

# CON ALMA HEALTH FOUNDATION LANDSCAPE STUDY

**2009 - 2019**



Prepared by

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***Allies for social impact.***

Insight Allies is an organizational development and evaluation consulting firm helping organizations learn about and refine their work to achieve transformative social impact. Areas of focus include health; youth development; programs for immigrants, refugee and asylum seekers; and education. Insight Allies is committed to social change and supporting non-profits, foundations, and public entities in making positive differences in partnership with communities.



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This study would not have been undertaken without the vision of Dr. Denise Herrera, who was the new Executive Director of Con Alma when the study was conceived. She encouraged and supported this effort with her deep understanding of philanthropy and commitment to Con Alma.

Michelle Bloodworth of Insight Allies conceptualized the design of the study, organized, and catalogued existing data, conducted interviews, analyzed data, and drafted the report. Catherine Bornhorst, owner of Born Ingenuity, provided graphic design services drafting the report. Catherine Bornhorst, owner of Born Ingenuity, provided graphic design services.

# Executive Summary:

## Key Findings & Opportunities

Con Alma Health Foundation engaged Michelle Bloodworth of Insight Allies to conduct a landscape study of the Foundation's regular grant cycle from 2009 - 2019. The purpose of the study was to summarize the current state of Con Alma's grantmaking while exploring the possibilities for a future desired state of grantmaking. The study did not include data from Northern New Mexico Health Grants, Discretionary Grants, or sub-granting related to Covid-19 in recent years. The study took place from November 2021 to September 2022. Four sources of information were incorporated:

- Analysis of grant cycle data for the period 2009 - 2019 accessed from Con Alma's grant management databases,
- Review of related documents, processes, and materials,
- Perspectives from 26 grantees who participated in confidential interviews, and
- Literature review of best practices in philanthropy especially focused on sources relevant to Con Alma's focus, size, and origin.

**201 grants to 139 different organizations totaling \$3,690,000**

The following opportunities were identified based on the study.

### Develop a Theory of Philanthropy

Con Alma Health Foundation's Board of Trustees (BOT), Community Advisory Committee (CAC), and staff should work together to develop a theory of philanthropy - a shared mental model and approach that supports alignment between the Foundation's mission and its grantmaking practices and resources. Essentially, the work

of creating a theory of philanthropy is about identifying Con Alma's niche. Given its history, resources, connections, and reputation – what is Con Alma's unique contribution to make and how best to can it do so? Such a theory of philanthropy can then support changes in the Foundation's grantmaking practices that are aligned with the theory.

### Focusing Efforts

One important aspect of a theory of philanthropy for Con Alma would be specifics of how and why the Foundation directs its resources to support specific changes. Such focusing should include prioritizing funding based on: specific content areas, such as mental health or increasing the healthcare workforce; supporting small and medium-sized organizations; and types of strategies or solutions being utilized.

### Prioritize Relationships, Understanding, & Connection

Continue to recognize and nurture an ecosystem of rich connections and relationships between Con Alma and grantees, between organizations, and with other funders. Strong relationships can create increased opportunities for listening and deeper understanding. Shared language and a collective view of associated root causes are part of what can emerge and support the development of effective change solutions.

**Trust:** Utilize the tools and resources developed by the Trust-Based Philanthropy Project to support Con Alma's strategic planning; development of a theory of philanthropy; and BOT, CAC, and staff conversations.

**Introductions:** Introduce grantees to other funders to further nurture the ecosystem.

**Convenings:** Host convenings or gatherings that are designed to optimize usefulness and planned in collaboration



with grantee partners and/or other funders. Grantees find convenings most useful when they help create new relationships and/or expand their skills. Organizations need space to learn, strategize and build together. However, it is important to recognize that convenings take grantees away from their work.

## Support Capacity Building

Expand investments in building capacity of the small and medium-sized nonprofit community.

Organizations must be strong to sustain the long-term work of systems change. Investing in the infrastructure and capacity of individual organizations and the nonprofit community strengthens the whole ecosystem. Examples might look like supporting these nonprofits in acquiring group health insurance and 401ks or providing back-office support. Such supports are uniquely difficult for small organizations. Through grantmaking, Con Alma can also build pathways of support by initially providing smaller, flexible capacity building support while purposively building relationships that can lead to more significant investments. This is an

opportunity for both building capacity of and deepening relationships with small and grassroots organizations.

## Increase Longer-Term Investments, Larger, General Operating Grants

Adopt a longer-term focus on investments in organizations. Achieving substantive systems change takes time and stable, longer-term investments yield stronger, more sustainable organizations that can see the work through. Such long trajectories require deeper alignment among members of an ecosystem, including funders, and reiterates the importance and potential of relationship building.

Combining longer-term investments with support for general operations is a critical way of supporting the strength and stability of organizations, especially organizations led by people of color. This provides the stability and flexibility that organizations need to deepen, expand, or replicate their work within an effective ecosystem.

Resources needed to engage in impactful work are significant. More complex projects



aimed at systems change are not feasible with smaller sized grants. Smaller grants usually only fund existing projects. This contributes to organizations spending significant time and human capital acquiring and cobbling together many smaller grants – with different application and reporting due dates.

## Application Process

### Reduce Number of Applications

Communicate funding priorities with transparency to support organizations in determining whether to apply and thereby reducing the number of applications each year. A clear theory of philanthropy would help prospective grantees have a better sense if their organization or project is a good fit or aligned with Con Alma before applying.

### Reconceive of Site Visits

Separate site visits from grant decisions. Utilize site visits as opportunities to build relationships and deepen understanding.

- Further define purpose of the site visit in the context of the theory of philanthropy
- Based on the purpose, reexamine the makeup of site visit teams

- Limit site visits to a smaller, strategic selection of grantees to not overburden organizations or staff
- Offer virtual formats

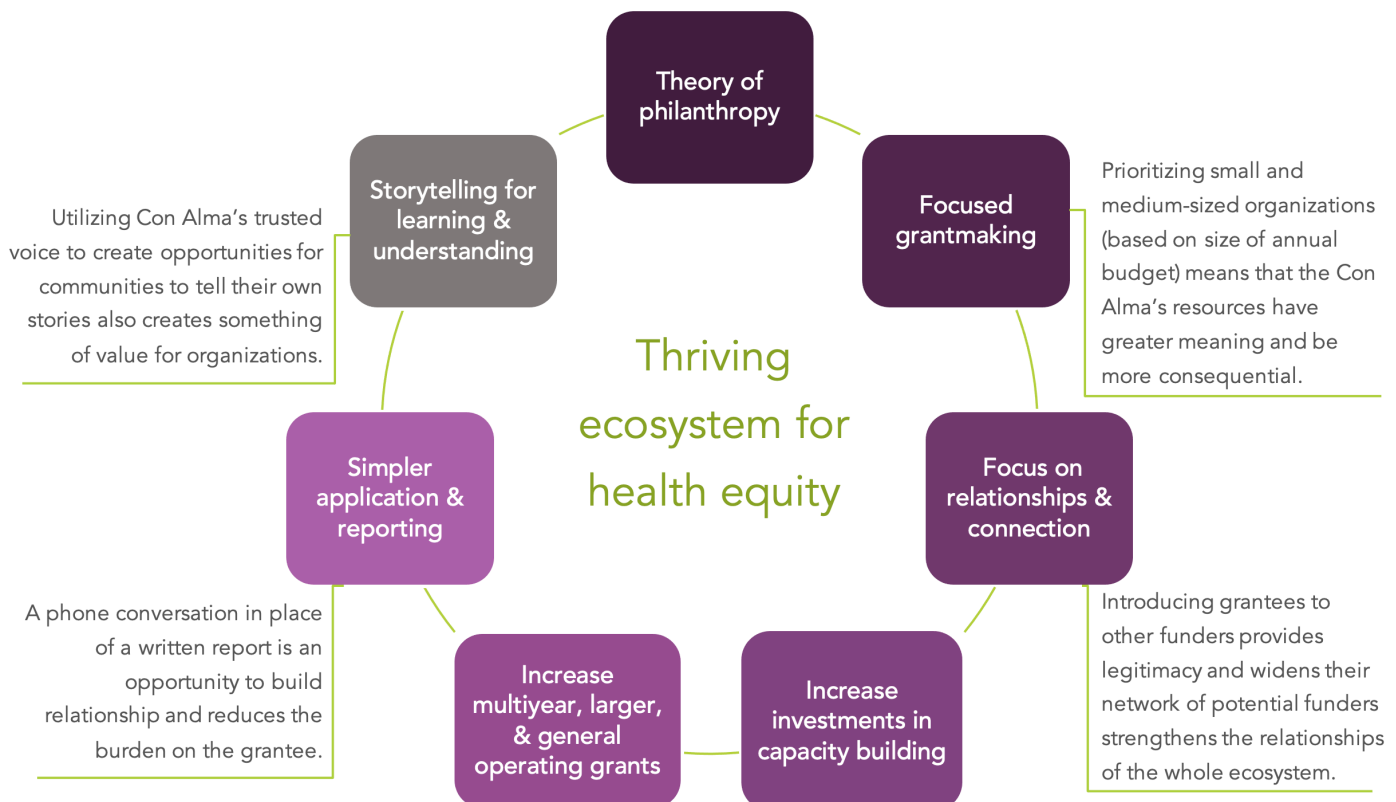
### Simplify Applying & Reporting

Make applying and reporting simpler to both remove barriers for grantees and lighten the load for staff.

- Simpler application(s)
- Fewer grant types
- Fewer reports
- Phone conversations in place of some or all reports
- Redesign or omit site visits

## Opportunities Connect & Build On One Another

This graphic shows how the opportunities identified in the study relate and build on one another, with examples of how the opportunities could be incorporated into Con Alma's grantmaking practices.



# CON ALMA HEALTH FOUNDATION LANDSCAPE STUDY

## Background

### Con Alma Health Foundation's History

Con Alma Health Foundation seeks to improve the health status and access to health services for New Mexicans. The Foundation advocates for health policies that address the health needs of the culturally and demographically diverse communities of New Mexico. In 2001, policy makers and health-consumer advocates collaborated to establish Con Alma Health Foundation as the best way to invest more than \$20 million from the sale of Blue Cross Blue Shield of New Mexico. Con Alma is the only foundation in the state of New Mexico dedicated solely to health.

There are more than 300 health conversation foundations in the U.S. with assets ranging from less than \$10 million to \$3.8 billion. Con Alma is one of three health conversion foundations in New Mexico (the others are Anchorum St. Vincent and Carlsbad Community Foundation) and its current assets are approximately \$25 million. Since inception, Con Alma has always prioritized health equity and supporting the most diverse and underserved communities.

*Con Alma is a local funder who understands New Mexico and New Mexico needs. They value and align with social justice work as it relates to health using a broad definition.*

*-Quote from Grantee*

Con Alma's staff supports a Board of Trustees (BOT) that is made up of individuals who represent the diversity of the peoples and communities of New Mexico and are committed to insuring the public trust through thoughtful

and strong governance. The Community Advisory Committee (CAC) acts as community ambassadors and advises the BOT on how to fulfill Con Alma's goals of improving health and well-being statewide.

### Study

In 2021, Con Alma engaged Michelle Bloodworth of Insight Allies to conduct a landscape study of the Foundation's regular grant cycle from 2009 - 2019. The purpose of the study was to summarize the current state of Con Alma's grantmaking while exploring the possibilities for a future desired state of grantmaking. The principle behind the study was the importance of looking back in order to then look forward, with the process of looking back to identify common themes, gaps, and areas for improvement all being toward the overarching goal of developing tangible recommendations that could be implemented in the short and long-term.

