Strategic Plan Overview

A MOVEMENT TO IMPROVE ECONOMIC AND SOCIAL MOBILITY FOR ALL COMMUNITY MEMBERS.

Specifically for those marginalized because of race, ethnicity, gender, age, disability, zip code, or circumstance.

The Rocky Mountain Partnership (RMP) is a coalition of cross-sector stakeholders who are working together to collectively improve economic and social mobility across the Adams County (including 6 municipalities), City of Aurora and City and County of Broomfield region by:

Utilizing data to set shared targets and as a scorecard to measure progress

Advocating for aligning policies, and funding to remove barriers and accelerate progress

Better coordinating and improving the work happening on the ground

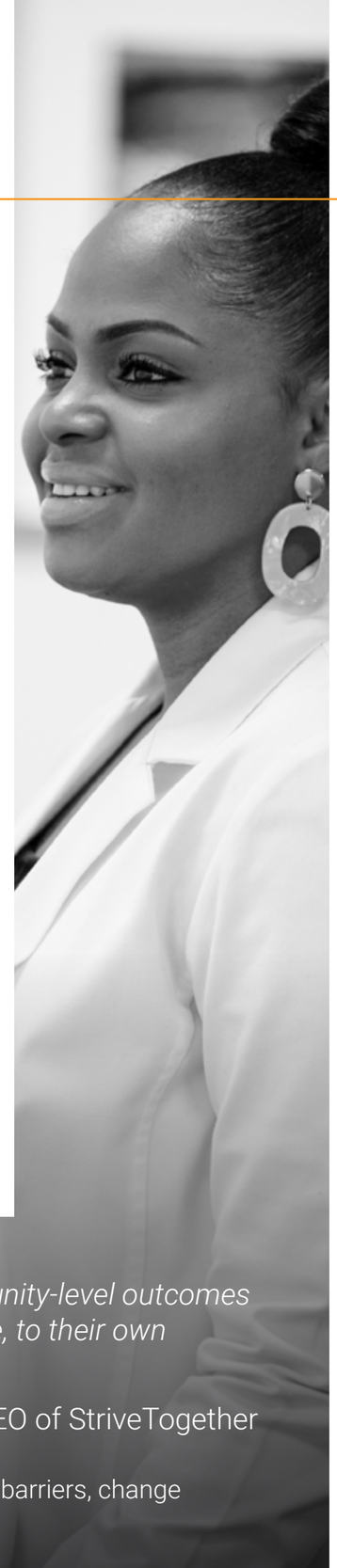
ROCKY MOUNTAIN PARTNERSHIP
StriveTogether® thrive together

A HOLISTIC APPROACH TO IMPROVING COMMUNITY OUTCOMES.

National research from entities such as The Brookings Institute, Economic Policy Institute, Association for Public Policy and Management, and other similar research sources across major cities in the U.S. suggests that considering a more holistic view of a community better leads to a thriving economy. This holistic view encompasses these communiry well-being data domains:

- Basic Needs
- Health & Mental Health
- Social & Criminal Justice
- Education & Training
- Economics & Workforce Development

The Partnership is ultimately embracing the opportunity to keep a finger on the pulse of the economic and social well-being of community members in Adams and Broomfield counties through the community well-being data domains and identify where opportunities exist for this Partnership to work collectively to disrupt and transform systems and outcomes for ALL community members using the rigor of an outcomes-focused approach.



"Rocky Mountain Cradle to Career is taking the lead to embrace true systems transformation. Expanding community-level outcomes to address what children and families experience across systems, from the school building, to the doctor's office, to their own autonomy and well-being, is mission critical to take this work to the next level."

- Jennifer Blatz, President and CEO of StriveTogether

RMP is part of StriveTogether, a national movement of 70 communities across the US that are working together to break down barriers, change systems, and improve outcomes for youth, their families, and the community as a whole.

THE GAMEPLAN.

