



# **BUILDING BLOCKS** *of an* **EQUITABLE ECONOMY**

*2016 Annual Report*

Letter From

# EXEC. DIRECTOR



**JESSICA KING**

*Executive Director*

The longer we do this work of ‘transforming communities through business,’ the more we realize it is about far more than just working with entrepreneurs. In this annual report, we focus on the “building blocks of an equitable economy” and the essential collaboration and reach of this work to meaningfully engage businesses employees, customers, investors and donors.

Over the past two years, ASSETS has tripled in programs, budget, and staff to address an economy in Lancaster that isn’t working for all. In particular, women represent over half of the population but own only 25% of the businesses. People of color are even more underrepresented than women. And despite the best efforts of government and nonprofit sectors, our poverty rate has doubled over the past 15 years and stands at 30% in Lancaster City, with parts of the city as high as 70%.

And yet, Lancaster is the most charitably generous county in the state. We resettle 5x the number of refugees per capita than Pennsylvania’s biggest cities do. We are attracting people priced out of Philadelphia and New York who see that this small town has a whole lot going on and want to be invested in it. At ASSETS we’ve successfully received new funding and launched new programs to address the challenges above. There is SO MUCH that works, but so much that still doesn’t. We hope you’ll find stories in this report where you can see yourself, and see how simple actions can build a movement toward an equitable economy that works for all.

With gratitude,

A handwritten signature in black ink that reads "Jessica King".

Letter From

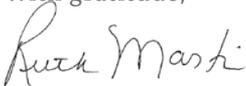
# BOARD CHAIR

I am delighted to serve as the ASSETS board chair this year. Being the board chair is both inspiring and humbling. It is inspiring to be part of a vision for using business for social good and to create change in Lancaster, yet humbling to know how much there is to do.

ASSETS is an organization filled with creative, inspired people whose enthusiasm and desire for change fills me with hope. The staff is dedicated and motivated. The board is developing, expanding and fully invested in the mission.

We had an exciting and eventful year! Thank you for your part in making it possible for dreams to take shape, for budding entrepreneurs to test their ideas and for women business leaders to succeed. Mother Teresa once said, "Be faithful in small things because it is in them that your strength lies." The choices we make every day can have a significant impact on the lives of those around us. We have more opportunities than ever to invest our time and our money in making a difference. Join us, be intentional, share our vision for a change.

With gratitude,



**RUTH MELLINGER  
MARTIN**

*Board Chair*

# PROGRAM OVERVIEW

## SMALL BUSINESS PROGRAMS

### WOMEN'S BUSINESS CENTER

Women have a powerful role to play in transforming the community through business. The Women's Business Center offers tools needed to help women change their communities through business.

#### *Business Start-up Learning Circles*

Entrepreneurs learn how to turn their business ideas into reality through this 10-week training program.

#### *Women's Leadership Circles*

Innovative program designed for women leaders and entrepreneurs interested in using their leadership to transform their lives, their businesses, and their communities.

#### *Seminars*

Regular seminar topics include: Business Start-up Basics, Legal Issues for Business, Social Media Marketing, Export Assistance, Government Contracting, and Finding Your Funding.

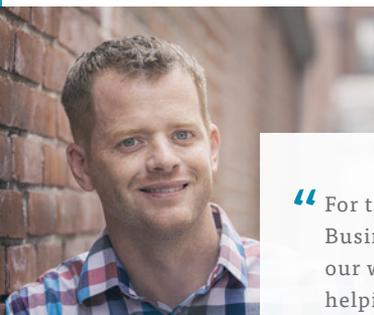
#### *One-on-One Consulting*

ASSETS consultants provide 1-on-1 support for entrepreneurs facing challenges as they seek to launch and grow their businesses.

### LENDING CIRCLES

Small loans of \$600-\$5,000 for entrepreneurs looking to build credit and prepare themselves for business expansion.





