ROCKYMOUNTAIN
PARTNERSHIP
StriveTogether® *thrive together*

RESILIENCY
PROJECT

2030 Strategic Plan

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OUR COLLECTIVE COMMITMENT

Dear Stakeholders,

As leaders of the Rocky Mountain Partnership (RMP), we are thrilled to share with you our 2030 Strategic Plan, aptly titled 'The Resiliency Project.' **This ambitious roadmap represents a powerful collective effort to ensure that at least 71,000 more children and young people up to age 35 achieve critical Cradle to Career milestones who otherwise would not by 2030.** These milestones are critical markers for success along their journey to upward mobility.

The Resiliency Project is designed to **help us work better together through strategies focused on enhancing what we each do best, while also fostering collaboration** to tackle issues that no single organization can solve alone.

We invite you to join us in this transformative journey. Together, we can harness the power of collective action to build a brighter future for our young people and our community.

In Partnership,

Lisandra Gonzales, CEO, Rocky Mountain Partnership
and RMP's Community Leadership Council Executive Committee

Lisandra Gonzales
Chief Executive Officer
Rocky Mountain Partnership

Gabriela Chavez
Civic Influencer
Rocky Mountain Partnership

Dr. Chris Fiedler
City Council Member
City of Brighton

Chris Gdowski
Superintendent
Adams 12 Five Star Schools

Raymond H. Gonzales
President, Metro Denver Economic Development Corporation | Executive Vice President, Denver Metro Chamber Chamber of Commerce

Dr. Jeni Gotto
Superintendent
Westminster Public Schools

Sarah Justice Hughes
Civic Influencer
Rocky Mountain Partnership

Peter LiFari
Chief Executive Officer
Maiker Housing Partners

Will Pierce
Superintendent
27J Schools
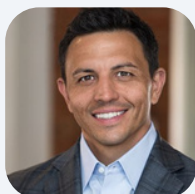
Randy Roberts
President, Triple Peak Ventures | Chair of RMP's Board of Directors

Kami Welch
President and CEO
Arvada Chamber of Commerce

About RMP's Community Leadership Council

With the Executive Committee at the helm, the Community Leadership Council drives this collaborative initiative
Learn more HERE.

EXECUTIVE SUMMARY

The Rocky Mountain Partnership (RMP) is excited to present our 2030 Strategic Plan, titled 'The Resiliency Project', developed in collaboration with over 50 leaders and community members. **Through the Resiliency Project, we are working to ensure 71,000 children and young people, up to age 35, achieve critical Cradle to Career milestones by 2030, starting with 3,398 more in the 2024-2025 school year.** This will foster upward mobility and economic success in Adams County, Arvada, Aurora, and Broomfield.

Key Challenges and Opportunities

Our region faces rapid growth. This growth has brought challenges, including a a skills gap and affordability crisis, **resulting in over 123,000 young people not meeting Cradle to Career milestones.** This impacts their ability to support themselves and their families, hindering regional economic growth. In addition, current efforts are fragmented, leading to inefficiencies.

Our Work

We follow a collective impact approach, aligning our work with the national StriveTogether network, focusing on collaboration and accountability across sectors. Our strategies include:

Recruiting and Supporting Target Champions

Target Champions are key groups or organizations that set and commit to population-level goals aligned with at least one Cradle to Career milestone. They determine how many more children and young people will meet outcomes as a direct result of their efforts.

Launching and Supporting High Impact Projects (HIPs)

HIPs are groundbreaking initiatives designed to address the root causes hindering children and young people from achieving success, from early childhood through to their careers. These projects fill the critical gaps in our collective efforts that no one organization can tackle alone to meet Cradle to Career milestones.

Advancing Policy Initiatives

This strategy is to advance policy initiatives that break down systemic barriers preventing children and young people from reaching Cradle to Career milestones. This can only be achieved by addressing key policy issues and seizing opportunities for transformative change at the organizational, local, state, and federal levels.

EXECUTIVE SUMMARY (cont.)

Tracking Progress and Impact

To effectively target our efforts and track progress towards our 71K target, we have broken down this overarching goal by specific Cradle to Career outcomes and established annual targets. This detailed approach allows us to more precisely focus our initiatives and measure their effectiveness.

In addition to these outcome measures, we also track Key Performance Indicators (KPIs). These KPIs help us answer essential questions: How much did we do? How well did we do it? What difference did we make? How are young people better off? **For the 2024-2025 school year, our goal is to support at least 3,368 more children and young people in achieving these milestones.** Recognizing that not all will meet these milestones within the year, we aim to support double this number to ensure significant progress toward our ultimate goal.

Resource Allocation

To effectively support our partners in implementing this strategic plan, **RMP's neutral infrastructure will require an annual investment of approximately $2.3 million, totaling $16 million through 2030.** This infrastructure includes essential components such as data systems, strategic planning, project management, shared policy agenda, and coordination efforts that are critical for driving our initiatives. **In addition to facilitating our collective work, this infrastructure helps align funding to support the efforts of our partners.** We are diligently working to calculate the total investment needed to implement, sustain, and scale this plan, as well as identifying public and private funding streams that can be realigned to support this important work.

Conclusion

Our 2030 Strategic Plan, "The Resiliency Project," aims to create lasting positive outcomes for our young people and community. **By fostering collaboration, addressing systemic challenges, and advocating for policy change, we are committed to ensuring that every child and young person has the opportunity to thrive.** Join us in this transformative journey to build a brighter future for our region.

MISSION AND VISION

The 'Resiliency Project' is in alignment with the mission and vision of the Rocky Mountain Partnership (RMP).

MISSION

RMP's mission is to unite the community to support children and young people up to age 35 in achieving critical milestones from cradle to career.

VISION

RMP's vision is that every child and young person, regardless of their background or circumstance, is thriving and contributing to a vibrant economy.

CORE VALUES

- **Results:** We strive for outcome-level improvements for community members.
- **Community:** We are best when working together as a collective.
- **Inclusion:** We engage community members most impacted by our work.
- **Shared Vision:** We are committed to a common vision with measurable goals.
- **Accountability:** We hold ourselves responsible to drive actions and measure outcomes.
- **Innovation:** We create solutions to complex problems.

THEORY OF ACTION

We are proud to be one of nearly 70 partnerships within the national StriveTogether Cradle to Career network and the only one in Colorado. StriveTogether is a visionary national movement committed to ensuring every child has the opportunity to succeed from cradle to career. Their ambitious goal is to place 4 million more young people (up to age 35) on a path to economic mobility by 2030.

THEORY OF ACTION (cont.)

Central to achieving this goal is the [StriveTogether Theory of Action™](#), an [evidence-based framework](#) that supports communities in building the civic infrastructure necessary to transform systems shaping opportunities. This framework fosters collaboration among cross-sector leaders in education, housing, healthcare, and more, driving better outcomes for youth and families. StriveTogether holds partnerships like ours accountable by awarding designations as communities progress through the Theory of Action™.

