



Community Partnership for Children

**Strategic Plan
2025-2027**

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Introduction

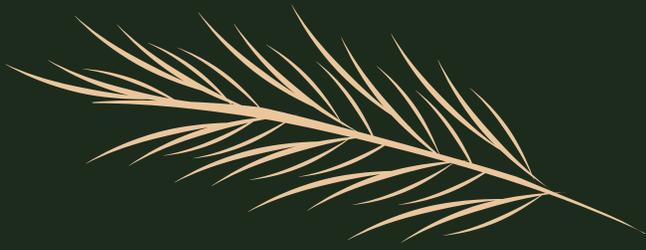


Since 2003, the non-profit organization Community Partnership for Children (CPC) has served rural Grant County, New Mexico as a vital support for Early Childhood Education (ECE) providers serving children ages 0–5. In 2015, CPC developed shared services partnerships with local ECE providers, called The 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 serves as a hub for family resources and has continued to develop its Family Leadership Team (FLT) to engage families in strategic, coordinated improvement efforts supporting families with children ages 0–5. The FLT remains a vital part of the Coalition’s work, including the implementation of a Community Needs Assessment in 2023.

The need to expand is relevant as CPC continues to leverage multi-level partnerships by coordinating improvement efforts with 17 statewide ECE Coalitions, the New Mexico Early Childhood Education and Care Department (ECECD), and the local community.



Strategic Planning Process

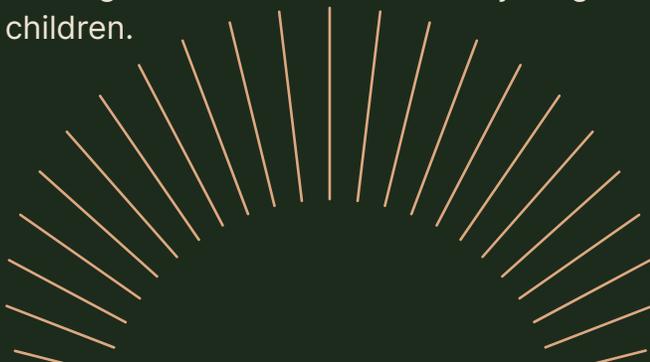
In partnership with the New Mexico Early Care and Education Department (ECECD), CPC received funding to support early childhood education (ECE), including the creation of a local Coalition guided by data and community needs. As a hub for family resources, CPC's expansion efforts align with its mission to improve services for young children and families in Grant County.

Strategic planning was initiated during the CPC Board's annual 2025 meeting using the PATH process—a dynamic, inclusive approach that helps organizations articulate their vision and develop actionable plans. This process continues to guide CPC's efforts.

The Coalition sought data to validate the work of CPC and its LINKs partners in enhancing ECE programs and to inform new goals and improvement strategies for serving families with infants and young children.

The *Strategic Plan* was developed with input from our partners, including the following local agencies, organizations, and others 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
- El Grito Early Learning/Head Start
- WNMU Early Childhood Development Center
- Grant County Community Health Council



Strategic Planning Process Cont.



The Community Partnership for Children (CPC) Coalition employed a comprehensive, data-informed approach to develop a strategic plan aimed at advancing early childhood education (ECE) in Grant County. Direct engagement with families, through interviews and surveys, ensured that community voices, particularly those of parents and caregivers, were integral to the planning process.

This work was guided by the PATH framework, a collaborative and adaptive planning model that supports continuous goal refinement based on current data and evolving community needs. Through this process, CPC and its partners identified strategic priorities, including a) expanding funding for ECE centers, b) enhancing professional development for early childhood educators, and c) increasing opportunities for meaningful family engagement.

As a central resource for families in the region, CPC's ongoing growth is essential to the successful implementation of these initiatives and to sustaining long-term improvements in early childhood systems and services.

The Coalition prioritized inclusive outreach by engaging culturally diverse communities across Grant County. Efforts included the development of culturally responsive materials and programming tailored to the unique needs of families in mining districts and rural townships, promoting a greater sense of belonging and equitable access to services.

