



For public health innovation

2020 Annual Report

PREPARED BY
TRAILHEAD INSTITUTE

2020 was an incredibly difficult year for non-profits and public health.

As an organization that sits at the confluence of both of those fields, Trailhead was not exempt from the impacts of COVID-19, racism, wildfires and many other public health issues that were magnified this year. This distress included: moving to a remote work environment, increasing the isolation and mental distress among staff and partners; stress and uncertainty regarding funding and continued work for all employees; and bearing the heavy weight of watching our families, neighbors, co-workers and friends struggle with the political and personal hardships of the year. Our stress was not unique to either of our fields and we were fortunate that we did not lose significant funding over the course of the year.

While these challenges permeated our programs, partnerships and personal well-being, 2020 reconnected public health with our capacity for innovation. Despite a year marred with uncertainty, 2020 proved to be the biggest year in Trailhead's history with nearly \$17 million in funding passing through our doors. Funding went to many notable emergency response efforts across Colorado, including farmers, food systems workers and communities that have faced historic and persistent barriers to food access.

Administrative Partnership Program

Trailhead brought on 7 new administrative partnerships in 2020 and graduated one partner from the program. Notably, the program also oversaw the administration of the Hunger Relief Fund, Colorado Farm & Food Systems Response Team and Project Protect Food Systems, managing a total of \$7.9 million.

Trailhead began managing the Emergency Hunger Relief Fund in March in response to urgent food access and nutritional needs that emerged as a result of the COVID-19 pandemic. By year-end, the Fund had issued over 400 grants, resulting in approximately \$4.3M distributed into local communities in 2020.

Trailhead also administered nearly \$2M in funds through The Colorado Farm & Food Systems Respond & Rebuild Fund which was created to support Colorado agriculture producers through COVID-19. Through partnership, the Colorado Farm & Food Systems Response Team and Trailhead helped more than 250 farmers and families receive aid to keep their businesses thriving.

APP also supported Project Project Promotora Network (PPPN) by administering funding to keep the network funded. PPPN created a regional promotora model to train and provide resources for a group of promotoras across the state who are knowledgeable in legal, health and food-based issues that confront food systems workers in response to COVID-19. From August through December of 2020, the network successfully activated 72 community leaders, collectively undergoing about 1,000 hours of training in three months.

Youth Sexual Health Program

The Youth Sexual Health Program was invited to apply for funding from the Colorado Collaborative for Reproductive Health Equity to implement anti-oppressive practices into multiple initiatives and projects within the program. The program also received continued support and engagement from the Grove Foundation and Buell Foundation - two of the Youth Sexual Health Program's primary funders - to ensure success of Trailhead's staff and partners.

The Colorado Public Health Workforce Collaborative

Trailhead took many steps in 2020 to clearly define the role we can take as a leader in public health workforce planning and development in Colorado. In April, Trailhead brought together a partnership of non-profit advocates, governmental agencies, hospitals, and higher education organizations to form the Colorado Public Health Workforce Collaborative (CPHWC) to support the scaling of Colorado's emergency response workforce at the onset of the COVID-19 pandemic.

Under the umbrella of The Collaborative, training, data and communications workgroups supported the state's efforts to train contact tracers, case investigators and resource coordinators; assessed gaps in data and resources needed to support Colorado's public health workforce; and conducted a statewide analysis to evaluate current messaging strategies among local public health agencies in order to better understand the strengths and challenges related to public health communications during a major health crisis, such as the COVID-19 pandemic.

Regional Health Connector Program (RHC)

The work of Regional Health Connectors (RHCs) shifted dramatically in 2020 to respond to new and existing community needs exacerbated by the COVID-19 pandemic. Over the course of the pandemic, RHCs coordinated COVID-19 testing efforts and connected community organizations and members to testing sites, assisted with contact tracing, connected healthcare practices with personal protective equipment and continued to support vaccine distribution. Meanwhile, RHCs remained successful in fulfilling a core function of their work, connecting primary care practices to local behavioral, mental health and community resources in addition to launching online COVID-19 resource lists for health clinics, hospitals and communities.