“ For the team at ASSETS, “Transforming Communities through Business” is more than just a tagline, it informs every aspect of our work. This is what I love about being at ASSETS—whether helping to move an entrepreneur from idea phase to launch, providing a microloan to build credit and prepare for future business growth, or consulting with a company on how to have more community impact, we continuously strive to innovate and improve so that our community is indeed transformed through the entrepreneurs we support. ”

**JONATHAN COLEMAN**  
*Director of Programs*

## IMPACT BUSINESS PROGRAMS

### THE GREAT SOCIAL ENTERPRISE PITCH

A friendly Idea Incubator and business planning competition for social enterprises, culminating in a public pitch event with over \$50k in cash and pro-bono prizes for the winners.

### MEASURE WHAT MATTERS

Existing businesses learn how to measure and improve their social and environmental performance through this innovative program, in partnership with B Lab and the B Corporation movement.

### IMPACT BUSINESS FUND

Creative financing for social enterprises seeking to provide thriving wage jobs for people currently living in poverty.

### IMPACT BUSINESS SEMINARS

One-off seminars that focus on how to transform the community through business.



**THE WOMEN'S BUSINESS CENTER HAS BECOME A PLATFORM THAT ALLOWS ME TO GIVE BACK TO MY COMMUNITY.**

## **WOMEN'S BUSINESS CENTER**

“ When the Women’s Business Center started this year, the opportunity to join the ASSETS team was exciting knowing I could play a role in assisting entrepreneurs with resources to build Lancaster. The Women’s Business Center has become a platform that allows me to give back to my community and be a part of a mission to build women’s leadership through business. The resources we provide meet the needs of women entrepreneurs at all types of levels, including one on one, small training groups, and seminars. It’s incredible seeing the great ideas that pass through our office on a daily basis, but even more incredible to see those women who use our resources to build their businesses! ”

**MELISA BAEZ**

*Director of Women’s Business Center*

## LENDING CIRCLES

“The ASSETS Lending Circle Program is designed to help entrepreneurs and small business owners have access to capital and technical assistance.

I am excited to join the ASSETS team as the Microloan Program Coordinator this summer because I know our program works! It is amazing how a little bit of encouragement and extra push can empower a person to make their dreams a reality. I love and appreciate how ASSETS serves as bridge for small businesses to get to the next level. It is great to be part of that journey with our entrepreneurs.”

**YESSENIA BLANCO**

*Microloan Program Coordinator*

IT IS AMAZING HOW A LITTLE  
BIT OF ENCOURAGEMENT AND  
EXTRA PUSH CAN EMPOWER  
A PERSON TO MAKE THEIR  
DREAMS A REALITY.





# **BUILDING BLOCKS** *of an* **EQUITABLE ECONOMY**



## **BUSINESSES**

*that are seeking greater social good through their work*



## **EMPLOYEES**

*in those businesses who may have some barrier and for whom that employment means something very significant*



## **CUSTOMERS**

*who have intentionally made decisions to shift their loyalty in purchasing to a business with explicit social impact*



## **INVESTORS**

*who are committed not just to a financial return but to a social return on investment*



## MELANIN ESSENTIALS

*Providing chemical-free,  
environmentally-friendly personal  
care products for women of color.*

“Being a social enterprise means that we not only want to make a profit, but we also want to accomplish three huge goals—help women of color transform the way that they treat their skin and hair, provide good jobs to single mothers, and combat environmental and bodily hazards of chemical ingredients.”

**OLAYINKA CREDEL AND SABA WILLIAMS**

*Owners of Melanin Essentials  
and 2016 Pitch Winners*

### ► BUSINESSES

# THE GREAT SOCIAL ENTERPRISE PITCH PROGRAM

ASSETS believes that businesses can and should do more to have a positive impact on their local community. The Great Social Enterprise Pitch was developed to seed ideas that are created for just that reason—all participating entrepreneurs were developing concepts that use a business model and revenues to have a positive social or environmental impact. This year, our third edition of The Pitch involved ten social enterprise ideas. In August and September, these ideas sought public support through crowdfunding, raising a total of \$60,000. Then, five finalists were chosen to participate in the Live Pitch on September 30, 2016. Winners received a prize package of over \$50,000, including cash and pro-bono services.

For more information, please visit  
[lancasterpitch.com](http://lancasterpitch.com)

# MEASURE WHAT MATTERS

## *Assess. Compare. Improve.*

For existing for-profit businesses seeking to measure their social, environmental, employee and governance policies and practices in order to compare their business against others in their industries and region, and to make plans for improvement—all for the good of the community.