The study did not include data from Northern New Mexico Health Grants, Discretionary Grants, or sub-granting related to the Covid-19 pandemic in 2020 and 2021. The decision to focus the study on the timeframe of 2009 - 2019 was so that the focus would be on the most typical period of the Foundation's grantmaking and not include ways grantmaking was impacted once the Covid-19 pandemic started in early 2020, such as significant Covid-19 relief sub-granting.

The study took place from November 2021 to September 2022 and incorporated four sources of information:

- Analysis of grant cycle data for the period 2009 - 2019 accessed from Con Alma's grant management databases;
- Review of related documents, processes, and materials;



- Literature review of best practices in philanthropy especially focused on sources relevant to CAHF's focus, size, and origin; and Perspectives from 26 grantees who participated in confidential interviews.

To better understand the context around and stories behind the data, a purposeful sample of grantee organizations who had been recipients of grants from 2009 - 2019 were invited by Dr. Bloodworth to take part in a 30-minute anonymous interview. Of the 40 grantee organizations invited to participate, individuals representing 26 grantee organizations were interviewed. Anonymity allowed for greater candor as well as aiding the transferability of any particular experience or insight.

## Findings

This report first presents data that focuses on the what, who, and where of Con Alma's regular cycle grantmaking from 2009 - 2019 to broadly describe and provide a general sense of the Foundation's grantmaking during this period. Following this broad quantitative description of Con Alma's grantmaking, the report is organized around themes that emerged from the study. These themes are presented with additional quantitative data, perspectives shared through the grantee interviews, and information from relevant literature on emerging best practices in philanthropy. Each theme concludes with an opportunity – a recommendation of how Con Alma can incorporate the learnings from the study into its grantmaking.

### Grantmaking Data: What, Who, & Where?

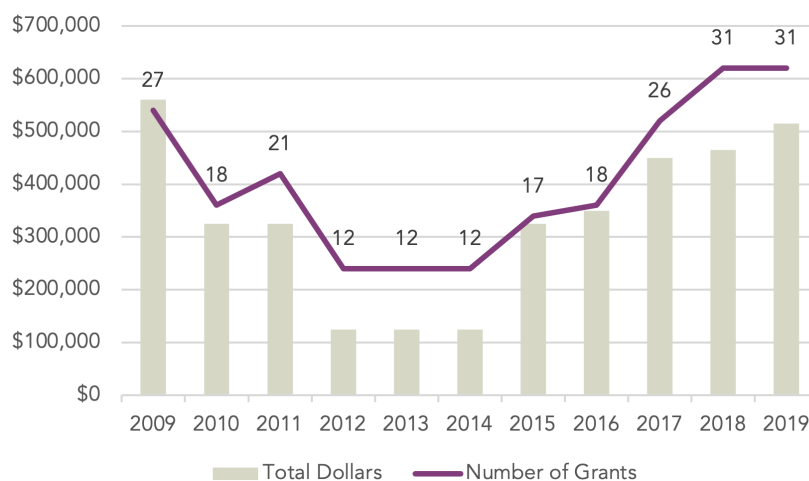
#### What?

Included in the study were 201 unique grants, including 15 multiyear grants, awarded to 139 different organizations that totaled \$3,690,000. Although each multiyear grant was re-awarded

each year, typically for three years, they are counted as one award here. These grants represent Con Alma's regular grant making cycle for 2009 - 2019 and did not including data from Northern New Mexico Health Grants and Discretionary Grants.

The size of Con Alma's grantmaking changed significantly across the 10-year period of the study largely due to the economic recession that began in 2008 as seen in Figure 1. This included a significant reduction in the grant amount for years two and three for a cohort of multiyear grants awarded during the 2008 grant cycle, and first funded in 2009. During the period of 2016 to 2019, the number of grants rose at a faster rate than the total dollars awarded resulting in the yearly average grant changing from \$19,444 in 2016 to \$16,612 in 2019.

**Figure 1. The 2008 Recession led to a reduction in number of grants and total dollars awarded.**

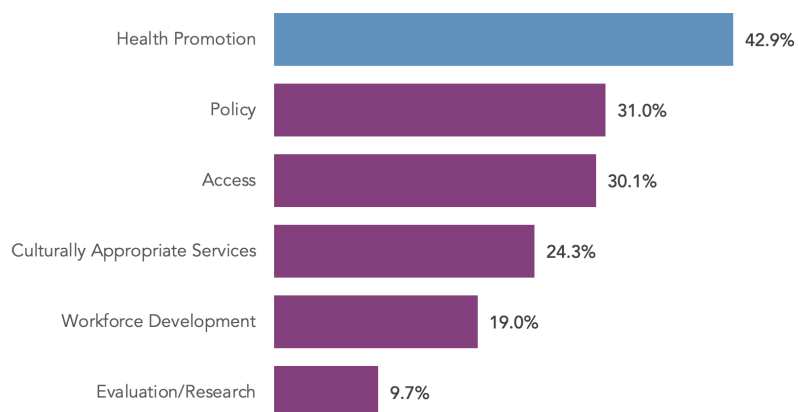


Each grant can be identified with more than one of Con Alma's priority areas of health promotion, workforce development, access, culturally appropriate services, policy, and evaluation/research on the application. On average, each grant identified 1.58 priority areas (Figure 2).

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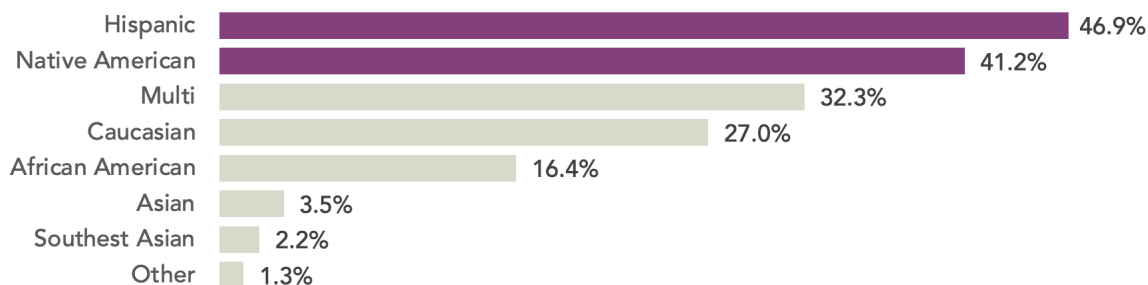
**Figure 2. Health promotion was the most commonly selected of Con Alma's priority areas**



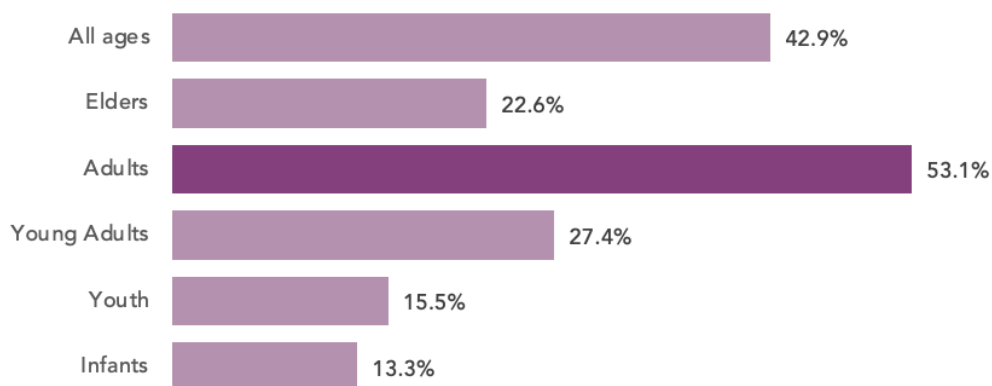
### Who?

Based on the descriptions provided by grantees in the applications, staff categorize the work to be funded in areas such as race and ethnicity of the populations to be served (Figure 3) and the age groups of focus (Figure 4).

**Figure 3. Hispanic and Native American were most identified as groups of focus**



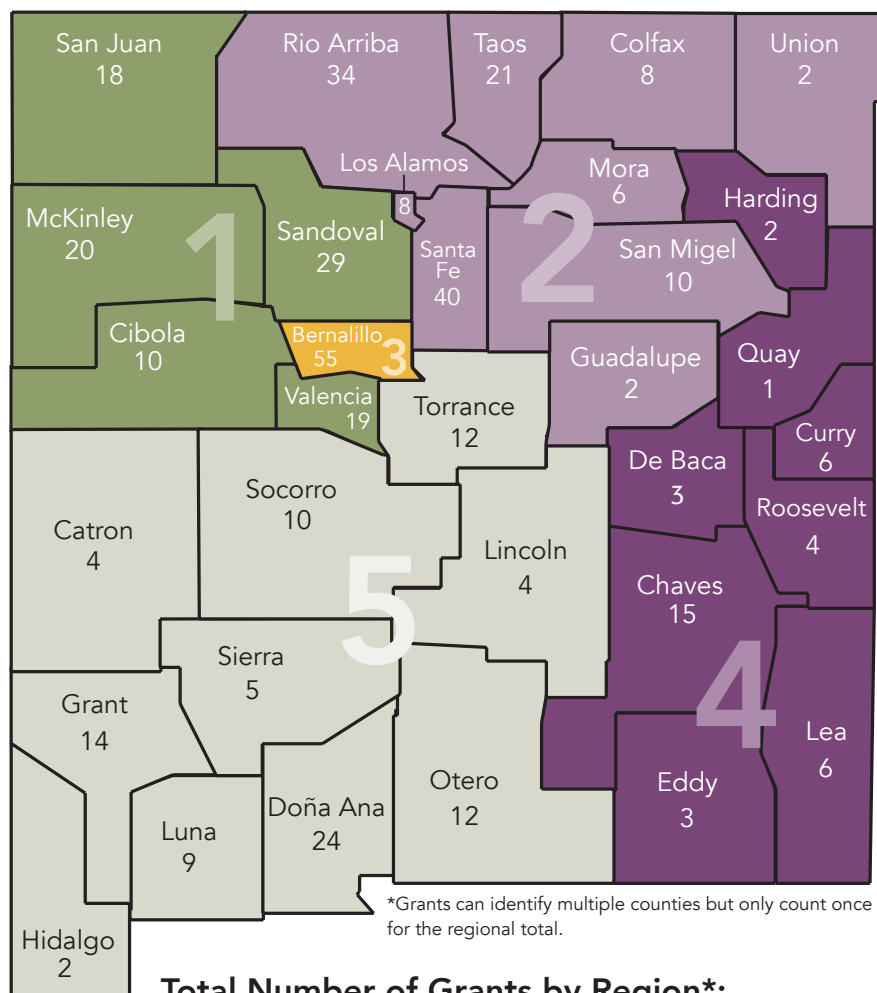
**Figure 4. Over half of all funded grants identified as having a focus on Adults**



## Where?

The included map shows where in New Mexico Con Alma's grants were funded from 2009 - 2019. While completing the application, grantees select the region and county or counties where the work of the grant will happen. There are also options to designate that the work will take place on the lands of Pueblo or Tribal regions/nations (Figure 5). An additional option is that the work is statewide in nature. All of these options can be combined so that a grant can be focused on multiple regions, counties, and Pueblo/Tribal regions, and be statewide.

