



The Denver Foundation

# IMPACT REPORT

Key Outcomes of The  
Denver Foundation's  
2011 Strategic Plan



# REPORT SUMMARY

## **What are the factors that contribute to people having opportunities for a high quality of life in our community?**

That question was centered in The Denver Foundation's 2011-2021 Strategic Plan. The Denver Foundation sought to provide answers to that question in the form of 10-year objectives and strategies. The plan provided a sharper focus to the Foundation's grantmaking in the form of community-impact objectives concentrated on three areas of focus: Basic Human Needs, Economic Opportunity, and Education.

The 10-year time horizon reflected that the complex and interrelated social issues facing Metro Denver can only be addressed through a long-range effort and sustained commitment. In this spirit, the strategic plan served as a dynamic road map, defining a clear "destination" and encouraged flexibility and creativity throughout the journey of the last decade.

The most effective community foundations in the twenty-first century continuously refine their strategies as the external landscape evolves and new lessons are learned. This report provides output and outcome metrics related to the three community-impact objectives, and highlights innovative work and approaches.

## **KEY ACTIVITIES**

- A 2011 Listening Campaign involved nearly 800 individuals, including members of the public, donors, and leaders from the nonprofit, business, and public sectors.
- The planning task force was a nine-month collaborative effort including 25 Trustees and staff members.
- The plan narrowed discretionary funding priorities to Basic Human Needs, Economic Opportunity, and Education.
- The Denver Foundation experimented with new approaches for achieving impact, including launching new programs and/or serving as the convener for nonprofit collaboration.
- New programs supported included Close To Home, Common Sense Discipline, The SHIFT, and The Landscape Project.

- The Denver Foundation increased funding for organizations doing comprehensive, wrap-around work that focuses on the whole individual.
- The Denver Foundation increased the average grant amount to \$20,000.
- The Denver Foundation increased the percentage of grant funds distributed to nonprofit organizations with Black, Indigenous, People of Color (BIPOC) leaders from 26% to 48%.

## **LEARNINGS**

- Reaching consensus on a strategic plan is a giant leap, followed by countless steps toward effective implementation and practices.
- Don't stop listening after the planning period. Community members are first to recognize when needs and opportunities change.
- Experimenting with programmatic approaches to dismantle systemic inequity may not achieve ambitious outcomes.
- Narrowing The Denver Foundation's funding areas increased the complexity of the grant application process.
- We received consistent feedback that The Denver Foundation's unique and uniquely needed role is grantmaking to community-centered nonprofits, not developing and/or managing programs.
- The Denver Foundation is most dynamic when we set synergetic priorities and work across the organization in collaboration.
- There is tremendous overlap between The Denver Foundation's directed grantmaking and grantmaking from donor-advised funds.
- Focusing on diversity and inclusion is not enough. The Denver Foundation must maintain a resolute commitment to racial equity.



The Denver  
Foundation





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The Denver Foundation

# COMMUNITY GRANTS PROGRAM

The Community Grants Program is The Denver Foundation's annual grantmaking program, with resources drawn from The Fund for Denver, our community endowment. Under the 2011 Strategic Plan, grantmaking was focused on organizations working in Basic Human Needs, Economic Opportunity, Education, and Leadership & Equity.

**\$30.5M**

**TOTAL DOLLARS GRANTED**

**4,168**

**TOTAL GRANTS**

**34%**

**INCREASE IN  
AVERAGE  
GRANT-SIZE**






**47%**

**PERCENT AWARDED TO  
PEOPLE OF COLOR-LED  
ORGANIZATIONS**

**68%**

**GENERAL  
OPERATING  
SUPPORT**



Objective Area	Total	Pathway breakdown	Numbers served	Consolidated Grantee Outcomes	
<b>Basic Human Needs</b>	<b>\$5.6M</b>	<p>Access to Healthcare   40%</p> <p>Domestic Violence   20%</p> <p>Food Security   33%</p> <p>Housing/Homelessness   44%</p> <p>Advocacy   18%</p>	<b>580,000</b> individuals & families	<b>72%</b> of those participating in transitional housing programs exited into stable housing	<b>96%</b> of participants in domestic violence programming felt more hopeful and less isolated

