



MAKING POSSIBLE, POSSIBLE

ANNUAL REPORT **2016**



TABLE OF CONTENTS

3	LETTER FROM THE CEO
4	ABOUT JUMA
8	THE YEAR IN NUMBERS
9	MAKING POSSIBLE, POSSIBLE
19	LOOKING AHEAD
21	FINANCIALS
23	SUPPORTERS
28	BOARD MEMBERS & STAFF



LETTER FROM THE CEO

2016 was a year of continued growth and innovation. It was also the year in which Juma created jobs for more than 1,000 youth for the first time in our history. These youth worked 25,000 shifts in our social enterprises, and while we are proud of the work we've done as an agency—introducing new programs like YouthConnect and expanding to new markets, including Sacramento and Atlanta—our effort pales in comparison to the hard work put in by our youth as they started their first job on a path to career success.

At Juma, our passion is to ensure that all young people get the opportunity to build a strong future. For almost 25 years we have been a first job for thousands of youth across the country, giving them the opportunity to get their foot in the door and build the skills and confidence they need to start a career.

In 2016, we brought our experience and expertise to disconnected youth through our innovative YouthConnect program. YouthConnect combines the Juma job with one-on-one career and financial coaching, and a rigorous training program covering professional development, career exploration, and financial capability. To help our youth successfully connect to permanent employment, we built exciting new partnerships with corporations looking to hire and invest in youth talent. As a result, we are seeing youth gain the life skills and soft skills they need to further their education and career pursuits, helped by additional networking, mentorship and career-building opportunities. All the while, they are transforming their own self-conceptions and gaining self-esteem and resilience.

Our youth come from a wide range of backgrounds. What distinguishes and unites all of them, however, is that despite the unfair and seemingly insurmountable obstacles placed before them, they persevere and strive for a better future. Racism, poverty, incarceration, inequality, bigotry or any number of other issues all threaten to make their success impossible. Still, they don't give in, and with the new opportunities Juma provides, they're able to make possible a strong and stable future, with a career they love, achieving the goals that matter to them.

Juma relies on your dedicated support, the skill and focus of our staff, and the generous contributions of our Board of Directors and volunteers in order to achieve our growing impact. We are deeply grateful for the support of all of you who have joined us in this work. Together, we are making a better future possible for our youth. Together, we are making possible, possible.



Sincerely,

DR. MARC SPENCER



OUR MISSION

Juma Ventures strives to break the cycle of poverty by paving the way to work, education and financial capability for youth across America.

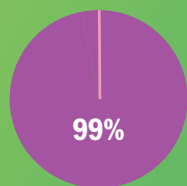
Juma is a youth-run social enterprise that employs youth to sell concessions in major sports and entertainment venues across the United States so they can earn an income, get training and experience to launch a career, build financial capability and improve their economic well-being. We give youth the tools and opportunity to create personal and social change.

WHO WE SERVE

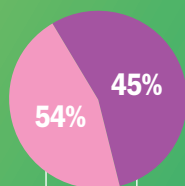
Juma serves youth who come from low-income households and underserved communities with some of the highest rates of poverty.

Pathways program: Recruited as high school sophomores (aged 15-16), youth in the Pathways program aspire to be the first in their family to go to college. They enter the program with GPA scores within the 2.0-3.0 range, and need support and guidance to be college and career ready.

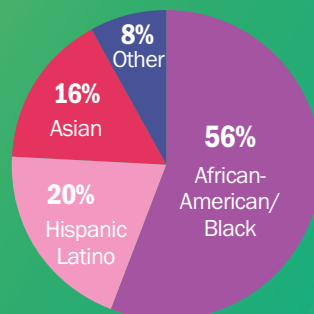
YouthConnect program: Juma recruits young adults aged 16-24 who have become disconnected from both school and work or who have been engaged in the foster care system. Separated from these critical career-building pathways, these youth (Opportunity Youth) need support transitioning to a healthy adulthood.



