



New Mexico Foundation
3 Year Strategic Plan

2018 – 2021

Updated October 27, 2020

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OUR HISTORY

New Mexico Foundation (NMF) was started in 1983 by a small group of dedicated and visionary volunteers who believed in the power of philanthropy as a tool for inspiring creative, community-based change and prosperity.

For thirty- seven years, NMF has distinguished itself as a leader in philanthropy. Our progressive, grassroots approach to building stronger communities empowers community members to collaborate on critical issues by tapping into local resources and discovering the strength in themselves.

We pool resources to support New Mexico’s most underserved communities, strengthen New Mexico’s nonprofits and grow philanthropy, especially in rural New Mexico. We connect donors to valuable projects and vulnerable communities, as well as work to be responsive to current, and often urgent, needs. We turn small actions into big impacts.

THIS PLAN

For 37 years, NMF has worked to improve the quality of life for all residents of New Mexico. In the past several years we entered discussions about mergers with other community foundations and in the end, we determined that as the only community foundation serving all of New Mexico we are uniquely poised to begin our next decade of work. This strategic plan is designed to guide our efforts over the next three years.

OUR MISSION

To steward community resources, build partnerships, and create opportunities that transform lives throughout New Mexico.

AT NMF, WE VALUE

- Rural New Mexico communities
- Equity and fairness
- Local Leadership and experience
- Partnerships
- Sustainability
- Transparency
- Respect for traditions and culture

VISION STATEMENT

We envision a state where every New Mexico community has access to resources that support their ability to enjoy a better quality of life. Through new and established partnerships with leaders in the communities we serve, we support effective strategies to address statewide

issues together. We respond where possible to community emergencies by mobilizing resources for community resilience.

The Foundation is committed to growing as a knowledge-based and asset building organization that ensures high impact and measurable outcomes for the state of New Mexico.

Theory of Change

In order for New Mexico communities to prosper they must cultivate their inner strengths and draw upon additional support to create socially, physically, economically, and environmentally resilient places for their current and future residents.

Priority Fields of Interest

- Rural Infrastructure
- Community Resilience
- Healthy Communities
- Educational Opportunities
- Environmental Adaptability

These fields of interest represent priority areas for which NMF holds existing endowments that fund community-advised grant cycles.

- Northeastern Regional Community Health FOI Endowment
- Northeastern Regional Community Unrestricted FOI Endowment
- College Success FOI Fund
- Chama Children’s Fund
- Native American Preparatory Scholars Endowment

NMF also holds a non-permanent fund that will fund a grant cycle in early 2019.

- *Environmental FOI Fund*

NMF also holds an endowment that is designated for rural economic development.

- *Rural Economic Development Permanent Fund*

We plan to build upon the grant making that is currently possible through a dedicated effort to attract donors and funding partners. Our plan to achieve this growth is an essential aspect of this strategic plan.

Goal 1: Increase the level and impact of grant-making and local capacity building through strengthened partnerships with community leaders, donors, and funders statewide to support community engagement in realizing desired local outcomes.

Objective(s):

- To develop a grant making strategy to align with NMF’s larger goals and objectives
- To support emerging organizations to achieve self-sufficiency through fiscal sponsorship

Action	By Whom	2018-2019	2019-2020	2020 - 2021
1.Determine areas of geographic and FOI focus in order to respond to the needs in those communities. NMF will establish its role as catalyst for community conversations.	Staff with board approval	✓		
2.Build partnerships with local leaders, agencies, grantors, and others to work collaboratively to produce needs assessments and funding collaborations.	CEO, board, and staff	✓	✓	✓
3.Establish a framework of culturally/locally appropriate evaluation measurements to assess the outcomes from NMF grant making. ¹	Program and Grants Manager			✓
4. Develop a communications plan to share NMF’s needs assessment with donors and fund holders	Development staff, CEO, Development Committee		✓	
5. Increase the pools of FOI funds for discretionary grant making.	CEO, Development staff, Board and Board Committees		✓	✓

¹ This is for Community Advised Grants. Results-based evaluation. Local organizations to articulate their intended evaluation approaches; NMF to express its needs for evaluation outcomes to support further support.

6. Outreach to donors and other charitable organizations to provide relief and capacity building in community emergencies.	CEO, Development Staff			✓
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Goal 2: *Raise NMF profile*

Objective(s):

- To increase public awareness of our commitment to bring about desired local change and to familiarize the broader public and potential donors about NMF and its work.

Action	By Whom	2018-2019	2019-2020	2020-2021
1. Refine NMF’s message based upon priority fields of interest (and resulting programmatic goals) described in the strategic plan	Staff and Board	✓	✓	✓
2. Engage brand and identity specialist to refine our external message and consult with staff on activities to strengthen communications	CEO, Development staff and committee	✓		
3. Develop and maintain a calendar of activities and events	CEO, Finance Director	✓	✓	✓

Goal 3: Enhance the financial base for long-term operations and program activities/grants

Objective(s):

- To build long-term sustainability for NMF by increasing its operating revenue through an endowment building campaign as outlined in the 2018 Development Plan
- To broaden donor support for grant making

Action	By Whom	2018-2019	2019-2020	2020-2021
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1. Meet with state and national funders to introduce NMF's priority areas to solicit program funding and NMF endowment support	CEO and Board President		✓	✓
2. Engage existing donors regarding estate planning to include NMF.	CEO and Development Committee	✓	✓	✓
3. Approach early and recent NMF donors for contributions to the endowment fund	CEO and Development Staff and Board			✓

Goal 4: Strengthen the effectiveness and impact of NMF by *ensuring it has a diverse and knowledgeable board, and a professional and dedicated staff*

Objective(s):

- To enhance staff skills with a focus on creating empowerment and learning
- To develop a pool of future board members to bring a range of skills to board and committee work
- To strengthen the work of the Governance Committee to ensure board diversity

Action	By Whom	2018-2019	2019-2020	2020-2021
1. Analyze the strengths and gaps of the board to guide the Governance Committee when developing a list of potential board members.	Governance Committee and full board	✓	✓	✓
2. Review the organizational chart and staff job descriptions to reflect the current needs of the foundation	CEO	✓	✓	✓
3. Provide professional development opportunities for staff	CEO and staff	✓	✓	✓
4. Provide professional development opportunities for board members	CEO and board	✓	✓	✓

Summary

This strategic plan will guide the work of NMF through 2021 along with the companion documents: a three-year development plan, and our theory of change.

Our future accomplishments will build upon a thirty-seven-year legacy serving communities across New Mexico.