

IMPACT: Individual, Social and Economic



2013 ANNUAL REPORT

**CINCINNATI
WORKS**



FROM POTENTIAL
TO SUCCESS



The theme for this year's report is impact. Cincinnati Works not only affects the individual job seeker and employer. When someone earns employment, retains the job, and advances to economic self-sufficiency, the community has a new provider. A new positive role model. A new connection to paths of esteem and realization.

One success leads to another. This is the cycle that can replace its counter, the cycle of poverty.



Cincinnati Works
 708 Walnut Street
 Floor 2
 Cincinnati, Ohio 45202
 513.744.WORK (9675)
 cincinnatipractice.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.

Dear Friends and Supporters,

Cincinnati Works impacts the economy, individual lives, and our social situation as a whole – an impact so significant that aspects can be represented in solid numbers. In 2013, we took measuring this impact a step further and commissioned a study from The University of Cincinnati Economics Center. The big number is \$9.7 million over five years, 2008 to 2012. That is the dollar value Cincinnati Works provided the community through a reduced reliance on social services and increased tax payments among Members who achieved and retained employment with the assistance of our services – a value that continues to compound.

Not included in this number is the reduction of money spent on incarceration. Imprisoning just one inmate costs \$25,814 annually. The UC Economics Center study determined that being a Cincinnati Works Member reduced the probability of a felony indictment by nearly 50 percent.

What the study cannot translate into a dollar amount is another aspect of offering a person assistance that allows her or him to create a lifestyle supported by dignified employment. The study cites an individual who spared fellow taxpayers that \$25,814 by making choices that led to a full-time position with a contracting company at \$16/hour. He earns more than just a living wage; he earns his continued freedom. He put his life on track. He sleeps in his own bed, and his friends and family sleep easier with that knowledge. He exemplifies the Phoenix Program.

The study also cites a single female raising her four children. By achieving full-time employment as a dietary aide for a retirement home, she no longer relies on nearly \$20,000 in social services such as Medicaid and housing assistance. That's a big relief to society through just one individual. Not quantified within the study, this woman now has esteem. She knows that she is contributing to her children's wellbeing not only through supplying them with proper nutrition and clean clothes, but by breaking the cycle of generational poverty and being a strong role model for her children. Following her footsteps on the path of success, this mother's children will be able to create reputable lives of self-sufficiency as well. These results are far greater than \$20,000 in net social savings.

When we presented the result of the study during the Cincinnati Works Impact Address in September, CW Member Stephania Hollis shared her ongoing story of success – which we have highlighted in this report.

Cincinnati Works continues to progress and our impact grows exponentially. We are excited about the expanding Advancement program – assisting Members who have demonstrated job stability to pursue career advancement opportunities. And we have added a new service, Mentor Me, which works alongside the Next Step program to serve young adults aging out of the foster care system and into independent living. With your support, we look forward to continuing this growth as a community.

With gratitude,



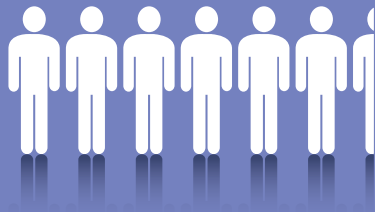
Peggy E. Zink
President



David Herche
Chair of the Board



2013: A Year in Numbers



639

Total Employments



475

Total Workshop Completions



\$7.95 **\$10.00**
OHIO MINIMUM WAGE AVERAGE CW MEMBER WAGE

\$10⁰⁰

Average Hourly Wage



\$7.95 **\$12.49**
OHIO MINIMUM WAGE AVERAGE CW ADVANCEMENT WAGE

\$12⁴⁹

Average Advancement Wage



69%

Retention Rate*

*Continuous: The percentage of people placed in a job within the last 12 months who are still employed, whether in the same job or different jobs.

The Economic Impact

Cincinnati Works
helped provide
value of more than

9.7 MILLION
DOLLARS

by reducing reliance
on social services
and increasing
income and sales
tax collections

In 2013, Cincinnati Works celebrated its impact on the region during the Cincinnati Works Impact Address. The event was held at Horseshoe Casino Cincinnati, where Cincinnati Works President Peggy Zink shared results of the University of Cincinnati Economic Impact Study. Chair of the Board David Herche thanked the community for providing support that makes Cincinnati Works possible. And Member Stephania Hollis shared her ongoing story of success.

