

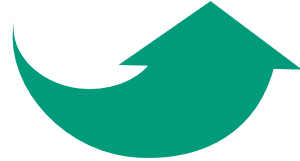


*The Tenacity of the Human Spirit  
Celebrating 15 Years*

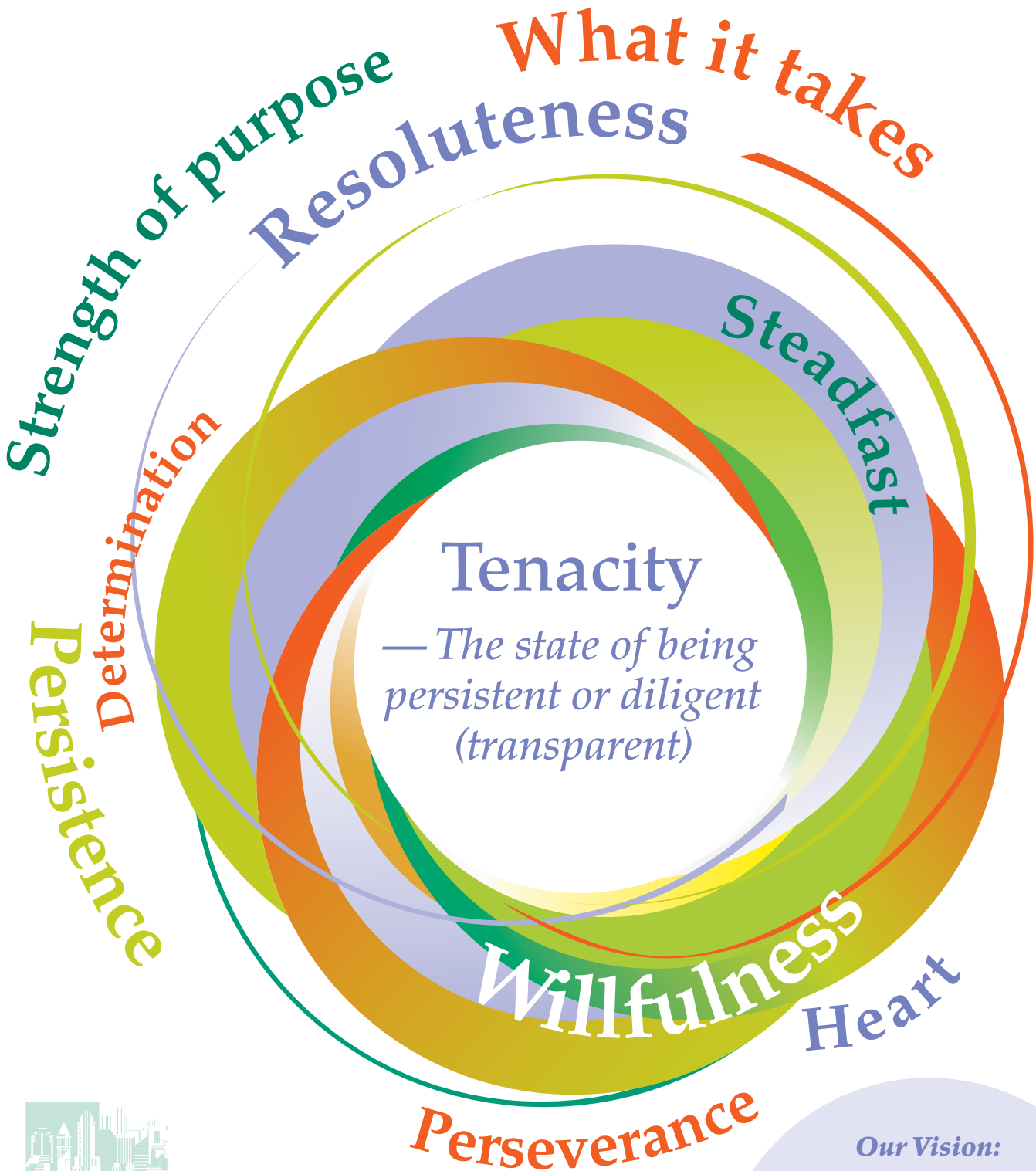
*2011 Annual Report*



**CINCINNATI  
WORKS**



**FROM POTENTIAL  
TO SUCCESS**



**Cincinnati Works**  
 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.



Peggy Zink, President, Cincinnati Works.

