

Focusing on the work ahead:

Corporate Collaboration & Leadership for Public Policies
Supporting Working Families

ANNUAL REPORT **2006**

**Corporate
Voices** 
for Working Families

Letter from the Founder, CEO and President

Dear Corporate Voices' Partners and Friends:

This past year has been one of celebration, hard work and continued growth. Corporate Voices' five-year anniversary provided the perfect opportunity to evaluate our progress, reflect on our priorities, and refine our strategies with the goal of pushing us to the next level.

As we examined the road ahead, we realized our maturing organization was ready to make a strategic shift in focus from programs to outreach and from reaction to proactive legislative action. To further support this strategic direction, we hired two versatile, skilled staff — Randy Fiser as Vice President, Programs and Tiffany Westover-Kernan as Director of Corporate and Government Programs — adding years of experience in strategic planning, organizational development and corporate coalition-building to our organization.

With increased resources, we released numerous reports and toolkits that shared knowledge with broader audiences, garnering impressive media attention. We collaborated with leading business and professional organizations to conduct large-scale original research and craft calls to action — for example, **Are They Really Ready To Work?**, our groundbreaking original research on workforce readiness — conducted in partnership with The Conference Board, The Society for Human Resource Management (SHRM) and the Partnership for 21st Century Skills — is driving a critical conversation about the intersection of work and education in the new century. We strengthened our

working relationships with legislators and participated in more Congressional briefings, forums and teleconvenings than ever before.

As we consider future scenarios, we are excited about expanding our cross-sector collaborative efforts to launch a **"Best of Congress"** award with Working Mother Media recognizing U.S. Senators and members of the U.S. House of Representatives for leadership in improving the quality of life for working families; **craft new legislation** with American Business Collaboration to increase Dependent Care Assistance Program limits; and convene a **CEO Summit** with The Conference Board, Partnership for 21st Century Skills, and SHRM to address workforce readiness.

Since we released our first statement of principles — *Early Childhood Education: A Call to Action from the Business Community* — 35 states have adopted early learning platforms. We've since released statements of principles on workplace flexibility and afterschool, and we'll release a fourth on youth transitions in 2007. We know we are part of a far-reaching, enduring effort making a difference in the lives of working families.

This Annual Report serves as your invitation to join the esteemed corporate and legislative leaders, foundation partners, organizations and government agencies who work with us to educate, communicate, convene, and collaborate to influence public and private policies to meet the needs of all American working families.

Donna Klein
Founder, CEO and President
Corporate Voices for Working Families

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Strategic Evolution of Our Work

Corporate Voices for Working Families was founded when a small group of business leaders accepted a Congressional challenge to organize a national corporate voice around the issues of working families. With the ambitious goal of surfacing issues that often hover below the corporate radar, Corporate Voices formed its vision to *improve the lives of all working families through bipartisan policy solutions built through collaboration with policymakers and other stakeholders.*

Since then, our work has evolved to include five defined pillars that encompass the broad lifecycle of working families, recognizing the needs of a changing workforce:

- Early Childhood Education and Afterschool Care
- Family Economic Stability
- Worker Flexibility
- Mature Workforce
- Youth Transitions

This report highlights our 2006 accomplishments and examines the work ahead. As we celebrated our fifth anniversary, we focused on strengthening our collaborative approach to create knowledge, enhance outreach efforts, and begin to address the root causes of poverty.

We also reflected on our accomplishments, evaluated our priorities, questioned assumptions, and strengthened our strategies to leverage public, private and nonprofit collaborations to:

- Proactively seek opportunities to educate bipartisan legislators to influence policy
- Broaden communication of the business case for investing in working family policies and practices
- Commission additional research on emerging issues and policy trends and disseminate findings to far-reaching constituencies
- Host innovative forums for learning and create tools to encourage employers to adopt best practices, moving them into mainstream business practices.