“We knew there was an impact there, especially in terms of getting people off public benefits,” says Peggy Zink. “It’s really helpful to be able to quantify that.”

The Economic Benefits of Cincinnati Works on the Cincinnati Region, a study commissioned from the University of Cincinnati Economics Center, found that between 2008 and 2012 Cincinnati Works helped provide value of more than \$9.7 million by reducing reliance on social services and increasing income and sales tax. \$9.7 million is quantified assuming that the individuals employed between these years held their job for just one year. So beyond the effects rippling through community and family, \$9.7 million compounds every year as Members retain and advance in their careers.



The number is the result of assisting 1,645 Members to secure 2,732 employments. One of these Members is Stephania – a mother of eight, a college student, and “one heck of a craps dealer.”



Morning Personality at 700WLW Jim Scott, CW Member Stephania Hollis, CW President Peggy Zink, CW Chair of the Board David Herche

Member Stephania Hollis at the Cincinnati Works Impact Address



The Individual Impact

Stephania found out about Cincinnati Works from a friend who was already a Member. Stephania says, "I've tried job searching on my own. I've filled out applications. And nothing. I was getting no response. So then I came to Cincinnati Works with just that one last, you know, what they say, 'Mustard seed of hope.' I had that." When Stephania came to Cincinnati Works, she did not know exactly what position she was looking for. "I knew I needed to work. I'm getting close to the end of school, so I didn't want to just not be doing anything. I want to be self-sufficient."

After attending an information session explaining Cincinnati Works' long-term focus on retention and advancement, Stephania was surprised at all that she initially learned during the Job Readiness Workshop. She says, "It sounds simple, but there's a little bit more to it. Going through applications with the Cincinnati Works team, you're like, 'Oh, I didn't think that was important. But I'm glad you brought that up. Now I know I need to put that on my application. I need to not put this.' They also help with how you should conduct yourself in an interview. How to get your points across."

Upon completing the Workshop, Stephania was paired with her employment coach, Nancy McKee. Stephania describes Nancy as "her rock." "I speak to Nancy almost every day. She came to me one day and said, 'You know, you have really good personality. I think you should apply at Horseshoe.' And I replied, 'No, no.' I hadn't even thought of it as a possibility. Every day she said, 'I think you should apply, I think you should apply.' And so I applied."

Being a
Cincinnati Works Member
creates a

50%
REDUCTION

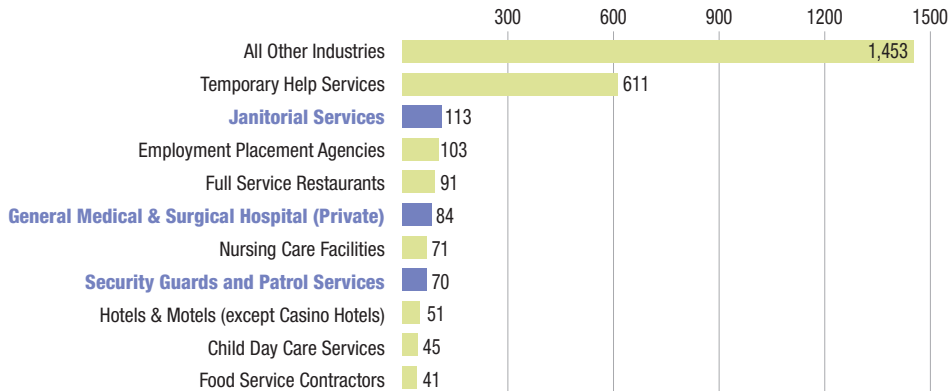
in the probability of
felony indictment

The average cost per inmate for a year
in prison is estimated at **\$25,814***

*Vera Institute of Justice. The Price of Prisons:
What Incarceration Costs Taxpayers. (2012)