# KEY PERFORMANCE INDICATORS

Cross-Objective	Baseline (2017)	2018	2019	2020
<b>METRIC</b> Comprehensive Service or Advocacy: Organization works across multiple TDF objectives	<b>25%</b>	<b>42%</b>	<b>26%</b>	<b>30%</b>
<b>METRIC</b> Racial Diversity/Racial Equity: Organization Led By and Serving People of Color	<b>26%</b>	<b>32%</b>	<b>47%</b>	<b>45%</b>

Economic Opportunity	Baseline (2017)	2018	2019	2020
<b>METRIC</b> Workforce Program with Wrap-Around Support: Program Provides Comprehensive Services to those with Barriers to Employment, Including Post-Employment Follow-Up	<b>12</b>	<b>20</b>	<b>21</b>	<b>22</b>
<b>METRIC</b> Anchor Institutions: Large Institutions Such as Hospitals and Universities Engaged In Concrete Work to Support Local Economic Opportunity for Residents	<b>1</b>	<b>4</b>	<b>9</b>	<b>9</b>



# KEY PERFORMANCE INDICATORS

Basic Human Needs	Baseline (2017)	2018	2019	2020
<b>METRIC</b> Comprehensive Basic Services: Organization Addresses Two or More Basic Human Needs in a Comprehensive Way	26	17	26	29
<b>METRIC</b> Community Navigation: Organization Uses Community Residents or “Natural Helpers” to Support Clients in Getting Help They Need From Multiple Systems	24	28	16	18

Education	Baseline (2017)	2018	2019	2020
<b>METRIC</b> School to Prison Pipeline: Fewer students are suspended in schools	2,118	1,806	1,500	NA
<b>METRIC</b> School to Prison Pipeline: Fewer students are expelled from schools	49	13	10	NA

# KEY PERFORMANCE INDICATORS

Education (Continued)	Baseline (2017)	2018	2019	2020
<b>METRIC</b> School to Prison Pipeline: More students receive restorative justice referrals in schools	<b>1,058</b>	<b>1,060</b>	<b>1,200</b>	<b>NA</b>
<b>METRIC</b> School to Prison Pipeline: Disciplinary Actions Are Not Disproportionate Based On Race	<b>AFRICAN AMERICAN</b>  <b>14%</b> OF POPULATION  <b>24%</b> OF REFERRALS	<b>AFRICAN AMERICAN</b>  <b>15%</b> OF POPULATION  <b>27%</b> OF REFERRALS	<b>AFRICAN AMERICAN</b>  <b>14%</b> OF POPULATION  <b>24%</b> OF REFERRALS	<b>NA</b>

Technical Assistance	Baseline (2017)	2018	2019	2020
<b>METRIC</b> Organization Successfully Completed Capacity Building Project to Increase Organizational Health	<b>93%</b>	<b>98%</b>	<b>97%</b>	<b>98%</b>

# SPECIAL PROJECTS & INITIATIVES



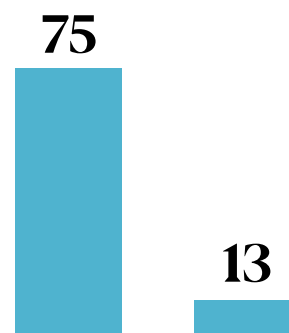
## COMMON SENSE DISCIPLINE

In early 2013, The Denver Foundation initiated a grantmaking program titled Ending the School to Prison Pipeline: Preventative and Responsive Practices to Ensure Positive Educational Outcomes for all Students. The goal of the initiative was to reduce suspensions and expulsions, with a specific focus on racial and ethnic disparities. The program was eventually renamed Common Sense Discipline. Prior to the program's culmination in 2019, its work was concentrated in Aurora Public Schools.

