

# Investing in College and Career Pathways for Youth in Northern New Mexico

## Executive Summary and Recommendations

July 2023



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Photos provided by members of the Northern New Mexico Pathways to Opportunity Strategy Table.

## Executive Summary

In New Mexico, one-quarter of the state's children live in poverty,<sup>1</sup> compared to 17% nationally.<sup>2</sup> In three Northern New Mexico counties the child poverty rate is even higher. Almost 20% of New Mexico's 16- to 24-year-olds are disconnected from school and work—more than in any other state<sup>3</sup>—and only about 29% of New Mexico residents have a bachelor's degree or higher,<sup>4</sup> compared to nearly 38% of Americans.<sup>5</sup> In five Northern New Mexico counties, specifically, the postsecondary degree attainment rate is even lower. New Mexico also has the eighth highest teenage pregnancy rate in the country, with that number being even higher for teens of color.<sup>6</sup>

The members of the Northern New Mexico Pathways to Opportunity Strategy Table (Strategy Table) are committed to addressing these challenges through increasing access to college and career pathways for Northern New Mexico youth. The Strategy Table is a collaborative effort between 11 regional and national philanthropic funders to better coordinate and align their philanthropic strategies around shared goals. As part of this work, the Strategy Table partnered with Children's Funding Project to document the philanthropic and public investments in college and career pathways for youth in Northern New Mexico. Children's Funding Project is a nonprofit social impact organization that helps communities and states expand equitable opportunities for children and youth through strategic public financing work.

The Northern New Mexico Region includes seven counties and shares borders either partially or entirely with 18 tribes, nations, and pueblos. These seven counties are considered the central counties in the Los Alamos National Laboratory's (LANL's) economic sphere. LANL is a U.S. Department of Energy laboratory that specializes in national security science and is the region's largest employer.

For this project, the Strategy Table specifically was interested in philanthropic and public investments made in the region between 2017 and 2022 for youth ages 12 to 29 years in eight intervention areas:

1. work-based learning
2. college preparation support
3. college completion support/scholarships
4. high school/GED diploma completion support
5. career pathways and career and technical education

6. youth development and leadership
7. entrepreneurship training
8. access to financial tools

These intervention areas, and this age range are of particular interest to the Strategy Table since they present key opportunities to reverse long-standing socioeconomic trends in Northern New Mexico by increasing access to college and career pathways in the region.

Children's Funding Project staff collected philanthropic data through a collaborative data collection effort with the members of the Northern New Mexico Pathways to Opportunity Strategy Table in addition to several other funders identified as active in the region. Children's Funding Project also collected federal, state, and local spending data by reviewing publicly available data and interviewing state and local government personnel who are primarily responsible for administering public dollars for public programs. We also collected a sample of budget data from several tribal nations through a series of interviews with tribal budget authorities.

“[T]he most impactful investments that private funders can make are those that help grant seekers and the wider Northern New Mexico community access and spend this vast trove of public funding.”

### Public Funding Outpaces Philanthropic Funding

We collected data on 748 philanthropic grants totaling \$41 million, and 222 public funding streams totaling \$920 million. The most important takeaway from our analysis is that, despite the greater number and variety of philanthropic investments, the volume of *public* funding is significantly higher. We illustrate this disparity in figure 1 on the next page. On average, philanthropic funding represents only about 4% of total annual funding supporting college and career pathways for youth in the region. With this reality, the most impactful investments that private funders can make are those that help grant seekers and the wider Northern New Mexico community access and spend this vast trove of public funding.

## Funder Investments Differ Across Intervention Areas

The next major finding from our analysis examines the different ways members of the Strategy Table chose to invest their funding dollars to support college and career pathways for youth. Figure 2 (see page 5) shows how each funder split its total investment across the eight college and career pathway intervention areas we examined. We also identified differences in geographic focus, grant structures, processes, grant lengths, and funders’ institutional limitations and goals. These differences represent the vast set of funder resources and expertise within the Strategy Table while highlighting the challenge of aligning philanthropic investors around shared strategies and goals.

## Funding Differs Across Geography and Demographics

Finally, we identified disparities in funding along multiple metrics, both geographic and demographic. Figure 3 (see page 6) shows how philanthropic investments in different intervention areas differed drastically across counties. Some of these disparities, such as funding disparities between tribal schools and publicly funded schools, have deeper systemic roots that will require additional work to unravel. The Strategy Table can begin to address these disparities by reducing barriers that prevent grant seekers from accessing philanthropic funding, such as gaps in technical knowledge or administrative infrastructure, and by implementing strategies that help grant

seekers align the philanthropic and public funding that supports their work.

