



Strategic Plan Addendum: 2024 Progress Updates

As of June 5, 2024

Community Impact

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

2024 Objectives

- Build upon Trust-Based Philanthropy (TBP) practices across all grant programs.
 - **Updates as of 2/7/24**
 - Incorporating TBP practice of multi-year funding through Google/Rovio grant program.
 - Planning a TBP Lunch & Learn for granting partners on TBP Principles (eg. Sandia Foundation, NMOGA, etc.).
 - **Updates as of 3/27/24**
 - Working with the Social Giving Club to further incorporate TBP Principles into their Grant Night.
 - **Updates as of 6/5/24**
 - Hosted Community Cruise and PEEP events back-to-back to support attendance at both events by key stakeholders.
 - Greatly reduced burden on applicants through the Hancock Family grant program.
- Expand strategy around Impact funds to include: Strengthening our Partners (capacity building, sharing expertise & best practices) Community Power Building and dEi Knowledge Building.
 - **Updates as of 2/7/24**
 - Supporting nonprofit attendance at Groundworks Conference, a social-sector conference.
 - Contracting with the Grant Plant to host 3-day intensive grant-writing training for nonprofits.
 - Continue Trustee volunteer program in developing financial capacity for nonprofits.
 - **Updates as of 3/27/24**
 - Partnering with The Anderson Foundation to provide greater support at the grant-writing training, as well as the UNM Evaluations Lab and other proposed projects to support capacity building for nonprofits.
 - **Updates as of 6/5/24**
 - Ongoing conversations with nonprofits and funders on loan funding to support government grants.



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- Re-evaluate the existing strategic grantmaking framework through a community-informed process.
 - **Updates as of 2/7/24**
 - Will begin discussions and re-evaluation in Q3 & Q4.
 - **Updates as of 3/27/24**
 - No progress update at this time. The Q3 & Q4 timeline is still in place for initiating this process.
 - **Updates as of 6/5/24**
 - No progress update at this time. The Q3 & Q4 timeline is still in place for initiating this process.
- Build upon Values-Aligned Philanthropy work.
 - **Updates as of 2/7/24**
 - Draft policy updates in-progress to include VAP and Anti-Hate Language. Will be presented to the Board in the April 2nd meeting.
 - **Updates as of 3/27/24**
 - Grantmaking Policy updates have been approved by the Community Impact Committee and will move to the Board on April 2.
 - **Updates as of 6/5/24**
 - Values-Aligned policy updates approved by the Board of Trustees on April 2.
 - In planning stages for a Values-Aligned Philanthropy open house to support understanding and awareness for the community.
- Expand cross-departmental collaboration to increase funding toward key impact areas.
 - **Updates as of 2/7/24**
 - Monthly strategy meetings with COO, Development & Marketing Director and Community Leadership Director to understand current key impact areas and strategize around alignment moving forward.
 - **Updates as of 3/27/24**
 - Developed a list of focus areas for Foundation funding & influence, continuing to strategize around funding possibilities & commitments with the Leadership Team.
 - **Updates as of 6/5/24**
 - Continuation of strategy & alignment around Foundation funding initiatives across Community Impact, Community Leadership & Development teams.



Community Leadership

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 and inclusion.

2024 Objectives

- Build and expand capacity to serve as a philanthropic intermediary.
 - ***Updates as of 2/7/24***
 - Participating in a funder cohort to expand federal funding into NM, resulting in detailed research of available opportunities.
 - First single audit (2022) received no findings, continuing with existing internal procedures as the grant program continues.
 - Continue to support smaller grantees with compliance and best practices in the Housing Stability Program.
 - ***Updates as of 3/27/24***
 - Working with consultant team to review learnings from previous intermediary work in preparation for the next project and to assess capacity needs for ACF/NMCT to continue to develop this work.
 - Reflecting on the shift of internal staff role to allow for more expansive intermediary work.
 - ***Updates as of 6/5/24***
 - Continuing work with consultant team to review learnings from previous intermediary work in preparation for the next project, with a hold on analysis of NMCT work as the NMCT board decides direction for the organization.
 - Continuing participation in federal funding group to analyze and prioritize federal funding opportunities in New Mexico.
 - Planning shift of internal staff role to allow for more expansive intermediary work.
- Build and expand on key relationships with government & national philanthropy to identify regranteeing/intermediary opportunities and to intersect with public policy and advocacy work.
 - ***Updates as of 2/7/24***
 - Housing Stability Federal Grant Program in year 3.
 - Continued grant programs with Google/Rovio, Rockefeller Foundation, Annie E Casey Foundation.
 - ***Updates as of 3/27/24***
 - Working with consultants to complete final reporting requirements and evaluation/analysis of Housing Stability Federal Grant Program for use in future planning.
 - Working toward dispersing full Rockefeller Foundation funds within the next quarter to Native-led organizations
 - ***Updates as of 6/5/2024***



