



ALBUQUERQUE
COMMUNITY
FOUNDATION
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MEMO

To: Board of Trustees

From: Marisa Magallanez, President & CEO

Date: August 18, 2026

Re: Mid-Year KPI Progress Report, June 30, 2026

Executive Summary

Overall, the Foundation has made strong progress toward its 2026 organizational goals, with many key performance indicators already achieved or on track to meet or exceed year-end targets. Significant accomplishments include exceptional fundraising performance driven by a major estate gift, a clean audit with no findings, expanded organizational visibility, the successful launch of major nonprofit capacity-building and civic leadership initiatives, completion of the annual staffing plan, and implementation of key operational improvements that strengthen long-term organizational effectiveness, particularly around customer service.

Areas of focus for the second half of the year include fully implementing the proactive donor relationship management model, advancing the endowment growth strategy following the arrival of the Vice President of Development, launching the competency-based professional development framework and goal-setting program, a continued prioritization on the community service model, using the forthcoming Center for Effective Philanthropy survey results to inform continuous improvement.

Section 1: Strategic Plan Cycle 2021 – 2026 Focus Areas

Strategy Focus 1: Deepening a Culture of Engaged & Proactive Philanthropy

By December 31, 2026, lead an organization-wide shift to proactive donor engagement and sustainable asset growth. Implement a proactive, relationship-centered donor engagement model that ensures fundholders and donors receive timely, personalized communication and meaningful, differentiated touchpoints.

Strategy Focus 2: Mobilizing Innovative Solutions to Community Needs

Strategic Plan Focus: By December 31, 2026, lead an organizational effort to meet community needs through increased grantmaking, influence, capacity building, and visible civic leadership. Implement a proactive, impact-driven model that strengthens partnerships, expands community resources, and demonstrates the Foundation's leadership in advancing collaborative solutions, establishing the Foundation as a trusted thought-leader in philanthropy, collaboration and community impact.

By increasing our visibility impact, we will attract new donors, engage partners, and showcase results in ways that inspire confidence and investment. Storytelling also humanizes the Foundation's work, connecting data and mission to real community outcomes. Together, these efforts build the Foundation's reputation as *the community's foundation*: trusted, responsive, and deeply connected to the people and issues it serves.

Strategy Focus 3: Building Organizational Culture, Capacity & Sustainability

Strategic Plan Focus: By December 31, 2026, strengthen the Foundation's people, systems, and culture to support scalable impact. Implement a high-performance operating model that fosters collaboration, professional growth, accountability, and sustainability, ensuring the Foundation's structure, talent, and processes are aligned to sustain long-term growth and mission impact.

Strategic & Philanthropic Leadership

Weighting: 30%

Provides clear strategic direction for the Foundation; advances a culture of proactive philanthropy; and positions the organization as a visible, trusted leader in the community.

Leadership Indicators

- Articulates and advances a compelling long-term vision for philanthropic impact
- Builds donor confidence through transparency, credibility, and results
- Strengthens external partnerships and the Foundation's public presence

Primary KPIs

- Increase total contributions by **10% over the 5-year average, to \$8,589,102**

Mid-Year Status: 100% complete as of June 30 \$17,417,420.

One significant estate totaling \$10M has been received, resulting in a very strong year in contributions. Additionally, ACF is the recipient of two additional estates which are in the process of being liquified.

- Increase total new funds by **10% over the 5-year average, to 38**

Mid-Year Status: 97% complete as of June 30, 37 new funds established.

- **100%** of living fundholders and Heritage Society members assigned relationship managers

Mid-Year Status: 50% complete as of June 30;

The Major Gifts Officer established the portfolio management framework and assigned relationship managers. Further implementation is temporarily on hold pending additional staff training and the arrival of the new Vice President of Development. Completing the relationship manager assignments and operationalizing the portfolio model will be a key priority for the Vice President of Development during the second half of the year.

- Three-year endowment growth strategy delivered by Q2 and implemented by Q3

Mid-Year Status: 25% complete as of June 30

An initial professional advisor engagement plan has been developed and is currently being implemented, with key activities including deepening ACF's relationship with the New Mexico Estate Planning Council and expanding the Estate Planning Conference.

Further development and implementation of the broader endowment growth strategy are temporarily on hold pending the arrival of the new Vice President of Development. The strategy will also be aligned with the organization's broader strategic planning process and its overall approach to activating philanthropy.

