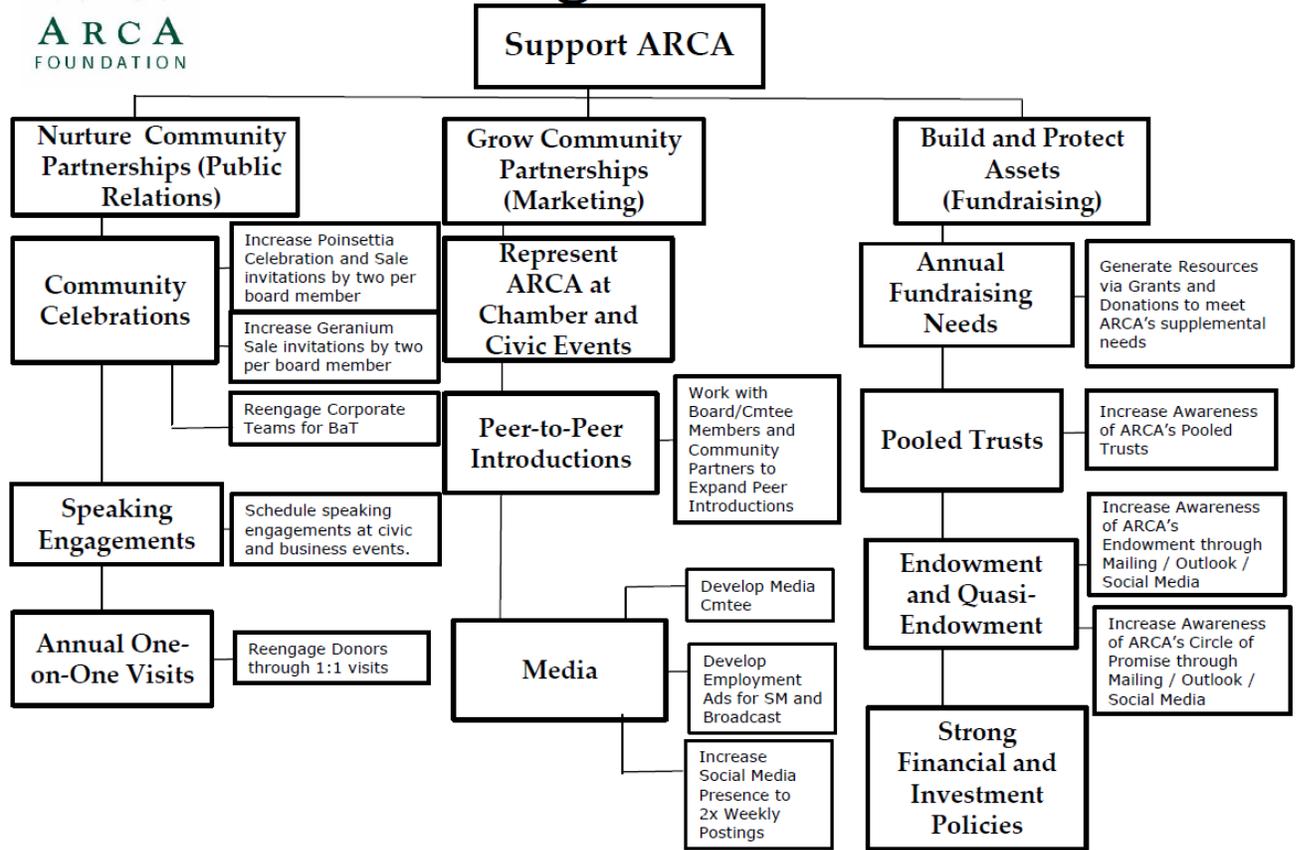




# Strategic Plan FYE 2024



## ARCA Foundation Strategic Plan: FY 2026

Revised: April 2025

Prepared by: Jennifer Maldonado Greenwood, ARCA Foundation Executive Director/Chief Development Officer

### Executive Summary

The ARCA Foundation's FY 2025/2026 Strategic Plan is a comprehensive roadmap guiding the organization's growth, sustainability, and impact in alignment with ARCA's mission. This plan focuses on four core strategic areas: Fundraising and Financial Stewardship, Public Relations, Marketing, and Financial Management. Each section includes specific outcomes, strategies, and progress updates, supported by actionable steps, newly implemented policies, and forward-thinking next steps.

