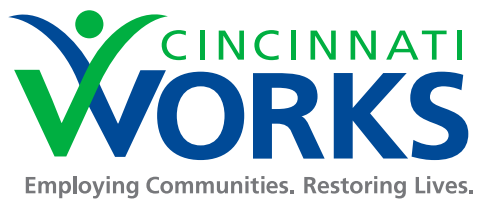




Cincinnati Works ... Together!

ANNUAL REPORT
2015



2015 Outcomes Delivered

2015 was a year of growth for Cincinnati Works, with a 21% increase in Members employed and remarkable improvement in financial stability outcomes.



Financial Stability
Outcomes

408

Members Trained



482

Members Employed

+27%

More Members
Increasing Net Income

668

Job Placements



55%

Employed
Above Poverty Level

+38%

More Members
Increasing Net Worth

Including
19%

Above Self-Sufficiency Level



+36%

More Members
Improving Credit Score

Increase Over 2014

A message from the board chair and president:

Cincinnati Works does not accomplish its mission alone. A person struggling to overcome poverty faces an array of barriers, and all of those barriers need to be addressed for that person to establish personal stability and achieve economic self-sufficiency. Over 20 years, Cincinnati Works has developed a strong network of partners to ensure that Members working their way out of poverty receive all the support that they need.

In this year's annual report, we highlight four of our closest partnerships. These partnerships have impacted countless lives by breaking links in the chain of generational poverty, and we have chosen the stories of several inspiring Members to illustrate how **Cincinnati Works ... Together!**

Cincinnati Works assisted nearly 500 individuals in poverty to find and maintain employment in 2015. Generous support from our funders enabled us to expand our programs and reach more Cincinnatians wanting to work their way out of poverty. We ...

- Opened a third site in the "Place Matters" neighborhood of Madisonville in partnership with Madisonville Education and Assistance Center (MEAC).
- Expanded our Phoenix Program to address the growing levels of gun violence in the community.
- Increased recruiting and expanded capacity to serve more job seekers – almost 100 more people employed in 2015!
- Redesigned the Advancement Program to better assist the working poor in reaching career goals and, ultimately, earning a living wage.

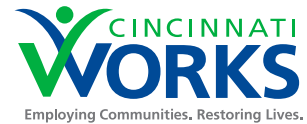
In 2016, our 20th Anniversary year, we are continuing our focus on growth and expansion in order to impact more people. We will expand to new low-income neighborhoods, including a satellite office in Roselawn at the Summit Center. And we will launch new programs, including the Navigator Program to reach a younger, high-need population of at-risk teens.

Cincinnati Works has developed and honed an efficient and successful model in the fight against poverty, but we need even more resources to make our services available to even more people. Thank you for your loyal support of Cincinnati Works as we continue to work together to eliminate poverty.

With gratitude,

Peggy E. Zink
President

David Herche
Chair of the Board



708 Walnut Street, Floor 2 • Cincinnati, Ohio 45202
513.744.WORK (9675) • cincinnatiworks.org

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.



Christina Watkins (center) celebrates her employment with her Coach Yolanda Hill and her Staffing Specialist Christina Walker



Removing Legal Barriers to Employment... Together

One of the most insurmountable barriers to gainful employment is a criminal record. Cincinnati Works is seeing an increasing number of people with criminal records – from 40% to now 60% of Members. To address this barrier and other legal barriers to employment, Cincinnati Works partners with the **Ohio Justice & Policy Center (OJPC)** and **Legal Aid Society of Greater Cincinnati**.

Cincinnati Works has an in-house legal advocate provided by the OJPC, James Delaney. His work includes assisting Members who want to have their criminal record sealed and to earn their Certificate for Qualification for Employment (CQE), which lifts a sanction barring those with previous misdemeanor or felony convictions from being considered for employment in a number of fields.

One of many Members who has benefited from the partnership between Cincinnati Works and the OJPC is Christina Watkins. Christina came to Cincinnati Works in 2015 because she was having difficulty finding employment in her previous field of work as a certified nursing assistant (CNA) due to a criminal record. She says, “I’d get offered the job and then called back stating that they couldn’t give me the job because I had something on my record. It was really hard.”

