VISION
Arkansas Community Foundation will be a magnet for inspirational, impactful giving and will have the leadership and connections to catalyze significant impact across the state. The Community Foundation will be successful at these roles because of our longevity and the trust we have built in our communities.

MISSION
To engage people, connect resources, and inspire solutions to build community.

VALUES
The Community Foundation is guided by these core values:

We are LOCAL.
We support local decisions to meet local challenges.

We are INCLUSIVE.
We seek broad community involvement and all points of view.

We are STEWARDS.
We take seriously the public’s trust.

We are STRATEGIC.
We strive to achieve positive long-term results.
## Goal 1: Build the Foundation’s Efficiency and Capacity to Carry Out Its Mission

<table>
<thead>
<tr>
<th>1A. Objective: Support affiliates in localizing strategies that align with the statewide plan and priorities and are tailored to the needs of the affiliate</th>
<th>Benchmark</th>
<th>Metric</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affiliates with a local plan by 6/30/22</td>
<td>-</td>
<td>-</td>
<td>100%</td>
</tr>
</tbody>
</table>

| 1B. Objective: Ensure the Foundation has the human and technological resources to work effectively and to be positioned for future success |  
| iPhi database implemented  
| • ACH process  
| • Budget process  
| • Multiple investment pools  
| SharePoint platform implemented  
| Network security enhanced  
| New phone system implemented  
| Simplified expense/credit card process  
| New ED evaluation process implemented | - | - | - |

| 1C. Objective: Strengthen the Foundation’s footprint across the state |  
| Increase in Pulaski County Giving Tree Endowment & NWA Giving Tree endowments | $225,000 | $300,000 |  
| Increase in affiliate Giving Tree Endowments | $283,000 | $350,000 |  
| Funders researched for non-affiliate grant areas | $16.3 MILLION | $18 MILLION | - |

| 1D. Objective: Deepen internal commitment to diversity, belonging, inclusion, and equity (DBIE) |  
| Cohort trainings | 0 | 4 |  
| State board training | 1 | ANNUAL |  
| Local boards committed to multi-step training | 0 | 14 | |

| 1E. Objective: Create a framework for action on policy issues such as DAF legislation |  
| Framework implemented | - | - | |

| 1F. Objective: Drive growth through prudent investment management |  
| Performance compared to peers per COF/Common Fund survey |  
| 2019 | Median | ARCF |  
| 1-Year | 18.9% | 19.0% |  
| 3-Year | 9.1% | 9.1% |  
| 5-Year | 6.4% | 6.0% |  
| 50th PERCENTILE | | | |
## Goal 2: Strengthen and Sustain Our Communities

**Through the Effective Use of All Forms of Philanthropic Capital**

<table>
<thead>
<tr>
<th>Objective</th>
<th>BENCHMARK</th>
<th>METRIC</th>
<th>ACTUAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2A. Objective: Deepen the Foundation’s capacity to assess community needs and to use resources and partnerships to support local initiatives and organizations</td>
<td>Affiliates engaged in a community leadership activity or partnership (defined as i) board engagement with ii) early literacy, food security and/or another priority area determined by the affiliate iii) using social, moral, reputational or intellectual capital in addition to financial capital</td>
<td>?</td>
<td>75%</td>
</tr>
<tr>
<td>2B. Objective: Use unrestricted grants to create positive change</td>
<td>% of Aspire Pillar match dollars claimed during 3-year period: 2021 = ? 2020 = 72%</td>
<td>80%</td>
<td>Year over year increase in dollars leveraged for Aspire Pillar grants (i.e., from DAFs): ?</td>
</tr>
<tr>
<td>2C. Objective: Strengthen nonprofits and core community groups by helping them secure tools, operating support, and knowledge needed to achieve their mission</td>
<td>Year over year increase in discretionary and DAF grant dollars awarded for capacity building or operating support: <strong>CAPACITY GRANTS</strong> = $1.4 M  <strong>OPER. GRANTS</strong> = $13.5 M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2D. Objective: Build and share community knowledge by promoting the use of data to convey what is happening in our communities and identify new ways to tackle issues</td>
<td>Annual activities to engage communities with data (an activity that engages audiences on an issue through facilitation and discussion for the purpose of understanding community data &amp; identifying ways to act): 3</td>
<td>10</td>
<td>Increase annual visits to Aspire Arkansas site 50%: 8,190</td>
</tr>
<tr>
<td>2E. Objective: Grow impact investing options and the capacity to support the work</td>
<td>Invested assets in impact investments: 2%</td>
<td>5%</td>
<td>Attendees per impact investing gathering: -</td>
</tr>
</tbody>
</table>
**GOAL 3: ESTABLISH THE FOUNDATION AS A PLATFORM FOR INSPIRATIONAL AND IMPACTFUL GIVING**