### **Cincinnati Works Values and Standards of Behavior:**

- **Customer Focus**
- **Empowerment**
- **Respect**
- **Timeliness**
- **Professionalism**
- **Quality**
- **Problem Solving**
- **Integrity**

Dear Friends and Supporters,

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

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

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

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

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

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

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

With Gratitude,

Peggy E. Zink  
President

# Celebrating 15 Tenacious Years

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

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

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

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

“Six years ago, I was released from prison, and all I owned were the clothes on my back. At the time of my incarceration, I decided to change my life, my way of thinking, my way of praying...the total package.”



*Above, left to right:  
Kent Friel  
Cincinnati Works Board Member  
Dr. Greg Williams  
President, University of Cincinnati  
Dave Herche  
Cincinnati Works, Chairman of the Board*

*Below: Michael Powers, Cincinnati Works Member*





After a series of odd jobs, Michael left California and reunited with an old friend living in Ohio to make a new start. He continued:

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

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

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

As Michael continues to advance towards economic self-sufficiency, he speaks of the exciting future before him: “I am now employed full time with a real future. I have the desire of finishing my education in Sociology. I want to be a motivator, especially of

young people, and let them know they can improve their self-worth.”

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

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

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

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

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

The event was a celebration of Cincinnati Works’ important work in our community and the lives that have been positively changed. It was an opportunity to express gratitude and to pay tribute to those who helped to make our first 15 years a success.

*Below: Elizabeth Jackson,  
Cincinnati Works Member*



***"Cincinnati Works has been a viable place for personal change and job growth..."***

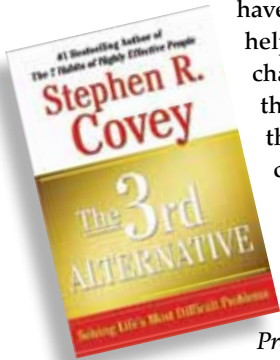
*They taught me how to write a resume and interview properly...you can find great help at Cincinnati Works."*

***Duane Kitchen, CW Member  
Employed at DHL***



***"Cincinnati Works,  
A genuine 3rd Alternative  
for the poor"***

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



Along these lines, Dr. Covey embraces Cincinnati Works' (CW) mission and approach in his latest book, *The 3rd Alternative: Solving Life's Most Difficult Problems*. Arguing for a departure from

usual approaches to conflict resolution, negotiation, and innovation and creating a new way to resolve difficulties and create solutions in which all participants benefit, Dr. Covey characterizes CW's impact as "truly revolutionary," a genuine 3rd Alternative for the poor. He praises CW founders, Dave Phillips and Liane Phillips, for combining a strong business background with a great capacity for empathy. CW is honored to have the endorsement of such an influential and internationally respected leader like Dr. Covey. The additional attention CW has generated through Dr. Covey's book has enabled us to strengthen our relationships with members and businesses throughout the Cincinnati area.

***"Coming every day for job search kept me focused and helped me to be more assertive... Cincinnati Works helped me to get focused and find a job. It didn't take long before I received a call with a job offer. Cincinnati Works is a good program".***

***Robert Dench, CW Member, Employed with  
Prime Incorporated, Truck Driver***

***"I did want to give up a lot of times... I succeeded because I pushed myself with their help...and that's why I'm still employed."***

***Cora Lee, CW Member,  
Employed at Goodwill Industries***

## CW Members Pursuing A Sound Financial Future

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



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

“We can lift the economic well-being of the entire community by helping low-income families achieve financial stability,” said Cinnamon Pelly, vice president for Global Philanthropy, JPMorgan Chase Foundation. “Through grants, the JPMorgan Chase Foundation supports programs like Cincinnati Works’ Financial Opportunity Center that can make a real difference for our neighbors who need our help the most.”

JPMorgan Chase donates more than \$190 million annually through grants and sponsorships to thousands of not-for-profit organizations across the U.S.—including \$4.45 million to Ohio nonprofit groups — and in more than 25 countries abroad.

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

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

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

Janet then helped Tina establish a new budget and set new financial goals to account for her higher income. With a new job and new financial habits, Tina is well on her way to financial independence.

