



Rocky Mountain Partnership Community Leaders Council (CLC) Roles

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The Rocky Mountain Partnership consists of several separate but interconnected leadership tables (aka networks) working within their respective spheres of influence to collectively improve economic and social mobility for the region. This document outlines the structure of each of these networks, which together comprise the Community Leaders Council (CLC). For more information, contact Jody Nowicki, Senior Director of Stakeholder Impact, at JodyNowicki@RMPBackbone.org.

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About the Community Leaders Council (CLC)

Within the Rocky Mountain Partnership (RMP), there are several Leadership Networks who each hold accountability and influence over areas critical to improving economic and social mobility for the region. These leaders are responsible for shared work to shift policy, align resources, work collaboratively, and align Backbone support to this end.

The following Leadership Networks exist within the Partnership and comprise the network's Community Leaders Council (CLC):

1. **RMP Steering Committee** - C-Suite level executives from investing partner organizations who set the strategic priorities for the network and provide strategic leadership and guidance to the CLC. They serve as the executive committee for the larger Partnership Accountability Network.
2. **Partnership Accountability Network - *formerly referred to as the CLC***: C-Suite level executives from investing partner organizations who set shared targets towards social and economic mobility on behalf of the network and hold the network accountable for meeting those targets.
3. **Backbone Board of Directors**: Leaders responsible for overseeing the Backbone organization's governance and fiscal strategy.
4. **Policy and Legislative Advisory Network**: Local, state, and federal elected officials, and policy leaders from investing partner organizations who drive the policy and advocacy strategy for the network based on what is needed to achieve shared targets.
5. **Funding Alignment Network**: Foundation, philanthropic, and other leaders responsible for allocation of community resources who drive the funding alignment strategy for the network based on what is needed to achieve shared targets.
6. **Collaborative Action Networks**: Leadership from those working *on the ground* who determine the collective action needed to meet shared targets.
7. **Data Alignment Network**: Data experts from the community who have the content expertise, authority, and access to inform the data needs of the Partnership around shared targets.
8. **Building Community Power Network - *formerly referred to as the Youth Voice Committee***: Leaders from the community who have the power to influence and inform aspects of garnering community voice including: engaging stakeholders with lived experience to build community power and co-develop solutions, as well as inform processes, access, scope, ethics, etc.

How Do These Groups Work Together?

RMP Leadership Networks each support critical areas to achieve the Partnership's larger shared targets.

The role of the Backbone Team is to support cohesion of these groups with strategy development, data support, and facilitation utilizing the **StriveTogether Theory of Action** to ensure work across the Partnership is not siloed. The Backbone Team Board of Directors is responsible for the needed capacity and capability to oversee the fiscal operations of the Backbone and Partnership to this end.

The Backbone Team and respective Champions give updates at Partnership Accountability Network (PAN) meetings and liaise back to their networks.

Leadership Networks that Comprise the Community Leaders Council

RMP Steering Committee

Overview

Within the CLC, there exists a **Steering Committee** of leaders, much like an Executive Committee of a Board, who drive the strategy for the Partnership. This group consists of **Champions and Co-Champions** over strategic areas of the collective work. The Steering Committee sets the strategic priorities for the network and provides strategic leadership and guidance to the entire CLC.

Eligibility and Expectations for CLC Steering Committee Participation

- Partnership Accountability Network (PAN) member in good standing (In other words, is a C-Suite level **Investing or Bridge Partner**)
- Self-nominated or nominated by an existing Steering Committee member
- Commitment to two years, renewable with continued Partnership Investment
- Attend monthly meetings

Role of the Steering Committee (in addition to the PAN role)

What the Role IS	What the Role ISN'T
Setting the strategic priorities for the larger network	Developing all aspects of the network's strategic plan , including specific strategies and action
Drafting shared targets towards achieving social and economic mobility on behalf of the network for PAN adoption	Determining the specific work and strategies that needs to happen "on the ground" towards achieving shared targets
Mobilizing PAN peers to achieve consensus on key decisions related to moving the collective work forward	Only mobilizing one's own organization to move the collective work forward
Serving as high level ambassadors of the network and its collective work to key stakeholders and the larger community	Only communicating the work of the network within the network or within one's individual organization
Nominating and approving network members	Determining every stakeholder that should be engaged at every level to achieve shared targets, including who needs to deploy specific 'on the ground' strategies
Supporting the development of the network's investment strategy , including the development of partnership investment levels and advantages, and	Being solely responsibility for the financial sustainability of the network

