2015

TRANSFORMING COMMUNITIES THROUGH BUSINESS

Annual Report
TELLING THE STORY OF ASSETS OVER THE LAST YEAR IS A PRIVILEGE AND A JOY, AND A REMINDER OF WHAT IS POSSIBLE WITH THE SUPPORT OF A GENEROUS COMMUNITY!

LETTER FROM ASSETS’ EXECUTIVE DIRECTOR

ASSETS’ purpose is to reduce poverty and help build vibrant, sustainable communities — all through business. As you well know, business isn’t just a tool for profit; it makes many more things possible. Many businesses share their profits with organizations like ASSETS. Businesses deliver essential goods and services and create meaningful employment and strong communities.

But our vision is not just to see Lancaster (and Central Pennsylvania) supported by business but transformed by business: by increasing business ownership among women and people of color and increasing the number of social enterprises that seek to address social and/or environmental challenges through their business models.

We now have more than a year of innovative new programs to support micro enterprise and social enterprise under our belts.

We went from $0 in assets under management a year ago to over $600,000 today — all invested in businesses that are changing the game for their owners and employees. Those investments proudly boast zero losses despite the high risk of the borrowers.

Entrepreneurs we have the pleasure to work with are improving their credit, growing their businesses, hiring new employees and providing peer support to one another — proving the strength of social capital within low-wealth communities.

As we reported at this time last year, investing in new solutions is essential to create economic opportunity in a city where the poverty rate has increased more than 50% since 2000. We simply can’t afford business as usual, and we can’t do this work alone.

Please read through this report, and join us in our work to transform communities through business as an entrepreneur, a business, a volunteer, or a donor!

With gratitude,

JESSICA KING
Executive Director
LETTER FROM ASSETS’ BOARD CHAIR

ASSETS’ purpose is to use business as a tool to reduce poverty and help build vibrant, sustainable communities.

We do this in many ways: The Learning Circles prepare aspiring business owners for self-employment. The Lending Circles provide access to capital to business owners who would otherwise have difficulty getting funding for their business. The Women’s Leadership Circles empower women from diverse backgrounds to use their leadership in transforming their communities. The Social Enterprise Pitch challenges entrepreneurs to use their creativity and imagination to define business models that inherently make a positive impact on the community.

And each year, we challenge ourselves to find new ways to support the business community to make a positive social impact, and engage the larger community in this endeavor.

This year, we launched the “Transforming Communities through Business” Breakfast Series designed to engage and involve the larger community in conversation around creating positive social impact. It has been delightful to witness a room full of active participants from diverse backgrounds at each event exploring a wide range of concepts from “innovation for good” to “opportunity for all.”

As we look ahead to next year, we are excited to pilot a program called “Measure What Matters.” This program, through B Lab, is designed to help businesses assess how they are performing in terms of employee, community and environmental impact. This assessment will challenge all of us to improve our businesses to continue to build a vibrant, sustainable community around us.

As more people join us in our quest to transform communities through business, we generate more ideas and options. With your support, enthusiasm and participation, we look forward to another exciting year implementing these ideas.

With gratitude,
SRIRUPA DASGUPTA
Board Chair

ASSETS’ PURPOSE IS TO USE BUSINESS AS A TOOL TO REDUCE POVERTY AND HELP BUILD VIBRANT, SUSTAINABLE COMMUNITIES.
We are committed to the transformation of our communities and have made a transformation ourselves. We have refreshed our logo and updated our mission statement to reflect our renewed, innovative focus on alleviating poverty and supporting business as UNusual.

