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COLORADO NONPROFIT  
DEVELOPMENT CENTER



ANNUAL REPORT 2016



EXPANDING OUR IMPACT

2016 BOARD OF DIRECTORS

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Friends of CNDC:

There is an African proverb that says, "If you want to go fast, go alone. If you want to go far, go together." Our mission at CNDC is built on the idea of going further, together.

Community leaders bring Projects to CNDC to accelerate their growth and expand their impact. Funders work with CNDC to ensure stewardship of their investments, even while investing in innovative, if not yet fully proven concepts. Staff and board members come to CNDC to be part of a team that strives to make a tangible difference in the lives of Coloradans.

Together, we have done so much. Since our inception, CNDC has supported hundreds of Projects, managed nearly \$100 million in Project revenue, and received and administered more than 1,000 grants to benefit Projects. To date, our Projects have generated more than 850,000 volunteer hours, and many Projects under the CNDC umbrella have been recognized locally and nationally for their contributions to improving the quality of life here in Colorado.

Over the years, we've provided essential support for Projects as they have worked on everything from reforming Colorado education and health care to advocating for advances in public health services and finding ways to engage Baby Boomers in the community.

While many of CNDC's Projects have had statewide impact, they have historically focused on metro Denver. This past year, however, our journey has taken us to communities throughout Colorado. A primary driver in that expansion is a new collaboration with The Colorado Trust.

In 2016, The Trust approached CNDC to act as the fiscal sponsor for several Projects that are part of The Trust's Community Partnership efforts to improve health equity in Colorado. We accepted nine Projects under the umbrella of The Trust Community Partnership with plans to add more in the future. In this report, you'll find highlights of how our partnership with The Trust and residents of these first nine communities is supporting the development of resident-driven and centered health equity plans.

The scale of our collaboration with The Trust has helped us quickly build our capacity to serve other Projects outside of Metro Denver – one more example of how we can go further when we go together.

From everyone at CNDC, we want to thank you for your support in the past and your interest in our future. We look forward to working together with you to make Colorado a better place for all to live.

