



# Community Partnership for Children

Strategic Plan 2023-2025





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# Introduction



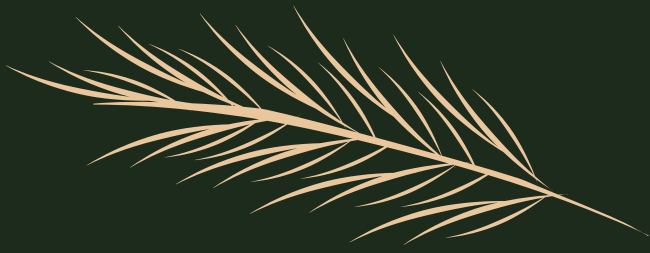
Since 2003, the non-profit organization Community Partnership for Children (CPC) has served rural Grant County, New Mexico as a vital support for Early Childhood Education (ECE) providers serving children ages 0–5. In 2015, CPC developed shared services partnerships with local ECE providers, called The Learning Network for Kids (LINKS).

In 2021, CPC expanded its strategic partnerships and formed an ECE Coalition to engage a broader base of community partners, including school districts, early intervention services, home visiting programs, health services agencies, and local businesses and organizations.

CPC also developed a Family Leadership Team (FLT) to engage families in strategic, coordinated improvement efforts that support families with children ages 0–5. The FLT has been a vital part of the Coalition's work, including the implementation of a Community Needs Assessment in 2022.

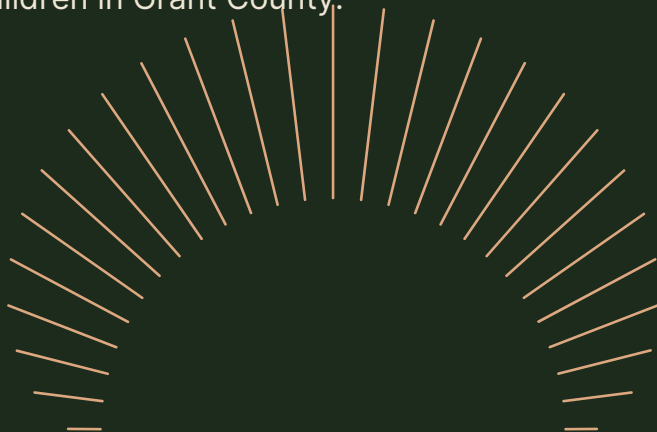
CPC leverages multi-level partnerships by coordinating improvement efforts with 15 statewide ECE Coalitions, the New Mexico Early Childhood Education and Care Department (ECECD), Western New Mexico University, the University of New Mexico, and Growing Up New Mexico. In 2021-2022, CPC's Coalition partners had a direct impact on over 1,000 children ages 0–5 from 800 local families.





# Strategic Planning Process

In partnership with the State of New Mexico's Early Care and Education Department (ECECD), CPC was granted funds to support early childhood education (ECE), including the formation of a local Coalition, with goals driven by a Community Needs Assessment (CNA). The purpose of the CPC Coalition's CNA was to identify barriers, align improvement goals across Coalition partners, and develop a plan of action to fulfill the needs of the community. The CPC Coalition was eager to obtain data that would a) validate the past and current efforts of CPC and its LINKs partners to increase, support, and improve quality ECE programs, and b) initiate renewed goals and improvement activities to support families with infants and young children in Grant County.