Our Collaborative Approach

Corporate Voices is the only national business membership organization representing the private sector voice in the dialogue on public policy issues related to working families. We have engaged an increasing number of collaborators — powerful corporate partners, government relations experts, non-profit organizations, and government agencies to achieve our mission.

Our 50 corporate partners are national leaders in developing family support policies for their own workforces. Collectively these corporations employ more than 4 million individuals throughout all fifty states, and report annual net revenues of over \$1 trillion.

In addition to our corporate partners, we affiliate with high-powered leaders in government relations and policymaking arenas. More than 50 experts participate on our Task Forces, which act as advisory bodies to each of our program areas. The Task Forces are made up of representatives of our partner companies and advocates who have agreed to lend their issue-area expertise. Additionally, many of our partner companies' government affairs representatives participate on our Legislative Committee, which advises Corporate Voices on legislative policies, vets potential political statements, and acts as our representatives on Capitol Hill, as needed.

This past year we expanded our network of Strategic Outreach Partners (a current list is available on our website at www.cvworkingfamilies.org) by 55 percent to include 65 national community-based organizations, business coalitions and government agencies. This expansion significantly increased our ability to reach working families as these organizations facilitated the communication and dissemination of our resources to millions of their constituents.

“Corporate Voices for Working Families is a key organization in the country regarding work-life issues. No other organization has the ear of business or boasts a membership which includes over 50 companies making a difference in the lives of working families. Corporate Voices and CVS Caremark share the same core values which put people first.”

Stephen M. Wing, Director, Government Programs, CVS Caremark

Partner Companies

Abbott Laboratories	Knowledge Learning Corporation
Accenture	KPMG
Allstate Insurance Company	Lehman Brothers
AOL	LifeCare
AstraZeneca	Lucent
Bank of America	Marriott International, Inc.
Baxter Healthcare	MassMutual
Booz Allen Hamilton	Mellon Financial Corporation
Bright Horizons Family Solutions	Merck & Company, Inc.
Ceridian	Metropolitan Life Insurance Co.
Citigroup	Morgan Stanley
CVS/pharmacy	Office Depot
Deloitte & Touche, LLP	Philip Morris
Discovery Communications	Phoenix Companies
Eli Lilly Company	Providian Financial
Ernst & Young	PNC Financial Services Group, Inc.
Glaxo Smith Kline	Qorvis Communications
Goldman, Sachs & Co.	Sodexo, Inc.
Harris, Rothenberg	Texas Instruments
H. E. Butt Grocery Company	Time Warner, Inc.
HP	The TJX Companies, Inc.
IBM	Wachovia
ICF International	WFD Consulting
Johnson & Johnson	Work Options Group, Inc.
JPMorgan Chase	WorkSource Partners

Current Funding Partners

Our work is possible through the generous support of our corporate and Foundation funding partners.

The Alfred P. Sloan Foundation	The Hitachi Foundation
The Annie E. Casey Foundation	IBM Corporation
Baxter International	Marriott International
Charles Stewart Mott Foundation	Merck
CVS/pharmacy	Philip Morris USA Youth Smoking Prevention
The Ford Foundation	

Accomplishments and Strategic Course

Workplace Flexibility

Assessing and promoting workplace flexibility as a strategic management tool to unleash creativity in how hourly and managerial employees achieve business results.

In 2006, our workplace flexibility project entered a new research phase focused on identifying, articulating and disseminating the business case for lower-wage hourly flexibility. This new research built on the conclusions in Corporate Voices' 2005 groundbreaking workplace flexibility report, *Business Impacts of Flexibility: An Imperative for Expansion*.

The result: *Workplace Flexibility for Lower Wage Workers* — a comprehensive review of current knowledge that yielded key insights:

- There is a vast “flexibility gap” in lower-wage jobs. Though less available to lower-wage employees, flexibility may actually have a greater impact on both the well-being and productivity of lower-wage workers.
- The lack of success stories coupled with a limited knowledge of available options stand firm as barriers to implementing flexibility in lower-wage jobs.
- Closing the flexibility gap in lower-wage jobs will require experimentation.

