The Tenacity of the Human Spirit
Celebrating 15 Years
2011 Annual Report
Our Vision:
We will lead the effort to eliminate poverty in our community.

Our Mission:
Cincinnati Works will partner with all willing and capable people living in poverty to assist them in advancing to economic self-sufficiency through employment.
Dear Friends and Supporters,

2011 was a landmark year for Cincinnati Works, celebrating 15 years of dedication to the vision of leading the efforts to eliminate poverty in our community. Dave and Liane Phillips founded Cincinnati Works in 1996 to provide an avenue for the poor in Greater Cincinnati to find employment and pursue a journey to self-sufficiency. Since then, Cincinnati Works has transitioned more than 3,500 people into steady employment and celebrated with them the dignity that comes from providing for their family and getting their life on track.

At our recent 15th anniversary breakfast, Cincinnati Works Member Michael Powers eloquently described his journey from prison to being employed full time. The power of Cincinnati Works has inspired Michael to finish a degree in sociology and become a motivator of young people. He’s finally got his life on track and is optimistic about his future.

Success stories like Michael’s and the numbers that stand behind them validate the work we do. Other communities throughout the country are taking note and replicating our model- A model recognized this year as “truly revolutionary,” a genuine alternative for the poor, in the pages of Stephen Covey’s latest book, The Third Alternative.

Our formula for success over our 15 years has remained constant:

• Offer respect and compassion to low-income individuals seeking to improve their lives
• Empower individuals to help themselves, offering the encouragement, tools and knowledge they need to move forward
• Establish a team that believes in the resiliency of the human spirit
• Include employers as partners in the process
• Use research and data to challenge our assumptions, highlight our opportunities and propel continuous improvement
• Achieve results that demonstrate a significant return on personal and financial investment
• Use private financial support that fosters nimbleness to respond to the holistic and changing needs of our Members

As we celebrate 15 years of positive impact, we recognize that we still have a long way to go. In a world of high unemployment, increasing poverty, and growing disparity between the poor and the more fortunate, our work is increasingly essential to transform lives and transform our community. Cultivating collaborations and expanding our services are key strategies for increasing our impact. This year, in partnership with SmartMoney Community Services, we integrated financial literacy and coaching services into our model to empower our Members to practice sound financial management behavior that leads to stability. Additionally, we are starting to spread our reach outside the urban core and now offering Cincinnati Works services on-site in a neighborhood-based center in Price Hill, a collaborative with Santa Maria Community Services and Price Hill Will. In 2012, we plan to open another site in the West End within the new CityLink Center, another multi-partner collaborative.

The future of Cincinnati Works is indeed very bright. Our past success, as well as our future, is a direct result of the incredible dedication of our staff, financial supporters, employers, and volunteers. Congratulations to everyone who has contributed to Cincinnati Works’ success these past 15 years. Here’s to the next 15!

With Gratitude,

Peggy E. Zink
President
Celebrating 15 Tenacious Years

In 2011, Cincinnati Works celebrated its 15th Anniversary of "leading the effort to eliminate poverty in the Greater Cincinnati community." In a memorable 15th Anniversary Event Breakfast at the Reds Champions Club, Great American Ballpark, Dr. Gregory Williams, keynote speaker and President of the University of Cincinnati, acknowledged the tremendous difference Cincinnati Works (CW) has made “to help motivated people advance to economic self-sufficiency through employment.” Dr. Williams pointed out that “Cincinnati Works is a tremendous force for a better quality of life in our community. It would never have been possible were it not for the commitment and creativity of Liane and Dave Phillips. And the fact that they accomplish all of this without government funding makes it even more extraordinary.”

The event was in recognition of the outstanding individuals and partners, without whom our stellar reputation of leading the effort to end poverty in our community would not have been possible. Nearly 300 guests joined the celebration and enjoyed a light breakfast and a program which spotlighted the tenacity of the human spirit in overcoming obstacles.

Master of Ceremonies and Board Member Kent Friel introduced the opening speakers: Cincinnati Works Members Elizabeth Jackson and Michael Powers, who spoke about the Cincinnati Works services and support which have enabled them to remove barriers while achieving stability in employment.

Michael Powers shared an inspiring story of overcoming obstacles—and new beginnings, and a desire to offer others the guidance that has made such a difference in his life. Michael explained:

“Six years ago, I was released from prison, and all I owned were the clothes on my back. At the time of my incarceration, I decided to change my life, my way of thinking, my way of praying...the total package.”
After a series of odd jobs, Michael left California and reunited with an old friend living in Ohio to make a new start. He continued:

“I arrived in Ohio in July, 2011, and immediately started looking for work. After having door after door shut in my face because of my criminal background, I eventually heard about Cincinnati Works and went in to see what it was all about. I filled out an application and began the process of my fantastic journey.”

Particularly invaluable for Michael, in addition to the 5-day job readiness workshop, was the training and support for those with criminal backgrounds and other barriers. Michael was struck by the welcoming spirit of the Cincinnati Works Staff—their warmth and lack of condescension immediately put Michael at ease. The workshop’s positive energy made a strong impact:

“...every day felt like a new beginning. I have a new smile on my face and warmth in my heart because of the people that played a part in this change that has transpired in my life.”

As Michael continues to advance towards economic self-sufficiency, he speaks of the exciting future before him: “I am now employed full time with a real future. I have the desire of finishing my education in Sociology. I want to be a motivator, especially of young people, and let them know they can improve their self-worth.”

