

THE PROOF IS IN THE
PEOPLE



STRIVE® 2017 ANNUAL REPORT

73,000 PEOPLE CAN TELL YOU HOW STRIVE TRANSFORMED THEIR LIVES.



The numbers speak, and the story they tell is clear: STRIVE works. STRIVE has a proven record of success in serving people who face the greatest obstacles to employment. People born into cycles of poverty. People living in low-income communities. People involved with the justice system or juvenile detention (61%). People of color (92%), who are disproportionately unemployed and underemployed. The majority of people who walk in our doors (63%) have no source of income. But here's the really amazing fact: the majority of STRIVE graduates—an extraordinary 70%—gain meaningful employment and go on to achieve economic self-sufficiency. Since STRIVE was founded in 1984, more than 73,000 of our graduates have prepared for success in work and in life. STRIVE's model is a solution that works. These are the facts.

People speak louder, and the stories they tell take STRIVE's impact from the statistical to the deeply personal—to hope renewed, dignity reborn, lives transformed and individual potential realized. These personal successes are amplified by the countless other lives touched: the families, the children, and the communities whose futures become brighter. In these pages, we will hear from people across STRIVE. People who devote their lives to doing STRIVE's work. People who invest their time and money in our programs. People who partner with us to confront growing income inequality and entrenched unemployment, and most of all, people whose lives have been changed by STRIVE's groundbreaking programs. How do you calculate STRIVE's impact? The numbers tell only a small part of the story. The proof really is in the people.

PEOPLE WE SERVE

61%
Men

39%
Women

37%
Youth (18–24)

16%
Hispanic
or Latino

76%
African-
American

61%
History of
justice-system
involvement

63%
No source
of income at
enrollment

OUR IMPACT IN 2017

2,685
Graduates

1,769
Placed in jobs

70%
Job placement

Avg. monthly income at enrollment **\$262**

Avg. monthly income at placement **\$2,206**

673% Avg. increase in income

THE PROOF IS IN THE PEOPLE



ROY CASTRO STRIVE GRADUATE AND NEWEST BOARD MEMBER

CEO/OWNER OF DM ICE CREAM CORP.

PEOPLE WHO SUCCEED after STRIVE often have a positive impact beyond their personal achievement. Like Roy Castro, whose youth was filled with struggles, including a father who left the family when he was an infant. Roy came to STRIVE in 2003, after release from federal prison on a drug charge. At a time he describes as the lowest part of his life, STRIVE showed him he had the potential to succeed. After graduating, he first landed a job cleaning out freezers and equipment at Edy's Ice Cream and was quickly promoted to a manager of its distributor. With each promotion he learned more about the business and developed his own ideas on how to make it grow. During these years, he was able to buy a house and start a family.

Then he heard about an opportunity to buy DM Ice Cream Corporation. He took out a home equity loan and made a bid. In 2013, the company became his. He was selected to take part in the Goldman Sachs 10,000 Small Businesses Program, where he had an opportunity to present his growth plan to industry leaders and receive their guidance.

Since then, Roy has grown his company to be New York's largest ice cream distributor. He has established college funds for his children. He shattered the cycle of intergenerational poverty experienced by his family. As STRIVE's newest board member, he continues to have a positive impact that spreads to his community and his city.

"My first day at STRIVE, Rob Carmona [STRIVE co-founder] came into a full classroom and said, 'If you trust the process and follow our guidelines, you could be standing here one day.' I took that literally. Now being invited to be a board member—that is like coming full circle. They said, 'You can get a job.' They said, 'You can keep a job.' They said, 'Your past doesn't define you. You can be whatever you want.' All of that, I took literally. Now, my motto is: What can I contribute? I want my first effort as a STRIVE board member to be a call to action to everyone who cares about ending poverty within families and communities."

"As a board member, I want to be that example that reminds people of why STRIVE was started in the first place. STRIVE changes lives."

