst roadblocks and setbacks, and He's using Joan Hill (JfL Site Leader), the volunteers, and Champions in an incredible way to love and support the ladies in this community who are working so hard to get back on their feet.

Expanding Business Partnerships

In order for our network to serve the business community by providing a stronger workforce, it's important to shift the thinking of what it takes to be successful in a job. However, there are many barriers that prevent people from finding and keeping employment—including mental and physical health, criminal backgrounds, a lack of transportation or childcare, a sense of hopelessness, or a lack of education/skill.

By systematically addressing the challenges of job seekers, we are better able to connect businesses to thriving, hope-filled employees.



“Jobs for Life has changed me. I now look at my employees differently, and I feel like I’m now more equipped to help them improve their lifestyle.”

- Rick Royals, Raleigh Business Owner, JfL Champion, and City Advisory Board Member

Rick and other JfL leaders share about engaging their business with JfL—watch the video at:

www.jobsforlife.org/city-networks

Engaging Businesses in the Triangle Area

In 2016, we expanded our employment partners, specifically in the Triangle Area City Network (NC), from 11 to 45 companies across all industries. These businesses have committed to prioritizing JfL graduates for employee interviews. A growing list of employment partners allows JfL to be a conduit that connects job seekers to meaningful employment.



“I wanted you to know that I start my new job on Monday at 8AM. So excited!! Thank you so much for all your help.”

- Aaron, JfL Graduate

“I got hired! I’m so excited, I could stay with them for the next twenty years. I have a company truck to drive, a uniform, benefits...I have never had that before.”

- Sandy, JfL Graduate (pictured below)

“I love my new job! I look forward to coming into work everyday and working alongside my new friends. If it wasn’t for Jobs for Life and this community of support, I have no idea where I would be today.”

- Angela, JfL Graduate (pictured above and on front cover)

“We’re very blessed to have Angela on our staff. She’s one of the hardest workers we’ve found. She’s constantly going above and beyond to ensure that our operations are running smoothly...we’re thankful to have her as an employee and as a friend.”

- Theresa, Program Director at Local Non-profit (hired Angela, quoted above, in 2017)

Read more stories about our JfL graduates, leaders, and business owners by visiting:
www.jobsforlife.org/Stories

2016 Financial Performance

Invest in Jobs for Life

Jobs for Life: Statement of Financial Position: December 31, 2016
(with summarized financial information for December 31, 2015)

2016 Revenue, Gains, and Support: \$1,060,749

ASSETS	2016	2015
<i>Current Assets:</i>		
Cash	\$222,150	\$332,934
Pledges receivable	\$133,120	\$326,940
Sales Tax Refund Receivable	\$1,162	\$3,179
Accounts Receivable	\$1,141	-
Prepaid Expense	\$10,068	\$8,561
Total Current Assets	\$367,641	\$671,614
<i>Property and Equipment:</i>		
Office Equipment and Software	\$18,524	\$18,509
Less Accumulated Depreciation and Amortization	\$13,644	\$11,793
Net Property and Equipment	\$4,880	\$6,716
TOTAL ASSETS	\$376,921	\$682,730
LIABILITIES AND NET ASSETS		
<i>Current Liabilities:</i>		
Accounts Payable	\$8,819	\$15,866
Accrued Payroll	\$50,095	\$39,318
Total Current Liabilities	\$58,914	\$55,184
<i>Net Assets:</i>		
Unrestricted	\$198,213	\$530,000
Temporarily Restricted	\$119,794	\$97,546
Total Net Assets	\$318,007	\$627,546
TOTAL LIABILITIES & NET ASSETS	\$376,921	\$682,730
SUPPORT AND REVENUES		
Contributions	\$978,499	\$1,241,164
Sale of Training Materials	\$70,645	\$81,979
Conferences and Workshops	\$11,742	\$5,496
Loss on Disposal of Asset	(\$233)	-
Interest and Other	\$96	\$52
TOTAL SUPPORT AND REVENUES	\$1,060,749	\$1,328,691
EXPENSES		
<i>Program Services:</i>		
Engagement and Awareness	\$504,869	\$470,470
Training and Leadership Development	\$295,188	\$316,372
Strategic Initiatives	\$218,602	\$142,374
International Development	\$13,422	\$17,806
Total Program Services	\$1,032,081	\$947,022
<i>Supporting Services:</i>		
Management and General	\$168,383	\$142,114
Fundraising	\$169,824	\$133,640
Total Supporting Services	\$338,207	\$275,754
TOTAL EXPENSES	\$1,370,288	\$1,222,776
Changes in Net Assets	(\$309,539)	\$105,915
Net Assets (Beginning of Year)	\$627,546	\$521,631
Net Assets (End of Year)	\$318,007	\$627,546



DIGNITY PARTNER

Help people experience the dignity of work



Dignity Partners believe that nothing attacks one's dignity like a lack of work. In response, they commit to the dignity-restoring mission of Jobs for Life by making a commitment of at least \$21/month. By doing so, Dignity Partners power this Church-led movement that has served **over 30,000 men and women** to date.

“ Each dollar invested yields a return on investment that stimulates growth in the restoration of an individual's dignity and the collective empowerment of our communities. ”

- Charles Cheek, Hampton Road, VA
City Catalyst and Dignity Partner

Become a Dignity Partner today!
www.jobsforlife.org/Dignity-Partner



Restoring Dignity.

Changing Lives.

Transforming Communities.



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To get involved with Jobs for Life, visit:
www.jobsforlife.org/GetInvolved