Giving small business big tools for success.
It's a great time to believe in small business

IN 2014

$7.4 million disbursed to 208 borrowers

12.5 jobs per loan

$4.6 million raised in new capital

$19.4 million in total assets

On the cover: Sweet Action Ice Cream
Opened in 2009, this Denver-based gourmet ice cream shop has grown from 3 to 20 full- and part-time employees by creating one-of-a-kind flavors daily by hand for retail and wholesale customers, and winning acclaim from 5280 Magazine, Bon Appetit and USA Today as the “best ice cream in Colorado.”

USE OF LOAN FUNDS

SECTORS SERVED

ACTIVE BORROWERS BY REGION

BUSINESS TYPE NEW LOANS
2014 achievements: small steps, big impact

We’re proud to share our 2014 accomplishments with you and start by saying, “Oh, what an amazing year!” Colorado Enterprise Fund (CEF) achieved many milestones in key areas outlined in our last three-year strategic plan, which began in 2011 and ended in 2014. This plan had ambitious goals for growth and impact, and we far exceeded even our own expectations.

Here are some highlights of what we achieved:

- Our loans helped businesses create or maintain 5,748 jobs, an average of 11 jobs per loan.
- We made new loans valued at $16.5 million, a 136% increase over the previous 3-year period.
- Our loan portfolio grew 57% to $10.7 million in loans outstanding.
- We rolled out 8 new loan products including loans to support disaster relief and healthy food businesses.
- We engaged 24 new funding resource partners at the local and national levels to expand our capital base 102% to $19.4 million.
- We achieved a positive rating from AERIS, a national agency that evaluates financial performance and impact of CDFIs.
- We became more visible with expanded staff capacity, increasing our staff size by 33% to a total of 18 FTEs.
- We won the 2014 Top Company Nonprofit Award from Colorado Biz magazine!

There’s still more to do

As we embark on our next strategic plan spanning 2015-2017 which includes celebrating our 40th year of service to small businesses in Colorado, we will accelerate our community impact in the next three years by:

- Developing targeted small business loan products and bilingual business advisory services to meet the needs of culturally and economically diverse communities.
- Financing more businesses through broader community outreach and greater lending efficiencies.
- Communicating why we are the preferred nonprofit lender and how our work impacts the prosperity of our community.

It’s been an amazing journey

From our roots as the first Denver-based microlender in 1976 to our growth as the state’s top nonprofit lender with over $42 million loaned since 1990, the passion and success of our borrowers continues to inspire us as we see their impact on local communities and the state’s improving economy. Thanks to our many resource partners—banks, foundations, investors, governmental partners, other non-profits and individuals—for supporting our work at CEF. Your belief in what we do helps Colorado’s dynamic and diverse small business sector get that much stronger.

Amy O’Donnell  Cecilia (Ceyl) Prinster
Board Chair  President and CEO

Our core values

- IMPACT
  We make a difference by empowering our community with economic justice for all.

- INTEGRITY
  We act with honesty, accountability, respect and high ethics in all we say and do.

- EXCELLENCE
  We exercise the highest professional standards in every aspect of our work.

- PASSION
  Our love for what we do keeps us focused on offering superior value to our community.

- PERMANENCE
  We continuously improve to ensure the long-term sustainability of our organization.

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Sign up for our newsletter, refer a small business or make a donation: coloradoenterprisefund.org
The next time you pass a road crew or highway construction site in Colorado, it may be monitored and equipped by employees of Advanced Traffic Services. Started in 2012 by Duran Hill, this fast-growing company specializes in road closures, detours and other related services needed to ensure highway and street projects get done safely and efficiently.

The increased demand for barricade services, says Duran, is one of the reasons he started his own business along with his ability to do the job of “five guys.” This was pointed out to him while working as a traffic control supervisor on a large Denver Water project. Someone told him he was “so good” at prioritizing and managing the work load that he should start his own company. So he did and hasn’t looked back since.

To finance his new business, Duran first visited his credit union to refinance his vehicle. When he asked about getting a loan, he found out they didn’t fund start-ups and was referred to Colorado Enterprise Fund (CEF). With his CEF loans, Duran was able to purchase the vehicle, barricades, cones, signage and equipment he needed to grow his traffic service business.

