

2018 ANNUAL REPORT



JUMA



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25 YEARS OF JUMA

1.

EARLY 1993

Juma is founded as Larkin Business Ventures (LBV) with the revolutionary idea of creating a social enterprise to provide jobs to homeless youth.

2.

1995

First Ben & Jerry's scoop shop opens providing employment to 15 young people.

3.

1996

LBV changes its name to Juma Ventures and begins operations at Candlestick Park, hiring 40 youth to work as vendors.

4.

1998

Juma expands its youth programming beyond the job and workplace training to include counseling, education, money management, and career development services.



5.

1999

Individual Development Accounts are introduced, leveraging the first paycheck to encourage saving and promote financial health.



6.

2000

Juma moves with the SF Giants to AT&T (Oracle) Park and employs 193 youth.

7.

2005

Juma divests from Ben & Jerry's and begins to focus on stadium expansion.



8.

2007

Enterprise revenue surpasses \$1 million in annual sales.

9.

2011

The CollegeSet initiative provides 2,000 matched college savings accounts for low income students.



10.

2013

Juma expands to Seattle, WA, with local youth working at Safeco Field and Centurylink Field.

11.

2014-17

Addition of new sites and venues amount to 20+ enterprise operations across the country including San Jose, Sacramento, Houston, and Atlanta.



12.

2017

After a successful pilot in Seattle, Juma launches YouthConnect nationally and refocuses its programming on serving disconnected youth.

13.

2018

Juma celebrates its 25th anniversary and employs nearly 1000 young people across the U.S.

WATCH 25 YEARS
OF MAKING
POSSIBLE,
POSSIBLE VIDEO
HERE

A NOTE FROM ADRIANE

Moving into the role of CEO during Juma's 25th Anniversary year created many opportunities to connect with our history and our legacy. I also had the immense privilege to experience the overwhelming support of our community—from volunteers, donors, as well as companies that have supported us since 1993. To those who attended our glitzy gala, sent a donation or wrote a kind note, thank you for all your support, we would not be here without you.

The year was also an opportunity to reflect on how far we've come as an agency. As a pioneer in the social enterprise sector Juma has paved the way and taken risks. Through the years of innovation and experimentation, the lessons in scale and impact were hard won—but I'm also firmly convinced that it was through each new step that we were really able to figure out who we are, what Juma is.

At our core, our social enterprise concessions business has enabled us to grow, employing more than 8,000 youth across the country in the past 25 years. It is also the critical platform that allows us to provide work experience and to pilot complementary financial and career focused supportive services in a safe, nurturing environment where youth can learn and thrive.

A few years ago we piloted a program intended to connect youth to future jobs in local manufacturing. The process of design and implementation with employer partners drove the clarity of what Juma is best at—managing youth in a youth development framework. This work set the stage for our current work with employer partners as we pipeline youth into jobs through YouthConnect and seek to share our best practices with corporate America.

I joined Juma as we were piloting a program that brought together dozens of partners to offer matched college savings accounts and financial literacy to thousands of students. It was through this program that we really figured out how to scale our financial capability work and do collective impact partnerships—principles that laid the groundwork for our effective relationships with partners across all of our sites today.

While Juma has looked very different over the years, in many ways it's felt the same. When I think about how Juma “feels” I think about youth like Palmira, featured in this report. Youth who may not see or know how to access all the opportunities that will be on the road ahead. Youth who will take a piece of advice, a tool or a word of encouragement, and multiply the possibilities for themselves.

Thank you for helping us make possible, possible for thousands of young people like Palmira over the past 25 years.



Warmly,

A handwritten signature in black ink, appearing to read 'Adriane', followed by a long horizontal flourish.

Adriane Armstrong, CEO

Today, too many young people want to work, but lack the education, skills and confidence they need to get and keep a job.



WATCH
OUR YOUTH
CONNECT
VIDEO [HERE](#)

Unless someone gives them a chance, they will remain trapped in a cycle of poverty.

The stakes are high—youth who are not connected to a career pathway by age 25 will likely face a lifetime of struggle with a high risk of unemployment, poverty, and homelessness. This is projected to cost the economy \$93 billion annually in lost revenue and increased use of social services.