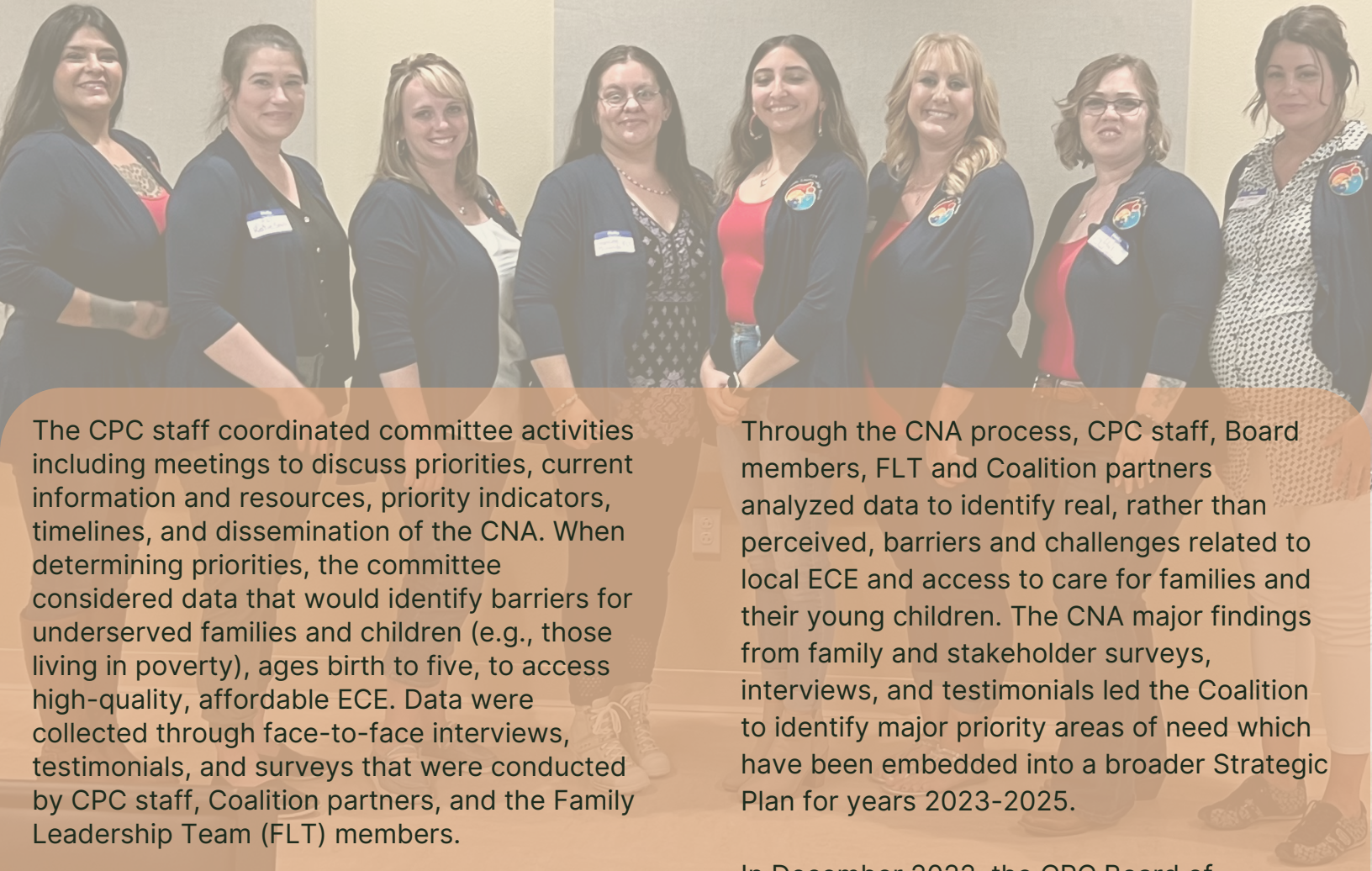
CNA committee was formed and included the following local agencies, organizations, and other partners who serve the early childhood population and families across Grant County:

- Amplified Therapy (FIT Programs)
- Cobre Consolidated Schools
- CPC Board of Director members
- Grant County Workforce and Economic Development Alliance
- Imagination Library
- Gila Regional Medical Center/ Beginning Years Home-Visiting
- El Grito Early Learning/Head Start
- WNMU Early Childhood Development Center
- Grant County Community Health Council





# Strategic Planning Process Cont.



The CPC staff coordinated committee activities including meetings to discuss priorities, current information and resources, priority indicators, timelines, and dissemination of the CNA. When determining priorities, the committee considered data that would identify barriers for underserved families and children (e.g., those living in poverty), ages birth to five, to access high-quality, affordable ECE. Data were collected through face-to-face interviews, testimonials, and surveys that were conducted by CPC staff, Coalition partners, and the Family Leadership Team (FLT) members.