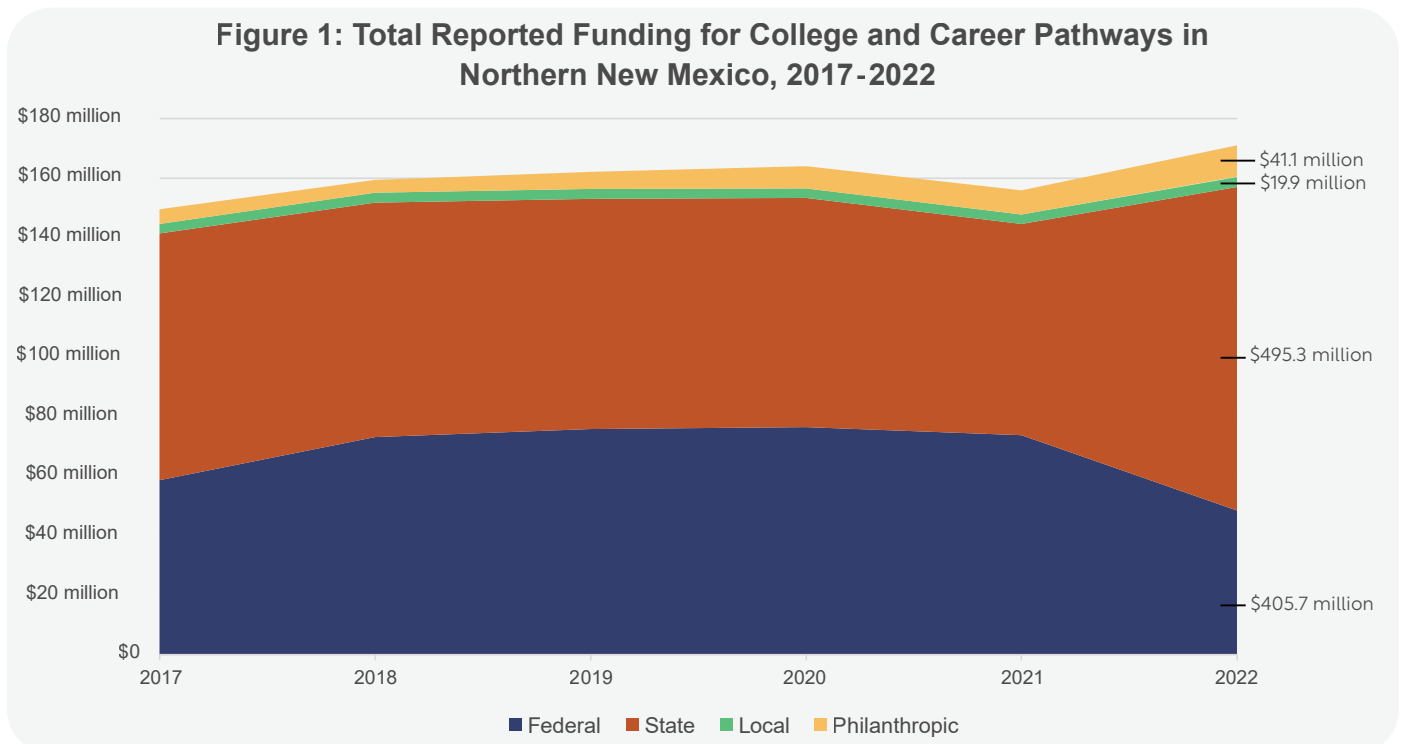
The Strategy Table asked Children’s Funding Project to generate recommendations based on these analyses that would help its members identify opportunities to better coordinate and align regional grantmaking and investments across college and career pathways programs. Children’s Funding Project developed specific recommendations under three umbrella categories:

1. leveraging and scaling public funding opportunities;
2. leveraging and scaling opportunities based on analysis of the grants and investments made by members of the Strategy Table; and
3. leveraging the regional grantmaking and investment activities in and across the eight intervention areas and reducing administrative burden for grantees.

## Recommendations

### Leverage and Scale Public Funding Opportunities

It is important to acknowledge upfront that the overwhelming share of funds used to support the eight intervention areas are generated from public dollars—on a scale of more than 20 times the investment generated from private philanthropic resources



(\$920 million versus \$41 million between 2017 and 2022). With this backdrop, private funders can have the greatest impact by helping organizations that carry out programs and services within the eight intervention areas effectively access public sources of funding. To do this, the Strategy Table should engage in the following strategies.

“[P]rivate funders can have the greatest impact by helping organizations that carry out programs and services ... effectively access public sources of funding.”

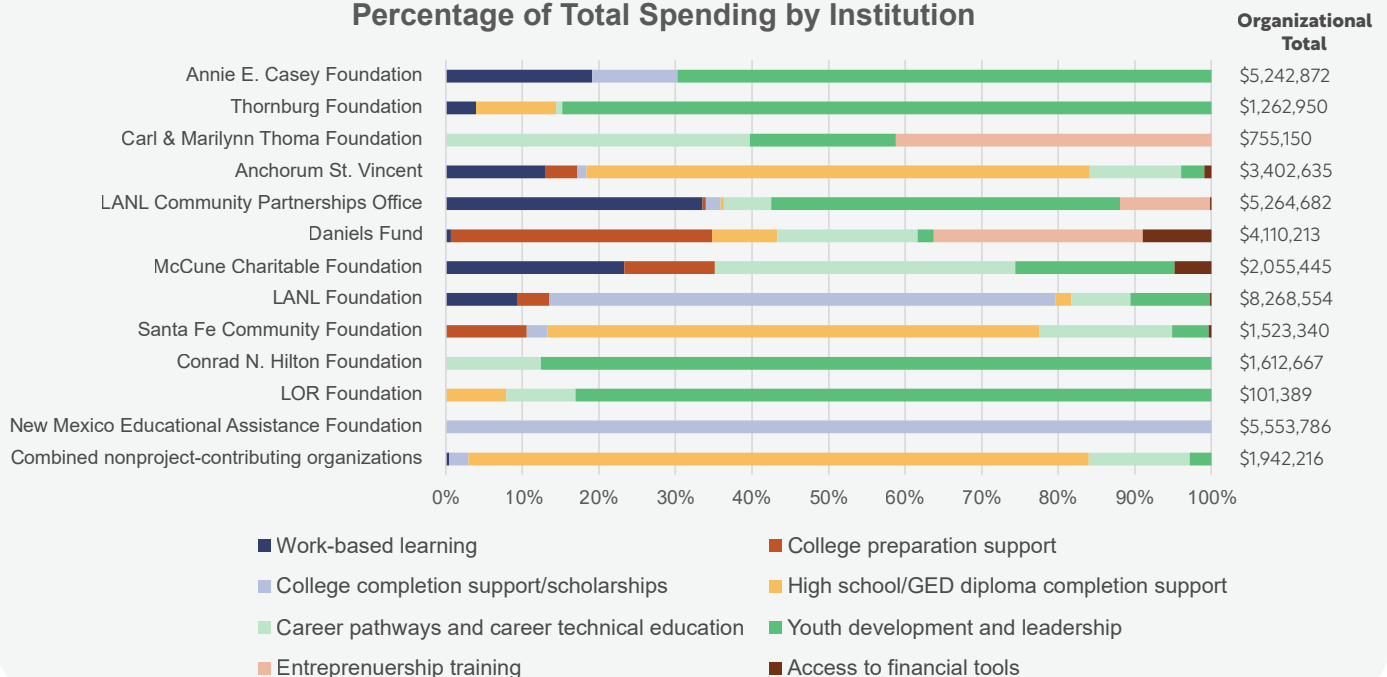
**INVEST IN A SYSTEM TO TRACK DATA ON PUBLIC RESOURCES AND SHARE THAT KNOWLEDGE WITH PARTNERS AND GRANTEES OF THE STRATEGY TABLE.**