RMP was designated as a 'Systems Change' community in 2023, signifying our progress in enacting crucial changes in policies, behaviors, resource allocation, and decision-making structures. This designation reflects our commitment to transformative change and our dedication to creating a brighter future for all young people in our region.

MILESTONES AND METRICS FOR SUCCESS

Economic and social mobility can be understood and measured in various ways. **Our network, in alignment with StriveTogether, focuses on key milestones that are supported by strong evidence and are essential for individuals to achieve upward mobility.** These milestones also serve as metrics to measure our impact and the advancement of our community.
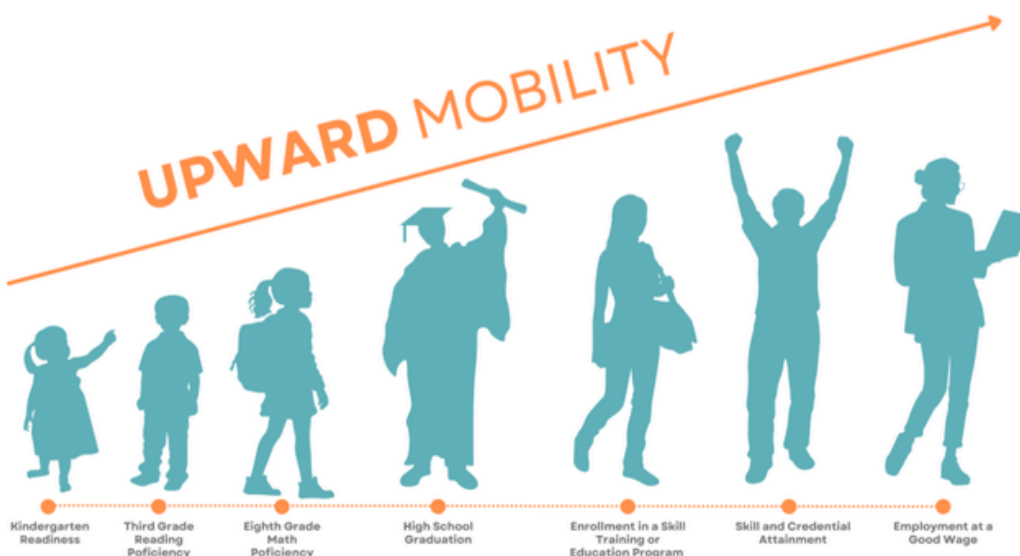
These are not the only metrics that matter! There are many additional factors that impact a young person's ability to experience upward economic mobility, which we continue to track through the [RMP Scorecard](#).

COLLECTIVE IMPACT APPROACH

In alignment with StriveTogether, we follow an [authentic collective impact approach](#) to address complex community challenges and expand opportunities for young people in our region.

Key elements of this approach include:

- **Common Agenda:** Establishing and embracing a shared vision for change, fostering a collective understanding of the problem, and coordinating actions to address it.

- **Shared Measurement Systems:** Consistently collecting data and measuring results to keep efforts aligned and ensure accountability among participants.

- **Mutually Reinforcing Activities:** Coordinating unique activities through a unified plan of action to ensure all efforts support the collective goal.

- **Continuous Communication:** Maintaining open and consistent communication to build trust, align objectives, and foster shared motivation.

- **Backbone Support Organizations:** A dedicated organization and staff, separate from partner organizations doing the work, with specialized skills to coordinate efforts and sustain momentum.

CORE TEAM STRUCTURE AND ROLE

Our [RMP Core Team](#) is the engine that drives the success of our collective impact initiatives. **They provide the foundational infrastructure, ensuring strategic guidance, seamless coordination, and sustained momentum.** Acting as the backbone support organization, the Core Team's critical role is multifaceted and indispensable. Here's how they amplify our efforts:

- **CONVENE KEY STAKEHOLDERS:** Convene partners toward shared vision and targets
- **AMPLIFY COMMUNITY VOICES:** Engage those most impacted
- **DRIVE AND MEASURE RESULTS:** Facilitate data-driven decision making
- **MANAGE DATA HUB:** Operate a centralized knowledge base
- **COACH AND SUPPORT PARTNERS:** Provide technical assistance to partners
- **ADVOCATE FOR POLICY:** Improve policies at organizational, local, state, and national levels
- **ALIGN CRITICAL FUNDING:** Align funding to what works

LEADERSHIP AND VISION:

Our Core Team, led and supported by our CEO, Lisandra Gonzales, is at the forefront of advancing collective impact infrastructure development. They have positioned us as one of the pioneering StriveTogether Networks in the U.S., creating an ambitious plan to contribute to the national goal of helping 4 million more children and young adults up to age 35 achieve crucial cradle-to-career outcomes by 2030. **The Core Team is a strategically assembled group of skilled strategists, data and project managers, and facilitators essential to driving this work forward.**

The RMP Core Team is the heartbeat of our organization, providing the critical support and infrastructure needed to implement our strategic plan and achieve our shared vision. Their strength and dedication are the foundation of our success. As we grow this team, we'll be able to expand our impact even further, driving more significant and widespread change.

Lisandra Gonzales discusses RMP's work on a national panel at StriveTogether's annual Policy Summit.
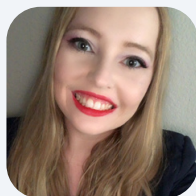
The Core Team

Lisandra Gonzales
CEO

Jody Nowicki
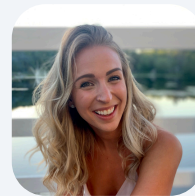Senior Director of Collaborative Action

Ashley Edinger
Senior Director of Institute & Strategic Supports

Kendra Simpson
Senior Director of Business Operations

Joe Baker
Quantitative Data Analyst

Kate Gitchell
Events and Logistics Specialist

Ben Nash
Information Mapping Specialist

CURRENT GEOGRAPHIC SCOPE

We are a **place-based partnership** currently working in the heart of the north Denver metro region, which includes Adams County, the City of Arvada, the City of Aurora, and the City and County of Broomfield.

This region is one of the fastest growing regions in Colorado, having grown its population by 19% over the past 10 years, with no sign of slowing down.

It is inclusive of both suburban and rural areas, and is **home to over a million community members and growing**.

CURRENT STATE OF THIS REGION

Without the necessary skills for high-demand, high-paying jobs, learners struggle to earn a good wage and provide for their families

There are over 19,000 job openings in our region	However, 70% of high-demand, well-paying jobs require some level of post-high school education or training	But only 39% of adults aged 25 and older in our area possess the necessary qualifications

There is an urgent need to develop local talent pipelines to meet employer demands and create more pathways to good jobs. **To meet the projected needs of employers in our region, we need an additional 15K individuals annually to earn the skills and credentials required for good jobs.**

CURRENT STATE OF THIS REGION (cont.)