**STORY** Lindsay was one of the first teachers to participate in the Common Sense Discipline's racial equity deep dive at Park Lane Elementary School in Aurora. Lindsay had a difficult first few years as a new teacher teaching in a Title 1 school. Title 1 schools receive additional funding because of the number of English Language Learners and Free and Reduced Lunch students attending the school. Her classroom had a significant number of highly impacted students and she wanted to improve her ability to teach them. Lindsay's experience through Common Sense Discipline changed her teaching as well as her personal outlook. She thought she understood power and privilege, but after her deep work with Common Sense Discipline's nonprofit partners, she grew more deeply in her mindset and disposition towards racial equity. She committed to not going back to that place of othering and marginalizing the kids and families she serves.

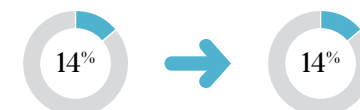
The main goals of the CSD initiative are 1) to reduce the use of in-school suspensions, out-of-school suspensions, expulsions, and referrals to law enforcement, and 2) to reduce the disproportionality of these outcomes for students of color. By far the most commonly used exclusionary disciplinary resolution is out-of-school suspension, which varies in duration from 1 to 10 days.

Expulsions decreased from 75 in 2014 to 10 in 2019.

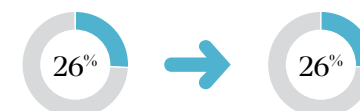


Disparities for black students did not decrease, remaining constant

Percent of the student population:



Percent of disciplinary action:



## LESSONS LEARNED

The level of disproportionality has remained relatively unchanged since the first year of the initiative for CSD schools.

Staff turnover and leadership changes in schools are repeatedly identified as barriers to effective and sustainable implementation.

CSD grantees work within a complex and dynamic context where many factors may contribute to how disciplinary issues are addressed. A direct causal link between the grantee programs and decreases (or increases) in exclusionary referrals may not be made reliably.





# ANCHOR INSTITUTIONS

Anchor institutions are defined by The Democracy Collaborative (TDC) as “enterprises such as universities and hospitals that are rooted in their local communities by mission, invested capital, or relationships to customers, employees, and vendors.” The Denver Foundation helped to create the Denver Anchor Network to bring local anchor institutions together to help them learn about and begin engaging in work to help their surrounding communities. This work was an important part of the Foundation’s community wealth building strategy, a priority of the 2011 Strategic Framework.

TDC notes that “anchor institutions across the nation are embracing the responsibility their economic impact entails and are consciously applying their long-term, place-based economic power, in combination with their human and intellectual resources, to better the long-term welfare of the communities in which they reside.” The economic power of these institutions is considerable. US hospitals and universities have combined spending of over \$1 trillion a year and employ 8% of the nation’s labor force.

## 103

Number of Community Campus Partnership Job Hub clients hired to Anschutz Campus jobs.  
Over 70% have retained these jobs.

## 15

Number of catering businesses owned by immigrants and people of color trained through the Denver Anchor Network to compete for catering contracts at UC Denver.

**STORY** With his wife Lilia, Antonio bought Panadería Juanita’s, a bakery on 46th and Josephine street almost 30 years ago. The couple worked hard and made it a successful business, and were able to send their son and daughters to college. When they found out that the Central 70 redevelopment project would close all the streets around their business for four years, it looked like all their hard work was going to disappear in front of their eyes; they expected to file for bankruptcy. Then the Center for Community Wealth Building, a grantee of The Denver Foundation’s Economic Opportunity focus area, learned about the impact Central 70 would have on businesses in the area. The Center’s director worked to elevate the voices of Antonio, Lilia, and other business owners. The city advocated for them with city agencies and the construction companies. As a result, the City of Denver created a \$100,000 Central 70 Business Disruption Fund to help businesses like Panadería Juanita’s mitigate the negative impacts of construction,

## LESSONS LEARNED

Getting a large institution to change its hiring, procurement, and/or investment practices requires high-level buy-in from the very top level of institutional leadership.

