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

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

The Rocky Mountain Partnership (RMP) is a coalition of cross-sectors leaders and network partners who believe they can accomplish more by working together than apart.

RMP utilizes a nationally proven and rigorous collective impact framework to ensure economic vitality and prosperity for the community through economic and social opportunity and mobility for ALL community members.
THERE IS AN OPPORTUNITY TO DO BETTER.

The COVID-19 crisis and increasing tensions related to racial disparities and systemic inequities marks the need for a new and re-imagined era.

In order to improve community level outcomes, collective work must focus on disrupting systems and shifting power to those most impacted.

We cannot transform systems without addressing the racial inequities that exist at a systemic level.
A BROADENED FOCUS.

The network’s focus has always aligned to supporting economic vitality and prosperity for the community, specifically through Cradle to Career indicators impacting young people’s trajectory for entering the workforce with the skills needed to earn sufficient wages to support themselves and their families.

The Cradle to Career Outcomes continue to be vital, however they are only some of what paints a holistic picture of community well-being.

In order for broad-based economic vitality to be a reality, economic and social mobility for ALL community members is critical.

This requires a holistic, multi-generational approach.
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 four community-level outcomes:

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

The Partnership is ultimately embracing the opportunity to keep a finger on the pulse of the social and economic well-being of community members throughout Adams and Broomfield counties through the four expanded and holistic outcome areas, 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 Outcome Area 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 for Each Outcome Area | Page 8
- Strategy #3: Support Adams County COVID-19 Emergency 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: Shift Power Within the Network by Bringing Community Members to the Table As Change Agents | Page 11
- Strategic Plan Accordion Timeline | Page 15

“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 four community-level outcomes, 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 Outcome Area Within 6 Months of Each CAN Launch

In order to achieve social and economic 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
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 examples of data categories 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. The RMP network is currently working to secure the resources needed to accelerate the release of the data for all four outcome areas.

For more information about The Pulse, its development, and how it will be used, visit RMP’s Data FAQs HERE.
WORK TOGETHER TO ACHIEVE REAL

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 for each outcome area:

- **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 shift power to community members 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.

Strategy #2: Identify System-Level and Policy Priorities, Set Targets, and Determine Action for Each Outcome.
EQUITABLE COMMUNITY COVID-19 RESPONSE AND RECOVERY.

COVID-19 Response and Recovery work underway throughout the community and the nation directly impacts all four of the community-level outcomes. Community response now will shape what well-being looks like for years to come.

Although emergency management is a core function of local and state government, school districts, public health departments, and others, at the onset of the COVID-19 pandemic, the opportunity arose for a cohesive response across the community.

As a leader within the Rocky Mountain Partnership, leadership from Adams County Government advocated to utilize RMP’s framework to provide a space where cross-sector stakeholders and the community at large could come together with entities responsible for emergency management to respond in the most cohesive and collective way possible around seven key areas:

1. Child Care
2. Aging Services
3. Business Support and Retention
4. Uninsured & Healthcare Access
5. Housing Stability
6. Food Security & Basic Essentials
7. Support for the Unemployed & Future Workforce

The network has committed to supporting the Adams County Community COVID-19 Response and Recovery work through the end of 2020. This work will phase into the larger collective work around the four community outcomes as the community moves into stabilization.

To learn more about Adams County Community COVID-19 Response & Recovery work, visit the Response & Recovery FAQ document HERE.
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 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

**THE PULSE SPEAKS**

Strategies Include:
- Technology Enabled Girl Ambassador (TEGA) Interviews
- Adams County Student Survey
- TEGA-driven podcasts, such as ‘Dear Grown-Ups’
- Focus groups

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.

**THE PULSE FLASH**

For more information about The Pulse Speaks, The Pulse Flash, and qualitative data, visit RMP’s Data FAQs [HERE](#).
SHIFTING POWER DYNAMICS.

Bringing community members to the table as change agents. Not informants.

True systems transformation requires that community members most marginalized by current systems, including those who do not hold formal authority, are at the table to co-develop community changes.

The Partnership is working to:

• Examine and address the unconscious biases that exist within the Backbone Team, Board of Directors, Community Leaders Council, and Collaborative Action Networks in order to ensure equitable practices are ingrained in the DNA of the Partnership at all levels.

• Foster a safe and comfortable climate and culture conducive to the authentic engagement and participation of community members most impacted by the systems the Partnership is addressing.

• Shift power at all levels to those most impacted by systems.

The Partnership is utilizing all available resources to support equitable structures and results, including participating in StriveTogether's Co-Development of Solutions Fellowship.
RMP’s Coalition of the Committed is comprised of a group of cross-sector leaders who have come together to improve outcomes for the community in the region through systems disruption and transformation.

RMP is proud to be a Coalition of the Committed and invites organizations and individuals to put some skin in the game and join the movement.