THE PROOF IS IN THE PEOPLE



AISHA CHAPMAN WITH ZANE STRIVE GRADUATE

CAMPUS VISITOR COORDINATOR
BERKELEY COLLEGE

PEOPLE WITH THE RIGHT ATTITUDE

are more likely to get hired, like Aisha Chapman, who recently graduated from her STRIVE training and was the first in her class to get a job. But Aisha didn't have that attitude when she started at STRIVE. Pregnant with her third child, unemployed, and on public assistance, Aisha suffered from low self-esteem and was overwhelmed by the obstacles in front of her. She dreamed of getting a job that would put her on the road to self-sufficiency and was determined to succeed despite her shyness.

STRIVE's intensive CORE Job Readiness Training was a transformative experience that provided Aisha with the support and mentoring she needed. At the beginning of the program, Aisha preferred to sit at the back of the class. The STRIVE team moved her to front of the class at every opportunity, calling on her repeatedly to answer questions. Soon Aisha was taking the initiative to stand and present

herself without being prompted. She started choosing a seat in the first row of the class and interacting freely with her classmates. Her confidence grew by leaps and bounds. A week before she was due to graduate from STRIVE, Aisha landed an interview at Berkeley College and, to her great joy, was hired as Campus Visitor Coordinator.

"When I got to STRIVE, I didn't want to be there because all I could see were problems. I didn't know how I would get childcare or clothing for job interviews. I didn't even know how to introduce myself. But my case manager helped me with childcare and referred me to Career Closet for interview clothing. I had to stand up and introduce myself when I spoke in class, and that gave me so much more confidence. I learned to talk about my obstacles and get the help I needed. Now, I love my job, and I feel I'm on the road to achieving my other goals, including continuing my own education."

"When I came to STRIVE, I was so shy and afraid that I sat at the back of the classroom. Now I have a career path and the confidence to pursue my other goals for myself and my children."

THE STRIVE FIVE: OUR UNIQUE MODEL CREATES A PATH TO HOPE, SELF-ESTEEM AND SUSTAINED EMPLOYMENT.

STRIVE's model is nationally recognized for our high job placement and retention rates. What makes our programming unique? We focus on helping unemployed people not only find jobs but build careers. Our model recognizes that specific occupational skills will help someone land a job, but it takes the right habits and behaviors to keep the job and succeed in work and in life. That is why the first pillar of the STRIVE Five is our CORE Job Readiness Training, an intensive four-week workshop that emphasizes accountability and personal responsibility, workplace ethics, professional etiquette and interpersonal skills. In a short period of time, participants have a transformative experience that lasts a lifetime.

Support beyond the classroom is another STRIVE difference. Many people who come to STRIVE are dealing with complicated childcare, health care and housing issues that may be obstacles to employment. So right from the start of STRIVE's CORE Job Readiness Training our participants receive customized case management support to help address those barriers. This wraparound support continues after CORE, as participants move on to occupational skills training. Even after graduates secure appropriate jobs, they continue to receive active follow-up support and retention services for two years. STRIVE graduates have lifetime access to career development and job placement services, and many alumni make the most of these services as they pursue higher wages. Making this long-term commitment to the lifetime success of our graduates is one of Our Five Values, the operating principles that guide our goals, decisions and programs and form the bedrock beneath Our Five Pillars.

OUR FIVE PILLARS

JOB READINESS

STRIVE's signature program is our CORE workshop, an intensive four-week "soft skills" training in workplace readiness, responsibility and professionalism.

OCCUPATIONAL SKILLS TRAINING

Graduates of CORE training progress to vocational training in one of several career pathways aligned with local labor market demand and employer needs.

CASE MANAGEMENT

Beginning in CORE training, all STRIVE participants receive intensive case management to address obstacles that stand in the way of their success.

JOB PLACEMENT

STRIVE's Career Services team forges relationships with employers and assists our graduates in securing jobs that are a good match with their skills and interests.

JOB RETENTION, ADVANCEMENT AND FOLLOW-UP

STRIVE graduates receive active follow-up and retention services for two years after graduation. Many STRIVE alumni return for second and third placements as they pursue higher wages.

Occupations:

STRIVE offers sector-based occupational skills training aligned with growth industries in each of our markets.

