



BUSINESS AS UNUSUAL

Assets Lancaster • Annual Report

2014



WHILE ASSETS HAS A HISTORY OF 20+ YEARS, WE ARE IN MANY WAYS, A BRAND NEW ORGANIZATION.

In this report, you'll see that using business as a tool for change is in our very DNA, but this year we took that to an entirely new level.

We launched more innovative and robust services, like Microloans and Women's Leadership Circles, for the clients we train in business fundamentals. But we also believe that in addition to supporting self-employment and business start-ups, impact can come *through* business models. This concept is social enterprise, and we are helping to create an ecosystem for it in Lancaster.

Investing in new solutions is essential. We see a Lancaster divided by race and class, with underrepresented rates of minority business ownership in the city and beyond. Read about our South Lancaster City Research Project and the steps we are taking to address equality and opportunity in solidarity with neighbors. Our vision: to support a diverse local economy that uses business as a tool for change and engage a new generation in business ownership.

In addition to our award-winning microloan pilot program, we are making our first sizable loan to and programmatic investment in a local social enterprise employing those with barriers to employment. This launches a revolving fund that will increase access to capital and support the creation of an impact economy in Lancaster.

These new approaches to using business as a tool for impact have been rewarded with grants, creating a baseline of support for this new chapter of ASSETS, but to truly meet the needs of the community and the impact we know is possible, we need your generous support!

Please take a few minutes to reflect on this year with us, and consider making a gift during the November 21 ExtraGive or through the enclosed envelope.

With gratitude,

A handwritten signature in black ink, reading "Jessica King".

JESSICA KING
Executive Director



Message
from

SRIRUPA DASGUPTA

BOARD CHAIR &
OWNER OF UPOHAR

(A SOCIAL ENTERPRISE)



WHY AM I SO INVESTED IN ASSETS?

Business ownership may not be for everyone. But for some, it can be the path to self-sufficiency and financial independence.

During the Partition of India, my paternal grandparents moved their family to Calcutta from what is now Bangladesh. They were refugees. I grew up hearing stories about how they had to leave everything behind and start over. How my grandfather started new businesses, and created alliances and partnerships to buy other businesses from English business owners leaving India. How he successfully used his businesses as a way to reestablish his family in the new city. I have always admired my grandfather's ability to create something out of nothing, and his tenacity and resilience. However, without his partners and alliances, he could not have accomplished all that he did.

Therefore, I wholeheartedly believe in ASSETS' mission to educate and support people, especially the underserved, who want to start and build their own business.

AND WHY SOCIAL ENTERPRISE IS SOMETHING YOU'VE DEDICATED SO MUCH TIME, ENERGY AND INVESTMENT IN?

I come from a family of entrepreneurs and social activists. (My maternal grandmother served with Mahatma Gandhi during Partition, and worked to resettle and rehabilitate refugees after the Partition.) Muhammad Yunus' concept of social capitalism, applying the for-profit model towards solving a social issue, brought these two worlds together for me. It's thrilling to be able to work for profit and for good at the same time.

"IT'S THRILLING TO
BE ABLE TO WORK
FOR PROFIT AND
FOR GOOD AT THE
SAME TIME."



PROGRAM OVERVIEW



LEARNING CIRCLES

FIRST STEPS IN BUSINESS PLANNING: MOVING BEYOND THE IDEA

5 Weeks

- Preparing for Self-Employment
- Defining Product or Service | Market Research
- Basic Financial Projections
- Final Decision-Making - Is Your Business a "Go or No-Go"?
- Pitch Session - Receive feedback on your business plan from local business leaders

FORMING A BUSINESS PLAN: MAKE YOUR BUSINESS A REALITY

5 Weeks

- Business Planning Basics
- Marketing Your Business
- Finances, Taxes and Legal Issues
- Planning for Impact – How to Make Sure Your Business Has a Positive Impact
- Pitch Session



LENDING CIRCLES

- \$1,200 or \$3,600 microloans for your business
- Improve your Credit Score
- Build a network of like-minded entrepreneurs
- Receive individual technical assistance and mentoring from experts
- Become an expert in growing your business through regular group-learning sessions
- Access larger loans moving forward

**All Lending & Learning Circles are offered in English and Spanish. Class dates are available online.*



**“MY EXPERIENCE WITH ASSETS
HAS HELPED SHAPE AND
STRENGTHEN MY BUSINESS
MODEL AND CONTINUES TO BE
AN EFFECTIVE RESOURCE AS MY
BUSINESS GROWS AND EVOLVES.”**

RACHAEL

Commonwealth on Queen

Women's Leadership Circle Client



**"I HAVE ENJOYED NETWORKING WITH
OTHER BUSINESS OWNERS WHO ARE
ALSO PASSIONATE ABOUT IMPROVING
THEIR PERSONAL FINANCIAL PLANS..."**



LASHONDA
Lending Circle Client



WOMEN'S LEADERSHIP CIRCLES

A 9-week program designed for women leaders and entrepreneurs interested in using their leadership in a transformative way that impacts life, business and community.



