



# Improving the Lives of Working Families

## About Corporate Voices for Working Families

Corporate Voices for Working Families is the leading national business membership organization representing the private sector on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we improve the lives of working families by developing and advancing innovative policies that reflect collaboration among the private sector, government and other stakeholders. To create this bipartisan support, we facilitate research in several areas that spotlight the intersecting interests of business, community, individuals and families: workforce readiness, family economic stability, flexibility in the workplace, and work and family balance. Collectively our 50 partner companies, with annual net revenues of more than \$1 trillion, employ more than 4 million individuals throughout all 50 states.

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# Dear Corporate Voices Partners and Friends:

When we formed Corporate Voices for Working Families in 2001, our goal was to engage the business community in social policy issues involving working families. And during the past eight years we have demonstrated — with the continuing help and support of our corporate, strategic and funding partners — what can be accomplished when you combine advocacy with business research, corporate best practices, and collaboration among key individuals and organizations in both the public and private sectors.

As a milestone for how far we have come on this journey together to improve the lives of working families, we can point with great pride to the visit and remarks by First Lady Michelle Obama at our Annual Meeting in May.

Quite clearly, in Mrs. Obama we have an eloquent and inspired advocate in the White House for the many important issues involving working families. And our continuing relationship with her staff establishes Corporate Voices for Working Families as the leading business advocacy organization on the work and family issues that are priorities for the Obama administration and for all of us.

While we continue to focus on corporate and public policy issues involving working families, we recognize that families prosper only to the extent that individuals have the opportunity to succeed and the support necessary to do so at every stage in life, beginning at birth and extending to retirement.

Consequently, we approach our programs and initiatives within the framework of four interrelated areas that apply equally to business success and the lives of individuals and working families: workforce readiness, workforce flexibility, family economic stability, and work and family balance.

Within this framework, a large and growing area of work for Corporate Voices involves helping not just at-risk young people but all young people succeed on the job and throughout life.

For instance, one of our most significant new areas of work involves leading the business engagement for Ready by 21, an approach aimed at improving the odds that young people will succeed throughout high school and be ready for college, work and life. Ready by 21 will extend our reach to business and other leaders in communities around the United States and will

enhance our work with our corporate and strategic outreach partners to ensure that all young people are prepared to make successful transitions to postsecondary education and career path employment.

Throughout this report you will see examples of our recent successes, significant accomplishments, and ongoing and upcoming initiatives. None would be possible without the generous support that we receive from so many friends, partners and funders — and without the dedication and talents of our staff, who are committed to meeting the challenges and opportunities of our growing organization.

On behalf of the Board of Corporate Voices for Working Families, thank you for your continuing interest, involvement and work to improve the lives of working families.

**Donna Klein**  
*Executive Chair and President,  
Corporate Voices for Working Families*

*“Through [Corporate Voices’] work, the private sector, government and other key stakeholders can have a real dialogue based on facts, find common ground and then develop innovative policies that can help employees manage their work and family obligations ... .”*

— Michelle Obama

Michelle Obama is shown from the chest up, speaking at a podium. She has short dark hair and is wearing a purple top with a colorful floral pattern and a dark purple corset-style belt with silver studs. A microphone is positioned in front of her. The background features a blue curtain with white stars, resembling the American flag. The podium has a blue sign with the word "Corporate" in white.

Corporate

# From Aspiration to Actuality

## Michelle Obama highlights the Corporate Voices Annual Meeting

The Corporate Voices for Working Families 2009 Annual Meeting, *The Next 100 Days: From Aspiration to Actuality*, provided a unique opportunity for many of the nation's leading businesses to discuss workforce readiness and work and family issues, specifically as they apply to low-wage employees.

A highlight of the event, held in Washington, D.C., in May, was the keynote speech by Michelle Obama, who talked about the importance of work-life programs to working families and to the competitiveness of American business. The meeting marked Mrs. Obama's first visit with corporations that have led the way in work and family issues and provided a venue for the First Lady to talk about one of the priority issues for her and the administration.