<table>
<thead>
<tr>
<th>Objective</th>
<th><strong>BENCHMARK</strong></th>
<th><strong>METRIC</strong></th>
<th><strong>ACTUAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3A.</strong></td>
<td>Grow donor relationships and increase donor grantmaking</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fundholder touchpoints per fundholder per year</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Success rate within Project Matchmaker of matching grants to a proposed program</td>
<td>-</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>Percent of gifts received to existing funds</td>
<td>43%</td>
<td>50%</td>
<td></td>
</tr>
<tr>
<td><strong>3B.</strong></td>
<td>Increase assets to support the Foundation’s long term mission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New funds established as endowments or quasi-endowments</td>
<td>49%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>New gifts to unrestricted or field of interest funds</td>
<td>2%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td><strong>3C.</strong></td>
<td>Establish the Foundation as a center for current and deferred generational giving</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentations per year using 21/64 generational concierge services</td>
<td>3</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>New deferred funds per year</td>
<td>13</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Advised fundholders communicated with in person about creating an estate gift and 10% success rate</td>
<td>-</td>
<td>450/45</td>
<td></td>
</tr>
<tr>
<td>Percent of gifts that are non-cash gifts over 3 year (FY18-FY20) average</td>
<td>24%</td>
<td>35%</td>
<td></td>
</tr>
<tr>
<td><strong>3D.</strong></td>
<td>Deepen the Foundation’s reputation as the premier resource for professional advisors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>“Two way” contacts with PAs a year</td>
<td>272</td>
<td>375</td>
<td></td>
</tr>
<tr>
<td>Three year-average of new funds are from Professional Advisor referral source</td>
<td>24%</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>
## Goal 4: Increase recognition and reputation as Arkansas’s choice for charitable giving services and philanthropic impact

<table>
<thead>
<tr>
<th>4A. Objective: Engage target audiences to raise awareness, deepen understanding, create trust and inspire action</th>
<th>Benchmark</th>
<th>Metric</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase website engagements to PA pages 50%</td>
<td>2,996</td>
<td>4,494</td>
<td></td>
</tr>
<tr>
<td>Increase website visits to Smart Giving pages 50%</td>
<td>4,573</td>
<td>6,860</td>
<td></td>
</tr>
<tr>
<td>Increase annual visits to Aspire Arkansas site 50%</td>
<td>8,190</td>
<td>12,285</td>
<td></td>
</tr>
<tr>
<td>Increase # of Engage and annual report impressions 33% (mailings, online readership)</td>
<td>23,000</td>
<td>30,650</td>
<td></td>
</tr>
<tr>
<td>Increase total social media engagement by 50%</td>
<td>44,887</td>
<td>67,330</td>
<td></td>
</tr>
</tbody>
</table>

| 4B. Objective: Demonstrate our charitable giving knowledge and impact through strategic storytelling, thought leadership efforts, and increased digital engagement |  |
|---|---|---|
| Increase earned media hits 25% | Pubs = 88 Clips = 780 | Pubs = 110 Clips = 975 |
| Op-ed, article or other thought leadership placements per year | 3 | 6 |

| 4C. Objective: Build communications-specific capacity for the affiliate network |  |
|---|---|---|
| Presentations/trainings to affiliates | 4 |  |
| Earned media hits for affiliate areas 25% | Pubs = 85 Clips = 695 | Pubs = 106 Clips = 868 |
| Affiliate in-person visits per year | 0 | 4 |

| 4D. Objective: Continue to connect and inform staff and board members about public and internal initiatives and activities |  |
|---|---|---|
| Internal survey data | 87% highly satisfied | 90% highly satisfied |
| SharePoint year over year engagements | - |  |
| Attendance at Summits every 18 months | 129 | 175 |

| 4E. Objective: Leverage “Arkansas, You Run Deep In Me” for multi-year use to generate general brand awareness statewide |  |
|---|---|---|
| Number of people who attend the Premiere | - | 125 |
| Number of views of video | - |  |
| Number of platforms/partners who share the video | - |  |
Strategic Plan Detail
July 2021 - June 2025