We're particularly interested in businesses started and run by women, people of color and by social innovators to address Lancaster's opportunity gap. Women are more than 50% of our population but own just 25% of businesses. People of color need to more than double their rate of business ownership to reach parity. And incomes are even more unequal than ever with poverty increasing 50% since 2000. But creating opportunities for ownership moves us toward an equitable economy. Existing businesses that focus on their social impact and seek to improve it – through hiring, wages, governance and more – also move the needle on economic opportunity.

Last year, 14 companies participated in our pilot program and utilized the B Impact Assessment developed for B Corp Certification. B Corp is to business what Fair Trade or Organic certification is to food or LEED certification is to buildings. A 20-minute assessment gives a quick snapshot, 90 minutes gives the full impact report. After completing a full-impact report, ASSETS helps create a plan to improve company practices and help implement them strategically.

For more information, please visit [bimpactassessment.net/assetslancaster](http://bimpactassessment.net/assetslancaster)



“Measure What Matters has given us a clear path to assess, understand and quantify our business practices and business philosophy. It has provided a framework to investigate our own beliefs, recognize our opportunities for improvement and helped to structure an ongoing commitment to provide more meaningful and impactful results.”

**PETER BARBER AND BRIAN MCCASKEY**

*Co-Owners, TwoDudes Painting Company*



# EMPLOYEES OF IMPACT BUSINESSES

The surest path out of poverty is a good job. Tremendous impact can stem from intentionally hiring and providing supportive employment to those with barriers to employment like language, limited work history or prior prison records. Paying wages that keep people above the poverty line isn't new, but it is desperately needed and can turn the tide of poverty with deep dignity. Many of our clients are making this impact through their businesses.

“My name is Mary and I'm from Myanmar. My family came to the USA in 2013. I started working for The Stroopie Co. in 2015. I like my job because my schedule is nice for my children. When we lived in Myanmar and Malaysia, we were scared of the police. In the USA all the people are equal, so my family loves the USA. ”

**MARY**

*Stroopie Company Employee*

“I've been with The Lancaster Food Company (TLFC) for a year and I can't say enough about how life has changed for the better for me and my family. Not only do we have health insurance, but it's great, affordable coverage that doesn't take a chunk of my paycheck. Most companies' bottom line is just that...their bottom line. But not TLFC. TLFC considers what's best not only for the company but their employees and the community! ”

**TYSON**

*The Lancaster Food Company Employee*



“Revolution gave me something to look forward to at the mission, gave me an opportunity to earn money right on campus, and helped me get a job I absolutely love! They provided spiritual guidance, friendship, prayer and so much more. ”

**CHRISTINA**

*Revolution Employee*



“ We love the Lancaster Sweet Shoppe because it is locally-owned and the customer service is fantastic! It is great to shop at a store that gives back to the community. The Sweet Shoppe is a place for the whole family to enjoy! ”

**LAQUANDRA DE'SHON SWEENEY**

*Lancaster Sweet Shoppe Customer*

▶ CUSTOMERS

# CUSTOMERS OF IMPACT BUSINESSES

Each of us is a consumer. We make daily decisions about what we wear, eat, drive, etc. We deliberate about price versus quality. We make shopping decisions out of comfort, habit, convenience and connections. And our decisions matter: For every \$10 million spent at Amazon, just 14 jobs are created while that money spent at independent, locally owned stores creates 57 jobs (Institute for Local Self Reliance).

Local economies are the most efficient method to get the most money into the most hands – this is the equitable economy we seek. When a market of 600,000 people shifts just 10 percent of their spending from national to local they see 1,600 new local jobs and \$52 million in new local wages (Civic Economics). Consumers are powerful. Where we spend our money matters.

