Outline

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    Advocacy
    Networking & Collaboration
  Communication & Information Sharing
System Models in Other States
Funding a Nonprofit Support System
Recommendations
Introduction
Nonprofit Support System Framework

Funding for nonprofits and services
- Multi-year commitments
- Coordinated applications
- Realistic outcomes
- Alignment across funders

Values for support system
- Diversity, equity, inclusion
- Community knowledge
- Transparency and trust
- Innovation
- Continuous improvement
- Broad geographic reach

Sector-level

Advocacy
- Public education
- Legislative advocacy

Networking & Collaboration
- Conferences
- Funders + nonprofits
- Collective impact
- Resource sharing

Workforce Development
- Degree programs
- Early-career programs
- Mid-career programs

Data/research
- Funder data
- Sector data
- Community data
- Best practices

Accountability
- Transparency
- Performance
- Standards

Strategic coordination

Nonprofit-level

Types
- Assessment: What do I need?
- Training: Show me how
- Consultation: Walk with me
- Peer learning: Share with me
- Shared services: Do it for me

Format
- In-person
- Virtual
- Cohort

Intensity
- One-time
- Longer-term
- Just-in-time

Content
- Board development
- Leadership development
- Strategic planning
- Strategic partnerships
- Program design
- Fundraising/grant writing

Evaluation
- Volunteer management
- Communications/marketing
- Human resources
- Technology
- Accounting/financial

Innovative collaboration

Communication/Information sharing

Audiences
- Nonprofit Support Organizations
- Funders
- Nonprofits

Channels
- Websites
- Emails
- Directories
- Events

Centralized delivery
Study Participants

### Method

<table>
<thead>
<tr>
<th>Method</th>
<th>Number</th>
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<tbody>
<tr>
<td>Nonprofit survey</td>
<td>305</td>
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<tr>
<td>Funder survey</td>
<td>35</td>
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<tr>
<td>Rural/tribal nonprofit interviews</td>
<td>16</td>
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<tr>
<td>NP support organization interviews</td>
<td>19</td>
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<tr>
<td>Case study interviews</td>
<td>13 representing 6 states and North Texas</td>
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*Zip codes that were 20+% rural were classified as rural. Those less than 20% as urban.

#### Annual operating or grants/contributions budgets of survey respondents

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>Nonprofits</th>
<th>Funders</th>
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<tr>
<td>Small (&lt;$100K)</td>
<td>26%</td>
<td>26%</td>
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<tr>
<td>Medium ($100K-$1 million)</td>
<td>43%</td>
<td>26%</td>
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<tr>
<td>Large ($1+ million)</td>
<td>31%</td>
<td>48%</td>
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#### Urbanicity* of nonprofit survey respondents’ primary office location

<table>
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<tr>
<th>Urbanicity</th>
<th>Nonprofits</th>
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<tr>
<td>Rural</td>
<td>22%</td>
</tr>
<tr>
<td>Urban</td>
<td>78%</td>
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</table>
Geographic Reach of Nonprofit Survey Respondents

NPs location per zip code
- 1
- 5
- 10
- 15
- 20

NPs serving each county
- 60-69
- 70-79
- 80-89
- 90-100
- 100-140
Geographic Reach of Funder Survey Respondents

Funder location per zip code

1
2
3
4

Funders serving each county

7
8
9
10
11
14
16
Existing Parts of the System in New Mexico
Funding

**Strengths**
- Shared grant application system and many grant-writing support services

**Needs/Gaps**
- Multi-year funding and funding for operational costs (especially for rural and smaller NPs)
- More collaborative relationships with funders
- Disparities in funding received across counties

**Challenges**
- Unrealistic grant application and reporting requirements that require substantial staff time

“A willingness to provide multi-year funding so organizations can plan and grow without having to go through the same application effort each year for only one year of funding. This seems inefficient and a drain on the organization’s senior management time and a constraint to long-term planning and more ambitious visioning without the multi-year financial security.” (Nonprofit survey respondent)