PRIORITIES/GOALS

- Achieve StriveTogether's "System Transformation" Designation | Page 6
- Achieve At Least One Policy-Level Result Per Shared Target Within 6 Months of Each CAN Launch | Page 6

KEY STRATEGIES

- Strategy #1: Develop Comprehensive Data Dashboard and Scorecard | Page 7
- Strategy #2: Identify System-Level and Policy Priorities, Set Targets, and Determine Action | Page 8
- Strategy #3: Support Adams County Community COVID-19 Response and Recovery Work to Ladder Up to Long Term Community Stabilization | Page 9
- Strategy #4: Further Develop Platforms to Amplify a Broad Array of Community Voices and Qualitative Data to Inform Work | Page 10
- Strategy #5: Building Community Power Within the Network by Empowering Community Members to Join the Table As Change Agents | Page 11
- Strategic Plan Accordion Timeline | Page 16

> Success comes when groups of people rise up together and support each other towards a common goal.
> – LeBron James

For more information on this Strategic Plan, visit the RMP Website for the Strategic Plan FAQ

PARTNERSHIP GOALS.

GOAL 1: Achieve StriveTogether's "System Transformation" Designation

'Systems Transformation' is a designation established by StriveTogether in their Theory of Action. Reaching this designation will result in measurable improvements in the community well-being data domains, the closing of targeted racial and ethnic disparities, bridges built across systems, and the involvement of those impacted by systems as partners in these efforts.

Learn more about Systems Transformation and the StriveTogether Theory of Action HERE

GOAL 2: Achieve At Least One Policy-Level Result Per Shared Target Within 6 Months of Each CAN Launch

In order to achieve economic and social mobility for ALL, current systems must transform to this end. Systems transformation requires making systems-level changes, including:

- The alignment and allocation of resources to what works to improve outcomes and eliminate disparities.
- Policy change at the institutional, local, state, and federal level to ensure the sustainability of practices that lead to positive impact.

KEEPING OUR FINGER ON THE PULSE.

THE PULSE ©

The Pulse is an interactive data dashboard, currently in development, that will be made publicly available and serve as a way to keep a finger on the pulse of community well-being. The Pulse will also serve as a scorecard tracking the improvement of Community Outcomes over time. The data will be disaggregated by gender, race, ethnicity, socio-economic status, etc., and dropped on maps to illuminate where the greatest disparities exist and for whom.

Network partners will utilize this data collectively, and also have the opportunity to use this data within their own organizations, to make decisions in real time, improve and scale practices, and target policies, services, and resources in order to make the most impact.

The following are community well-being data domains that will help inform an understanding of the current state so that The Partnership can identify where opportunities for collective work exist. This list is not exhaustive, as indicators are currently being identified and vetted by local and national content and data experts.

It should be noted, the rollout of the data is not prioritized based on one outcome being more important than another, but on what is realistic to move forward with the network's current capacity to gather, analyze, and visualize the data.

Basic Needs

- Affordable Housing
- Homelessness
- Poverty
- Basic Needs
- Environmental Quality

Health & Mental Health

- Births
- Mortality
- Obesity
- Health Insurance
- Substance Use
- Food Insecurity
- Food Access
- Mental Health

Social & Criminal Justice

- Crime and Safety
- Judicial Involvement
- Political Participation
- School Safety
- Substance Use
- Youth in Justice System

Education & Training

- School Enrollment
- School Achievement
- School Attendance
- Opportunity (Disconnected) Youth
- Third Grade Reading
- Eighth Grade Math Proficiency
- High School Graduation
- Postsecondary/Credential Enrollment
- Postsecondary/Recognized Credential Attainment
- College Affordability
- College Remediation Rates

Economics & Workforce Development

- Innovation
- Income
- Employment
- Unemployment
- Poverty
- Commuter Rates
- Business Expansion
- Commercial Real Estate
- Land Development

For more information about The Pulse, its development, and how it will be used, visit RMP's Data FAQS HERE

View The Pulse HERE

Strategy #1: Develop Comprehensive Data Dashboard and Scorecard

WORK TOGETHER TO ACHIEVE REAL RESULTS.

Research shows that successful collective impact initiatives typically have five conditions that together produce true alignment and lead to powerful results: a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations.

The Rocky Mountain Partnership will continue to utilize the proven StriveTogether four pillars to identify system-level and policy priorities, set targets, and determine action:

Shared Community Vision

Work together to tackle the same issues, with the same results in mind, and publicly keep score of progress made.

Evidence-Based Decision Making

Make policy and strategy decisions based on data that is broken down by race, ethnicity, gender, and income.