The CNA was conducted in local communities during the Summer of 2020, with an emphasis on underserved and culturally diverse communities such as the mining districts and rural townships. The FLT identified opportunities to conduct CNA activities throughout the summer of 2020, including sporting events, faith-based and community-based family events (e.g., Red Hot Children's Fiesta), local parks and recreation facilities, 4th of July parade, back-to-school events, swimming pools, and local libraries. Other data sources for the CNA included the 2020 U.S. Census Report, New Mexico Kid's Count Databook, CPC's Annual Impact Report, and the NM Department of Health.

Through the CNA process, CPC staff, Board members, FLT and Coalition partners analyzed data to identify real, rather than perceived, barriers and challenges related to local ECE and access to care for families and their young children. The CNA major findings from family and stakeholder surveys, interviews, and testimonials led the Coalition to identify major priority areas of need which have been embedded into a broader Strategic Plan for years 2023-2025.

In December 2022, the CPC Board of Directors held a retreat to further develop and finalize the goals, objectives, and action steps for CPC's 2023-2025 Strategic Plan. This information is provided in the "Coalition Goals, Objectives, and Evaluation Plan" sections of this document.







## Mission

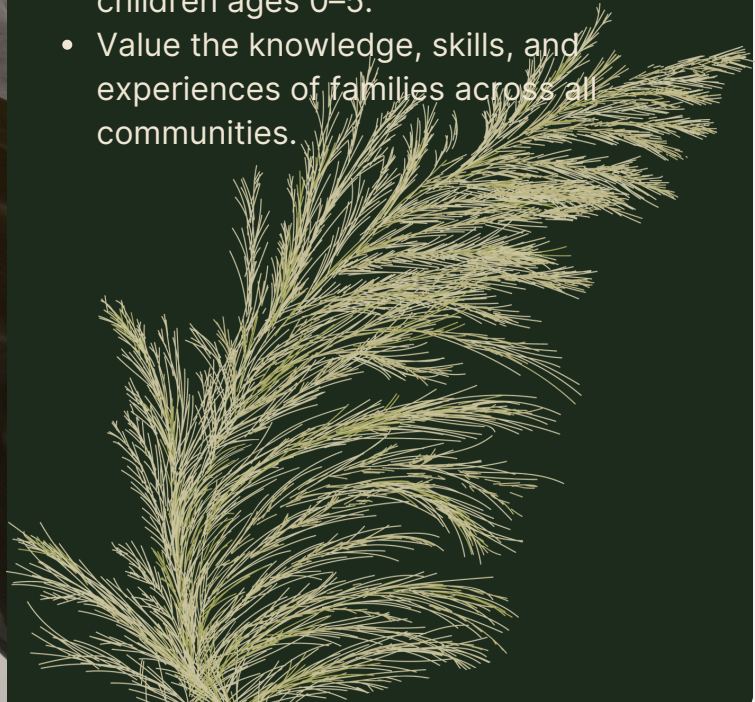
“The Community Partnership for Children is a not-for-profit organization that promotes excellence in the care and development of young children.”

## Vision

“We believe every child deserves early care and education at the highest standards. We educate and advocate for sustainable policies and practices that are beneficial to all those serving young children.”

CPC’s Strategic Plan goals integrate activities founded upon the following guiding principles of equity and inclusion:

- Honor and value family voices and shared decision-making across all cultures.
- Respect and celebrate a variety of languages and cultures.
- Develop relationships through self-reflection and awareness.
- Focus on transforming and aligning systems to serve all families with children ages 0–5.
- Value the knowledge, skills, and experiences of families across all communities.





# E.Q.U.I.T.Y Goals

Many families face challenges related to equitable, quality ECE opportunities for their young children. According to the 2020 Census, Grant County's population is 50.4% Hispanic, and 40.8% of families with children ages 0-5 are living in poverty. A staggering 40% of the 1,405 children under age five are raised by grandparents. A 2022 business survey revealed the county's largest employers, including Freeport-McMoRan, an international mining corporation, reported 64% of their employees are currently in need of childcare. The 2022 Community Needs Assessment (CNA) focused on the needs of families, with children ages birth to age five, living in rural and high-poverty areas of Grant County, including the mining districts of Tyrone, Hurley, Bayard, and Santa Clara. Results include quantitative and qualitative data from local families, businesses, and center- and home-based ECE providers. Assessment data reveal the specific needs of underserved communities, informing CPC's 2023-2025 Strategic Plan goals, objectives and action plans.