Workplace Flexibility for Lower Wage Workers led to a grant from the Alfred P. Sloan Foundation to support an original research project on lower-wage workplace flexibility. The project, which began in January 2007, will focus on successful implementation of workplace flexibility for hourly and lower wage workers. Workplace flexibility for lower income workers is an area where there is great potential for impact and change. This project will not only create broader awareness about lower wage flexibility but will also provide practical information about the conditions and practices that make flexibility for lower wage workers possible and profitable. The materials and communications that result will provide employers with implementation tools and business impact information that has not been previously available.

This research project will answer critical questions about lower-wage workplace flexibility:

- What motivates the use of flexibility?
- What are the critical success factors from both employee and organizational perspectives?
- How do organizations deal with and overcome the barriers to flexibility?
- What business results have been achieved in the areas of talent management, human capital outcomes and financial performance?

WORKPLACE FLEXIBILITY TASK FORCE

- **Annette Byrd**, U.S. Manager, Work/Life Support, GlaxoSmithKline
- **Jodi Davidson**, Director of Diversity, Campus Services Division, Sodexo
- **Christine Fossaceca (co-chair)**, Vice President & Manager, Work Life Solutions, JPMorgan Chase
- **Maryella Gockel (co-chair)**, Director, Work Life Integration, Ernst & Young
- **Howard Inman**, Director, Diversity & Work Environment, Merck & Company, Inc.
- **Sharon K. Klun**, Manager, Human Resources, Accenture
- **Nina Madoo**, Director, Workplace Strategies, Marriott International, Inc.
- **Donna Namath**, Community Relations and Work/Life Initiatives, Baxter International
- **Stan Smith**, National Director, Employer of Choice, Next Generation Initiatives, Deloitte & Touche LLP
- **Evelyne Steward**, Vice President, Discovery Communications
- **Barbara Wankoff**, Director of Workplace Solutions, KPMG
- **Anise Wiley-Little**, Director, Diversity and Work Life, Allstate Insurance Company

Corporate Voices' Workplace Flexibility work is supported by grants from the Annie E. Casey Foundation, the Ford Foundation, the Hitachi Foundation, and the Alfred P. Sloan Foundation.

Youth Transitions

Ensuring that teens and young adults, especially those from disadvantaged families, have the support they need to make successful transitions to higher education, work and life.

In 2006, we formed a Youth Transitions Task Force, with representatives from our partner companies, to help frame the issues agenda and provide input on developing a set of best practices. At the same time, Corporate Voices partnered with The Conference Board, the Partnership for 21st Century Skills, and the Society for Human Resource Management to conduct a Business and Education Survey. Realizing the growing challenge to find skilled professionals in an ever-increasingly competitive marketplace, the coalition surveyed more than 400 U.S. employers to investigate the current state of readiness of new entrants to the workforce. The Task Force played a significant role in helping shape the survey, inform the analysis of raw data, provide case studies, and communicate results.

The published results — *Are They Really Ready to Work? Employers' Perspectives on the Basic Knowledge and Applied Skills of New Entrants to the 21st Century Workforce* — clearly indicate that young adults entering the workforce lack basic academic and business skills needed to compete effectively in the global marketplace.

The report garnered much media attention, including an exclusive granted to the Financial Times, followed by numerous journal articles and appearances by Corporate Voices' CEO on CNBC, MSNBC, and CNN's Lou Dobbs Tonight. The CNBC story alone reached 86 million households in the U.S. and Canada, and 231 million more households worldwide.

Given the enormous stake that it has, the business community must take a leadership role in ensuring that America's children and youth will have a chance to succeed in the workforce. The Youth Transitions Task Force is developing a Statement of Principles on Youth Transitions programs and policies for the business community to be adopted by Corporate Voices' partner companies.