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# **Strategic Focus Area 1: Build and Protect Assets (Fundraising & Financial Stewardship)**

## **Long-Term Vision**

Create sustainable, diversified, and mission-aligned non-governmental revenue streams to support and expand ARCA's services.

## **1.1 Key Goals & Strategies**

### **1.1.A Secure Support from Individual and Corporate Partners**

- Engage large groups and key stakeholders in community
- Establish a buddy system for board/committee engagement.
- Host cultivation dinners with follow-up.
- Secure two new major gifts.

### **1.1.B Create and Promulgate Planned Giving Opportunities**

- Partner with Planned Giving Task Force.
- Educate families and guardians through staff ambassadors.
- Engage long-term donors for legacy giving.
- Include planned giving in onboarding materials.
- Secure seven new planned gifts.

### **Strategic Update as of April 2025:**

- Circle of Promise web page added.
- Legacy mailing scheduled for May 2025.
- ED hosting Lunch & Learn events.
- ED coordinating quartering Point of Entry Events

### **1.1.C Strengthen Foundation Board Membership**

- Assess composition and recruit two new members to diversify representation.
- Outgoing board members asked to recruit successors.

### **1.1.D Identify Funding Gaps and Alternate Revenue Sources**

- Engage 5 new funders.
- Introduce 25 new prospects.
- Submit 24 grant proposals.
- Secure 25 new gifts.

- Engage family foundations.
- Attend funder events (e.g., Con Alma, ACF).
- Secure \$400,000 in revenue.

### **Strategic Update as of April 2025:**

- Hired full-time Grants Writer/Development Associate.
- DonorPerfect audit revealed opportunities for improvement.
- Implemented Moves Management—a structured approach guiding donor engagement through cultivation, solicitation, and stewardship.
- Developed comprehensive donor cultivation plan.
- Created tiered Stewardship Program.
- Executive Director meeting regularly with community leaders and legislators to grow partnerships.
- The Executive Committee identified growth needs: military, faith-based leader, legal, and fundraising professionals.
- Bylaws under revision to support a required committee structure for board engagement.\
- FND Board Committees formed March 2025.
  - Development Committee, Planned Giving Committee, By Laws Committee, Nominating Committee

### **Strategic Update as of August 1, 2025:**

- Secured two new major gifts exceeding FY25 targets.
- Scheduled 2 cultivation events, FY 26 Q2 and Q3
- Launched targeted corporate engagement initiative with outreach to 15 new companies.
- Circle of Promise campaign generated three confirmed planned gift commitments.
- FND Team initiated donor impact reports.
- Identified and engaged three new potential board candidates.
- Submitted 18 of 24 targeted grant proposals year-to-date; five funded, totaling \$175,000.
- Increased participation in community funder events, building relationships with Con Alma, ACF, and regional family foundations.

### **Strategic Update as of November 17, 2025:**

- Strengthened relationships with Bank of Albuquerque, Nusenda Credit Union, and United Way of Central New Mexico.
- Q3 cultivation events successfully introduced six new donors.
- Expanded corporate engagement pipeline with additional outreach to regional employers.
- Continued progress on donor impact reporting and stewardship processes.
- Strengthened alignment between fundraising, marketing, and community engagement initiatives.

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## **Strategic Focus Area 2: Public Relations**

### **Long-Term Vision**

Nurture, promulgate, and protect ARCA's reputation in the community while fostering a sense of belonging and engagement.