Christina’s passion is in the healthcare field. She says, “I love helping people. I love keeping a smile on people’s face and it makes me feel good.” But after repeatedly being turned away because of her record, she ended up working a series of temporary warehouse jobs and allowed her CNA certificate to lapse. She was unable to make ends meet and required food stamps to support her family.

Upon coming to Cincinnati Works and learning about the legal services offered, Christina applied for her CQE. She enrolled in school to have her

CNA reinstated so she could get back into the field. She also felt that she needed to brush up on her interview skills, and our Job Readiness Workshop helped her to do so. She says, “I learned to watch my posture and what I do with my hands. I learned how to greet the interviewer, and also to dress for the interview. Even though sometimes I would wear a suit and feel like I’m overdressed when sitting in a room full of people in jeans and polo shirts, that’s ok because that actually shows them that you went the furthest for the job.”

After graduating from our workshop, Christina began working with James. She says, “James was real down to earth. I liked working with him. He came to court with me. He was there when I got there.” She continues, “I was really nervous, but the judge granted my CQE.”

Christina accepted a job offer as a CNA just two days after being granted her CQE. She says, “Cincinnati Works helped me get the job by putting in a good word in for me. When I walked in, the interviewer mentioned that I come highly recommended.”

Christina says, “Getting my CQE and this job makes a huge difference in my kids’ lives. I’m their role model. They look at me and everything I do. They even notice if I haven’t been to work in a couple days. So I have to make sure whatever I’m doing is a positive impact in their lives.” She continues, “Getting back into the healthcare field allowed me to show them that you can always get back on that road and go for what you want to do. I have all boys, and I definitely want to make sure they stay on the right track.”

Expanding the Impact...Together



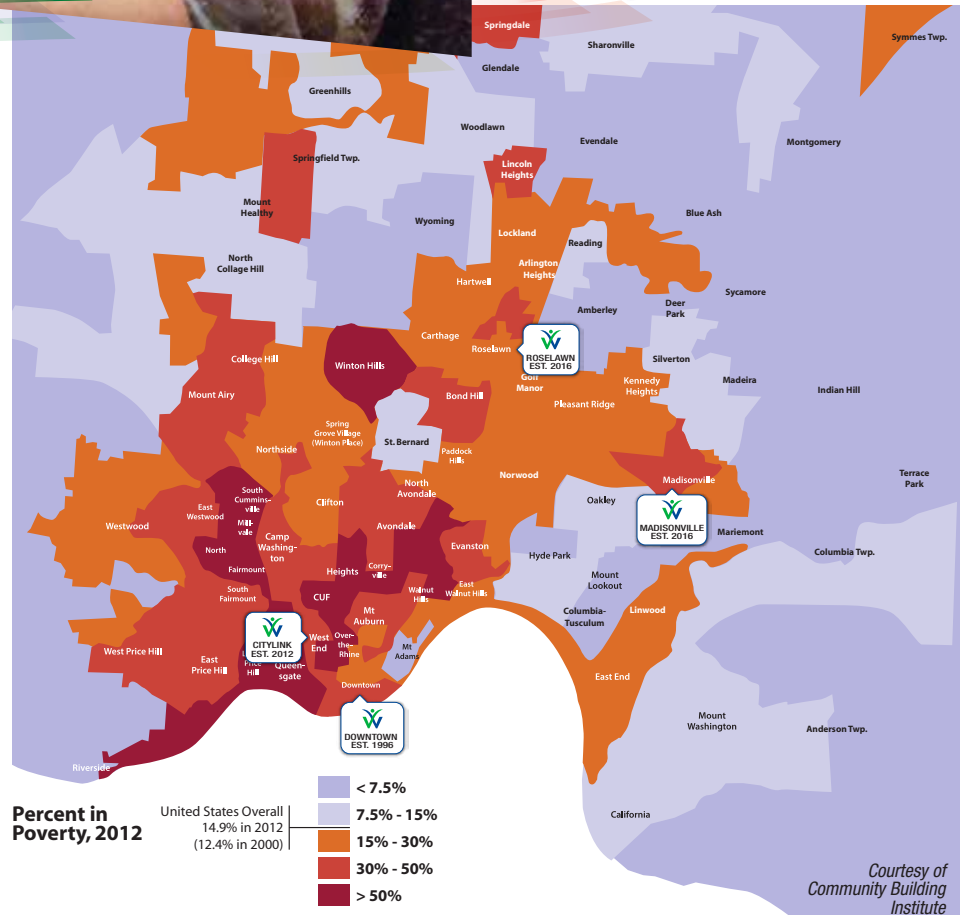
Karen Webb is the first Member to achieve employment through our services offered at MEAC. She is working as a customer service professional at our employer partner Fifth Third Bank in Madisonville. Karen says, "The partnership between MEAC and Cincinnati Works makes a lot of sense. There are too many people here in Madisonville that either don't have jobs or have jobs that aren't enough to makes ends meet. You have to feel worthy. Coming in, I didn't. But I do now. And our neighborhood really needs that."

