

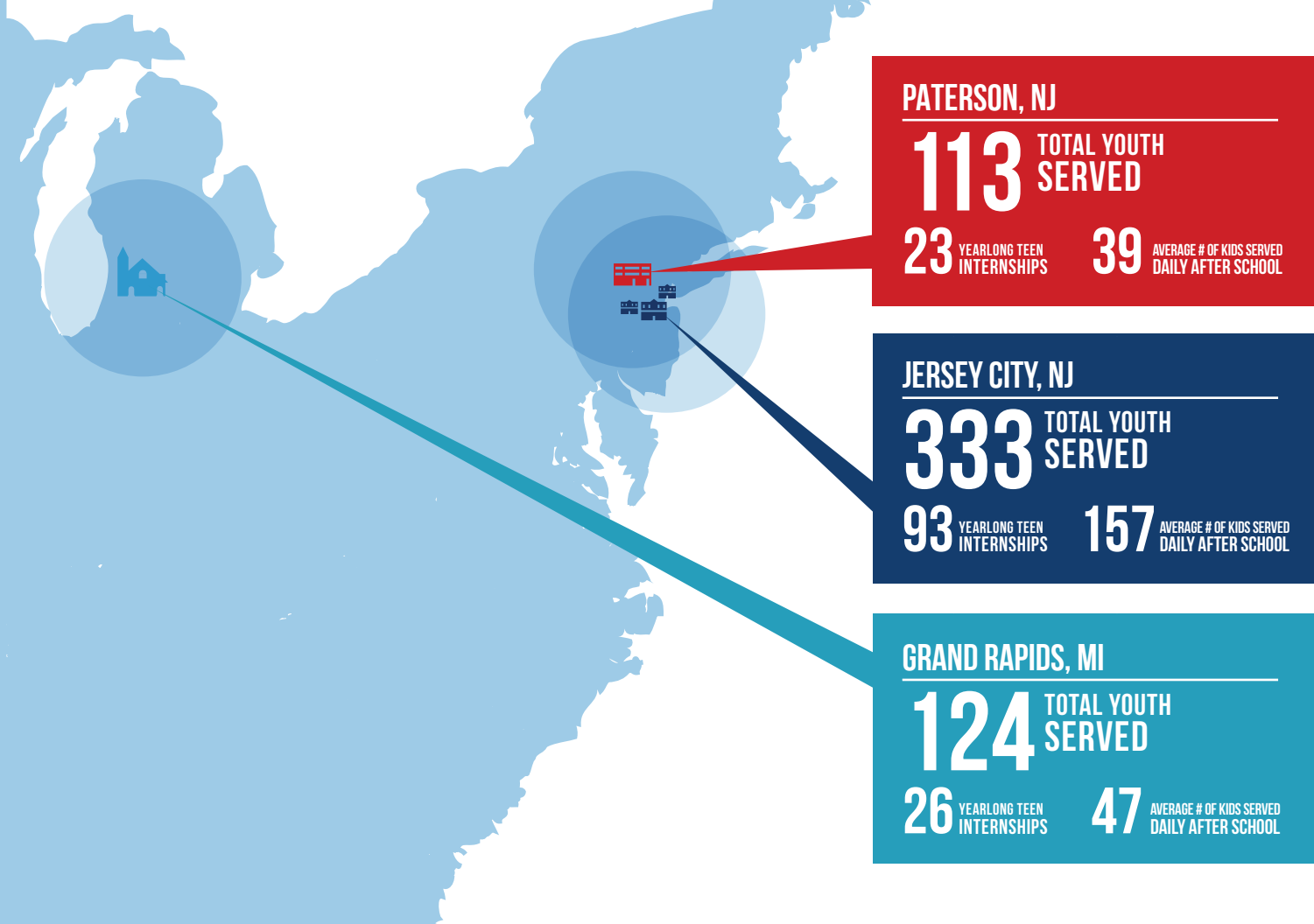


# New City Kids

loving kids for change

2016 - 17 ANNUAL REPORT

LOVING KIDS  
FOR CHANGE  
TO CREATE  
A COMMUNITY  
OF ACADEMIC,  
LEADERSHIP, MUSICAL, AND  
SPIRITUAL DEVELOPMENT





## LETTER FROM THE PRESIDENT

“Loving kids for change.”