While this report identified multiple public funding sources, it only identified those that Northern New Mexico communities accessed between 2017 and 2022. In addition to new state and federal grant opportunities that become available each year, there are existing ones for which communities in Northern New Mexico may already qualify but are not currently accessing. A system for tracking public funding opportunities at the federal, state, and local levels would help the Strategy Table and its grantees keep up with available public funding opportunities.

Children’s Funding Project has several publicly available resources to support transparency and accessibility of funding sources for children and youth. [The Federal Funding Streams for Children and Youth Services Database](#) catalogs all federal funding streams that support programs from the prenatal stage to young adulthood, the outcome area(s) they support, eligible services, eligibility criteria, and whether tribal communities can access them. A search that filtered the data by the target age groups, outcome areas, and service categories that interest the Strategy Table identified 25 relevant federal programs that provide funding to community-based organizations. Two programs—the Youth Engagement, Education, and Employment program and the Youth Conservation Opportunities on Public Lands program—provided a combined \$30 million to communities in fiscal year 2022, but none of these funds landed in Northern New Mexico.

The Strategy Table should also keep in mind that local governments, tribal nations, and schools in Northern New Mexico have received almost \$800 million in COVID relief funding, and much of that funding can be invested in college and career pathway programs. Communities still have time to spend this money.<sup>7</sup> So, the time is right for advocates, community leaders, and those with a deep understanding of local needs to work with local governments and schools to decide how best to invest this funding. Children’s Funding Project has researched COVID relief funding extensively. Our various resources track [how much](#)

**Figure 2: Philanthropic Investment Across Intervention Areas as a Percentage of Total Spending by Institution**



[funding communities have received](#), provide [guidance about how localities can use COVID relief funding to strengthen administrative operations](#), recommend ways to [build school-community partnerships around COVID relief funding](#), and explain how to use these funds to [create and staff strategic public financing coordinator positions at the state and local levels](#).

The Strategy Table also will need to gather data about state funds. [The New Mexico Children’s Cabinet](#) and its [children’s budget report](#) are excellent sources for data about state funding for children and youth in New Mexico. To gather information about underutilized and new funding opportunities at the state level, the Strategy Table should employ the same strategies the team used to collect data for this report: research budget documents and interview budget stakeholders. These strategies will also help members of the Strategy Table identify funding for youth who are 25 to 29 years old, an age range that policymakers typically do not target. Members of the Strategy Table also can use these same strategies to collect data at the local level. However, based on our experience, members of the Strategy Table will need to connect with local officials and clearly communicate their needs and goals to ensure all interviews provide substantive budget information.

Once members of the Strategy Table collect relevant public funding data, they should maintain it in an organized central database that grantees and grant seekers in Northern New Mexico can access.