Process
- CEP donor survey
- Staff surveys
- DEI Audit
- Reviewed ARCF internal documents, policies, and financial trends
- Strategic Planning webinar
- State board survey
- Affiliate board survey
- Local Board Chair Meeting
- Local Board Council Meeting
- Focus groups and interviews (48) with professional advisors, donors, and community partners
- Summit
- Affiliate board meeting feedback

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Priorities

The Board prioritized

1. Taking on new or more in-depth leadership roles,
2. Growing affiliates’ capacity for leadership activities,
3. Offering more in-depth services for philanthropic advising and/or more in-depth marketing and acceptance of complex gifts,
4. Further develop and offer impact investing services, and
5. Deepening commitment to diversity, belonging, inclusion, and equity (DBIE).

Desired Outcomes

➢ Measured media penetration and brand awareness grows and contributes to advancement of the Foundations mission
➢ Total assets grow year over year, supporting the Foundation’s mission and ensuring its goal of perpetual sustainability
➢ Internal processes are efficient and simplified
➢ Net investment returns on the Foundation invested assets meet long term return goals
➢ Unrestricted grantmaking increases
➢ Increased community impact through collaboration with other funders, including donor advisors

Strategic Goals:

1. **Build the Foundation’s efficiency and capacity to carry out its mission**

   A. Support affiliates in localizing strategies that align with the statewide plan and priorities and are tailored to the needs of the affiliate

   **Strategies:**
   1. Present strategic plan to all affiliates and board members through conference/convening and follow-up engagement throughout FY22
   2. Host online discussion groups to aid affiliates in exploring the plan in depth
3. Provide facilitation and assistance to support affiliates in identifying local priorities
4. Explore a 3-year process in which affiliates focus their learning and engagement on a major theme each year; for example: development skills in year 1, community leadership skills in year 2, and a deep dive in an Aspire pillar project in year 3

B. Ensure the Foundation has the human and technological resources to work effectively and to be positioned for future success

Strategies:
1. Implement new technology that meets the needs and expectations of donors and helps maximize internal operational efficiencies
   a. Move database from FIMS to Stellar iPhi at beginning of FY2022. Once Finance staff have a firm understanding of iPhi system –
      i. Transition towards making grants/payables by ACH instead of physical check to avoid USPS system & outstanding check issues
      ii. Link “donate now” credit card giving on our website directly into iPhi to avoid extra data entry
      iii. Utilize departmental options within iPhi budgeting system
      iv. Consider opportunities to create multiple investment pools options for donors
   b. Invest in internet capacity by transitioning from Comcast(cable)/Aristotle(radio) combo (150mbps/25mbps max) to AT&T(Fiber)/Comcast(cable) combo (1gbps/1gbps max)
c. Implement a full SharePoint plan with separate Team sites for Central Office and affiliates, adding intranet-like home page on web for each site

d. Invest in additional network security measures (Meraki Insight/Microsoft Azure) to protect system from data breaches

e. Research options to bring better/more consistent internet access to EDs, affiliate offices and board meetings

f. Evaluate and purchase technology as needed to enable better online meetings and connectivity for affiliates

g. Audit internal operations and tasks to create new efficiencies
   i. Simplify expense reimbursement/credit card submissions
   ii. Evaluate new phone system to provide better technology to all employees while saving money

2. Evaluate affiliate staffing and staff development processes
   a. Create processes to track local staff learning and engagement
   b. Work with EDs to create a performance evaluation framework tied to local goals
      Eliminate contact tracking as performance measure and work with staff to co-create processes for tracking contacts for institutional knowledge
   c. Evaluate workflows and training processes to streamline work, while meeting necessary internal operational requirements
   d. Conduct job shadowing to better understand local workflows
   e. Evaluate feasibility of additional hours for ED positions, with an emphasis on using additional time for core strategic plan strategies
      i. Focus group EDs to understand opportunities and pitfalls
ii. Explore partnerships with local anchor organizations or other nearby affiliates to market positions and attract high quality candidates. (As in Sharp County)

f. Evaluate ED recruitment processes considering DBIE principles to ensure representative candidate pools

C. Strengthen the Foundation’s footprint across the state

Strategies:
1. Expand presence and impact in Pulaski County
2. Expand NWA presence and impact through the regional office
   a. Hire programmatic staff
   b. Engage a NWA Giving Tree grantmaking committee, including representatives of Fayetteville Area board
3. Explore grantmaking fund for other non-affiliate areas
   Seek national funders that have articulated a rural strategy, including Kellogg, RWJF, etc.