Second speaker Elizabeth Jackson had an exemplary background in the medical administration and clerical field but found herself laid off from her position with the government after 12 years. With the help of Cincinnati Works, Elizabeth took the steps that would make her more marketable in a changed job marketplace.

“It had been over 12 years since I had to complete an application and there had been some huge job search changes that I had to learn.”

Elizabeth is indeed grateful for all that Cincinnati Works has to offer: “I have been fortunate to have received several different types of services at Cincinnati Works; financial, employment coaching, legal, and counseling—and everyone has been kind and courteous.”

Currently, Elizabeth is receiving financial coaching services to get her finances back on track. Her participation in the Advancement Program will allow her to focus on her next goal of returning to college for the degree that will broaden her future employment prospects.

Keynote Speaker Dr. Williams recounted a truly inspirational story of how one woman’s unwavering belief in his potential, as well as his desire for an education, helped him to overcome the stifling effects of poverty. He shared countless memories of the extraordinary events of his childhood and his life. He voiced humble respect for the challenges and triumphs of Cincinnati Works Members, and praised Cincinnati Works for the impact they are making.

The event was a celebration of Cincinnati Works’ important work in our community and the lives that have been positively changed. It was an opportunity to express gratitude and to pay tribute to those who helped to make our first 15 years a success.
“Cincinnati Works has been a viable place for personal change and job growth...
They taught me how to write a resume and interview properly...you can find great help at Cincinnati Works.”
Duane Kitchen, CW Member
Employed at DHL

“Cincinnati Works, A genuine 3rd Alternative for the poor”
Dr. Stephen Covey is a highly respected business leader and author. Best known for his seminal book, *The 7 Habits of Highly Effective People*, called the most influential business book of the 20th century, Dr. Covey’s books have sold millions of copies around the world. Recognized as one of Time Magazine’s 25 most influential Americans, Dr. Covey’s works seek to inspire people to realize they have the ability to control their destinies with the help of straightforward guidance. He has long championed the plight of the working poor and thinks the way poverty has been dealt with in the United States as both wrongheaded and counterproductive.

Along these lines, Dr. Covey embraces Cincinnati Works’ (CW) mission and approach in his latest book, *The 3rd Alternative: Solving Life’s Most Difficult Problems*. Arguing for a departure from usual approaches to conflict resolution, negotiation, and innovation and creating a new way to resolve difficulties and create solutions in which all participants benefit, Dr. Covey characterizes CW’s impact as “truly revolutionary,” a genuine 3rd Alternative for the poor. He praises CW founders, Dave Phillips and Liane Phillips, for combining a strong business background with a great capacity for empathy.

CW is honored to have the endorsement of such an influential and internationally respected leader like Dr. Covey. The additional attention CW has generated through Dr. Covey’s book has enabled us to strengthen our relationships with members and businesses throughout the Cincinnati area.

“Coming every day for job search kept me focused and helped me to be more assertive... Cincinnati Works helped me to get focused and find a job. It didn’t take long before I received a call with a job offer. Cincinnati Works is a good program”.
Robert Dench, CW Member, Employed with Prime Incorporated, Truck Driver

“I did want to give up a lot of times... I succeeded because I pushed myself with their help...and that’s why I’m still employed.”
Cora Lee, CW Member, Employed at Goodwill Industries
CW Members Pursuing A Sound Financial Future

As Cincinnati Works has assisted employed Members to advance to self-sufficiency, it has become evident that having income above 200% of Federal Poverty Level (the generally accepted benchmark for self-sufficiency) is not enough to achieve financial independence. Members often lack sound financial management behavior that will make their income “work” for them. In other words, self-sufficiency is a combination of both adequate income and good financial management behavior. In March 2011, Cincinnati Works introduced financial coaching and income support services, to encourage Members’ long term commitment to increasing income, decreasing expenses, building credit, and acquiring the assets needed to become economically self-sufficient. These services perfectly integrate together with the current employment services in a holistic approach to attaining self-sufficiency.

This type of integrated service model is based on the Financial Opportunity Center (FOC) concept promoted and supported nationally by Local Initiatives Support Corporation (LISC). In cities across LISC’s network, the FOC’s are having a broad and profound impact on the financial bottom line of low-income working individuals and families.

Through a partnership with SmartMoney Community Services (SMCS), Cincinnati Works now has a full-time on-site financial coach, Janet McMickens, available to work with Members on specific financial issues, such as credit and debt; as well as providing on-going coaching to Members to establish and achieve personal financial goals. Janet offers an ongoing series of SmartDollars & Sense group educational workshops. She also connects Members with financial resources and products in the community that will help them achieve their financial goals.

Tina, a Member since 2007, returned to Cincinnati Works in April discouraged about recently losing her job and not being able to find a new one right away. She began working with a career advancement coach to build up her networking and other job search skills. At the same time she began working with Janet to determine how to manage her budget on her unemployment income. She learned money saving ideas, diligently tracked her spending, and quickly adopted solid financial management habits. Tina shared, “Janet really helped to normalize my attitude. I was unrealistic in some areas. She gave me a more clear view of the process of goal-setting.” Janet helped her look at the whole picture and then make actionable steps to attain each goal. Months passed before Tina’s networking finally paid off in the way of a job offer in November. Janet then helped Tina establish a new budget and set new financial goals to account for her higher income. With a new job and new financial habits, Tina is well on her way to financial independence.