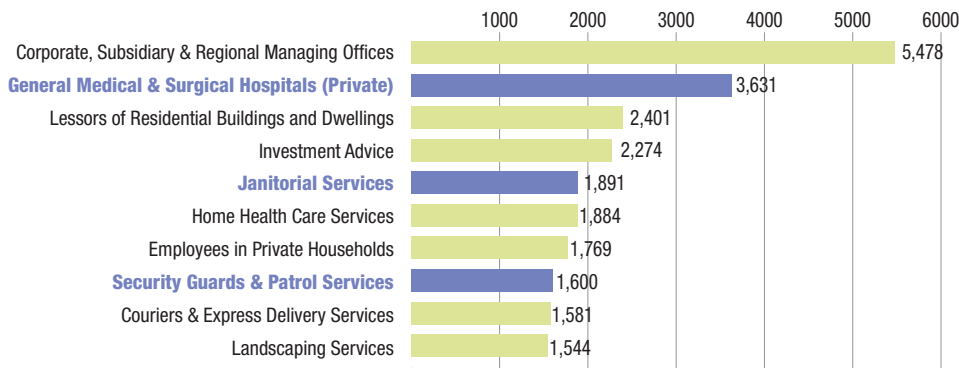
Top 10 Cincinnati Works Placements

Cincinnati Works places many Members into 3 of the 10 fastest growing industries
in the Cincinnati Metropolitan Service Area



Top 10 Fastest Growing Cincinnati MSA

Cincinnati Works places 46.8% of Members in MSA's 10 most common placement industries



Between the years
2008 and 2012
Cincinnati Works helped

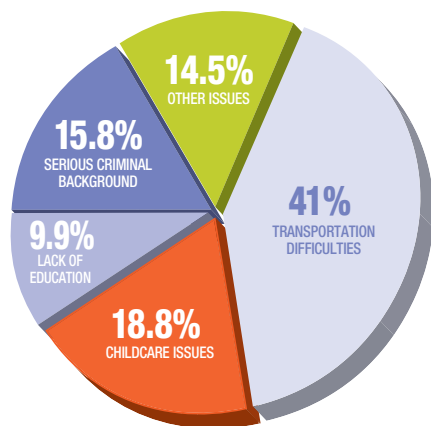
1,645
MEMBERS

secure employment
facilitating

2,732
PLACEMENTS

Members were carefully assessed and placed into **5 ARCHETYPES** given information obtained by Cincinnati Works about his or her main personal limitations from finding successful employment.

Percentage of Total Placements



Advancement

Stephania adds, “I’m also still in school, as if I don’t have enough going on. I’m a sociology major. I’m in my final year. So I was talking to Nancy about that as well.” Nancy and Stephania began discussion concerning paths that would allow her to advance and use her degree at the casino. Nancy also began introducing Stephania to new people, acquainting her with the opportunities created by professional networking.

“And not only do they help with getting the job ... but then it’s what do you do next. So I told Nancy, ‘You know, I’m making a little bit more money now. I’m becoming more financially stable. I think I might want to buy a house.’ So she was like, ‘Ok, maybe you should meet with our financial coach and go through your credit and see what you can do to help you get prepared for homeownership. And so they helped with that also. And I never thought about that when I first went in the door. My first thought was, ‘I need to get a job.’ So, I like that you can go to them for more than just job coaching. Because once you get a job, you want to do more with that. And if that door’s open, you don’t have to try to figure all these things out by yourself.”

The Social Impact

While Stephania’s career continues to advance, she concluded her speech at the Impact Address, “I really want to thank Cincinnati Works for being there. I’ve met really great people. They’re positive. They’re upbeat. They celebrate with you. You call down there. You tell them that you have a job. Everybody’s in the background clapping and cheering and ringing bells and stuff. And that just makes you feel good. You did something important. And I like that. Because a lot of us don’t have that support system outside of Cincinnati Works. So to go there and to get that. It motivates you to do more. And that’s why I love Cincinnati Works and I’m glad that they’re here.”

Now with stable, full-time employment, Stephania has new resources that not only benefit her – they benefit her family and her community. A consistent revenue stream creates an environment of opportunity for her children. She is able to send them to school with the necessary supplies. They have a safe yard to play in when they get home. And they certainly do not have to look far for an image of success to emulate. Stephania is part of a support system – at and outside of Cincinnati Works.