Construction
Culinary Arts
Customer Service
Health Care Administration
Maintenance/Facilities

Manufacturing
Nursing
Office Administration
Retail
Security

OUR FIVE VALUES

AUTHENTICITY

We are honest in our communication with our clients and tell them what they need to hear, even if it's uncomfortable.

DEPTH OF IMPACT

We focus on empowerment and transformation for our clients, building on job readiness.

SERVING THE MOST UNDERSERVED

We help individuals with significant barriers to employment, who want to work.

LONG-TERM COMMITMENT

We help people not only find jobs but also achieve success in a long-term career.

ACCOUNTABILITY

We insist that our clients take ownership for their actions, just as we exercise high standards of accountability with our clients, employers and investors.



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VLADIMIR CELIUS
STRIVE GRADUATE/TRAINER

TRAINER FOR STRIVE NOLA
FUTURE LEADERS PROGRAM

PEOPLE WHO CARE PASSIONATELY

about helping others change the trajectory of their lives are working at STRIVE sites across the country every day. Vladimir Celius is one of them. He came to STRIVE NOLA after 25 years in prison and learned that he could change the course of his own life and create a new future. He felt called to help others in the same way. After he graduated, he applied and was hired as a trainer with STRIVE Future Leaders Program.

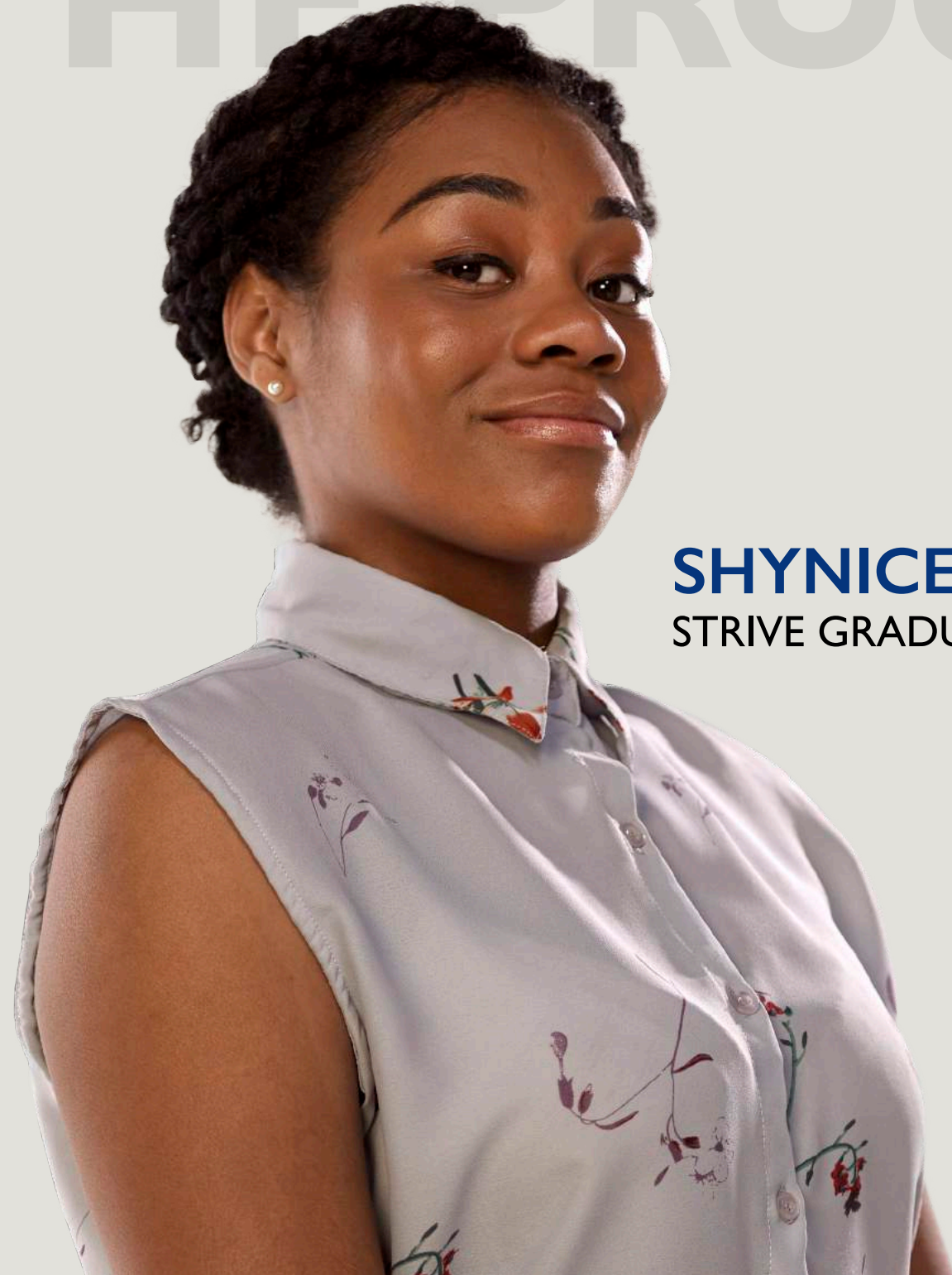
Since then, he has dedicated himself to helping justice-involved youth get a second chance in life. New Orleans is one of 10 STRIVE sites where the Future Leaders Program serves young adults aged 24 and under and helps them get the training, credentials, and most importantly, the support they need to enter the workforce and stay on a positive track for the future.