“The FOC model is successful because it intentionally connects these services together as part of our Members’ overall plan to achieve self-sufficiency. As our Members are advancing in their jobs and earning higher incomes, we are also able to help them reduce their debt, build credit, and establish savings that will help them to stabilize long-term,” explains Laura Hartung, FOC Program Manager. “This has become critically important to our Members given the challenges they are facing in the current economic environment.”

The JPMorgan Chase Foundation has supported Cincinnati Works for several years and increased its support in 2011 with a $100,000 grant to implement the FOC model, matching LISC’s Social Innovation Fund grant to Cincinnati Works.

“We can lift the economic well-being of the entire community by helping low-income families achieve financial stability,” said Cinnamon Pelly, vice president for Global Philanthropy, JPMorgan Chase Foundation. “Through grants, the JPMorgan Chase Foundation supports programs like Cincinnati Works’ Financial Opportunity Center that can make a real difference for our neighbors who need our help the most.” JPMorgan Chase donates more than $190 million annually through grants and sponsorships to thousands of not-for-profit organizations across the U.S.—including $4.45 million to Ohio nonprofit groups — and in more than 25 countries abroad.

JPMorgan Chase
Cincinnati Works, Inc.
Financial Statements
As Of And For The Years Ended
December 31, 2011 and 2010

The accompanying notes on
pages 10 and 11 are an integral part
of these statements

Why Don’t They
Just Get a Job?

One couple’s mission to end poverty
in their community

Liane Phillips and
Echo Montgomery Garrett

This book describes how and why Liane
and Dave Phillips have been able to put
thousands of people to work and help
them transition out of
poverty. This book is
a personal journey, as
well as a how-to for
other communities and
individuals interested
in fighting poverty and
its effects. The message
is strong: There is a solution to poverty.
It is cost-effective. Other communities
can do this. This book offers a unique,
proven business model that has a
huge heart and benefits for the
whole country.

See www.ahaprocess.com/getajob

Statements of Financial Position

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<thead>
<tr>
<th>Assets:</th>
<th>2011</th>
<th>2010</th>
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<tr>
<td>Cash and cash equivalents</td>
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<td>Investments</td>
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<td>Prepaid expenses and other assets</td>
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<td>Contributions receivable, net</td>
<td>1,186,052</td>
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<td>Furniture and equipment, net</td>
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<td>Restricted cash and cash equivalents</td>
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<td>Restricted investments</td>
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<td><strong>Total assets</strong></td>
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<td><strong>$3,677,946</strong></td>
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<thead>
<tr>
<th>Liabilities And Net Assets</th>
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<tbody>
<tr>
<td>Liabilities:</td>
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<td>Accounts payable</td>
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<tr>
<td>Accrued expenses</td>
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<td>76,750</td>
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<td><strong>Total liabilities</strong></td>
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<table>
<thead>
<tr>
<th>Net assets:</th>
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<tr>
<td>Unrestricted</td>
<td>1,808,352</td>
<td>1,576,843</td>
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<tr>
<td>Temporarily restricted</td>
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<td>1,994,978</td>
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<tr>
<td>Permanently restricted</td>
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<td>29,375</td>
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<tr>
<td><strong>Total net assets</strong></td>
<td><strong>3,322,592</strong></td>
<td><strong>3,601,196</strong></td>
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</tbody>
</table>

| **Total liabilities and net assets**            | **$3,400,163** | **$3,677,946** |

Statements of Cash Flows

<table>
<thead>
<tr>
<th>Statements of Cash Flows</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities:</td>
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</tr>
<tr>
<td>Change in net assets</td>
<td>$(278,604)</td>
<td>$213,918</td>
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<td>Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:</td>
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<td></td>
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<tr>
<td>Depreciation</td>
<td>6,721</td>
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<tr>
<td>Donated equipment</td>
<td>(21,569)</td>
<td>—</td>
</tr>
<tr>
<td>Contributions restricted for endowment</td>
<td>—</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Net realized and unrealized loss (gain) on investments</td>
<td>50,298</td>
<td>(84,252)</td>
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<tr>
<td>Donated investments</td>
<td>(26,414)</td>
<td>(129,098)</td>
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<tr>
<td>Changes in assets and liabilities:</td>
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<tr>
<td>Contributions receivable</td>
<td>585,869</td>
<td>(126,325)</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>3,512</td>
<td>(9,302)</td>
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<tr>
<td>Accounts payable</td>
<td>7,915</td>
<td>—</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>(7,094)</td>
<td>15,877</td>
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<tr>
<td><strong>Net cash provided by (used in) operating activities</strong></td>
<td><strong>320,634</strong></td>
<td><strong>(120,182)</strong></td>
</tr>
</tbody>
</table>

| Cash flows from investing activities:          |           |           |
| Purchases of furniture and equipment           | (21,332)  | —         |
| Purchases of investments                       | (642,096) | (920,211) |
| Sales and maturities of investments            | 519,499   | 1,025,349 |
| Purchases of restricted investments            | (423)     | (1,422)   |
| **Net cash (used in) provided by investing activities** | **(144,262)** | **103,716** |

| Cash flows from financing activities:          |           |           |
| Proceeds from contributions restricted for investment in endowment | — | 1,000 |
| **Net cash provided by financing activities**  | —         | **1,000** |

| Net increase (decrease) in cash and cash equivalents | 176,372   | (15,466)  |
| Cash and cash equivalents at beginning of year    | 596,010   | 611,476   |
| **Cash and cash equivalents at end of year**      | **$772,382** | **$596,010** |
Cincinnati Works, Inc.
Financial Statements
As Of And For The Years Ended
December 31, 2011 and 2010
The accompanying notes on
pages 10 and 11 are an integral part
of these statements