Committing to this work means you are taking the pledge to disrupt the status quo, and to work together as a united community to create lasting, systemic transformation. Join the MOVEMENT, visit rmc2c.org to take the pledge.

Community Leaders Council

The Community Leaders Council (CLC) includes leadership from school districts, postsecondary entities, nonprofits, philanthropies, corporations, businesses, faith communities, and city and county governments. RMP is led by CLC, as they hold leadership and accountability for the Partnership’s shared work.

* Steering Committee Members

Within the CLC, there exists a Steering Committee of leaders, who much like an Executive Committee of a Board, drive the strategy for the larger Community Leaders Council.

** Adams County Board of County Commissioners

The Adams County Board of County Commissioners (BOCC) have designated an appointee to represent the BOCC within the Community Leaders Council. Additionally, they champion the work of the Adams County Community COVID-19 Response & Recovery Teams.

Broomfield City Council Members

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<thead>
<tr>
<th>Member Ward</th>
<th>Name and Title</th>
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<tbody>
<tr>
<td>1</td>
<td>Eva J. Henry, County Commissioner District 1</td>
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<tr>
<td>2**</td>
<td>Charles Chaz Tedesco, County Commissioner District 2 **</td>
</tr>
<tr>
<td>3</td>
<td>Steve O’Dorisio, County Commissioner District 3</td>
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<tr>
<td>4</td>
<td>Mary Hodge, County Commissioner District 5</td>
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<tr>
<td>5 **</td>
<td>Devan Shaff, Council Member Ward 5</td>
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THE COALITION OF THE COMMITTED CONTINUED.

The Backbone Board of Directors

The Board of Directors holds fiduciary responsibility and oversight for the work of The Backbone team. The Board of Directors works in tandem with RMP’s Community Leaders Council to ensure that there are resources in place to support shared efforts.

Randy Roberts, President, Triple Peak Law Advisers, Chair
Emma Pinter, County Commissioner District 3, Adams County Government – County Manager’s Office, Member
Tiffany Anderson, Director of Programs, Boettcher Foundation, Member
Paolo Diaz, Community Safety & Well-Being Manager, Adams County Government – Community Engagement, Boettcher Foundation, Member

Policy and Legislative Advisory Network (PLAN)

The Policy and Legislative Advisory Network (PLAN) is a subcommittee of the Community Leaders Council (CLC), comprised of CLC members or their appointees, who lead the policy and advocacy work for the Rocky Mountain Partnership. The PLAN’s main function is to understand how policies and legislation impact or could impact community-level outcomes, and provide education and awareness to larger CLC and RMP network. They support the Partnership in identifying shared policy priorities and developing action towards community-wide change.

Collaborative Action Networks (CANs)

Collaborative Action Networks (CANs) are comprised of cross-sector practitioners and community members appointed by the Community Leaders Council to further understand the factors and root causes impacting each of the Outcome areas in order to determine and do the work that is needed to meet targets that have been established. CANs utilize a rigorous process to drive results and advance equity at a systems level.

Action Teams

Housed within the CANs are Action Teams, comprised of CAN members who have a specific sphere of influence and control over the various strategies being deployed. They work together with other stakeholders to maintain accountability for achieving strategy level targets.

Funding Alignment Networks (FAN)

Funding Alignment Networks (FAN) are groups of funders who collaborate and coordinate funding and resources around specific priorities and outcomes established collectively through the Rocky Mountain Partnership. These groups are laser focused on achieving results through strategic investments that amplify community-level impact.

What does it mean to take action?
Click HERE to Join the Movement and Take the Pledge
PARTNERSHIP INFRASTRUCTURE FOR COLLABORATIVE ACTION.

Community Leaders Council Steering Committee - Led by 4 Chairs Representing:
Basic Needs & Social/Criminal Justice  |  Health & Mental Health  |  Education & Training  |  Economics & Workforce

COLLABORATIVE ACTION NETWORKS (CANS)

Basic Needs & Social/Criminal Justice
- CAN Leadership Table
  - Target Action Team

Health & Mental Health
- CAN Leadership Table
  - Target Action Team

Education & Training
- CAN Leadership Table
  - Target Action Team

Economics & Workforce Development
- CAN Leadership Table
  - Target Action Team

Policy Legislative Action Network

Funding Alignment Networks

Supported by the Backbone Staff
STRATEGIC PLAN TIMELINE

Developed August 2020 - DRAFT

This timeline illustrates the process for launching collective work in the four outcome areas and is intended to achieve major c-level changes critical for improving those community-level outcomes.

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 Backbone Team capacity.

For more information about the strategic plan overview and timeline, visit RMP’s FAQ document HERE.
THEY ALWAYS SAY TIME CHANGES THINGS, BUT YOU ACTUALLY HAVE TO CHANGE THEM YOURSELF.

- Andy Warhol

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