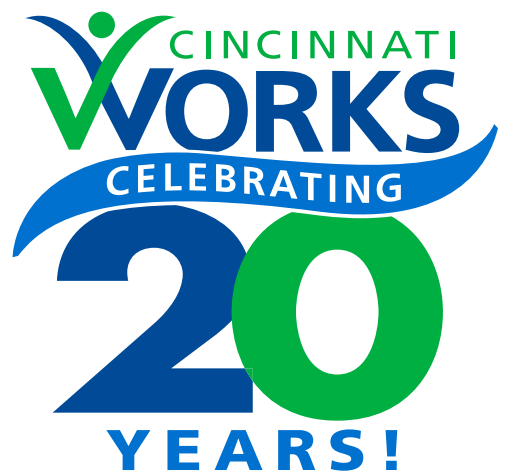




We Take Poverty Personally.



**ANNUAL REPORT
2016**

A message from the board chair and president & CEO

Dear Friends,

After celebrating 20 years in the fight against poverty, we are proud to share with you the tremendous impact Cincinnati Works continues to make. A UC Economics Center report, generously funded by the Greater Cincinnati Foundation, shows that with your support Cincinnati Works has created an overall estimated economic impact on our community of \$35 million and helped more than 5,800 of our neighbors gain employment in some of the city's top industries.

But this incredible return-on-investment only tells part of the story. It's about so much more. It's about unique individuals with unique challenges and strengths. It's about inspiring them to help themselves. It's about restoring hope and dignity to our neighbors living in poverty. It's about taking poverty personally.

We become deeply engaged with our clients (Members) as we share their struggles and their successes. We recognize they are not that different from us – individuals working hard for lives they can be proud of and for a bright future for themselves and for their children. It's personal.

Our region is in crises. More than one-third of people in Cincinnati live in poverty, including over 50% of children under the age of five. We each pay a price for poverty's consequences embedded in our taxes, for incarceration, for social services, and healthcare. Poverty touches all of us.

Poverty affects people beyond the unemployed. Most people suffering from poverty are the working poor. You know them; they might be a fast-food worker or a retail clerk, a neighbor or a friend, but the wages they earn are not enough to address their fundamental needs. They sometimes face hard choices such as paying for a needed prescription or buying groceries for their family. They have children who get their main meal in school but grow hungry as the day wears on. They are parents who sacrifice so much, including precious family time because they need to work double shifts just to pay the rent.

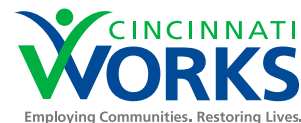
The working poor face grave hurdles every day. Unless we work together to create change, the next generation will be victim. At Cincinnati Works, we know well poverty's devastating effects on individuals, families, and the community as a whole. We all must take poverty personally.

Our unique model has shown how to help people living in poverty find what motivates them. We believe in all our Members. They deserve to earn a living wage and experience the dignity of work. We know you feel the same, and we hope we can count on you for your continued support in 2017 and beyond. Together, we can make poverty history.

With gratitude,

Peggy E. Zink, *President & CEO*

David Herche, *Chair of the Board*



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.

2016 Outcomes Delivered



525

Members Employed

702

Jobs Attained

334

Members Trained

In 2016 the number of Members employed increased 13% over 2015.

56%

Employed Above Poverty Level

23%

Employed Above Self-Sufficiency Level

Financial Stability Outcomes

101

Members Increased Net Income

100

Members Increased Net Worth

90

Members Increased Credit Score



Cincinnati Works History

It began with the dream of co-founders Dave and Liane Phillips to eliminate poverty in the community. The husband and wife team toured a variety of workforce development programs across the nation, commissioned a study regarding the nature of poverty in the region, and applied the results of a university-conducted survey assessing job development and placement organizations to their findings. As a result, a model was developed which focused on job retention and advancement rather than simply job placement. Since opening its doors in 1996, Cincinnati Works has assisted thousands of Members on the path to economic self-sufficiency and has been replicated nationwide.



1995
Cincinnati Works co-founders Dave & Liane Phillips begin researching poverty-to-employment programs across United States.

1997
Legal Aid of Greater Cincinnati becomes first community partner, helping Members remove legal barriers to employment.



2005
Cincinnati Works receives the Better Business Bureau Torch Award for Marketplace Ethics.



1996
Cincinnati Works is founded and begins relationship with United Way of Greater Cincinnati. That relationship includes 20 years of continued funding.

1999
Becomes an independent 501(c)(3) having been incubated through a partnership with Downtown Cincinnati Inc. and the Greater Cincinnati Chamber of Commerce.



2002
Advancement Program starts to assist the working poor in reaching self-sufficiency.



1998
Behavioral health counseling services begin through a partnership with TriHealth and Bethesda Foundation.

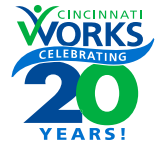


2007
 The Phoenix Program starts as a way to curb violence while addressing the cycle of generational poverty at the root of the issue.

Next Step starts, an Impact 100 winning project, to address the specific needs of children aging out of the foster care system.



2012
 Cincinnati Works expands to CityLink Center to join multiple partners in an integrated delivery model.



2016
 Cincinnati Works celebrates 20 years in the fight against poverty.

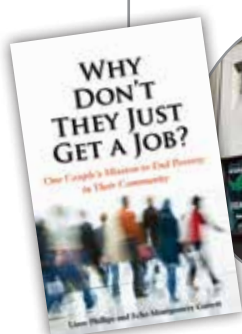
Cincinnati Works partners with MEAC to provide services in Madisonville.

The Navigator Program starts to help youth build work readiness and plan post-school direction.



2008
 First replication site opens in Houston, Texas.
 Cincinnati Works has since been replicated in over 20 cities nationwide.