(Read more on Future Leaders at striveinternational.org/programs#future-leaders)

“There’s a part of STRIVE’s CORE Job Readiness Training called ‘Stand and Deliver’ that made huge difference to me. That was when I told my story and got to see my past as the past, so I could move forward to the future. Now I use a similar activity in Future Leaders. I tell the youth my story first so that they know I’m a credible messenger. Then they start to open up and we can talk together about how we can make changes for the better. I see myself as a mentor to all of them, and I make sure to stay in contact with them so they can call me for help if they think they’re about to get into trouble. STRIVE taught me how I could change my life, and now, I’m helping youngsters change their lives and find the best in themselves.”

**“STRIVE taught me how I could change my life,
and now, I’m helping youngsters change their lives
and find the best in themselves.”**

THE PROOF IS IN THE PEOPLE



SHYNICE BARTELL STRIVE GRADUATE

EMPLOYER: MODERN MD URGENT CARE
FEATURED SPEAKER: STRIVE WOMEN'S
EMPOWERMENT LUNCHEON 2018

PEOPLE EMPOWERED to change their lives through employment—that is the life-changing experience that STRIVE brings to thousands of unemployed, at-risk individuals each year. Last year, Shynice Bartell was one of them. Soon after her family moved to New York from Atlanta, both of her parents died within a month of one another. By 2016, Shynice was unemployed and on government assistance as a single mother of a two-year-old. But when she chanced upon a STRIVE community outreach program in Harlem and saw that training in Medical Billing was being offered, she jumped at the opportunity.

Once enrolled in the CORE Job Readiness Training, Shynice also benefited from the STRIVE Women's Empowerment Initiative in New York, which includes expanded counseling services, classes, mentoring, and training for female participants. This initiative is funded by the annual Women's Empowerment Luncheon, where Shynice was a 2018 featured speaker and a living example of how empowering women benefits families and communities. Having been hired for a job she

loves as a patient care coordinator at Modern MD Urgent Care and having already received a raise, Shynice is no longer on public assistance. She has started a college fund for her son and returned to STRIVE multiple times for additional training and certifications to help her advance her career and achieve her goal of one day being the CEO of her own medical billing company.

"I always wanted a career in the medical field, but I didn't know where or how to start. At STRIVE, I got so much more than training. I got a complete support system that helped me get through whatever I was going through. When I graduated, I knew I wanted to make the most of all of STRIVE's offerings, and I have literally taken 10 courses and gotten certifications in basics like Microsoft Word and Microsoft Excel, Financial Literacy, and a bunch of medical-oriented programs like CPR, First Aid, AED Medical Billing and Terminology and Patient Navigation. I can't get enough of STRIVE! It's part of my life now because they stay with you for life and are there every step of the way."