Sincerely,

Melinda A. Higgs  
President & CEO

2016 CNDC LEADERSHIP & STAFF

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President & CEO

**KEVIN VAN VLEET**

Chief Financial Officer

**ANGELA SCHREFFLER**

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**WILL LEWIS**

Office Assistant

**PEREGIN NAYLOR**

Staff Accountant

**ELIZABETH ORARE**

Senior Staff Accountant

**JAY SHIH**

VISTA Leader

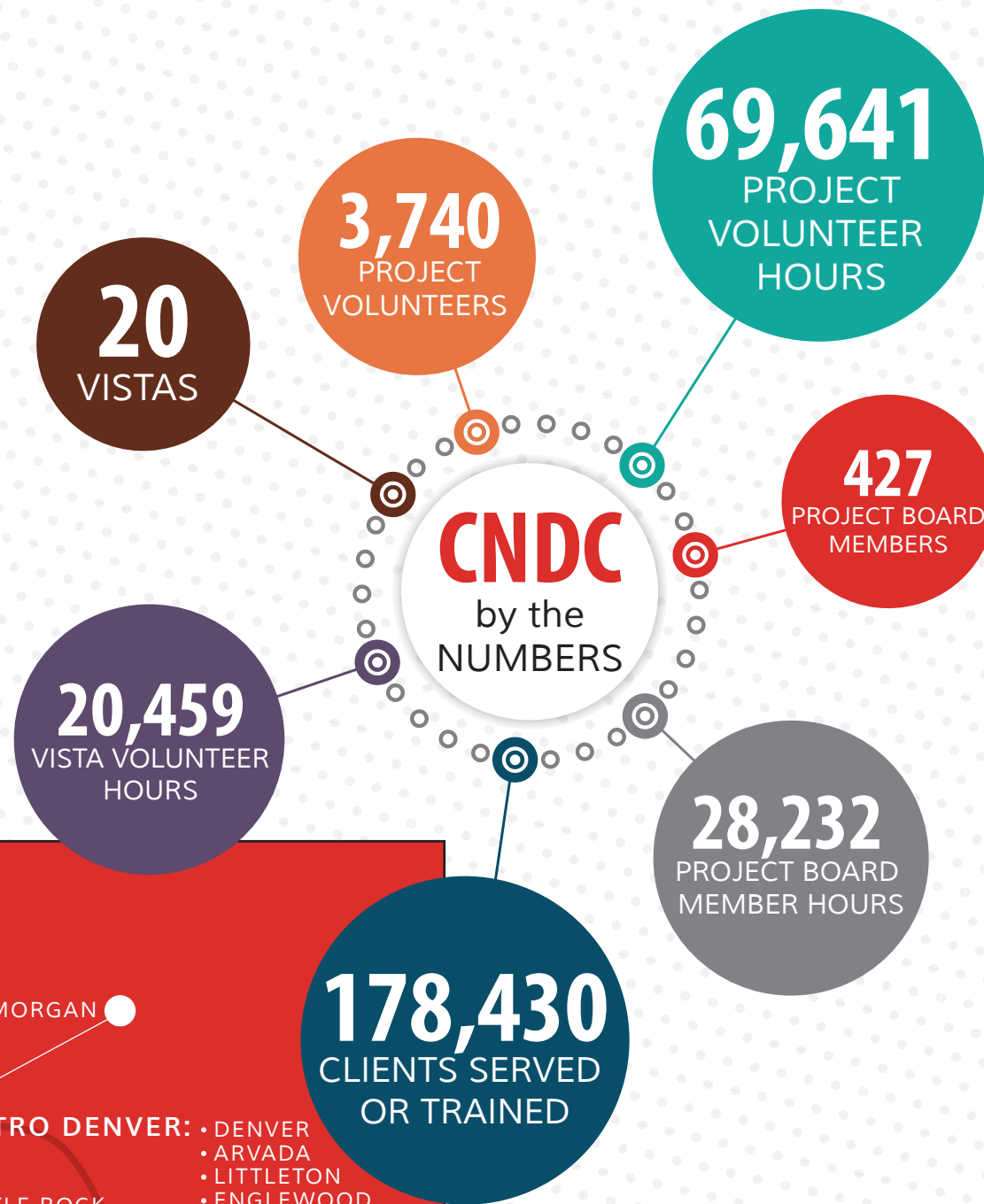
**TAMMY SCHAIRER**

Staff Accountant

**DALE WRIGHT**

Bookkeeper

“Our partnership with CNDC and its partnership with many rural communities across Colorado is essential to the success of our place-based and resident-driven grantmaking approach to create health equity. We could not do this alone and found a true partner in CNDC! We cannot sing enough praise for CNDC’s amazing team and fiscal sponsorship expertise.”  
 ~ The Colorado Trust



## CNDC Services



**Expert back office support:** Our in-house team of topic experts allows our Projects to focus on their mission and programs, secure in the knowledge that their affairs are being expertly managed.



**Reliable accounting, reporting, tracking, and compliance support:** Our proven guidance and support helps our Projects demonstrate credibility and accountability to their stakeholders.