- Sharpening of strategy and focus for the department on key areas of housing and democratic process.
- Continuing to work with consultants on final reporting requirements and evaluation/analysis of Housing Stability Federal Grant Program for use in future planning.
- Working with consultants and community partners to develop data and research to support housing education for future public policy and advocacy work.
- Dispersed majority of Rockefeller Foundation funds to Native-led organizations focusing on job creation and economic stability in Native communities.
- Continuing to build relationship with Annie E. Casey with focus on housing opportunities and support for youth.
- Staff members host 7 regular meetings with community partners and nonprofits in support of our role as a convenor and facilitator of productive conversations.
- Build infrastructure to expand advocacy & public policy work
 - **Updates as of 2/7/24**
 - Conducted research to create a draft of internal procedure and priorities.
 - The team visited the legislative session to observe.
 - Drafted charter to begin discussion of development of Board committee to support public policy/advocacy work and Community Leadership. This will go before the Governance Committee in March.
 - **Updates as of 3/27/24**
 - Draft of procedure and priorities are ready for staff and committee review.
 - The Governance Committee determined the next stage for committee review of procedure and priorities.
 - Formed funders group to support the journey of our policy work and develop collaborative efforts among funders.
 - **Updates as of 6/5/2024**
 - Draft procedure shared with governance committee for feedback and review.
 - Continued conversations in funders group, leading to leveraging funds with partner funder to offer two small initial grants to support democratic process.
- Establish internal mechanism to fund community leadership work
 - **Updates as of 2/7/24**
 - No progress update at this time.
 - **Updates as of 3/27/24**
 - Budget for department established through 2024 budget.
 - Working with Community Impact & Development to determine potential for a small grant pool.
 - **Updates as of 6/5/2024**
 - No progress update at this time.
- Review & develop Impact Investment strategic direction
 - **Updates as of 2/7/24**
 - Scheduled to share mission, vision and values and alignment with Impact Investment committee to begin discussions



- **Updates as of 3/27/24**
 - Began initial discussion with the Impact Investment committee on alignment of mission, vision and values.
 - Impact Investment committee agreed to move forward with inviting the consultant group to present at an upcoming committee meeting regarding housing-related impact investment strategies.
- **Updates of 6/5/2024**
 - Impact investment committee made decision to focus strategy for future investment in three areas, one being housing specific, which aligns with focus of the Community Leadership Department.
 - Consultant group will connect with committee in the coming months.
- Create opportunities to engage donors and other funders in Impact Investment program
 - **Updates as of 2/7/24**
 - No progress update at this time.
 - **Updates as of 3/27/24**
 - Shared Annie E. Casey Foundation as potential investor in housing-related Impact Investment funds. Will continue to develop this relationship and investigate housing-related investments at the Impact Investment Committee level.
 - **Updates as of 6/5/2024**
 - No progress update at this time.
- Center equity internally including but not limited to, wellness at work, power-sharing and decision-making, and training/learning opportunities
 - **Updates as of 2/7/24**
 - Learning Director aspect added to Celia's title to continue the change support work for our staff.
 - Continued engagement in nonprofit Wellness at Work support group.
 - Community Leadership team members engaged in dEi trainings at national and local level.
 - **Updates as of 3/27/24**
 - The Community Leadership team participated in a Wellness at Work session presentation at Groundworks social sector conference.
 - Hosted a Lunch & Learn around incorporating dEi into the workplace.
 - A Staff member was moved to full dEi Associate position.
 - Introduced team approach to employee support as well as staff survey.
 - Staff member accepted into Council on Foundations' Bridging (across differences) Cohort.
 - **Update as of 6/5/2024**
 - Staff survey results were shared with the staff and work group formed to prioritize and move forward on suggestions.
 - Staff member began Council on Foundations' Bridging cohort and shared initial learning with staff members at recent staff meeting.
 - Two staff members continue leadership with Wellness at Work nonprofit group.