As a central hub for family resources in Grant County, CPC is well-positioned to lead coordinated efforts to strengthen early childhood systems. Its partnership with the State of New Mexico's Early Care and Education Department has enabled alignment between local initiatives and state priorities, enhancing overall impact. Through a sustained focus on data-driven decision-making, the Coalition has validated previous efforts and established a strong foundation for continued improvement—working toward a more supportive and enriching environment for all young children and their families.



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 continue to face challenges related to equitable, quality early childhood education (ECE) opportunities for their young children. According to the 2020 Census, Grant County's population is 51.6% Hispanic, and 42.3% of families with children ages 0–5 are living in poverty. A significant 41% of the 1,450 children under age five are raised by grandparents. A 2023 business survey revealed that the county's largest employers, including Freeport-McMoRan, an international mining corporation, reported 67% of their employees are currently in need of childcare.

Additionally, there is a pressing need for a family resource center in Grant County to support families by providing access to essential services, educational resources, and community engagement opportunities. Such a center would help address the challenges faced by families in accessing quality ECE and contribute to the overall well-being of the community.



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

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 serves as a hub for family resources, highlighting the need to expand its reach and impact as relevant to its mission. 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.

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. CPC serves as a hub for family resources, and the need to expand is vital. 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.



Coalition Structure, Governance, and Decision- Making Processes

The Community Partnership for Children (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 2025–2027 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 Cont.

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

- **The Learning Network for Kids (LINKS):** This program brings together local Early Childhood Education (ECE) providers to systematically work together in enhancing services and improving child outcomes in Grant County.
- **The Home-Grown Network for Childcare (HGNC):** This initiative provides business and educational support for prospective, new, and established home-based ECE providers.
- **The Family Leadership Team (FLT):** This group fosters and supports funding and facilitation of family-driven leadership and decision-making focused on enhancing outcomes for infants and young children.
- **The Kids Space After-School Program:** This partnership, formed between local governments and schools, creates a safe environment for children to grow and thrive outside of regular school hours.

The CPC has played a crucial role in:

- **Planning & Development:** Assisting in the initial design and structure of programs to ensure they align with community needs.
- **Policies & Procedures:** Helping draft and refine operational guidelines, safety protocols, and staff training standards.
- **Resource Coordination:** Connecting programs with Community Health Workers and other local services to support families.
- **Site Support:** Providing guidance and oversight for both program locations to ensure consistency and quality.





Community Partnership for Children

CPC Board of Directors

-  **Elloy Medina**
President
-  **Romeo Cruz**
Vice President
-  **Misty Pugmire**
Treasurer
-  **Jessica Martinez**
Secretary
-  **Bruce Ashburn**
Member
-  **Cari Lemon**
Member
-  **Colleen Walker**
Member
-  **Laura Howell**
Member
-  **Vicki Barnitt**
Member
-  **Kevin Cardoza**
Member
-  **Erin Meeks**
Member

CPC Contracted Staff



Kalah Carrasco
Executive Director

-  **Jenna Kern**
Project Manager
-  **Serena Milligan**
Project Assistant
-  **Kelsie Huff**
Financial Administrator
-  **Hezekiah Carrasco**
Administrative Assistant
-  **Kaelub Carrasco**
Administrative Assistant
-  **Melanie Waller**
Early Childhood Coach

LINKS Partners

Home Grown Network for Kids

-  **Beginning Years**
-  **Little Angels**
-  **Guadalupe Montessori**
-  **WNMU Child Development Center**
-  **Let the Children Come**
-  **Grandma Lu's**
-  **Cobre Consolidated Schools**
-  **El Grito**
-  **Silver Consolidated Schools**
-  **Hids Kidz**
-  **Amplified Therapy**
-  **Keiki Care**
-  **Itsy Bitsy**
-  **Links**
-  **Links**
-  **Links**
-  **Links**

Family Leadership Team

Kids Space School Age

Strategic Plan Impact

Community Partnership for Children's **Strategic Plan** Priority Goals for 2025-2027