SOUTH LANCASTER CITY ECONOMIC DEVELOPMENT

An increased focus on South Lancaster City by ASSETS and other stakeholders is crucial for city-wide economic development because of the long-standing disparities between the southern and northern halves of the city including a poverty rate of 40% in South Lancaster City, nearly double that of North Lancaster City. We have gathered baseline

data about the economic condition of a significant portion of the city, and identified the private sector stakeholders who can be engaged in the work of economic development and increased access to prosperity for all Lancaster citizens.

**"WOMEN'S
LEADERSHIP
HAS A POWERFUL
IMPACT IN
BUSINESS AND
COMMUNITY."**

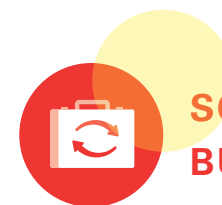
ANGELIQUE
*Women's Leadership
Circle Coordinator*



"I BELIEVE LOCAL SOCIAL
ENTERPRISE CAN MAKE THE
WORLD A BETTER PLACE FOR
THE NEXT GENERATION."

SAM FISHER

*Stewardship Innovation, LLC
manufacturers of The Solar Shepherd
(a nomadic animal grazing system)*



SOCIAL ENTERPRISE ACCELERATOR & BUSINESS PLANNING COMPETITION

A Social Enterprise Business Planning Competition was launched in 2014 to accelerate the seeding, start-up and promotion of local businesses with social or environmental impact embedded in the business model. Info sessions for the 2015 Pitch coming in January 2015. More information online.

THE GREAT SOCIAL ENTERPRISE PITCH

In August, the Great Social Enterprise Pitch culminated with five social enterprises pitching their ideas to judges and over 200 audience members. In this first-ever local Social Enterprise Competition created by ASSETS and the Lancaster County Community Foundation, over \$50,000 in cash and pro-bono services was invested in start-ups designed to impact local social or environmental challenges. First Place: *The Common Wheel*, a community bike center. Second Place: *Nomadic Animal Grazer*, a portable animal grazing system. Third Place: *Whimsy*, an apparel company that empowers at-risk women. More information on winners and contestants at assetslanaster.org/social

"THIS PROGRAM IS A
GREAT WAY TO
ENCOURAGE YOUNG
ENTREPRENEURS TO
NOT ONLY CREATE
JOBS AND TURN A
PROFIT BUT ALSO
IMPROVE THE LIVES
OF EVERYONE IN
OUR COMMUNITY."

CHRIS CALDWELL

Common Wheel



PROGRAM DATA



LAUNCHED 3 NEW PROGRAMS

**SOCIAL ENTERPRISE ACCELERATOR
& PITCH COMPETITION**

LENDING CIRCLES

WOMEN'S LEADERSHIP CIRCLE

RAISING AWARENESS

Over the past year, we've put effort into raising the profile of our organization and how we are advocating micro-business, minority-owned businesses, and social enterprise through numerous media outlets.

LNP & CPBJ News Articles

Radio Smart Talk Appearance

3 WGAL TV Reports

2 Appearances On 91.3 SACA Radio

230 Attendees at Social Enterprise Pitch

Presented at Educational Institutions

Millersville University

Eastern University

Champs Barber School



**SERVING THE
COMMUNITY**

405

*Total
Individuals
Served*

101

*Total
Clients
Served*

71

*Jobs Created
or Retained*

42

*Businesses Created
or Strengthened*

SOUTH LANCASTER CITY RESEARCH PROJECT

FULL REPORT FOUND AT [ASSETSLANCASTER.ORG](https://assetslancaster.org)

As outreach to and interest in the south side of the city increased, we realized there was something missing. No one knew exactly which businesses were operating in the south of the city, who owns the businesses, or what type of support they might need. Aiming to remedy this lack of much-needed information, we recently conducted a 3-month long mapping and survey project of businesses in South Lancaster City.