“Always learning, measuring, and improving.”

These are two foundational directives for New City Kids—and yet they often work in tension. If you ask the kids what changed their life during their ten years at New City Kids—they will always answer, “It was Alex,” or “Jackie was like a mother to me.” This is true. Our goal is to spend 3,000 to 5,000 hours with each young person who attends New City Kids, walking with them through their darkest times and greatest successes. What makes us unique, and what has enabled us to expand to five sites while maintaining a 100% college matriculation rate, is how we ruthlessly articulate, analyze, and seek to improve everything we do during all those hours.

If you look through these pages you will see evidence of each directive—the smiles that come from our kids being loved day in and day out, and some of the more than 1,000 data points we continue to measure in an effort to serve more children and teens in better ways, bringing greater transformation than the year before.

Trevor Rubingh  
Co-Founder & President  
New City Kids



## WHO WE ARE

New City Kids is a community of youth development with two tiers that support and complement each other.

The first tier is a music and arts-focused after school center for at-risk children from 1st to 8th grade, offered five days a week. Unlike many after school centers which settle for “keeping kids off the street,” New City Kids has an outcome-driven culture centered on achievements in four areas of study: (1) social studies, (2) math, (3) language arts, and (4) music. Each student works through a yearlong learning process, ascending through milestones of achievement in each of these four disciplines.

But what really makes the New City Kids unique is the second tier. The After School Centers are not run by paid adults or volunteers, but almost entirely by paid high school interns. New City Kids’ internships are designed to open teens’ eyes to their own amazing abilities and to awaken them to the joy of leadership, the value of earning money, the attainability of a college education, and the transforming power of God’s love.

Every day as the teens come to work, they realize that the program depends on them. They begin to own the idea of serving children. They take pride in the classes they develop for their students. Before they know it, they are not seeing themselves as victims, but as agents of change. In order to keep their jobs as interns, they must progress through a carefully constructed curriculum of life skills development, leadership training, academic support, college readiness, and professional exposure visits.

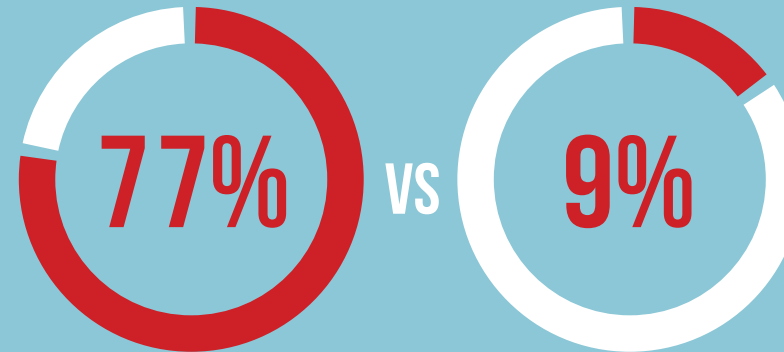
The result is that at the end of their four-year internship, teens see beyond themselves, have confidence in their abilities, are awakened to the value of delayed gratification, and have become hungry for success.





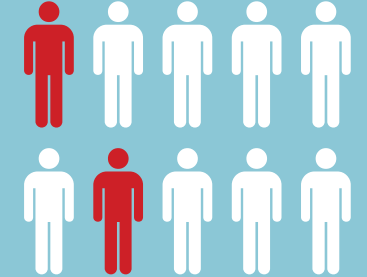
## THE NEED

Generational poverty is a destructive cycle in cities across America. Education can break that cycle.



of youth from families in the top income quartile graduate college by 24.

of youth from families in the lowest income quartile graduate college by 24.



only 20% of Hispanic and Black 29-year-olds have a college degree.