“Move away from funder role to becoming joint collaborators that develop services with agencies. Target identified issues and rather than seek proposals seek agencies to develop solutions together, funders assist in assembling the investors in services.” (Nonprofit survey respondent)
**Nonprofit-Level Services**

**Strengths**
- Many nonprofit organizations and consultants in NM
- Connections to national NP support organizations
- Services in central, north and south central, and southwest NM
- Grant-writing, leadership and board development, and evaluation services
- Native-led support organizations for Native-led NPs and communities

**Needs/Gaps**
- Unmet needs despite many available services
- Lack of access for rural areas or small NPs
- Northwest and southeast corners of the state
- Strategic, individualized, and long-term support services
- Addressing issues of racism, diversity, and inequities
- Logistical and operational support for NPs

**Challenges**
- Staff time and cost for all NPs, location and technology for rural NPs
- Different NP context in tribal communities
Strengths  ▪ Many data resources in and outside of New Mexico

Needs/Gaps  ▪ Training and support for NPs to find or collect, use, and share data about their communities, focus populations, and services

Challenges  ▪ Lack of easy and free access to wide range of existing data

The most frequently mentioned data organizations in New Mexico were:

▪ NM Department of Health
▪ NM Voices for Children/Kids Count
▪ Annie E. Casey Foundation
▪ Center for Nonprofit Excellence
▪ NM Community Data Collaborative
▪ UNM
▪ Santa Fe Community Foundation
▪ SHARE NM

Other identified data organizations that were less-frequently mentioned by respondents:

▪ Albuquerque Area Southwest Tribal Epidemiology Center
▪ NMSU Center for Community Analysis
▪ NM Association of Grantmakers

“...it’s just information that is 'out there' and do what you want with it. Again, an 'agency' or vehicle of some sort, is needed to identify what can be done with the data-- how can it be acted upon.” (Funder survey respondent)

“Find ways for UNM and NMSU to help with data and research AND have them work with community-based non-profits.” (NP Survey respondent)
Sector-Level Services | Advocacy

**Strengths**
- Several organizations are doing some sector-level advocacy

**Needs/Gaps**
- Not currently done well, or lack of knowledge about existing efforts

**Challenges**
- Common voice, agenda, training, and funding

The most *frequently mentioned* sector-level advocacy organizations in New Mexico were:
- United Way (CNM, NNM)
- Center for Nonprofit Excellence
- Santa Fe Community Foundation
- NM Thrives
- NM Voices for Children
- Con Alma Foundation
- NM Center for Law and Poverty
- McCune Charitable Foundation
- NM Association of Grantmakers
- NM First

“We need a nonprofit chamber that is funded and governed by those of us in the sector. This body should be doing business level advocacy for the sector. To protect and expand tax privileges and alleviate burdens placed on the sector that don’t benefit those we serve.” (NP survey respondent)

“An academy that could provide intensive training to staff members and program participants about nonprofit sector advocacy. Grantee orgs could send teams to build civic engagement capacity with specialized support.” (NP Survey respondent)

“As a nonprofit in rural NM, I do not really know how nonprofits are advocated for around the state. I know that through our United Way, we work to educate businesses and potential donors about how nonprofits operate, why we exist as nonprofits and the benefit to the community.” (NP survey respondent)
Sector-Level Services | Networking & Collaboration

**Strengths**
- Many networking opportunities and some funding for collaborative projects

**Needs/Gaps**
- Even more networking opportunities especially outside of central NM
- More intentionality and support to facilitate true collaboration

**Challenges**
- Time, money, and competition

The most frequently mentioned networking support organizations in New Mexico were:

- Santa Fe Community Foundation
- NM Alliance of Health Councils
- Association of Fundraising Professionals
- United Way (CNM, NNM)
- Center for Nonprofit Excellence
- NM C3 Table (Civic Engagement)
- The Grants Collective
- La Red del Rio Abajo
- NM Coalition to End Homelessness
- Impact and Coffee
- SHARE NM

