2012 has been an innovative and exhilarating year for Aspen Community Foundation (ACF) as we have begun laying the groundwork for our Cradle to Career Initiative. In year one, we have made great strides, bringing together educators, philanthropists, government, businesses, and the majority of the youth-oriented nonprofits in monthly roundtable discussions to develop a roadmap toward a shared vision: that all children in our region are ready for kindergarten and graduate from high school ready for college or career. As well as identifying issues, goals, and resources, members of the groups have developed a vastly increased sense of community and teamwork, essential to the work of year two of Cradle to Career. Please read more about this initiative and its initial projects starting on page 7.

ACF also remains dedicated to its work of building permanent charitable funds and connecting donors to community needs. Our donor advised funds are a pillar of community support, providing $3 million in 2012 to nonprofits from Aspen to Parachute. Thanks to generous contributions from our community, Aspen Community Foundation granted $1.14 million to nonprofits that provide essential services, scholarships for local students, and emergency assistance to our most at risk citizens, making a critical difference for thousands of individuals and families from Aspen to Parachute.

All of this work is made possible by the generosity of our donors, participants in the Cradle to Career Initiative, and the dedication of our board members and staff. It is with deep gratitude that we thank everyone who enables Aspen Community Foundation to make a profound difference in our community.

Thank you,

Laurie Michaels/Board Chair
Tamara Tormohlen/Executive Director

ProCollegiate Program participants share their accomplishments and challenges with ACF supporters.
AS ASPEN COMMUNITY FOUNDATION builds philanthropy and supports nonprofit organizations by connecting donors to community needs, building permanent charitable funds and bringing people together to solve community problems.

ACF has been working since 1980 to improve the quality of life in our region. Based in Aspen, ACF’s efforts impact communities throughout the greater Roaring Fork and Colorado River valleys: Aspen, Snowmass Village, Woody Creek, Basalt, Carbondale, Glenwood Springs, New Castle, Silt, Rifle, Battlement Mesa and Parachute.

ACF directs a collection of funds that have been created by individuals, families, nonprofits, businesses, and ACF itself for charitable purposes. Each year ACF awards millions of dollars in grants to nonprofits from these funds.
in 2012, Aspen Community formally launched its Cradle to Career Initiative (CCI) with a clear mission: ensuring that every child from Aspen to Parachute is ready for kindergarten and graduates from high school ready for college or career. This CCI mission is critically important. While the Aspen area’s scenic beauty, recreation and cultural resources attract many affluent community members and visitors, the 80 miles between Aspen and Parachute are also home to many working class families struggling to survive. Some youth in our region thrive; others are left behind. Our valley is diverse: 70% of Rifle’s elementary school kids qualify for a free or subsidized lunch; 69% of Carbondale’s middle school kids are Latino.

A significant educational achievement gap begins in kindergarten when students arrive at school with no preschool experience and poor language skills. These children often do not learn to read proficiently by the third grade, a primary indicator of later school failure. The preschools, after-school enrichment programs, academic tutoring, college counseling, and summer camps that many take for granted in the Aspen area barely exist in other parts of our community. Many of our region’s low-income students do not graduate from high school, and less than 1% of our Latino children enroll in preschool.

The Cradle to Career Initiative uses principles of “collective impact” to focus funding, knowledge and attention on preparing our region’s 22,000 children for productive lives. This collective impact strategy brings nonprofits, businesses, schools, governments and philanthropists together in powerful partnerships to address critical issues too large and daunting for individual organizations working on their own.

During 2012, Aspen Community Foundation convened hundreds of valley leaders to establish a broad, shared vision for youth success in our region. In the fall, ACF began monthly meetings with over 60 nonprofit leaders, school officials, health and human service agency heads, and other community leaders to create specific CCI goals, indicators and measures of youth success. All of this will culminate in 2013 with the adoption and implementation of a community-wide youth action plan. This will be extremely exciting both for the Aspen to Parachute region and for other communities across the nation that might use CCI as a model to ensure that all youth are prepared to lead rich and productive lives.
CRADLE TO CAREER INITIATIVE

INITIAL PROJECTS
As part of its initial commitment to the Cradle to Career Initiative, Aspen Community Foundation supported three initial projects to fill gaps in the support provided to our valley’s youth. All three programs — Boost Camp, Gus the Bus, and Basalt College Counseling — were created in response to long-standing valley needs and requests for help.

BOOST CAMP
In 2012, Aspen Community Foundation continued its financial support for Boost Camp, the successful program that it founded and operated in 2011. Boost Camp is a four-week educational summer camp for 100 low-income students, ages 6 – 10, in Rifle. Camp activities promote literacy, science and math skills, fitness, health and creativity. As planned, ACF turned over operation of the camp to Access Roaring Fork in 2012.

