First and foremost, I hope this letter finds you well. As we look back on 2019, I am deeply grateful for the strategic planning our organization undertook. These efforts have prepared us for the crises we’re faced as a community in 2020 in ways we couldn’t have imagined.

Early last year, CNDC embarked on a strategic planning process that created a road map for us through 2022. Led by a team of staff and board members, our process was guided by three strategic values: increasing diversity, equity, and inclusion at every level for the organization; remaining nimble and responsive to a changing sector; and demonstrating and celebrating the impact of CNDC.

We cast a wide net, gathering input from board, staff, Project leaders, other non-Project nonprofit leaders, members of the foundation community, and other stakeholders. What we found helped us chart a course for the next three years. As a result, right now we’re in the process of pursuing the following strategies for 2020:

- Conducting an audit of CNDC’s policies and practices through an equity, diversity, and inclusion lens, and create a plan to evolve policies and practices. To be completed in 2020.
- Developing metrics of success aligned with the CNDC’s mission and values. To completed in 2020.
- Initiating a formal impact study to quantify the value of CNDC’s work. To be completed in 2021.
- Investing in CNDC’s IT systems, including converting to an accounting system that is more Project user friendly. To be completed in 2020.
- Creating a communications and outreach plan to spread the word about CNDC with an emphasis on outreach to groups who may not otherwise hear about CNDC (e.g., rural areas and those not already connected to current Projects or funders). To be completed in 2021.

We also are pursuing several strategies related to CNDC’s sustainability including creating governance best practices, a CEO succession plan, long-range financial planning, and a more flexible staffing model.

I want to emphasize that the heart of the plan and our first priority is the Diversity, Equity and Inclusion audit. By taking time to first look inward and consider how we can evolve to better advance equity and justice, we will be in a better position to do the other work in our plan, to support our Projects, to expand our reach into new communities, and increase our long-term sustainability.

The past six months have shown us the vital role nonprofits play in meeting the needs of our communities, and particularly our most vulnerable and marginalized residents. As a fiscal sponsorship leader, CNDC provides crucial services to help nonprofits across our state grow their missions and serve their populations. We look forward to working alongside our Projects and our incredible funders to ensure the creation of stronger, healthier and more just communities across our state.

We will keep you updated on our progress.

Thank you for your support of CNDC!

MELINDA A. HIGGS
President & CEO

FRIENDS OF CNDC:

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2019 PROJECT ACCOMPLISHMENTS

Here are just a few examples of the extraordinary accomplishments of CNDC Projects in 2019:

**Benefits in Action** continued to expand its SNAP application assistance outreach program, receiving funding from the Colorado Department of Human Services to help hundreds more Coloradans eligible for SNAP navigate the application submittal process.

**Fort Morgan Cultures Unite** for Progress received a $70,000 grant from The Colorado Health Foundation to conduct a comprehensive housing needs assessment in Fort Morgan, something that has never been done before and is a vital tool in addressing health equity and access to affordable housing.

**Lago Vista Residents Unidos** worked with Larimer Unidos to apply for a grant that will enable the County to install sidewalks along the street that connects the Lago Vista trailer park to nearby shopping opportunities, enabling safer biking, walking, and connection for residents.

**Bank on Denver** helped their clients increase their credit scores by an average of 42.9 points.

**Families Forward Resource Center**’s Kathy’s Kamp won the People’s Choice Award from Colorado Parent Magazine in 2019.

**African Leadership Group** worked with Governor Polis to declare August African Immigrant Month.

**Making Olathe Better** found the home of their future co-working space and spent much of 2019 working on renovations and upgrades to prepare the space for future tenants. The space will allow community members and entrepreneurs of all ages and languages to come together and learn, share ideas, and have access to internet services.

**Denver Education Attainment Network** was the lead on a 2019 proposal to JP Morgan Chase from a collaborative of educational organizations aiming to develop a national model for closing equity gaps in post-secondary educational attainment. In 2020, DEAN received a $7 million commitment from JP Morgan Chase to launch Denver Career Pathways: Close the Gap by 2025.
COLORADO NONPROFIT DEVELOPMENT CENTER BOARD OF DIRECTORS

Laurie Anderson
President & Director,
Kundinger, Corder & Engle, PC

Kelly Berg
Partner, Tuthill & Hughes, LLP

Raymael Blackwell
Program Officer,
Community First Foundation

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Andrew Ritz, Treasurer*
Chief Accounting and Compliance Officer, The Colorado Health Foundation