**697** YOUTH SERVED

BREAKING  
**THE**  
CYCLE  
IN 2016-17

**100%**  
COLLEGE MATRICULATION  
SINCE 2009

**53** PERFORMANCES  
LED BY TEEN &  
KID BANDS

**\$2.3M** DONATED TO EMPOWER YOUTH  
TO CHANGE THEIR COMMUNITIES

**90%** OF ALUMNI ARE IN OR HAVE  
**GRADUATED** COLLEGE

**313** DAYS SERVING  
YOUTH DURING  
THE YEAR

**1,071** DONORS FROM  
30 STATES

**143**  
HIGH SCHOOL  
STUDENTS  
IN **YEARLONG**  
LIFE-CHANGING  
JOBS

**66%** GROWTH IN YOUTH SERVED  
OVER TWO YEARS

**243** CHILDREN SERVED  
EVERY DAY  
AFTER SCHOOL

# OUR MODEL

New City Kids empowers urban youth to break the cycle of generational poverty.



Paid adult staff coach and mentor the high school students.

High school students are hired to work as the music and tutoring staff. Teens spend 500 hours per year learning, working, and growing.

1st-8th grade students attend after school programs to study, do homework, and take classes in keyboard, drums, bass guitar, and more.





## BEING A TEEN

Destiny's school day is long and hard.

She's surrounded by peers who don't care about school and don't do their classwork. Many teens in her school talk during class, have their phone out, and even disrespect their teachers. Many times Destiny will go months with a string of substitute teachers. By the end of the day, she's tired and burnt out.

And then she walks into New City Kids.

Everything is suddenly different. Destiny is a leader with purpose. She has a small group of kids that she is responsible for tutoring every day. As she walks in the door, kids run up to her, excited to see their tutor. Adults ask her how she's doing.

Throughout the afternoon, Destiny collaborates with adult staff and her teen coworkers on different projects. On the job, she's not just an employee, but a leader.

When work ends at 6pm, she keeps going: attending tutoring for academic assistance, Bible studies, music lessons, band practice, professional visits, life skills class, or college readiness. Seniors work on college applications; other teens meet with their mentors.

By the time New City Kids finally closes at 8pm, Destiny is happy, tired, and ready for the next day.



## BEING A KID

Angel comes from an exhausting day of school.

Not only is it long, but he's struggled to keep up. Reading is difficult, and no one takes the time to help him one-on-one. It's also hard being creative, and the other kids sometimes make fun of him.

When he walks into New City Kids, everything changes. Angel is suddenly surrounded by people who know and love him. He looks up to his teachers (and wants to be one someday), and the adults take time to listen as he talks about his day.

Angel hears music right away almost every day. It wakes him up, giving him renewed energy and focus. He's free to find joy in creative expression without worrying about what others think. Throughout the afternoon, Angel works on homework and reading, and learns songs that help him go deeper into concepts that he sometimes misses in school.

He has fun learning to play an instrument alongside his peers. He wins prizes and works toward performances where he and his peers get to show off in front of everybody.

After School Center ends at 6pm. Angel goes home happy and tired with the day's rap running through his head. He can't wait to come back tomorrow.



# NEW CITY KIDS: JERSEY CITY

New City Kids' first location has served youth in Jersey City for 17 years. New City Kids is supported by a thriving community, including families, foundations, businesses, churches, and schools. This flourishing ministry continues to be a beacon of hope and change in a place where many face great difficulties.

locations **3**



total youth served **333**



kids served every day after school **157**



yearlong teen internships **93**



kids in summer camp **106**



youth learned to sail **33**



 = 10 teens/kids



100%

of seniors graduated  
high school and began  
college for the ninth  
year in a row



16

alumni earned college  
degrees this year,  
including two  
master's degrees



26

teens completed a six  
week SAT preparatory  
course, raising their  
SAT scores by an  
average of 186 points



736

hours were spent by  
staff mentoring teens  
one-on-one





**108**

1st to 8th grade  
students completed  
their second year of  
musical training



**1,556**

hours were  
volunteered by  
community partners  
and supporters



**25%**

of 1st to 5th grade  
students increased  
reading ability by  
2+ grade levels





# ALUMNI FEATURE

New City Kids tracks alumni through graduation and beyond. Here are three alumni who have given back to New City Kids in 2016-17. Destiny represented New City Kids at a fundraising event on Wall Street, James served on staff in the interim before starting his graduate program, and Ashley brought her marketing expertise to New City Kids through a summer internship. These young people represent over 100 alumni who have graduated and continue to serve their community.