 **239**
Businesses Mapped

70
Businesses Surveyed

*South
Lancaster has*

2X
MORE POVERTY

*as North
Lancaster*



BUSINESS OWNER DEMOGRAPHICS



71%
MALE

29%
FEMALE



46%
HISPANIC

3%
AFRICAN AMERICAN

Despite Making Up 16.3% Of Population

DONORS & SUPPORTERS

INDIVIDUAL DONORS & SUPPORTERS

Past Twelve Months

Anonymous
Anonymous
Anonymous
Arnold, Dan
Bare, Robert & Elva
Bender, Roy & Connie
Benoliel, Leslie
Brubaker, Luke
Calhoun, Philip
Campbell, Bobbie & Steve
Clarke, James
Clemmer, Dennis & Fern
Cox, Dawn
Dasgupta, Srirupa
DeBerdine III, Michael
Engle, Fred
Esch, Eric & Elaine Lapp Esch
Eshleman, Daryl & Cheryl
Farmer, Wes & Hilda Shirk
Glenn, Gerard & Monika
Good, Howard & Gloria
Gorbey, Leslie
Griffith, Josh & Sarah
Groff Jr., Robert
Guenther, Ron
Harnish, Dave & Sandy
Hartzler, Kent & Stephanie
Haverstick, Patricia & Kreg Weaver
Henry, Jr, Douglass
Herr, Jason & Michele
Hersh, Kevin & Leanne Beidler
Hershey, Lyle & Jeané
High, Dale & Sadie
Hill, Caroline Nunan
Hobday, Gary
Horning, Don & Carol
Horst, Jeffrey & Alicia
Houser, Rod & Mary Lou
Hurst, Chad & Coleen

Kautz, Kevin
Keating, Lawrence & Jan Masland
Keeler, Nancy & Jake
Keim, Melody
Kennel, Eric & Elizabeth
King, Elam
King, Jessica & Chad Martin
Kirby, Anne
Kleiman, Rhonda
Kornhauser, Carol
Kraybill, Elvin
Kraybill, Peter
Leaman, Ivan & Mary Ellen
Lester, Elizabeth
Lutz, David
Maust, Dennis & Rachel Hess
McMichael, Elvin
Meck, Lynette & Gerald
Merryman, Amanda
Mundok, Jason
Musser, Thomas & Margie
Neff, Gary
Nolt, Joseph & Julia
Oberholtzer, Donovan & Carol
Oppenheimer, Paul & Joanne Judge
Orndorff, Shawn
Parker, Eric
Parra, Benjamin
Peifer, Jane & Daryl
Petersen, Matthew & Natalie
Petersen, Paul & Vicki
Regitz, William
Ressler, Kevin & Melissa
Rogers, Meyric & Nancy
Rohrer, Deborah & Charlie
Russo, Georgina & Thomas
Sanchez, Nico
Sauder, R. Clair & Doris
Sauder, Clair & Nancy
Saunders, Kendra
Schloneger, Craig & Ann
Selch, Nicholas
Smucker, John
Snyder, Melanie

Spicher, Carol & Jim
Stoltzfus, Lorna
Veitch, Boyer & Mary
Waterfield, Susan & Charles
Weaver, Irene
Weaver, Jim
Wenger, Galen
Yoder, Dale
Yoder, Sylvia
Yoder-Bontrager, Marlisa & Daryl
Zimmerman, Shane & Ginny

ORGANIZATIONS AND BUSINESSES

Past Twelve Months

Anchor Development
Candy Factory
Cargas Systems
City Limits Realty
City of Lancaster
Community First Fund
Community Mennonite
Church of Lancaster
E.G.Stoltzfus
Finanta
Forest Hills Mennonite Church
Four Seasons Produce
Fulton Bank
Garber Metrology
Gibble Kraybill & Hess
H&H
Harbor Compliance
Hershey Advisors
Infantree
John Frederick Steinman Foundation
John J. Jeffries
Lancaster City Alliance
Lancaster County Community Foundation
Lancaster360
Lehman Insurance Agency
Lutheran Church of the Holy Trinity
Masters Advisors
Mcnees Wallace & Nurick
MEDA

Melissa Engle Photography
Moxie House
MT Accounting Services
North Group Consultants
Nxtbook Media
One2One
Primitives by Kathy
Rhoads Energy
Sarah's Hope Foundation
Shop Lancaster
Simon Lever
Summer Crow Photos
TCW Computers
Trout, Ebersole & Groff
Tweed-Weber
Twin Pine Farm
Underdog Foundation
United Service Foundation
Utility Keystone Trailer Sales