2009
 Cincinnati Works moves to its current downtown location at 708 Walnut St.
Why Don't They Just Get a Job? by co-founder Liane Phillips and Echo Montgomery Garrett is published.
 Peggy Zink becomes the president of Cincinnati Works.



2015
 Cincinnati Works and the City of Cincinnati partner to combat poverty through the Hand Up Initiative.



The new Cincinnati Works logo and tagline are unveiled.



Celebrating 20 Years of Service & Impact



Donor Appreciation at the Bell Event Centre

We kicked off our 20th Anniversary Year with a celebratory “Thank You!” event for our truly remarkable investors. Twenty years of tremendous support from corporations, foundations, individuals, United Way of Greater Cincinnati, and the City of Cincinnati has helped Cincinnati Works:

- Create an economic impact on our community of \$35 million from increased income, sales tax collections, and reduced use of public services.
- Assist over 5,800 people in successfully finding and maintaining employment.
- Grow from a two-person operation to over 35 full-time employees.
- Expand to four locations throughout Greater Cincinnati.

For over 20 years, our donors’ contributions, including event sponsors **BiS** and **Interlink Cloud Advisors**, have helped us reach even more of our neighbors living in poverty – resulting in a stronger Cincinnati.



Member Celebration in Washington Park

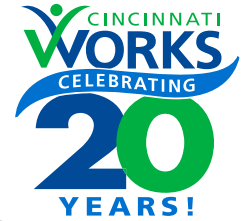
On a 100 degree day in Washington Park, over 200 Members along with friends and family joined us to celebrate 20 years of helping individuals achieve not only employment success, but also the personal stability to keep and advance in those jobs! It was a special day to show our appreciation for our Members, and recognize their hard work and triumphs. Members and friends danced to music and ate amazing food that was generously provided by our lunch sponsors and employer partners, **Just Q’in** and **Busken Bakery**.

20th Anniversary Luncheon at the Cintas Center

What a monumental way to celebrate our 20th Anniversary Year with JPMorgan Chase CEO Jamie Dimon and 650 of our close friends and supporters! A robust program included Dimon's friend John Barrett, CEO of Western & Southern, who led a lively "fireside chat" discussion about poverty, the economy, and the 2016 election. Jamie Dimon used our 20th Anniversary video to highlight a young man's struggle to find employment and a home, and praised the restaurant that hired him as "the first rung on the ladder of success!"

It made for a perfect metaphor for what Cincinnati Works does – help people to climb the ladder of success, one rung at a time, and supporting them on their way up.

The celebration was equally a tribute to those who support our important work: 75+ employer partners who work closely with us to provide meaningful employment for our Members, our 40+ community partners, our broad base of loyal investors, and our staff & volunteers – all dedicated to eliminating poverty. Many thanks to our Anniversary Luncheon sponsors, listed on the following page.



THANK YOU TO OUR 20TH ANNIVERSARY LUNCHEON SPONSORS

PRESENTING

JPMORGAN CHASE & Co.

PLATINUM



THE OTTO M. BUDIG
FAMILY FOUNDATION



Dave & Marcia
Siebenburgen



GOLD



gilman partners



SILVER



THE FARMER FAMILY FOUNDATION
funding for the future



The Carol Ann and
Ralph V. Haile, Jr.



FOUNDATION

An independent family foundation



LEADERSHIP



John & Robbie
Michelman



PATRON

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Accenture
Ameritas
Aspiriant
BiS
Tim & Linnea Bonacci
Bowling Portfolio Management
Chip & Susan Brewer
Brian & Nancy Carley
Castellini Management Co.

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Health Network
Corporex
Deloitte
Education at Work
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Huntington Bank
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Dave & Liane Phillips
Pro Mach & Thompson Hine
RiverPoint Capital Management
Norma Skoog
Turner Construction
University of Cincinnati Lindner
College of Business
US Bank
Mark & Lama Wilson
Xavier University Center for
Innovation

Lifetime Investors

Over 20 years, we have stewarded your investment in Cincinnati Works with care. We are only able to conduct and continue our important work because of your generous support. Together, we continue to provide personal support + employment leading to success for our Members and their families so that they may break out of poverty, once and for all. Your initial funds helped us start this journey, and grow from a dream of our founders to start thousands of individuals on the road from poverty to financial independence. We are forever grateful – as are they. Thank you for making a difference in their lives and our community.

LIFETIME DONATIONS

\$1,000,000+

Farmer Family Foundation
Dave Herche
Mathile Family Foundation
United Way of Greater Cincinnati

\$500,000-\$999,999

JPMorgan Chase Foundation
City of Cincinnati
James J. & Joan A. Gardner Family Foundation
The Carol Ann and Ralph V. Haile, Jr./
U.S. Bank Foundation
LISC of Greater Cincinnati
& Northern Kentucky
Daniel & Susan Pfau Foundation
Dave & Liane Phillips

\$250,000-\$499,000

AT&T
The Thomas J. Emery Memorial
Robert Gould Foundation Inc.
The Greater Cincinnati Foundation
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Louis & Louise Nippert Charitable
Foundation
PNC Foundation
Procter & Gamble Fund
George B. Riley Trust Estate
SC Ministry Foundation
Jacob G. Schmidlapp Trusts
Marcia & David Siebenburgen
Western & Southern Financial Group

\$100,000-\$249,999

American Financial Group, Inc.
Castellini Foundation
Cincinnati International Wine Festival, Inc.
Citigroup Foundation
Cornerstone Foundation
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The John & Shirley Davies Foundation
Norman Day
Enerfab
Fifth Third Bank
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KeyBank Foundation
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Todd & Stephanie Phillips
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The John A. Schroth Family Charitable
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May and Stanley Smith Charitable Trust