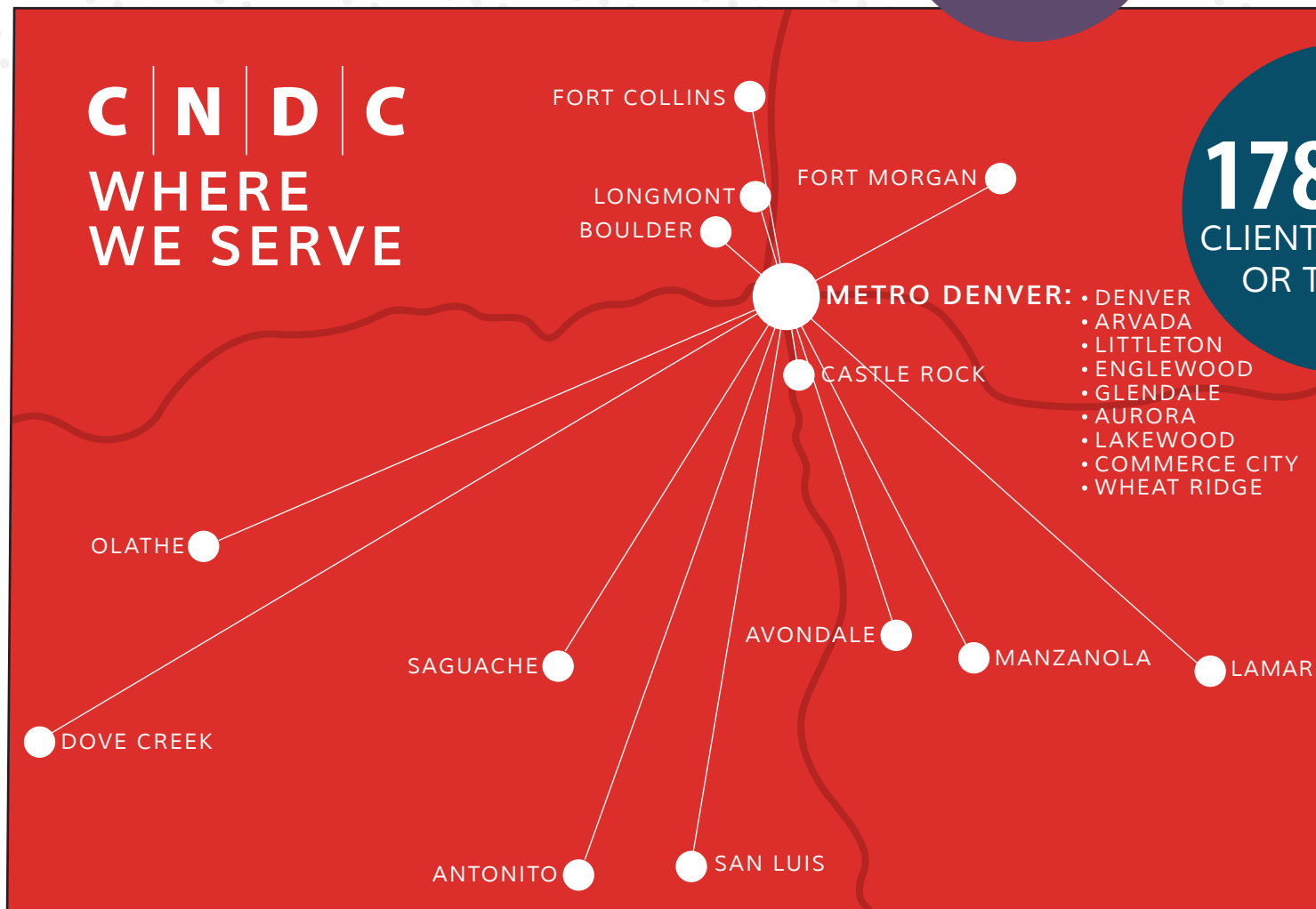
**Management support and effective growth strategies:** Our Projects benefit not only from our organizational management services, but also from the expert guidance we offer to help them more effectively expand their impact on the community.



**One-to-one professional and organizational development guidance:** We offer one-to-one guidance to Project leadership in the areas of nonprofit best practices, financial best practices, human resources, and risk management to set our Projects up for long-term success.



**Established nonprofit accounting services:** We also offer hands-on support in financial management that allows established 501(c)(3)s to focus their time and energy on providing quality services in the community.



## CNDC's AmeriCorps VISTA Program

AmeriCorps VISTA (Volunteers In Service to America) is a national program through which members serve a yearlong, full-time commitment to develop initiatives that enable Americans living in poverty to become self-sufficient and secure. CNDC's VISTA Program is one of the largest in the state of Colorado with 18 different host sites where members can serve.



# 2016 FINANCIAL REPORT

## FOSTERING HEALTHY COMMUNITIES

The Colorado Trust recently launched an initiative to enhance health equity in underserved communities in Colorado. The Trust’s innovative approach aims to develop and implement resident-led, community-driven plans that increase health equity outcomes in some of the most under-represented communities in Colorado.

In 2016, The Trust and CNDC created a unique partnership whereby CNDC acts as a fiscal sponsor to these community initiatives. This was an ideal fit for CNDC on several levels: First, it leverages our core competencies in nonprofit management, grants management, and organizational development. Second, there is a strong funding partner with issue expertise. Finally, there is local decision-making, and control from residents who are experts in the needs and assets of their communities. Together, we are providing essential support in nonprofit management in order to help these communities achieve their goals.

**THE LEVEL OF COLLABORATION ON THIS PARTICULAR INITIATIVE IS REMARKABLE. IT IS TRULY A PARTNERSHIP BETWEEN CNDC, THE TRUST AND EACH COMMUNITY. IN 2016 ALONE, CNDC SUPPORTED NINE PROJECTS AS PART OF THE PARTNERSHIP WITH THE TRUST.**

Though CNDC has occasionally worked in communities outside of Metro Denver, our partnership with The Trust has allowed us to broaden our impact. As an added bonus, working with so many of these Projects at once created economies of scale that enabled CNDC to quickly build capacity and add essential services to support our work. For example, we’ve contracted for communication solutions to enable face-to-face online meetings, and, because many of these communities have resident team members who are primary Spanish speakers, we have contracted with a firm for translation. We’ve already translated the Project Handbook and personnel manual into Spanish, and we’ve been able to translate day-to-day communications with team members. These upgrades to our offerings ultimately benefit all CNDC Projects – regardless of location.