Our new mission statement is to

CREATE ECONOMIC OPPORTUNITY by CULTIVATING ENTREPRENEURIAL LEADERSHIP to ALLEVIATE POVERTY and BUILD VIBRANT, SUSTAINABLE COMMUNITIES.
For Falesha Martin, the Turn N Headz salon is more than a business. Falesha has a passion for helping women with troubled or abusive pasts build their self-esteem. She also has a heart for young girls going through the foster care system. And, she is committed to offer high quality transracial hair care services. She believes that if you look good, you also feel good! Falesha opened her salon, Turn N Headz, in October of 2013. She operates two different salons out of one location – one especially for young girls and one for women. Using funding from ASSETS to purchase products and equipment, Falesha also decorated her salon. But the ASSETS Lending Circles are more than just a loan for Falesha. She says, “The other business owners actually empower me to keep going when times get tough.”
ESPINO’S PIZZA

Ramon Espino worked as a cook in a pizza shop in New York City for 28 years. After he moved to Lancaster, his family encouraged him to establish his own business making New York Style pizza. But, with no collateral and some past credit issues, Ramon was denied financing at banks. With some private financing, he was finally able to rent a space for the shop and get the business off the ground. He then received a micro-loan from ASSETS to help cover some inventory costs. Since 2013, he has seen his profits increase 35%. Through his work with ASSETS, Ramon is actively repairing his credit in the hopes of one day purchasing the building in which he currently operates.

Lending Circles

A program offering credit-building microloans for entrepreneurs who would struggle to access capital from a traditional financial institution. In the first full year of operation, the Lending Circles program made 21 loans to local businesses. To date, Lending Circle participants have a 100% repayment rate.

LENDING CIRCLES OVERVIEW

- Microloans for your business (typically starting at $1,200)
- Improve your credit score
- Become an expert in growing your business through regular group-learning sessions
- Build a network of like-minded entrepreneurs
- Learn how to ensure your business has a positive impact on the community
- Prepare to access larger loans moving forward (from ASSETS or graduate up to other financial institutions)

Technical Assistance

This year, we provided 1-on-1 assistance ranging from business plan development to loan readiness.

PROGRAM DATA & FINANCIAL REPORT

- **162** Jobs Created or Retained
- **174** Total Clients Served
- **878** Total Individuals Served
- **72** Businesses Created or Reinforced

323 W Lemon St, Lancaster, PA
717-207-9237
SOCIAL ENTERPRISE SERVICES

A SOCIAL ENTERPRISE IS A MARKET-BASED, INCOME-GENERATING ENTERPRISE THAT AIMS TO ADDRESS A SOCIAL AND/OR ENVIRONMENTAL PROBLEM THROUGH ITS BUSINESS ACTIVITIES. SOCIAL ENTERPRISES FOCUS ON A TRIPLE-BOTTOM-LINE: PEOPLE, PLANET, AND PROFIT.

The Great Social Enterprise Pitch
Together with the Lancaster County Community Foundation, we launched the Great Social Enterprise Pitch in 2014. The goal of The Pitch is to accelerate the start-up and promotion of local businesses with a social or environmental mission imbedded in the business model. In 2015, we took the competition to the next level. Twelve teams were accepted into the program, with 8 eventually moving on to the Crowdfunding phase of the competition, where they set a new record by raising $42,500 to support their social enterprises. Finally, the five finalists moved to the Live Pitch, where they competed for a chance to win over $50,000 in prizes. The 300-person crowd cheered on as The Stroopie Co. took home the first place prize.

Social Impact Investing Fund
In 2014, ASSETS made our first Social Impact Investment. A sizeable, flexible low cost loan was made to The Lancaster Food Company, a Lancaster-based social enterprise start-up that seeks to hire people with barriers to employment and pay them a “thriving” wage through producing a variety of healthy food products. To date, the company has hired 13 employees, with plans to bring up to 30 more on board in the coming 24 months.

ASSETS TRULY UNDERSTANDS BOTH THE IMPORTANCE OF SOCIAL IMPACT BUSINESSES LIKE OURS AND PATIENT CAPITAL.

