



ROCKYMOUNTAIN  
PARTNERSHIP

StriveTogether® thrive together

# 2023 STRATEGIC PLAN

## Who We Are

We, the [Rocky Mountain Partnership](#), are a coalition of cross-sector partners and community members committed to working TOGETHER to achieve the vision and mission outlined below.

We engage a 501c(3) that employs a [dedicated team](#), known as the backbone team, separate from participating organizations, to drive the shared work.

## Vision

Every community member in Adams County, the City of Arvada, the City of Aurora, and the City and County of Broomfield, regardless of race, ethnicity, gender, age, zip code or circumstance, **has the opportunity to earn an income that allows them to take care of themselves and their families, and thrive from cradle to career.**

## Mission

We come together to solve challenging problems that stand in the way of community members' economic and social mobility. We do this by understanding what those most impacted by decisions are experiencing, building on what works, deploying new and innovative strategies, and supporting dollars going to the things that work.

## Our Ultimate Impact

We look at four data points that help us tell if regional economic and social mobility is ultimately improving. We monitor these, and other key data, in the [Rocky Mountain Partnership Scorecard](#) and through each of our priority area dashboards.



## Transforming Systems



Rocky Mountain Partnership is a proud member of the [StriveTogether Cradle to Career Network](#). This

2023 strategic plan outlines the action we are taking to achieve [StriveTogether's Systems Transformation Designation](#), meaning **this region is transforming our current systems so they better support the community**, including policies, funding, and programs and services.

## Role of RMP Backbone Team

Our [dedicated team](#) brings partners doing work in priority areas together so everyone can do their pieces well in a more coordinated way, and also helps to fill the gaps for what is not already in place to meet our goals.

# Overview of our Work

We have always believed that TOGETHER WE CAN DO BETTER. RMP continues to be a place where people can come together and find common ground. **To that end, we have prioritized four areas where this network is uniquely positioned to engage in innovative collaborative projects that:**

- Are not duplicative of efforts already underway through partner organizations or elsewhere in the region
- Build on or enhance efforts partners are already working on
- Fill critical gaps to support better coordination and cohesion across efforts



**Goal 1: Increase the supply of talent to Top Jobs in critical sectors**



**Goal 2: Employers improve how they hire, retain, and promote diverse talent**



**Goal 3: Increase the availability and accessibility of attainable housing**



**Goal 4: Distribute funding to reduce the impacts of the opioid crisis**

# Authentic Community Engagement is Foundational to Our Work and Interwoven Across these Areas

“ 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

For anything to improve, “Systems” have to change, not just programs and behaviors.

- We cannot rely on decision makers alone to decide what systemic changes are needed.
- We must involve those community members who are most impacted by the systems in question, and position them as informers, co-developers, and ultimately drivers of systemic change.
- RMP is committed to doing this across these four priority areas in 2023 and beyond.

## How are we doing this?

- **Community engagement and advocacy is fully and authentically embedded at all levels** of RMP’s infrastructure
- **Community is informing, co-developing, and driving action** across all four of RMP’s priority areas
- **Policy is being enacted or modified to impact RMP’s priority areas**, and advocacy efforts are being led and driven by community members with lived experience





## Goal 1: Increase the supply of talent to Top Jobs in critical sectors

### Current State

- **Community members do not have the skills and credentials** needed to enter high growth, high-demand, good-paying jobs

ONLY  
**38%** of community members in the RMP region have some sort of credential or degree.

- Without these skills and credentials, **positions in high-demand industries remain unfilled and community members have limited options** for entering jobs at an income that will help them support themselves and their families

### Challenges

- There is **no comprehensive picture of what pathways aligned to these Top Jobs already exist** in this region from K-12 all the way through employment, how many learners are on them, and what additional pathways are needed
- **School districts and community colleges lack the financial resources** to offer, improve, and expand skill and credentialing opportunities to youth and adults



### Key Projects Launched To Date

Examples of projects that have already launched include:

- **Develop and utilize one central infrastructure that illustrates the [data, information, and resources](#)** that will better inform decisions and work happening throughout the RMP region
- **[Community members](#) mobilize to advocate for increased funding for public education** that will support Career and Technical Education (CTE) programs in K-12 schools and community colleges throughout the region
- Serve as a key partner of [Westminster Public Schools](#) to **develop a state-of-the-art multi-purpose Innovation, Career and Technical Education campus, 'Ranum Reimagined'**