Youth from low to moderate income

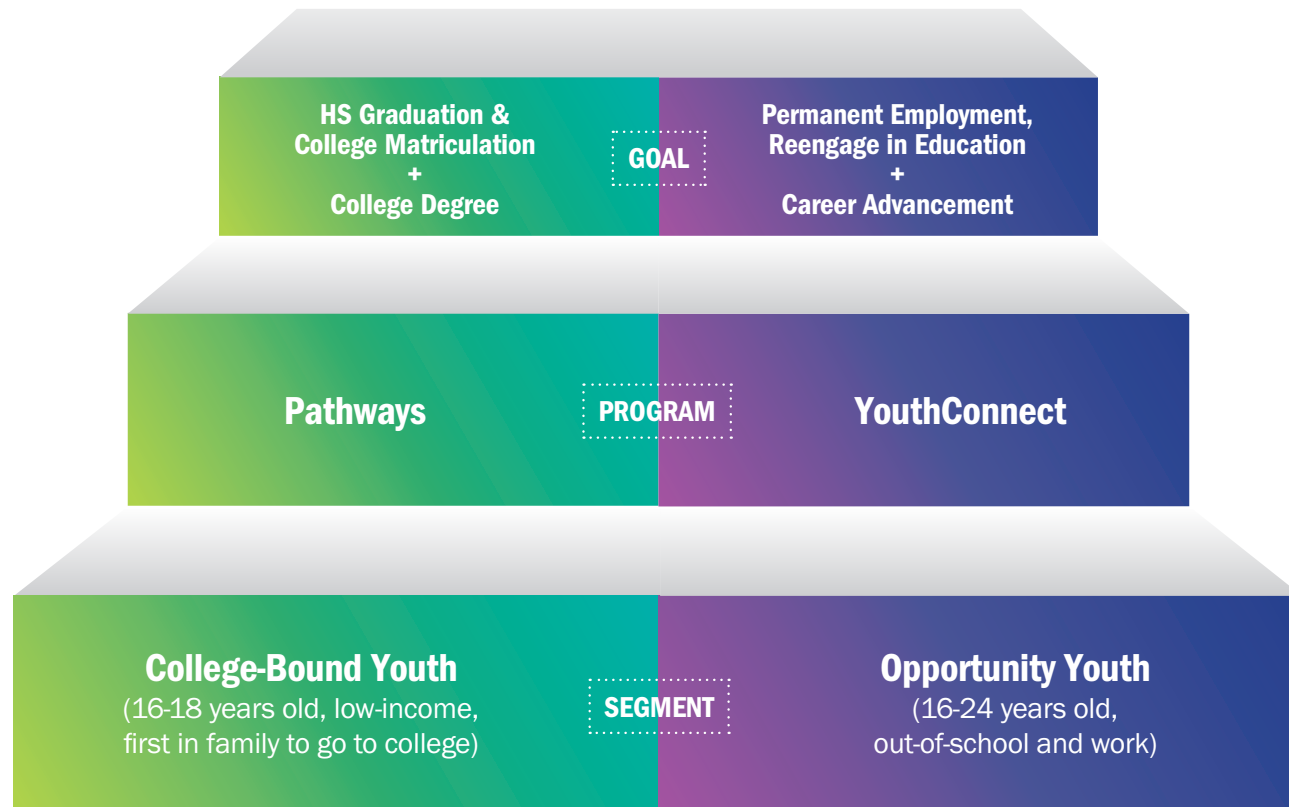


Male
Female



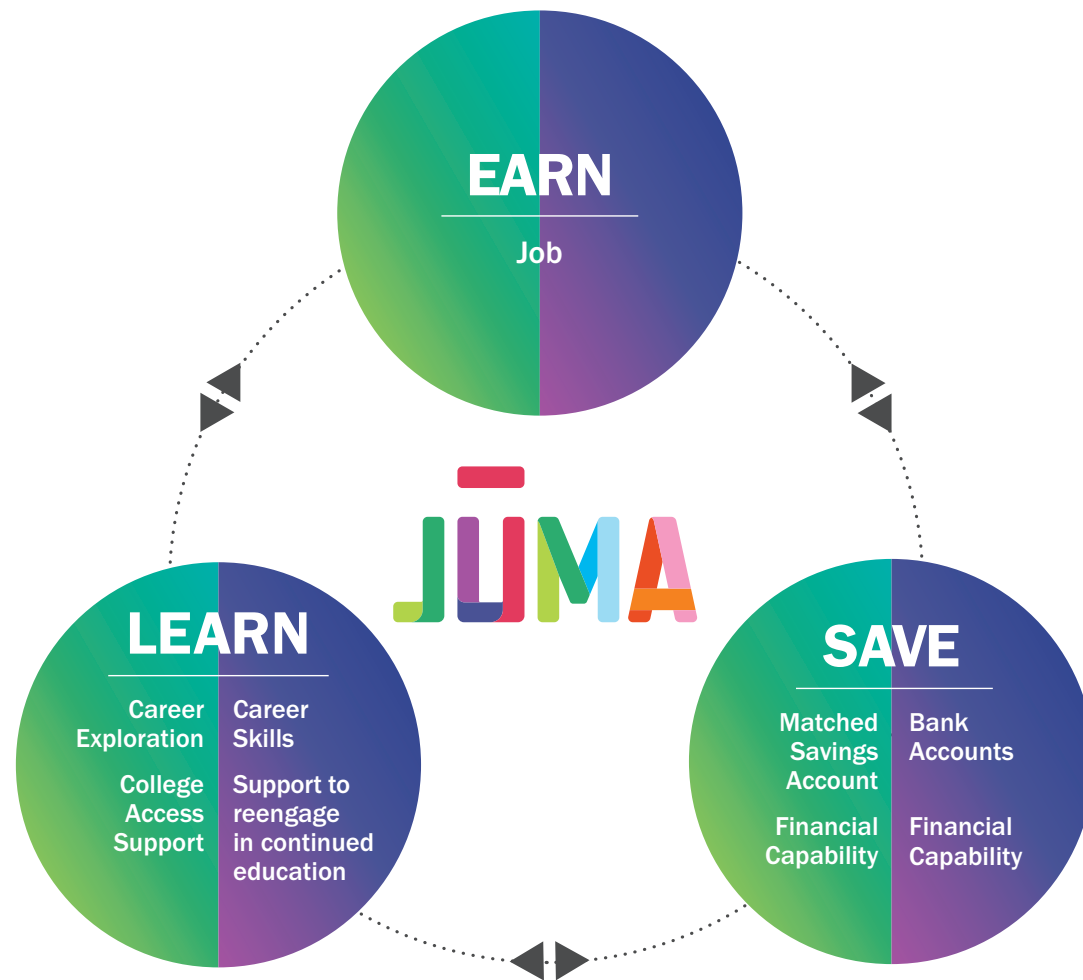
Juma Youth Demographics

BREAK THE CYCLE OF POVERTY



WHAT WE DO

Juma addresses the critical issues of unemployment, financial exclusion and academic underachievement of youth from underserved communities by offering two customized programs: Pathways and YouthConnect.



● Pathways Program
● YouthConnect Program

HOW WE DO IT

Juma's programs are centered around our unique EARN, LEARN, SAVE model.

Juma's core belief is that the world's greatest social service program is a job. There's dignity in work, and the combination of a powerful early employment experience with education support and asset building, helps youth

overcome the hardships of poverty, aspire to career success and make long-term behavior changes such as developing a strong work ethic and establishing saving habits. At the center, with the support of a positive adult role model, youth are able to explore a range of education and career pathways, set career goals and develop the soft skills needed to succeed in 21st century careers.

“Working at Juma I have learned confidence, how to communicate with people and interact with customers, and how to represent myself in a positive manner. I’ve also learned management, organization, and leadership skills, like how to have a positive influence on others and work as a team to get to our goals.”

—Red R., Juma Seattle

“The advice and discipline my Juma mentors gave me—and continue to give me—are priceless.”

—Manaiya S., Juma Oakland

“Juma is so much more than just a job. It gives you the tools to learn and do better.”

—Umera M., Juma San Francisco

WHAT MAKES A JUMA JOB DIFFERENT?

A Juma job is much more than a paycheck. Juma approaches employment through a youth development lens with the intention of providing youth with, in addition to a much-needed income, the positive experiences, self confidence, and soft skills that will help them advance in 21st century careers.

- Through Juma’s training and on-the-job experiences, youth develop critical soft skills that will set them up for future success: communication and professionalism, critical thinking and problem solving, collaboration and teamwork, creativity and leadership.
- Juma’s enterprise staff work hard to build positive worker-employer relationships with the youth, providing mentorship and support, and helping youth to develop trust and self confidence.
- Juma helps youth develop a growth mindset: adhere to the belief that talents, skills, and abilities can all be learned, built and improved through hard work and dedication. Failures are viewed as opportunities to learn, and thus feedback is a critical part of the improvement process.
- Youth have the opportunity to gain additional responsibilities and advance to leadership positions within Juma based on their performance, allowing them to also develop managerial skills.



THE YEAR IN NUMBERS

2016

Social Enterprise revenue: \$3.9M

Youth wages earned: \$1.6M

Youth employed: 1,150

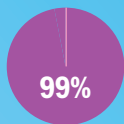
Total number of shifts worked: 25,000

PATHWAYS PROGRAM

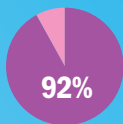
Matched College Savings Accounts opened: 185

Youth savings (unmatched): \$126,553

Matched Savings: \$286,700



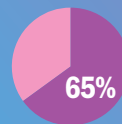
Percentage of youth graduated from high school



Percentage of youth enrolled in post-secondary education



Total percentage of youth first-in-family to attend college



Total percentage of youth graduated from post-secondary education

INAUGURAL YOUTHCONNECT PROGRAM

Youth placed in a full time job

90%

Youth who retained new job 90 days post Juma

92%

SINCE 1993

Low-income youth employed: 6,298

Youth wages earned: \$8.1M

Social enterprise revenue: \$29.4M

Youth savings: \$1.9M

Youth savings, incentives and match earned: \$6,051,210



MAKING YOUTH JOBS POSSIBLE

**IN 2016, JUMA REACHED A NEW MILESTONE OF
EMPLOYING MORE THAN 1,000 YOUTH FROM
UNDERSERVED COMMUNITIES**

Today, the American Dream is unattainable for a large number of teens and young adults across the nation who struggle to get their foot in the door. Without early work experience, these youth are separated from the opportunity to develop foundational soft and hard skills necessary to build a career and a prosperous future for themselves.

Over the last six years, Juma has experienced unprecedented growth creating jobs and opportunity for youth from underserved communities. 2016 was no exception.

Juma expanded into Atlanta, launching operations at Turner Field with the Atlanta Braves (now at SunTrust Park), the Georgia Dome with the Atlanta Falcons, and the Georgia World Congress Center. In collaboration with Fulton County and My Brother's Keeper Taskforce, Juma employed 150 Opportunity Youth who were staffed as cooks, preps, cashiers, servers and stand leads in partnership with Delaware North and Levy Restaurants.



Juma also opened its doors in Sacramento at the new Golden 1 Center, home of the Sacramento Kings. With strong support from 3Strands Global, American Legion High and the Department of Human Assistance, Juma employed 80 Opportunity Youth in partnership with Legends Hospitality.

As a result of our growing footprint, 1,150 Juma youth worked 25,000 shifts and earned \$1.6 million in wages.