LANCASTER FOOD COMPANY
Charlie Crystle and Craig Lauer have a passion for food. And, they have a passion for having a positive impact on the local economy. With the help of a loan from ASSETS, the two friends opened The Lancaster Food Company in 2014. The company makes certified organic breads and spreads from local ingredients when possible. And, they hire people out of poverty, offering them thriving-wage jobs. They serve as a model and inspiration for other companies looking at the Triple Bottom Line of people, planet and profit.
STRENGTHENING COMMUNITY

ASSETS INTENTIONALLY INVESTS IN THE LEADERSHIP OF WOMEN, WHO ARE UNDERREPRESENTED IN BUSINESS AND ORGANIZE LEADERSHIP IN LANCASTER COUNTY

Women’s Leadership Circles

Women have a powerful role to play in transforming the community through business. The Women’s Leadership Circle is a 10-week program designed for women leaders and entrepreneurs interested in using their leadership in a transformative way that impacts life, business, and community. We held three of these circles last year, impacting the leadership abilities of a diverse group of 30 women.

JULIE SARAGOSA
Precision Imports Inc.

Because of the Women’s Leadership Circle, I run my business, Precision Imports Inc., more consciously, more authentically aligned to my values and ethics. I recommend the Women’s Leadership Circle to any woman interested in understanding her own business / non-profit organization more intimately, more profoundly, a terrific way to meet new women in leadership positions and speak openly in a non-judgment zone.

4 S State St, Brownstown, PA
AutoRepairBrownstown.com

TRANSFORMING COMMUNITIES THROUGH BUSINESS BREAKFAST SERIES

This ongoing monthly breakfast series, which began in May 2015, seeks to facilitate conversation to help Lancastrians create stronger and more sustainable, healthy community through business. Each month, the keynote address or panel discussion focuses on a topic related to increasing the impact of small businesses within our community. Topics have ranged from “Community Capital” to “Opportunity for All.” To date, hundreds of people have attended these breakfasts.
THANK YOU TO OUR DONORS & SUPPORTERS

INDIVIDUAL DONORS & SUPPORTERS
Past Twelve Months

Alden, Steve
Bender, Roy & Connie
Benoliel, Leslie
Bingaman, Anne
Brown, Paul R.
Brubaker, Luke
Calhoun, Philip L.
Campbell, Tina & Max
Carlson, Steve
Clarke, James
Clemmer, Dennis & Fern
Clymer, J Paul and Esther
Coleman, Jonathan & Katherine
Crystle, Charlie
Cutler, Tracy & Andy
Dasgupta, Sita & Pablo Jenik
Duval, Ann
Eby-Good, Carol
Engle, Fred
Engle, Jocelyn
Esbenshade, Linda
Esh, Elaine & Eric
Farmer, Wes & Hilda Shirk
Frey, David
Gallagher, Kate
Giberson, Rhiannon
Glazer, Alan
Glenn, Gerard
Glenn, Gerard & Monika
Griffith, Joshua & Sarah
Groff Jr., Robert
Guenter, Ronald A.
Harnish, Sandra
Haverstick, Patricia & Kreg Weaver
Hershey, Lyle & Jeanne
Hershey, Harold
Hess, Anita F.
Hess, Evelyn J.
Hess, Rachel & Dennis Maust
Higgs, John
High, Marcy & Rick
High, S. Dale & Sadie
Hill, Caroline Nunan
Horning, Don & Carol
Horst, Jeffrey & Alicia
Huber, R. Dale & Leitina
Hurst, Chad & Coleen
Johnsen Martin, Kirsten & Tim
Kautz, Kevin
Keating, Lawrence
Keeler, Jacob & Nancy
Keim, Melody
Kemp, Amanda
Kennel, Eric & Elizabeth
King, Jay E.
King, Jessica & Chad Martin
Kraybill, J. Elvin & Esther
Kraybill, Peter
Kurtz, Norman
Landis, Emily
Leaman, Ivan & Mary Ellen
Lengacher, Jean
Luft, David G.
Maccabe, Hugh
Margerum, Leah
Martin, Robert & Nancy
Martin, Torrie
Martino, Scott
Mathew, Johnney
McGahan, Sarah
McLlwaine, David
McSparron, Jr., Clark & Ethelmae
Miller, Jerry Lee
Neff, Nancy & Sam
Nesteruk, Hedi
Newsom, Greg & Juji Woodring
Nolt, Joseph & Julia
Oberholtzer, Donovan & Carol
Oppenheimer, Rick & Joanne Judge
Parker, Eric
Peifer, Jane & Daryl
Petersen, Matthew & Natalie
Petersen, Paul & Vicki
Ranck, Louise
Rangoonwala, Juzer
Regitz, William
Ressler, Gerald
Ressler, Kevin & Melissa
Rohrer, Deborah
Roman, Karen
Sanches, Nicosedes
Sauder, Clair & Doris
Sauder, Clair & Nancy
Sauder, Jay & Bonita
Saunders, Kendra J.
Schlonger, Craig & Ann
Schmucker, James
Schoch Rosenfeld, Julia & David
Selch, Nicholas
Smucker, John & Myrna
Snively, Marshall
Spicher, Carol & Jim
Spiziri, Danielle
Stacks, MacDonald & Phyllis
Stamm, Richard
Stoner, Melissa A.
Suarez, Nelson
Talarico, Donna
Veitch, Boyer & Mary
Waller, Fred & Lynette
Waters, Susan & Charles
Waters, Day
Weaver, Crystal
Weaver, Sheldon
Wenger, Chester L.
Wenger, Phil
Yoder, Sylvia
Zimmerman, Shane & Ginny
Zorrilla, Amy & Andres
Zorrilla, Hugo & Norma