GUS THE BUS
When young children living in isolated and underserved communities don’t have the opportunity to attend a preschool, this innovative, free preschool will come to them. Modeled on similar programs in operation throughout the country, Gus the Bus is a mobile preschool classroom that delivers free, quality early education to children ages 3 – 5 years who are unable to attend a traditional preschool program. ACF works in close collaboration with Garfield School District RE-2 (Rifle, New Castle and Silt) and Raising A Reader, to target children who are low-income, isolated and at-risk for starting kindergarten unprepared.

Gus makes two weekly stops each in New Castle and Rifle, serving 60 children of whom 75% are Latino. There are two early childhood qualified teachers, one of whom is bilingual. In addition to providing education to the children and families, Gus also brings important information about visual, dental and physical health, identifying children who need special education services and connecting the families to other community resources.

BASALT COLLEGE COUNSELING
In response to a request from Basalt High School, ACF provided funding to create a college and career counseling program that serves 383 students. The program, which began in September 2012, makes Basalt the second high school in our region (after Aspen) to offer a dedicated college counseling program, which can have a substantial positive impact on students’ aspirations, achievements and financial aid awareness.

INITIAL PROJECTS
Access Roaring Fork’s Boost Camp participants.
Local high school, graduate and college scholarship recipient.
Gus the Bus and its teachers.

Access Roaring Fork’s Boost Camp participants.
Local high school, graduate and college scholarship recipient.
Gus the Bus and its teachers.

Drew Altman, a freshman at Aspen High School and daughter of Joan and Lawrence Altman, teamed up with Aspen Community Foundation to raise money for Gus the Bus’s drama, art, writing and play centers. Drew said, “I loved preschool and I want all kids to have the opportunity to attend.” Drew reached out to family and friends to help make sure that Gus the Bus has a fun and engaging learning environment for its students.
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FRENDS
HONORING A 30 YEAR TRADITION

of together strengthening the community, Aspen Community Foundation is proud to have the support of Aspen Skiing Company through its Ultimate Ski Pass Program for the 2012 / 2013 ski season. Blending the passion for the mountains with high impact philanthropy, this program and the generous donors who contribute to it, support the Cradle to Career Fund at Aspen Community Foundation, helping to support Gus the Bus and other projects of the Cradle to Career Initiative.

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Georgia and Alan Levy
Jill and Zohn Levi
Lynn and Dan Levinson
Belief Lewis
Adam Luff
Scott Lindemau, Studio B Architects
Seledad and Malcolm Lebow
David Marlow
Julia Marshall
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Shannon McDonald
Karen McDonald
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Barbara and Charles Miller
Martha Cochman and Steven Mills
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Barbara Lish and Josee Morris
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Bruce Perluette
Julie and Thomas Putson
Sandra and Fred Peirce
Kathryn Penn
Jenni and Chris Petersen
Pfizer Foundation Matching Gifts Program
Gina Perfigano
Joyce and Bill Persik
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Rachel Richards
Jenice and Jim Riffkin
George Robinson
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Maika and Rotem Rokug
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Katie Schwartz
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Dali and Steve Sembell
Mavven and Cartter Sharaf
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Shirley and Allard Smill
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Leslie Thomas

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Catherine Cussuet
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Excellence Hoffman
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Patrice and Farrel Kahn, Kahn Property Companies
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**Contributions to Donor Advised Funds**

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## Grantmaking at Aspen Community Foundation

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ACF's board members Sally Hansen, Karen Lord, Joan Altman and Marcie Musser at the summer donor party hosted by Susan Crown.

In 2012 ACF disbursed a total of $5.07 million to 372 nonprofit organizations through Donor Advised Funds, ACF and Field of Interest Funds, Scholarship Funds and Organization Funds. ACF granted $1.14 million to nonprofits that provide essential services, scholarships for local students, and emergency assistance to our most at risk citizens, making a critical difference for thousands of individuals and families from Aspen to Parachute.
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**Organizations Receiving Grants from ACf and Field of Interest Funds**

- **Access Roaring Fork**
  - Advent raised health project
  - Association of youth united in action (ayua)
  - Alpine legal services
  - Aspen elementary school
  - Aspen public radio
  - Aspen Santa Fe ballet
  - Aspen Valley ski & snowboard club
  - Basalt high school
  - The Buddy program
  - Carbondale community access radio
  - The cottage
  - English in action
  - The environment foundation
  - Family literacy children’s program
  - Family visitor program
  - Feed my sheep ministry
  - Garfield County public library foundation
  - Gsa the Box preschool on wheels
  - Holy cross preschool
  - Jazz Aspen snowmass
  - Literacy outreach
  - Mental health fund direct assistance
  - Mt. sopris historical society
  - Mt. Sopris Montessori school
  - Mt. Sopris preschool cooperative
  - The Wheeler Association
  - Whitman museum of american art
  - Wild minds Preschool cooperative
  - Wildlight Preschool
  - Wildwood school
  - Williams college alumni fund
  - Windstar’s equestrian assisted living and therapy center
  - Winston-Salem foundation
  - Woody creek community center
  - World above the street
  - World music prodn. - atopo worldwide
  - Wounded warrior project
  - Wyly community art center
  - Yampa mountain high school teen parent program
  - Yampa mountain schools
  - Ymca of greater colorado
  - Your friends for life
  - Youth health
  - Youthzone