**DESTINY**  
BREWER

Associate Consultant at Capco

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Lincoln University

---

Marist High School



**JAMES**  
WRIGHT

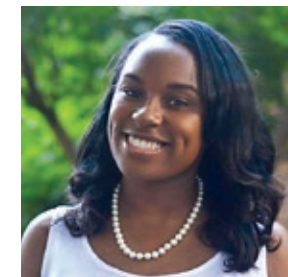
Graduate Assistant at Rowan University

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Richard Stockton University

---

Snyder High School



**ASHLEY**  
FIELD

M.P.A. Candidate and Graduate Assistant,  
Rutgers University

---

Kean University

---

Ferris High School

# NEW CITY KIDS: GRAND RAPIDS

Established in 2014, New City Kids is a powerhouse for youth leadership development, discipleship, and excellent music. Last year, New City Kids' music school and worship band performed for audiences across Grand Rapids, and thousands saw the power of giving at-risk youth real responsibility and creative freedom. The joy of young people who are empowered to be leaders continues to be a driving force for change.

total youth served **124**



kids served every day after school **47**



yearlong teen internships **26**



 = 5 teens/kids



**30%**

growth in teen staff



**9**

music classes offered  
per day: drums, bass  
guitar, and piano



**27**

carefully crafted  
teen-led Bible dramas



**13**

worship sessions led  
by our teen band—for  
4,000 people total





**170**

hours of  
college readiness  
programming offered



**155**

staff visits to mentor  
teens during  
lunch hour



**\$93K**

raised at a sold-out  
musical production  
that was written,  
planned, and led  
by teens



# NEW CITY KIDS: PATERSON

New City Kids is committed to serving youth in Paterson, where only 10% of adults have a bachelor's degree or higher. Now in its third year, New City Kids serves the Madison Ave. neighborhood, including Public School 21. The sound of children laughing and music playing reaches the entire block, emanating from a refurbished silk mill that houses New City Kids' loving community.

total youth served **113**



yearlong teen internships **23**



kids served every day after school **39**



kids in summer camp **43**



 = 4 teens/kids





8

new rooms,  
including a beautiful  
performance space,  
renovated and created  
for serving children



46%

growth in number  
of youth served



27%

increase in  
time spent  
with youth





**423**

hours of professional-level music instruction completed by teens



**4**

music classes surpassed their goals 4 months in advance, moving on to advanced curriculum



**1,270**

hours volunteered by adults and high school students



# LEADERSHIP

## NATIONAL



Trevor Rubingh  
Co-Founder & President



Gabriel Stiritz  
Operations Director

## JERSEY CITY, NJ



Josh Dornbos  
Executive Director



Niksha Davis  
After School Center  
Director



Daymiris Echeverria  
Program Director



Alessandro DiLeonardo  
After School Center  
Director



Alex Goldsmith  
Vroom St. Site  
Director



Jackie Thompson  
Teen Life Internship  
Director



Tia Smith  
Lafayette Site  
Director



Anne Joseph  
Music Director



Jenae Gayle  
After School Center  
Director



Laura Gosa  
Development Director

## PATERSON, NJ



Jeremy Jerschina  
Executive Director



Madelyn Badillo  
Teen Life Internship  
Director



Jessie Davis  
After School Center  
Director



Daniel Cody  
Music Director

## GRAND RAPIDS, MI



Trevor Rubingh  
Co-Founder &  
Executive Director



Gordon Lee  
Teen Life Internship  
Director



Linda Rubingh  
Co-Founder &  
Associate Director



Maurice Townsend  
Music Director



Ellie Arreguin  
After School Center  
Director

# BOARD OF DIRECTORS

New City Kids is a 501(c)(3) organization comprised of wholly-owned subsidiaries: New City Kids: Jersey City, New City Kids: Grand Rapids, and New City Kids: Paterson. Each subsidiary has an independent board of directors and operates with fiscal independence. Every site operates with the same vision and programs for breaking the cycle of generational poverty in cities across America.