D. Deepen internal commitment to diversity, belonging, inclusion, and equity (DBIE)

Strategies:
1. Work with DBIE taskforce to create guiding principles for embedding DBIE into the Foundation
2. Deepen DBIE training and understanding through local and central staff cohorts
3. Deepen state board’s understanding of DBIE through retreat training and board updates
4. Provide training and resources to local boards on DBIE

E. Create a framework for action on policy issues such as DAF legislation

Strategies:
1. Governance committee to research how other foundations have used their social and reputational capital; and create appropriate framework
2. Foundation on the Hill participation
3. Annual follow up with Congressional delegation
F. Drive growth through prudent investment management

Strategy:
Annual review by Finance Committee and Cambridge Associates of each asset class in endowed pool to ensure the prudent investment of funds to cover grants, fees, and inflation

II. Strengthen and sustain our communities through the effective use of all forms of philanthropic capital

A. Deepen the Foundation’s capacity to assess community needs and use resources and partnerships to support local initiatives and organizations

Strategies:
1. Use state discretionary funds to model SMIRF practices, DBIE practices, and community leadership skills; document successes and mistakes and share across the network
2. Collaborate with communications department to document stories and use storytelling as a tool to leverage our social, moral, informational and reputational capital
3. Train statewide network on community leadership strategies and skills
   a. Develop a compelling definition of community leadership and accompanying examples of the Foundation’s previous community leadership work
   b. Develop training modules to introduce SMIRF
   c. Create train-the-trainer opportunities to empower EDs to lead community leadership work locally
4. Support local board development to achieve community leadership goals
   a. Evaluate board recruitment practices to ensure diverse and representative boards
   b. Evaluate board engagement practices to ensure new board members experience connectedness and the opportunity to contribute
   c. Teach and demo techniques like Liberating Structures and Strategic Doing to deepen conversations, generate ideas, build consensus and create action
B. Use unrestricted grants to create positive change

Strategies:

1. Continue developing Aspire Framework priority projects
   a. Continue developing knowledge of grantmaking and community leadership strategies for Early Literacy and Food Security projects; and continue offering match dollars to support affiliate grantmaking
   b. Research third Aspire Framework project, through analysis of data and gathering feedback from communities and affiliate boards (Year 3)
   c. Document bright spots from across the network and share in public-facing communications
   d. Working with DBIE task force, define DBIE frameworks for all Aspire Framework projects
   e. Continue community leadership curriculum (first piloted through grants learning cohort) to aid affiliates in gathering data, listening to community feedback, developing grant strategies and evaluating impact

2. Assign program officers to specialize in grant focus areas aligned with the Aspire Framework, to deepen knowledge and expand partnerships
   a. Engage program officers to support affiliates who have an interest in grantmaking in their focus area.
   b. Engage program officers to assist donors who have an interest in grantmaking in their focus area.

3. Test flexible options for existing grant processes to ensure responsiveness to a communities' needs
   a. Evaluate using site visits in lieu of written applications or reports, minimal applications for recurring grantees, off-cycle grants, etc.
   b. Evaluate options to collect demographic data on grants without creating burdensome reporting and application processes

1. Train EDs and affiliate board members on impact investing options to support development (CI)
C. **Strengthen nonprofits and core community groups by helping them secure tools, operating support, and knowledge needed to achieve their mission**

**Strategies:**

1. **Increase funding available for capacity and operations**
   a. Continue to award capacity building grants through Giving Tree grant cycle and educate grant committees about the value of capacity building
   b. Pursue other sources of capacity building grant dollars
   c. Educate donors about the value of capacity building support
   d. Explore strategies to use multi-year general operating grants effectively to sustain longstanding nonprofit partners

2. **Collaborate with nonprofits and community groups to meet the needs they identify**
   a. Test ways to use grant reporting as a learning opportunity for the grantee and the Foundation, rather than a due diligence check-off
      i. Use interviews and site visits as “reports,” particularly for key pillar projects
      ii. Conduct a grantee survey from the Center for Effective Philanthropy for anonymous feedback from grant applicants and grant recipients
   b. Support affiliate-led efforts to engage local nonprofits through convening, training or other beyond-the-grant engagement
      i. Offer stipends to host local programming or training
      ii. Provide staff facilitators for convenings as needed
   c. Curate a diverse, representative list of nonprofit consultants with services available for various topics and price points

