

Dear Board of Trustees,

In September 2022, staff at ACF engaged in our first Mission, Vision and Values session with SolFire consulting. The Values were presented and approved at the 2022 Q3 Board of Trustees meeting, and the Vision was presented and approved at the 2022 Q4 Board of Trustees meeting. We are now proud to present an updated Mission for your review on the following page.

In ACF's 42 year history, the Mission has not changed: *to build, invest and manage endowment funds to enhance the quality of our community through informed strategic grantmaking.*

However, the organization has changed a great deal. In addition to new programs, grantmaking, and Field of Interest, ACF is undergoing a strategic plan and is grappling with what the concepts of trust-based philanthropy and diversity, Equity, and inclusion mean for our organization and community.

As we worked through the Mission, we felt it was important that the mission statement reflect our work as a partner in the community and the ways our role stretches beyond financial management and grantmaking. In recent years, the Foundation has leaned heavily into our role as a connector and convener, and the phrase 'mobilizing resources' is intended to reflect work such as the Emergency Action Fund, DEI United Collaborative, Impact Investment program and more.

However, Staff felt strongly that the Mission should also acknowledge ACF's role to support our community in perpetuity, which you see reflected in the phrase 'stewarding resources.' We wanted to include the importance of the longevity of our work and our role in protecting and growing assets for our community.

ACF strives to be "the community's foundation" in many ways. As part of that, we want to lift up our community and acknowledge the rich culture, legacy, and history of work in our city as we simultaneously acknowledge those that have been underserved in the past. That's why we replaced 'enhance the quality of our community' with 'create equitable opportunity for all'.

Through the Mission, Vision, and Values conversations, Staff discussed the importance of reviewing and/or developing the following complementary items to ensure that we have shared enough context to support the launch of this new way to describe ACF:

- Being more clear around the four county area we serve throughout all our communications

- Publishing definitions around key terms to help develop shared language and clarity about what we mean (ie Equity, Community, etc)
- Developing and publishing statements around what we believe Equity means for our organization, how we define it, and how we plan to include Equity in our work
- Examples of how we strive to achieve our Vision
- Eventually, tying our metrics and key performance indicators to the vision we strive for
- Bringing in the voices of our diverse stakeholders - donors, Trustees, nonprofits, philanthropy peers, and more - to assess different perspectives on our Values and Vision.

Together, Staff is proud to share our work - we feel it captures both our legacy and our future, and the spirit of leadership with which we hope to approach our position in the community.

With a deep spirit of hopefulness and unity,
The Staff of Albuquerque Community Foundation

Mission

Our Mission Is to serve our community¹ by mobilizing and stewarding resources² to create equitable opportunity for all³.

¹ “To serve our community” - We intentionally placed service to the community as the first component, signaling that the most critical thing we are here to do is serve the community.

² “Mobilizing and stewarding” - We felt the need to acknowledge that ACF is an organization designed to work in perpetuity. To us, these two words embody the way that we view our resources - as something to be put into action for the benefit of our community, and as something that we safeguard to ensure the stability and long-term health of our community.

³ “Equitable opportunity” - We know that everyone has a different definition of equity. We also acknowledge that throughout history, there have been entities that claim to be part of a strong community, yet there is not equity present. We intend to communicate A) how we currently conceive of and define equity; B) that we don't have all the answers and are not dictating or imposing our definition on others, and C) that the definition of equity changes as we learn. Currently, we feel that equity is the best word to represent the justice and human rights aspects of the future that we are dreaming of and working toward.

Vision⁴

A strong community⁵...

- Has a foundation built by and for all people, that works as a partner, ally, and catalyst for a better future
- Works toward equity, justice, and healing⁶ by addressing systems of oppression and harm
- Provides high quality educational opportunities without debt or barrier
- Gives everyone access to healthcare, affordable housing, secure & healthy food sources, and safe neighborhoods
- Has a rich, well-preserved history and an environmentally sustainable future
- Creates economic opportunities for all and ensures long-term economic prosperity
- Nurtures artistic and cultural development while sharing learning opportunities with all
- Builds a sense of belonging and helps all people achieve their personal definition of success

This is the future we want to build.⁷

⁴ We felt strongly the vision was aspirational, and aligned to the broad areas that we work -- notice the alignment to our Fields of Interest. We also hope that in the future, we can tie goals and key performance indicators to this vision.

⁵ "Community" - We continue to have deep discussions about the word "community". You will notice that we do not define community in this document, nor do we set out who is included/excluded. We think it is virtually impossible to put into writing all the diverse and myriad identities that make up our ACF family. We also are grappling with the preceding word - "the" community often feels too impersonal. However, "our" community runs the risk of implying that we have an element of possession over the community. Currently, we are using "our community" as general best practice, but want to name all of the thought and learning behind that.

⁶ "Equity, justice, and healing" - We think it is important to be explicit about equity as it specifically pertains to racial justice, and we think it is important to name communities that have been historically underresourced and marginalized. However, we have decided not to include that specific language in this work because we hope our M/V/V will be "evergreen" and adaptable to changing times, expectations, and vocabulary. We do plan to explicitly address race and communities that experience systemic marginalization in our supplemental materials. We have faith that the ACF community of the future will have the trust, integrity, and accountability to reassess our equity statements and ensure that they are what is most needed by our community at the time.

⁷ We originally included geographic language here (i.e. "this is the future we want to build for the four-county ABQ area) in an attempt to define our service area. Any attempt to define the area led to questions about who was being excluded. We felt that defining our area in a more broad sense, such as the state of New Mexico, was not accurate to our priorities and the main work that we do. For now, we've settled on not using a place or group definition here, as we intend to set that out more clearly in supplemental materials.

Values

We Value Trust and we work to build relationships based in authenticity, actionable change, adaptability, and cultural humility.

We Value Equity and we will address ongoing injustice and work to change systems of oppression and harm.

We Value Integrity and we commit to providing high quality service with humility and respect.

We Value Accountability and we will be responsible for and transparent in all the ways we learn, strive⁸, and adapt in our journey toward becoming our community's foundation⁹¹⁰.

⁸ "Strive" - We chose this word carefully to represent the sentiment that we intend to be accountable, responsible, and transparent even when we might fumble or get things wrong. It's not possible for an organization to be perfect, and we intend to be accountable through both the highs and lows of philanthropy.

⁹ "Community's foundation" - This phrase is important to include - we developed it during the 40th anniversary, and like that it places stresses that ACF belongs to the community.

¹⁰ We recognize that our Value statements are broad. We think there is ample room for us to still communicate how these values specifically apply to and are represented in our work. We want these Values to be aspirational for ACF and therefore, have developed them as sweeping statements that are applicable to all our departments and in all of our conversations.