Our Strategic Funding Areas
The work of Caring for Denver Foundation will be transformational for tens of thousands of Denverites, their families, friends and youth who struggle every single day with untreated and undertreated mental health and substance misuse challenges. I am proud to have championed the issue and continue the work. We have the #PowerTo help, and now we can take bold action.

Leslie Herod
State Representative, Board Chair
# Table of Contents

Letter from the Executive Director ................................................................. 4  
Executive Summary .......................................................................................... 5  

**Section 1 | Building Momentum**  
Mission & Vision .............................................................................................. 9  
Values.................................................................................................................. 10  
Staff & Board...................................................................................................... 11  
Our Charge......................................................................................................... 12  

**Section 2 | Getting to Outcomes**  
Introduction to Priority Areas ........................................................................ 15  
Priority Area: Alternatives to Jail ................................................................. 16  
Priority Area: Youth ......................................................................................... 17  
Priority Area: Care Provision .......................................................................... 18  
Priority Area: Community-Centered Solutions ........................................... 19  

**Section 3 | Evaluating the Work**  
How We’ll Measure Success ............................................................................. 21
Caring for Denver Foundation was founded and funded because we know Denver must do more to address mental health and substance misuse needs in our city. With this enduring investment, together we will turn our desire to help into action and outcomes.

We listen to you so we can learn from you. Your stories inspire and connect us. They reveal our similarities, honor our uniqueness, and challenge our flaws. Your stories are revealed in art, music, and spoken word, and help us find commonality in a way that has the power to normalize our shared struggles and move our community forward.

To be successful, we will be flexible and innovative. We will support community-authored work. We will focus on impact. We will invest in potential. And, we will partner with those on the front lines to address the right challenges with the best solutions. This is our approach in grantmaking, technical assistance, and convening opportunities that will lead to bold and actionable solutions.

I’m honored to accept the charge of leading Caring for Denver Foundation in service of our communities. I’ve called Denver home for nearly 30 years. In that time, I have dedicated my personal and professional life to working with community to be an agent of change toward expanding health access and equity, creating opportunities for better integration of mental and physical health, and putting people’s needs ahead of systems.

We’re eager to get to work to ensure Denver’s communities have the resources and support they need—to heal, be heard, be acknowledged, have hope, and be connected. Together, we showed we have the #PowerTo help. Now we have the #PowerTo act.

Thank you, Denver.

Lorez Meinhold | Executive Director
At a glance

On November 6, 2018 seventy percent of Denver said yes to doing more to support mental health and substance misuse needs in our city. Together, we will turn that desire to help into bold action and meaningful outcomes.

We believe Denver’s people are our greatest resource. So we relied on their knowledge, experience, and collaboration to inform the following funding areas:

**Youth**
Better address and support mental health and substance misuse, and create more connections for our youth.

**Community-Centered Solutions**
Use community knowledge, strengths, and resources to foster local connectedness and support.

**Care Provision**
More people in Denver have access to the mental health and substance misuse care at the right time, and the supports to navigate care.

**Alternatives to Jail**
Greater supports, connections, practices, and opportunities to redirect people experiencing mental health and substance misuse crisis away from and out of the criminal justice system.
1 | Building Momentum
Denver’s stories drive us to act

“...We cannot afford to lose so many of our kids, parents, neighbors, and friends to mental health and substance abuse challenges. We can and we should address this in our community.”

–Eric B
Fierce support from voters

Our ballot initiative was simple, yet powerful. For every $100 spent in Denver, $0.25 would go toward addressing our community's mental health and substance misuse needs.

*Denver turned that idea into a reality.*

The result? Over 35 million dollars. Per. Year.
We’re on a mission
To 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.

And we’ve got a vision
A vibrant Denver where all communities are strengthened by the mental health and substance misuse support they need.
Our values

Respect. Always.
We fiercely embrace inclusion and diversity, and strive to be representative, culturally responsive, and linguistically appropriate in all that we do.