“ Shopping at Lemon Street Market allows me to feed my family some of the best locally sourced, unsprayed and non-GMO foods. I also like the idea of keeping our money in the community. Small businesses is what makes a place unique and worth visiting. ”

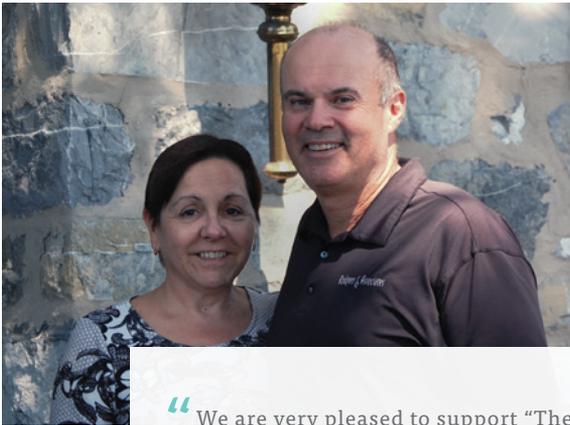
**DANNI SANTANA**

*Lemon Street Market Customer*



# DONORS & INVESTORS

Building an equitable economy takes creative investment. ASSETS has been able to build our loan funds with the help of creative donors and investors. Our clients have been able to finance their businesses with the help of non-traditional loans that meet them where they are and that fill a gap between market-rate investments and pure charity. This includes patient capital that may not see a financial return, but sees a return of capital PLUS a Social Return on Investment – the positive environmental or social outcomes of that investment. There are so many ways to invest in our community – we welcome conversations about what kind of investments YOU may be interested in making toward building an equitable economy.



Rodgers & Associates  
"THE RETIREMENT SPECIALISTS"

“ We are very pleased to support “The Great Social Enterprise Pitch.” This program provides an excellent way for established businesses and entrepreneurs to help encourage and support Lancaster’s newest innovators. Focusing on the social element provides these up and coming business leaders with a great foundation to build and continue their enterprises while contributing to their communities in a meaningful way. We love this program and all the enterprises involved. We’re just glad we don’t have to choose the winner! ”

JESSICA AND RICK RODGERS  
*Rodgers and Associates*

## INDIVIDUAL DONORS & SUPPORTERS

### Past Twelve Months

Alderfer, Steve  
Almodovar-Cora, Janell  
Alorzuke, Kofi  
Amstutz, Jim & Lorraine  
Anderson, Lowell  
Arnold, Dan & Jami  
Arroyo, Angelique  
Baldrige, Tom  
Barber, Peter & Kara  
Bare, Robert & Elva  
Bender, Connie & Roy  
Benoliel, Leslie  
Bergey, Lori & Lynn  
Bernard, Douglas  
Blue, Terry  
Bomberger, Rob  
Boydell, Bruce & Joan  
Boydell, Mark & Stacey  
Bressi, Samuel  
Brogan, Patricia & Diane  
Topakian  
Brubaker, Barbara & Luke  
Buckwalter, RD & Daniel Dube  
Byler, Doug  
Caballero, Ana  
Calhoun, Philip  
Calien, Meredith  
Campbell, Mindy & Ryan  
Hoffmaster  
Campbell, Tina & Max  
Carey-Hench, Ruth  
Cargas, Chip  
Carlson, Steve  
Carroll, Diane  
Casler, James & Tillie  
Casler, Jesse & Krista  
Clarke, James  
Clemens, Jon & Kristin Sims  
Clemmer, Dennis & Fern  
Clymer, Paul & Esther  
Coleman, Lisa & Scott  
Coleman, Jonathan & Kate  
Crosby, Beth  
Crosby, Kedren  
Crumpton, Stephanie  
Crystle, Charlie  
Cunningham, John  
Cutler, Tracy & Andy  
Dalen, Craig & Tashya  
Dasgupta, Srirupa & Pablo  
Jenik  
Daub-Miller, Cynthia  
DeBerdine, Mike  
Devoy, Joseph