The rising cost of living forces a focus on survival over earning skills and credentials for career advancement

53% of renters and 25% of owners are spending more than 30% of their income on housing

This affordability crisis threatens not only individual well-being but also the region's economic health. **High living costs are making it difficult for employers to attract and retain skilled workers, which in turn hampers economic growth.**

Current efforts are often fragmented and siloed, limiting their effectiveness

In fiscal year 2021, Colorado spent $11.9B on public assistance

Yet, 2 in 5 Coloradans report being worse off financially then they were a year ago

We have the opportunity to fundamentally transform our community and pioneer new approaches to collective action and upward mobility. **This involves engaging those most affected by these challenges in shaping effective solutions that address root causes**, and prioritizing performance metrics over operational outputs.

Without proactive measures, our region faces widening economic disparities, unmet workforce needs, and a strained community fabric. By building on the ongoing work and the commitment of numerous individuals and organizations, we can create a shared future that ensures economic growth and prosperity for all.

CURRENT STATE (cont.)

The Stark Reality

Currently, an estimated **123, 366 children and young people up to age 35 in the RMP Region are NOT meeting critical cradle to career milestones**, hindering their upward mobility.

The data tells a stark story:
- **2,390** children are NOT ready for kindergarten
- **5,593** third graders are NOT reading at grade level
- **5,939** eighth graders are NOT at grade level in math
- **1,738** high schoolers are NOT graduating
- **5,138** young people are NOT enrolling in a skill training or education program
- **5,820** young people are NOT earning a skill or credential
- **96,309** households are NOT employed at a good wage

REGIONAL TARGET

71,000 more children and young people by 2030

RMP has set an ambitious target to ensure that 71,000 more children and young people up to age 35 achieve Cradle to Career milestones critical for upward mobility by 2030 who would otherwise not reach these milestones. **This target is not just a number—it represents our commitment to transforming lives and strengthening our community.**

To achieve this, **we estimated and established targets for each Cradle to Career Outcome**, focusing our efforts where they matter most and addressing any gaps.

- **4,880 MORE** children are ready for kindergarten
- **9,315 MORE** third graders read at grade level
- **9,891 MORE** eighth graders at grade level in math
- **2,874 MORE** high schoolers graduate
- **9,778 MORE** young people enroll in a skill training or education program
- **9,940 MORE** young people earn a skill or credential
- **24,444 MORE** households are employed at a good wage

REGIONAL TARGET (cont.)

By breaking down our overarching goal into annual milestones, we ensure continuous and measurable progress, steadily advancing towards our transformative target of impacting 71,000 young lives.

	2024-2025 School Year	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Kindergarten Readiness	**+233**	+438	+610	+759	+895	+985	+1,023
Third Grade Reading Proficiency	**+445**	+836	+1,164	+1,448	+1,708	+1,881	+1,953
Eighth Grade Math Proficiency	**+472**	+887	+1,236	+1,538	+1,814	+1,997	+2,073
High School Graduation	**+138**	+260	+362	+450	+531	+584	+607
Enrollment in a Skill Training or Education Program	**+467**	+877	+1,222	+1,520	+1,793	+1,974	+2,049
Skill and Credential Attainment	**+475**	+892	+1,242	+1,545	+1,822	+2,007	+2,083
Employment at a Good Wage	**+1,168**	+2,193	+3,055	+3,800	+4,482	+4,936	+5,124
TOTALS	**3,398**	**6,383**	**8,891**	**11,060**	**13,045**	**14,364**	**14,912**

PRIORITY INDUSTRIES

As we chart our path to ensuring 71,000 additional young people achieve Cradle to Career milestones by 2030, **we are prioritizing our work around the industries that serve as major economic drivers and offer employment at a good wage.** These priority industries have been identified through collaboration with key partners, including AC-REP, Adams County Government, Arvada Chamber of Commerce, the Colorado Workforce Development Council, the Metro Denver Economic Development Corporation, and other experts in talent, workforce, and economic development.
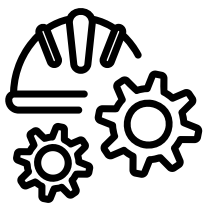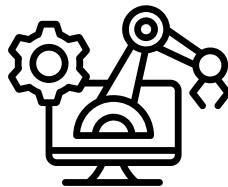
| **Construction Engineering** | **Healthcare and Behavioral Health** | **Advanced Manufacturing** | **Aviation and Aerospace** | **Information Technology, Technology, and Cybersecurity** |
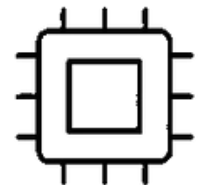
OUR PHASED APPROACH

RMP is dedicated to ensuring that thousands of young people in our region achieve crucial Cradle to Career milestones, paving the way for upward mobility. The 'Resiliency Project' is just the first phase of this longer term work.

Phase 1: Resiliency (This Plan) **Goal:** Return to the rate we had before the COVID-19 Pandemic **Result:** 71,142 more young people achieving C2C milestones	**Phase 2: Sustainaining** **Goal:** Maintain pre-pandemic rate of progress **Result:** 108,352 more young people achieving C2C milestones
Phase 3: Growth **Goal:** Gradually increase the rate of progress **Result:** 149,722 more young people achieving C2C milestones	**Phase 4: Acceleration** **Goal:** Speed up the rate of progress **Result:** 150,218 more young people achieving C2C milestones

Data Note: All numbers are based on calculations and projections from 2024-2030, and account for projected population growth over the next several years and for fluctuations in who is on/off a path to upward mobility

ADDRESSING FACTORS AND ROOT CAUSES

Through our collective efforts, we address the key factors impacting a young person's cradle-to-career success with targeted strategies. We have gone through the process of identifying what those factors are for our region. This analysis and what we have determined are visualized through a tool referred to as a 'key driver'.

Key Drivers visualize what factors exist and how much influence they have on a problem or challenge. This approach enables us to tackle obstacles and reinforce positive elements, ensuring our efforts and resources have the greatest impact on achieving desired outcomes.

View Key Drivers

Factors Impeding Upward Mobility

Based on our analysis, the biggest obstacle to progress is the lack of regional coordination and working in silos.

When efforts are fragmented and groups don't work together, it leads to inefficiencies and reduces the effectiveness of programs meant to help people move up in life. Our entire network is dedicated to solving this issue. **By promoting a united approach, we aim to improve coordination and achieve a greater positive impact for our community.**

RMP Partners gather for the annual State of the Rocky Mountain Partnership Event.

ADDRESSING FACTORS AND ROOT CAUSES (cont.)