Anchor institutions are eager to compare themselves to and learn from their peers, which makes participation in local and national learning cohorts an attractive engagement strategy.

An anchor institution strategy is most effective if it is developed in partnership with people living in the communities in which the institutions are anchored.

# CLOSE TO HOME

In 2015, The Denver Foundation began the Close to Home public will-building campaign to make addressing homelessness a priority issue in Metro Denver. Close to Home worked to increase awareness of the root causes of homelessness and compel people to take action to address homelessness. The campaign was led by a leadership team and The Grassroots Network, composed of cross-sector groups from the non-profit, private, and public sectors, and people with lived experience of homelessness. The Storyteller's Network, made up of people who have experienced homelessness, and their allies, formed to carry the messages of the campaign. Campaign members reached out to Metro Denver residents through media platforms, events, and public speaking to educate audiences about the causes and realities of, and solutions to, homelessness. Close to Home culminated in 2019.

**STORY** Stephanie, a single mom with two young children, unexpectedly lost her long-time job due to a company restructuring. Shortly thereafter she and her kids also lost their housing and found themselves on the streets of Denver on the eve of a big spring snowstorm. Stephanie found that emergency shelter and housing for families experiencing homelessness was almost non-existent, or not feasible, as shelters required her to split up the family and have her young son sleep in men's quarters. As a result, one of the family slept on the street and in a laundromat until they finally connected with one of grantee organizations which took the entire family in, provided transitional shelter and wrap-around services, which allowed Stephanie to get her family stabilized, find a job, and get permanent housing. As a single mother just one or two steps removed from housing stability, Stephanie represented the reality of homelessness, something the Close to Home Campaign to End Homeless aimed to shed light on.

# 930

## PARTNERS

The campaign has accumulated over 930 partners, affiliates, and supporters who have formally committed to supporting the campaign and moving its messages forward in their communities.

# 10M

Close to Home's ad campaign solicited 10 million impressions of campaign messages in the Denver area in just one month; an annual social media event delivered almost 1.5 million impressions in a single day.



## LESSONS LEARNED

Audiences will engage in addressing homelessness when they hear from people they can relate to who have actually experienced homelessness.

Investing in public-will building capacity with organizations adds to their ability to advocate for policy changes and educate key audiences.

People who have experienced homelessness, and those engaged in grassroots community efforts to address homelessness, must be a part of decisions and solutions to address the problem.

Addressing homelessness must be connected to affordable housing solutions and other root causes that lead to losing a home.



# COMMUNITY PARTNERSHIPS

## TRANSFORMING SAFETY

Transforming Safety is a project conceived by the Colorado Criminal Justice Reform Coalition, community members, and key members of the state legislature with the ultimate goal of increasing public safety by investing in the community instead of the criminal justice system. Approved in June 2017, HB17-1326 takes \$4 million in savings from parole reforms and reinvests it between two communities: North Aurora and Southeast Colorado Springs. With oversight from the Colorado Department of Local Affairs, the funding is used to invest in communities through small business loans managed by community lenders and through a grant program stewarded by The Denver Foundation. Using grant guidelines developed by local planning teams, The Denver Foundation has funded 46 organizations totaling about \$3.9 million.



# 3,270

Hours of direct mentoring to youth with criminal justice interventions.

# 42

Scholarships and laptops awarded to at-risk youth.