Juma believes it starts with a job. For many of these youth the Juma job serves as a catalyst for change and a way to enter or reconnect with the workforce and remove barriers to future employment. For others, it's a pathway toward college, allowing them to Earn, Learn and Save. For all, it's a transformative experience that will help them on their journey toward achievement and economic well-being.

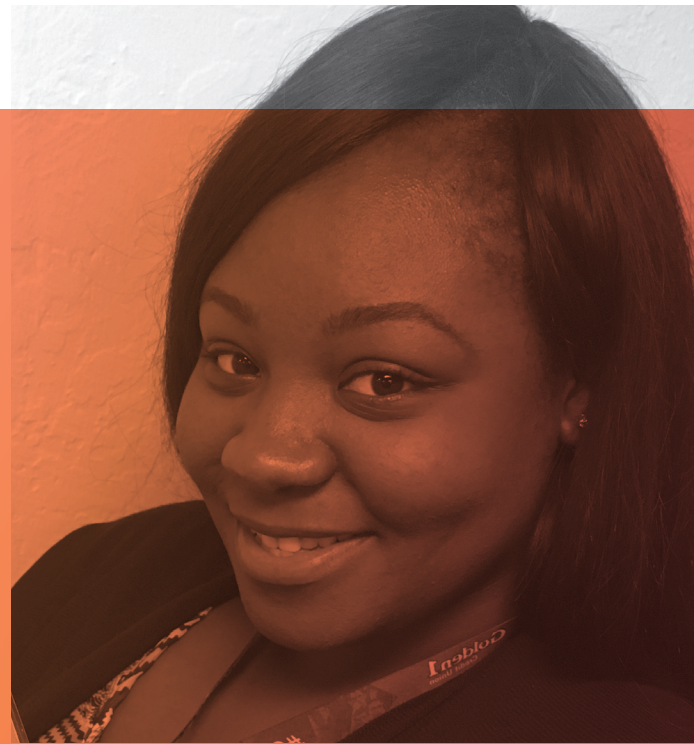
DONNA'S STORY

Donna's road to Juma was painful. After giving birth to her son, she was laid off from her job and found herself homeless and living out of her car with her infant. She was struggling to find a job while caring for her son, when she came across Juma.

After attending a Juma information session, Donna quickly signed up to work at the Golden 1 Center in Sacramento, California. Soon after joining Juma, Donna earned a promotion as Vendor Lead. She attributes her success to the support of her Juma team: "Juma is so much more than a job," she says. "It gives you the opportunity to be something bigger."

At Juma, Donna learned interpersonal, customer service, and leadership skills. She says, "I've learned how to work with diverse people and with busy crowds. I've learned how to be a barista which I never thought would be so hard. I've also learned how to lead others and gain respect, as well as to give it. I'm also learning how social enterprise operations work."

Donna has since been promoted again to Enterprise Assistant Manager and tries to give the same support to her team that



she received in the past. "Juma is important to me, and I want Juma to succeed in order to help more people like me," she says.

Reflecting on her past, Donna admits:

"I still can't believe this is real. This time last year, I was homeless with nothing. It was just me and my child but now I'm on my way—all thanks to Juma."

Donna hopes to continue working with Juma, helping more young people in Sacramento find and grow their potential.

MAKING ACCESS TO EDUCATION POSSIBLE

THROUGH THE PATHWAYS PROGRAM, JUMA HELPED LOW-INCOME YOUTH BECOME THE FIRST IN THEIR FAMILY TO GRADUATE FROM HIGH SCHOOL, ENROLL IN POST-SECONDARY EDUCATION AND GRADUATE FROM COLLEGE.

Youth from underserved communities face significant barriers to education achievement. Our goal is to provide the opportunities, support and mentorship that will empower youth to pursue their goals of going to college and starting their careers.

We are proud to say that in 2016, 99% of our Pathways program youth graduated from high school and 92% enrolled in post-secondary education. An amazing 65% of our alumni youth also graduated from college within six years, on par with the national graduation average and an incredible achievement compared to 17% of their peers from similar socioeconomic backgrounds.

Juma's Youth Development Coordinators (YDCs) played a crucial role in supporting their success. They worked alongside our youth, helping them develop and work toward an education plan. Through their support, youth participated in college and career tours and SAT prep courses, received assistance with college and financial aid applications, and benefited from after-school tutoring. Juma's YDCs also provide invaluable emotional support and encouragement through an unfamiliar and often, scary process of applying for college.

But it was the youth themselves who did the heavy lifting. They juggled a job at the ballpark, school work, and their own teenhood, and demonstrated that youth from underserved communities can create personal and social change when given the opportunity.



ERICK'S STORY

Erick immigrated to the United States from El Salvador when he was seven years old. The move was difficult and, because Erick spent a lot of time helping his family, he had little time to do his homework. As a result, he developed anxiety and depression which was affecting his school performance and day-to-day life. When Erick discovered Juma, he realized that Juma could provide not only a job and stable income, but also the academic support he desperately needed.

“People get excited when we talk about money, so that was what first got my attention,” he says. “But then Juma staff also talked about how they helped students with college applications and how they helped you strive to achieve more.”

Juma helped Erick turn his academic career around: “After starting Juma, I had a better time in school,” he recalls. “I actually wanted to go to class and do my homework.” Juma also gave him access to tutoring and college test-preparation resources which helped him improve in school.

Erick also climbed the ranks through employment at Juma's



social enterprise at Oakland Coliseum. After starting as a vendor, he hustled and was quickly promoted to cart manager.

Erick says:

“There’s a difference between equality and equal opportunity. We have the right to an equal life but we don’t necessarily have the opportunity to make ourselves equal.”

Thanks to Juma, Erick is now ready to break the cycle of poverty in his household and use all the skills he learned to help him along the way.

MAKING NEW CAREER PATHS POSSIBLE

JUMA EXPANDED THE YOUTHCONNECT PROGRAM ACROSS THE COUNTRY, CREATING CONNECTIONS TO PERMANENT EMPLOYMENT AND CAREER PATHWAYS.

Across the country, there are currently 5.3 million 16-24 year-olds disconnected from both school and work (Opportunity Youth). Meanwhile, there are millions of jobs going unfilled in the workplace as employers can't find qualified applicants for middle-skill jobs.

To help close this opportunity gap, in 2016, Juma received a five-year grant from REDF through the Federal Government's Social Innovation Fund to expand our work with Opportunity Youth nationally. In our first year, Juma employed 300 disconnected youth and over five years, we plan to expand the program to reach 2,400 across the country.

Juma began partnering with corporate employers such as UPS,



Starbucks and Gap Inc., that offer our youth opportunities for career advancement. To ensure that youth are successful in their connection to permanent employment, Juma's Career Coach provides youth 90 days of retention and job success support in their new workplace. This includes continued soft skills coaching, help understanding our industry partner's mobility pathways, taking stock of the benefits offered, and identifying a mentor within the new company. Youth are supported to pursue further education opportunities and credentials that will help them progress toward middle-skill jobs with a living wage and health benefits.

Through YouthConnect, Juma takes disconnected youth from having no job to having a career and pathway to adulthood – and creates a pool of motivated, reliable workers who bring value to the economy and their community.

DEVYON'S STORY

After graduating from high school, Devyon was caught in an increasingly common trap. Despite submitting one job application after another, he never got a call back. His limited work experience was a barrier preventing him from securing permanent employment and opportunities to earn an income “the right way.”

Devyon first heard about Juma through his mentor at the National Urban League who encouraged him to apply to the program to gain essential job and professional skills, and build up his resume.

“The first day working for Juma, I was incredibly nervous... but I soon realized that everyone was as well,” Devyon says. “Through teamwork, communication and self-assurance, we all made it through the day. It was hard work but the passionate fans and mentors gave me energy to power through it.”