Steering Committee Chairs

Overview

The Steering Committee is led by five chairs from local government, education, nonprofit, and other critical sectors. These leaders hold significant influence over resource allocation and policy and programming decisions, and provide powerful alignment and accountability of the larger community leadership to improve economic and social mobility. Steering Committee chairs are responsible for driving the work of the Steering Committee and providing direct consultation to the Backbone team in preparation for moving the work forward.

The five chairs represent the following sectors:

- Two local government leaders
- One education leader
- One nonprofit leader
- One at large chair, appointed by the other four chairs, from a critical sector such as health, businesses, community organizations, etc.

Eligibility and Expectations for Becoming a Steering Committee Chair

- Steering Committee members in good standing (In other words, is a C-Suite level **Investing Partner**)
- Self-nominated or nominated by an existing Steering Committee member
- Commitment to three years, with an onboarding/offboarding rotation to ensure experienced chairs are in place.
 - The At Large Chair position is a one year commitment and is appointed by the other four chairs.
- Attend monthly PAN and Steering Committee meetings
- Attend regular check-ins with the Backbone Team (frequency varies depending on the work)

Role of Steering Committee Chairs (in addition to PAN and Steering Committee roles)

- Provide strategic leadership, guidance and content expertise to the Steering Committee and Partnership Accountability Network to ensure critical milestones are being met
- Work with RMP Backbone Team to set session outcomes, prepare for sessions, and host team meetings
- Serve as a co-chair for the annual State of the Partnership Event

Chair Rotation Structure

This structure was designed to ensure that leaders from **sectors with influence over resource allocation and policy and programming decisions** are able to provide powerful alignment and accountability of the larger community leadership to improve economic and social mobility.

- It also **allows for the chair composition to evolve** based on what is most needed to support the collective work.

- While it appears in the grid below that there will be three chair positions transitioning off in the same year (2024), this plan **anticipates that individuals serving as chairs may retire** before their three year term is over. In the event that this happens, their replacement will be voted in and begin a new three year term.
- Whereas the local government, education, and nonprofit Chairs are elected by the Steering Committee for three year terms, the At Large Chair position is appointed by the other four Chairs annually.

Year	Local Government Chair 3 Year Term	Local Government Chair 3 Year Term	Education Chair 3 Year Term	Nonprofit Chair 3 Year Term	At Large - Appointed by Four Chairs 1 Year Term
September 1, 2021- December 2022	Year 1: Jennifer Hoffman	Year 2: Ray Gonzales	Year 1: Dr. Chris Fiedler	Year 1: Peter LiFari	<i>TBD at large</i>
2023	Year 2: TBD	Year 3: Ray Gonzales	Year 2: TBD	Year 2: TBD	<i>TBD at large</i>
2024	Year 3: TBD	Year 1: TBD	Year 3: TBD	Year 3: TBD	<i>TBD at large</i>
2025	Year 1: TBD	Year 2: TBD	Year 1: TBD	Year 1: TBD	<i>TBD at large</i>

Champions / Co-Champions

Overview

Champions are members of the Steering Committee with the necessary sphere of influence, expertise, and network within specific strategic areas to move work forward. Champions are available to Chairs of Leadership Networks to remove barriers and mobilize the PAN and community to address calls to action.

Champions are designated for each Community Well-Being Data Domain or Cross-Domain Strategic Area towards economic and social mobility, including:

Community Well-Being Data Domains	Cross-Domain Strategic Areas
<ul style="list-style-type: none"> • Basic Needs • Health & Mental Health • Social & Criminal Justice • Education & Training • Economics & Workforce Development 	<ul style="list-style-type: none"> • Policy and Advocacy • Funding Alignment • Building Community Power • Infrastructure

Eligibility and Expectations for Becoming a Champion

- Steering Committee members in good standing (In other words, is a C-Suite level **Investing or Bridge Partner**)
- Self-nominated or nominated by an existing Steering Committee member
- Commitment to two years, renewable with continued Partnership Investment
- Attend monthly PAN and Steering Committee meetings
- Attend regular check-ins with the Backbone Team (frequency varies depending on the work)