Factors Impeding Upward Mobility (cont.)

Several other factors hinder the upward mobility of children and young people in our region, including:

- **Underfunded Education:** PK-12 districts in our region are among the lowest funded in the state.
- **Chronic Absenteeism:** High rates of absenteeism prevent students from succeeding in school.
- **Lack of Quality Out-of-School-Time Programs:** Many students lack access to safe and enriching activities outside of school.
- **Skills Mismatch:** There's a gap between the skills young people develop and the needs of employers, leading to shortages.
- **Limited Training Opportunities:** Insufficient training and work-based learning options limit career advancement.
- **Navigational Challenges:** Young people often struggle to understand and navigate their career options and opportunities.
- **Stigma and Misunderstanding:** Certain sectors and entry-level positions are stigmatized, and there's a lack of awareness about how job skills contribute to career growth.
- **Survival over Advancement:** Many people are forced to prioritize immediate survival over long-term skill improvement and career development.
- **Shortage of Housing That is Affordable:** Lack of housing at a price point people can afford disrupts education and skill development, leading to higher turnover rates and reduced productivity.

How We Identified These Factors

We follow a [Results-Based Accountability (RBA) approach](#). This involves a thorough analysis of factors and root causes that impede progress, allowing us to craft targeted and effective strategies.

STRATEGIES

The Resiliency Project focuses on three main strategies to achieve our ambitious goal that are outlined on the following pages.

Strategy #1: Recruiting and Supporting Target Champions

Target Champions are key groups or organizations that set and commit to population-level goals aligned with at least one Cradle to Career milestone. They determine how many more children and young people will meet outcomes as a direct result of their efforts. This involves:

- **Pledging Commitment:** Champions pledge to join the collective effort to improve outcomes, setting annual targets for their specific outcome(s).
- **Setting and Tracking Targets:** They commit to knowing and claiming their contribution to the overall target, setting annual goals that align with their work.
- **Developing Key Driver Documents:** Champions identify key drivers that highlight factors impacting their focus population and develop specific efforts to address these factors.
- **Monitoring Progress:** They track the progress and impact of their efforts, using this information to adjust, expand, abandon, or scale their initiatives as needed.
- **Identifying Gaps:** Champions identify gaps in the current efforts, enabling the collective to problem-solve and address these gaps effectively.
- **Contributing to Policy Agenda:** They contribute to a region-wide policy agenda that removes barriers and supports the achievement of regional goals.
- **Participating in Community of Practice:** Champions engage in a Community of Practice with other Target Champions, sharing insights and strategies.
- **Collaborating with RMP Core Team:** They work closely with the RMP Core Team to receive technical assistance and support, sharing progress and lessons learned in real-time.

Target Champions can be school districts, higher education institutions, nonprofit organizations, coalitions, local governments, neighborhood groups, businesses, or other entities that have a direct impact on Cradle to Career outcomes.

Key Action Steps for 2024

- Identify and recruit Target Champions that will support at least double RMP's 2024-2025 goal by the start of the school year.
- Provide Target Champions with coaching and technical assistance to help them name their number and track progress and impact of their work.
- Host community of practice sessions to facilitate knowledge sharing and collaboration among Target Champions.
- Highlight and share the stories of Target Champions to inspire and engage others.
- Look for, identify, and work to bring in resources and funding to support Target Champions and their efforts.

Performance Measures and Metrics

Below are the data points we are using to track progress and impact of this strategy. Additionally, each Target Champion has their own set of metrics that they are tracking as well. These metrics are tracked in real time and will be publicly available through The Resiliency Project Data Hub.

- # Entities who have stepped up as Target Champions
- # Target Champions who have established a goal aligned to RMP's 71K target
- # Target Champions who have successfully aligned their work towards this goal
- # Target Champions having their intended impact (a.k.a. reached their goal)
- # children and young people entities have "committed to" impact towards RMP's annual target of 3,398
- # children and young people actually impacted through Target Champion work

RMP Regional Target Champions share about their commitment to RMP's 71K goal on a national webinar hosted in partnership with StriveTogether.
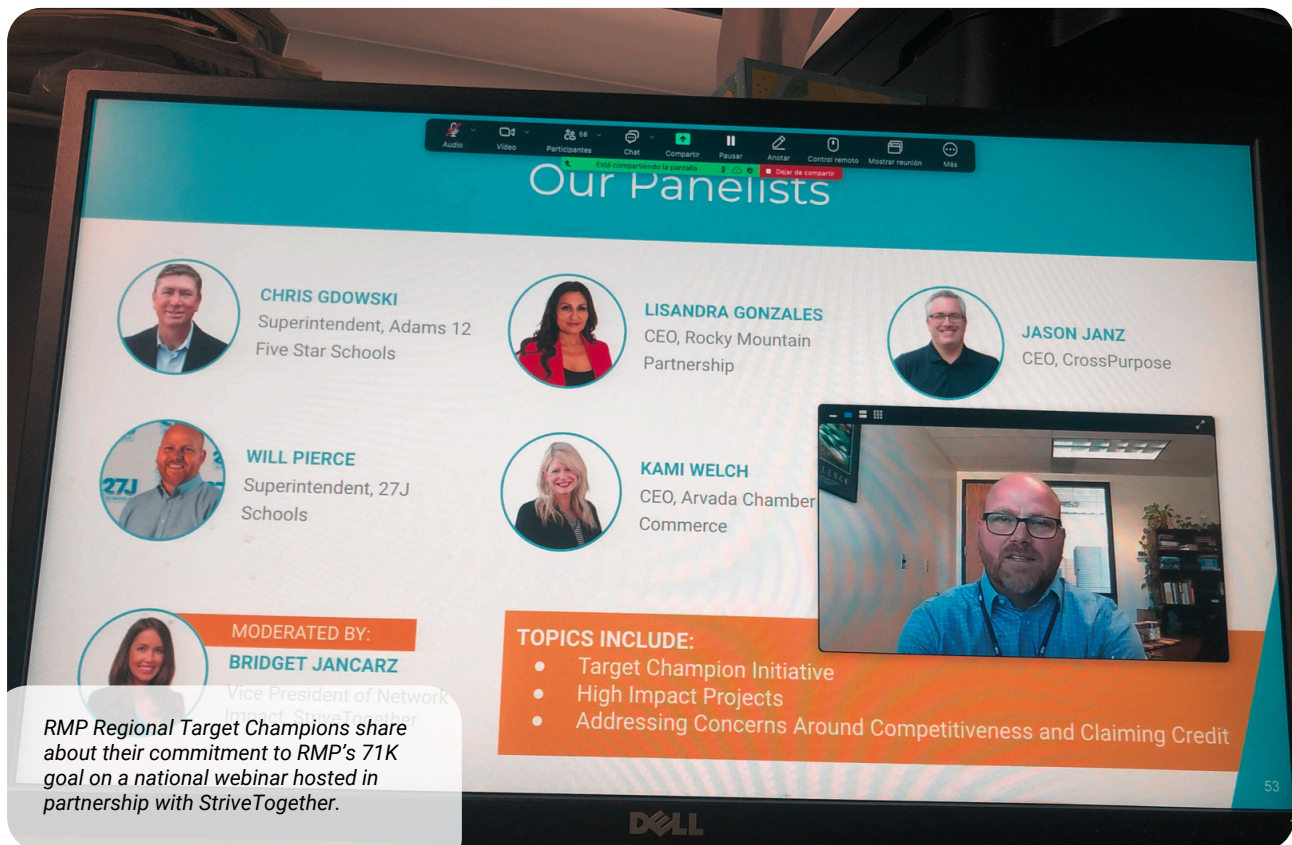
Strategy #2: Launching and Supporting High Impact Projects (HIPs)