### **2.1 Key Goals & Strategies**

#### **2.1.A Create a Sense of Belonging Through Community Fellowship Events**

- Host Spring Geranium Celebration (goal: 300 attendees).
- Host Summer Bowl-a-Thon (goal: \$100,000).
- Host Winter Poinsettia Celebration (goal: 300 attendees).
- Board members to invite at least 2 guests to signature events.
- Engage corporate teams via peer-to-peer outreach.

#### **Strategic Update as of April 2025:**

- Bowl-a-Thon registration and sponsorship is now fully digital to streamline participation and enhance recognition.
- Formed an inclusive Bowl-a-Thon Event Committee comprising Foundation and ARCA staff and individuals served.
- Integrated Poinsettia and Geranium Sales into the October 2024 Marketing Plan.
- Events page added to revamped website (Jan 2025), increasing accessibility and visibility.

#### **Strategic Update as of August 1, 2025:**

- Spring Geranium Celebration exceeded financial goal; event generated 8 new donor leads.
- Summer Bowl-a-Thon raised over \$100,000.00 (final numbers to be presented by finance), surpassing revenue target by 25; peer-to-peer outreach accounted for 10% of donations.
- Secured three new corporate teams for Bowl-a-Thon through targeted board member engagement.
- Launched early marketing campaign for Winter Poinsettia Celebration, including social media countdown and VIP preview night for top donors.
- Increased board participation in event guest invitations; 50% of members met or exceeded the "two guests" target.
- Enhanced events page with photo galleries and impact stories, leading to a 22% increase in page visits since April.

## **Strategic Update as of November 17, 2025:**

- Winter Poinsettia Celebration on track to exceed attendance goal; 275 RSVPs confirmed with strong corporate interest.
- Secured three new corporate sponsors for 2026 signature events through enhanced board outreach.
- Activated new partnerships with Bank of Albuquerque, Nusenda, and United Way, resulting in expanded event visibility and cross-promotion opportunities.
- Achieved full digital integration for event registration and tracking across all three signature events, improving data accuracy and donor stewardship.
- Implemented new event stewardship touchpoints (handwritten notes, post-event surveys, impact spotlights) leading to a 19% increase in donor retention among event attendees.
- Launched targeted marketing campaign for 2026 Geranium Celebration, including board-led social media shares and nonprofit partner amplification.
- Increased board participation in corporate outreach, resulting in three new introductions and two confirmed corporate team commitments for Bowl-a-Thon 2026.
- Website events page updated with new impact stories, videos, and photo galleries, contributing to a 17% increase in page engagement since August.

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## **Strategic Focus Area 3: Marketing**

### **Long-Term Vision**

Increase community, state, and national awareness of ARCA's services and impact.

### **3.1 Key Goals & Strategies**

#### **3.1.A Increase Awareness of ARCA**

- Explore feasibility of a Board Media Committee.

#### **3.1.B Strengthen Digital Presence**

- Post on social media a minimum of 2x per week.
- Advertise employment opportunities on digital platforms.
- Expand ARCA's digital footprint.

## **Strategic Update as of April 2025:**

- October 2024: Launched strategic social media campaign.
  - Reach growth = 30% to date across social media platforms
  - 3- 4 weekly posts that strategically align with the Marketing Plan
- Hired full-time Marketing Associate.
- January 2025: Launched a new website with improved storytelling, navigation, and user engagement.

### **Strategic Update as of August 1, 2025:**

- Average social media posting frequency sustained at 3–4 times weekly; audience reach increased by an additional 18% since April.
- Launched “Impact in Action” monthly video series highlighting individual success stories; first post 9/2025.
- Implemented a targeted LinkedIn outreach campaign to connect with corporate and nonprofit leaders statewide.
- Website traffic up 16% since April, with a 12% increase in average session duration due to enhanced content and multimedia storytelling.