After only a month with Juma, Devyon was promoted from Food Prep and soon thereafter to a Stand Manager. His dedication to the job, his willingness to go above what was expected of him and his attention to detail were characteristics that made him stand out.



Juma helped Devyon land a permanent position with their corporate partner, UPS, and complete a supply chain management certification at Georgia Tech. One year later, Devyon has stable full-time employment and is an Operations Manager after successfully passing UPS' Supervisor Exam. He oversees 15-16 workers and earns \$14.85 an hour with benefits.

Devyon says:

“Juma has taught me everything I know about what it means to be a professional. One day I hope to own my own business and help others like me, who just need a helping hand to succeed in life.”

MAKING FINANCIAL INCLUSION POSSIBLE

JUMA PARTNERED WITH CREDIT UNIONS AND BANKS TO PROVIDE ACCESS TO SAFE AND AFFORDABLE FINANCIAL PRODUCTS, AND GIVE YOUTH THE CONFIDENCE AND CAPABILITY TO PLAN FOR A BETTER TOMORROW.

Financial inclusion and security are essential to building a good life. But youth who grow up in low-income households dealing with economic hardship, face more barriers to achieving it. Access to safe and affordable financial services is limited and, while most people aren't entirely comfortable in a bank, many of Juma's youth come into our program genuinely afraid to enter one. They fear being profiled, not knowing what to do, how to speak, or what to wear.

When youth join our program, we help them break down this barrier and open bank accounts, providing them with an immediate way to manage their income. Combined with financial knowledge, incentives for saving, and a dream for a better tomorrow, we believe we have a powerful approach to breaking the cycle of poverty for youth from underserved communities.

In 2016, Juma's Pathways youth were able to leverage their hard-earned wages through a 1:1 savings match up to \$500. Collectively, our youth saved \$286,700 for college-related expenses, providing crucial gap support for books, a laptop or tuition. Research indicates that low-income youth with as





“Besides being able to count money pretty quickly now, Juma has taught me quite a bit about financial literacy. The financial workshops we get to attend are very insightful and hit hard on the importance of money management and savings, banks, and the whole financial system. It’s a great experience to have a job, get paid, and learn how to use the money wisely.”

—Wintana, Juma Seattle

little as \$500 in a college savings account are 7x more likely to attend college.

As we continue to expand our work with disconnected youth, a central goal is to ensure youth feel empowered, through knowledge and experience, to make sound financial decisions during periods of crisis - to which they are unfortunately more likely to be exposed. Decisions made during crises, including taking out short-term loans, incurring late or overdraft fees, and using payday lenders or credit debt, can result in negative impacts to their financial health which take years to repair.

Juma’s financial capability support reaches youth at a critical “teachable moment” – when they are earning their first paychecks and planning for their future. Through the combination of financial education and one-to-one financial coaching, youth are given the support to develop lifelong money management skills. Beyond that, they learn how to successfully navigate financial challenges, defend their financial rights, and demand the services and support they deserve.

Juma is proud to partner with credit unions and banks across the country to help get our youth connected to the financial system, to teach them financial skills and, most importantly, make them feel welcome and comfortable in institutions where they previously felt they didn’t belong.

MAKING BETTER COMMUNITIES POSSIBLE

WE HELPED STRENGTHEN LOCAL COMMUNITIES THROUGH MEANINGFUL PARTNERSHIPS AND COLLECTIVE IMPACT.

Juma's approach is driven by the belief that it takes a village to support youth to successfully transition to adulthood. We partner with a range of organizations to recruit and help provide youth access to a broad spectrum of social support services within the local community, including but not limited to housing, mental health counseling and career-focused education supportive services such as the completion of a GED and/or trade credentials.

Juma's model also represents the future of Shared Value, where community impact is aligned with core business activity, directly contributing to the company's bottom line. In 1996, Juma had a game-changing opportunity to work at Candlestick Park when the San Francisco Giants and 49ers played in that venue. The teams were excited about the idea of opening their doors to create job opportunities for youth in need. Today, Juma has partnerships with the nation's largest hospitality

companies such as Aramark, Centerplate, Levy Restaurants and Delaware North, who hold the master concessionaire contracts at professional sports and entertainment venues across the country. These partnerships have been central to Juma's success and our ability to create employment opportunities for more than 1000 low-income youth annually.

In 2016, moving beyond the Juma job, Juma has been spearheading the development of a "youth talent pipeline" that takes disconnected youth from having no job to having careers. This is the next progression of Juma's work, bringing its expertise in providing jobs in a youth development framework, to the more scalable and sustainable platform of corporate partnerships where youth have the opportunity, post-Juma, to find permanent employment and progress towards middle-skilled jobs. We are thrilled to be partnering with companies such as UPS and Georgia Tech University in Atlanta, and Starbucks and Chipotle in Seattle, to provide youth an opportunity to find permanent employment and bring value to the economy.

Through partnerships, Juma is not only creating opportunities for youth, but strengthening the economic power of our local communities. Many of our youth, through their hard work, resilience and accomplishments have become role models within their families and their communities, demonstrating that a better future is, indeed, possible.

"Juma's rigorous workforce training program really prepares young adults to excel at Starbucks. They have the personalities to engage our customers, cultivate great teams, and enhance overall employee satisfaction."

**—Jackie Liao, Director of Community Investments and
Executive Director of The Starbucks Foundation**

TUYEN'S STORY

Tuyen Tran immigrated with her family from Vietnam when she was 12 years old. At the time, she didn't speak any English and had a hard time adjusting to her new life in the U.S.

"Soon after arriving, I started school," Tuyen says. "Every day, going to school was like a nightmare for my sister and me. We didn't talk to anyone. We didn't have any friends. Every day, during breaks or lunch time, I would hide in the bathroom and wait until break was over. I was so scared to talk to people because other students made fun of me for not speaking English."

Once she got to high school, Tuyen began pushing herself to learn English and make friends. She joined Juma Seattle in her sophomore year and began working as a vendor at Safeco Field. Through Juma's partnership with the Highline School district she got much-needed academic support throughout high school and assistance with the college application process until she got admitted to the University of Washington. Tuyen just completed her first year at UW and accepted a prestigious internship with the management consulting firm PointB, through Juma's Summer Internship Program, The Doorways Project.

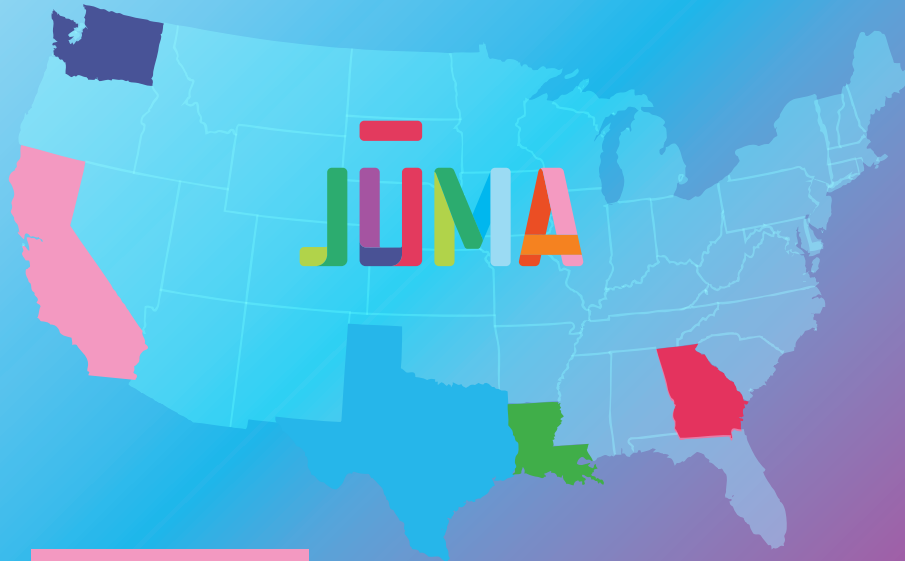


A partnership between Educurious, the City of Seattle and the Mayor's Youth Employment Initiative, The Doorways Project provides youth aged 16-24 with paid internship opportunities with various businesses in Seattle. It is the combined efforts of Juma, the Seattle school district, the local government and local corporations such as PointB, that are helping Tuyen thrive and continue working toward her degree in Business.