# 46

Organizations funded

# \$3.8M

Amount Granted

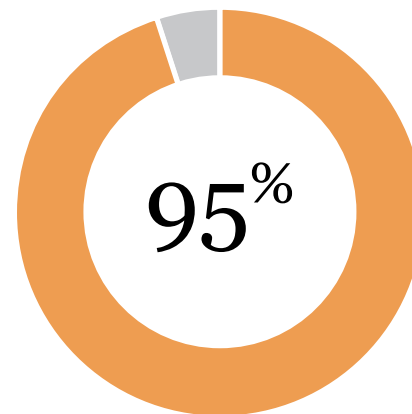




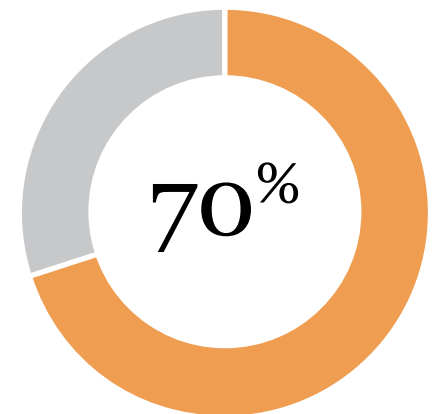
The Denver Immigrant Legal Services Fund was established in March 2018 as a special project fund of the Denver Foundation. The fund was set up with the goal of ensuring all community members the rights and liberties that are guaranteed by the constitutions of the United States and the State of Colorado. Its purpose is to increase legal services to Denver's immigrant community by providing qualified nonprofit organizations with grants to offer direct legal representation to immigrants in detention and/or subject to removal proceedings; to provide affirmative relief of individuals seeking help with DACA and various visa programs; and to support capacity building or other innovative projects to help organizations increase the pool of pro bono or low bono immigration attorneys.

# DENVER IMMIGRANT LEGAL SERVICES FUND

Of those represented by the DILSF:



Have greater knowledge of legal rights.



Have a path for affirmative relief (DACA, etc.).

4

Organizations funded

\$377,500

Amount Granted

# FIELD OF INTEREST FUNDS

Field of Interest Funds, designated by donors, are permanently endowed into The Denver Foundation. By supplementing our Community Grants Program, they are an essential element of our business model and community impact. A Field of Interest Fund allows donors to have an impact in specific fields over time. Donors identify specific or broad interest areas, such as education, the arts, or animal welfare, and The Denver Foundation ensures effective grantmaking within that field. This type of fund allows grantmaking to evolve along with needs within the field.



Gladys E. Gosche Fund

Margaret Bruderlin Fund

Meredith Trust

Molly Kenney Fund

LOWE

Gilliam and Roman Trust

Emille Champion

George H. Curfman Fund

Leota Pekarul Trust

Judith M. Kaufmann Field of Interest Fund

Carr

PATRICIA B. MCCLEARN EDUCATION FUND

Charles M. and Zoe E. Grieves Field of Interest Fund

Adult Blind Home and Association For the Blind Fund

Mildred Gillespie Fund

Barbara C. Benton Charitable Fund for Children

John H. Empson Fund

DIANA PRICE FISH FUND

Estelle Hunter Fund

Field C. Benton Charitable Fund for Children

Ralph Lee Davies Bryant Fund

SFP and A Fund

Kateryna Hul Fund

ED HEILAND MEMORIAL FUND

Patricia B. McClearn Fund for Early Childhood Education

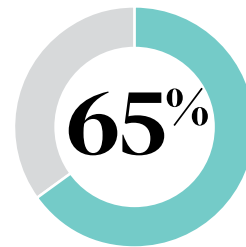


## FIELD OF INTEREST FUNDS

# COLORADO HEALTH ACCESS FUND

The Colorado Health Access Fund was founded in 2015 with a \$40 million gift from an anonymous donor. With the goal of increasing access to mental and behavioral health care for Coloradans who need it most, the Fund grants money statewide with a special emphasis on serving the most rural areas. Because this fund is set to end in 2022, there has been a strong emphasis on the sustainability of programs and projects supported by fund dollars since its inception. Every year, The Denver Foundation employs a third-party evaluator to examine and analyze the impact of the Colorado Health Access Fund.