To further facilitate dialogue and action, Corporate Voices will collaborate with its survey partners to convene thought leaders and strategic stakeholders from business, education and non-profit communities to engage in innovative cross-dialogue. The outcome will include recommendations for strategies to broadly reframe learning and education including formal pre-K-12 schooling, afterschool, higher education, and community-based learning. To further influence policy and action, select recommendations will be presented at a CEO Summit where business leaders from across the nation will come together as a single voice for improving workforce readiness.

“To succeed in today’s workplace, young people need more than basic reading and math skills. They need substantial content knowledge and information technology skills; advanced thinking skills; flexibility to adapt to change; and interpersonal skills to succeed in multi-cultural cross-functional teams.”

J. Willard Marriott, Jr., Chairman and CEO, Marriott International, Inc.

YOUTH TRANSITIONS TASK FORCE

- **Barbara Anderson**, Vice President of Education, Knowledge Learning Corporation
- **Wendy Breiterman**, Director, Health & Wellness Partnerships, Johnson & Johnson
- **Brooke Brownlow**, Vice President, Benefits, Compensation & Corporate HR, H. E. Butt Grocery Company
- **Andy Chaves**, National Youth Programs Manager, Workforce Effectiveness and Diversity, Marriott International, Inc.
- **Debbie Cohen**, Director of Work/Life Effectiveness, Time Warner, Inc.
- **Heidi Crapol**, External Affairs, Philip Morris USA
- **Maria Ferris**, Manager, Work/Life and Women's Initiatives, Human Resources, IBM Corporation
- **Patrick Flavin**, Manager of Government Programs, TJX Corporation
- **Melissa Hough**, Sr. Manager, YSP Programs, Youth Smoking Prevention, Philip Morris USA
- **David Kass**, Executive Director, Fight Crime: Invest In Kids
- **Sharon Klun**, Manager, Human Resources, Accenture
- **Lesli Marasco**, HR Director, Childcare Solutions, Abbott
- **Darlene Moehling**, Manager, Youth Smoking Prevention Programs, Philip Morris USA

- **Kristen Piersol**, Area Workplace Solutions Manager, Mid-Atlantic, KPMG
- **Karen Pittman**, Executive Director, The Forum for Youth Investment
- **Elyse Rosenblum (chair)**, Senior Consultant, Corporate Voices for Working Families
- **Charnetia Young**, Regional Learning Center Coordinator, CVS/pharmacy
- **Peg Walton**, Associate Director, NAM
- **Mark Vasu**, WorkSource Partners

Corporate Voices' Youth Transitions work is supported by grants from Baxter International, the C.S. Mott Foundation, and Philip Morris USA Youth Smoking Prevention.

Family Economic Stability

Educating lower-wage workers about public and private sector resources to increase job opportunities, improve financial stability, build assets, and enhance productivity.

The fourth edition of our popular *Employer Guide: Educate Your Employees About Benefits They've Earned* was released for the 2007 tax season. This comprehensive Guide offers a variety of communication tools for companies interested in helping their lower-wage employees access the federal benefits they have earned through tax credits, such as the Earned Income Tax Credit (EITC) and Child Tax Credit (CTC), and programs providing assistance with health care, food, and home heating costs. The Employer Guide is widely distributed to the business community, policymakers, and our Strategic Outreach Partners, including the IRS. With all of these national distribution channels, we conservatively estimate that 10 million working families gained access to the Employer Guide in 2006.

The *Employer Guide* is a critical component of our work to build the business case for business to engage on issues that are important to their lower-wage workers and their families. By using the popular EITC as a springboard to begin a broader discussion of employers' role as intermediary between lower-wage employees and other social support services, Corporate Voices works to strengthen lower-wage working families, create working conditions more conducive to success, and promote economic self-sufficiency. An important piece of this work will be our new focus on health care literacy.