- Secure **5** earned media placements or speaking features

Mid-Year Status: 100% complete as of June 30; additional visibility efforts are ongoing

The organization exceeded its annual visibility goal during the first half of the year. President & CEO visibility included participation in the Give Better, Get Better podcast and speaking engagements with the Council on Foundations, Hispanics in Philanthropy, the Kellogg/Avivar Capital Ecosystem Seminar, and the Groundworks New Mexico Social Sector Conference.

Local and regional media placements included features in the Albuquerque Journal, Albuquerque Business First, ABQ the Mag, UNM News, and the Albuquerque Accent podcast.

Continued public relations efforts will focus on expanding visibility for ACF's work, partnerships, community impact, and broader organizational leadership.

- Publish **3** issue briefs or impact stories

Mid-Year Status: 50% complete as of June 30;

The Foundation's website homepage was refreshed in February 2026 to better highlight the stories of our donors, nonprofit partners, and community impact.

Videographers have been engaged to document and share the Rooted Together story, with a series of short videos scheduled for release between August and October, followed by a year-end recap in December. The story of Raven Chacon's collaboration is also featured in the 2025 Annual Report, to be published next month, showcasing the innovative partnership between the city-wide public art experience and Hammersley.

Additional public relations efforts are planned to elevate several key initiatives, including the Housing Stability Microloan Program, the Bridge Loan Program, and the Nonprofit Backoffice Program, further demonstrating the Foundation & NMCT's leadership and community impact.

- Host **4** high-visibility events or convenings

Mid-Year Status: 50% complete as of June 30

ACF completed several major event and convening initiatives during the first half of the year:

Faces in Philanthropy: Rooted Together Speaker Series

The summer special edition highlighted ACF's place-based grantmaking and focused on affordable housing and community development in Albuquerque's International District. Featured speakers represented Congruence Consulting, StreetVision Housing Strategies, and the Thornburg Foundation. President & CEO Marisa Magallanez moderated the discussion.

Community Open House Series

Between February and April, ACF hosted four open houses to welcome the new President & CEO. Events were designed to deepen engagement with key constituencies, including past and current Trustees, donors and fundholders, Heritage Society members, professional advisors, and nonprofit and community partners.

Additional high-visibility gatherings, including Giving Circle events, the Annual Celebration and the Rooted Together Celebration are planned for the second half of the year.

Community Impact & Grantmaking Effectiveness

Weighting: 20%

Ensures that philanthropic resources are translated into measurable, equitable, and sustainable community impact.

Leadership Indicators

- Uses data and evaluation to inform grantmaking strategy
- Encourages innovation and learning to address evolving community needs

Primary KPIs

- Increase total grants disbursed by **10% over the 5-year average, to \$9,613,290**

Mid-Year Status: 55% complete as of June 30, \$5,329,409

- Approve standardized leverage ratio methodology by Q1; establish baseline by Q4
 - Leverage ratio is 2.99 - 1: For \$1 invested in fundraising efforts, ACF influenced approximately \$2.99 in charitable giving.

Mid-Year Status: 50% complete as of June 30

Rough estimate is for every \$1 invested in operations, ACF and NMCT granted approximately \$3.19

Rough estimate is for every \$1 invested in operations, ACF granted approximately \$2.21

- Deliver **two** capacity-building initiatives through funding and/or programming partnerships

Mid-Year Status: 50% complete as of June 30; additional initiatives are underway

ACF is on track to exceed this annual goal through multiple funding and programmatic partnerships designed to strengthen nonprofit capacity and organizational sustainability.

Key initiatives include:

- **Professional Services Fund:** An \$800,000 fund supporting capacity-building needs for nonprofits affected by federal funding reductions.
- **Catalyst Fundraisers Collective:** A mentorship and professional development program for nonprofit fundraising professionals.
- **Nusenda/Kellogg Bridge Loan Program:** A partnership providing short-term cash-flow support to nonprofits awaiting reimbursement from public funding sources.
- **Kellogg Back Office Program:** A developing initiative designed to strengthen nonprofit accounting capacity, financial management, and long-term financial stability.

Together, these initiatives reflect ACF's growing role as a partner in nonprofit resilience and sector-wide capacity building, with a specific emphasis on financial management, grants management and compliance.