Donofry, Gerard  
Dula, Andy & Michelle  
Duval, Ann  
Eby, Beth & Menno  
Eby-Good, Carol & Michael  
Eckblad, Barbara  
Eisemann, Ben  
Ellis, Garrett  
Engle, Charlie & Kathy  
Engle, Fred & Sue Savage  
Esch, Sheldon & Monica  
Esch, Elaine Lapp  
Eshbach, Ethan  
Eshleman, Daryl  
Farmer, Wes  
Farrell, Cullen  
Frey, Pati & Phil  
Friesen, Tina & Doug  
Fry, Jeff & Karen  
Galarza II, Juan  
Gallagher, Kate & Bernie  
Gautsche, David & Lisa  
Giberson, Rhiannon  
Gift, Charissa  
Glazer, Alan  
Glenn, Gerard  
Good, Beth Ann  
Good, Howard & Gloria  
Good, Martha  
Goodstein, Eban  
Gottschall, Joe & Scott Woody  
Gotwals Yoder, Joanie & Terry  
Gray, Rick & Gail  
Griffith, Josh & Sara  
Groff, Jennie & Jonathan  
Groff, Anna  
Groff, Robert  
Gruber, Lindsey  
Guenther, Ronald  
Guindon, Jeffrey  
Harnish, Dave & Sandy  
Harris, Hannah  
Hartman, Bill & LaVonne  
Hartman, Dwight  
Hartman, Christina  
Hartman, Bill & Dorothy  
Hartzler, Kent & Stephanie  
Hauck, Joni  
Haverstick, Trish & Kreg  
Weaver  
Hawkes, Jeff  
Hedge, Marilyn  
Heinzel, Kathryn  
Herr, Jason & Michele  
Hershey, Jeane' & Lyle  
Hershey, Barbara & Marlin  
Hershey, Loren & Heidi

Hess, Anita  
Hess, Evelyn & Robert  
High, Jordan  
High, Marcy & Rick  
Hill, Caroline  
Hirschmann, Andrew  
Hobday, Gary  
Hollister, Derek  
Hopwood, Doug  
Horning, Don & Carol  
Horst, Alicia & Jeff  
Huettner, Cheila & Nate  
Boring  
Hults, Kasey  
Hurst, Chad & Coleen  
Jantzi, Rosanne  
Jenkins, Alyce  
Johnsen Martin, Kirsten & Tim  
Jorgensen Cooke, Meredith  
Keeler, Jacob & Nancy  
Keener, Nelson  
Keim, Melody  
Kemp, Dr. Amanda  
Kennel, Eric & Elizabeth  
Kettering, Dr. Rich  
Kile, Terry & Zoa  
King, Jay E  
King, Brian & Tonya  
King, Jessica & Chad Martin  
Kirby, Anne  
Kleiman, Rhonda  
Kraybill, Peter  
Kraybill, Elvin  
Kurland, Nancy  
Kurtz, M. Norman  
Landis, Emily  
Lapp, Tim  
Leaman, Ivan  
Leapheart, Naomi  
Leatherwood, Jeff & Sharon  
Lefever, Allon & Doris  
Lehman, Kevin  
Lehman, Craig  
Lengacher, Glen  
Lindsey, Sandra & Stephen  
Livengood, Ryan  
Lloyd, Andi & Mark  
Lommen, Andrea  
Lutz, David  
MacMaster, Barbara & Hugh  
Mahaffy, Kimberly  
Martin, Ann & Jim Stutzman  
Martin, Josephine  
Martin, Ruth  
Martin, David & Tiffany  
Martin, Diana  
Martin, Ryan  
Martin, Torrie