Meet people where they are.
We see and support all people and communities for their strengths and inherent value.

Advocate out loud.
We courageously share our stories, engage our communities, and demonstrate how mental health and substance misuse affects us all.

Be courageous in action.
We champion candid, open-minded reflection and are thoughtful and bold in the action we take.

Focus on impact for communities.
We center all of our work on outcomes that always put Denverites, and their potential, first.

Invite partnership.
We are partners with the grantees, communities, and individuals with whom we collaborate and serve, recognizing all are essential to identifying, defining, and deciding what they need.
Our team

Leslie Herod
Executive Director
State Representative, Board Chair

Christina Carlson
Urban Peak, Board Vice Chair

Loree McInnoin
Director of Community Engagement

Director of Marketing and Communications

Gary Sanford
Director of Community Engagement

Director of Evaluation and Learning

Jacque Esquivel
Program Officer

Juan Esiobedo
Program Officer

Jennifer Tippett
Program Advisor

Program Advisor

Leah Spielberg
Director of Grants

Morci Hladik
Director of Operations

Patrice Hairston Peetz
Community Engagement Advisor

Rebecca Ochtera
Director of Evaluation and Learning

Taylor Raddy
Director of Marketing and Communications

Tim CORTEZ
Program Officer

Our Board

Leslie Herod
State Representative, Board Chair

Christina Carlson
Urban Peak, Board Vice Chair

Carl Clark
Mental Health Center of Denver, Board Treasurer

Kristin Bronson
City Attorney, Board Secretary

Beth McCann
Denver District Attorney

Dellena Aguilar
Mental Health Therapist

Don Mares
Department of Human Services

Gabrielle Rodriguez
Colorado Peer & Family Specialist

Kate Stigberg
Healthier Colorado

Regina Huerter
Policy Research Associates

Robin Wittenstein
Denver Health

Jeff Holliday
Department of Public Health & Environment

Colfax Ave Business Improvement District
In Denver we can address mental health and substance misuse.

Together we have the #PowerTo turn Denver’s desire to help into action and outcomes.
2 | Getting to Outcomes
We engaged with the community

1600

1600 Denver residents were engaged in person, over the phone, and online (in English and Spanish).

88%

88% of residents were concerned about the issues of mental health and substance misuse in Denver.

67%

67% believe people with mental health and/or substance misuse needs are not currently receiving the care they need.
We listened to Denver and will continue to listen

From creatives and people with lived experience to first responders and youth and so many others. We engaged with more than 1,600 people from 120 community meetings, including:

- 4 forums
- 3 virtual meetings
- 62 organizational meetings
- 500-person poll

Their input and insights were critical in identifying and prioritizing these funding areas:

- Youth
- Community-Centered Solutions
- Care Provision
- Alternatives to Jail
Denver spoke. We listened.

The earlier and more resources we can provide Denver’s youth, the less crisis and need for costly services later in life.

**Address mental health and substance misuse issues early.**

Right now, prevention resources are limited. By creating more opportunities that tackle problems at the source, youth are more likely to avoid downstream problems later in life, like justice involvement.

**Improve resilience to life stresses and pressures.**

Unsurprisingly, today’s youth face a lot of life pressures and stresses. For many, that leads to anxiety and depression, and for some, more severe mental health concerns. This can impact success and school, or lead to negative coping strategies like substance misuse, self-harm, and involvement in criminal behaviors.

**Increase awareness of and participation in well-being and help-seeking, particularly for youth allies.**

Parents, caregivers, schools, and others are critical allies for Denver’s youth. We must help these allies better recognize, address, and talk about mental health and stress—just like we do with physical health.
Community-Centered Solutions

*Denver spoke. We listened.*

We must use community knowledge, strengths, and resources to foster local connectedness and support.