CW Coach Shauntel Dobbins and Karen Webb (right) preparing for her interview with Fifth Third Bank

Madisonville, tucked away on the east side of Cincinnati, is experiencing a surge in poverty. Even with many great employers in the area and more coming to the neighborhood, it lacks community resources to help connect people with those employers.

United Way has designated Madisonville as a "Place Matters" neighborhood by looking at the community's current needs, opportunities for improvement, and capacity to enact change in the long term.

We have partnered with the **Madisonville Education Assistance Center (MEAC)** to provide employment services on location in Madisonville in order to make Cincinnati Works more accessible to individuals wanting to work their way out of poverty. MEAC is a grassroots nonprofit organization founded in 1986 that provides an array of services to Madisonville residents focusing on poverty alleviation, including emergency relief and literacy.



Data Source: US Census Bureau 2000 SF3 2012 American Community Survey 5-yr Estimates

Christina Young with her two sons



Establishing New Success... Together

Our office at **CityLink Center** in the West End was the first satellite expansion of Cincinnati Works. Since the partnership was formed in October of 2012, over 550 Members have achieved employment with the support of the Cincinnati Works team and the partners at CityLink Center.

CityLink Center leverages the strengths of various social service agencies in Cincinnati to offer families an integrated, holistic path to break free from poverty. Cincinnati Works is proud to be the agency providing employment services. Christina Young has and continues to benefit from those services.

Christina was in an abusive relationship with the father of her two children. He was a drug abuser, and one day he stole her car. She was unable to come up with a way to get to work that day, and she was let go from her job of four years.

"Things went downhill from there," Christina says. "I ended up losing my apartment, my car, new job opportunities, everything we had – all in just three days."

Christina found temporary housing, and a stipulation of her staying there was that she had to give CityLink Center a try. At the CityLink Center orientation,

Christina learned about Cincinnati Works and enrolled in the Job Readiness Workshop.

About the Workshop, Christina says, "Everybody was focused on the same thing, and that was employment. Everybody learned their strengths and their weaknesses, and then how to improve their weaknesses. I developed skills that I still use to this day."

After graduating from the Workshop, Christina began working with her Cincinnati Works Professional Development Coach, Sheila Quarles. Christina says, "I have a lasting friendship with Sheila. I don't hesitate to come to her with any type of problem. She's a beautiful reference to have. She thinks the world of me, and that helps my confidence even more."

Christina did not feel confident in her computer skills. She explained her apprehension about online applications to Sheila, who recommended that she take some of the computer courses offered at CityLink Center. Christina says, "It used to be that if you didn't have a paper application, I wasn't applying to you. Now I've put in many online applications."

Christina's dream has been to work as a state tested nurse aid (STNA). She and Sheila came up with a detailed plan outlining how she would reach that goal. Sheila advised her to create a list of all STNA employers within a five-mile radius of her residence. Once Christina earned her STNA certificate, she began working her list, putting in applications and following up with the employers. Christina received several job offers and currently works as an STNA.

Christina is now focused on her budget and savings. She is utilizing SmartMoney, the financial literacy program at CityLink Center, and says, "I've never had as much money saved as I do now. If it wasn't for SmartMoney making it clear why it's important to save money, I'd never be here. I'm going to spend it on my kids one day."

As she continues to save, Christina is also thinking about and discussing the next steps in her career with Sheila. She says, "My kids are very young and I don't know if I'm ready for more school quite yet, but I'm thinking about nursing school."

Changing the Paradigm...Together



Director of Clinical Services Jacquie Edmerson working with CW Member Keith Linnere. Keith says, "The Job Readiness Workshop helped me, but I still needed guidance. That's where Jacquie came in. She helped me to compartmentalize my life, look at it from a big picture perspective, and then walk down the right path."