During her speech, the First Lady talked about her own childhood as the daughter of working-class parents. Her father, a blue-collar city worker, earned enough so that her mother could stay at home.

"She could afford to make the choice not to go to work while we were growing up," Mrs. Obama said. "That was how families balanced back then."

But times — and economic conditions and realities — have changed.

The First Lady said: "One income really doesn't always cut it anymore. And that's in my lifetime. In most families, both parents have to work, even if people want to make the choice to stay home."

Following her talk, Mrs. Obama met privately with members of the Corporate Voices Board of Trustees and others representing our corporate, strategic outreach and funding partners. That session provided the opportunity to share with the First Lady a number of insights and perspectives on work and family issues while providing examples of best-practice programs and initiatives developed by Corporate Voices partner companies.

Other highlights of the Annual Meeting include:

- We gained considerable insight from Jared Bernstein about the administration's key policy initiatives and agenda involving middle-class and low-wage working families. Bernstein is executive director of the White House Task Force on Middle Class Working Families and chief economist and economic policy adviser for Vice President Joe Biden.



*Jeanette Rivera Boria and Michelle Obama. Boria spoke about how her employer (Ethicon, a Johnson & Johnson company) helped her balance family and work commitments while caring for her ill mother.*

- In tandem with Mrs. Obama's talk, we released a comprehensive study, *Innovative Workplace Flexibility Options for Hourly Workers*, that looks at workplace flexibility options and programs involving hourly workers.
- Mrs. Obama's remarks and the release of the workplace flexibility study attracted national media attention, with stories in *The New York Times*, *The Washington Post* and several hundred other media outlets throughout the nation, including coverage on CNN.



# Collaborating for Change

Bringing together best-practice partner companies to enhance adoption of policy

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Corporate Voices for Working Families in 2001 first articulated the viewpoint that social policy advancement in the years ahead would require new and stronger partnerships among all stakeholders in the global economy — encompassing the private, public and nonprofit sectors.

That basic theory of change has formed the solid foundation for our past accomplishments and current and future initiatives.

## Success Crosses Sectors

The reality is that the interests of businesses, individuals, working families and communities intersect. Business depends on the success of family members — as current and future workforce participants to produce goods and provide services, and as consumers to purchase them. Today, more

than ever, the ability to succeed in school, on the job and throughout life depends on cross-sector partnerships. No one sector can do it alone — and the necessary engagement begins at birth and continues through retirement.

Quite simply, businesses, working families and communities succeed when individuals at all ages and at all socioeconomic levels prosper — and the competitiveness of American business is tied to the quality and skills of a workforce that is shaped and nurtured in a lifelong talent development pipeline.

## Creating and Influencing Policy

Our 50 partner companies understand this complex business and economic environment as best-practice organizations and leaders in developing programs and policy and engaging

in advocacy that acknowledges this complexity and the new behaviors it requires.

Consequently, in conjunction with our corporate, strategic outreach and funding partners, we combine research, collaboration, business best practices, legislative outreach and advocacy to adopt policies that ensure the mutual success of businesses, individuals and communities. Success for one requires the sustainability of the whole.

To this end, we work collectively to create and influence the adoption and advancement of corporate and public policy in the following areas:

- Workforce readiness
- Workplace flexibility
- Family economic stability
- Work and family balance





# Workforce Readiness

## Helping young adults overcome their greatest barrier to workplace success by being better prepared

As the Obama administration works to shine a light on the training and skills workers will need for the jobs of tomorrow, a report released by Corporate Voices in 2009 shows that U.S. employers continue to struggle with an ill-prepared workforce, finding that new hires lack crucial basic and applied skills.

The workforce readiness training report, written and published in collaboration with The Conference Board, the American Society for Training and Development, and the Society for Human Resource Management, highlights the importance of focusing on this crucial issue.