"Employees earn these benefits every day they work, but so many do not know how to navigate the maze of programs and paperwork in order to access their rewards."

Donna Klein, Founder, CEO and President, Corporate Voice for Working Families

“Over the next five years, an important focus area for Corporate Voices will be to fully engage the Washington public policy offices of its member companies. The litmus test of whether working family issues like the Earned Income Tax Credit (EITC) become ‘bottom line’ business issues will be whether companies become engaged in these issues as government relations priorities. We see this on environmental issues today and Corporate Voices needs to position working family issues in the same way.”

Jim O’Connell, Vice President, Government Relations and HR Policy
Ceridian Corporation

FAMILY ECONOMIC STABILITY TASK FORCE

- **Larry Aber**, Professor, Applied Psychology, Steinhardt School of Education, New York University
- **Terry Bond**, Vice President, Families and Work Institute
- **Donna Cohen-Ross**, Outreach Director, Center on Budget and Policy Priorities
- **Jodi Davidson**, Director of Diversity, Sodexo
- **Emily DeMaria**, Director, Assets for Family Success, United Way of America
- **Patrick Flavin**, Manager of Government Programs, TJX Companies, Inc.
- **Douglas Gould**, President, Douglas Gould & Co., Inc.
- **Mark Greenberg**, Executive Director, Task Force on Poverty, Center for American Progress
- **Clifford Johnson**, Executive Director, Institute for Youth, Education & Families, National League of Cities
- **Simon Lopez**, Senior Workforce Development Coordinator, National Council of La Raza
- **Nina Madoo (Chair)**, Director of Workplace Strategies, Marriott International, Inc.
- **John Monahan**, Senior Fellow, Center for the Study of Social Policy
- **Hilary Pennington**, Vice Chairman, Co-Founder, Jobs for the Future
- **Dr. William Spriggs**, Department of Economics, Howard University
- **Mark Vasu**, Business Development, WorkSource Partners
- **Steve Wing**, Director, Government Programs, CVS

Corporate Voices’ Family Economic Stability work is sponsored by the Annie E. Casey Foundation, Baxter International, the Ford Foundation, the Hitachi Foundation, and Marriott International.

Mature Workforce

Helping companies retain the mature workforce by rethinking retirement and related human resource policies and supporting employees caring for children, grandchildren and elders.

In 2006, Corporate Voices partnered with WorldatWork and Buck Consultants to conduct a survey evaluating the impact of the aging workforce on business. The primary objective was to assess the degree to which employer respondents consider the pending retirement of baby boomers, coupled with fewer younger workers in the pipeline, to be a significant issue. *The Real Talent Debate: Will Aging Boomers Deplete the Workforce?* highlights the survey findings based on responses from 487 organizations. With only 42% of employer respondents believing that the aging workforce issue is significant, the report encourages organizations to “conduct a thorough evaluation to gauge business risk as a result of the aging workforce.” The report also explores innovative initiatives for the retention of older workers, knowledge transfer implications, and strategies for leveraging older workers for business advantage.

Additionally, Corporate Voices will continue to engage businesses in considering issues affecting mature workers. Unlike other issue areas, there is no general business consensus around best practices for mature workers in general or lower-wage mature worker specifically. Moving forward, Corporate Voices can be the catalyst to ignite that dialogue.