Collaborative Action

Collectively provide solutions in prioritized areas. Each partner brings its own role, function, work, resources, expertise, and data to achieve the collective results. The Partnership will also work to identify alignment with other networks and coalitions to further accelerate impact.

$ Investment & Sustainability

Align funding and resources to strategies and collective efforts that achieve equitable results.

At every step of the way, the network works to build community power to those most impacted by existing systems in order to co-develop solutions that improve outcomes impacting them.

The Partnership is supported by a neutral team, referred to as The Backbone, separate from the partner organizations doing the collective work. The Backbone Team has a very specific set of skills and expertise that allows them to serve as the neutral supporting infrastructure for the collective work through "ongoing facilitation, technology and communications support, data collection and reporting, and handling the myriad logistical and administrative details needed for the work to function." Meet the Backbone Team HERE

Check out this **Stanford Innovation Review Collective Impact Article** to learn more about the Framework followed by the Rocky Mountain Partnership.

Strategy #2: Identify System-Level and Policy Priorities, Set Targets, and Determine Action

AMPLIFYING VOICES.

There is something fundamentally amiss about building or rebuilding a system without consulting at any point those it is designed to serve.

- Alison Cook Sather

The Partnership will double down on efforts to engage a broad array of community voices and qualitative data to inform the collective work. The following approaches will be enhanced and/or developed:

THE PULSE SPEAKS

The Pulse Speaks is the umbrella under which voices from community members most impacted by the work of the network are amplified through innovative uses of technology. This voice and perspective will be lifted throughout the network and community and triangulated with quantitative data to drive the collective work.

THE PULSE FLASH

The Pulse Flash is the umbrella under which community perspective is gathered through rapid point-in-time surveys to provide a snapshot of what community members are experiencing.

These surveys can be redeployed to continuously gather data that can be used to adjust and improve strategies in real-time.

Strategies Include:

- Community Weavers
- Adams County Student Survey
- Podcast(s)
- Focus groups

For more information about The Pulse Speaks, The Pulse Flash, and qualitative data, visit RMP's Data FAQS HERE

Strategy #4: Further Develop Platforms to Amplify a Broad Array of Community Voices and Qualitative Data to Inform Work

BUILDING COMMUNITY POWER.

Bringing community members are change agents. Not just informants.

It's not enough to have community members consult or inform the work. This is about:

The Short Term Vision

Ensuring that decisions are being jointly developed by those who currently hold formal authority and those impacted by systems and/or those who have lived experience in order to achieve results towards economic and social mobility.

The Long Term Vision

Community members most impacted by systems and/or those with lived experiences hold and retain leadership positions with authority and decision making power.

BUILDING COMMUNITY POWER CONTINUED.

This Network doesn't have all the answers to get there. However it is working together to figure it out, starting with:

- **Partnership Composition Reflective of the Community:**
  Understanding the current composition of The Partnership and identifying where opportunities exist to build on the strengths of this community by bringing additional, much needed voices to the network as change agents and develop strategies to this end.
- **Amplifying Voices:**
  Utilizing authentic voice and perspective from those most impacted by existing systems/with lived experience to inform the collective work.
- **'Community Talks' Podcast:**
  Providing a brave space for community leaders, decision makers, youth and the larger community to engage in critical dialouge to move from talk to action to improve economic and social mobility for ALL community members.
- **Equity Trailblazers Learning Cohort:**
  Network partners engaging in a learning journey to understand equity and what it means to build community power, in order to ensure equitable policies and practices are ingrained into the DNA of the Partnership at all levels.

For more information about how the network works to build community power, see Frequently Asked Questions HERE

INITIAL SHARED TARGET FOR THE NETWORK.

The network has set the **FIRST*** shared target towards economic and social mobility around postsecondary credential attainment (PSCA). This target is in direct alignment with the statewide target of Colorado Department of Higher Education.

The network sets shared targets known to impact economic and social mobility.

RMP Initial Target:

By 2025, **50%** (est. n= 193,000) of **adults in Adams and Broomfield Counties** will earn a post-high school certificate or degree. This includes eliminating equity gaps between all racial and ethnic groups.
(That is an increase of an estimated 45,800 people in 5 years.)