## Con Alma Grant-Making 2009-2019



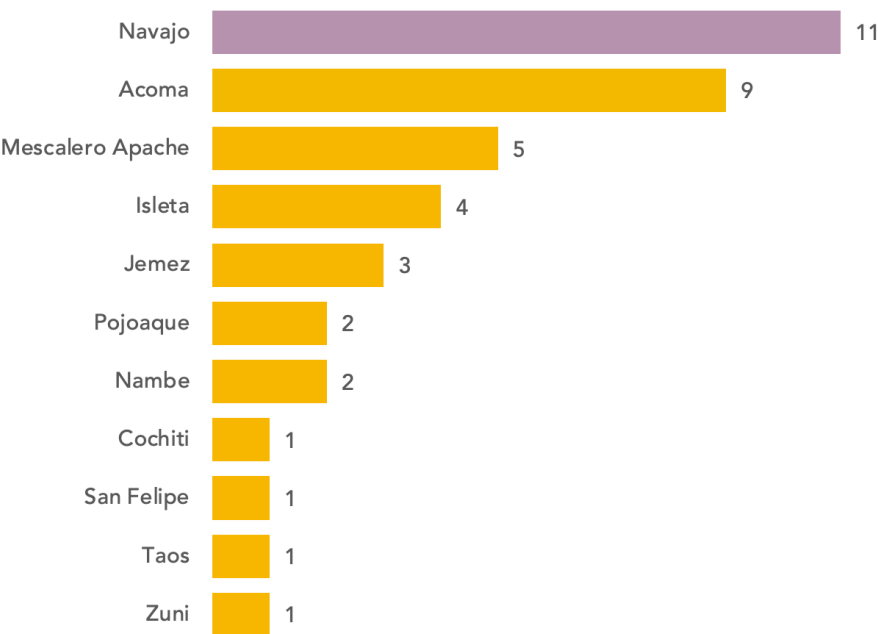
### Total Number of Grants by Region\*:

1 55 2 59 3 55 4 22 5 56

Pueblos, Tribal Regions, Nations: 43

Statewide Grants: 71

**Figure 5. The most identified Tribal or Pueblo area was Navajo<sup>1</sup>**



### Themes

Clear themes emerged from the synthesis of quantitative data from Con Alma’s grantmaking, interviews with grantees, and relevant literature on philanthropy. Figure 6 provides a graphic of the overarching themes, which support one another in contributing to a thriving ecosystem for health equity.

These themes are presented with supporting quantitative data, related quotes from grantee interviews, and where relevant information from literature on philanthropy. Each theme concludes with an opportunity – a recommendation of how Con Alma can incorporate the learnings from the study into its grantmaking.

In the guide *Grantmaking With a Racial Justice Lens: A Practical Guide*, the authors utilize an ecological metaphor and urge funders to consider their role within the ecosystem in which they are a part.<sup>2</sup> In the case of Con Alma, that would be the ecosystem of work in New Mexico focused on health, and more specifically health equity. This metaphor of an ecosystem is adopted in this report as it acknowledges that achieving health equity for New Mexicans requires a long-term view and the work of multiple organizations and

*Racial justice requires long-term transformations that are only possible with an ecosystem of organizations, leaders, and resources robust enough to keep opening new opportunities for asserting community power and generating new decisions and systems.*

*- Grantmaking With a Racial Justice Lens: A Practical Guide, page 11*

<sup>1</sup> The grants identified in Figure 5 total 41 while on the map there are a total of 43 grants indicating Pueblo, Tribal Region or Nation area. Two grants did not name the specific Tribal or Pueblo area.

<sup>2</sup> Rinku Sen and Lori Villarosa, “Grantmaking With a Racial Justice Lens: A Practical Guide,” Philanthropic Initiative for Racial Equity, 2019, <https://racialequity.org/grantmaking-with-a-racial-justice-lens/>. (accessed July 12, 2022).

emphasizes the essential connections among those organizations – including Con Alma.

**Figure 6. Themes and opportunities build and relate to one another.**



## Theory of Philanthropy

A theory of philanthropy is a shared mental model that articulates how a foundation will use its resources to achieve its mission and vision. Patton, Foote, and Radner introduced the concept and method of creating a theory of philanthropy in 2015 with their article, *A Foundation's Theory of Philanthropy: What It Is, What It Provides, How to Do It*.<sup>3</sup> The authors assert that a theory of philanthropy can help align a foundation's strategic and operational elements, build commitment among internal and external stakeholders, and achieve a more significant contribution. A foundation's theory of philanthropy brings a systems perspective to bear in helping to understand and enhance its contribution and effectiveness. Such a systems perspective includes both internal and external systems. The external systems are

seen as context, which a foundation needs to sufficiently understand to identify opportunities and levers for change. By incorporating the unique context in which a foundation operates, the resulting map for adding value is not a generic model, but rather one that is specific to a particular foundation's context and essential nature and mandate. The authors present a comprehensive list of 38 elements of inquiry as a tool for creating a theory of philanthropy, including elements such as philanthropic niche and approach; roots and source of focus; strategy; and foundation's assets.

For Con Alma, such a theory of philanthropy would support alignment between the Foundation's mission - focused on achieving health equity in New Mexico - and its grantmaking practices and resources. Such a theory of philanthropy can then support changes in the Foundation's grantmaking practices that are aligned with the theory. Development of a theory of philanthropy for Con Alma could be facilitated internally or externally.

A theory of philanthropy is not unlike a theory of change that many organizations develop to clarify their work. The opportunity of developing and utilizing a theory of philanthropy is presented in this report as the first theme and opportunity because many other themes build on the clarity and focus a theory of philanthropy can bring to Con Alma's grantmaking. Essentially, the work of creating a theory of philanthropy is about identifying Con Alma's niche. Given its history, resources, connections, and reputation – what is Con Alma's unique contribution to make and how best to can it do so?

*There needs to be a significant internal process within the Foundation to communicate who they are and what they are trying to do. There is currently a disconnect, like with many funders. There are lofty conversations about the work they would like to see happen in the world but to think that has a lot to do with what they fund is a stretch. How*

3 Michael Quinn Patton, Nathaniel Foote, and James Radner, "A Foundation's Theory of Philanthropy: What It Is, What It Provides, How to Do It." *The Foundation Review* 7,4 (2015).



*can you possibly do what they say they want you to do if their discussion on grantmaking is stuck where it is.*  
*-Quote from Grantee*

## Opportunity

Con Alma’s Board, CAC, and staff should work together to develop a theory of philanthropy that supports alignment between the Foundation’s mission and its grantmaking practices and resources. Such an effort can then support changes in the Foundation’s grantmaking practices that are aligned with the theory.

## Focused Grantmaking

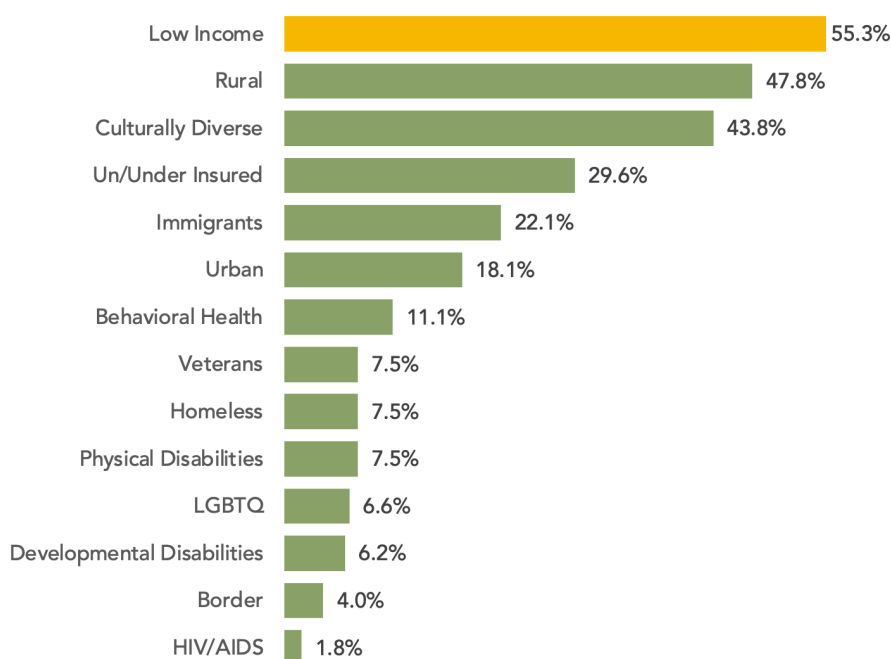
One important aspect of a new theory of philanthropy for Con Alma would be clarity about how and why the Foundation directs its resources to support specific changes related to its mission. Grantmaking lies on a continuum from responsive (aka a charity model) to strategic. Responsive grantmaking is being open to receiving proposals and ideas from any nonprofit and allowing the nonprofits to drive the agenda. This doesn’t mean that a foundation doesn’t have core areas of focus, but it does mean that within those areas it wishes to be responsive to the needs nonprofits feel most keenly. On the other end of the continuum is strategic grantmaking which is grantmaking with more focused goals and a defined set of strategies for how a foundation wants to accomplish those goals.<sup>4</sup>

In general, responsive grantmaking makes sense for newer foundations or those exploring a new issue area. Moving toward more of a strategic approach to philanthropy usually makes sense when foundations becomes more established and have learned a lot about the areas of investment and see opportunities to do so more strategically. Many foundations

use responsive and strategic approaches in tandem to pursue promising solutions while being responsive to developing needs and new ideas. For example, a foundation may devote a portion of its portfolio to one strategic effort and the balance to responsive grants. Some of the benefits of moving toward a more strategic approach to grantmaking is that it is possible to make a deeper contribution in a specific focused area; makes it easier to assess and describe what a funder has accomplished with its portfolio; and it typically reduces the number of applications.

While being connected in some way to health, Con Alma’s grantmaking during the period of this study was very broad. Figure 7 shows the breadth of underserved populations identified in funded applications.

**Figure 7. More than half of grants included Low Income as an underserved population, but there is a great breadth of populations.**



Important ways Con Alma can move towards more strategic grantmaking is by prioritizing funding based on:

<sup>4</sup> Kris Putnam-Walkerly, “Responsive vs. Strategic Grantmaking: Exploring the Options.” Putnam Consulting, Original publication August 10, 2017, [http://putnam-consulting.com/wp-content/uploads/Responsive-vs-Strategic-050817-Final-Rev-B\\_8.10.17.pdf](http://putnam-consulting.com/wp-content/uploads/Responsive-vs-Strategic-050817-Final-Rev-B_8.10.17.pdf). (accessed September 9, 2022).

- Specific content areas, such as mental health or increasing the healthcare workforce; and
- Types of strategies or solutions being utilized by organizations.

Such focusing can make Con Alma's contribution more effective while helping organizations know if they are a good fit and whether to apply.

### Opportunity

Determine focus areas for grantmaking based on the theory of philanthropy that include:

- Specific content areas, such as mental health or increasing the healthcare workforce; and
- Types of strategies or solutions being utilized.

### Size of Organizations

Another area in which Con Alma can become more strategic is the size of organizations it prioritizes funding. Historically, Con Alma has indeed shown a commitment to funding organizations in all parts of New Mexico, especially rural serving organizations who are often small, grassroots organizations. As one grantee noted,

*I can see how they have shifted to a greater equity focus. They seem to have grown even stronger in this area*

*over time. Feel like they were on the front of that. Their community board and awards, all show how they enact this on the front lines. There is a socio-economic piece too in that grantees can be really small grassroots organizations.*

However, the organizations that apply to and are funded by Con Alma vary considerably in size and related capacity. Inequities are created when small, medium, large-sized organizations all apply for the same grants. Most Con Alma grants are relatively small (median = \$10,000) and can have greater meaning and be more consequential to small or medium-sized organizations. Larger foundations are less likely to fund small, grassroots organizations. Prioritizing small and medium sized organizations would not have to be at the complete exclusion of larger organizations. For example, the Foundation could set a criterion that at least 80% of grant dollars go to small or medium sized (e.g., annual budgets of \$2 million or less) organizations.

### Opportunity

Con Alma to prioritize funding small and medium-sized organizations.

