

ALBUQUERQUE  
COMMUNITY  
FOUNDATION

# Strategic Plan

July 19, 2022

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## Letter from Board Chair

In 2021 the Foundation Board discussion about the idea of a transformational project led to the adoption of a goal of increasing the endowment to \$200 million by the end of 2026, in order to provide endowment management fees sufficient to fully fund the annual operating budget of the Foundation. Attainment of this goal would provide organizational sustainability and enable the Foundation to increase its efforts in providing grants to our community.

We quickly determined that achieving the ambitious endowment growth goal required developing a strategic vision and plan for the Foundation in 2022, while beginning to implement tactics or action plans designed to achieve this goal. The strategic plan builds upon the forty-year historical work and reputation of the Foundation and reflects changes in our community and our organization, particularly our commitment to diversity, equity, and inclusion (dEi).

This strategic plan was developed in 2022 by the Executive Committee of the Board and the Foundation's management team – Beverly Bendicksen, Marcus Mims, José Viramontes, Steve Maestas, Debbie Harms, Randy Royster, Marisa Magallanez, Nick Williams, Juaquín Moya, Denise Nava Wyrick, Khia Griffis, and Tiffany Rawls. Ann Rhoades, a former Trustee of the Foundation, generously provided her services as a consultant in helping this team draft the strategic plan. The strategic plan was enhanced through discussion with the full Board of Trustees and then approved by the Board on July 19, 2022.

We look forward to engaging our community around this plan, integrating your feedback, and sharing our progress through regular updates. I believe this plan will position the Foundation to continue to be the “Community’s Foundation” and deepen our role in creating a more equitable, thriving community for all.

Beverly R. Bendicksen  
Board Chair, Albuquerque Community Foundation

## Executive Summary

In 2021, the Board of the Albuquerque Community Foundation (“the Foundation”) adopted a goal of increasing the endowment to \$200 million by the end of 2026. Achievement of this goal would provide organizational sustainability and enable the Foundation to transition its efforts from operations revenue programs to additional grant programs, thereby increasing the positive impact for our community. Our guiding philosophy is that our impact in the community will inspire and catalyze the growth of the endowment.

The endowment growth goal led to development of a strategic plan and the addition of two more goals focused on the core areas, or pillars, of the Foundation’s work: *Community Impact*, *Community Leadership* and *Endowment Growth*.

**Community Impact Goal:** Further develop grantmaking strategies, outcomes and practices based in equity principles.

**Community Leadership Goal:** Continue to move beyond grantmaking and employ all resources available to the Foundation in order to serve as valuable partners to create positive change, centered in values of diversity, equity and inclusion.

**Endowment Growth Goal:** By 2026, become a self-sustaining organization by building the endowment to a minimum of \$200 million. A financial model for this projection is included in Appendix A.

This strategic plan includes the development and implementation of action plans with specific objectives for each of the three primary goals. Implementation of the action plans has begun, and will be expanded or modified over time to ensure we achieve the stated goals. Performance with respect to objectives and goals will be measured at least annually, with results presented to the Board and the community.

In addition to the vision and goals described throughout the strategic plan, the planning committee is also developing plans addressing the organizational changes forthcoming for the Foundation, including a succession plan for the retirement of the Foundation’s President and CEO in December 2026, and a professional development plan addressing the investment in recruitment, development and retention of staff.

## Goals and Comments

In her 2019 article, “A New Era for Community Foundations,” Deborah Elwood, President & CEO of CF Leads, writes, “Community foundations across the country — large and small, urban and rural — are stepping up to lead positive change and we must seize this moment to accelerate that change.”

Today, those words have even deeper, more urgent meaning. We must investigate how our community foundation can be a partner, ally and a catalyst for justice and equity in our community. We must investigate the depth of our community leadership, and work in partnerships across all sectors to make the most meaningful impact in the most critical issues facing our community. We must think strategically and creatively about how we grow and steward the community’s endowment to usher in a new era of prosperity, partnership and possibility for all.

Established in 1981, the Foundation is at a key moment in its existence. Through four decades of service to its community, the Foundation’s commitment to its values of Leadership, Trust and Legacy is evident.

Throughout its history, the Foundation has established trust through its prudent investment and stewardship of community assets and thoughtful, informed strategic grantmaking. It has created a legacy of giving by connecting donors with the causes they care about. It has stepped into key community leadership roles through multi-partner, statewide initiatives including the New Mexico Collaboration to End Hunger, New Mexico Counts 2020, the DEI United Collaborative and the All Together New Mexico Fund. With the establishment of New Mexico Community Trust, the Foundation is ready to expand its leadership role statewide. Additionally, key staff at the Foundation continue to participate in professional development opportunities provided by leading national philanthropic organizations such as the Council on Foundations, Hispanics in Philanthropy, Grantmakers for Effective Organizations and CF Leads.

Underpinning this activity is the caliber of Foundation staff, providing the expertise, creativity and excellent customer service to bring the next era of Albuquerque Community Foundation to fruition. This strategic plan serves as a living document, establishing the vision for the next five years. Updates to the plan will be made annually based on yearly progress and evaluation methods.

# Mission, Vision, Values

## Mission

The mission of Albuquerque Community Foundation is to build, invest and manage endowment funds to enhance the quality of our community through informed strategic grant making.

## Vision

To be a leader in community philanthropy.

## Values

Leadership - We are energized to work with and support leadership in the community.

Albuquerque is home to untold talent, diversity and strength. Those qualities are also found in Albuquerque's local leaders. Cultivating connections with these leaders to have a stronger impact in Albuquerque is at the core of our work. We believe in the importance of a community-informed approach to grantmaking, and local leadership is a critical element to ensure we're funding in the right places at the right time. We also work with these community members to develop the next generation of leadership to support personal and community growth in perpetuity and with intention.