**STORY** Kim was in a sexual relationship with her drug dealer beginning at the age of 16. She had one child removed from her care and was pregnant with a second when she sought help at Health Solutions in Pueblo, a grantee partner of the Colorado Health Access Fund. Kim was ready for real change in her life. Health Solutions entered her into a newly opened medication assisted treatment program, which is the gold standard treatment for opioid addictions. Kim also began individual and group therapy. Several months later, Kim delivered a healthy baby boy free of narcotics. Soon after, she regained custody of her first child.



Percent of grantees who identified a sustainability plan post-grant.

100,000

Coloradans served

## LESSONS LEARNED

It was positive to establish an evaluation framework alongside the strategy at the start of the Fund.

The Fund builds on strong community and legislative momentum in Colorado.

Culturally appropriate providers who relate to and/or come from a community background are crucial to help consumers build comfort and trust.

Top barriers for consumers accessing mental and behavioral health care include stigma and transportation.



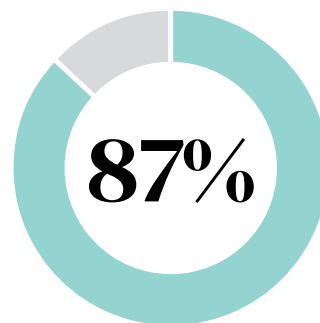
## FIELD OF INTEREST FUNDS

# THE BOWEN FAMILY PERFORMING ARTS FUND

The Bowen Performing Arts Fund helps low-income children learn to dance, act, and sing, with all the creativity and zest for life that comes through these opportunities. Gwen Bowen's legacy continues to help young people experience the joy of performing for generations to come. The mission of the fund is to support performing arts programs for elementary and middle school youth who have fewer opportunities to learn and appreciate the arts.



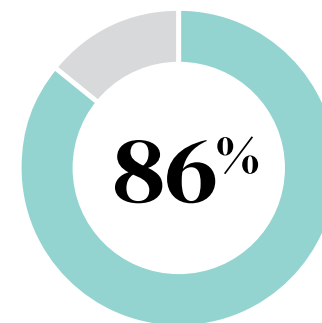
Of students supported through The Bowen Family Performing Arts Fund:



Said it improved their ability to work in groups.

21

Number funded



Can't wait to participate in the art form again.

\$125,000

Number funded

# LEADERSHIP & EQUITY

## THE SHIFT

The Shift is a capacity-building program that helps Denver Foundation grantees “make the shift” from treating constituents simply as clients to viewing them as leaders who can shape the organization and contribute to its mission. The program is rooted in TDF’s belief that people most affected by social problems should be actively involved in responding to them. Using coaches from organizations with strong practice in this core value, grantees participate in intensive one-on-one mentoring for a year, as well as engaging in group workshops.



At the beginning of TDF’s 10-year strategic plan, only one consultant was available to coach TDF grantees in constituent engagement, through a dedicated contract. Beyond this consultant’s limited work with a few grantees, there was little technical assistance for organizations interested in strengthening their constituent engagement.

**20 organizations  
have received support  
from 8 coaches.**

**100%**  
of organizations initiated a  
new participant-led program.

## LESSONS LEARNED

100% of participating nonprofits grew in their constituent engagement practices with The Shift.

The basic design of The Shift cohort is comprehensive, with four cohort sessions and 40-60 hours of coaching field work.

An increased recruitment pool (9 organization invited in 2018; 29 in 2019) resulted in stronger Shift cohort proposals.

The 1-year intensive model of The Shift has created demand for more ongoing support, with four Shift graduates asking for additional Shift coaching support.



## LEADERSHIP & EQUITY

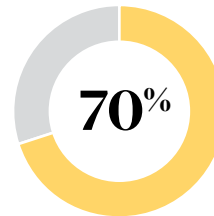
# NONPROFIT INTERNSHIP PROGRAM

From 2007 to 2019 The Denver Foundation's Nonprofit Internship Program strengthened the pipeline of people of color into the nonprofit sector. Through NPIP, undergraduate student interns learned about the nonprofit sector through a 10-week paid nonprofit community experience. Supervisors of the interns also participated in workshops to increase their leadership skills and expand their organization's inclusion and racial equity practices.