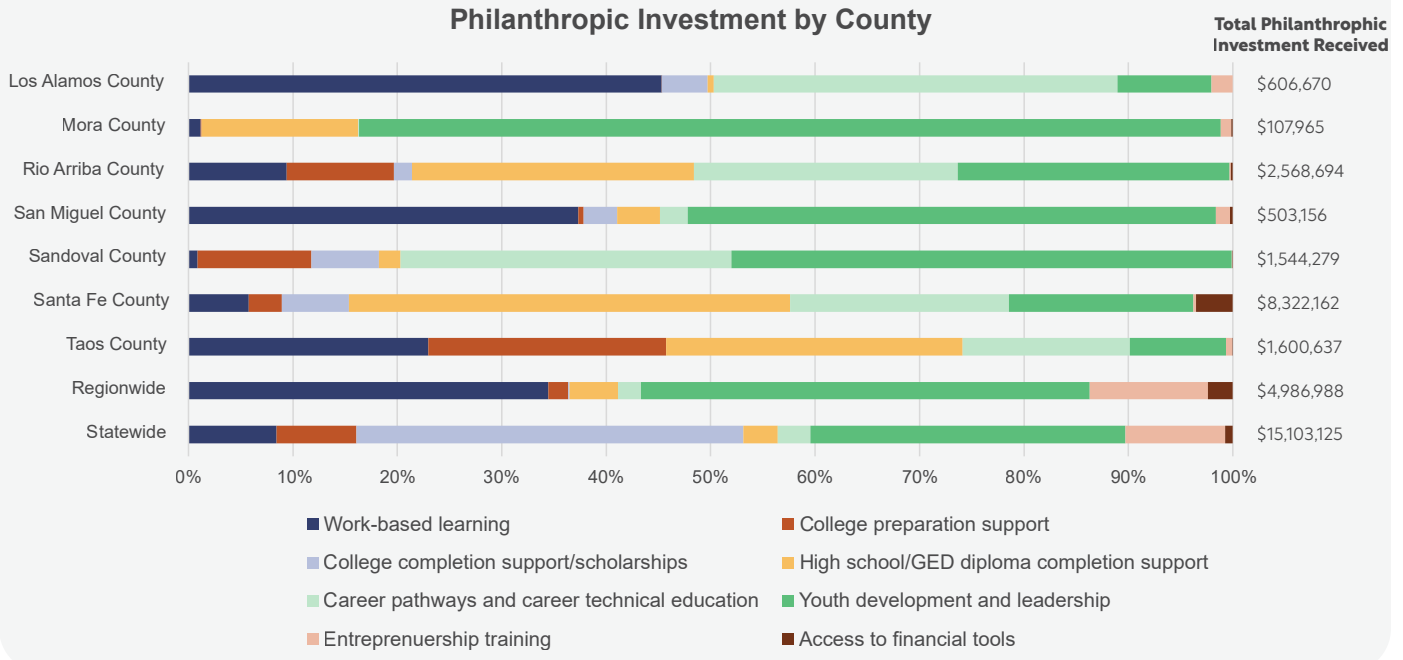
The Strategy Table could base such a database on similar products created by Children’s Funding Project or customize it to fit its unique needs. The Strategy Table should pair this resource with dedicated technical assistance—such as training webinars—to teach local organizations how to use the new database; identify funding opportunities; understand application processes, eligible fund uses, and reporting requirements; and connect with government resources.

The development of such resources may be outside the Strategy Table’s capacity or abilities. In this case members could collaborate with a regional or state academic institution interested in exploring public finance. Such a partnership also could encourage the use of evidence-based practices and data-driven decision-making in philanthropy on a larger scale throughout the region. Ultimately, a centralized, up-to-date resource to track public funding opportunities in Northern New Mexico would be valuable to the Strategy Table as members look to build a more robust system to help grantees access the vast amounts of public funding available to them.

**USE ONGOING TRACKING TO UNDERSTAND TRENDLINES IN FEDERAL AND STATE INVESTMENTS, AND DETERMINE WHERE PRIVATE INVESTMENTS ALIGN, ENHANCE, OR FILL SPECIFIC GAPS.**

Members of the Strategy Table should build their knowledge about public funding to identify existing and new funding gaps and opportunities.

**Figure 3: Intervention Area Investments as a Percentage of Total Philanthropic Investment by County**





They can begin by exploring the multiple federal and state resources available for this purpose. For example, we identified \$3.7 million in federal Perkins Career and Technical Education grants in Northern New Mexico between 2017 and 2022. The Perkins Career and Technical Education grant program is large and complex; but the [Perkins Collaborative Resource Network](#) offers information about the various funding opportunities available, including those specifically for Native Americans and tribal colleges and universities. The resource network also offers technical assistance for Perkins grantees, program and evaluation data, and virtual town halls that foster information and resource exchanges. Members of the Strategy Table do not need to become experts in public programs, but they can use these resources to help their grantees position themselves to increase their chances of receiving competitive public funds and maximizing the benefits of those resources.

Public dollars will not be able to fill every funding gap. From our analysis of public funding across the eight intervention areas, federal and state governments have not historically invested in youth development and leadership, entrepreneurship training, or access to financial tools. Regional funders have histories of investment in these areas and should continue to make these investments where public funding falls short. There may be currently untapped public funding available to fund these areas, which can be determined by tracking and studying the public funding landscape. If the demand in the community for these types of programs cannot be met by current philanthropic work and available public

funding, members of the Strategy Table can turn to the advocacy skills that several of its members have cultivated. Members of the Strategy Table could apply this same approach to all areas where current philanthropic and public investments do not meet existing community needs, such as for specific target populations, age groups, and counties.

### **SUPPORT CAPACITY BUILDING GRANTS SO THAT COMMUNITIES AND ORGANIZATIONS ARE BETTER POSITIONED TO APPLY FOR AND WIN FEDERAL AND STATE COMPETITIVE FUNDING.**

While there are many untapped public funding opportunities available to Northern New Mexico communities, these communities may not have the necessary administrative capacity or technical infrastructure to take advantage of public dollars. Sometimes an administrative barrier is the only thing precluding a grant seeker from pursuing an application. To determine what specific barriers prevent communities from pursuing additional public funds, members of the Strategy Table will have to perform additional research; but the data in this report highlights where some of the barriers may currently exist.