At Juma, **WE BELIEVE IN THE POWER OF WORK, AND THE POTENTIAL OF YOUNG PEOPLE.**

Juma is a nonprofit social enterprise that operates businesses with the purpose of employing young people. We make sure they **EARN** a paycheck, **LEARN** to manage their money and gain essential skills like responsibility, teamwork and how to communicate in the workplace. Ultimately, we **CONNECT** them to their next job and set them on a path to a career.



Our YouthConnect program focuses on low-income transition-aged youth (ages 16-24), who are at risk of disconnection from school and work. Referred to as Opportunity Youth, many of these young people grew up in poverty, have a history with the foster care or juvenile justice systems, and have experienced significant trauma. As a result, they face a multitude of barriers to employment.





18%

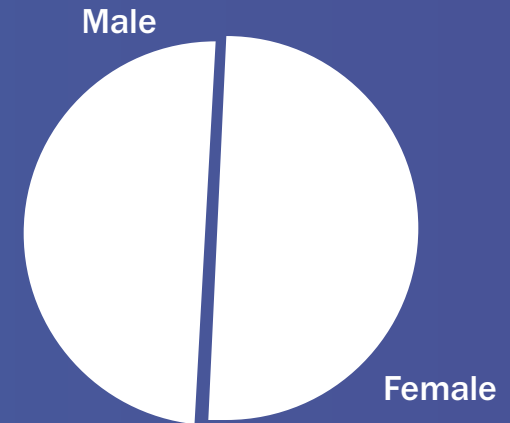
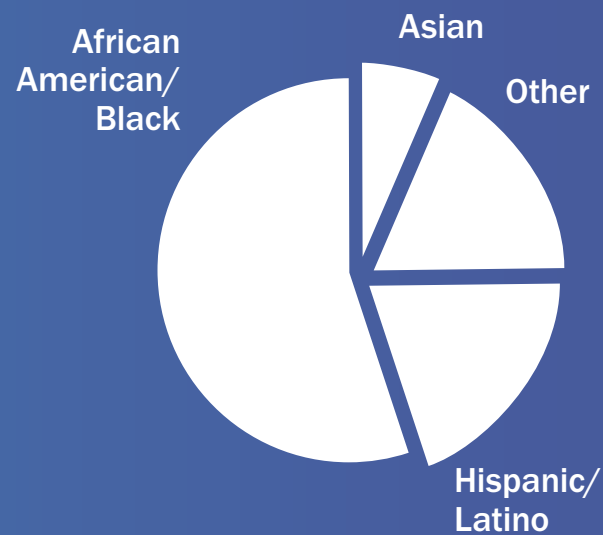
have been involved in
Foster Care system

17%

have been Involved in
Juvenile or Criminal
Justice system

25% have experienced temporary housing
or homelessness in the past year

97% are low income



OUR MISSION AND VISION

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

Our vision is that all young people have the opportunity to succeed, advance and thrive in the career of their choice, competing in a job market that is inclusive, equitable, and diverse.



DONOR HIGHLIGHT:

Cheryl Woodford and Al Godut

Juma's 25th Anniversary Gala Host Committee Members

"We support Juma because we both know firsthand the benefit of obtaining work experience early in life. The lessons of responsibility, teamwork and communication pay dividends the rest of one's career. Al also worked in ballpark concessions as a teenager and can relate to the impact this work can have on someone at the start of their working life.

That Juma can provide important life lessons to youth who might not otherwise have the chance to learn them inspires us. Throughout our involvement with Juma we have been privileged to meet many of the youth who participate in the program and hear how Juma has changed their lives for the better."



CONNOR FOUND A JOB, A COMMUNITY AND THE STRENGTH TO WANT TO INSPIRE OTHERS



Connor came to Juma with more than his fair share of challenges. Growing up in the foster care system as a transgender male had been not only difficult but, at times, dangerous. Being part of the system also made it challenging to fit in a job and balance it with other priorities like school and meetings with his counselors and social worker. Yet Connor knew he needed a job to gain experience, as he was expected to support himself when he aged out of the system. He also needed to pay for school expenses like his cap and gown so he'd be ready for graduation.