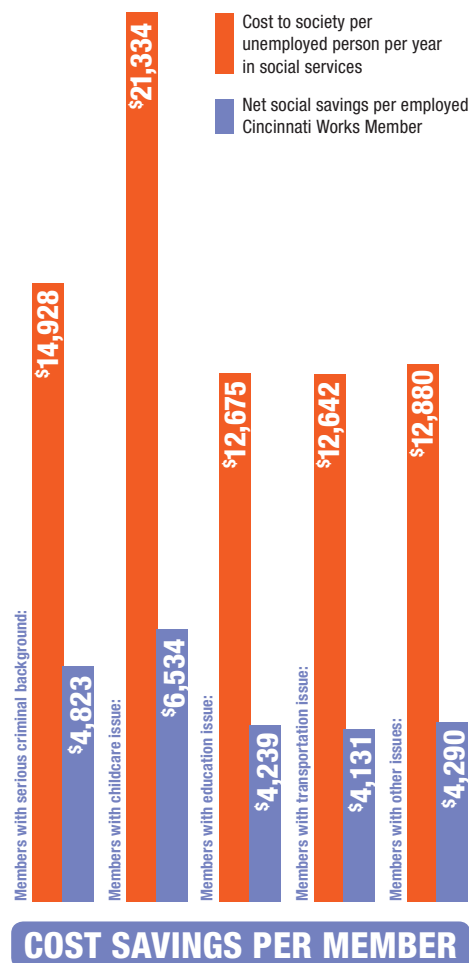
Employer Partners

After applying at Horseshoe Casino Cincinnati and being invited for an interview, Stephania met with Nancy to prepare. The interview process was far from what Stephania was expecting. She says, “It was different because at the Horseshoe they look for personality. They said, ‘Ok, everybody stand up. We’re going to go around the room and you’re going to give your favorite animal noise. And I’m like, ‘Really? Well this isn’t what I practiced.’ But going through the interview process with Nancy helps you become confident. So even though that wasn’t necessarily what we had specifically practiced, building the confidence for the interview was a great help.”

Math is one of Stephania’s favorite subjects. When she took a test to help determine what position she is best suited for at the casino, her knack for numbers shined. Paired with her charisma, she was selected to be a craps dealer.

Stephania’s reaction? “Oh my, I’ve never heard of that game in my life. I don’t know what I’m gonna do.” So she called Nancy, “They want me to do craps. And I looked at the table and there’s like so many payouts, what am I going to do? Nancy assured her, “You’ll be fine. You’ll get it. You’ll get it.” Stephania says, “Here I am six months in. We’re open. And it’s not as bad as I thought. I thanked Nancy because she helped to keep building that confidence in me that you can do it. ‘Stick it out, stick it out.’ And Horseshoe is a really nice place to work.”

In her position at Horseshoe Casino Cincinnati, Stephania recently achieved the Cincinnati Works milestone of “One Year at One Job”!



COST SAVINGS PER MEMBER



Mentor Me

EMPOWERING ONE LIFE AT A TIME

We would like to introduce you to our newest service! Mentor Me works alongside the Next Step program to serve those aging out of the foster care system and into independent living. Each Cincinnati Works Member in the Mentor Me program is assigned a mentor to assist her or him in navigating the challenges and requirements of adulthood. Mentors spend one-on-one time with their mentee, creating a consistent, positive connection – something many of these young adults have never had – and teaching essential life skills in the process.

It is estimated that one in four young adults will be incarcerated within the first two years of aging out of the foster care system. One in five will face homelessness. 25 to 55 percent are unemployed. You can help Cincinnati Works change these numbers. If you are interested in becoming a mentor, please contact us for more info.

Cincinnati Works, Inc. Financial Statements

As of and for the years ended
December 31, 2013 and 2012

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, 2013 and 2012, 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.

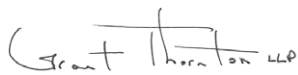
Auditor's responsibility

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.

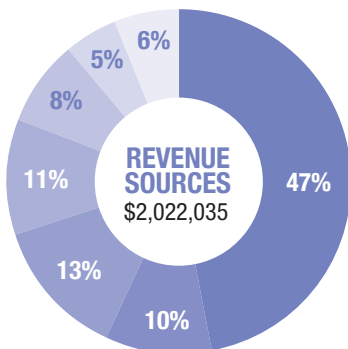
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

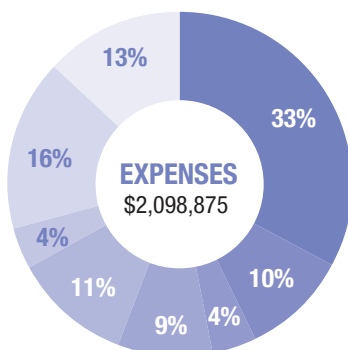
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Cincinnati Works, Inc. as of December 31, 2013 and 2012, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.



