



New Mexico Foundation  
**Strategic Plan** 2022 - 2024

Approved by the NMF Executive Committee 12/17/2021



**TABLE OF CONTENTS**

	<b>Page</b>
<b>History and Mission</b>	<b>3</b>
<b>Values and Vision</b>	<b>3</b>
<b>Theory of Change</b>	<b>4</b>
<b>Fields of Interest</b>	<b>4</b>
<b>Implementing Program Support</b>	<b>5</b>
<b>Goal 1</b>	<b>6</b>
<b>Goal 2</b>	<b>7</b>
<b>Goal 3</b>	<b>8</b>
<b>Goal 4</b>	<b>9</b>
<b>Summary</b>	<b>10</b>



## 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-nine 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 and work to be responsive to current, often urgent, needs. We turn small actions into big impacts.

## THIS PLAN

Since 1983, NMF has worked to improve the quality of life for all residents of New Mexico. In the past several years 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 we must cultivate our strengths and leverage resources to create socially, physically, economically, and environmentally-resilient places for current and future residents. The following are aspects of each Field of Interest expected to be part of our community landscapes as we emerge from the COVID-19 pandemic and respond to the impact of climate change in the next three years.

### Priority Fields of Interest (FOI)

#### 1. Rural Infrastructure

- Water (domestic)
- Water (irrigation)
- Broadband access
- Housing
- Energy [electric (solar, wind, gas)]
- Transportation

#### 2. Community Resilience

- Agriculture systems
- Community access to natural and cultural resources
- Traditional social connections
- Acequia Associations
- Mutual Domestic Water Associations

#### 3. Healthy Communities

- Nutrition
- Primary health care
- Mental health
- Recreation
- First responders
- Credit availability
- Domestic animal welfare

#### 4. Educational Opportunities

- Traditional languages
- Teaching English as a Second Language
- Occupational training
- Outdoor education

#### 5. Environmental Adaptability

- Maintaining and protecting soil and water health
- Protect wildlife
- Sustaining vegetation

## IMPLEMENTING PROGRAM SUPPORT

### SOURCES OF ACTIVE SUPPORT for FOI FUNDS

- Rural Economic Development Fund
- Vecino, Neighbor Helping Neighbor Fund
- Native American Recovery Fund
- NM Broadband Equity Fund
- Native American Relief Fund
- Permaculture Fund
- Healthy Entry for Asylee Lives (HEAL)
- Shelter Action for Family Emergency Response (SAFER) Fund
- NM Rapid Response Fund
- NE Regional Community Health Fund
- Chama Valley Children's Fund
- Bodhi Fund
- College Success Fund
- Native American Preparatory Scholars Fund
- First American Bank Scholarship Fund
- Jonathan Sherman Spradling Memorial Fund
- 505 Southwestern New Mexico True Scholarship
- Artesia General Hospital Scholarship Fund

	FIELD OF INTEREST				
	Rural Infrastructure	Community Resilience	Healthy Communities	Educational Opportunities	Environmental Adaptability
	X	X			
	X	X			
	X	X			
	X				
		X			
		X			
		X	X		
		X			
			X		
			X	X	
			X		
				X	
				X	
				X	
				X	
				X	
					X

Other sources of funding will be sought and can also be applied.

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):

- Develop a grant making strategy to align with NMF’s larger goals and objectives
- Support emerging organizations through fiscal sponsorship.

Action	By Whom	2021-2022	2022-2023	2023 - 2024
1. Determine areas of geographic and FOIs focus in order to respond to the needs in 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. Develop community convenings to determine community needs.	CEO, board, and staff	✓	✓	✓
3. Establish a framework of culturally/locally appropriate evaluation measurements to assess the outcomes from NMF grant making. Develop a results-based evaluation tool.	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	✓	✓	✓

6. Outreach to donors and other charitable organizations to provide relief and capacity building in community emergencies.	CEO, Development Staff	✓	✓	✓
--	------------------------	---	---	---

## Goal 2: Raise NMF profile

### Objective(s):

- 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.
- Facilitate program and grant activities shared with other community foundations in New Mexico.

Action	By Whom	2021-2022	2022-2023	2023 - 2024
1. Refine NMF’s message based upon priority fields of interest (and resulting programmatic goals) described in the strategic plan	Staff and Board	✓	✓	✓
2. Develop and maintain a calendar of activities and events	CEO, Development Staff	✓	✓	✓
3. Coordinate philanthropic joint funding for collaborative planning and advocacy (e.g. broadband, water)	CEO	✓	✓	✓
4. Develop and implement an outreach strategy that reaches the public (e.g. monthly newsletter, annual report, brochure, etc.).	CEO, Development Staff, Fiscal Sponsorship and Outreach Coordinator	✓		

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

Objective(s):

- Build long-term sustainability for NMF by increasing its operating revenue through an endowment building campaign as outlined in the 2018 Development Plan.
- Broaden donor support for grant making.
- Maintain and grow relationships with existing partners and donors.

Action	By Whom	2021-2022	2022-2023	2023 - 2024
1. Meet with local, 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.	CEO, 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 an ongoing pool of future board and committee members to bring a continuing range of skills and other diversity to board and committee work.”
- To strengthen the work of the Governance and Nominating Committee to ensure board diversity.

Action	By Whom	2021-2022	2022-2023	2023 - 2024
1. Analyze the strengths and gaps of the board to guide the Governance Committee when developing a list of potential board members.	Governance and Nominating Committee and full board	✓	✓	✓
2. Review the organizational chart and staff job descriptions that reflect the current needs of the foundation.	CEO and board	✓	✓	✓
3. Provide professional development opportunities for staff; utilize evaluation tools to determine needed trainings.	CEO, staff, and board	✓	✓	✓
4. Provide Board development opportunities for board members based on analysis of skillsets and needed trainings.	CEO and board	✓	✓	✓

## Summary

This strategic plan will guide the work of NMF through 2024 along with the following companion documents: a three-year development plan, annual financial reports, and annual report. It is intended to be updated annually to account for changing issues and needs of the Foundation and our partner communities.

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