For Connor, Juma provided stability, income, and a support network as well as the flexibility he needed to maintain a job. "At Juma, when there were no games to work at the ballpark, there were workshops and things I could go to so I was always connected." Connor learned skills like money management and resume writing and started saving money for his long term goals. After he mastered the basics of professionalism and customer service, Juma's Program Coordinator helped him transition into an internship with Skate Like a Girl, an organization dedicated to social justice and empowerment through skateboarding. At Skate Like a Girl, Connor mastered new skills and grew his network while maintaining his connection to Juma.

Through his time in Juma's social enterprise and his internship, Connor's confidence grew. "I'm grateful that Juma approached work differently and provided a supportive space and access to resources." In the future, Connor will attend college where he hopes to major in Theatre. He aspires to become a voice actor and continue his advocacy for representation and awareness for the transgender and foster youth communities. His coworkers and the Juma staff have no doubt that wherever he chooses to go, Connor will be a relentless force for positivity and inclusiveness, and an asset to his community.

2018: A YEAR IN REVIEW



Breaking new ground, failing forward, learning, advancing—these actions have all been part of Juma’s fabric for the past 25 years as we strive to help young people across the country build a better future for themselves. It is safe to say 2018 was no different. As we continued to scale our YouthConnect program across the county, we listened to our young people and piloted new approaches to developing financial capability, leadership skills, partnerships, and expanding the job opportunity. The following are some highlights of the work we were able to achieve and impact we were able to accomplish thanks to the generosity of our donors and supporters and the hard work of our committed staff.

In San Jose, we sought to encourage and build leadership skills among our youth by formalizing our reward programs. Youth who excelled in their performance and displayed strong professional and leadership skills: punctuality, problem solving, accountability, team communication and collaboration, were selected to perform the U.S. Bank Future Leaders Coin Flip before each football game at Levi's stadium.




Osiel from Juma San Jose, was on the field at the San Francisco 49ers versus Arizona Cardinals game as he was selected to be the U.S. Bank Coin Flip Future Leader. Osiel began working at Juma as a Vendor and was then promoted to Cart Crew and later to Cart Lead. He recently graduated with honors from high school and will be attending Humboldt State in the fall.

In Sacramento we brought our financial capability program to the next level through the integration of financial mentorship, and the impact was significant. To ensure the young people received instruction from the very beginning, we frontloaded the training earlier in the season. This small adjustment, coupled with the help of volunteers who generously donated their time and effort to mentor our youth one-on-one, and a wealth of financial partners willing to get involved in the community, led to great levels of engagement from our youth. A cumulative 160 hours of financial literacy training were attended by our young people, and 60% of unbanked youth took the first step toward building their financial capability by opening their first bank account.





***Students and volunteers
from our Bite of Reality
program in Sacramento.***



In Houston, we were named partner of the year by Goodwill of Houston. Forging strong partnerships with other nonprofit organizations and across sectors, in order to best serve our youth and advance our mission, continued to be a focus across our sites in 2018. Together with Goodwill of Houston, we have been able to provide training and jobs to many youth facing challenges to employment, such as previously incarcerated youth.

DONOR HIGHLIGHT:

Amy Schioldager

Former BlackRock Managing Director
and Emeritus Board Member

“I give to Juma because I believe in the cause of helping youth and young adults achieve a working wage and further their own aspirations. I’m inspired by the impact Juma has on youth and the fact they are changing lives. I like to know that my contribution has made a difference and that someone has a future they wouldn’t otherwise have been able to obtain.”

In Atlanta, we forged strong partnerships with local organizations like Chris 180 whose team provided our youth in need with mental health counseling and trained our staff on trauma-informed care, so they can better help our young people to manage and heal from some of the hardships they have experienced.

Last November we were selected as one of the five National Seed Communities of the Obama Foundation's inaugural My Brother's Keeper (MBK) Community Challenge Competition. Through this grant Juma was recognized as an organization that can bring together the Atlanta community around important issues that affect young boys and men of color.

Over the next two years, we will continue to grow the YouthConnect program and are excited to partner together with the Greater Atlanta MBK Task Force to reduce youth violence, provide second chances and expand mentorship opportunities for our young men across Atlanta. We are looking forward to partnering with local government, our corporate employer partners and community-based organizations in Atlanta to help set boys and young men of color on a career trajectory toward a living wage, ultimately breaking the cycle of poverty.