March 21, 2014
Cincinnati, Ohio



\$960,250	Foundations/Corporations
203,521	Individuals
258,384	Board
225,000	United Way
162,502	Investment Income
99,708	In-Kind
112,670	Earned Income



\$692,910	Core Job Readiness Program
218,304	Phoenix
80,418	Next Step
186,923	Advancement
230,768	CityLink Center
79,515	Price Hill Financial Opportunity Center
345,967	Administration
264,070	Fundraising

STATEMENTS OF FINANCIAL POSITION

	2013	2012
ASSETS		
Cash and cash equivalents	\$ 733,224	\$ 462,574
Investments	1,267,909	1,557,928
Prepaid expenses and other assets	46,499	40,932
Contributions receivable, net	1,723,046	969,598
Furniture and equipment, net	28,912	40,870
Restricted investments	43,274	36,985
Total assets	<u>\$ 3,842,864</u>	<u>\$ 3,108,887</u>
LIABILITIES AND NET ASSETS		
<i>Liabilities:</i>		
Accounts payable	\$ 8,371	\$ 11,439
Accrued expenses	93,439	71,162
Total liabilities	<u>101,810</u>	<u>82,601</u>
<i>Net Assets:</i>		
Unrestricted	1,790,729	1,867,569
Temporarily restricted	1,920,950	1,129,342
Permanently restricted	29,375	29,375
Total net assets	<u>3,741,054</u>	<u>3,026,286</u>
Total liabilities and net assets	<u>\$ 3,842,864</u>	<u>\$ 3,108,887</u>

STATEMENTS OF ACTIVITIES

	2013	2012
CHANGES IN UNRESTRICTED NET ASSETS		
<i>Revenues, gains and other support:</i>		
Contributions and grants	\$ 491,227	\$ 613,406
Investment return	162,502	126,647
Contributed goods and services	99,708	98,452
Other income	112,670	61,701
Net assets released from restrictions	<u>1,155,928</u>	<u>1,011,838</u>
Total revenues and other support	<u>2,022,035</u>	<u>1,912,044</u>
<i>Expenses:</i>		
Job readiness program	692,910	718,513
Advancement program	186,923	157,792
Capacity building	79,515	58,616
Next Step	80,418	82,373
Phoenix	218,304	203,687
City Link	<u>230,768</u>	<u>51,679</u>
Total program services	1,488,838	1,272,660
Management and general	232,585	289,535
Fundraising	264,070	202,958
Other costs	<u>113,382</u>	<u>87,674</u>
Total support services	<u>610,037</u>	<u>580,167</u>
Total expenses	<u>2,098,875</u>	<u>1,852,827</u>
Change in unrestricted net assets	<u>(76,840)</u>	<u>59,217</u>

CHANGES IN TEMPORARILY RESTRICTED NET ASSETS

<i>Revenues and other support:</i>		
Contributions and grants	1,947,536	656,315
Net assets released from restrictions	<u>(1,155,928)</u>	<u>(1,011,838)</u>
Change in temporarily restricted net assets	791,608	(355,523)
Change in net assets	714,768	(296,306)
Net assets, beginning of year	<u>3,026,286</u>	<u>3,322,592</u>
Net assets, end of year	<u>\$ 3,741,054</u>	<u>\$ 3,026,286</u>

STATEMENTS OF CASH FLOWS

	2013	2012
<i>Cash flows from operating activities:</i>		
Change in net assets	\$ 714,768	\$ (296,306)
Adjustments to reconcile change in net assets to net cash used in operating activities:		
Depreciation	18,881	14,936
Donated equipment	(1,400)	(1,187)
Net realized and unrealized gain on investments	(105,509)	(89,412)
Donated investments	(63,460)	(26,386)
<i>Changes in assets and liabilities:</i>		
Contributions receivable	(753,448)	216,454
Prepaid expenses and other assets	(5,567)	(19,093)
Accounts payable	(3,068)	3,524
Accrued expenses	<u>22,277</u>	<u>1,506</u>
Net cash used in operating activities	<u>(176,526)</u>	<u>(195,964)</u>
<i>Cash flows from investing activities:</i>		
Purchases of furniture and equipment	(5,523)	(18,439)
Purchases of investments	(210,230)	(571,879)
Sales and maturities of investments	664,256	476,968
Purchases of restricted investments	<u>(1,327)</u>	<u>(494)</u>
Net cash provided by (used in) investing activities	<u>447,176</u>	<u>(113,844)</u>
Net increase (decrease) in cash and cash equivalents	270,650	(309,808)
Cash and cash equivalents at beginning of year	<u>462,574</u>	<u>772,382</u>
Cash and cash equivalents at end of year	<u>\$ 733,224</u>	<u>\$ 462,574</u>