### Leading the Way

Our workforce readiness work continues to expand as we collaborate with a range of partners, become more involved in public policy and take on a number of new initiatives, including Ready by 21 (see page 6).

In fact, our many recent successes and accomplishments have positioned Corporate Voices for Working Families as the thought leader in both business best practices and public policy input among our nonprofit partners and the advocacy community.

For instance, we played a leading role in ensuring that disconnected youth were included in the American Recovery and Reinvestment Act, which President Obama signed into law in February. The bill included both the Disconnected Youth Employer Tax Credit and approximately \$1.2 billion in new money for youth training and employment programs.

In addition, we continue to be actively involved in research and policy work that spans the full range of the talent development pipeline from early childhood until an individual becomes a young adult embarked on a career path. For instance:

- We published a comprehensive set of public policy recommendations for workforce readiness. These recommendations formed the foundation for a policy paper outlining our youth training recommendations, *Alternate Pathways: A Key to Unlocking the Future for Disconnected Youth*, which we submitted to President Obama's transition team.
- In conjunction with Business Roundtable, we updated our early childhood education principles and called for a renewed emphasis on high-quality early care and

education in a policy paper, *Why America Needs High-Quality Early Care and Education*.

- We released and gained widespread news media coverage for our comprehensive workforce readiness training research study and report, *The Ill-Prepared U.S. Workforce: Exploring the Challenges of Employer-Provided Workforce Readiness Training*.

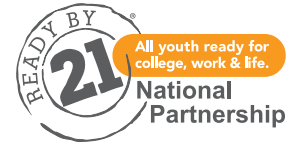
### Moving Forward

As we build on the solid foundation of research as well as public and corporate policy initiatives, we are eager to work even more closely in the months ahead with our ever-expanding group of partner companies and strategic partner organizations to pursue the goal of ensuring all young people are prepared to make successful transitions to postsecondary education and career path employment.

And we are extremely gratified by the opportunity presented to us through a significant grant by the Bill & Melinda Gates Foundation to become even more engaged in work that highlights the intersection of our low-wage and workforce readiness initiatives with that foundation's commitment to increasing business support for postsecondary attainment.

# Ready by 21

Increasing the odds that young people will succeed in college, work and life



Recognizing that far too many young people in the United States are not prepared to succeed in school, in careers and as citizens, the Ready by 21 Challenge is a call to action for business, state and community leaders to think and act differently about preparing all young people for college, work and life. The Ready by 21 Partnership has

an ambitious yet doable goal: provide young people the support and opportunities necessary to beat the odds and succeed.

## Leading the Way

As one of the eight national Ready by 21 partners, Corporate Voices is responsible for leading business engagement that extends for the first time the reach of our research, partner companies' best practices, and model programs and advocacy directly into local communities. Ready by 21 represents a significant expansion of our workforce readiness work.

Our focus for the remainder of 2009 and through 2010 will be the continuation of increasing awareness at the national level about the need for business involvement in workforce readiness and new efforts locally in the Southeast region of the United States. We will concentrate our activities to begin in at least 10 major cities to refine our approach.

In each community, we are meeting with business and community leaders, including members of the local chamber of commerce; creating awareness about the scope of the workforce readiness problem facing our young people, businesses, communities and nation; and providing training and other resources to enhance the collaboration

that is necessary between business and nonprofit leaders.

## Moving Forward

Our workforce readiness work and Ready by 21 efforts, supported by a significant multi-year grant from Philip Morris USA, an Altria company, will continue to expand in coming months, with the intention that we will launch a national CEO Roundtable on Youth in fall 2010. The Roundtable will be a standing body of CEOs committed to improving outcomes for children and youth, which includes ensuring they are prepared for work.

Melissa Hough joined Corporate Voices for Working Families in May to head our Ready by 21 work as vice president of workforce readiness, business and community engagement. Melissa has a wealth of experience in the public and private sectors, working most recently at the Forum for Youth Investment where she helped build the Ready by 21 Partnership.

