



Rose
Community
Foundation



news

Spring
2004

Giving Nonprofits a BOOST

One organization helps toddlers learn words. One provides hot meals for seniors. Another organization creates camaraderie among Jewish college students, while still another provides health information to African-Americans through a network

of churches. Is there anything these four could have in common?

The answer is yes. While on the surface their missions and services are different, all are growing nonprofits in the Denver metro area and, in part specifically for that

reason, they have been selected to participate in a new initiative of Rose Community Foundation called BOOST – Building Organizational Operating Support Together.

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Organizational Snapshot

Boulder Jewish Community Foundation – bjcf.org

Goal: to provide programs and facilities for the religious, social and cultural benefit of Boulder’s Jewish community.

A 1997 survey shows that Boulder’s Jewish population is growing rapidly (from 800 households in 1980 to 6,000 in 1997) and a large number (45 percent) say they are unaffiliated with a synagogue or congregation. Founded in 1995, the Boulder Jewish

Community Foundation was the force behind the establishment of the Boulder Jewish Community Center (JCC). Boulder’s JCC now offers adult education, a preschool, summer camp, services for families, activities for older adults and a Jewish library.

What do you hope you’ll get out of your participation in BOOST?

“We have some questions that need to be answered in terms of BJCF’s role in the community. We’ve taken on the responsibility of creating this child [the JCC], but at the same time I would like to see BJCF in a position to fill in the gaps in Jewish life that are not served by other organizations.”

Erik Bernstein, President of the Board

The Boulder Jewish Community Center’s preschool is popular with Boulder’s growing Jewish population.



Photo: Chris Takegi



Rose Community Foundation

MISSION

Rose Community Foundation works to enhance the quality of life of the Greater Denver community through its leadership, resources, traditions and values.

We value our Jewish heritage and our roots in Jewish traditions including charity, philanthropy and nondiscrimination.

We value excellence and uphold the highest standards in the pursuit of our mission.

We value the trust and respect of the community and continually strive to earn and sustain that trust by consistent and disciplined adherence to our mission.

Rose Community Foundation's support for the Greater Denver community is focused in five program areas: Aging, Child and Family Development, Education, Health and Jewish Life. In addition to grantmaking, the Foundation's Donor Services Department is available to assist individuals and families in their philanthropic activities.

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Letter from Katherine Peck

VICE PRESIDENT FOR PROGRAMS



A good idea combined with a good plan is more likely to produce a great result. This is true for individuals, businesses and non-profit organizations. Success has at least as much to do with *how* an idea or a mission is carried out as it has to do with *what* the idea or mission is.

How organizations operate is the focus of Rose Community Foundation's three-year, \$1.9 million initiative called BOOST – Building Organizational Operating Support Together. In nonprofit jargon, BOOST is about *building the capacity* of the participating grantees. In plain English, it is about putting more horsepower behind the missions of these organizations, helping them become stronger internally so they can offer more or better – or both – of what they do for the community.

BOOST is a project that brings together some of the finest nonprofits in our community to listen, learn, build and grow. The initiative, detailed in the pages of this newsletter, gives Rose Community Foundation the opportunity to find out what the participating grantees need to become the best they can be.

There is one important phrase in the paragraph above...the organizations participating in BOOST are "some of the finest in our community". Notice the qualifier "some". The choice of grantees to become part of the initiative was difficult. Just within our five program areas (Aging, Child and Family Development, Education, Health and Jewish Life), we work with dozens of organizations doing great work.

We needed organizations with enough similarities to learn from each other but with enough differences to bring richness to the program. The cohort selected includes established and new agencies; those that provide direct services; those that do advocacy work; one that serves other nonprofits; agencies that operate in all portions of the seven-county metro area that Rose Community Foundation funds; several organizations that primarily serve minority populations, including Latinos, African-Americans and Jews; and agencies that touch the lives of children, adults and seniors.