Trust - We have trust in the future of philanthropy.

Every day, we work with people who give to make a difference in Albuquerque. They give their time, their money, their heart — and sometimes all three. We're inspired that we get to work with them to make sure their efforts go toward a cause they care about. They trust us to help them make the right decisions toward giving back. And we trust that, because of them, the future of philanthropy will continue in Albuquerque stronger than ever.

Legacy - We are proud of our legacy of support that will continue to help Albuquerque now and forever.

We care about Albuquerque, and so do our donors. We all want to give back to a place that has given us so much, giving in a way that will have an impact now and forever. It is because of this desire that we've been able to cultivate a well-established legacy in Albuquerque of working for long-term impact with people who care to see their investments make a difference.

## Culture

Peter Drucker is famous for the quote, “culture eats strategy for breakfast.” Beginning with the restructure of 2022 and into the development of this plan, Foundation staff have been intentional and thoughtful about the evolution of organizational culture to support a more diverse leadership team, staff and board, to operate in values of trust, in particular as it relates to grantmaking, and to ensure that our aspiration of “dEi in our DNA” is integrated throughout the entire organization and sustainable for the long-term.

Through the strategic plan process, the Foundation’s mission, vision and values will be reviewed for any necessary updates. Staff intend to present recommendations to the Board by the end of 2022.

## Foundation Assets and Resources

As of December 31, 2021 the Foundation and its component units had an endowment valued at \$132.7 million. The Foundation’s total assets were \$150.5 million. Total contributions for the year ended December 31, 2021 were \$14.7 million. The Foundation’s endowment also grew by \$16.7 million through investment gains. The Foundation granted out \$5.6 million to the community. Overall, the change in net assets for 2021 grew by \$24.1 million.

The Foundation spent \$1.8 million on operating expenses in 2021. The Foundation earned \$1.5 million through management fees which are charged quarterly on endowment funds held at the Foundation. The average annual fee is 1.29% of a fund’s balance. Management fees covered 82% of the operating expense of the Foundation in 2021.

Foundation staff have prepared a five-year endowment and operating expense growth model (Appendix A) and believe that an endowment of \$200 million will cover operating expenses for the Foundation. This will free up the other revenue the Foundation has historically brought in to cover the remaining operating expenses to be used for grantmaking and community leadership.

The endowment growth goal is a reasonable, attainable projection based on historical growth of the last five years. Assumptions considered in the model include average annual contributions, average rate of investment return, average distribution rates and projected organizational growth in staffing and operations. The financial model is included in Appendix A

# New Mexico Community Trust

New Mexico Community Trust (“NMCT”) was established by Albuquerque Community Foundation in 2019 to provide financial, investment, donor and grant management services for communities across the state, as well as back office and administrative support for community foundations and other nonprofit organizations. NMCT concentrates its efforts throughout the State of New Mexico, primarily focusing on areas of the state not served by other community foundations. NMCT does not exist to compete with other community foundations in New Mexico but to fill gaps in the philanthropic landscape as needed.

Currently, NMCT’s operations are performed by Foundation staff under a memorandum of understanding (“operating MOU”) between the two organizations. For purposes of this strategic plan, in particular the *Endowment Growth* area, NMCT’s endowment will be included as a component of the Foundation’s endowment. The rationale for this is that management fees charged on NMCT’s endowed funds benefit the Foundation under the operating MOU.

## Team Bios

### **Executive Committee**

Beverly Bendicksen  
President, Sandia Financial Consulting, LLC  
Chair, Board of Trustees

Debbie Harms  
CEO, NAI SunVista  
Member-at-Large of the Executive Committee, Board of Trustees

Steve Maestas  
CEO, Maestas Development Group  
Immediate Past Chair, Board of Trustees

Marcus Mims  
Principal, CliftonLarsonAllen Albuquerque  
Chair Elect & Treasurer, Board of Trustees

José Viramontes  
CEO, MediaDesk  
Secretary, Board of Trustees

## **Management Team**

### **Khia Griffis, Community Impact Director**

Khia joined the Albuquerque Community Foundation team in June 2019 after completing her graduate internship at Con Alma Health Foundation, where she was drawn to the world of grantmaking. Khia earned her Bachelor of Arts in Psychology from UNM and her Master of Social Work from NMHU. Philanthropy & Strategic Grantmaking at Albuquerque Community Foundation have been a welcome application of her passion for improving the lives of others. Khia was born and raised in New Mexico and currently resides in Corrales, while also spending time in the East Mountains with family. In her free time, Khia enjoys playing soccer and running in the Bosque with her dogs, Pepper & Buffy.

### **Marisa Magallanez, Vice President of Strategy & Equity**

Marisa Magallanez joined Albuquerque Community Foundation in early 2019 and currently serves as Vice President for Strategy & Equity. With a background in arts administration, Marisa has over 15 years' experience in agile, resilient and community-centered organizations. She has a strong background in organizational strategy, development, marketing and communications, project and event management and program administration.

Marisa was selected in 2020 as a fellow for Grantmakers for Effective Organizations Change Leaders in Philanthropy fellowship and was recently selected to participate in CF Leads' Executive Leadership Institute.

Marisa holds an MBA with a focus in Policy and Planning from the University of New Mexico. In her free time, she enjoys horseback riding, hot yoga, and spending time with her dog.

### **Juaquín Moya, Vice President of Philanthropic Advising**

Juaquín was the founding Executive Director of Horizons Albuquerque, a nonprofit transformative, tuition-free educational program that serves students from low-income families on the campuses of Bosque School, Manzano Day School, and Sandia Prep School. He brings previous college admission, teaching, and directing experience as the creator of Bosque School's College Counseling program.

