INTRODUCTION

2021 commenced and concluded with great promise and uncertainty. As we entered the season of the pandemic, our team planned how to emerge stronger on the other side. We are extremely grateful for the stories and progress that has taken place this past year, and are more attuned to the fact that our community and lives have been deeply changed. We find ourselves now back to our days as a start-up in 2013, less reliant on our established processes and programs, and more reliant on our ability to rapidly respond to our client and community needs with intentional programs.

As we [re]build the engagement and impact of our mission we hold loosely to our plans but tightly to our mission to show God’s love to those in need by providing an integrated path to holistic life change. Now more than ever, in the midst of uncertainty, we are grateful for your support as we walk together to show God’s love.

Throughout the pandemic, CityLink was fortunate to keep our doors open but many programs and partners were forced to halt service delivery or pivot on-line. In 2021, we were able to see all the programs and partners [re]open and [re]launch. We simultaneously worked with new partners to [re]design an approach to employment and saw our campus come to life through the [re]imagine campaign.

All of us have had to [re]calibrate our lives to some extent over this past year. We are fortunate to be in a community that is not dissuaded by challenge, because “challenge produces perseverance, perseverance produces hope and hope does not disappoint us”.

Thank you for being a part of our community.

The CityLink Team
[Re]Open

Our partners navigated their returns to work in ways that could allow them to safely serve our neighbors while continuing to run after their missions:
PerScholas, which trains individuals for careers in technology through their national best practice program, rapidly pivoted to on-line learning with the onset of the pandemic but in 2021 rejoined CityLink with live classes. Their technology infrastructure has allowed them to teach hybrid classes with ½ the class on-site and additional students joining remotely.

Cornerstone Construction restarted classes with students joining for hands-on training and soft skills from our on-site partners. Numbers for classes were low as many individuals evaluating entry level labor positions have immediate and higher paying options. Those who completed the classes continued to find abundant job opportunities.

CEO felt the impact of the pandemic as their vehicles needed to reduce capacity for their transitional job crews. Their team persevered and pushed on, offering a continuous avenue for re-entry for our community.

LearningGrove navigated the difficulty of managing a childcare center in the midst of the pandemic. Due to great protocols and staff, they were able to maintain regularity of service but also experienced a decline in enrollments as more parents were unemployed and at home.

With a reduced number of clients entering programs, ChangingGears was able to shift their focus from new vehicle sales to vehicle repairs. And spent a tremendous amount of time and energy preparing for their facility move which took place in October.
[Re]Launch

The difficult decision was made to temporarily close Social OTR and pause the culinary training program in 2020 at the onset of the pandemic.

In 2021 Findlay Market began exploring [re]launching and [re]opening. We were incredibly blessed to have a former restaurant Advisory Council member, Travise Maier approach us to help relaunch. With Travis’ extensive experience as regional director of Jeff Ruby’s, we were excited to see what he would create. Travis re-envisioned the restaurant as a Meat & 3. A southern cooking concept that filled a niche at Findlay Market, capitalized on the lunch crowd, could offer a more accessible price point, and offered the breadth of cooking skills needed for a solid internship. Simultaneously, we partnered with FCC, to run a culinary training program with them to provide a pipeline of interns to Chef George Zapas and his team at the stadium. So many people came together to make this possible, we are grateful for all their support.
A new launch took place thanks to great partners and volunteers.

A volunteer study identified the medical field and specifically Phlebotomy as a career track that could be of interest and significant benefit to our clients. Independently, our partners at CPS Aspire approached us with interest in supporting the launch of Phlebotomy with their partner MACC (Making A Change Cincy). We were grateful for this new opportunity and launched our first class on July 6, 2021. The program yielded incredible results with the graduates completing a 6-week on-site course, a 3-week internship and all of them achieving employment. We look forward to scaling this in 2022 and beyond.
[Re]Design

We never anticipated that having a core value of Agility would come in so handy as in 2020 and 2021.

As we geared up a new employment partnership, the incredibly strong labor market needed a new type of approach to support entry level employees. We were so fortunate to be working with pragmatic, intentional and employee focused employers. As our employment partners worked to secure the new employees, our team and partners created a phased employee support program. Having an employee support program that spans on-boarding and initial work at their employer allows conversations to go from theoretical to practical. Employees are supported in a phased approach from their first month through their first year with the foundations in employment, financial education, and barrier removal services. They then advance with what services they need; all while being supported to invest in themselves by their employer. Seeing initial success, the program was expanded to include 2 additional employers in the pilot. We look forward to expanding this approach in 2022 with more targeted employers.
[Re]Imagine

There was a constant swirl of activity in the rear of campus as heavy machinery brought down a building, constructed another, and buildings were brought back to life for new purposes. Donors rallied to the call and helped surpass the $5.3MM target in just 18-months. Construction continues into 2022.
In addition to expanding our physical infrastructure, CityLink’s team also [re] imagined how we could support our clients through Next Level.