ORGANIZATIONS AND BUSINESSES
Past Twelve Months

360 Lancaster
Anchor Development
Applied Educational Systems
Cargos Systems
City Limits Realty
City of Lancaster
Community Mennonite Church of Lancaster
Cortazzo Foods
EG Stoltzfus
Forest Hills Mennonite Church
Fulton Bank
Garber Metrology
Gibbel Keybill & Hess LLP
Harbor Compliance
Hershey Advisors
HVAC Distributors
Lancaster Arts Hotel
Lancaster County Community Foundation
Lehman Insurance Agency Inc
LSACAC Inc.
Masters Advisors
McNees Wallace & Nurick LLC
Melissa Engle Photography
Moxie House
MT Accounting Services
Neuber Charitable Trust
North Group
Nxbook Media
One2One
PNC Financial Services Group
Rhoads Energy
Ross Buehler Falk & Company LLP
Salon Enso
Sarah’s Hope Foundation
Shop Lancaster
Simon Lever LLP
SSBN
Summer Crow Photography
TCW Computers
The Candy Factory
The H&H Group
The Infanteer
The Steinman Foundation
Trotz Ebersole & Groff LLP
Tweed-Weber Inc
Underdog Foundation
United Service Foundation, Inc.
US Dept of Human & Health Services
Utility Keystone Trailers
Baldridge, Tom
Bernard, Doug