### Relationships, Understanding, & Connection

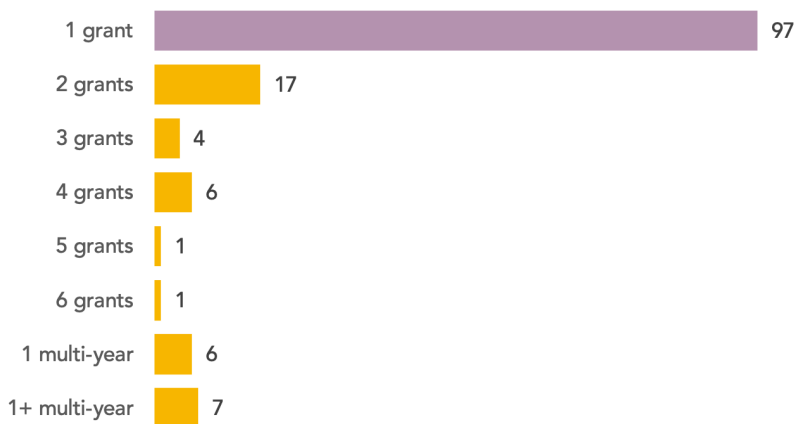
Strong relationships can create increased opportunities for listening and deeper understanding. Shared language and a collective view of associated root causes are part of what can emerge and support the development of effective change solutions. Figure 8 shows that most grantees (97) received



only one grant during the 10-year study period and highlights a challenge for Con Alma in developing the kinds of relationships that can support a healthy ecosystem and deepen the work. Partnering with an organization for one grant, most of which were for one year, makes it hard to develop such relationships. As one grantee noted,

*A lot of what I find in philanthropy in general is perpetuating transactional and discreet activities. Con Alma wants systems change and that won't happen from funding discrete transactional activities. Needs to be based on building the relationship with the partner and building a conceptual framework that we agreed on. Looking with a lens as to if this is getting us closer or further way.*

**Figure 8. Vast majority of grantees were awarded one grant.<sup>5</sup>**



There are many examples of rich relationships between Con Alma staff and individuals from grantee organizations that developed over many years – such as organizations with multiple grants over time. As one grantee shared: “I have known [staff member] for 20 years so already had a relationship. I have built relationships over the years with all the staff. I make sure they know what is going on in my community.” These relationship, and the social capital that accompanied them,

clearly benefited those grantees and helped Con Alma stay engaged and knowledgeable. Given the size of Con Alma’s staff, the number of organizations seeking to engage with the Foundation each year, and the length of grants, such relationships are not able to happen with a large percentage of grantees.

### Opportunity

Recognize and nurture an ecosystem of rich connections and relationships between Con Alma and grantees, between organizations, and with other funders.

### Trust

Central to strong healthy relationships is trust. Launched in 2020, the Trust-Based Philanthropy Project is a “peer-to-peer funder initiative to address the inherent power imbalances between foundations and nonprofits. Understanding that these power imbalances are an expression of the social, political, and economic inequalities that many of our nonprofit partners are working to resolve, we interrogate and reimagine relationship.”<sup>6</sup> Grantees shared examples of their experience such power imbalances:

*It is hard to tell people who are giving you money when something is not working. Hard to push back when there is power dynamics. I ended up spending a lot of hours with [the people hired by Con Alma] but didn't get any money or compensation to cover my time. When you are the person in power you have to be really careful.*

The Trust-Based Philanthropy Project proposes six trust-based grantmaking practices, many of which map directly onto the themes identified through this study:

1. Give multiyear, unrestricted funding;
2. Do the homework to know the issues and organizations in the ecosystem;

<sup>5</sup> For the calculations in Figure 8, each multiyear grant was counted once, regardless of the number of years it was funded.

<sup>6</sup> Trust-Based Philanthropy Project, Trust-Based Philanthropy, <https://www.trustbasedphilanthropy.org>. (accessed September 24, 2022).



3. Simplify and streamline paperwork such as applications and reports;
4. Be transparent and responsive, modeling power awareness, vulnerability, and mutual accountability;
5. Solicit and act on feedback so work can be informed by the expertise and experience of grantee partners; and
6. Offer responsive, adaptive support beyond funding grants, such as introductions to other funders or responding to needs or challenges that arise.

Grantees who were interviewed shared their desire for more relationship and trust-based grantmaking:

*We are looking for unrestricted multiyear funding with less strings attached. It is a bit fairy tale but we see other funders who are doing that and it tells us they really trust us. They have gotten to know us and trust us. Trust – like the site visit and that is big. At some level it is about doing their homework and knowing who they are investing in. Has to be a way to verify and check that things are happening. In-person and up close if possible. Would love phone conversation in place of a report. [Reports] add to the rigors of the job. It is all about relationships.*

### Opportunity

Utilize the tools and resources developed by the Trust-Based Philanthropy Project to support Con Alma's strategic planning; development of a theory of philanthropy; and BOT, CAC, and staff conversations.

### Introductions to Other Funders

Additionally, grantees desire the kind of relationship with Con Alma where the Foundation introduces them to other funders and like-minded organizations. Grantees expressed that such a practice would lend them credibility and broaden their network of funders. This can be especially impactful for smaller organizations and those led by people of color.

### Opportunity

Introduce grantees to other funders to further nurture the ecosystem.

### Convenings

Building a strong ecosystem to support systems change involves deepening relationships, understanding, and connection. Organizations need space to learn, strategize and build together. It is natural for foundations, such as Con Alma, to want to create such spaces through



convenings or gatherings. In considering hosting convenings or gatherings, it is important for Con Alma to recognize the existing power dynamics and try to de-center their own agenda. Grantees find convenings most useful when they help create new relationships and/or expand their skills. It is important to recognize, however, that convenings do take grantees away from their work.

To optimize their usefulness, convenings should be designed for and planned in collaboration with grantee partners, while paying them for the time they commit. Perhaps partner with other funders to provide funds for grantees to convene themselves without funders present. Additionally, invite other relevant partners in addition to grantees to convenings given that the health of the whole ecosystem is important.

While there were many different perspectives among grantees regarding convenings or gatherings – all saw the potential value but also the costs. One grantee shared:

*It is valuable when a Foundation can step back and see connections between non-profits. Creating spaces for conversations can suggest what is needed. I welcome any ways to convene groups - bring together other non-profits and learn and figure out ways to work together.*

## Opportunity

*Host convenings or gatherings that are designed to optimize usefulness and planned in collaboration with grantee partners.*

## Capacity Building

Organizations must be strong to sustain the long-term work of systems change. Investing in the infrastructure and capacity of individual organizations and the nonprofit community strengthens the whole ecosystem. Offering responsive, adaptive support that reflect the needs of organizations was one of the six practices offered by the Trust-Based Philanthropy Project, and provides several benefits to the organization and funder:

- Helps build the capacity and strength of leaders and organizations over time
- Fosters a deeper sense of connection to grantees and their work
- Creates opportunities to learn more about grantees' work and organizational context
- Acknowledges that grantee partners operate in a wider context - or ecosystem - and offers to support them in the larger landscape of that work<sup>7</sup>



7  
2022).

Trust-Based Philanthropy Project, Trust-Based Philanthropy, <https://www.trustbasedphilanthropy.org>. (accessed September 24,



Con Alma has an opportunity to expand its contribution to building such organizational strength and capacity by shifting away from more transactional relationships focused on funding projects toward investing in the capacity of individual organizations, as well as the nonprofit community in New Mexico as a whole.

Examples of what this might look like include supporting small non-profits in acquiring group health insurance and 401ks, providing back-office support, supporting sabbaticals for executive directors of nonprofits, and offering workshops and trainings. Such supports are uniquely difficult for small organizations. Another opportunity to both build capacity and deepen relationships is to build a pathway of support that meets new prospective grantees where they are by providing smaller, flexible capacity building support while purposively building relationships that can lead to more significant investments.

#### Opportunity

Expand investments in building capacity of the small- and medium-sized nonprofit community. Within grantmaking, this can include building a pathway of support that meets new prospective grantees where they are by initially providing smaller, flexible capacity building support while purposively building relationships.

*A recommendation is for Con Alma to lead by example for other funders and raise the question, 'How can philanthropy be as supportive as possible and remove any barriers?' Con Alma is very well respected and has great relationships on the ground and with other funders.*

*-Quote from Grantee*

## Length, Size, & Flexibility of Grants

*A fundamental way of supporting the strength and stability of organizations, especially organizations of color, is through multiyear, general operating grants. This appears to enable the stability and flexibility that equity focused organizations need to deepen, expand, or replicate their work within an effective ecosystem.<sup>8</sup>*

### Longer-Term Investments

Achieving substantive systems change takes time. Stable, longer-term investments lead to stronger, more sustainable organizations that can see the work through. These long timeframes require deeper alignment among members of an ecosystem, including funders, and reiterates the importance and potential of relationship building.

Multiyear grants have been a part of Con Alma's grantmaking for several years. The Foundation's multiyear grants are designed as three-year grants and have typically been for \$50,000 per year (average \$45,384.62 per year). For the cycle that started in 2008, the economic recession led to Con Alma needing to reduce award amounts for the second and third years by \$10,000 – \$30,000 per year for each grant. One multiyear grantee shared,

*With such a complex project, could not have done it if it were not multiyear for three-years. We needed to build partnerships and that took almost a year. The nice thing is we still have relationships with some of those people. Fruit has grown from those relationships that I could not have imagined. That is the kind of stuff you cannot do in one or two years.*

During the 10-year period included in this study, there were three cycles of multiyear grants with 15 grants being provided to 14 organizations, with one organization receiving a multiyear grant in both 2008 and 2014.

8 Rinku Sen and Lori Villarosa, "Grantmaking With a Racial Justice Lens: A Practical Guide," Philanthropic Initiative for Racial Equity, 2019, 19, <https://racialequity.org/grantmaking-with-a-racial-justice-lens/>. (accessed July 12, 2022).

In 2019, a small evaluation of the four Con Alma multiyear grants during the 2017 - 2020 cycle was conducted collaboratively between the author, Michelle Bloodworth, and Con Alma staff. This evaluation offered initial evidence concerning what is possible through Con Alma's longer-term investments. The strategies utilized with the multiyear funding included those that can be quite effective but also take time such as community capacity building and organizing; advocacy; and multi-sector coordination and collaboration.

Some of the challenges the multiyear grantees documented during the course of their grants included small staff, staff turnover, outreach to diverse groups, and rapidly changing landscapes. All of these are the kinds of challenges that small and medium-sized organizations working on systems change regularly face and that take time to address or solve. In addition to time, other factors that seemed to help grantees be successful was being nimble and proactive so that they were able to shift strategies as the context or circumstances changed while staying focused on larger goals.

The grants were assessed on a scale of 1-10 as to the degree they were able to address Con Alma's goals around eliminating and/or mitigating gaps in social determinants of health, social conditions, or root causes (average score 7.62) and advancing health equity and transforming systems (average score 8.88). The evaluation found that seven factors seemed to be associated with success for these multiyear grants: 1) Partnerships; 2) Coalition building; 3) Community-driven; 4) Organizational expertise; 5) Equity and social justice lens; 6) Culturally centered; and 7) Time.

## Larger Grants

Con Alma's multiyear grants not only fund organizations for a longer-term, they also provide a larger grant amount than the Foundation's other grant types, such as CAHF and Technical Assistance Grants. As noted earlier, there is preliminary evidence that the work Con Alma's multiyear grants have funded

have indeed contributed to positive changes in health conditions and systems. This is not surprising given that the resources needed to engage in impactful work are significant and that more complex projects aimed at systems change take both resources and time. Organizations shared that they can usually only fund existing projects with smaller grants.