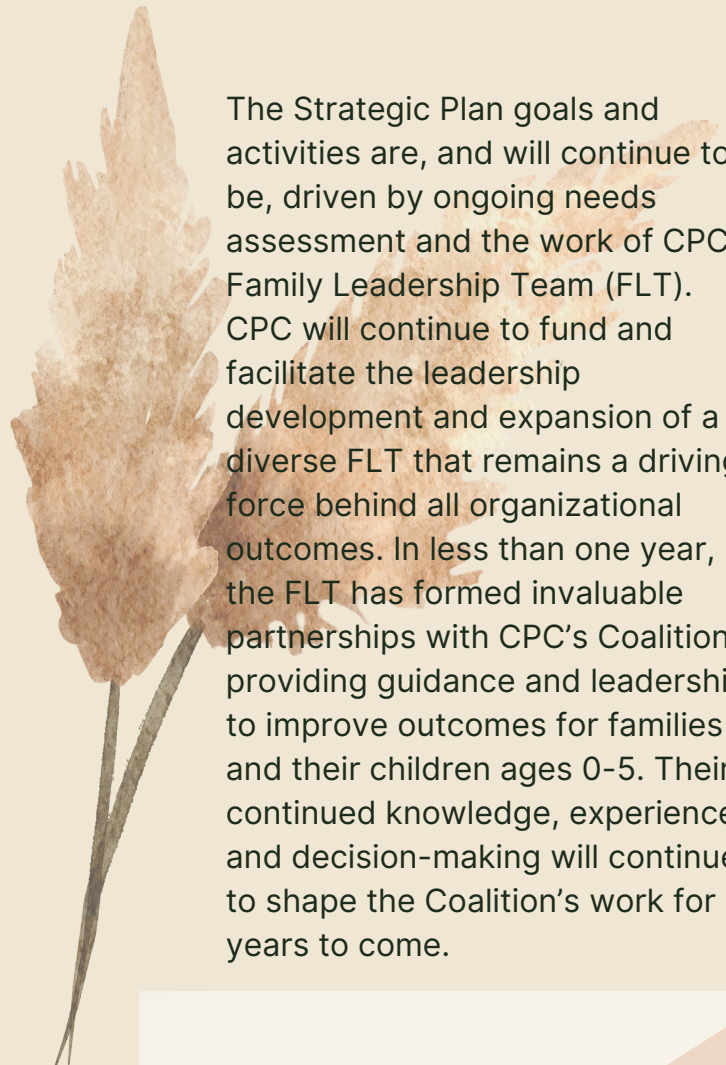


# E.Q.U.I.T.Y

## Goals Cont.

All of CPC's Strategic Plan goals and objectives are based on family voices and collaborative decision-making among the Family Leadership Team and the CPC Coalition partners. Input from underserved families is transformed into goals that focus on equity, valuing the language, culture, knowledge, and experiences of Grant County's diverse populations. Assessment data and other community input identified a disparity of ECE services for those living in high-poverty, rural areas, as compared to those serving the more populated Silver City area. The following priority needs emerged as a focus for CPC's Strategic Plan: a) increased opportunities for after-school care and summer early learning programs for young children, b) increased home-based providers, and c) availability of high-quality, affordable, and accessible ECE programs across all Grant County communities.

The Strategic Plan goals and activities are, and will continue to be, driven by ongoing needs assessment and the work of CPC's Family Leadership Team (FLT). CPC will continue to fund and facilitate the leadership development and expansion of a diverse FLT that remains a driving force behind all organizational outcomes. In less than one year, the FLT has formed invaluable partnerships with CPC's Coalition, providing guidance and leadership to improve outcomes for families and their children ages 0-5. Their continued knowledge, experience, and decision-making will continue to shape the Coalition's work for years to come.



