

ORDINANCE

our charge

Our funding is generated by a Denver City and County sales and use tax, passed in 2018, specifically to fund (1) “mental health services and treatment for children and adults; [2] suicide prevention programs; [3] opioid and substance abuse prevention, treatment and recovery programs; [4] facilities and programs, for those with mental health and substance abuse needs, including: housing, joint efforts of first-responder and mental health experts, and training for first-responders; to reduce homelessness, improve long-term recovery, and reduce the use of jails and emergency rooms”

COMMUNITY INPUT

where we should focus within the Ordinance

- **Youth:** fund efforts specifically initiated by and/or targeted to support the mental health and/or substance misuse outcomes for people aged 0-26, including birthing people.
- **Community-Centered Solutions:** fund community initiated and run approaches to supporting the mental health and/or substance misuse outcomes of community members.
- **Alternatives to Jail:** fund efforts to support the mental health and/or substance misuse outcomes for people at risk of, currently involved with, and/or exiting the criminal legal system.

CHANGE NEEDED

the change we aim to create

- **Increased Access**
- **Improved Fit**
- **Improved and Increased Options for Care Over Time**

IMPACT GOALS

the impact we will have

- **Reduced substance misuse** including maintained health relationships with substances
- **Improved or maintained mental health** including reduced harm to self and others
- **Reduced entry or recidivism into the criminal legal system** for those experiencing mental health and substance misuse challenges
- **Increased equity** in mental health and substance misuse outcomes



As we enter our 4th year of program operations and continue to grow and evolve – we remain committed to being:

- **Community-Authored and Driven:** Caring for Denver is seen as an important partner for supporting community solutions and voice. We identify strategies which help us engage communities, communicate our impact, and align with our partners.
- **Equity and Inclusion:** Philanthropy has shaped and been shaped by systems of privilege and power that contribute to inequities. In our pursuit of equitable outcomes, Caring for Denver is committed to prioritizing collaboration, learning, and listening to our community to ensure mental health and substance misuse supports fit and honor individuals' place and identity.
- **Iterative Innovation and Impact:** We begin with community-informed practice. We use co-created outcomes to continually improve the impact and to ensure we are achieving results for Denver communities.
- **Visionary Leadership:** Caring for Denver is a leader locally, state-wide, and nationally in funding and promoting strengthened mental health and substance misuse supports and systems. The strength of our governance practices reflect that leadership and being a role model for others wanting to be in this space.
- **Stewardship and Integrity:** Caring for Denver stewards its resources responsibly and strategically to implement our mission in an equitable and high-impact manner. We continue to pursue avenues that would bring additional funding to strengthen our work.

VISION

the future we aim to create

A vibrant Denver where all communities are strengthened by the mental health and substance misuse support they need.

MISSION

what we do and who we serve

Address Denver's mental health and substance misuse needs by growing community-informed solutions, dismantling stigma, and turning the community's desire to help into action.

AIMS

the approaches we use to achieve our mission

1. Caring for Denver strengthens care systems and supports for the mental health, trauma, and substance misuse needs of Denver residents.
2. Caring for Denver is a trusted community partner guided by community needs and priorities.
3. Caring for Denver is an effective learning organization.
4. Caring for Denver is a trusted, effective steward of funding.
5. Caring for Denver distributes funds appropriately and equitably to meet its mission.
6. Caring for Denver has a Board and staff that are dedicated to fulfilling the mission and building a strong, aligned culture of the organization.

STRATEGIES for CHANGE — Page 1

AIM (what we want to be): Caring for Denver strengthens care systems and supports for the mental health, trauma, and substance misuse needs of Denver residents through impactful grantmaking.

STRATEGIC OBJECTIVE (what we are doing): Through funding and partnership, Caring for Denver will increase access to care, improve fit of care, and ensure continuity of care over time to improve the equitable mental health, trauma, and substance misuse outcomes for Denver residents.