### Performance Measures

- Increase in number learners participating on pathways to Top Jobs
- Increase in number learners completing pathways to Top Jobs
- Dollars are aligned to support school districts and community



## Goal 2: Employers improve how they hire, retain, and promote diverse talent

### Current State

OVER  
**37,000**

job openings across the Region remain unfilled

- **Clear disparities exist** along all parts of the employment journey: hiring, retention, and promotion

### Challenges

- Employers have open positions that remain unfilled and **improving their policies and practices can help them fill open positions and retain talent.**
- Most Diversity, Equity, Inclusion, and Accessibility (DEIA) efforts either focus completely on individual beliefs and motivations or only one part of the employment journey; there is a gap in supports that meet the unique needs of each employer and are **focused on organizational behavioral change across the entire employment journey.**

### Key Projects Launched To Date

Examples of projects that have already launched include:

- **Provide and connect regional employers to technical assistance and coaching** to improve their hiring, retention, and employee advancement practices



- **Engage chambers and associations in the 'Recruiting and Retaining Talent Challenge,'** which brings customized coaching, training, and technical assistance directly to chambers and their members

### Performance Measures

- At least 60% of RMP Partners are working through this effort to improve their hiring, retention, and employee advancement practices
- At least 5 chambers or associations are engaged in the 'Recruiting and Retaining Talent Challenge'
- At least 75% of the initial cohort of participating employers have reached a new Hiring, Retention, and Employee Advancement Benchmark®



## Goal 3: Increase the availability and accessibility of attainable housing

### Current State

- The **current supply** of affordable and income-aligned housing **does not meet the demand** for it
- Our workforce **cannot afford to live** in the communities in which they work

Someone making minimum wage would need to work

**84 hours**

per week to afford to rent a one-bedroom apartment

### Challenges

- There is **no regional neutral entity** without its own agenda bringing local housing efforts together
- **Community members are unaware of the services available** to support their basic needs and/or support them into a Top Job. Those who are aware of these services often face barriers to accessing them, such as transportation, childcare, time of day services are offered, etc.
- Processes to develop attainable housing are slow and there is a **lack of available land to build new attainable housing on**, and restrictive zoning laws that prevent development



### Key Projects Launched to Date

Examples of projects that have already launched include:

- Improve how **services are meeting community members where they live, work, and go to school** (co-locating services)
- **Develop a community-informed hub of data, information, and resources that will better inform decisions** to ultimately increase the availability of and accessibility of inclusive, stable, and healthy affordable and attainable housing
- **Develop a shared definition and process for what 90-day fast tracking under [Proposition 123](#)** could look like for localities in the RMP region

### Performance Measures

- Increase in affordable housing units being created
- Decrease in households spending a third or more of their income on housing
- Increase in community members accessing critical services where they live, work, and go to school
- Increase in community members moving into market rate



## Goal 4: Distribute funding to reduce the impacts of the opioid crisis

### Current State

Adams County community members account for

**1 in 8**

opioid-related overdose deaths in Colorado over the last 5 years

- **Fentanyl is the number one cause** of opioid-related overdose deaths in Adams County and the state
- The impact of opioid-related deaths on Colorado's economy was estimated to be **\$15.2 billion** last year
- As of 2020, our state had only around **15-20% of the total drug treatment capacity we need**



### Challenges

- **Traditional fund distribution practices create silos and competitiveness** between those doing work, rather than fostering collaboration

### Key Projects Launched to Date

Examples of projects that have already launched include:

- The [Adams County Opioid Regional Council](#) implements an **innovative fund development strategy** that centers lived experience and prioritizes collaboration and evidenced based practices (Adams County Opioid Abatement Grant)
- The [Adams County Opioid Regional Council](#) **collaborates with neighboring regions to prioritize capital projects that fill major gaps in services**, and strategizes how to distribute funding from multiple sources to support them

### Performance Measures

- Number of funding recipients that are having their intended impact



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## Learn More

Contact Ashley Edinger, RMP Senior Director of Strategic Supports, at [AshleyEdinger@RMPBackbone.org](mailto:AshleyEdinger@RMPBackbone.org) with questions or to learn more.