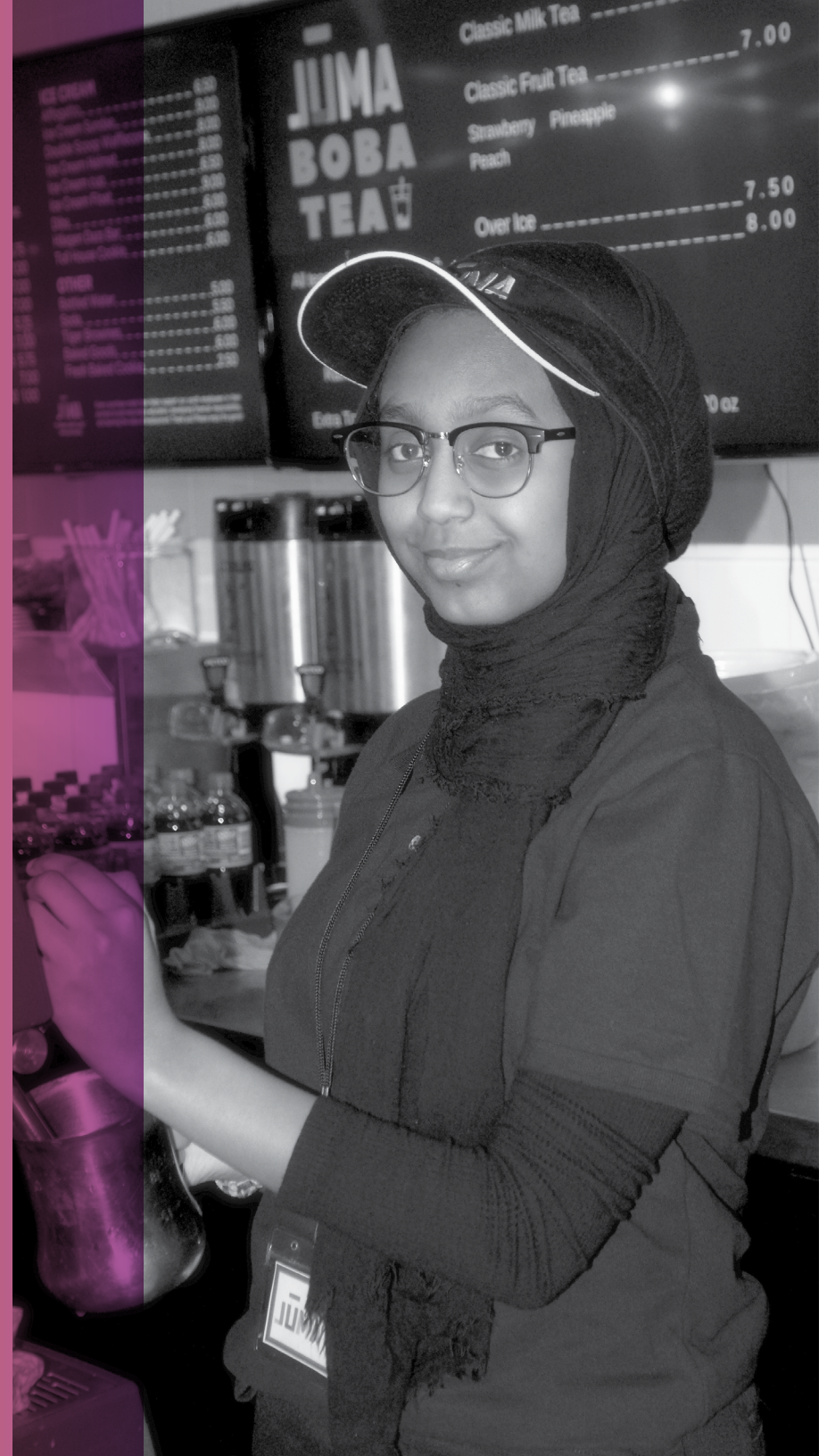
“We understand first hand that employment can change a young person’s life forever and, for that reason, we have joined forces with Juma to ensure our young people get a fair shot at equal employment and an opportunity to start to earn an income and contribute to their families and help themselves.”