Tuyen says:

"Juma is not only a job, it also hosts a lot of events where you meet professionals and connect with them. I also learned communication skills and how to be confident in front of people. Without my experience working in the stadiums and saving and learning about money, I wouldn't have been able to apply for other jobs. From Juma, I learned to be confident and gained customer service and money-management skills."

PROGRAMS AND PROJECTED YOUTH EMPLOYED IN 2017 ACROSS SITES



San Francisco

180 Youth employed
Pathways Program

Oakland

75 Youth employed
Pathways Program
YouthConnect Program

Santa Clara

120 Youth employed
Pathways Program
YouthConnect Program

Sacramento

120 Youth employed
YouthConnect Program

Seattle

180 Youth employed
Pathways Program
YouthConnect Program

Dallas

125 Youth employed
YouthConnect Program

Houston

125 Youth employed
YouthConnect Program

New Orleans

120 Youth employed
YouthConnect Program

Atlanta

200 Youth employed
YouthConnect Program

LOOKING AHEAD

Right now there is a nationwide economic crisis facing youth, which is invisible to many. Entry-level roles are disappearing and it is getting harder for youth to get their foot in the door. Too often, low-income youth of color are the last in line. Finding a solution to this growing inequality and instability requires deep integration and collaboration across all sectors of our society and economy. We cannot afford to miss opportunities for impact by not innovating and organizing to work together.

Guided by this vision, in 2017 Juma is working to restore the path to a living wage for our nation's youth. We will explore room for job growth within our current cities, including our newest social enterprises in Dallas and Houston, as well as identify both community and industry partners to ensure our youth are successful in their connection to permanent employment and are on a pathway to long-term career success.

Using our social enterprise, we aim to fill the space between the for-profit and non-profit sectors, enabling them to work together to provide opportunities to youth. And we aim to bring value to our corporate partners looking for employees who have 21st century

skills: communication, collaboration, critical thinking and creativity.

As we approach our 25th anniversary in 2018, we are reflecting on the long history of impact and innovation Juma has achieved. Juma has been the first job for thousands of youth, providing opportunities and support, opening doors to an independent adulthood, stability and success. Today, we are asking how we can continue to prepare our youth and set them up for success tomorrow in an ever changing workforce. We are working with the Monitor Institute of Deloitte Consulting to ensure our strategic direction over the next three years is impact-focused and evidence-based. A major step forward will take place in Seattle in 2018, where we are participating in a randomized control trial with RTI which will evaluate our YouthConnect program.

With the support of our partners and community we will continue to innovate and evaluate solutions to keep making possible, possible for our youth for years to come.



STATEMENT OF FINANCIAL POSITION

December 31, 2016 (with comparative totals for 2015)

2016

2015

ASSETS

Cash and cash equivalents	\$1,887,998	\$1,295,676
Grants and contributions receivable, net	\$343,530	\$750,559
Accounts receivable	\$118,950	\$88,211
Investments	\$155,189	\$153,859
Restricted Cash	\$1,421,841	\$1,202,340
Prepaid expenses and other assets	\$158,451	\$171,471

Total assets

\$4,085,959

\$3,662,116

LIABILITIES AND NET ASSETS

Liabilities:

Accounts payable and accrued expenses	\$339,770	\$249,726
Individual development accounts (IDA)	\$322,657	\$291,471
Agency payable	\$143,248	\$132,207
Deferred revenue	\$508,677	\$414,985

Total current liabilities

\$1,314,352

\$1,088,389

Net Assets:

Unrestricted	\$421,929	\$199,072
Temporarily restricted	\$2,349,678	\$2,374,655

Total net assets

\$2,771,607

\$2,573,727

Total liabilities and net assets

\$4,085,959

\$3,662,116

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

	UNRESTRICTED	TEMPORARILY RESTRICTED	2016 TOTAL	2015 TOTAL
Revenues and support:				
Grants and contributions	\$1,450,241	\$2,361,473	\$3,811,714	\$3,496,338
Employment projects	\$3,934,819		\$3,934,819	\$3,334,412
Investment income	\$2,702		\$2,702	\$2,697
Special events <small>(net of direct expenses of \$87,916 for 2016)</small>	\$132,122	\$64,789	\$196,911	
Miscellaneous income	\$77,164		\$77,164	\$59,713
Net assets released from restrictions	\$2,451,239	(\$2,451,239)	—	—
Total revenues and support	\$8,048,287	(\$24,977)	\$8,023,310	\$6,893,160
Expenses:				
Program services	\$6,411,450		\$6,411,450	\$5,508,099
Supporting services:				
Management and general	\$564,298		\$564,298	\$612,130
Fundraising	\$849,682		\$849,682	\$744,465
Total expenses	\$7,825,430		\$7,825,430	\$6,864,694
Change in Net Assets	\$222,857	(\$24,977)	\$197,880	\$28,466
Net Assets — Beginning of the year	\$199,072	\$2,374,655	\$2,573,727	\$2,545,261
Net Assets — End of the year	\$421,929	\$2,349,678	\$2,771,607	\$2,573,727

SUPPORTERS

IN-KIND

Adriane and Michael Armstrong
 Jamie Brandt
 Cinq Cellars
 Four Seasons Punta Mita
 Go Car Tours
 Il Fornaio Restaurants
 Jackson Family Wines
 Joel Gott Wines
 Lagunitas Brewing Company
 Minott Wessinger
 Multivue
 Philz Coffee
 Steve Rogers
 San Francisco 49ers
 San Francisco Giants
 Storm Ventures
 SusieCakes

PRO-BONO PARTNERS

Adaptive Path
 Channel One Media
 Corduroy Media
 Deloitte
 Edelman
 Gap Inc.
 John McNeil Studio
 J Walter Thompson
 Multivue
 Netsuite
 Stanford Alumni Consulting Team

\$100K+

Draper Richards Kaplan Foundation
 James Irvine Foundation
 Jenesis Group
 John and Marcia Goldman Foundation
 JPMorgan Chase Foundation

\$50K+

Oakland Fund for Children and Youth (OFCY)
 REDF
 San Francisco Department of Children, Youth and their Families (DCYF)
 W. K. Kellogg Foundation
 William Randolph Hearst Foundation

Arthur M. Blank Foundation
 Bank of America Foundation
 Educate Now!
 Genentech
 Horace W. Goldsmith Foundation
 Kimball Foundation
 Marclad Foundation
 New Orleans Business Alliance
 Northwest Area Foundation
 Starbucks Foundation
 Walter & Elise Haas Fund
 William Zimmerman Foundation
 Workforce Development Council of Seattle - King County

\$25K+

American Honda Foundation
 The Boeing Company
 Charles Schwab Bank
 County of Sacramento - Department of Human Assistance
 Each Foundation
 Entergy Charitable Foundation
 Fossil Group
 GGS Foundation
 NBCUniversal Foundation
 Nestle Dreyer's Grand Ice Cream
 San Francisco Foundation
 Silicon Valley Community Foundation
 US Bank