STATEMENTS OF FUNCTIONAL EXPENSES

2013	Job Readiness	Advancement	Capacity Building	Next Step	Phoenix	City Link	Management and General	Fundraising	Other Costs	Total
Salaries, wages and benefits	\$ 523,533	\$ 147,547	\$ 70,988	\$ 61,159	\$ 165,770	\$ 192,865	\$ 190,369	\$ 200,481	\$ 19,982	\$ 1,572,694
Occupancy and utilities	66,915	14,547	—	8,728	21,820	8,460	23,275	10,183	—	153,928
Equipment and supplies	22,093	4,803	—	2,882	7,204	3,392	7,684	3,362	—	51,420
Professional services	44,255	11,719	6,118	4,494	14,959	17,201	11,570	23,084	93,400	226,800
Direct job seeker and advancement expenses	23,087	4,528	312	1,787	3,862	3,380	—	—	—	36,956
Marketing	—	—	—	—	—	—	—	23,497	—	23,497
Other	13,027	3,779	2,097	1,368	4,689	5,470	(313)	3,463	—	33,580
Total expenses	\$ 692,910	\$ 186,923	\$ 79,515	\$ 80,418	\$ 218,304	\$ 230,768	\$ 232,585	\$ 264,070	\$ 113,382	\$ 2,098,875

2012	Job Readiness	Advancement	Capacity Building	Next Step	Phoenix	City Link	Management and General	Fundraising	Other Costs	Total
Salaries, wages and benefits	\$ 535,986	\$ 113,919	\$ 55,479	\$ 61,077	\$ 150,781	\$ 38,821	\$ 224,106	\$ 125,758	\$ 22,350	\$ 1,328,277
Occupancy and utilities	60,402	12,858	—	7,053	17,425	—	24,611	13,163	—	135,512
Equipment and supplies	19,768	4,203	—	2,291	5,656	3,081	8,128	4,388	—	47,515
Professional services	67,128	19,402	2,895	7,970	19,634	9,073	27,810	29,589	65,324	248,825
Direct job seeker and advancement expenses	12,148	2,570	242	1,376	3,490	704	4,880	2,667	—	28,077
Marketing	—	—	—	—	—	—	—	27,393	—	27,393
Other	23,081	4,840	—	2,606	6,701	—	—	—	—	37,228
Total expenses	\$ 718,513	\$ 157,792	\$ 58,616	\$ 82,373	\$ 203,687	\$ 51,679	\$ 289,535	\$ 202,958	\$ 87,674	\$ 1,852,827

CINCINNATI WORKS STAFF

Peggy Zink, *President*
 Nakiya Averhart, *Director of Recruiting*
 Susan Brewer, *Mentor Me Coordinator*
 Carol Buschhaus, *Workshop Facilitator & Volunteer Coordinator*
 Eric Cepela, *Marketing Coordinator*
 Latonio Chambers, *Workshop Facilitator & Employment Coach*
 Dion Crockett, *Employment Coach*
 Shauntel Dobbins, *Financial Coach*
 Nita Douglas, *Director of External Relations*
 Jacquie Edmerson, *Director of Clinical Services, TriHealth*

Sharlene Finkelstein, *Office Manager & Executive Assistant*
 Doug Green, *Advancement Coach*
 Laura Hartung, *Vice President of Programs*
 Gloria Hill, *Customer Service Representative*
 Adrienne Hillman, *Legal Coordinator & ETO Administration*
 Linda Humphries, *Recruiter & Chaplain*
 Susan Jaeschke, *Advancement & Financial Coach*
 Madeline Kipperman, *Director of Employment Services*
 Nancy McKee, *Employment Coach*
 Vickie Mertz, *Manager of Business Development & Recruiting*

Mitch Morris, *Phoenix Outreach & Mentoring*
 Glenna Parks, *Program Director – Remote Sites*
 Everly Rose, *Director of Career Development*
 Gale Sheldon, *Director of Development*
 Shirley Smith, *Communication Specialist*
 Tom Stilgenbauer, *Chief Financial Officer*
 Jessica Thompson, *Employment Coach*
 Whitney White, *Job Search Assistant, AmeriCorps*
 Alisha Woods, *Employment Coach*