For example, in San Miguel County, we identified only four publicly funded programs not focused on providing college scholarships, and none of these programs focus on college preparation support or college completion support. These funding gaps exist even though San Miguel County is home to four high schools, Luna Community College, and New Mexico

Highlands University. It should also be noted that San Miguel County has the highest child poverty rate and the lowest high school completion rate in the region, and its population is 78% Latino. Elsewhere in the region, we identified substantial federal funding for college preparation support programs and substantial state funding for college completion programs. If there are indeed administrative, language, or resource-related barriers, or simply knowledge gaps for grant seekers in San Miguel County, the Strategy Table can help remove or reduce those barriers by providing smaller-scale administrative, operational, or technical grants aligned with San Miguel County's specific needs.

Other communities across the nation already use these strategies. A group of funders in King County, WA, is on the cutting edge of [providing sustained support](#) to community partners that provide programming aligned with the funders' Best Starts for Kids initiative. This initiative prioritizes small, culturally specific, community-based organizations that historically have not had access to the public or private funding necessary to build organizational capacity and infrastructure. A part of the funders' support goes to maintaining a cohort of capacity-building and technical assistance consultants that offer individualized, responsive coaching and training to support organizations funded by Best Starts for Kids, matching organizations with capacity building according to their needs.

**LEVERAGE THE INFLUENCE AND ADVOCACY OF INDIVIDUAL MEMBERS OF THE STRATEGY TABLE TO AFFECT PUBLIC POLICIES THAT IMPACT COMMUNITIES' CAPACITY TO CAPTURE, ADMINISTER, AND SUCCESSFULLY EXECUTE PROGRAMS AND STRATEGIES THAT IMPROVE AND EXPAND ACCESS TO COLLEGE, CAREER, AND COMMUNITY PATHWAYS FOR HISTORICALLY UNDERREPRESENTED YOUTH, INCLUDING YOUTH OF COLOR, OPPORTUNITY YOUTH, AND YOUNG PARENTS.**

Advocacy should center those communities that have been historically underrepresented and that face the greatest challenges to accessing and utilizing public funds, including Native American, migrant, rural, and low-income communities. In particular, supporting tribal nations in their efforts to exercise sovereignty and self-determination empowers them to make decisions about funding and resource allocation that align with their priorities and needs.

Not all Strategy Table members are involved in, or have the capacity or ability to engage in, direct advocacy, but the Strategy Table collectively can stand behind the advocacy of its members and support that advocacy through its own research and resources. The Strategy Table can sign on to letters or petitions, track proposed policy changes, circulate news about policy changes to its networks, and send representative members from the Strategy Table to engage in advocacy activities. The Strategy Table could integrate much of this work into the responsibilities of the Strategy Table's coordinator or [a strategic public financing coordinator](#). A strategic public financing coordinator primarily helps communities identify and maximize the most flexible public funding streams and align these with private investments, drawing down on the maximum available revenue each year. Additionally, individuals in this role assist their respective local communities with the administrative burden required to maintain and effectively spend public funds.

**FOSTER COMMUNITY ENGAGEMENT AND INPUT IN STRATEGY TABLE PROCESSES.**

To maximize the impact of philanthropic investments, and to foster positive funder-community relationships, the Strategy Table should actively involve the Northern New Mexico community in its work. Especially, the Strategy Table should strive to increase representation from underrepresented communities in its work. This should include those communities with whom members of the Strategy Table may not currently have well developed relationships, such as Native American and migrant communities and youth who are involved with the justice system, experiencing homelessness or housing insecurity, engaged with the foster care system, and pregnant and/or parenting. Each of these communities experiences different obstacles to accessing public funding, but especially tribal nations, who often receive different types of funding with different rules than do states and localities. Having these voices represented in the Strategy Table's decision-making processes should encourage alignment between investments and community priorities.

Sustained participation from community representatives will require such groups to commit their time and resources to engaging with the Strategy Table. In turn, members of the Strategy Table must commit some of their time and resources back to those representatives. Instead of inviting community





members to the Strategy Table's meetings, members of the Strategy Table should attempt to attend or receive invitations to community and tribal meetings. The Strategy Table could incentivize youth representatives to contribute their voices and perspectives by offering work experience opportunities with the Strategy Table or its members. If any community members assume longer term roles advising the Strategy Table, the Strategy Table should establish memorandums of understanding to establish the purpose and scope of these advisory roles and outline any accommodations or compensation it will provide to these new partners.

#### **SUPPORT SUSTAINABLE COMMUNITY DEVELOPMENT.**

The Strategy Table has identified college and career pathways as central to the success and well-being of youth in Northern New Mexico. But the eight

intervention areas do not represent all the needs of youth in the region. Furthermore, many of the other needs youth face, such as housing, transportation, public safety, nutrition, and health care, intersect with and interact with the ability of youth to access and succeed in higher education and employment. For example, an academic scholarship does little to help a student who is unhoused or has no reliable form of transportation to school. Young parents are more likely to live in poverty, and thus will struggle to find affordable child care options that will allow them to join the workforce.<sup>8</sup> This project analyzed only the investments made in the eight intervention areas outlined previously. Moving forward, funders should consider how their whole portfolios interact with and contribute to developing entire communities where youth can thrive in all aspects of their lives.

## **Leverage and Scale Opportunities Based On Analysis of the Grants and Investments Made By Members of the Strategy Table.**

Collectively, the Strategy Table represents a vast set of resources, both financial and otherwise. The execution of this project demonstrates that the Strategy Table is capable of sharing and coordinating its data and resources to produce something valuable to its mission and potentially to the larger community. The Strategy Table can continue to benefit from sharing member data and resources by extending these activities in the following ways.