“The day I officially opened my business in 2013, I earned $120,000,” remarked Duran. Since then, revenues have “more than doubled each year” due to demand from state and local governments, and private companies completing transportation projects.

“CEF is a tremendous help to small business and not a one-shot deal. Staff reach out me on a regular basis. Thanks to their support, I can go the extra mile for my customers and crew.”
Dedicated to sustainable farming, humane treatment of animals, enhancing local food systems, and the classic French method of cheese-making, Jumpin Good Goat Dairy has established itself as an award-winning producer of artisan goat cheese renowned for its Rocky Mountain flavor, elevation (the highest goat dairy in the US) and downhome goodness.

Founded in 1997 by Dawn Jump, Jumpin Good Goat Dairy is a full-time family-run operation rooted in crafting a variety of hand-made cheeses on a 42-acre spread housing a 4200 sq ft dairy, aging caves, a country store and free-roaming goats. Dawn’s passion for her goats, organic farming and cheese-making has earned her praise on the Cooking Channel and in Chef Mario Batali’s book, America: Farm to Table.

By 2014, Dawn needed more capital to expand her business operations and meet demand for her cheese products. She approached the USDA about a grant, as well as the Colorado Enterprise Zone program, and was referred to Colorado Enterprise Fund (CEF). She qualified for a CEF loan which paid for an in-house package labeling system, low-cost winter feed for her goats plus 50 new, high-quality dairy goats to increase milk production. Dawn also worked with CEF’s Business Acceleration Services (BAS) to upgrade her dairy accounting system.

“My goal is to feed a large number of people in a sustainable way,” explained Dawn. “The challenge is to stay true to the value of organic farming while scaling up.” The reward, she says, “is knowing you’re doing something right for your animals, your community, the environment and yourself.”
Create a way for people to design their own ties in an eco-friendly process using 100% organic fabric and old world craftsmanship in the heart of Denver. For college friends and new entrepreneurs, Jeremy Priest and Mark Johnson, that was the idea behind launching the Knotty Tie Company on Kickstarter in 2013.

Housed in Denver’s historic Santa Fe Arts District, Knotty Tie creates handmade, custom-designed ties, bowties, scarves and pocket squares for individuals, groups and special occasions. Their inspiration comes from their growing online fan base and passion for originality and quality. A sign of their popularity, Knotty Tie products have been in the spotlight at Red Rocks Amphitheater and the New York Stock Exchange.

As demand for their products grew, Jeremy and Mark needed more working capital after their Kickstarter campaign to cover costs for expanded manufacturing, related training and staffing. Acting on the advice of several friends in the finance community, they contacted Colorado Enterprise Fund (CEF) about a loan to purchase new equipment and supplies to increase their production capacity.

Jeremy and Mark also worked with CEF’s Business Acceleration Services, an in-house business consulting team, to refine cash flow budgeting and other processes in their growing business. They returned to CEF in 2015 for a second loan which helped them purchase textile printing and color analysis equipment to reduce production costs and create custom products more rapidly. “We were so glad we found CEF at the appropriate time for our business,” stated Jeremy. “They helped us grow in a smart and sustainable way.”

The long-term benefit of our loans can be seen in the number of jobs impacted by each loan. It’s a sign of a healthy small business economy for our state and for our borrowers.

— NICK MASSIE
DIRECTOR OF FINANCE AND ADMINISTRATION

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Financial report: small risk, big payoff

Statement of Financial Position FY2014

**ASSETS**
- Cash & Equivalents: $7,855,933
- Restricted Cash For Loan Loss Reserves: $1,023,552
- Grants Receivable: $303,355
- Loans Receivable (Net): $10,061,514
- Other Assets: $126,879
- **Total Assets**: $19,371,233