A. Reginald Crossley

*Fulton County Youth Commissioner Coordinator
Department of Community Development,
Office of Children & Youth*

The social enterprise continues to be a vital engine of revenue for Juma, but most importantly, it provides an opportunity for our youth to earn an income while learning transferable job skills and gaining work experience. In 2018 the enterprise focused on increasing its impact through business development. Signing up new businesses means more shifts for our young people; more opportunities to earn an income, learn soft skills, gain experience and get job ready.

In Seattle, we launched Boba Tea at T-Mobile Park thanks to our partnership with the concessionaire Centerplate and a \$200,000 grant from Bank of America to help advance economic mobility through meaningful employment and workforce development programming. Boba Tea provided an additional 160 shifts for Juma Seattle's youth.





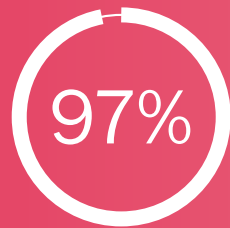
At our 25th Anniversary Gala which was held last September at the Four Seasons in San Francisco, we looked back to reflect on Juma's journey and our close ties to the ever-evolving community of philanthropists, innovators and visionaries that is the San Francisco Bay Area. We celebrated the impact that, through the help of our staff, donors, partners and supporters, we have been able to make in the lives of so many young people.



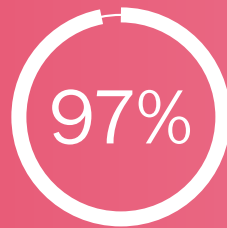
2018: THE YEAR IN NUMBERS

Youth employed	993
Total hours worked	127,989
Youth wages earned	\$1.5 million
Enterprise revenue	\$2.6 million

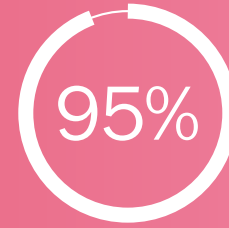
PATHWAYS PROGRAM



Youth graduated
from high school



Youth enrolled in post-
secondary education



Youth first-in-family
to attend college

YOUTHCONNECT PROGRAM



Surveyed youth placed in
full-time job and/or re-
connected with education

PALMIRA: TAKING A CHANCE AND LAUNCHING A CAREER



As a student at an alternative high school, Palmira needed to work but she had major reservations about applying at Juma. Her struggle with depression and mental illness caused her to doubt her ability to be a reliable employee. She wasn't sure she should even bother applying, but her older brother told her, "Always take your chance."

He was right, of course. Palmira applied to Juma's YouthConnect program and began her first job as a barista at Juma's social enterprises. Through Juma she was also accepted into a summer internship at the Port of Seattle through the Mayor's Youth Employment Initiative. The internship gave her the opportunity to gain experience outside of her ever-growing barista skills and network with professionals. Palmira got to travel between Pier 69 and Sea-Tac Airport, working on several projects, navigating an office environment, meeting other interns, and even occasionally helping out as a cruise ship greeter welcoming tourists to Seattle.

As she reflects on her experience, Palmira knows that her time with Juma and at the internship has allowed her to become more confident and more comfortable talking to people. She says, "You learn a lot— what career you want, what skills you need, or even that you don't like a certain environment." Palmira can easily identify the skills she has learned and the ways she has grown. "I've gained real-life work experience, learned how a job works, how to make drinks, and how to be respectful with customers. I've also learned how to communicate with managers and peers and how to be organized and responsible."

Without Juma, she speculates that she would "be at home doing nothing, and probably without a job." But now she states confidently that "after I finish high school I want to go into business. I've learned so much from this experience and about the business world." As she prepares for her senior year at New Start High School and college after that, Palmira knows where following her brother's advice to "always take a chance" has taken her.