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U.S. Bank Foundation
YOT Full Circle Foundation

\$50,000-\$99,999

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Tri-Health Community Outreach Program
Wohlgemuth Herschede Foundation

\$25,000-\$49,999

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Bank of America Charitable
Foundation, Inc.
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Gannett Foundation
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Gray Family Foundation
The Huntington National Bank
Gary & Peggy Johns
Johnson Foundation
The Kaplan Foundation
Walter & Olivia Kiebach Foundation
William & Patricia Krul II
The H.B., E.W. & F.R. Luther
Charitable Foundation
Midmark Foundation
William J. Motto Foundation
Valerie Newell
Ohio National Financial Services

William & Dorothy O'Neill Foundation
Constance Jean Pepper Trust
Joseph A. & Susan E. Pichler Fund of
The Greater Cincinnati Foundation
Mercer Reynolds III
Helen Steiner Rice Foundation
Kevin & Janice Rice
Josephine Schell Russell/
Robert Reakirt Trusts
Robert C. & Adele R. Schiff
Family Foundation
Marge & Charles J. Schott Foundation
The Standard Charitable Foundation
The TJX Foundation
Towne Properties
Toyota
Maxwell C. Weaver Foundation
Women's Fund of the Greater Cincinnati
Foundation
The Wyler Family Foundation
Peggy & John Zink

\$10,000-\$24,999

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Anonymous (4)
AVON Products Foundation, Inc.
Bahmann Foundation
Bartlett Foundation
Wendell & Vickie Bell
Christ Church Cathedral
Cincinnati Children's Hospital
Medical Center
Meredythe and Clayton Daley, Jr.
Family Foundation
Dinsmore & Shohl LLP
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Gene & Patricia Ewing
First Financial Bank
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Foundation
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Rosella Giesler
Gilman Partners
Dana Glasgo
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Ohio Casualty Foundation Inc
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Patrick & Beverly Stull
Teepe Family Foundation
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Virginia K. Weston Assistance Fund
Christopher Wheeler
Mark & Lama Wilson

\$5,000-\$9,999

Paul Allen
Anonymous
Austin Allison
Bistro Group
R. Gregorie Blackmore
Mark & Kathleen Cepela
Cincinnati Woman's Club
Thomas & Martha Depenbrock
Diocese of Southern Ohio
John & Georgia Dirksing
Michael & Suzette Fisher
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Foundation
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John Hauck Foundation
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Jeff & Karen Hock
Steven Howe
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Jack Casino
Catherine & Reuven Katz Fund of
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John Kraeutler
Ray & Darlene Kubik
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Justine L. Mahler
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Jeffrey & Tracy McClorey
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Daniel Meyer
Miami Valley Gaming and Racing LLC
John S. & Roberta F. Michelman Fund
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Nehemiah Manufacturing Co.
Glenna & Heath Parks
Terry & Phyllis Pfister
The Portman Family
Ray & Marilyn Rhatigan
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Wilbert & Jean Schwartz
The Louise Taft Semple Foundation
John Steele, Sr.
Carol Steger
Systems Evolution, Inc.
Robert Taylor
Suja Thomas & Scott Bahr
Oliver Waddell
Ward Family Foundation
Bud & Sandy White
YWCA of Greater Cincinnati

The Working Poor — Still Living In Poverty



“It’s the one-on-one. Cincinnati Works gets at so much more than just the job piece. You feel it in how they all care. They truly want to help.”

— Dondell Adams



Dondell Adams is an employed 45-year-old who struggles to earn enough money to rise above poverty. Cincinnati Works helped him find employment as a grounds keeper and internment technician for a cemetery where he earns \$11 per hour. He travels by two buses to arrive by 8:00 a.m. and works until 6:30 p.m.

His story is not unique, and it has spurred Cincinnati Works to develop new tactics to help individuals like Dondell succeed. In addition to helping him find the confidence to apply for his job, he now has a concrete plan for the future, one where he can overcome poverty, and one he is truly excited about.

Dondell has had jobs before, several in the fast-food industry, usually the night shift. Due to a number of personal challenges including low self-esteem, alcoholism, and a legal record, most have been short-lived. He has repeatedly paid the price for mistakes made as a younger man, mistakes that have interfered again and again with his career potential. “Once they know you’ve got a background,” he says, “if you do get work, it’s middle of the night, low paying and labor intensive. It makes advancing in a career where you can earn more and achieve a stable personal and financial life virtually impossible.”

As a kid Dondell was bullied for a painful congenital knee condition that meant he couldn’t play sports. “I never fit in, always felt like a failure,” he says. Alcohol became his only escape and it started young. He ended up in a game room altercation that would change his life. He was incarcerated before he had finished his senior year of high school, only a quarter credit shy from graduation. After completing his GED in prison, he was released on good behavior at 22-years-old.

After many stretches of unemployment, he found himself homeless, living in and out of shelters for almost three years. Again he turned to alcohol. "I finally reached a turning point in a treatment program after a DUI. That got me into AA, changed my thinking and I've been sober now for over 11 years."