Colorado Department of Higher Education Statewide Target

By 2025, **66%** of **Coloradans aged 25 to 34** will hold a high-quality postsecondary credential (certificate or degree).

Why is RMP Focusing on a Different Age Group than the State?

- The State has a specific focus on adults ages 25-34, specifically those who started but did not attain a credential or degree.
- RMP is developing strategies to focus on children, youth, and adults of all ages in order to have the greatest impact possible for the region and create sustainable and multigenerational solutions. This target is one way we are measuring the impact of these strategies towards economic and social mobility.

*Additional shared targets towards economic and social mobility will be set based on resources available to support Backbone Team capacity
Source: The Pulse (RMP Data Dashboard)
Source: Colorado Department of Higher Education (CDHE)

POLICY & ADVOCACY.

The following is an outline of Rocky Mountain Partnership's priorities for the 2021 legislative session around our network's target of increasing postsecondary credential attainment:

By 2025, 50% (est. n= 193,000) of adults in Adams and Broomfield Counties will earn a post-high school
certificate or degree (an estimated increase of 45,800 people in 5 years.)

Rocky Mountain Partnership network members and Backbone staff will be active in any legislation introduced in these areas. We ask for our legislator's support for these critical matters to our work and essential for our community's success.

1. Increasing Credentialing Opportunities
We seek to advance policies that will increase the attainment of both degree and non-degree postsecondary credentials for Coloradans.

2021 Policy Opportunity for Priority #1:
Expand state financial aid eligibility to include short-term, for-credit certificate programs requiring at least 150 hours, and explore alternative funding streams for students.

2. Supporting Businesses to Expand Credential Attainment Opportunities
We seek to advance policies that will help local businesses develop education and training programs and hiring practices to increase postsecondary credential attainment.

2021 Policy Opportunity for Priority #2:
Create a tax incentive for businesses providing paid, accredited internal credentialing opportunities for their employees, or providing paid apprenticeship, internship, or externship programs that prioritize individuals in identified priority groups.

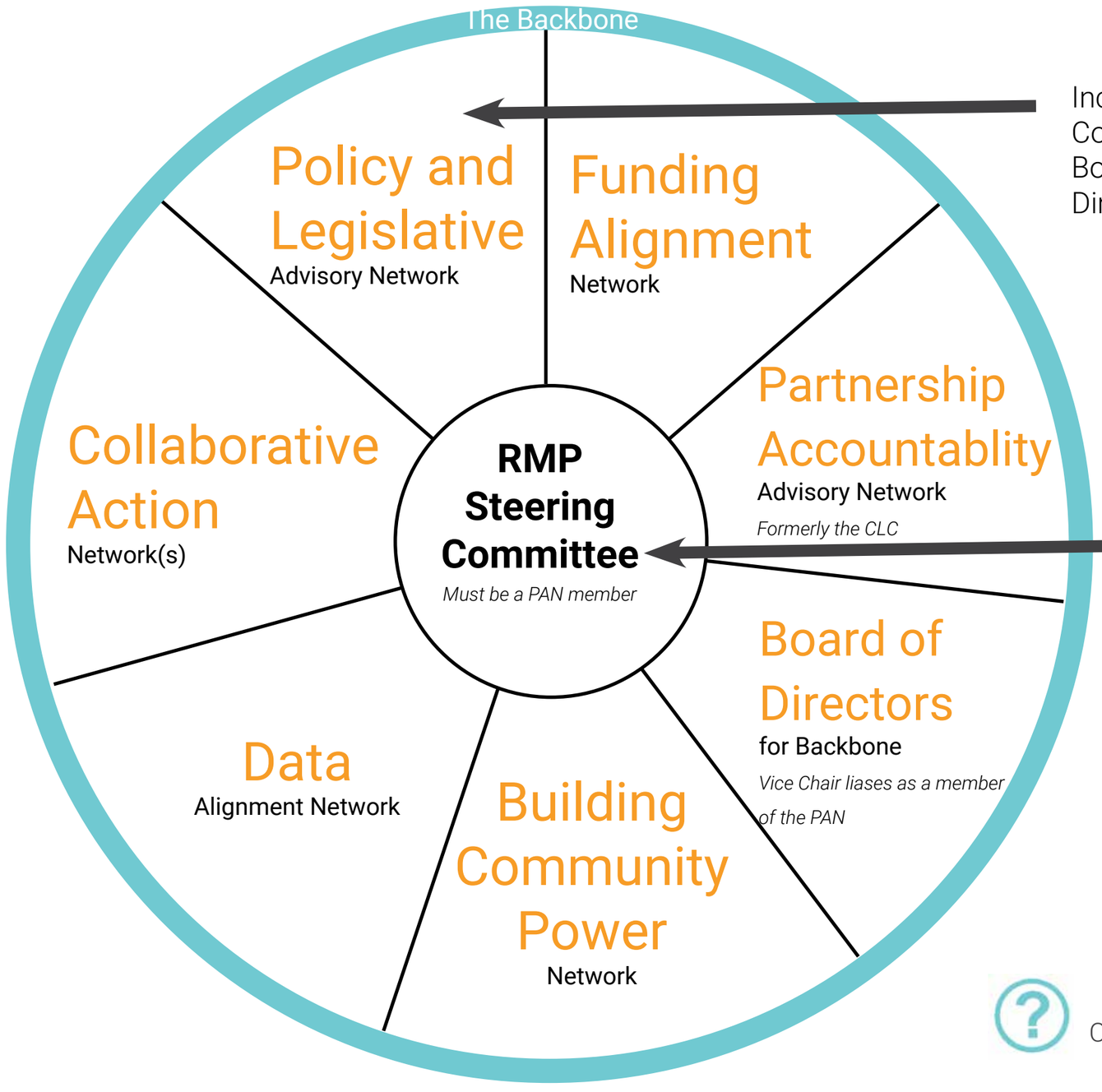
3. Supporting and Expanding Online Credentialing and Location-Neutral Jobs
We seek to advance policies that expand online credentialing, remote work opportunities and equip workers with the ability to succeed in a remote environment.