A native of New Mexico who attended Corrales Elementary School, Taylor Middle School, and Sandia Prep School before leaving New Mexico to attend and graduate from Wesleyan University, CT, Juaquín is a respected leader in the community. He was a Fellow in the Council on Foundations' Career Pathways Program and in recognition of his outstanding college counseling, he received the Yale Educator of the Year Award. Juaquín was awarded the Albuquerque Business First Diversity Leader Award and selected as one of the 40 Under Forty honorees. He was also selected as a Líderes Fellow with Hispanics in Philanthropy and received the Horizons National Leader of the Year Award. Juaquín serves as a Board of Trustee for New Mexico Community Capital and ProInspire, a national institute that activates equity leadership at all levels.

### **Denise Nava Wyrick, Communications & Marketing Director**

Native New Mexican and home grown in the small town of Silver City, Denise Nava joined the Albuquerque Community Foundation in 2014. Before entering the nonprofit arena professionally, Denise earned her Bachelor of Arts at New Mexico State University. In 2014, she earned her Master of Public Administration in Human Resources and Nonprofit Administration at the University of New Mexico.

In her role as Communications and Marketing Director, Denise brings her expertise in social media marketing, website design, copywriting and digital marketing to the Foundation and has increased the organization's digital presence and engagement with the local community over the last 7 years. Last year, she was also selected as a Líderes Fellow with Hispanics In Philanthropy. When not working or volunteering, Denise dances with the BreakingEven collective and freelances in writing for websites, blogs, and social media campaigns. She can also be found running in her neighborhood with her husband, Drew, and their dogs, Kaiser and Harley.

### **Tiffany Rawls, Finance Director**

Tiffany joins Albuquerque Community Foundation after spending 10 years at the University of New Mexico. During her time at UNM she worked for UNM's Comprehensive Cancer Center, the University Press, and UNM's School of Law. Working for several different areas at UNM provided her with a wide array of accounting responsibilities; from business and fund accounting to grant accounting. Tiffany also comes to us with an MBA focusing in Accounting and Organizational Behavior from UNM's Anderson School of Management.

### **Nick Williams, CFO**

Nick joined Albuquerque Community Foundation in 2016 as Finance Director after work as an audit manager for KPMG for five years. His time at KPMG gave him a strong accounting and internal control background. While at KPMG he specialized in the higher education and state and local government industries.

Nick graduated from Portland State University in 2006 with a Bachelor of Arts in the Social Sciences degree. After earning his degree, Nick worked on organic farms in Maine and Oregon for several years. Nick earned a Post-Baccalaureate Accounting Certificate in 2010 from Portland State University and earned his CPA license in 2012.

In 2020 Nick was elected to the Council on Foundations Community Foundations National Standards Board ("CFNSB"). The CFNSB is responsible for the quality, value, and integrity of compliance with National Standards. Additionally, in 2020 Nick joined the Finance, Administration & Operations Group Board ("FAOG") as the National Standards representative. FAOG is a national membership organization for community foundation staff who work in the areas of finance, administration, and operations.

Nick joined the Board of Directors of the NM Society of CPA's in 2019 and was honored as the NM Society of CPA's Outstanding Member in Corporate Practice in 2019. Nick served as the

Treasurer for the Governing Council of the Cottonwood Classical Preparatory School and led the Finance and Audit committees there. Nick is interested in education, social justice, sustainable agriculture, and environmental issues.

Nick grew up in Raton, NM and moved to Albuquerque in 2010 to begin his accounting career. Nick has two children, Maggie and Mac. Nick married Michelle Becker in 2020 after Michelle moved to New Mexico where she is pursuing a midwifery career.

### **Randy Royster, President & CEO**

Randy is a multi-generation native of Albuquerque, New Mexico. He received his Juris Doctor degree from the University of New Mexico and his Bachelor of Business Administration degree from Eastern New Mexico University.

As President and CEO of the Albuquerque Community Foundation, Randy commenced his career in philanthropy in 2005. Under his leadership, the Foundation's assets under management, average annual contributions and average annual grantmaking have grown exponentially over the first 24 years of the Foundation's existence.

Randy has been instrumental in a number of collaborations including: the Center for Nonprofit Excellence, a partnership between the Foundation and United Way of Central New Mexico focusing on local nonprofit training and capacity building; the New Mexico Collaboration to End Hunger, a layered effort among more than 80 groups from various sectors addressing the acute and on-going needs of hungry New Mexicans; the Office of Philanthropic Outreach, a collaboration between the Foundation, former Lieutenant Governor Diane Denish Office's, Children's Cabinet and WK Kellogg Foundation, dedicated to social innovation and public-private philanthropic partnership; and the New Mexico Coalition of Community Foundations, an on-going work between six key community foundations in the State with a focus on opportunities to positively affect individual communities and the State at large as a group. Most recently, Randy brought the Foundation into Healthy Neighborhoods Albuquerque ("HNA"), a long-term community wealth building initiative developing partnerships and collaborative projects that leverage anchor institutions' capacities to buy local and hire local, as well as promote business development in underinvested neighborhoods. HNA anchor partners include the Foundation, Albuquerque Public Schools, Bernalillo County, Central New Mexico Community College, City of Albuquerque, Presbyterian Healthcare Services and UNM Health Sciences Center.

Randy's work has garnered state, regional, and national attention with his involvement in the work of the Council on Foundations and partnering with foundations such as McCune, Robert Wood Johnson, WK Kellogg and a number of private family foundations.

His current professional, board and community affiliations include the Board of the Council on Foundations and the New Mexico Estate Planning Council. Past affiliations include Community Foundations National Standards Board; Association of Fundraising Professionals; New Mexico Grantmakers; National Committee on Planned Giving; Greater Albuquerque Chamber of

Commerce; and the University of New Mexico Alumni Association Board of Directors, for which he served as Chair.