**"When I came to STRIVE, I was like a caterpillar.
When I left, I had wings, and I've been flying ever since."**

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DANA McCALLISTER WITH PARKER STRIVE GRADUATE

EMPLOYER: UNDER ARMOUR

PEOPLE SUPPORTING THEIR FAMILIES, like Dana McCallister, create brighter futures for themselves and their loved ones. It wasn't so long ago that Dana, having been arrested while still in high school, was in the drug trade, dealing with alcohol and PTSD resulting from being shot twice. But knew he was missing out on something, and he knew he loved being a father.

A year and half ago, he went to STRIVE's Baltimore affiliate, the Center for Urban Families (CFUF). Dana not only completed STRIVE's CORE Job Readiness Training, he also made the most of CFUF's Baltimore Responsible Fatherhood Project, which aims to increase fathers' emotional and financial support of their families and children. As a STRIVE graduate, he was able to enroll in a special training program for careers in manufacturing and the skilled trades at The

Foundery, which ultimately led to a great job at Under Armour. The impact of STRIVE on Dana's life has had a ripple effect on his family and on his community. Now, Dana has his youngest son, Parker, living with him full-time.

"I had been living a lie rooted in my shame at only having an eighth-grade education. I always loved learning, but after I was arrested in ninth grade, I couldn't stay in school. I dropped out—I faked my report cards. I always felt that I was missing something. I'm grateful to CFUF for giving me so many opportunities to improve myself. But it was STRIVE that inspired all this progress. Thanks to my trainers in CORE Job Readiness Training, I matured years in those three weeks. Now it makes me feel powerful to look someone in the eye and tell them the truth. I don't worry about people judging me—just at how I might inspire them with my story."

"It was STRIVE that inspired all this progress. Once I truly understood the definition of integrity, I wanted it for myself."

ACROSS THE NATION, WE ARE TACKLING POVERTY AND THE TOUGHEST OBSTACLES THROUGH EMPLOYMENT.

STRIVE'S REACH AND IMPACT have grown through the remarkable community-based organizations that make up the STRIVE Affiliate Network. This year alone, STRIVE affiliates provided STRIVE's groundbreaking job readiness and job skills programs to more than 2,600 people across the U.S., enabling families to break the cycle of poverty and contributing to more vibrant communities. These organizations are bound by STRIVE's common mission and by its vision: a world where everyone has the opportunity to achieve economic self-sufficiency, dignity, and a promising future for themselves and their families.



OUR AFFILIATES

STRIVE ATLANTA The Center for Working Families, Inc. Tcwf.org

STRIVE BALTIMORE Center for Urban Families Cfuf.org

STRIVE BOSTON Justice Resource Institute Bostonstrive.org

STRIVE BRIDGEPORT Career Resources, Inc. Careerresources.org

STRIVE CHICAGO A Safe Haven Asafehaven.org

STRIVE DC Samaritan Ministry of Greater Washington Samaritanministry.org

STRIVE FLINT Odyssey House Flintstrive.com

STRIVE GREENVILLE L.I.F.E. of North Carolina, Inc. Strivenc.org

STRIVE HARTFORD Career Resources, Inc. Careerresources.org

STRIVE MT. VERNON Westchester/Putnam Workforce Board
westchesterputnamonestop.com

STRIVE NEW HAVEN Career Resources, Inc. Careerresources.org

STRIVE NOLA New Orleans Business Alliance Nolaba.org

STRIVE NEW ROCHELLE Westhab Westhab.org

STRIVE NEW YORK STRIVE International, Inc. Strivenewyork.org

STRIVE PHILADELPHIA Public Health Management Corporation
Theworkforce-institute.org

STRIVE SAN DIEGO Second Chance Secondchanceprogram.org

STRIVE WATERBURY Career Resources, Inc. Careerresources.org

STRIVE WHITE PLAINS Westchester/Putnam Workforce Board
westchesterputnamonestop.com