2021 Policy Opportunity for Priority #3:
Include funding assistance for individuals to purchase web-enabled technology and high-speed internet access in state COVID-19 relief packages.

Click here to learn more about: PSCA Policy Agenda
& The Overview of Policy Agenda

THE INFRASTRUCTURE: CROSS SECTOR LEADERS WORKING TOGETHER.

- This is the 'orgaizational chart' for the network.
- Through the Community Leaders Council, leaders from across the region work together within their spheres of influence and areas of expertise to meet shared targets.
- It is led by an executive committee; and supported by a neutral infrastructure known as the "The Backbone"



Includes Members of County Commissioners, City Councils, Board of Education, Board of Directors

Champions for the following Strategic Areas:

- Basic Needs
- Health & Mental Health
- Social & Criminal Justice
- Education & Training
- Employment & Workforce Development
- Policy and Advocacy
- Funding Alignment
- Community Voice

Click HERE for CLC Role Descriptions

A CLOSER LOOK AT THE COLLABORATIVE ACTION NETWORK (CAN) INFRASTRUCTURE.

Wondering where your work shows up here? This visualization narrows in on the larger Partnership infrastructure and shows where CAN work happens to impact shared targets. **Target Action Teams focus on what most impacts the shared target and can be organized either by shared work that originates from the CAN, or work that is developed outside the CAN but aligns to the shared target.** Target Action Team strategies can focus on specific populations, indicators, geographic areas, or the work of a specific organization aligned to the shared target.

Shared Target:
Towards Economic and Social Mobility

CANs
Leadership from those working *on the ground* who determine the collective action needed to meet shared targets