Our second strategy is about tackling challenges that are too big for any single organization to handle alone. **High Impact Projects (HIPs) are groundbreaking initiatives designed to address the root causes hindering children and young people from achieving success, from early childhood through to their careers.** These projects fill the critical gaps in our collective efforts to meet Cradle to Career milestones, identified through key drivers and thorough assessments.

HIP partners, much like Target Champions, make a powerful commitment by identifying and naming their specific contributions towards regional targets. They measure how many more children and young people will reach Cradle to Career outcomes as a result of their collaborative efforts. The process they follow is:

- **Define the Project Scope:** Clarify project boundaries, deliverables, and objectives.
- **Set Goals and Targets:** Establish clear and measurable goals aligned with cradle to career outcomes.
- **Develop an Action Plan:** Create a detailed plan outlining steps, timelines, and responsibilities.
- **Determine Key Performance Indicators (KPIs):** Identify metrics to track progress and measure success.
- **Implement Ongoing Improvement:** Continuously assess and refine strategies to enhance project effectiveness.
- **Ensure Sustainability and Scalability:** Develop strategies to maintain and expand successful initiatives.

Both Target Champions and High-Impact Projects Name Their Number

Through these two strategies, we identify the number of young people we aim to impact for each Cradle-to-Career Outcome annually, ensuring we have a tangible path to reach our 71K goal. **To guarantee success, we support at least double the number of children and youth needed each year. For example, to hit our target of 3,398 in 2024-2025, we will support at least 6,796 more young people.** We are developing a Resiliency Project Data Hub, which will track the progress we have made towards achieving these goals.

View Data

Current HIPs

We have identified 10 HIPs to address major regional challenges and gaps. Some of these projects have already launched, while others are currently in development. Additional HIPs will be launched as we secure additional resources to expand our capacity.

Kindergarten Readiness — Third Grade Reading Proficiency — Eighth Grade Math Proficiency — High School Graduation — Enrollment in a Skill Training or Education Program — Skill and Credential Attainment — Employment at a Good Wage

Increase Public Education Funding for PK-12 Districts in RMP Region to Advance Cradle to Career Success

Incubate the Launch of a Youth Resource and Assessment Center to Wrap Youth and Families with the Supports Needed for Cradle to Career Success

Reduce Chronic Absenteeism and Truancy to Increase Cradle to Career Success

Increase Out-of-School Time Learning Opportunities to Accelerate Cradle to Career Success

Key

| Launched |
| Slated but not Launched |

Increase Learning at Work Opportunities Aligned Towards Earning a Skill or Credential

Expand Training Sites to Meet Employers' Workforce Needs and Help Learners Earn a Skill or Credential

Improving Educational and Career Guidance to Equip Young People with the Supports They Need Along Their Journey to Earn a Skill or Credential

Equip Learners With Clear Information to Make Informed Decisions about Skill and Credential Attainment and Career Pathways

Re-Engage Learners to Complete Credentials and Degrees

Remove housing barriers for individuals to pursue upskilling/reskilling opportunities

You can view a breakdown of the specific factors that each HIP is intended to address:

View Here

20

Key Action Steps for 2024

- Develop a timeline to prioritize which HIPs to launch as additional resources are secured and the capacity of the RMP Core Team expands.
- Hire Director of High Impact Projects to be dedicated capacity towards advancing these initiatives.
- As HIPs launch, support them to name their number towards the 71,000 goal.
- Ensure each HIP that launches has the following elements in place:
  - Detailed action plan that includes: specific challenges the project intends to address, focus of the project, initial targets and how they tie into cradle to career outcome level impact, timelines and milestones, key driver visualization of what factors exist and how much influence they have on the problem the HIP is working to address, calls to action.
  - Engaged critical stakeholders through stakeholder mapping.
  - Efforts to pursue funding to support collective efforts.
  - Understanding of the long term community investments required to reach the project's ultimate goal and the return on investment for the community.
  - Identify what funding is "unlockable" to support the project. (What funding exists that is not currently being accessed or optimized and how it could be leveraged to support the project).

Performance Measures and Metrics

Below are the data points we are using to track progress and impact of this strategy. Additionally, each HIP has their own set of metrics that they are tracking as well. These metrics are tracked in real time and will be publicly available through The Resiliency Project Data Hub.

- \# active High-Impact Projects underway
- \# partners and community members participating in High-Impact Projects
- \# of dollars raised / aligned to support collective efforts and engaged RMP partners
- \# programs/practices, policies, or funding models effectively scaled within the region
- \# children and young people HIPs have "committed to" towards annual target of 3,398
- \# children and young people impacted through HIPs

The 'Increasing Learning at Work Opportunities' Project Team meets to determine what action they will take to double the number of employers offering registered apprenticeships in the region.

Strategy #3: Advancing Policy Initiatives

The third strategy of "The Resiliency Project" is to advance policy initiatives that break down systemic barriers preventing children and young people from reaching Cradle to Career milestones. **This can only be achieved by addressing key policy issues and seizing opportunities for transformative change at the organizational, local, state, and federal levels.**

Key components of this strategy include:

- **Statewide Policy Coalition:** This coalition aligns policy priorities and action with organizations with similar interests and priorities.
- **Shared Policy Agendas:** Adopted collectively by RMP's partners.
- **Civic Influencer Fellowship Program:** Supports young leaders to rise up to advocate for change, drive policy initiatives, and shape the future of our region, ensuring their voices are heard and their experiences inform the decisions that affect their lives.

Statewide Policy Coalition

To achieve our ambitious goal of supporting 71,000 more children and young people to meet key cradle-to-career milestones, we recognize that significant improvements in state policies are essential. As the only StriveTogether network in Colorado, RMP understands that we cannot accomplish this alone.

