

Increasing & Sustaining the Impact of CED Grantmaking: The New Mexico Community Foundation Experience

Presented by:

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NEW MEXICO COMMUNITY FOUNDATION

A statewide endowment-
building and grant-
making organization
which serves and invests
in New Mexico
communities and their
greatest asset ...people.

New Mexico Community Foundation

Building community resources and relationships, with special emphasis on rural communities, is at the heart of our work.

As a steward of community resources we support a quality of life that reflects and honors the diverse values, traditions, beauty and dreams of New Mexico.

Geographic Scope -

- Statewide
- Country's fifth largest state (121,599 square miles)
- Containing 33 counties

Population Served -

- All of New Mexico
- Which is the 7th most sparsely populated state in the country
- With 1,710,000 residents

Primarily Focus -

- Over 500 rural communities which make up 2/3rds of the state's minority-majority population
- Hispanic American 37%, Native American 10%, African-American 3%, Euro-American or other 49%

NMCF's Primary Grantmaking Activities -

Rural Livelihoods - community based economic development

Strengthening New Mexico Families - enhancing child development and access to health for children 0-3 and their families in rural areas

NM Community AIDS Partnership - building capacity for sustaining AIDS prevention work

Donor Advised Funds - funds, which may be donor directed by focus or project, available for a multitude of community-based projects and activities within and outside of NM

New Mexico Community Foundation (NMCF) -

4 Full-Time staff

- Executive Director
- Development Director & COO
- Program Director
- Systems & Office Manager

3 Part-Time Staff

- Financial Manager (CPA)
- 2 Project Coordinators

Occasional contractors as need arises

Rural Livelihoods

- Launched in 1997, RL is joined by a core group of philanthropic partners, including 16 foundations and donor advised funds
- Since, RL has directly awarded more than \$2.5 in Grants and indirectly provided close to \$100,000 in value added (learning opportunities)
- Grants range from \$10,000-\$15,000 to \$30,000-\$60,000

Rural Livelihoods

- builds on the assets of rural communities throughout the state
- by funding sustainable, community-based economic development projects
- that address environmental, water related, youth service or other community resource-use issues



FOOD PREPARATION & DISTRIBUTION

- **San Juan Agricultural Coop**
- **New Farms**
- **Friends of the Farmers**

- **Sangre De Cristo Growers Coop**

- **Picuris Pueblo Bison Project**

ARTS & CRAFTS COLLECTIVES

- Tapetes de Lana
- Espanola Valley Fiber Arts
- Artesanos de Questa
- The Gathering Place
- Mujeres Unidas

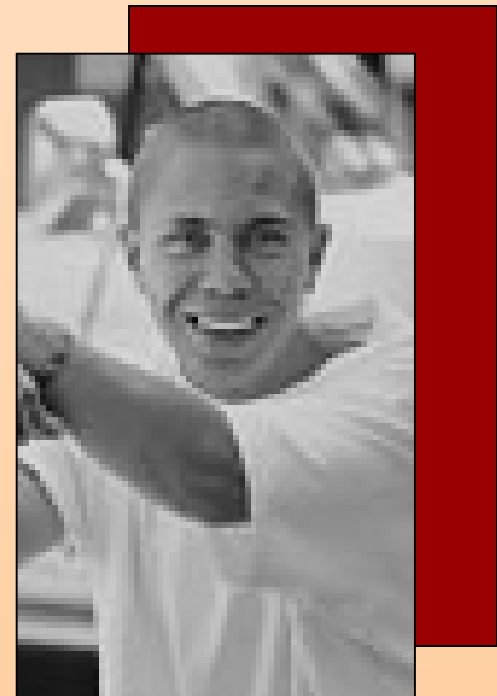


WOOD PRODUCTS

- **Forest Trust with Land Grant Communities**
- **Madera Wood Products**
- **CODC Alternative Fuel Pellet Factory**

YOUTH ENTREPRENEURIAL PROJECTS

- Rocky Mountain Youth Corps
- National Indian Youth Leadership Project Wilderness Guide Training
- Court Youth Center Performing, Visual & Culinary Arts Business
- Shiwi Messenger Newspaper & Ashiwi Living Museum



TECHNICAL ASSISTANCE PROVIDERS AND INNOVATIVE PARTNERSHIPS



- **Center for Entrepreneurship**
- **WESST Corps** (Women's Economic Self-Sufficiency Project)
- **Forest Trust** (Wood Products & Cross-Cultural TA)
- **New Mexico Community Development Loan Fund** (Multi-Cultural TA Team - Organizational Infrastructure)