Cincinnati Works knows that personal stability is part of the necessary framework to achieve economic self-sufficiency. To assist Members in establishing and maintaining personal stability, we offer on-site counseling services. These services are made possible through our partnership with **TriHealth** and funding from the **Bethesda Foundation**.

Jacque Edmerson, a TriHealth employee, works full-time in her office at Cincinnati Works as our director of clinical services. Jacque is a licensed social worker with a master's degree in social work.

When asked why the partnership between Cincinnati Works and TriHealth is vital to eliminating poverty in Greater Cincinnati, Jacque highlighted the partnership's importance in several areas.

On behavioral health and poverty ...

"Poverty is such a horrible situation because it has a rippling effect on family and the community. My goal is to help Members remove any behavioral health barrier that's going to keep them in poverty and prevent them from being able to take care of themselves and their family. If mom and dad are in poverty, it affects the kids with issues such as health and education.

Behavioral health has to do with being able to manage your activities and daily living. If you're not able to take care of basic day-to-day responsibilities, you're not going to be able to work. You're going to find yourself perpetually losing jobs because you're not able to get there on time and focus."

On impacting individual lives ...

"I am doing all that I'm able to do to help our Members be able to move themselves from poverty to being able to take care of themselves and their family so that they can move to wherever they want to live and send their children to school wherever they want to send their kids to school. Or if they don't have kids, to be able to move and do what they want in life. I want them to not be saddled. I want our Members to be able to master the possibilities in their own lives, and to know that they really can. I don't care where you came from, how poor you were, or how poor you are – that's today. That doesn't have to be your future."

On changing mindsets ...

"Poverty is often generational. It's the result of how individuals perceive themselves and their world. Getting someone out of poverty requires ongoing coaching that challenges them to think differently. If you think differently, you behave differently.

My role here is to help our Members eliminate any kind of behavioral barriers that would cause them to think that poverty is an ok place to be. Because it's not."

Jacque has been at Cincinnati Works helping Members to realize their potential since the partnership between TriHealth and Cincinnati Works began over 15 years ago. In that time she has assisted over 3,000 Members through counseling sessions.

Changing Lives ... Together

While we feature four partners in this year's annual report, many organizations contribute to our success and that of our Members:

- 4C for Children
- Anna Louise Inn
- Beech Acres
- Brighton Center
- Bureau of Vocational Rehabilitation
- Catholic Charities*
- Changing Gears*
- Cincinnati Metro/Everybody Rides Metro
- Cincinnati Public Schools*
- Cincinnati Arts and Technology Center
- Cincinnati Health Department*
- Cincinnati Metropolitan Housing
- Cincinnati Police Department
- Cincinnati State
- City Gospel Mission
- CityLink Center
- Dress for Success
- Drop Inn Center
- Easter Seals Tristate
- Freestore Foodbank
- Gateway Community College
- Goodwill Industries
- Great Oaks Institute of Technology and Career Development
- Hamilton County Department of Jobs & Family Services (JFS)
- Hamilton County Municipal Courts and Parole Officers
- Hamilton County Re-entry
- Jobs for Cincinnati Graduates
- Legal Aid Society
- Lighthouse Youth Services
- Literacy Network
- Madisonville Education and Assistance Center (MEAC)
- Mature Services
- Mercy Neighborhood Ministries
- Ohio Justice & Policy Center
- Partners for a Competitive Workforce/Career Pathways
- Per Scholas*
- ProKids
- Society of St. Vincent de Paul
- St. Francis-St. Joseph Catholic Workers House
- Summit Center
- Talbert House
- TriHealth/Bethesda Foundation
- Tristate Veterans Community Alliance*
- Urban League
- YWCA

*Indicates partner through CityLink Center

Cincinnati Works, Inc. Financial Statements

December 31, 2015 and 2014

Report of Independent Certified Public Accountants

Board of Trustees,
Cincinnati Works, Inc.