Statements of Activities

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGES IN UNRESTRICTED NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenues, gains and other support:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions and grants</td>
<td>$ 583,351</td>
<td>$ 518,302</td>
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<tr>
<td>Investment returns</td>
<td>(7,603)</td>
<td>109,336</td>
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<tr>
<td>Contributed goods and services</td>
<td>118,801</td>
<td>91,798</td>
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<tr>
<td>Other income</td>
<td>44,525</td>
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<tr>
<td>Reclassification of contributions pursuant to donor stipulations</td>
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<td>6,000</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,018,877</td>
<td>771,516</td>
</tr>
<tr>
<td>Total revenues and other support</td>
<td>$ 1,757,951</td>
<td>$ 1,496,952</td>
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<td><strong>Expenses:</strong></td>
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<td></td>
</tr>
<tr>
<td>Job readiness program</td>
<td>692,453</td>
<td>604,991</td>
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<tr>
<td>Advancement program</td>
<td>174,337</td>
<td>196,357</td>
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<tr>
<td>Capacity building</td>
<td>303,880</td>
<td>222,545</td>
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<tr>
<td>Total program services</td>
<td>$ 1,170,670</td>
<td>$ 1,023,893</td>
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<td>Management and general</td>
<td>128,482</td>
<td>122,358</td>
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<td>Fundraising</td>
<td>204,290</td>
<td>189,822</td>
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<td>Nonrecurring costs</td>
<td>23,000</td>
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<tr>
<td>Total support services</td>
<td>355,772</td>
<td>312,180</td>
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<tr>
<td>Total expenses</td>
<td>$ 1,526,442</td>
<td>$ 1,336,073</td>
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<tr>
<td>Change in unrestricted net assets</td>
<td>231,509</td>
<td>160,879</td>
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**CHANGES IN TEMPORARILY RESTRICTED NET ASSETS**

<table>
<thead>
<tr>
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<th>2010</th>
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</thead>
<tbody>
<tr>
<td>Revenues and other support:</td>
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<td></td>
</tr>
<tr>
<td>Contributions and grants</td>
<td>508,764</td>
<td>829,555</td>
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<tr>
<td>Reclassification of contributions pursuant to donor stipulations</td>
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<tr>
<td>Net assets released from restrictions</td>
<td>(1,018,877)</td>
<td>(771,516)</td>
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<tr>
<td>Change in temporarily restricted net assets</td>
<td>(510,113)</td>
<td>52,039</td>
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**CHANGES IN PERMANENTLY RESTRICTED NET ASSETS**

<table>
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<tr>
<th></th>
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<tr>
<td>Revenues and other support:</td>
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<tr>
<td>Contributions</td>
<td></td>
<td>1,000</td>
</tr>
<tr>
<td>Change in permanently restricted net assets</td>
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<td>1,000</td>
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<tr>
<td>Change in net assets</td>
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<td>213,918</td>
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<tr>
<td>Net assets, beginning of year</td>
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<tr>
<td>Net assets, end of year</td>
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**Statements of Functional Expenses**

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<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
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<tr>
<td><strong>Salaries, wages and benefits</strong></td>
<td>$ 533,676</td>
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<td><strong>Occupancy and utilities</strong></td>
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<td><strong>Equipment and supplies</strong></td>
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<td><strong>Professional services</strong></td>
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<td><strong>Direct job seeker and advancement expenses</strong></td>
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<td>20,725</td>
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<td><strong>Marketing</strong></td>
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<td><strong>Other</strong></td>
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<td><strong>Total expenses</strong></td>
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<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2010</th>
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<tbody>
<tr>
<td><strong>Salaries, wages and benefits</strong></td>
<td>$ 475,260</td>
<td>$ 475,260</td>
</tr>
<tr>
<td><strong>Occupancy and utilities</strong></td>
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<td>56,453</td>
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<tr>
<td><strong>Equipment and supplies</strong></td>
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<td><strong>Professional services</strong></td>
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<td><strong>Direct job seeker and advancement expenses</strong></td>
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<tr>
<td><strong>Marketing</strong></td>
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<td>—</td>
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<td><strong>Other</strong></td>
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<td>11,090</td>
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<tr>
<td><strong>Total expenses</strong></td>
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<td>$ 604,991</td>
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Cincinnati Works, Inc. Notes to Financial Statements  December 31, 2011 and 2010

NOTE A – NATURE OF OPERATIONS
Cincinnati Works, Inc. (the “Organization”) is a not-for-profit corporation serving the Greater Cincinnati community, whose mission is to partner with all willing and capable people living in poverty to assist them in advancing to economic self-sufficiency through employment. The Organization’s revenue and other support are derived principally from contributions and grants.

The Organization serves the Greater Cincinnati community through the Job Readiness Program and the Advancement Program. The Job Readiness Program provides job seekers with soft skills to be successful, promotable employees. This program focuses on job acquisition and retention. The Advancement Program provides assistance to workers striving to increase wages and meet career goals. This program is targeted at workers earning below self-sufficiency wages.

Capacity building is a strategic research initiative designed to reach more people living in poverty in the Greater Cincinnati Region. The goal is to identify and outline strategies, partnerships and efforts that will expand the reach of the Organization by 40%.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1. Basis of Presentation

The financial statements of the Organization are presented on the accrual basis of accounting. Net assets, revenues, gains and losses are classified based on the existence or absence of donor-imposed restrictions. Accordingly, net assets and changes therein are classified as follows:

- Unrestricted – Net assets that are not subject to donor-imposed stipulations.
- Temporarily restricted – Net assets subject to donor-imposed stipulations that will be met either by actions of the Organization and/or the passage of time.
- Permanently restricted – Net assets subject to donor-imposed stipulations that must be maintained permanently by the Organization. Generally, the donors of these assets permit the Organization to use all or part of the income earned on related investments for general purposes.