INNOVATIVE PARTNERSHIPS

Funders

In Partnership with an array of
National and Local Funders
(effort to leverage funding sources)

NMCDLF

Multi-Cultural Technical
Assistance Provider
& Innovative Financing /
providing flexible operating
grants and loans

In collaboration with T.A. Providers

Value Added Grantmaking
& Entrepreneurial Asset-
Building

Rural Livelihoods - T.A. & Peer Learning Components

- Learning Circles (trainings, peer sharing, experiential rope courses and dynamics)
- One-on-one T.A. provision and access to specialized T.A. providers (marketing, financial, cross-cultural training, organizational development)
- Focused Peer Interactions among grantee organizations (site visits)

Rural Livelihoods - Impact & Successes

- NMCF continues to build and enhance the:
- synergy among grantee organizations (building fund-seeking collaborations among grantee organizations)
- secure financial support from Funders (more than \$4 million secured from 1997 - present)
- build the capacity of grantee organizations (through specialized or customized T.A.)

Rural Livelihoods - Challenges & Solutions

- Sustainability..Sustainability..Sustainability
 - Creativity... Flexibility... Inclusion
- Continued engagement of grantee in learning experiences
 - Creativity... Flexibility... Inclusion
- Labor extensive process
 - Creativity... Flexibility... Inclusion

Rural Livelihoods - Lessons Learned

- Competent Financial Management
- Committed Family/Team
- Dedication and Eagerness to Learning & Implementing New Skills
- Appropriate & Adequate Capitalization for a Fully Funded Start-Up/Project (e.g. importance of operating grants)
- Integrated Approach to:
 - Production, Marketing & Distribution
 - Grantmaking & Learning Experiences (e.g. Bus. Plan)

Rural Livelihoods - Lessons Learned

- Financial & Technical Assistance must be **substantial, consistent** and **sustained** (multi-year) in order to reach the next level of impact and effectiveness
- Lessons learned must be the basis for meriting further investment and expansion (including developing enhanced learning exchanges)
- Focus the grant-making in order to help “grow to scale” creative community-based projects (sustainability strategy)

Rural Livelihoods - Lessons Learned

- Explore & gain skills on the differing cultures & demands of the “for profit/business dynamics” vs. that of the “non-profit” world
- Flexible & appropriate operating grants
e.g. substantial multi-year grants focused on building operational capacity for sustaining economic development enterprises
- flexible debt financing
e.g. sufficient credit that can be structured for longer terms to better: a) meet borrowers needs, b) allow for positive growth/development and c) that eventually move borrowers into banking relationships

Rural Livelihoods - Lessons Learned

- **Customize Technical Assistance Opportunities**
 - T.A. which is specialized and intensive
 - that assists community-based economic development projects solve specific problems
 - and help build enduring organizational capacities (e.g. production, timelines/deadlines, marketing, inventory, governance, budget/financial)

Rural Livelihoods - Lessons Learned

- **Develop Advanced Peer-Learning opportunities**
 - peer-learning opportunities that produce empowering and self-sustaining networks of collaborative support
 - and allows for cross-training opportunities among grantee organizations and T.A. providers (e.g. funding collaborative, staff site visits and immersion)

Rural Livelihoods - Lessons Learned

- “Practical (hands-on) Skills” are crucial components of any learning experience (what can participants take back to their organizations in order to enhance their day-to-day work)
- Simplify processes, forms, reports (Straightforward Applications Forms vs. time consuming & extensive RFP process & guidelines)
- Clear General Terms & Conditions of grant award
- Budget focused on specific line item tied to outcome (gaining skills e.g. marketing plan)

Rural Livelihoods - Lessons Learned

- Work with the natural flow of “Affinity Groups” (e.g. Arts & Crafts Collectives, Food Preparation & Distributions, Wood Products, Youth Entrepreneurial Projects, Water & Resource Use Alliances, T.A. providers)
- Treat T.A. providers as an Affinity Group that can benefit from peer lessons and sharing
- Integrate Non-verbal / non-linear learning experiences (such as experiential rope courses)

- Overarching - “Walk with partners and grantees” importance of transparency, building trust and seizing opportunities



Thank you!

Any questions?



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*New Mexico Community Foundation -
Investing in New Mexico's communities and
their greatest asset...people.*