We have audited the accompanying financial statements of Cincinnati Works, Inc. (a not-for profit organization), which comprise the statements of financial position as of December 31, 2015 and 2014, and the related statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Cincinnati Works, Inc. as of December 31, 2015 and 2014, and the changes in its net assets, its functional expenses, and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Grant Thornton LLP

Cincinnati, Ohio

April 21, 2016

STATEMENTS OF FINANCIAL POSITION

ASSETS	2015	2014
Assets:		
Cash and cash equivalents	\$ 1,054,601	\$ 628,278
Investments	770,097	1,166,890
Prepaid expenses and other assets	39,636	75,865
Contributions receivable, net	2,259,466	1,824,257
Furniture and equipment, net	43,766	19,567
Restricted investments	45,335	46,271
Total assets	<u>\$ 4,212,901</u>	<u>\$ 3,761,128</u>
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 39,625	\$ 27,025
Accrued expenses	70,390	73,267
Total liabilities	<u>110,015</u>	<u>100,292</u>
Net Assets:		
Unrestricted	1,753,100	1,790,014
Temporarily restricted	2,320,411	1,841,447
Permanently restricted	29,375	29,375
Total net assets	<u>4,102,886</u>	<u>3,660,836</u>
Total liabilities and net assets	<u>\$ 4,212,901</u>	<u>\$ 3,761,128</u>

STATEMENTS OF ACTIVITIES

CHANGES IN UNRESTRICTED NET ASSETS

Revenues, gains and other support:		
Contributions and grants	\$ 598,765	\$ 550,139
Investment return	(4,241)	41,389
Contributed goods and services	101,770	91,999
Other income	57,048	53,910
Net assets released from restrictions	<u>1,605,890</u>	<u>1,212,152</u>
Total revenues and other support	<u>2,359,232</u>	<u>1,949,589</u>
Expenses:		
Job readiness program	\$ 629,562	\$ 525,144
Advancement program	223,385	245,696
Next Step	74,398	103,045
Phoenix	285,011	199,579
CityLink	<u>467,346</u>	<u>193,791</u>
Total program services	1,679,702	1,267,255
Management and general	287,567	353,887
Fundraising	<u>428,877</u>	<u>329,162</u>
Total support services	<u>716,444</u>	<u>683,049</u>
Total expenses	<u>2,396,146</u>	<u>1,950,304</u>
Change in unrestricted net assets	<u>\$ (36,914)</u>	<u>\$ (715)</u>

CHANGES IN TEMPORARILY RESTRICTED NET ASSETS

Revenues and other support:		
Contributions and grants	\$ 2,084,854	\$ 1,132,649
Net assets released from restrictions	<u>(1,605,890)</u>	<u>(1,212,152)</u>
Change in temporarily restricted net assets	<u>478,964</u>	<u>(79,503)</u>
Change in net assets	442,050	(80,218)
Net assets, beginning of year	<u>3,660,836</u>	<u>3,741,054</u>
Net assets, end of year	<u>\$ 4,102,886</u>	<u>\$ 3,660,836</u>

STATEMENTS OF FUNCTIONAL EXPENSES

2015	Job Readiness	Advancement	Next Step	Phoenix	CityLink	Management and General	Fundraising	Total
Salaries, wages and benefits	\$ 493,722	\$ 178,427	\$ 54,205	\$ 237,177	\$ 410,384	\$ 186,457	\$ 323,191	\$ 1,883,563
Occupancy and utilities	47,539	21,108	7,551	22,050	30,064	38,794	21,288	188,394
Equipment and supplies	17,148	5,516	1,850	6,402	8,081	4,308	6,782	50,087
Professional services	22,175	5,829	1,896	6,924	3,841	40,558	47,167	128,390
Direct job seeker and advancement expenses	34,576	8,006	7,683	7,771	8,111	—	—	66,147
Marketing	4,758	1,579	377	1,502	2,531	1,591	23,752	36,090
Other	9,644	2,920	836	3,185	4,334	15,859	6,697	43,475
Total expenses	\$ 629,562	\$ 223,385	\$ 74,398	\$ 285,011	\$ 467,346	\$ 287,567	\$ 428,877	\$ 2,396,146