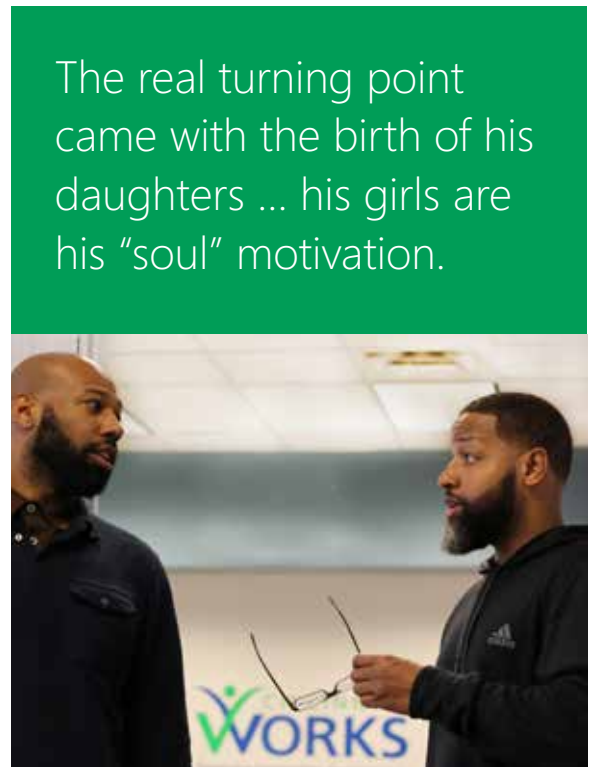
But the real turning point came with the birth of his daughters, Aurelia, age 8, named after his mother, and Kianna, age 7. To use Dondell's words, his girls are his "soul" motivation. Recently they moved with their mother to Florida. Dondell pays child support and says, "I'm not giving up hope of a different scenario. One where we're together."

One year ago, while participating in The Fatherhood Project at Talbert House, Dondell was connected to Michael Sickles at Cincinnati Works. Michael would become his coach and, as Dondell describes him, "a real friend, someone willing to go the extra two miles with me." He was quick to add, "But Michael is this way with all of his clients."

Dondell says, "Cincinnati Works is a Godsend. It's where we're doing the real work. Building a relationship with Michael and building a plan for the future." He likes working with Michael and describes a completely different approach than he had experienced with other agencies. "It's the one-on-one. Cincinnati Works gets at so much more than just the job piece. You feel it in how they all care. They truly want to help."

He is working in the Cincinnati Works Advance You program that Michael describes as "a life journey" with an end goal of career happiness and self-sufficiency.

A critical part of the program is discerning what that person really needs to succeed,



not only professionally, but personally. "It's about helping them discover who they are, their personality, what they value, where it is they want to go," Michael explained. "We identify realistic goals anywhere from two to three years out. Goals that are relevant to who they want to become." The work yields a concrete plan that helps get the working poor out of poverty.

Dondell has learned he wants a career where he can give back and help others that have struggled the way he has. Michael saw that his past record still presented a significant challenge. He connected him with the Ohio Justice and Policy Center, another Cincinnati Works partner, where Dondell began the process of obtaining a Certificate of Qualification for Employment, which lifts sanctions barring those with previous convictions from being considered for employment in a number of well-paying fields.

With Michael's coaching, Dondell is working toward a couple of potential outcomes to achieve his goal. One is pairing him with Talbert House to obtain his Chemical Dependency Counselor Certificate which would fulfill his goal of helping others.

Dondell enlisted in a housing program where 100 percent of the rent is covered for a period of time, providing him the chance to increase his income. Gradually, the rental agreement will be adjusted relative to his earning level. Having his own apartment affords him greater independence as, with the help of Cincinnati Works, he learns to budget his finances, his time, and to hold down a steady job.

Dondell says, "Cincinnati Works has challenged me to challenge myself, career-wise for sure, but also personally." Unable to afford a car right now, he's taken up cycling. Although, he still endures his chronic knee pain, he has a new goal of cycling 50 miles by his birthday.

For the first time in a long time, Dondell is hopeful. Hopeful in the very real progress he's achieving and hopeful about the significant way he believes he can now participate in the lives of his two girls. He is someone who now owns his past, as well as his future.

Dondell is on the path to self-sufficiency!

Establishing stability: Our approach first focuses on building fundamental workplace skills, applying those skills on the job, and managing personal and life barriers (e.g. childcare, transportation, legal issues).

Advancement: Members collaborate with their coaches to define personalized, longer-term career paths that build on the basic skills they have learned while incorporating ongoing education and financial goals.

Self-sufficiency: We stick with Members until they can support themselves and their families without assistance. This dignified status provides families and communities a strong base for further growth, breaking the cycle of generational poverty.

Employer Partners — Just Q'in Slow-Cooks Big Impact

Cincinnati Works engages over 75 employer partners to build lasting employment success with our Members. They assist not only with placement, but more importantly, retention and advancement. They come in all shapes and sizes from large corporations to small companies. One smaller enterprise is **Just Q'in**, a great example of how the Cincinnati Works model not only works, but how its impact spans cities and generations.

Matt Cuff is the owner of Just Q'in. He grew up in Cleveland, where his father left his family when he was two. Raised by his mother, she eventually lost her job with a commercial wall-covering company that closed. Desperate to find work, a friend recommended she go to Cleveland Works. She completed their program and gained the confidence and courage to attend school pursuing an associates degree. Working closely with her coach, she obtained a medical license providing even more options to work in healthcare. Matt learned the value of education and hard work from his mother. He was familiar with Cleveland Works and its impact on his mom at an early age. The first in his family to do so, he graduated college with a major in aerospace engineering.

While living in South Carolina working for General Electric, Matt made a hobby of cooking great barbecue. He even joined some local barbecue competitions, which he won every time. After GE closed his division, he came to Cincinnati and began to supplement his income with catering. He also ran his own food truck, offering delicious on-the-go food folks could afford. He eventually gave up his corporate job and started the business with his sister. Matt explains, "Originally, the name 'Just Q It' was inspired by Nike's 'Just do it,' but after living down South, it naturally morphed into Just Q'in, and it stuck."