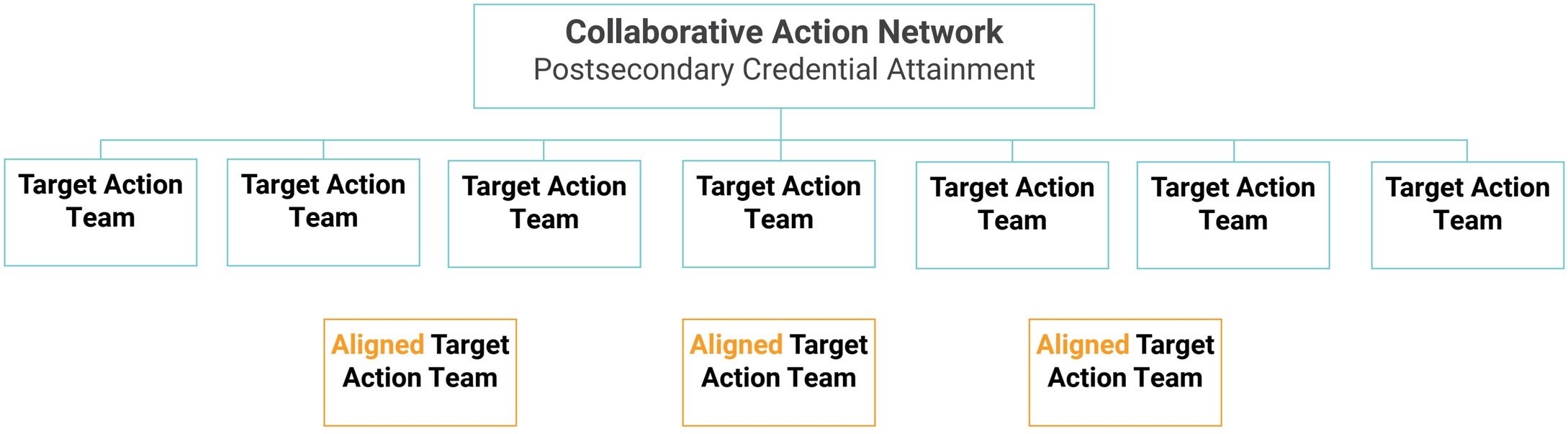
Example Target Action Team:	**Example Target Action Team:**	**Example Target Action Team:**	**Example Target Action Team:**	**Example Aligned Target Action Team:**
Working group focusing on Access to Affordable Housing (specific indicator/ barrier)	Working group focusing on Youth in the Foster System (specific population)	Working group focusing on Mental Health of a target population (specific indicator/barrier)	Working group focusing on students in one school district (specific organization)	Entities within the region who are doing work that impacts the shared targets of the network

CAN WORK ON THE GROUND:
THE INFRASTRUCTURE.

How is the work is coming together? The entire partnership is currently focused on reaching the initial shared target. Leadership tables are doing so each within their sphere of influence and expertise. For example, the PLAN is working to ensure that policy supports credential attainment, the FAN will work towards aligning funding to what works, etc. The CAN is where practitioners who work on the ground are coming together to identify what the collective work will be. In order to launch the PSCA CAN, recommendations and strategies from other relevant local and national entities and reports such as the Colorado Talent Pipeline Report, Brookings Institute, and Lumina Foundation are being scoped.

Shared Target:

By 2025, 50%(est. n= 193,000)**of adults in Adams and Broomfield Counties will earn a post high school certificate or degree.** (That is an increase of an estimated **45,800 people in 5 years**.)



WHAT'S FUNDING THE INFRASTRUCTURE AND STRATEGY FOR WORKING TOGETHER.

The Rocky Mountain Partnership (RMP) is not a traditional nonprofit, it is a coalition of cross-sector leaders and network partners working together as a united region that is supported by a neutral infrastructure.

The neutral infrastructure is funded through revenue streams specifically intended to support coordination and facilitation of shared work. This funding comes from foundations, corporations, grants, sponsorships, and individual investments.

RMP's dedicated neutral staff, known as the Backbone Team, supports this infrastructure with a nationally recognized outcomes-focused framework through facilitation, coaching, data expertise, communication, and community engagement. The Backbone Team is separate from the partner organizations actually doing the collective work.

Visit the Digital Investment Dashboard to learn more about RMP's annual budget and PROGRESS towards 2021 goals.

STRATEGIC PLAN TIMELINE

Developed November 2020

Last Updated: January 13, 2021

This timeline illustrates the process for launching collective work in shared target areas that ladder up to economic and social mobility for ALL, and is intended to achieve major policy and system level changes.

The timeline can be expanded like an accordion; the elements and milestones are concrete, however the amount of time needed for meeting milestones can be adjusted based on resources available to support the Backbone Team capacity.