\$10K+

Alaska Airlines
 Bank of the West
 BlackRock
 Bob and Ellen Peck Family Fund
 David and Lara Corey
 Costco Charitable Giving
 Deloitte
 Dodge & Cox Funds
 Doug and Kristen Edwards
 Robert and Dana Emery
 Friedman Family Foundation
 Harbor Point Charitable Foundation
 Carolyn and Kevin Holt
 HSBC
 John R. Cahill Fund
 Joseph Pedott Perpetual Endowment Trust
 MacFarlane Partners
 Makers4Good
 Oracle
 Pacific Gas and Electric Company
 Anne and Robert Pedrero
 Peet's Coffee & Tea
 Steve Rogers
 Amy Schioldager
 State Street Foundation
 The Lee and Perry Smith Fund
 The Medina Foundation
 The Norcliffe Foundation
 The Walther Foundation
 Wells Fargo Foundation
 Workday

SUPPORTERS

\$5K+

Armanino LLP
Avison Young
Barrios Trust
Doug and Leslie Barry
Philip and Shelley Belling
Paul Clemmons
Comerica Bank
Dignity Health
Epsilon Beta Boule Foundation
Gap Inc.
Scott and Erika Garell
German Protestant Orphan Asylum Association Foundation
Golden 1 Credit Union
Henry J. Kaiser Family Foundation
Kurt and Julie Hauser Foundation
Carson Levit
Morrison & Foerster Foundation
Olson Foundation
Opus Bank Foundation
Stephanie and Mark Robinson
Stanley S. Langendorf Foundation
State Farm
TMS Health Solutions
Union Bank
James and Lisa White

\$1K+

Eric and Claire Alt
Michelle Banks
Eric Bischof
Shelby and Carol Bonnie
Kyra Bowling and Will Wilson
Danny Briskin
Colleen Chapman
Mei and Herald Chen
Sally and Brian Chess

Colby and Caskie Collet
George and Puddin Cox
Yvonne and Michael Derse
Michael Evertsen
Holly and Jim Farrell
Skip Folds
Riccardo and Michelle Gale
Robert and Diana Gomez
Rich Hake and Chris Colladay
Jill Harris and Scott Nelson
Courtney and Nicole Haslett
Jim Hedington
Dan Henkle and Steve Kawa
Aimee and Christopher Hirata
Susan Hopkinson-Fishman
Mary Huber
Lucy and Todd Johns
Jonathan Kaplan and Marci Glazer
Daniel and Nancy Katz
Jennifer and Chris Kostanecki
Sarah Lutz and John van Rens
Alan Mason and Timothy Rodrigues
Rick and Sally McDonough
Gail Moody-Byrd
Alan Morcos
David Myers
Orla O'Hara and Marc Tanenbaum
Jason and Nachele Pearl
Nicholas Pritzker
Dina and Scott Smith
David and Amy Smolen
Jeff and Sally Snipes
Chad and Leah Solter
Laurie and Kevin Tempest
Jeff and Kathy Thompson

\$500+

Jane Thornton
Jason and Danielle Trimiew
Alan and Joanne Vidinsky
Donna and Alex Vock
Gregory Wendt
Cal and Sarajane Wheeler
Thurman and Eileen White
Amy and Matt Whitelaw
Eric and Michelle Wilcox
Diane Wilsey
Randy Winn and Blessings Robertson-Winn
Michael and Tory Winnick
Susan and Troy Wright
Chris and Susan Yates

Brad Andrews and Shaun Cordes
Adriane and Michael Armstrong
Talia Barnes
Bay City Capital
Elizabeth Blau
Jim Borden
Brighton Jones
Debra Caywood-Rukas
Colin and Jennifer Cooper
Stephen Cote
Kriss Deiglmeier and Samir Tuma
Raj Dosaj
Marisa Fernandez-Palacios
Craig Etlin and Leslie Gordon
Marcus and Alix Fagersten
Andrew and Melissa Felder
Lucia Fernandez-Palacios and Matt Davis
Michael George
Shravan and Nivedita Goli
William Greathouse

SUPPORTERS

Molly Hauser
 Nancy and Todd Hooper
 Debbie Jelilian
 Dennis Jumaquio and Tim Donlan
 Taly Katz
 Kathi and Dan Knise
 Jonathan Krause
 Joshua Lawrence
 Liora and Levy Gerzberg Family Foundation
 Rodney and Kristi Loo
 Lawrence Lustig
 Marie and Tom Lyons
 Ian and Paige MacLeod
 Patrice Martin and Nathan Wilson
 Joan and Richard Merryman
 Joe Miller and Leslie Mann
 Judy and John Munter
 Tina Phillips
 Pamela Rhodes
 Michael Rolig
 Barry Rosenberg
 Rebecca Scherzer
 Jim Schorr
 Sahil Shah
 Sabina Shaikh
 Barbara and Robert Smith
 Kelsey Stiles
 Vivian and Marc Thorpe
 Jeffrey Tuttle and Nina Grayson
 Vinod Venugopal
 Kim T. Vu
 Jordan and Kristina Warren
 Paul Whitehead
 Michael Wong
 Elizabeth Yee and Michael Dorf

\$250+

Veronica and Mario Zitella
 Marcus Alexis
 Aaron Allbrooks
 AmericanPastime Sports Marketing Agency, LLC
 Arthur & Charlotte Zitrin Foundation
 Ken and Tammy Bagchi
 Virginia Bergin
 Bright Funds Foundation
 Dave and Carey Burwick
 Jenna Chen
 Teddy and Jackie Chin
 Clorox Services Company
 Penny Cooper
 Charlie and Karen Couric
 John Crowley
 Tracey Finnigan
 Alexander Fraser
 Lawrence and Cheri Gail
 Joy and Bruce Goldberg
 Andrew and Jane Greenthal
 Victoria and Christopher Harris
 Carolyn and William Herman
 David Jasso
 Arthur and Nicole Johnson
 Lexi Keeler and Jenny Jackson
 Paul Kent
 Brian Lagrotteria
 Kathy and Steve Lasota
 Miles Smith Fund
 Amy Niles
 Adam Oberweiser and Melissa Curran
 Judith Oroshnik
 Katherine and James Rothschild
 Bill and Jennifer Ryan

UP TO \$249

Andy and Stacey Scott
 Eric and Lawrence Severson
 Awie Smit and Amanda Duckworth
 Colleen Stromatt
 Clarissa Takakawa
 UBS
 Andy and Lita Unruh
 Diana Dolores Valle
 Ron Wagner
 Liz and Jeff Webb
 Sean White
 Daryle and Shelley Whyte
 Dwyane Wilson
 Alexis Woods and Daniel Donahoe
 Julie and Chuck Wulf
 Abbott Fund
 Jason Abner
 Larissa Acosta
 Brandice Allen
 Robin Allen
 Lisa Alley
 AmazonSmile
 Apple
 Alejandro Aquino
 Meeta Arcuri
 Jamey Aspel
 Julie Averill
 Princess Ayers-Varnado
 Emily Bailard
 Chris Barr
 Ernest Bates
 Blair Becker
 Randolph Belle
 Mark Bellon

SUPPORTERS

Jack Bertges
Joyce Bichler
David Boehle
Joanna Brewer
Mardrie Bryant
Carroll Burdett
Laura Butler
Tony Byer
Azaian Cagalingan
Jessica Campbell
Jeannine Carter
Kerry Carter
Oneika Cassanova
Hubert Chan
Ella Chau
Michael Chavez
Allison Chen
Robert Clark
Lisa Clarke
Kristen Cline
The Clorox Company Foundation
Diana Contreras
Carolyn and Fred Corey
Raquel and Kevin Counihan
Krista Dalton
Melanie Davies and Owen Rhys Davies
Jeffrey Dobrinsky
Vera and Neno Duplan
Ranah Edelin
Steve Ellenberg
Mia Ellis
Katie Enna
LJ Erwin
Veronica Esquibel
Paul Faust