Sara Toland joined us in August as senior manager of workforce readiness, business and community engagement.

And Jennifer Weber, who joined Corporate Voices in 2008, completes the Ready by 21 team as manager of workforce readiness, business and community engagement.

*“The challenge is not that leaders don’t care or don’t know about the problems facing young people in their communities. The problem is that they don’t know how to fully harness their current efforts to make sustained progress.”*

*“With organizational leaders working together, the objective is to help all those serving a community to make better use of resources, reduce overlap and fill the gaps. The result is better quality and more effective outcomes for youth.”*

— Karen Pittman  
Co-Founder, President and CEO  
The Forum for Youth Investment

# Flexibility and Work and Family Balance

Demonstrating that flexible work options drive long-term business success

With the increasing economic and social pressures faced by working families and the challenges of balancing work and life, providing flexible workplace options is more crucial for individuals and businesses than ever. Through our research, modeling of corporate best-practice initiatives and legislative outreach, Corporate Voices continues to spotlight flexible work options that benefit employees and contribute to the overall strategic success of employers.

## Leading the Way

### *Flexibility for Hourly Workers*

In conjunction with Michelle Obama's visit and remarks at our Annual Meeting about family and work issues and balance, we released the results of our comprehensive workplace flexibility study involving hourly workers, *Innovative Workplace Flexibility Options for Hourly Workers*.

The study, written by WFD Consulting and supported by a grant from the

Alfred P. Sloan Foundation, shows that workplace flexibility initiatives for hourly employees are as successful as those designed for professional staff. And businesses that offer hourly employees flexible work options find that they are critical management tools that enhance recruitment, retention, engagement, cost control, productivity and financial performance.

### *Best of Congress Award*

We are continuing to build on the great success of our initial Best of Congress Award recognition in September 2008, which served to significantly increase the visibility of working family issues among members of Congress and the public in general. In January 2009, we distributed to all members of Congress a copy of our *Best of Congress Directory* along with a special letter to the incoming freshman class encouraging them to review the family-friendly office policies of the award recipients as models for their own office policies.

And in partnership with Working Mother Media, plans are well under way for the next Best of Congress Award recognition, which will be featured in *Working Mother* magazine and highlighted via national news media coverage in September 2010.

### *Affordable Child Care*

Also, with the support of the American Business Collaboration for Quality Dependent Care, we have made



significant progress in our efforts to increase Dependent Care Flexible Spending Account (DCFSA) limits, making child care more affordable to working families. Although legislation is still pending in Congress, we have been a strong advocate for increasing the cap on the DCFSA from the current maximum of \$5,000 a year — a figure that has been unchanged since 1986 — to \$7,500 a year, indexed for inflation.

## Moving Forward

The success of the affordable child care initiative — along with our other legislative outreach — reflects the generous support and engagement that we continue to receive from our partner companies and from the many individuals who share their time and talent. It also highlights the fact that Corporate Voices as an organization is now well positioned to continue to engage with the administration and Congress to affect legislation in concert with the all-important participation of our partner companies.

*“I was able to sit down with the congressman and use your Best of Congress Directory to help us develop what I believe to be an outstanding package for our young team.”*

— Jason Linde  
Chief of Staff  
Congressman Bill Foster (D-Ill)

# Family Economic Stability

Advancing policies that help low-income employees succeed and achieve economic self-sufficiency



*“I read an article about your workplace lactation program initiative for working families on Working Mother magazine online. This is EXCELLENT! I am a breastfeeding, working mother and became the ambassador for my company’s workplace lactation program.”*

— Online comment from reader  
in Westerville, OH

The economic recession of the past year has been an especially difficult time for families and businesses. But Corporate Voices continues to expand our work on promoting family economic stability by collaborating with businesses, policymakers and other organizations to help increase job opportunities, improve financial stability and enhance productivity.