Prior to joining Albuquerque Community Foundation, Randy's professional New Mexico experience included: Vice President of Lovelace Sandia Health System; Human Resources Director and General Counsel, Wilson & Company Engineers & Architects, Inc.; General Counsel and Director of Human Resources, Jaynes Corporation; and associations with the law firms of Sheehan, Sheehan & Stelzner, P.A. and Miller, Stratvert, Torgerson & Schlenker, P.A.

Randy is married to Maria Griego-Raby, Principal of Contract Associates, Inc. He is the father of four children and grandfather of five.

## Plan Components

The Foundation's work exists in three key areas: *Community Impact, Community Leadership and Endowment Growth*. Our guiding philosophy is that our impact in the community will inspire and catalyze the growth of the endowment.

The objectives in each area below reflect work expected to be completed in 2022. Plan areas will be updated on an annual basis to reflect the completion, progress and evolution of each goal area.

### Community Impact

*It's time to address power and build equity in philanthropy.*

*As grantmakers, we have a responsibility to confront the ways our sector has contributed to systemic inequities, both in the ways wealth is accumulated and in the ways its dissemination is controlled. This history is entrenched in racism, patriarchy, and other forms of oppression, which are at the root of every social issue nonprofits seek to address. As funders, we must recognize how these norms have shaped, informed, and influenced our entire sector—including who is deemed trustworthy, and who is not.*

- [Trust Based Philanthropy Project](#)

Building upon a base of equitable grantmaking strategies and practices, the Foundation will continue to evolve our community impact to deepen equity principles based in trust.

Goal: Further develop grantmaking strategies, outcomes and practices based in equity principles.

#### 2022 Objectives

- Deep evaluation of current grant processes and creation of an action plan for equitable changes
- Involve community in the change process
- Lead process through relationship building and trust
- Adopt unrestricted funding as standard, where applicable.
- Lessen the burden for nonprofits in application and reporting
- Increase accessibility for led-by/serving organizations and historically under-resourced communities
- Support capacity for nonprofit organizations

## Community Leadership

*Community foundations are going all in on community leadership.*

*Building on their unique attributes—including their local relationships, independence, permanence, broad community betterment missions and public charity status—community foundations are stepping up to serve as vital partners, problem-solvers and leaders in the local landscape. This momentum was becoming clear even before the COVID-19 pandemic, global protests against police brutality and calls for racial justice. It has only accelerated since then, with an increasing pace and growing commitment.*

- [CF Leads - Going All In](#)

Through a strategic lens, the Foundation will expand its leadership activities to create aligned impact by leveraging resources, relationships, and influence.

Goal: Continue to move beyond grantmaking and employ all resources available to the Foundation to serve as valuable partners to create positive change, centered in values of diversity, equity & inclusion.

### 2022 Objectives

- Develop process for determining community leadership activities based on mission/values alignment
- Develop an internal policy to fund & engage in advocacy & policy work

## Endowment Growth

*The COVID-19 pandemic, the amplified fight for racial justice, a polarizing political environment and major climate events marked 2020. We are still experiencing the effects of these events in our country and around the world. As many Donor Advised Fund (“DAF”) sponsors report on a fiscal year schedule, this report does not yet show the full DAF response to these events.*

*However, we observe from experience and 15 years of data that DAF donors respond—quickly and generously—in the face of pressing problems.*

- [2021 DAF Report](#)

The Foundation has adopted a five-year plan to grow our endowment to \$200 million to fully fund our operating budget which will increase grantmaking to the community. As of May 31, 2022, DAFs comprise 36% of the endowment.

Goal: Become a self-sustaining organization by 2026, by building the endowment to a minimum of \$200 million.

### 2022 Objectives

- Engage existing donors to grow their fund(s) and/or start a new fund
- Diversify our donor base/new donors
- Grow existing/create new Giving Circles
- Expand our relationships with Professional Advisors
- Create new investment alternatives, including opportunities to engage in Impact Investments, for donors

# Action Plans

# Equitable Grant Making

Further develop grantmaking strategies, outcomes and practices based in equity principles.



**Objective 1**  
Evaluation of Current Grant Processes

**Objective 2**  
Involve Community in Change Process

**Objective 3**  
Lead Process through Relationship Building and Trust

**Objective 4**  
Adopt Unrestricted Funding as Standard, Where Applicable

Tactics / Action Steps	Objective 1	Objective 2	Objective 3	Objective 4
	Tactics	Tactics	Tactics	Tactics
	Committee members will participate in both preliminary review panels and presentation panels of Competitive process	Host grantee cohorts for conversation on process	Community Impact team to spend time in community, listening and engaging	Commit to continue unrestricted funding (no longer a result of COVID)
	Survey nonprofits, both funded and unfunded, for anonymous feedback on our process	Survey nonprofits, both funded and unfunded, for anonymous feedback on our process (same survey previous reference)	Determine ways the Foundation can support organizations beyond the check and commit to that support	Educate donors and other funding partners on the need for unrestricted funding
	Engage Committee members in a facilitated session with the Trust-Based Philanthropy (TBP) Project to examine our current process and understand ways in which we can improve the process for nonprofits	Host (with hired facilitator only) community conversations with nonprofits for feedback on process, trust, relationship.	Act on our commitment to change by incorporating nonprofit feedback into our processes	
Work with Committee on timeline and plan for rebuilding our Competitive process				

Resource Requirements	Objective 1	Objective 2	Objective 3	Objective 4
	Resources	Resources	Resources	Resources
	Request assistance from Marketing and Communication team	Request assistance from Marketing and Communication team	Will require "free" time from Community Impact team to be out-of-office and in community	Will request support from Philanthropic Advising team in donor education
	Work with consultant from TBP	Work with consultant to host conversations and build learning report	Gather this data from Competitive applications	
Will require active engagement from Community Impact Committee		Unsure until we determine what this change will entail		