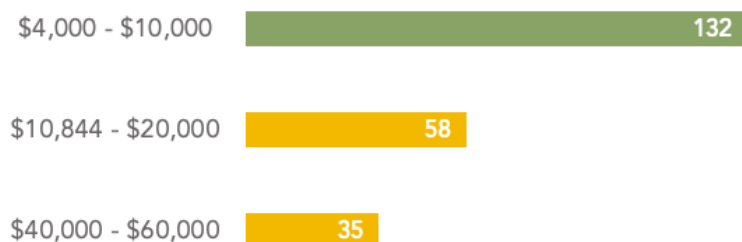
*Always great to get multiyear grants. One year grants limit the work you can do. These are not geared to starting up a brand new project from scratch. 20k is not nothing, but it does also limit and we won't take on a more complex thing. Shapes what you apply for and what makes sense and is reasonable.*  
-Quote from Grantee

This contributes to organizations spending significant time and human capital acquiring and cobbling together many smaller grants – with different application and reporting due dates. As one grantee shared,

*For any group, the ideal [grant] is a larger amount – at least \$50k – and over two to three years. There are ways to pick groups that are well-aligned [with the funder] and then let them have flexibly. One of the major things that is broken in the non-profit world is people slogging for small amounts of money, especially leaders of color in these organizations. The two big things are workload of staff in organizations and funders not being attuned to what it takes to get the work done. With one-year grants, an organization breaks into the work only to then lose the funding after one year and their planning.*

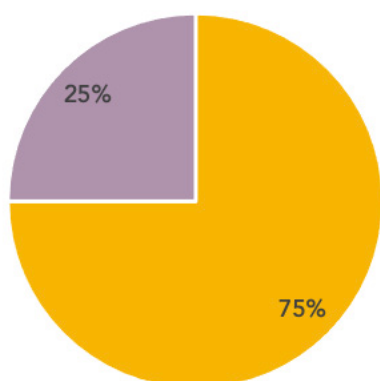
Most of the grants (132) provided by Con Alma were from \$4,000 - \$10,000 for one-year (see Figure 9). The largest size grants, \$40,000 - \$60,000, represent multiyear grants. Each year of funding is counted toward the total of 35 even though there were only 15 distinct multiyear grant projects.

**Figure 9. Most grants were for \$4,000 to \$10,000**



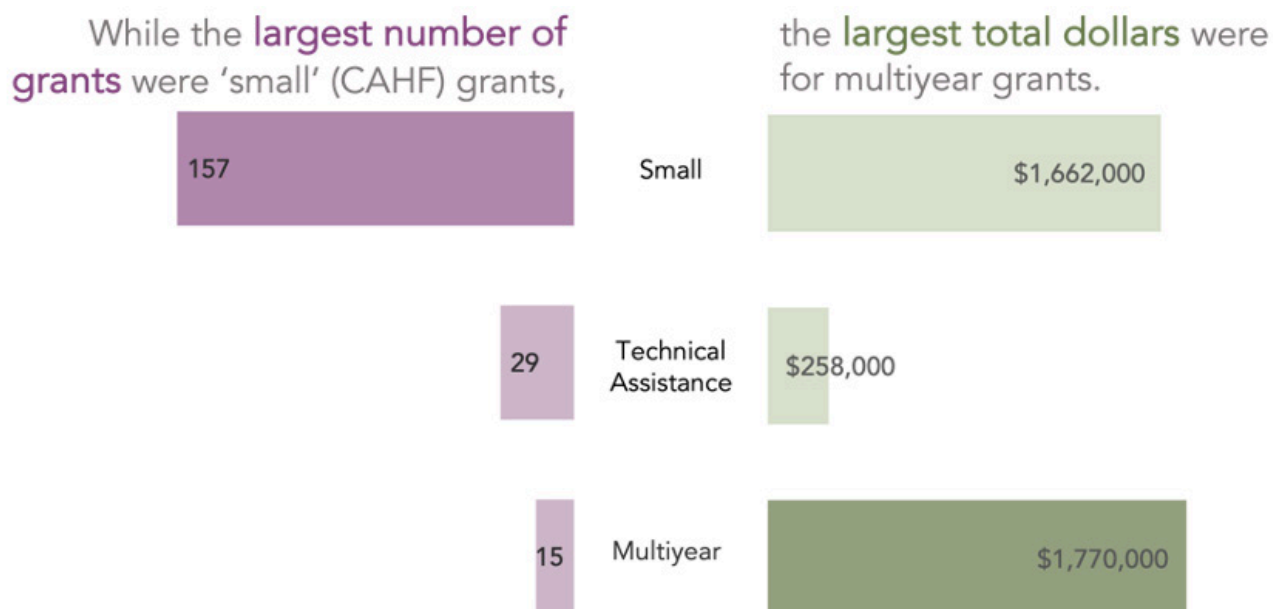
Another part of the story with regard to the amount of grants during the period of the study's focus is that 75% of grants awarded were for less than what was originally requested in the grantee's application (Figure 10). The range of the amount reduced was \$200 to \$25,000 with the average difference being \$5,216.

**Figure 10. Only 1 in 4 grants awarded were for the amount requested by the grantee**



The number of grants by type and the total dollars that funded those grants is provided in Figure 11. The smallest number of awards was for Multiyear Grants (15), yet they accounted for the largest amount of total dollars, \$1,770,000. Technical Assistance Grants became a fund type during the 2016 grant cycle and 29 of these grants were awarded during the 10-year period, accounting for the smallest amount of total dollars (\$258,000). The largest number of grants made were CAHF grants (157, formerly known as Small Grants), and accounting for the second largest amount of dollars (\$1,662,000). The total dollar amount going to CAHF Grants given the large number of total grants reflects the relatively small dollar amount of each grant.

**Figure 11.**



## General Operating Grants

Pairing longer-term investments with support for general operating is a fundamental way of supporting the strength and stability of organizations, especially organizations led by people of color. This provides the stability and flexibility that equity focused organizations need to deepen, expand, or replicate their work within an effective ecosystem. As one grantee share,

*Organizations in Native communities really respond to and benefit from general operating grants as they allow them to use the funds in the ways they see are needed and that is ever shifting.*

Con Alma has a long history of funding general operating grants, however, general operating grants can often be less exciting or compelling than project grants, resulting in fewer funds going to general operating grants compared

to project focused grants. This quote from a grantee echoed the sentiments of many others,

*It is truly a godsend to have funders who we have developed relationships with to give us general operating grants. We are in the weeds and know what we need. It says, we believe in you and trust you and belief in your work and mission versus a specific project.*

Funding flexible general operating grants goes hand-in-hand with both longer-term and larger investments – all three features of grants are what most grantees interviewed spoke about needing and the direction philanthropy is moving. The National Committee for Responsive Philanthropy's Criteria for Philanthropy at its Criteria for Philanthropy at Its Best: Benchmarks to Assess and Enhance Grantmaker Impact lists three elements of effectiveness as providing at least 50% of dollars for general operating support, at least 50% of dollars for multiyear



We would need to use a **small grant** to bolster an effort we are already doing. Couldn't be something new.

- Quotes from grantees

When we look at our portfolio of funding, small grants are very labor intensive. **Multiyear and larger** are what we would want to only go after. They give you a little room to breathe and be more strategic and deepen the work.

**General Operating grants** are fundamentally the right way to do in grantmaking. When you make people spend too much time applying and reporting then you have written off their time - the most important asset of grants.





grants and ensuring the time to apply and report on a grant are commensurate with grant size.<sup>9</sup> One grantee who was interviewed shared,

*I totally prefer multiyear grants. A year goes by too quickly. Leadership development and equity - these are long-term kinds of work – and chipping away at systemic and racial equity work is deeply rooted and takes time. Multiyear grants are more aligned with equity than one year grants. Going one step further - general operating funds for organizations are really important for organizational stability. What we want is to be given the trust and latitude. Things change as you engage in the work and we need the flexibility.*

### Opportunity

Provide more larger-sized, multiyear, general operating grants to help build stronger organizations.

## Application & Reporting

An initial application can often be the beginning of the funder-grantee relationship. This relationship between a prospective grantee and the funder typically begins with the prospective grantee seeking to learn about the funder and their grantmaking to assess if the organization might be a good fit for the funder. Having sufficient information to make such an assessment requires the funder to clearly articulate their funding priorities.

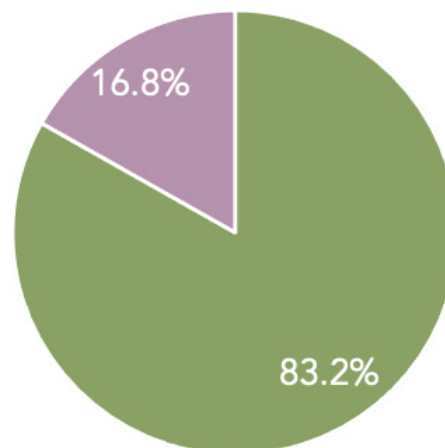
### Number of applications

For Con Alma, a clear theory of philanthropy will help prospective grantees have a better sense if their organization or project is a good fit or aligned with Con Alma's priorities before applying. For the 10-year period of focus for the study, 395 different organizations in New Mexico applied to Con Alma at least once and were never awarded a grant. Of those organizations, 159 applied more than once - from two to eight times each. Of the 97 organizations who were awarded one grant, 30 only ever applied for that one grant and 67 organizations submitted a total of 151 additional applications. The overall declination rate for the period of the study was 83.2% (Figure 12).

A large amount of total resources were expended by these organizations in creating so many applications that were declined. Providing more clarity about what the Foundation is prioritizing based on its focus or theory of philanthropy can help organizations to assess their fit. One grantee expressed their desire for more clarity by saying,

*At one point we did receive a small technical grant. Since then, we have applied for three grants with Con Alma and not gotten funded. We have now held back as it is time consuming to apply. I am looking for feedback and understanding of why a model that appears to be what Con Alma is looking for has not been funded. Would be really good to get feedback.*

**Figure 12. Over 80% of applications were declined**



9 National Committee for Responsive Philanthropy, "Criteria for Philanthropy at Its Best: Benchmarks to Assess and Enhance Grantmaker Impact." March 2009, [https://www.ncrp.org/wp-content/uploads/2016/10/paib-fulldoc\\_lowres.pdf](https://www.ncrp.org/wp-content/uploads/2016/10/paib-fulldoc_lowres.pdf). (accessed August 13, 2022).



Transparently communicating the focus areas and priorities that emerge from the development of Con Alma's theory of philanthropy to New Mexico's nonprofit community will greatly aid organizations in assessing their fit and determining if it makes sense for them to submit an application. This will likely significantly reduce the number of applications Con Alma receives. As one grantee stated,

*As far as the application, if I had more sense of what might get funded, then the process would not be unmanageable, but it feels random or unpredictable and leaves me unclear whether to apply at all. I do it because I know them and know the process and can do easily. If I was new to them, it might not be worth it at all.*

Explicitly seeking to reduce the number of applications to Con Alma may seem counterintuitive at first, but has the potential to lead several desirable outcomes:

- Reduced burden on many organizations, some of whom apply repeatedly without success
- Reduced load on Con Alma staff who review and respond to each application
- Decreased time from application to notification and award
- Increased feasibility of providing simple feedback for applications that are declined

### Opportunity

Communicate focus areas and priorities with transparency to support organizations in determining whether to apply and reduce the number of applications each year.

### Site Visits

Site visits are another component of Con Alma's grant application process that requires a significant amount of total time from prospective grantees, as well as Con Alma's staff, CAC, and BOT. Prior to 2020, site visits with prospective grantees happened on-site

at the prospective grantees' facilities or where the work would take place. Organizations were asked to have the following individuals present: Executive Director/CEO; a Board member; and if applicable program staff, contractor/consultant, and lead partners. From Con Alma, representatives typically included a member of the CAC and/or Grant Making Committee, and a staff member. Site visit teams would sometimes also include a member of the BOT. At one point, a CAHF Board member made a rough estimate for the 2018 grant cycle of the time invested in site visits and found that over 1006 hours of prospective grantee, staff, BOT and CAC time was spent engaged in site visits that then resulted in the funding of 31 grants totaling \$515,000 from 65 applicants.