3. **Use state-level back-office capacity to bring in dollars, resources and collaboration for key issues and organizations**
   a. Evaluate fee model and services provided to fiscally sponsored organizations to ensure a sustainable revenue model for the Foundation
b. Use intermediary function to bring out-of-state dollars to Arkansas or to enable high-impact work for which no other suitable home can be identified

c. Learn and share core grantmaking strategies, i.e., early literacy and health strategies gleaned from Excel by Eight project

d. Support the growth of coalition work led by and serving historically marginalized groups

4. Partner with other funders to identify and fill strategic capacity gaps in Arkansas’s nonprofit sector
   a. Identify models of nonprofit capacity building beyond previous statewide efforts that have failed. (i.e., the goal is not to establish another Arkansas Nonprofit Alliance but to identify other models with greater potential for success.)
   b. Support the growth and development of intermediary organizations to make collaboration and collective fundraising possible.

**D. Build and share community knowledge by promoting the use of data to convey what is happening in our communities and identify new ways to tackle issues**

**Strategies:**

1. Evaluate AspireArkansas.org users and tailor Aspire as needed to better serve their needs and use cases
   a. Focus group key audiences (affiliates, nonprofits, donors, community leaders) to understand how/whether they use Aspire and what would make it most useful to them
   b. Explore adding community perception data and or commissioning community surveys to enrich our understanding of affiliate areas
   c. Explore adding community needs assessments other existing documents or data dashboards
   d. Explore open-source platform options that would allow nonprofits or community partners to upload their own datasets

2. Pilot tools to help key audiences observe, understand and use indicators data (and enjoy doing it!)
   Test and scale models such as On the Table, Data Walks, Town halls, Smart Giving Socials, etc.
3. Partner with communications department to use Aspire data in more central office communications
   Collect stories of key audiences using Aspire data and/or stores of positive change that resulted from Aspire data and amplify through our communications

E. **Grow impact investing options and the capacity to support the work**

**Strategies:**
2. Work with Cambridge to include impact investments held in Pool A in reporting (Finance)
3. Host 4 impact investing interest-area gatherings (Development)
4. Develop annual impact report to donors and prospective donors (CI)
5. Develop option for donors who want to geographically restrict investments, including affiliates that want to opt-in to impact investing in place (CI & Finance)

III. **Establish the Foundation as a platform for inspirational and impactful giving**

A. **Grow donor relationships and increase donor grantmaking**

**Strategies:**
1. Continue Touchpoint Program, a systematic approach to communicating with fundholders, achieving at least two touchpoints annually for designated, scholarships, organizational, donor-advised, and deferred funds
2. Increase Impact Reports so that all fund statement contact persons of invested funds receive a report within the next 3 years
   a. FY22 - All (100%) Quasi-endowment impact reports sent to fund statement contact
   b. FY23 - All (100%) Endowments of $100,000 or more impact reports sent to fund statement contact
   c. FY24 - All Endowments established 20 years previously or more sent to fund statement contact
3. Increase grant matches made through Project Matchmaker and track funding granted per program for ROI
4. Emphasize adding to existing funds through gifting of various assets

B. Increase assets to support the Foundation’s long term mission

Strategies:
1. Establish new funds and grow existing funds with an emphasis on endowments and unrestricted assets
2. Lead prospect meetings with advantages of long-term and greatest needs of our communities being met by endowments which are unrestricted or field of interest
3. Focus on time value of money and the power of endowment for philanthropy in Arkansas and the impact that can be achieved in this way

C. Establish the Foundation as a center for current and deferred generational giving

Strategies:
1. Build strong relationships with people and families of influence and/or high net worth
   a. Create a target list of individuals and families to know and implement strategies to educate prospects on the Foundation
   b. Warm hand-offs/door opening activities for State and Affiliate Board members
2. Increase communication with donor advised fundholders on succession planning
   Focus on 1/3 of endowed DAFs per year
3. Host 4 Aspire interest-area gatherings (Smart Giving Socials) in Tier 4 or Pulaski County areas on Food Security (FY22) and TBD (FY23 and FY24)
4. Cultivate and manage deferred gifts
   Increase communications with donors who have planned gifts
   Engage current donors to create planned gifts
5. Educate affiliates on our generational giving donor services
6. Promote non-cash gifts