- **Organizations Receiving Grants from Scholarship Funds**
  - Colorado mountain college (4)
  - Colorado State University (2)
  - Dominican University of California
  - Emerson college
  - Fort Lewis college (3)
  - Linfield college
  - Luther college
  - Patricia C. more teacher award fund (6)

- **Organizations Receiving Grants from Organization Funds**
  - Grassroots Asia
  - Thunder river theatre company
  - U.S. Ski & snowboard team foundation
Donor Advised Funds
Donor Advised Funds offer the advantages of a private foundation, yet have lower management costs and greater tax benefits and flexibility, which maximize charitable resources. Donor Advised Funds are especially useful for those who want to make a charitable deduction from year to year and make distributions from income or principal in future years. Donors are able to actively participate in the giving process by recommending organizations to receive grants. ACF assists Donor Advisors by maintaining fund records, researching potential fund recipients, ensuring that distributions are made to qualified tax-exempt organizations and connecting donors with potential fund recipients.

Field of Interest Funds
Field of Interest Funds support a broad array of interests such as cultural integration, emergency assistance or early education. The donor specifies an interest at the time a fund is created. Grants are made from these funds to the appropriate organizations.

Designated Funds
Designated Funds ensure long-term support for one or more specific nonprofit organizations identified by the donor at the time the fund is established. The named organizations receive an annual contribution from the Designated Fund.

Memorial Funds
Memorial Funds operate like Donor Advised Funds, yet are made in a loved one’s memory. As with all funds, gifts can be made to the fund by anyone at any time.

Organization Funds
Nonprofit organizations may place their endowed or non-endowed funds at ACF, thus assuring donors that funds earmarked for the future will be invested wisely and used appropriately. ACF manages the fund as part of its investments and then distributes an annual payment to the organization.

Scholarship Funds
Scholarship Funds bring together students in need and individuals who care about education to enable more students to reach their educational goals. Often, Scholarship Funds are established in a loved one’s memory.

Gifts to Aspen Community Foundation Grantmaking
Join the many generous donors who invest in our work so that we can build a stronger community through our grantmaking. A gift to the ACF Grantmaking Fund will be granted to nonprofits that make our community a better place.

Gifts to Aspen Community Foundation Endowment Fund
These contributions add to Aspen Community Foundation’s permanent endowment. Income generated from the Endowment Fund supports ACF’s operating expenses.

Lifetime Gifts
Many donors give through bequests in their estate. Charitable remainder trusts, charitable lead trusts, remainder interests in real estate and gifts of life insurance are some of the most tax effective ways to support ACF or add to existing funds. Charitable remainder trusts have the added advantage of providing excellent income and tax benefits for the donor before assets are turned over to charitable purposes.

GIVING AT ACF IS SIMPLE. Donations can be made in any amount and can be designated for particular ACF grantmaking areas or for unrestricted funds. We work closely with you to develop a program of giving that meets your needs and desires.
### Statement of Activities

#### 2012

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<tr>
<td>Contributions</td>
<td>$14,227,530</td>
<td></td>
<td></td>
<td>$14,227,530</td>
</tr>
<tr>
<td>Investment Income, Net of Fees</td>
<td>$3,509,795</td>
<td></td>
<td></td>
<td>$3,509,795</td>
</tr>
<tr>
<td>Other Income</td>
<td>$6,908</td>
<td>($8,196)</td>
<td></td>
<td>$712</td>
</tr>
<tr>
<td>Net Assets Released from Restrictions</td>
<td>$1,913</td>
<td>($1,913)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Revenues, Gains and Other Support</td>
<td>$17,748,146</td>
<td>($20,189)</td>
<td></td>
<td>$17,738,037</td>
</tr>
</tbody>
</table>

#### 2012 Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>$5,070,790</td>
<td></td>
<td></td>
<td>$5,070,790</td>
</tr>
<tr>
<td>Other Program Expenses</td>
<td>$685,360</td>
<td></td>
<td></td>
<td>$685,360</td>
</tr>
<tr>
<td>Management and General</td>
<td>$251,585</td>
<td></td>
<td></td>
<td>$251,585</td>
</tr>
<tr>
<td>Development</td>
<td>$284,000</td>
<td></td>
<td></td>
<td>$284,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$6,291,735</td>
<td></td>
<td></td>
<td>$6,291,735</td>
</tr>
<tr>
<td>Fund Transfers</td>
<td>$2,492,674</td>
<td></td>
<td></td>
<td>$2,492,674</td>
</tr>
<tr>
<td>Total Expenses &amp; Fund Transfers</td>
<td>$8,784,409</td>
<td></td>
<td></td>
<td>$8,784,409</td>
</tr>
</tbody>
</table>