Today, Just Q'in is an important "jumpstart" to many of our city's working poor. Matt believes strongly in development, opportunity, and a mindset of pursuing excellence. His entry-level positions provide a solid foundation for advancement and upward movement. He does not want individuals to stagnate in one role, earning minimum or low wages with no potential to move up. He knows this will only result in little personal satisfaction, low self-esteem, and fueling poverty. His goal is to provide meaningful employment that cultivates caring, skilled, strong employees. The goal is to train them, assist them with the help of Cincinnati Works in overcoming any personal barriers they may be facing, and help



"I work closely with Cincinnati Works to ensure lasting success. I have very high standards and so it's not for everyone, but I've had very little turnover."

— Matt Cuff



them move on to higher paying jobs that align with their interests and skills.

He had wanted to incorporate Cincinnati Works Members from the get go, but his first location in Newtown offered no bus line. Matt was experiencing one of the common challenges many Cincinnati Works Members face, and one he remembered his mother having to deal with. Transportation that far east was a real hurdle. But when he opened doors in the heart of Walnut Hills, it was a winning recipe. Ten of his thirteen-person staff are Cincinnati Works Members.

“I love my team,” Matt shares. “I feel like each person has been placed in my care for a reason. In the beginning I just put my head down and focused on making the best food I could. Now that I’ve got that worked out, it enables me to focus fully on my staff. Whether it’s selecting the right people or training them, I work closely with Cincinnati Works to ensure lasting success. I have very high standards and so it’s not for everyone, but I’ve had very little turnover.”

Just Q’in provides Cincinnati Works Members the opportunity to work in a field that they’re passionate about and that they can take personal pride in. They learn an outstanding work ethic and they use skills that will translate to advancement when they are ready for that next step.

It’s a little bit like the slow cooking of the barbeque, you’ve got to take some time with what you love, work hard and have a little faith, and great results will come. Just Q’in and Cincinnati Works are dedicated to the lasting success of Members.



2016 TOP 10

Employer Partners
by Number of Hires

- Meijer
- Just Q’in
- Raising Cane’s
- Nehemiah Manufacturing
- Fifth Third Bank
- The Kroger Company
- Club Chef
- Delaware North
- Aegis Protective Services
- Cincinnati Public Schools

Cincinnati Works, Inc. Financial Statements

December 31, 2016 and 2015

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, 2016 and 2015, 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, 2016 and 2015, 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 Swinton LLP

Cincinnati, Ohio
April 24, 2017

STATEMENTS OF FINANCIAL POSITION

ASSETS	2016	2015
Assets:		
Cash and cash equivalents	\$ 1,114,292	\$ 1,054,601
Investments	902,330	770,097
Prepaid expenses and other assets	74,261	39,636
Contributions receivable, net	1,430,252	2,259,466
Furniture and equipment, net	51,537	43,766
Restricted investments	49,239	45,335
Total assets	<u>\$ 3,621,911</u>	<u>\$ 4,212,901</u>
LIABILITIES AND NET ASSETS		
Liabilities:		
Accounts payable	\$ 38,642	\$ 39,625
Accrued expenses	59,303	70,390
Total liabilities	<u>97,945</u>	<u>110,015</u>
Net Assets:		
Unrestricted	1,663,030	1,753,100
Temporarily restricted	1,831,561	2,320,411
Permanently restricted	29,375	29,375
Total net assets	<u>3,523,966</u>	<u>4,102,886</u>
Total liabilities and net assets	<u>\$ 3,621,911</u>	<u>\$ 4,212,901</u>

STATEMENTS OF ACTIVITIES

CHANGES IN UNRESTRICTED NET ASSETS

	2016	2015
Revenues, gains and other support:		
Contributions and grants	\$ 456,314	\$ 598,765
Investment return	49,082	(4,241)
Contributed goods and services	98,736	101,770
Special event revenue, net	269,705	—
Other income	67,809	57,048
Net assets released from restrictions	<u>1,876,984</u>	<u>1,605,890</u>
Total revenues and other support	<u>2,818,630</u>	<u>2,359,232</u>
Expenses:		
Job Readiness program	\$ 1,280,157	\$ 983,712
Advancement program	375,438	336,581
Next Step	65,356	74,398
Phoenix	284,147	285,011
Navigator	54,337	—
National Replication	<u>4,169</u>	<u>—</u>
Total program services	<u>2,063,604</u>	<u>1,679,702</u>
Management and general	484,745	287,567
Fundraising	<u>360,351</u>	<u>428,877</u>
Total support services	<u>845,096</u>	<u>716,444</u>
Total expenses	<u>2,908,700</u>	<u>2,396,146</u>
Change in unrestricted net assets	<u>\$ (90,070)</u>	<u>\$ (36,914)</u>

CHANGES IN TEMPORARILY RESTRICTED NET ASSETS

	2016	2015
Revenues and other support:		
Contributions & grants-National Replication	\$ 246,853	\$ —
Other contributions and grants	1,141,281	2,084,854
Net assets released from restrictions	<u>(1,876,984)</u>	<u>(1,605,890)</u>
Change in temporarily restricted net assets	<u>(488,850)</u>	<u>478,964</u>
Change in net assets	(578,920)	442,050
Net assets, beginning of year	<u>4,102,886</u>	<u>3,660,836</u>
Net assets, end of year	<u>\$ 3,523,966</u>	<u>\$ 4,102,886</u>