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 Community Needs Assessment analysis, CPC's Coalition identified the following priority goals for its 2025–2027 *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

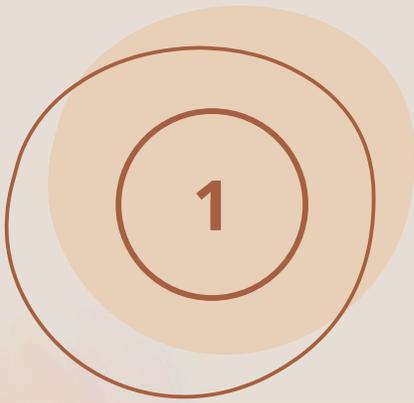
Develop and implement a 2025–2027 plan to sustain and institutionalize CPC's Coalition work, vision, and mission.



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: Strong and Effective Advocacy

Advocate for CPC to be a strong community/state voice for providers, children, and families.

Strategy 1:

Educate the public about the importance of what we do - "Children are as important as water."



Goal 1: Strategy 1

Objective 1

Objective 1

Increase awareness and knowledge within the community, regarding the positive impact and importance of early learning for young children.

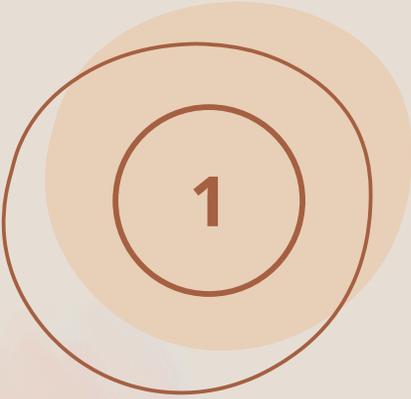
Activities

1.1 Identify opportunities to disseminate information on the relevance and importance of early childhood education.

1.2 Create and update a brief summary and talking points to share CPC info. and resources in print and online media.

1.3 CPC will facilitate and organize quarterly Caregiver Education Trainings to parents, grandparents, and caregivers of children ages 0-5.





1

Goal 1: Strong and Effective Advocacy

Advocate for CPC to be a strong community/state voice for providers, children, and families.

Strategy 2:

Partner at the local and state levels to ensure collaboration, communication, and advocacy.



Goal 1: Strategy 2

Objective 1

Objective 1

Collaborate with ECECD, statewide coalitions, UNM Family Development Program, Growing Up NM, and Elevate NM/Wonder School to increase funding, resources, and support for all ECE programs.

Activities

2.1 Collaborate with ECECD and UNM to engage with statewide coalitions.

2.2 Collaborate quarterly with statewide EC Coalitions to share ideas for community outreach and engagement.

2.3 Require LINKS partners to update their websites and enrollment information as part of their membership renewal.

2

Goal: 2

Strong and Effective Partnerships

Collaborate with stakeholders to support access to affordable year-round childcare and non-traditional hour programs.

Strategy 1:

CPC will provide support for potential home-based childcare providers to understand and complete the specific requirements of the New Mexico Licensed or Registered Childcare process to open a childcare business.



Objective 1

Update, communicate, and provide support for a simplified guide enabling home-based childcare providers to become a New Mexico ECECD state licensed or registered childcare provider.

Activities

- 1.1 Continue to modify and update a simplified NM licensure or registration support guide that will recruit and enable potential home-based childcare providers to open a childcare business.
- 1.2 Disseminate a simplified/adapted NM licensure or registration guide to potential home-based childcare providers. Identify and conduct outreach activities for potential providers, e.g., grandparents, stay-at-home mothers.
- 1.3 Provide individual support for using simplified/adapted NM licensure or registration guide to potential home-based childcare providers.
- 1.4 Create a working webspace and support guide for HGNC and LINKS to use for growing their business (e.g. starting up, leveling up to licensing, and going from licensed home to a center).

Objective 2

Identify and target Grant County's home-based providers, operating or planning to operate, to assess needs and provide associated coaching and guidance to increase their childcare enrollment during 2025-2027.