“We don’t have time to collaborate, and we make the mistake that we think this is networking. Collaborating is a lot harder, but when we do it we do better. How do you it and do it well and have it sustain itself and distinct from networking.” (NP Support Organization interviewee)

“For nonprofits to come together to learn from each other, build relationships and strategize together, regional meetings would be useful. Because of the time and expense involved in organizing these events, funders could partner with nonprofits, providing financial support, and attending as equals.” (NP survey respondent)
System Models in Other States
<table>
<thead>
<tr>
<th>State</th>
<th>Statewide NP Association</th>
<th>Other Statewide Support Organization</th>
<th>Funder Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
<td>Alliance of Arizona Nonprofits</td>
<td>ASU Lodestar Center for Philanthropy and Nonprofit Innovation</td>
<td>Arizona Community Foundation (ACF)</td>
</tr>
<tr>
<td>Alaska</td>
<td>The Foraker Group</td>
<td>n/a</td>
<td>n/a</td>
</tr>
<tr>
<td>Colorado</td>
<td>Colorado Nonprofit Association</td>
<td>Community Resource Center</td>
<td>n/a</td>
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<tr>
<td>Minnesota</td>
<td>Minnesota Council of Nonprofits</td>
<td>Many</td>
<td>n/a</td>
</tr>
<tr>
<td>Mississippi</td>
<td>Mississippi Center for Nonprofits</td>
<td>Under development</td>
<td>MS Association of Grantmakers</td>
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<tr>
<td>North Texas</td>
<td>n/a</td>
<td>CNM</td>
<td>n/a</td>
</tr>
<tr>
<td>Washington</td>
<td>Washington Nonprofits</td>
<td>501 Commons</td>
<td>Statewide Funders Collaborative</td>
</tr>
</tbody>
</table>
Reaching Rural Communities

Alaska

Colorado

Minnesota

Washington
Engaging Funders

Washington Statewide Capacity Collaborative

Mississippi Center for Nonprofits & Mississippi Association of Grantmakers
Education & Training Best Practices

The Foraker Nonprofit Sustainability Model

Considerations:
- Content
- Levels
- Trainers
- Format

1.0 Individuals
- Statewide Trainings
- Peer-to-Peer Roundtables
- Navigating Legal Landmines
- Start-Up for Success
- America Divided Film Screenings

2.0 Organizations
- AmeriCorps VISTA: Rural Capacity Building Project
- Nonprofit Resilience Project
- Colorado Nonprofit Social Enterprise Exchange
- Rural Philanthropy Days Steering Committee
- The Participation Project: Voter Engagement
- Shaping Sustainable Organizations in Rural Colorado

3.0 Networks & Communities
- Colorado Collaborative for Nonprofits
- Root Causes Network
- Rural Experience

1.0 CRC develops the skills and increases the knowledge of nonprofit leaders, staff, and volunteers through professional development opportunities.

2.0 CRC affects change within organizations by engaging many levels of stakeholders and promoting meaningful organizational culture change.

3.0 CRC works alongside nonprofits, government entities, foundations, and other community stakeholders creating broader connections and impact within the community.
New Mexico Foundations gave $1.8 million to nonprofit support strategies in 2016.* Assuming 2/3 of this amount went to New Mexico NPs, this was **more than $1 million dollars** for the nonprofit support system in New Mexico in one year.

Most funders were interested in exploring a pooled funding model for the Nonprofit Support System in New Mexico.