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 Thomas Gilman, Vice-Chair, *Baldwin Gilman LLC*
 John Hutchinson, Secretary, *Vinimaya, Inc.*
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Meghan Glynn, *Calfee Strategic Solutions*
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 Gerry Link, *21c Museum Hotel Cincinnati*
 Robert Loftus, *Consultant*
 Mr. Gerron McKnight, *Frost Brown Todd LLC*
 Dave Phillips, Co-Founder, *Cincinnati Works*
 Liane Phillips, Co-Founder, *Cincinnati Works*
 Todd Phillips, DVM, *Eastgate Animal Hospital*
 Scott Phillips Esq, *Frost Brown Todd LLC*
 Kevin Rice, *Merrill Lynch*

Thomas Rowe, *Miller Valentine Group*
 Kim Satzger, *Gibraltar Development Corp*
 David Siebenburgen, *Consultant*
 Norma Skoog, *Xavier University*
 James Strayhorn, *Bright Star Baptist Church, CityLink Center*
 Mark Wilson, SPHR, *dunnhumby USA*
 Peggy Zink, President, *Cincinnati Works*

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 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 initiative designed to reach more people living in poverty in the Greater Cincinnati Region. 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 in need of help transitioning to a stable future as young adults. The Organization provides workforce development services to City Link, which is a non-profit that offers the poor/working poor a path to self-sufficiency through a program of bundled services.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

1. Basis of Presentation

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

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

Temporarily restricted – Net assets subject to donor-imposed stipulations that will be met either by actions of the Organization, the passage of time, or an enacted version of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA").

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

Contributions 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 and investment income with donor-imposed restrictions for which the restriction is met in the same period are recorded as temporarily restricted and then released from restriction.

Contributions to be received after one year are discounted at a rate commensurate with the risk involved. Amortization of the discount is recorded as additional contribution revenue and used in accordance with donor-imposed restrictions, if any, on the contributions. Allowance is made for uncollectible contributions based upon management's judgment and the creditworthiness of the donor. No allowance was recorded in 2013 or 2012.

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 2013 and 2012, but have not been recorded, because they do not meet these requirements. In 2013 and 2012, donated goods and services benefited the Job Readiness program by \$54,065 and \$54,053, the Advancement program by \$11,522 and \$4,504, the Next Step program by \$5,318 and \$9,009, the Phoenix program by \$10,636 and \$22,522, the Capacity Building program by \$7,090 and \$0, General and Administrative by \$6,708 and \$7,177 and Fundraising by \$4,370 and \$0, respectively. Donated equipment of \$1,400 and \$1,187 was capitalized in 2013 and 2012, respectively.

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, 2013 and 2012, cash equivalents consisted of money market funds, which generally invest in highly liquid commercial paper. At December 31, 2013 and 2012, 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 \$633,901 and \$404,433 at December 31, 2013 and 2012, 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 \$16,227 and \$16,227 and equipment of \$53,223 and \$46,300 were recorded as assets at December 31, 2013 and 2012, respectively. Accumulated depreciation totaled \$40,538 and \$21,657 at December 31, 2013 and 2012, respectively. Depreciation expense was \$18,881 and \$14,936 for 2013 and 2012, respectively.

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 2013 and 2012 included interest and dividend income of \$56,993 and \$37,235, respectively, and net realized and unrealized gains of \$105,509 and \$89,412, respectively.

Unrestricted investments are summarized as follows at year end:

	2013	2012
Certificates of deposit	\$ 251,665	\$ 251,741
Asset-backed securities	14,579	15,222
U.S. government and agency obligations	25,790	127,429
Corporate bonds	128,199	257,210
Mutual funds	710,493	767,568
International bonds	98,447	53,218
Exchange-traded funds	38,736	85,540
	\$ 1,267,909	\$ 1,557,928

Restricted investments amounting to \$43,274 and \$36,985 at December 31, 2013 and 2012, respectively, consist primarily of mutual funds. These investments are restricted as they represent permanently restricted contributions and accumulated investment earnings, which is recorded as unrestricted net assets or temporarily restricted net assets according to donor stipulations.

6. Other Income

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

7. Income Taxes

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

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 2013 or 2012. Open tax years include 2012, 2011 and 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. Other costs relate to leadership training and consulting for workshop redesign.

9. Reclassifications

Certain 2012 amounts have been reclassified to conform with the 2013 presentation.

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.

NOTE C – CONTRIBUTIONS RECEIVABLE, NET

Contributions receivable at December 31, consisted of the following:

	2013	2012
Due within one year	\$ 636,694	\$ 774,461
Due in one to five years	1,150,000	202,500
	1,786,694	976,961
Less unamortized discount	(63,648)	(7,363)
	<u>\$ 1,723,046</u>	<u>\$ 969,598</u>

Discount rates, which are based on 5-year U.S. Treasury rates, were approximately 1.75% and 0.72% for 2013 and 2012, respectively.