Activities

- 2.1 Provide current and potential providers with a brief overview of the process to become a licensed or registered home-child-care provider.
- 2.2 Connect current and potential providers with the Small Business Development Center to schedule support for the development of a Business Plan, including specific needs for building and increasing enrollment.
- 2.3 Meet with individual home-based childcare providers (current and potential) to determine needs for support to increase enrollment. Identify resources that can be provided by CPC Coalition and HGNC partners. Create an individualized plan of consultation and/or coaching for home-based childcare providers.
- 2.4 Identify methods, in collaboration with home-based providers, to market and disseminate enrollment opportunities in the community.
- 2.5 Support those interested in increasing their subsidy pay rate and enrollment by moving from registered to licensed and home-based to center-based programs, creating a well-rounded landscape of childcare in Grant County.

Objective 3

Identify and encourage currently licensed or registered home-based childcare providers to engage in the CPC Coalition and HGNC network within Catron, Grant, Luna, and Hidalgo Counties through 2027.

Activities

- 3.1** Add current and recently licensed or registered home-based childcare providers to the CPC Coalition and HGNC partners contact lists.
- 3.2** Expand and support a network of home-based childcare providers to create a learning community that supports each other's goals, visions, etc.
- 3.3** Promote newly licensed or registered home-based childcare providers through Coalition partners, CPC social media, and individual home-based business websites (Wonderschool & ECECD Childcare Guide)
- 3.4** Advocate for increased funding of home-based childcare providers.

2

Goal:2

Strong and Effective Partnerships

Collaborate with stakeholders to support access to affordable year-round childcare and non-traditional work hour programs.

Strategy 2:

Create and strengthen partnerships with stakeholders to identify needs, challenges, barriers and successful models to access and provide local, high quality year-round services.





Goal 2: Strategy 2

Objectives 1 & 2

Objective 1

CPC Coalition will collaborate with community partners to expand and align year-round and non-traditional hour services for all children during 2025-2027.

Activities

- 1.1** Communicate and collaborate with non-traditional hour program partners during monthly meetings, to:
- a) Identify steps to reach and maintain full enrollment for years 2025 through 2027, and
 - b) Identify challenges and develop strategies to address barriers.
- 1.2** Communicate and collaborate with potential non-traditional work hour program partners to increase the number of non-traditional work hour programs.
- 1.3** Create additional partnerships that will grow the Kids Space School Age Program Network.

Objective 2

Collaborate with the non-traditional hour program partners to support workforce development for after school programs.

Activities

- 2.1** Communicate and collaborate with non-traditional hour program partners during monthly meetings, to support:
- a) resources and strategies to market vacant positions and retain existing staff,
 - b) initial professional development needs for new hires,
 - c) training schedules and content to meet specific needs, and
 - d) support community and family engagement in non-traditional hour program.

Objective 3

Collaborate with non-traditional hour program partners to evaluate the outcomes of after school programs.

Activities

3.1 Communicate and collaborate with non-traditional hour program partners during monthly meetings, to:

- a) Identify indicators of program outcomes (e.g., number of families enrolled, number of program staff),
- b) Collect data to reflect program enrollment, and
- c) Collect and analyze data to determine non-traditional hour program improvement measures.

Objective 4

Build capacity of LINKS partners to provide high quality and affordable ECE programs for families in Grant County

Activities

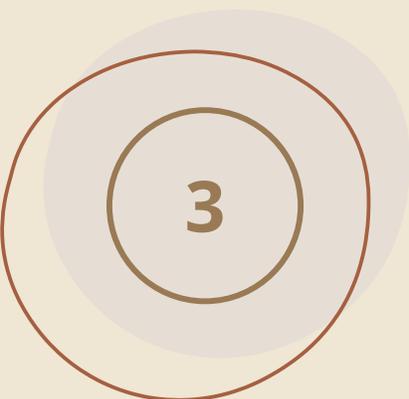
4.1 Encourage CPC Network Partners and their staff to build capacity by:

- a) extending hours of care, and
- b) increasing enrollment.