For more information about the strategic plan overview and timeline, visit RMP's FAQ document HERE

***Dates listed here are target dates and are dependent upon funding available to support Backbone Team capacity**

Note: The milestones in teal are directly related to shifting power dynamics

2020

Quarter 3 2020

- ✓ Kick Off
- ✓ JOIN THE MOVEMENT
  Launch: Commitment to improving community outcomes and eliminating disparities through the Rocky Mountain Partnership (focus on existing partners)
- ✓ Developed infrastructure for collective policy agenda and advocacy priorities

Quarter 4 2020

- ✓ Partnership Accountability Network (PAN) sets Global Target and appoints Collaborative Action Network (CAN) Leadership, including authentic community represention
- ✓ Global Target and Data Dashboard publicly released (The Pulse)
- ✓ Hired a Data Coordinator & Senior Director of Policy & Advocacy
- ✓ Broomfield Juvenile Justice Aligned Target Action Team Kicked Off
- ✓ Adams County Community Response and Recovery work transitioned to be led by Community Partners

To view the Digital Dashboard Report that showcases the work of the seven Adams County Community Response & Recovery Teams that began in March 2020 & are still ongoing, click HERE

2021

Quarter 1 2021 *

- ✓ Determined shared policy and advocacy priorities
- ✓ Collective work around (Postsecondary Credential Attainment (PSCA) target launched
- ✓ Hired Community Engagement Associate & Community Manager
- ✓ Middle Grade Math Aligned Action Team Relaunched
- Begin internal work as a Backbone Team to examine and address unconscious biases that exist
- ✓ Postsecodary Credential Attainment (PSCA) CAN launched
- Launched Equity Trailblazer Cohort
- Partnership compostion identified in order to know who is at the table at Rocky Mountain Partnership (RMP) and targets set for what additional representation is needed for equitable decision making
- First Podcast launched to support Postsecondary Credential Attainment (PSCA) work
- A more equitable hiring process for backbone launched

Quarter 2 2021

- Target(s) set to support Partnership composition for equitable representation
- Action towards target(s) underway around composition for equitable representation determined for: BOD, CLC, and other working groups
- The Podcast continued to support Postsecondary Credential Attainment (PSCA) work

Quarter 2 2021 continued

- Funding Alignment Network work kicked off
- Hired Operations Lead and Facilitator as Resources are Secured

Quarter 3 2021 *

- The Podcast continued to support Postsecondary Credential Attainment (PSCA) work
- Achieved At Least One Policy-Level Result towards the Postsecondary Credential Attainment (PSCA) target
- Partnership Accountability Network (PAN) sets next Global Target and appoints Collaborative Action Network (CAN) Membership, including authentic community representation
- Global Target publicly released and Data Dashboard updated accordingly

Quarter 4 2021 *

- **Target Launched for Second Shared Target**
- Collective work around shared target launched
- Backbone team composition has improved representation of the community's demographic by 30%
- Districts are using modified Adams County Student Survey (ACSS) to gather voice and perspective from students

STRATEGIC PLAN TIMELINE

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Last Updated: January 13, 2021

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2022

Quarter 1 2022 *

- Updated baseline of composition for equitable representation determined and targets set for: BOD, CLC, and other working groups
- Action towards target(s) underway around composition for equitable representation determined for: BOD, CLC, and other working groups
- Backbone sets target for % of Partner organizations to have established internal baselines for equitable representation on their leadership tables by end of 2022

Quarter 2 2022 *

- Partnership Accountability Network (PAN) sets next Global Target and appoints Collaborative Action Network (CAN) Leadership, including authentic community representation
- Global Target publicly released and Data Dashboard updated accordingly
- Collective work around shared target launched
- Hired a Senior Director of Communications as Resources are secured
- Continued to grow and develop Youth Alliance into a Community Alliance
- Podcast(s) continued to support all ongoing work