At December 31, 2013 and 2012, approximately 85% and 72%, respectively, of total contributions receivable are due from five contributors. During 2013 and 2012, approximately 63% and 32%, 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:

	2013	2012
Use in future years	\$ 1,332,380	\$ 628,101
Facilities and equipment	1,946	7,192
Advancement program	453,073	290,723
Next Step program	15,000	70,010
City Link program	55,220	75,000
Staff development	23,061	23,061
Other	40,270	35,255
	<u>\$ 1,920,950</u>	<u>\$ 1,129,342</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:

	2013	2012
Time restriction expired	\$ 392,500	\$ 353,167
Facilities and equipment	5,246	14,365
Staff development	—	10,534
Technology	2,513	7,188
Job readiness program	246,369	194,829
Advancement program	183,270	201,540
Next Step program	58,510	79,513
Phoenix program	36,500	110,728
City Link program	175,000	30,000
Other	56,020	9,974
	<u>\$ 1,155,928</u>	<u>\$ 1,011,838</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) includes exchange-traded funds, mutual funds, and some corporate and international 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, some corporate and international 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).

Investments in cash equivalents are carried at amortized cost of \$253,691 and \$253,602 at December 31, 2013 and 2012, respectively. These investments do not qualify as securities, thus the fair value disclosures required by ASC 820, Fair Value Measurements, are not provided.

The following tables summarize financial instruments measured at fair value on a recurring basis in the statement of financial position at December 31, 2013 and 2012.

	Balance at December 31, 2013	Quoted prices in active markets for identical assets	Significant other observable inputs	Significant unobservable inputs
Investments and restricted investments:		(Level 1)	(Level 2)	(Level 3)
Corporate bonds	\$ 128,199	\$ —	\$ 128,199	\$ —
U.S. government and agency obligations	25,790	—	25,790	—
Asset-backed securities	14,579	—	14,579	—
International bonds	98,447	46,269	52,178	—
Mutual funds:				
Large cap global and domestic	207,554	207,554	—	—
Small and mid-cap domestic	128,799	128,799	—	—
Developing International	135,483	135,483	—	—
Emerging Markets	84,020	84,020	—	—
Alternative strategies	61,206	61,206	—	—
Other	134,679	134,679	—	—
Exchange-traded funds – real estate	38,736	38,736	—	—
	<u>\$ 1,057,492</u>	<u>\$ 836,746</u>	<u>\$ 220,746</u>	<u>\$ —</u>

	Balance at December 31, 2012	Quoted prices in active markets for identical assets	Significant other observable inputs	Significant unobservable inputs
Investments and restricted investments:		(Level 1)	(Level 2)	(Level 3)
Corporate bonds	\$ 257,210	\$ 51,690	\$ 205,520	\$ —
U.S. government and agency obligations	127,429	—	127,429	—
Asset-backed securities	15,222	—	15,222	—
International bonds	53,218	—	53,218	—
Mutual funds:				
Large cap global and domestic	332,360	332,360	—	—
Small and mid-cap domestic	97,709	97,709	—	—
Developing International	49,696	49,696	—	—
Emerging markets	114,547	114,547	—	—
Alternative strategies	148,763	148,763	—	—
Other	59,617	59,617	—	—
Exchange-traded funds - real estate	85,540	85,540	—	—
	<u>\$ 1,341,311</u>	<u>\$ 939,922</u>	<u>\$ 401,389</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 2013 and 2012 amounted to \$92,813 each year. Future minimum lease payments are as follows:

Year ending December 31,	
2014	\$ 95,481
2015	98,345
2016	101,295
2017	104,334
2018	107,464
Thereafter	110,688

During 2013 and 2012, a board member subleased certain office space and reimbursed the Organization for this and certain other office expenses totaling approximately \$7,800 and \$9,000, 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. Participants vest in employer contributions 20% each year and are fully vested after five years. Retirement Plan expenses amounted to \$65,323 and \$67,820 for 2013 and 2012, respectively.

NOTE H – SUBSEQUENT EVENTS

The Organization evaluated its December 31, 2013 financial statements for subsequent events through March 21, 2014, the date the financial statements were available to be issued. The Organization is not aware of any subsequent events which would require recognition or disclosure in the financial statements.

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