SIGNALS OF PROGRESS:

- 90% Grantees are in good standing (making progress towards stated impact outcomes, meeting reporting requirements, etc.)
- Projects/programs are strong across most rubric categories and/or address key considerations from call for proposal, etc.
- Positive Grantee feedback
- Playbook requirements are met

ACTION/ TACTIC #1

Identify and advocate to fund impactful programs and projects.

- Prioritize Denver’s barriers, trends, community needs, populations, and services with our grantmaking.
- Recommend projects with a high likelihood of demonstrating agreed upon Shared Impact Plan outcomes.

ACTION/ TACTIC #2:

Partner with and support grantees through convening, accountability, and relationship building.

- Develop and strengthen relationships and connections with key stakeholders to enhance project/program implementation.
- Co-create grant deliverables and expectations with grantees.

ACTION/ TACTIC #3:

Continuously learn and improve processes for efficient, effective and equitable grantmaking.

- Advocate for the incorporation of best practices within our processes informed by the field and community.

ACTION/ TACTIC #4 (stretch):

Ensure Responsive & Innovative funds support community’s needed system shifts.

- Connect with key stakeholders to understand best practice in and outside of Denver related to unmet needs.
- Recommend projects with a high likelihood of addressing an unmet community need.
- Connect systems and organizations to leverage our unique position (learnings) to improve the provision and coordination of mental health and substance misuse services.

STRATEGIES for CHANGE — Page 2

<p>AIM (what we want to be): Caring for Denver is a trusted community partner guided by community needs and priorities.</p>		
<p>STRATEGIC OBJECTIVE (what we are doing): Grow communications and community reach and relationships to deepen community influence in our work.</p>		
<p>SIGNALS OF PROGRESS:</p> <ul style="list-style-type: none"> • Staff, Board, the City, community, and the public know how community input is reflected in our work • 25% increased engagement in Caring for Denver communications channels • Increased in-reach across departments from community 		
<p>ACTION/ TACTIC #1 Implement community engagement plan to engage community meaningfully, inform our work, and ensure we meet ordinance requirements.</p> <ul style="list-style-type: none"> • Continue to evolve community outreach plan and target audiences. • Meet the requirements of ordinance by sharing community input internally to ensure it informs our funding plan. • Develop internal and external routines to share what we are learning from the community. 	<p>ACTION/ TACTIC #2: Ensure Denver public understands impact being in partnership with evaluation.</p> <ul style="list-style-type: none"> • Establish the impact reporting approach, guidelines, and frequency. • Continue to implement storytelling approach and guidelines. 	<p>ACTION/ TACTIC #3: Continue to implement communications strategy to increase Denver's awareness of Caring for Denver's mission, progress, and partners.</p> <ul style="list-style-type: none"> • Create opportunities for thought leadership to influence fields of mental health and substance misuse, evaluation, philanthropy. • Elevate community leaders, ideas, and expertise. • Strengthen communications channels with target audiences.

STRATEGIES for CHANGE — Page 3

AIM (what we want to be): Caring for Denver is an effective learning organization.

STRATEGIC OBJECTIVE (what we are doing): Use evaluation and learning to facilitate the understanding of grant progress and impact to guide our grantmaking strategy in ways that elevate the expertise of the community.

SIGNALS OF PROGRESS:

- 90% grants demonstrate alignment with and measure progress on the Shared Impact Plan's signals and impacts
- Staff and teams use evaluation and learning data to drive funding priorities and funding decisions
- Evaluation strategies align to emerging best practices for equity and trust

ACTION/ TACTIC #1

Support grantee evaluation capacity building.

- Provide technical assistance and capacity building support to grantees to improve evaluation-related skills and implement meaningful evaluation plans.

ACTION/ TACTIC #2:

Collect, synthesize, and share data.

- Summarize learning and impact to support the Foundation's commitment to public accountability.

ACTION/ TACTIC #3:

Facilitate internal Emergent Learning practices.