Martino, J Scott  
 Martin-Wells, Ross  
 Matt, Lauren  
 Maust, Dennis & Rachel  
 Maxwell, Janeen  
 McFarlane, James & Sherlyn  
 McGahran, Sarah  
 McGough, Daniel  
 McIlwaine, David & May-Britt  
 McKenna, Michael  
 Miller, Kelsey  
 Miller, Noah  
 Moore, Sharon  
 Morton, Benjamin  
 Mummaw, Jon  
 Nafziger, Allison  
 Neff, Gary & Marsha  
 Neff, Nancy & Sam  
 Nentwig, Christine  
 Newswanger, Greg & Juji  
     Woodring  
 Newswanger, Randy  
 Nice, Dr Rebecca  
 Nolt, Joseph  
 Oberholtzer, Donovan & Carol  
 OBrien, Patricia  
 Oppenheimer, Rick &  
     Joanne Judge  
 Orantes, Jenn  
 Park, Jocelyn  
 Parra, Benjamin  
 Patton, Margaret  
 Penn, Michael & Kathy  
 Petersen, Paul & Vicki  
 Petersen, Matt & Natalie  
 Pierce, Donald & Grace  
 Powell, Jennifer  
 Quintal, Sarah & Israel  
 Raff, Jeremy & Elizabeth  
 Rakocz, Anna  
 Rangoonwala, Juzer  
 Ratcliffe, Steve  
 Regitz, Karen & William  
 Reid, Julianne  
 Reinford, Cleta & Dan  
 Ressler, Kevin & Melissa  
 Ressler, Gerald & Mary Alice  
 Riehl, Brenda  
 Rinden, Patricia  
 Rinden, Ronnie  
 Rogers, Jessica and Rick  
 Rohrbach, C Michael & Cindy  
 Rohrer, Deb & Charlie  
 Rosenfeld, David & Julia  
     Schrock Rosenfeld  
 Routledge, Kate  
 Ruoff, Ingrid  
 Russell, Anthony  
 Rutt, Sarah & Ryan  
 Salinas, Michelle  
 Sandherr, Jacqueline  
 Sauder, Clair & Nancy  
 Sauder, Marylee  
 Sauder, Clair & Doris  
 Saunders, Kendra  
 Sawicki, Charles  
 Schloer, Karen  
 Schloneger, Ann & Craig  
 Schmucker, James  
 Schroeder Jr, Frederick N  
 Schwartz, Michael  
 Selch, Nicholas  
 Sellers, Jonathan  
 Shank, Gerald  
 Shavkatov, Makhmud  
 Shirk, Alice & Maynard  
 Shoemaker, Bob  
 Shultz, James  
 Siegrist, Becky & Les  
 Silbert, David & Jennifer  
 Smucker, John & Myrna  
 Snyder, Melanie  
 Spangler, Aaron  
 Spicher, Carol & Jim  
 Stacks, MacDonald & Phyllis  
 Stinchcomb, Jennifer  
 Stoltzfus, Melissa  
 Stoltzfus, Lorna  
 Stoltzfus Barge, Nessa & Scott  
 Stoner, Melissa  
 Thayer, Anne  
 Torres, Angel  
 Toth, Jerome & Nancy  
 Veitch, Boyer  
 Waller, Fred and Lynette  
 Waterfield, Sue & Chuck  
 Waters, Day  
 Weaver, Philip  
 Weaver, Keri & Jeffrey Worley  
 Weaver, Matthew  
 Weaver, Sheldon  
 Weaver Houser, Mary Lou  
     & Rod  
 Weidner, Rebecca &  
     Larry Penner  
 Wenger, Chester & Sara Jane  
 Wenger, Phil & Steve  
     Dinnocenti  
 Whitaker, LaShonda  
 Whitmer, Rachel  
 Wilsker, Sam  
 Yoder, Dale  
 Yoder, Sylvia & Darrell  
 Yoder-Bontrager, Daryl  
     & Marlisa  
 Yukie Gingrich, Sarah  
 Zeamer, Bryan  
 Zimmerman, Shane & Ginny  
 Zorrilla, Andres & Amy  
 Zorrilla, Hugo & Norma



“ I have the best job. I am honored not only to be a part of the ASSETS team, but to be able to work daily with people who are equally as passionate about making our community a better place for all. We have seen tremendous growth in the past 2 years. We have tripled in staff size, programs and budget because of your dedication to our amazing local entrepreneurs. Thank you for your passion for growing our community! ”

**TINA CAMPBELL**

*Director of Development*

## ORGANIZATIONS AND BUSINESSES

### Past Twelve Months

360 Media Solutions  
AMERIGreen  
BB&T  
Bear Services LLC  
Blakinger Thomas Law Firm  
Bloom Container Gardens  
Bruke International Grocery  
and Gifts  
City Limits Realty  
Commonwealth on Queen  
Community Mennonite Church  
of Lancaster  
EG Stoltzfus  
Emotional Health Center  
Ephrata National Bank  
Everence Federal Credit Union  
Fig Industries  
Fransen Family Foundation  
Fulton Bank  
Gibbel, Kraybill & Hess  
Gifts that Give Hope, Inc  
Graybill Processing