Capacity-building grants generally do not show immediate results. We do not expect BOOST to show immediate results. We expect instead that 10 organizations will thoughtfully create a business plan and implement it. We also expect to learn how we, as a foundation, can better support those who provide for those in need. The payoff will come down the road and will, we hope, create a model that others in the nonprofit community will find helpful.

What this all comes down to is people. Helping a nonprofit agency is not the end goal. Helping a nonprofit agency so that it can improve people's lives and make our whole community a better place...that's why BOOST was created.

Vice President for Programs

The BOOST Participants

Up to four people from the staff and board of each organization will participate.

Growth agencies:

Boulder Jewish Community Foundation
Colorado Agency for Jewish Education
Colorado Bright Beginnings
Hillel of Colorado
Metro Denver Black Church Initiative
Metro Volunteers!
The Senior Hub
Women's Bean Project

Startups:

The Alliance for Quality Teaching
Colorado Consumer Health Initiative

BOOST is a three-year grant initiative designed to strengthen a total of 10 nonprofit organizations, all of which have received grants from Rose Community Foundation in the past. BOOST is based on the premise that financial health and good business planning are key to a nonprofit organization's performance, effectiveness and durability.

In general, previous Rose Community Foundation grants to these organizations have supported what they do. In the BOOST initiative, the Foundation will invest in how they operate. The investment is substantial - \$1.93 million for training, consulting and strategic grant investments to the organizations over three years.

"We are unbelievably excited," says Pat Blumenthal, Executive Director of Hillel of Colorado. (This is another area of commonality. The word 'excited' was used by every single leader when asked about their organization's participation.) "The timing couldn't be more perfect. It'll truly give us a boost," says Jackie Norris of Metro Volunteers! with a laugh.

Organizational Snapshot



Photo: Chris Takagi

Denver Public School teacher Tony Arredondo works one-on-one with a student.

The Alliance for Quality Teaching - qualityteaching.org

Goal: to improve learning for Colorado's children through quality teaching.

The Alliance for Quality Teaching (AQT) is a coalition of more than 35 organizations and 30 individuals with an interest in improving student learning in Colorado's public schools. Believing that teachers are the most important factor in student success, AQT combines research with input from participants at all levels of the educational system to create recommendations for policymakers. The ultimate goal is better schools and more successful students.

What do you hope you'll get out of your participation in BOOST?

"The two things the Alliance really needs to do are to strengthen its sense of identity among its membership, and to think through how we're going to grow programmatically and financially."

Robert Reichardt, Executive Director

Dancing as Fast as We Can

"In some ways, I feel like we are dancing as fast as we can," says Grant Jones of the Metro Denver Black Church Initiative. "BOOST will give us the opportunity to go up to the balcony and take a look at the whole dance floor."

Like a lot of the clients they serve, many nonprofit organizations live a hand-to-mouth existence.

Metropolitan Denver has seen its population increase by half a million new residents since the 1990s and the need for services has increased correspondingly. With so many pressing needs, it is hard to keep the big picture in view. "So often we focus solely on the programs and not the structure and strength of the organization," says Lorez Meinhold of Colorado Consumer Health Initiative.

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Organizational Snapshot

The Senior Hub - seniorhub.org

Goal: to provide referrals and services to help older adults enjoy a higher quality of life.

The Senior Hub offers a variety of services to older adults and their caregivers, including Meals on Wheels, respite care, minor home repairs and adult day centers. The organization also has a thriving volunteer program for senior volunteers, and works with city governments and other agencies to advocate on behalf of older adults and their needs.

What do you hope you'll get out of your participation in BOOST?

"We've been very successful in increasing our programs but we haven't increased our administration. We need to figure out how to strengthen our administrative structures so we can better support our programs."

**Howard Yeoman,
Executive Director**



Photo: Chris Takagi

A volunteer driver packs meals for older adults as part of The Senior Hub's Meals on Wheels program.

Over the years, Rose Community Foundation has made many separate investments to improve the organizational capacity – the underlying strength – of many grantees. This is the first time the Foundation will bring together a cohort of diverse nonprofits to learn together and from each other in a structured three-year initiative that includes assessment, technical assistance, planning and coaching.