Monitoring Method	Objective 1	Objective 2	Objective 3	Objective 4
	Monitoring	Monitoring	Monitoring	Monitoring
	100% of Committee members participate in at least 1 panel	Participation from at least 50% of 2022 grantees	Track number of site visits annually	Update number of grantmaking programs that participate in unrestricted grantmaking annually
11 of 12 Committee members participate in this session and process		Track non-grantmaking activities in capacity building (ie: convenings held, trainings offered, etc)	Identify 5-10 donors to cultivate and educate around unrestricted practices through one-on-one conversations and lunch and learns	
		Document changes made to grantmaking processes from year to year		

# Equitable Grant Making Practices

Further develop grantmaking strategies, outcomes and practices based in equity principles.



Objective 5

Objective 6

Objective 7

**Objective 5**  
Lesson Burden for Nonprofits

**Objective 6**  
Increase Accessibility for Led-by/Serving Organizations and Underserved

**Objective 7**  
Support Capacity of Nonprofits

Tactics / Action Steps	Objective 5	Objective 6	Objective 7
	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>
	Continue to examine the use of unnecessary and overly burdensome questions on applications	Utilize dEi survey questions to determine who is and is not receiving support from the Foundation	Fund opportunities for nonprofit leadership develop
	Explore other ways to collect reporting data from nonprofits (verbal report/conversation, Annual Reports, etc.)	Continue relationship building, and shifting power dynamics, so that all communities feel comfortable accessing Foundation staff and resources	Fund opportunities for nonprofit grant writing workshops, development, and growth for nonprofits
Continue to explore funding opportunities, similar to the Tapestry program, that do not require a formal application process, and are developed through conversation and trust	Include dEi survey questions in application evaluation process to ensure support of organizations	Support coalition building in the nonprofit sector through funding, convening, and relationship building	
	Identify donors to engage in supporting key strategic initiatives of our Impact strategy	Identify donors to engage in supporting the Strengthening our Partners Impact Fund	

Objective 5

Objective 6

Objective 7

Resource Requirements	Objective 5	Objective 6	Objective 7
	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>
Incorporate data from surveys and conversations above	Data analysis	Impact Funds, other funds	
Utilize information from DEI United/W.K.Kellogg Foundation grant program; work closely with Strategy & Equity team	Work with Philanthropic Advising team	Work with Philanthropic Advising team	

Objective 5

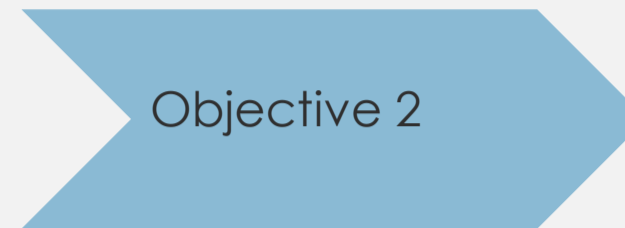
Objective 6

Objective 7

Monitoring Methods	Objective 5	Objective 6	Objective 7
	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>
	On a year to year basis, collect feedback through survey and focus groups from nonprofit organizations on application & reporting process of our grants.	Through an equity audit, establish a benchmark for funding underserved & led by/serving organizations	Track amount of grants dedicated to capacity building
Monitor and implement best practices from national peers.	Develop a percentage target to increase support to these organizations from year to year	Track non-grantmaking activities in capacity building (ie: convenings held, trainings offered, etc)	
	Identify 2-3 donors engage in funding of strategic goals	Identify 2-3 donors engage in funding of Impact funds	

# Community Leadership

Continue to move beyond grantmaking and employ all resources available to the Foundation to serve as valuable partners to create positive change, centered in values of diversity, equity & inclusion.



**Objective 1**  
Evaluation Determining Civic Leadership Activities

**Objective 2**  
Policy to Fund & Engage in Advocacy & Policy Work

Tactics / Action Steps	Objective 1	Objective 2
	<b>Tactics</b>	<b>Tactics</b>
	Engage in community feedback process that encapsulates objectives 1 & 2	Identify workgroup to develop this framework
	Develop rubric for activity assessment & alignment	Workgroup takes Candid Community Leadership Survey
Assess all current Community Leadership Activities through this rubric	Research best practices & samples	
	Create first draft of internal policy	
	Present draft of Policy to the following committees for review: dEi, Community Impact, Audit & Risk Management, Executive	

Resource Requirements	Objective 1	Objective 2
	<b>Resources</b>	<b>Resources</b>
Work with consultant, integrate with other community feedback needs	None, outside of staff & committee time	

Monitoring Method	Objective 1	Objective 2
	<b>Monitoring</b>	<b>Monitoring</b>
Combine with other community engagement needs of strategic plan, executed by 3rd party	Recommendation by Management Team to Executive Committee	
Review alignment outcomes based on Community Leadership evaluation - adjust initiatives accordingly	Marisa to oversee, work with committee liaisons to schedule	

# Endowment Growth

Diversify our donor base and connect with new donors



**Objective 1**  
One-on-One Focused Group Conversations

**Objective 2**  
Engage Current Donors who are People Of Color (POC)

**Objective 3**  
Engage POC Community Leaders/Organizations

**Objective 4**  
Highlight POC Specific Giving Opportunities

Tactics / Action Steps	Objective 1	Objective 2	Objective 3	Objective 4
	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>
	Focus group conversations (i.e., Black Women's Caucus, Hispano Chamber, LGBTQ+ Chamber, Gay Men's Chorus, etc.)	Survey donors	Map list of current and potential diverse philanthropists (who's there and who are we missing)	Elevate to give reasons for people to contribute, and engage with cause for donors to give to
		Demographic data collection	Outreach to trusted partners	Consider using our advertising to launch Organization Designated Funds
			Get recommendations for organizational action steps from leaders	
			Implement action steps	