High Industries Inc  
Inglenook Designs  
make717  
McCance Foundation  
McKonley & Asbury CPAs  
MEDA  
Melissa Engle Photography  
My Peruvian Treasures  
MY Pro Multi-Services  
National Penn Bancshares Inc  
Ole Photography  
Prince Street Café  
Pryor E & Arlene R Neuber  
Charitable Trust  
Rafiki's Deli  
ReBath and More  
Revolution  
Rodgers & Associates  
Shop Lancaster  
Simon Lever  
Social Enterprise Institute at  
Elizabethtown College  
SSBN  
Stroopies  
TCW Computer Systems, Inc  
The Candy Factory  
The Common Wheel  
The Lancaster Food Company

The PNC Financial Services  
Group  
The Steinman Foundation  
Tomato House  
Two Dudes  
Underdog Foundation  
United Services Foundation,  
Inc  
Upohar Ethnic Cuisines  
US Department of Health and  
Human Services  
US Department of the Treasury  
US Small Business  
Administration  
Waller Tax & Financial  
Services  
Walter's Trust Foundation  
Wells Fargo Foundation  
White Oak Printing

# VOLUNTEERING AT ASSETS

At ASSETS, volunteers are essential to our work. Entrepreneurs require expertise throughout their business cycles that can't be found in one person or organization. Over 70 volunteers this year have given their time and talents to help prepare entrepreneurs in our community to succeed.

## VOLUNTEERS

### Past Twelve Months

Alvarez, Alex  
Arroyo, Jaime  
Bair, Kiandra  
Barber, Pete  
Berridge, Randy  
Borjas, Abe  
Boydell Zorrilla, Amy  
Brandt, Deb  
Campbell, Max  
Casler, Jesse  
Clapper, Mark  
Coleman, Kate  
Colon, Natalee  
Cruz, Jr, David  
Crystle, Charlie  
Culter, Tracy  
Dasgupta, Sri  
Dillon, Mike  
Doyle, Catherine  
Finn, Darrin  
Flores, Deb  
Gallagher, Kate  
Griffith, Josh

Gutierrez, Kathy  
Hirschmanna, Andrew  
Hollis, Aaron  
Horning, Don  
Huston, Jayne  
Ji, Lixin  
Jordan, Lois  
Keeler, Nancy  
Keim, Melody  
Kettering, Dr Rich  
Koser, Dave  
Kuhn, Scott  
Lopez, Audrey  
Lusby, Gretchen  
Magbee, David  
Martin, Ruth  
Martin, Liz  
Martin, Torrie  
Martin, Chad  
McGahran, Sarah  
McKenna, Michael  
Miller, Noah  
Neff, Sam  
Neff, Nancy  
Oppenheimer, Rick  
Patton, Margaret  
Petersen, Natalie

Raff, Jeremy  
Ressler, Kevin  
Rinden, Courtney  
Rivera, Alex  
Robinson, Kelly Alice  
Rodgers, Jessie  
Rodgers, Rick  
Rodriguez, Fran  
Shenk, Ryan  
Smith, Derek  
Smith-Wade-El, Ismail  
Spangler, Aaron  
Waller, Fred  
Waters, Day  
Weaver, Hans  
Wenger, Karl  
Woods, Jennifer  
Yerger, Theresa  
Yukie Gingrich, Sarah  
Zorrilla, Abigail  
Zorrilla, Beatrice

“ I have been on the board for about 2 years. As an Entrepreneur, I understand the need to support entrepreneurs through all phases of their business. ASSETS does this in such an innovative way, and I am so happy to be a part of the board. ”