VOLUNTEERS
Past Twelve Months

Bingaman, Anne
Boydell Zorrilla, Amy
Campbell, Max
Coleman, Kate
Clymer, J Paul and Esther
Finn, Darren
Flett, Joann
Gallagher, Kate
Gibbel Kraybill & Hess LLP
Giberson, Rhiannon
Gillies, Sara
Guth, Dave
Haverstick, Trish
Hill, Caroline Nunan
Hershey, Harold
Hess, Anita F.
Hess, Evelyn J.
Hess, Rachel & Dennis Maust
Higgs, John
High, Marcy & Rick
Kautz, Kevin
Kemp, Amanda
Kemp, Erin & Elizabeth
King, Jay E.
King, Jessica & Chad Martin
Kraybill, J. Elvin & Esther
Kraybill, Peter
Kurtz, Norman
Landis, Emily
Leaman, Ivan & Mary Ellen
Lengacher, Jean
Luft, David G.
Maccabe, Hugh
Margerum, Leah
Martin, Robert & Nancy
Martin, Torrie
Martino, Scott
Mathew, Johnney
McGahan, Sarah
McLlwaine, David
McSparron, Jr., Clark & Ethelmae
Miller, Jerry Lee
Neff, Nancy & Sam
Nesteruk, Hedi
Newsom, Greg & Juji Woodring
Nolt, Joseph & Julia
Oberholtzer, Donovan & Carol
Oppenheimer, Rick & Joanne Judge
Parker, Eric
Peifer, Jane & Daryl
Petersen, Matthew & Natalie
Petersen, Paul & Vicki
Ranck, Louise
Rangoonwala, Juzer
Regitz, William
Ressler, Gerald
Ressler, Kevin & Melissa
Rohrer, Deborah
Roman, Karen
Sanches, Nicosedes
Sauder, Clair & Doris
Sauder, Clair & Nancy
Sauder, Jay & Bonita
Saunders, Kendra J.
Schlongerg, Craig & Ann
Schmucker, James
Schoch Rosenfeld, Julia & David
Selch, Nicholas
Smucker, John & Myrna
Snively, Marshall
Spicher, Carol & Jim
Spiziri, Danielle
Stacks, MacDonald & Phyllis
Stamm, Richard
Stoner, Melissa A.
Suarez, Nelson
Talarico, Donna
Veitch, Boyer & Mary
Waller, Fred & Lynette
Waters, Susan & Charles
Waters, Day
Weaver, Crystal
Weaver, Sheldon
Wenger, Chester L.
Wenger, Phil
Yoder, Sylvia
Zimmerman, Shane & Ginny
Zorrilla, Amy & Andres
Zorrilla, Hugo & Norma

*If we have made any errors or omissions in this list, please contact us.
**OUR TEAM**

**STAFF**

ANGELIQUE ARROYO  
Leadership Circles Coordinator

TINA CAMPBELL  
Director of Development

JONATHAN COLEMAN  
Director of Programs

DEB FLORES  
Lending Manager

JESSICA KING  
Executive Director

KAREN ROMAN  
Bookkeeper

ANDRES ZORRILLA  
Operations and Impact Manager

**BOARD**

SRIRUPA DASGUPTA  
(Chair)  
Upohar Ethnic Cuisines

JOSH GRIFFITH  
(Secretary)  
Fulton Bank

RUTH MELLINGER MARTIN  
(Vice Chair)  
Ten Thousand Villages

RICK OPPENHEIMER  
Vistage International, Inc.

KEVIN RESSLER  
Lancaster Meals on Wheels

FRED WALLER  
(Treasurer)  
Waller Tax and Financial Services

**ADVISORY BOARD OF PAST CHAIRS**

DON HORMING  
Community Representative

DAVID MCILWAINE  
HVAC Distributors, Inc.

RICK OPPENHEIMER  
Vistage International, Inc.

JOHN E. SMUCKER, II, ESQ.  
Bird-in-Hand Corporation

DEB ROHRER  
Leadership Lancaster

SHANE ZIMMERMAN  
Steinman Enterprises

**INTERNS**

KOFI ALORZUKE  
RANDY BERRIDGE  
CASEY CHESKEY  
CINTHIA LIU  
COURTNEY RINDEN  
NICOLE SAUDER  
FELIPE STORCH DE OLIVEIRA  
AMEESH UPADHYAY

**ASSETS 2015**

**FINANCIAL REPORT**

- **EARNED**  
  $7,497.18

- **INDIVIDUAL DONORS**  
  $61,623.00

- **SM. BUSINESS SPONSORSHIPS**  
  $16,865.00

- **FOUNDATION GRANTS**  
  $206,925.00

- **GOVERNMENT CONTRACTS**  
  $100,926.24

**INCOME**

- **Earned**  
  26%

- **Program**  
  16%

- **Fundraising**  
  4%

- **Management & General**  
  53%

**EXPENSE**

- **Program**  
  12%

- **Fundraising**  
  10%

- **Management & General**  
  77%

**NET ASSETS (YEAR-END)**

- **2014**  
  $40,406

- **2015**  
  $603,947
Help ASSETS work towards alleviating poverty in our community by increasing the diversity of local business ownership and encouraging businesses to use their enterprise as a platform to address some of our community’s most pressing problems.

assetsPA.org