### **COMMIT TO CONTINUE SHARING DATA AS A GROUP.**

This project demonstrates the power of shared data, particularly among actors pursuing common strategies. The Strategy Table should develop a protocol for members to regularly share institutional data with the whole group. This protocol should include the method of data collection, the frequency of data collection, the method for storing the data, the method for accessing the data, and the level of detail needed in the data. The data does not necessarily need to be as detailed as that collected for this project; but it should be detailed enough that members of the Strategy Table can understand as a group the resources available for which purposes and any limitations on those resources. A hypothetical example could look like this: Some grantees working with one funder on services to support high school/GED diploma completion could express an interest in pairing their current services with entrepreneurship training. The funder currently working with these grantees could turn to shared Strategy Table data to identify other Strategy Table members with the experience, technical resources, and strategic focus in entrepreneurship training to support the grantees' goals and organizational limitations. Through the Strategy Table's partnerships, these grantees could then connect to a new funder. This would be one way funders could relieve their grantees of some of the burden of grant seeking, and help fellow funders reliably connect with new grantees.

### **POOL RESOURCES, INCLUDING FUNDS, DATA, STAFF CAPACITY, AND SKILL SETS.**

By combining resources, members of the Strategy Table will be able to offer their grantees more resources from a single group. As an example, some Strategy Table members already use pooled funding strategies. Funders report that 9% of investments, or \$3.7 million made between 2017 and 2022, were

made with pooled foundational funds. Such initiatives require funder collaboration while allowing grantees to access more funders and more funding. Funders can reflect on the strategies and processes required to pool funding and determine how they can leverage these approaches to meet community needs.

Funders also can share data with one another beyond the type collected for this project. Funders can share program outcomes, evaluation data, best practices, lessons learned, policy research, and more. The size and capabilities of the Strategy Table members vary; but an individual institution's lack of access to or ability to generate new data and research should not hinder the group's collective ability to pursue shared goals.

Another resource to consider sharing is administrative capacity. Several funders mentioned in the strategy survey that they currently experience capacity issues related to staffing challenges—and they expect to continue to experience these shortages. If the Strategy Table wishes to coordinate on a deeper level, funders can share the administrative burden of taking on any new coordinated strategies. The Strategy Table coordinator will be in an ideal position to identify how to appropriately spread the burden of administrative work across the institutional staff involved in Strategy Table initiatives.

### **SHARE NETWORKS OF PARTNERS AND GRANTEES TO BUILD A SINGLE POWERFUL, CONNECTED NETWORK.**

As we saw in our data, funders have collectively built a large network in the Northern New Mexico region, and supported more individual entities than the federal and state governments combined. By consolidating these grantees into a single network that all Strategy Table members can reach, grantees will have greater access to more resources, and funders will have access to grantees with well-established philanthropic relationships and proven histories of positively impacting their communities. The method of consolidation is at the discretion of the Strategy Table. It could take the form of a single client relationship management system or sharing grantee and partner lists as part of the protocol for sharing data referenced in the previous recommendation. The Strategy Table will need to further develop a protocol for how funders should connect with this new, larger network. The Strategy Table coordinator could create and manage an integrated email distribution list to announce Strategy Table news and share publications. The Strategy Table

also could organize virtual or in-person events for their grantees and partners to network, collaborate, and provide feedback on Strategy Table initiatives.

### **EXPAND UPON THE CURRENT GRANTEE AND COMMUNITY PARTNER NETWORK THROUGH INCLUSIVE AND CULTURALLY COMPETENT PRACTICES.**

Funders should seek to expand their existing networks by building their relationships with other regional and local funders, elected and appointed government officials, government personnel, youth representatives, tribal authorities, schools, and community leaders, especially in those communities where this report identified disparities in philanthropic or public funding. Mora County is a prime example of a place with a funding and network gap. Mora County is the poorest county in Northern New Mexico, has the highest proportion of Latino residents in the region, and consistently received the lowest levels of both public and philanthropic investment between 2017 and 2022. Of the more than 40 most popular philanthropic grantees, none are located in Mora County. Mora County has a county government, two school districts, an economic development corporation, a creative



council, and a community health center—all types of entities that funders supported in other counties. Mora County presents a clear example of funding disparities in an underrepresented community, but also represents an opportunity where funders could develop new relationships and learn what the community needs to improve career and college outcomes for its youth.

When seeking and building new relationships, it will be critical for funders to understand the unique cultural contexts, histories, and values of the communities they are trying to reach. It may be appropriate to enlist the services of specialized advisors or consultants, especially when building relationships with and designing new grant programs for underrepresented communities. For example, tribal nations operate in unique fiscal contexts and their unique histories and cultures inform policy goals that will distinguish them from the counties or municipalities they border. By including Native American cultural advisors or consultants in outreach and grantmaking processes, members of the Strategy Table can ensure culturally appropriate approaches when working with tribal nations.

### **Coordinate, Align, and Leverage the Regional Grantmaking and Investment Activities in and Across the Eight Intervention Areas, and Reduce Administrative Burden for Grantees.**

Based on what we learned about how the funders studied in this report typically structure their grants, we recommend several strategies the Strategy Table can use to coordinate and align regional grantmaking activities in ways that reduce the administrative burden of seeking, applying for, and administering programs for grantees.