4.2 Support network partners and provide mentoring for program development (e.g., problem solving, improvement planning, quality programming guidance) via site-based, web-based, and other forms of assistance.

4.3 Collaborate to inform policy at the local, state, and national levels to assist in improvement strategy planning for local programs, including a) non-traditional hour care and b) CPC Networks.

4.4 Facilitate and organize quarterly LINKS Leadership meetings to support program development, expansion, and dissemination of childcare resources and data in Grant County.



Goal 3: Strong, Efficient and Effective Organization (CPC)

Develop a plan for long term sustainability of CPC and the coalition work.

Strategy 1:

Secure funding to maximize the work of CPC's Coalition and its ability to achieve our mission.

Goal 3: Strategy 1

Objective 1



Objective 1

Increase funding through local and state grant opportunities and other funding sources.

Activities

1.1 Identify funding sources and grant opportunities to support CPC's organizational and operational needs.

- Complete the grant application process from appropriate funding sources.
- Plan and initiate community fundraising events.

1.2 Update and modify the *Grant Application Timeline* document.

1.3 Update and disseminate the *Annual Impact Report*, other marketing materials, and presentations to increase awareness of the work and funding needs of the CPC Coalition.

1.4 Review grant applications prior to submissions and modify as determined by the Board.

1.5 Identify, plan for, and engage in funding opportunities from private donors (e.g., Give Grandly and local businesses).





Goal 3: Strong, Efficient and Effective Organization (CPC)

Develop a plan for long term sustainability of CPC and the coalition work.

Strategy 2:

Create a consistent, long-term funding source through the planning,²⁵ development, and implementation of a family resource and child exploratory center called **The Imaginarium**.

3

Goal 3: Strategy 2

Objective 2



Objective 2

Create a consistent, long-term funding source through the planning, development, and implementation of a family resource and child exploratory center called The Imaginarium.

Activites

2.1 Develop a business plan to include vision, funding, collaborations, local data, survey of families, facility design, implementation phases, and financial plan (see *The Imaginarium Business Plan*)

2.2 Develop an Imaginarium Executive Planning and Advisory Committees:

- Recruit and identify members
- Schedule meetings
- Define the committee's purposes and roles
- Create action plans and timelines, including funding and building completion schedules.

2.3 Secure location and necessary funding per the Business Plan and committee input, action plans and timelines

2.4 Review and update *The Imaginarium Business Plan* as needed



Our North Star Dreams



CPC STAFF = ORGANIZATION AND SUPPORT FOR FAMILIES! "HUB"



ALL ORGANIZATIONS SERVING FAMILIES WORK TOGETHER TO COLLABORATE.



SUPPORTING ALL CHILDREN / FAMILIES IN SW NM TO OBTAIN QUALITY CHILDCARE.



SAFE INDOOR FACILITY FOR FAMILIES AND CHILDREN TO THRIVE.



ALL CHILDREN ARE READY FOR SCHOOL (K-12)



CPC HAS FULL CAPACITY TO SUPPORT FAMILIES.



QUALITY SERVICES AND RESOURCES FOR EVERY FAMILY AND CHILD.



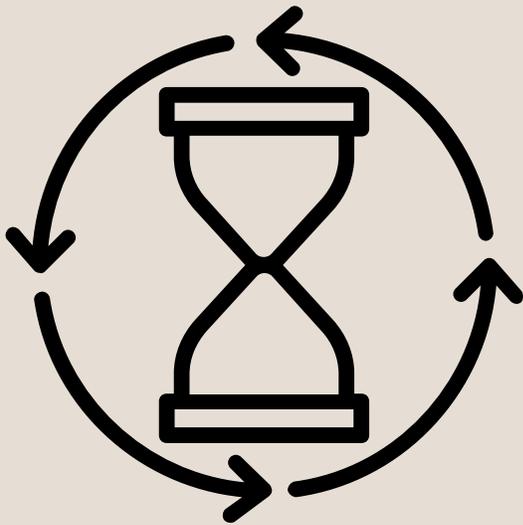
ECONOMIC GROWTH = WORKING PARENTS WITH ACCESS TO CHILDCARE



CPC IS HIGHLY VALUED AND RECOGNIZED ACROSS NEW MEXICO.