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



*CW Members- thankful for services available to them through the Financial Services Team!*

## Cincinnati Works, Inc.

### Financial Statements

As Of And For The Years Ended  
December 31, 2011 and 2010

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

### Why Don't They Just Get a Job?

One couple's mission to end poverty  
in their community

Liane Phillips and  
Echo Montgomery Garrett

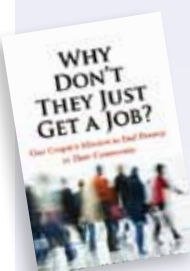
This book describes how and why Liane  
and Dave Phillips have been able to put

thousands of people  
to work and help  
them transition out of  
poverty. This book is  
a personal journey, as  
well as a how-to for  
other communities and  
individuals interested  
in fighting poverty and

its effects. The message

is strong: There is a solution to poverty.  
It is cost-effective. Other communities  
can do this. This book offers a unique,  
proven business model that has a  
huge heart and benefits for the  
whole country.

See [www.ahaprocess.com/getajob](http://www.ahaprocess.com/getajob)



### Statements of Financial Position

	2011	2010
<b>Assets:</b>		
Cash and cash equivalents	\$ 405,073	\$ 343,178
Investments	1,350,615	1,251,015
Prepaid expenses and other assets	21,839	25,351
Contributions receivable, net	1,186,052	1,771,921
Furniture and equipment, net	36,180	—
Restricted cash and cash equivalents	367,309	252,832
Restricted investments	33,095	33,649
<b>Total assets</b>	<b>\$ 3,400,163</b>	<b>\$ 3,677,946</b>
<b>Liabilities And Net Assets</b>		
<b>Liabilities:</b>		
Accounts payable	7,915	—
Accrued expenses	69,656	76,750
<b>Total liabilities</b>	<b>77,571</b>	<b>76,750</b>
<b>Net assets:</b>		
Unrestricted	1,808,352	1,576,843
Temporarily restricted	1,484,865	1,994,978
Permanently restricted	29,375	29,375
<b>Total net assets</b>	<b>3,322,592</b>	<b>3,601,196</b>
<b>Total liabilities and net assets</b>	<b>\$ 3,400,163</b>	<b>\$ 3,677,946</b>

### Statements of Cash Flows

	2011	2010
<b>Cash flows from operating activities:</b>		
Change in net assets	\$ (278,604)	\$ 213,918
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	6,721	—
Donated equipment	(21,569)	—
Contributions restricted for endowment	—	(1,000)
Net realized and unrealized loss (gain) on investments	50,298	(84,252)
Donated investments	(26,414)	(129,098)
Changes in assets and liabilities:		
Contributions receivable	585,869	(126,325)
Prepaid expenses and other assets	3,512	(9,302)
Accounts payable	7,915	—
Accrued expenses	(7,094)	15,877
<b>Net cash provided by (used in) operating activities</b>	<b>320,634</b>	<b>(120,182)</b>
<b>Cash flows from investing activities:</b>		
Purchases of furniture and equipment	(21,332)	—
Purchases of investments	(642,006)	(920,211)
Sales and maturities of investments	519,499	1,025,349
Purchases of restricted investments	(423)	(1,422)
<b>Net cash (used in) provided by investing activities</b>	<b>(144,262)</b>	<b>103,716</b>
<b>Cash flows from financing activities:</b>		
Proceeds from contributions restricted for investment in endowment	—	1,000
<b>Net cash provided by financing activities</b>	<b>—</b>	<b>1,000</b>
Net increase (decrease) in cash and cash equivalents	176,372	(15,466)
Cash and cash equivalents at beginning of year	596,010	611,476
<b>Cash and cash equivalents at end of year</b>	<b>\$ 772,382</b>	<b>\$ 596,010</b>