We've observed tremendous success in other states where regional collaboratives have united to enhance their advocacy power, creating a more substantial impact on policy change. **Inspired by these successes, we are assembling a statewide coalition aimed at advancing cradle-to-career (C2C) policy outcomes and enhancing economic mobility for all young people in Colorado.**

This coalition is a robust network of regional and local collaboratives, each comprising decision-makers and community members. RMP will serve as the coordinating entity, overseeing and supporting aligned efforts to ensure a unified and effective approach.

Shared Policy Agenda

We are developing a powerful policy agenda for 2024-2025 that will position us as the tip of the spear in identifying and addressing the key policy opportunities that can dismantle the barriers young people face on their journey to upward mobility. **This agenda will serve as a strategic blueprint, equipping our partners and Civic Influencers with the crucial information necessary to drive transformative change around each of these policy opportunities.**

A key part of our process for crafting this shared policy agenda includes hosting Policy Innovation Labs. In collaboration with local, state, and federal elected officials, our Policy Innovation Labs bring together decision-makers, technical experts, and community members. **These labs mark a bold shift from "business as usual," designed to critically assess and reimagine policies to create meaningful, lasting change.** The insights and recommendations from these labs are vital in shaping our shared policy agenda, allowing us to target the most pressing issues affecting young people's progress and drive impactful action.

Civic Influencer Fellowship Program

Our Civic Influencer Fellowship Program empowers young people aged 16-24 who are directly impacted by these challenges. **By training, mentoring, and resourcing these young individuals, we transform them into effective civic leaders and decision-makers.**

At the heart of this is a year-long fellowship that supports these young individuals to:

- **Understand the Region:** They gain a deep understanding of regional challenges and the decision-making landscape.
- **Take Action:** They engage in HIPs, lead policy and advocacy activities, and mobilize their communities for change.
- **Build Competencies:** They develop crucial leadership skills, supported by mentors and navigators trained with evidence-backed models.

RMP Civic Influencers Sarah Justice Hughes, Lizz Valeria Decanini, and Gabriela Chavez share about their role as Civic Influencers during a Thornton City Council meeting.

Civic Influencer Fellowship Program (cont.)

Throughout the fellowship, which will run two cohorts each year, **Civic Influencers are immersed in hands-on experiences that build their capacity to drive impactful initiatives**. They are equipped with the knowledge and skills needed to effectively advocate for change, ensuring that their voices are heard and their impact is felt across the region.

Our approach advances policy initiatives by equipping young leaders to spearhead these efforts, breaking down systemic barriers, and fostering upward mobility for the youth in our region. This robust approach ensures lasting change driven by empowered, knowledgeable, and passionate civic leaders.

AN EXAMPLE OF WHAT CIVIC INFLUENCERS HAVE ACCOMPLISHED: In 2022, RMP's Civic Influencers mobilized to help secure an additional $17.7+ million per year in funding for 27J Schools, one of the least-funded school districts in the state.
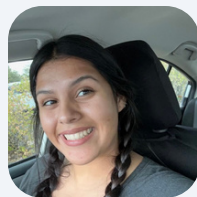
Read More

Current Civic Influencers
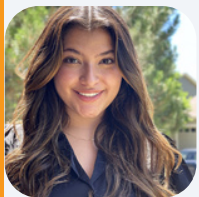
Gabriela Chavez

Sarah Justice Hughes

Lizz Valeria Decanini

Jennifer Morales

Ana Ruiz

Naseem Sosheel Samuel

Jacob Suniga-Chavez

Key Action Steps for 2024

Statewide Policy Coalition
- Map existing policy coalitions and agendas aligned to improving Cradle to Career Outcomes for children and young people
- Launch statewide policy coalition to align on policies impacting RMP's 71K goal

Shared Policy Agenda
- Hold Policy Innovation Labs to explore specific policy needs and pinpoint innovative policy solutions at all levels
- Develop and share out policy recommendations report
- Develop and share out 2024 - 2025 shared policy agenda

Civic Influencer Fellowship Program
- Transition Civic Influencer Program to incorporate a 12-Month Fellowship Program
- Launch Cohort 1 of the Civic Influencer Fellowship Program
- Host convening for communities interested in standing up their own Civic Influencer networks

Performance Measures and Metrics

Below are the data points we are using to track progress and impact of this strategy. These metrics are tracked in real time and will be publicly available through The Resiliency Project Data Hub.

- # public dollars aligned to what works
- # policy wins achieved
- # community members engaged through policy and advocacy efforts
- # community members impacted by public dollar alignment / policy changes
- # youth trained as 'Civic Influencers' through RMP's Civic Influencer Fellowship Program
- # Civic Influencers holding leadership positions across the region
- # organizations adopting the Civic Influencer model
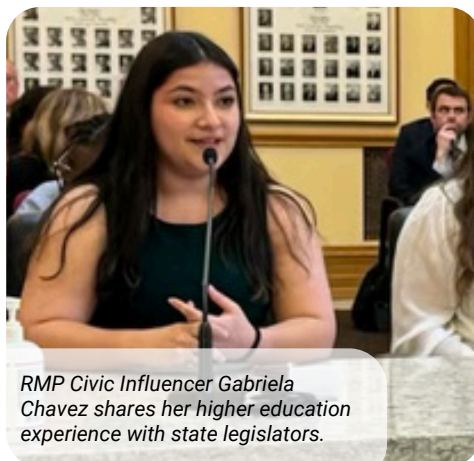
RMP Civic Influencer Gabriela Chavez shares her higher education experience with state legislators.

Westminster Public Schools Civic Influencers celebrate a successful semester focused on gathering voice and perspective from students, alumni, and parents about Career and Technical Education.

IMPLEMENTATION TIMELINE

January 2023

RMP begins work to develop multi year strategic plan

September 2023

StriveTogether announces 4 Million by 2030 Target

November 2023

RMP announces 71K by 2030 Target

Launch of High Impact Project: Public Education Funding

December 2023

Launch of High Impact Project: Training Sites

January 2024

RMP launches Resiliency Project: 2030 Strategic Plan, including the cost to implement

Launch of High Impact Project: Learning at Work

Kick off fundraising for dollars to support neutral infrastructure needed to execute Strategic Plan

February 2024

Launch of High Impact Project: Education and Career Guidance

March 2024

RMP announces breakdown of 71k target by C2C Outcome

RMP invited to support launch of Youth Resource and Assessment Center by District Attorney

April 2024

RMP announces breakdown of 71k target by C2C Outcome by Year

Begin scoping Strategic Public Financing Work

May 2024

Launched work with Adams 12 Five Star Schools to support with increasing funding for the district
(part of HIP: Public Education Funding)

Launch Target Champion Strategy

IMPLEMENTATION TIMELINE (cont.)