The CPC Coalition leverages and aligns all partnerships and project funds to support and broaden its impact on at-risk children from birth to age five, including the development and support of equitable, quality, and affordable ECE programs that a) increase child welfare and school readiness; and b) promote racial equity through services for all young children, especially those living in poverty.





The Community Partnership for Children, Inc. (CPC) is a non-profit organization, governed by a Board of Directors (BOD), dedicated to excellence in the care and development of young children. The purpose of the BOD is to plan, approve, oversee, and evaluate the activities of CPC. The Board meets monthly and engages with CPC staff in strategic planning during two semi-annual retreats. The Community Partnership for Children is registered under Section 501(c)(3) of the Internal Revenue Code.

CPC's Coalition was forged through alliances with other community groups to promote educational programs and resources that support and improve the direct services of local Early Childhood Education and Care (ECE) providers.

CPC Coalition's 2023–2025 goals are to:

1. Advocate for quality standards that address the nutritional, social, emotional, and educational well-being of young children and their families,
2. Improve access and create options for ECE services in center-based and home care settings, especially in under-served areas,
3. Increase community awareness of the positive impact of quality, early education on infants and young children,
4. Create options for connecting early care and education to the many programs and agencies serving local families with infants and young children, and
5. Encourage and support the professionals in the field of early childhood education who are working with infants, young children, and their families.

## Coalition Structure, Governance, and Decision- Making Processes

The CPC Coalition collaborates with, engages, and supports the following local programs:

- The Learning Network for Kids (LINKS) — includes all local ECE providers who systematically collaborate to improve services and child outcomes in Grant County.
- The Home-Grown Network for Kids (HGNK) — includes business and pedagogical support for potential, new, and established home-based ECE providers.
- The Family Leadership Team (FLT)— Fosters and supports the funding and facilitation of family-driven leadership and decision-making focused on improving outcomes for infants and young children.
- The Kids Space after-school program.







# Community Partnership for Children

## CPC Board of Directors



## CPC Staff



## LINKS Partners

## Home Grown Network for Kids



## Family Leadership Team

## Kids Space School Age Program



## Community Partnership for Children's Strategic Plan Priority Goals for the next 3 years

The Strategic Plan identifies CPC's vision and mission for a community-wide, systemic level of support for child and family well-being and the key goals, objectives, and actions that the Coalition will accomplish to support the development of equitable, quality, and affordable ECE programs, increase child welfare and school readiness, and promote equity through high-quality services for all young children, especially those living in poverty. As a result of the CNA analysis, CPC's Coalition identified the following priority goals for its 2023–2025 Strategic Plan:

1

Collaborate with community partners to expand and align year-round services through the creation of one pilot afterschool program (Grant County Kids Space) for children ages 6–12, expanding to the birth to five age group during 2024–2025.



2

Provide support for 3–5 potential home-based childcare providers to understand and complete the requirements of the New Mexico Licensed or Registered Childcare process to open and operate a childcare business.



4

Develop and implement a 2023–2025 plan to sustain and institutionalize CPC's Coalition work, vision, and mission.



3

Build the capacity of Learning Network for Kids (LINKS) and Home-Grown Network for Childcare (HGNC) partners to provide high quality, accessible, and affordable ECE programs for families of children ages birth to five in Grant County.





# Goal 1: *Expand year-round Services*

CPC will Collaborate with community partners to expand and align year-round services thorough the creation of one pilot afterschool program (Grant County Kids Space) for children ages 6–12, expanding to the birth to five age group during 2024–2025.

1





# Goals and Objectives

## Objective 1

Collaborate and develop MOUs with the Grant County Kids Space pilot year-round program partners, Western New Mexico University (WMNU) Early Childhood Center of Excellence, the Town of Silver City, SW Council of Governments, the Silver Consolidated School District, and the Cobre School District to develop, expand, and support programs offering year-round, before- and after-school, and non-traditional hours of childcare.

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### Activities

**1.1** Coordinate, schedule, facilitate, and provide follow-up for monthly planning meetings.

**1.2** Support marketing efforts to inform the community members of the pilot after-school childcare program.

**1.3** Plan, organize and support staff training and coaching for Kids Space program development.

**1.4** Assist program staff with NM licensing and regulatory applications and other requirements.

**1.5** Mentor and provide guidance to the Kid Space program site-based director(s).

**1.6** Assist Kids Space program with progress measures to identify challenges and develop strategies for improvement efforts, including steps to reach full enrollment for after-school programs.