# Cincinnati Works, Inc.

## Financial Statements

As Of And For The Years Ended  
December 31, 2011 and 2010

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

## Statements of Activities

	2011	2010
<b>CHANGES IN UNRESTRICTED NET ASSETS</b>		
Revenues, gains and other support:		
Contributions and grants	\$ 583,351	\$ 518,302
Investment return	(7,603)	109,336
Contributed goods and services	118,801	91,798
Other Income	44,525	—
Reclassification of contributions pursuant to donor stipulations	—	6,000
Net assets released from restrictions	1,018,877	771,516
<b>Total revenues and other support</b>	<b>1,757,951</b>	<b>1,496,952</b>
Expenses:		
Job readiness program	692,453	604,991
Advancement program	174,337	196,357
Capacity building	303,880	222,545
<b>Total program services</b>	<b>1,170,670</b>	<b>1,023,893</b>
Management and general	128,482	122,358
Fundraising	204,290	189,822
Nonrecurring costs	23,000	—
<b>Total support services</b>	<b>355,772</b>	<b>312,180</b>
<b>Total expenses</b>	<b>1,526,442</b>	<b>1,336,073</b>
<b>Change in unrestricted net assets</b>	<b>231,509</b>	<b>160,879</b>
<b>CHANGES IN TEMPORARILY RESTRICTED NET ASSETS</b>		
Revenues and other support:		
Contributions and grants	508,764	829,555
Reclassification of contributions pursuant to donor stipulations	—	(6,000)
Net assets released from restrictions	(1,018,877)	(771,516)
<b>Change in temporarily restricted net assets</b>	<b>(510,113)</b>	<b>52,039</b>
<b>CHANGES IN PERMANENTLY RESTRICTED NET ASSETS</b>		
Revenues and other support:		
Contributions	—	1,000
<b>Change in permanently restricted net assets</b>	<b>—</b>	<b>1,000</b>
Change in net assets	(278,604)	213,918
Net assets, beginning of year	3,601,196	3,387,278
<b>Net assets, end of year</b>	<b>\$ 3,322,592</b>	<b>\$ 3,601,196</b>

## Statements of Functional Expenses

2011	Job Readiness	Advancement	Capacity Building	Management and General	Fundraising	Nonrecurring Costs	Total
Salaries, wages and benefits	\$ 533,676	\$ 102,852	\$ 236,504	\$ 105,326	\$ 148,314	\$ 23,000	\$ 1,149,672
Occupancy and utilities	68,433	12,986	23,000	12,362	11,276	—	128,057
Equipment and supplies	14,139	2,564	5,866	2,260	2,243	—	27,072
Professional services	44,118	47,368	32,384	6,620	6,116	—	136,606
Direct job seeker and advancement expenses	21,699	6,534	2,047	—	—	—	30,280
Marketing	—	—	—	—	34,580	—	34,580
Other	10,388	2,033	4,079	1,914	1,761	—	20,175
<b>Total expenses</b>	<b>\$ 692,453</b>	<b>\$ 174,337</b>	<b>\$ 303,880</b>	<b>\$ 128,482</b>	<b>\$ 204,290</b>	<b>\$ 23,000</b>	<b>\$ 1,526,442</b>
2010	Job Readiness	Advancement	Capacity Building	Management and General	Fundraising	Nonrecurring Costs	Total
Salaries, wages and benefits	\$ 475,260	\$ 153,398	\$ 174,152	\$ 91,850	\$ 132,624	\$ —	\$ 1,027,284
Occupancy and utilities	56,453	18,409	20,863	11,045	15,954	—	122,724
Equipment and supplies	7,330	2,390	2,709	1,434	2,072	—	15,935
Professional services	29,242	9,535	10,807	5,721	8,264	—	63,569
Direct job seeker and advancement expenses	25,616	9,009	9,915	—	—	—	44,540
Marketing	—	—	—	—	27,774	—	27,774
Other	11,090	3,616	4,099	12,308	3,134	—	34,247
<b>Total expenses</b>	<b>\$ 604,991</b>	<b>\$ 196,357</b>	<b>\$ 222,545</b>	<b>\$ 122,358</b>	<b>\$ 189,822</b>	<b>\$ —</b>	<b>\$ 1,336,073</b>

## Report of Independent Certified Public Accountants

We have audited the accompanying statements of financial position of Cincinnati Works, Inc. (a not-for-profit organization) (the "Organization") as of December 31, 2011 and 2010, and the related statements of activities, functional expenses and cash flows for the years then ended. These financial statements are the responsibility of the Organization's management. 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 established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our 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, 2011 and 2010, and the changes in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Cincinnati, Ohio

March 22, 2012

*Grant Thornton LLP*

## Cincinnati Works, Inc. Notes to Financial Statements December 31, 2011 and 2010

### NOTE A – NATURE OF OPERATIONS

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

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

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

### NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### 1. Basis of Presentation

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

*Unrestricted* – Net assets that are not subject to donor-imposed stipulations.

*Temporarily restricted* – Net assets subject to donor-imposed stipulations that will be met either by actions of the Organization and/or the passage of time.

*Permanently restricted* – Net assets subject to donor imposed stipulations that must be maintained permanently by the Organization. Generally, the donors of these assets permit the Organization to use all or part of the income earned on related investments for general purposes.