**Increase access to local care support.**

Transportation, wait times, and traditional work hours keep people from getting the support they need when they need it. Supports need to show up in places and spaces that communities already know, visit, and trust.

**Promote and utilize community assets.**

There aren’t enough responses to mental health and substance misuse designed by and for the community. To meet people where they are, we must partner with communities and support efforts that are already working as well as new, innovative, and non-traditional solutions.

**Increase trusted community.**

There’s a strong link between isolation and mental health and substance misuse. We need to understand and address what communities are going through by giving them space, language, mentoring, and peer opportunities to support each other.

*Chris Molina*
We must better support access to quality mental health and substance misuse care at the right time.

**Provide more people access to care. And care that “fits.”**

From first responders to libraries, we need more care providers. And we need more care providers that understand the unique needs of different cultures and communities.

**Ensure care providers have what they need to provide high quality care.**

Providers and care givers need supports and training to be more effective in their role and to better connect with and meet the needs of people seeking care. More resources are also needed to support self-care and care for others when the system doesn’t.

**Improve entry and transition connections.**

Quality care starts at the first point of connection. But since service information is often outdated or changes rapidly, people get frustrated and tend to give up on seeking care. Better support through transitions and coordination across providers is needed so people can easily get continuous care.
Alternatives to Jail

Denver spoke. We listened.

We need greater supports, connections, practices, and opportunities to redirect people with mental health and substance misuse crisis away from the criminal justice system.

**Increased diversion opportunities.**
Far too many people with mental illnesses are in jails and prisons. We need improved crisis response options and diverse ways to respond to crisis to reduce the need for arrest. We need more opportunities at different points in the justice system where jail time is reduced or avoided, and the individual is linked to comprehensive community-based services and treatment.

**More emphasis and access to services.**
More emphasis and access to mental health and substance misuse services and supports that follow someone across programs, and institutions while in, and after they leave, the justice system. Access to peer support services to assist individuals in making decisions that promote their recovery.

**Better connected systems for justice, health and housing.**
Even though the same individual touches all of these systems, the data, policies, funding, and decision-making for all of these are fragmented. We need universal procedures for referrals, transition planning, and release of information to better support individuals as they transition into community.
3 | Evaluating the Work
How we’ll measure success

Understanding the progress and outcomes of investment is critical. We want to identify what’s working and where opportunities exist to help us better achieve our goals. Our approach is rooted in three objectives:

Evaluate

Are we doing things right?

We will work with grantees and community partners to define success, track progress toward milestones, and stay accountable to outcomes.

Learn

Are we doing the right things?

We will implement learning practices to identify what is helping and what is getting in the way of success, as well as test ideas around how to be more successful.

Adapt

How can we have the biggest impact?

We will clearly articulate what success looks like, identify how we’re tracking against milestones, and assess our ability to reach outcomes. Based on evaluation and learning, we’ll develop strategies to improve outcomes with an emphasis on equitable, sustainable, and meaningful changes.
The work must reflect our core principles

Community-Focused
Our commitment to innovate solutions and community-driven interventions isn’t a traditional approach. Because of this, we’re:

- Providing technical support when needed to help grantees plan and meet goals
- Working to make evaluation and learning as easy as possible for grantees
- Committing to being learning partners with the community

Equity-Driven
Equitable Evaluation principles are part of our approach, which include but aren’t limited to:

- Designing evaluation and learning in partnership with grantees
- Recognizing and valuing stories as data
- Monitoring our own equity practices in funding, technical assistance, capacity building, and more

Meaningful Impact
Our investments only matter if they’re meaningful. Our process serves as a tool that will help us uncover meaning through:

- Evaluating outcomes that make both small and large-scale differences to community
- Making sure evaluation and learning methods help grantees see their impact
- Promoting ways to use data for decision making and improvements
I have learned that we can and we should help our community. Caring for Denver Foundation will make a difference for so many people and their families right here in Denver.

–Gabrielle R.