STATEMENTS OF CASH FLOWS

	2016	2015
CASH FLOWS FROM OPERATING ACTIVITIES:		
Change in net assets	\$ (578,920)	\$ 442,050
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	26,270	15,841
Donated equipment	—	(3,203)
Net realized and unrealized (gain) loss on investments	(18,525)	38,379
Changes in assets and liabilities:		
Contributions receivable	829,214	(435,209)
Prepaid expenses and other assets	(34,625)	36,229
Accounts payable	(983)	12,600
Accrued expenses	<u>(11,087)</u>	<u>(2,877)</u>
Net cash provided by operating activities	<u>\$ 211,344</u>	<u>\$ 103,810</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchases of furniture and equipment	(34,041)	(36,837)
Purchases of investments	(449,702)	(2,276)
Sales and maturities of investments	333,767	361,626
Sales and maturities of restricted investments	34,094	—
Purchases of restricted investments	<u>(35,771)</u>	<u>—</u>
Net cash (used in) provided by investing activities	<u>(151,653)</u>	<u>322,513</u>
Net increase in cash and cash equivalents	59,691	426,323
Cash and cash equivalents at beginning of year	<u>1,054,601</u>	<u>628,278</u>
Cash and cash equivalents at end of year	<u>\$ 1,114,292</u>	<u>\$ 1,054,601</u>

STATEMENTS OF FUNCTIONAL EXPENSES

2016	Job Readiness	Advancement	Next Step	Phoenix	Navigator	National Replication	Management and General	Fundraising	Total
Salaries, wages and benefits	\$ 1,083,717	\$ 313,525	\$ 52,148	\$ 241,464	\$ 48,813	\$ —	\$ 337,102	\$ 259,221	\$ 2,335,990
Occupancy and utilities	85,783	28,719	4,558	20,492	405	—	55,224	22,161	217,342
Equipment and supplies	25,399	7,119	1,216	5,465	1,239	1,457	7,159	6,048	55,102
Professional services	32,034	9,603	1,577	6,914	1,463	2,712	66,097	44,600	165,000
Direct job seeker and advancement expenses	39,292	11,938	5,157	6,828	1,819	—	(6,538)	2,510	61,006
Marketing	2,991	819	135	716	108	—	5,489	19,633	29,891
Other	10,941	3,715	565	2,268	490	—	20,212	6,178	44,369
Total expenses	\$ 1,280,157	\$ 375,438	\$ 65,356	\$ 284,147	\$ 54,337	\$ 4,169	\$ 484,745	\$ 360,351	\$ 2,908,700

2015	Job Readiness	Advancement	Next Step	Phoenix	Navigator	National Replication	Management and General	Fundraising	Total
Salaries, wages and benefits	\$ 804,707	\$ 277,826	\$ 54,205	\$ 237,177	\$ —	\$ —	\$ 186,457	\$ 323,191	\$ 1,883,563
Occupancy and utilities	70,321	28,390	7,551	22,050	—	—	38,794	21,288	188,394
Equipment and supplies	23,272	7,473	1,850	6,402	—	—	4,308	6,782	50,087
Professional services	25,086	6,759	1,896	6,924	—	—	40,558	47,167	128,390
Direct job seeker and advancement expenses	40,722	9,971	7,683	7,771	—	—	—	—	66,147
Marketing	6,676	2,192	377	1,502	—	—	1,591	23,752	36,090
Other	12,928	3,970	836	3,185	—	—	15,859	6,697	43,475
Total expenses	\$ 983,712	\$ 336,581	\$ 74,398	\$ 285,011	\$ —	\$ —	\$ 287,567	\$ 428,877	\$ 2,396,146

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, the Navigator Program and the National Replication 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. 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 Navigator Program is designed to prepare at-risk, low income 16-18 year olds to reach their goals of becoming successful, educated, working adults and navigate them to a bright future. The National Replication program provides consulting, training, and a forum for other communities working on eliminating poverty.

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 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, 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. Allowance is made for uncollectible contributions based upon management's judgment and the creditworthiness of the donor. No allowance was recorded in 2016 or 2015.

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 2016 or 2015 as the fair value of the benefit received cannot be reasonably estimated. In 2016 and 2015, donated goods and services benefited the Job Readiness program by \$59,198 and \$52,821, the Advancement program by \$18,104 and \$20,707, the Next Step program by \$2,862 and \$4,699, the Phoenix program by \$13,090 and \$17,207, the Navigator program by \$2,785 and \$0, General and Administrative by \$1,529 and \$3,956 and Fundraising by \$1,168 and \$2,382, respectively. Donated equipment of \$3,203 was capitalized in 2015. No equipment donations were received during 2016.

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, 2016 and 2015, cash equivalents consisted of money market funds, which generally invest in highly liquid commercial paper. At December 31, 2016 and 2015, the Organization had \$477,855 and \$427,789, respectively, held in excess of federally insured limits. 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 \$35,105 and \$135,389 at December 31, 2016 and 2015, 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 \$27,502 and \$26,322 and equipment of \$111,244 and \$81,641 were recorded as assets at December 31, 2016 and 2015, respectively. Accumulated depreciation totaled \$87,209 and \$64,197 at December 31, 2016 and 2015, respectively. Depreciation expense was \$26,270 and \$15,841 for 2016 and 2015, 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 2016 and 2015 included interest and dividend income of \$30,557 and \$34,138, respectively, and net realized and unrealized gains (losses) of \$18,525 and \$(38,379), respectively.

Unrestricted investments are summarized as follows at year end:

	2016	2015
Certificates of deposit	\$ —	\$ 250,267
Asset-backed securities	8,514	12,090
Common stock	3,005	2,624
Mutual funds	761,043	391,721
Exchange-traded funds	129,768	113,395
	<u>\$ 902,330</u>	<u>\$ 770,097</u>

Restricted investments amounting to \$49,239 and \$45,335 at December 31, 2016 and 2015, respectively, consist primarily of mutual funds. These investments are restricted as they represent permanently restricted contributions and accumulated investment earnings, which are recorded as unrestricted net assets or temporarily restricted net assets according to donor stipulations.