### Statement of Financial Position

#### Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2011 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash &amp; Equivalents</td>
<td>$780,444</td>
<td>$318,410</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td>$68,925</td>
<td>$81,637</td>
</tr>
<tr>
<td>Prepaid and Other Assets</td>
<td>$4,094</td>
<td>$3,975</td>
</tr>
<tr>
<td>Investments at Fair Value</td>
<td>$34,338,306</td>
<td>$30,072,844</td>
</tr>
<tr>
<td>Assets Held as Organization Funds</td>
<td>$4,031,030</td>
<td>$1,266,889</td>
</tr>
<tr>
<td>Office Furniture &amp; Equivalents</td>
<td>$112,356</td>
<td>$113,047</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$39,335,156</strong></td>
<td><strong>$32,756,802</strong></td>
</tr>
</tbody>
</table>

#### Liabilities

<table>
<thead>
<tr>
<th>Category</th>
<th>2012</th>
<th>2011 (Audited)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>$111,710</td>
<td>$43,335</td>
</tr>
<tr>
<td>Organization Fund Transfers Payable</td>
<td>-</td>
<td>$2,443,658</td>
</tr>
<tr>
<td>Assets Held as Organization Funds</td>
<td>$4,031,030</td>
<td>$1,266,889</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$4,142,749</strong></td>
<td><strong>$3,753,882</strong></td>
</tr>
</tbody>
</table>

#### Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donor Advised</td>
<td>$19,016,411</td>
<td>$14,222,583</td>
</tr>
<tr>
<td>Field of Interest</td>
<td>$1,126,993</td>
<td>$1,161,603</td>
</tr>
<tr>
<td>Designated</td>
<td>$47,797</td>
<td>$50,091</td>
</tr>
<tr>
<td>Scholarship</td>
<td>$479,251</td>
<td>$435,859</td>
</tr>
<tr>
<td>Discretionary</td>
<td>$14,455,089</td>
<td>$13,070,472</td>
</tr>
<tr>
<td><strong>Subtotal Unrestricted Net Assets</strong></td>
<td><strong>$35,125,542</strong></td>
<td><strong>$28,940,608</strong></td>
</tr>
<tr>
<td><strong>Restricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$12,311</td>
<td>$16,865</td>
</tr>
<tr>
<td>Permanently Restricted</td>
<td>$50,000</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Subtotal Restricted Net Assets</strong></td>
<td><strong>$62,312</strong></td>
<td><strong>$62,312</strong></td>
</tr>
<tr>
<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>$43,437,854</strong></td>
<td><strong>$35,103,218</strong></td>
</tr>
</tbody>
</table>

#### Change in Net Assets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Assets, January 1, 2012</td>
<td>$30,207,498</td>
<td>$39,156,571</td>
</tr>
<tr>
<td>Net Assets, December 31, 2012</td>
<td>$39,156,571</td>
<td>$39,156,571</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>$8,949,075</strong></td>
<td><strong>$8,949,075</strong></td>
</tr>
</tbody>
</table>
BOARD OF DIRECTORS & STAFF

BOARD OF DIRECTORS
Pam Alexander
Joan Altman
Susan Crown
Tony DiLucia
R.J. Gallagher*
Barbara Gold
Allen Grossman
Sally Hansen
Soledad Hurst
Mike Kaplan
Keith Lambert
Adam Lewis
Karen Lord*
Laurie Michaels
Marcie Musser
Mary Scanlan
Judy Steinberg
George Stranahan*
Tom van Straaten

2012 OFFICERS
Laurie Michaels, Chair
Karen Lord*, Vice Chair
Mike Kaplan, Vice Chair, Treasurer
Barbara Gold, Secretary
*completed 6 year term in 2012

2013 OFFICERS
Laurie Michaels, Chair
Barbara Gold, Vice Chair
Mike Kaplan, Vice Chair, Treasurer
Allen Grossman, Secretary

STAFF
Tamara Tormohlen, Executive Director
Hilde Hottendorf, Finance Director
John Bennett, Cradle to Career Director
Valerie Carlin, Program Director
Susanne Morrison, Senior Program Officer
Jayne Poss, Program Officer
Jessica Lodders, Program Officer
Meghan Pearlman, Development Officer
Eric Chase, Operations Officer
Barbara Lish, Program Assistant
Ruth Owens, Donor Services Assistant
Michael Kinsley, Cradle to Career Facilitator
Brad Stevenson, Cradle to Career Facilitator