MATURE WORKFORCE TASK FORCE

- **Lois Backon**, Vice President, Families and Work Institute
- **Tyrone Burno**, Sr. Manager Human Resource Manager, Diversity & Work/Life, Allstate
- **Annette Byrd**, US Manager, Work/Life Support, GlaxoSmithKline
- **Tom Carey**, Vice President, Sales & Government Business, LifeCare
- **Debbie Cohen**, Vice President, Human Resources, Time Warner, Inc.
- **Jodi Davidson**, Director of Diversity, Sodexo
- **Maria Ferris (co-chair)**, Manager, Work/Life and Women’s Initiatives, IBM Corporation
- **Barbara Hoenig**, CVS/pharmacy Consultant
- **Gail Hunt (co chair)**, Executive Director, National Alliance for Caregiving
- **Howard Inman**, Director, Diversity & Work Environment, Merck & Co, Inc
- **Nina Madoo**, Director of Workplace Strategies, Marriott International, Inc.
- **Diane Piktialis**, The Conference Board
- **Denise Singleton**, Assistant Vice President, MetLife
- **Marianne Stook**, Vice President, Marketing Services, LifeCare
- **Sandra Timmerman**, Director, MetLife Mature Markets
- **Sandy Vangilder**, Senior Vice President and Head of Diversity, JPMorganChase
- **Anise Wiley-Little**, Director, Diversity and Work Life, Allstate
- **Stephen Wing**, Director, Government Programs, CVS/pharmacy

Corporate Voices’ Mature Workforce work is sponsored by grants from CVS/pharmacy, IBM, and Merck.

Early Childhood and Afterschool Care

Supporting policy initiatives that improve the quality of early childhood learning opportunities and afterschool programs to give children the best chances for success in school and life.

One of Corporate Voices' initial products came from a partnership with the Business Roundtable, a highly regarded association of leading CEOs from U.S. corporations. With their help, our very first policy agenda was born with the release of a joint statement: *Early Childhood Education: A Call to Action from the Business Community*. The power of this model can be seen in the 35 states that have adopted early learning platforms, partnering with businesses and communities to ensure that every child starts kindergarten prepared to succeed. We continue to communicate the importance of early learning as a cornerstone of our work and are proud of the influence we have had on this agenda.

This past year, we published the final components of a 3-part series of afterschool resources — *Business to Community Afterschool Toolkit* and *Community to Business Afterschool Toolkit* — to help direct and inspire proactive business engagement in afterschool programs and policies and develop lasting community partnerships. We continued to hold afterschool business forums, teleconvenings and Congressional briefings.

Moving forward, we are excited about our new partnership with the American Business Collaboration (ABC) around child-care affordability. Our two business coalitions will work together to advocate for the Dependent Care Flexible Spending Account (DCFSA) to be updated to meet the needs of today's workforce. The DCFSA was set up more than 20 years ago to allow parents to set aside pre-tax dollars for child care. Unfortunately, Congress has not adjusted DCFSA contribution limits since, and 1986 dollars don't begin to meet 2007 child care needs. Corporate Voices and the ABC will work to educate policymakers that updating the DCFSA's maximum contribution limits makes sense for children, working families and business.

AFTERSCHOOL TASK FORCE

- **Barbara Anderson**, Knowledge Learning Corporation
- **Vicky Banach**, Consultant
- **Brooke Brownlow**, Vice President, Benefits, Compensation & Corp. HR, H.E.B. Grocery Company
- **Debbie Cohen**, Director of Work/Life Effectiveness, Time Warner, Inc.
- **Marylou Fishman**, Consultant, WFD Consulting
- **David Gleason**, President, Bright Horizons Foundation for Children
- **Jodi Grant**, Executive Director, Afterschool Alliance
- **Elisa Kirkhorn**, Account Manager, LifeCare, Inc.
- **Darlene Moehling**, Manager, Youth Smoking Prevention Programs, Philip Morris USA
- **Karen Pittman**, Executive Director, Forum for Youth Investment
- **Stephen Wing**, Director, Government Programs, CVS/pharmacy

Corporate Voices' Afterschool work is sponsored by the C.S. Mott Foundation and Philip Morris USA Youth Smoking Prevention.

Best of Congress Award

For the past two decades, American corporations have made significant investments in support of working families. However, businesses know that despite their investment, they cannot address the challenges working families face alone. Policymakers are needed to assist companies in developing, sharing and achieving solutions. Political leaders are increasingly stepping up and developing policies and funding programs, at the national- and state-level, that increase the quality of working families' lives.