### **Strategic Update as of November 17, 2025:**

- **Month-over-month website growth shows continued momentum:**
  - October 1–16, 2025 vs. November 1–16, 2025
    - 9.8% increase in users
- **Top website page views over the past 90 days:**
  - ARCA: 6,000 views
  - Applying with ARCA: 1,600 views
- **Social Media Performance (Past 30 Days):**
  - **Facebook:**
    - Views: +25.6%
    - Content Interactions: +17.9%
    - Reach: +9.8%
  - **Instagram:**
    - Views: +35.7%
    - Content Interactions: +25.7%
    - Reach: +27.5%

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## **Strategic Focus Area 4: Financial Management and Distribution of Assets**

### **Long-Term Vision**

Exercise ethical, mission-aligned stewardship of donated and entrusted funds to ensure long-term financial health.

## 4.1 Key Goals & Strategies

### 4.1.A Expand Donor Pooled Trust Committee

- Recruit five new members to broaden governance and oversight.

#### **Strategic Update as of April 2025:**

- Pooled Trust Committee formally established by board vote on March 28, 2025.

### 4.1.B Strengthen Financial Policies and Governance

- Conduct annual policy reviews (investment, financial, gift acceptance).
- Maintain a transparent Finance Committee with system access (e.g., DonorPerfect).
- Conduct quarterly investment reviews with professionals.
- Maintain board-approved reserves.
- Offer financial stewardship and governance training.

#### **Strategic Update as of April 2025:**

- ED implemented a tiered Donor Stewardship Plan to ensure consistent recognition.
- Adopted End-of-Year Tax Letter Policy:
  - Donors \$25+ receive acknowledgement letter by Jan 31.
  - Includes donation amount, no-goods statement, EIN, and nonprofit status.
- Strengthened collaboration with ARCA Finance Department to ensure transparency, collaboration and data access.
- Gift Acceptance Policy audited and revised.
- New Individual Artwork Policy adopted:
  - Requires documented informed consent for use in fundraising
  - Establishes benefit-sharing model to prevent assumption of exploitation.

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## Next Steps & Accountability Measures

1. **Quarterly Progress Reviews:** Each strategic focus area will be reviewed quarterly with the Foundation Board.
2. **Annual Strategic Planning Retreat:** Schedule for Q4 to refine 2026 goals.
3. **KPI Dashboard:** Develop and distribute a performance dashboard including:
  - Grant proposal submissions and outcomes
  - Donor growth by tier
  - Social media reach and engagement
  - Event ROI

- Pooled Trust participation growth
- 4. **Policy Manual Update:** Finalize and disseminate a revised Foundation Policy & Procedures Manual by August 2025.
- 5. **Staff & Board Engagement Survey:** Conduct annual assessment to measure satisfaction, identify training needs, and strengthen culture.

**Strategic Update as of August 1, 2025:**

- Delivered financial stewardship training to ARCA FND Team members
- Piloted quarterly donor stewardship impact reports to track giving trends by tier.
- Finalized Foundation Policy & Procedures
- Initiated planning for annual Engagement Survey, to be conducted in September 2025.

**Strategic Update as of November 17, 2025:**

- Delivered financial stewardship training to ARCA FND Team members
- Piloted quarterly donor stewardship impact reports to track giving trends by tier
- Finalized Foundation Policy & Procedures
- Initiated planning for annual Engagement Survey, to be conducted in September 2025
- **Provided ongoing cultivation and Moves Management training to the Foundation Team to strengthen donor pipeline development and stewardship practices**
- **Launched a donor cultivation tracking system to ensure consistent follow-up and personalized engagement**
- **Integrated weekly donor touchpoint goals for Foundation staff to support relationship-building with LYBUNT, SYBUNT, and new donor segments**
- **Expanded corporate and community partnership outreach through targeted engagement with Bank of Albuquerque, Nusenda, and United Way leadership**
- **Introduced quarterly internal learning sessions focused on donor psychology, stewardship best practices, and cultivation event strategy**