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

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

Contributions of services are recognized as revenue at their estimated fair value only when the services received require specialized skills possessed by the individuals providing the service and their service would typically need to be purchased if not donated. Recorded contributed services are primarily related to counseling services and are recorded in salaries and wages. Significant contributions for public service announcements were made in 2011 and 2010, but have not been recorded, because they do not meet these requirements. In 2011 and 2010, donated goods and services benefited the Job Readiness program by \$81,262 and \$74,611, the Advancement program by \$9,000 and \$4,645, the Capacity Building program by \$0 and \$9,312, General and Administrative by \$8,544 and \$2,789, and Fundraising by \$0 and \$441, respectively. Donated equipment of \$19,995 was capitalized in 2011.

#### 2. Use of Estimates

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

reporting period. Actual results could differ from those estimates.

#### 3. Cash and Cash Equivalents

The Organization considers all liquid investments with original maturities of three months or less to be cash equivalents. At December 31, 2011 and 2010, cash equivalents, including restricted cash equivalents, consisted of money market funds which generally invest in highly liquid commercial paper. At December 31, 2011, there was no cash held in excess of federally insured limits. Investments in money market funds are not insured or guaranteed by the U.S. government and totaled \$559,577 at December 31, 2011.

#### 4. Furniture and Equipment

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

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

#### 5. Investments and Investment Return

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

Investment return for 2011 and 2010 included interest and dividend income of \$42,695 and 25,084, respectively, and net realized and unrealized gains (losses) of (\$50,298) and \$84,252, respectively.

Investments are summarized as follows at year end:

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

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

#### 6. Other Income

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

#### 7. Income Taxes

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

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

The Organization did not recognize any liabilities for unrecognized tax benefits in 2011 or 2010.

## 8. Functional Allocation of Expenses

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

### NOTE C – CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable at December 31, consisted of the following:

	2011	2010
Due within one year	\$ 676,015	\$ 913,045
Due in one to five years	525,000	893,500
	<u>1,201,015</u>	<u>1,806,545</u>
Less unamortized discount	(14,963)	(34,624)
	<u>\$ 1,186,052</u>	<u>\$ 1,771,921</u>

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

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

### NOTE D – NET ASSETS

#### 1. Permanently Restricted Net Assets

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

#### 2. Temporarily Restricted Net Assets

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

	2011	2010
Use in future years	\$ 730,204	\$ 994,127
Facilities and equipment	18,257	27,818
Advancement program	447,263	542,692
Capacity building program	238,037	381,792
Staff development	33,294	36,563
Other	17,810	11,986
	<u>\$ 1,484,865</u>	<u>\$ 1,994,978</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:

	2011	2010
Time restriction expired	\$ 431,583	\$ 403,000
Facilities and equipment	19,562	10,238
Staff development	8,269	4,914
Technology	4,000	3,500
Job readiness program	200,000	—
Capacity building program	195,755	139,041
Advancement program	135,199	138,078
Benefit of women	—	55,000
Other	24,509	17,745
	<u>\$ 1,018,877</u>	<u>\$ 771,516</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 common stocks, exchange-traded funds, mutual funds, and some corporate bonds. Financial instruments measured at fair value using inputs based on quoted market prices for similar instruments in active markets (or level 2 inputs) include asset-backed securities, corporate bonds and U.S. government and agency obligations. The Organization does not hold any financial instruments measured at fair value on a recurring basis using significant unobservable inputs (or Level 3 inputs).

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

The following table summarizes the valuation of financial instruments measured at fair value on a recurring basis in the statement of financial position at December 31, 2011:

	Balance at December 31, 2010	Quoted prices in active markets for identical assets	Significant other observable inputs	Significant unobservable inputs
		(Level 1)	(Level 2)	(Level 3)
<b>Investments and restricted investments:</b>				
Corporate bonds	\$ 257,667	\$ 76,520	\$ 181,147	\$ —
U.S. government and agency obligations	178,329	—	178,329	—
Asset-backed securities	18,774	—	18,774	—
Mutual funds:				
Large cap global and domestic	305,362	305,362	—	—
Small and mid-cap domestic	67,126	67,126	—	—
Developing International	41,960	41,960	—	—
Emerging Markets	50,611	50,611	—	—
Alternative strategies	105,520	105,520	—	—
Other	57,497	57,497	—	—
Exchange-traded funds – real estate	98,600	98,600	—	—
	<u>\$ 1,181,446</u>	<u>\$ 803,196</u>	<u>\$ 378,250</u>	<u>\$ —</u>