Inventing the Wheel

One of the goals of BOOST is for the organizations to recognize their similarities in order to learn from each other's successes and mistakes. "It's helpful to find out what others are doing instead of inventing the wheel yourself," says Tamra Ryan of Women's Bean Project.

To make sure that the organizations selected were at comparable stages of organizational development

Lifecycles and Susan Kenny Stevens, Ph.D.

BOOST is built on ideas developed and articulated by Susan Kenny Stevens, lead consultant and designer of the initiative. Some of the premises:

- Organizations go through developmental lifecycles ranging from startup to growth to maturity to decline.
- The ideal stage is a combination of growth and maturity; the organization is strong and stable, but also self-renewing and adaptable to change.
- Each lifecycle stage presents predictable leadership and management challenges requiring different strategies and investments.
- Organizations that understand the challenges associated with each stage of development are better equipped to find solutions and more successfully fulfill their missions.

Dr. Stevens is a nationally recognized consultant, author and lecturer on financial, management, and organizational issues pertaining to philanthropy and the nonprofit sector. Author of *Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity*, she is Principal-in-Charge of the Minneapolis-based LarsonAllen Public Service Group.

and readiness to participate, Dr. Susan Kenny Stevens interviewed each one. Using her "Nonprofit Lifecycles" assessment tool, Stevens determined that eight of the 10 organizations are in the growth phase of their development.

Two others, The Alliance for Quality Teaching and Colorado Consumer Health Initiative, are in the startup phase. Both of these latter organizations were founded

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Key Concepts of BOOST

Nonprofit Economics: Financially healthy organizations understand the economics of their business. Three fundamental components always apply:

- a *portfolio* approach to revenue and a corresponding financial plan for operations and budget;
- *income-based* spending rather than budget-based;
- and board and management that feel a *personal sense of responsibility* for the organization's financial success.

Business Planning: BOOST grantees will work with consultants to write a business plan addressing these key organizational management issues:

- mission
- market

- current position or “starting point” for the plan
- financial position
- vision for the future
- program and revenue diversification
- management and governance requirements
- systems and facilities requirements
- financial targets
- a timeline and work plan

Training and Coaching: Participating organizations will benefit from ongoing training and coaching by a consultant. Growth-stage participants will also learn from each other as they meet periodically with their peers over the three-year course of the initiative.

Organizational Snapshot

Colorado Bright Beginnings – brightbeginningsco.org

Goal: to promote the healthy development of Colorado children during the first three years of life.

Colorado Bright Beginnings currently offers two programs for families with young children – *Warm Welcome* for newborn to age one, and *Moving On* for ages one to two. Both programs consist of

home or group visits and materials for parents to promote their child's language development, plus information and resources to help them nurture their children.

What do you hope you'll get out of your participation in BOOST?

“Our programs are solid but we need a plan for growth. That's going to include adding a new program, developing better ways to measure the impact of our programs, and planning for greater financial stability.”

**Valin Brown,
Executive Director**

Colorado Bright Beginnings' programs are free to any interested family across the state.



Photo: Chris Takagi

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with substantial funding from Rose Community Foundation. Their inclusion in BOOST is important both to continue their successful growth, and to enable the Foundation to follow this growth.

“Rose Community Foundation is going to grow, too,” says Katherine Peck, the Foundation’s Vice President for Programs. “We think the BOOST initiative will teach us a great deal about how to effectively and thoughtfully support nonprofits. Learning how best to support a startup agency as it moves toward maturity is an important piece of our work.”

Rolling Up Their Sleeves

BOOST is not just about a foundation giving grants. The participating agencies and Rose

Community Foundation are making a significant commitment to each other.

BOOST has been broken down into two phases, with Phase One taking place in 2004. Participants will first undergo the *Nonprofit Lifecycle Self-Assessment*, a holistic look at each organization’s operations developed by Dr. Susan Kenny Stevens. Each organization is then being matched with a primary planning consultant who will work with the agency for all three years of the initiative.