Role of Champions (in addition to PAN and Steering Committee roles)

What this Role IS	What this Role ISN'T
Removing systemic barriers related to specific data domain(s) that prevent the leadership networks from achieving their intended outcomes.	Leading or developing the collective strategies of the leadership networks.
Communicating out calls for support related to the collective work to their peers on other leadership networks and out in the community.	Communicating out and issuing calls for support that are not related to the collective work , including those for specific entities or groups that are not aligned to achieving the shared targets.
Mobilizing PAN peers and the community to support collective work based on requests for support from leadership networks around policy, funding, and content needs.	Being solely responsible for meeting the policy, funding, and content needs related to the collective work.
Aligning policy and resources to support the collective work and entities showing impact towards achieving shared targets.	Aligning policy and resources to support existing strategies not collectively identified as critical to achieving shared targets.
Champions can be called into action by ALL leadership networks when needed.	Champions are not intended to be siloed and accessed only by specific leadership networks within the Partnership.

Chairs/Co-Chairs of Leadership Networks

Overview

The work of the Networks within the CLC are led by chairs. Chairs are responsible for leading meetings and providing direct consultation to the Backbone team in preparation for moving the work forward through respective tables within the CLC.

Eligibility and Expectations for Becoming a Chair

- Members from Investing Partner organizations willing to work alongside Backbone Team to move work forward through respective leadership tables of CLC

- Able to be renewed annually with partnership investment

Role of Chairs

- Provide leadership and content expertise to the work to ensure critical milestones are being met
- Work with RMP Backbone Team to set session outcomes, prepare for sessions, and host team meetings
- Lift wins, barriers, and calls to action to Champions

Backbone Convenor

Overview

The Convenor is a member of the Backbone Team who is accountable for ensuring the collective work moves forward and holds an unwavering focus on improving shared targets towards social and economic mobility, specifically for those most impacted by existing systems.

Role of Backbone Convenor

- Convenes cross-sector stakeholders to move collective work forward towards the result
- Navigates and builds strategic partnerships to drive the collective work towards the result
- Serves as an accountability supporter to keep the shared work moving
- Utilizes best practices and supports the engagement of funders and policymakers so that resources are aligned to what works, and policies change to enable and sustain improvement
- Ensures equity is kept at the center of the work
- Holds the group accountable towards session outcomes
- Holds authority over the strategy for ensuring critical milestones are met

Partnership Accountability Network (PAN) - *formerly the CLC*

Overview

The Partnership Accountability Network (PAN) is responsible for setting shared targets towards social and economic mobility on behalf of the network and holding the network accountable for meeting those targets. The PAN is composed of cross-sector C-suite level executives, including Champions, from investing partner organizations. The PAN drives the implementation of the strategic plan, supports removing barriers to the collective work, and communicates out calls to action.

Eligibility and Expectations for PAN Participation

- C-Suite level executive of an investing partner organization
- Commitment to one year, renewable with Annual Partnership Investment
- Attend quarterly meetings
- Participates in RMP public events
- Holds shared accountability and responsibility for improving community-level outcomes / targets
- Removes system level barriers for the shared work

- Aligns resources and policies across The Partnership to support this shared work
- Designates or encourages representatives, including elected officials and senior leadership, to participate on the Policy and Legislative Advisory Network (PLAN)
- Monitors social and economic well-being of community members, including equity gaps that exist
- Establishes and meets time bound, measurable targets for improvements in outcome areas
- Nominates and empowers representatives from their organization to participate in Collaborative Action Networks (CAN)
- Advances strategies and make connections to reduce duplication of services and increase the alignment of programs, policy and funding to improve critical outcomes for community well-being