Resource Requirements	Objective 1	Objective 2	Objective 3	Objective 4
	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>
	List from United Way and Hispano Chamber	Experienced researcher to run survey	Organizational action steps must come first to build trust before POC communities will buy in	Community Impact

Monitoring Method	Objective 1	Objective 2	Objective 3	Objective 4
	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>
	Community Suite - monitor and track through list of current donors	Community Suite - tracked through donor demographics	Obtain concrete list of recommendations & implement at least 50%	Equity Audit - track areas of giving by donor demographics

# Endowment Growth

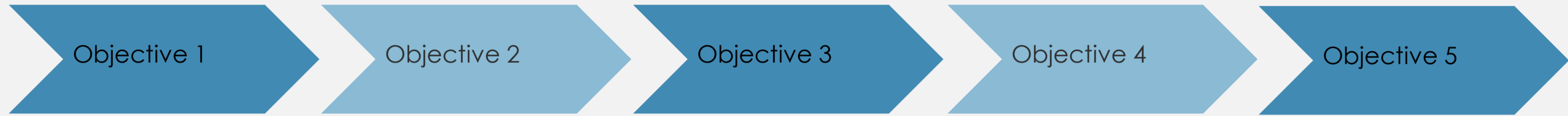
Engage existing donors to grow their fund(s) and/or start a new fund



	Objective 1 Engagement & Stewardship	Objective 2 Regular Communication with Donors	Objective 3 Home Visits and "Friend" Raisers	Objective 4 Develop Communication Regarding Development Plan
<b>Tactics / Action Steps</b>	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>
	Continue to build acknowledgement plans & processes	Phone calls and letters	Identify Key donors to host home events	Strategy Meeting w/ Marketing
	Each donor receives personal connection through phone call check ins and/or personal letter (how many would this be? include the number in my presentation and the average per staff)	Regular touch points that will set us apart	Dates and Communication Schedule	Draft Language & Communication Plan
	Establish Lunch & Learn calendar & topics	Prioritize donors based on various factors	List of donors to host and friends to invite	
	Establish Speaker Series calendar and speakers.		Logistics - caterer, staffing, parking, invitations	
	100% of donors to receive personal contact & invitations to key engagement events		List of event targets & individual strategies	
With Community Impact, identify donors to participate in the Foundations strategic grantmaking efforts, particularly in key initiatives and Impact Funds (Strengthening our Partners)		Develop supplemental materials for event (handouts, info collection forms)		
	<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>
<b>Resource Requirements</b>	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>
	Data collection	Organizational time & capacity for database maintenance and upkeep	Host 2 events, with ratio of 60/40 new & current donors (focused on summer and outdoor events)	Marketing & Communications/Philanthropic Advising Team Time
	Philanthropic Advising for management & engagement/stewardship time.			
	<b>Objective 1</b>	<b>Objective 2</b>	<b>Objective 3</b>	<b>Objective 4</b>
<b>Monitoring Method</b>	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>
	Community Suite - logging and tracking correspondence or calls, assignments to various staff	Community Suite - logging and tracking correspondence or calls, assignments to various staff	Community Suite - tracking guest lists and RSVP status	Have completed language and communicate to donors
	Community Suite - tracking guest lists and RSVP status			
	See Community Impact Goal 2, Objectives 6 & 7 for monitoring			

# Endowment Growth

Grow existing and create new Giving Circles



**Objective 1**  
Obtain Full Membership and Continue Growth

**Objective 2**  
Add New Giving Circle

**Objective 3**  
Formally Present Donor Advised Funds to Giving Circles

**Objective 4**  
Establish two Donor Advised Funds to Giving Circles

**Objective 5**  
Empower Leadership of Giving Circles

Tactics / Action Steps	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>	<b>Tactics</b>
	Work with each leadership group to develop membership plan	Research giving circles in our community	Create presentation on Donor Advised Funds (DAF) for SGC	Identify potential donor targets from each giving circle	Map Leadership Potential of Current Giving Circles
	Run membership initiative for each group [meeting for Maggie's Giving Circle (MGC), event for Social Giving Club (SCG), and possibly for Future Fund (FF)]	Identify one target community for giving circle	Circle Specific Endowment Plan (DAFs for FF, Heritage funds for SGC & MGC)	Create presentation on DAF for Giving Circles (FF, SGC, and Maggie's)	Ask Circle Leadership to have 4-5 personal meetings each year
	Future Fund Membership Initiative - based on 25th Anniversary with branding	Meet with key partners and initiate silent phase (BIPOC Leaders and underrepresented communities)		Identify targets for individual conversations	
	Seek feedback on initiatives and see what worked/didn't work	Build Circle funding to base level			
Create 2023 plan based on feedback	Initiate announcement and publicity for circle				

Resource Requirements	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>	<b>Resources</b>
Additional funding for membership initiatives	Staff Time	Staff Time	Staff Time	Staff Time	Staff Time

Monitoring Method	Objective 1	Objective 2	Objective 3	Objective 4	Objective 5
	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>	<b>Monitoring</b>
Membership plans ready by May 2022	Establish new giving circle by the end of 2022	Monitor communications with Giving Circle members on DAF engagement in Community Suite	All new/prospective donors engaged in Giving Circles as part of introduction to ACF.	Engage with leadership of Giving Circles 3-6 times a year, including succession planning	
Report on membership numbers by August 2022					