2014	Job Readiness	Advancement	Next Step	Phoenix	CityLink	Management and General	Fundraising	Total
Salaries, wages and benefits	\$ 384,047	\$ 198,837	\$ 70,434	\$ 153,235	\$ 155,731	\$ 231,471	\$ 233,700	\$ 1,427,455
Occupancy and utilities	73,265	15,558	10,723	18,869	17,637	20,344	17,488	173,884
Equipment and supplies	9,974	5,032	1,760	4,494	3,810	4,839	3,778	33,687
Professional services	26,641	12,901	4,542	11,623	10,078	72,572	54,979	193,336
Direct job seeker and advancement expenses	15,791	8,446	9,849	7,071	2,881	181	297	44,516
Marketing	5,578	—	3,581	—	—	19,940	15,080	44,179
Other	9,848	4,922	2,156	4,287	3,654	4,540	3,840	33,247
Total expenses	\$ 525,144	\$ 245,696	\$ 103,045	\$ 199,579	\$ 193,791	\$ 353,887	\$ 329,162	\$ 1,950,304

STATEMENTS OF CASH FLOWS

	2015	2014
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ 442,050	\$ (80,218)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation and amortization	15,841	15,117
Donated equipment	(3,203)	—
Net realized and unrealized loss (gain) on investments	38,379	(2,290)
Changes in assets and liabilities:		
Contributions receivable	(435,209)	(101,211)
Prepaid expenses and other assets	36,229	(29,366)
Accounts payable	12,600	18,654
Accrued expenses	(2,877)	(20,172)
Net cash provided by (used in) operating activities	\$ 103,810	\$ (199,486)
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchases of furniture and equipment	(36,837)	(5,772)
Purchases of investments	(2,276)	(93,065)
Sales and maturities of investments	361,626	194,492
Purchases of restricted investments	—	(1,115)
Net cash provided by investing activities	322,513	94,540
Net increase (decrease) in cash and cash equivalents	426,323	(104,946)
Cash and cash equivalents at beginning of year	628,278	733,224
Cash and cash equivalents at end of year	\$ 1,054,601	\$ 628,278

NOTES TO FINANCIAL STATEMENTS

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, the Advancement Program, the Phoenix Program, the Next Step Program, and City Link. 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. The Phoenix Program is designed to reach individuals most at risk of becoming victims or offenders of gun violence primarily as a result of gang interaction. The goal is to rescue young people from the streets, allowing them to become contributing citizens. The Next Step Program focuses on foster youth who find they are "aging out" of the foster care system, and are in need of help transitioning to a stable future as young adults. The Organization also provides workforce development services to City Link, which is a non-profit that offers the poor/working poor a path to self-sufficiency through a program of bundled services.

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, the passage of time, or an enacted version of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA").

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, including certain grants from foundations, corporations, and government agencies, are recorded in the appropriate net asset class when the promise to give is received. For grants where the receipt of payment is conditional, revenue is recognized as contractual services are performed and the eligible expenses are incurred. 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 and investment income with donor-imposed restrictions 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. Allowance is made for uncollectible contributions based upon management's judgment and the creditworthiness of the donor. No allowance was recorded in 2015 or 2014.

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. The Organization may receive contributions of public service announcements. No amounts have been recorded for public service announcements for 2015 or 2014 as the fair value of the benefit

received cannot be reasonably estimated. In 2015 and 2014, donated goods and services benefited the Job Readiness program by \$29,583 and \$51,273, the Advancement program by \$13,369 and \$13,034, the Next Step program by \$4,699 and \$8,122, the Phoenix program by \$17,207 and \$11,711, the City Link program by \$30,576 and \$0, General and Administrative by \$3,956 and \$7,859 and Fundraising by \$2,382 and \$0, respectively. Donated equipment of \$3,203 was capitalized in 2015. No donated equipment was received in 2014.

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, 2015 and 2014, cash equivalents consisted of money market funds, which generally invest in highly liquid commercial paper. At December 31, 2015, the Organization had \$427,789 held in excess of federally insured limits. No amounts were held in excess of federally insured limits as of December 31, 2014. Money market funds included in cash and cash equivalents on the accompanying statement of financial position are not insured or guaranteed by the U.S. government and totaled \$135,389 and \$560,699 at December 31, 2015 and 2014, respectively.

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 of \$26,322 and \$16,227 and equipment of \$81,641 and \$58,996 were recorded as assets at December 31, 2015 and 2014, respectively. Accumulated depreciation totaled \$64,197 and \$55,656 at December 31, 2015 and 2014, respectively. Depreciation expense was \$15,841 and \$15,117 for 2015 and 2014, respectively.