After specialized training in nonprofit finance, participants will receive a grant to invest in their infrastructure, and will work with their respective consultants to develop a comprehensive three-year business plan. The agencies and Rose Community Foundation will meet regularly throughout the process.

In 2005 and 2006, BOOST grantees will receive substantial grants to implement their business plans as part of Phase Two. Growth-stage participants will continue to meet to share knowledge and experiences with each other. With their respective consultants, all will address key organizational capacity issues including governance, management, financial resources, and administrative systems. They will also make timely reports on their progress.

“It’s been important to make everyone understand that this will take some time,” says Valin Brown of Colorado Bright Beginnings. “The people on our leadership team know they’ll have to roll up their sleeves and dig in.”

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Organizational Snapshot

Hillel of Colorado – hillelcolorado.org

Goal: to engage and involve Jewish students in creating welcoming Jewish communities on college campuses.

Hillel of Colorado offers many ways for Jewish college students to express their Jewish identity including community service projects, social events, informal Jewish learning and religious services. Any

student may participate in the group, which is committed to a pluralistic vision of Judaism that embraces all movements within the faith.

What do you hope you’ll get out of your participation in BOOST?

“We’re understaffed, under-resourced and without adequate facilities. In spite of these challenges, I think we’re doing an excellent job with what we have. Our goal is to say we have the resources to do what we know we can.”

Pat Blumenthal,
Executive Director

Hillel of Colorado has offices at Colorado State University, the University of Colorado-Boulder and the University of Denver.



Photo: Chris Takegi

Organizational Snapshot

Colorado Agency for Jewish Education – caje-co.org

Goal: to support Jewish learning from preschool age through adulthood.

Colorado Agency for Jewish Education (CAJE) runs a variety of educational programs and support services for Jewish children, teens and adults in Denver and Boulder. CAJE also runs a full-

service community library, and provides consultation and teacher training for community day schools, supplemental religious schools, preschools, and special-education programs.

What do you hope you'll get out of your participation in BOOST?

"Our biggest challenge is figuring out how to fund our programs for schools. And our dream is to have a true Center for Teaching and Learning, complete with a multi-media resource center and resources to train and retain teachers and principals for our schools."

Daniel Bennett,
Executive Director



Photo: Chris Takagi

The CAJE Community High School for Jewish Studies offers Jewish teens a chance to discover and define Judaism for themselves.

Organizational Snapshot

Metro Volunteers! – metrovolunteers.org

Goal: to build the effectiveness of nonprofit organizations and connect individuals with volunteer opportunities.

Metro Volunteers! works with more than 400 nonprofit organizations annually in the Denver metro area, providing training and information on board development, volunteer management,

marketing and more. Individuals looking to volunteer can use the agency's Web site to find opportunities ranging from a single afternoon to regular, long-term participation.

What do you hope you'll get out of your participation in BOOST?

"Three years from now, I hope we'll have a solid operating reserve, plans to build an endowment, more program outreach to the whole community, and more recognition within the community that we are a resource."

Jackie Norris, Executive Director

Metro Volunteers! facilitates thousands of volunteering opportunities annually. Here volunteers cook for Project Angel Heart, which provides meals for people living with HIV/AIDS, cancer and other life-threatening illnesses.



Photo: Chris Takagi

Organizational Snapshot

Metro Denver Black Church Initiative – denverblackchurch.org

Goal: to promote cooperative leadership among African-American ministers and help churches operate effective social and health programs and services.

Metro Denver Black Church Initiative (MDBCI) believes that the black church is the preeminent institution in the African-American community for strengthening families and enabling self-sufficiency. In addition to programs for youth, MDBCI works to alleviate the health disparities that exist between

the African-American community and other populations. More than 35 member churches and a host of community partners provide health-education information and health screenings to promote active and healthy lifestyles.



Photo: Chris Takagi

What do you hope you'll get out of your participation in BOOST?

"I'd like to have a mutual sense of ownership between our staff and our board; a documented framework for how to move forward; stable administrative systems; and I hope we'll be moving as an organization towards engaging in the public-policy arena, especially around issues related to health disparities."