Contributions and grants are recorded in the appropriate net asset class when the promise to give is received. When a donor stipulated time or purpose restriction ends, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions. Temporarily restricted gifts for which the restriction is met in the same period are recorded as temporarily restricted and then released from restriction.

Contributions to be received after one year are discounted at a rate commensurate with the risk involved. Amortization of the discount is recorded as additional contribution revenue and used in accordance with donor-imposed restrictions, if any, on the contributions.

Contributions of services are recognized as revenue at their estimated fair value only when the services received require specialized skills possessed by the individuals providing the service and their service would typically need to be purchased if not donated. Recorded contributed services are primarily related to counseling services and are recorded in salaries and wages.

Significant contributions for public service announcements were made in 2011 and 2010, but have not been recorded, because they do not meet these requirements. In 2011 and 2010, donated goods and services benefited the Job Readiness program by $14,788 and $19,511, respectively. Also in 2011 and 2010, the Advancement program by $9,000 and $4,645, the Capacity Building program by $0 and $9,312, General and Administrative by $8,544 and $2,789, and Fundraising by $0 and $441, respectively. Donated equipment of $19,995 was capitalized in 2011.

2. Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues, expenses, gains, losses and other changes in net assets during the reporting period. Actual results could differ from those estimates.

3. Cash and Cash Equivalents

The Organization considers all liquid investments with original maturities of three months or less to be cash equivalents. At December 31, 2011 and 2010, cash equivalents, including restricted cash equivalents, consisted of money market funds which generally invest in highly liquid commercial paper. At December 31, 2011, there was no cash held in excess of federally insured limits. Investments in money market funds are not insured or guaranteed by the U.S. government and totaled $595,577 at December 31, 2011.

4. Furniture and Equipment

The Organization’s policy is to capitalize furniture and equipment purchased or donated having a cost in excess of $1,000. All items are recorded at cost less accumulated depreciation. Computer equipment, software and licenses are depreciated on a straight-line basis over a three-year period. Furniture is depreciated on a straight-line basis over a five-year period.

Furniture and equipment of $12,928 and $29,973, respectively, are recorded as assets at December 31, 2011, and accumulated depreciation totals $6,721 at December 31, 2011. Depreciation expense was $6,721 for 2011.

5. Investments and Investment Return

Investments are reported at fair value, except for certificates of deposit, which are valued at amortized cost. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. See Note E for discussion of fair value measurements.

Investment return for 2011 and 2010 included interest and dividend income of $42,695 and $25,084, respectively, and net realized and unrealized gains (losses) of ($30,296) and $84,252, respectively.

Investments are summarized as follows at year end:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificates of deposit</td>
<td>$200,217</td>
<td>$299,922</td>
</tr>
<tr>
<td>Asset-backed securities</td>
<td>18,774</td>
<td>28,464</td>
</tr>
<tr>
<td>U.S. government and agency obligations</td>
<td>178,329</td>
<td>228,933</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>257,667</td>
<td>206,767</td>
</tr>
<tr>
<td>Mutual funds</td>
<td>597,028</td>
<td>327,991</td>
</tr>
<tr>
<td>Common stock</td>
<td>-</td>
<td>111,873</td>
</tr>
<tr>
<td>Exchange-traded funds</td>
<td>98,600</td>
<td>47,065</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,350,615</strong></td>
<td><strong>$1,251,015</strong></td>
</tr>
</tbody>
</table>

Restricted investments amounting to $33,095 and $33,649 at December 31, 2011 and 2010, respectively, consist primarily of mutual funds. These investments are restricted as they represent permanently restricted net assets.

6. Other Income

Other income consists of reimbursements by another not-for-profit organization for employment assistance services provided by a Cincinnati Works employee.

7. Income Taxes

The Organization is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and a similar provision of state law. However, the Organization may be subject to federal income tax on any unrelated business income.

As required by the uncertain tax position guidance in FASB Accounting Standards Codification (“ASC”) 740, Income Taxes, the Organization recognizes the financial statement benefit of a tax position only after determining that the relevant tax authority would more likely than not sustain the position following an audit. The Organization applied the uncertain tax position guidance in ASC 740 to all tax positions for which the statute of limitations remained open.
8. Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a functional basis in the statements of activities. Certain costs have been allocated among the benefited programs and supporting services based on direct identification, time studies and other methods. Nonrecurring costs are one time charges that are not anticipated to occur in the future. These include costs for personnel reorganization.

NOTE C – CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable at December 31, consisted of the following:

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due within one year</td>
<td>$676,015</td>
</tr>
<tr>
<td>Due in one to five years</td>
<td>525,000</td>
</tr>
<tr>
<td>Capacity building program</td>
<td>238,037</td>
</tr>
<tr>
<td>Staff development</td>
<td>33,294</td>
</tr>
<tr>
<td>Other</td>
<td>17,810</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,186,052</strong></td>
</tr>
</tbody>
</table>

Discount rates, which are based on 5-year U.S. Treasury rates, were approximately 0.83% and 1.90% for 2011 and 2010, respectively.