# 200

students have gone  
through NPIP



of NPIP alumni are  
employed in the public  
or nonprofit sectors

## LESSONS LEARNED

Early evaluations were process oriented, not outcome focused. Since 2016, quantitative results have provided useful information to refine and enhance the program.

The design of the program includes an inclusive selection process, nonprofit sector fundamentals, and strong community engagement and racial equity practices.

Incorporating tools and practices from the leadership development field has enhanced personal development within the intern and supervisor experience.



## LEADERSHIP & EQUITY

# EXECUTIVE DIRECTORS OF COLOR INSTITUTE

Launched in 2012, the Executive Directors of Color Institute (EDCI) was a program that brought dynamic faculty and seasoned BIPOC executive directors together for leadership development, capacity-building for their organizations, and strategies to strengthen their collective work in the Metro Denver nonprofit sector. Through the Institute, nonprofit leaders had opportunities to strengthen and enhance their skills, establish a network of peers, and utilize alternative approaches to “traditional” nonprofit interventions. Under TDF’s 2021 Strategic Framework, program alumni will be connected to the newly established Black Resilience in Colorado Fund.

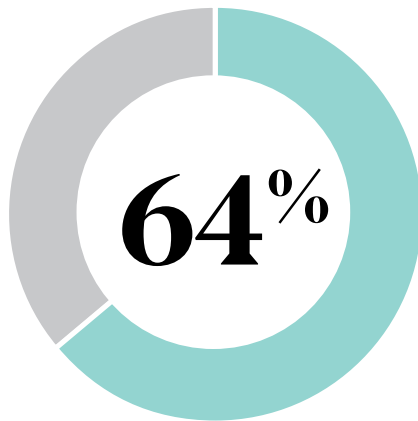


# 120+

EDCI  
graduates



# STRENGTHENING NEIGHBORHOODS



**Successfully complete  
strengthening  
neighborhoods project  
in their community.**

## 454

**Projects funded**

## \$1.4M

**Amount granted**

The Denver Foundation's longest-running community grants program, Strengthening Neighborhoods awards grants up to \$5,000 directly to residents for use in resident-led projects that align with The Denver Foundation's mission. All proposed projects must be planned and led by three or more unrelated residents of the neighborhood. Projects must make use of the strengths and assets that already exist in the community, such as residents' skills or neighborhood institutions, such as businesses, schools, churches, or parks.

**STORY** In 2013, Strengthening Neighborhoods program staff hosted a community meeting to introduce the idea of worker-owned cooperatives to a gathering of seasoned grassroots leaders. Soon after the meeting, one of the participants submitted a proposal to support the development of a community based language program. More than five years later, the Community Language Cooperative (CLC) employs neighborhood residents as interpreters, providing interpretation services in Vietnamese, Spanish, Arabic, ASL, and Mai-Mai while paying an above-market wage. The CLC has become the leading interpretation provider in Metro Denver while generating revenues of over \$1 million.



# IMPACT INVESTING

Through the Impact Investing Program, launched in 2013, The Denver Foundation sought to determine whether impact investing could activate additional sources of capital to address community needs and also provide an attractive investment product to donor-advised fundholders. In 2017, the Board of Trustees adopted an Impact Investing Business Plan to provide additional sources of funds to support the program into the future. As of September 2020, TDF has made 12 investments through the Impact Investing Program, totaling \$1.3 million. With donor co-investment, TDF has invested \$4 million.



**418**  
JOBS

**TDF's impact investments have helped to create 418 jobs and maintain 301 jobs.**

**1,354**

**TDF's impact investments have helped to create or preserve 1,354 affordable housing units.**

## LESSONS LEARNED

Philanthropic investment capital is most useful if it is patient and allows for below-market returns.