Role of the PAN

What the Role IS	What the Role ISN'T
Setting shared targets towards achieving social and economic mobility on behalf of the network	Leading or developing the collective strategies of the CANs and Target Action Teams towards the shared targets
Communicating out calls for support related to the collective work to their organization and across the community	Communicating out and issuing calls for support that are not related to the collective work , including those for specific entities or groups that are not aligned to achieving the shared targets
Working with the PLAN and the FAN to align policy and resources to support the collective work and entities showing impact towards achieving shared targets	Being solely responsible for meeting the policy, funding, and content needs related to the collective work
	Aligning policy and resources to support existing strategies not collectively identified as critical to achieving shared targets
Designating representatives from their organization to the other partnership leadership tables	Committing to engage as an individual at all levels of the collective work , from the high-level strategy to the “on the ground” action
Supporting the sustainability of organizational engagement within the Partnership, including keeping one's own organization apprised of the collective work and planning for succession in the event of turnover of organizational representatives	Coming to the table to help a traditional non-profit organization achieve their own mission and vision
	A short-term commitment for an organization without organizational buy-in or plans for succession

Backbone Board of Directors

Overview

The RMP Backbone organization/501(c)3 is governed by a Board of Directors (BOD) that is responsible for overseeing the organization's governance and fiscal strategy, including developing, adopting, and enforcing

organizational policies, budgets, fund development, sustainability, and growth. In exercising their duties as a board member, they are encouraged to put the interests of RMP before their personal and professional interests and make RMP a top five life priority, and a top two philanthropic priority.

Voting members of the BOD agree to the following:

Participation / Leadership	<ul style="list-style-type: none"> • Serve a term of three years, renewable for two additional terms • Prepare for, and participate in, monthly board meetings • Prepare for, and participate in, annual board retreats • Participate in one Board related committee • Participate in the hiring, evaluating and supporting of the Chief Executive Officer • Ensure equity, inclusion, and diversity is incorporated throughout all roles and responsibilities
Stewardship/ Ambassador	<ul style="list-style-type: none"> • Regularly review and assess the financial needs of the RMP Backbone and work with the Chief Executive Officer to establish, implement and assess strategic plans, goals and objectives • Recommend potential candidates for Board membership where any such candidate meets the criteria for membership • Champion RMP in their networks
Financial Investment and Investor Development	<ul style="list-style-type: none"> • Make a personal and meaningful financial contribution to the RMP Backbone each year • Participate in investor development events • Solicit a matching or sponsorship from my employer, professional organization, etc., if able • Give or help get a total of \$3,650 a year to support the operations of the Backbone

Policy & Legislative Advisory Network (PLAN)

Overview

The Policy and Legislative Advisory Network (PLAN) is a leadership table composed of policy leaders from investing partner organizations and local, state, and federal elected officials. The PLAN is a working group that drives the policy and advocacy strategy for the network, focusing on policies, legislation, and funding allocation that can be impacted and/or developed at ALL levels (organizational, municipal, county, regional, state, and federal).

Within the PLAN, there exists a Core Team of members that meet more frequently to engage in critical work sessions in order to ensure that community decision makers on the larger PLAN have the information, research, and pre-work necessary to move forward with policy decisions.

Eligibility and Expectations for PLAN Participation

- Elected or designated decision maker or individual responsible for policy and advocacy work from an Investing Partner Organization
- Commitment to one year, renewable with Annual Partnership Investment
- Attend quarterly PLAN meetings on the third Friday of the month, and commit to more frequent touchpoints during legislative sessions

Eligibility and Expectations for PLAN Core Team Participation

- All eligibility criteria for larger PLAN applies
- Commitment to engage in outside research and work sessions to inform the collective policy agenda development and strategies related to the legislative session and general policy alignment for the Network.
- **In addition to larger PLAN sessions**, PLAN Core Team members commit to meeting monthly on the third Friday of each month, with more frequent touchpoints as needed during legislative sessions

Role of the PLAN

What this Role IS	What this Role ISN'T
A working group that informs policy, legislative, and funding priorities and recommendations for advocacy and action on behalf of the network to lift to their PAN peers for adoption	A collective lobbying group , although individual members may have lobbying power outside of this group within their own organizations
	Being the sole body responsible for developing and actionizing policy and advocacy work on behalf of the Network
Supports the network to identify opportunities to develop and/or shift policy and funding to positively impact economic and social mobility in the region, including: <ul style="list-style-type: none"> • Informing a collective policy agenda • Understanding the impacts of existing policies, legislation, and funding • Monitoring emerging policies and legislation • Lifting opportunities for proactive policymaking 	Adopting a partisan agenda or only advocating for the policy priorities of specific political parties, ideologies, or bodies
	Focusing on policies and legislation that is not aligned to the economic and social mobility of the region, for example is of interest to a single entity only
	Waiting for policy and legislation to be developed by policymakers
Supports the network to take action to implement and/or shift policy to positively impact economic and social mobility in the region, including: <ul style="list-style-type: none"> • Providing education and awareness to the PAN and RMP network related to the potential impact of existing or emerging policies and legislation • Supporting the PAN to issue calls-to-action around policy and advocacy opportunities to 	Requiring every organization at the table to adopt all parts of the collective policy agenda and/or take direct action on policy priorities
	Only engaging with policymakers and coalitions who are at the RMP table