VOLUNTEERS

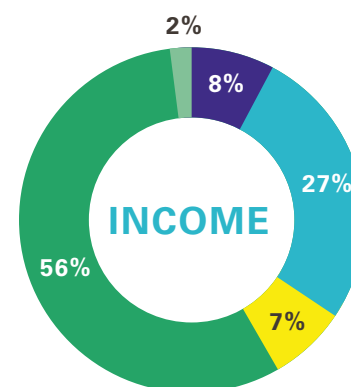
Past Twelve Months

Alvarez, Alex
Arnold, Dan

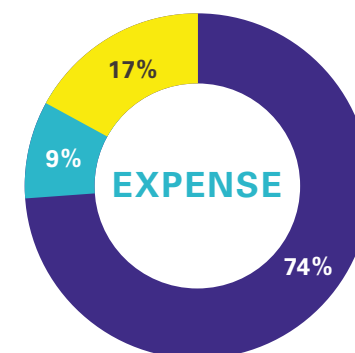
Baldrige, Tom
Campbell, Bobbie
Campbell, Steve
Campbell, Tina
Corso, Lauren
Crystle, Charlie
Dasgupta, Srirupa
Deiningner, Lindsey
Doxzon, Emily
Dulo, Dorothy
Elias, Evans
Engle, Fred
Finn, Darren
Flett, JoAnn
Good, Martha
Granbois, Kathy Pandelidis
Herr, Jason
Hill, Bernadette
Irwin, Stacey
Keim, Melody
Kile, Terry
Kleiman, Rhonda
Koser, Dave
Magbee, David

Margerum, Leah
Martin, Ryan
Martin, Torrie
McIlwaine, David
Mitchell, Melissa
Montali, Mike
Oppenheimer, Rick
Orndorff, Shawn
Parra, Fred
Rangoonwala, Juzer
Reed, Tim
Ressler, Kevin
Sharpe, Heather
Snyder, Megan
Soto, Miriam
Stark, Eric
Stark, Logan
Subedi, Khem
Torres, Maria
Waller, Fred
Wenger, Phil

*if we have made any errors or omissions in this list, please contact us



- Earned
- Individual Donors
- Small Business Sponsorships
- Foundation Grants
- Government Contracts



- Program
- Fundraising
- Management & General

STAFF

ANGELIQUE ARROYO

*Leadership Circles
Coordinator*

JONATHAN COLEMAN

Program Director

JESSICA KING

Executive Director

KAREN ROMAN

Bookkeeper

ANDRES ZORRILLA

Operations Manager

INTERNS

RANDY BERRIDGE

CINTHIA LIU

NICOLE SAUDER

AMEESH UPADHYAY

BOARD

SRIRUPA DASGUPTA

(Chair)

Upohar Ethnic Cuisines

JOSH GRIFFITH

(Secretary)

Fulton Bank

DAVID MCILWAINE

(Treasurer)

HVAC Distributors, Inc.

RICK OPPENHEIMER

Vistage International, Inc.

KEVIN RESSLER

(Vice Chair)

Lancaster Meals on Wheels

KHEM SUBEDI

Bhutanese Community

Development of Lancaster

JESSICA KING

Executive Director

ASSETS Lancaster (ex-officio)

ADVISORY BOARD OF PAST CHAIRS

DON HORNING

Community Representative

RICK OPPENHEIMER

Vistage International, Inc.

JOHN E. SMUCKER, II, ESQ.

Bird-In-Hand Corporation

DEB ROHRER

Leadership Lancaster

SHANE ZIMMERMAN

Steinman Enterprises



TO TRULY MEET THE NEEDS
OF THE COMMUNITY AND
THE IMPACT WE KNOW IS
POSSIBLE, WE NEED YOUR
GENEROUS SUPPORT!

THE EXTRA
ORDINARY
GIVE

NOVEMBER 21, 2014

EXTRAGIVE.ORG



LANCASTER COUNTY
COMMUNITY
FOUNDATION

Rodgers & Associates
"THE RETIREMENT SPECIALISTS"

MARTIN H. BAER CHARITABLE TRUST

FIND ASSETS IN THE LIST OF LOCAL
ORGANIZATIONS AT WWW.EXTRAGIVE.ORG

Make a gift of \$25 or more to support ASSETS
and increase our access to the ExtraGive's Stretch
Pool and Golden Ticket prizes!



**ASSETS LANCASTER CHANGES
LIVES AND PROMOTES ECONOMIC
DEVELOPMENT BY PROVIDING
BUSINESS SUPPORT SERVICES
TO ASPIRING ENTREPRENEURS IN
UNDERSERVED POPULATIONS.**

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ASSETSLANCASTER.ORG