



ROCKYMOUNTAIN
PARTNERSHIP
StriveTogether® thrive together

2023 STRATEGIC PLAN

Our Mission

The Rocky Mountain Partnership is a group of [cross-sector community partners and community members](#) who work together to solve difficult problems that stand in the way of economic and social mobility. We achieve this by working on innovative projects that: break down silos (eliminate barriers between different organizations), remove obstacles (address challenges that prevent progress), support resources and policy changes that align with effective solutions.

Our Vision

An inclusive and prosperous region where every community member, 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.

Where We Work

We work in the heart of the [north metro region](#), which includes Adams County, the City of Arvada, the City of Aurora, and the City and County of Broomfield.

How Our Work Supports Economic Development

Complementing economic development initiatives across the region and state, we focus on **advancing the economic and social mobility of the individuals and families who live and work in our community.**

What is Economic and Social Mobility?

For individuals and families, economic and social mobility is the **opportunity to advance within society and reach their true potential** in terms of: education, employment, income, and social status.

In turn, having a skilled workforce helps us **attract, retain, and grow business and industry**, which supports an economically prosperous region.



We've done the work of **identifying the overarching data points that we track over time** help hold us accountable to improving this. We monitor these, and other key data, in the [Rocky Mountain Partnership Scorecard](#) and through [hubs of data, information, and resources](#) for each of our shared goals.

Our Evidence-Based Framework



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

We use a [national, evidence-based framework](#) to improve our societal structures (known as 'systems'). This helps us provide better support to the community through policies, funding, programs, and services.

Who Brings Us Together

We are brought together by a group of skilled professionals, called the ['Backbone Team'](#). They provide us with dedicated **project management, facilitation, data, ensuring those most impacted by the work are engaged in projects, support to raise dollars to fund projects, and other supports** needed to advance innovative projects.

Who Makes Up the Rocky Mountain Partnership

“ 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 Rocky Mountain Partnership is a dynamic network that is dedicated to promoting the well-being of community members across the north metro region.

At its core, the Partnership is comprised of two leadership tables:

- One that is composed of **COMMUNITY PARTNERS**
- One that is composed of **COMMUNITY MEMBERS**

Working in tandem, these leadership tables **collaborate to inform strategic goals for the network, participate in innovative projects that advance these goals, identify new projects as needed, and hold accountability to impact.**

Our Collaborative Approach

By leveraging the expertise and diverse perspectives of both **COMMUNITY PARTNERS and **COMMUNITY MEMBERS**, we are able to develop and implement effective strategies that address the unique challenges facing our region.**

This collaborative approach is critical to ensuring that our efforts are impactful, sustainable, and responsive to the needs of the community we serve.



Our Work

Through the Rocky Mountain Partnership, **community members and partners work together on innovative projects toward shared goals.**

These projects:

- **Avoid duplicating efforts** that are already underway through partner organizations or in the region
- **Build upon or enhance existing efforts**
- **Address critical gaps** to promote better coordination and cohesion across all efforts



Goal 1: Increase the supply of talent to the jobs that are most critical to our region's economic vitality



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



Goal 1: Increase the supply of talent to jobs most critical to our region's economic vitality

Current State

- **Learners are not earning the skills and credentials that are needed** to pursue jobs most critical to our region's economic vitality

ONLY 39% of community members in the RMP region have some sort of credential or degree.

- As a result, there are **not enough skilled workers** to meet the needs of employers, and **learners are unable to earn an income that allows them to support themselves and their families.**

Challenges

There are programs and services available in this region that can help youth and adult learners earn skills and credentials.

However:

- Many youth and adults **don't know about them.**
- Many of these programs and services **do not have the capacity** to meet current needs.
- The skills being developed through existing Career and Technical Education (CTE) and work-based learning programs throughout the region are **not always consistent** across the entities providing training and education, **nor do they always meet the needs of industry.**



Current Projects

1. **Create a central hub of talent supply data and information** to support community members to access programs and resources, and policy makers and practitioners to make more informed decisions about talent-related programming, policies, and initiatives
2. Support the work of the Adams 12 Five Star Schools Long Range Planning Advisory Committee to **gather community voice and perspective and ultimately mobilize to advocate for any ballot initiative(s)** to increase funding for the district
3. **Support the development of an innovative regional Career and Technical Education (CTE) campus** that will serve high school and adult learners (Ranum Reimagined)
4. **Expand and better connect CTE and work-based learning programs** across the region so that the skills and credentials learners are getting are consistent from provider to provider and meet the needs of industry

Performance Measures

- Increase in the number learners engaged in programs to build skills and earn credentials
- Increase in the number learners completing these programs
- Increase in funding supporting school districts and community colleges



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

Current State

OVER
28,000

job openings in key industries in our region

- 15 of the 25 employers with the greatest job openings in this region are in industries critical to our economic vitality, primarily healthcare (including behavioral health care) and education.
- Employers are continuing to experience challenges to attract and retain staff, and mitigate losses spurred by staffing shortages
- Colorado was ranked the 28th most challenging state for employers to hire in the US

Challenges

- Many standard policies and practices around hiring, retention, and promotion can unintentionally prevent employers from accessing untapped sources of talent.
- Existing Diversity, Equity, Inclusion and Accessibility (DEIA) efforts available in the region and across the state do not provide employers with direct support around setting employer-specific goals for changing policies and practices, developing action and implementation plans to, and tracking real-time progress and impact.



Current Projects

1. Provide and connect regional employers to technical assistance and coaching to improve their hiring, retention, and employee advancement practices
2. 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 housing that is attainable based on household income **does not meet the demand**
- 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

- Community members often are **not aware of or able to access educational, workforce, and basic needs services** that are critical to their ability to support themselves and be upwardly mobile
- There is **no centralized place where entities can go to understand the current state of housing in our region**, how community members are being impacted, and what programs and efforts already exist
- Because housing policy is localized, **efforts to improve are often localized**

Current Projects

1. **Bring workforce, educational, housing, and basic needs services to where community members live, work, and learn** (Co-Locating Services)
2. **Convene and facilitate the RMP Regional Housing Roundtable** in order to foster a regional approach to increasing the availability and accessibility of attainable housing
3. **Create a central hub of housing data and information** to support community members to access programs and resources, and policy makers and practitioners to make more informed decisions about housing-related programming, policies, and initiatives
4. **Support regional clarity around the requirements for localities to access funding through [Proposition 123](#)** - these requirements include implementing a 90-Day Fast Track Approval Process for new housing projects and setting a 3% growth target for affordable housing

Performance Measures

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



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

- There are resources coming into our community (from litigation settlements) to address gaps in the programs and services needed to support community members, but **there has not been a regional, coordinated effort in place to maximize the impact of these dollars**
- Even with the litigation settlement funds currently slated to come into our community, **it is not going to be enough to address all of the needs that exist**

Current Projects

1. **Distribute funding through the Adams County Opioid Abatement Grant** to address funding gaps around addiction treatment, recovery, and prevention programs
2. **Convene a subcommittee to draft the initial target(s)** (potentially a 5-year target related to opioid-related overdose deaths) that the Adams County Opioid Regional Council will be working towards and all efforts will ladder up to
3. **Pursue regional capital projects** that fill major gaps in services and strategize how to access funding from multiple sources to support them (Initial focus on the need for a youth residential treatment center)

Performance Measures

- Number of funding recipients that are having their intended impact
- Increase in the capacity of addiction, treatment, recovery, and prevention services
- More to be added - there is a subcommittee coming together to develop performance measures for reducing the impacts of the opioid crisis





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Learn More

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