20 Years Of Transforming Communities Through The Dignity of Work
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.

Learn more by visiting: www.jobsforlife.org
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. Miea 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.

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduates over 50% of students</td>
<td>79%</td>
</tr>
<tr>
<td>Graduates over 75-100% of students</td>
<td>54%</td>
</tr>
<tr>
<td>Sites with job placement rates over 50%</td>
<td>48%</td>
</tr>
<tr>
<td>Students keep jobs for about 1+ years</td>
<td>58%</td>
</tr>
</tbody>
</table>

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.

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.
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.

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

“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 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.”

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.

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.

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
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

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.

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

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
JfL Site Leader
Kevin Riggs
JfL Site Leader

RALEIGH, NC
Casanova Womack
JfL Site Leader

ATLANTA, GA
Dan Tanner
JfL Champion & JfL Graduate
Hakeem Turner
JfL Site Leader
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.

Expanding Business Partnerships

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.

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

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

Rick and other JfL leaders share about engaging their business with JfL—watch the video at: www.jobsforlife.org/city-networks

"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)

"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

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

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### LIABILITIES AND NET ASSETS

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### SUPPORT AND REVENUES

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<td>Conferences and Workshops</td>
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<td>Loss on Disposal of Asset</td>
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<td>$96</td>
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<td>$1,060,749</td>
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### EXPENSES

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<td>Program Services</td>
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<td>Engagement and Awareness</td>
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<td>Management and General</td>
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<td>Total Expenses</td>
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<td>$1,222,776</td>
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### Changes in Net Assets

- Assets (Beginning of Year): $309,539
- Net Assets: $627,546
- Net Assets (End of Year): $318,007

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

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**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

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Invest in Jobs for Life

"Help people experience the dignity of work"

Become a Dignity Partner today!

[www.jobsforlife.org/Dignity-Partner](http://www.jobsforlife.org/Dignity-Partner)
To invest in the mission of Jobs for Life, visit:

www.jobsforlife.org/donate

To get involved with Jobs for Life, visit:

www.jobsforlife.org/GetInvolved