5. Investments and Investment Return

Investments are reported at fair value. 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 2015 and 2014 included interest and dividend income of \$34,138 and \$39,099, respectively, and net realized and unrealized gains (losses) of \$(38,379) and \$2,290, respectively.

Unrestricted investments are summarized as follows at year end:

	2015	2014
Certificates of deposit	\$ 250,267	\$ 251,689
Asset-backed securities	12,090	13,089
U.S. government and agency obligations	—	25,310
Corporate bonds	—	100,588
Common stock	2,624	—
Mutual funds	391,721	676,661
International bonds	—	50,953
Exchange-traded funds	<u>113,395</u>	<u>48,600</u>
	\$ <u>770,097</u>	\$ <u>1,166,890</u>

Restricted investments amounting to \$45,335 and \$46,271 at December 31, 2015 and 2014, respectively, consist primarily of mutual funds. These investments are restricted as they represent permanently restricted contributions and accumulated investment earnings, which is recorded as unrestricted net assets or temporarily restricted net assets according to donor stipulations.

6. Other Income

Other income consists of reimbursements by other not-for-profit organizations for employment assistance services provided by the Organization's employees.

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.

The Organization evaluates its uncertain tax positions as to whether it is more likely than not a tax position could be sustained in the event of an audit by the applicable taxing authority. Accordingly, a loss contingency is recognized when it is probable that a liability has been incurred as of the date of the financial statements, and the amount can be reasonably estimated. The amount recognized is subject to estimate and management judgment with respect to the likely outcome of each uncertain tax position. The amount that is ultimately sustained for an individual uncertain tax position or for all uncertain tax positions in the aggregate could differ

from the amount recognized. The Organization did not recognize any liabilities for unrecognized tax benefits in 2015 or 2014. Open tax years include 2014, 2013 and 2012.

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.

9. Risks and Uncertainties

The Organization holds a variety of investments, the underlying securities of which are exposed to various risks, such as interest rate, market and credit risk. Due to the level of risk and uncertainty related to changes in the value of investment securities, it is at least reasonably possible that changes in the value may occur in the near term and such changes could materially affect the financial statements.

10. Reclassifications

Certain 2014 amounts have been reclassified to conform to the 2015 presentation.

NOTE C – CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable at December 31, consisted of the following:

	2015	2014
Due within one year	\$ 1,283,670	\$ 991,660
Due in one to five years	<u>1,000,975</u>	<u>877,744</u>
	2,284,645	1,869,404
Less unamortized discount	(25,179)	(45,147)
	\$ <u>2,259,466</u>	\$ <u>1,824,257</u>

For payments that extend beyond one year, these pledges receivable have been discounted at rates ranging from 1.65% to 1.76%.

At December 31, 2015 and 2014, approximately 65% and 82%, respectively, of total contributions receivable are due from six and five contributors, respectively. During 2015 and 2014, approximately 61% and 40%, respectively, of the Organization's total contributions and grants were provided by seven and four contributors, respectively.

NOTE D – NET ASSETS

1. Permanently Restricted Net Assets

Permanently restricted net assets are restricted for investment in perpetuity. The investment 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:

	2015	2014
Use in future years	\$ 1,031,925	\$ 1,453,919
Facilities and equipment	—	1,946
Job Readiness program	558,555	—
Phoenix program	230,997	—
Advancement program	145,000	252,378
Next Step program	268,445	65,000
City Link program	55,000	55,000
Other	<u>30,489</u>	<u>13,204</u>
	\$ <u>2,320,411</u>	\$ <u>1,841,447</u>

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:

	2015	2014
Time restriction expired	\$ 326,350	\$ 287,500
Staff development	—	23,061
Technology	11,946	—
Job Readiness program	748,695	448,058
Advancement program	157,378	245,696
Next Step program	74,168	90,604
Phoenix program	232,003	43,200
City Link program	55,000	55,220
Other	<u>350</u>	<u>18,813</u>
	\$ <u>1,605,890</u>	\$ <u>1,212,152</u>

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 exchange-traded funds, and mutual funds. Financial instruments measured at fair value using inputs based on quoted market prices for similar instruments in active markets (or level 2 inputs) include certificates of deposit, asset-backed securities, U.S. government and agency obligations, and corporate and international bonds.

The following tables summarize financial instruments measured at fair value on a recurring basis in the statement of financial position at December 31, 2015 and 2014.