6. Special Event Revenue

Special event revenue, net, represents sponsorships and ticket sales, net of \$64,384 in costs of direct donor benefit, for a 2016 special event. No special events were held in 2015.

7. Other Income

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

8. 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 2016 or 2015. Open tax years include 2015, 2014 and 2013.

9. 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.

10. 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.

11. Reclassifications

Certain 2015 amounts have been reclassified to conform to the 2016 presentation.

NOTE C – CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable at December 31, consisted of the following:

	2016	2015
Due within one year	\$ 1,040,718	\$ 1,283,670
Due in one to five years	396,275	1,000,975
	1,436,993	2,284,645
Less unamortized discount	(6,741)	(25,179)
	<u>\$ 1,430,252</u>	<u>\$ 2,259,466</u>

For payments that extend beyond one year, these pledges receivable have been discounted using rates ranging from 1.47% to 1.75%.

At December 31, 2016 and 2015, approximately 80% and 65%, respectively, of total contributions receivable are due from seven and six contributors, respectively. During 2016 and 2015, approximately 46% and 61%, respectively, of the Organization's total contributions and grants were provided by three and seven 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:

	2016	2015
Use in future years	\$ 680,975	\$ 1,031,925
Job Readiness program	411,279	558,555
Phoenix program	133,332	230,997
Advancement program	42,300	145,000
Next Step program	233,471	268,445
City Link location	51,700	55,000
National Replication	240,555	—
Other	37,949	30,489
	<u>\$ 1,831,561</u>	<u>\$ 2,320,411</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:

	2016	2015
Time restriction expired	\$ 356,450	\$ 326,350
Satisfaction of purpose restrictions:		
Technology	—	11,946
Job Readiness program	986,522	748,695
Advancement program	176,500	157,378
Next Step program	36,124	74,168
Phoenix program	175,707	232,003
City Link location	55,000	55,000
National Replication	6,300	—
Other	84,381	350
	<u>\$ 1,876,984</u>	<u>\$ 1,605,890</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 and asset-backed securities.

The following tables summarize financial instruments measured at fair value on a recurring basis in the statement of financial position at December 31, 2016 and 2015.

	Balance at December 31, 2016	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:				
Asset-backed securities	\$ 8,514	\$ —	\$ 8,514	\$ —
Mutual funds:				
Large cap global and domestic	163,988	163,988	—	—
Small and mid-cap domestic	47,573	47,573	—	—
Developing international	79,590	79,590	—	—
Emerging markets	40,450	40,450	—	—
Alternative strategies	53,876	53,876	—	—
Fixed income	420,211	420,211	—	—
Common stock	3,005	3,005	—	—
Exchange-traded funds:				
Real estate	61,898	61,898	—	—
Large cap domestic	71,997	71,997	—	—
	<u>\$ 951,102</u>	<u>\$ 942,588</u>	<u>\$ 8,514</u>	<u>\$ —</u>

NOTE E – FAIR VALUE MEASUREMENTS continued

	Balance at December 31, 2015	Quoted prices in active markets for identical assets	Significant other observable inputs	Significant unobservable inputs
		(Level 1)	(Level 2)	(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	155,973	155,973	—	—
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	—	—
Common stock	2,624	2,624	—	—
Exchange-traded funds:				
Real estate	51,812	51,812	—	—
Large cap domestic	65,558	65,558	—	—
	\$ 812,395	\$ 550,038	\$ 262,357	\$ —

Restricted investments include cash equivalents carried at amortized cost of \$467 and \$3,037 at December 31, 2016 and 2015, 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 2016 and 2015 amounted to \$137,490 and \$124,979, 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,	2017	2018	2019
	\$ 146,660	\$ 139,150	\$ 110,688

During 2016 and 2015, a board member subleased certain office space and reimbursed the Organization for this and certain other office expenses totaling approximately \$9,569 and \$4,000, respectively.

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. Employer contributions amounted to \$161,562 and \$87,524 for 2016 and 2015, 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, 2016 financial statements for subsequent events through April 24, 2017, 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.

BOARD OF TRUSTEES

David Herche, <i>Board Chair, Enerfab</i>	Robert Loftus, <i>Consultant</i>
Thomas Gilman, <i>Vice Chairman, Gilman Partners</i>	Gerron McKnight, <i>The Christ Hospital Health Network</i>
John Hutchinson, <i>Secretary, Hand & Stone</i>	Liane Phillips, <i>Cincinnati Works</i>
Donald Calvin, <i>Treasurer, Ernst & Young LLP</i>	Kevin Rice, <i>Merrill Lynch</i>
Frank Albi, <i>Business Information Solutions, Inc.</i>	Thomas Rowe, <i>Terrex, LLC</i>
Brian Carley, <i>Clubessential LLC</i>	Kim Satzger, <i>Gibraltar Development Corporation</i>
Brandon Cozzi, <i>USI Insurance Services</i>	David Siebenburgen, <i>Consultant</i>
Alex Derkson, <i>JPMorgan Chase</i>	Norma Skoog, <i>Xavier University</i>
Daniel Fleming, <i>River Cities Capital Funds</i>	James Strayhorn, <i>Bright Star Church</i>
Dana Glasgo, <i>Cincinnati Career Coach</i>	Mark Wilson, <i>United Dairy Farmers</i>
Teresa Haight, <i>ArtsWave</i>	Peggy Zink, <i>Cincinnati Works</i>
Richard Kuertz, <i>Chase</i>	

BOARD COMMITTEE COMMUNITY PARTICIPANTS

Alan Eichner, <i>Eichner Investment Planning, LLC</i>	Mark Jordan, <i>BHMK</i>
Kent Friel, <i>KnowledgeWorks Foundation</i>	Becky Scheeler, <i>Centennial, Inc.</i>
Tom Hardy, <i>Unity Financial Life Insurance Company</i>	