Andreina Febres
John Figueiredo
Patricia Fong
Rocky Fong
Sharon Garell
Bryanna Geisbush
Allison Gentry
Mae Gentry
Maryam Ghofraniha
James Gibson
Brooke and Matthew Ginnard
Raghu Gnanasekaran
Adrienne Go and Charles Johnson
Federico Gomez Suarez
Arizandy Gorrocino
Sasha Gourevitch
Sandra Govela
Evita Grant
Elizabeth Gray
Andrea Greenstein
Robert and Joanne Griffin
Sasha Grimm
Bree Harris
Daniel Heller
Kristofer Herzog
Shawna Hewitt
Laurie Higgins
Kim Hill
Andrea Hoffman
Kate Holman
Michelle Hopper
Kendall Huang
Tyler Hunt
Amy Hunter
Faraz Hussain

Tiffanie Ihrig
Alia Islam
Tom Jackson
Kate Jackson Hobbs
Khulood Jamil
Neli Jasuja
Julie Jeet
Kelsey Jones
Benedicto Judilla
Kaiser Permanente
Julie Karle
Jillian Kilby
Gerald Kinoshita
Jim Kirk and Audrey Agustin-Kirk
Colleen Kiyonaga
Julie Kiyonaga
Dan Klein
Elliott Kopstein
Marta Kreiser
Kathrine LaFleur
Lloyd and Connie Latch
Kirk Law
Mary-Jane Lawless
Scott Leber
Lending Club
Gloria Leon
Roger Levesque
Keith Levine
Leslie Lewinter-Suskind and Robert Suskind, M.D.
Miguel Lietard
Jean-Marc Lietard
Kristine Luis
Steve Madeira
Jason Madison
Shep and Sandra Maher

SUPPORTERS

Billy Manning
Marlo's Bakeshop
Nancy Marshall
Cat Martin
Michelle Martin
Pedro Mascaro
Deidre McCormack Martin
Debbie McCoy
Sonja McIntosh
McKinstry Charitable Foundation
Greg Meurer
Microsoft
Korrie Miller
Andrew Moers
Mary Moody
Mason Moore
Vernon Moore
Rafael Morales
Gautam Mulchandani
Stephen Norris
Shami Okafor
Gary Olsen
Kevin O'Neill
Graciela Orozco
Samuel Orozco
Natalie Orozco
Jacqueline Orozco
Diana Orozco
Jiwon Paik
Jim Park
Keren Pavese
Thomas Perrick
Tom and Blair Peters
Yvener Petit
Janet Phan

Tanya Phillips
Sherri Pittman
Saunjah Powell-Pointer
Niki Quale
Todd Rahn
Joshua Rai
Amy Rankin-Williams
Myra Robson
Anthony Rodriguez
Anthony Rucker
Julie Ruvo
David Saar
SAP Software Solutions
Jennifer Savitz
Lary and Judy Schiller
Thom and Betty Seaton
Scott Setrakian
Jessica Shafer
Alisa Shen
Stephen and Dana Shrager
Dara Shulman
Howard Simon and Vivien Igra
Charles Sims
Laura Singer
Sophie Sisson
Dave Smith
Chris Stagg
Brett Steck
Brian Stewart
Andrea Stringer
Eva Strnad
Nicholas Subias
Laila Tarraf
David Tempest
Joe Theisen

Val Thomas-Matson
Beth Thompson
Sarah Thompson
Nathan Torinus
Kimberly Truell
Janet Uribe
Gregg and Marjorie Vignos
Mike Vila
W. Bradley Electric
Clay and Danielle Walker
Collin Wallace
David Walsh and Carolyn Sullivan
Kathy Walsh
Erin Warnock
Lacie West
Larry and Lisa Westreich
Mary Lou and Edward Winnick
Dennis Wood
Catherine Wright
John Wuest
Cara and Walter Young
Jason Young

BOARD MEMBERS & STAFF

(AS OF JULY 2017)

NATIONAL BOARD OF DIRECTORS

Scott Garell

Board Chair,
Independent Consultant, Garell
Consulting

Jason Trimiew

Vice Chair,
Head of Supplier Diversity,
Facebook

Sylvia Harris

Secretary,
Vice President and Counsel, Bank
of the West

Arthur Johnson

Treasurer,
Vice President, Strategy,
Corporate Development and
Global Partnerships, Twilio

Keith Belling

Founder & Chairman, popchips

Jamie Brandt

Vice President, Ticketing and
Premium Services,
San Francisco 49ers

Dan Briskin

Vice President, Human
Resources, One Medical Group

Ella Chau

Juma Ventures Alumna;
Financial Analyst, Xilinx

Paul Clemmons

Principal, Deloitte

Maisie Ganzler

Chief Strategy and Brand Officer,
Bon Appetit Management
Company

Carolyn Holt

Educator, Community Volunteer,
and Fundraiser

Patrice Martin

Co-Lead & Creative Director,
IDEO.org

Gail Moody-Byrd

Senior Director, Head of Digital
Governance, Performance &
Optimization, SAP Experience

Jason Pearl

Senior Vice President, Business
Development, San Francisco
Giants

Kim Vu

Senior Vice President; Seattle
Market Manager, Bank of America

James White

Board Director & former
Chairman and CEO, Jamba Juice

Michael Winnick

Head of Institutional Sales,
Charles Schwab Investment
Management

Erika Wright

Vice President,
Global Philanthropy,
JPMorgan Chase & Co.

BOARD EMERITUS

Ara Chackerian

Board Chair Emeritus

Mei Chen

Board Chair Emeritus

Jenny Flores

Board Chair Emeritus

Andy Scott

Board Chair Emeritus

Doug Barry

Colleen Cassity

David Corey

Dan Henkle

Anne Pedrero

Amy Schioldager

Thurman White

ATLANTA ADVISORY BOARD

David Balos

Managing Director – Georgia/
Alabama Middle Market Banking,
JPMorgan Chase

Kelly Burton, PhD

Principal and CEO, Nexus
Research Group

Chris Hadermann

Managing Partner, Southern
Proper Hospitality Group, LLC

Ericka Newsome-Hill

Director, Community Affairs,
Atlanta Braves

DALLAS ADVISORY BOARD

Christopher Shaw

Executive Director, The George
and Fay Young Foundation, Inc.

Martha Stowe

Executive Director, Vickery
Meadow Youth Development
Foundation

Ed Tauriac

Partner, Deloitte

HOUSTON ADVISORY BOARD

Lindsey Cooksen

Vice President, Private Wealth
Advisor at Morgan Stanley
Private Wealth Management

Kris Satterthwaite

Sales Director, Red River
Operation, Cisco Systems

NEW ORLEANS ADVISORY BOARD

R. Glen Armantrout, III

CEO, Cafe Reconcile/Reconcile
New Orleans, Inc.

Mark S. Boucree

Vice President, Community
Development Banking, Capital
One Bank

BOARD MEMBERS & STAFF

(AS OF JULY 2017)

Nadiyah Coleman

Director, Mayor's Office of
Workforce Development City of
New Orleans

Kacie Kelly

National Program Manager, VA-
DoD Integrated Mental Health,
Department of Veterans Affairs

Brandon MacNeill

Executive Associate Athletic
Director, Tulane University

Michael O'Brien

Partner, Kean Miller LLP

Anthony Patton

President/CEO, Do-WAP Project
Management & Consulting Firm

Monica Smith

Attorney, Louisiana Center for
Children's Rights

Erika Wright

Vice President,
Global Philanthropy,
JPMorgan Chase & Co.