the community and policymakers as appropriate <ul style="list-style-type: none"> Supporting the development of relationships with policymakers and relevant coalitions on behalf of the Network, including planning the annual 'Day at the Capitol' 	
Monitoring and tracking the progress and impact of policy and advocacy efforts actionized through the network	
Supporting the development of communicating policy alignment accomplishments	

Funding Alignment Network (FAN)

Overview

The Funding Alignment Network (FAN) supports the strategy for the alignment of funding and resources towards the outcomes focused work of the Partnership. The FAN is a group of decision makers and designated individuals from investing partner organizations who lead the resource alignment and allocation for the collective work of Partners with the ultimate goal that public and private funding is targeted to spread and sustain data-driven practices that advance equitable outcomes.

Eligibility and Expectations for FAN Participation

- Decision maker or designated representative from an Investing Partner Organization
- Attend and participate in FAN Work Sessions, and maintain active attendance and involvement in the effort, and commit to more frequent touchpoints as needed
- Commitment to one year, renewable with Annual Partnership Investment

Role of the FAN

What this Role IS	What this Role ISN'T
Identify opportunities to fund outcomes focused work to support the Partnership to reach shared targets	Funding or sponsoring programs solely based on previous awardship or perceived need
Develop calls to action to funders and philanthropists to provide funding and resources to collective work, including planning and hosting RMP's Annual Call to Action to support visibility of the work	Committing your organization to fund certain strategies or programs.

Develop the criteria and internal structure for how they will evaluate opportunities for resource alignment and allocation for the Partnership and the Backbone	
Identify monitor and track financial resources impacting target populations	Responsible for mapping all resources and services available across the region
Keep their organizations apprised of the work and ensure seamless communication of all efforts	
Leverage expertise and connections to support and advance the work	
Supporting the development of communicating resource alignment accomplishments	

Funders Network(s)

Overview

Funders Networks are groups of individuals or entities who want to invest resources in alignment with the shared targets of The Partnership. They are focused on pooling resources collectively to support improving shared targets towards economic and social mobility, intentionally rooted in data-driven outcomes rather than outputs.

Eligibility and Expectations for Funders Networks

- Individual or entity who want to invest resources in alignment with the shared targets of The Partnership
- Convene as needed to pool resources to support the collective work

Role of Funders Networks

- Fund outcomes focused work to support the Partnership to reach shared targets
- Committing their organization (or themselves as an individual) to fund strategies to accelerate progress towards shared targets
- Develop calls to action to other funders and philanthropists to provide funding and resources to collective work
- Keep their organizations apprised of the work and ensure seamless communication of all efforts
- Leverage expertise and connections to support and advance the work

Data Alignment Network

Overview

The Data Alignment Network supports the Partnership to create wide-sweeping, proven impact towards social and economic mobility through utilization of quantitative and qualitative data. The Data Alignment Network supports the Partnership with vetting of relevant and timely data highlighting areas of the greatest need and potential opportunities for shared work, disaggregated by race, ethnicity, gender, socio-economic status, geographical location, etc.

The Data Alignment Network is positioned to support the work of the Rocky Mountain Partnership by providing guidance and input on indicators monitored by the Partnership, in order to continuously build out The Pulse Data Hub. The Pulse Data Hub is designed to provide RMP and the general community with data and data-related resources to support understanding of our community's current state, the Partnership's progress towards shared targets, and action that can be taken to improve the economic and social mobility of our region.

Who is a part of the Data Alignment Network?