At December 31, 2011 and 2010, approximately 70% and 81%, respectively, of total contributions receivable are due from four and seven contributors, respectively. During 2011 and 2010, approximately 49% and 56%, respectively, of the Organization’s total contributions and grants were provided by five and three contributors, respectively.

NOTE D – NET ASSETS

1. Permanently Restricted Net Assets

Permanently restricted net assets are restricted to investment in perpetuity. The income on which is expendable to support any activity of the Organization if appropriated for expenditure by the Board of Trustees.

2. Temporarily Restricted Net Assets

Temporarily restricted net assets at December 31 are available for the following purposes:

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use in future years</td>
<td>$730,204</td>
</tr>
<tr>
<td>Facilities and equipment</td>
<td>18,257</td>
</tr>
<tr>
<td>Advancement program</td>
<td>447,263</td>
</tr>
<tr>
<td>Capacity building program</td>
<td>238,037</td>
</tr>
<tr>
<td>Staff development</td>
<td>33,294</td>
</tr>
<tr>
<td>Other</td>
<td>17,810</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,484,865</strong></td>
</tr>
</tbody>
</table>

3. Net Assets Released from Restrictions

Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose or by the passage of time. A summary of restrictions satisfied is as follows:

<table>
<thead>
<tr>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time restriction expired</td>
<td>$431,583</td>
</tr>
<tr>
<td>Facilities and equipment</td>
<td>19,562</td>
</tr>
<tr>
<td>Staff development</td>
<td>8,734</td>
</tr>
<tr>
<td>Technology</td>
<td>4,000</td>
</tr>
<tr>
<td>Job readiness program</td>
<td>200,000</td>
</tr>
<tr>
<td>Capacity building program</td>
<td>195,755</td>
</tr>
<tr>
<td>Advancement program</td>
<td>135,199</td>
</tr>
<tr>
<td>Benefit of women</td>
<td>—</td>
</tr>
<tr>
<td>Other</td>
<td>24,599</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,018,877</strong></td>
</tr>
</tbody>
</table>

NOTE E – FAIR VALUE MEASUREMENTS

Financial instruments measured at fair value on a recurring basis using quoted prices for identical instruments in an active market (or level 1 inputs) include common stocks, exchange-traded funds, mutual funds, and some corporate bonds. Financial instruments measured at fair value using inputs based on quoted market prices for similar instruments in active markets (or level 2 inputs) include asset-backed securities, corporate bonds and U.S. government and agency obligations. The Organization does not hold any financial instruments measured at fair value on a recurring basis using significant unobservable inputs (or Level 3 inputs).

The Organization’s investments in certificates of deposit are carried at amortized cost. These investments do not qualify as securities as defined by ASC 320, Investments – Debt and Equity Securities, thus the fair value disclosures required by ASC 820, Fair Value Measurements, are not provided.
OUR MEMBERS

- **33 years old** average age
- **53%** Female
- **83%** African American/Black
- **82%** rely on public transportation to get to their job
- **36%** with a criminal record
- **17%** lack a high school diploma or GED

OUR RESULTS

- **5,530** job readiness workshop graduates
- **3,463** members finding employment
- **6,614** job placements
- **$9.48** average wage of job placements in 2011
- **$22.16** average wage for a family of four to be self sufficient
- **80%** members still in the workforce
- **49%** members still in the same job after a year
- **$1,200** pre-recession cost per placement
- **$2,500** post-recession cost per placement
- **$10M** total CW spend over FIFTEEN Years
- **$40M** total estimated earnings of all CW members in ONE year
- **$150,000** estimated cost to society for ONE household living in poverty for FIVE years

WHY IT MATTERS

- **14%** poverty rate in Greater Cincinnati region
- **48%** children living in poverty in City of Cincinnati (3rd highest of major cities across the nation)
- **80%** members still in the workforce
- **49%** members still in the same job after a year
- **$1,200** pre-recession cost per placement
- **$2,500** post-recession cost per placement
- **$10M** total CW spend over FIFTEEN Years
- **$40M** total estimated earnings of all CW members in ONE year
- **$150,000** estimated cost to society for ONE household living in poverty for FIVE years
Every effort has been made to list donors and respect anonymous contributions as requested. Please forgive any unintended errors and notify Cincinnati Works with changes by calling 513-744-9675.