Quarter 3 2022 *

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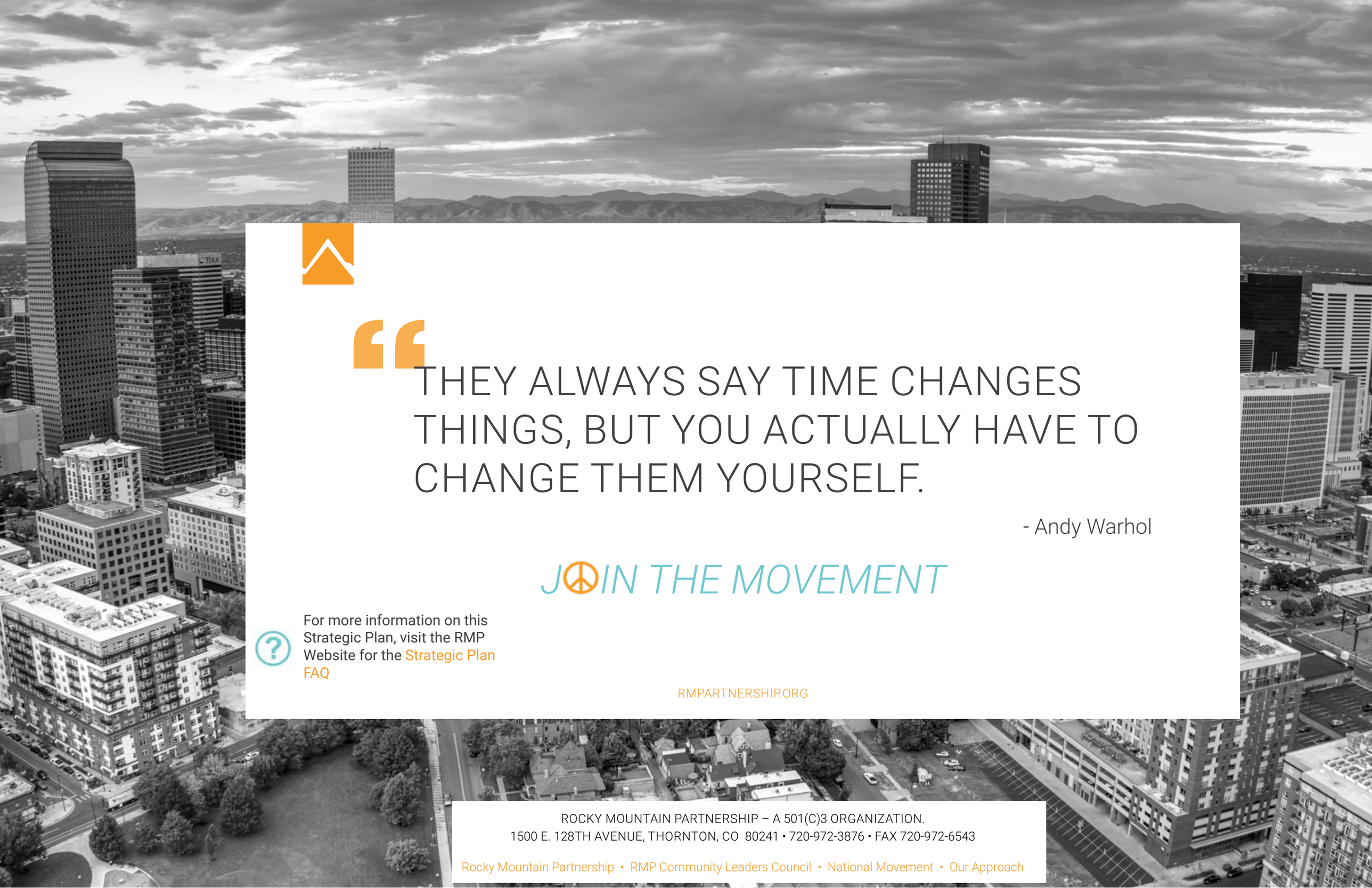
Quarter 4 2022 *

- Target Launched for Third Shared Target
- Hired Operations Lead and Facilitator as resources are secured
- Target(s) for 2022 around composition for equitable representation are met BOD, CLC, and other working groups
- Target for % of Partner organizations to have established internal baselines for equitable representation on their leadership tables have been met

Check back for additional targets to be developed in 2022 and beyond



> “THEY ALWAYS SAY TIME CHANGES THINGS, BUT YOU ACTUALLY HAVE TO CHANGE THEM YOURSELF.
>
> - Andy Warhol

JOIN THE MOVEMENT

For more information on this Strategic Plan, visit the RMP Website for the Strategic Plan FAQ

RMPARTNERSHIP.ORG

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