- Deliver **two** civic leadership initiatives to clearly defined milestones

Mid-Year Status: 50% complete as of June 30; additional initiatives are underway

ACF is on track to exceed this annual goal by advancing several civic leadership initiatives focused on collaboration, systems change, and coordinated community investment.

Key initiatives include:

- **Immigration Network Convening:** In partnership with the New Mexico Immigrant Law Center, ACF convened nonprofit organizations funded through a

DFA grant to strengthen the network and broader ecosystem of immigrant-serving organizations.

- **Statewide Funders Group:** ACF provides ongoing leadership in convening more than 50 funders from across New Mexico to strengthen collaboration, share information, and encourage more coordinated and strategic investment.
- **City of Albuquerque Impact Council:** In partnership with Mayor Tim Keller and the City of Albuquerque, ACF is convening local funders to deepen collaboration and improve alignment with the City's community priorities.
- **Census 2030:** ACF began the initial phase of anchoring statewide Census 2030 planning and coordination.
- **UNM Convening:** ACF is supporting efforts to strengthen collaboration across the University of New Mexico and deepen connections between the institution and community partners.

Together, these initiatives reinforce ACF's role as a trusted convener and civic partner capable of bringing institutions, funders, and community organizations together around shared priorities.

Financial Stewardship & Organizational Sustainability Weighting: 20%

Safeguards the Foundation's financial health, assets, and operational integrity while enabling long-term sustainability.

Leadership Indicators

- Demonstrates strong fiduciary oversight and risk management
- Improves operational efficiency and organizational effectiveness

Primary KPIs

- Deliver a **balanced operating budget**
 - Actual year-end net operating results meet or exceed the Board-approved budget, with no unplanned use of reserves.

Mid-Year Status: 25% complete as of March 31, 2026

Financials have been accepted through 3/31/2026. We have earned 22% of budgeted revenue through 3/31/2026, and spent 19% of budgeted expenses. Net operating cash as of 3/31/2026 is \$104,971.

- Deliver an **audit with no significant findings**

Mid-Year Status: 100% complete as of June 30

The Board approved a clean audit with no findings. Baker Tilly also commended the Finance Team for the quality and accuracy of its work, noting that no adjustments or corrections to the financial statements were required.

This outcome reflects the strength of ACF's financial management, internal controls, and audit readiness.

- Meet the 2026 NMCT budget amount for fee-for-service revenue, \$1,293,586

Mid-Year Status: 31% complete as of June 30, \$397,310.

The Finance Team and Leadership Team continue to closely monitor this status. Based on the current revenue forecast for NMCT projects, the primary factor is the timing of revenue associated with NMCT's DFA contract. The State has extended the implementation timeline for much of this work, resulting in a delay in the recognition of anticipated revenue. Leadership is actively evaluating the impact on both ACF's and NMCT's cash position and does not have concerns at this time.

- Implement **two** cross-functional process or system improvements

Mid-Year Status: 50% complete as of June 30, with continued prioritization through the rest of the year.

ACF completed two significant cross-functional improvements during the first half of the year that strengthen organizational effectiveness and enhance the employee experience.

BambooHR Implementation: The Finance & Administration team successfully completed the transition to BambooHR for payroll and human resources, creating a more efficient, streamlined, and user-friendly experience for employees while improving administrative processes.

Community Experience Action Team: A cross-functional Community Experience Action Team was established to identify and implement organization-wide process improvements that strengthen service delivery, operational excellence, and the overall experience for donors, nonprofit partners, and other stakeholders.

These initiatives reinforce ACF's commitment to continuous improvement and building systems that support long-term organizational excellence.

- Document standard operating practices for **10** core workflows

Mid-Year Status: 25% complete as of June 30; implementation and continuous improvement are ongoing

The Community Experience Action Team has been established to meet this goal, identifying, documenting, and prioritizing standard operating practices that improve the consistency and quality of ACF's work across departments.

The Action Team spent May – June developing our Service Model, Service Level Agreements and Customer Journey Maps. In July, the Action Team will identify core workflows for documentation and prioritization.