#### **USE A SINGLE APPLICATION GRANT PLATFORM.**

Single application grant platforms allow grant seekers to match with grantmakers through a single common application hosted on one platform. One such platform is [JustFund](#), which was created by funders and organizers of color, and is committed to working only with those organizations that align with JustFund's values of centering equity, trust, and transformative impact. Platforms like JustFund connect grantors and grantees to wide networks that can efficiently match needs to available resources while greatly reducing administrative burdens for both parties. If the uniformity and simplicity of such a platform does not appeal to the more complex grant processes the

Strategy Table wishes to pursue, then the Strategy Table could consider its own single-application process. Through a single application, any grant seeker could be considered by any Strategy Table member whose institutional goals, expertise, and resources align with the grantee's request.

### CHANGE THE LENGTH AND STRUCTURE OF THE GRANT CYCLE TO MATCH GRANTEE NEEDS.

The overwhelming majority of philanthropic investments captured in this report were only one year long. Many grantees, especially those operating in communities with poor social infrastructure or that are building their administrative capacity, may find a single year too short of a period to achieve their goals. At the beginning of this project, several funders remarked that they extended their grant spending deadlines during the COVID-19 pandemic. The Strategy Table can collectively reflect on the consequences, if any, of extending these deadlines, and whether it is possible to implement such flexibility permanently. In the strategy survey, funders reported various levels of restriction on their ability to make multiyear grants. For at least one funder, this was a fiscal limitation, but for most others, the limitation seemed to be a check imposed on grantees by foundation boards. Some funders reported that their grants could be renewed annually if grantees submitted adequate annual reports. Such a strategy could be a compromise for those funders not yet willing or able to commit to a program of multiyear grants.

Funder grant cycles also do not often align with the funding cycles of public entities. The federal fiscal year runs from October to September, while New Mexico state and local fiscal years run from July to June. For those grantees attempting to braid together both public and private funding to build their administrative capacity, technical infrastructure, and programming, the reality of multiple different funding and application deadlines creates a major administrative burden. Fortunately, this is an area where funders have greater flexibility than governments. For noncompetitive grants, funders should collaborate with grantees on appropriate application, fund disbursement, and reporting timelines all prior to the beginning of the grant cycle. For competitive grants, funders should use what they know about their likely applicant pool to schedule their application deadlines, and once grantees are chosen, collaborate with each grantee on appropriate timelines.

### MAKE GRANTS THAT ALLOW GREATER FLEXIBILITY IN THEIR USE.

Many grantees may require a combination of programmatic support, technical assistance, and general operating support to effectively meet their community's needs. As we saw in this analysis, funders primarily made either project-based or general operating support grants. The more grants an organization must manage, the greater their administrative burden. There are multiple strategies funders can pursue to help grantees meet all their needs through fewer grants. Strategy Table members who primarily provide project-based support could partner with other members who primarily provide general operating support to administer a single grant program. Funders should also evaluate whether their levels of support for project-based and general operating funds are proportional to grant seeker's needs and adjust their strategies accordingly. Funders also should explore how they can structure grants to meet all a grantee's needs with a single tranche of funding. Providing grantees with the opportunity to spend single tranches of funding across their needs will greatly relieve grantee administrative burdens and build trust between funders and grantees.

### Acknowledgements

The following organizations are members of the Northern New Mexico Pathways to Opportunity Strategy Table.

**Anchorum St. Vincent** is a nonprofit Community Health Impact Organization committed to improving the health and well-being of those in Santa Fe and Northern New Mexico. Anchorum convenes like-minded philanthropic investors, nonprofits, community members, and other partners, and serves as a catalyst to make impact grants, and sound, purposeful impact investments in four key strategic areas—Social Determinants, Health Innovation, Infrastructure, and Extending the Community's Continuum of Care.

The **Annie E. Casey Foundation** is a national philanthropic organization devoted to developing a brighter future for millions of children and young people with respect to their educational, economic, social and health outcomes. The Casey Foundation focuses on strengthening families, building stronger communities, and ensuring access to opportunity. The Casey Foundation advances research and solutions to overcome barriers to success, help communities

demonstrate what works, and influence decision-makers to invest in strategies based on solid evidence.

The **Aspen Institute Forum for Community Solutions** promotes collaborative, community-based efforts that build the power and influence of those with the least access to opportunity. The Aspen Institute Forum for Community Solutions convenes the Opportunity Youth Forum that connects over 40 communities to improve outcomes and well-being for opportunity youth. There are four Opportunity Youth Forum partners within New Mexico. These partners are (1) the Pueblo of Taos, Division of Health and Community Services; (2) Pueblo of Jemez Department of Education; (3) the Pueblo of Laguna's Community Foundation; and (4) the Northern New Mexico Pathways to Opportunity Strategy Table.

The **Carl & Marilyn Thoma Foundation** recognizes that education and the arts enhance individuals' lives and communities. The Thoma Foundation works in the rural Southwest of the United States to provide scholarships in order for students to expand their education.

The **Daniels Fund** is a private charitable foundation dedicated to making life better for the people of Colorado, New Mexico, Utah, and Wyoming through its grants program, scholarship program, and ethics initiative. The Daniels Fund's grantmaking strategy in New Mexico is centered on expanding the number of K-12 quality choice seats available.

**Groundworks New Mexico** is a group of philanthropic partners in New Mexico that work together to strengthen New Mexico's social sector. Groundworks' vision is to connect, strengthen, and advocate for New Mexico's social sector while unleashing its full potential.