Strategic Plan Impact

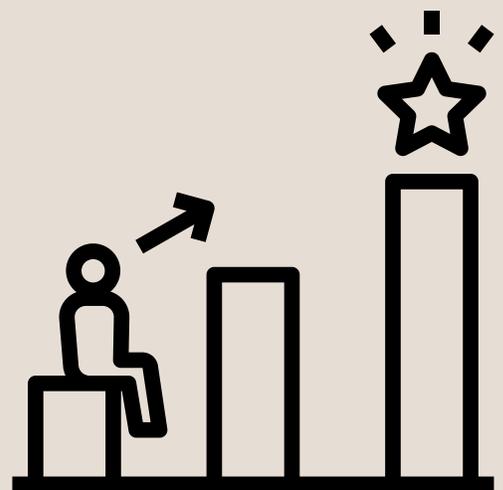


Our Path

- Imaginarium is used 60% of the year
- Ongoing assessment of FRC services
- Expanded CPC support services to other counties (Luna, Hidalgo, Catron) in the LINKS + HGN
- Sustainable funding is in place
- Imaginarium is generating revenue!
- All entities and community members are referring families to CPC
- ECED is invested in continued funding for coalitions
- Over 25 families equipped to advocate for children
- Have 4 additional trained family facilitators
- Follow-up provided to families who have been trained

2025-2027 GOALS

- We have the Imaginarium up and running!
- We continue to support centers and home-based programs.
- We have developed long-term funding sources via government and other sources/opportunities.
- All community members (local and state governments, businesses, etc.) are educated on the importance of coalitions and what we do.
- All families are empowered to advocate for their children, including childcare, after school, and summer options.





**CPC NOW
JANUARY 13, 2025**

We have a plan for "FRC" Imaginarium.

Building a committee for "FRC"

We have buy-in from the county, town, Freeport, and other funders, volunteers, organizations.

Optimistic and hopeful about future growth

CPC is in a good place for staffing and funding - ready for the future.

Expanding our Board!



**ENROLL?
WHO DO WE NEED?**

Food Commons

Play Sharity

Other Networks

CPC Staff

CPC Board

Imag. Committee

Networks/CPC

Amplified, LINKS, HGN, Home-visiting after school.

Alex- TOSC

Charlene-GCO

Gila Regional/Medical Center

Robert Whittaker



**NEXT STEPS
BY: JANUARY 2026**

Building Complete and CPC has moved in

FRC fully staffed

Memberships are beginning / families are involved

LINKS communication, collaboration, and coordination among all partners

Added 4 more HGNC providers

CPC is supporting other communities (across NM) on how to use it. (GUNM to fund)

Funds begin with initial funds in place

MOUs are in place and money is dispersed per budget

Raised funds from one community fundraiser

All BOD and stakeholders know the vision and mission of CPC

We have completed 3 family cohort trainings.



STRENGTHS

Strong E.D. in building relationships and staff

Enthusiasm, passion, belief

Established in state - valued and recognized

Expertise and experience

Have good connections

Dynamic FLT

Positive relationships with the community

Strong vision for families

Realistic Goals



**FIRST STEPS
BY: JULY 2025**

The building is purchased + renovations have begun

We have built a committee for FRC with a working action plan

We have expanded LINKS -new centers invited. (4H, Commons, NMCHI)

Template created with 1 - 1 support provided

Share template with ECECD and GUNM

Advocate at prospectors

MOUs developed for continued funding from TOSC, ECECD, GUNM

Developed fundraisers in the community. Example: Week of the Young Child

Board members advocate for CPC and use an elevator speech

Schedule community training for A.P (Qtrly)

Community Partnership for Children (CPC)

Strategic Plan 2025-2027

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