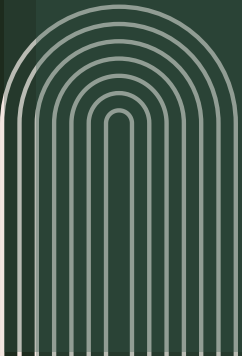


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Goal: 2

## Support Home-based Childcare

CPC will provide support for 3 to 5 potential home-based childcare providers to understand and complete the requirements of the New Mexico licensed or registered childcare process to open and operate a childcare business.







## Goal 2 Objectives & Activities

### Objective 1

**Create, communicate, and provide support for a simplified process enabling home-based providers to become a NMECECD state licensed or registered childcare provider by 2024.**

#### Activities

**1.1** Leverage state/local resources and collaborative opportunities, across multiple systems, to support the establishment of home-based childcare programs titled CPC's Home-Grown Network for Childcare (HGNC).

**1.2** Provide individual, home-based technical assistance and support to existing, new, and potential home-based childcare providers to apply for and maintain licensure and registration with the state.

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### Objective 2

**Identify and target Grant County's home-based providers, operating or planning to operate a business, to assess needs and provide associated coaching, guidance, and resources to increase their childcare enrollment during 2023–2025.**

#### Activities

**2.1** Provide individual, home-based technical assistance and support to existing, new, and potential home-based childcare providers to a) use bi-lingual, online resources for ECE business development such as ECECD's Elevate New Mexico and Growing Up New Mexico, b) identify specific needs for and assist in obtaining office and appropriate early learning materials, and c) create an individualized plan of coaching and consultation, including pedagogical, marketing and equitable enrollment support.

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### Objective 3

**Identify and support currently licensed or registered home-based childcare providers to engage in the CPC Coalition and Home-Grown Network for Childcare (HGNC).**

#### Activities

**3.1** Schedule and support opportunities for all county-wide licensed or registered home-based childcare providers to engage in facilitated, online, face-to-face, or blended dialogue sessions allowing for collegial problem-solving, learning, and sharing; maintaining a focus on children ages birth to five who are at risk of entering the child welfare system.





### *Goal 3: Build the Capacity of ECE Partners*

**During 2023–2025 CPC will build the capacity of the Learning Network for Kids (LINKS) and Home-Grown Network for Childcare (HGNC) partners to provide high quality, accessible, and affordable ECE programs for families of children ages birth to five in Grant County.**

# Goals and Objectives



## Objective 1

Provide technical assistance, professional development, coaching, and resources to improve the relevant skills and knowledge of those who live and work with children ages birth to five.

### Activities

**1.1** Facilitate and engage LINKS partners and HGNC in regularly scheduled, monthly meetings to identify problems, analyze common sets of data, share best practices, and determine strategies to overcome challenges.

**1.2** Identify and develop plans to support the high-quality pedagogical practices of home- and center-based ECE providers, including culturally and linguistically responsive approaches, based on needs assessment data.

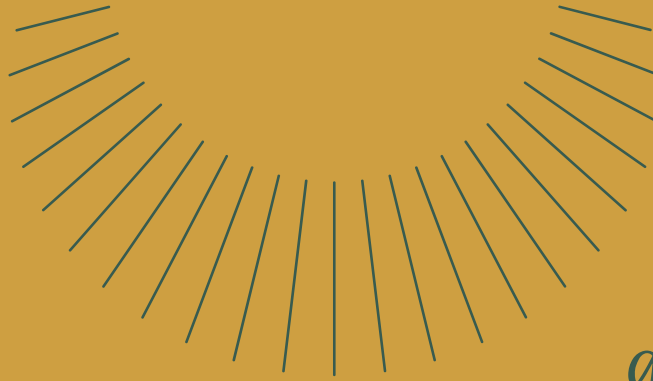
**1.3** Schedule and provide ongoing, site- and web-based professional development, on evidence-based ECE practices, based on staff, child, and family needs assessment, including training, job-embedded technical assistance, coaching, tools, and resources for...