While site visits can contribute to building relationships with organizations, there have been challenges with how site visits have been implemented by Con Alma in the past. Grantees who were interviewed shared a diversity of experiences, with many having had positive experiences with Con Alma site visits. However, there were also several stories and perspectives shared that highlighted the challenges. As noted earlier in the discussion of Trust-Based Philanthropy, power imbalances exist in the funder-grantee relationship and Con Alma's site visits were a setting in which these imbalances ran the risk of being amplified rather than diminished. Grantees shared concerns that ranged from feeling like the site visits were rushed and provided little time for organizations to tell their story or develop relationships to feeling that members of Con Alma's site visit team gave unsolicited advice. The experiences of three grantees are shared below.

*I don't have an issue with the time site visits take - happy to do it - but the experience can be mixed. There is no negative with staff, but the Board and CAC representatives can be so completely off the wall it can be problematic. The staff person asked good questions and listened and the other person wanted to tell us what we*

*should be doing and who we should be working with. That wasn't helpful. She was just going off on her own personal tangent.*

*I support the involvement of community members [CAC] but you have to recognize when you do [a site visit] that they don't have the context and history. We would get varying money based on who was part of the site visit committee. That didn't make sense. The Con Alma staff has the personal interest, understanding, and perspective. What is the way to include community input but not drive the final decisions? [CAC] simply are not trained or have the bandwidth that is essential for making these decisions.*

*Cool idea to have CAC along with staff come for a site visit but there are real challenges. For us, they are always late. Then they want us to invite our community members, but the meeting ends up with [the Con Alma site visit team] interviewing us and our community members are just sitting there. I see how it would be cool to actually visit but if there is a checklist they are following then it is a waste of time for community member to be there. They are just grilling us. Good intent but too much on the checklist so we can't enjoy a conversation or connect. Jump through all these hoops before you even know you have been awarded, and for not that much money. We don't have to do that with other funders*





When done at the appropriate time in the development of a relationship with an organization and for strategic purposes, site visits can serve as opportunities to listen and deepen both understanding and relationships. Another grantee shared,

*I am trying to understand the purpose of the visit. Is it to meet the organization before they decide or what are they looking for? What is the purpose? I can understand from the facilitator perspective to talk and know about the organization and people. With some funders, we meet with just the primary contact over the phone or Zoom – it is very specific and that works fine. I appreciate that they want to come and visit the community and maybe later in the process that is appropriate.*

### Opportunity

Separate site visits from grant decisions. Utilize site visits as opportunities to build relationships and deepen understanding.

- Further define purpose of the site visit in the context of theory of philanthropy
- Based on the purpose, reexamine the makeup of site visit teams
- Limit site visits to a smaller, strategic selection of grantees to not overburden organizations or staff
- Offer virtual formats

*I believe we have sought out feedback when [we didn't get funded] and usually would have a good conversation there. When we were rejected in the regular cycle, then we got discretionary funds. There have been lot of rejections during cycles when the CAC person maybe didn't know us.*

*-Quote from Grantee*

## Simplify Applying & Reporting

Practices among foundations are changing with regard to making the application and reporting processes simpler and less of a burden on grantees. This can help to level the playing field and support small organizations in applying. Grantees shared the following:

*In the guidelines for the applications, [Con Alma] shares a lot of information, but that ends up making those documents dense. I would need to read them multiple times. They definitely put a lot of thought into it. They reference these documents for their framework for the priorities so it is important to understand what is in them but it takes time to process. The language can be unapproachable. Most foundations use academic jargon but how do you translate that? I can see how this would be a barrier for other organizations who are applying. That is a lot of stuff to navigate. I am aware that the privilege in my education and background make it easier for me.*

*We have grown quite a bit but, in the beginning, we struggled with the grant process. The grant process itself has become much more accessible for us. I would be curious how smaller grassroots organizations experience the complexity of questions and if they have clarity. You need to pass the application process to get an interview and those are an enormous opportunity.*

*Another grant we have has a streamlined application - no-nonsense. There is a two-month turnaround. And then an oral report. I also like the idea of using the documents organizations create anyway for reporting, such as annual reports.*

A step that would benefit both Con Alma and prospective grantees would be to only ask for information for which there is a clear purpose and use. Another opportunity for simplifying processes would be to use phone calls in place

of written reports - making it less of a burden to grantees while at the same time building relationships. Additionally, staff put effort into categorizing grant applications on variables such as population of focus and proposed activities. Considering the use of these categorizations before they are developed can increase the likelihood that staff and other interested parties have access to useful data and reduce the burden on staff from recording data that is not ultimately used. An example from Con Alma's grantmaking data that highlights this issue is the coding of activities where staff have created and used many discrete primary and secondary active codes to classify the activities proposed in applications. The resulting lists are quite long and contain many overlapping categories.

### Opportunity

Make applying and reporting simpler to both remove barriers for grantees and lighten the load for staff.

- Simpler application
- Fewer grant types
- Fewer reports
- Phone conversations in place of some or all reports
- Redesign or omit site visits

*The time between applying and receiving funds is too long. Needs and opportunities change from April to Jan. The slow timeline makes it hard for small organizations.*

*-Quote from Grantee*

## Evaluation & Learning

Foundation staff and Boards understandably want to know, "What difference are we making?" Given limits to the size, number, and breadth of grants, it is not ultimately fruitful for Con Alma to try to evaluate the impact of the Foundation's investments. Even for this landscape study, gaining an understanding of the depth and breadth of the grant investments

## QUOTES FROM GRANTEES ABOUT REPORTING

*Phone calls as an alternative are great.*

*Allow us to send in our own materials.*

*Come to events to see how we are doing rather than relying on reports. Allow us to tell our story.*

across the grantees was difficult, and this did not include an attempt to assess their impact. Evaluation in philanthropy works best when viewed from an organizational learning and effectiveness perspective. This enables grantees and foundation staff to be more honest and transparent about barriers they are encountering and work collaboratively to address them.

While formal evaluation focused on the impact of Con Alma's investments may not be feasible or wise, developing a learning approach, system, or culture can help ensure the Foundation continues to evolve and deepen its contributions. Some of the characteristics that support such a learning organization include staff and leader buy-in where everyone's learning and the needed resources are prioritized; permission to be vulnerable and open to new ways of learning - even when it threatens assumptions about what is working; and creating a set of processes, such as scheduled reviews and reflections, that guide learning and reinforce a learning culture.<sup>10</sup>

Con Alma would benefit from committing to periodic internally focused reviews of grant data or processes as well as studies such as this landscape study that can gather the perspective of grantees. Such evaluations can help show how Con Alma's efforts are aligned to its principles and values.

An additional opportunity for Con Alma to both deepen learning about and lift up the work of grantees is by supporting grantees in

telling their stories. A story has the power to both inspire people and lead them to take action. Storytelling can help foundations and their grantees increase reach and resources, leading to greater change and impact. Many foundations are already investing in strategic storytelling—including The Rockefeller Foundation, supporters of the Storytelling for Good initiative. Storytelling for Good offers a suite of tools and a growing community that helps organizations leverage the power of storytelling.<sup>11</sup>

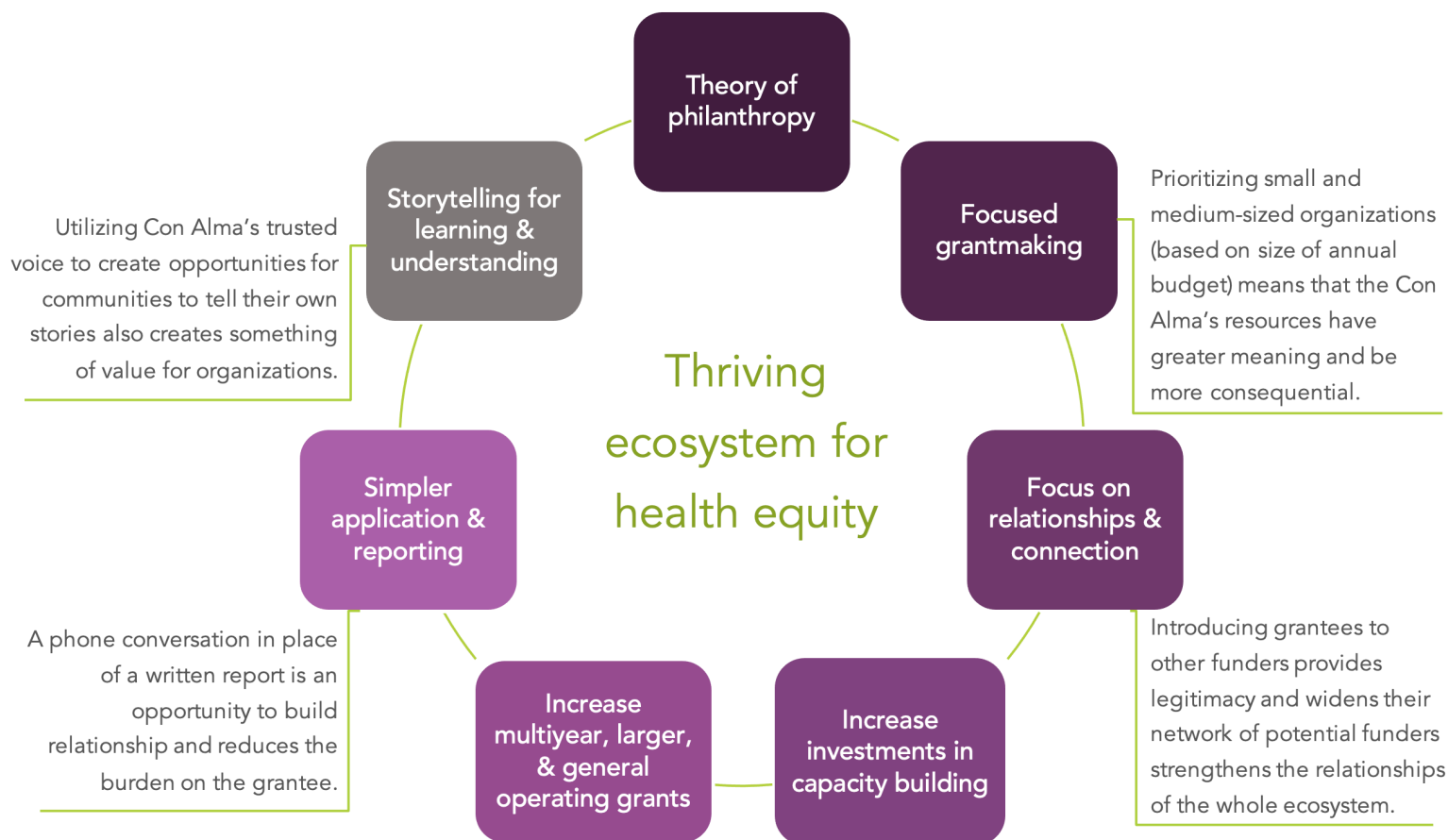
### Opportunity

Focus on understanding the value of the contribution Con Alma is making to the ecosystem working toward health equity through the development of a learning culture.

- Occasionally conduct focused evaluations to understand specific initiatives or related to external funding
- Commit to periodic, internally focused reflective evaluative activities or processes, such as reviewing grant and other data
- Create opportunities for grantees to tell their stories

### Opportunities connect & build on one another

The graphic for a thriving ecosystem for health equity is presented here again with the addition of examples of how the themes identified in the study could be incorporate into Con Alma’s grantmaking practices.



11 The Communications Network, Storytelling for Good, <https://storytelling.comnetwork.org/> (accessed August 18, 2022).



## Looking Forward

A significant amount of data, perspectives, and opportunities have been presented in this report. It is clear that Con Alma has the potential to leverage its significant strengths and assets, including its solid reputation of being a visionary funder in New Mexico, to continue to evolve and strengthen its grantmaking.