Continuing Our Work with nRhythm

In 2019, Trailhead staff completed its first annual Organizational Health Index (OHI) which was repeated in 2020. The OHI is designed and led by nRhythm to measure the equity and health of the organization's operating design, ecosystem, and receptivity to change.

In addition to completing our second OHI, Trailhead board and staff co-developed the 2020-2023 strategic plan which identified three strategic goal areas for Trailhead's work that include creating a common value for preventing what makes people sick and promoting what makes people well; building long-term investment solutions and strategies for public health; and engaging and activating diverse partners in public health.

These are the highlights of a year marked by responsiveness and innovation in the face of uncertainty, considerable hardship on communities and rapidly evolving emergency response. As we look to 2021, we recognize that an expanded community-based public health workforce remains a critical need for communities across the state. We're also thinking about how we can care for our existing workforce and address the widespread burnout public health has experienced over the past year. While our natural tendency is to keep our foot on the gas, especially in times of urgency, we're also learning it's important to reflect on the work we've impacted if we hope to stay energized.

Board of Directors

Executive Committee

Georgina Lucas | MSW, **Secretary**
Community Health and Equity

Jeff Stoll | MPH, **President**
*Retired, Public Health Professional
Environmental Health & Public Health
Consultant*

Mary Davis | DrPH, MSPH, **Vice President**
Project Y Evaluation Services, LLC

Stephanie Parnell | CPA, **Treasurer**
Hanson & Co. CPAs

Lawrence Volmert | JD
Retired Counsel

Melvin E. Bush | CIC
President, Insurance Design & Placement, Inc.

Thomas S. Dunlop | MPH, REHS
*President, Dunlop Environmental Consulting, Inc.,
Private Environmental Consultant*

Thomas Gonzales | MPH, REHS
Deputy Directory, El Paso County Public Health

Thomas M. Vernon | MD
*Former Executive Director, Colorado Dept. of Public
Health & Environment*

Trailhead Staff

Kimberley Berry | *Office Administrator*
Adrienne Gomez | *Senior Program Manager*
Gillian Grant | *Cross-Sector Workforce Manager*
Holly Coleman | *Director of Community Engagement & Philanthropy*
Patricia Dwyer | *Director of Finance*
Natalie Finke | *Bookkeeper*
Sarah Lampe | *President & Executive Director*
Lisa Olcese | *Director of People & Strategic Initiatives*
Benjamin Robb | *Director of Projects & Partnerships*
Tyler Shirey | *Finance Manager*
Andrew Stricker | *Finance Manager*

Affiliate Employees

Christi Cahill | *Director, Colorado Cancer Coalition*
Michelle Deland | *Executive Director, North Central Regional Health Care Coalition*
Jaime Cabrera | *Executive Director, Colorado Perinatal Care Quality Collaborative*
Vaishnavi Hariprasad | *Diversity, Equity & Inclusion Manager, Colorado Blueprint to End Hunger*
Tracy Harper | *Immigration Attorney, iNOW*
Lyndie Kenlon | *Program Director, Mountain Roots/Healthy Futures*
Leticia Macias | *Executive Assistant, Colorado Blueprint to End Hunger*
Joel McClurg | *Policy & Communication Manager, Colorado Blueprint to End Hunger*
Whit Oyler | *Coordinator, North Central Regional Health Care Coalition*
Ella Sanders | *Grants Manager, Colorado Blueprint to End Hunger*
Erin Ulric | *Implementation Director, Colorado Blueprint to End Hunger*

Financials

ASSETS

Cash and cash equivalents.....	\$4,281,809
Contracts receivable.....	1,341,748
Grants receivable - temporarily restricted.....	106,639
Prepaid expenses.....	10,969
Property and equipment.....	95,371
Total Assets.....	\$5,836,536

LIABILITIES AND NET ASSETS

Accounts payable.....	\$665,291
Payroll liabilities.....	108,573
Copier Lease obligation.....	11,042
Refundable advance - Paycheck Protection Program.....	253,000
Total Liabilities.....	\$1,037,906

NET ASSETS

Unrestricted

Without donor restrictions - undesignated.....	2,676,888
With donor restrictions.....	2,121,742
Total Net Assets.....	\$4,798,630
Total Liabilities and Net Assets.....	\$5,836,536