D. Deepen the Foundation’s reputation as the premier resource for professional advisors

**Strategies:**
1. Professional Advisor Liaisons referring to local PAs for all Tier 4 Affiliates
2. Provide thought leadership in philanthropy among circles of influence.
   [CPA newsletter, Advisors Corner, Smart Giving, LinkedIn, Letters to Editor, Blogs, CEU/CLEs, speaking engagements at Rotary clubs or groups within our key audience areas]

IV. Increase recognition and reputation as Arkansas’s choice for charitable giving services and philanthropic impact

A. Engage target audiences to raise awareness, deepen understanding, create trust and inspire action

**Strategies:**
1. Use owned, earned and paid media to spotlight all three donor segments – PAs, HNW donors/potential donors, and community leaders
2. Send statewide press releases that appeal to one or more of the three target segments at least once a month
3. Utilize PA, donor and impact spotlight blogs at least once a month (with six highlighting PAs) to explain the benefits of working with the Community Foundation and highlight PAs and donors who use our services
4. Use at least 12 paid magazine ads to highlight PAs, donors, board members and Aspire/impact stories
5. Use paid social media to increase the reach of the blogs and magazine ads
6. Continue emailing “Advisor’s Corner” every other month to PAs in our network
7. Continue emailing “Smart Giving” to donors and board members
8. Feature PAs, donors, board members and Aspire/impact in social media, in the Annual Report and ENGAGE
9. Send Annual Reports and Engage to congressional delegation, Arkansas General Assembly members, Governor, Cabinet members and Chambers of Commerce leaders
10. Ask engaged elected officials and chamber leaders to be quoted in ENGAGE and the Annual Report
11. Ask engaged elected officials and chamber leaders to be quoted in news releases

B. **Demonstrate our charitable giving knowledge and impact through strategic storytelling, thought leadership efforts, and increased digital engagement**

**Strategies:**
1. Increase the number and deepen relationships with personal “go to” contacts at major media outlets
2. Create and continuously update a targeted statewide and Central Arkansas media list
3. Ensure stories in paid, owned and earned media include people from all areas of the state
4. Use Aspire data, relationships with nonprofits and impact stories to create communications collateral and storytelling in earned, owned and paid media
5. Increase the number of ad placements featuring staff and board members each year
6. Create informative and compelling printed and digital collateral, including paid ads, all owned media (website, ENGAGE, Annual Report, electronic newsletters, social media) and press releases
7. Engage media on topics where the Community Foundation holds expertise (giving tools, Aspire data, nonprofit landscape, philanthropic trends)
8. Pitch op-eds in a broader range of publications and broadcast outlets

C. **Build communications-specific capacity for the affiliate network**

**Strategies:**
1. Present communications tools for EDs at each local board training
2. Provide a higher level of support by responding promptly to EDs for local brand awareness and consistency in affiliate areas
3. Create playbooks, templates, and branding guidelines accessible and understandable for affiliate EDs
4. Visit affiliate areas to educate Eds and board members on key messages, and for Comms team to understand affiliate landscape
5. Create opportunities for Communications messages at the Summit every 18 months that brings together Central Staff, EDs and board members

D. Continue to connect and inform staff and board members about public and internal initiatives and activities

Strategies:
1. Develop and maintain SharePoint intranet feature
2. Hold staff meetings monthly to share information and build relationships
3. Continue to use ED and board member newsletters, Summit every 18 months, coffee talks, Christmas party and the Fun Committee to engage employees
4. Track number of internal newsletters sent, along with Zoom and in-person gatherings of staff and board members
5. Create, send and analyze an electronic survey to gather internal engagement feedback from staff

E. Leverage “Arkansas, You Run Deep In Me” for multi-year use to generate general brand awareness statewide

Strategies:
1. Create a broadcast quality video, a 30-second TV spot, and a 15-second TV spot by November of 2021
2. Work with vendor to create partnerships to share the video on multiple platforms
3. Host premiere event Nov. 18, 2021, at Ron Robinson Theatre in Little Rock
4. Invite all donors and board members to attend the event
5. Use earned and owned media to promote the Premiere to media outlets and potential attendees
6. Use the TV spots in paid advertising buys for FY2023 and FY2024