CNDC plans to expand our partnership with The Trust through 2017 and beyond, continuing our sponsorship of current community Projects and providing support to new communities identified by The Trust. We look forward to applying the expertise we gain through this partnership to current and future Projects throughout Colorado.

|                          | \$                | %           |
|--------------------------|-------------------|-------------|
| <b>REVENUE</b>           |                   |             |
| Individual and Corporate | 2,056,508         | 11%         |
| Foundation               | 8,510,312         | 45%         |
| Other                    | 1,299,224         | 7%          |
| Government               | 5,007,377         | 26%         |
| Earned Income            | 2,155,581         | 11%         |
|                          | <b>19,029,002</b> | <b>100%</b> |

|  |                   |             |
|--|-------------------|-------------|
| <b>EXPENSES</b>                          |                   |             |
| Salaries and Fringe                      | 8,067,896         | 53%         |
| Contract Labor and Professional Services | 2,497,852         | 17%         |
| Other                                    | 3,418,130         | 22%         |
| Occupancy and Office                     | 1,235,845         | 8%          |
|  | <b>15,219,723</b> | <b>100%</b> |

|   | CONSOLIDATED      | CNDC ADMIN. OFFICE |
|---|-------------------|--------------------|
| <b>ASSETS</b>                           |                   |                    |
| Cash                                    | 7,429,307         | 1,106,954          |
| Other Assets                            | 3,597,104         | 685,987            |
| Property and Equipment                  | 174,057           | 19,265             |
| Total Assets                            | 11,200,468        | 1,812,206          |
| <b>LIABILITIES</b>                      |                   |                    |
| Current Liabilities                     | 1,086,469         | 121,106            |
| Long-term Liabilities                   | -                 | -                  |
| Total Liabilities                       | 1,086,469         | 121,106            |
| Net Assets                              | 10,113,999        | 1,691,100          |
| <b>TOTAL NET ASSETS AND LIABILITIES</b> | <b>11,200,468</b> | <b>1,812,206</b>   |
| <b>CHANGE IN NET ASSETS</b>             | <b>3,809,279</b>  | <b>977,191</b>     |

**THANK YOU TO ALL OF OUR DONORS** who contributed to CNDC and Projects in 2016. Projects could not have had the impact they did without your passion, dedication and commitment. Below is a list of major donors for 2016.

**\$25,000+**

Adolph Coors Foundation  
The Anschutz Foundation  
Arapahoe County  
Arapahoe Douglas Works  
Aurora Public Schools  
Boulder County  
Cambridge Trust Company  
Caring for Colorado Foundation  
Centura Health  
Channel Foundation  
Children's Hospital  
Chinook Fund  
City and County of Denver  
City of Fort Collins  
Colorado Access  
Colorado Department of Human Services  
Colorado Department of Public Health  
and Environment  
Colorado Department of Public Safety  
Colorado Department of Transportation  
The Colorado Health Foundation  
The Colorado Trust  
Community First Foundation  
Community Foundation Serving Boulder County  
Community Shares of Colorado  
Connect for Health Colorado  
Corporation for National and Community Service  
Daniels Fund  
Denver Arts and Venues  
The Denver Foundation  
Denver Health & Hospital Authority  
Denver Water Department  
Donnell-Kay Foundation  
Douglas County Department of  
Community Development  
Douglas County Government  
Dress for Success Worldwide  
Family Resource Center Association, Inc.  
Focus Points Family Resource Center  
Ford Foundation  
Gates Family Foundation  
Giving First  
Governor's Commission on Community Service  
Greater Giving  
Guaranty Bank and Trust Company  
Institute of International Education  
Laura and John Arnold Foundation  
Liberty Global, Inc.  
MAC Aids Fund  
McCormick Foundation / Denver Post  
Season to Share  
Mile High United Way  
National Mentoring Partnership  
Northwest Colorado Council of Governments  
The Oscar G. & Elsa S. Mayer Family Foundation  
The Piton Foundation  
Regional Transportation District  
Rocky Mountain Health Foundation Inc.  
Rose Community Foundation  
Temple Buell Foundation  
The Fries Foundation  
Thiry-O'Leary Foundation  
Tri-County Health Dept.  
Tuchman Family Foundation  
U.S. Department of Labor  
U.S. Health and Human Services, Health  
Resources Services Administration  
University of Colorado Denver  
Walton Family Foundation  
Zero to Three

*We apologize if your donation is not listed. Thank you for your continued support.*

**COLORADO NONPROFIT DEVELOPMENT CENTER**

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