- Facilitate data sharing and emergent learning conversations with staff and the board about grantee progress and impact to inform program and organizational strategy.

ACTION/ TACTIC #4 (stretch):

Ensure evaluation practices are equitable and responsive to community needs.

- Audit internal evaluation processes for equity regularly; develop and implement action steps for improvement.

STRATEGIES for CHANGE — Page 4

AIM (what we want to be): Caring for Denver Foundation is a trusted, effective steward of funding.

STRATEGIC OBJECTIVE (what we are doing): Operate with appropriate policies, procedures, and practices to ensure trust and effectiveness.

SIGNALS OF PROGRESS:

- Audit firm submits its yearly report with no significant matters reported
- Audit firm submits its yearly report with no exceptions to test of operating effectiveness reported
- Internal audit shows timely, complete, and accurate submission and reviews of grant requests, grant agreements, reports, and amendments.
- City contracting agency and Board feel confident/comfortable with policies, procedures, practices

ACTION/ TACTIC #1

Office Management, Accounts Payable, and Accounts Receivable

- Maintain policies, procedures, and practices that support proper division of duties for accounts payable and receivable.
- Maintain policies, procedures, and practices that support efficient and effective office and resource management.
- Maintain and improve systems and processes.

ACTION/ TACTIC #2:

Grantmaking and Grants Management

- Maintain policies, procedures, and practices that support proper division of duties and due diligence for grantmaking and grants management.
- Maintain and improve systems and processes.

ACTION/ TACTIC #3 (stretch):

Operations and Grants Management Efficiencies

- Create efficiencies for operations and grants management to conserve time, effort, and resources.

STRATEGIES for CHANGE — Page 5

AIM (what we want to be): Caring for Denver distributes funds appropriately and equitably to meet its mission.

STRATEGIC OBJECTIVE (what we are doing): Grantmaking is structured to incorporate community and board feedback and maintain a productive and collaborative relationship with the City.

SIGNALS OF PROGRESS:

- Tax revenues received are allocated according to fiscal policies (Goal of being at least 90% allocated)
- Distribution of grant funds continues to mirror the equity index
- Renewed/maintained contract with DDPHE

ACTION/ TACTIC #1

Manage resources to support the mission and work of the organization

- Manage investments to ensure stewardship and impact.
- Ensure the distribution of grant funds continues to mirror the equity index for the City of Denver.
- Grantmaking reflects board and on-going community input.

ACTION/ TACTIC #2:

Manage and grow partnerships with the City to ensure continued support and renewal of contract to administer the Caring for Denver Fund

- Maintain regular communications and engagement with DDPHE, City Council, Mayor's and Auditor's Offices.
- Renew the City contract.

STRATEGIES for CHANGE — Page 6

AIM (what we want to be): Caring for Denver has a Board and staff that are dedicated to fulfilling its mission and building a strong, aligned organizational culture.

STRATEGIC OBJECTIVE (what we are doing): Create and maintain the infrastructure, staffing, and governance to support community in their work to improve mental health and substance misuse in Denver.

SIGNALS OF PROGRESS:

- Employees are retained in their positions (90%)
- Board are advocates for Caring for Denver in community

ACTION/ TACTIC #1

Support a high-performing Board of Directors

- Leverage the unique experiences and skills of Board members to support the organization.
- Build strong Board-Staff relationships.
- Board have the tools and opportunities to be advocates and foster relationships that are important for the Foundation's success.
- Board learnings inform future grantmaking and strategies.

ACTION/ TACTIC #2:

Recruit, support, and retain high-caliber staff

- Establish an inclusive, innovative, and supportive work environment.
- Maximize professional growth and development of staff.
- Manage human resources needs effectively.

ACTION/ TACTIC #3 (stretch):

Improve Organizational Alignment

- Connected to and have a shared definition of equity which is represented in our work in measurable ways.
- Strong and improved internal communications practices (staff, team leads, Board).