The following table summarizes the valuation of financial instruments measured at fair value on a recurring basis in the statement of financial position at December 31, 2010:

	Balance at December 31, 2010	Quoted prices in active markets for identical assets	Significant other observable inputs	Significant unobservable inputs
		(Level 1)	(Level 2)	(Level 3)
<b>Investments and restricted investments:</b>				
Corporate bonds	\$ 206,767	\$ 76,140	\$ 130,627	\$ —
U.S. government and agency obligations	228,933	—	228,933	—
Asset-backed securities	28,464	—	28,464	—
Mutual funds:				
Large cap global and domestic	117,531	117,531	—	—
Small and mid-cap domestic	115,155	115,155	—	—
Emerging markets	31,884	31,884	—	—
Alternative strategies	86,647	86,647	—	—
Other	8,734	8,734	—	—
Common stocks:				
Technology	24,863	24,863	—	—
Services	12,627	12,627	—	—
Basic materials	18,757	18,757	—	—
Consumer and industrial goods	19,768	19,768	—	—
Financial	17,599	17,599	—	—
Other	18,259	18,259	—	—
Exchange-traded funds - real estate	47,065	47,065	—	—
	<u>\$ 983,053</u>	<u>\$ 595,029</u>	<u>\$ 388,024</u>	<u>\$ —</u>

### NOTE F – OFFICE LEASE

The Organization leases its office space under a noncancelable operating lease which is subject to terms of renewal and escalation clauses. Rent expense for 2011 and 2010 amounted to \$92,813 each year. Future minimum lease payments are as follows:

Year ending December 31,	
2012	\$90,000
2013	92,700
2014	95,481
2015	98,345
2016	100,295

During 2011 and 2010, a board member subleased certain office space and reimbursed the Organization for this and certain other office expenses totaling approximately \$9,000 and \$10,500, 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. Participants vest in employer contributions 20% each year and are fully vested after five years. Retirement Plan expenses amounted to \$57,688 and \$51,956 for 2011 and 2010, respectively.

### NOTE H – SUBSEQUENT EVENTS

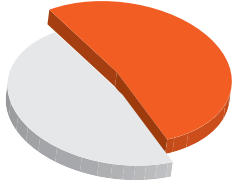
The Organization evaluated its December 31, 2011 financial statements for subsequent events through March 22 2012, the date the financial statements were available to be issued. The Organization is not aware of any subsequent events which would require recognition or disclosure in the financial statements.

# 15 Years - by the numbers

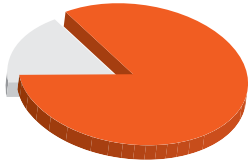
## OUR MEMBERS

**33**  
average age

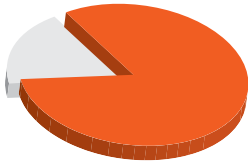
**53%**  
Female



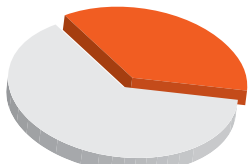
**83%**  
African American/Black



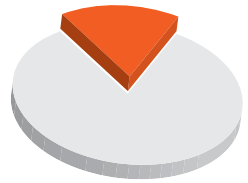
**82%**  
rely on public transportation  
to get to their job



**36%**  
with a criminal record



**17%**  
lack a high school diploma or GED



## OUR RESULTS



**5,530** job readiness workshop graduates

**3,463** members finding employment

**6,614** job placements

Since Inception

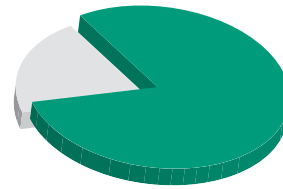


**\$9.48**

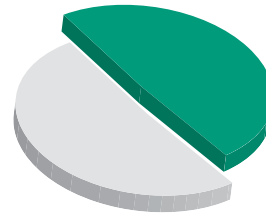
average wage of job placements in 2011

**\$22.16**

average wage for a family of four to be self sufficient



**80%**  
members still in the workforce



**49%**  
members still in the same job after a year

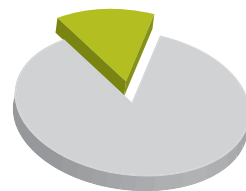
pre-recession  
cost per placement  
**\$1,200**