**LIABILITIES**
- Current Liabilities: $86,022
- Notes Payable: $12,978,536
- **Total Liabilities**: $13,064,558

**NET ASSETS**
- Unrestricted: $3,285,193
- Temporarily Restricted: $3,021,482
- **Total Net Assets**: $6,306,675

**TOTAL LIABILITIES & NET ASSETS**: $19,371,233

Statement of Financial Activities FY2014

**OPERATING SUPPORT AND REVENUE**
- Support & Contributions
  - Unrestricted: $1,720,242
  - Temporarily Restricted (Net of Releases): $844,350
- Total Support & Contributions: $2,564,592
- Operating Revenue – Loan Interest and Fees: $1,119,115
- **Total Support & Operating Revenue**: $3,683,707

**OPERATING EXPENSES**
- Program: $2,105,154
- Development: $121,475
- Administration: $330,508
- **Total Operating Expenses**: $2,557,137

**CHANGE IN NET ASSETS**
- Unrestricted: $282,220
- Temporarily Restricted: $844,350
- **Total Change in Net Assets**: $1,126,570

IMPACT DATA
Fy2014 and Cumulative Since 1990

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<thead>
<tr>
<th></th>
<th>2014</th>
<th>CUMULATIVE</th>
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<tbody>
<tr>
<td>Number of Loans</td>
<td>208</td>
<td>1,489</td>
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<tr>
<td>Total Amount Loaned</td>
<td>$7,368,446</td>
<td>$38,645,938</td>
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<tr>
<td>Average Jobs per Loan</td>
<td>12.5</td>
<td>7.3</td>
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<tr>
<td>Average Loan Balance</td>
<td>$35,288</td>
<td>$25,954</td>
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<tr>
<td>Net Charge-off</td>
<td>3.99%</td>
<td>5.20%</td>
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<tr>
<td>Loans to Women Owners</td>
<td>47%</td>
<td>51%</td>
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<tr>
<td>Loans to Minority Owners</td>
<td>23%</td>
<td>26%</td>
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<tr>
<td>Loans to Low income Owners</td>
<td>57%</td>
<td>53%</td>
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NEW LOANS CLOSED
Dollars In Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Loans Closed</th>
<th>Loaned Amount</th>
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<tbody>
<tr>
<td>2012</td>
<td>104</td>
<td>$2.9M</td>
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<tr>
<td>2013</td>
<td>149</td>
<td>$4.4M</td>
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<tr>
<td>2014</td>
<td>208</td>
<td>$7.4M</td>
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LOANS UNDER MANAGEMENT
Dollars In Millions

<table>
<thead>
<tr>
<th>Year</th>
<th>Loans*</th>
<th>Loaned Amount</th>
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<tbody>
<tr>
<td>2012</td>
<td>509</td>
<td>$6.7M</td>
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<tr>
<td>2013</td>
<td>499</td>
<td>$7.5M</td>
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<tr>
<td>2014</td>
<td>566</td>
<td>$10.7M</td>
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</table>

* Year-end total

coloradoenterprisefund.org
To fulfill our mission of accelerating community prosperity by financing and supporting entrepreneurs and small businesses, we depend on our local, regional and national funding partners. Thank you for your support.

**Funding Partners**
- Bank of America
- Bank of the West
- Calvert Foundation
- Catholic Health Initiatives
- City of Arvada
- City of Boulder
- City of Longmont
- Colorado Business Bank (CoBiz Financial)
- Colorado East Bank & Trust
- Colorado Fresh Food Financing Fund
- Colorado Housing and Finance Authority
- 1stBank
- First Citizens Bank
- First National Bank

Home State Bank
- IMA Foundation
- Kenneth King Foundation
- Mercy Investment Services Inc
- Opportunity Finance Network
- State of Colorado
- The Denver Foundation
- The Reinvestment Fund-Refresh
- US Bank
- US Department of the Treasury
- CDFI Fund
- US Small Business Administration
- Weld County
- Wells Fargo
- Xcel Energy Foundation

**Certifications**
As a certified community development financial institution (CDFI), CEF is the only AERIS-rated business lender in Colorado, meeting the rigorous requirements of this nationally applied, comprehensive, third-party assessment of a CDFI’s impact, financial strength and performance. Members of the Opportunity Finance Network (OFN) must meet membership eligibility criteria and demonstrate performance in the areas of mission and impact, disciplined lending and/or investing, and responsible stewardship of other people’s resources.

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