PHOENIX ADVISORY COMMITTEE

Steve Dieters, <i>Beacon of Hope Business Alliance</i>	Judge William Mallory, <i>Hamilton County Municipal Court</i>
Sheila Donaldson, <i>Ohio Justice & Policy Center</i>	Dan Meyer, <i>Nehemiah Manufacturing</i>
Jodie Ganote, <i>Ganote Law</i>	Tammy Mutasa, <i>WLWT Channel 5</i>
Jason Gloyd, <i>Ohio Attorney General’s Office</i>	Paul Nuedigate, <i>Cincinnati Police Department</i>
Charlie Holthaus, <i>Holthaus Lackner Signs</i>	Bridget Patton, <i>Office of Mayor Cranley</i>
Michael Johns, <i>Cincinnati Police Department</i>	Robbie Suggs, <i>First Financial Bank</i>

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Kyle Johns, <i>Vice-Chair, G & W Products</i>	Libby Bricker, <i>Metabolic Code</i>
Paul Robinson, <i>Secretary, USI Insurance Services</i>	Eric Cepela, <i>Cincinnati Works</i>
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Jesse Brooks, <i>Fundraising Co-Chair, Talbert House</i>	Ellie Johns, <i>Sibcy Cline</i>
Chris Cook, <i>Events Co-Chair, McCarley & Cook</i>	Gerron McKnight, <i>The Christ Hospital Health Network</i>
Alex Derkson, <i>JPMorgan Chase, Fundraising Co-Chair</i>	Emily Meyer, <i>CPA Global</i>
Steve Whitley, <i>YP Liaison, Accenture</i>	Michael Murphy, <i>RiverPoint Capital Management</i>

EMPLOYER ADVISORY COMMITTEE

Meredith Bullock, <i>Path Forward IT</i>	Krista Jung, <i>Wornick Foods</i>
Erica Burks, <i>City of Cincinnati</i>	Stacie Kinnett, <i>Fifth Third Bank</i>
Stacey Callos, <i>Cintas</i>	Renee Link, <i>Kaiser Pickles</i>
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Rebecca Curtis, <i>Hilton Cincinnati Netherland Plaza</i>	Katie Powers, <i>Path Forward IT</i>
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Anjylla Foster, <i>3CDC</i>	Eric Spieser, <i>Education at Work</i>
Amy Gabbard, <i>Saturday Knight Ltd.</i>	Phillip Strong, <i>Cincinnati Children’s</i>
	Michelle Webster, <i>Raising Cane’s</i>

CINCINNATI WORKS TEAM

Christina Black, <i>Employer Relations Specialist</i>	Amanda Mangas, <i>Development Officer</i>
Derrell Black, <i>Professional Development Coach</i>	Nancy McKee, <i>Senior Professional Development Coach</i>
Terana Boyd, <i>Job Search Assistant</i>	Vickie Mertz, <i>Trainer & Volunteer Coordinator</i>
Carol Buschhaus, <i>Training Facilitator</i>	Mitch Morris, <i>Phoenix Outreach Recruiter & Mentor</i>
Jennifer Butler, <i>CSR & Intake Coordinator</i>	Glenna Parks, <i>CityLink Center Program Director</i>
Eric Cepela, <i>Marketing & PR Manager</i>	Heath Parks, <i>Systems & Process Analyst</i>
Latonio Chambers, <i>Navigator Coordinator</i>	Dave Phillips, <i>Co-Founder</i>
Mike Cheney, <i>Chief Financial Officer</i>	Liane Phillips, <i>Co-Founder</i>
Tolandra Coleman, <i>Staffing Specialist</i>	Sheila Quarles, <i>Professional Development Coach</i>
James Delaney, <i>Legal Coordinator</i>	Tereza Ramseur, <i>Advancement Coach</i>
Rae Demoisey, <i>Job Search Assistant</i>	Mary Pat Raupach, <i>Director of Recruiting & Member Education</i>
Shauntel Dobbins, <i>Professional Development Coach</i>	Michael Sickles, <i>Navigator Coordinator</i>
Jacque Edmerson, <i>Director of Clinical Services</i>	Karen Sieber, <i>Director of External Relations</i>
Sharlene Finkelstein, <i>Manager of Administrative Services</i>	Shirley Smith, <i>Communication Specialist</i>
Doug Green, <i>Roselawn Program Director</i>	Calista Stone, <i>Vice President of Programs</i>
Amanda Haney, <i>Staffing Specialist</i>	Nina Terry, <i>Professional Development Coach</i>
Yolanda Hill, <i>Professional Development Coach</i>	Maria Todd, <i>Job Search Assistant</i>
Shawnte Hodge, <i>Professional Development Coach</i>	Billie Vega, <i>Professional Development Coach</i>
Linda Humphries, <i>Recruiter/Chaplain</i>	Edna Williams, <i>CSR & Administrative Coordinator</i>
Alison Hurt, <i>Financial Coach</i>	Ken Wilson, <i>Community Engagement Specialist</i>
Susan Jaeschke, <i>Advancement Program Director</i>	Jessica Wright, <i>Director of Employer Engagement</i>
Kristina Johnson, <i>Advancement & Financial Coach</i>	Peggy Zink, <i>President & CEO</i>

2016 INVESTORS

We are grateful for your investment in Cincinnati Works. Your support strengthens our community by transforming the lives of our neighbors working to escape poverty. 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 513.744.5613.

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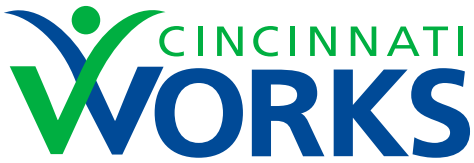
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