**\$2,500**  
post-recession  
cost per placement

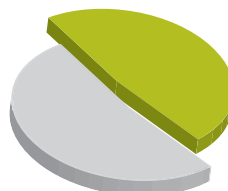
**\$10M** total CW spend over FIFTEEN Years

**\$40M** total estimated earnings of all CW members in ONE year

## WHY IT MATTERS



**14%**  
poverty rate in Greater Cincinnati region



**48%**  
children living in poverty in City of Cincinnati  
(3rd highest of major cities across the nation)

**\$150,000**

estimated cost to society for ONE household living in poverty for FIVE years

Every effort has been made to list donors and respect anonymous contributions as requested. Please forgive any unintended errors and notify Cincinnati Works with changes by calling 513-744-9675.

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Hester White.....	Paul and Janice Crumine

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**Given By**

Cincinnati Works 15th Anniversary.....	Barbara Terry
--	---------------

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Next Job  
Tri Health

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Alan Eichner  
Patty Herb  
Matt Scherocman  
Alyse Vilnes

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Julia Best  
*Metro*  
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Brandon Cozzi  
Anthony Glickhouse  
Adrienne Hillman  
Dino Lucarelli  
Aaron Parker  
Amy Westheimer

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Thomas Gilman Vice Chairman, CW <i>Baldwin Gilman LLC</i>	Cheryl Campbell <i>Horan Associates, Inc.</i>	Robert Hock Ph.D. <i>Psychologist</i>	Liane Phillips <i>Co-Founder</i>	Norma Skoog <i>Growth Management Advisors</i>
Donald Calvin Treasurer, CW <i>Ernst &amp; Young</i>	Brandon Cozzi <i>USI Midwest - Cincinnati</i>	John Hutchinson <i>Vinimaya, Inc.</i>	David Phillips <i>Co-Founder</i>	Mark Wilson, PHR <i>Fifth Third Bank</i>
Kathleen Storey, Secretary <i>USI Midwest - Cincinnati</i>	Daniel Fleming <i>River Cities Capital Funds</i>	Gary Johns <i>G &amp; W Product LLC</i>	Scott Phillips <i>Frost Brown Todd LLC</i>	
Peggy Zink <i>President, Cincinnati Works</i>	Alan Eichner <i>Eichner Investment Planning</i>	Robert Loftus <i>Consultant</i>	Thomas Rowe <i>Miller Valentine Group</i>	
	Michelle Heath <i>Humana RightSource Rx</i>	Jeffrey McClorey <i>Bromwell's</i>	Wilbert Schwartz <i>Wilbert Schwartz</i>	

### **Cincinnati Works' Staff**

Peggy Zink <i>President</i>	Dion Crockett <i>Employment Coach</i>	Jacqueline Edmerson <i>Behavioral Counselor, Tri-Health</i>	Madeleine Kipperman <i>Director of Employment Services</i>	Shirley Smith <i>Communication Specialist</i>
Aimee Ryan <i>Employment Coach</i>	Everly Rose <i>Director of Career Development</i>	Janet McMickens <i>Financial Coach, Smart Money</i>	Mitchell Morris <i>Phoenix Program Recruiter &amp; Support Coach</i>	Shauntel Dobbins <i>Income Support Coach, Ameri-Corps/LISC</i>
Adrienne Hillman <i>Legal Coordinator</i>	Gale Sheldon <i>Director of Development</i>	Laura Hartung <i>Director of Advancement Services</i>	Nakiya Averhart <i>Director of Community Relations &amp; Marketing</i>	Sherry Simms <i>Employment Coach</i>
Carol Buschhaus <i>Workshop Facilitator &amp; Volunteer Coordinator</i>	Glenna Parks <i>Director of Quality &amp; Process Improvement</i>	Linda Humphries <i>Chaplain/Intake Specialist</i>	Nancy McKee <i>Employment Coach</i>	Tom Stilgenbauer <i>Chief Financial Officer</i>
Christine Brelsford <i>Executive Assistant</i>	Gloria Hill <i>Customer Service Representative</i>			Vickie Mertz <i>Business Development Manager</i>

## Employer Partners

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



708 Walnut Street  
Floor 2  
Cincinnati, Ohio 45202  
513-744-WORK (9675)  
[www.cincinnatiworks.org](http://www.cincinnatiworks.org)

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