For years, we have thought about ‘mentoring’ but have been reluctant to create a structure which inherently has an imbalance. We know that our clients have so much to offer our volunteers and one another, so we wanted to equip them to share their strengths. Next Level is a peer group that is facilitated by one of our alumni who is supported by one of our volunteers. Jaime piloted the group with support from Susannah. Jaime not only led the group but also helped women who were transitioning find housing and gave other guidance that only she could give...having already walked in their shoes.
CityLink Center’s model allows us to flexibly react and respond to the changing needs of the community.

As a portfolio management approach, we are constantly seeking to understand what services are most in need and how we best serve our clients. Since our inception, this has looked like an evolution towards longer term programs that allow us to have more time, relational equity, trust, and support for our clients. As the community adjusts to the changes the pandemic has brought to our lives. We are excited to continue pushing for increased outcomes for our clients; focusing on the life change and how we can continue our support of clients over even a longer horizon.
2021 By the Numbers

245 / 462
New clients / unique total clients engaged in services

144
Clients attended a total of 413 SmartMoney workshops to establish budgets and plans for managing their money

168 clients went on to engage in one-on-one financial counseling appointments to tackle specific goals
+ 15 clients paid off $86,124 in debt
+ 29 clients saved $47,657
+ 8 clients gained $66,922 in investments
+ 22 clients received tax filing support
+ 5 clients qualified for home purchase

26
Changing Gears had 26 clients start their path to vehicle ownership

194
Changing Gears served 91 clients with 194 repair visits

146
Greater Cincinnati Behavioral Health provided 146 counseling session to 25 clients

81
Per Scholas graduated 81 clients from their technical training

72
CEO served 72 clients through transitional employment, 26 of which already gained permanent employment

19
Cornerstone Construction graduated 19 clients, of which 16 started employment

101
Volunteers covered

1,039
Shifts serving

3,155
Hours served
Financial Review/How We’re Fueled

Our community has generously continued to support our mission to reach more neighbors.

In 2021, CityLink received $2,256,898 dollars of investment from our community and incurred total operating expenses of $2,179,138 dollars. During this same period, donors invested $1,301,085 dollars in our campus expansion.

Operating expenses breakdown to: $1,756,322 of Program Expense, $272,110 of Management & General, and $150,706 in fundraising expenses.

Major Donors
- A&A Wall Systems
- Calvary Industries, Inc.
- FC Cincinnati Foundation
- HiFive Development Services
- JBM Packaging
- Johnson Investment Counsel
- King’s Electric
- LiveWell Capital
- Macy’s/Bloomingdale’s
- Model Group
- Nehemiah Manufacturing
- PM Foundation
- PNC Charitable Trust
- Prasco
- Procter & Gamble Fund of The Greater Cincinnati Foundation
- The Clorox Company
- The Duke Energy Foundation
- The Echo Restaurant
- The Harvest Group
- Total Quality Logistics
- Turner Construction
- Verizon
- Wealthquest
- Western & Southern Financial Group
- Women’s Fund of The Greater Cincinnati Foundation

Additional Supporters
- 84.51
- A & A Safety, Inc.
- Access Audio
- All Life Foundation
- Alpine Valley
- Americano
- Aztec Services Group, INC.
- Chevrier Cyprus
- Cheviot Savings Bank Charitable Foundation
- Core Impact
- David Slaughter Photography
- Deaconess Association Incorporated
- Diversified Facility Solutions
- Encore Precast, LLC
- Frost Brown Todd LLC
- George and Mary Jo Budig Family Foundation
- Graeters
- Ingage Partners
- James E. Evans Foundation
- KATZEN International, Inc.
- Keating, Muething & Klekamp PLL
- Kroger
- Learning Grove
- Maize
- Mighty Good
- Nada/Boca Restaurant Group
- PBSI Technology Solutions
- PepsiCo
- Phillips Family Fund of The Greater Cincinnati Foundation
- R&W Heating, Inc
- Red Dog Pet Resort & Spa LLC
- Scheeler Financial Group
- Schneider Electric North America Foundation
- Second Chance Quilts
- SEI - Cincinnati, LLC
- SURE Mechanical
- Thermo Fisher Scientific
- Tide
- Tony Arrasmith & Associates
- Tramonte & Sons LLC

Church Supporters
- Brightstar Community Church
- Compass Community Church
- Crossroads Church
- Highpoint Lighthouse Baptist Church
- Landmark Church
- Miracle Deliverance Worship Center
- Montgomery Presbyterian Church
- New City Presbyterian Church
- Providence Baptist Church
- Queen City Church
- Wyoming Baptist Church
On the Other Side

Last year, we spent time focused on how we could emerge from the challenges of the pandemic Stronger on the Other Side. We invested in infrastructure and improvements which have set us up organizationally for sustained impact.

As we reflect on 2021, we walk in the confidence of serving a constant God in a time of uncertainty. Any illusions of control have been stripped away from us and we attempt to maintain a posture of seeing where God is calling, seeing where our neighbors have needs, and discerning how we can quickly act to fulfill our calling and those needs.

We are immensely grateful for the clients who trust us to walk with them, our partners who bring their expertise and programs to our community, our volunteers who have continued to bring compassion and capacity to our work, our donors for fueling this work and our God for allowing us to be a part of this journey.

We are filled with the joy, hope, and determination of what God has called us to. **We look forward with expectant hearts to what is ahead.**