Members of the Data Alignment Network are:

- A data professional that has knowledge of and access to community level indicator data to meet the needs of the Partnership as prioritized by the Community Leaders Council.
- Maintain authority over data decision making in order to grant access or redefine how data are available to be made publicly available for community wide use.
- Able to make a commitment as an “advisor” and data partner to the Rocky Mountain Partnership's Backbone Team, in order to help inform the Partnership of the data that is going to make the most impact towards the work of the Partnership.
- A commitment to more frequent touchpoints according to the data needs identified through shared work. Meetings will be held on an AD HOC basis to help align data efforts that best support the Partnership.

Role of Data Alignment Network

- Work to embrace opportunities and remove barriers that pertain to data availability.
- Help The Partnership to adopt measurable outcomes that can monitor progress towards moving the needle.
- Participate in Network sessions, as needed. Including one-on-one touch points with the Backbone Team to support data alignment.
- Commit to membership roles and responsibilities including data respect and confidentiality guidelines (outlined below)
- Commit to attending and actively participating in Collaborative Action Network (CAN) sessions, on an as needed basis
- Be a liaison of information back to your team, department, leadership, etc.

Collaborative Action Network (CAN)

Overview

Collaborative Action Network (CAN) members are content experts who are responsible for diving into the barriers and factors impacting critical data points to uncover root causes, capture community voice and perspective to inform collective work, and ensure that those most impacted are informing decisions and shared strategies to improve the Global Target. CANs determine what work is within their sphere of influence to set short-term, measurable targets that will improve key data points, and they identify barriers to their work to lift to the PAN, PLAN, and FAN.

Eligibility and Expectations for CAN Participation

- Content expertise in areas around collective targets with power and influence to support collective work
- Authority to make decisions on behalf of their organization and drive shared strategies determined by the group
- Commitment to one year, renewable with Annual Partnership Investment

Role of the CAN

What this Role IS	What this Role ISN'T
Developing strategies to improve critical data points based on prioritized indicators	Determining the direction of the Partnership and prioritizing where shared work for the network needs to happen
Practicing continuous improvement around shared strategies to meet targets set by the PAN	Working on strategies that are not intended to meet shared targets of the Network
Lifting systemic barriers to meeting targets, such as policy and funding, to the PAN, PLAN, and FAN in order to support their collective work	Responsible for removing system level barriers (such as policy or funding)

Aligned Action Teams

Overview

Entities within the region are doing work that impacts the shared targets of the network. These organizations can choose to align their efforts with those of the Partnership, and receive support and coaching from the Backbone team as 'Aligned Action Teams' to support those alignment efforts.

Eligibility and Expectations for Aligned Action Team

- Entities willing to align the work they are doing with the shared targets of the Partnership
- Investing or Bridge Partners

- Participation in Collaborative Action Network sessions

Role of Aligned Action Teams

- Align targets for individual efforts with the targets set by the Partnership
- Keep the CAN apprised of progress towards target

Building Community Power Network - formerly the Youth Voice Committee

Overview

The Building Community Power Network serves to guide the efforts of the Rocky Mountain Partnership around garnering community voice and perspectives. The committee is composed of district and community leaders from across the Rocky Mountain Partnership who have an interest in garnering authentic community voice to inform their work, and the collective work of the Partnership. This includes leaders and people from the community who have lived experiences and the power to influence and inform aspects of garnering community voice including: processes, access, scope, ethics, etc.

Eligibility and Expectations for Community Voice Network Participation

- Content or network expertise pertaining to mobilizing the community
- Authority or influence necessary to make decisions and/or encourage access to resources on behalf of their organization
- Commitment to one year, renewable with Annual Partnership Investment
- Attend monthly meetings, and commit to more frequent touchpoints as needed

Strategies for Community Engagement

- TEGA
- Community Weaving & Co-Developing Solutions
- Focus Groups/In-Depth Interviews
- Dear Grown Ups Podcast

Role of Community Voice Network

- Support representation across all networks that is reflective of our community's demographic composition, including youth and those most marginalized
- Empower community members with lived experiences to co-develop solutions alongside those in formal leadership roles
- Support qualitative research based on the needs lifted from the CAN(s), PLAN, and FAN, but not conduct day to day project management or community recruitment
- Assist in garnering support from members of the Partnership and external stakeholders when eliciting community voice or engaging a member of the community at a leadership table