Major themes emerging from this work include:

- Strengthening service standards and creating a more consistent experience for donors, nonprofit partners, and community members.
- Improving cross-functional coordination by clarifying roles, responsibilities, and handoffs between teams.
- Streamlining internal processes to reduce duplication, increase efficiency, and improve responsiveness.
- Enhancing documentation and knowledge sharing to support staff onboarding, continuity, and organizational resilience.
- Establishing a culture of continuous improvement through regular review and refinement of core workflows.

Organizational Leadership & Culture

Weighting: 20%

Builds a high-performing, values-driven organization with the talent, culture, and systems required to deliver on mission.

Leadership Indicators

- Develops, retains, and engages high-performing staff
- Fosters a culture of accountability, inclusion, and continuous improvement

Primary KPIs

- Achieve **≥85%** favorable scores on the staff engagement survey

Mid-Year Status: 10% complete as of June 30;

This initiative is on hold and will start in Q3.

- Fill **100%** of roles in the staffing plan on timeline

Mid-Year Status: 100% complete as of June 30

ACF successfully filled all positions identified in the 2026 staffing plan. While the Vice President of Development began approximately two weeks later than originally anticipated, all planned roles have been filled, positioning the organization with the

leadership and capacity needed to advance strategic priorities during the second half of the year.

Additionally, new positions related to grant programs may be added in Q3 – Q4.

- Launch **one** wellness initiative

Mid-Year Status: 100% complete as of June 30

ACF established its 2026 staff wellness initiative, the Summer Closure, expanding the organization's commitment to employee well-being and work-life balance.

The Summer Closure is the annual office closure during the week leading up to the Fourth of July.

- Launch a competency-based professional development program with 100% staff participation, with $\geq 80\%$ of staff demonstrating measurable growth in at least one core competency (via manager assessment or self-assessment)

Mid-Year Status: 50% complete as of June 30

ACF has established a new team and individual goal-setting and incentive program aligned with organizational priorities. Looking forward, we are developing the framework for a competency-based professional development program, including defined organizational competencies, and a structured approach to employee growth and development.

- Implement a customer service survey with baseline satisfaction metrics, performing at or above the 50th percentile across the “Key Ratings”, established by Center for Effective Philanthropy:
 - Overall Satisfaction Benchmark
 - Likelihood to Recommend the Foundation
 - Impact on the Community
 - Responsiveness of Staff
 - Clarity of Communication about Foundations Goals
 - Foundation’s Understanding of Donors’ Goals

Mid-Year Status: 75% complete as of June 30

ACF successfully launched and completed its inaugural Center for Effective Philanthropy (CEP) Donor and Grantee Perception Survey, establishing the foundation for long-term measurement of the donor experience.

The survey has closed with participation from donors and nonprofits, and 21% and 36% respectively. CEP is currently analyzing the results, which will provide ACF with baseline performance data and national benchmark comparisons across each key rating area. Findings will inform organizational priorities, service improvements, and donor engagement strategies as part of the Foundation's commitment to continuous learning and excellence.

CEP will present findings to Staff and Board. Dates are forthcoming.

Board Partnership, Governance & Values Alignment Weighting: 10%

Partners effectively with the Board to ensure strong governance, ethical leadership, and alignment with the Foundation's mission and fiduciary responsibilities.

Leadership Indicators:

- Provides timely, accurate, and decision-ready information to the Board and committees
- Maintains open, trust-based relationships with Board leadership
- Demonstrates consistent alignment with mission, values, and governance best practices

Mid-Year Assessment

The Foundation has maintained a strong and collaborative partnership with the Board, grounded in transparency, trust, and sound governance. Throughout the first half of the year, the Board and its committees received timely and accurate information to support informed oversight and strategic decision-making.

Significant governance priorities including executive leadership transition, the annual audit, strategic planning process, major personnel decisions, and organizational policy updates were advanced through regular communication and active engagement with Board leadership.

Relationships with the Executive Committee, Board Chair, and committee leadership have continued to strengthen through frequent communication, responsiveness, and openness to feedback.

Governance practices have remained aligned with the Foundation's mission, values, and fiduciary responsibilities, while emphasizing transparency, thoughtful decision-making, and continuous improvement. Looking ahead, the second half of the year will focus on supporting the Board through strategic planning, implementation of key organizational initiatives, and continued engagement around long-term governance and organizational priorities, particularly around increasing awareness of NMCT activities and supporting the continued success of the President & CEO.