Stefan Stein
Attorney/Member, Sherman & Howard

Mark Sullivan*
Chair, Chief Executive Officer, Renew Strategies, LLC

*Board Officers
## COLORADO NONPROFIT DEVELOPMENT CENTER STAFF

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Julie Becker</td>
<td>Senior Program Manager</td>
</tr>
<tr>
<td>Rachel Bock</td>
<td>Accountant</td>
</tr>
<tr>
<td>Regan Byrd</td>
<td>Office Manager</td>
</tr>
<tr>
<td>Debbie Dexter</td>
<td>Human Resources Manager</td>
</tr>
<tr>
<td>Stef Flores</td>
<td>Program Coordinator</td>
</tr>
<tr>
<td>Linda Hayashi</td>
<td>Cash Receipts Clerk</td>
</tr>
<tr>
<td>Melinda Higgs</td>
<td>President &amp; CEO</td>
</tr>
<tr>
<td>Will Lewis</td>
<td>Office Assistant</td>
</tr>
<tr>
<td>Sean McCoy</td>
<td>Accounts Payable Clerk</td>
</tr>
<tr>
<td>Elizabeth Orare</td>
<td>Accounting Manager</td>
</tr>
<tr>
<td>Amy Ramirez</td>
<td>Accountant</td>
</tr>
<tr>
<td>Tammy Schairer</td>
<td>Accountant</td>
</tr>
<tr>
<td>Angela Schreffler</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>Rebekah Schuster</td>
<td>Accounting Clerk</td>
</tr>
<tr>
<td>Emma Simpkins</td>
<td>Program Manager</td>
</tr>
<tr>
<td>Kevin Van Vleet</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>Nina Vore</td>
<td>Human Resources Assistant</td>
</tr>
<tr>
<td>Riley Welch</td>
<td>VISTA Leader</td>
</tr>
<tr>
<td>Dale Wright</td>
<td>Bookkeeper</td>
</tr>
</tbody>
</table>
# 2019 FINANCIAL REPORT

2019 Consolidated: CNDC Administrative Office & Project Activity

## Revenue

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual and Corporate</td>
<td>$1,494,461</td>
<td>9%</td>
</tr>
<tr>
<td>Foundation</td>
<td>$10,791,198</td>
<td>62%</td>
</tr>
<tr>
<td>Other</td>
<td>$1,828,319</td>
<td>10%</td>
</tr>
<tr>
<td>Government</td>
<td>$3,155,977</td>
<td>18%</td>
</tr>
<tr>
<td>Earned Income</td>
<td>$163,709</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$17,433,664</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

## Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Fringe</td>
<td>$8,900,963</td>
<td>54%</td>
</tr>
<tr>
<td>Contract Labor and Professional Services</td>
<td>$3,494,340</td>
<td>20%</td>
</tr>
<tr>
<td>Other</td>
<td>$3,075,409</td>
<td>19%</td>
</tr>
<tr>
<td>Occupancy and Office</td>
<td>$1,131,988</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$16,602,700</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

## Functional Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$14,302,771</td>
<td>86%</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$356,976</td>
<td>2%</td>
</tr>
<tr>
<td>General and Administration</td>
<td>$1,942,953</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$16,602,700</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
THANK YOU TO OUR DONORS

Thank you to all the donors who contributed to CNDC and Projects in 2019. Projects could not have had the impact they did without your passion, dedication and commitment. Below is a list of major donors for 2019.

Access Management Services, LLC
Aegon Transamerica Foundation
American Endowment Foundation
Anschutz Family Foundation
Astraea Foundation Inc
Bohemian Foundation
Bonfils-Stanton Foundation
Carson Foundation
Center For Large Landscape Conservation
Children’s Hospital
City and County of Denver
City of Fort Collins
Colorado Department of Local Affairs
Colorado Access
Colorado Department of Human Services
Colorado Department of Public Safety
Colorado Department of Transportation
Colorado Department of Public Health and Environment
Colorado Health Institute
Colorado Insurance Division
Community First Foundation
COPIC Medical Foundation
Corporation for National and Community Service
Cranberg Property Management
Daniels Fund
Delta Dental of Colorado Foundation
Denver Health & Hospital Authority
Denver Public Schools
Developmental Pathways
Donnell-Kay Foundation
Drug Policy Alliance
Drug Prevention and Rehabilitation Foundation
Early Milestones Colorado
ECMC Foundation
Edward Jones
El Paso County School District No. 8
Family Resource Center Association Inc
Fidelity Charitable Gift Fund
Frank E and Seba B Payne Foundation
Gates Family Foundation
Giving First
Governor’s Commission on Community Service
Harry L Willett Foundation
Jefferson County Board of County Commissioners
JPMorgan Chase Bank
Katherine C Martinez
Latino Community Foundation of Colorado
Libby Anschutz Foundation
Margulf Foundation
Marigold Project
Mental Health Center of Denver
Metropolitan State University of Denver
Mile High United Way
National Council On Aging
National Mentoring Partnership
Network For Good
NextFifty Initiative
Nord Family Foundation
Order of Friars Minor of the Province of the Most Holy Name
PayPal Charitable Giving Fund
RedLine Contemporary Art Center
Robert and Judi Newman Family Foundation
RootED
Rose Community Foundation
Schwab Charitable Fund
Signal Behavioral Health Network
Spark the Change Colorado
State Board of Community Colleges and Occupational Education
Sturm Family Foundation
Susan & Michael Shank
Temple Hoyne Buell Foundation
The Anschutz Foundation
The Benevity Community Impact Fund
The Colorado Health Foundation
The Colorado Trust
The Denver Foundation
The Jay & Rose Phillips Family Foundation
The Piton Foundation
Thiry-O Leary Foundation
Transit Center
Tri-County Health Department
U.S. Health Resources Services Administration
University of Colorado
University of Colorado Denver
University of Colorado Health
Walton Family Foundation
Wells Fargo
Wend II Inc
YDG Consulting LLC
Zero to Three
Zoma Foundation