2011 Investors

3M Foundation
Doris Adams Trust
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Richard N. & Lee Adams
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Amend Consulting
Tom Anderle
Anonymous Depository
Anonymous Family Foundation
Anonymous Foundation
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Walter & Mikki Frank
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Kevin Horton
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Maureen P. Hutchinson
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The Rev. Andrew McAoidh Jergens & Linda
Buskens Jergens
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John A. Kraeutler
David Krafka
David & Chris Kring
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Lori & Ken Kuhn
Michael W. Kuhn
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Anthony Lentini
Chris Lineck
Jeremy Lindner
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Robert Loftus
Longmont Housing Development Corp.
Wendy Lorenz
Joseph Loudon
LPK Foundation
Dino M Lucarelli II
Melissa Lueke
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Chris MacConnell
Macy’s Foundation
Madeira-Silverwood Presbyterian Church
Mary Beth Martin
J. Steven Massie
Glen Mayfield
Jeffrey & Tracy McClorey
Douglass W. & Kay L. McDonald
Sean V. & Amy N. McGrory
Ron & Phyliss McSwain
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Gary & Vickie Mertz
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Jodi Geiser & James Miller
Miller Valentine Group
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Jan T. Montague
William Montague
Timothy Mooney
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Michael Murren
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Daniel & Susan Pfau Foundation
Terry Pfister
Abby Phillips
Brett Phillips
Dave & Liane Phillips
Scott & Jenny Phillips
Todd & Stephanie Phillips
Dave & Liane Phillips Fund
Joseph & Susan Pichler
PNC Foundation
Portman Fund of GCF
Larry & Rhonda Post
Dan & Julia Poston
Bill & Mary Price
Russell Proctor
Charlotte Pugh
Carol Purnell
Beth Rauh & Lisa Campbell
Patrick Reardon
Jerry & Laura Reichert
Wendy Reinhardt
Kathleen Reinmann
August A. Rendigs, Jr. Foundation
Ray & Lynn Rhatigan
Kevin & Janice Rice
David & Beverly Richards
Edwin & Carole Rigaud
The Trust Estate of George B. Riley
David F. Rinderle
Brent C. Rippe
River City Furniture
Richard L. Roeding, Jr.
Timothy J. Rolfs
Robert Roncker
Evelyn Rose
Marshall B. & Maxine Rose
Richard A. Rose
Sylvia Rose
Roger & Rita Ross
Thomas Rowe
Roy Family Fund of GCF
Mary Ann & Paul Russo
Scott G. Saddlemire
Aaron Sayles
Bryan K. Schapman
Mary Scheid
John P. and Kimberly P. Schenk
Matt & Darcy Scherocman
Jacob G. Schmidlapp Trusts
Mark Schmidt
Michael Schoeny
Harold C. Schott Foundation
The John A. Schroth Family Charitable Trust,
PNC Bank, Trustee
Jackie Schuler
Kathleen Schwab
Mr. & Mrs. Wilbert Schwartz
Kevin Schwartz
Scripps Howard Foundation
The Louise Taft Semple Foundation
Jane F. Seymour
Janice Seymour
Edward & Geraldine Shaw
Abby Phillips
Daniel & Susan Pfau Foundation
Al Neyer, Inc. Foundation
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Joseph Siebenburgen
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John & Janet Simpkinson
Mike Sipple, Jr.
Sisters of Notre Dame
Paul & Betsy Sittenfeld
Norma Skoog
Jack J. Smith, Jr. Charitable Trust
Willis & Jan Sparks
Spaulding Foundation
Elizabeth A. Stauberg
Nicholas Steele
Thomas E. & Jeanne M. Stilgenbauer
Teresa Stone
Pat & Bev Stull
Linnell & Paul Sullivan
Steve & Deborah Sutermeister
Sutfin Family Foundation
Barbara L. Terry
John & Susan Tew
Suja Thomas & Scott Bahr
Linda Thomson
Roger Thornton
Joan & Dennis Tirman
The TJX Foundation
Toyota
John & Beth Tschop
Union Central Life Insurance Company
United Way Donor Directed
United Way of Greater Cincinnati
Gale Sheldon
Steven & Julie Shifman
David & Marcia Siebenburgen
Joseph Siebenburgen
Gary & Lois Sileg
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Roger Thornton
Joan & Dennis Tirman
The TJX Foundation
Toyota
John & Beth Tschop
Union Central Life Insurance Company
United Way Donor Directed
United Way of Greater Cincinnati
U.S. Bankcorp Foundation
Alyce Vilines
Gerald L.Von Deylen
Carl & Stephanie Vorhoff
George & Rosamond Vredevedl
Robert & Carolyn Wehling
Ashlee Wert
M. Jay Wert
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Sponsorship Of Member
Scott & Mary Farmer Family Fund
Todd & Stephanie Phillips
Roy Family Fund
Sponsorship Of Member
Scott & Mary Farmer Family Fund
Todd & Stephanie Phillips
Roy Family Fund
In Honor Of
Salon Central/Jim Boff.......................... Vickie Mertz
Carol Buschhaus.................................. Jan Montague
Chester........................................... Tony Baster
The Members of Cincinnati Works........... Maureen P. Hutchinson
Mary Cabrini Durkin............................ Donna Engelhart
The Fleming and Fishback Families........... Timothy J. Rolfs
Mary and Kent Friel............................ Lois and Gary Sigel
Dan Fleming...................................... Charles Bradley East
.................................................. Glen Mayfield
James Van Flandern......................... Jackie Schuler
Dave & Liane Phillips Fund................. Scott and Jennifer Phillips
.................................................. Todd and Stephanie Phillips
Susan Heil ........................................ Anonymous
Dave Herche.................................... Miller Valentine Group
Dave Phillips .................................... Joyce and Paul Cotner
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.................................................. Patricia Gaines
.................................................. Karen and Mark Blocher
Norma Skoog .................................. Gary & Marjorie Blocker
Tom Stilgenbauer.............................. M. Jay Wert
.................................................. Keith Chessman
Garret Walker.................................. Anonymous
Workshop #612 ......................... YOT Full Circle Foundation
Peggy Zink ..................................... Cynthia Khoo-Robinson
In Memory Of
William Ralph Griffen.......................... W. Davis Griffen
Joan Hatcher.................................... Arthur A. Hatcher, Jr.
Eva Methlie..................................... Marilyn and Jan Methlie
Dan Ostendorf.................................. Christina Ostendorf
D. Michael Poast............................. Rebecca G. Poast
Ruth Rismiller.................................. Paul and Janice Crumine
Hester White ................................... Paul and Janice Crumine
Celebrate an Occasion
Cincinnati Works 15th Anniversary .......... Barbara Terry
### In-Kind