STRIVE YONKERS Westchester/Putnam Workforce Board
westchesterputnamonestop.com

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MITCH LANDRIEU MAYOR OF NEW ORLEANS, 2010–2018

INTRODUCED THE CITY'S NETWORK FOR ECONOMIC OPPORTUNITY IN 2014
GRADUATED 19 STRIVE NOLA COHORTS

PEOPLE WORKING TOGETHER

can successfully build pathways that connect disadvantaged job-seekers with real job opportunities and connect employers with a qualified workforce. STRIVE NOLA's story offers proof positive. Established in 2015 under Mayor Mitch Landrieu's administration as part of the City of New Orleans Network for Economic Opportunity and funded through a public/private partnership, STRIVE NOLA graduated 327 participants through 2017 across 19 cohorts with a 75% job-placement rate and a 71% job-retention rate.

In January of 2018, STRIVE NOLA merged with the New Orleans Business Alliance (NOLABA) as part of the city's new business model for economic development, and most importantly, the STRIVE curriculum has been adapted to four other opportunity centers in New Orleans. The city is thus the first in the country to expand STRIVE

programming to its largest workforce providers: Urban League of New Orleans, Total Community Action, JOB1 Business and Career Solutions, and Goodwill Industries of Southeastern Louisiana. These powerful partnerships are producing economic opportunity for a city still in recovery from Hurricane Katrina.

"When we came into office, we made a commitment to the people of New Orleans that we would work our hardest to make sure no one would be left behind. We created an economic opportunity strategy, and STRIVE NOLA became an integral part of that strategy. I see STRIVE as part of a larger movement to heal the city of New Orleans. That healing includes helping members of our own community get involved in rebuilding our city. And it's not just our city that needs that kind of healing. I'm proud that by working together here, we've created a model for an even bigger movement across the nation."

"Opportunity without a pathway is a walk to nowhere. With STRIVE, we built a walk to somewhere: a path to economic opportunity and a model for the rest of the country."

THE PROOF IS IN THE PEOPLE

STRIVE gratefully acknowledges the support of the institutions below, which provided major support to STRIVE programs in 2017 at either the national or local levels.

- Abell Foundation
- Altman Foundation
- The Annie E. Casey Foundation
- Bank of America
- Barker welfare Foundation
- The Bewtra Charity Fund
- Blanchette Hooker Rockefeller Fund
- Bob Barker Foundation
- Booth Ferris Foundation
- Brian P. Friedman Family Foundation
- Cafritz Foundation
- Capital One
- Charles Stewart Mott
- Chicago Community Trust
- Citi Foundation
- Consortium for Worker Education
- Cox Foundation
- Atkinson Foundation
- Eddie & Joe Allison Smith Foundation
- Federal Home Loan Bank of San Francisco
- Ford Foundation
- Fowler Foundation
- Samuel Freeman Charitable Trust
- HAB Bank
- Irvin Stern Foundation
- Jovid Foundation
- JPMorgan Chase Foundation
- W.K. Kellogg Foundation
- Mayor's Fund for the City of NY
- New York City Council
- New York Community Trust
- New York Women's Foundation
- New York City Dept. of Correction
- New York City Human Resources Administration
- N.Y. State Office of Temporary and Disability Assistance
- N.Y. State Dept. of Labor
- Parker Foundation
- Pew Charitable Trust
- PIMCO Foundation
- Pitt County United way
- Ready Foundation
- Reddy Donor Advised Fund
- Richard and Susan Smith Foundation
- Richard Saltonstall Foundation
- Robin Hood
- Rose M. Badgeley Residuary Charitable Trust
- Rudin Foundation
- Santander Bank
- Starbucks Foundation
- State Street Foundation
- The Hartford
- Tiger Foundation
- Travelers
- U.S. Department of Health and Human Services
- U.S. Department of Labor
- Union Bank Foundation
- United way of Central Maryland
- United way of Pennsylvania
- United way of Westchester Putnam
- Upper Manhattan Empowerment Zone
- Vanderbilt Family Foundation
- The Harry & Jeanette Weinberg Foundation
- Wells Fargo
- Westchester Community Foundation
- Woodruff Foundation
- Willow Springs Charitable Trust