STATEMENT OF FINANCIAL POSITION

December 31, 2018 (with comparative totals for 2017)

	2018	2017
Assets		
Cash and cash equivalents	\$ 409,644	\$ 875,428
Grants and contributions receivable, net	443,594	748,559
Accounts receivable	177,586	147,081
Investments		156,043
Restricted cash	373,238	869,245
Prepaid expenses and other assets	134,221	188,756
Total assets	\$ 1,538,283	\$ 2,985,112

Liabilities and Net Assets

Liabilities:

Line of credit	\$ 292,924	\$ 148,012
Accounts payable and accrued expenses	341,975	336,989
Individual development accounts (IDA)	217,036	199,597
Deferred revenue	245,491	387,669
Total current liabilities	1,097,426	1,072,267

Net Assets:

Without donor restrictions	(1,377,028)	(82,272)
With donor restrictions	1,817,885	1,995,117
Total net assets	440, 857	1,912,845
Total liabilities and net assets	\$ 1,538,283	\$ 2,985,112

STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS

<i>Year ended December 31, 2018 (with comparative totals for 2017)</i>	Without Restrictions	Temporarily Restricted	2018 Total	2017 Total
Revenues and Support:				
Grants and contributions	\$ 1,432,336	\$ 1,342,500	\$ 2,774,836	\$ 3,753,688
Employment projects	2,546,963		2,546,963	3,018,333
Investment income	1,028		1,028	1,828
Special events (net of direct expenses of \$165,223 for 2018)	397,517		397,517	153,766
Miscellaneous income	33,521		33,521	99,900
Net assets released from restrictions	1,519,732	(1,519,732)	-	-
Total revenues and support	5,931,097	(177,232)	5,753,865	7,027,515
Expenses:				
Program services	4,804,589		4,804,589	5,655,389
Supporting services:				
Management and general	1,141,983		1,141,983	1,178,527
Fundraising	1,279,281		1,279,281	1,052,361
Total expenses	7,225,853		7,225,853	7,886,277
Change in Net Assets	(1,294,756)	(177,232)	(1,471,988)	(858,762)
Net Assets - Beginning of the year	(82,272)	1,995,117	1,912,845	2,771,607
Net Assets - End of the year	\$ (1,377,028)	\$ 1,817,885	\$ 440,857	\$ 1,912,845

STRONGER TOGETHER

(below) 25th Anniversary Gala Host
Committee visit to Oracle Park

(below) Juma Seattle's All-Star Benefit



(above) Juma Young Professionals Board





(left) Volunteers get ready to vend at a JumaDay at Oracle Park
(below) Volunteers help youth practice their networking skills at JumaLink



(above) Guests show their support at the 25th Anniversary Gala Fund-A-Need
(left) Xavier Ortiz, Juma Seattle Alum, shares his Juma journey at the 25th Anniversary Gala

GET INVOLVED

JOIN OUR MAILING LIST

VOLUNTEER

BECOME AN EMPLOYER PARTNER

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SERVE ON THE YOUNG
PROFESSIONALS BOARD

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Alaska Airlines Foundation
American Conservatory Theater
Arista Winery
Atlanta Fulton Family Connection
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Bon Appetit Management Company
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Caffe Vita
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Derschang Group
Donelan Family Wines
Drakes Brewing Co.
Efeste
Elliott Bay Bookstore
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Filson
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Lagunitas Brewing Company
Lambert Bridge Winery
Wendy Lee
Reza Mohaghegh-Yazdi
PopSockets LLC
Rock Wall Wine Company
Rush Creek Lodge at Yosemite
San Francisco 49ers
San Francisco Giants
Seafair
Seattle Mariners
Seattle Seahawks
Seattle Theatre Group
SF MOMA
Silver City Brewery
SoulCycle
Sounders FC
Spirit Works Distillery
Sports Basement
St. George Spirits
Starbucks Corporation
Stem Kitchen & Garden
Sugar Mountain
Laurie and Kevin Tempest
Mark Thorien
Uber
Vock & Vintage
Michael and Victoria Winnick
ZD Wines

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\$100,000+

Bank of America Foundation
City of Seattle
Farallon Capital Management, LLC
Genentech Foundation
John and Marcia Goldman Foundation
Northwest Area Foundation
REDF

San Francisco Department of
Children, Youth and their Families
M.J. Murdock Charitable Trust
TK Foundation
Walter S. Johnson Foundation

\$50,000 to \$99,999

Center for Financial Services
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