To support and promote Congressional involvement in advancing the lives of working families, Corporate Voices has joined forces with Working Mother Media to award U.S. Senators and members of the U.S. House of Representatives with the "Best of Congress" award every two years for exemplary leadership in this area.

"American corporations have made significant investments in supporting the challenges of working families. But businesses know that to have a sustained impact, public policy in support of working families is equally important to ensure a level playing field for all of America's workers. America needs policymakers to partner with business to implement long-term solutions. The 'Best of Congress' will recognize members of Congress who have made a concerted effort to enact or support policies that provide solutions to the dual challenges that America's working families face."

Donna Klein, Founder, President and CEO, Corporate Voices for Working Families

Upholding Our Mission

This report opened up with an invitation to join us, shared our accomplishments this past year, and highlighted our strategic plans for the future. In closing, we acknowledge that as we expand our reach and move more boldly into the legislative arena, we remain true to our mission:

- *To create a unified corporate voice* by bringing leading companies together with policymakers to forge a deeper understanding of working family issues.
- *To build greater commitment* to address the issues of working families and develop more innovative, sustainable public and private solutions than any one company or constituency can accomplish alone.
- *To leverage solutions* and the perspectives and expertise of our partners to influence policy and practice.

2006 Publications

With our focus on knowledge creation, in 2006 we published a variety of research reports and toolkits representing all of our pillars of work. A complete list of our free downloadable publications can be found at www.cvworkingfamilies.org.

- *Workplace Flexibility for Lower-Wage Workers*
- *Are They Really Ready to Work? Employers' Perspectives on the Basic Knowledge and Applied Skills of New Entrants to the 21st Century Workforce*
- *Corporate Investments in Afterschool*
- *Why Business Cares About Afterschool*
- *Business to Community Afterschool Toolkit*
- *Community to Business Afterschool Toolkit*
- *Employer Guide: Educate Your Employees About Benefits They've Earned*
- *The Real Talent Debate: Will Aging Boomers Deplete the Workforce?*

2006 Financial Statement

	2006
ASSETS	
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CURRENT ASSETS	
Cash	494,575
Unconditional Promises to Give	410,000
Other Receivables	
Prepaid Expenses	11,201
Total Current Assets	915,776
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PROPERTY AND EQUIPMENT	
Furniture and Equipment	28,255
Total Furniture and Equipment	28,255
Less: Accumulated Depreciation	-10,732
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NET PROPERTY AND EQUIPMENT	17,523
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OTHER ASSETS	
Investment - Deferred Compensation Plan	43,218
Security Deposit	7,610
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TOTAL OTHER ASSETS	50,828
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TOTAL ASSETS	984,127

LIABILITIES

CURRENT LIABILITIES

Accounts Payable	46,629
Accrued Leave	-212
Deferred Revenue	27,500
Total Current Liabilities	73,917

OTHER LIABILITIES

Deferred Compensation Plan	43,218
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TOTAL LIABILITIES	117,135
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COMMITMENT

NET ASSETS

Unrestricted	171,992
Temporarily Restricted	695,000

TOTAL NET ASSETS	866,992
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TOTAL LIABILITIES AND NET ASSETS	984,127
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Board of Trustees

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Elisa Kirkhorn

Account Manager
LifeCare

Thomas Lamb

Manager, Government Affairs
PNC Financial Services Group, Inc.

Bill M. Latimer

Vice President, Corporate Affairs
Bank of America

Frances Nam

Vice President, Government
Affairs
Sodexo

Jim O'Connell

Vice President, Government
Relations & HR Policy
Ceridian Corporation

Paul Thornell

CitiGroup

Alexandra Verveer

Senior Vice President, Public
Policy and Government Relations
Discovery Communications, Inc

Alison Weiss

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