



ALBUQUERQUE
COMMUNITY
FOUNDATION

Board of Trustees Meeting Minutes
2024 Q2 Spring Forum
Tuesday, April 2, 2024
8:00AM - 4:00PM
Zoom | CNM Workforce Solutions

TRUSTEES PRESENT:

José Viramontes, Chair
Emily Allen, Chair-Elect
Debbie Harms, Treasurer
Lori Waldon, Secretary
Marcus Mims, Past Chair
Emily Allen
Bob Bowman
Brian Colón
Michelle Dearholt
Sanjay Engineer
Monique Fragua
Paul Mondragón
Becky Teague
Sara Traub
Esther Villas-Wingfield
Tom Daulton
Rebecca Harrington

STAFF PRESENT:

Randy Royster, President & CEO
Nick Williams, Chief Financial Officer
Marisa Magallanez, Chief Operating Officer
Denise Nava Wyrick, Marketing & Development Director
Khia Griffis, Community Impact Director
Celia Yapita, Community Leadership & Learning Director
Tiffany Rawls, Finance Director
Letisha Spencer, Grants Senior Associate
Dominic Garcia, Scholarship & Grants Senior Associate
Danielle Griego, Governance & dEi Senior Associate
Julie Aragon, Executive Assistant
Liana Schmader, Housing Stability Project Manager
Sam Bicknell-Hernandez, Marketing & Development Associate

GUESTS PRESENT:

Amanda Marquez, Future Fund
Pam Hurd-Knief, Guest
Walter Stern, Guest

TRUSTEES ABSENT:

Dr. Abinash Achrekar
Arellana Barela Levenson
Anne Sapon
Charlotte Schoenmann
Jason Galloway

I. Call to Order, Welcome, Consent Agenda (Action)

Mr. Viramontes called the meeting to order at 8:06 a.m.

Ms. Yapita read a land acknowledgement.

Minutes, Committee Reports, and other materials were distributed to Trustees prior to the meeting.

The April 2, 2024 Consent Agenda included the following items:

- February 13, 2024 Meeting Minutes
- December 31, 2023 Financial Statements
- December 31, 2023 Investment Report
- Risk Management Charter
- Approval of Grants

On motion by Mr. Colón and seconded by Mr. Mondragon, the Consent Agenda was unanimously approved.

Committee updates and other information were also included for the Board:

- Community Impact – no report, included in agenda
- dEi
- Finance – no report, included in consent agenda
- Governance: no report, included in agenda
- Investment
- Impact Investment
- Philanthropic Advising/Advancement – no report, included in agenda
- Risk Management
- Executive Committee
- NMCT Update
- Strategic Plan Objective Updates
- GGG Update

“Vamos Juntos” (Information)

Hakim Bellamy recited a poem, *Vamos Juntos*, (Let’s Go Together).

II. Strategic Plan: Organizational Sustainability/Endowment Growth Update (Information, Discussion, Action)

Mr. Viramontes reminded everyone of the main activities of the Albuquerque Community Foundation.

- Administer a permanent endowment to support the community in perpetuity
- Connect donors with the causes they care about
- Make informed, strategic grants to nonprofits
- Manage grant programs for community partners
- Administer scholarships
- Support Giving Circles
- Manage an Impact Investment portfolio
- Convene, connect, collaborate
- Seek ways to provide nonprofits with support beyond the check

Mr. Viramontes shared the special initiatives AFC is currently working on. Next, the Board and staff were asked to vote separately on how they would prioritize the initiatives. The results showed:

Board Ranking	Staff Ranking
1) Donor Engagement/Responsiveness	1) Values Aligned Policy Roll Out
2) Organizational Sustainability	2) Donor Engagement/Responsiveness
3) Values Aligned Policy Roll Out	3) Organizational Sustainability
4) Strategic Plan Progression in General	4) Succession Planning
5) Endowment Growth & Feasibility Plan	5) NM Community Trust Direction
6) Succession Planning	6) Strategic Plan Progression in General
7) NM Community Trust Direction	7) Endowment Growth & Feasibility Plan

The group had a discussion on the results, noting that the top three initiatives were the same for both the Board and staff. Also discussed was how the Board can play a role in helping with these initiatives without being intrusive, needing more clarity on what the Board's role is and having Staff feel comfortable with the Board's role.

Mr. Viramontes reminded the group that the strategic plan identified organizational sustainability as a key objective and explained the rationale behind projected amount of \$200 million, which would create enough management fees from the endowment to support the operating budget. Mr. Viramontes reminded the group that last fall, the Board approved an adjustment to that strategic plan goal to include fee for service revenue streams as a path for organizational sustainability.

Since the last meeting in February 2024, we developed a draft endowment growth plan, including a feasibility study. Ms. Hurd-Knief, past Trustee, and Special Advisor to the endowment growth plan, commented that a feasibility study is normally done for big campaigns similar to ours, and expressed how pleased she was that a feasibility study was being recommended to more deeply understand the capacity of our community to reach this goal, along with the perceptions of the community foundation.

Mr. Viramontes continued by saying the Foundation issued an RFP for the feasibility study, but only received one response and this left us wondering whether we should work towards our objective, or should we pause and revisit our timeline and our schedule to see if there is an opportunity to have another respondent. We also received some donor feedback about communications and the importance of engagement along the journey. A consensus was reached by the Finance Committee, the Advancement Committee, and the Executive Committee that the Foundation should adjust its timeline for the endowment growth plan, noting that while endowment growth is still a goal, we need to insert a new step in the process before the feasibility study is initiated. Additionally, the strategic plan goal of organizational sustainability is still in place. This pre-work phase would begin now, and last at least 6-9 months, if not longer, to work on donor engagement piece of our work and to build our own internal capacity to help implement the strategic plan objective. Ms. Magallanez reiterated that while we are talking about putting a pause on the campaign for the additional funds, the Development team is continuing to work hard on bringing in new funds. She continued by saying we learned that the feasibility study would cost an estimated 8% to 12% of the campaign goal, which for the Foundation's \$14 million campaign goal, would cost an estimated \$900,000 to \$1.2 million.