June 2024

Transition Civic Influencer Program to include a 12-Month Fellowship Program

July 2024

Announce launch of Civic Influencer Fellowship and begin recruiting the first cohort of fellows

Highlight Resiliency Project and 71K target nationally through Webinar with StriveTogether

August 2024

Hire Director of High Impact Projects

Confirm enough Target Champions to impact 6,796 children and young people over the next school year (double our goal of 3,398)

Hold Policy Innovation Labs

September 2024

Kick off Cohort 1 of the Civic Influencer Fellowship

Host Convening for entities interested in standing up their own Civic Influencer Network

Hold Policy Innovation Labs

October 2024

Develop shared policy agenda and policy recommendations report

November 2024

Host annual State of the Partnership Event

Launch Shared Policy Agenda and Policy Recommendations Report Roadshow

December 2024

Prepare for engaging in 2025 State Legislative Session

Implementation items for 2025 and beyond will be added to the document ongoing. Stay tuned for updates.

RESOURCE ALLOCATION AND BUDGET

To achieve our ambitious target, we need significant investments in our essential neutral infrastructure to support our collective initiatives. **This infrastructure encompasses vital components such as advanced data systems, strategic planning, effective project management, unified policy and advocacy efforts, and comprehensive coordination.** These elements are crucial for propelling our initiatives forward.

Projected Funding Needed to Support This Plan

RMP's Core Team plays an instrumental role in leading and guiding these efforts, ensuring that our strategies are not only effective but also innovative and impactful. **We need to grow the neutral infrastructure, including its budget, to adequately support this strategic plan and scale across the state.** This includes increased staff capacity to manage and drive this work, expanding policy and advocacy efforts, engaging in stakeholder ecosystem mapping, leveraging advanced data softwares and supports, growing the Civic Influencer Program, etc.

Annual Projections of Funding Needed to Support this Plan and Scale Across the State

2024	2025	2026	2027	2028	2029	2030
$1.4 M	$1.8 M	$2.0 M	$2.3 M	$2.5 M	$2.7 M	$2.9 M

As additional funding is secured, the neutral infrastructure will be able to support additional Regional Target Champions and launch additional High-Impact Projects in this region and across the state.

StriveTogether will be awarding large multi-year investments to select network members (min $3.2M over 4 years)**, and securing these funds and their required match will be pivotal in accelerating progress of this plan.**

Investments Made Now Will Yield Savings Longer Term

Investing in this neutral instrastructure will save our community money in the long run. **By ensuring efficacy and scaling proven solutions, we can avoid the higher costs associated with fragmented and inefficient approaches.**

This investment is indispensable for enabling RMP to operate at full capacity, driving the large-scale changes necessary for ensuring long-lasting positive outcomes in our region. Through investments in this infrastructure, we can build a stronger, more resilient community that thrives for generations to come.

RESOURCE ALLOCATION AND BUDGET (cont.)

Comparative Analysis

There are nearly 70 networks doing place based work within the globally recognized StriveTogether network, that are solving challenges and advancing economic mobility in their communities. Rocky Mountain Partnership is your place based partnership for this region.

This how our budget and staff size compares to other StriveTogether 'Advanced Partnerships':
- The average annual budget for a 'Systems Change' Network (like Rocky Mountain Partnership) is $2.6 M and have a a median staff size of 12.5
- The average annual budget for a network that is demonstrating success at the next level (aka 'Systems Transformation' Network) is $4.5 M and have a median staff size of 29

Aligning Funding to What Works

In addition to facilitating our collective work, this infrastructure helps align funding to support the efforts of partners. **We are diligently working to calculate the total investment needed to implement, sustain, and scale this plan, as well as identifying public and private funding streams that can be realigned to support this important work.**

GOVERNANCE AND LEADERSHIP

Kami Welch, CEO of the Arvada Chamber of Commerce and RMP Executive Committee member, speaks at the 2023 State of the Partnership Event.

RMP'S COMMUNITY LEADERSHIP COUNCIL

Achieving transformative impact requires more than isolated efforts; it demands a united, cross-sector approach.

The Community Leadership Council (CLC) is at the heart of this approach, serving as a dynamic coalition of community members and decision-makers dedicated to steering the strategy of RMP. **With the Executive Committee at the helm, the CLC drives this collaborative effort, endorsing new partners, High Impact Projects, and policy agendas.** They ensure active engagement across their teams to advance shared goals, making significant strides towards a brighter future.

Who comprises the CLC?
The CLC is comprised of diverse community leaders and decision-makers across sectors, all committed to the RMP's mission. The Executive Committee leads this group, playing a pivotal role in strategic decision-making.

Current CLC Members

Key partners include community organizations, educational institutions, businesses, and local government entities. **Each partner is selected for their unique contributions and alignment with the partnership's goals.**

View the impactful leaders who comprise RMP's CLC.

View Here

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GOVERNANCE AND LEADERSHIP (cont.)

Roles and Responsibilities
- Endorsing new partners and High Impact Projects
- Approving policy agendas
- Ensuring their teams' active participation in advancing shared goals

Decision-Making Process
The CLC operates on a consensus model, where major decisions are made collaboratively. The Executive Committee facilitates these discussions, guiding the group towards unified actions.

Meeting Schedules
The CLC meets on a quarterly basis to review progress, endorse new initiatives, and align on strategic goals. The Executive Committee meets monthly to ensure continuous leadership, address immediate issues, and drive ongoing initiatives.

Strategies For Fostering and Maintaining Effective Partnerships
- Regularly scheduled meetings to ensure continuous communication and alignment.
- Transparent sharing of data and progress through The Resiliency Project Data Hub.
- Bi-annual check ins with RMP Core Team and each CLC organization.
- Recognition and celebration of collective achievements to sustain motivation and engagement through Quarterly and Annual Highlights Reports and Quarterly Cradle to Career Briefs (newsletter).

Entities represented on the CLC invest in the neutral infrastructure that supports the network, playing a pivotal role in advancing the partnership's mission.

Chris Gdowski, Superintendent of Adams 12 Five Star Schools and RMP Executive Committee member, speaks at the 2023 State of the Partnership Event.

APPENDIX

APPENDIX: STAKEHOLDERS WHO HELPED CRAFT RMP'S 2030 STRATEGIC PLAN

Crafted in collaboration with 50+ leaders from partner organizations and community members, our 2030 strategic plan embodies a wealth of collective expertise, insights, and perspectives.

This is an iterative and living plan that evolves with the needs of our region, continually adapting and growing as we progress toward our goals.