When investments are combined with grants, impact investors can achieve greater impact.

Impact investing is of increasing interest to donors.

Impact investing requires adequate due diligence.

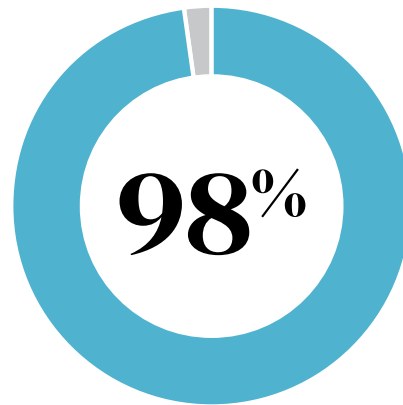


# TECHNICAL ASSISTANCE

Technical Assistance funding from The Denver Foundation is focused on helping current grantees. Organizations that receive a grant from the Community Grant Program are eligible for Technical Assistance. Grants range from \$500 to \$6,000.

## STORY

Based in Denver, Growing Home takes a dual-generation approach to help children and families who are experiencing hunger and homelessness improve their independence and empowerment. In 2018, the organization received a cross-objective grant from The Denver Foundation's Basic Human Needs, Education, and Leadership & Equity focus areas. To support their efforts to engage community and Board members, the organization received a \$6,000 Technical Assistance grant to help hire a consultant. The grant allowed them to conduct a listening campaign resulting in the creation of the Program Advisory Committee that serves as a pipeline for Board members.



**Successfully complete  
capacity building project.**

**58**

**Organizations funded**

**\$275,000**

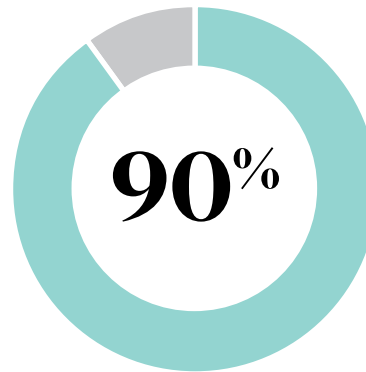
**Amount granted**

# COMPRECARE FUND

The Comprecare Fund supports community-based projects that focus on helping older adults maintain optimal wellness. Once a year, The Denver Foundation solicits proposals that have a wide potential reach and influence in the field of optimal wellness for seniors in Colorado.



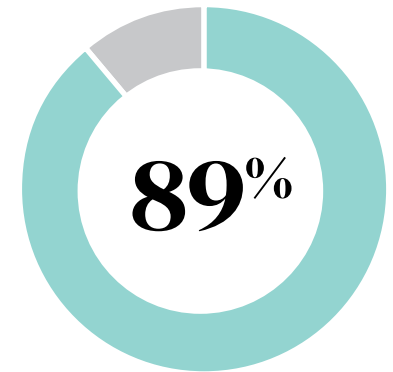
Of those supported through Comprecare Fund projects:



Said meal delivery  
helped them stay in their  
homes.

18

Projects funded



Said physical health  
services improved their  
activities for daily living.

\$240,000

Amount granted



# The Denver Foundation

On behalf of The Denver Foundation's staff and Board of Trustees, I extend deep gratitude to everyone who was involved in the construction, implementation, and evaluation of the 2011-2021 Strategic Plan, including participants in the early listening sessions, members of the Board of Trustees, staff, volunteers, nonprofit partners, and community members from across Metro Denver.

We are particularly grateful for the leadership and commitment of David Miller, who served as the Foundation's President and CEO for nearly 20 years and oversaw the development of this plan.

The Denver Foundation looks forward to building on the foundation built by David and so many others with our new 2021 Strategic Framework, which was profoundly influenced by the spirit and lessons of the previous plan.

Thank you for your partnership,

**Javier Alberto Soto**  
President and CEO