- Accenture, LLC
- Alyse Vilnes
- Alan Eichner
- Vanessa Blanchard
- Chez Nora
- Glenna Parks
- Frost Brown Todd
- Restaurant Depot
- Shauntel Dobbins
- Jacque Edmerson
- Patricia and Jimmy Gillicie
- Linda Humphries
- Next Job
- Tri Health

- Tri Health
- Thomas Gilman
- Treasurer, CW
- Harland Financial Solutions
- Julia Best
- Frost Brown Todd
- Jacquie Edmerson
- STK Industries
- Linda Humphries
- Kecia Pringle
- STK Industries

### 2011 Volunteers

#### Board Committee Participants

- Chuck Curran
- Alan Eichner
- Patty Herb
- Matt Scherocman
- Alyse Vilnes

#### Employment Advisory Committee

- John Baker
- Block by Block
- Julia Best
- Metro
- Meredith Cox-Imes
- Oncology Hematology Care
- Kecia Pringle
- Harland Financial Solutions
- Gary Fisher
- STK Industries

#### Development Advisory Committee

- Mandy Barbara
- Linda Callard
- Cheryl Campbell
- Kit Duval
- Nancy Gurney
- Andrew MacAoidh Jergens

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- David Herche, Chairman
- Enerfab
- Thomas Gilman
- Vice Chairman, CW
- Baldwin Gilman LLC
- Donald Calvin
- Treasurer, CW
- Ernst & Young
- Kathleen Storey, Secretary
- USI Midwest – Cincinnati
- Peggy Zink
- President, Cincinnati Works

- Frank Albi
- Business Information Solutions
- Cheryl Campbell
- Horan Associates, Inc.
- Brandon Cozzi
- USI Midwest – Cincinnati
- Daniel Fleming
- River Cities Capital Funds
- Alan Eichner
- Eichner Investment Planning
- Michelle Heath
- Humana RightSource Rx

- Kent Friel
- Community Fellow
- Robert Hock Ph.D
- Psychological
- John Hutchinson
- Vinitaya, Inc.
- Gary Johns
- G & W Product LLC
- Robert Loftus
- Consultant
- Jeffrey McClure
- Bromwell’s
- Tracy McClorey
- Bromwell’s
- Liane Phillips
- Co-Founder
- David Phillips
- Co-Founder
- Scott Phillips
- Frost Brown Todd LLC
- Thomas Rowe
- Miller Valentine Group
- Wilbert Schwartz
- Wilbert Schwartz

### Cincinnati Works’ Staff

- Dion Crockett
- Employment Coach
- Everly Rose
- Director of Career Development
- Gale Sheldon
- Director of Development
- Glenna Parks
- Director of Quality & Process Improvement
- Gloria Hill
- Customer Service Representative

- Jacqueline Edmerson
- Behavioral Counselor, Tri-Health
- Janet McMickens
- Financial Coach, Smart Money
- Laura Hartung
- Director of Advancement Services
- Linda Humphries
- Chaplain/Intake Specialist

- Madeleine Kipperman
- Director of Employment Services
- Mitchell Morris
- Phoenix Program Recruiter & Support Coach
- Nakiya Averhart
- Director of Community Relations & Marketing
- Nancy McKee
- Employment Coach

- Shirley Smith
- Communication Specialist
- Shauntel Dobbins
- Income Support Coach, AmeriCorps/LISC
- Sherry Simms
- Employment Coach
- Tom Stilgenbauer
- Chief Financial Officer
- Vickie Mertz
- Business Development Manager
Employer Partners

2trg- Technology Recycling Group
ABM-American Building Maintenance
Adecco
Aegis Protective Services
Allied Barton Security Services
AppleTree Answering Services
Aramark Healthcare
Belcan Corporation
Block by Block
Brantley Services
C & K Industrial Services
CCAT
Chipotle Mexican Grill
Cincinnati Children's Hospital
Medical Center
Cincinnati Sports Club
Cincinnati Temporary Labor, Inc/
Cincy Temps
Citi
Convergys
Crowne Plaza Hotel
Down Decor
Dunbar Cash Vault Services
Eastern Personnel Services Inc.
Embassy Suites
Excel Staffing
F.L. Emmert Company
Fifth Third Bank
First Financial Bank
Focus Staffing Solution LLC
Frisch's Restaurants, Inc.
Good Foundation Learning Center,
Inc.
Goodies Barbecue Restaurant
Goodwill Industries
Greyhound Lines Incorporated
GSF Janitorial Services
Hampton Inn
Heaven & Earth Building Concepts
Heidelberg Distributing Co.
Hilton Cincinnati Netherland Plaza
HMS Host
Hyatt Hotels & Resorts
Kaiser Pickles
KDM P.O.P Solutions Group
KeyBank
KOI Auto Parts, Inc.
Kroger Company
Lead Source Call Center
Marriott Kingsgate Conference
Center
Maximum Communications
Metro
Michel Tire Plus
Millennium Hotel
Mireagan Group Inc
New Hope Health Care
Office Depot Distribution
Professional Maintenance
Quality Associates, Inc.
Randstad
Reinhart Food Service
Restaurant Depot
Rumpke
Saturday Knight Ltd.
Scope Services
Securitas Security Services
Skyline Chili, Inc.
SMX Staffing
St. Vincent de Paul Thrift Store -
Este Avenue
Staffmark - Cincinnati Office Solu-
tions
The Christ Hospital
The Westin Hotel
TJX Corporation
Two Hawk Employment Services
U.S. Bankcorp Foundation
Vixo Services
Walmart
XLC Personnel Services