Knowing the changes that are desired and then taking the necessary steps is easier said than done, but real change is possible when supportive environments are fostered. As Con Alma considers the opportunities identified through this study and identifies actions and priorities, it will be important to recognize that transformation takes time and to not overload staff along the way. The BOT, CAC, and staff must all be engaged in the cultural shifts that are necessary for such transformation. It is recommended that Con Alma develop a reasonable and flexible plan for implementing changes to the Foundation's grantmaking practices that recognizes the process needs to be iterative and developmental.



## Appendix: Grantee Data

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
Abrazos Family Support Services	B4-3 Network Collaboration Training Project	TA	2017	\$10,000
	B4-3 Network Collaboration Training Project	TA	2018	\$7,000
African American Health Network	African American Health Network - Capacity Project	Small	2012	\$15,000
Alamo Navajo School Board	Sustaining the Health Awareness Initiative at Alamo	MY	2009	\$60,000
	Sustaining the Health Awareness Initiative at Alamo	MY	2010	\$45,000
	Sustaining the Health Awareness Initiative at Alamo	MY	2011	\$45,000
Angel Flight West (NM Wing)	Access to Care: Transportation Resource Mapping	TA	2017	\$10,000
Appleseed of New Mexico	Native American Community Engagement	Small	2014	\$10,000
Ben Lujan Institute for Leadership and Public Policy of New Mexico Highlands University	Family Medicine Residence Outreach/Training with Community Health Workers	MY	2009	\$50,000
	Family Medicine Residence Outreach/Training with Community Health Workers	MY	2010	\$40,000
	Northern New Mexico Mobile Health Initiative	MY	2011	\$40,000
Boys & Girls Club of Las Cruces	Club Health-E	Small	2009	\$10,000
Breast Cancer Resource Center	Community Based Patient Navigation - Eliminating Barriers for Cancer Patients	Small	2011	\$10,000
Breath of My Heart Birthplace	Capacity Building around Substance use in pregnancy and substance exposed children for the Care Coalition for Northern Families	TA	2018	\$7,000
Carlsbad Battered Families Shelter	Positive Parenting with a Plan	Small	2009	\$10,000
Catron County Grassroots Behavioral Health Group	Building Wellness for Behavioral Health Consumers	Small	2012	\$5,000
Catron County Health Council	Catron County Indigent Fund Infrastructure Development	Small	2009	\$10,000

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<sup>12</sup> MA=Multiyear Fund, TA=Technical Assistance Fund

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
Center of Protective Environment	Creating Sanctuary at COPE	Small	2012	\$10,000
Centro Savila	Culturally and Linguistically Appropriate Behavioral Healthcare Professional Pipeline for New Mexico	Small	2017	\$15,000
Chainbreaker Collective	Nuestra Santa Fe	Small	2014	\$10,000
	Development Without Displacement Overlay	Small	2018	\$9,000
	People's Plan Train-The-Trainers Consultant	TA	2019	\$10,000
	People's Plan	Small	2019	\$15,000
Colonias Development Council	Desarrollando Cociencia para Promotoras de Apoyo Familiar	Small	2013	\$14,000
Coming Home Connection	Training Youth and Young Adults for Volunteer Home Health Care	Small	2009	\$10,000
	Veteran Volunteer Program	Small	2010	\$10,000
	Vets Caring for Vets and Veterans Healthcare Employment Program	Small	2013	\$15,000
	Vets Caring for Vets Homecare Network	Small	2015	\$9,000
	Coming Home Connection - Executive Transition	TA	2017	\$10,000
Community Coalition for Healthcare Access	Promotoras: Community Health Planners & Navigators for the Underserved	MY	2009	\$50,000
	Promotoras: Community Health Planners & Navigators for the Underserved	MY	2010	\$20,000
	Community Health Workers and Advocacy for the Underserved Population	MY	2011	\$20,000
Community Partnership for Children	Grant County Shared Services: Phase II	Small	2016	\$10,000
	Shared Services: Action Steps to Best Practices	TA	2017	\$10,000
	Shared Services: Action Steps to Best Practices Phase II	TA	2018	\$10,000
Compostela Community and Family Cultural Institute	Compostela Community & Family Cultural Institute Community Health Work/Navigator Training Project	Small	2018	\$10,000
Curry County Health Council	Health Council Initiatives	Small	2015	\$8,000
Dar a Luz Birth and Health Center	Pathway to Licensure for New Mexico Birth Centers	Small	2014	\$10,000
Datil Area Community Advisory Board	Continuation of the Initiative for Health and Wellness	Small	2011	\$8,000
Desert Forge Foundation	Desert Forge, Warrior Farmer Project	Small	2017	\$12,000

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
DNA-Peoples Legal Services Inc	DBA - Dine Bi ts'ii baa Ah'jitei	Small	2011	\$10,000
Down Syndrome Foundation of SENM	Down syndrome Medical and Educational Conference	TA	2017	\$10,000
Dreamtree Project	YouthUp: A Program for Youth in Workforce Development	Small	2009	\$10,000
Earth Care International	Youth Food Corps	Small	2011	\$10,000
East Central Ministries Inc	One Hope - Centro de Vida Health Center	Small	2011	\$10,000
	Administrative and Fiscal Capacity Building	TA	2018	\$7,500
Eastern NM University Roswell Foundation	Chaves County Resource System	Small	2014	\$10,000
El Centro de Igualdad y Derechos	Immigrant Leadership Institute	Small	2009	\$10,000
El Centro Family Health	Semillas de Salud	Small	2010	\$10,000
El Pueblo Health Services	Preparing a System for Health Care's Future	Small	2018	\$8,000
El Valle Community Center	El Valle Community Center Board & Core Volunteer Development	Small	2017	\$10,000
Embrace, Inc.	Teen EFORT (Empowering Families through Opportunities, Relationships & Trust)	Small	2010	\$15,000
	Youth Development Project	Small	2011	\$10,000
	Teen Pathways	Small	2012	\$15,000
	Roswell Teen Center	Small	2013	\$10,000
Embudo Valley Library And Community Center	Rural Community Revitalization and Library Sustainability in Rio Arriba County	TA	2019	\$10,000
Enlace Comunitario	Domestic Violence Prevention amongst Spanish Speaking Latino Youth: An Innovative Peer to Peer Approach	Small	2009	\$10,000
	COMPARTIR: Creating Opportunities to Make Promotoras Accessible Regionally Through Increased Resources	Small	2017	\$12,000
	COMPARTIR: Creating Opportunities to Make Promotoras Accessible Regionally Through Increased Resources	TA	2018	\$7,000
	COMPARTIR: Creating Opportunities to Make Promotoras Accessible Regionally Through Increased Resources	Small	2019	\$9,500
Eve's Fund For Native American Health Initiatives	ThinkFirst Navajo New Mexico: Preventing Injuries, Saving Lives	Small	2013	\$10,844

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
Farm to Table	Connecting Food Policy Councils Through Children's Health Initiatives	Small	2012	\$15,000
First Nations Community HealthSource	Health Care for the Homeless Program	Small	2011	\$7,000
Five Sandoval Indian Pueblos Inc	NOLS Prevention Staff Training	Small	2012	\$7,500
Future Foundations Family Center	Underage Drinking	Small	2011	\$10,000
Generation Justice	Generation Justice NM's Behavioral Health Crisis	Small	2015	\$10,000
	The State of Resilience	Small	2017	\$14,000
	Health Equity through youth leadership, shifting narrative, and digi campaigns.	MY	2018	\$50,000
	Health Equity through youth leadership, shifting narrative, and digi campaigns.	MY	2019	\$50,000
Grant County Community Health Council (GCCHC)	La Vuelta de la Vida (As Life Turns)	Small	2009	\$4,000
	Southwest New Mexico Inmate Support Program (ISP)	Small	2017	\$12,000
Health Action New Mexico	Advocacy for NM implementation of Federal Health Reform	Small	2011	\$5,000
	Southern NM field staff for enrollment outreach and building community health advocacy capacity	Small	2015	\$8,000
Health Security for New Mexicans Campaign	Education and Outreach Project	Small	2009	\$10,000
	Health Security for New Mexicans Campaign	Small	2010	\$12,000
	Health Security for New Mexicans Campaign	Small	2019	\$13,500
Healthy Native Communities Partnership, Inc.	Community Wellness In Action	Small	2018	\$12,500
	Navajo Community Wellness In Action 2	Small	2019	\$15,000
Help End Abuse for Life (HEAL)	Coordinated Community Response Team	Small	2019	\$12,000
Help Outreach Taos	Help Outreach Taos: Suicide Risk Reduction and Intervention	Small	2018	\$15,000
Hoy Recovery Program	Community Steering Group Meeting in New Mexico, Community Defined Evidence Project	Small	2009	\$11,000
Justice Access Support and Solutions for Health dba Casa de Salud	Casa de Salud Health Apprentice Program Enhancement 2018-19	TA	2019	\$8,500
KRWG	La Frontera - A Changing America - Latino Behavioral Health in NM	Small	2014	\$12,000



Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
KUNM FM 89.9 University of New Mexico	KUNM Public Radio Reporting on Poverty and Public Health	Small	2013	\$10,000
	Public Health New Mexico	Small	2016	\$15,000
	KUNM's Public Health New Mexico Reporting Project	Small	2018	\$15,000
La Pinon Sexual Assault Recovery	Kidtalk 636-3636	Small	2010	\$8,000
La Plaza De Encuentro Gathering Place	Home Health Capacity Building in NM	TA	2019	\$10,000
La Semilla Food Center	Advancing Healthy Food Access in Underserved Communities	Small	2016	\$11,000
Las Clinicas del Norte	Bridging the Barriers of Poverty: Evaluating Programs to Improve healthcare Outcomes	TA	2018	\$8,500
Las Cumbres Community Services	Grandparents Caring for Their Grandchildren	Small	2012	\$10,000
	Grandparents Caring For Their Grandchildren	Small	2013	\$12,000
	Grandparents Raising Grandchildren	Small	2015	\$10,000
	The New Mexico Housing Crisis and its Impact on the Health and Well-being of Families and their Children	Small	2017	\$14,000
Little Sisters of the Poor of New Mexico	Operating Expense Request to Help Support Villa Guadalupe	Small	2009	\$10,000
Los Alamos National Laboratory Foundation	Rio Arriba and Taos First Born Evaluation Matching Grant	MY	2009	\$45,000
	Rio Arriba and Taos First Born Evaluation Matching Grant	MY	2010	\$15,000
	First Born Program	MY	2011	\$15,000
Many Mothers	Many Mothers/Santa Fe Children's Project Collaboration - Support for New Mothers in the Agua Fria Zone	Small	2009	\$5,000
McKinley Community Health Alliance	McKinley Community Health Alliance request for General Operational Support	Small	2019	\$12,500
Mesilla Valley Casa Inc	Child Welfare Systems Change	TA	2018	\$8,000
Mesilla Valley Community of Hope	MVCH SOAR Operations	Small	2013	\$8,156
Mora Valley Community Health Services,	Empowering a Substance Abuse Free Community	Small	2013	\$10,000
Move The Mountain Leadership Center	Circles NM	Small	2012	\$7,500
MyPower, Inc.	MyPower, Inc.	Small	2019	\$15,000
National Latino Behavioral Health Association	Online Mental Health Interpreter and Provider Training	Small	2017	\$14,000
	On-Line Behavioral Health Interpreter Training	Small	2018	\$13,000