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- Staff member co-hosts monthly DEI Peer Learning Circle through Council on Foundations.

Organizational Sustainability & Endowment Growth

Goal: Become a self-sustaining organization by the end of 2026, through intentional growth of the endowment and developing strategically aligned fee for service revenue streams, allowing the Foundation to fully fund its operations without relying on donations to support operations.

Internal: The endowment growth goal target is \$200 million by 2026.

2024 Objectives

- Collaborate with the DEI Committee, Advancement Committee, Community Impact team, Executive team and Marketing team to develop a communications plan for the roll out of the new gift acceptance policy with our donor base.
 - ***Updates as of 2/7/24***
 - Initial step of introducing the Advancement Committee to the ACF Strategic Plan with collaborative discussion from Community Impact and Community Leadership departments completed.
 - Draft Endowment Growth Plan completed.
 - RFP for Feasibility Plan consultant distributed. Consultant will be selected by the end of February.
 - ***Updates as of 3/27/24***
 - April Advancement Committee meeting will include the following:
 - Cohesive Messaging Discussion: A start to creating template talking points for Trustees and Staff to utilize in conversations.
 - Case Studies Specific to Recent Feedback: "How would you handle this conversation?"
 - ***Updates as of 6/5/24***
 - Communications roll-out plan is on hold until July/August. Other than existing information on the Foundation's website, no specific communications work is occurring at the moment to prioritize the donor engagement plan.
- Work closely with the Advancement Committee members to connect staff with new donors, new fund opportunities, and provided resources to help members raise dollars for the Foundation
 - ***Updates as of 2/7/24***
 - No progress update at this time.



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 - RFP for Feasibility Plan consultant distributed. Consultant will be selected by the end of February. Consultant was chosen; however, the Endowment Growth Plan needs to be discussed further.
 - **Development Fund Updates:**
 - Funds opened: 2
 - Funds in progress: 14
 - New inquiries in 2024: 11
 - In progress from 2023: 3
 - DAFs: 7
 - Estate Agreements: 4
 - Quasi Endowments: 1
 - Organization Endowments: 2

- **Updates as of 6/5/24**
 - Despite the slow-down of the endowment growth campaign in order to focus on the donor engagement improvement plan, fund activity remains consistent, with particular growth through NMCT-related activity.
 - **Development Fund Updates:**
 - Funds opened: 7
 - 2 Organizational Funds, 1 Pass Through, 2 Estate, 2 DAFs
 - New inquiries in 2024: 19
 - Funds in progress: 12
 - DAFs: 8
 - Estate Agreements: 2
 - Quasi Endowments: 1

 - Organization Endowments: 1

- Work closely with CEO to ensure long-standing organizational relationships are supported after departure
 - **Updates as of 2/7/24**
 - No progress update at this time.
 - **Updates as of 3/27/24**
 - 2024 Donor Call Plan is established to start these conversations
 - **Updates as of 6/5/24**



- This work is anticipated to begin in earnest at the end of Q3, once the CEO returns from Sabbatical.
- Meet 2024 projected contributions amount, \$9.75m
 - **Updates as of 2/7/24**
 - See projections provided separately
 - **Updates as of 3/27/24**
 - No projections provided at this time. Finance Committee to refine projections based on timeframe of endowment growth campaign discussion.
 - **Updates as of 6/5/24**
 - \$1.39 million as of 3/31/24
- Diversify donor base by creating a plan to engage with new donors so we began to reflect the community we service on all applicable axes of identity, i.e., race/ethnicity; gender and gender identity; sexual orientation; religious, spiritual, or ethical practices/values systems; age; ability; veteran status; socio-economic status
 - **Updates as of 2/7/24**
 - Will initiate upon completion of Endowment Growth Plan feasibility study.
 - PRIDE Circle in 2nd Year of operation.
 - **Updates as of 3/27/24**
 - No progress update at this time. PRIDE Circle continues regular activity of all giving circles.
 - **Updates as of 6/5/24**
 - PRIDE Circle continues regular activity, no additional updates at this time.