CYNTHIA WEAVER
EVIDENCE-BASED PRACTICE GROUP
THE ANNIE E. CASEY FOUNDATION

PEOPLE WHO INVEST resources—like the people at The Annie E. Casey Foundation—are helping STRIVE increase the impact of an innovative program for at-risk youth. The program, STRIVE Future Leaders, helps justice-involved youth enter the workforce and earn a second chance. STRIVE Future Leaders has received more than \$15 million in U.S. Department of Labor funding and will serve more than 1,000 young adults in 2018; it has been recognized for its focus on positive youth development to empower young people.

With the support of The Annie E. Casey Foundation, STRIVE has initiated an evaluation strategy to gather information on how the program's tenets are working on the ground so that best practices can be replicated on a larger scale. Given the current broad support

for juvenile justice reform, there is a great need for the kind of evidence-based programming that is an outcome of the collaboration between the foundation and STRIVE.

“STRIVE Future Leaders is a successful youth intervention program with Department of Labor funding at 10 sites. We’ve put in place a rigorous evaluation strategy across all STRIVE Future Leader sites, to assess the Future Leaders intervention model and how effective it is in different communities and cultures. The implementation lessons we’re learning have not only led to improvements in this program but also will inform the whole field of workforce development and job readiness for youth. STRIVE has been very mindful of how they incorporate positive youth development, and policy makers see the impact of this in youth reentry models.”

“STRIVE recognizes that positive youth development is an integral part of workforce development. Their interest in measuring positive development is nothing less than groundbreaking.”

THE PROOF IS IN THE PEOPLE

Dear Friends,

The demand for skilled and motivated employees to meet the needs of businesses and the changing economy has never been greater. I'd like to highlight a few of the ways STRIVE is addressing this unprecedented demand, while helping to close the opportunity gap that persists in far too many communities, with a sense of urgency, creativity and focus.

First, in cities from coast-to-coast, we've been forging new and innovative partnerships with leading employers and ensuring that our training is preparing our graduates for the skills and behaviors that these employers most value. In doing so, we're helping our employer partners access the untapped talent that resides in low-income communities across the country—while launching our graduates into good career paths in burgeoning fields such as health care, hospitality and construction.

Second, we've been laser-focused on deepening partnerships and impact in our current STRIVE cities, such as a major expansion in New Orleans with Mayor Mitch Landrieu and his exceptional team. Toward this goal over the past year we've expanded from one local STRIVE site to five thriving STRIVE sites with the New Orleans Business Alliance and a host of stellar organizational partners.

Third, we're thrilled that STRIVE has moved into a spacious, modern and bright new headquarters and training center in East Harlem, New York—the community we've called home for more than three decades. This new facility honors our heritage while allowing STRIVE to accommodate our rapid growth both in New York City and nationally.

In this year's annual report, we feature people from across STRIVE, starting with some of our amazing graduates, whose personal stories and accomplishments bring to life the impact of STRIVE and inspire the incredible individuals who make STRIVE possible: Our exceptional STRIVE team. Our dedicated affiliate partners. Our generous investors. And our passionate board of directors, which welcomed new members and leadership this past year. I'm proud to report our results and to recognize the phenomenal group of people who are committed to STRIVE's success as we propel forward into 2018 and beyond.



OUR BOARD

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President, Jefferies Financial Group Inc.

Vice Chair: Judith B. McElnea
Partner, The Jeffrey Group

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Independent Board Director

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Richard Barthelmes
Retired, Media Executive

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CEO, Urban Therapy/Twisted Sista

STRIVE[®]

PREPARED
TO WORK
DETERMINED
TO SUCCEED

STRIVE's mission is to help people acquire the life-changing skills and attitudes needed to overcome challenging circumstances, find sustained employment, and become valuable contributors to their families, their employers, and their communities.

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New York, NY 10035



LAMEL SMITH
STRIVE GRADUATE
LOCAL 79 APPRENTICE