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National Veterans Wellness & Healing Center In Angel Fire	Veterans Wellness and Healing Retreat focused on couples from NM counties	Small	2012	\$5,000
Native American Community Academy Foundation	Eagle Behavioral Health Program	Small	2010	\$12,000
	Proactive & Restorative Circles for Student Success & Wellness	Small	2014	\$12,000
Native American Independent Living	Legislative Advocacy Training for Pueblo People with Disabilities	Small	2009	\$10,000
New Energy Economy Inc	Health Impact Assessment for San Juan Closure: Just Transition to A Clean Renewable Energy Economy	MY	2018	\$50,000
	Health Impact Assessment for San Juan Closure: Just Transition to A Clean Renewable Energy Economy	MY	2019	\$50,000
New Mexico Alliance for Children	Mescalero Apache Youth Wellness Project	Small	2012	\$10,000
New Mexico Alliance for School-Based Health Care	Improving Access to and Confidentiality of Sensitive Services for Adolescents and Others	MY	2015	\$50,000
	Improving Access to and Confidentiality of Sensitive Services for Adolescents and Others	MY	2016	\$50,000
	Improving Access to and Confidentiality of Sensitive Services for Adolescents and Others	MY	2017	\$50,000
New Mexico Alliance of Health Councils	NM Alliance of Health Councils - Capacity Building	Small	2012	\$15,000
	New Mexico Alliance of Health Councils	Small	2015	\$12,000
	New Mexico Health Councils: Technical Assistance Modules & Resources	TA	2017	\$10,000
	Building Capacity for Behavioral Health Planning	Small	2019	\$8,000
New Mexico Asian Family Center	Asian Community Transformation (ACT)	Small	2013	\$8,000
New Mexico Association of Grantmakers	Philanthropy in New Mexico 2017	TA	2017	\$10,000
	Building Funder and Nonprofit Capacity to Engage in Census 2020	TA	2019	\$10,000
New Mexico Behavioral Health Local Collaborative Alliance	Behavioral Health: Community Solutions	Small	2016	\$10,000
New Mexico Black Leadership Council	African American Health Assessment (AAha)	Small	2017	\$15,000
New Mexico Caregivers in Action	New Mexico Caregiver Agenda 2014	Small	2013	\$7,500
	Caregiver Training, Credentialing and Job-Matching	Small	2014	\$11,000

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
	Building the Floor and Raising the Ladder for New Mexico Caregivers	Small	2015	\$10,000
	Raise the Floor, Build the Ladder: Good Jobs for New Mexico's Frontline Healthcare Workforce	Small	2018	\$12,500
New Mexico Center for Nursing Excellence	New Mexico Rural Nurse Residency Program	Small	2011	\$10,000
New Mexico Center on Law and Poverty	Access to Healthcare for Vulnerable New Mexicans	MY	2009	\$60,000
	Access to Healthcare for Vulnerable New Mexicans	MY	2010	\$40,000
	Access to Healthcare for Vulnerable New Mexicans	MY	2011	\$40,000
	New Mexico Healthcare Access Project	MY	2015	\$50,000
	New Mexico Healthcare Access Project	MY	2016	\$50,000
	New Mexico Healthcare Access Project	MY	2017	\$50,000
	Campaign and Leadership Development for NM Together for Healthcare Campaign	TA	2019	\$9,500
	Protecting and Improving Access to Healthcare: The Medicaid Advocacy Project	Small	2019	\$14,000
New Mexico Coalition Against Domestic Violence	Medical Response to Domestic Violence-Related Strangulation	TA	2018	\$10,000
New Mexico Coalition to End Homelessness	Leadership to End Homelessness	TA	2019	\$10,000
New Mexico Community AIDS Partnership	Southeastern NM LGBTQ Health Equity Project	Small	2014	\$10,000
	LGBTQ Health Equity Project	Small	2015	\$8,000
New Mexico Community Data Collaborative	Healthcare Access Data Commons	TA	2017	\$10,000
New Mexico Community Health Worker Association	Community Health Worker Certification Project	Small	2009	\$10,000
	Community Health Workers/Representatives and Promotores/as de Salud Bridging the Health Equity Gap throughout New Mexico	MY	2015	\$50,000
	Community Health Workers/Representatives and Promotores/as de Salud Bridging the Health Equity Gap throughout New Mexico	MY	2016	\$50,000

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	Community Health Workers/Representatives and Promotores/as de Salud Bridging the Health Equity Gap throughout New Mexico	MY	2017	\$50,000
New Mexico Environmental Law Center	NM H2O Campaign	Small	2018	\$15,000
	Healthy Environment, Healthy Families Air Quality Campaign	Small	2019	\$13,500
New Mexico Farmer's Marketing Association	Designing a Health Communication Plan to Increase Nutritional Health Among Low Income Populations	Small	2014	\$10,000
	Breaking Barriers: COCINA! Trainings Promote Nutritional Health Among New Mexico's Underserved	Small	2016	\$10,000
New Mexico Forum For Youth In Community	Organizing Youth Engagement (OYE) Deliberative Engagement, Evaluation, and Planning (DEEP)	Small	2016	\$10,000
New Mexico Foundation for Dental Health, Research and Education	Expanded Dental Services to Underserved New Mexicans	Small	2010	\$10,000
New Mexico Health Care Takes on Diabetes	Prescription Trails: Get Up and Get Moving	Small	2009	\$10,000
New Mexico Health Equity Working Group	Building Health Equity in New Mexico	Small	2010	\$7,500
	NM Health Equity Working Group	Small	2011	\$5,000
New Mexico Health Resources	Engaging Communities to Create a Health Professional Recruitment	Small	2014	\$10,000
New Mexico Healthcare Executives	Avanzando Cultura: Prioritizing Diversity and Equity in New Mexico's Healthcare Organizations.	Small	2019	\$9,500
New Mexico Resiliency Alliance	Community Resilience Initiative	Small	2018	\$13,000
New Mexico State University Foundation	NMSU-Grants Pathway to Nursing Careers	MY	2009	\$50,000
	NMSU-Grants Pathway to Nursing Careers	MY	2010	\$40,000
	NMSU-Grants Pathway to Nursing Careers	MY	2011	\$40,000
	Advocacy at Work: Youth Creating Community Change to Improve Health	Small	2016	\$10,000
New Mexico Voices for Children	Strategic Communications for Health Care	Small	2010	\$10,000
	Making the Case for the Continued Full Expansion of Medicaid in New Mexico to Increase Health Care Access, Expand Health Care Networks, and Improve Health Outcomes	Small	2016	\$10,000

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	Linking Communities to Policymaking to Protect and Promote Access to Affordable, Quality Healthcare Coverage	MY	2018	\$50,000
	Linking Communities to Policymaking to Protect and Promote Access to Affordable, Quality Healthcare Coverage	MY	2019	\$50,000
NMCAN	Youth Leadership Network	Small	2018	\$14,000
	Youth Leaders	Small	2019	\$14,000
Notah Begay III Foundation Inc	Turning the Tide Against Childhood Obesity and Type 2 Diabetes	Small	2013	\$7,500
One Door Campus	One Door Campus Evaluation Framework Development	TA	2018	\$5,000
Option Inc	Batterer's Intervention Program	Small	2011	\$10,000
Parents Reaching Out	Project ECHO	Small	2017	\$10,000
Pegasus Legal Services for Children	Youth Access	Small	2015	\$10,000
	Youth Access 2.0	Small	2017	\$10,000
Policy Connections West	Health Access Project	Small	2011	\$5,000
Prosperity Works	Securing a Future for New Mexico's Children	Small	2016	\$10,000
	Prosperity Kids	Small	2017	\$10,000
	Prosperity Kids	Small	2018	\$8,000
Quay County Health Council	Assuring Access to Diabetes Self-management Education for Rural New Mexico Patients	Small	2018	\$8,000
Relevancy	Health From Within	Small	2009	\$10,000
Rocky Mountain Youth Corps	Rocky Mountain Youth Corps Drug and Alcohol Prevention Program	Small	2019	\$15,000
Saint Elizabeth Shelter	Medical Respite Program	Small	2010	\$7,500
San Juan Collaborative for Health Equity	Fractured Communities	Small	2019	\$15,000
San Juan County Partnership	Health Equity Project (HEP)	Small	2016	\$10,000
Sanctuary Zone	Community Based Domestic Violence Shelter	Small	2010	\$8,000
	Community-Based Domestic Violence Shelter	Small	2011	\$10,000
Santa Fe Community College	Licensed Practical Nurse Curriculum	MY	2018	\$50,000
	Licensed Practical Nurse Curriculum	MY	2019	\$50,000



Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
Santa Fe Community College Foundation	Santa Fe Community College First Born	Small	2019	\$10,000
Santa Fe Project Access	Access and Transparency Initiative	Small	2015	\$8,000
Santa Fe Public Schools (SFPS) Adelante	Local Health Care Access for Immigrant Families	Small	2016	\$10,000
Santa Fe Recovery Center	Data Collection, Outcomes Monitoring and Partnerships	TA	2019	\$10,000
Senior Citizens' Law Office, Inc.	Health Care Project for the Elderly	Small	2010	\$15,000
	Pride in Aging	Small	2012	\$10,000
	Medicaid Preservation for SSI Recipients: Pickle Project	Small	2014	\$10,000
	Health Care Rights	Small	2015	\$10,000
	Health Care Rights Project	Small	2016	\$10,000
	Health Care Rights Project	Small	2017	\$12,000
Sierra Health Council	Community Training Collaborative (CTC)	Small	2014	\$10,000
Southeast New Mexico Vietnam Veterans of America 968	Helping Veterans access the Veterans Administration Healthcare System	Small	2009	\$10,000
Southwest Care Center	Es Mejor Saber (It's Better to Know)	Small	2011	\$5,000
SouthWest Organizing Project	University Sin Fronteras Albuquerque Campus	Small	2018	\$8,000
	Campus Expansion & Curriculum Cultivation-University Sin Fronteras	Small	2019	\$14,000
SPIN	PSH to Rural Communities	Small	2019	\$7,500
The Counseling Center	Expand Circle Programs Outreach	TA	2018	\$8,000
	Implement Tribal Community in AHS Student Success Program	Small	2019	\$12,000
Think New Mexico	Making Health Care More Affordable in NM-Improving Transparency	Small	2015	\$12,000
Transgender Resource Center Of NM	Increasing Access to Quality Care for Transgender New Mexicans	TA	2018	\$7,000
Union County Network, DBA Northeast Network of New Mexico	Regional Pathways for Allied Health	Small	2019	\$12,000
University of New Mexico College of Education & Human Sciences	Building Capacity to Support Behavioral Health in New Mexico	TA	2017	\$10,000

Organization	Grant Title	Fund <sup>12</sup>	Funding Fiscal Year	Approved Amount
University of New Mexico Health Sciences Center/Department of Family & Community Medicine	Poverty Medicine Curriculum: From Project to Program to Product	MY	2009	\$55,000
UNM Center for Community Engagement Dream Team ListoNM Campaign	El Puente with Dream Team ListoNM Campaign: Creating policy change through creative engagement among DREAMers, undocumented youth, children and families.	Small	2016	\$10,000
UNM Evaluation Lab	UNM Evaluation Lab Community Training Project	TA	2018	\$5,000
Valencia Health Commons	Valencia Health Care Access	Small	2009	\$10,000
Villa Therese Catholic Clinic	Marketing to the Underserved Hispanic Community	Small	2016	\$14,000
Vision for Dignity, Access, and Accountability (VIDA) in Healthcare	Bernalillo County Health Safety Net	MY	2015	\$50,000
	Bernalillo County Health Safety Net	MY	2016	\$50,000
	Bernalillo County Health Safety Net	MY	2017	\$50,000
Wellness Coalition	Scaling Rural Nonprofit Capacity Building	Small	2013	\$12,000
Young Life: Red Rocks YoungLives	Young Life: Red Rocks YoungLives	Small	2009	\$10,000
Young Women United	Improving Access to Birth Options in New Mexico	Small	2015	\$10,000
Youth Shelters & Family Services	Motivational Interviewing	Small	2009	\$10,000
Zuni Youth Enrichment Project	Promoting Youth Resilience through a Camp Counselor Training	Small	2018	\$14,000