The **Los Alamos National Laboratory Community Partnerships Office** (LANL CPO) represents the Laboratory, the region's largest employer, its employees, and its managing contractor, Triad. LANL CPO supports employee engagement in a variety of economic development initiatives, educational programs, and giving activities in the Northern New Mexico region and administers philanthropic investments on behalf of Laboratory operator, Triad.

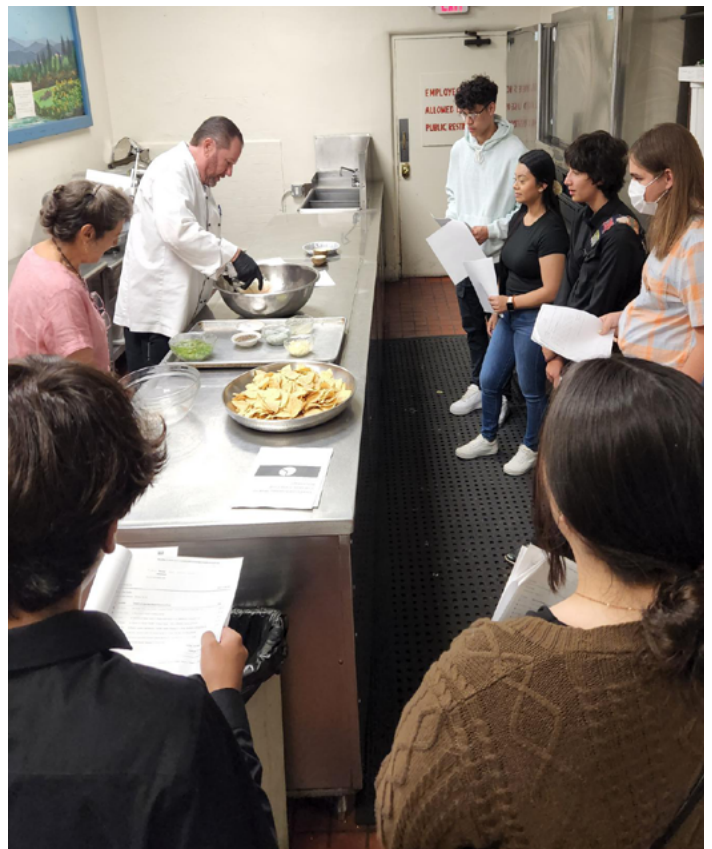
The **LANL Foundation** is a regional nonprofit that inspires excellence in education and learning as a means to enrich the lives and economic opportunities of residents of 18 Native American tribal nations and seven Northern New Mexico counties along the North Central Rio Grande River corridor. It is committed to

promoting racial and social equity in its programs focused on Childhood, K-12, and College, Career and Community Pathways as well as in its advocacy, research, scholarships, and grantmaking. The LANL Foundation is the convener and coordinator of the Pathways to Opportunity Strategy Table.

The **Marshall L. and Perrine D. McCune Charitable Foundation** is dedicated to enriching the health, education, environment, cultural, and spiritual life of New Mexicans. The McCune Charitable Foundation memorializes its benefactors through proactive grantmaking that seeks to foster positive social change.

The **Santa Fe Community Foundation** inspires philanthropic generosity, strengthens nonprofits, and fosters positive change to build a more vibrant, healthy, and resilient region. The Santa Fe Community Foundation invests in several initiatives including early childhood education, education, and tribal community needs within New Mexico.

The **Thornburg Foundation** invests in enduring solutions to help solve problems affecting people and the planet. Their work centers education, agriculture, government reform, homelessness, and water.



## Endnotes

- <sup>1</sup> “QuickFacts: New Mexico,” U.S. Census Bureau, accessed June 28, 2023, <https://www.census.gov/quickfacts/NM>.
- <sup>2</sup> Craig Benson, “Poverty Rate of Children Higher Than National Rate, Lower for Older Populations,” *America Counts: Stories Behind the Numbers* (blog), U.S. Census Bureau, October 4, 2022, <https://www.census.gov/library/stories/2022/10/poverty-rate-varies-by-age-groups.html>.
- <sup>3</sup> “Youth Disconnection in America,” Measure of America, accessed June 28, 2023, <http://www.measureofamerica.org/DYinteractive/#State>.
- <sup>4</sup> “QuickFacts: New Mexico.”
- <sup>5</sup> Frances Alonzo, “Census Bureau Releases New Educational Attainment Data,” press release, U.S. Census Bureau, February 24, 2022, <https://www.census.gov/newsroom/press-releases/2022/educational-attainment.html>
- <sup>6</sup> “Teen Birth Rate Ages 15 to 19 by Race and Ethnicity in New Mexico,” Kids Count Data Center, accessed June 28, 2023, <https://datacenter.aecf.org/data/tables/5548-teen-birth-rate-ages-15-to-19-by-race-and-ethnicity#detailed/2/any/false/2048,574,1729,37,871,870,573,869,36,868/4862,4828,4827,4887,5322,4900/12129>.
- <sup>7</sup> If the \$1.9 billion received by the Navajo Nation is included in this figure, the total is more than \$2.6 billion. However, as the majority of the Navajo Nation is outside of Northern New Mexico, most of the effects of this funding will not be felt in the region, so it is excluded from this \$800 million figure.
- <sup>8</sup> Nathan Sick, Shayne Spaulding, and Yuju Park, *Understanding Young-Parent Families*, (Washington, DC: Urban Institute, 2018), <https://www.urban.org/research/publication/understanding-young-parent-families>.

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