- 17th Judicial District Attorney's Office
- 17th Judicial District Courts
- 27J Schools
- AC-REP
- Adams 12 Five Star Schools
- Adams County Education Consortium
- Adams County Government
- Adams County Human Services
- Adelante Community Development
- Almost Home
- American Renal Association
- Amprius
- Anythink Libraries
- Arvada Chamber of Commerce
- Boettcher Foundation
- Brighton Housing Authority
- CareerWise Colorado
- CASA of Adams and Broomfield Counties
- City of Westminster
- Colorado Department of Regulatory Agencies
- Colorado Latino Leadership, Advocacy & Research Organization

- Colorado Office of Economic Development and International Trade (OEDIT)
- Colorado Opportunity Scholarship Initiative (CDHE)
- CommonSpirit St.Anthony North Hospital
- Community Reach Center
- Front Range Community College
- Innovative Renal Care
- The Key People
- Kids First Healthcare
- Maiker Housing Partners
- Mainstay
- The Master's Apprentice
- Metro Denver Economic Development Corporation
- Neon Rain Interactive
- Rocky Mountain Partnership Civic Influencer Council
- StriveTogether
- Taylor Kohrs
- Tri-State Generation and Transmission
- Triple Peak Ventures
- Waste Connections of Colorado
- Western Nephrology
- Westminster Public Schools

- **Carl Einhaus**, Colorado Department of Higher Education
- **Kyle Gardner**, KG Impact Advisors (works with Ballmer Group, Blue Meridian Partners, and other StriveTogether Networks)
- **Francesca Ioffreda**, BreakThrough Strategies
- **Sarah Hughes**, Chair Colorado Commission of Higher Education
- **Dr. Adam Lippert**, Associate Professor at University of Colorado, Denver
- **Clair Minson**, Founder & Principal Consultant for Sandra Grace LLC
- **Dr. Mark Murray**, Enterprise Executive Medical Director for Neuroscience Service Line and Neurointerventionalist, CommonSpirit
- **Melinda Pollack**, Blue Meridian Partners
- **Steve and Paula Reynolds**
- **Sosheel Samuel**, Managing Partner for MG Advisory
- **Bal and Kayleen Spallone**
- **Ray and Becky Torres**

APPENDIX: LOCAL, STATE, AND NATIONAL PLANS AND REPORTS RMP'S 2030 STRATEGIC PLAN ALIGNS TO

This strategic plan was developed to align with various plans and reports set by the following agencies that have outlined actionable priorities closely aligned with our own objectives:

- **American Institutes for Research**
- **Annie E. Casey Foundation**
- **Bell Policy Center**
- **Bipartisan Policy Center**
- **Brookings Institute**
- **Center for American Progress**
- **Center for First Generation Student Success**
- **Colorado Commission on Higher Education**
- **Colorado Department of Higher Education (including Colorado Rises Master Plan, Pathways to Prosperity)**
- **Colorado Department of Labor and Employment**
- **Colorado Department of Local Affairs**
- **Colorado Project**

- **Colorado Office of Economic Development and International Trade (OEDIT)**
- **Colorado Workforce Development Council (including Colorado Talent Pipeline Report)**
- **Common Sense Institute**
- **Enterprise Community Partners**
- **Harvard's Joint Center for Housing Studies**
- **Jobs for the Future**
- **National Association of Development Organizations**
- **Pew Research Center**
- **Results for America**
- **Urban Institute (including Housing Matters)**
- **2024-2027 Workforce Innovation and Opportunity Act (WIOA) State Plan (Proposed)**

APPENDIX: WHAT STAKEHOLDERS ARE SAYING ABOUT RMP'S 2030 STRATEGIC PLAN

"
Like the bricks in a sturdy foundation, we members of the Rocky Mountain Partnership acknowledge that while we are each responsible for our individual part in building a better society, **it is our collective efforts that forms the whole, which paves a path for our entire community to thrive**.
"

Peter LiFari
Chief Executive Officer, Maiker Housing Partners | RMP Executive Committee Member

"
By harnessing the collective efforts of our community and aligning individual organizations with our regional target, we can empower economic mobility for an additional 71,000 youth by 2030. Together, we will build a stronger, more prosperous future for all.
"

Raymond H. Gonzales
President, Metro Denver Economic Development Corporation | Executive Vice President, Denver Metro Chamber of Commerce | RMP Executive Committee Member

"
This initiative is paramount in addressing critical employer needs, particularly within our prioritized industries. By aligning our efforts with this plan, **we are not only ensuring the vitality of our workforce but also fostering a healthier, more resilient community for generations to come.**
"

Dr. Constance Schmidt
Chief Executive Officer, CommonSpirit St. Anthony North Hospital | RMP Executive Committee Member

"
This comprehensive initiative is essential in providing vital support for our youth as they embark on paths to success. **Through improved coordination and shared accountability, this plan will play a pivotal role in guiding our students towards brighter futures,** ensuring they have the resources and opportunities needed to thrive.
"

Dr. Chris Fiedler
City Council Member, City of Brighton | RMP Executive Committee Member

APPENDIX: WHAT STAKEHOLDERS ARE SAYING ABOUT RMP'S 2030 STRATEGIC PLAN

"I am proud to stand behind this plan, which highlights the vital contributions diverse organizations can make in addressing our region's pressing economic challenges. **By uniting our efforts and collaborating, we can achieve a brighter future for our region.** Together, we can accomplish more and ensure there's enough work to go around for everyone to thrive."

Kami Welch
CEO, Arvada Chamber of Commerce | RMP Executive Committee Member

"Our region has unique opportunities to improve the economic wellbeing of our residents — **and I look forward to collaborating with other organizations in the Partnership to make that a reality through executing this plan.**"

Chris Gdowski
Superintendent, Adams 12 Five Star Schools | RMP Executive Committee Member

"I'd submit that society, working together, is greater than the sum of its individual parts. **RMP provides our community with a central infrastructure to ensure that the piece we each contribute is informed and shaped by what the whole needs from us.** It's a beautiful thing!"

Randy Roberts
President, Triple Peak Ventures | Chair of RMP's Board of Directors

"As Chair of our Civic Influencer Council, I wholeheartedly endorse this strategic plan. **I believe in accountability and fostering inclusive community engagement.** Together with community, we will make positive change and create a brighter future!"

Gabriela Chavez
RMP Civic Influencer | Chair of RMP's Civic Influencer Council

APPENDIX: WHAT STAKEHOLDERS ARE SAYING ABOUT RMP'S 2030 STRATEGIC PLAN

"

I proudly endorse the strategic plan, recognizing that we are all integral threads in our community's tapestry. With compassion, knowledge, and dedication, we collectively weave progress and strength. Let's unite in demanding excellence from each other to ensure the success of our shared vision. "

Sarah Justice Hughes
RMP Civic Influencer | Vice Chair of RMP's Civic Influencer Council

"

A useful plan to help guide individuals become self sufficient, and improve their overall quality of life. **This is a much needed plan that will have a powerful impact on our community.** "

Bal and Kayleen Spallone
Community Members

Contact us to learn more about the 'Resiliency Project' and how you can get involved!

ROCKY MOUNTAIN PARTNERSHIP
StriveTogether® *thrive together*

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