## NATIONAL

**RICHARD KUDER**, PRESIDENT  
*SUPERINTENDENT OF SCHOOLS, WYCKOFF  
TOWNSHIP SCHOOL DISTRICT*

**MICHAEL WESTRA**, TREASURER  
*PRESIDENT, WAYNE TILE CO.*

**DR. SHEILA R. COLE**, PATERSON LIAISON  
*RETIRED PRINCIPAL,  
FORMERLY OF FRANKLIN SCHOOL  
(SUMMIT, NJ)*

**SAM KIM**, JERSEY CITY LIAISON  
*INDEPENDENT TRADER*

**TOM PENNINGA**, GRAND RAPIDS LIAISON  
*SENIOR DEVELOPER, UNIVERSAL TRAFFIC  
SERVICE*

**PETER STEENSMA**  
*CONSULTANT, (FORMERLY CTO OF ITT  
ELECTRONIC SYSTEMS)*

## JERSEY CITY

**GEORGE BLACK**, PRESIDENT  
*MANAGING PRINCIPAL, CAPCO*

**SAM KIM**, VICE PRESIDENT  
*INDEPENDENT TRADER*

**KATHRYN YEATON**, TREASURER  
*ASSOCIATE PROFESSOR OF ACCOUNTING,  
RAMAPO COLLEGE*

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*MANAGING DIRECTOR, RELATIONSHIP  
MANAGEMENT, STATE STREET  
CORPORATION*

**SEBASTIAN OLUKUN**  
*BUSINESS ADMINISTRATOR & REGISTRAR,  
THE NEST & MUSTARD SEED SCHOOL*

**NANCY PEDULLA**  
*DIRECTOR OF LEADERSHIP AND TALENT  
DEVELOPMENT, INTERVARSITY  
CHRISTIAN FELLOWSHIP*

**JUDY WAHRENBERGER**  
*PARTNER, RUPRECHT HART WEEKS &  
RICCIARDULLI*

**REV. VICKI WEBB**  
*SENIOR PASTOR, JERSEY CITY CHURCH OF  
THE NAZARENE*

**LONZELL WILSON**  
*HUMAN RESOURCES DIRECTOR, UPS*

## GRAND RAPIDS

**MARG BLOUW**, PRESIDENT  
*VICE PRESIDENT OF IT, EMERITUS,  
FARMER'S INSURANCE*

**TOM PENNINGA**, VICE PRESIDENT  
*SENIOR DEVELOPER, UNIVERSAL  
TRAFFIC SERVICE*

**JOHN WOLTERS**, TREASURER  
*CFO, CHRISTIAN SCHOOLS INTERNATIONAL*

**EDWARD ENIANG**  
*DATA ENGINEER, FARMERS INSURANCE/  
DIRECTOR OF IT, DK SECURITY*

**JONATHAN BRADFORD**  
*PRESIDENT AND CEO, EMERITUS,  
INNER CITY CHRISTIAN FEDERATION*

**CHRISTY CARLIN KNETSCH**  
*DIRECTOR OF YOUTH MINISTRY,  
MADISON SQUARE CHRISTIAN  
REFORMED CHURCH*

**MYKE WORTHEM**  
*DONOR ENGAGEMENT ASSOCIATE,  
BETHANY CHRISTIAN SERVICES*

## PATERSON

**GLENN W. RIDSDALE**, PRESIDENT  
*ASSOCIATE VICE PRESIDENT,  
QUALITY MANAGER, HNTB CORPORATION*

**DON WESTRA**, VICE PRESIDENT  
*MANAGING PARTNER, WAYNE TILE CO.*

**DIANE EWEN**, TREASURER  
*FINANCIAL CONTROLLER, KICK*

**DR. SHEILA R. COLE**, SECRETARY  
*RETIRED PRINCIPAL,  
FORMERLY OF FRANKLIN SCHOOL  
(SUMMIT, NJ)*

**TREVOR EWEN**  
*SOFTWARE ENGINEER, NEOSAVVY*



A donut chart representing the distribution of revenue. The largest segment is red, followed by a large salmon-colored segment, a teal segment, a yellow segment, a dark blue segment, a grey segment, and a small light blue segment.