Mr. Daulton continued by saying that we have budgeted a deficit in 2024 of \$192,000. We had \$18,000 in that budget for the feasibility study. Unfortunately, it came back close to \$100,000, with one respondent. Mr. Daulton felt we need to be aware that the entire campaign cost could be spent in the first two years, noting that it could take longer for contributions to come in.

Ms. Magallanez stated that Staff will establish a timeline that considers sufficient time for organizational preparedness and improvements in donor responsiveness, as well as creating more time for a better response to the RFP.

III. Values Aligned Policy (Information, Discussion, Action)

Ms. Magallanez transitioned to the Values Aligned Policy item. Mr. Stern gave the history of how this journey began. Following discussions at the March and September 2023 Forums, the dEi Committee, in conjunction with input from other ACF Committees, had undertaken work to align key Foundation policies with ACF's recently revised Mission, Vision and Values. The work focused specifically on revisions to our existing Gift Acceptance and Grant Distribution Policies and Fund Agreements to align with our recently adopted changes to the Mission, Values and Vision statements; a free-standing Anti-Hate Policy Statement and modernizing portions of these policies. In addition, we also sought to learn from the experience and work of other Community Foundations, the Council of Foundations, and other similar philanthropic and philanthropic-support organizations who are working (or have worked) on these same issues.

Ms. Hurd-Knief commented that this puts teeth behind what we are doing, and it means we are "walking the walk" referring to our commitment to dEi. Mr. Bowman, chair of the Advancement Committee and Ms. Allen, chair of the Community Impact Committee also gave background from their committee perspectives.

Ms. Magallanez led a co-creation activity around Donor Engagement.

On motion by the Advancement Committee, the Gift Acceptance Policy was unanimously approved.

On motion by the Community Impact Committee, the Grant Distribution Policy was unanimously approved.

IV. Governance Committee (Information, Discussion, Action)

Ms. Magallanez provided an update and background on prospective Trustee, Ms. Meriah Heredia-Griego. Ms. Heredia-Griego is a partner of Levado, LLC, which is contracted by New Mexico Community Trust (NMCT).

Ms. Sapon provided a recap of the Risk Management Committee discussion on an identified conflict of interest for Ms. Heredia-Griego and how the Committee feels it can work around that conflict of interest by disclosing the conflict and adding certain remediations.

On motion by the Governance Committee, Ms. Heredia-Griego's nomination to the Albuquerque Community Foundation's Board of Trustees was approved.

Ms. Magallanez continued with the Extraordinary Distribution Request. In a letter from Catholic Charities, Ms. Dolores Nuñez, CEO, shared the Catholic Charities Santa Fe immigration office incurred a water line break that required major repairs more than \$22,000. The work to fix the leak required the parking lot to be dug up and repaved. The parking lot repair is estimated at approximately \$23,000. Ms. Nuñez requested an extraordinary distribution of \$45,000 to cover the cost of expenses for the water leak and parking lot repairs.

In reviewing the distribution history of the organizational fund and the two other donor designated funds Catholic Charities is the beneficiary of, Staff calculated that deferred distributions since 2020 total over \$79,000, well exceeding the \$45,000 distribution request.

On motion by the Governance Committee, the Board of Trustees will use its variance power to approve the extraordinary distribution request from the Catholic Charities funded through the deferred distributions from the organizational endowment, Catholic Charities Human Services Fund, and the two donor designated funds, the Ann C. Lucero Endowment for Catholic Charities and the Wilhelmina Neat Coe, Peace Foundation '57 Fund for Catholic Charities of NM. The motion passed unanimously.

V. Impact Funds (Information, Discussion, Action)

Ms. Griffis presented on the 2024 Impact Funds strategy, noting in particular that the a portion of the Impact Funds will be used to support capacity building for nonprofits as there is a huge need for nonprofits to receive support in areas like grant writing, fundraising, and board development. This strategy was developed directly from feedback from nonprofits and capacity building initiatives.

On motion by Ms. Traub, and second by Paul Mondragon, the Impact Fund Strategy recommendations were unanimously approved.

VI. Learning from our Peers: Community Foundation for Greater Buffalo (CFGB)

Ms. Magallanez gave a summary of the afternoon agenda which included CFGB/ACF Committee learning activities for the Board of Trustees and Staff members.

- Cara Matteliano, Senior Director of Policy & Strategy
Celia Yapita, Community Leadership & Learning Director
Topic: Public Policy & Advocacy Learnings
- Betsy Costantine, CEO & President, CFGB
Emily Allen, ACF Community Impact Committee Chair
Bob Bowman, ACF Advancement Committee Chair
Topic: Impact Catalyzes Assets
- Betsy Costantine, Steve Finch, Board Vice-Chair, Marsha Koelmel, CPCC, Co-President, Catapult Executive Consulting
Topic: Preparing for Succession

VII. Other Business, Closing Remarks & Adjournment

Mr. Viramontes thanked the Board and Staff for their time and effort.

The meeting was adjourned at 4:08 pm.

Lori Waldon, Secretary

Date