## Leading the Way

Led by a task force of Corporate Voices partner companies, and in partnership with Abbott Nutrition and other organizations, we released a workplace lactation toolkit, *Workplace Lactation Programs: Good for Working Families, Good for Business*. The toolkit is filled with information for business managers (in English and Spanish) about how to develop and implement workplace lactation programs. The first-of-its-kind program aims to reduce the primary barriers to breastfeeding for hourly and low-wage working mothers.

In addition, as part of our continued legislative outreach and advocacy involving public and corporate policies, we teamed with Abbott Nutrition to distribute the toolkit to federal policymakers and to educate members of Congress, their staff and government agencies on the business and health benefits of workplace lactation for hourly workers.

Our *Employer Guide to Benefits Your Employees Have Earned* continues to be one of our most important and successful projects. The 2008 edition of the employers’ guide continues to use the Earned Income Tax Credit as a platform to help low-income employees take advantage of a host of federal benefits, including the Child Tax Credit and Medicaid.

We also helped Johnson & Johnson create visibility and use of access2-wellness, a program that provides an access portal to thousands of free and discounted prescription drugs for those who are uninsured or underinsured.

## Moving Forward

We are engaged in an exciting and important new project in partnership with Working Mother Media to identify and recognize the best companies for hourly employees.

The recognition, modeled after *Working Mother’s* highly regarded and influential “100 Best Companies for Working Mothers” list, will put the national spotlight on the best companies for hourly workers and highlight best practices throughout the American business community. Those companies included on the “Best Companies for Hourly Workers” list will be featured in the May 2010 issue of *Working Mother* magazine and honored at a celebration in New York City.

# 2009 Corporate Partners

Abbott Laboratories	Ernst & Young	MassMutual Financial Group
Accenture	First Advantage	Merck & Co., Inc.
Allstate Insurance Company	Ford Motor Company Fund	Metropolitan Life Insurance Company
AOL	GlaxoSmithKline	Morgan Stanley
AstraZeneca	Goldman Sachs & Co.	Office Depot, Inc.
Bank of America	H. E. Butt Grocery Company	Philip Morris USA, an Altria Company
The Bank of New York Mellon	Hewlett-Packard	The Phoenix Companies, Inc.
Baxter International Inc.	ICF International, Inc.	PNC Financial Services Group, Inc.
Booz Allen Hamilton	ING Foundation	RSM McGladrey
Bright Horizons Family Solutions	Johnson & Johnson	Sodexo, Inc.
Children's Creative Learning Centers	JPMorgan Chase	The TJX Companies, Inc.
Citi	Knowledge Learning Corporation	Wachovia
CVS Caremark	KPMG LLP	WFD Consulting
Deloitte & Touche, LLP	LifeCare	Workplace Options
Eli Lilly and Company	Marriott International, Inc.	WorkSource Partners

# 2009 Funding Partners

Abbott Laboratories	Charles Stewart Mott Foundation
Alfred P. Sloan Foundation	Ford Foundation
American Business Collaboration	The Hitachi Foundation
The Annie E. Casey Foundation	Johnson & Johnson
AT&T Family Care Development Fund	Marriott International, Inc.
Baxter Healthcare	Philip Morris USA, an Altria Company
Bill & Melinda Gates Foundation	W.K. Kellogg Foundation