- Developmentally appropriate teaching practices,
- Social-emotional, behavioral, and other supports, including those for children with disabilities,
- Child assessment and other data analysis and interpretation for progress monitoring, and
- Culturally responsive family education and support.

**1.4** Facilitate and engage LINKS and Home-Grown partners in regularly scheduled, monthly meetings to identify problems, analyze common sets of data, share best practices, and determine strategies to overcome challenges.







# Goal 4: Build Coalition Sustainability

Develop and implement a 2023–2025 plan to sustain and institutionalize CPC’s Coalition work, vision, and mission.



## Objective 1

**Obtain and increase funding, through local and state grant opportunities and other funding sources, to sustain and maximize the work of CPC's Coalition and its ability to support equitable, early childhood education across all Grant County communities.**

### Activities

**1.1** Collaborate with all LINKS and Coalition partners to advocate for annual funding of CPC's support services from the New Mexico ECECD and other state government sources.

**1.2** Update and develop the annual "CPC Impact Report" to share with state-level decision-makers and funders at all levels (public and private).

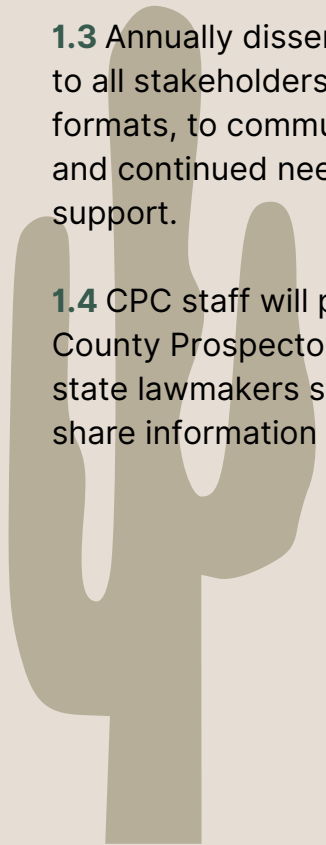
**1.3** Annually disseminate the Impact Report to all stakeholders, using print and electronic formats, to communicate CPC's successes and continued needs for funding and support.

**1.4** CPC staff will participate in the Grant County Prospector's events, together with state lawmakers serving the local districts, to share information and funding needs.

**1.5** Advocate for CPC's Coalition funding needs through formal presentations to community organizations, e.g., Rotary Club, Kiwanis Club, and local businesses, e.g., Freeport McMoRan Mining, Chamber of Commerce, and small business owners. Presentations will build awareness of CPC's impact, ECE outcomes, and needs assessment data.

**1.6** Plan and participate in Grant County's annual Give Grandly non-profit organization outreach event, held annually in May.

**1.7** Continue to engage in regular, collaborative activities with NM statewide ECE Coalitions to identify and share funding needs to support local ECE improvement and system-building efforts, especially those that support rural communities with differing capacities, resources and challenges.





# Goal 4 Objectives & Activities Cont...

## Objective 2

**Collaborate with Coalition partners to sustain and increase the membership of the Family Leadership Team (FLT) and support the voices of families to advocate for and advance outcomes for infants and young children, especially those who are underserved.**

### Activities

**2.1** Facilitate and schedule regular meetings and leadership development opportunities for FLT members to identify and implement activities that lead to advocacy and building relationships with and among a) other parents of children ages birth to five, b) local agency and organizational personnel and board members, and c) local and state policymakers.

**2.2** Provide stipends and other financial supports for FLT members to participate in all meetings and activities.

**2.3** Facilitate the development of FLT strategies to enlist and empower additional members across Grant County, including members from high-poverty areas.

**2.4** Expand, and provide resources to, CPC's FLT to advocate for and determine ways to amplify the voices of families and advance outcomes for children who are underserved or at risk of entering the child welfare system.



Community  
Partnership for  
Children (CPC)

**Strategic Plan 2023-  
2025**

cpc@grantcountycpc.com  
www.grantcountycpc.com  
575-956-6667