Grant Jones, Executive Director

A nurse screens a client for diabetes, a disease that affects a disproportionate number of African-Americans.

Organizational Snapshot

Colorado Consumer Health Initiative – cohealthinitiative.org

Goal: to ensure that all Coloradans have access to quality health care.

Colorado Consumer Health Initiative (CCHI) is an advocate for health-care consumers. CCHI encourages and develops leadership among consumers, brings together diverse organizations concerned with health care, and provides information to the

media and policymakers about real consumers' health concerns. The organization also works to decrease the number of uninsured Coloradans.

What do you hope you'll get out of your participation in BOOST?

"A focused strategic vision. Increasing access to health care can mean a lot of things. By defining that, we can take the steps to get there."

Lorez Meinhold, Executive Director

Colorado Consumer Health Initiative brings health-care providers and consumers to the same table.



Photo: Chris Takagi

On the Credenza

All in all, there is a great deal of optimism coming from everyone involved in BOOST.

“Too often it becomes a plan that gets left on the credenza, without a real sense of how it’s going to be implemented,” says Erik Bernstein of the Boulder Jewish Community Foundation. “What’s exciting about BOOST is that there are technical and financial resources to dovetail into implementation.”

“Susan [Kenny Stevens] is brilliant. I’ve never dealt with a strategic-planning process that removes personalities from the mix so effectively,” says Daniel Bennett

of the Colorado Agency for Jewish Education.

“When I asked for volunteers from my board, I was pleasantly surprised at how excited they were to participate in this.” says Robert Reichardt of The Alliance for Quality Teaching.

BOOST will benefit grantees in all five of Rose Community Foundation’s program areas - Aging, Child and Family Development, Education, Health and Jewish Life. One of the participating agencies, Metro Volunteers!, provides services and technical assistance to a wide range of nonprofits. The Jay and Rose Phillips Family Foundation is providing substantial financial support for Metro Volunteers!’ participation in the project.

The End Goal

“I have this fear that there are a lot of people out there who could use our services who don’t know about us,” says Howard Yeoman of The Senior Hub.

Rose Community Foundation aims to change that with BOOST. By providing training, expert help, an opportunity to learn from peers, and grants for implementation, the Foundation hopes to not only strengthen 10 dedicated nonprofits, but also create a model for how Rose Community Foundation and the metro area’s nonprofits can better serve the community and each other in the future.

Organizational Snapshot

Women’s Bean Project – womensbeanproject.com

Goal: to help chronically unemployed women move toward self-sufficiency.

The Women’s Bean Project (WBP) gives women, many of whom are mothers, the skills to help stabilize their lives. WBP packages and sells various food products, including soups and breads, and runs a catering company. Clients work to earn a

steady paycheck and develop solid, transferable work skills. WBP also helps strengthen self-confidence and personal responsibility, as well as offering counseling and assistance with services like GED preparation and computer tutoring.

What do you hope you’ll get out of your participation in BOOST?

“Our overarching goal is to make our business self-sustaining. BOOST gives us the means to break down this big goal in a systematic way and work on it in manageable pieces.”

Tamra Ryan,
Executive Director

Tamra Ryan with an array of products sold by the Women’s Bean Project.



Photo: Chris Takagi

Community Updates

Foundation Announces Board and Committee Appointments

Rose Community Foundation has two new trustees, two new committee chairs, and four new members on two of the Foundation's grantmaking committees. All of the appointments were effective January 2004.

Scott Levin and **Jean Galloway**

were elected to Rose Community Foundation's board of trustees. Levin, who joined the Foundation's Child and Family Development committee in January 2002, has also been named

chair of that committee. He is a senior partner at the law firm of Fisher, Sweetbaum & Levin, P.C. Levin is past president of the board



Jean Galloway

of trustees of Congregation Emanuel and a founding board member of Stepping Stones to a Jewish Me. He has also served on committees of the Allied Jewish Federation, Anti-Defamation League – Mountain States Region and Colorado Bar Association.

Levin is a graduate of the University of Denver College of Law.