# Statements of Financial Position

December 31, 2008 and 2007

<i>Assets</i>	<i>2008</i>	<i>2007</i>
<b>Current Assets</b>		
Cash in Bank — Checking and Money Market	\$ 263,659	\$ 954,433
Unconditional Promises to Give	238,000	40,000
Prepaid Expenses	2,433	—
<b>Total Current Assets</b>	<b>504,092</b>	<b>994,433</b>
<b>Property and Equipment</b>		
Furniture and Equipment	53,314	36,225
Web Site Development	9,800	—
<b>Total Property and Equipment</b>	<b>63,114</b>	<b>36,225</b>
Less: Accumulated Depreciation	(29,345)	(17,905)
<b>Net Property and Equipment</b>	<b>33,769</b>	<b>18,320</b>
<b>Other Assets</b>		
Investment — Deferred Compensation Plan	76,867	60,382
Security Deposit	7,610	7,610
<b>Total Other Assets</b>	<b>84,477</b>	<b>67,992</b>
<b>Total Assets</b>	<b>\$ 622,338</b>	<b>\$ 1,080,745</b>



<i>Liabilities and Net Assets</i>	<i>2008</i>	<i>2007</i>
<b>Current Liabilities</b>		
Accounts Payable	\$ 130,792	\$ 87,304
Accrued Expenses	5,888	3,117
Deferred Revenue	—	15,000
Total Current Liabilities	136,680	105,421
<b>Other Liabilities</b>		
Deferred Compensation	76,867	60,382
Total Liabilities	213,547	165,803
<i>Commitment</i>		
<b>Net Assets</b>		
Unrestricted	189,541	352,442
Temporarily Restricted	219,250	562,500
Total Net Assets	408,791	914,942
<b>Total Liabilities and Net Assets</b>	<b>\$ 622,338</b>	<b>\$ 1,080,745</b>



# Corporate Voices Publications and Toolkits



Corporate Voices for Working Families, along with various partner companies and other nonprofit organizations, combines research, collaboration, model programs based on best practices, and public and private advocacy to improve the lives of working families and the odds that young people will succeed in school, on the job and throughout life.

All of our publications and toolkits are available on our Web site at [www.cvworkingfamilies.org](http://www.cvworkingfamilies.org). Recently published material includes:

## Research

- *The Ill-Prepared U.S. Workforce: Exploring the Challenges of Employer-Provided Workforce Readiness Training* (2009): Knowing that workforce talent is a major issue in global competitiveness, companies try to close the gap with readiness or remedial training but achieve less than satisfactory results.
- *Innovative Workplace Flexibility Options for Hourly Workers* (2009): This study examines the benefits of workplace flexibility for hourly workers and employers. The data for this comprehensive report highlight best practices for implementing innovative flexibility programs.

- *Tomorrow's Workforce: Ready or Not — It's a Choice the Business Community Must Make Now* (2008): The lack of skilled, entry-level talent is detrimental to the business community. This report shows how our nation's ability to compete in a changing and more competitive global economy is threatened.
- *New Ways to Build a Quality Workforce: An Employer's Guide* (2008): This guide teaches companies and organizations how to build a productive workforce. It requires a strong pool of new entrants who will continue the American traditions of innovation, research and development.
- *Workforce Readiness Principles* (2008): The U.S. economy depends on a strong pool of new entrants to the workforce. Improving workforce readiness of young people is a growing priority within the business community, and the principles are outlined in this report.

## Toolkits

- *Workplace Lactation Programs: Good for Working Families, Good for Business* (2009): This toolkit (available in English and Spanish) includes recommendations for employers on how to support employees with breastfed babies, guides for working mothers who breastfeed and other resources.
- *Employer Guide to Benefits Your Employees Have Earned* (2009): The guide provides detailed information about the Earned Income Tax Credit, Child Tax Credit, Medicaid and other federal benefits.

## Policy Recommendations

- *Early Childhood Education Principles* (2009): In this policy paper, Corporate Voices and Business Roundtable call for a renewed emphasis on high-quality early care and education.
- *Strengthening America's Competitiveness: Public Policy Recommendations for Workforce Readiness* (2008): Many young people are ill prepared for the rigors of higher education or productive work. There are public policy solutions — if we harness the public and private sector resources and will to succeed.

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President*



2600 Virginia Ave.  
Suite 205  
Washington, DC 20037  
Phone: 202.333.8924  
Fax: 202.333.8920

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