### Giving by New Mexico Foundations (2016)

- **Research & Evaluation**: $526,447
- **Network-building & Collaboration**: $520,367
- **Public Engagement & Marketing**: $350,930
- **Capacity Building & Technical Assistance**: $211,350
- **Leadership & Professional Development**: $183,978

### Interest in Discussing Pooled Funding Model

- Very interested: 42%
- Somewhat interested: 46%
- Not at all interested: 4%
- Not sure: 8%

*Foundation Center (2016) data available through partnership with New Mexico Association of Grantmakers. Data updated as of 11/21/18. Available at: www.nmag.org.*
Recommendations
Select “backbone organization” to facilitate and be accountable for a vision, priorities, and strategies

**Characteristics:**
- A neutral entity that has credibility
- A coalition or network of entities
- A nonprofit association
- One organization that takes responsibility for one or more support system components

**Functions:**
- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

Create partnerships with regional “hub” organizations in each part of the state

Several candidate regional hub organizations were identified in this study in:
- South central
- Southwest
- North central/east
- Native communities

Candidates can also be identified for southeast and northwest NM.

“Set up some real hubs, so much of this type of work is built on trust, you don’t like to see experts come in for a little bit and leave, you want to build community and regional capacity to have access. We can have webinars and experts who come and leave AND we have to work on building capacity locally so that capacity for nonprofits stays in those regions.” (NP support organization interviewee)
Coordinate services, fees, and NP communication among NP support organizations seeking statewide reach

Current or potential **statewide** NP support organizations:
- Center for Nonprofit Excellence
- NM Thrives
- SHARE NM
- The Grants Collective
- National Center for Frontier Communities/Nonprofit Resource Group
- 501(C)PA (formerly Nonprofit Back Office Resources)
- NM Association of Grantmakers (looking at expanding audience beyond funders)

Additional possible **shared services**:
- Health insurance
- Pro bono legal services
- Information technology
- Data collection and/or client relationship management software

**Using a collective impact framework, what would “aligned activities” look like across these organizations?**
Create a more strategic, coordinated, and tiered approach to nonprofit-level services

Possible strategies include:

- Select learning/training framework
- Package comprehensive Nonprofit 101 curriculum
- Coordinate training content, levels, and audiences
- Support core set of training on diversity, equity, and inclusion
- Explore interactive distance learning approaches
- Select organizational assessment tool
- Develop consultant referral process

“Create seamless, affordable, accessible, coordinated infrastructure services state, regional and local, that allows nonprofits to use point in need services that are responsive to their individual stage of organizational development.” (Funder survey respondent)
Recommendations

Identify or create an entity to lead advocacy efforts for the nonprofit sector as a whole

“...I think one organization or network should be tasked with nonprofit sector advocacy. When it’s 'hodge podge' the efforts are inconsistent. The advocacy needs to be comprised of nonprofits themselves to voice their needs and concerns. This 'agency' could ensure that groups across the state stay connected.” (Funder survey respondent)
Pilot and replicate innovative approaches to facilitating NP collaboration

Suggestions include:
- Adopt The Foraker Group’s Nonprofit Sustainability Model
- Learn from collaborative approaches to:
  - Funding
  - Consultants working together
  - NPs working together
  - NP Support Organizations working together
- Support and expand conferences and other events that intentionally bring together funders and NPs

There are many innovations in collaboration already happening in New Mexico.

How can they be supported, evaluated, and shared more intentionally?
Convene funders to align and/or pool funding

Funding for nonprofits directly:
- Regional NP conferences & networking activities
- Shared grant application process (with aligned funding component)
- Out-of-state funding opportunities
- “Impact-friendly Grants Checklist” for funders

Funding for the NP Support System:
- Convene funders to align, pool, and attract additional financial resources

“Our executive staff is very interested in supporting the nonprofit infrastructure and think that a robust nonprofit resource center would be a great asset predicated on several things, including: 1) consistent and reliable revenue model; and 2) really excellent trainers, coaches and facilitators who can do both intensive, advanced work with nonprofits as well as provide basic services.” (Funder survey respondent)

“There needs to be agreed intentionality about the importance of improving capacity-building work, as well as the funds to support it. Not all funders share the intentionality and funding commitment.” (Funder survey respondent)
Recommendations

Let the organizational structure of the system evolve

Do something substantial but do not necessarily create an entirely new organization overnight.