	Balance at December 31, 2015	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments and restricted investments:				
Certificates of deposit	\$ 250,267	\$ —	\$ 250,267	\$ —
Asset-backed securities	12,090	—	12,090	—
Mutual funds:				
Large cap global and domestic	158,597	158,597	—	—
Small and mid-cap domestic	42,821	42,821	—	—
Developing international	91,840	91,840	—	—
Emerging markets	39,926	39,926	—	—
Alternative strategies	51,187	51,187	—	—
Fixed income	48,297	48,297	—	—
Exchange-traded funds:				
Real estate	51,812	51,812	—	—
Large cap domestic	65,558	65,558	—	—
	\$ 812,395	\$ 550,038	\$ 262,357	\$ —

	Balance at December 31, 2014	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
Investments and restricted investments:				
Corporate bonds	\$ 100,588	\$ —	\$ 100,588	\$ —
Certificates of deposit	251,689	—	251,689	—
U.S. government and agency obligations	25,310	—	25,310	—
Asset-backed securities	13,089	—	13,089	—
International bonds	50,953	—	50,953	—
Mutual funds:				
Large cap global and domestic	249,885	249,885	—	—
Small and mid-cap domestic	43,720	43,720	—	—
Developing international	143,525	143,525	—	—
Emerging markets	44,214	44,214	—	—
Alternative strategies	62,442	62,442	—	—
Fixed income	173,402	173,402	—	—
Exchange-traded funds - real estate	51,840	51,840	—	—
	\$ 1,210,657	\$ 769,028	\$ 441,629	\$ —

Restricted investments include cash equivalents carried at amortized cost of \$3,037 and \$2,504 at December 31, 2015 and 2014, respectively. These investments do not qualify as securities, thus the fair value disclosures required by Accounting Standards Codification 820, *Fair Value Measurements*, are not provided.

NOTE F – OFFICE LEASE

The Organization leases office space under various noncancelable operating leases which are subject to terms of renewal and escalation clauses. Rent expense for 2015 and 2014 amounted to \$124,979 and \$98,939, respectively, and is included in occupancy and utilities expense on the accompanying statements of functional expenses. Future minimum lease payments are as follows:

Year ending December 31,	2016	2017	2018	2019
	\$ 131,166	\$ 104,334	\$ 107,464	\$ 110,688

During 2015 and 2014, a board member subleased certain office space and reimbursed the Organization for this and certain other office expenses totaling approximately \$4,000 and \$8,000, respectively.

During 2016, the Organization entered into a one-year lease for office space for \$6,000, commencing on March 1, 2016. The agreement contains a renewal clause for up to four one-year periods subsequent to the initial lease, as agreed to by both parties.

NOTE G – RETIREMENT PLAN

The Organization has a defined contribution plan (the "Plan") covering substantially all employees. Under the terms of the Plan, the Organization has the discretion to make contributions to the Plan. In addition, employees may elect to participate in the salary deferral portion of the Plan. Through December 31, 2015, participants vest in employer contributions at a rate of 20% each year and are fully vested after five years. Effective January 1, 2016, participants vest in employer contributions at a rate of 33.3% each year and are fully vested after three years. Retirement Plan expenses amounted to \$87,524 and \$73,811 for 2015 and 2014, respectively, and are included in salaries, wages and benefits expense on the accompanying statements of functional expenses.

NOTE H – RELATED PARTY TRANSACTIONS

Members of the Organization's Board of Trustees and senior management may, from time to time, be associated, either directly or through interlocking board memberships, with entities doing business with the Organization, or may make contributions to the Organization. The Organization employs a conflict of interest policy that requires any such associations to be disclosed in writing. When such associations exist, measures are taken to mitigate any actual or perceived conflict, including recusal of the board member from any decisions involving the entity doing business with the Organization.

NOTE I – SUBSEQUENT EVENTS

The Organization evaluated its December 31, 2015 financial statements for subsequent events through April 21, 2016, the date the financial statements were available to be issued. The Organization is not aware of any subsequent events which would require recognition or disclosure in the financial statements.

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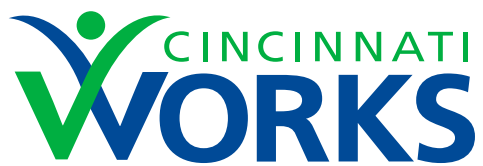
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