**FRED WALLER**

*ASSETS Board Treasurer*



*Our mission statement is to*

**CREATE ECONOMIC OPPORTUNITY**

*and* **CULTIVATE ENTREPRENEURIAL**

**LEADERSHIP** *to* **ALLEVIATE POVERTY**

*and* **BUILD VIBRANT, SUSTAINABLE**

**COMMUNITIES.**



# OUR TEAM

## STAFF

### MELISA BAEZ

*Director of Women's Business Center*

### YESSENIA BLANCO

*Microloan Program Coordinator*

### TINA CAMPBELL

*Director of Development*

### JONATHAN COLEMAN

*Director of Programs*

### ROSANNE JANTZI

*Director of Finance*

### JESSICA KING

*Executive Director*

### KAREN ROMAN

*Bookkeeper*

### ANDRES ZORRILLA

*Operations and Impact Manager*

## BOARD

### KIANDRA BAIR

*McNees, Wallace and Nurick*

### JESSE CASLER (VICE CHAIR)

*Hope International*

### DAVID CRUZ JR

*Lancaster Human Relations Commission*

### JOSH GRIFFITH (SECRETARY)

*Fulton Bank*

### LIZ MARTIN

*Martin Insurance Agency*

### RUTH MELLINGER MARTIN (CHAIR)

*Ten Thousand Villages*

### RICK OPPENHEIMER

*Vistage Executive Coaching*

### KEVIN RESSLER

*Meals on Wheels*

### ALEX RIVERA

*Family Life Community Church*

### FRED WALLER (TREASURER)

*Waller Tax & Financial Services*

## WOMEN'S BUSINESS CENTER ADVISORY BOARD

**DEB BRANDT**

*Fig Industries*

**SARAH YUKIE GINGRICH**

*Create Karma*

**KATHY GUTIERREZ**

*Reinsel, Kuntz and Leshner*

**JAYNE HUSTON**

*ThistleSea Business Development*

**FRAN RODRIGUEZ**

*Lancaster County Community Foundation*

**JENNIFER WOODS**

*Millersville University*

## EVENTS AND DEVELOPMENT COMMITTEES

**KATE GALLAGHER**

**DON HORNING**

**NANCY KEELER**

**DR. RICH KETTERING**

**GRETCHEN LUSBY**

**TORRIE MARTIN**

**SARAH MCGAHRAN**

**NATALIE PETERSEN**

**COURTNEY RINDEN**

**RANA SINANGIL**

## ADVISORY BOARD OF PAST CHAIRS

**SRI DASGUPTA**

*Upohar Ethnic Cuisines*

**DON HORNING**

*Community Representative*

**DAVID MCILWAIN**

*HVAC Distributors, Inc.*

**RICK OPPENHEIMER**

*Vistage International, Inc*

**DEB ROHRER**

*Leadership Lancaster*

**JOHN E SMUCKER, II, ESQ.**

*Bird-in-Hand Corporation*

**SHANE ZIMMERMAN**

*Steinman Enterprises*

## INTERNS

**KOFI ALORZUKE**

**REEVES CONNOLLY**

**ERIN LEE**

**TAYLOR LINDSEY**

**COURTNEY RINDEN**

**OWEN SECHRIST**

**RANA SINANGIL**

**FELIPE STORCH DE OLIVEIRA**

**CHLOE WILLIAMS**

# ASSETS 2016

## FINANCIAL REPORT\*

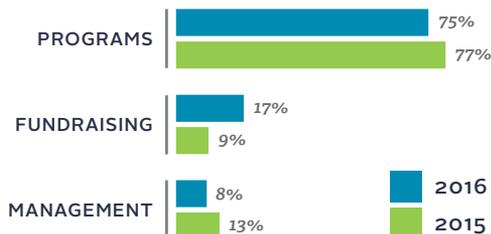
### 2016 REVENUES



### 2015 REVENUES



### YEARLY EXPENSES



### LOAN ASSETS UNDER MGMT.

2016  
\$621,711.95

2015  
\$603,947.00

\*Unaudited Financial Reports

“ I love working with financial data and information because they begin a conversation. A conversation about vision, impact, and changes that need to be made to fulfill the vision. A conversation that introduces the people “behind the numbers.” And those are my favorite kind of stories to hear. ”

**ROSANNE JANTZI**  
Finance Director



“It’s challenging to know if we’re truly making a difference unless we keep an eye on the outcomes. Data helps inform programmatic & strategic decisions that positively impact the community. Data mining ROCKS! ”

**ANDRES ZORRILLA**

*Operations and Impact Manager*



## PROGRAM DATA & FINANCIAL REPORT

**40** *Businesses launched*

**1,497** *Entrepreneurs and community members involved in an ASSETS program, training, or event*

**156** *Entrepreneurs served in long-term programs*

**72** *Jobs created by ASSETS entrepreneurs*

**287** *Jobs retained*

**53** *Businesses reinforced*



# ASSETS

*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](https://assetsPA.org)

100 S Queen St, Lancaster, PA 17603



*Funded in part through a Cooperative Agreement  
with the U.S. Small Business Administration*