## REVENUE

**48% INDIVIDUAL SUPPORT \$1,130,593**  
**16% FOUNDATION GRANTS \$384,347**  
**17% CHURCH SUPPORT \$396,012**  
**7% GOVERNMENT GRANTS \$170,134**  
**2% CORPORATE GRANTS \$37,552**  
**4% PROGRAM SERVICES \$84,749**  
**6% OTHER \$133,320**  
**TOTAL REVENUE \$2,336,707**

A donut chart representing the distribution of expenses. The largest segment is dark blue, followed by a large salmon-colored segment, a teal segment, and a small light blue segment.

## EXPENSES

**75% PROGRAM SERVICES \$1,439,007**  
**15% FUNDRAISING \$276,862**  
**10% MANAGEMENT AND GENERAL \$192,732**  
**TOTAL EXPENSES \$1,908,601**

Data from independently audited 2015-16 financial statements  
prepared by Fylstra & Associates, LLC.

# PARTNERS\*

*(Current and facing pages)*

AD Philanthropic Fund

Cathedral Choir

Cedar Hill Christian Reformed Church

Cherry Capital Cab, LLC

The Cord Group

Fred J. Brotherton Charitable Foundation

Marjorie Bunnell Charitable Fund

Midland Park Christian Reformed Church

NJ Office of Faith Based Initiatives

Robert & Catherine Murray Charitable Trust

Silver Spring Christian Reformed Church

Stand Together

University Reformed Church

Verisk Analytics

\*Support of \$5,000 and above in 2016-17.





# SUPPORT

You can help break the cycle of generational poverty.  
Donate online at [www.newcitykids.org/donate](http://www.newcitykids.org/donate)  
or fill out the facing page.



## MY INFORMATION

Name \_\_\_\_\_ Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_

Zip \_\_\_\_\_

Email \_\_\_\_\_ Phone Number \_\_\_\_\_

## I WANT TO MAKE A DIFFERENCE BY GIVING:

- ☐ \$5,500 Sponsor a Teen Life Intern
- ☐ \$2,500 Scholarship for one kid in an After School Center
- ☐ \$500 Provide a scholarship for a senior
- ☐ \$\_\_\_\_\_ One-time
- ☐ \$\_\_\_\_\_ Monthly

## LOCATION:

- ☐ Jersey City
- ☐ Grand Rapids
- ☐ Paterson





**I AM GIVING BY**

☐ Cash

☐ Check (payable to New City Kids)

☐ E-Check    Account # \_\_\_\_\_ Routing # \_\_\_\_\_

☐ Credit Card (fill out information below)

Name \_\_\_\_\_

Billing Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Card Number \_\_\_\_\_

Expiration Date \_\_\_\_/\_\_\_\_ CVV \_\_\_\_\_    ☐ Mastercard    ☐ Visa    ☐ Discover

☐ My Company, \_\_\_\_\_, will match my gift.

Company Contact Information \_\_\_\_\_

**SEND THIS FORM AND PAYMENT TO:**

New City Kids  
240 Fairmount Ave.  
Jersey City, NJ 07306

New City Kids is a 501(c)(3) charitable organization. Donations are tax-deductible to the extent allowed by law.

## **JERSEY CITY**

240 Fairmount Ave.  
Jersey City, NJ 07306  
[newcitykids.org/jerseycity](http://newcitykids.org/jerseycity)

## **GRAND RAPIDS**

City View Church  
960 Alpine Ave. NW  
Grand Rapids, MI 49504  
[newcitykids.org/grandrapids](http://newcitykids.org/grandrapids)



## **PATERSON**

Madison Ave. Crossroads  
511 E. 22nd St.  
Paterson, NJ 07514  
[newcitykids.org/paterson](http://newcitykids.org/paterson)