



AKRON
COMMUNITY
FOUNDATION

ENRICHING LIVES SINCE 1955

STRATEGIC PLAN:

EXECUTIVE SUMMARY
2022-2027

BACKGROUND

Ten years ago, Akron Community Foundation staff and board envisioned a transformed organization. One that would better embrace and enhance the work of charitable people who make a permanent commitment to the good of our community.

The foundation embarked on its first strategic plan at that time with the goal of becoming more donor-centric. Over the past decade, the generosity of individuals, families and businesses throughout Summit and Medina counties has more than doubled the community foundation's charitable assets and new funds to approximately \$300 million and 800, respectively. But more importantly, this generosity has resulted in more than \$100 million in grants and distributions back into the community during this ten-year period alone. We're so thankful for those whose inspiring leadership and commitment to the health and well-being of our community lifts all of us and improves and enriches the quality of life where we live, work and raise our families.

The community foundation is now embarking on its next five-year strategic plan. Most critical to our mission during the 2022-27 strategic plan will be our heightened outreach and stewardship to various constituents throughout our geographic footprint in Summit and Medina Counties. We'll continue to advance our mission and vision by deliberate and thoughtful stewardship in the following focus areas:

- Donors & Stewardship
- Legacy & Families
- Proactive Community Investment
- Leadership & Leverage
- Governance & Accountability
- Infrastructure & Physical Plant

Our board and staff are poised to continue the trajectory set forth the past ten years, while remaining flexible and responsive to the evolving needs of our community and the philanthropic desires of our donors and fundholders. We thank you for your part in helping us continue this important work.



Sylvia Trundle
Chair, Board of Directors



Marty Hauser
Vice Chair, Board of Directors
Chair, Strategic Planning Committee



John T. Petures Jr.
President & CEO

OUR VISION

We embrace and enhance the work of charitable people who make a permanent commitment to the good of the community.

OUR MISSION

To improve the quality of life in Greater Akron by building permanent endowments and providing philanthropic leadership that enables you to make a lasting investment in the community.

OUR VALUES

Passion | Excellence | Accountability | Quality of Life | Collaboration



STRATEGIES

The following 2022-27 strategies were developed during a year-long process, which included discussions with Akron Community Foundation board members and staff that informed the creation of these next steps to guide the foundation's fulfillment of its mission, and ultimate service and stewardship to the philanthropic individuals and organizations in our community.

- Maintain and heighten the excellent level of stewardship and customer service with various audiences.
- Heighten the organization's awareness and understanding of the community to address its most pressing needs.
- Through The Center for Family Philanthropy, remain a philanthropic thought leader and resource for the emerging group of younger and more diverse donors as an unprecedented generational transfer of wealth occurs over the next decade.
- Continue to foster a more inclusive, just and equitable community and, through our philanthropic work and leadership, continue to support and advance efforts to overcome racism and prejudice in our community, while also instilling diversity, equity and inclusion into our policies, practices and processes.
- Create a stronger community by continuing to collaborate, facilitate, lead and convene various community groups and pursue funding collaborations.
- Strategically focus proactive community investments where Akron Community Foundation can most effectively leverage its unique leadership role, networks and expertise to address community issues.
- Create and invest in a more comprehensive, robust and strategic communication plan to enlighten a broader, but targeted, group of constituents on Akron Community Foundation's critical role in improving the health and well-being of our citizens.
- Evaluate and maximize personnel, processes, procedures, training, technology and facility space to ensure we can continue to meet the growing demands of community foundation constituents.
- Ensure current and past board members remain informed, enlightened and engaged advocates of the work and mission of Akron Community Foundation.
- Provide tracking mechanisms to gauge active participation of board members, helping them fulfill their stewardship and fiduciary roles.
- Utilize the expertise of our Professional Advisor Council to create a formal and robust planned giving program.
- Ensure that the foundation maintains the highest level of professionalism and preparedness in meeting and sustaining its vital work in the community by creating and implementing succession plans for senior level staff positions throughout the organization.

TACTICS

- Maintain our commitment to becoming a more diverse and inclusive organization across all areas of our operations, from grantmaking processes to fundraising initiatives.
- Heighten investment in our overall marketing & communications efforts to more diverse audiences.
- Improve our storytelling while showcasing the vital work of nonprofits in our community.
- Create infrastructure and secure expertise to establish a more formal planned giving program
- Expand the work of The Center for Family Philanthropy by educating and engaging a variety of constituents, including private family foundations, professional advisors and fundholders.
- Grow our funding partnerships with key community stakeholders, to more effectively address current and emerging community needs.
- Commission a comprehensive community-wide needs assessment.
- Continue year-round training of board members, while also utilizing feedback/assessment tools and dashboards, helping board members fulfill their stewardship roles at the organization.
- Secure human resource expertise to grow the organization's positive work culture and invest in a more robust staff training and development program while creating and implementing succession plans for key leadership roles across the organization.

OUTCOMES

- The foundation will see continued growth as the Summit and Medina County Communities continue to further their permanent philanthropy.
- We will better reflect the community we serve by offering more accessible giving vehicles and finding innovative communication platforms.
- The foundation will capitalize on the availability of accumulated wealth and create a legacy of philanthropy that will benefit the community for the future by advising donors of their planned giving options, allowing them to support the causes they care about most, long after they're gone.
- We will improve the efficiency and productivity of our administrative infrastructure, and will better position staff for retention, growth and promotion by maximizing the capabilities of our team and providing enhanced training.
- Our grantmaking priorities will be better informed and we will be better poised to remove obstacles to success by having a deeper understanding of the challenges our nonprofits face by engaging in listening sessions with organizations, utilizing research and community reports, and seeking insights from community members.
- Our board members will be enlightened and trained on both important community issues and relevant governance topics and will be accountable for fulfilling their duties and responsibilities.



AKRON
COMMUNITY
FOUNDATION

ENRICHING LIVES SINCE 1955