# Endowment Growth

Expand our relationships with Professional Advisors



<b>Objective 1</b> Map Current and Future Professional Advisor Engagement	<b>Objective 2</b> Prioritize Professional Advisors Whose Clients Became Donors	<b>Objective 3</b> Prioritize Sectors	<b>Objective 4</b> Broaden Sector by Adding 2-3 Per Year
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	Objective 1	Objective 2	Objective 3	Objective 4
Tasks / Action Steps	Tactics	Tactics	Tactics	Tactics
	Strategy for engagement	Identify list of priority PAs	Strategy for who to engage first, CPA, estate attorneys, professional advisors, investment advisors, life insurance professionals, etc.	Engage new PA who have never referred a client to ACF
	Develop Professional Advisor (PA) specific handouts and materials	Do site visits to priority PAs	Conversations about the short and long term plan for engagement	Connect with Trustees, key donors and friends of the Foundation for referrals.
	Seek referrals for next generation advisors from current and past ACF Trustees	Ask to speak at 2023 EPC		

	Objective 1	Objective 2	Objective 3	Objective 4
Resource Requirements	Resources	Resources	Resources	Resources
	Design and content elements for handouts	Need food/gifts for site visits	Staff Time	Staff Time

	Objective 1	Objective 2	Objective 3	Objective 4
Monitoring Method	Monitoring	Monitoring	Monitoring	Monitoring
	Have PA specific materials ready for use by Summer 2022	Do 10 site visits by September 2022	Create calendar to track timeline for sector engagement	Track introductions to new professional advisors, including engagements and referrals (Community Suite)

# Endowment Growth

Expand our relationships with Professional Advisors



**Objective 5**  
Engage with Professional Advisors from Our Trustees

**Objective 6**  
Professional Advisor Today Newsletter

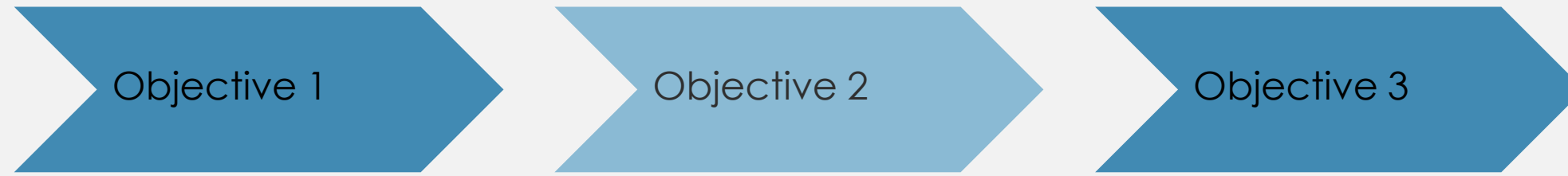
Tactics / Action Steps	Objective 5	Objective 6
	Tactics	Tactics
	Prioritize list based on prior contact and sector	Quarterly communication (note from Randy, email, phone call, etc.)
	Ask trustees for introduction meetings for high priority group	Build out email list with interested PAs
		Highlight priority PAs with a content piece in the newsletter
		Acknowledge referrals in running piece

Resource Requirements	Objective 5	Objective 6
	Resources	Resources
	General Staff Time	Marketing & Communications/Philanthropic Advising Team Time

Monitoring Method	Objective 5	Objective 6
	Monitoring	Monitoring
	Send out 2 PA Todays in 2022	Meet with all of priority group by August 2022
	Add 20 PAs to email list	
	Have one local-specific content piece in each newsletter	

# Endowment Growth

Create new investment alternatives, including Impact Investments from existing donors



**Objective 1**  
Give Donors Options (Socially, Environmentally, Local, etc.)

**Objective 2**  
Engage donors in Impact Investments

**Objective 3**  
Investment Education for Donors

Tactics / Action Steps	Objective 1	Objective 2	Objective 3
	Tactics	Tactics	Tactics
	Conversation with Finance team on possibility and options	Develop a process and structure for donors to engage in Impact Investments	Have one Lunch & Learn focused on investment choices for philanthropy
	Create Options piece/handout for donors	Highlight existing Impact Investment funds for donors to contribute to, according to popular interests	Collect information for donors interested in exploring investment options
	Advertise new option offering		Follow up with phone call and meeting
	RFP for this summer for investment consultant		

Resource Requirements	Objective 1	Objective 2	Objective 3
	Resources	Resources	Resources
	Done in collaboration with the Finance team and Investment Committee	Done in collaboration with Finance Team & Impact Investment committee	Donor development/relations budget

Monitoring Method	Objective 1	Objective 2	Objective 3
	Monitoring	Monitoring	Monitoring
	By the end of 2022, understand process for adding ESG investment options & develop timeline for execution	Document procedure for engaging donors	Initial investment education strategy complete by end of 2022 - goal to have 15 donors participate in programming
		Pilot engagement process with 1-2 prospective donors	

## Evaluation & Progress

The strategic plan is envisioned to be a living document guiding the direction of the Foundation over the next five years. As such, progress will be evaluated on an ongoing basis as described below:

*Plan Objectives & Tactics* – updated annually in conjunction with the Foundation’s team goal structure by September 30.

*Endowment Growth* – evaluated bi-annually in June and December with Foundation’s budget cycle.

## Succession Plan & Professional Development

### Succession Plan

With the announced retirement of the Foundation’s President and CEO in December 2026, succession planning for the Foundation is more important than ever. With this in mind, the Foundation’s Executive Committee and Management Team will develop a formal succession plan. This plan will not identify a successor President and CEO, but will identify the experience, knowledge, skills and abilities needed to perform the various key roles at the Foundation. Additionally, the plan will outline how the Foundation can effectively prepare its employees to perform these functions. The goal of this work is to ensure the Foundation has a robust and deep leadership team that is prepared to respond quickly to unforeseen changes, as well as plan for known changes in leadership. The succession plan will also address board development and leadership to ensure strong continuity during the CEO transition into the first several years of the new CEO’s tenure.