Scott Levin

Galloway is President and CEO of Galloway Group, a consulting firm that specializes in strategic community investment. Prior to this, she was vice president for community relations for 9NEWS. Galloway currently serves on the boards of the 9Health Fair and the Colorado Leadership Alliance. Past board memberships include 9WHO CARE, The Denver Foundation, the Downtown Denver Partnership and the Volunteers of America National Board of Directors, where she was chair. She has been a member of Rose Community Foundation's Aging committee since January 2003.

Arlene Hirschfeld, a Rose Community Foundation trustee since 2000 and former chair of the Child and Family Development committee, has been named chair of the Jewish Life committee. She has



Arlene Hirschfeld

served as president or board member at numerous organizations including the Allied Jewish Federation of Colorado, Anti-Defamation League – Mountain States Region, Mizel Museum, Children's Diabetes Foundation at Denver, Denver Art Museum and the Junior League of Denver. Hirschfeld holds a B.A. from the University of Denver.

Four new members have joined two of Rose Community Foundation's grantmaking committees. James Polsfut and former State Senator Penfield W. Tate III have been added to the Child and Family Development Committee, while Neil Oberfeld and Bobbie Towbin have joined the Jewish Life Committee.

James Polsfut is part of the senior management team of First Western Trust Bank, a new financial enterprise currently in organization. He has degrees from Stanford Graduate School of Business and Harvard University. Polsfut chairs the board of Urban Peak, and is a board member of the University of Denver Social Science Foundation and the Mayor's Council on Homelessness. In 2002 he founded Puente Colorado, a



James Polsfut

Rose Women's Organization Members Honored

Rose Women's Organization (RWO) President **Elisa Moran** has received the Allied Jewish Federation's 2004 Becky Topelson Women's Leadership Award. She was honored at the group's annual CHOICES luncheon on February 19.

RWO board member **Sherri Goldstein** was named a 7Everyday Hero with her husband, Peter, in late December. KMGH-Channel 7 gives the award to individuals who make a difference in their communities.

RWO is a Donor-Advised Fund of Rose Community Foundation.



Elisa Moran

civic organization to raise funds for Mexican nonprofit organizations, and he actively supports IPODERAC, an orphanage in Puebla, Mexico.



Also joining the Child and Family Development Committee is **Penfield W. Tate III**, a shareholder in the law firm Trimble, Tate, Nulan, Evans & Holden, P.C.

Tate has been a Colorado State Representative, State Senator, a member of the Joint Budget Committee and was executive director of the Department of Administration under former Governor Roy Romer. He has a B.S. from Colorado State University and earned his J.D. at Antioch School of Law. Tate serves on numerous boards and community



Neil Oberfeld

Committee, is an attorney at Isaacson, Rosenbaum, Woods & Levy, P.C. He has a B.A. from the University of Colorado and earned his law degree at Boston University School of Law. Oberfeld has served on the board of the Anti-Defamation League – Mountain States Region since 1990 and was appointed as a member of the National Commission in 2001. Other involvements include the University of Denver Bridge Project, Latin American Research and Service Agency (LARASA), and the Leadership Denver program

organizations. He has recently been named co-chair of a police reform commission by Denver Mayor John Hickenlooper.

Neil Oberfeld, one of two additions to the Jewish Life

of the Metro Denver Chamber of Commerce Foundation.

Bobbie Towbin brings to the committee extensive knowledge of the Jewish community as former associate director of the Anti-Defamation League – Mountain States Region. She was director of the B'nai Havurah Religious School and has chaired and served on many of the Reconstructionist congregation's committees, as well as boards and committees of the Robert E. Loup Jewish Community Center, the Colorado Agency for Jewish



Bobbie Towbin

Education, and the Jewish Educator's Council. Towbin attended the University of Colorado at Boulder.

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Rose Community Foundation is launching a new grant initiative called BOOST, designed to touch individuals of all ages throughout the metro area, including children at the Boulder Jewish Community Center. (Over for full story.)



Photo: Chris Takagi



Rose Community Foundation

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