**SACRAMENTO
ADVISORY BOARD****Leandro Vicuna**

Board Chair
Sr. Lead Fiduciary Officer,
Wealth Management VP,
Bank of the West

Tim Aldinger

Director of Workforce
Development Services,
Foundation for California
Community Colleges

Vincent Brown

Deputy Treasurer, California State

Talia Shani Kaufman

Executive Director, Metro
Chamber Foundation

Jim Keddy

Founder, Jim Keddy Consulting

Lori A. Rianda

Senior Vice President,
Bank of America

Kelly Rivas

Transition Chief, Office of Mayor-
elect Darrell Steinberg

Jay Schenirer

Sacramento City Council

Scott Syphax

Chairman & CEO, The Nehemiah
Companies

**SAN FRANCISCO BAY
AREA ADVISORY BOARD****Julie Brush**

Board Chair, Founding Partner,
Solutus Legal Search

Melissa Morales

Business Strategy Consultant,
Accenture

Monica Walsh

Chief of Staff, Google

**SEATTLE
ADVISORY BOARD****Laurie Tempest**

Board Chair
Bay Area and Northwest
Market Operations Leader,
PricewaterhouseCoopers

Saunjah Powell-Pointer

Board Co-Chair,
Global Sourcing Manager,
Starbucks

Kerry Carter

Co-founder and COO, Jump!t
Media, Inc.

Tracey Finnigan

Finance Manager – Investor
Relations, Amazon

Sasha Gourevitch

Youth Employment Development
Advisor, City of Seattle

Paul La

Officer, Grants & Contracts
Management at Bill & Melinda
Gates Foundation

Teal Pennemaker

Corporate Communications,
Amazon

Tuyen Tran

Juma Seattle Alumna, Current
UW Undergraduate Student

Kim Vu

Senior Vice President,
Seattle Market Manager,
Bank of America

Jason Petrait

Director of Special Projects,
Georgetown Campus South
Seattle College

BOARD MEMBERS & STAFF

(AS OF JULY 2017)

EXECUTIVE TEAM

Dr. Marc Spencer
Chief Executive Officer

Adriane Armstrong
Chief Operating Officer

Richard Martinez
Chief of Social Enterprise

Heather Saunders
Chief Development Officer

SITE DIRECTORS

Alexis Gunn
Houston Site Director

Torrey Fingal
New Orleans Site Director

Robert Lewis
Atlanta Site Director

Mason Moore
Seattle Site Director

Stephen Norris
Sacramento Site Director

Iris Sagi
Santa Clara Site Director

NATIONAL LEADERSHIP TEAM

Lucia Fernandez-Palacios
Director of Marketing

Noah Halton
Director of Learning and
Evaluation

Sarah Marks Thompson
Director of Strategic Partnerships

Richard Robinson
Director of Finance

Cassandra Yee
Director of Operations

Alvin Yu
Director of Venue Operations

STAFF SAN FRANCISCO HQ

Alyssa Benveniste
Abdiel Cerrud
Michael Chion
Alisa Dwyer
Randall Flores
Erasmio Guerra
Kevin Guzman
Yocayra Guzman

Luis Hernandez
Teshika Hatch
Megan Hover
Olga Klinger
Mary Lazar
David Miller
Diana Orozco
Fira Ostrovsky
Jasenia Quintana
Michael Rivera
Kelly Yu

ATLANTA

Candice Henderson
Brittany Hill
Sharon Rowell

DALLAS

Daniela Barajas

HOUSTON

Marvis Huff

NEW ORLEANS

Duane Cruse
Jasmine Stewart

OAKLAND

Allie Ferrey
Kwamena Hansen-Sackey
Frank Summerlin
Reggie Williams

SACRAMENTO

Donna Franklin
Claire Wheeler

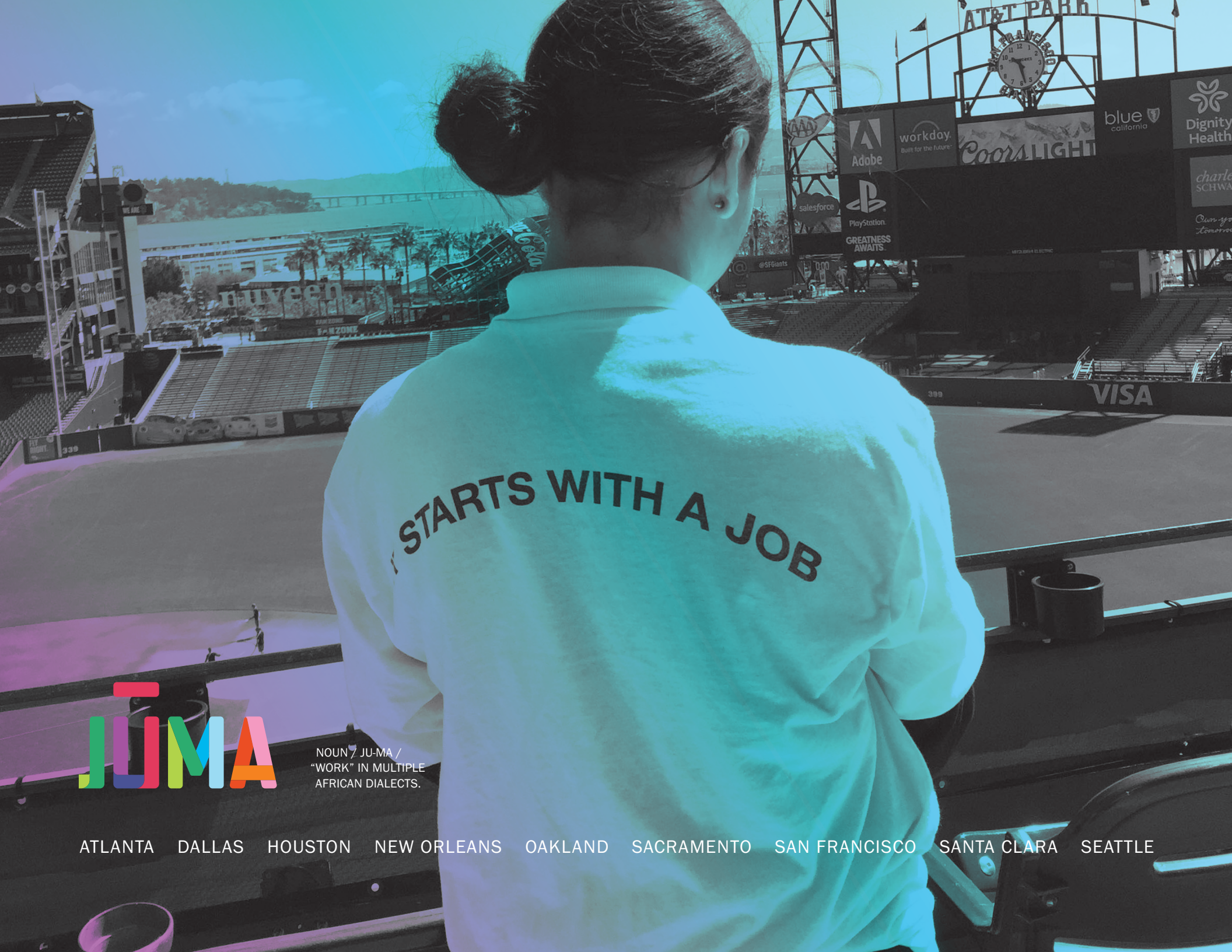
SANTA CLARA

Daisy Lozano
Jesus Rojas-Cazares

SEATTLE

Lauren Gooch
William Guardia
Taylor Latham
Mark Pasadilla
Cooper Phillips
Damaris Tapia
Alyssa Wilson





NOUN / JU-MA /
"WORK" IN MULTIPLE
AFRICAN DIALECTS.

ATLANTA DALLAS HOUSTON NEW ORLEANS OAKLAND SACRAMENTO SAN FRANCISCO SANTA CLARA SEATTLE