A draft succession plan will be adopted by the Board of Trustees by the first quarter of 2023.

### Professional Development

The Foundation’s staff is critical to the success of the organization and this strategic plan. As the Foundation prepares for the retirement of its President and CEO, it will be a key priority for the organization to invest in recruitment, development and retention of staff. This will be reflected in financial planning over the duration of this plan.

Key goals include:

- Invest in the professional development of all staff members with a focus on management and leadership training, skill development, mentoring, greater inclusion in decision-making, defined career paths (ladders) and merit-based incentives, including compensation.
- Ensure that continued learning around diversity, equity and inclusion is a core value, and opportunities for ongoing learning are available to all staff.

## Final Comments by CEO

As I celebrate my 17-year tenure at the helm of Albuquerque Community Foundation, I reflect on a career that has helped to establish and grow a community treasure.

And five years—the timeline of this strategic plan—is merely a blip in ACF’s trajectory. And yet, it’s a crucial moment: Through the lens of an organization for which the timeline is perpetuity, 17 years is a thumbprint on the long arc of service this organization will provide to the community. We have survived the pandemic, emerging with a new sense of clarity. We have re-examined some of our basic tenets and programs, a process of growth that has pushed Albuquerque Community Foundation toward becoming a more equitable, engaged, and responsive organization.

Through this five-year strategic plan, our commitment to perpetuity is underscored through action. The goal is to become self-sustaining, while delivering on core values. We plan to stretch beyond those values to deepen our relationships with our partners and our communities. We continue to learn about and respond to the needs of nonprofits, donors and funders - how they intersect and how we can improve on those relationships. It is no small mission, but one that we commit to wholeheartedly.

As my tenure draws to a close over the next 4 plus years, I know the journey continues in the hands—and hearts—of our Board of Trustees, Staff and supporters. Albuquerque Community Foundation’s next generation of leadership has both the skills and perspective to continue our mission, and to improve on it in an exciting and purposeful way.

My greatest legacy is the future of this organization. We have stepped into the next five years with purpose, a bold vision and commitment to serving this community.

With Gratitude,

Randy

# Appendix A

## Albuquerque Community Foundation Endowment Projection

**Goal:** To model the growth of the Foundation's endowment over five years to a point where management fees from the endowment cover 100% of the Foundation's operating expense

### Assumptions

Endowment Balance as of 5/31/22	\$ 131,673,968	2022 Operating Expense	\$ 2,012,207
Avg. Investment Return	8.06%	Expense Growth	4.50%
Estimated fee	1.28%	Administrative Endowment Annual Distribution Growth	2.98%
Grant Rate	4.54%		

	Investment	Contributions	Extra Ordinary	Additional	Management	Endowment	Operating	Administrative	Operating		
	Return	Contributions	Gifts	Contributions	Fees	Balance	Expense	Endowment	Revenue		
				Needed	Distribution			Annual	Needed to		
								Distribution	Raise		
Year 1	2022	\$ -	\$ 2,425,723	\$ 1,373,853	\$ 6,000,000	\$ (3,490,336)	\$ (1,691,695)	\$ 136,291,513	\$ 2,012,207	\$ (41,173)	\$ 279,339
Year 2	2023	\$ 10,985,096	\$ 4,158,382	\$ 2,355,176	\$ 6,000,000	\$ (6,193,260)	\$ (1,751,019)	\$ 151,845,889	\$ 2,102,756	\$ (42,400)	\$ 309,337
Year 3	2024	\$ 12,238,779	\$ 4,158,382	\$ 2,355,176	\$ 6,000,000	\$ (6,900,070)	\$ (1,950,855)	\$ 167,747,301	\$ 2,197,380	\$ (43,663)	\$ 202,862
Year 4	2025	\$ 13,520,432	\$ 4,158,382	\$ 2,355,176	\$ 6,000,000	\$ (7,622,651)	\$ (2,155,150)	\$ 184,003,490	\$ 2,296,262	\$ (44,965)	\$ 96,147
Year 5	2026	\$ 14,830,681	\$ 4,158,382	\$ 2,355,176	\$ 6,000,000	\$ (8,361,352)	\$ (2,364,003)	\$ 200,622,374	\$ 2,399,594	\$ (46,305)	\$ (10,714)

### Assumptions

- The endowment balance is an estimate of the endowment as of May 31, 2022.
- The assumed annual investment return is the endowment's 10 year net of fees return as of May 31, 2022.
- The assumed contribution rate is the average donations, under \$1,000,000, to endowed funds to the Foundation for the past five years (2017-2021).
- The assumed extra ordinary gifts is the average value of gifts over \$1,000,000 to endowed funds to the Foundation for the past five years (2017-2021).
- **Additional contributions needed is an estimate to show the additional contributions needed to reach our goal. This projection shows these needed contributions spread evenly each year but cumulatively represents a total of \$30 million of additional contributions needed.**
- The assumed distribution rate is the average distributions from endowed funds as a percentage of the previous year's endowment for the past five years (2017-2021).
- The assumed management fee is based on the average fees charged to the endowment as a percentage of the previous year's endowment for the past five years (2017-2021).
- The endowment balance is an equation (the previous year fund balance + the investment return + contributions + extra ordinary gifts + additional contributions needed – distributions – fees).
- The operating expense for 2022 is the approved budgeted amount. This increases at an assumed rate of 4.5% per year.
- The assumed rate of growth for the administrative endowment annual distribution is the average increase of this amount over the past five years (2017-2021).
- The operating revenue needed to raise is calculated by subtracting the fee revenue and administrative endowment annual distribution from the calculated operating expense.